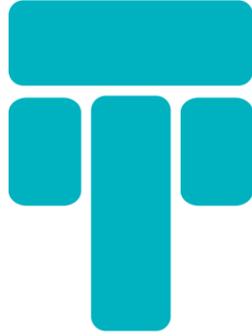




# ANNUAL REPORT 10



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## 1. MEMBERS OF THE BOARD 2010

### **Knut Pihl**

Siviløkonom  
Chairman

### **Hilde Borgir**

Cand. Polit./specialist in education  
Deputy Chairperson

### **Erling Storm**

Chairman of the Board, Storm-Elektro A/S  
Board Member

### **Willy Østreng**

Scientific Director/Professor  
Centre for Advanced Studies, The Norwegian Academy  
of Science and Letters  
Board Member

### **Liv Arnesen**

Expedition leader/writer/teacher  
Board Member

### **Arne Hjeltnes**

Managing Director, Creuna A/S  
Board Member

### **Maja Bauge**

Director of the Kon-Tiki Museum  
Board Member  
(retired from the Board autumn 2010)

### 1.1 Management of the Institute

#### **Beate Bjørge**

Master of Management  
Managing Director

### 1.2 Auditor

#### **Knut S. Holtan**

Authorised Public Accountant  
KPMG AS

## 2. THE THOR HEYERDAHL INSTITUTE - AN INSTITUTE REFLECTING THE VISIONS OF THOR HEYERDAHL

The main objective of The Thor Heyerdahl Institute is to continue and develop Thor Heyerdahl's concepts and ideals within interdisciplinary research, international dialogue and protection of the global environment.

The vision of the Institute is to initiate a range of national and international projects that can help promote an increased understanding of entirety and context through dialogue and collaboration across national borders. This can be achieved through the stimulation and dissemination of knowledge across academic disciplines.

The projects implemented by the Institute are intended to be inspiring, challenging, boundary breaking and bridge building.

### 2.1. Institute profile

The Institute aims to be deliberate and goal-oriented in its actions, at the same time as being an active participant and contributor on a local, regional, national and international level. The long-term strategy it has followed since 2002 has enabled it to develop into an organisation in which the collective value creation on the part of the Board and Institute management has created an attitude that dares to think on a large scale and is willing to learn from experience. The results can be described as entrepreneurial in various national contexts, such as the Thor Heyerdahl Professorship and the annual conference, The Thor Heyerdahl International Day, which takes up themes related to the global challenges of our time. International educational co-operation is also a major area of activity, with Masters degree courses such as the MSc in Cultural Heritage Studies (2005-2008) and an MSc in International Tourism (Heritage Management) from 2010/2011. These degree courses are the result of a partnership with Glasgow Caledonian University, Scotland.

The Thor Heyerdahl Institute is not intended to be a traditional research institute. Its ambition is to be a centre or forum for initiating activities and projects that

take place either at the Institute or at other locations. Prioritised tasks include developing project ideas and taking the initiative to approach relevant co-operative partners. In terms of research, the setting up of a Thor Heyerdahl Professorship and the dissemination of research in connection with The Thor Heyerdahl International Day are of central importance.

*The concepts and ideals of Thor Heyerdahl are being developed and continued, as is demonstrated by the work of the Institute in Larvik.*

### 2.2 Work of the Board 2010

Four Board meetings were held in 2010. The accounts and budget were presented at all the meetings.

Parallel with the results achieved it has also been important to develop the organisation and its profile on a continuous basis. In 2010 the Institute held two seminars on organisational development. These seminars were based on a method called foresight and included brain-storming, group work and discussions. The Board, Institute management and other resourceful individuals took part in the seminars, which adopted a three-pronged approach:

- to open up for free discussion with regard to the Institute's potential for international influence
- to develop concrete ideas for the future
- to give the focus on Heyerdahl in Norway a "lift"

In 2008/2009 the Institute went through a process of change and development, with new goals and decisions aimed at establishing a fresh platform for the Institute in terms of research and the dissemination of information. A new strategic profile was also defined.

The Board members represent a national team with extensive national/international networks and expertise. They work on a voluntary basis and strengthen the Institute's profile and potential for further development.



