



**Presentation to  
University of Westminster  
Tourism Studies students  
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**Funding and project development of a  
historic site:  
Fort St Elmo as a case study**

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# EU funding of projects in EU Member States

## Who are the players?

- EU Directorate – based in Brussels.
- Managing Authority – responsible for managing EU funds on behalf of the EU; operates within the Member State.
- National Government (NG). Total fund allocation negotiated between NG and EU; NG defines objectives for EU funding in the context of national policy objectives.
- Applicants, who if successful become the project developers.



## Procedure for European Regional Development Funds ERDF (1)

1. EU allocates funds to EU member State in accordance to decision of the Council of Ministers.
2. National government prepares the Operational Programme, setting out and justifying national targets. The OP also determines Priority Axis (for example, tourism, urban regeneration, transport, etc.) and the amounts to be spent on each Priority Axis.
3. Managing Authority issues calls for projects. Each call is issued under a specific priority Axis. The parameters and criteria are set out (who can apply, total amount of funds available for that call, etc.).

4. Applications to Managing Authority. An applicant is required to submit
  - ✓ Description of proposed project
  - ✓ Justification based on Operational Programme and national policy
  - ✓ Project timeframes
  - ✓ Budget request
  - ✓ Cost Benefit Analysis, with evidence that the project is financially sustainable.
  - ✓ A commitment of part-funding (normally 85% ERDF; 15% applicant)
  
5. Managing Authority selects projects and grant agreements are signed between the MA and the successful applicants.
  
6. Successful applicants proceed with the projects. A successful applicant is required to regularly report back to the Managing Authority on progress and on expenditure.



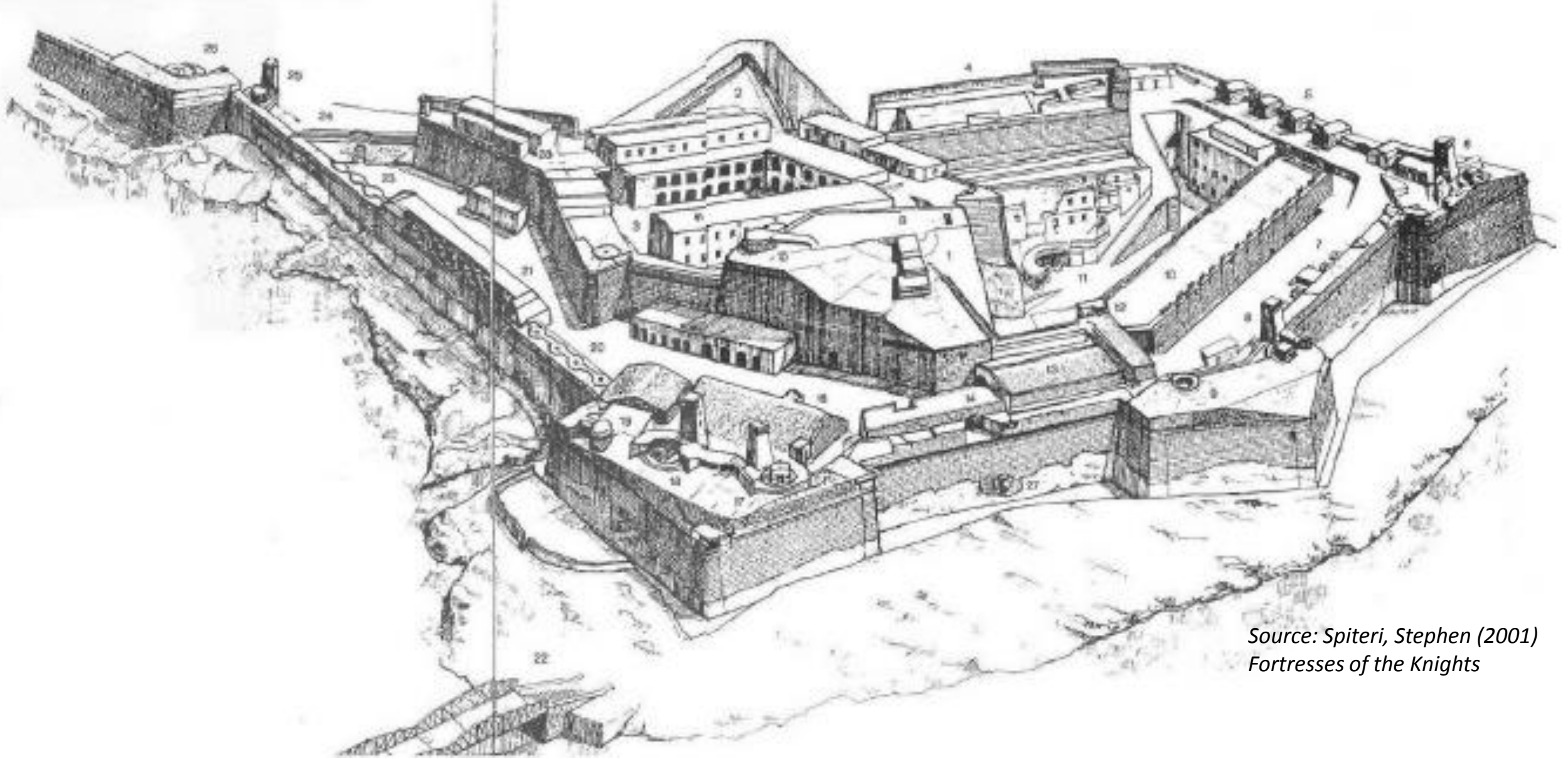
The Managing Authority may withhold funds (or even request refunds) following project completion if:

