

Danish Cultural Institute

Annual report 2018

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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 the Danish Cultural Institute

Carsten Haurum (Chairman)

Ulla Tofte (Deputy Chairman)

Michael Ehrenreich

Erik Jacobsen

Rasmus Wiinstedt Tscherning

Anette Wad

Rikke Øxner

Eric Messerschmidt

Merete Agger

Secretary General

Camilla Mordhorst

Institute auditors

Deloitte Statsautoriseret Revisionspartnerselskab

Statement by Management on the annual report

The Board of the Danish Cultural Institute, the Secretary General and the Executive Director have today presented and approved the annual report of the Danish Cultural Institute for the financial year 1 January to 31 December 2018.

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 the Ministry of Culture. In our opinion, the financial statements give a true and fair view of the Institute's financial position at 31 December 2018 and of its financial performance for the financial year 1 January to 31 December 2018.

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 the Danish Cultural Institute.

Copenhagen, 25 April 2019

Camilla Mordhorst
Secretary General

Annemarie Lindstrøm
Executive Director

Board of the Danish Cultural Institute

Carsten Haurum
Chairman

Ulla Tofte
Deputy Chairman

Michael Ehrenreich

Erik Jacobsen

Rasmus Wiinstedt Tscherning

Anette Wad

Rikke Øxner

Eric Messerschmidt

Merete Agger

Independent auditor's report

To the Board of the Danish Cultural Institute

Opinion

We have audited the financial statements of the Danish Cultural Institute for the financial year 1 January 2018 to 31 December 2018, 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 the Ministry of Culture.

In our opinion, the financial statements give a true and fair view of the Institution's financial position at 31 December 2018 and of the results of its operations for the financial year 1 January 2018 to 31 December 2018 in accordance with the Danish Executive Order no. 1701 of 21 December 2010 on finances and administration of beneficiaries of operating contributions from the Ministry of Culture.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and additional requirements applicable in Denmark as well as the standards on public auditing, as the audit was conducted in accordance with the provisions of the Danish Executive Order no. 1701 of 21 December 2010 on finances and administration of beneficiaries of operating contributions from the Ministry of Culture. 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 no. 1701 of 21 December 2010 on finances and administration of beneficiaries of operating contributions from the Ministry of Culture, the Institution has included in the income statement the budget for 2017 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 the 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.

Independent auditor's report

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 the standards on public auditing, see the Danish Executive Order no. 1701 of 21 December 2010 on finances and administration of beneficiaries of operating contributions from the Ministry of Culture, 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 the standards on public auditing, see the Danish Executive Order no. 1701 of 21 December 2010 on finances and administration of beneficiaries of operating contributions from the Ministry of Culture, 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.

Independent auditor's report

- 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 the 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 the 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 in the operation activities covered by the financial statements.

Independent auditor's report

As part of our audit of the financial statements, it is our responsibility to perform compliance audit procedures and performance audit procedures on selected subject matters in accordance with the standards on public auditing. In our compliance audit, we test selected subject matters to obtain reasonable assurance about whether the audited transactions covered by the financial statements comply with the relevant provisions of appropriations, statutes, other regulations, agreements and usual practice. In our 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, 25 April 2019

Deloitte

Statsautoriseret Revisionspartnerselskab
Business Registration No. 33 96 35 56

Søren Jensen
State-Authorised Public Accountant
Identification No. (MNE): mne7901

Christian Dahlstrøm
State-Authorised Public Accountant
Identification No. (MNE): mne35660

Management commentary

Core activities

The objective of the Danish Cultural Institute (“DCI”) is to foster an understanding of Danish and international culture. In cooperation with partners, new insights and networks are created through culturally and socially relevant projects that nudge the usual way of thinking and provide mutual value.

In 2017, DCI entered into a four-year framework agreement with the Danish Agency for Culture and Palaces. The purpose of the framework agreement is to provide a long-term and agreed-upon basis for the strategy and financial position of DCI. The agreement is a mutual indication of the future target developments of DCI activities and the terms that are politically prevailing. The agreement is effective from 1 January 2017 to 31 December 2020. Reporting on the framework agreement is available in Appendix 2.

The individual targets set out in the framework agreement are based on the following vision for DCI initiatives:

- That DCI – while maintaining its mission and business model, as well as the arm’s length principle – promotes Danish-international cultural relations, has a greater geographical reach and can be more flexible in terms of professionalism and partnerships.
- That DCI is an attractive cooperator for the development of Danish-international cultural relations. DCI creates viable projects and networks of high quality and value for both DCI and its partners. DCI has the professional expertise to bring Danish art and culture into play, including to handle current cultural and societal challenges.

DCI’s strategy is available at www.danishculture.com. In 2018, a supplement was added to the strategy that increases the focus on relevance, visibility in Denmark and economic sustainability.

In 2018, DCI had seven foreign branches covering 13 countries (Denmark, Estonia, Lithuania, Latvia, Poland, Russia, China, Brazil, India, Germany, Belgium, the Netherlands, Luxembourg) and, also, had Turkey, Ukraine and Belarus as focus areas. Finally, DCI China is responsible for coordinating activities in China, Japan and South Korea.

Development in activities and finances

The income statement for 2018 has been compiled in two ways, as it must be comparable to the budget for 2018, but also comparable to the budget model used in the framework agreement with the Danish Agency for Culture and Palaces. The latter divides the costs into grant-financed and income-generating activities.

On page 13, the income statement has been presented in relation to the budget for 2018, while on page 14 it has been presented in relation to the budget model used in the framework agreement for 2017 to 2020. In the following, we refer to the accounting figures in the income statement on page 14.

Management commentary

The operating loss for the year totals DKK 4 million. After calculating financial net expenses, the loss for the year is approx. DKK 5.3 million.

DCI had budgeted for a planned overspend of DKK 2.3 million. The operating loss in excess of this consists of an overspend of DKK 1.7 million relating to two major initiatives in Brazil and Latvia, respectively.

Financial net expenses amounted to DKK 1.3 million in 2018, including a realised return of DKK 500 thousand, bank fees and exchange losses of DKK 250 thousand and an unrealised capital loss on securities of DKK 1.5 million. Subsequently, the securities have increased their value by DKK 1.5 million (April 2019).

The total expenditure on operating head office and branches amounted to DKK 20.1 million, which is DKK 1.9 million more than in 2017 when operating costs amounted to DKK 18.2 million. The increase is partly due to the fact that DCI opened a new branch in India in 2018 and had decided to spend savings on further initiatives in Turkey and Ukraine. Also, DCI introduced an extraordinary initiative to increase its visibility.

The 2018 activities generated a total income of DKK 8.7 million, while expenses amounted to DKK 10.2 million and with it a total loss of DKK 1.5 million. Compared to 2017, the income from activities has increased by DKK 0.1 million.

The cultural project financial statements are listed in Appendix 1.

In addition to the income visible in the accounts, DCI's activities are largely based on in-kind services such as free labour, premises, marketing, etc. The accounts show that the invisible co-financing amounts to DKK 23 million, thus a total visible and invisible co-financing of approx. DKK 31.7 million in addition to the government grant of DKK 14.8 million, i.e. a total visible and invisible revenue of DKK 46.5 million.

Equity

With a loss of DKK 5.3 million, DCI's equity amounts to DKK 16.5 million at the end of 2018. The equity mainly stems from the net proceeds from the sale of a property in Edinburgh in 2015.

At the beginning of 2018, DCI had securities worth DKK 16.2 million. At the end of 2018, the value of the portfolio was DKK 14.5 million.

Outlook

The branch in India became a reality in 2018 and was officially opened in January 2019 by Prime Minister Lars Løkke Rasmussen. The establishment of a fully equipped office with staffing, business partners, grants for activities, etc is expected to be in place during 2019. The establishment will be financed partly by the Carlsberg Foundation, partly by savings.

