

Danish Cultural Institute

Annual report 2016

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The English text in this document is an unofficial translation of the Danish original. In the event of any inconsistencies, the Danish version shall apply.

Institute details

Danish Cultural Institute

(self governing institution)

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Board of Danish Cultural Institute

Michael Christiansen (Chairman)

Anders Laursen (Deputy Chairman)

Michael Ehrenreich

Erik Jacobsen

Ulla Tofte

Rasmus Wiinstedt Tscherning

Anette Wad

Erik Messerschmidt

Merete Agger

Secretary General

Michael Metz Mørch

Institute auditors

Deloitte Statsautoriseret Revisionspartnerselskab

Statement by Management on the annual report

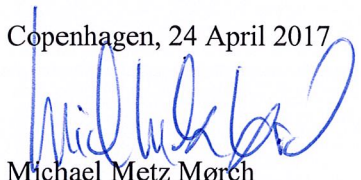
The Board of Danish Cultural Institute, the Secretary General and the Executive Director have today considered and approved the annual report of Danish Cultural Institute for the financial year 1 January to 31 December 2016.

In our opinion, the financial statements give a true and fair view of the Institute's financial position at 31 December 2016 and of its financial performance for the financial year 1 January to 31 December 2016.


We believe that the management commentary contains a fair review of the affairs and conditions referred to therein.

We recommend the annual report for adoption by the Council of Danish Cultural Institute.

Copenhagen, 24 April 2017

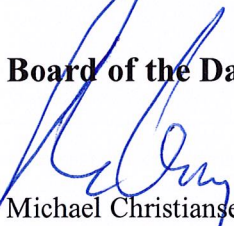


Michael Metz Mørch
Secretary General

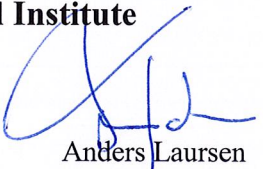


Annemarie Lindstrøm
Executive Director

Board of the Danish Cultural Institute



Michael Christiansen
Chairman




Anders Laursen
Deputy Chairman



Michael Ehrenreich



Rasmus Wiinstedt Tscherning



Ulla Tofte



Anette Wad



Erik Messerschmidt



Merete Agger



Erik Jacobsen

Independent auditor's report

To the Board of Danish Cultural Institute

Opinion

We have audited the financial statements of Danish Cultural Institute for the financial year 01.01.2016 - 31.12.2016, which comprise the income statement, balance sheet and notes, including a summary of significant accounting policies. The financial statements are prepared in accordance with the Danish Executive Order no. 1701 of 21 December 2010 on finances and administration of beneficiaries of operating contributions from Ministry of Culture.

In our opinion, the financial statements give a true and fair view of the Institution's financial position at 31.12.2016 and of the results of its operations for the financial year 01.01.2016 - 31.12.2016 in accordance with the Danish Executive Order no. 1701 of 21 December 2010 on finances and administration of beneficiaries of operating contributions from Ministry of Culture.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing and additional requirements under Danish audit regulation as well as generally accepted public auditing standards, see the Danish Executive Order no. 1701 of 21 December 2010. Our responsibilities under those standards and requirements are further described in the *Auditor's responsibilities for the audit of the financial statements* section of this auditor's report. We are independent of the Institution in accordance with the International Ethics Standards Board of Accountants' Code of Ethics for Professional Accountants (IESBA Code) and the additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other matter

In accordance with section 11 of the Executive Order on finances and administration of beneficiaries of operating contributions from Ministry of Culture, the Institution has included in the income statement the budget for 2015 approved by the Board as comparative figures. As is also evident from the financial statements, neither the profit and loss budget nor the Appendices 1 and 2 have been subject to audit.

Management's responsibilities for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the Danish Executive Order no. 1701 of 21 December 2010 on finances and administration of beneficiaries of operating contributions from Ministry of Culture, and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the Institution's ability to continue as a going concern, for disclosing, as applicable, matters related to going concern, and for using the going

concern basis of accounting in preparing the financial statements unless Management either intends to liquidate the Institution or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark as well as generally accepted public auditing standards, see the Danish Executive Order no. 1701 of 21 December 2010, will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark as well as generally accepted public auditing standards, see the Danish Executive Order no. 1701 of 21 December 2010, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Institution's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements, and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Institution's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Institution to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures in the notes, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Statement on the management commentary

Management is responsible for the management commentary.

Our opinion on the financial statements does not cover the management commentary, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the management commentary and, in doing so, consider whether the management commentary is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether the management commentary provides the information required under the Danish Executive Order no. 1701 of 21 December 2010 on finances and administration of beneficiaries of operating contributions from Ministry of Culture.

Based on the work we have performed, we conclude that the management commentary is in accordance with the financial statements and has been prepared in accordance with the requirements of the Danish Executive Order no. 1701 of 21 December 2010 on finances and administration of beneficiaries of operating contributions from Ministry of Culture. We did not identify any material misstatement of the management commentary.

Report on other legal and regulatory requirements**Statement on compliance audit and performance audit**

Management is responsible for the transactions covered by the financial statements complying with the appropriations granted, statutes, other regulations, agreements and usual practice, and for ensuring that sound financial management is exercised in the administration of the funds and activities covered by the financial statements.

As part of our audit of the financial statements, it is our responsibility in accordance with generally accepted public auditing standards to select relevant subject matters for compliance audit as well as performance audit. In a compliance audit, we test the selected subject matters to obtain reasonable assurance about whether the transactions covered by the financial statements comply with appropriations granted, statutes, other regulations, agreements and usual practice. In a performance audit, we make an assessment to obtain reasonable assurance about whether the systems, processes or transactions examined support the exercise of sound financial management in the administration of the funds and activities covered by the financial statements.

If, based on the procedures performed, we conclude that material critical comments should be made, we are required to report this.

We have no material critical comments to report in this respect.

Copenhagen, 24.04.2017

Deloitte

Statsautoriseret Revisionspartnerselskab
Business Registration No 33 96 35 56

Søren Jensen
State-Authorised
Public Accountant

Management Report

Main activities

The main objective for Danish Cultural Institute (DCI) is to foster mutual understanding between people and cultures. In cooperation with partners, we develop international culture and social events, projects and people-to-people contacts, that can provide mutual value and inspire.

The DCI has in 2013 entered into a 4 year Framework Agreement (FA) with the Ministry of Culture. The FA provides a long term basis for agreement on DCI's strategy and finances. The agreement is a mutual commitment concerning the desired future development of DCI's activities and the politically conditions. The agreement is valid from 1. of January 2013 to 31. of December 2016.

The professional aims described in the FA is based on a vision of DCI's work. It's DCI's vision through cultural activities to contribute in strengthening the way Denmark handles the challenges posed by globalization. The vision for 2013-2016 is divided in 3 parts:

- DCI will increase the focus on the themes sustainability, welfare, education/science, children/youth and co-creation/innovation.
- DCI will strengthen it's presence in the emerging economies (BRIC Countries) and in the Middle East.
- DCI will strengthen the Danish participation in the Europeans cultural agenda as well as the Nordic interaction with the Baltic States and the Baltic Sea region.

The Cultural Institute had branches in six countries in 2016 and covered 11 countries.

