

## **Brief for External Evaluation Consultant: *Heritage Forward***

Contract value:	<b>up to £10,000</b>
Length of contract:	<b>up to 20 months</b>
Name of contact:	<b>Rachel Jones, Chief Executive</b>
Deadline for proposals:	<b>Monday 1 December 2025 at 12.00 pm</b>

### **1. Introduction**

Arts & Business (A&B) Cymru is seeking an experienced consultant to design and deliver a comprehensive evaluation of *Heritage Forward*, a new capacity-building programme for small and medium sized heritage organisations across Wales. The project is supported by The National Lottery Heritage Fund.

### **2. About A&B Cymru**

A membership organisation and charity, A&B Cymru's role is to promote, enable, develop and sustain mutually beneficial partnerships between business and the arts. The core value of A&B Cymru is its highly developed ability to understand what an organisation needs and deliver it. This work helps business and the arts become stronger through collaboration.

The small, skilled staff team works solely for the benefit of Wales – its creative sector, its business economy and communities across the country.

### **3. Project Overview**

A&B Cymru is helping to create a more resilient, confident and sustainable heritage sector in Wales. Its vision is for heritage organisations of all sizes to have access to the skills, knowledge and support they need to thrive in challenging times.

Having established its Professional Development Programme in 1999, the team has been successfully designing and delivering capacity-building programmes for the arts sector in Wales for 26 years, supporting hundreds of organisations and creative practitioners. These programmes have combined one-to-one consultancy, training, mentoring and peer learning, resulting in improved business planning, increased income, stronger leadership and greater confidence among participants. *Heritage Forward* will adapt and scale this proven model to meet the specific needs of the heritage sector. Content and delivery will be informed by ongoing consultation.

This project will offer bespoke support to heritage organisations across Wales, helping them to strengthen their leadership, governance, financial planning, fundraising and day-to-day operations. It will be rooted in collaboration, with tailored one-to-one support, training and opportunities for shared learning and peer connection.

A&B Cymru wants to Welsh heritage organisations to be better equipped to preserve and share the heritage that matters to their communities - not just surviving but succeeding. The legacy of this project will be lasting change: empowered leaders, more stable organisations and heritage that continues to be protected and enjoyed for generations to come.

## 4. Purpose of the Evaluation

We wish to appoint an Evaluation Consultant to work with A&B Cymru on this ambitious and exciting project between February 2026 and September 2027. The purpose of the evaluation is to:

- Assess the effectiveness and impact of the *Heritage Forward* programme on participating organisations.
- Identify strengths, areas for improvement and lessons learned.
- Demonstrate value for money and alignment with the Heritage Fund's investment principles.
- Provide robust evidence and recommendations to inform future programme development and funding bids.
- Capture good practice and create usable, shareable learning for the wider sector.

## 5. Scope of the Evaluation

The evaluator will be expected to:

- Design an evaluation plan in consultation with the project team.
- Develop data collection tools (e.g. surveys, interview/focus group guides).
- Work with the Project Manager to gather baseline, mid-point and end-point data.
- Conduct qualitative and quantitative analysis.
- Assess project outcomes, with particular focus on:
  - ✓ Organisational confidence and resilience.
  - ✓ Governance and leadership capacity.
  - ✓ Access to and implementation of business support.
  - ✓ Participation in peer networks and collaborative learning.
  - ✓ Overall satisfaction and perceived value by participants.
- Attend key events (online or in-person where appropriate) to observe and engage with participants.
- Produce a final report, report summary and case study document suitable for funders and wider dissemination.

## 6. Methodology

We are open to proposals on the most appropriate methodology, but it is expected to include:

- Baseline and follow-up surveys.
- Semi-structured interviews with a sample of participating organisations.
- Consultation with delivery partners and volunteers (Professional Development Programmes).
- Feedback from the Project Manager and delivery team.
- Observation and informal feedback from peer learning events.
- Development of case studies.

## 7. Deliverables

Final delivery dates will be agreed upon appointment but are likely to be:

- Evaluation framework plan (by month 3).
- Mid-term evaluation report (month 10).
- Presentation of findings to the Board / Steering Committee and key stakeholders (month 10)
- Final evaluation report and case study document (month 18).
- Presentation of findings to the Board / Steering Committee and key stakeholders (month 18).
- Bilingual summary evaluation report of key findings and recommendations for public dissemination - translation into Welsh to be provided by A&B Cymru (month 20)

## 8. Timescale

- Project start: January 2026
- Evaluation plan completed by Month 3 of the project
- Interim reporting: Month 10
- Final reporting: by Month 20

## 9. Budget

The total budget for evaluation is up to £10,000 (inclusive of VAT and expenses). This should cover all evaluator time, attendance at key events, analysis and reporting.

## 10. Skills and experience required

The evaluator should demonstrate:

- Proven experience of evaluating grant-funded programmes
- Knowledge of the heritage and / or non-profit sector, ideally in Wales
- Experience of participatory and developmental evaluation methods
- Excellent communication and reporting skills
- Ability to work collaboratively and independently to agreed deadlines

## 11. How to Apply

Please send:

- A short proposal outlining your approach (max 3 pages)
- CVs of evaluator(s)
- Two examples of relevant evaluation work
- A budget breakdown and VAT status
- Two referees for work of a similar nature.

**Deadline for applications: Monday 1 December 2025 at 12.00 pm**

**Interviews (if applicable): Week commencing 15 December 2025**

**Please send your proposal to: Rachel Jones, Chief Executive, A&B Cymru  
[rachel.jones@aandbcymru.org.uk](mailto:rachel.jones@aandbcymru.org.uk)**

