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Evaluation of the Cymru'n Cofio / Wales Remembers Programme 2013- 2020

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Views expressed in this report are those of the researcher and not necessarily those of the Welsh Government

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Glossary

Acronym/Key word	Definition
DCMS	Department for Digital, Culture, Media and Sport
FM	First Minister
GDPR	General Data Protection Regulation
HLF	Heritage Lottery Fund
IRP	Internal Research Programme
IWS	Imperial War Museum
KAS	Knowledge and Analytical Services
NLW	National Library of Wales
UK	United Kingdom
WG	Welsh Government

1. Introduction

1.1 The Internal Research Programme (Knowledge and Analytical Services, Welsh Government) was commissioned by the Culture and Sport Division, Welsh Government to undertake an evaluation of the programme delivery of *Cymru'n Cofio Wales Remembers 1914-1918*¹, the commemoration programme of Wales' contribution to the First World War.

1.2 Cymru'n Cofio represented the Welsh Government's contribution to the wider UK programme of marking the centenary of the First World War and in particular to mark the contribution of Welsh people, both on the front and at home. The programme's objectives were;

- to identify and mark significant anniversaries, working with Welsh organisations and services, other UK Home Nations and international partners;
- to support an educational programme that encourages schools and young people's organisations to fully participate in commemorative activities;
- to develop and support productive partnerships to deliver activities and events throughout the commemorative period to diverse audiences;
- to support vibrant cultural and historical interpretation events and activities by our cultural and heritage bodies reflecting different perspectives on the period;
- to work with the Heritage Lottery Fund (HLF) and other funders to support community projects telling the story of Wales and the First World War
- to ensure that information about the commemoration in Wales is easily available to everyone within Wales and beyond, and;
- to leave a rich digital legacy of the commemoration for future generations.

1.3 The programme ran from 2012-2020 and included a range of predominantly Wales-focused funded activities, programmes and events, working with a number of external partners. These events were coordinated by a programme board of representatives from various organisations across the UK, with a selection of targeted events led by Welsh Government. The programme was planned and coordinated by a team of Welsh Government officials, who were also responsible for

¹ Hereafter referred to as Cymru'n Cofio.

the creation, co-ordination and organisation of the programme board. The programme were also working in partnership to varying extents with the Internal Champions Group, a group of Welsh Government officials leading in their policy areas. They provided a cross-government perspective on the programme to ensure cohesion between Cymru'n Cofio and activity in each policy area.

- 1.4 Additionally, between 2014 and 2018 the Education aspect of this programme was supported by an allocation of £850,000 and comprised three strands, namely;
- Bilingual digital educational resources tailor made for Welsh Schools, which were produced by National Library of Wales (NLW);
 - A 'Wales at War' App, a bilingual, interactive app for Wales which enables schools and members of the public to 'access' the theatres of war from their classrooms in Wales; and,
 - A small grant scheme (up to £1,000 per school) available to all secondary schools in Wales to enable them to develop their own commemorations of the First World War (WWI), a total of £279,000 over four years;
- 1.5 Additional funding was provided to enhance the 'Go and See' element of Creative Learning Through The Arts, administered via the Arts Council for Wales, for the 2018-19 phase, and a total of 72 funding awards were made to schools via this route during that 2018-19 period.
- 1.6 Planning and preparation for the programme began in 2012 and therefore pre-dates the current government and the aims and objectives set down in *Prosperity for All: the national strategy*, the programme for government for Wales 2016-2021. However, the objectives of the programme fall within the broad objectives of 'building resilient communities, culture and language' through the programme's commitment to highlighting Wales' specific contributions to the war and in drawing attention in particular to the diverse experiences of those who lived through the war. The programme also broadly encompasses the aim to 'promote and protect Wales' place in the world' through the role it played in organising overseas events to commemorate Welsh soldiers' in key battles or events. These events highlighted the contributions of the people of Wales but also enhances the visibility of Wales' brand and distinctiveness from other commemorative activity undertaken at a UK level.

- 1.7 The aim of this evaluation was to retrospectively assess the ways in which the programme was delivered, to provide recommendations for effective delivery of future commemoration programmes and to understand how the impact of the activity funded as part of the programme could be measured. Because the IRP were involved at the close of the project, it was not possible to measure impacts effectively due to the absence of monitoring data infrastructure, and so this evaluation focuses only on reflections from the programme board and funded projects about their experience of working within the programme.
- 1.8 The evaluation objectives were as follows;
- Undertake a Theory of Change workshop with key officials in the Culture and Sport Division and other Welsh Government (Education, Communications and Cadw) officials to retrospectively map the programme in a logic model;
 - Undertake a series of qualitative interviews with members of the Cymru'n Cofio Programme Board covering aspects of coordination and delivery of the programme, the role of the communications strategy, and exploring data availability and possibilities for assessing impact in future programmes;
 - Undertake a review of available data of the programme and the activity it has funded (including the Secondary Schools' Grants Scheme and Cadw Scheme) and make recommendations for implementing monitoring and evaluation in future commemorative programmes.
 - Administer a short survey seeking the views of stakeholders regarding their experience of delivering their project and the nature and quality of contact with the programme board and their delivery of the programme.
- 1.9 Section two will outline the evaluation methodology, whilst section three will detail the outline the theory of change, which was produced retrospectively at the end of the project in early 2020. Section four will detail the findings from the survey of funded projects and section five will present the findings from the qualitative interviews with members of the programme board. Finally, section six will draw together the main findings of the evaluation and make some recommendations on the evaluation approach of future commemorative programmes.

2. Methodology

- 2.1 The IRP were commissioned to undertake an evaluation of Cymru'n Cofio at the conclusion of programme activity in autumn 2019. As such, there are a number of limitations to the evaluation which will be outlined here to provide an accurate picture of the benefits of the data collection and the findings outlined in this report. The scope of the evaluation was limited by its retrospective nature. An impact evaluation of the programme was not possible due to the absence of an agreed evaluation and data monitoring approach from the outset, including an agreed theory of change. The focus on the evaluation was therefore on assessing what could be learned from the way in which the programme was delivered, or a process evaluation. Process evaluations focus on what worked well and what worked less well in an intervention, what could be improved, and how the context has influenced delivery (The Magenta Book, 2020: 15). The methods will therefore focus on perceptions of the programme from beneficiaries and those who were involved in delivery.
- 2.2 Data collection began with a retrospective theory of change workshop, to gain insight from Welsh Government staff on the intended intervention logic, and a review of available data and evaluation planning. Primary data collection included a survey of funded projects to understand their experience of working with the programme board to deliver their projects, and finally a set of 10 qualitative interviews were conducted with members of the programme board to gain their perspectives on the running of the programme and the enabling and challenging factors experienced as a board member. Due to time constraints, it was decided that the evaluation would not include a review of the funding for schools and community projects, focusing solely on the central co-ordination of programme activity and the experiences of community projects that attracted more significant amounts of funding.
- 2.3 The evaluation timetable was originally intended to run for nine months from October 2019 – June 2020; the findings from which would form part of the overall review of the programme undertaken by Welsh Government colleagues in the Culture and Sport Division. The evaluation was halted part way through data collection in April 2020 due to resources in the Culture and Sport Division being

diverted to Covid-19 support, and resumed in October of that year. Therefore, the theory of change workshop was completed first, and the survey, interviews and document analysis were completed upon resumption of the project.

Theory of Change Workshop

- 2.4 Because of the retrospective nature of the evaluation, it was beneficial for research colleagues to undertake scoping of the programme activity and the intended outcomes. As part of this, researchers held a Theory of Change workshop. A theory of change workshop is an evaluation tool used to map how project inputs and activities lead to the intended short, medium and longer term outcomes. This provides a roadmap for understanding how an intervention, in this case the programme, will achieve the objectives set and demonstrate impact.
- 2.5 Theory of Change workshops are typically undertaken at the outset of an intervention, sometimes as part of an evaluability assessment, to determine the intervention logic and to assist in identifying any risks to delivery. They can also help identify data required to measure the impact of an intervention. The logic models that are produced can be reviewed midway through and at the conclusion of an intervention as a review of how the programme was delivered and to what extent the intended impacts have been achieved. The logic models can be revised as future iterations of an intervention are designed and provide an evaluative framework from the outset. However, there are benefits to undertaking a workshop for an ex-post evaluation, as it enables evaluators to scope the programme in detail and better understand the rationale for the programme design. Conducted retrospectively, it can also help the delivery team reflect on the experience and provide detail on what was intended at the outset versus what was actually delivered, and the reasons for this.
- 2.6 Researchers from the IRP and the Sustainable Futures research team undertook the workshop lasting 1.5 hours in December 2019 with two programme delivery staff and one official responsible for the delivery of the communications strategy. The session was interactive, and produced a logic model, a visual representation of the theory of change for the evaluation team to refer to. The session began with mapping the intended longer term outcomes of the programme. The discussion then moved onto understanding the context at the start of the project and the rationale

for the programme including a consideration of key assumptions and risks to achieving programme objectives. The workshop then mapped the key resources and activities of the programme, resulting in a logic model that mapped a number of intervention chains that formed the programme as a whole. The logic model can be found in section three of this report.

Review of Documents and Data Availability

2.7 In order for IRP researchers to understand the background and set up of the programme more accurately, a review of documents within the Culture and Sport Division's filing system was undertaken. The following types of documents were of interest for the purpose of this evaluation;

- Contextual documents detailing the programme initiation and set-up;
- Documents detailing the objectives and activity of Cymru'n Cofio funded projects, including any monitoring and evaluation plans and any project returns detailing the outcomes and impacts of project activity;
- Information on the aims and objectives of the Cadw war memorials grant scheme and the educational grants to secondary schools to undertake commemoration activity. Although measuring the impact of these projects was not in the scope of this evaluation, it was nevertheless useful to understand the rationale and take-up of grant funding for these elements of the programme in order to advise on how they may be best evaluated in the future.

2.8 The following questions formed the basis of the document analysis and were of interest for this evaluation;

1. Which documents detail the monitoring and evaluation approaches of each project and are they available for each project?
2. Which documents detail the data collected throughout the duration of the project and how were these data used?
3. How do the monitoring and evaluation approaches align with data collected and does this approach make it possible to discern project impacts?

- 2.9 After reviewing important contextual documents, including the Project Initiation Document (2013), the roadmap of events and activities for each year of the programme (2013-20), and relevant Ministerial Advice were sent detailing funding for the programme, including the evaluation, researchers were in a better position to understand how the programme was set up and the roles and responsibilities of the programme board.
- 2.10 The files pertaining to each funded project were then reviewed to understand the extent to which monitoring and evaluation of each project was undertaken throughout the course of the project, and to ascertain how this was reported to the programme team in Welsh Government. Understanding how project impacts were used and reported was also of interest. This process was also undertaken for the Cadw war memorial grants and the educational grants. A summary of the type and quality of monitoring data can be found in section 3 of this report.