### 3. THE INSTITUTE'S CONSOLIDATION OF THOR HEYERDAHL'S HERITAGE

"Outside Norway Thor Heyerdahl was one of our most famous, most admired and respected men. At the same time, he was undoubtedly controversial, particularly in academic circles. Thor Heyerdahl worked tirelessly to find answers to a number of historical mysteries. His merits are uncountable, he inspired people to join him on the most hazardous projects, and he achieved the goals he set himself regardless of how Utopian they might have appeared to others." (Source: Kock Johansen, 2003)

The Institute has worked with several goal-oriented long-term strategies since 2002 in order to consolidate the heritage of world citizen Thor Heyerdahl. This work has produced concrete results and the Institute is now involved in a wide range of local, regional, national and international projects.



### 4. WHAT HAPPENED IN 2010?

#### Project overview

No.	Title	Time period	Theme
1.	<b>A four-year Thor Heyerdahl Professorship in co-operation with Noragric at the Norwegian University for Life Sciences (UMB)</b>	<b>2008-2012</b>	<b>Continued research and research supervision in environmental politics</b>
2.	<b>The Thor Heyerdahl International Day</b>	<b>Annual conference</b>	<b>Contemporary global challenges</b>
3.	<b>MSc International Tourism (Heritage Management). An interdisciplinary Masters degree in co-operation with The Moffat Centre at Glasgow Caledonian University (GCU)</b>	<b>2011-2013</b>	<b>International educational co-operation</b> <b>National, regional and local expertise</b>
4.	<b>Local initiatives</b> <b>The Institute continues to have responsibility for several projects under the Larvik Municipality "Heyerdahl Town" project (2008-2010)</b>	<b>Annual</b>	<b>Institute as contributor</b>
5.	<b>Future premises for the Institute</b>	<b>Annual</b>	<b>National expertise in Larvik</b>



## 4. PROJECT REPORTS, WHAT HAPPENED IN 2010?

### 4.1. A four-year Thor Heyerdahl professorship in co-operation with Noragric at the Norwegian University of Life Sciences (UMB)

#### Summary

The establishment of the Thor Heyerdahl Professorship is a result of a four-year co-operative agreement with the Norwegian University of Life Sciences (UMB). The financial obligations associated with the appointment are divided equally between the two institutions. The main focus for the professorship is continued research and research supervision in environmental politics.

Professor Arild Vatn (PhD) was appointed to the professorship in autumn 2008 and has his place of work at UMB. He has a doctorate in agricultural economics from the Norwegian Agricultural University (NLH), obtained in 1983. Vatn has received international recognition for a number of publications and was recently awarded the Thorstien Veblen prize by the Association for Evolutionary Economics (AFEE) and the European Association for Evolutionary Political Economy (EAEPE) for his book "Institutions and the Environment". He is leader of The Research Council of Norway's "Environment 2015" programme committee and of the European Society for Ecological Economics (ESEE) 2006-2009. Furthermore, he is co-ordinator for Noragric's Masters programme in international environmental studies.

According to a memo written by Vatn, "the activities covered by the professorship will have a thematic and methodological focus. The main thematic input will be within environmental governance, with a strong emphasis on the relationship between the environment and development. In terms of methodology, the focus will be on adopting an interdisciplinary approach. The aim will be to continue to develop expertise on the interaction between social/political processes in naturally existing systems. Within this broad framework there will be a particular emphasis on how conditions can be created in order to change attitudes in a more environmentally friendly direction".

(Source: Vatn, 2008)

#### Theme

Four main thematic areas within environmental governance have been defined for the professorship:

##### a) Climate politics

Empirical and theoretical research directed towards initiatives and measures to reduce the emission of greenhouse gases.

##### b) Institutions and behaviour

Research projects directed towards what motivates people to adopt an environmentally friendly mode of behaviour and how institutional changes can create a framework for increased environmental involvement.

##### c) Health and development

The plan is to increase the focus on political and cultural aspects of health and development. One concrete measure is the appointment of a postdoctoral candidate to undertake a research project within water and sanitary policy.

##### d) Environmental governance

All the areas of research mentioned in points a)-c) are interdisciplinary. It is a specific aim to exploit the experience gained from this type of research in order to develop models and syntheses for the general implementation of interdisciplinary research.