Development in activities and financial relations

The account for 2016 is listed in two different ways, thus making it possible to compare it to both the budget for 2016 as well as the other definition of the budget used in the FA. The budget in the FA uses activity based costs.

On page 12, the account is presented according to the budget for 2016, while it on page 13 is presented according to the budget-definition in the FA for 2013-2016. In the following text, the budget referred to is the one on page 12.

The annual result has an overall deficit of 0.2 mill. DKK. The deficit is due to planned use of 0.8 mill. DKK of DCI-savings. The extra costs covers financing of establishment of the Danish Cultural Center in Beijing, start-up activities in Istanbul, a conference in Denmark celebrating the 75th anniversary of DCI and finally the Olympics in Brazil.

The gap between the budget and the result is substantial. The budget for 2016 was based on a deficit of 3.3 mill. DKK, so there has been used 3.1 mill. DKK less than budgeted. This is largely a consequence of not being able to establish the planned branch in Istanbul due to the state of emergency in Turkey. Furthermore, DCI had planned several regional initiatives. These were during the year downsized to one initiative related to the

Olympics in Brazil. The establishment of Istanbul and the regional initiatives were budgeted to 3.7 mill. DKK in total and the accounts for 2016 shows total costs at 400t. DKK.

The postponement of establishing an institute in Istanbul and the downsizing of the regional initiatives has also had a derived effect on the activity level. DCI received 7.6 mill. DKK in revenue. In relation to the budgeted 10.8 mill. DKK it is a 3.2 mill. DKK shortfall. However, the level has also been affected by the closing of the institute in Edinburgh and the fact that the Brussel institute has been on stand-by most part of 2016. When focusing on the income in the five active institutes, they have fundraised 5.8 mill. DKK in 2016 compared to 5.5 mill. DKK in 2015. Especially Brazil, Russia and Latvia have reached a high level of external funding.

The contribution margin (CM) for the activities in 2016 amounted to a sum of 750t. DKK (10%) against 0.7 mill. DKK (7%) in 2015 and 1.3 mill. DKK (15%) in 2014. The budget for 2016 contained a CM at 1.2 mill. DKK (11%). Thus, the CM is lower than the budget for 2016. This is due to cultural projects resulting in a deficit of 100 t. DKK. The loss on the cultural activities are mainly explained by a loss on a EUNIC conference and a number of projects where the income will only be registered in the coming year.

In 2016 there has been a -2% CM on cultural projects, while study trips and other revenue-funded activities has had a CM of +29%. For each of these activity types the result is satisfying.

Apart from the visible income in the accounts, DCI's activities are to a high level based on in-kind contributions. This includes free labor, free premises, PR etc. In addition to this DCI participates in a wide range of projects with other partners and often the grants and costs are booked partly or entirely in the books of the collaborating partners, and thus not visible in DCI's books. In order to make the entire volume of the turnover visible, an estimated calculation of the invisible income has been made. This calculation shows that the invisible income in 2016 amounts to 14.8 mill. DKK, and the total visible and invisible funding amounts to 23.3 mill. DKK additional to the state grant at 15.6 mill. DKK. Consequently, the total visible and invisible turnover is 38.9 mill. DKK in 2016.

This implies that for every 1.000 DKK registered in visible income in the DCI's books, other parties contributed with 2.000 DKK in in-kind services. Meaning that the visible DCI revenue at 9.3 mill. DKK including 0.8 mill. DKK in project grants only embraces 22% of the total visible and invisible turnover.

At year-end 2016 Danish Cultural Institute had an equity capital at 22.4 mill. DKK, of this 1.5 mill DKK concerns property in Russia. The equity capital primarily originates from sale of DCI property in Edinburgh in 2015. The equity capital is reserved for future expansion and development. A part of the cash balance is expected to be placed in an investment fund.

Expectations for the coming year

In the budget for 2017, it is assumed that DCI will open a branch in Istanbul, pending on a mutual cultural agreement between Denmark and Turkey.

If establishing of a Turkish branch is initiated in 2017, it will in the first stage be financed by DCI savings, in parallel it is intended to find external funding to cover the costs.

Concerning the cultural- and revenue-funded activities, it is assumed that the level of 2017 will increase slightly compared to 2016. Danish Cultural Center in Beijing is expected to develop towards a more sustainable economy, a new branch in Istanbul is also anticipated to contribute positively. Finally, the branch in Brussels is re-launched with new staff and now covering both the Benelux countries and the German speaking countries, mainly Germany.

Overall, the budget of 2017 expects a deficit at 0.3 mill. DKK, mainly a consequence of costs for establishing a new branch in Istanbul.

Post account-closure events

It is hereby stated that after closing the accounts, there has been no events that upsets the evaluation of this Annual Report.

Accounting policies

The financial statements and the management commentary are presented in accordance with the Danish Executive Order no. 1701 of 21 December 2010 on finances and administration of beneficiaries of operating contributions from Ministry of Culture, including the following fundamental principles:

The accounting policies applied to these financial statements are consistent with those applied last year.

The financial statements are presented in DKK.

Income statement

Income and expenses are recognised in the income statement according to the gross principle including income and expenses of the institutes abroad. Income and expenses are accrued.

The financial statements include an income statement compiled in accordance with the principles applied in previous years and an income statement compiled in accordance with the framework agreement for 2013 to 2016.

Balance sheet

Intellectual property rights

Intellectual property rights are measured at cost less accumulated depreciation and impairment losses.

Cost comprises the acquisition price, costs directly attributable to the acquisition and preparation costs of the asset until the time when the asset is ready to be put into operation.

Straight-line depreciation is made on the basis of the following estimated useful lives of the assets:

Intellectual property rights	3 years
------------------------------	---------

Property, plant and equipment are written down to the lower of recoverable amount and carrying amount.

Property, plant and equipment

The Institute's properties are measured at an estimated value which is counterbalanced by an equivalent revaluation. The properties are not depreciated.

Other fixtures and fittings, tools and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost comprises the acquisition price, costs directly attributable to the acquisition and preparation costs of the asset until the time when the asset is ready to be put into operation.

The basis of depreciation is cost plus revaluation and less estimated residual value after the end of useful life. Straight-line depreciation is made on the basis of the following estimated useful lives of the assets:

Other fixtures and fittings, tools and equipment	3-5 years
--	-----------

Property, plant and equipment are written down to the lower of recoverable amount and carrying amount.

Assets with an acquisition cost below DKK 15,000 are expensed in the acquisition year.

Depreciation and impairment losses as well as loss from the sale of property, plant and equipment are recognised in the income statement under the individual expense groups. Profit from the sale of property, plant and equipment is recognised in the income statement as other income.

Receivables

Receivables are measured at amortised cost, usually equalling nominal value.

Prepayments

Prepayments comprise incurred costs relating to subsequent financial years. Prepayments are measured at cost.

Cash

Cash comprises cash in hand and bank deposits.

Deferred income

Deferred income comprises received income for recognition in subsequent financial years. Deferred income is measured at cost.

Other financial liabilities

Other financial liabilities are measured at amortised cost which usually corresponds to nominal value.

Foreign currency translation

Transactions incurred in foreign currency are translated applying the average month exchange rate from the Danish Central Bank (Danmarks Nationalbank) for the specific month that the transactions has incurred.