Survey of Community Projects

- 2.11 Following the creation of the logic model, researchers were able to design a survey to administer to those who had received funding and support from the programme to deliver community projects. The survey covered the following;
- Awareness of and quality of contact between the project and the programme in delivering the initiatives;
 - Awareness and use of the Cymru'n Cofio branding by the projects;
 - Adoption of Cymru'n Cofio materials by projects and how they were useful;
 - Resources accessed by projects during the delivery of initiatives and how project outcomes were recorded;
- 2.12 The survey was designed in collaboration with the Cymru'n Cofio team in Welsh Government. A copy of the survey questions can be found at Annex A. In March 2020 the survey was administered in hardcopy format at the Partnership Engagement Event at the Pierhead Building in Cardiff Bay. This event brought a range of stakeholders together and included presentations from community projects and reflection on the successes and challenges of the programme as a whole. Five respondents submitted a survey return at this event.

2.13 It was also intended that the survey would be administered at a further three roadshow events for the programme, scheduled to take place in March and April 2020. Six further responses were received at one of these events, and the other two were cancelled following the announcement of the nationwide lockdown due to the Covid-19 pandemic. At this point, there was a break in data collection for the project due to the diversion of Welsh Government resources to address the pandemic. To ensure that all projects had adequate opportunity to take part, the survey was administered online using SmartSurvey, a UK GDPR approved survey platform once fieldwork resumed on the project later in 2020. Invitations were sent to main contacts for all community projects via email, which included a privacy notice detailing how their data would be used and stored. The survey was live for four weeks through October and November 2020. Respondents could participate in English or Welsh. In total, 11 respondents filled in the online survey, one in Welsh, 10 in English. When taken with the hardcopy responses and accounting for duplicate responses, a total of 16 responses were received out of a total of 21 community projects. This gives an indication of the views of community projects and will provide guidance on how communication with the programme, use of branding and materials, and the extent to which and approaches to data collection were adopted to evidence impact.

Interviews with Programme Board Members

2.14 The final component of the evaluation involved qualitative research with a selection of members of the Cymru'n Cofio Programme Board. The objectives of these interviews was to invite board members to reflect on their experience and to discuss the enabling and challenging aspects of the following;

- Establish interviewees role on the programme board and nature of their involvement in the commemorative campaign;
- Identify how the operation of the programme board fed into the commemorative activity of the organisations who were a part of it, and vice versa;
- Understand the enablers and barriers faced in implementing a communications strategy which was inclusive of different groups, and which aimed to commemorate rather than celebrate the First World War;

- Understand how stakeholders were engaged with the programme and reflect on the contribution of stakeholder engagement in the overall delivery of the programme;
- Discuss definitions of programme success and how this was or could be measured;
- Evaluate the resources required from Welsh Government to successfully deliver the programme for future learning, including implementing data monitoring and evaluation.

2.15 The IRP developed a topic guide for the interviews in collaboration with the programme team. The topic guide can be found at Annex B. All 43 Board members were invited to participate via email and ten interviews were held with those who expressed interest. Eight interviews were conducted in English and two were conducted in Welsh by researchers from the IRP and the Sustainable Futures research branch. Due to the social distancing restrictions in place as a result of the Covid-19 pandemic, all interviews were conducted remotely using Microsoft Teams. Interviews were video recorded and the file downloaded onto Welsh Government secure filing systems before being transcribed. Thematic analysis was used to draw out the relevant data to address the objectives. The analysis can be found in section five of this report.

2.16 The following section provides the logic model as the outcome of the Theory of Change workshop and discusses the findings from the review of programme documents to establish the evaluation intentions and data monitoring undertaken from the outset of the programme.

3. Theory of Change and Document Review

- 3.1 This section presents the logic model that resulted from the workshop discussion with Cymru'n Cofio officials that took place in December 2019. This was designed retrospectively and therefore is not an accurate representation of the programme logic at project inception, rather a combination of the initial intentions of the programme and how it evolved as the programme progressed. This provided the IRP researchers with an overview of the programme. This was followed by a review of project documentation. Findings of the review with respect to plans for evaluation and data monitoring will be detailed in this section.

Figure 3.1: Cymru'n Cofio Wales Remembers 1914-1918 Theory of Change Logic Model

CONTEXT/BACKGROUND

- Public appetite - consultation events demonstrated there was both a visible interest in marking the centenary and to ensure this was marked appropriately.
- Focus on commemoration not celebration
- Promoting inclusivity in commemoration – especially for young people and marginalised groups
- Framework for communications programme
- Local empowerment approach to commemoration

AIMS AND OBJECTIVES OF CYMRU’N COFIO

The overall aim was to “*deliver a successful and memorable commemoration in Wales that enabled everyone to participate at a time and in a way that best suited their interests and aspirations.*” ([Framework Programme for the commemoration in Wales 2014 – 2018](#), p.11)

The objectives for the programme were vast and wide-ranging:

Identify and mark significant anniversaries, working with Welsh organisations and services, other UK Home Nations and international partners.

To develop and support productive partnerships to deliver activities and events throughout the commemorative period to diverse audiences.

To leave a rich digital legacy of the commemoration for future generations.

To work with the Heritage Lottery Fund (HLF) and other funders to support community projects telling the story of Wales and the First World War.

To support an educational programme that encourages schools and young people’s organisations to fully participate in commemorative activities.

To support vibrant cultural and historical interpretation events and activities by our cultural and heritage bodies reflecting different perspectives on the period.

To ensure that information about the commemoration in Wales is easily available to everyone within Wales and beyond.

INPUTS

Stakeholders

- Programme Board
- Internal champions group (e.g. Cadw).
- Brussels and Dublin offices (support with relationships).
- Faith team
- Teachers helping to inform education offer.
- WG colleagues – communications, Cadw, Armed Forces and education.

Programme development

- DCMS links – starting point for development programme.
- Consulting with (WG) colleagues to understand previous lessons learnt.
- Support from the Cabinet on getting 'sensitivity' element right.

Time resource

- WG working groups – historical interpretation; community activities; communications; education specialists (teachers).
- Balance of communications and branding.
- Development of framework programme – consultation and launch events.
- Partnership Days (one per year) with IWM.
- Time from team, external advisors, programme boards, working groups, WG internal champions group.
- Twice a year meeting between First Minister and expert advisers.
- Expert adviser's time.
- Ministerial time e.g. events – First Minister, other ministers inc. Deputy Minister for Culture, Sport and Tourism; Education Minister.

Funding

- Central WG – Cadw, Culture & Sport and Comms.
- National events money pot
- Match funding (e.g. National funding)
- Education - £850k over 4 years
- National Lottery Heritage Fund
- Local - £3-10k; National Lottery Heritage Fund projects, Cadw.
- National Library Wales – received £20k per year; National Museum Wales – received £60k per year funding (2014-2019; match-funded)

Events/consultations

- Partnership days with Imperial War Museum.
- Consultations across Wales to find out what people wanted to do and assess expectancy.

ACTIVITIES

Timeline

- ↓ Events calendar each year with First Minister's press release
- ↓ March 2012 - Appointment of Sir Deian Hopkin as expert advisor
- ↓ Oct 2013 – launch event; media and stakeholders invited; awareness raising.
- ↓ Aug 4th 2014 – Cathedral service at Llandaff.
- ↓ August 2014 – Langemark memorial unveiling
- ↓ Gallipoli – Everyman Statue – with British Legion
- ↓ International events – Wales events abroad; Langemark and Mametz memorial
- ↓ 2016 – International event/overnight vigil
- ↓ 2016 – Centenary of the Battle of Mametz Wood – commemoration in Mametz
- ↓ 2017 – Wales/Ireland project; literature focus in Brussels and Ireland.
- ↓ 2017 - Third Battle of Ypres (Passchendaele) – commemoration in Langemark
- ↓ 2017-2018 RAF Centenary – Lloyd George connection
- ↓ 2018 armistice – remembrance service Llandaff Cathedral
- ↓ Poetry commissioned for final event and publication

Additional Activities

- UK-Ireland projects/initiatives.
- Museum and Library – talks, exhibitions and educational activities.
- School grants scheme – pot of money for schools to do their own activity.
- Art elements in Wales – UK 14-18 NOW.
- Support given to local events and projects (Cadw).

OUTPUTS

Benefits to Welsh Government

- Partnerships between WG and others e.g. Flemish Parliament, international relationships, etc.
- Positive response – WG shown in a good light – reputation and impact.
- Close links with Brussels office and head of Dublin office.

Public engagement

- Raising awareness amongst the public.
- Sensitivity with branding and terminology.

Partnership working

- Involving faith groups, Centre for Peace, cultural organisations, arts, etc.
- Cadw – local level to broker partnerships.
- Better relationships e.g. in the working groups.

Programme Objectives (linked to Framework Programme)

- Tailored support where it met Cymru'n Cofio's aims/objectives.

Tangible outputs

- Temporary exhibitions.
- Final publication across 7 years with events in Senedd.
- Social media accounts.
- Yearly programme of events (2014-2018) with ad hoc publications as required.
- Guidance for local groups.

OUTCOMES

Benefits to Welsh Government

- Knowledge for future programmes.
- Expertise in dealing with large programme planning and sensitivity element.

Public engagement

- Generational involvement – event in Youth Parliament at the end of the programme.
- Promoting inclusivity in commemorative activities i.e. with marginalised groups.

Partnership working

- Knowledge of organising and who should be involved.

Tangible outcomes

- Exhibitions
- Digital legacy – People's Collection Wales
- Cymru'n Cofio website – legacy section
- Restoration of war memorials
- Database of Royal Welch Fusiliers – picture and name of each soldier

IMPACTS

Ownership of commemoration

- Allowing groups to choose what to do but also know where to get information.

Legacy

- Ensuring resources developed during the programme remain available.

Commemorating diverse experiences

- Wales level – commemorating and understanding marginalised voices previously underreported.

Communications at all levels

- UK level – Wales represented in UK level commemorations.
- Local and wider involvement – involvement at all levels
- International reach (anniversaries of events linked to Wales).
- Better education regarding the First World War – specifically targeted secondary schools and higher education.
- Digital legacy – education and learning.

Lessons learnt for Welsh Government

- Raising awareness of the First World War programme.
- Recording lessons learnt for future use.
- Media coverage (amount and tone).
- Inform future communications – 75th VE day anniversary; national events; lessons learned.
- Future events – using working group to establish relationships.
- Lessons learned also reaches to external organisations and individuals who worked with WG on the commemoration and their experience (also learning from their own programmes).