Management commentary

DCI will be working on a couple of new focus areas in Turkey and Ukraine in 2019. No real branches will be established. All activities will be handled by employees from the Copenhagen Head Office and the branch in Latvia. The initiative will be financed partly by DCI savings.

The level of activity is expected to increase significantly with a budgeted activity income of DKK 17.5 million in 2019. It is largely the result of DCI being a lead partner as well as partner on two EU projects. Together, these two grants are expected to account for DKK 5.5 million in 2019. Also, activities in India, Turkey and Ukraine are expected to contribute.

Overall, in 2019, DCI budgets for an operating loss of approx. DKK 5 million due to expenses for the establishment of the branch in India, new initiatives in Ukraine and Turkey and activities to increase the visibility in Denmark.

Equity, which at the end of 2018 amounts to DKK 15.5 million, is expected to be reduced to approx. DKK 7 million by the end of 2020.

The equity will be spent for purposes entailing:

- A greater geographical reach. DCI will spend its savings to open a branch in India, as well as for activities in Turkey and Ukraine in particular.
- Increased visibility in Denmark. In the next few years, DCI will allocate more resources to communication in Denmark.
- Better financing options. DCI will allocate resources to become a party to larger projects that can cover its overheads.
- Streamlining the execution of tasks. DCI has implemented a project system, among other things.

Due to the annual reprioritisation fee of 2%, it will be necessary to work on obtaining additional, external funding to maintain the level of activity after 2020.

Events after the balance sheet date

No events have occurred from the balance sheet date to this date, which would influence 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 the 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 foreign branches. 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 2017 to 2020.

Balance sheet

Intangible assets

Development projects in progress on clearly defined and identifiable processes, for which the technical rate of utilisation, adequate resources and a potential future market or development opportunity in the organisation can be established, and where the intention is to manufacture, market or apply the process in question, are recognised as intangible assets.

The cost of development projects comprises costs that are directly and indirectly attributable to the development projects.

Development projects completed are measured at cost less accumulated amortisation and impairment losses.

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

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

Development projects completed	3 years
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Development projects completed are written down to the lower of recoverable amount and carrying amount.

Accounting policies

Property, plant and equipment

The Institute's properties are measured at an estimated value which is counterbalanced by an equivalent revaluation reserve. 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 it 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 price less than DKK 15,000 are expensed in the year of acquisition.

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

Other investments

Securities recognised under current assets comprise listed bonds and investments measured at fair value (market price) at the balance sheet date.

Cash

Cash comprises cash in hand and bank deposits.

Accounting policies

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

Foreign currency transactions are translated monthly applying the average exchange rate by Danmarks Nationalbank.

Income statement for 2018

	<u>Note</u>	<u>2018 DKK</u>	<u>Budget (unaudited) 2018 DKK'000</u>	<u>2017 DKK'000</u>
Government grants	1	14,800,000	14,600	14,700
Activities, enrolment fees, etc	2	8,723,592	10,575	8,659
Other income	3	<u>2,731,282</u>	<u>2,687</u>	<u>2,055</u>
Income		<u>26,254,874</u>	<u>27,862</u>	<u>25,414</u>
Wages and salaries, head office and branches abroad	4	12,644,143	12,101	11,609
Operation of head office and branches abroad	5	7,495,602	7,401	6,542
Activity expenses	6	<u>10,163,950</u>	<u>10,630</u>	<u>8,030</u>
Expenses		<u>30,303,695</u>	<u>30,132</u>	<u>26,181</u>
Operating loss		<u>-4,048,821</u>	<u>-2,270</u>	<u>-767</u>
Financial income	7	914,266	0	411
Financial expenses	8	<u>-2,212,945</u>	<u>0</u>	<u>-237</u>
Loss for the year		<u><u>-5,347,500</u></u>	<u><u>-2,270</u></u>	<u><u>-593</u></u>

Income statement for 2018

compiled in accordance with the framework agreement for 2017 to 2020

Income statement, total activities 2018

	<u>Note</u>	<u>2018 DKK</u>	<u>Budget according to framework agreement (unaudited) 2018 DKK'000</u>
Operational government grants		15,683,900	15,200
Other grants received from public foundations etc	9	1,953,709	2,000
Grants received from private foundations etc	9	5,266,739	8,005
Income-generating activities		3,082,123	2,645
Other operating income (including financial income)		<u>1,182,669</u>	<u>50</u>
Income		<u>27,169,140</u>	<u>27,900</u>
Grant-financed activities		29,990,808	26,285
Income-generating activities		<u>2,525,832</u>	<u>2,565</u>
Expenses		<u>32,516,640</u>	<u>28,850</u>
Loss for the year		<u><u>-5,347,500</u></u>	<u><u>-950</u></u>
Expected equity at 31 December excluding properties (DKKm)		<u>16.46</u>	<u>18.95</u>

The budget is not the one approved by the Board of the Danish Cultural Institute for 2018, but the budget included in the financing overview of the framework agreement.

Balance sheet at 31 December 2018

	<u>Note</u>	<u>2018 DKK</u>	<u>2017 DKK'000</u>
Development projects completed	10	67,192	221
Development projects in progress	10	240,969	0
Land and buildings	11	1,500,000	1,500
Other fixtures and fittings, tools and equipment	12	110,390	456
Deposits		<u>324,176</u>	<u>218</u>
Property, plant and equipment		<u>2,242,727</u>	<u>2,395</u>
Receivables		2,082,464	3,324
Prepayments		<u>1,127,023</u>	<u>1,087</u>
Receivables		<u>3,209,487</u>	<u>4,411</u>
Other investments		<u>14,474,859</u>	<u>16,162</u>
Cash	13	<u>2,800,602</u>	<u>5,194</u>
Current assets		<u>20,484,948</u>	<u>25,767</u>
Assets		<u><u>22,727,675</u></u>	<u><u>28,162</u></u>

Balance sheet at 31 December 2018

	<u>Note</u>	<u>2018 DKK</u>	<u>2017 DKK'000</u>
Earmarked for expansion and development 2019 to 2020		7,900,000	13,300
Value of property in St. Petersburg		1,500,000	1,500
Other equity		<u>7,059,615</u>	<u>7,007</u>
Equity	14	<u>16,459,615</u>	<u>21,807</u>
Transferred from allocation of activities from previous years		354,340	306
Change in provisions for the year		<u>69,412</u>	<u>48</u>
Provisions		<u>423,752</u>	<u>354</u>
Accruals for employee benefits		1,032,607	1,049
Other payables		1,571,276	1,160
Deferred income		<u>3,240,425</u>	<u>3,792</u>
Short-term liabilities other than provisions		<u>5,844,308</u>	<u>6,001</u>
Liabilities other than provisions		<u>6,268,060</u>	<u>6,355</u>
Equity and liabilities		<u><u>22,727,675</u></u>	<u><u>28,162</u></u>
Liabilities	15		

Notes

	2018 DKK	2017 DKK'000
1. Government grants		
Grant from the Danish Agency for Culture and Palaces	<u>14,800,000</u>	<u>14,700</u>
2. Activities, enrolment fees, etc		
Cultural projects, advisory services and income-generating activities	7,839,591	7,864
Activity grant from the Danish Agency for Culture and Palaces 2018	800,000	800
Unspent funds transferred from 2017	126,032	121
Unspent funds transferred to 2019	<u>-42,031</u>	<u>-126</u>
	<u>8,723,592</u>	<u>8,659</u>
3. Other income		
The Wisti Foundation for International Understanding	230,000	200
LEGO	698,208	638
The Carlsberg Foundation	1,703,921	1,134
Other income	<u>99,153</u>	<u>83</u>
	<u>2,731,282</u>	<u>2,055</u>
4. Wages and salaries, head office and branches abroad		
Denmark	5,549,752	4,459
Foreign countries	<u>7,094,391</u>	<u>7,150</u>
	<u>12,644,143</u>	<u>11,609</u>
5. Operation of head office and branches abroad		
Denmark	3,079,530	2,233
Foreign countries	<u>4,416,072</u>	<u>4,309</u>
	<u>7,495,602</u>	<u>6,542</u>
6. Activity expenses		
Cultural projects	7,492,431	5,711
EU projects	145,687	0
Field trips and visitors' programmes	624,574	547
Other income-generating activities	<u>1,901,258</u>	<u>1,772</u>
	<u>10,163,950</u>	<u>8,030</u>

