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Evaluation of Welsh Government-funded World Cup Activities

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Evaluation of Welsh Government-funded World Cup Activities

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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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January – June and July – September 202227

1. Executive summary

1.1 Welsh Government commissioned Arad Research to undertake an evaluation of its programme of activities to promote Wales as part of the FIFA Men's World Cup 2022.

Background

1.2 The main objectives of the evaluation were to:

- assess the contribution of the activities towards Welsh Government's objectives for the World Cup
- assess the extent to which activities have achieved their deliverables
- assess alignment of activities with Welsh Government's other strategic policy objectives
- provide recommendations and lessons learnt for future opportunities.

1.3 The Welsh Government's World Cup activities aimed to maximise the opportunities and benefits arising through the Welsh senior men's football team taking part in the 2022 FIFA World Cup in Qatar. It represented the most significant marketing and sports diplomacy opportunity ever presented to Welsh Government given the profile of the event.

1.4 The Welsh Government's objectives relating to the World Cup were:

- the promotion of Wales
- projecting our values
- ensuring the safety of Welsh citizens at the event
- securing a positive and lasting legacy.

1.5 The Welsh Government-funded World Cup activity comprised:

- The **Partner Support Fund (PSF)** which funded 19 culture, sport and education organisations to deliver activities to celebrate Wales in the World Cup. A summary of each of the PSF projects is included in Annex B of the full report.
- An **enhanced marketing campaign**, which focused on core target international markets across the Cymru Wales brand, business and tourism as well as a strong in-Wales campaign presence. The campaign's target markets included Wales, USA, parts of Europe, UK, and in Qatar.

- **Lleisiau Cymru World Cup Ambassadors** – a new initiative consisting of a group of four individuals who worked to raise Wales’ profile internationally and to help create long-lasting positive perceptions and building strong relationships with key partners
- **International events** organised by the Welsh Government’s overseas offices, particularly in Qatar and the USA.

1.6 The **methodology** for the evaluation involved a combination of qualitative interviews with 20 stakeholders alongside a desk-based review of relevant documentation, monitoring data and survey results. More detail on the methodology is included in Section 2.6 of the full report.

Findings: Design and delivery

- 1.7 Stakeholders welcomed the Welsh Government designing clear, **shared goals and values** from the outset in the form of the **four objectives** and **values statement**. Stakeholders considered that the objectives and values were well-aligned with the Well-being of Future Generations Act and other national priorities such as the Anti-racist Wales Action Plan and Cymraeg 2050.
- 1.8 Stakeholders had **positive views on the scale, quality and reach of activities commissioned and delivered** through the 19 PSF projects, the enhanced marketing campaign, Lleisiau Cymru activity and international events. They **highlighted that this had all been achieved in the short time available** between Wales’ qualification in June 2022 and the start of the tournament in October.
- 1.9 Stakeholders reported that **the Tîm Cymru approach had brought organisations together with a strategic and coordinated focus**. Positive views were expressed by stakeholders with regards to the ‘effective partnership structures’, ‘frequency of meetings’ and ‘good communications’ from Welsh Government.
- 1.10 Stakeholders considered that **Welsh Government’s approach of combining cultural and sporting activities was effective** in building on the strengths of Wales and the partners. Those interviewed considered that this approach had enabled Wales to showcase its distinctiveness as a nation at an international level.

- 1.11 Stakeholders considered the range of cultural and sporting activities funded through the PSF to be **diverse, inclusive and aligned with the values statement** and that this had encouraged engagement in these activities, particularly from young people.
- 1.12 Stakeholders had positive views on the support provided by Welsh Government in coordinating and promoting the PSF activities and **maximising their reach through the enhanced marketing activity** and commissioned PR support.

Outcomes relating to the visibility and profile of Wales

- 1.13 Welsh Government-funded World Cup activities have succeeded in the core objectives of **promoting Wales and projecting its values** through a combination of marketing and partner activities. There is strong evidence that these activities have reached a wide audience, both domestic and internationally:
- The **enhanced marketing campaign** activities delivered by Welsh Government under the Cymru Wales brand have generated over **150 million opportunities to see** content relating to Wales (49 per cent above the target set)
 - **48 million views of videos** relating to the Cymru Wales brand was also observed (50 per cent above the target set)
 - Welsh Government-funded **PR activity** led to **540 pieces of coverage** which created an estimated **8 billion ‘opportunities to see’** this coverage
 - Over **320,000 people** participated or attended over **2,200 PSF events and associated activities.**
 - These events and activities reached an audience of over **5 million.**
- 1.14 These activities have delivered positive outcomes in terms of **the global perception of Wales through targeted activity delivered under the Cymru Wales brand** (the Welsh Government’s brand for promoting Wales as a place to visit, invest, work and study), in line with the main objectives for the activities.
- Traffic to the [wales.com](https://www.wales.com) website increased by 600 per cent during November and December 2022 (the period of the World Cup) compared with the same period in 2021, driven by Welsh Government’s ‘paid for’ routes and by ‘organic’ traffic
 - 16 per cent of all visitors, and 23 per cent of those from outside the UK said they had visited [wales.com](https://www.wales.com) because they saw something about Wales in the World Cup

- Traffic to the [Trade and Invest Wales](#) website increased by 39 per cent in 2022 during November and December 2022 (the period of the World Cup) compared with the same period in 2021, driven by Welsh Government's 'paid for' routes and by 'organic' traffic
- **Mentions of Wales online** were 40 per cent higher globally in the second half of 2022 (the period covering the World Cup) compared with the first half of the year
 - Significant increases were observed in mentions of Wales in the rest of the UK, the EU and the USA
 - Wales' share of all mentions of UK nations globally also grew from 5 to 7 per cent over this period
- Two thirds of survey respondents from other parts of the UK **saw some form of media coverage of Wales** during the World Cup
 - 13 per cent saw a promotional film about Wales relating to the tournament.¹

1.15 There is emerging evidence that the activities delivered have improved **perceptions of Wales** among audiences.

- Among UK audiences the *Visit Wales Tourism Market Demand Report- UK* (Visit Wales, 2023) found that just under half of the respondents (46 per cent) who saw some form of coverage of Wales during the World Cup stated it made them more positive about Wales (52 per cent said it had no impact on their perceptions).
 - 63 per cent of families said it had made them feel more positive about Wales.²
- Analysis of changes in the **sentiment expressed in online mentions of Wales** (comparing the level of positive, negative and neutral mentions in conversations) shows there was an 18 per cent increase in positive mentions of Wales and a 10 per cent fall in negative mentions of Wales in the second half of 2022 compared with the first half of the year³

¹ *Visit Wales Tourism Market Demand Report- UK* (Visit Wales, 2023)

² Question: How, if at all, has Wales' coverage and promotion in the World Cup impacted your perceptions of Wales? N=707

³ *Wales Nation Brand FIFA World Cup Halo Impact Report* (iCrossing, 2023)

- 1.16 It remains too soon to confidently report on whether the increased profile of Wales and emerging impacts of improved perceptions will be sustained over time. Stakeholders emphasised that nation brand-building is a longer-term endeavour and suggested that **sustained activity will be required to fully capitalise on the positive emerging outcomes.**

Economic outcomes

- 1.17 Many of the Welsh Government-funded activities sought to increase engagement with partners in target markets as part of a longer-term process of creating the right conditions for future economic activity. The findings demonstrate one early measurable economic outcome based on the enhanced tourism marketing activity, namely that **the media buying partnership with an online travel agent generated a 50% increase year-on-year of gross bookings.**
- 1.18 Stakeholders described other emerging economic outcomes including **ongoing discussions with potential overseas investors about creating new jobs in Wales**; these organisations had been engaged during the Welsh Government-funded World Cup events in the USA. Some stakeholders provided examples of specific artists and musicians who had capitalised on their participation in PSF activities and been successful in gaining new work or commissions as a result. Furthermore, one broadcaster estimated that the economic value of the coverage during the 10 days after the *Cymru i'r Byd* (Wales to the World) concert in New York was £380,000.

Legacy

- 1.19 Welsh Government-funded activities have supported the creation of new resources and have facilitated new partnerships, the sharing of expertise and networking. Stakeholders reported that many of the partnerships forged between their own organisations and other cultural and sporting partners during the World Cup were being sustained. **Successful cooperation between Welsh Government and the UK Government contributed to meeting another key aim**, namely ensuring the

safety of Welsh citizens in Qatar as well as promoting business opportunities, which can be built on for the potential joint hosting of the European Football Championship in 2028.

- 1.20 Welsh Government-funded activities in Qatar and the USA contributed to enhancing economic, educational and cultural relations with international partners at ministerial and institutional level. Stakeholders reported that **international networks had been strengthened in a range of fields including business, science and the arts** and anticipated that new investment opportunities would arise from this activity. Stakeholders emphasised that a number of important lessons had been learned from this engagement. These included the importance of communicating in the language of host nations, engaging early with Welsh and UK government representatives, and **the presence of Ministers being integral to ensuring engagement with key decision makers.**
- 1.21 Organisations generally felt that the funding allocated to the World Cup activities was adequate for them to deliver their own activities. However, some stakeholders considered that **more funding could have been allocated to marketing and PR, to further promote the activities of partners and promote Wales internationally.** Some stakeholders felt that increasing the resources allocated to continuously promoting the Cymru Wales brand, alongside establishing a team for planning future activities linked to sporting and cultural diplomacy, could increase the impact of future activities.
- 1.22 Stakeholders considered that the Tîm Cymru approach - bringing a wide range of partners together to collaborate to achieve shared goals - **was effective and replicable model to support any future strategy and legacy building.** Some stakeholders believed that the Welsh Government should therefore develop an updated sport strategy, which includes a focus on sports and cultural diplomacy, and ensure it aligns with existing policies and strategies.
- 1.23 Stakeholders felt that future strategies should seek to identify and emphasise Wales' internationally recognised sporting strengths (e.g. the Football Association of Wales' coaching programmes) and that Welsh Government should seek to **identify**

opportunities to leverage funding and sponsorship by developing closer relations with Welsh brands and companies.

- 1.24 Stakeholders considered it to be essential that **athletes and artists are integral to the process of sustaining the legacy of World Cup activities**. Stakeholders suggested that the Lleisiau Cymru programme should be maintained and expanded, with new ambassadors identified to align with future activities planned to coincide with events such as the Rugby World Cup 2023, Commonwealth Games 2026 and European Championships 2028.