Income statement for 2016

			Budget (not audited)	
	Note	2016 DKK	2016 DKK'000	2015 DKK'000
Government aid	1	14,773,250	15,000	14,999
Activities, enrolment fees, etc	2	7,603,675	10,800	9,302
Other income	3	1,700,059	2,160	1,229
Income		24,076,984	27,960	25,530
Wages and salaries, head office and branches abroad	4	11,076,702	12,850	11,082
Operation of head office and branches abroad	5	6,346,855	8,850	7,411
Activity expenses	6	6,850,579	9,600	8,641
Expenses		24,274,136	31,300	27,134
Profit/loss for the year		-197,152	-3,340	-1,604

Income statement for 2016**compiled in accordance with the framework agreement for 2013 to 2016**

		Budget (not audited)		
	Note	2016 DKK	2016 DKK'000	2015 DKK'000
Contributions to operations		14,773,250	15,000	14,999
Activity grants		800,562	800	692
Grants received from foundations etc	7	6,051,492	5,050	5,369
- <i>Public foundations</i>		2,634,793		
- <i>Private foundations</i>		3,416,699		
Other earnings		2,337,959	7,000	4,151
Other operating income incl. interest income		113,721	110	319
Income		24,076,984	27,960	25,530
Activity expenses		16,197,956	21,625	19,402
- <i>Direct project costs</i>		6,850,579	9,600	8,643
- <i>Payroll costs</i>		7,750,776	9,300	8,334
- <i>Other operating expenses</i>		1,596,601	2,725	2,425
Administration and management		3,617,290	4,040	3,215
Properties, rent and tools and equipment		3,540,973	4,530	3,548
General public relations and marketing		812,771	975	812
Financial expenses		105,146	130	157
Expenses		24,274,136	31,300	27,134
Profit/loss for the year		-197,152	-3,340	-1,604

Balance sheet at 31 December 2016

	Note	2016 DKK	2015 DKK'000
Completed development projects	8	373,758	0
Land and buildings	9	1,500,000	1,500
Deposits		216,735	296
Other fixtures and fittings, tools and equipment	10	1,053,732	1,612
Fixed assets		3,144,225	3,408
Receivables		745,587	1,280
Prepayments		240,206	1,162
Receivables		985,793	2,442
Cash	11	24,000,353	27,299
Current assets		24,986,146	29,741
Assets		28,130,371	33,149

Balance sheet at 31 December 2016

	Note	2016 DKK	2015 DKK'000
Equity at 1 January 2016		22,597,762	24,202
Retained earnings		-197,152	-1,604
Equity		22,400,610	22,598
(Of this, DKK 14.1 million is earmarked for expansion and development)			
Transferred from allocation of activities from previous years		857,214	810
Change in liabilities for the year		-550,862	47
Provisions		306,352	857
Accruals for employee benefits		1,184,870	1,172
Grants pre-received		0	3,950
Other payables		1,089,047	1,263
Deferred income		3,149,492	3,309
Short-term liabilities other than provisions		5,423,409	9,694
Liabilities other than provisions		5,729,761	10,551
Equity and liabilities		28,130,371	33,149

Notes

	2016 DKK	2015 DKK'000
1. Government aid		
Grant from the Danish Agency for Culture	<u>14,773,250</u>	<u>14,999</u>
2. Activities, enrolment fees, etc		
Study tours and exchange programmes	6,803,113	8,610
Grant from the Danish Agency for Culture 2016/17	800,000	800
Of this transferred for use in 2017	-200,000	-200
Grant from the Danish Agency for Culture 2015/16 spent during the year	200,000	200
Unspent funds transferred from 2015	103,461	14
Unspent funds transferred to 2017	<u>-102,899</u>	<u>-122</u>
	<u>7,603,675</u>	<u>9,302</u>
3. Other income		
Interest	19,515	12
Other income	113,789	307
Folmer Wisti Fonden for International Forståelse	200,000	200
LEGO	140,523	267
Carsbergfondet	<u>1,226,232</u>	<u>443</u>
	<u>1,700,059</u>	<u>1,229</u>
4. Wages and salaries, head office and branches abroad		
Denmark	4,685,316	4,138
Foreign countries	<u>6,391,386</u>	<u>6,944</u>
	<u>11,076,702</u>	<u>11,082</u>
5. Operation of head office and branches abroad		
Denmark	2,455,413	2,422
Foreign countries	<u>3,891,442</u>	<u>4,989</u>
	<u>6,346,855</u>	<u>7,411</u>

Notes

	2016 DKK	2015 DKK'000
6. Activity expenses		
Cultural projects, study tours and other profit-earning projects	6,850,579	8,641
	6,850,579	8,641
7. Grants received from foundations etc		
Public foundations		
The Danish Film Institute	25,000	53
The Royal Danish Academy of Fine Arts	16,571	0
Fonden for entreprenørskab	3,456	0
Fonden til Markedsføring af Danmark	0	265
The Nordic Council of Ministers	602,219	70
Agency for Culture and Palaces	394,980	1,108
The Ministry of Foreign Affairs of Denmark	192,797	199
The Danish Ministry of Education	760,453	728
Visit Denmark	643,318	0
The City of Aarhus	-4,000	8
Total grants received from public foundations	2,634,793	2,430
Private foundations		
A.P. Møllers og Hustru Chastine McKinney Møllers Fond til almene Formaal	54,007	247
Augustinus Fonden	6,748	28
Banco do Brasil	0	102
Bergamota	138,238	0
CAIXA Cultural	453,784	948
Carl Nielsen og Anne Marie Carl-Nielsens legat	44,426	121
Carlsbergfondet	1,226,232	443
City Hall Sao Paulo	0	19
EUNIC	84,691	39
Foreningen Norden	0	73
Helle & Folmer Wisti's Fond for International Forståelse	365,277	268
Knud Højgaards fond	5,470	89
Konsul George Jorck og hustru Emma Jorcks Fond	21,382	4
Kopenhagen Fur	6,174	9
Langgard-Fonden	0	15
LEGO	140,523	267
To be carried forward	2,546,952	2,672

Notes

	2016 DKK	2015 DKK'000
7. Grants received from foundations etc (continued)		
Brought forward	2,546,952	2,672
Lädes fond	0	3
Oticon Fonden	25,623	39
Rambøll	0	44
ROSA	0	3
SESI	21,684	0
SLA	313,150	0
SNYK	12,226	27
UNESCO	20,167	6
Van fonden	11,262	0
VELUX FONDEN	0	47
Yixing	56,102	0
Total grants received from private foundations	3,007,167	2,842
 Other grants	 409,532	 97
Total grants received	6,051,492	5,369
		Completed development projects DKK
8. Intangible fixed assets		
Cost at 1 January 2016		0
Additions		459,850
Disposals		0
Cost at 31 December 2016		459,850
 Depreciation and impairment losses at 1 January 2016		0
Depreciation for the year		-86,092
Reversals relating to disposals		0
Depreciation and impairment losses at 31 December 2016		-86,092
 Carrying amount at 31 December 2016		373,758