Document Review and Data Availability

3.2 This section details the extent of evaluation planning and data availability evident within the programme files available. This section reviews information available from (i) the funded community projects; (ii) the schools grants scheme, and; (iii) the Cadw grants scheme. In each case, data availability has been reviewed and evaluated, and how the data has been used to evidence impact will be discussed where relevant. This section will also cover what impacts are difficult to ascertain given the limitations of the available data.

Funded Community Projects

3.3 There were a total of 21 projects funded by Cymru'n Cofio throughout the duration of the programme. In all cases, each project submitted a full business case to the programme to obtain approval for funding. In its most detailed form, a business case would contain the following information;

1. Investment / Objectives of the project
2. Project Overview
3. Strategic Context
4. Case for Change
5. Benefits Appraisal
6. Proposed Activity
7. Finance and Procurement
8. Timescales and Monitoring
9. Key Project Contacts

3.4 Each project business case was reviewed to understand the extent to which consideration and resourcing for monitoring and evaluation was taken into account at the beginning of the project. Consideration of an evaluation approach from the outset is recommended to enable baseline measurements of key metrics to be carried out, and therefore to accurately measure distance travelled and overall impact. For each project, the extent to which monitoring and evaluation was considered varied widely, from no mention at all through to detailed plans for evaluation and named metrics to be measured in order to evidence impact. Ensuring that initial evaluation approaches are adhered to and monitoring data is

consistently collected throughout the project and at its conclusion provides a good basis for understanding the impact of an intervention. Linking the evaluation objectives in the business case to the end of project report produced by each project was the most viable option. The submission of an end of project report was required by the programme and requested the following information;

- Basic information including project details, grant awarded and the conditions of grant;

3.5 Written evidence was then requested for the following;

- How the conditions of the grant had been met;
- A brief overview of the project, including the aims and objectives;
- The positive outcomes and achievements of the project;
- Detail on activities undertaken, ensuring that any detailed activity addresses that set out in the business case;
- The results of the project and any monitoring information used to assess results and outcomes;
- Any issues encountered and how these were resolved, and;
- Any other comments or lessons learned.

3.6 In most cases the reports were reasonably detailed and provided data on a range of metrics, both quantitative e.g. number of visitors, number of educational visits; and qualitative e.g. visitor feedback and evidence of new partnerships and collaboration.

3.7 However, there were a number of issues noted when comparing the business case with the evidence presented in the end of project report and in drawing conclusions about impact;

1. For some projects there was no evidence of a monitoring and evaluation plan completed at project outset, and therefore no baseline measurements from which outcomes could be compared. Therefore it was difficult to ascertain impact and attribute that impact to the funded activity.
2. For projects where evaluation had been considered, it was difficult to ascertain from the documents available whether baseline measures had been taken, and at which points in the project progress had been monitored e.g. at certain points

during the project and/or at the conclusion of a project. There was little further detail beyond the completion of the end of project report.

3. End of project reports were relatively light on detail regarding whether the metrics measured could demonstrate impact, and sometimes the project had difficulties isolating the impact of the funded intervention from other non-funded activity. For example, ticket sales at an exhibition could not determine whether visitors had engaged with a particular exhibition funded by the programme, and so actual visitors to the exhibition were unknown.
4. Some projects had not submitted an end of project report, leaving no data available to evaluate the funded activity.

3.8 For those projects for which an evaluation plan was present, and data had been collected to evidence impact, this needed to be drawn together to produce a report proportionate to the scale of the project, outlining the nature and extent of impact, incorporating qualitative feedback where relevant.

3.9 An evaluation form was also made available on the Cymru'n Cofio website for those organising commemoration events to complete. The following data could be included;

- Basic event details;
- Event objectives;
- Publicity channels used;
- Marketing budget details;
- Number of visitors to the event;
- Stakeholder engagement (by percentage of stakeholders attended)
- Income from ticket sales;
- Spend per visitor;
- Visitor feedback (text), for both in-person and digital channels, and;
- Cymru'n Cofio materials used.

3.10 This form was optional for events to complete, and was available for a time on the website. However, it was not completed by the majority of events organisers.

3.11 Overall, grant funded projects and events organisers would benefit from undertaking an evaluation plan, identifying measurable metrics and producing an evaluation

report at project close, to make it easier to determine whether the data had achieved the intended outcomes. This would standardise the approach to monitoring and make it easier to determine outcomes and impacts and how the initiatives fed into the programme as a whole.

Schools' Grants Scheme

3.12 Between 2014 and 2018 the Education aspect of this programme was supported by an allocation of £850,000 and comprised three strands, namely;

- Bilingual digital educational resources tailor-made for Welsh Schools, which were produced by National Library of Wales (NLW);
- A 'Wales at War' App; a bilingual, interactive app for Wales which enables schools and members of the public to 'access' the theatres of war from their classrooms in Wales; and,
- A small grant scheme (up to £1,000 per school) available to all secondary schools in Wales to enable them to develop their own commemorations of the First World War (WWI), a total of £279,000 over four years;

3.13 Additional funding was provided to enhance the 'Go and See' element of Creative Learning Through The Arts, administered via the Arts Council for Wales, for the 2018-19 phase, and a total of 72 funding awards were made to schools via this route during that 2018-19 period.

Cadw Grants Scheme

3.14 The Cadw grants scheme provided organisations or individuals responsible for a war memorial with grant funding to undertake the repair and maintenance of war memorials. Grant applications required the following information;

- Documentation of the history of the memorial;
- Photographs of the memorial;
- Maps showing the location of the memorial;
- Documents evidencing the three quotes obtained for the proposed work;
- Architectural drawings, surveys and other professional advice, and;
- A summary of the proposed works.

- 3.15 A review of the files revealed some correspondence and administration around the awarding of grants for these works, but not on the completion or outcomes of this activity. Evaluating this work fell outside of scope, however it is advised that the potential for measuring impact of undertaking such projects should be considered in any future commemorative programme. Tying in activity funded here to the overall programme activity, and determining appropriate metrics as part of the overall intervention logic (outlined in a logic model), will illustrate how this work has enhanced recognition of the impact of the First World War in communities.
- 3.16 Findings from the document review will be incorporated into the conclusions and recommendations section at the end of this report. The following two sections analyse the results of the survey with community projects and the interviews with programme board members, reflecting on their experiences of involvement with Cymru'n Cofio.

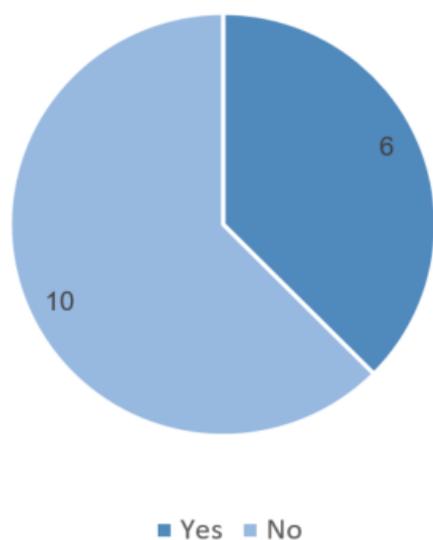
4. Survey with Community Projects

4.1 The following section outlines the key findings from the survey with community projects.

Projects seeking support from the programme

4.2 Most projects surveyed did not receive support from Cymru'n Cofio to deliver their project (10) whilst six reported that they had received support.

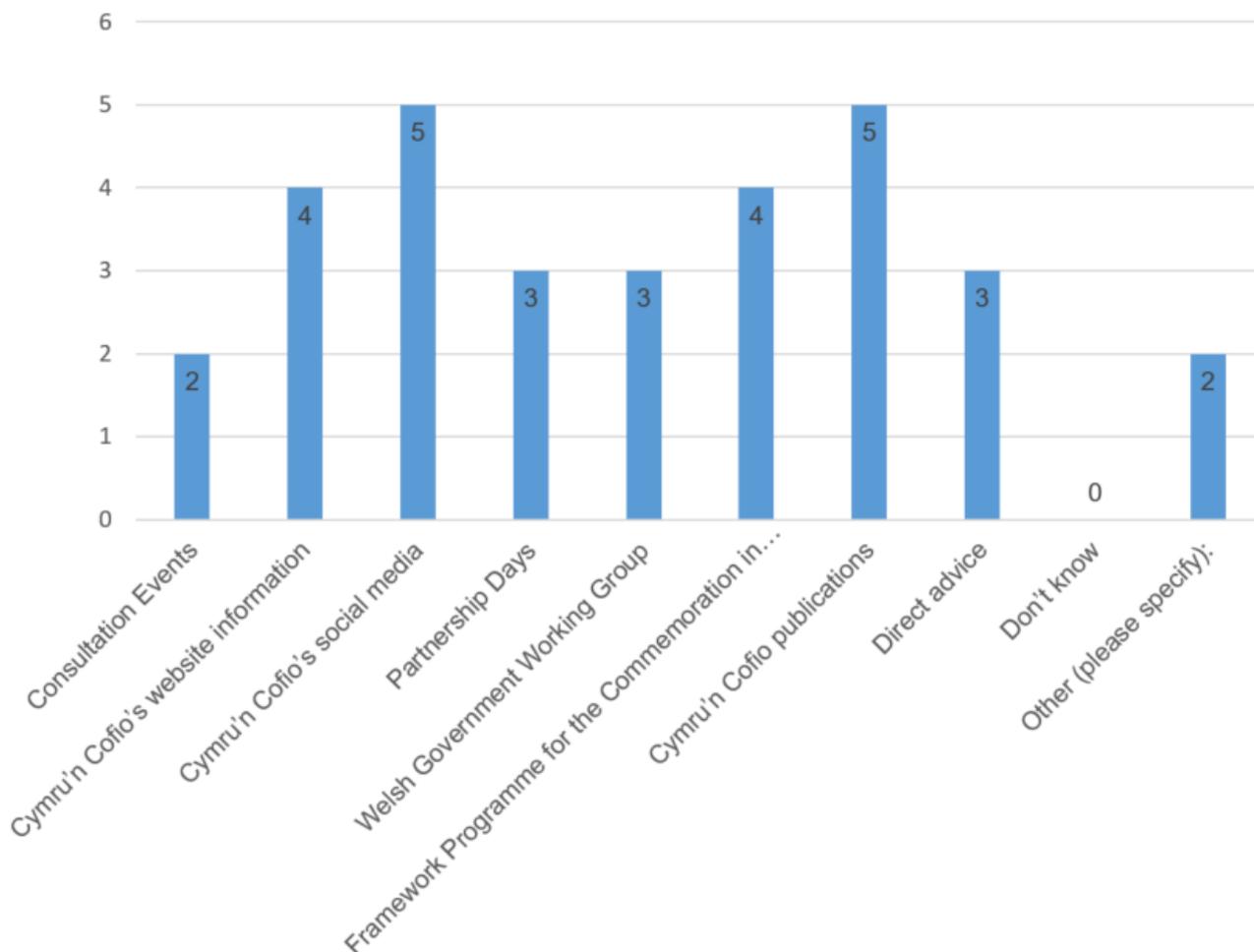
Fig 4.1: Did you seek support from Cymru'n Cofio to help deliver your project / event?