Recommendations

Recommendation 1: Welsh Government should continue to monitor the visibility and profile of Wales online by tracking mentions and perceptions of Wales as well as traffic to its websites and social media channels. Where possible, this should seek to track changes over time to benchmark the impact of different types of promotional activities.

Recommendation 2: Welsh Government should consider undertaking additional enhanced marketing activity based around future sporting and cultural events, working with partners to identify national and international opportunities.

Recommendation 3: Welsh Government should continue to support the Tîm Cymru approach on a continuous basis and consider formalising the partnership structures.

Recommendation 4: Welsh Government should ensure that strategic-level partnerships with UK Government are maintained to support and capitalise on the potential of the 2028 European Football Championship bid.

Recommendation 5: Future activities to raise the profile of Wales led by Welsh Government should be aligned with ministerial visits, in partnership with overseas Welsh and UK government teams.

Recommendation 6: Welsh Government should use its existing resources to ensure a flexible team can respond to future events to maximise the opportunities for sports and cultural diplomacy and international marketing of 'brand Wales'.

Recommendation 7: Welsh Government should consider developing a sports diplomacy strategy that aligns with other key policy objectives including the current

International Strategy, Vision for Sport in Wales and the forthcoming Culture Strategy for Wales.

Recommendation 8: Welsh Government and partners should continue to develop and enhance the Lleisiau Cymru ambassador roles by identifying, training and supporting other athletes and artists to become involved in activities relating to building 'brand Wales'.

2. Introduction/Background

2.1 Welsh Government commissioned Arad Research to undertake an evaluation of its programme of activities to promote Wales as part of the FIFA Men's World Cup 2022 activities. This report presents the findings of the evaluation.

Evaluation objectives

2.2 The main objectives of the evaluation were to:

- assess the contribution of the activities towards Welsh Government's objectives for the World Cup
- assess the extent to which activities have achieved their deliverables
- assess alignment of activities with Welsh Government's other strategic policy objectives
- provide recommendations and lessons learnt for future opportunities.

Background to the funded activities

2.3 Following the qualification of the Welsh senior men's football team to the 2022 FIFA World Cup in Qatar the Welsh Government aimed to maximise the opportunities and benefits arising through the team's participation. It represented the most significant marketing and sports diplomacy opportunity ever presented to Welsh Government given the profile of the event.

2.4 The Welsh Government's objectives around the World Cup were:

- the promotion of Wales
- projecting our values
- ensuring the safety of Welsh citizens at the event
- securing a positive and lasting legacy.

2.5 The activity that has been funded included:

- 1) The **Partner Support Fund (PSF)** provided financial support to culture, sport and education organisations for activities to celebrate Wales in the World Cup. This has included activity to promote Wales globally, delivering events to get young people involved in sport, connecting with Welsh diaspora and helping fans

celebrate the games in Wales and across the world. A summary of each of the PSF projects is included in Annex B.

- 2) An **enhanced marketing campaign**, which focused on core target international markets across brand, business and tourism as well as a strong in-Wales campaign presence. The campaigns target markets included Wales, USA, UK, and in Qatar.
- 3) The **Cymru Wales brand** team led on specific global consumer facing social, digital and PR campaign, working in partnership with FAW and aligning with wider Welsh Government objectives to promote Wales to the world and drive traffic to the wales.com site.
 - The Cymru Wales Nation brand-led activity was supported by Business Marketing and Tourism Marketing specific campaigns to take advantage of Wales' presence on the world stage in target markets and aligned to wider objectives and with a view to building a legacy of content and activity for the future.
 - The **business marketing** activity involved media partnerships and campaigns as well as a Financial Technology event in London.
 - The **tourism marketing** activity involved a media buying partnership with an online travel agency to drive interest and bookings for the tourism industry in Wales.
- 4) **Lleisiau Cymru World Cup Ambassadors** - a group of four individuals who worked to raise Wales' profile internationally and to help create long-lasting positive perceptions and building strong relationships with key partners. These were:
 - Prof. Laura McAllister, former Welsh footballer and one of the seven UEFA vice-presidents
 - Colin Jackson CBE, Olympic silver medallist and World Champion athlete
 - Katie Owen, a London-based DJ and presenter
 - Bryn Williams, a renowned chef.

These individuals were invited to travel to Qatar or the US to actively participate in events and undertake media interviews on behalf of the Welsh Government. The 'Lleisiau Cymru' team of ambassadors worked alongside the Football

Association of Wales (FAW) ambassadors for the 2022 World Cup, joining Ian Rush and Jess Fishlock.

- 5) **International Events** – a series of events (62 in total) organised by Welsh Government Offices in the key target markets of Qatar and the US as well as European countries such as Belgium, Ireland, France and Germany. These ranged from a trade mission to North and South Carolina, ministerial visits, watch events in embassies and diaspora receptions. It also included six individual events held in London in Ty Cymru/Wales Dome, such as a fintech inward investment panel discussion, Welsh language events and a performance by Ysgol Gymraeg Llundain and Griffin Primary school.

Methodology

2.6 The methodology for the evaluation involved a combination of qualitative interviews and desk-based research. This included:

- Development of an evaluation framework, which mapped the key themes of the research and the evidence sources and tools required for data collection.
- Interviews with 20 stakeholders including Welsh Government officials, Llesiau Cymru Ambassadors, the Football Association of Wales (FAW), Sport Wales, PSF partners, fan representative organisations and broadcasters
- Documentation and data review including
 - PSF monitoring data and evaluation reports
 - Data collected against the Welsh Government marketing measurement framework
 - Welsh Government data on online engagement with its platforms:
 - visitors to the [wales.com](https://www.wales.com) and [Trade and Invest Wales](https://www.tradeandinvestwales.com) websites
 - social media channels
 - Wales Nation Brand FIFA World Cup Halo Impact Report (iCrossing, 2023)
 - Cwpan y Byd PR evaluation report (Weber Shandwick, 2023)
 - Findings from a survey of visitors to Wales (Market demand survey)

3. Design and delivery

3.1 This section sets out the evaluation's findings in relation to the design and delivery of the activities. It considers the appropriateness of the objectives set by Welsh Government, the 'Tîm Cymru' (Team Wales) approach to delivery and the objective of promoting Wales' values.

Views on the appropriateness of the objectives

3.2 The Welsh Government's aims to maximise the opportunities and benefits arising through the team's participation in the 2022 World Cup were built around the four objectives of:

- promoting Wales
- projecting our values
- ensuring the safety of Welsh citizens at the event
- securing a positive and lasting legacy from the investment and activities taking place.

3.3 These four objectives were developed under the banner of bringing together sports and culture. Stakeholders considered that combining these two aspects of Welsh identity was an effective way of representing Wales' distinctiveness and modernity, and that this offered new opportunities to promote the country on an international level.

'The 'sweet spot' seems to be fusing sports and culture – so the World Cup activities were good in this way. Young people in particular are really invested in music, art, culture, fashion and sport.' **Stakeholder**

3.4 Stakeholders had very positive views on the appropriateness of the four objectives and highlighted the importance of having clear, shared goals from the outset. Stakeholders particularly emphasised that this was important given Wales' relatively low profile on the international stage. Developing the objectives was therefore considered essential to deliver a positive impact for Wales in terms of branding, global awareness and nation building.

- 3.5 Stakeholders and representatives from PSF organisations outlined that they were able to recognise which of the four Welsh Government objectives were of most relevance to their own strategic goals and design their activities accordingly. This process was enhanced by the creation and sharing of resources e.g. through social media, which offered the potential to enhance their own profile and reach while meeting wider Welsh Government goals.
- 3.6 There was a strong feeling from all stakeholders that Wales had to capitalise on the opportunity at being represented at the World Cup, building on the experience from the European Football Championships in 2016 and 2021 and escalating a presence on the global stage.

Tîm Cymru' ('Team Wales') partnership

- 3.7 To support these objectives in a coordinated way, Welsh Government developed a Tîm Cymru approach to designing and delivering activities and identifying opportunities. The 'co-construction' approach was considered to be one of the key successes of the Welsh Government-funded World Cup activities and many stakeholders felt this offers a legacy to be built on for future initiatives. Stakeholders highlighted the 'flexible and agile' approach developed by the Welsh Government as a feature of this success, including bringing together individuals with specific skills and expertise from organisations across sport and culture.

'All the partners worked really well together but the Welsh Government gave us all the confidence and the 'oil for the engine' – that was crucial.' **Stakeholder**

- 3.8 Most partners commented that this was the first time they had seen arts and sport organisations come together with such a strategic and coordinated focus. They commented on a 'sense of energy and trust', which characterised the partnerships, with organisations reporting that they were aware of their roles and how they could integrate into the Tîm Cymru approach from the outset.
- 3.9 Many stakeholders commented positively on the scale of activity delivered within such as short time, across the PSF projects, the enhanced marketing campaign, Lleisiau Cymru activity and international events. Stakeholders commented that this

had been achieved against a particularly challenging timetable, given the short period between Wales' qualification in June 2022 and the start of the World Cup finals tournament in October. Stakeholders felt the role of the Tîm Cymru partnership was crucial in bringing together organisations at short notice.

3.10 Positive views were expressed by stakeholders with regards to the 'effective partnership structures', 'frequency of meetings' and 'good communications' from Welsh Government. For some stakeholders, the high profile of the 2022 FIFA Men's World Cup and the length of time since Wales' last appearance was a further driver in terms of prompting the willingness to engage and, as one stakeholder put it, 'to go the extra mile'. Those interviewed also valued the openness of stakeholder meetings where organisations had shared details of their planned activity (particularly in September 2022), which enabled other partners to consider how they could support each other and align their own activities to maximise the overall benefits to Wales.

3.11 Stakeholders felt there had been effective engagement and cooperation across departments in Welsh Government, supported by an experienced marketing team, which had provided the opportunity to create positive impact through partnership. Stakeholders also had positive views on the PR agency employed by Welsh Government, and commented on their high-quality support, communications and experience in promoting the activities at an international level.