Notes

	2016	2015
	DKK	DKK'000
9. Properties		
Cost at 1 January 2016	4,291,307	6,291
Disposals	0	-2,000
Financed by grants of	-4,291,307	-4,291
Net cost at 31 December 2016	0	0
Revaluation at 1 January 2016	1,500,000	18,500
Revaluation reversed	0	-17,000
Revaluation for the year	0	0
Revaluation at 31 December 2016	1,500,000	1,500
Carrying amount at 31 December 2016	1,500,000	1,500

Notes

	Other fixtures etc DKK
10. Property, plant and equipment	
Cost at 1 January 2016	2,457,610
Additions	113,909
Disposals	-14,171
Cost at 31 December 2016	<u>2,557,348</u>
Depreciation and impairment losses at 1 January 2016	-845,608
Depreciation for the year	-672,179
Reversals relating to disposals	14,171
Depreciation and impairment losses at 31 December 2016	<u>-1,503,616</u>
Carrying amount at 31 December 2016	<u>1,053,732</u>

	2016 DKK	2015 DKK'000
11. Cash		
Cash in hand	1,866	2
Danske Bank	22,466,675	26,363
Cash at institutes abroad	1,531,812	934
	<u>24,000,353</u>	<u>27,299</u>

12. Liabilities

The Institute has assumed a rental obligation concerning a lease in Copenhagen.

In addition, the Institute has assumed rental obligations concerning some of the institutes abroad.

Appendix 1: Overview of Danish Cultural Institute projects in 2016

	Income DKK	Payroll DKK	Other expenses DKK	Profit/loss DKK
Cultural projects	-4,689,129	1,538,251	3,256,093	105,215
Study tours and other profit-earning activities	-2,914,546	487,850	1,568,385	-858,311
Total	-7,603,675	2,026,101	4,824,478	-753,096

The Danish Cultural Institute has two types of activities, partly cultural projects that are carried through by grants to cover the direct costs, and partly study tours and other revenue-funded activities that are completed by cost recovery in full.

The cultural projects are typically carried through by grants from the Danish Agency for Culture, private foundations and the Institute's own funds of DKK 800 thousand.

Study tours are financed completely by the party who has ordered them, typically local authorities, organizations, etc.

Other revenue-funded activities can be Danish language courses, visit programs, lecture activities, etc.

Firstly, the cultural projects are listed on the following pages. Only cultural projects with revenue exceeding DKK 10,000 are included.

The remaining projects with revenue lower than DKK 10,000 are included as "Other projects" for each country.

Subsequently, all study tour and other revenue-earning activities are listed for each country.

Both lists are based on the following method of accounting: Several projects are multi-annual, but only the financial figures for 2016 are included in the calculation.

Net results are calculated as operating contribution margin because the calculation, as a main rule, does not include wages and salaries for the Institute's permanent staff or overhead cost. On the other hand, wages and salaries are included in the projects accounts of external staff who has been employed on a project.

In 2016 the booked income concerning cultural projects aggregated 4.7 mill. DKK. The accompanying costs amounts to 4.8 mill. DKK resulting in a deficit at 0.1 mill. DKK. The deficit on the cultural activities is partly explained by a conference in Copenhagen partly financed by DCI savings, and partly due to deficit on a number of projects in the Baltics. The deficit on the Baltic projects are covered by surplus on other Baltic projects.

Cultural project accounts 2016

	Income DKK	Payroll DKK	expenses DKK	Profit/loss DKK
EUNIC			14.365	14.365
75th anniversary conference	-248.115	143.490	104.625	0
EUNIC conference	-38.336		93.773	55.437
Other projects Denmark	-24.797	557	15.745	-8.496
Denmark, total	-311.249	144.047	228.508	61.306
Litterature Events	11.726			11.726
The United Kingdom, total	11.726			11.726
Christmas concert, The Danish Church Brussels	-32.192	20.000	13.693	1.501
Other projects Belgium	-21.228	3.000	11.851	-6.377
Belgium, total	-53.420	23.000	25.544	-4.875
3 seminars on sustainable architecture	-12.111	8.000	4.108	-3
100 år for womens right to wote in DK	-17.000	2.079	14.781	-140
Making Use Museum f.Modern Art	-13.500		13.360	-140
Danish authors of crime novels	-27.796	1.696	26.100	-0
Polish Directors of National Galleries in DK	-24.017		24.017	-
Danish publishers visit to Poland	-14.173	2.541	3.722	-7.909
The great school - int. Architecture festival	-17.800		16.948	-852
Working culture in DK	-30.783	22.000	7.746	-1.037
Malta Festival on social urban development	-10.000		9.597	-403
Other projects Poland	-71.653	11.965	57.814	-1.873
Poland, total	-238.832	48.281	178.194	-12.356

Cultural project accounts 2016

	Income DKK	Payroll DKK	expences DKK	Profit/loss DKK
My Europe Riga	-29.385		11.730	-17.655
Center for Mediaexcellence	-53.485	47.949	11.383	5.847
EDDA songs	-21.119		21.119	0
Workshops with Baltic Center for Media Excellence	-90.611	42.643	47.968	0
ETV+ at DR	-27.180	15.342	11.838	-0
Culturability Rendsburg	-42.973	703	42.271	0
RADAR - musical cooperation	-27.262	8.333	28.008	9.079
Northern Lights in Belarus	-43.251	10.296	32.955	-0
Danish Filmdays 2016	-17.086	9.826	19.620	12.360
BALTIC FRAMES	-25.000	1.465	33.016	9.481
My Europe 2016	-11.672		11.672	-0
Culturability FASE 2	-178.600	13.498	165.102	0
Distortion in Narva			32.616	32.616
C:NTACT democracy	-77.547	42.405	65.892	30.751
LIIMA concert	-52.992	37.196	15.795	0
25 years independency	-16.086	19.428	4.781	8.122
Mikrorajons in Riga	-43.749	12.931	30.818	0
Other projects - the Baltic states	-66.401	3.244	80.622	17.464
The Baltic states, total	-824.399	265.259	667.207	108.067
Carl Nielsen 150 years	-62.098	52.455	9.643	0
Carl Nielsen Symf. Concerts	-54.007	52.331	1.675	0
Green Drive	-419.953	78.990	340.964	-0
Trio Vitruvi v. Sollertinsky Filharmonic	-20.884	2.871	18.013	0
Short film Festival Erarta m. Jørgen Leth	-15.442		15.442	-
Imperial Gardens	-80.000	30.426	51.842	2.268
Petrojazz musical festival	-14.701		14.701	-
Vitus Bering	-23.055	6.101	16.954	-0
DANISH+ showcase in Aarhus	-16.905		16.905	-
Danish Dance Theater Skorokhod	-19.136	14.894	3.722	-520
Cantabile 2 - Venus Labyrinten	-22.375		22.375	-
Green Festival in Upsala Park	-27.671	7.734	19.937	0
KEA-exhibition	-22.100		21.320	-780
Arts4city Kenneth Balfelt	-22.981	20.000	2.981	0
Svezda-publication literature journal	-39.451	10.000	29.451	-0
Other projects - Russia	-482.578	110.541	368.973	-3.065
Russia, total	-1.343.338	386.343	954.898	-2.097