Notes

	2018	2017
	DKK	DKK'000
7. Financial income		
Interest income received from banks	6,284	3
Return on securities	723,750	209
Unrealised capital gains on securities	61,074	199
Realised capital gains on securities	<u>123,158</u>	<u>0</u>
	<u>914,266</u>	<u>411</u>
8. Financial expenses		
Interest expenses paid to banks	31,709	53
Bank fees	72,839	60
Cash exchange losses	155,505	124
Unrealised capital losses on securities	1,601,320	0
Realised capital losses on securities	<u>351,572</u>	<u>0</u>
	<u>2,212,945</u>	<u>237</u>
9. Grants received from foundations etc		
Public foundations		
The Royal Danish Academy of Fine Arts	48,941	0
The City of Copenhagen	368,578	0
The Nordic Culture Fund	131,629	112
The Nordic Council of Ministers	59,388	773
The Danish Agency for Culture and Palaces	1,218,654	1,065
The Ministry of Foreign Affairs of Denmark	126,519	117
The Danish Ministry of Higher Education and Science	<u>0</u>	<u>773</u>
Total grants received from public foundations	<u>1,953,709</u>	<u>2,840</u>

A grant from the Danish Ministry of Higher Education and Science of DKK 787,500 was recognised as income-generating activities in 2018.

Notes

	2018	2017
	DKK	DKK'000
9. Grants received from foundations etc (continued)		
Private foundations		
A.P. Møller og Hustru Chastine McKinney Møller Fond til almene Formaal	150,000	49
Aage og Johanne Louis-Hansens Fond	0	30
Bergamota	0	129
CAIXA Cultural	365,965	0
Carl Nielsen og Anne Marie Carl-Nielsens Legat	46,453	353
The Carlsberg Foundation	1,703,921	1,134
Christian Hansen A/S	33,795	0
The Copenhagen Film Fund	28,680	0
Det Obelske Familiefond	130,000	0
EU	43,960	30
EUNIC	12,856	22
Falck A/S	1,690	0
The Finnish Cultural Institute in Denmark	0	11
The Goethe Institute Denmark	0	11
H.K.H Kronprins Frederik og Kronprinsesse Marys Fond	100,000	0
The Wisti Foundation for International Understanding	278,585	467
Hermod Lannungs Fond	3,126	31
The Danish Industry Foundation	150,000	0
Interreg Europe	107,813	86
JazzDanmark	0	12
K.I.T: Københavns Internationale Teater	18,182	0
Knud Højgaards Fond	100,000	0
Konsul George Jorck og hustru Emma Jorcks Fond	0	21
To be carried forward	3,275,026	2,386

Notes

	<u>2018</u> <u>DKK</u>	<u>2017</u> <u>DKK'000</u>
9. Grants received from foundations etc (continued)		
Brought forward	3,275,026	2,386
Langgaard-Fonden	60,049	0
LEGO	698,209	638
Leontief	17,250	11
M. Goldsmidt Holding A/S	42,500	0
The Maritime Museum of Denmark	0	16
Nordgreen ApS	25,916	0
The Oticon Foundation	0	30
Orkester Norden	0	47
Otto Mønstedts Fonden	100,000	0
ROSA	0	5
SNYK	10,000	0
UNESCO	4,924	1
The Uppercut Dance Theatre	23,016	12
Van Fonden	30,000	209
VELUX FONDEN	0	10
The William Demant Foundation	44,500	0
Wonderful Copenhagen	7,960	0
Yixing	0	930
Total grants received from private foundations	<u>4,339,350</u>	<u>4,295</u>
Other grants	<u>927,389</u>	<u>553</u>
Total grants received	<u>7,220,448</u>	<u>7,688</u>

Notes

	Development projects in progress DKK	Development projects completed DKK
10. Intangible assets		
Cost at 1 January 2018	0	459,850
Additions	240,969	0
Disposals	<u>0</u>	<u>0</u>
Cost at 31 December 2018	<u>240,969</u>	<u>459,850</u>
Amortisation and impairment losses at 1 January 2018	0	-239,375
Amortisation for the year	<u>0</u>	<u>-153,283</u>
Amortisation and impairment losses at 31 December 2018	<u>0</u>	<u>-392,658</u>
Carrying amount at 31 December 2018	<u>240,969</u>	<u>67,192</u>
	<u>2018</u>	<u>2017</u>
	DKK	DKK'000
11. Buildings		
Cost at 1 January 2018	4,291,307	4,291
Financed by grants of	<u>-4,291,307</u>	<u>-4,291</u>
Net cost at 31 December 2018	<u>0</u>	<u>0</u>
Revaluation at 1 January 2018	1,500,000	1,500
Revaluation for the year	<u>0</u>	<u>0</u>
Revaluation at 31 December 2018	<u>1,500,000</u>	<u>1,500</u>
Carrying amount at 31 December 2018	<u>1,500,000</u>	<u>1,500</u>

Notes

	Other fixtures etc DKK
12. Property, plant and equipment	
Cost at 1 January 2018	2,598,498
Additions	75,086
Disposals	<u>-114,524</u>
Cost at 31 December 2018	<u>2,559,060</u>
Depreciation and impairment losses at 1 January 2018	-2,142,778
Depreciation for the year	-420,417
Reversals relating to disposals	<u>114,525</u>
Depreciation and impairment losses at 31 December 2018	<u>-2,448,670</u>
Carrying amount at 31 December 2018	<u>110,390</u>

	2018 DKK	2017 DKK'000
13. Cash		
Cash in hand	3,790	3
Danske Bank	1,606,517	3,780
Nykredit	542,120	228
Cash at foreign branches	<u>648,175</u>	<u>1,183</u>
	<u>2,800,602</u>	<u>5,194</u>

14. Equity		
Equity at 1 January 2018	21,807,115	22,401
Loss for the year	<u>-5,347,500</u>	<u>-594</u>
	<u>16,459,615</u>	<u>21,807</u>

15. 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 foreign branches.

Appendix 1: Overview of the Danish Cultural Institute projects in 2018

	Income DKK	Payroll DKK	Other expenses DKK	Profit/loss DKK
Grant-financed activities	-5,641,468	2,603,220	5,034,897	1,996,649
Income-generating activities	<u>-3,082,124</u>	<u>1,249,573</u>	<u>1,276,259</u>	<u>-556,292</u>
Total	<u>-8,723,592</u>	<u>3,852,793</u>	<u>6,311,156</u>	<u>1,440,357</u>

The Danish Cultural Institute (“DCI”) has two types of activities; partly cultural projects that are carried through by grants to cover the direct costs (grant-financed activities), and partly field trips, language courses, etc that are completed by cost recovery in full (income-generating activities).

The cultural projects are typically carried through by grants from the Danish Agency for Culture and Palaces (“DACP”), private foundations and the Institute’s activity funds of DKK 800 thousand.

Field trips are financed entirely by the party ordering them, typically local authorities, organisations, etc. Other income-generating activities can be Danish language courses, visitors’ programmes, etc.

Firstly, the cultural projects are listed on the following pages. Only cultural projects with revenue exceeding DKK 10,000 are included. Projects with revenue lower than DKK 10,000 are included as “Other projects” for each country.