'Wales is ahead of the curve in the UK, it is more reactive elsewhere. Wales is a small nation – government, civil society, sport, culture, and commercial partnerships seem to be pulling together.' **Stakeholder**

3.12 A few partners nevertheless considered that World Cup activity design could have started earlier to more effectively plan for the delivery of activities. While it was acknowledged that Wales qualified at a late stage for the World Cup, these stakeholders reported that the approach had been too reactive and that the foundations and principles for Tîm Cymru could have been developed prior to qualification.

Promoting Welsh values

- 3.13 The development of the values statement alongside the four objectives was considered to be a ‘silver thread’ by stakeholders. Those interviewed felt the statement provided clarity and supported the Tîm Cymru approach to promote Wales internationally as a modern, diverse country. The partner workshop to develop the shared values statement was considered a ‘hugely valuable and productive’ exercise, which acknowledged key goals linked to the Well-being of Future Generations Act (WFGA) and other national priorities such as the Anti-racist Wales Action Plan, Cymraeg 2050 and Wales’ international strategy. According to stakeholders, this alignment encouraged buy-in and focus to the partnerships.

‘They’re progressive values, they link to a lot of what’s going on in Wales – women and girls into sport, leadership, grassroots, tackling poverty, Welsh language and the WFGA. It’s a sort of unique values proposition and it’s the right way to go in general. It all sounds good, but we need to walk the walk too.’

Stakeholder

- 3.14 Some stakeholders highlighted sensitivities about the location of the World Cup in Qatar and debates as to what Welsh Government’s level of engagement should be. Through discussions with partners and with Welsh Government staff in Qatar, stakeholders felt a constructive approach had been taken, focusing on common ground between what one stakeholder termed as ‘two small countries’ pride in their heritage and culture’. Stakeholders considered that this provided the ‘space for dialogue’ and ‘reasons to engage’ and that good levels of understanding had emerged as a result.

‘It felt like an organic process and inclusive. We respected the hosts – and you have to make sure your own house is in order too.’ **Stakeholder**

‘The values statement was arguably forced on Welsh Government because of the location of the World Cup but it has helped to define Wales’ ambitions. They are pretty strongly aligned with other participating organisations’ values and the focus on participation and performance is important as part of developing inclusiveness.’ **Stakeholder**

3.15 Stakeholders commented that the values statement had also supported partner organisations from the sports and culture sectors in terms of setting out their own values. For example, one PSF partner felt it was important to share the values statement with the artists they were working with. Not all these individuals were reported to agree with Wales' presence in Qatar, but the values statement was reported to have helped develop common ground and ensure that artists were part of *'a subtle dialogue, sharing, listening and learning, which were integral to the values too.'*

International activity

3.16 This section summarises the Welsh Government-funded activities which took place outside Wales in the Middle East, USA and Europe.

USA

3.17 In the USA, there was a programme of activity centred around the Wales vs. USA game. The Minister for Economy visited Washington DC to lead the Welsh Government's World Cup activity and to seek to develop relationships with political and business contacts. The visit included a roundtable with inward investors, a meeting with the Deputy Mayor of Washington DC, as well as the flagship 'Soccer in the Circle' screening of the Wales vs. USA game at the Dupont Festival.

3.18 Each Welsh Government office in the US network held its own events to coincide with the Wales vs. USA game. The US team in New York supported S4C to deliver a concert in the city as well as hosting other events, including a screening of 'Welcome to Wrexham', panel discussions and a watch party. An e-gaming competition, linked to a FIFA gaming tournament, was held in Atlanta, whilst business and diaspora receptions were held in Chicago and Los Angeles.

Europe

- 3.19 Events were also held across Europe in Brussels, Dublin, Paris and Berlin. In Dublin, Welsh Government representatives joined the US Embassy to Ireland to co-host a screening of the Wales vs. USA game and hosted an event with Noel Mooney, CEO of the FAW, Neville Southall and Ian Rush. Welsh Government representatives in Brussels used the tournament as a platform to host a panel event, in partnership with the UK Mission to the EU, on diversity and inclusion in football with speakers from the FAW, the Premier League and the European Parliament. In France, a “C’mon Cymru” banner was placed at the entrance of British Embassy in Paris. Both events in Berlin featured Welsh food and drink, with over 100 stakeholders attending each event.

Middle East

- 3.20 The Welsh Government offices in Doha and Dubai were the focus for the activity which took place around the matches. The Middle East team worked with partners to launch the Bucket Hat installation on the Corniche in Doha to promote Wales at the tournament, provide Welsh content in the UK GREAT Garden Pavilion and Festival and a Welsh-themed reception, hosted by the British Ambassador to Qatar. The Bucket Hat became a focal point for Welsh events, featuring in images broadcast across the world, and this is discussed further in Section 4.25.

Ensuring the safety of supporters in Qatar

- 3.21 Stakeholders recognised that, whilst a Welsh Government objective, ensuring supporter safety in Qatar was predominantly a responsibility of the UK Government, through the Home Office and police presence (including police officers from Wales) in Qatar.
- 3.22 Many stakeholders felt they were not informed enough to comment on this objective aspect of the activities. However, stakeholders who did offer their view on this felt that there had been good relationships between Wales football supporters, the FAW, fan representative groups and the UK Home Office and that, in their view,

supporters had been kept safe at the tournament. Some stakeholders commented on the effective working relationships between UK FCDO, Home Office, FAW and supporters in the context of supporting the families of supporters who unfortunately passed away whilst in Qatar.

Funding

3.23 The total expenditure on Welsh Government-funded World Cup activities was around £3.8m. This comprised:

- £1.8m allocated to the 19 PSF projects
- Around £1.7m for an **enhanced marketing campaign**, including:
 - the **brand digital campaigns**, to drive traffic to wales.com, across multiple channels in the UK, USA and EU as well as associated PR activity
 - **business marketing** involving media partnerships and digital campaigns in the UK, USA, Qatar and Wales as well as a Financial Technology event in London
 - **tourism marketing** activity involving a media buying partnership with an online travel agency to increase bookings.
- £310,000 for international events organised by the Welsh Government's overseas offices, particularly in Qatar and the US.

3.24 While most stakeholders provided little comment on the overall level of funding of Welsh Government-funded activities, they generally reported that the activities commissioned had delivered significant outputs for the resources put in. A few stakeholders felt that more funding could have been allocated to the marketing activity, while several considered that having more staff capacity located in Qatar during the lead up to the tournament would have been beneficial.

3.25 When reflecting on funding for their own activities, stakeholders generally felt that the resources allocated had been adequate to enable the delivery of the activities commissioned. However, most stakeholders emphasised that the time committed by their staff and their partners had been 'above and beyond' what they were commissioned to do. Stakeholders reported that they and their partners had been willing to do this because they saw the World Cup 2022 as potentially a 'once in a

lifetime' opportunity to promote their own work and that of Wales to a global audience.

- 3.26 Stakeholders reported that this willingness to 'go the extra mile' meant that individuals were willing to undertake additional activities (e.g. working longer hours) to capitalise on the opportunity. Some interviewees speculated that cultural and sporting organisations may not be as willing to engage in future events which have a smaller potential reach and audience. This suggests a need to consider whether the level of partner activity observed in relation to the World Cup is sustainable, when planning activities relating to smaller-scale sporting or cultural events.
- 3.27 Some stakeholders commented that earlier decisions on funding would have been beneficial, though they acknowledged that Wales qualified at a late stage for the World Cup and that this meant there had been limited time available to commission activities.

4. Outputs, outcomes and impact

4.1 This section examines the outputs, outcomes and impact delivered by the Welsh Government-funded activities. It covers changes in the visibility, profile and perceptions of Wales and its values as a result of the enhanced marketing activities, PSF projects and the Lleisiau Cymru and the cultural and economic impacts generated as a result.

Visibility, profile and perceptions of Wales

4.2 All stakeholders interviewed believed that the Welsh Government-funded activity had increased the visibility and profile of Wales on the international stage during and after the World Cup; these views are supported by evidence of increased engagement with various Welsh Government platforms (see Sections 4.5-15) that were driven by the enhanced marketing campaigns, one of the main focuses of the World Cup activity.

4.3 Many of those interviewed perceived that Wales' profile has historically been lower than that of other UK nations and considered that the visibility of Wales at the World Cup had increased awareness of the nation among the audiences engaged. However, stakeholders also emphasised that continued efforts would be required by Welsh Government and partners to build on this increased awareness and visibility.

4.4 Some of those interviewed provided anecdotal evidence that awareness of Wales had improved among their key target audiences. Examples included increased interest in Wales and willingness to collaborate with Welsh Government on future events among overseas diplomats and government officials. However, most stakeholders acknowledged that it was too early to be able to fully assess this, and that awareness-raising was the first step towards changing perceptions. Nevertheless, some of the findings from the surveys presented below suggest that Welsh Government enhanced marketing activity has elicited positive responses from those who were engaged.

'It was fascinating, people were embracing our stuff, we shone through boldly. People were interested in what Wales was doing.' **Stakeholder**

Partner Support Fund project outputs

4.5 The 19 PSF projects provided monitoring data relating to their outputs and achievements based on guidance provided to them by Welsh Government. Data from these reports has been collated as part of this evaluation and, where possible, figures have been aggregated. The monitoring data collected by PSF projects shows that:⁴

- a total of **2,217 events** were held by PSF partners, with **321,274 participating** or in attendance
 - At least 248,545 of these participants were children and young people⁵
- **91,403 visitors** attended two exhibitions funded through the PSF
 - These were Amgueddfa Cymru's Lleisiau'r Wal Goch (Voices of the Red Wall) exhibition and Expo'r Wal Goch (Red Wall Expo)
- This activity, amplified by Welsh Government's communications and PR activities led to:
 - **707 articles** or interviews being published by PSF partners relating to their activities⁶
- **151 social media posts** relating to their activity were created by PSF partners
 - These posts had a combined reach of over 5 million
 - These **elicited 182,644 engagements** (e.g. likes, responses, re-posts)
 - **Video content** posted by PSF partners was **viewed 48,306 times**
- **Web-based content** relating to PSF activity was **visited 48,268 times**.

4.6 These findings illustrate the significant reach of the PSF activities. Many of the partners emphasised that their online reach and engagement had increased

⁴ This data is based on monitoring data which had been submitted by 16 out of the 19 PSF projects within the timeframe of this evaluation. Not all of these 16 PSF projects provided data in relation to each of the items listed in this section. This suggests overall numbers may have been higher than those presented here.