Cultural project accounts 2016

	Income DKK	Payroll DKK	expences DKK	Profit/loss DKK
"Teatercentrum" /the Danish Theater center	-21.847		21.847	-
Weather Diaries exhibition	-123.490	17.351	149.125	42.986
City Nature SLA exhibition	-315.000	74.273	194.302	-46.425
Phønix on tour	-11.474	11.474		-0
Liu Jin exhibition	-18.097	1.297	16.801	-
Photography & the Photobook	-20.000	1.947	18.541	488
Grey Green Blue Archiland exhibition	-95.000	20.098	74.197	-705
Arctic China	-22.750		20.554	-2.196
"Kyst"/ coast by Janne Klerk exhibition	-11.262		11.262	-0
Creative learning - children	-40.399		40.399	-
Other projects - China	-32.485	6.341	26.051	-93
China, total	-711.805	132.781	573.079	-5.945
Carl Nielsen 150 years	-16.748			-16.748
Dinamica Dinamarquesa	-12.226	6.781		-5.445
Film festival Buster	-48.947	23.515	21.414	-4.018
Olympic games in Rio	-587.308	177.734	409.574	-0
Ponte Nordica - Nordic Film Festival	-281.157	102.901	149.983	-28.273
Musical Bridges	-54.000	19.250	53.733	18.983
VEINS photo exhibition	-198.686	99.740	77.361	-21.585
Asterions House at Fil and Paideia	-92.093	54.227	38.277	411
Pequeno Cineasta & Station Next	-13.000		12.993	-7
SESI Film Festival	-21.684		20.529	-1.155
Activities connected to RIO2016	-244.211	108.666	129.317	-6.228
Uppercut CRASH Danse theater	-58.626	43.823	14.803	-0
Kaja research tour	-19.967		19.577	-390
Other projects - Brazil	-11.180	-	20.308	9.128
Brazil, total	-1.659.833	636.638	967.870	-55.325

Study tours and other profit-earning projects

	Income DKK	Payroll DKK	Other expenses DKK	Profit/loss DKK
Denmark	-1,483,471	237,676	816,760	-429,035
Belgium	-	-	-	-
Poland	-137,944	69,513	8,080	-60,351
Turkey	-	-	-	-
The Baltic States	-505,102	23,939	277,873	-203,290
Russia	-545,747	62,269	359,766	-123,712
China	-154,791	14,925	104,511	-35,355
Brazil	-87,491	79,528	1,395	-6,568
Total	-2,914,546	487,850	1,568,385	-858,311

Appendix 2: Reporting on framework agreement 2016

Danish Cultural Institute (DCI) has entered into a "Framework agreement" (FA) with Ministry of Culture Denmark for the period of 2013-16.

The following is a review of the progress in 2016 with regards to the overall goals of the FA and a brief summary of DCI's approach to "recommendations on good governance in self governing independent institutions".

The activities of the DCI will be further described in the Annual Report 2016. Please find below, and structured in accordance within the FA, an overview of examples on how DCI has delivered on all goals.

Overall goals of the FA

Report of the nine superior goals in the framework agreement with examples on each of the goals:

1) Focusing DCI's work in Danish-International cultural exchange

a. Regional focus

- In 2014 DCI worked out a regional strategy for the geographical regions, where DCI's branches are located. In 2015 the focus of the office in Brussels were adjusted. From 2016 the office again covered the whole region of Benelux together with the German speaking part of Europe.
- The focus of DCI Estonia, Latvia and Lithuania is primarily on Latvia, secondary on the Baltic countries as a whole. As a partner in a major regional cooperative projects DCI has continuously developed a broad Baltic Sea cooperation, which involves partners in Poland and Germany. New co-operative projects in 2016 are including partners in Belarus.
- The focus of DCI Poland is primarily on the largest cities, secondary on the minor cities. Additionally the institute is developing future projects with partners in Ukraine.
- The focus of DCI Russia is primarily on St. Petersburg and secondary on the whole region of the Northwestern part of Russia. In 2016 DCI developed several projects out in the region, e.g. in Murmansk and the Kamchatka region. In 2016 DCI-Russia became partner in a major Nordic-Russian cooperative project together with the Nordic Council of Ministers supported by EU funding. DCI has continuously small projects in Vitebsk, Belarus, and new projects in Kaliningrad are in the pipeline.
- The focus of DCI-Brazil is primarily on Rio de Janeiro, secondary on Sao Paulo and Brasilia.
- The focus of DCI-China is primarily on the Danish Cultural Center in 798 Arts District in Beijing and Beijing city itself, secondary on the larger Chinese cities Shanghai, Guangdong, Jiangsu and Zhejiang. Beside this DCI-China on a smaller scale has cooperated with South Korean cultural institutions.
- Activities in the Anglo-Saxon world are fully downsized. However DCI participated as partner in planning the Nordic Matters festival in London 2017. For professional net-

works, municipalities and organisations DCI has continued arranging study tours to Great Britain and Ireland.

b. Focusing on strategic themes and sectors within cultural exchange

Sustainability – social and environmental

Culturability BSR in the Baltic Sea Region has continued into a phase 2. DCI Estonia, Latvia and Lithuania is consultant for the project, which is a cooperation between Nordic Council of Ministers, the government of Schleswig-Holstein and the Ministry of Culture in Poland. This Baltic Sea network focus on developing new projects on how culture can be a driver for sustainable development within social inclusion in cities and regions, creative industries and digital tools.

- Nordic Weeks in St. Petersburg is covering bicycle activities, CO2 Green Drive by artist Jacob Fuglsang and a seminar on "International youth initiatives of regional green startups and eco-mobility" at the Polytechnic University in St. Petersburg. DCI-Russia in cooperation with Nordic Council of Ministers and Polytechnic University in St. Petersburg.
- An Ecological festival in St. Petersburg in collaboration with the other European national cultural institutes in the city. DCI-Russia invited visual sociologist Andre Amtoft to give a talk and workshops on bees and pollination.
- Artist Lea Porsager at Survival K(n)it in Riga, Latvia. An international art festival exhibiting artists' responds to changes taking place in the modern-day world and reflections on various survival strategies.
- Arts4City project in St. Petersburg on developing public spaces around Sovremennik library. Artist Kenneth Balfelt did a one-week workshop for Russian students of Ohtinsky college and local residents in the district.
- Rio x Copenhagen – a dialogue between two cities: a debate and exhibition in Carioca Design Centre at Placa Tiradentes in Rio de Janeiro. Opening by Lord Mayor of Copenhagen Frank Jensen. Roundtable with Danish and Brazilian architects and urban planners among others Washington Fajardo/Instituto Rio Heritage, Peter Kronstrøm/Copenhagen Institute for Future Studies, Balder Brøndsted/Danish Cyclist's Federation and architect Victor Andrade.
- Bicycle activities for Brazilian families at Praça Tiradentes in Rio de Janeiro in cooperation with Danish Cyclist's Federation. RIO2016 activity.
- DCI China/DCC: Jan Gehl exhibition and a symposium on the work on creating public spaces in China by Gehls in cooperation with Chinese Energy Foundation and China Sustainable Transport Centre.
- DCI China/DCC: SLA exhibition 'The City of a Billion Pines' - on the role of nature in urban planning and a symposium with Chinese architects, urban planners and scientists.