- State aid rules are broken.
- There were irregularities in the procurement procedures.
- The project was not completed according to the Grant Agreement.

## Fort St. Elmo project : The site







*Source: Spiteri, Stephen (2001)  
Fortresses of the Knights*

General view of the Fort St. Elmo fortification system: The site consists of a large number of relatively small buildings within the fort and outside it, as well as numerous open spaces.







Question for class discussion:

You are responsible for the funding and development of a large historic site. The site and buildings are unused and partly derelict.

What actions do you need to take before site works can begin?

Step 1:  
Understand the site.

Step 3:  
Decide on objectives and  
understand implications.

Step 5:  
Work out the details of  
the project, based on the  
strategic decisions.



Step 2:  
Identify constraints and opportunities.

Step 4:  
Take strategic decisions for the project,  
taking into account the specifics of the  
site, the parameters of the project and  
in line with objectives.

## The site (1)

Fort St. Elmo is at the tip of Valletta, strategically located to guard entrance into both the Grand Harbour and Marsamxett harbour.

The historic significance of the site is immense. Its history is closely linked with that of Valletta and of Malta. It features in the two most significant events in Malta's history; the Great Siege in 1565 and Siege of Malta from 1940-1943 during World War II.

Step 1:  
Understand the site.



## The site (2)

Step 1:  
Understand the site.

- Exposed to the elements.
- Numerous small buildings with relatively small internal spaces.
- Buildings spread out over a large area, resulting in many open spaces.
- All buildings and structure are in need of restoration, some more than others.



Step 2:  
Identify constraints and opportunities.

## Constraints

- Very large site and hence high cost of restoration.
- Substantial internal spaces, but fragmented in many buildings.
- Inadvisable to alter historic structure or add new buildings, because of planning constraints and costs.





Step 2:  
Identify constraints and opportunities.

## Opportunities

- Exceptional views of both the Grand Harbour and Marsamxett Harbours.
- Arguably the most important historic site in Malta.
- Includes narratives of two exceptional events in Malta's and Europe's history.
- Within walking distance to Valletta tourism sites.
- Within walking distance to urban residential areas.
- Open spaces with unique heritage backdrop.



Step 3:  
Decide on objectives and  
understand implications.