⁵ A significant proportion of these were the 238,000 children from 1,200 schools who joined the Urdd Gobaith Cymru Jambori.

⁶ 601 of these related to Urdd Gobaith Cymru's activities and 52 related to Wales Arts International's activities.

significantly during the World Cup, and that this had been amplified and enhanced by the Welsh Government and other partners' communications activity.

The Cymru Wales Nation Brand campaign outputs

4.7 The Welsh Government's Cymru Wales Nation brand campaign exceeded its three main output targets relating to increased traffic to [wales.com](https://www.wales.com) and opportunities to see content and videos related to the **Cymru Wales brand**. It also saw increased traffic to the [Trade and Invest Wales](https://www.tradeandinvestwales.com) website and engagement with Welsh Government **social media**. Data relating to each of these is set out below.

- The target of increasing the amount of traffic to the [wales.com](https://www.wales.com) website was exceeded. Traffic via paid media increased by 600 per cent increase during November and December 2022 compared with the same period in 2021. Traffic via 'organic' engagement (e.g. through web searches) increased by 167 per cent over the same period.
- The target of generating 100 million opportunities to see Welsh Government-funded content relating to the **Cymru Wales brand** was exceeded by December 2022, with over 105 million opportunities to see generated (6 per cent above the target)
 - By March 2023, almost 150 million opportunities to see had been reached (49 per cent above the target)
- The target of 32 million views of Welsh Government-funded **video content** was also exceeded by December 2022, with 46 million video views achieved
 - By March 2023, over 47 million views were achieved (50 per cent above the target)
- Welsh Government World Cup-related **social media activity** generated 2 million impressions during the tournament. A series of hashtags were used by Welsh Government accounts during the tournament which were used in 4,800 posts which had a combined potential reach of nearly 8.5 million people.
- Alongside the wales.com site, the enhanced marketing activity sought to drive traffic to the [Trade and Invest Wales](https://www.tradeandinvestwales.com) website. Traffic to this site increased by 39 per cent during November and December 2022 compared

with the same period in 2021, which again represents a positive outcome against objectives.

Online, broadcast and print coverage outputs

4.8 Findings from the *Cwpan y Byd PR evaluation report* (Weber Shandwick, 2023) indicate that Welsh Government-funded PR activity relating to the World Cup activities and events resulted in:

- 591 pieces of coverage (online, print and broadcast) in a number of target markets including UK, EU, USA, Canada, Qatar, India and China.
 - 463 were related to ministerial activities
 - 241 of these were related to diversity issues relating to Wales
- Some of this coverage related to interviews carried out by Ministers and Lleisiau Cymru ambassadors
 - 66 interviews were arranged with international media organisations including BBC World, Al Jazeera, AFP and Reuters
- These 540 pieces of coverage were estimated to have potentially created 8bn 'opportunities to see' this coverage
- A significant increase in the number of online searches for terms relating to Wales among visitors to wales.com, including a five-fold increase in search volume from US-based visitors and a two-fold increase from UK-based visitors.⁷

Mentions of Wales online

4.9 The *Wales Nation Brand FIFA World Cup Halo Impact Report* (iCrossing, 2023) presents data on the number of mentions of Wales, including Welsh cities and towns, online. The data in the report enables a comparison of the number of mentions in the first six months of 2022 (referred to as H1) with the second half of the year, during which period the World Cup took place, (referred to as H2) as well

⁷ Based on analysis of the top 350 search terms (e.g. location, national anthem, governance, demographics of Wales) which drove web traffic to wales.com during the two years up to November 2022. For example, when compared with the monthly average of the previous two years, there was a four per cent increase in searches for 'Wales' among US-based visitors during November 2022 and a corresponding two per cent increase among UK-based visitors. Similar increases were seen for many other search terms.

as Wales' share of all mentions of UK nations. The report examines mentions of Wales online from within the UK, Europe and globally and considers mentions of Wales in specific contexts. The report shows that:

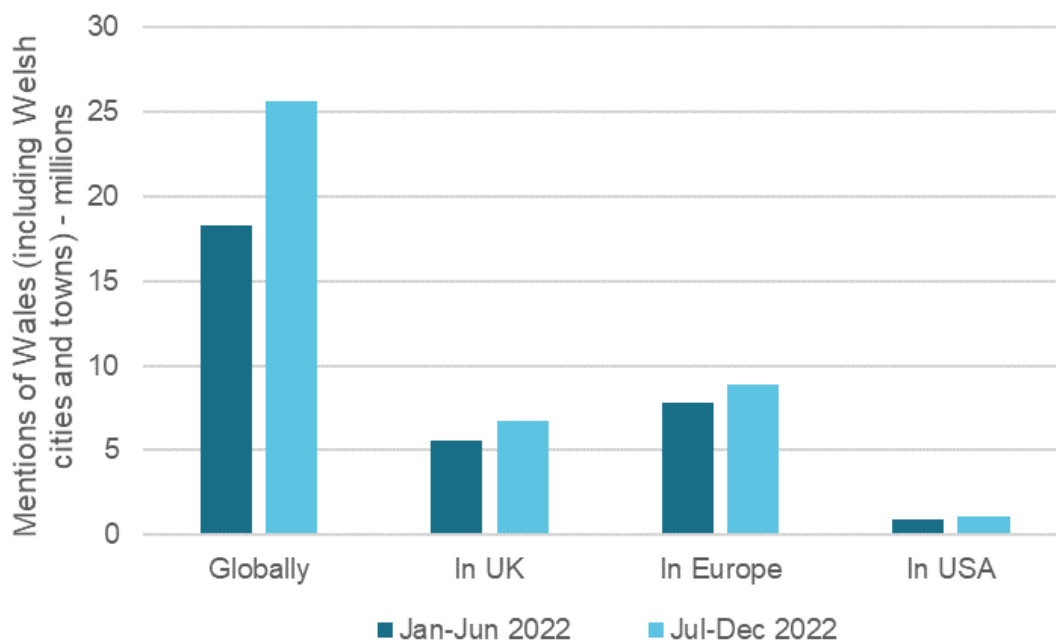
- Globally there were 40 per cent more mentions of Wales (including Welsh cities and towns) online in the second half of 2022 (H2) compared with the first half (H1). Mentions of Wales increased from 18.2m in H1 to 25.6m in H2.
 - This growth in mentions of Wales was notably higher than changes reported in other UK nations.
 - As a result, Wales' share of all global mentions of UK nations grew increased from 5 per cent in H1 to 7 per cent in H2.
 - The largest percentage increase in mentions was in Qatar (an increase of 164 per cent, though from a very low baseline), followed by England (increase of 35 per cent) and then France (increase of 30 per cent).
 - Mentions of Wales in the USA increased by 18 per cent, again notably higher than the growth in mentions reported for other UK nations.
- At UK level, there were 21 per cent more mentions of Wales in H2 compared with H1 of 2022.
 - As above, the growth in mentions was higher than other UK nations which resulted in Wales' share of all mentions of UK nations increasing from 8 per cent to 10 per cent.
- In Europe, there were 14 per cent more mentions of Wales in H2 compared with H1 of 2022.
 - This growth was similar to the 12 per cent increase in mentions of Scotland in Europe but was higher than other UK nations. Wales' share of all mentions of UK nations in Europe grew from 6 per cent to 9 per cent.

4.10 While it is not possible to attribute the increases above solely to the Welsh Government-funded World Cup activity, this does provide a useful indication of changes in awareness and perceptions of Wales in the periods before and after the tournament. The findings suggest that Wales' presence at the World Cup, and the related activity may have created greater awareness of Wales although it is important to recognise that other factors may also have contributed to these changes (e.g. interest in the Disney+ series, 'Welcome to Wrexham'). However,

ongoing tracking of this type of data would be needed to examine whether any changes are sustained.

4.11 Figure 1 below illustrates the change in the number of mentions of Wales, its towns and cities, online between the first and second halves of 2022.

Figure 1. Mentions of Wales (including Welsh cities and towns) online in the periods January – June and July – September 2022



Source: Wales Nation Brand FIFA World Cup Halo Impact Report (iCrossing, 2023)

4.12 The *Wales Nation Brand FIFA World Cup Halo Impact Report* (iCrossing, 2023) also examines changes in the number of mentions of Wales in the context of key industries and key themes. In terms of key industries, the report shows that:

- Mentions of Wales increased between H1 and H2 of 2022 in the context of key industries including Advanced materials and manufacturing, Energy & Environment, Financial & Professional Services, Technology and Tourism.
 - However, this growth was not notably higher than that seen in other UK nations
- Mentions of Wales in the context of Creative Industries, Food & Drink and Life Sciences declined.

4.13 In terms of key themes, the report shows that:

- Mentions of Wales (including its cities and towns) in the context of travel, business, sustainability and talent increased between the first and second halves of 2022
 - However, increases in mentions of Wales were not notably different to those of England or Scotland.
- Mentions of Wales (including its cities and towns) in the context of wellbeing fell, though this was also the case for other UK nations.

4.14 This data does not suggest that the overall increases in mentions of Wales were heavily associated with the key industries or themes listed above.

4.15 Changes in the sentiment expressed in online mentions of Wales are also analysed in the *Wales Nation Brand FIFA World Cup Halo Impact Report*, comparing the level of positive, negative and neutral mentions of Wales in conversations during the first and second halves of 2022. The report notes that:

- There was an 18 per cent increase in positive mentions of Wales and a 10 per cent fall in negative mentions of Wales in the second half of 2022 compared with the first half
- Positive mentions of Wales from outside of England and Wales were 31 per cent higher in the second half of 2022, compared with the first half of the year
 - However, negative mentions were also 22 per cent higher in the second half of the year.