4.3 Of those that did not receive any support, the most commonly stated reason was that they were not aware that the support was available² (3), that they didn't require support (2) and that the process of seeking and receiving support was too complicated (1). Other responses stated that they wanted to undertake the project in their own time (1) and that they wanted to self-finance (1).

² Financial support from Welsh Government was not made available in an open call. Requests for financial assistance were signposted to Heritage Lottery Fund, who had a dedicated grant scheme for these projects.

Fig 4.2: What type of support did you receive?



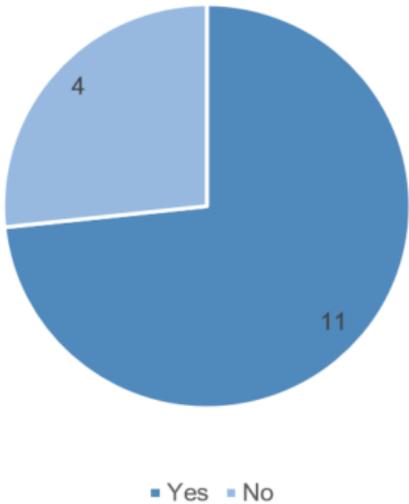
4.4 The most common type of support received was from Cymru'n Cofio's social media (5) or publications (5), with others seeking support from the website (4) and the Framework Programme for Commemoration in Wales (4).

Branding

4.5 Respondents were then asked about their awareness and use of Cymru'n Cofio branding³.

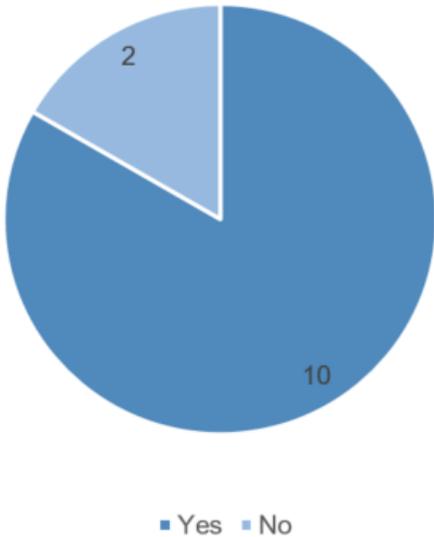
³ The Cymru'n Cofio branding was for use for Welsh Government funded projects and those who were funded by partner organisations only.

Fig 4.3: Were you aware that there was specific branding for Cymru'n Cofio?



4.6 Most respondents were aware of the Cymru'n Cofio branding (11). Four projects were unaware that there was specific branding available.

Fig 4.4: Were you aware it was the Welsh Government that provided branding for Cymru'n Cofio projects to use?



4.7 Most respondents were aware that it was Welsh Government that provided the Cymru'n Cofio branding (10). Seven of the 12 respondents⁴ that answered this question reported using the branding on material they published.

⁴ Twelve of the sixteen total survey respondents answered this question.

Fig 4.5: Did you use the branding on any material published as part of your project / event?⁵

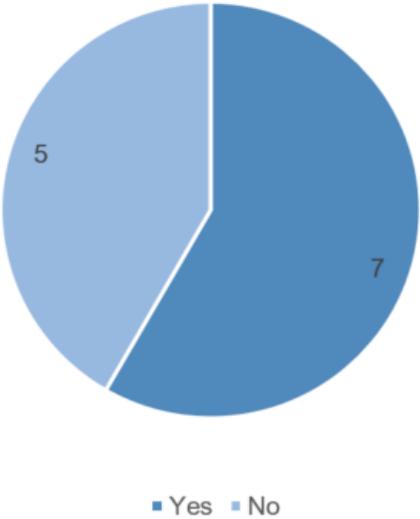
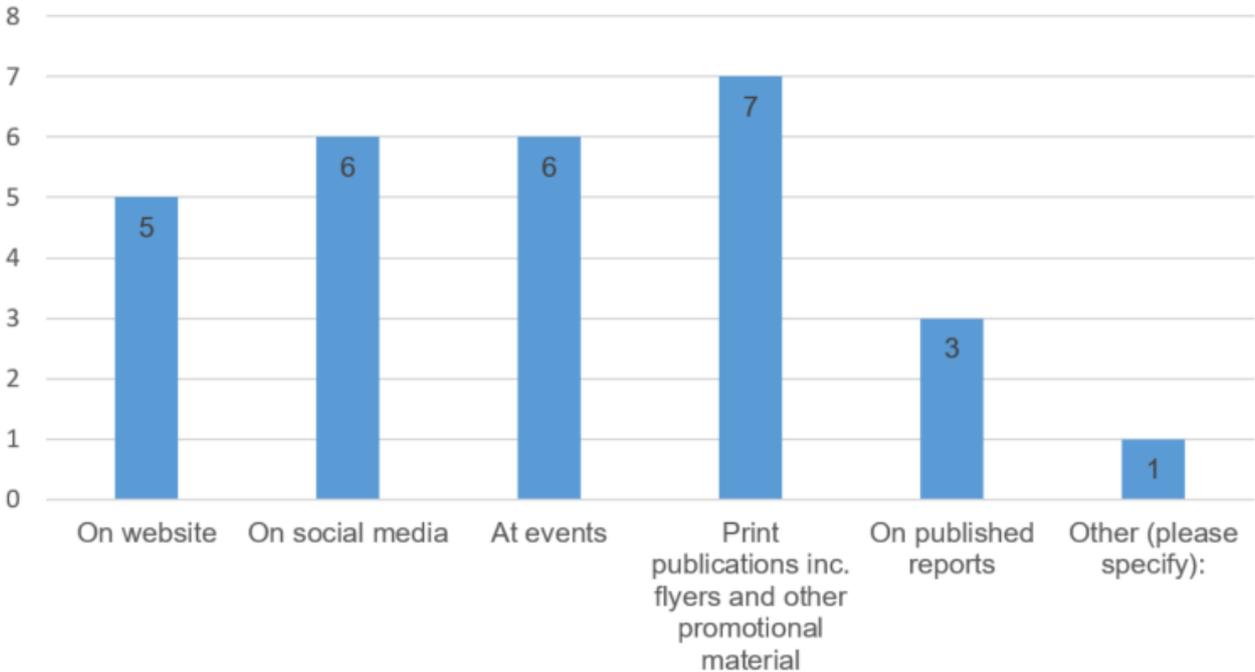


Fig 4.6: Where did you use the branding?



4.8 Most respondents reported using the branding on print publications and other promotional material (7) as well as on social media (6) and at events (6).

⁵ Total number of responses to this question: 12. Four did not respond to this question.

Awareness of the programme board

4.9 Most respondents were aware of the programme board and its role in the commemoration programme with 11 of the 16 respondents answering yes to this question.

Fig 4.7: Were you aware that there was a programme board overseeing the commemoration?

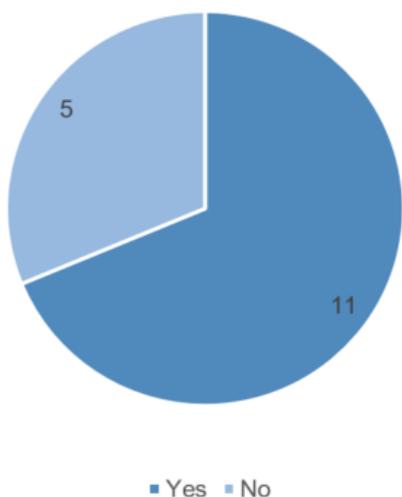
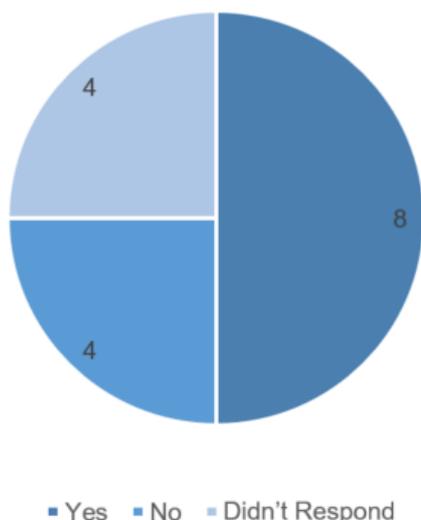


Fig 4.8: Did you have contact with the programme board / members of the programme board during the delivery of your project / event?



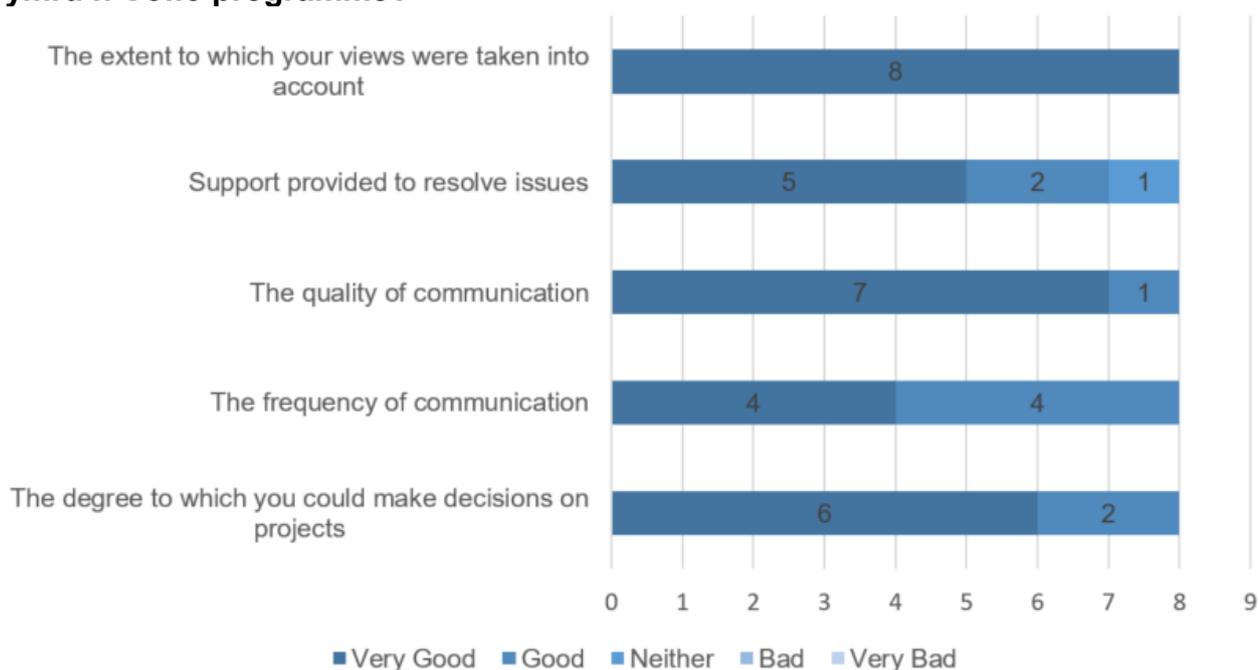
4.10 Eight of the sixteen respondents had contact with members of the programme board during the delivery of their project or event. Of those who answered the follow up question regarding the form of the contact with the Board, three stated

attendance at meetings or events and five were members of the Board as well as having a role in delivering a project. One further respondent reported providing an update to the Board on their project.