## Project objectives

- To restore and bring back to life historic buildings and structures.
- To convert what was previously a war machine into a machine for tourism, leisure, education and the appreciation of heritage.
- To enhance Malta's attractiveness as a tourism destination and also to reduce seasonality.
- To develop a project that is financially sustainable.

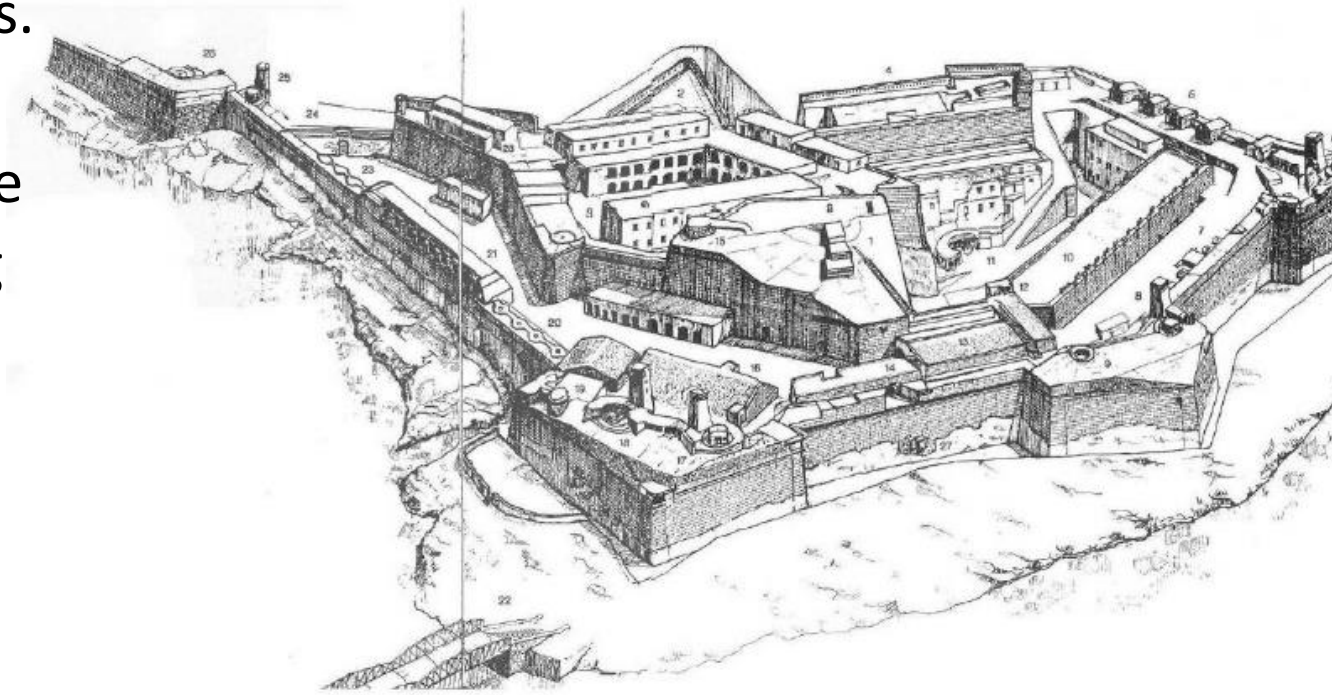
## The project

It was decided to have two primary uses for the site namely;

- The **museum** would be focused in the internal spaces of the buildings with different buildings having different themes.
- The **ramparts walk** would make use of the external spaces. This would stretch along the entire length of the bastions that surround the fort.

### Step 4:

Take strategic decisions for the project, taking into account the specifics of the site, the parameters of the project and in line with the chosen objectives.



## Step 5:

Work out the details of the project, based on the strategic decisions.

Prepare restoration method statements.

Prepare designs and drawings.

Apply for development permits.

Finalise application for ERDF funding.