Perceptions of Wales: Visit Wales Tourism Market demand survey

4.16 Visit Wales conducts annual research amongst its priority markets to inform its work promoting Wales in the UK and internationally as a destination. The *Visit Wales Tourism Market Demand Report- UK* (Visit Wales, 2023) examined survey findings from the UK Market and included questions relating to impact of the World Cup on perceptions of Wales. The survey findings showed that:

- Two thirds of respondents saw some form of media coverage of Wales during the World Cup including:
 - Watching a Wales match (38 per cent)
 - Media coverage of the Wales team or fans (26 per cent), advertising

- Seeing a promotional film about Wales relating to the tournament (13 per cent)
- Seeing another form of advertising for Wales in relation to the tournament (13 per cent)
- Welsh residents were more likely to have seen all forms of coverage of Wales during the tournament, whilst families were more likely than retirees or older independents to have seen advertising or a promotional film. Engagement with coverage of Wales was also higher amongst those with a connection to Wales other than nationality.⁸

The survey findings showed that:

- 80 per cent of respondents engaged with Wales at some level as a result of watching football coverage or seeing promotions of Wales during the World Cup.
 - The main form of engagement was to either watch and support the team at the tournament (36 per cent) or to talk about Wales with others (27 per cent)
- Watching a Wales match and supporting the team were higher amongst Welsh residents
- A lower, but still notable, proportion of those who saw Wales featured at the World Cup had:
 - Visited a website (14 per cent) or social media site/page (14 per cent) that had information about Wales
 - Searched (13 per cent), posted or shared information (13 per cent) about Wales online or on social media.⁹
- Just under half of the respondents (46 per cent) who saw some form of coverage of Wales during the World Cup stated it made them more positive about Wales (52 per cent said it had no impact on their perceptions).
 - 63 per cent of families said it had made them feel more positive about Wales.¹⁰

⁸ Which, if any, of the following did you see or do in relation to Wales in the Men's Football World Cup? N=1,136

⁹ Which, if any, of the following did do as a result of seeing the promotions or coverage of Wales during the World Cup? N=707

¹⁰ Question: How, if at all, has Wales' coverage and promotion in the World Cup impacted your perceptions of Wales? N=707

Qualitative evidence from stakeholders on the visibility, profile and perceptions of Wales

- 4.17 Stakeholders considered that these enhanced marketing strategies had provided additional visibility and exposure for Wales and were reinforced by individual events such as Rob McElhenney speaking Welsh at the *Cymry i'r Byd* (Wales to the World) Festival in New York and Welsh football team member Ben Davies's Welsh language interview – with English subtitles - being shown on network TV. Stakeholders reported that Wales and its values were given more exposure than in previous tournaments and that there was more interest from the press and producers from different platforms to promote Wales' story.
- 4.18 Evidence from the monitoring data collected by PSF partners also indicates that they were successful in reaching and engaging new audiences, thereby raising awareness of Wales through their various activities (see Section 4.5). Additionally, there is also some qualitative evidence of PSF partner activities generating positive perceptions of Wales. Many stakeholders referred to the activities of partners helping to create a 'distinctive' perception of Wales compared with other UK nations and several examples are highlighted below.

Case study 1: Urdd Gobaith Cymru PSF activity



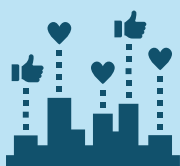
Through PSF funding, the Urdd delivered projects with the aim of promoting Wales globally and sharing the organisations' values with young people. For example, 238,000 children across Wales took part in a singalong which was a live stream co-production between Urdd, S4C, Boom Cymru and BBC Wales.



A video of Dafydd Iwan singing 'Yma o Hyd' with the children received 123,000 views on social media platforms. Another element of school engagement consisted of a 5-week roadshow which visited 23 primary schools of the players in the Wales squad, including 6 primary schools in England as part of their roadshow. 5,809 children participated in workshops and presentations.



The Urdd also worked at an international level in Qatar, Dubai, and the US. They delivered sport and art workshops across 3 schools in Doha and Dubai and engaged with a total of 1080 young people and supported a young artist exchange in Washington.



The Urdd worked alongside 'Wales Arts International' to take Côr Dyffryn Clwyd, the winning choir at the Urdd 2022 National Eisteddfod to Qatar. Their visit consisted of performances at ministerial events, media and fan performances with Dafydd Iwan and the Barry Horns and engaging with Wales and international fans at the Welsh Government-organised Bucket Hat venue. The choir was included on various media platforms, including BBC News, PA and Qatar Television, Telegraph and Sky News.



'The Urdd choir were amazing and were everywhere in Qatar, they really brought the music of Wales and sang in Welsh language. They formed a real part of how you can [show your] identify as a different nation with a different culture.' Stakeholder

Case study 2: Global Wales PSF activity

Activities: Global Wales produced 10 'Study in Wales' videos with PSF funding featuring 11 universities and colleges which included Welsh and international students and celebrated Wales' student diversity around themes e.g. Welcome to Wales, Study in Wales, Live in Wales. Global Wales shared resources with individual universities and FE colleges to allow them to further promote the messages and hold their own World Cup-themed events.



Outputs: The Global Wales videos were viewed almost 7,000 times and their social media activity had a reach of over 47,000. Global Wales web visits doubled to over 5,000 during the 6-week period covering the World Cup compared with 2,500 in the previous 6-week period.



Sustainability: Global Wales note that the videos will continue to be used in future to promote Wales and Studying in Wales through the Study in Wales website.



Legacy: Global Wales subsequently became a sponsor of the Welsh Men's hockey team at the 2023 World Cup in India, to further promote the 'Study in Wales' campaign.

Case study 3: Wales Arts International PSF activity

Wales Arts International (WAI) aimed to support Welsh Government's ambitions throughout the World Cup and promote Wales on an international level. WAI's programme set out to showcase Welsh culture, sport, and wellbeing values through the power of the arts.



Activities were held across Qatar, North America, Europe and Dubai which saw a celebration of Welsh culture in the form of concerts, film, outdoor murals and music. Headline activities that took place included.

Qatar- Peaceful Progress



Bryce Davies is the name behind Cardiff graffiti organisation, Peaceful Progress. Together with Welsh artist, Hannah McGree, a new outdoor mural was painted on wall in Katara Cultural Village, commissioned by British Council Qatar and Street Child UK. Both artists were supported by WAI and were included in the PR campaign.



North America- S4C Concert

S4C hosted a concert in New York with staging that was provided by WAI, through their On the Move contact, Tamizdat who were given visas to the USA. In September 2022, a meeting held by WAI, saw S4C's CEO, Sian Doyle and the US Cultural Attaché to the UK discuss the concert.



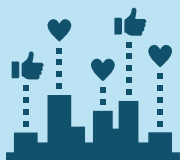
Europe- Rhys a Meinir at the Cymru Wales Dome at the South Bank

In partnership with the Welsh Government, WAI organised a screening of animated film 'Rhys a Meinir', by Bait Studios. Viewing of the film was attended by Embassies of the Netherlands, Austria, Canada, Québec, Vietnam, Slovenia, Ireland, and Scotland.



Dubai- Sywel Nyw

WAI and Global Welsh organised for musician and producer Sywel Nyw to perform alongside Gwenno Morgan at an event held at the UK Embassy in Dubai.



Impact: Collectively, the activities bought in 854.3 million reaches through PR partnership and 349,517 people reached in 43 countries through digital campaigns. 52 pieces of media coverage were generated through the activities. 51 artists were supported through the activities.

Case study 4: Football Association of Wales PSF Activity

Football Association of Wales (FAW) organised several activities across Wales to show support for the Wales team throughout the World Cup.

Gŵyl Cymru

In partnership with the Arts Council of Wales, the FAW hosted over 300 Gŵyl Cymru Festival events that took place across the world. Events took place in all 22 local authorities and 40 international events including Montreal, New York, Dubai and Munich.



School Engagement Events

Throughout the World Cup, the FAW organised events held at schools across Wales with the aim of promoting the Welsh culture through sport.



Bucket Hats Social Media Campaign

Towns and cities across Wales saw the instalment of colourful bucket hat structures to represent Welsh football fans who were encouraged to share pictures on social media platforms to promote the Wales Team.



World Cup Take Home Packs

At home packs were created designed for registered target demographic families in Wales. These packs provided information about the World Cup and aimed to promote the Welsh team in Qatar.

Impact: In total 1083 School Packs delivered with 12,633 individuals engaged at events held at 428 schools in 16 local authorities. 4681 Home packs were delivered (almost double the target of 2500) and 45 Branding Packs were delivered to Gŵyl Cymru Venues. These activities generated 21 media items broadcast across three television channels and 13 Web articles

Values and culture

4.19 This section explores data relating to the outcomes and impact of the activities on perceptions of Wales' values and culture. This includes data based on online mentions of Wales in the context of Wales' seven national wellbeing goals and qualitative data based on stakeholder interviews on the perceived impact of the activities.

Mentions of Wales in the context of the national wellbeing goals

4.20 The *Wales Nation Brand FIFA World Cup Halo Impact Report* (iCrossing, 2023) examined changes in the number of mentions of Wales in the context of each of the seven national wellbeing goals. The findings show that:

- Between the first and second half of 2022, there was an increase in mentions of Wales in the context of six of the seven national wellbeing goals, namely prosperous, resilient, healthier, more equal, cohesive communities and vibrant culture.
- There was a fall in mentions of Wales in the context of one wellbeing goal, namely globally responsible.
 - However, the report notes that mentions of Wales as a globally responsible nation had been higher at the start of 2022, because there had been significant coverage of Ukrainian refugees being welcomed into Wales. Mentions of Wales in this context declined in the second half of 2022 due to less conversation around this topic.

4.21 These findings suggest that there was an increase in the number of people mentioning Wales in the context of the seven national wellbeing goals during the second half of 2022, which may have been driven by the enhanced marketing campaign and the focus on Welsh values through the values statement. This may suggest a change in perceptions of Wales over this period among some audiences. However, further data would be required to understand whether this shift in perceptions was sustained beyond this period.

Stakeholder perceptions of the impact on perceptions of Wales' values and culture

4.22 Stakeholders interviewed believed that the Lleisau Cymru Ambassadors had worked well and positively projected Wales' values through activities which enabled them to demonstrate their varied experiences and use their specific skillsets. Stakeholders considered the individuals to be excellent ambassadors, to have been 'accessible and engaging', and they were reported to have promoted Wales in a vibrant and knowledgeable way. Stakeholders noted that there was potential to sustain these types of activities and that there should be a rolling programme of similar ambassadors going forward to build on the work of the Lleisau. This is further discussed in Section 6 of this report.

'One of the things that I'm really glad about, more than anything else, is that we showed the full face of Wales. We stood out, we didn't cave under protests or people saying 'what are you doing?'. We were really good in standing out and giving our honest side of things.' **Stakeholder**

4.23 The Welsh fans themselves received a lot of credit from the stakeholders who highlighted their ambassadorial roles and their positive outlook. Stakeholders commented that Wales had a significant number of female supporters and families in Qatar, which was compared by one stakeholder to the diversity they had observed in south American football crowds. Stakeholders felt that this diverse fan base reflected well on Wales and aligned with the values set out in the values statement.