- DCI China/DCC: The Weather Diaries exhibition in cooperation with the Nordic House in Reykjavik. Photo exhibition on design and handcraft by Nordic designers illustrating the unique inspiration from the isolated nature, they live in.
- DCI Poland: Talk by City Architect Tina Saaby at the conference The Community-Powered Urban Commons in Warsaw. In collaboration with Open Jazdow. The conference were part of a European Cultural Foundation project.
- DCI Poland: Focus on bicycling at Nordic Focus Festival in Gdansk: Stefan Rasmussen from Danish Cyclists Federation participated in the debate "Promoting bicycle in the city as an important tool for shaping mobility".
- DCI Poland: A presentation of Urban Farming by architect Mikkel Bøgh/Effekt at Gdynia Design Days in Poland. In 2016 Gdynia Design Days celebrated 100 years anniversary of Gdynia and the decision to built the harbour in Gdansk, of which the construction was designed by Knud Højgaard.
- DCI Poland: former City Architect in Copenhagen Jan Christiansen gave a talk and shared his views on urban planning at workshops in Warsaw.
- Den gode skole/ The Great School – film screening and talk by Thomas B. Madsen, CEBRA Architecture at DoFA International Architecture festival during Wrocław2016 - European Capital of Cultural.

Welfare (development of civil society):

- Theatre summer school on democracy in everyday life (Contact and the Latvian ngo Palidzesim) in connection with Lampa Festival in Latvia (the Latvian version of the Danish "Folkemøde"). DCI Estonia, Latvia and Lithuania.
- Making Use exhibition at Museum of Modern Art in Warsaw on the mutual penetration or fusion of art and everyday life. Three Danish artists and curators participated: Carl Martin Faurby, Signe Brink Petersen and Lise Skou. DCI Poland.
- DCI China/DCC: DADS exhibition and debate in DCC for Chinese families, letter writing to "fathers". DCI China in cooperation with Svenska Institutet.
- Culturability phase 2 workshops on developing projects on social sustainability.
- Baltic Center for Media Excellence. Nordic-Baltic Sea cooperation together with the Danish Foreign Ministry and the embassies on constructive news and further training for Baltic Media professionals.
- Theater Cantabile's performance 'Venuslabyrinten' in St. Petersburg – a human-specific performance experienced as a travel through the female brain.
- Architect Jorge Lobos, KADK, and Dr. Deane Simpson, KADK, at Reinhold Schmeling Conference focusing on the quality of urban space in the post-war mass housing estates. DCI Estonia, Latvia and Lithuania.
- Arts4City project on developing public spaces around Sovremennik library in St. Petersburg. Artist Kenneth Balfelt did a one-week workshop for Russian students of Ohtinsky College and local residents in the district.

- Film screenings and debates in cooperation with the local Amnesty International in Riga. DCI Estonia, Latvia and Lithuania.
- Culturability workshop on digital tools for social sustainable urban planning at the strategy forum 'EU Strategy for the Baltic Sea Region (EUSBSR).
- DCI Poland invited Bureau Detours to give a workshop at the Malta festival Poznan on social urban development.
- DCI Poland: Talk by City Architect Tina Saaby at the conference The Community-Powered Urban Commons in Warsaw. Arranged by Open Jazdow and part of a European Cultural Foundations project.

Education/Science:

- DCI Poland. Teaching entrepreneurship in Warsaw schools in cooperation with the Danish Foundation of Entrepreneurship.
- Pitching workshop for young documentarists at White Nights Film Festival in Belarus. DCI Estonia, Latvia and Lithuania.
- Marta Mleczek/Nordic Film Production and producer Claudia Saginario from Good Company Films participated in speed dating for film professionals at PÖFF Tallin Black Nights film festival. New Danish Screen participated in a debate on talent development at PÖFF Tallin Black Nights film festival. DCI Latvia.
- Theatre performances on democracy in everyday life at Latvian schools in Autumn 16. DCI Estonia, Latvia and Lithuania.
- DCI Brazil contributed to the exchange program for graduating students at Danish School of Performing Arts and the universities IfB and UiB in Brasilia.
- CO2 Green Drive and seminars in St. Petersburg in collaboration with Polytechnic University in St. Petersburg.
- Rio x Copenhagen - dialogue between two cities: a debate and exhibition in Carioca Design Centre at Placa Tiradentes in Rio de Janeiro. Opening by Lord Mayor of Copenhagen Frank Jensen. Roundtable with Danish and Brazilian architects and urban planners among others Washington Fajardo/Instituto Rio Heritage, Peter Kronstrøm/Copenhagen Institute for Future Studies, Balder Brøndsted/Danish Cyclist's Federation and architect Victor Andrade/Lab Mob.
- Architect Lone Wiggers, C.F. Møller, lecture in the educational program at St. Petersburg Biennale of Museum Design.
- Carina Sølling Damm at Open University Festival in St. Petersburg.
- Birthe Moustén talk at the conference: "Language for specific purposes" at Warsaw University (EUNIC European Day of Languages). DCI Poland.

Children and youth:

- Theatre summer school on democracy in everyday life (C:ntact and the Latvian NGO Palidzesim) in connection with Lampa Festival in Latvia (the Latvian version of the Danish "Folkemøde"). DCI Estonia, Latvia and Lithuania.

- Childrens film festivals in Latvia, Poland and Brazil.
- DCI Brazil contributed to the tour to two major festivals in Brazil for the theatre Asterions Hus.
- DCI Brazil contributed to the exchange program for graduating students at Danish School of Performing Arts and the universities IfB og UiB in Brasilia.
- DCI Brazil: Buster Film Festival in Rio de Janeiro and Sao Paulo.
- DCI Russia: Danish Days at Imperial Garden Festival. The Danish artist dou Randi & Katrine contributed with the sculpture: "Towerman", that won the prize for best art piece, which meant that the sculpture will remain in St. Petersburg.
- Architecture workshops at the castle Royal Wilanow Palace in Warsaw. Grange project invited teachers from different European countries. In collaboration with DCI Poland the project invited teachers from DAC.
- Danish theatre group PRAAK participated in Havenwerk Festival in Deventer – a festival of theatre created by young people. DCI-Brussels in collaboration with DATS.
- LEGO Education activities on play in education – in Danish Cultural Center in China.
- DCI Brazil. Bicycle games at Placa Tiradentes in cooperation with the Danish Cyclists' Federation and a Brazilian ngo.
- Workshops by Danish DJs on creating robots and electronical musical instruments from garbage - in the Danish pavilion during Rio2016.
- DCI Poland. Translation workshops for high school students at EUNIC International Translation Day.
- DCI Poland. Workshops for children in relation to the exhibition Flora Danica and readings of H.C. Andersen's fairytales.
- DCI Poland. The participation by DCI Poland's director in the conference "The Child and the Book", Wroclaw2016.
- DCI Poland. Skype lectures in Danish for schoolchildren during EUNIC European Day of Languages.

c. Focusing on evolving ways of collaboration

Focus on major projects and fund applications e.g.:

- Culturability BSR phase 2: DCI Estonia, Latvia and Lithuania and Headquarter were consultants for Nordic Council of Ministers on planning and starting up phase 2 of the project "Culture and Sustainability in the Baltic Sea Region". Including a major start-up meeting and two workshops in the region.
- Cultural Mapping pre-project in and together with 6 local "challenged" communities in Nakskov, Pori, Jurmala, Visiginas, Gdansk and Kiel. The project will be carried out in 2017 in cooperation with Trevor Davies, KIT. DCI Estonia, Latvia and Lithuania and DCI HQ.
- DCI HQ/ DCI Estonia, Latvia and Lithuania were head writers on a Concept Note for Interreg BSR funding, with DCI as partner and NCM as main applicant, on urban social inclusion/cultural planning.