Subsequently, all field trips and other income-generating activities are listed for each country.

Both lists are based on the following method of accounting: Several projects are multi-annual, but only the costs incurred and income received in 2018 are included in the calculation.

As far as the cultural projects are concerned, net results are calculated as operating contribution margin because the calculation usually does not include wages and salaries for DCI’s permanent staff or overhead costs. Wages and salaries are only included in the project financial statements if external staff has been employed on a project. The two EU projects for which DCI will receive grants in 2018 to 2021 have also been disclosed as part of the grant-financed activities.

Appendix 1: Overview of the Danish Cultural Institute projects in 2018

In 2018, a total of DKK 5.6 million has been recognised as income regarding cultural projects (grant-financed activities). The associated costs are calculated at DKK 7.6 million. Consequently, DCI suffers a loss of approx. DKK 2 million. The loss originates in part from Brazil's major focusing on its 10th anniversary. The branch has total expenses of DKK 2.4 million concerning the activities for the year and a loss of DKK 1.3 million. The loss is partly the result of declining ticket sales, partly additional heavy costs for two sub-suppliers.

A project of turning a former tobacco factory in Riga into a cultural centre led to a loss of DKK 400 thousand in 2018. However, the project is expected to be partly funded in the long term.

Also, approx. DKK 400 thousand of the loss is a budgeted withdrawal from DCI savings to finance pop-up projects in Ukraine and Turkey as well as projects funded by the expected proceeds from DCI's portfolio of securities.

The results of income-generating activities are calculated as a secondary contribution margin, corresponding to government rules of income-generating activities. The time spent on each project has been calculated. Payroll and overhead costs have been recognised on the individual project subsequently. The conclusion is income equivalent to DKK 3.1 million and costs of DKK 2.5 million and with it a profit of approx. DKK 600 thousand. On account of this, government grants are not spent on this type of activities.

Cultural project financial statements 2018

	Income DKK	Payroll DKK	Other expenses DKK	Profit/loss DKK
Cultural Meeting Mors 2018	-74,314	0	74,314	0
Indian exhibition at RoS Gallery	-11,800	0	11,783	-17
Danish-Chinese Literature Forum in Beijing	-14,706	0	15,152	446
Media project Rio, anniversary	0	0	12,214	12,214
Creative Ports, EU project	-11,421	15,254	27	3,860
Other projects, Denmark	-11,859	3,750	24,173	16,064
Denmark, total	-124,100	19,004	137,663	32,567
Langgard Symposium	-135,049	29,787	105,261	-1
John Kørner Exhibition at MDD	-155,000	0	157,293	2,293
Eyes Wild Open, Botanique	-15,000	0	15,003	3
USEDOMER Music Festival	-46,453	0	46,949	496
Transpoesie - Christina Hagen	-19,093	5,000	15,299	1,206
Mannheimer Summer Festival Aquasonic	-50,000	50,000	0	0
Brussels International Film Festival	-16,400	0	16,395	-5
Halfdan Pisket visual arts	-24,910	11,119	13,753	-38
Christmas concerts and masterclass in Luxembourg and Belgium	-54,636	29,922	27,212	2,498
60 years of film music at Lübeck Filmtage	-23,150	0	22,787	-363
Other projects, Benelux	-61,433	16,316	56,633	11,516
Benelux and Germany, total	-601,124	142,144	476,585	17,605
Poems in the City	-18,692	2,377	16,592	277
The Congress of Women 2018	-27,745	7,227	25,492	4,974
CITY - MEMORY - DIALOGUE	-12,271	0	12,272	1
Home, Sweet Home DK Design children	-121,000	21,850	98,172	-978
Music Design Form Szczecin	-21,502	3,623	17,879	0
Danish & Polish children's theatre	-53,761	2,040	51,721	0
Other projects, Poland	-77,088	4,230	94,770	21,912
Poland, total	-332,059	41,347	316,898	26,186

Cultural project financial statements 2018

	Income DKK	Payroll DKK	Other expenses DKK	Profit/loss DKK
ATTA Festival - Theatre Minsk	-68,000	49,908	75,972	57,880
Children's Festival Istanbul	-20,000	3,500	28,335	11,835
POV Festival	0	100,000	0	100,000
Other projects, Turkey	0	0	2,866	2,866
Turkey, total	-88,000	153,408	107,173	172,581
Cultural Meeting 2018 – National Identity	-10,138	3,733	6,419	14
Belarus Film Workshop	0	16,843	24,951	41,794
Baltic Centre Media Excellence Activities	0	0	17,486	17,486
Travel made for cultural purposes	-24,564	1,491	14,823	-8,250
Theatre performance JOB A Simple Person	-54,320	30,262	24,529	471
Give Up the Ghost, Baltic Triennial	-10,000	0	9,798	-202
Riga International Film Festival IFF	-21,439	0	21,439	0
Programme for Morskabs- og Rejseforeningen	-21,123	3,729	14,216	-3,178
Programme for Brugsforeningernes Arbejdsgiverforening	-13,177	0	7,721	-5,456
Programme for the Danish Union of Journalists	-14,532	2,462	4,670	-7,400
EUNIC Future Heritage of Today Exhibition	-23,086	10,304	13,618	836
100 Years Baltic States	-19,440	339	19,102	1
Tobacco factory building competition	-264,719	75,073	618,259	428,613
Jan Gehl Exhibition in Lithuania	-35,408	14,385	21,176	153
LIIMA Efterklang concert in Riga	-18,708	18,619	88	-1
Baltic Frames 2018 in Denmark	-48,935	279	49,106	450
Endless Labyrinth	-17,832	5,502	14,387	2,057
C:NTACT and the People's Democratic Festival on Bornholm	-46,005	23,916	30,339	8,250
Film X in Lithuania	-72,595	17,537	55,058	0
Museum Cooperation in Lithuania	-12,283	0	12,382	99
Concerto Copenhagen concerts in Latvia	-312,000	523	315,021	3,544
Christian IV Vocal Ensemble	-57,567	1,727	49,644	-6,196
Dannebrog Historical Exhibition, preparation	-17,791	0	17,941	150
Vilnius International Film Festival	-22,670	4,473	18,197	0
Creative Industry Matchmaking Conference	-123,500	39,671	83,800	-29
BSR Culture Planning	-214,397	107,567	51,753	-55,077
Urban Cultural Planning, EU project	-96,391	111,758	18,648	34,015
Various	-59,175	2,607	22,868	-33,700
Other projects, the Baltic States	-133,111	24,296	69,386	-39,429
The Baltic States, total	-1,764,906	517,096	1,626,825	370,015

Cultural project financial statements 2018

	Income DKK	Payroll DKK	Other expenses DKK	Profit/loss DKK
EU-EUNIC Culture Bridges Programme	0	0	10,072	10,072
Scaling students' organisations	0	69,896	59,104	129,000
Development of young creative urban environments	0	12,500	0	12,500
Media, audio, radio production	0	12,500	1,699	14,199
Strengthen library management in Ukraine	0	12,500	2,928	15,428
Other projects, Ukraine	0	0	16,136	16,136
Ukraine, total	0	107,396	89,939	197,335
Lars Møller v/Petro Jazz Festival	-12,720	0	12,700	-20
WATERFRONT, neighbourhood & com.	-72,349	0	72,349	0
Networking event in St. Petersburg	-17,461	0	17,461	0
Bjarke Mogensen Mariinskij concert	-24,000	10,000	14,221	221
My Harbour	-13,507	0	13,507	0
ECO Advocacy NMR 2018	-69,033	14,851	54,287	105
Danish chamber music	-17,519	5,736	13,850	2,067
Green Drive	-17,250	17,250	0	0
NMR Conference	-33,320	4,090	29,230	0
Nordic Cooperation in Music Management	-127,102	64,619	62,483	0
Sound Ways Bent Sørensen, Katrine Gislinge	-23,000	7,000	16,222	222
Other projects, Russia	-85,433	1,500	79,970	-3,963
Russia, total	-512,694	125,046	386,280	-1,368