'Every fan is a diplomat for Wales really – no matter what sport. They travel and mix and really embrace it – they're the Lleisau Cymru too.' **Stakeholder**

4.24 Stakeholders, including the Lleisiau Cymru ambassadors interviewed, felt that the values statement provided a clear focus and a shared purpose for the activities.

'The message was clear from Welsh Government – talk about the values of Wales and maximise coverage of Wales, everything that Wales stands for off the pitch.' **Stakeholder**

4.25 In Qatar the bucket hat installation was considered by stakeholders to have worked particularly well as a location for media activity, both for arranged interviews and for

more ad hoc media coverage. Stakeholders also highlighted that the installation had provided a focal point for Welsh and international fans to gather. The installation provided a backdrop for performers, for example the Urdd choir and Dafydd Iwan, which increased Wales' visibility and generated significant interest online (see case study 1). Some stakeholders reported that Wales was the only country with an art installation on the Doha Corniche (the waterfront promenade which was the main location for World Cup-related activities in Doha). Stakeholders felt that this installation had generated lot of interest in Welsh culture for what was considered a small investment.

- 4.26 With regards to other countries' presence in Doha, some were reported to have had pavilions located on the Doha Corniche, in line with the UK government's approach, while others had manned stands. Some countries were reported to have focused their activities on trade and some on tourism. Wales' mixed approach of culture and sport was considered by stakeholders to have made it stand out through its presence in Qatar.

Economic outcomes

- 4.27 As part of the World Cup activities a range of events took place in Qatar and the USA to support the objectives of promoting Wales as a location for economic development and a destination for tourism. Many of the Welsh Government-funded activities sought to increase engagement with partners in target markets as part of a longer-term process of creating the right conditions for future economic activity. Most stakeholders interviewed felt it was too early to be able to observe many tangible or measurable economic impacts based on the Welsh Government-funded activities. However, some examples of emerging impact and potential future impact were offered.
- 4.28 Below, the economic impact of the enhanced marketing campaign activities are described, followed by the emerging impacts of activities in Qatar and the USA. Some further evidence of economic impacts mentioned by stakeholders are presented at the end of this section.

Economic impacts of the enhanced tourism marketing campaigns

- 4.29 The enhanced tourism marketing activity sought to create economic impacts by working in a media buying partnership with an online travel agency to generate additional tourism bookings. The generated a 50% increase year-on-year of gross bookings.

Emerging economic impact of activities in Qatar

- 4.30 With regards to the impact of Welsh Government activities in Qatar, its representatives and wider stakeholders noted a range of positive outcomes. The strength of the networks between Wales and Qatar is reported to have increased in a range of fields such as business, science and the arts. Investment opportunities were expected to arise from these strengthened networks, and the resulting quality of relations developed at ministerial and institutional level. It was considered that this high level of engagement links to future discussions regarding, for example, the investment potential for the Qatari Sovereign Wealth Fund, real estate opportunities and tourism. It was noted, however, by partners that Wales will need to take the lead on ensuing these discussions happen.
- 4.31 Specific examples include follow up meeting to reintroduce the Cardiff-Doha weekly flight route with opportunities to develop passenger and freight opportunities; university partnerships in areas such as archaeology and green technologies, curatorial partnerships between the Museum of Islamic Art and Amgueddfa Cymru and new markets for tourism. The launch of a mural created by Welsh and Qatari artists as part of the 7th annual UK in Qatar supported by the British Council was attended by the Minister for the Economy and generated 19 pieces of coverage across Qatar, UAE, the UK and US including from organisations such as Al Jazeera, Gulf Times and PA Media.
- 4.32 To support the activities in key areas of focus such as Qatar, Welsh Government teams on the ground worked with local partners. This approach was considered essential by stakeholders for both practical and cultural reasons. Of particular

importance in the ground in Qatar was the role of the UK Ambassador. His role was highly praised by all partners and individuals involved in the World Cup activities, particularly his efforts in engaging through English, Welsh and Arabic and supporting close partnerships with Qatari business and cultural leaders. Again, it was considered that the presence of Ministers provided 'the clout' to ensure engagement with key decision makers.

'A positive impact would have been more challenging without the presence of Ministers, it shows Wales working as a democracy. It was a good effort on the ground by Welsh Government.' **Stakeholder**

- 4.33 The close links developed with the UK Ambassador and his staff in Qatar mirrored successful partnerships between Welsh Government and the UK government. The opening Welsh Government VIP event at the Ambassador's Residence in Doha which launched the programme activities in Qatar was jointly funded with UK government. Welsh Government officials worked closely with the UK Department of Business to engage with Qatari representatives along with other countries from the middle east e.g. UAE, Dubai. These activities provide examples of the shared value though of creating UK-wide partnerships and were considered by stakeholders to provide a model for joint working on the bid for the bid to host Euro 2028.

Emerging economic impact of activities in the USA

- 4.34 Stakeholders reported that key outcomes of the activities delivered in the USA were an increase in engagement with businesses, the Welsh diaspora and key elected members and government officials, for example, several individuals in the US congress and city mayors. Stakeholders believed that Welsh Government-funded World Cup activities have provided a 'foundation to build on' and given Wales greater 'credibility and profile' with regards to engaging with key 'decision-makers', developing relations with the Friends of Wales caucus in the US Congress and growing and connecting the Welsh diaspora.

'Having several big events at the same time meant we re-connected with some important people we hadn't been in touch with for a while. People came to the

rooms we had who wouldn't have come without the 'hooks' that we had. It's led to relationships with potential investors that will be useful in future.' **Stakeholder [in relation to US events]**

4.35 Stakeholders emphasised the importance of Ministers' presence at events to maximise the political and economic impact of Wales' World Cup-related activities. This was illustrated through the opportunities to engage with US investors and the mayor's office in Washington DC and to create opportunities to discuss potential investment from overseas companies in Wales arising from the trade mission to the Carolinas. Stakeholders highlighted that the World Cup activities had generated and reinforced diplomatic relationships with within embassies in Washington DC. In some cases, this had led to discussions about future collaborative activity with overseas embassies in the USA, for example a joint cyber security event with another embassy.

'At the 'Soccer in the Circle' event, the Minister met with a potential new investor into Wales. He [the Minister] spoke about their plans and what Welsh Government support might be available. The Minister also spoke to an existing cyber investor in Wales and in discussions identified that they wanted European expansion plans and Wales could now play a role in this.' **Stakeholder**

Other emerging economic impacts

4.36 Some further examples of economic impacts were mentioned by stakeholders during interviews and in PSF monitoring data:

- One broadcaster reported that the activities have led to ongoing discussions with international creative industries organisations in the USA including broadcasters, distributors, producers and streaming platforms.
 - This broadcaster estimated the value of the coverage for the 10-day period from the *Cymru i'r Byd* (Wales to the World) event alone to be worth £380,000
- Examples of individual musicians and artists being commissioned to undertake further work (e.g. performing at UNESCO international events) as a direct result of performances and / or exhibitions funded by the Welsh Government-funded World Cup activity

- Membership of [GlobalWelsh](#) increased by 80 during the campaign period
- Examples of Welsh Government-funded activity acting as a catalyst for PSF organisations to invest in further marketing activity which had subsequently led to an increase in their web visits
 - For example Global Wales' itself funded further promotion of some of the short videos produced with PSF funding, targeting audiences France, Germany and the USA. This activity generated 1.2m impressions, over 5,000 clicks, 10,500 web visits and 1.1m video views, generating 245 new followers and an additional 300 views organically to Study in Wales' social media channels.

5. Challenges and lesson learned

- 5.1 Stakeholders outlined a range of challenges and lessons learned through the design and delivery of the World Cup activities. These ranged from the practical to the financial and the strategic as well as comments on certain elements of the activities, which could be considered for future iterations.

Funding

- 5.2 From a financial perspective, stakeholders noted a few challenges with regards to funding. As discussed in Sections 3.24-25, there was recognition that budgets were adequate to deliver the planned activities but that more could have been achieved particularly with regard to marketing and PR, showing Wales in a broader way at an international level. Some stakeholders commented that the resources available for nation branding remain a small part of the overall Welsh Government marketing and events budget. A few stakeholders felt that this could be increased to enable a continuous focus on sports diplomacy (see Section 6 for further details).

Timescales

- 5.3 The short amount of time available between Wales qualifying for the World Cup in June and the start of the tournament in October presented a significant challenge for the Welsh Government and the Tîm Cymru partners. The later than planned qualification of Wales (the play off against Ukraine took place in June instead of March as originally scheduled) and the need to engage partners in discussions relating to the sensitivities of Welsh representation in Qatar required a careful approach.
- 5.4 However, some stakeholders felt that the foundations for Tîm Cymru could have been put in place prior to qualification to ensure that effective cooperation and delivery from the outset. One stakeholder commented, 'the logistics were therefore challenging in terms of getting things done' while several others highlighted that the engagement of partners had depended on the commitment of partners going 'beyond the call of duty' as a result.

Sustainability of the Tîm Cymru approach

- 5.5 With regards to sustaining the legacy of the Tîm Cymru approach, some challenges were highlighted by stakeholders. The Welsh Government team which co-ordinated delivery of the World Cup-funded activities has since been disbanded, with individuals returning to their day-to-day roles. Some stakeholders felt this could reduce the capacity to fully capitalise and build on the legacy of the funded activities and that this should be reviewed as part of developing a new sports diplomacy strategy for Wales.
- 5.6 A few stakeholders felt that having a limited number of major Wales-based businesses to support and sponsor activity within Wales presented a challenge to sustaining a sports diplomacy approach in future. Stakeholders commented that there tended to be an over-reliance on a small number of sponsors within Wales, which were pursued by several sports and teams. A few stakeholders considered that a more dynamic and wide-ranging approach on the business stage to address this was felt to be required for activities focusing on Euro 2028.