- DCI HQ/ DCI Estonia, Latvia and Lithuania participated in a "draft for seed funding" application for Interreg BSR funding for Cultural Planning.
- DCI HQ has created stronger relations to the Goethe Institute in order to develop major cooperative projects for EU. I 2016 for EU's Arctic Tender.

Cooperative projects with new partners

- DCI Brazil developed cooperations with Brazilian NGOs on bicycle activities during OL2016. Subsequently the activities continued by the Brazilian NGO.
- DCI Brazil planned and executed the cultural program in the Danish pavilion, during the Olympics in Rio de Janeiro, in collaboration with Danish partner institutions and artists.
- DCI Russia developed further Danish-Russian collaborations within performing arts. In 2016 with focus on contemporary dance. Kasper Ravnhøj / Mute Company was invited to give a performance in St. Petersburg.
- DCI Russia is now partner in several major Nordic Council of Ministers projects.
- DCI Poland established a cooperation with the Foundation for Entrepreneurship and the Cyclists' Federation on education in entrepreneurship for Polish high school students.
- DCI Estonia, Latvia and Lithuania and DCI Poland are both actively contributing to Aarhus2017s program through projects in collaboration with e.g. Skanderborg Musikskole, the venue Radar, RISING Architecture Week and European Youth Consensus (Summit for young people at the age of 14-17 arranged by Aarhus municipality).
- DCI Brazil developed a new Danish-Brazilian musical exchange project 'Musical Bridges' in cooperation with the Brazilian producer Mauricio Pacheco. The exchange fosters long term collaborations between renowned Danish and Brazilian musicians: Bridge / Jobim; Astro Buddha Agogo / Clara Valente was implemented in 2016 and continues in 2017. The release of a CD is in the pipeline for 2017.
- DCI Brazil developed a Danish-Brazilian platform for dance and performance art 'Danca DK', which included exchange activities between University of Brasilia / Instituto Federal de Brasilia and the Danish National Performing Arts School. A performance by Uppercut Dance Theater and the Brazilian dance company DF Zulu Breakers. A workshop program on site specific performance art for students at IfB by visual artist Lilibeth Cuenca Rasmussen in 2017.
- DCI Brazil produced several applications for larger projects within film, performing arts and music. Applications are submitted for approval at the Brazilian cultural sponsorship legislation Lei Rouanet.
- DCI Brazil are in dialogue with major Brazilian cultural centers and new economic partners in Brazil, including Centro Cultural Banco de Brasilia, Sao Paulo Biennial; the music festivals Virada Cultural SP, PATH Festival, RecBeat on new Danish-Brazilian projects.

- DCI Estonia, Latvia and Lithuania contributes to KADK's cooperation with Riga City on KADK master student's ideas for urban renewal projects in Riga's Microrayon areas (social housing blocks from 1960).
- DCI Estonia, Latvia and Lithuania cooperate with Belarusian filmmakers on the development and strengthening of the documentary genre in Belarus.
- DCI HQ and branches continued the close dialogue with Kulturmødet på Mors on developing the international elements in the festival's program.
- DCI Poland is advising University of Kielce on developing a department for Nordic studies.
- DCI China/DCC developed new partnerships with both Danish and Nordic partners, e.g. in 2016 DCC hosted Beijing Live Performance Festival curated by Jonas Stampe, UN's HeforShe award ceremony, Copenhagen Municipality's launch of Copenhagen as Beijing Design Week 2017 guest city.
- DCI China/DCC developed exhibitions, that can be sold to other institutions.
- The relationship to EUNIC has been further developed through Secretary General Michael Metz Mørch's post as President of EUNIC Global in 2016.

2. Developing DCI network and partnerships in Denmark and international

a. Collaboration with Ministry of Culture Denmark and Agency for Culture

- DCI HQ and branches are actively participating in the International Culture Panel's meetings.
- DCI Brazil contributed to the planning and execution of the cultural program in the Danish pavilion during the Olympics. The program was prepared in cooperation with the other Danish partners in the International Culture Panel's Brazilian group.
- Secretary General Michael Metz Mørch took part in the planning of the program during the festival Nordic Matters in London 2017.
- DCI HQ planned major projects in Turkey, which had to be canceled due to the instability in the country.
- DCI HQ has contributed to the Danish Ministry of Culture's cultural agreement with Turkey.
- DCI Poland planned and executed a visit to Poland for Danish publishers and meetings with Polish publishers in close cooperation with the Committee for Literary Project Funding at the Danish Agency for Culture.
- DCI Poland organized visit to Denmark for Polish museum staff.
- DCI China/DCC has worked on developing a residency program for Danish artists.

b. Collaboration with the Ministry of Foreign Affairs of Denmark and the Foreign Services abroad

- DCI Estonia, Latvia and Lithuania has close cooperation on several activities with the Danish representations in the Baltic States.

- DCI Poland continuously cooperate with the Danish representation in Warsaw on architecture seminars.
- DCI Brazil had a close cooperation with the representation in Brazil on the program during the Olympics and in general.
- DCI Russia has a close collaboration with the Consulate General in St. Petersburg. E.g. on the program for Green St. Petersburg.
- DCI Russia cooperate with NCM and the Consulate General on Nordic weeks in St. Petersburg.
- DCI Russia has developed cooperation with the representations in Russia on joint cultural projects.
- DCI China/DCC is in close contact with the Danish Embassy on several activities including the Danish-Chinese Year of Tourism in 2017. DCI-China/DCC develops new projects together with Innovation Center Denmark in Shanghai.
- DCI China/DCC cooperates with the Nordic Council of Ministers and the Nordic representations in China on creating an annual Nordic joint project in the Center.
- DCI China/DCC exhibited 'The Weather Diaries' in cooperation with the Nordic House in Reykjavik.
- DCI China/DCC organizes several events in the Center for Danish ministries and the embassy.