Cultural project financial statements 2018

	Income	Payroll	Other	Profit/loss
	DKK	DKK	expenses	DKK
	DKK	DKK	DKK	DKK
EUROPA	-12,960	0	8,964	-3,996
The Art of the Chair Exhibition	-41,407	4,709	36,602	-96
Hope & Fear, video installation	-44,500	3,300	42,790	1,590
Nordic Film Festival	-19,074	8,957	9,779	-338
Ole & Bodydouble Tour	-22,400	7,950	14,445	-5
Tour with Thomas Sandberg	-20,400	12,000	8,370	-30
Filmens København	-44,580	17,599	26,950	-31
Publisher	-42,950	31,240	0	-11,710
Denmark Dox Film	-36,869	19,615	10,008	-7,246
Beijing Design Week	-214,700	33,224	83,564	-97,912
White Worlds Peter Callesen Exhibition	-52,000	24,684	27,366	50
Nordgreen Design	-25,916	0	6,058	-19,858
Residency Cecilie Waagner Falkstrøm	-23,600	0	23,534	-66
Artist activities during residency	-10,000	1,251	8,763	14
Steen Kørner Studio	-90,000	0	90,000	0
BJ Design Week - Small Planet events	-82,301	27,647	42,861	-11,793
BJ Design Week - Happy Wall v/T. Dambo	-68,440	63,865	0	-4,575
BJ Design Week- WoCo event	-12,790	2,799	6,719	-3,272
Asia's coordination for ICP	-59,655	59,655	0	0
Urban Dialogue-CPH	-97,641	61,775	35,824	-42
100% Copenhagen exhibition	-68,182	10,260	59,419	1,497
Other projects, China	-21,084	1,500	19,504	-80
China, total	-1,111,449	392,030	561,520	-157,899

Cultural project financial statements 2018

	Income DKK	Payroll DKK	Other expenses DKK	Profit/loss DKK
Orelhao composer residency - Scenatet	-125,714	122,842	202,487	199,615
Journey to the Green Shadows CPH Stage	-17,300	4,958	12,247	-95
Dia da Europa - EUNIC	-49,668	12,000	37,392	-276
CineKlap – film presentation	-16,800	8,326	8,462	-12
CPH Stage Brazil to Denmark	-14,000	0	14,607	607
Jobim Jazz Tour Denmark	-50,000	30,267	23,817	4,084
Crash Dance BR 2018	-179,080	89,297	110,668	20,885
Pernille Kløvedal Helweg FLIP & FLUP	-20,000	3,325	27,196	10,521
KLO Tour	-65,555	62,500	0	-3,055
Ponte Nordica	-329,422	162,876	165,353	-1,193
Dansque Festival 2018	-265,133	611,968	609,761	956,596
Jubilee Book 2018	-14,774	0	14,774	0
Other projects, Brazil	-7,020	0	114,440	107,420
Brazil, total	-1,154,466	1,108,359	1,341,204	1,295,097
Dance tour from India	-11,847	0	23,749	11,902
India, total	-11,847	0	23,749	11,902

Field trips and other income-generating projects

	Income DKK	Expenses DKK	Profit/loss DKK
Denmark	-1,335,978	1,049,399	-286,579
Benelux, Germany	-685,396	688,191	2,795
Poland	-173,019	123,337	-49,682
The Baltic States	-440,693	305,665	-135,028
Russia	-202,236	156,112	-46,124
China	-101,816	63,943	-37,873
Brazil	-142,986	139,185	-3,801
India	0	0	0
	-3,082,124	2,525,832	-556,292

Appendix 2: Reporting on the framework agreement 2018

The Danish Cultural Institute (“DCI”) has entered into a framework agreement with the Ministry of Culture Denmark (“MCD”) for the period 2017 to 2020.

The following pages specify the progress in 2018 with regard to the overall targets of the framework agreement and summarise DCI’s approach to ”recommendations on good governance in self-governing institutions”.

The DCI activities will be further described in the management commentary for 2018.

2018 performance

Overall, DCI considers the performance for the year to be satisfactory. All performance targets except 1.1a, e and 1.3 regarding cultural projects in German-speaking areas, the cooperation with the other Danish institutes and the best-practice reports have been achieved.

Based on a new supplement to the strategy for 2018, which increases the focus on relevance, visibility and economic sustainability, DCI is discussing the regulation of targets with the Danish Agency for Culture and Palaces (“DACP”).

As far as the indicators are concerned, DCI has decided to change the method of accounting for some activities, as it no longer makes sense, based on changed initiatives, strictly to focus on major collaborative projects. Instead, the extent of DCI’s activities will be calculated as the number of cultural projects that may vary from individual events to major festivals and EU projects.

Performance target 1.1. Better geographical reach

In 2018, DCI got the go-ahead to open a cultural institute in India, thereby covering a new geographical region, and a country that is about to have one of the world’s largest economies and number of inhabitants. A development that will also affect Denmark.

The agreement was signed at the meeting between Prime Minister Narendra Modi and Prime Minister Lars Løkke Rasmussen at the Nordic-Indian summit in Stockholm in April, and in August 2018, DCI appointed Thomas Sehested as Head of Institute of the future branch. Just before Christmas 2018, the opening of the branch in New Delhi was scheduled for 19 January 2019 by Prime Minister Lars Løkke Rasmussen, the Chairman of the Carlsberg Foundation, Flemming Besenbacher, and the new Secretary General at DCI Camilla Mordhorst.

1.1 a) Germany:

The position as head of institute in Brussels was vacant half of 2018. It affected the level of activity. Consequently, only two major cultural projects were carried out in German-speaking areas in 2018:

Aqua Sonic performed at the Mannheim Summer Festival with its spectacular underwater concerts.

Appendix 2: Reporting on the framework agreement 2018

Together with Danish and German partners, activities were organised during the celebration of the composer Rued Langgaard's 125th anniversary. These activities consisted of a *Rued Langgaard symposium* and the performance of his opera "Antichrist" at the Mainz Staatstheater, as well as a contribution to the celebration of the composer at Universität für Musik und Darstellung in Vienna.

1.1 b) Initiatives in Asia by the International Cultural Panel:

The agreement on DCI Beijing's role as coordinator for the International Cultural Panel's ("ICP") initiatives in Asia was signed in 2018, and an ongoing dialogue is taking place between DCI and the embassies in Tokyo and Seoul regarding the cross-coordination of projects in connection with the initiatives to be launched in Southeast Asia in 2019 and 2020.

1.1 c) Major cultural initiatives:

DCI is increasingly focusing on developing, and partnering with, several major cultural initiatives, which include at least one partner from countries where DCI does not have a branch.

Also, DCI has partnered up with two major EU collaborative projects that received grants in 2018, one of which as a lead partner. DCI considers this a breakthrough regarding the possibility of entering future EU projects.

In 2018, the collaborative projects took place in the Baltic Sea region, as well as the Nordic countries and North-west Russia, which are strongly interested in bridging and learning from each other's experiences. The majority of the projects are about social sustainability, urban development and communities, as well as the exchange of experience of artistic collaborations and music teaching environments.

In the first part of the Nordic-Russian project "Waterfront" (2015-16), Russian and Nordic partners developed cultural activities focusing on creating knowledge about climate change in Northern Europe and communicating this knowledge to especially young people in the region.

The Waterfront 2 project is a spin-off of this project, which focuses on urban spaces at waterfronts and social communities. The project was launched during the Nordic Weeks in St. Petersburg in October 2018 and will run in 2018-2019. The project also includes activities in Sweden and Finland.