Other challenges

- 5.7 Some stakeholders considered that more focus could have been given to food and drink from Wales. One stakeholder commented, '*there didn't seem as much Welsh cuisine and ingredients as there could have been.*'
- 5.8 A few stakeholders felt there had been a lack of capacity on the ground in Qatar during the lead up to the tournament to ensure that artists and performers were selected, briefed and managed in a way that best aligned with audiences in the target markets. For these stakeholders, the lessons learned from this engagement included communicating in the language of the host nations and engaging early with heads of mission and representatives on the ground who are involved in decisions about what will work well with audiences in host countries.
- 5.9 The World Cup packs posted out to individuals from the Welsh diaspora were not considered to have brought much of a return and had a limited gain in terms of

increasing the profile of Wales or generating further social media content and coverage and PR experts called for a further analysis of how this element could have been adapted to generate greater impact.

6. Legacy

6.1 This section sets out findings of the evaluation in terms of sustaining the legacy of Welsh Government-funded World Cup activities, building partnerships for future events and attracting future investment. The section concludes with a consideration of how future activities could be aligned with broader Welsh Government policy aims.

Sustaining the legacy

6.2 Stakeholders believed that the wide range of positive impacts noted in previous sections have contributed to a legacy of a new, modern and diverse image for Wales. The Tîm Cymru approach was considered to have enabled a range of activities to take place which stakeholders felt had delivered credibility, confidence and distinctiveness as a nation, in line with the aims to promote Wales and its values. Stakeholders called for a range of measures to sustain this legacy including the development of an updated sports strategy, including a sports diplomacy element, which could provide a 'bedrock of autonomy for Wales' to enhance its sporting sovereignty.

6.3 This potential new strategy was considered by stakeholders to be beneficial in a number of ways:

- Some felt it would enable Wales to be better prepared for future opportunities to promote Wales and its values on the international stage, through sporting, cultural and other international events.
- Some highlighted the political and diplomatic opportunities to build on the legacy of activities, aiming to build on Professor Laura McAllister's appointment to UEFA's executive committee and the President of the FAW sitting on UEFA's commercial board by growing Welsh representation with international sports organisations.
- Some highlighted the strong contribution of culture to the impact and visibility of the activities, embedding partnerships and encouraging more people to

engage with sports and culture, providing equality of opportunity and support for mental and physical wellbeing.

Future partnerships

6.4 The partnerships developed have delivered a range of positive impacts in Wales, and internationally.

- Some PSF-participating organisations reported that they were building on existing partnerships and the funding has provided opportunities to embed these relationships
- For others, new partnerships have been created which they considered will prove to be of benefit in future, for example in terms of supporting joint funding bids, sharing expertise and good practice, and networking at a national and international level.

6.5 A specific example of cooperation delivered through the World Cup partnerships is with broadcasters in Wales. Representatives of the BBC, ITV and S4C were initially invited to the steering group, and they subsequently set up a sub-group to work closely with the FAW. One broadcaster representative noted, ‘this was a real first in terms of cooperation between the broadcasters – we shared knowledge, ideas, broadcast schedules, pundits, etc. there was a lot of enthusiasm to work together on this for the nation.’ The broadcaster added that some of these partnerships will be sustained for the Rugby World Cup in France during the Autumn of 2023.

‘The networking has been great, and a key lesson has been that people working in sport can come up with good ideas relating to culture and vice versa. We need to recognise that people working in each sector have varied interests and perspectives and each organisation brings a different audience to the table.’

Stakeholder

6.6 The Tîm Cymru approach of bringing a wide range of partners together was considered as a replicable model to support any future strategy and legacy building. Several stakeholders noted that when Wales succeeds internationally in sport it is an opportunity to maximise engagement in sport among young people, communities

and under-represented groups. Stakeholders emphasised that this requires effective planning and resources, to allow for the training of coaches, developing infrastructure and purchasing equipment to support this engagement.

Future investment

- 6.7 It was recognised by all stakeholders that Wales has a growing reputation but that Welsh nation-building needs further investment and innovation to stay up to date and ensure people are seeing Wales as a brand more frequently, not just at major events. A proactive approach to developing this brand through an updated sports strategy was considered to provide Wales with further profile and agency. Australia, New Zealand and Croatia were highlighted as strong examples of nations with sporting identity that Wales could emulate, linking sport, culture, history and language to promote itself in future.

‘Sport has enormous reach. We have to hold our nerve and build on the networks we have made and map out a future strategy which includes women’s sport. Bold communications will have a return.’ **Stakeholder**

- 6.8 To achieve this more proactive approach, an ongoing core budget and staff were proposed by several stakeholders (i.e. not a reactive approach based around key events). Stakeholders felt this would enable better planning and the identification of opportunities to leverage other sources of funding and sponsorship.

Alignment and a wider focus

- 6.9 Stakeholders suggested that future sports diplomacy activity should continue to be aligned with Welsh Government strategies, such as the current International Strategy and forthcoming Culture Strategy as well as those linked to tourism, trade, business and wellbeing. Stakeholders felt this joined-up approach could contribute to supporting and developing Welsh identity and nationhood, based around the principles of the Well-being of Future Generations Act, and reflecting positively and proactively on the values statement.

- 6.10 Some stakeholders also pointed to the potential for a wider focus on other sports, using a similar Tîm Cymru approach, noting there are opportunities in growth sports such as badminton, netball and squash, and citing the successful qualification of the Welsh men's hockey team for the Hockey World Cup in India. Global Wales' role in sponsoring the team, and the promotion of Wales as a study destination, was considered to be a further positive example of sustaining Wales' brand at an international level. Stakeholders called for a greater focus on developing closer links with sponsors, particularly with Welsh brands and companies.
- 6.11 Stakeholders considered it to be important that athletes and artists are integral to the process of sustaining the legacy of activities. Stakeholders suggested maintaining and expanding the number of Lleisiau Cymru ambassadors could be a focus in future, with training provided for athletes and artists to represent Wales internationally. One stakeholder called for the creation of 'diplomats in tracksuits and athlete activism' to promote participation in sport and support the promotion of Wales and its values internationally. Stakeholders felt that Wales could build on its international reputation in some areas such as the FAW's football coaching courses to provide opportunities to link into wider sports ambassadorial international networks.

7. Conclusions

Design and delivery

- 7.1 Having clear, **shared goals and values** from the outset supported the Tîm Cymru approach, which has been one of the key successes of the design and delivery of activities. The international promotion of Wales as a modern, diverse country aligned with the Well-being of Future Generations Act and other national priorities such as the Anti-racist Wales Action Plan and Cymraeg 2050 offers a legacy to be built on for future.
- 7.2 Stakeholders had **positive views on the scale, quality and reach of activities commissioned and delivered** through the 19 PSF projects, the enhanced marketing campaign, Lleisiau Cymru activity and international events, particularly given the short time available between Wales' qualification in June 2022 and the start of the tournament in October. Welsh Government's approach of **combining culture and sport** was widely considered by stakeholders to have made it stand out during the World Cup in Qatar as well as in the key market of the USA.
- 7.3 The findings show that the Tîm Cymru approach supported a range of partnership opportunities within Wales and the UK. **The diversity, inclusivity and reach of the cultural and sporting activities funded through the PSF** was praised by stakeholders and has contributed to encouraging engagement, particularly with regards to young people. The findings show that over 2,200 events were held, with more than 320,000 people taking part, including almost 250,000 young people.¹¹ Furthermore, 91,403 visitors attended two exhibitions funded through the PSF.
- 7.4 Stakeholders had **positive views on the Welsh Government's role in co-ordinating these activities**. They also highlighted its central role in using its marketing and digital strategies to support further reach and engagement and build awareness in key markets.
- 7.5 The findings show that the unique nature and scale of the opportunity presented by the 2022 World Cup was a clear motivating factor for partners to engage in PSF

¹¹ A significant proportion of these were the 238,000 children from 1,200 schools who joined the Urdd Gobaith Cymru Jambori.

activity. Some interviewees speculated that cultural and sporting organisations may not be as willing to engage in future events which have a smaller potential reach and audience. This suggests a need to consider whether the level of partner activity observed in relation to the 2022 World Cup is sustainable, when planning activities relating to smaller-scale sporting or cultural events.

Outcomes relating to the visibility and profile of Wales

- 7.6 The evidence shows that Welsh Government-funded World Cup activities have succeeded in the core objectives of **promoting Wales and projecting its values** through a combination of marketing and partner activities. There is strong evidence that these activities have increased opportunities to see Cymru Wales branded content as well as broadening the reach of many Welsh cultural and sporting organisations' activities, both domestic and internationally. This is exemplified by the monitoring data which demonstrates that the **enhanced marketing campaign** generated over **150 million opportunities to see** content relating to the Cymru Wales brand while the **PSF activities** additionally reached an audience of over **5 million**. An additional **8 billion 'opportunities to see'** coverage relating to Wales were estimated to have been generated through Welsh Government-funded PR activity.
- 7.7 There is strong evidence that these activities have delivered positive outcomes in terms of **enhancing the profile of Wales**, in line with the key objectives for the activities. This is demonstrated through the significant increases in traffic to the [wales.com](https://www.wales.com) website (see Section 4.7), and 23 per cent of overseas survey respondents noting that they had visited the site because they saw something about Wales in the World Cup. Increases in traffic to the [Trade and Invest Wales](#) during the World Cup also demonstrate the enhanced profile of Wales in November and December 2022.
- 7.8 The findings set out in Section 4.9 indicate an increase in **mentions of Wales online** during the World Cup, demonstrating that Wales' participation in the tournament gave Wales a platform which increased its share of global mentions of UK nations. This is also exemplified by the *Visit Wales Tourism Market Demand*

Report- UK (Visit Wales, 2023) survey findings which show that two thirds of survey respondents from other parts of the UK **saw some form of media coverage of Wales** during the World Cup.

- 7.9 Whilst it is too early to observe significant changes in perceptions of Wales internationally, there is emerging evidence that **perceptions of Wales improved** among some audiences during and in the short-term after the tournament. The Visit Wales survey found that just under half of the respondents (46 per cent) who saw some form of coverage of Wales during the World Cup stated it made them more positive about Wales.¹²
- 7.10 Related to this, there was an 18 per cent increase in positive **sentiment expressed in online mentions of Wales** and a 10 per cent fall in negative mentions of Wales in the second half of 2022 compared with the first half of the year¹³. Furthermore, the findings show there was an increase in mentions of Wales in the context of six of the seven national wellbeing goals during the period of the World Cup.
- 7.11 It remains to be seen whether these changes will be sustained over the medium and longer term. Stakeholders emphasised the need for ongoing activities to reinforce positive perceptions of Wales in line with the values statement and wider policy objectives.