c. Collaboration with ICP and other partners in Denmark

- ICP is reported under item. 2a
- DCI China/DCC collaborates with Danish companies in using the Danish Cultural Center as a platform for events, e.g. LEGO organized a major symposium on play in education in the Center.
- DCI China/DCC is in dialogue with the City of Copenhagen on projects regarding Copenhagen's status as Guest City of Beijing Design Week in 2017.
- DCI China/DCC is constantly in dialogue with Danish cultural institutions, cultural operators and artists in order to create innovative projects that promote Danish culture and art and Danish ideas about society, education, sustainable development, etc.
- DCI China/DCC cooperates with Teatercentrum on children's theater and creativity in the classroom.
- DCI Brazil worked closely with VisitDenmark on the music program for the Danish Olympic pavilion and with other Danish operators on activities during Rio2016.
- DCI HQ held DCI's 75th anniversary conference in Copenhagen. Around 400 Danish and foreign guests from the cultural and diplomatic world, foundations and companies participated. The aim of the conference was to communicate our vision, develop network and strengthen cooperation.
- DCI have an ongoing collaboration with many partners in Denmark, including Danish Film Institute, Teatercentrum, April Festival, Danish Musicians Union, Jazz Denmark, DAC, Aarhus2017, Danish Cyclists' Federation, Odense City Museums, Hor-

sens Museum, KADK, Gehl, the Royal Danish Academy of Fine Arts, the Royal Danish Academy of Music, University of Copenhagen, CBS Confucius Center, KEA, Kolding School of Design, Live Music in Schools, Vitus Bering Theater, Aarhus Film Workshop, ROSA, DATS, Clay Museum of Ceramic Art, Dance Halls, Design Museum Denmark, Rosenborg Castle, Music Export Denmark, Dansk Gobelinkunst, H.C. Andersen's Hus, DR, M2 Film, Øst for Paradis, Distortion, C:ntact, Galleri Image, Danish Mathematics Teachers, Skanderborg Music School, Danish Writers Association, and a number of Danish architects and urban planners, curators, writers, performers, filmmakers, musicians and singers, visual and performance artists.

d. Developing the organization

- A new logo and visual identity together with a new website were released in Spring 2016 in order to sharpen the profile of DCI.
- The Counsel of Representatives has new members in order to fulfill the regulations of limited number of election periods and age of persons.
- DCI Brussels has expanded its coverage and will cover cultural projects in Germany as well. The new director started by 1 September 2016.
- DCI Brussels has joined the office facilities of the Faeroese Representation in Brussels.
- DCI HQ celebrated the 75th anniversary of DCI by a conference in Copenhagen. Theme of the conference was "Culture - The Third Pillar of Foreign Policy" with the purpose of strengthening a wider cooperation and communicate DCI's vision of the importance of cultural understanding, mutual inspiration and international relations.
- As a new initiative DCI HQ has started focusing on EU Interreg applications for major projects.
- DCI HQ has quality-assured the fundraising.
- As a new effort DCI Brazil evaluated artists' experience of participating in a larger cultural program by the institute - this time the program in the Danish pavilion in Rio de Janeiro during the Olympics.
- DCI has held two annual meetings for the directors focusing on strategy and preparing a new framework agreement.

e. Presence in the emerging economies

- In 2016, DCI HQ continued to work on relations with India. Danish Cultural Institute handed in - after a long and thorough dialogue with all the authorities - in New Delhi in 2013, a full application by personal attendance of the Chairman and the Secretary General. The Institute received in parallel, a very kind grant from the Carlsberg Foundation to the establishment in New Delhi.

Over the years we have kept alive our relations on the artistic / cultural level, so we have remained the basis connections and willingness to "move" quickly, when the Indian part opens for signing. Unfortunately, and despite efforts to influence the Indian authorities

through diplomatic channels, there are still no signs of thawing in the Indian “freeze” on our application to establish a Danish Cultural Institute in New Delhi.

The underlying problems concerning the handling of the Niels Holck matter remains unresolved, and it is expected, that the Indian hostage taking of Danish Cultural Institute continues until the bilateral relations are normalized.

It is quite annoying – that an independent and utterly apolitical organization – is caught in a political game.

The institute has tried to visit India to contribute to a solution, but has been refused a visa, and told not to apply again.

- DCI HQ has contributed to the Ministry of Culture and the Foreign Ministry's efforts to establish a cultural agreement with Turkey and is ready to open as soon as the bilateral agreement is in place.
- DCI HQ has had regularly contact with the new Danish ambassadors in both Turkey and India on the possibility of opening in the two countries.
- In 2016 DCI HQ planned and found funding for a larger project in Sisli Beledieyesi district in Istanbul, Turkey, in cooperation with the City Link Festival and GIVE ROOM. Unfortunately this had to be canceled due to unstable conditions in the country.
- In 2016 DCI HQ produced and disseminated interviews with Turkish writers and children's theater managers who visited Denmark.
- DCI HQ has continued the website www.cocreatenow.org as a media platform for Danish-Indian cooperation.

f. Danish participation in the European cultural agenda/the Baltic cooperation

- Secretary General Michael Metz Mørch took over the post as President of EUNIC Global's board of directors. As part of the tasks in the board DCI has contributed to EUNIC's role as partner in the cooperation with the EU Strategy on EU's External Cultural Relations and the EU parliament's survey of EUNIC.
- The Baltic-Russian news and media platform Baltic Center for Media Excellence continued (DCI-Estonia, Latvia and Lithuania in collaboration with UM, NCM and Baltic medias and educational partners).
- Culturability BSR project continued to phase 2 (DCI Estonia, Latvia and Lithuania / DCI HQ are consultants on this NCM project). Phase 2 focuses on project development and Cultural Mapping.
- DCI Poland are co-organizing EUNIC-Warsaw projects: Poems in the Underground, European Days of Languages, Spoken Word Festival, International Translation Day and the conference "Laughter in Visual Communication".

g. Co-operations with partners abroad

- DKI Russia is partner in major Nordic-Russian co-operative projects on sustainability. DCI Russia continued its Carl-Nielsen efforts in collaboration with St. Petersburg State Sym-

phony Orchestra; and increased focus on design and focused on activities involving a younger generation – in high school or higher education.

- DCI Brazil has developed new partnerships with bicycle NGOs, experts within sustainability and urban planning and developed network within the music industry and venues, exploring new genres. DCI Brazil focused on contemporary dance and performing arts and established a platform Danca DK as a framework for these activities. DCI Brazil expanded its cooperation within the film industry and festivals with new partners.
- DCI Poland developed cooperation with Polish partners within urban development. DCI Poland worked on creating a closer partnership between Aarhus2017 and Wroclaw2016. DCI focused on developing network within music, dance, contemporary art and literature.
- DCI Brussels developed new partnerships in Germany and with major partners within classical music and larger music festivals. DCI Brussels created new collaborations within theater festivals and venues for visual arts.
- DCI Estonia, Latvia and Lithuania further developed cooperation with Danish embassies and representations in the region, with international operators, important local cultural institutions (museums, educational institutions, media organizations, etc.), the three capital cities, municipalities and regions) NGOs and relevant stakeholders together with individual artists.
- DCI China/DCC works closely with other Danish and foreign cultural institutions in Beijing e.g. Sino-Danish University College; and in the 798 Arts District e.g. Goethe Institute and the CAFA Art Museum on debating events in connection with the program of DCC.
- All branches work closely within the EUNIC network.
- DCI's 75th anniversary conference was held with both Danish and foreign guests and keynote speakers; including Chief Editor Irina Prokhorova from the Russian New Literary Observer, Head of Advocacy Isabelle Schwartz from the European Cultural Foundation and the Dutch historian / author Geert Mak. In addition, invited ambassadors from foreign embassies in Denmark and several cultural operators showed up.

Good governance in self governing institutions:

In 2013 DCI reviewed the recommendations towards "good governance in self governing institutions". DCI assessed that the Institute met the described recommendations except para. 4.2 regarding rule of Procedure for the Board. Accordingly in 2014 DCI's board of directors has adopted and signed a new set of rules of procedure for the Board.