DCI Russia also carried out the project "Strengthening knowledge building and networking of professional music schools in the Baltic Sea region" (2017-18). The project was supported by the Nordic Culture Fund ("NCF") and included activities in St. Petersburg, Copenhagen, Stockholm and Helsinki.

DCI Estonia, Latvia and Lithuania were partners in the Northern Light Film Festival in Minsk, Belarus together with the Nordic Council of Ministers' ("NCM") office in Lithuania and the Northern Light Film Festival in Minsk.

Appendix 2: Reporting on the framework agreement 2018

DCI Brussels organised a celebration of Rued Langgaard's 125th anniversary at Universität für Musik und Darstellend in Vienna, Austria.

DCI Estonia, Latvia and Lithuania, as well as DCI Copenhagen, are lead partners in the EU BSR Interreg Project "UrbCulturalPlanning" (total budget granted DKK 17.6 million). The project will be launched over the years 2018 to 2021 and includes 14 partners in seven Baltic Sea region countries.

DCI Estonia, Latvia and Lithuania, as well as the DCI Head Office, are also part of the EU BSR Interreg grant for the Creative Ports project (total budget granted DKK 22.3 million, of which DKK 1.5 million is for DCI).

1.1. d) Pop-up projects:

DCI also extends the diversification of its activities by carrying out pop-up activities in countries where DCI does not have any branches. In 2018, these activities included Turkey, Ukraine and Belarus.

In 2018, DCI gave a higher priority to its initiatives in Turkey that are organised through the DCI Head Office. During 2018, a network of Turkish partners was further developed in preparation for more activities in the future.

In 2018, three projects were carried out in Istanbul: a children's culture festival in collaboration with the Danish Consulate General supported by Danish companies; a showing of films and a visit to the Istanbul Film Festival; and performances and workshops by the Theatre Minsk at the ATTA International Arts Festival for Children and Young People (a collaboration that continues in 2019 with a Turkish visit to CPH Stage and the SPRINGFestival).

In 2018, DCI decided to check the possibilities of doing activities in Ukraine, which has subsequently become a new focus area for DCI. The activities will be organised by the DCI Head Office and the branches in Riga and Warsaw. In 2018, DCI made a "feasibility study" that works as a basis for the activities that will be launched in the next few years.

In 2018, DCI also contributed to two small projects in Ukraine.

1.1 e) Cultural projects with the Danish institutes/players abroad:

Finally, the DCI Head Office has continued the dialogue with the Danish Egyptian Dialogue Initiative ("DEDI") on cooperation about an international content for the Cultural Meeting Mors in 2019, where the other Danish institutes are invited to join the collaboration.

Appendix 2: Reporting on the framework agreement 2018

Performance target 1.2. To inspire Danish artists and cultural players for the purposes of development

DCI continued the evaluations carried out together with Rambøll. The purpose is to evaluate how satisfied Danish artists and cultural players are in terms of being inspired by participating in one of DCI's international, collaborative projects. An inspiration that helps develop their methods and influence their future work, and with it the artistic environment in Denmark.

DCI sent evaluation forms to 114 artists/players, of which 67 were answered. The average rating of satisfaction with the degree of inspiration on a scale of 1 to 7 was 6.1.

In 2018, DCI completed 231 cultural projects and 165 consulting assignments.

Performance target 1.3. To develop the quality of work on cross-over projects

In 2017, DCI produced a draft cross-over report. No reports were prepared in 2018. It has been decided not to continue with the cross-over reports, and instead, DCI will find another way to show how it develops the quality of its activities given that the value of the report does not measure up to the preparation efforts. The number of cross-over projects was 140 in 2018.

Performance target 1.4. To create visibility in Denmark regarding DCI's activities abroad

In 2018, DCI focused on increasing its visibility in national media to reach a wider public, and in this way to cover more target groups, politicians and opinion-formers as well as the general public. We aimed for public mention ten times in 2018, but we reached as much as 33 times in national media.

There were three interviews with Camilla Mordhorst, who was appointed Secretary General on 1 January; an eight-page feature story in Politiken about the culture under pressure in Brazil that included an interview with Maibrit Thomsen, Head of Institute; five articles on the opening in India; mention in Berlingske Tidende of the Rued Langgaard celebration in Vienna; an interview in Politiken by Marie Tetzlaff, Head of Institute, with Inger Christensen's Russian translator; an article in Information by the ballet critic Anne Middelboe about the Russian ballet festival; and at least twenty radio interviews with DCI heads of institute on culture, politics, society, and standards in the countries concerned.

SoMe initiative: Also, DCI has worked to become visible on social media and, in 2018, DCI produced four videos to gain visibility among the general public. The reach of the two videos shown in 2018 is considered satisfactory with 13,000 views of the video that reached most people.

Appendix 2: Reporting on the framework agreement 2018

DCI continues to organise events in Denmark that are inspired by its international projects, for example:

- The exhibition “Look! Polish Picture Book”, a presentation of the Polish picture book in collaboration with the Baltic Sea Cultural Centre in Gdansk. The exhibition included workshops and was first shown in Dokk1 in Aarhus, and later that year at Blågårdens Bibliotek, Copenhagen.
- Baltic Frames Documentary Film Festival in Øst for Paradis, Aarhus, and then in Cinemateket, Copenhagen.
- Two showings of film (a Turkish and an Indian film) at the Power of Women Festival, Copenhagen, with a debate on women’s rights.
- RagaJazz (DK/IN) concerts at the Cultural Meeting Mors and in Brorsons Kirke, Copenhagen.
- Daniel Jobim Quartet (BR/DK) concerts: one at Kongens Have during the CPH Jazz Festival, and one at the music venue Dexter, Odense.
- DCI Poland supported Jacob Kullberg and the Polish New Music Orchestra’s concerts in Birkerød and at the Klang Festival, Copenhagen.
- Visitors’ programme for the Brazilian composer Valéria Bonafé in connection with the Klang Festival, Copenhagen.
- Visitors’ programme for stage performers and producers from Brazil, the Baltic States and Brussels for CPH Stage. The play “The Journey to the Green Shadows” was performed by a Brazilian actress at Theatre Play.
- Three interviews at the Cultural Meeting Mors. Workshops on the Danish-Indian cultural cooperation in connection with the DCI Council meeting. A talk at DCI Copenhagen by the Sudanese satirical cartoonist and political activist Khalid Albaih.
- Architectural students from the Royal Danish Academy of Fine Arts exhibited projects at the Academy from an exchange project in Beijing.
- DCI Estonia, Latvia and Lithuania partnered with an open Danish-Latvian architectural sketch competition for TabFab - a former tobacco factory in Riga to be rebuilt into a cultural centre.

Overall, DCI’s visibility has improved, and the performance targets have been achieved, but the potential is much bigger than that, and that is why DCI has raised its performance targets internally in the years to come.

Performance target 2.1. Strengthen professional advice to Danish (and foreign) partners

DCI continued the evaluation process in cooperation with Rambøll. In 2018, DCI sent out evaluation forms on 165 consulting assignments, of which 88 were answered. The average rating was 6.5 on a scale of 1 to 7.

Good governance in self-governing institutions

DCI continuously focuses on recommendations for good governance in self-governing institutions and assesses to comply with the recommendations specified. In 2018, DCI developed a project system that ensures a much better overview of its many projects in different countries. The system is ready for use from the beginning of 2019.