Recommendation 1: Welsh Government should continue to monitor the visibility and profile of Wales online by tracking mentions and perceptions of Wales as well as traffic to its websites and social media channels. Where possible, this should seek to track changes over time to benchmark the impact of different types of promotional activities.

Recommendation 2: Welsh Government should consider undertaking additional enhanced marketing activity based around future sporting and cultural events, working with partners to identify national and international opportunities.

¹² Question: How, if at all, has Wales' coverage and promotion in the World Cup impacted your perceptions of Wales? N=707

¹³ *Wales Nation Brand FIFA World Cup Halo Impact Report* (iCrossing, 2023)

Economic outcomes

- 7.12 Many of the Welsh Government-funded activities sought to increase engagement with partners in target markets as part of a longer-term process of creating the right conditions for future economic activity. The findings demonstrate some early measurable economic outcomes based on the enhanced tourism marketing activity.
- 7.13 Other emerging economic outcomes were described by stakeholders in terms of **ongoing discussions with potential overseas investors** engaged in the USA World Cup events about creating new jobs in Wales, some artists and musicians gaining additional work based on performances related to the Welsh Government-funded activity. Furthermore, broadcasters estimated that the economic value of the coverage during the World Cup was £380,000.

Legacy

- 7.14 The partnerships developed through the Tîm Cymru approach have delivered a range of positive impacts, both in Wales and internationally. These impacts have included supporting the creation of new resources, sharing expertise and good practice, and networking. **Findings show that some of the partnerships forged between culture and sports organisations, governing bodies and broadcasters are being sustained.** Successful cooperation between Welsh Government and the UK Government contributed to meeting another key aim, namely ensuring the safety of Welsh citizens in Qatar as well as promoting business opportunities, which can be built on for the potential joint hosting of the European Football Championship in 2028.

Recommendation 3: Welsh Government should continue to support the Tîm Cymru approach on a continuous basis and consider formalising the partnership structures.

Recommendation 4: Welsh Government should ensure that strategic-level partnerships with UK Government are maintained to support and capitalise on the potential of the 2028 European Football Championship bid.

7.15 At a strategic level, Welsh Government-funded activities in Qatar and the USA have supported wider goals of diplomacy and building Wales' profile, delivering a range of positive outcomes and **increasing the quality of relations developed at ministerial and institutional level**. The strength of the networks has increased in a range of fields such as business, science and the arts and new investment opportunities are anticipated to arise from this. Lessons learned from this engagement included communicating in the language of the host nations, engaging early with Welsh and UK government representatives on the ground and **the presence of Ministers being integral to ensuring engagement with key decision makers**.

Recommendation 5: Future activities to raise the profile of Wales led by Welsh Government should be aligned with ministerial visits, in partnership with overseas Welsh and UK government teams.

7.16 The financial resources allocated to the World Cup activities were considered adequate to deliver the planned activities, but some stakeholders considered that more could have been done, particularly regarding marketing and PR, to further promote Wales. Some stakeholders considered that marketing and events budgets for Welsh Government were lower than required, especially those linked to nation branding. There were thus calls for these budgets to be increased in line with **suggestions for a dedicated sports and cultural diplomacy team for Welsh Government**.

7.17 This approach has the potential to address some stakeholder concerns that a more proactive and early approach to planning the World Cup activities would have provided even more impact. It could also be used to build on the impact delivered and prepare for future opportunities such as the Rugby World Cup 2023, 2026 Commonwealth Games and European Football Championships in 2028.

Recommendation 6: Welsh Government should use its existing resources to ensure a flexible team can respond to future events to maximise the opportunities for sports and cultural diplomacy and international marketing of 'brand Wales'.

7.18 A further objective of Welsh Government was to secure a positive and legacy from the World Cup activities. At a domestic level the activities have supported a range of opportunities to engage with sport and culture **which can be sustained through the resources and partnerships developed**. Gŵyl Cymru was cited by stakeholders an example of this approach and can be linked to future Saint David's Day initiatives. At an international level, stakeholders felt that the activities have ensured that Wales has a growing reputation of a modern and diverse country, demonstrating credibility, confidence and distinctiveness as a nation.

7.19 Stakeholders considered that an **effective way to sustain this legacy will be the development of an updated sports strategy**, including a focus on sports diplomacy and funding to sustain the Tîm Cymru approach on a continuing basis. This has the potential to further support engagement with sport and culture and provide Wales with greater profile by ensuring people are seeing the nation's brand more frequently. Stakeholders considered that the **onus is on Welsh Government to take the lead and capitalise on these opportunities** and ensure any strategy aligns with other policies and strategies (such as the Well Being of Future Generations Act, the current International Strategy, Cymraeg 2050 and the forthcoming Culture Strategy).

Recommendation 7: Welsh Government should consider developing a sports diplomacy strategy that aligns with other key policy objectives including the current International Strategy, Vision for Sport in Wales and the forthcoming Culture Strategy for Wales.

7.20 The Tîm Cymru approach of bringing a wide range of partners together was considered as a replicable model to support any future strategy and legacy building. It was also suggested that identifying opportunities **to leverage funding and sponsorship** by developing closer relations with Welsh brands and companies should be integral to this approach.

7.21 Stakeholders considered it **essential that athletes and artists are integral to the process of sustaining the legacy** of World Cup activities. Training for future athletes and artists who want to represent Wales could be linked to examples of international good practice such as the FAW coaching courses. Part of this

approach could be to build on the success of the Lleisiau Cymru, through the expansion of these roles to broaden the potential for athlete and artist engagement and diplomacy.

Recommendation 8: Welsh Government and partners should continue to develop and enhance the Lleisiau Cymru ambassador roles by identifying, training and supporting other athletes and artists to become involved in activities relating to building ‘brand Wales’.

Annex A: Summary of PSF projects

A list of the 19 successful PSF projects is set out below.

ORGANISATION	PROJECT SUMMARY
Football Association of Wales	Gŵyl Cymru festival of creativity, School engagement programme, World cup at home resource hub, RedWall+ media streaming platform, Bucket hat installations themed fan engagement.
S4C	Cymry i'r Byd - North America concert held on the 14 th November 2022, highlighting Welsh culture across genres i.e. music, poetry and performances. Inclusive of networking opportunities, diaspora engagement, and links in with Wrexham FC owners Ryan Reynolds and Rob McElhenney.
Arts Council Wales / Y Wal Goch	Support for Arts activities celebrating the World Cup in events held across Wales, broker closer working relationships between sports clubs and the arts, collaboration with FAW on the Gŵyl Cymru project, administer Wal Goch Fund.
Amgueddfa Cymru	Delivery of the 'Wales is... Voices of the Red Wall' Exhibition in St. Fagans.
Urdd Gobaith Cymru	Jamboree World Cup sing along with all 2,219 primary schools in Wales, Players School engagement programme and roadshow, International Wal Goch Ambassadors to Qatar and USA.
Wales Arts International	As part of Gŵyl Cymru International—artistic activities will take place in key market destinations supported with digital content promoted in line with Welsh Government marketing campaigns and global PR engagement.
Arts Council Wales / FAW	Commission a producer and project manager to oversee activities between FAW, ACW and partners from the arts sub-group and deliver an ambitious programme of arts activities in support of the World Cup
Street Games Wales	Programme of sports engagement activities based on Street Games' Doorstep Sport methodology to deliver inclusive activities to those living in poverty in Wales, aligning with World Cup theme.
Bengal Dragons	Promote a series of diverse events based on the theme of 'Amar' ('My' in south Asian languages). Inclusive of Afghan Refugees to attend last Wales home game, Amar Cymru vs Amar England match, delivery of Her Game Too event to host Southeast Asian Welsh women in a themed event watching Wales vs USA in safe

	and trusted environment, Iranian event for Wales vs Iran, Joint zoom event for a diverse group to view Wales vs England.
Boys' and Girls' Clubs of Wales	Commission an 'Inspiring a Generation' project to deliver a bilingual range of events for the Boys and Girls clubs across Wales. Inclusive of World Cup activity days, international Football matches vs BGC America, Community Party, and Youth Work conference with BGC America.
Barry Horns	Barry Horns band engagement in Qatar to deliver a range of events inclusive of performing in at least one group match, match day events, welcome party with former players and speakers, and perform at Dubai's fan zones.
Global Wales / Universities Wales	Produce video and other content celebrating Cymru Wales at the World Cup, featuring international and domestic students from universities and colleges sharing what they love about Wales.
Show Racism the Red Card	Project aimed at: Linking Welsh football team with the message of anti-racism in the minds of Children and Young people, creating an inclusive anti-racism workbook for children and young people, Teachers pack that promotes anti-racism and Wales in the World cup, drop-in support sessions for educators on resource use, competition for best use of resources.
Wal Goch Expo / We Are Bak	Festival for football lovers, held at Wrexham on 11,12,13 November inclusive of: launches of film and tv series, family activities, book signings, arts workshops and performances, gigs and music events, outreach workshops all themed around football and the World Cup
Mentrau Iaith	Delivery of a range of project centred around the song of Dafydd Iwan aimed at Welsh Language and Welsh values promotion which includes community singing sessions, commissioning of Murals by local artists, bucket hat design competition in collab with SO58, production of giant retro shirts for fans to sign and send to Qatar for display at Welsh training camp in Doha.
Books Council Wales	Project to showcase Wales as a nation through a holistic approach by delivery of 37 recent bilingual football themed books to local libraries and foodbanks, commission of bespoke football illustrations for bags and marketing campaigns.
Mudiad Meithrin	Pack of activities for all Mudiad groups themed on World Cup inclusive of new story book and fitness resources, World Cup themed learning sessions for adults, connectivity through singing with USA, Iran, and England. Aimed at early learners to help

	create positive memories and associations with Wales in the World Cup and the Welsh language.
Wrexham Council / Football Museum Wales	The new Football Museum for Wales will run a series of events and activities to enable a national collecting and commissioning project to collect experiences of a diverse range of fans and players, document their experiences and collect 3D objects and for these to feed into the displays and collections of the Football Museum and a day or series of national activities to showcase Wales' football heritage, working with local museums across Wales
Global Welsh	World Cup linked Reception in Dome (21 November) for USA game, reception in Dubai (over one of the games)