Quality of engagement with the Cymru'n Cofio Programme

4.11 Of those who engaged with the programme board, feedback on the quality of engagement was overall positive. All eight felt that the extent to which their views were taken into account was very good. Most felt that the support provided to resolve issues was either good or very good with only one respondent answering 'neither'. This was also true when asked about the quality of communication, the frequency of communication and the degree to which projects had autonomy over their projects.

Fig 4.9: How would you describe the following aspects of engagement with the Cymru'n Cofio programme?



4.12 None of the respondents answered the additional question about whether they would have found any additional support beneficial. This, taken with the data in the figure above, indicated a high level of satisfaction with the engagement with the programme.

Data collection and monitoring

4.13 Ten of the 16 respondents were collecting data on participants who participated in projects or events. This was predominantly numbers of attendees or participants, but only one collected demographic information from participants, and therefore little is known about the diversity of the audiences.

Fig 4.10: Did you collect any data or monitoring information on participants who attended your project / event?

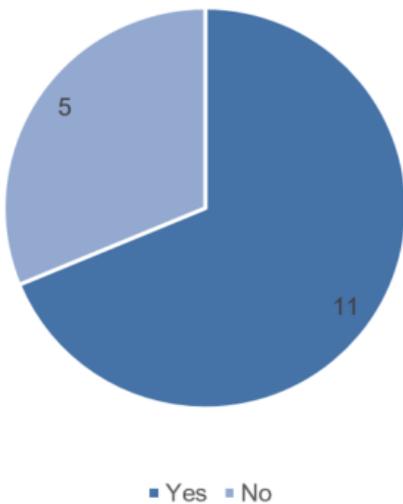
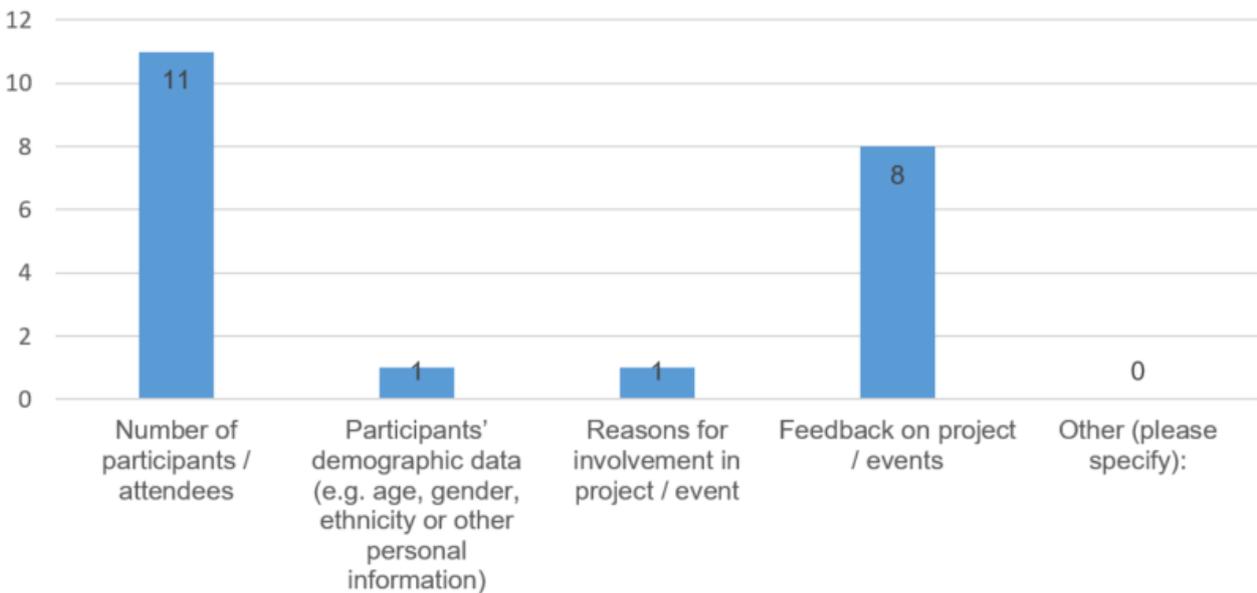


Fig 4.11: Which data did you collect?



- 4.14 Projects predominantly collected data on the number of participants or attendees (11) and feedback on events held (8). Few collected demographic or any other information. When asked what they intended to do with the data they collected, the most common responses included; to inform programme improvement (3), to feedback to funders or their board (2), to measure impact (2) and promotion of future events (2).
- 4.15 Of those respondents who did not record monitoring data, two reported that they did not have the resources to do so. Other reasons included copyright issues (1), the fact that they did not promote events and so did not have the ability to collect data (1), and that it wasn't required to do so (1).

5. Interviews with the Programme Board

- 5.1 This section draws out the main themes in discussions with members of the programme board. The topic guide for the interviews can be found at Annex B. This section covers board members' views on the function of the board, the delivery of the communications strategy, delivery on the aims and objectives with regard to diversity and inclusivity and definitions and measures of success and impact of the programme as a whole. Verbatim quotes from interviewees are used to illustrate salient points and the findings. These findings, alongside that from the document review and the survey, are summarised in the conclusions, and recommendations are made based on these findings.

The function of the Programme Board

The Board as an Enabler

- 5.2 There was consensus among interviewees that the board was an enabler, facilitator and collaborator throughout the duration of the programme.
- 5.3 A number of interviewees referenced how the board was able to identify links between organisations and spot opportunities for collaboration between members through facilitative conversations and discussions.

“...with the support of the civil service team [...] [they could] identify [...] which multiple stakeholders were involved in and sort of, facilitate those conversations and join them [...] I think most of the really useful stuff was in between the board meetings when it would just be something like ‘oh, you’re working on that, they’re working on this, you and them, we’ll have a phone conversation to get you all together and you can pull a joint project together’ [...] opportunities would be identified, they’d facilitate the conversations, we’d do this stuff and then report back afterwards.”

- 5.4 Moreover, some interviewees referred to funding as an enabler.

“...they were able to fund a couple of projects which, where opportunities emerged which hadn’t been foreseen I suppose, before the start of the commemoration period, and Cymru’n Cofio were able to put in small amounts of funding to just enable things to happen”

“Well [...] funding was the main thing”

- 5.5 Many interviewees referred to Welsh Government involvement as an enabler. For example, one respondent felt that greater capacity within Welsh Government compared to that of some third sector organisations enabled workload to be eased at a practical level, when required.

“Enablers wise, the fact that Welsh Government had several people working on the programme who were able to do quite a lot of that background work was a huge help...”

- 5.6 Some respondents referred to the physical presence of the First Minister and members of the Senedd at a number of Cymru'n Cofio events as an enabler; particularly in ensuring the programme could have a uniquely Welsh element.

“One thing I would say is [that the First Minister had] a full awareness of what was happening with the programme. The First Minister turned up to our meetings and had met our Board members on several occasions and he did often take part in the activities that were held as part of the programme... This showed that the Welsh Government [...] and the Cymru'n Cofio process was much closer than people expected”

“...You've got a few very tangible things that the Cymru'n Cofio team did in terms of coordination, support, a bit of seed corn funding which was to enable things to happen, and then, you know, being there, the event, and bringing ministers on board and so on, all of those things added up to, well, an event that I imagine will probably still be remembered by the people involved in 30/40 years' time, you know.”

- 5.7 Small working groups were mentioned by some interviewees as an enabling part of the board because it allowed for more in-depth, practical discussions than was feasible at large programme board meetings. One interviewee referred to how working groups allowed all board members to have a voice.

“...sometimes it was difficult because we had so many people there, so, which is where the working groups were very useful, because sometimes, if you couldn't have someone on the main programme board, if you offer them a role within a working group, they felt they were being listened to, they had a voice.”

A Supportive Board

- 5.8 The board was commonly described by interviewees in terms of its supportive and inclusive nature. The majority of respondents reported that they felt comfortable during the meetings and were encouraged to contribute all of their ideas.

“We had a lot of fun. In my opinion if people don’t enjoy being on a committee or being part of a group such as this, then there’s no purpose to it. I think you need to be able to relax and feel comfortable.”

“I think that if you do want to have inclusive and engaged conversations and discussion, then you need to allow people the time and the space to engage with that in the ways that they feel comfortable, and I think overall, [that was] handled well”.

- 5.9 One interviewee spoke positively about the strength of relationships that were proactively built within the board, which they felt is not often prioritised in other boards.

“...I think there's probably also something operational in there about encouraging a coordination team to be really proactive in the building of relationships, and the cultivating of understanding, of who the different participants are, what the projects are and how they join up [...] because it's quite easy for those sorts of things to be overlooked and to have a bit of a transactional relationship...”

- 5.10 Some interviewees suggested that these trusting and dynamic relationships allowed disagreements to be resolved relatively easily as demonstrated in the quote below.

“...I think there were a [...] couple of occasions where we thought there might have been an issue here or there and we went around it, and I think, because we really have built up good relations and trust, [...] and I think that helped us turn this around and make sure everything got done on time...”

- 5.11 A common view among interviewees was that the board was not hierarchical; with many interviewees referencing the Chair and Co-Chair as friendly and approachable people.