ACTIVITY	PERFORMANCE TARGET	OPERATIONAL TARGET	2017	2018		2019	2020
Cultural project	1.1 Better geographical reach	DCI carries out a number of major cultural projects in German-speaking areas with a target of 5 in 2017 and 7-10 in 2018 to 2020. Indicator: Number of major cultural projects. Smaller cultural projects can be grouped to form a larger project.	Target: 5 Achieved: 2	Target: 7 Achieved: 2	DCI contributed to: Aqua Sonic underwater concerts at the Mannheimer Summer Festival In Mannheim and Schwetzingen Rued Langgaard exhibition, symposium and performance of his opera Antichrist at Staatstheater Mainz and contribution to the 125th anniversary of Rued Langgaard at Universitat für Musik und Darstellung in Vienna	Target: 8	10
		DCI undertakes to coordinate initiatives in Asia according to ICP's strategic action plan through the DCI branch in China. Indicator: According to agreement	Agreement with DACP on coordination of ICP initiatives in Asia.	Meetings have been held on an ongoing basis to coordinate initiatives.			
		As a minimum, DCI takes part in 1 major cultural event or collaborative project, which includes at least 1 partner from a country where DCI does not have any branch. Indicator: Number of major collaborative project completed.	Target: min 1 Achieved: 3 3 applications for major collaborative projects have been filed.	Target: 2 Achieved: 4 2 major EU grants, of which 1 with DCI as lead partner	Contributor to the 125th anniversary of Rued Langgaard at Universitat für Musik und Darstellung in Vienna Lead partner on the Waterfront 2 project launched in St. Petersburg, Russia – with Nordic and Russian partners Major grants: EU BSR Interreg grant 2018-21 for UrbCulturalPlanning –	Target: 2	2

ACTIVITY	PERFORMANCE TARGET	OPERATIONAL TARGET	2017	2018		2019	2020
					<p>14 partners from 7 countries in the Baltic Sea region. DCI is lead partner.</p> <p>EU grant 2018-21 for the Creative Ports project, the Goethe Institute in Germany is lead partner, DCI is partner.</p> <hr/>		
		<p>DCI carries out a number of pop-up cultural projects annually in countries where DCI does not have any branches, with a target of 4 in 2017 and 2018, and 5 in 2019 and 2020.</p> <p>Indicator: Number of pop-up projects completed.</p>	<p>Target: 4 Achieved: 5</p>	<p>Target: 5 Achieved: 7</p> <p>(DCI was partner on 3 cultural projects and contributor to 4 cultural projects.)</p>	<p><i>Turkey:</i> Partner in the ATTA International Arts Festival for Children and Young People in Istanbul, Turkey - programme with Theatre Minsk performances and workshops</p> <p>Partner in the children's culture festival in Istanbul in collaboration with the Danish Consulate General and Danish companies.</p> <p>Contributor to the Istanbul Film Festival</p> <p><i>Belarus:</i> Partner in the Northern Light Nordic-Baltic Film Festival in Minsk in collaboration with the NCM office in Lithuania and the Nordic Lights Film Festival.</p>	5	5

ACTIVITY	PERFORMANCE TARGET	OPERATIONAL TARGET	2017	2018		2019	2020
					<p><i>Ukraine:</i> Contributor to cultural projects in Ukraine with 2 minor events: ”Creative Ukraine” in Kiev - presentation by Head of Institute Simon Drewsen Holmberg</p> <p>Presentation at VELOFORUM by Jens Peter Hansen from the Danish Cyclists’ Federation and the European Cyclists’ Federation</p>		
		<p>DCI will carry through cultural projects in collaboration with the Danish institutes abroad.</p> <p>Indicator: Number of cultural projects with Danish institutes abroad.</p>	<p>Bilateral meetings have been held with DEDI in Cairo and the Danish House in Palestine.</p> <p>A joint dialogue has begun through MCD.</p> <p>Project not yet completed.</p>	<p>Target: 2 Achieved: Project not yet completed.</p>	<p>A dialogue has been initiated with DEDI in Cairo regarding cooperation on a joint programme at the Cultural Meeting Mors in 2019.</p>	3	3
	1.2 To inspire Danish artists and cultural players for the purposes of development	<p>DCI will conduct evaluations with Danish artists/organisations.</p> <p>Indicator: Number of evaluations made annually</p>	<p>Achieved:</p> <p>Together with Rambøll, DCI conducted an evaluation, where 82 were asked to participate, 52 responses were received.</p>	<p>Target: 35 Achieved: 67</p>	<p>Together with Rambøll, DCI conducted an evaluation, where 112 were asked to participate, 66 responses were received.</p>	40	40

ACTIVITY	PERFORMANCE TARGET	OPERATIONAL TARGET	2017	2018		2019	2020
		In the evaluations, DCI will be satisfied with an average rating above 4, measured on a scale of 1 to 7. Indicator: Average rating in all evaluations.	Target: >4 Achieved: 6.27	Target: >4 Achieved: 6.1		>4	>4
		Key figure: Total number of cultural activities carried out annually.	Target: 1.000 Achieved: 900 The number is lower than the expected 1,000, but a higher degree of own larger productions/self-initiated projects.	Target: 1.250 activities Achieved: 231 projects	DCI has decided to change the calculation method from individual subactivities on a project to counting only the main project.	1.400	1.450
	1.3 To develop the quality of work on cross-over projects	DCI will produce 4 best-practice reports during the framework agreement period. The reports must cover 4 different cross-over areas. Indicator: Number of best-practice reports completed.	The report writing did not begin till mid-2017, however the first draft report on best practices in arts and culture educational projects (with special reference to children and young people) has been prepared. The report is scheduled for completion on 1 July 2018.	Target: 1 Achieved: no new report has been prepared		1	1

ACTIVITY	PERFORMANCE TARGET	OPERATIONAL TARGET	2017	2018		2019	2020
		Key figure: Total number of cross-over projects completed.	About 80% of DCI's projects has a positive effect on other areas of society (cross-over effect). I.e., out of the approx. 250 projects in 2017, 200 of them have a cross-over effect.	Target: 30 Achieved: 140		30	30
	1.4 To create visibility in Denmark regarding DCI's activities abroad	Indicator: Number of press coverage in nationwide media annually.	Target: 8 Achieved: 9	Target: 10 Achieved: 33	Examples: <i>Interview with Camilla Mordhorst in Politiken</i> , 4 December 2018 Interview with Camilla Mordhorst on the radio programme "Kulturen" at P1 5 December 2018 <i>Politiken 6-page feature story about cultural life under pressure in Brazil, interview with Head of Institute Maibrit Thomsen</i> 26 November 2018	Target: 10	Target: 10

ACTIVITY	PERFORMANCE TARGET	OPERATIONAL TARGET	2017	2018		2019	2020
					<p><i>"The world's best orchestra plays Danish" about a Rued Langgaard concert in Vienna, Berlingske Tidende</i></p> <p>24 October 2018</p> <p><i>Denmark opens a cultural institute in New Delhi</i></p> <p>https://www.dr.dk/nyheder/udland/danmark-abner-kulturinstitut-i-new-delhi</p> <p>20 radio interviews with the heads of institute</p>		
Advisory services	2.1 Strengthen professional advice to Danish (and foreign) partners	DCI evaluates large, significant consulting assignments. 6 branches are expected in 2017, 7 in 2018 and 8 in 2019 and 2020. Indicator: Number of evaluations made annually	Target: 7 Achieved: 53	Target: 8 Achieved: 88	Together with Rambøll, DCI conducted an evaluation of 163 consulting assignments, 87 responses were received.	Target: 8	8

ACTIVITY	PERFORMANCE TARGET	OPERATIONAL TARGET	2017	2018		2019	2020
		In the evaluations, DCI will be satisfied with an average rating above 4, measured on a scale of 1 to 7. Indicator: Average rating in all evaluations.	Target: >4 Achieved: 6,5	Target: >4 Achieved: 6,5	The average rating is 6.5 in the 88 responses to this question.	>4	>4
		Key figure: Total number of consulting assignments carried out annually.	Target: 70 Achieved: 98	Target: 70 Achieved: 165	DCI carried out 165 consulting assignments in 2018.	Target: 80	80

Appendix 3: Financial statements of the special activities pool for 2018, see section 21(11)(23)(38) of the National Budget

In 2018, DCI was granted DKK 881 thousand from for special activities pool.