Apart from museum and ramparts walk other facilities were provided:

- An orientation room
- Church for temporary exhibitions and small musical performances.
- Chapel for religious services.
- Two catering facilities, with external tables and chairs.
- Small retail outlets
- Tourist information office.
- Space for occasional open air market
- Public conveniences

The new museum .....

..... presents the military history of Malta from Neolithic times to the present day.

..... replaced and extended the previous National War Museum, located nearby.

..... has a display area of 3,000 sq. m., a significant increase from the previous 600 sq. m.

..... is housed in various buildings within the fort, with each building having a particular theme.

..... is provided with ancillary facilities like office space, library, artefacts repository and archives.

## Choice of artefacts and narratives

There are artefacts to display and narratives to be told. Inevitably there are limitations of space so choices will have to be made. There may be artefacts that have to be left out or parts of narratives that are left unsaid.



Fort St. Elmo Museum.

**Artefacts:** Heritage Malta had a large number of military history artefacts in storage which it wished to display.

**Narratives:** HM wanted to extend the war museum to cover from prehistoric times to today. It also wanted to tell some of the stories in greater depth.

## Stories about people

More than anything else, artefacts tell stories about people. Apart from important historical personalities, the narrative should also be about the lives of common people. By taking the 'people' approach, the museum narrative is more likely to 'connect' with visitors.

Fort St. Elmo Museum: The narrative of the Second World War emphasises people (sufferings, hopes, celebrations), although military strategies etc. are also covered. The displays included audio visual on small screens with people narrating their experience of Second World War.

## Space allocations

The space allocated and the manner presented has to reflect the importance of the artefact in the overall narrative.

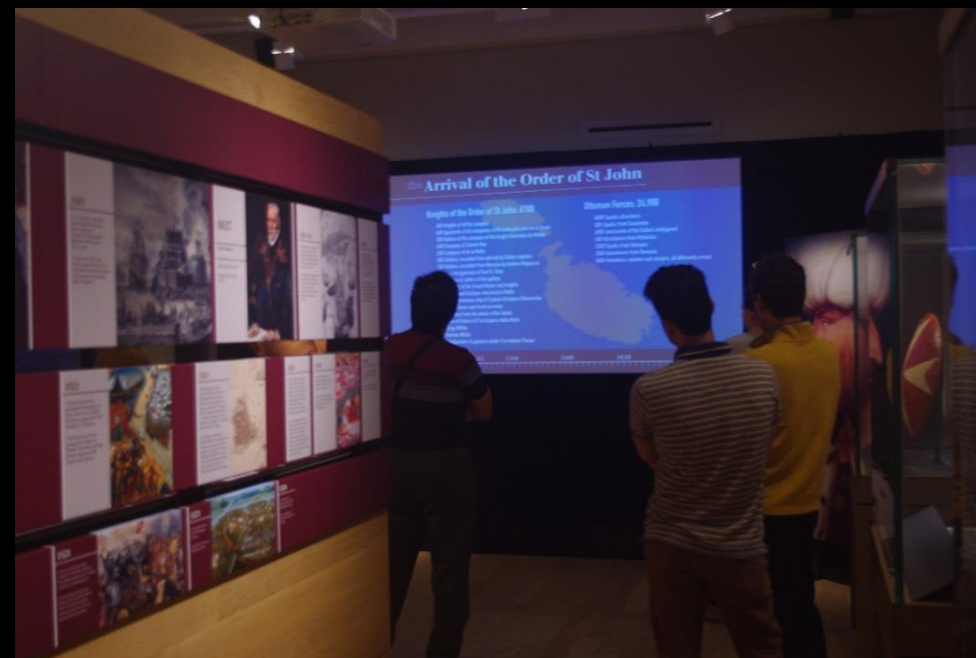


The Husky Jeep used by Franklin D. Roosevelt and Winston Churchill when in Malta in 1945.



The George Cross awarded to Malta by King George VI in April 1942

# Choice of media





The place itself  
could be the  
medium that  
communicates the  
narrative.



The place tells the narrative .....



END OF PRESENTATION