“I think we worked effectively together because either there was trust within the board that you’d get things done or there was trust that partners could be brought on that would support the aims of the board, and, you know, it was a close working relationship with all the key partnerships [...] it felt like quite a safe environment with which to have conversations [...] There was never any kind of strict hierarchal approach...”

“...we were never made to feel inferior or inadequate or anything”.

- 5.12 The majority of interviewees commented on the board’s ability to combine both large scale, high-profile events with smaller scale, community/localised projects. Some interviewees alluded to the differing approaches the board took to supporting events; whilst some of the large scale events needed to be directed top-down, they also ensured a bottom-up approach for small-scale projects.

“...and from little groups, little community groups in different places, through to the bigger organisations that were planning things, and I think that it was a very ambitious programme in many respects I suppose, but for me, I thought it was very effective in corralling all of that, and capturing it and guiding it”.

Sense of Cohesive Effort

- 5.13 Some interviewees mentioned that a sense of cohesive effort was defined from the outset of the programme. Interviewees suggested cohesive effort meant that the programme was driven by the enthusiasm and vested interest of all contributing members as volunteers, rather than Welsh Government alone.

“At the end of the day, we were very much depending on the enthusiasm and energy of the people who were contributing to the programme rather than in our ability to co-ordinate and deliver the events.”

The Board as an Advisor

- 5.14 A recurring theme among the interviewees was the board did not dictate tasks, rather it was an advisor and acted as a signpost for further information and support.

“...It’s important to note that the Board itself wasn’t responsible for anything to be honest, it was just an advisory Board...”

“...Whilst everybody was given their say, it was always clear that as far as the board was concerned, it certainly didn’t want to dictate to individual partners what they got involved with, what they supported and what projects they might have funded or initiated[...] I can’t recall a single instance in my tenancy on the board where [...] participants were being railroaded into decisions that maybe they didn’t want to take. I think it was still as democratic a process as these times of committee could be.”

- 5.15 The interviewees touched on the idea that the board’s role was to provide expert advice on the appropriateness and suitability of events and projects due to the range of experts on the board (e.g. Historians, Arts Council, Faith Forum and the armed forces etc.). For example, a recurring theme among interviewees was that the board advised on the programme maintaining a commemorative as opposed to a celebratory tone.

“So we were given advice from people, how they should refer to the commemorations. It should always be commemorative, never celebratory. So it was that sort of element, it worked very well with getting people engaged early on, so that there was a common tone and voice for the commemoration.”

Challenges

- 5.16 Whilst interviewees tended to praise the working model of the board, challenges were also discussed.
- 5.17 A small number of interviewees alluded to the consequences of having an egalitarian approach to the board operation, such as making it challenging to combine everyone’s ideas at the beginning of the process and meetings often overrunning.

“...I think, for the most part, [there was] a genuine two-way conversation which was open and inclusive, and of course, therein lies one of the problems, because of course, when everybody is empowered to have their say, they take that opportunity and at times, they say it at great length [...] Some of the meetings could be long...”

“Yeah, that was a challenge, trying to make sure that we had enough meetings to make the decision making, get it done, but we didn’t want to overburden people either.”

- 5.18 Some interviewees did refer to small disagreements among board members and suggested this could be due to conflicting positions of expertise. Nevertheless, these interviewees also commented that often conflicts were resolved relatively easily through a shared sense of commitment to overarching goals.

“...we were able to bring those completely opposite points together and actually align somewhere in the middle into a set of activities...”

“...I think there were a [...] couple of occasions where we thought there might have been an issue here or there and we went around it, and I think, because we really have built up good relations and trust, [...] and I think that helped us turn this around and make sure everything got done on time...”

“Any challenges that we did come across soon faded to the background once we started working together.”

- 5.19 One interviewee remarked on the pace at which the programme was being delivered initially, which can be challenging for organising arts events due to major production companies (e.g. National Theatre Wales) needing 3-4 years notice to plan in advance. The interviewee said whilst this did not pose a large challenge because many of the arts events had been organised prior to the start of Cymru'n Cofio, there would have been scope for more arts events if the programme board was set up slightly earlier.

“I’m not sure whether it’s an impediment or a barrier, or more a reflection of how these projects tend to develop, it did feel, in the initial stages as though, it was all being pulled together at pace [...] had the decision been made a little earlier to promote the commemoration in the way it eventually was, that maybe we’d have got, or been able to get more of those signature events, planned and into the programme”

- 5.20 One interviewee referred to the challenge of capturing learning and experiences given the short-term nature of funding in the third sector. The interviewee suggests the need for reviews to be completed quickly so that learning is not lost.

“...because so many of the organisations involved are charities, or third sector organisations, and, then nature of funding in the sector is very short term, and very project dependant, one of the challenges is that, usually, a project gets funded just for the time that it’s delivering [...] So, I think there is a need to try and move quite quickly, to capture those experiences and capture any learning that comes out of events...”

Communications Strategy

5.21 As discussed with regard to function, the board acted as a supporter rather than a director of projects, and the communications strategy was discussed by most interviewees as providing a general sense of direction as opposed to a meticulous set of instructions.

“... I don’t recall ever feeling that we were beholden to Cymru’n Cofio’s comm[unication]s strategy or vice versa if that makes sense. It kind of felt like there was a general overarching sense of direction for the programme as a whole, into which we could feed in quite easily...”

Enablers

5.22 Interviewees mentioned that communication updates were given regularly, including a tracker where progress was matched against indicators.

“...we did have communication updates at every meeting, which was looking at the success and, of various ways we had tried to communicate our particular topics and events, and we also, because we were all working together, we all tried to, move over to support each other’s events I would say, particularly on social media and stuff like that.”

5.23 Rather than provide equal amounts of directed communications support to each project, a small number of interviewees suggested that there was focused support on events which required it.

“So we decided, fairly early on that we weren’t going to take a scatter gun approach to highlighting and supporting every small project across Wales that was happening. Many of them, I’m sure were very good but we concentrated on a small number”.

“The board did however, manage or directly promote or invest in various projects [...] I think where we, the role of the board and the associated with the, particularly from the Welsh Government’s side, was, in terms of some of the national set piece occasions, for want of a better word, to stand out in particular. [...] These were, kind of, high profile and important, national occasions, which were obviously very much, planned, organised and initiated by those working with and supporting the board”

Challenges

- 5.24 A small number of respondents mentioned that they would have preferred the communications strategy to be slightly “tighter” in terms of offering support.

“...We all did our own comm[unications] and stuff and other people sort of hoovered up what they wanted as opposed to the Welsh Government taking a leading role [For example] the Passchendaele event or Mametz [...] they were huge events but they were largely, I think, led by the armed forces from A-Z really, in terms of activity [...] I don’t think the Welsh Government comm[unications] played a leading role in that and maybe they could have done a little bit more in those places”

- 5.25 A small number of interviewees commented that they felt it was difficult to juggle organising events and informing media sources simultaneously.

“I think the only times I ever found it challenging, and this is always a challenge anyway, is, it’s usually with the media, [...] just trying to feed that machine can sometimes be a bit of a challenge when you’re also trying to deliver projects on the ground”

- 5.26 Additionally, some respondents touched on how relationships with media sources such as with BBC and S4C were not formalised, so they tended to sporadically turn up to events. One interviewee thought this was partly due to an underestimation of event attendance.

“...The Welsh media, including S4C and the BBC, had their own programmes of work, so there wasn’t necessarily any link between us and the news departments because they carried on with their own thing [...] One idea that we had at the beginning was to have a calendar on the S4C and BBC

websites to show the various events that were planned, but that never happened.”

Internal Communications

- 5.27 Most respondents alluded to feeling well informed, with communication about funding options being particularly clear for some respondents.
- 5.28 One respondent did mention the geographical barrier of travelling to board meetings in Cardiff or Merthyr; restricting how many meetings they could attend.

“...well, general communication I thought was really good [...] we also had some real presence as well with the board in terms of, [name] would directly visit us [...] The challenge for me was the sheer geographical content in terms of managing to get [to board meetings]”

- 5.29 A small number of interviewees referred to how board meetings would include an opportunity for each attendee to give an update on their ideas and events. The quote below illustrates how one interviewee found it difficult to do this concisely, given the breadth of events.

“... there was the opportunity to submit written progress reports a couple of times a year, and [...] the thing I often found challenging was that, because we had so many different projects going on under [project], it was trying to select which ones were useful to share with other people and what aspects of those do they actually want to know about...”

Definitions and Measures of Success

Generalised and Non-Specific Objectives

- 5.30 Interpretations of the programme’s aims and objectives differed slightly between interviewees. It could be inferred from the interviews that this was partly due to the fact that some interviewees were involved with setting up Cymru’n Cofio from the outset, whereas others joined the board later on and were not involved with these upfront discussions. Nonetheless, there was general consensus among interviewees that the aims and objectives were refined on a continuous basis based on feedback from the previous year.

“I don’t have much understanding of that as I wasn’t involved right from the beginning, but for me, the most important aspect of the process we designed things we found that we were refining aims and values quite naturally as part of a continuous process”

5.31 Welsh Government officials working on the programme at the time have since clarified that the Scope of Programme Activities were reviewed and refined each year, but that the aims and objectives were in fact fixed from the outset of the programme. It is assumed that the programme activity is being referred to in the above quote.

5.32 Additionally, whilst not all interviewees reported that they were made explicitly aware of the initial objectives of Cymru’n Cofio, most interviewees referred to long-lasting, emotional impacts on people’s memory and maintaining interest of the war and its effects; both during and after the commemoration period. The interviewee in the following quote illustrates how this is ongoing work and does not necessarily fit into any strategic set of objectives.

“The most important thing was that we wanted to remember the things that ought to be remembered, enable people to take part as much as possible, from every community and every direction, but at the same time we wanted to leave an educational legacy so that young people could have an understanding of what had happened [...] I do think that’s an aim we’re still trying to achieve - it’s a continuing work [...] I wouldn’t say that was a formal process – our objectives were so general that you could say that the projects fitted in to what we were trying to achieve [...] It wasn’t as formal as you’d expect because we were all working as volunteers and taking part voluntarily...”

Difficulties Measuring Success

5.33 Interviewees varied in their emphases of what a successful programme would entail. This varied from changing perceptions of the war, to public participation or to having a uniquely Welsh element. However, for many, a combination of these indicators were emphasised to encapsulate success and there were suggestions

that measures of success differed depending on the event and also changed as the programme developed.

“I think success was always around [...] activity that was reflected on the specifics of Welsh cultural environment [...] I think then, as we moved on throughout the programme, issues around diversity became more important, that the First World War was not just seen as a white man’s war [...] and the implications of that on the wider population [...] an important aim was also language, that elements of the programme were bi-lingual...”