A total of DKK 926 thousand was available, of which the Government granted DKK 800 thousand in 2018, and DKK 126 thousand was transferred from 2017.

DKK 42 thousand has been carried forward to 2019, of which DKK 21 thousand relates to grants that have been accrued. The remaining DKK 21 thousand relates to grants reversed in connection with the financial reporting. Consequently, the amount is not earmarked for specific projects but will be allocated to new projects in 2019.

The special allocation is distributed according to DCI's "Guidelines for the special activities pool", which emphasise the five principles by ICP: quality, local interest, long-term perspective, cooperation among players, and communication.

The evaluation of the collaborations in which DCI has participated with Danish artists and cultural actors shows that DCI's projects generally meet the targets of long-term perspective and cooperation among the players. For example, 87% of the cultural actors responding to DCI's evaluation have worked with specific partners whom they also imagine working with in the future (Source: Evaluation 2018).

All grants are evaluated individually. The evaluation of three of the most significant grants is shown below. The following pages provide an overview of all amounts granted by the special activities pool.

Cultural Meeting Mors (Denmark)

The purpose of DCI's programme at the Cultural Meeting Mors was to show how international dialogue and artistic exchange inspire and contribute to higher artistic quality in Danish culture and art.

In 2018, the topic was "Building bridges", and DCI had, in consultation with the Cultural Meeting Mors, selected subject matter that covered the near Europe (Russia, Latvia and the francophone part of Europe were chosen). Moreover, the programme included a focus on India to show that DCI is also becoming active in terms of artistic and cultural exchange with India.

In the programme for Latvia, DCI had decided to invite an artist who has worked a lot with patriotism and whose artworks build bridges throughout history to unify the general "population". Here, art was used to verbalise and unify people across disagreements and a sensitive history.

As for the invited artists and cultural actors, DCI used the Cultural Meeting Mors programme to place them in other conversations or networks, so that they benefited as much as possible from participating. The interest and the number of visitors were satisfactory.

Appendix 3: Financial statements of the special activities pool for 2018, see section 21(11)(23)(38) of the National Budget

C:NTACT and the People's Democratic Festival on Bornholm (the Baltic States)

DCI participated in the People's Democratic Festival by a group of nine young people from Estonia, Latvia and Denmark. It was four very inspirational days filled with performance, discussions, pleasant meetings – and a visit by the Estonian Minister of Culture.

The group started with tests in Copenhagen before travelling to Bornholm, where two democracy performances took place. One was staged in Folkemødehuset, while the other was in the NCM tent. Both events were well attended by a curious audience who was eager to participate in the discussion with the young performers. The topics were integration, civil rights and young people's commitment to democracy.

The project contributed to a discussion on democracy across borders, and networks were created between the young performers but also with the DCI partners.

“White Worlds” a Peter Callesen exhibition (China)

An exhibition with 35 of Peter Callesen's magical and neatly carved miniature worlds. The main room at DCI China was designed as an installation with paper sculptures on podiums, each work under glass as its own small, closed and white universe. Common to them all was that they were made of white A4 paper. The starting point for the production of these sculptures was to use only one sheet of paper for each work. Sometimes bits of paper had been removed, but more paper had never been added.

Peter Callesen was responsible for the exhibition and participated in many media events during his visit, just as he gave a public lecture at the Central Academy of Fine Arts (“CAFA”). Also, DCI China had arranged three talks by Chinese paper artists. “White Worlds” was seen by 20,553 visitors.

The project has matched the statement of purpose in the application of building bridges between Danish and Chinese paper art. Likewise, the results achieved and the inherent effects meet the targets in the application.

Appendix 3: Financial statements of the special activities pool for 2018, see section 21(11)(23)(38) of the National Budget

	<u>Amount (DKK)</u>
Danish-Chinese Literature Forum in Beijing	9,706
Cultural Meeting Mors 2018	74,313
Indian exhibition at RoS Gallery	11,800
Denmark, total	<u>95,819</u>
60 years of film music at Lübeck Filmtage	23,150
Alex Jønsson Trio Luxembourg	2,980
Anna Bak: Letters	3,270
Bournonville Today	1,500
Brace for Impact – sound art	7,450
Brussels International Film Festival	16,400
CPH Stage professional Belgian stage performers	4,500
Go-Short Int. Short Film Festival	3,750
Karen Toftegaard Het Theatre Festival	3,500
Meet the Writer: Carsten Jensen	3,530
Mikkel Ørsted Sauzet at Maison CFC	7,875
Transpoesie - Christina Hagen	9,093
Utzon at Bozar Dujardin, curator	7,000
Woluwe-Saint-Pierre Library	1,000
Workshop in the Belgian Comic Strip Centre	2,345
Benelux and Germany, total	<u>97,343</u>
A Sunday in the Country	2,600
AIR WRO residency	3,000
The Anders Mogensen Quintet	1,840
Bournonville Today, documentary	1,500
Danish & Polish children's theatre	4,761
Danish women's film in Lublin	180
Poems in the City	3,900
Home, Sweet Home DK Design children	4,000
Krakow Photomonth	1,700
Kristine Stolz – Danish literature	5,200
Miasto movie	1,000
Music design from Szczecin	16,602
Musica Polonica Nova 2018	-3,194
New Horizons Studio+	7,200
Spoke'nN Word Festival	7,830
Poland, total	<u>58,119</u>

**Appendix 3: Financial statements of the special activities pool for 2018,
see section 21(11)(23)(38) of the National Budget**

	<u>Amount (DKK)</u>
365 Refugees Photo Exhibition	201
C:NTACT and the People's Democratic Festival on Bornholm	44,000
CPH Stage – New Circus	4,264
Endless Labyrinth	17,832
Give Up the Ghost, Baltic Triennial	10,000
National Identity – Cultural Meeting 2018	10,138
Riga International Film Festival IFF	18,455
Vinyl record launch Christian Skjødt sound artworks	3,673
EUNIC Future Heritage of Today Exhibition	9,000
The Baltic States, total	<u>117,563</u>
Anne Middelboe Christensen in conference	4,513
Annette Faye and children's rights	7,253
Bjarke Mogensen Mariinskij concert	20,000
Bjarne Schilling	9,500
Bournonville Today, documentary	1,500
Karoline Stjernfelt, Nordic Weeks	6139
Lars Møller, Petro Jazz Festival	11,200
Margrethe Floryan, conference	2,606
Morten Hahn-Pedersen	4,486
My Harbour	13,507
Nina Christensen, reflective child readers	4,849
Orla Madsen at the Peter the Great Congress	2,000
Søren Ulrik Thomsen in Danish and Russian	6,930
Travelling exhibitions 2018	200
Russia, total	<u>94,683</u>

Appendix 3: Financial statements of the special activities pool for 2018, see section 21(11)(23)(38) of the National Budget

	<u>Amount (DKK)</u>
100% Copenhagen exhibition	50,000
Bournonville Today, documentary	1,500
Hope & Fear, video installation	30,000
Artist activities during residency	10,000
Residency Cecilie Waagner Falkenstrøm	23,600
The Art of the Chair Exhibition	2,700
White Worlds Peter Callesen Exhibition	52,000
China, total	<u>169,800</u>
CineKlap – film presentation	16,800
CPH Stage	14,000
Dansque Festival 2018	66,033
Dia da Europa - EUNIC	20,500
Jobim Jazz Tour Denmark	50,000
Orelhao composer residency - Scenatet	31,000
Pernille Kløvedal Helweg FLIP & FLUP	20,000
Journey to the Green Shadows CPH Stage	17,300
Brazil, total	<u>235,633</u>
Dance tour from India	11,847
India, total	<u>11,847</u>
Total	<u>880,807</u>