5.34 One interviewee suggested that this was not discussed explicitly in great depth due to the large numbers of board members.

“I got the sense that I wasn’t especially clear on exactly what the measure of success would be, I would guess they had been around levels of public participation, a sort of, perceived quality of a product or an activity, but [...] there was quite a good space created to sort of, air thoughts and gather feedback, but I suppose that just with so many voices around the table, that would probably be quite difficult to do that in huge depth”

5.35 Nevertheless, several interviewees mentioned that there was keen evaluation of events and projects at board meetings as well as a good feedback mechanism to improve and inform future events.

“[There were] papers that were submitted to each of the board meetings [...] I found that there was a clear picture emerging at each meeting of what had been done, what was outstanding, what the progress was against the various objectives that were being set, and things like that”

5.36 Also, some interviewees referred to attendance at events, high viewing numbers of media sources like BBC and S4C and access to the Cymru’n Cofio website as demonstration of quantifiable success.

“The impression I got, from the stories I heard and the narrative, rather than the stats was that what we did was extremely effective. I think when you look at [event], I remember someone saying that the viewing figures on S4C were exceptionally high, and we didn’t expect that at all. Those statistics show you how the communications work was so effective”

5.37 The majority of interviewees suggested that due to the nature of the programme, it was difficult to fully quantify success. A sizeable number of respondents felt that rudimentary data did not fulfil their definition of success. For example, one respondent implied that it was often the small-scale events which had the greatest impact in terms of depth of engagement and quality, but the hardest to translate into data.

“For us, it was all about those slightly difficult issues to quantify, which were about profile, which were about impact and which were about memory, in terms of creating some unforgettable events that would be, not only impactful in the there and then, but which we hoped would stubbornly acknowledge themselves in peoples memory and consciousness and which they would return to, and whilst it’s difficult to measure that empirically [...] These were extremely moving and memorable occasions.”

Diversity and Inclusivity

5.38 Whilst there was general consensus among interviewees that the diversity and inclusivity of groups with protected characteristics was discussed at every board meeting, interviewees differed in the extent to which they thought this objective had been achieved.

Enablers

5.39 Some interviewees implied that diversity and inclusivity had been achieved and referred to a number of examples; inclusion of people from the Faith Forum and Race Council Cymru as board members for input; specific projects/events with a focus on a specific group (e.g. faith, ethnic minority communities, women); and board funding to community groups. Some interviewees expressed the board’s aim to change the perception that the commemoration of the First World War and other conflicts are for white, middle-class men by working with these community organisations and figureheads.

“...these [events] are generally seen as being quite white, you know, middle class, middle aged but actually how we make it relevant to diverse communities. So I think [we have] learnt a lot as well by working with different groups, but these groups have also learnt a lot by working with us. We’ve

actually all got the same aims, it's about how we bring those aims together to have a truly effective remembrance package”.

- 5.40 Interviewees suggest this was executed through making events relevant and relatable for groups with protected characteristics by giving anecdotes of their groups' war efforts for example.

“We always ensure that we include all members of the Faith Communities Forum, so Muslims, Jews, Hindus all had an invite. I think we were also very fair in terms of gender [...] but I'd say one thing that was a big credit to the Board was that we did remember the Cardiff Race Riots and we held a commemoration service around that. For me that evening was just fantastic, just listening to the passion expressed by Butetown residents about their sense of Welshness”.

Challenges

- 5.41 Nonetheless, a sizeable number of interviewees articulated their concerns that whilst there was a conscious effort to include groups with protected characteristics in all elements of Cymru'n Cofio, this did not necessarily mean all communities *felt* included or wanted to be involved.

“It was quite a challenge at times to ensure that communities felt they were included, because I think some feel that they aren't included as they should be, and that's been reflected more recently with the Black Lives Matter movement and what's happened with Covid. I think we have to be honest and admit that we haven't been as successful in achieving that”

- 5.42 Further, a minority of interviewees suggest the issues of engaging ethnic minorities could have been targeted earlier on in the programme and gave the example of engaging Race Council Cymru from the outset.

“More umbrella structures like Race Council Cymru for example, I think bringing them in to the sort of, board level discussions was really helpful I[...] I'd probably say that it would be good to have those things built in from the outset. So rather than bringing groups in as the opportunity arises, have some of those in from the beginning to identify the, identify up-front the most, who

are the organisations or networks who can bring those to the fore most easily, and get them embedded into any structure right from the outset...”

Recommendations for Future Commemorative Programmes

Legacy

- 5.43 The majority of interviewees mentioned the difficulty of ensuring Cymru'n Cofio has a long-lasting legacy. Interviewees refer to the uniqueness and short-lived element of the centenary celebrations as a challenge for maintaining engagement. Despite this, a small number of interviewees refer to capturing learning and experiences as being an unfinished, continuing element of the programme.

“...Legacy was very important as well [...] I think that was always discussed at all the meetings, so not just saying ‘we’ve come to 2018, we’ve done 100 years since the First World War, forget about it, move on’ but actually ‘how can we ensure that it’s lessons are learned and move forwards?’ I know there are lots of discussions around schooling and education, and the libraries keeping those records and keeping those things that are being produced by the First World War commemoration...”

Further work suggested by interviewees

- 5.44 Following this, several interviewees pushed for a greater emphasis on digitisation for future commemorative events (such as recording events), so that there is a “reservoir of resources” for future access and information is not lost.

“...but I think one of the things we realised as many of the projects were coming through was that there were so many initiatives, and so much digital information floating about that actually, for any future project, having a digital strategy from the start would be really important. I think the biggest concern is that in 10 years’ time, I suspect that 90-95% of the material done over the commemoration period would have been lost”.

5.45 Some interviewees suggested large scale video conferencing⁶ and more sub-groups for board meetings would enable more people to get involved and remove geographical barriers.

“...the things that work very well are having, you know, a range of different organisations and communities represented. I think that was very key early on, so I think people would regularly buy-in and I think going forwards, that is maybe a really good model to have, because I think, sometimes it was difficult because we had so many people there [...] which is where the working groups were very useful, because sometimes, if you couldn't have someone on the main programme board, if you offer them a role within a working group, they felt they were being listened to, they had a voice”.

5.46 A small number of interviewees suggested a greater emphasis on the role of ethnic minorities and other non-military services.

“I do think there's room for us to improve, especially as a result of Covid and to be more inclusive of minorities than what we've achieved so far”.

5.47 Overall, interviewees suggested the Cymru'n Cofio working model acts a foundation for future commemoration programmes to build upon.

“...It was certainly one of the, one of the pieces of work I've done across my career I think I'm most proud of, it was a really lovely thing to have done and to feel that it was really important...”

5.48 The final section outlines the overall conclusions of the evaluation and provides some recommendations based on the findings.

⁶ This research was undertaken before the Covid 19 pandemic and as a result, and prior to the roll out of ICT that enables remote working. More sophisticated software will be used to in future commemoration programmes to connect board members based in different locations.

6. Conclusions and Recommendations

- 6.1 This section summarises the main findings from the evaluation and makes recommendations to take forward for future commemorative programme, specifically at the project and programme level.

Survey of community projects

- 6.2 The survey revealed that most of the 16 projects that responded to the survey did not seek support from the programme to deliver their project, the most common reason cited being that they weren't aware that support was available. It is important to bear in mind here that the Cymru'n Cofio branding was in use for Welsh Government funded projects and those who were funded by partner organisations only. The survey provided an indication of the types of support that was most commonly sought, including with social media and print publications, and so it may be useful for future programmes to highlight this type of support further to meet demand.
- 6.3 Most community projects were aware of the programme branding and that it was provided by Welsh Government. Just over half of the projects surveyed reported using the branding. Awareness of the Programme Board and their role was also high, and respondents reported positive experiences of the quality and frequency of engagement, accounting for the views of projects, support to resolve issues and respecting project autonomy.
- 6.4 Ten of the 16 projects reported collecting monitoring data, with only one project collecting demographic information about visitors and participants. The most commonly collected data included the number of attendees to an event or initiative and feedback from visitors. Projects viewed these data as useful for informing improvements to project delivery and less so as a means to demonstrate impact. The most common reason cited for not collecting monitoring data was lack of resources. These responses indicate that one focus of support for future programme boards would be assisting projects in setting up proportionate monitoring that could provide a more accurate picture of impact and the legacy of the programme.

Perspectives of the Programme Board

- 6.5 Programme board members cited that the Board was an enabler in terms of creating opportunities for collaboration with relevant organisations to deliver on the aims of the programme. They also reported that Welsh Government provided increased capacity to move projects forward and that the involvement of the First Minister raised the profile of the commemorative programme. Board meetings were reported to be a supportive atmosphere in which constructive relationships could be formed and views freely shared. The Board was frequently reported to be an advisor to projects whilst permitting autonomy for those projects to deliver in their own way.
- 6.6 Whilst the ability for all Board members to express their views was considered a positive, this also meant that decision-making sometimes took longer. Other challenges for the Board included the mismatch in the pace of decision-making, which sometimes proved challenging for projects to deliver to. It was felt that decisions on communications and promotion of events and projects could have been made earlier to allow projects to be better prepared.
- 6.7 The communications strategy was discussed in an overall positive light, however some Board members would have preferred the strategy to be clearer in expressing how it could offer support to projects. Board members also mentioned that it would be useful to have formalised agreements with broadcasters and the press over the nature of the coverage of major commemorative events and that a clear approach to this would be useful in future strategies of this kind. Internal communications were reported to be very good, although some Board members found the travel commitments to attend meetings in Cardiff were sometimes burdensome. Holding the meetings in different locations, or providing ICT to improve the quality of remote meetings would be beneficial for those who are based outside of south Wales. The improvement to these facilities as a result of the pandemic could be effectively utilised for future programme boards.
- 6.8 In terms of measuring the impact of the programme overall, interviews revealed that project-level evaluations had provided good feedback on how to improve future events. However, many interviewees stated that interpretations of what the programme could achieve varied between Board members and that the nature of

the programme meant that success was difficult to quantify. It is proposed that embedding evaluation approaches into the programme from its inception can help those responsible for delivery to determine how to measure impact, particularly where the aims and objectives of a programme are more nebulous.

- 6.9 In terms of improving diversity and inclusion, particularly highlighting the role of marginalised groups in the conflict, and in engaging those with protected characteristics in the commemorative events, Board members reported that they felt that projects considered these issues in the context of their initiatives. However, as the survey shows, there are little data to support successful engagement of marginalised groups, as little demographic data on who engaged was collected. Relevant umbrella organisations were also engaged in the programme, but Board members felt that this could have been done in a more systematic way from programme inception. It was also difficult to determine whether those with protected characteristics felt included. These findings suggest that more evidence of the impact of improving inclusivity would be beneficial.

Data availability and quality

- 6.10 The review of programme documentation revealed that at the project level, most initiatives had submitted a business case that outlined the project objectives, how it would be delivered and resources required, as well as timescales and monitoring approaches. Business cases differed markedly in the amount of detail included as part of the monitoring approach, and as a result it was more difficult to determine what data would be collected to evidence impact and at what points in the project this would be carried out. Projects were also obliged to complete an end of project report detailing the data collected as part of the monitoring approach and to demonstrate the impact of the project. Although these were submitted and did contain useful data, it was difficult to tie the data collected to the monitoring commitments set down in the business case. An absence of baseline data on which to compare the post-project data also made impact difficult to determine.
- 6.11 Business cases would have benefitted in most cases from a more detailed monitoring and evaluation plan, including plans for baseline data collection. This would also have provided a clear approach for collecting and interpreting data that

could feed into the overall programme objectives. A clearer outline of how this can be done will be provided in the recommendations.

6.12 The following recommendations are therefore made for future commemorative programmes, first at programme level.

1. **It is recommended that future programmes engage KAS colleagues at the earliest opportunity to design an evaluation approach to commemorative programmes.** The following activities are recommended;

- a. To design an overall monitoring and evaluation plan for the programme, including an approach for assisting funded projects to monitor and evaluate their activity and determining how project data feeds into the overall assessment of impact. This would enable consistency in data monitoring across all projects supported, including the ability to understand the demographic characteristics of those engaging with projects. This would also provide a guide for members of the programme board as to how the aims and objectives of the project are defined and measured.
- b. Hold a theory of change workshop at the inception of the programme to determine the intervention logic, and to understand which data are most appropriate and viable to collect at a project and programme level. This will lead to the creation of a logic model that can be revisited and modified periodically through the duration of the project as conceptions of impact change and data available to measure impact are available.
- c. Consider creating additional capacity within the programme team to manage data monitoring and evaluation across the duration of the commemorative programme.
- d. Secure funding for a full evaluation from the outset of the programme, to enable resources to dedicate to fully scoping data availability and collecting and analysing said data.

2. **Future commemorative programmes would benefit from earlier and co-ordinated engagement with representative bodies for protected groups** to understand what is effective in terms of engagement with ethnic minority communities, for example. This would allow for a more targeted approach to

engaging protected groups and understanding whether funded projects have reached the intended audience.

3. Greater consideration is needed in evaluation planning to understand what is meant by the term 'legacy' and how impact in creating legacy can be evidenced. Understanding how this can be achieved may also be useful understanding the longer term benefits of the programme. This can be built into the theory of change approach.

6.13 For funded projects, the following recommendations are made;

4. Commemorative programmes should provide support to projects to develop an evaluation plan that ties in with the programme level evaluation. Developed at project inception as part of the business case, this would enable baseline and mid-term collection of monitoring information that can demonstrate clear evidence of impact at project close.

5. Evaluation of funded projects should be co-ordinated at programme level to ensure that monitoring data collected by projects is considered within the overall programme monitoring data. This could be best achieved by using additional resource to manage monitoring and evaluation as set out in recommendation 1 (d). This would enable the programme objectives and outcomes to be more clearly tied to project level objectives and outcomes.

6. Where possible, demographic data should be collected to understand who is engaging with the outputs of funded community projects. The majority of projects surveyed did not collect these data, leading to a gap in understanding about (i) the extent to which those with protected characteristics were engaging with commemorative activity and (ii) the extent to which marginalised groups felt represented in the commemorative activity. These data would help to determine whether the objective of widening representation and participation in commemoration had occurred.

7. In order to maximise the quality of monitoring data submitted, submission of baseline, mid-term and end of project data should be mandatory, with support made available to projects to enable them to submit this information. Although most projects did submit data at project close, some did not and this means that a

valuable opportunity to understand impact is lost. Making the submission of data for use as part of a programme level evaluation mandatory and providing support to enable them to submit these data would increase the reliability of data submission from projects and elevate the importance of evaluation for funded projects.

Reference section

Welsh Government (2017) Prosperity for All: the national strategy. Cardiff: Welsh Government

Annex A

Cymru'n Cofio: Survey of community group stakeholders

To inform the evaluation of the Cymru'n Cofio programme, Welsh Government is interested in gathering views on your experience of the projects and/or events you delivered. Your participation is completely voluntary but will form part of the evaluation of the programme, provide lessons learned and help inform the delivery of future commemoration programmes. If you have any questions about the survey, please speak to a member of the Welsh Government team. For queries in English, please contact Charlie Heywood-Heath (Charlie.heywoodheath@gov.wales). For queries in Welsh, please contact Nerys Owens (nerys.owens@gov.wales). Information you provide as part of this survey will be recorded and stored in line with the General Data Protection Regulation (GDPR). For more information please see the privacy notice provided with this survey.

Please provide the following details to help us understand your involvement within the Cymru'n Cofio programme:

Name:

Organisation:

Project / event name:

Duration of project / event:

1. Did you seek support from Cymru'n Cofio to help deliver your project / event?

- Yes
- No
- Don't know

2. What support did you receive? (Please tick all that apply)

- Consultation Events
- Cymru'n Cofio's website information
- Cymru'n Cofio's social media
- Partnership Days
- Welsh Government Working Group
- Framework Programme for the Commemoration in Wales

- Cymru'n Cofio publications
- Direct advice
- Don't know
- Other (please specify)

3. Why did you not seek support?

- I/we weren't aware of any additional support
- I/we didn't require support
- I/we didn't understand how to seek support
- The process of seeking and receiving support was too complicated
- Other (please specify)

4. Were you aware that there was specific branding for Cymru'n Cofio?

- Yes
- No

5. Were you aware it was the Welsh Government that provided branding for Cymru'n Cofio projects to use?

- Yes
- No

6. Did you use the branding on any material published as part of your project / event?

- Yes
- No

7. Where did you use the branding? (please select all that apply)

- On website
- On social media
- At events
- Print publications inc. flyers and other promotional material
- On published reports
- Other, please specify

8. Were you aware that there was a programme board overseeing the commemoration?

- Yes
- No

9. Did you have contact with the programme board / members of the programme board during the delivery of your project / event?

- Yes
- No
- Don't know

10. What form of contact did you have with the programme board? [open response]

11. How would you describe the following aspects of engagement with the Cymru'n Cofio Programme? Please indicate on the following scale:

Statement	1 (poor)	2	3 (neither positive or negative)	4	5 (very good)
The degree to which you could make decisions on projects					
The frequency of communication					
The quality of communication					
Support provided to resolve issues					
The extent to which your views were taken into account					

12. What, if any, additional support would have been beneficial for your project / event, either from the programme board or elsewhere? Please provide details below. [open response]

13. Did you collect any data or monitoring information on participants who attended your project / event?

- Yes
- No
- Don't know

14. Which data did you collect? (Please tick all that apply)

- Number of participants / attendees
- Participants' demographic data (e.g. age, gender, ethnicity or other personal information)
- Reasons for involvement in project / event
- Feedback on project / events
- Other, please specify [free text response]

15. How do you intend to use / how have you used the data / monitoring information you have collected? [open response]

16. What was the reason for choosing not to collect data or monitoring information? [select all that apply]

- I/we did not know how to go about doing this
- I/we did not feel that collection of data or monitoring information was appropriate or useful for our project
- I/we did not have the resources to collect data / monitoring information
- Other, please specify

Thank you very much for your participation. If you would like to receive information about the publication of the evaluation, please provide your email address.

Email:

Annex B

Interview Schedule – Programme Board

Introduction – Points to cover

1. Hi my name is ... and I'm a researcher in the Internal Research Programme at Welsh Government.
2. The IRP is an in-house research and evaluation unit and we are undertaking this evaluation on behalf of Museums, Libraries and Archives Division.
3. We will be exploring the role of those on the Cymru'n Cofio programme board and asking you to reflect on your experience as a member.
4. This will form part of data collection for the evaluation, and the evaluation findings will inform MALD's approach to future commemoration programmes.
5. The interview will last roughly one hour and we are recording this conversation on Teams/on a Dictaphone. The conversation will be transcribed and the data stored as specified in the privacy notice attached to your original invite.
6. Any questions before we begin?

Initial involvement with the board

1. Can you tell me a bit about your role at [organisation]?
2. How did you come to be a member / chair of the programme board for Cymru'n Cofio?

How long were you a member of the Board?

At what point in the duration of the programme were you a member?

3. What did you understand your role to be at the point of your recruitment to the programme board?

Was your role clearly outlined or explained?

Did you have a clear understanding of the role of the board at the outset of your membership? (via terms of reference or other)

4. What were your key duties / roles / projects throughout your time on the board?
How did these duties / roles / projects contribute to the aims and objectives of the programme?
How did you feedback progress on projects / initiatives whilst you were a member of the programme board?
5. What was your understanding of how Welsh Government supported the programme board?

How the board was formed and key objectives of the programme

6. How was the board formed? [to be asked of the Chair of the Programme Board only]

7. What role did the board have in forming the objectives of Cymru'n Cofio?

How were the objectives decided upon?

How were the objectives transformed into projects / initiatives via the programme board?

8. What role did the board have in the design of the communications strategy?

What were the enablers and barriers to implementing the comms strategy?

9. What role did the board have in designing / co-ordinating the programme of events?

10. One of the key objectives of the programme was to ensure inclusivity of protected groups in the commemoration activity. What was the role of the programme board in ensuring this was achieved and evidenced?

What were the enablers and barriers to ensuring inclusivity in initiatives?

Operation of the board

11. In what respects did the board work effectively?

- a. Frequency of meetings
- b. Content of discussion
- c. Facilitation of discussion
- d. Decision making processes
- e. Communication in between meetings

12. What were the main challenges encountered with regard to the operation of the programme board?

How were these challenges addressed or resolved?

Were there any examples of good practice in addressing these challenges?

13. What were the successes and challenges in the way the board communicated with projects?

How were these challenges addressed or resolved?

Were there any examples of good practice in addressing these challenges?

Measuring outcomes

- (i) How was success of the programme defined at the outset?
- (ii) What measures / indicators were in place to measure outcomes of the programme?

- a. At the project level?
 - b. At the programme level?
- (iii) What additional outcome indicators could be considered to measure success of future commemorative programmes?

Future programmes & reflections

- (iv) Based on your discussion of the aspects of the programme board operation that worked well, and the challenging aspects, what are the key considerations for future boards on similar commemorative programmes?