#### Activities

Below is a description of Professor Vatn's activities during the period August 2009-2010. Much of his work was focused on the continued development and consolidation of activities initiated in 2008. Professor Vatn would like to emphasise the following areas:

##### Research development on climate politics

This includes the preparation of phase two of the project, the effects of REDD (Reducing Emissions from Deforestation and Degradation) on poverty and sustainable development, and the possibilities for justice, growth and environmental improvements. Financing has been secured for three years, with approximately NOK 12 million to seven partners, including NOK 3 million to Noragric. The project is being led by IIED (International Institute for

Environmental Development) in London, with Noragric and the Thor Heyerdahl Professor taking responsibility for the so-called pilot area studies that comprise the largest part of the project. This part includes research activities and an introduction of REDD architecture (architecture aimed at reducing emissions from deforestation in tropical areas) to five pilot regions in Brazil, Ghana, Tanzania, Uganda and Vietnam. Other participants from Noragric are Darley Kjosavik, Synne Movik and Pål Vedeld.

##### The establishment of a research group on Governance and Climate Change at Noragric

Vatn took the initiative to establish this research group and is its leader. A new Masters degree in International Environmental Governance has been set up at UMB.

##### Thor Heyerdahl Summer School in Environmental Governance

Vatn has been the initiator in the development of the Thor Heyerdahl Summer School in Environmental Governance. The school is intended as a course of study for doctoral scholars / young researchers and will be organised once a year for three years. The idea behind the school is to bring top young researchers from around the world together on a national and international level. Collaboration with Cicero, the Fridtjof Nansen Institute and the Norwegian Institute of International Affairs (NUPI) has been secured. The research school will maintain high academic standards and has already engaged as a lecturer the 2009 Nobel Prize winner in Economics (shared with Oliver Williamson), Professor Elinor Ostrom.

During 2009 and 2010 Professor Vatn has been a member of a government appointed committee to develop plans for future climate research in Norway. Details regarding publications, lectures and research conferences can be found on [www.heyerdahl-institute.no](http://www.heyerdahl-institute.no) under the Thor Heyerdahl Professorship and activities. Professor Vatn is experiencing an increasing number of invitations to hold the main lecture at international conferences. In particular, he was invited to hold a lecture together with the 2009 Nobel Prize winner for Economics at an event held at the University of Delft (May 2010). He has also entered into agreements with two English publishers, Edward Elgar and Routledge, for planned book projects. The aim is to finish one of the books by the end of 2011, while the other book is planned for 2012.

Professor Vatn was supervisor for seven Masters degree students in 2009-2010 and is responsible for teaching at Masters level in institutional economics and international climate politics. Professor Vatn was awarded the prize for the best Noragric educator by the students at Noragric.

It is a stated aim to keep the Norwegian public informed about the work and achievements of the Thor Heyerdahl Professorship. Most marketing efforts so far, however, have been directed towards Vatn's academic network. Another aim is for the professorship to become permanent. Meetings were held with the Minister/Ministry of Culture in 2010, but without any positive results or promises of permanence. The search for a permanent solution continues.

### 4.2. For five successive years (2006, 2007, 2008, 2009, 2010) the Institute has organised The Thor Heyerdahl International Day, with an international guest lecturer on a global theme

#### Summary

In 2010 the Institute organised The Thor Heyerdahl International Day for the fifth time. The day is always dedicated to a global theme, and has had the following titles:

2006	Global Identity. International lecturer, author Amin Maalouf, France/Lebanon.
2007	The Polar Regions and the Environment. International lecturer, Dr. Robert Corell, USA.
2008	Indigenous Populations in the World. International lecturer, Dr. Mary May Simon, Canada.
2009	Fighting for the Environment. International lecturer, Dr. Robert Corell, USA.
2010	Protection of the Global Environment. International lecturer, Tom Steinberg (UK), founder of mySociety. The event was organised in co-operation with the Norwegian University of Science and Technology (NTNU).

The aim of the conference is to honour the achievements and memory of Thor Heyerdahl, while at the same time making the Institute visible in the national arena as a forum for international social dialogue.

#### Theme

The theme in 2010 was "Protection of the Global Environment". It was the first time the Institute had organised the day in co-operation with a university. The choice of university was deliberate. NTNU prioritises green innovation and engages in extensive research on renewable energy, carbon capture and storage. New ship designs are tested in a giant ocean

basin, which constitutes one of NTNU's approximately 100 laboratories. Together with Sintef the university creates more new companies than any other research and education centre in Norway. This fits with the research and environmental profile of the Institute.

### Activities

The day consisted of three programme items; a formal reception, the main programme and dinner. There was a good level of participation for the programme items and 15 nationalities were represented on the day.

The international guest lecturer in 2010 was Tom Steinberg, founder and director of mySociety in the UK, a voluntary organisation that runs several UK websites on democracy and the environment. Professor Edgar Hertwich (NTNU) held a lecture on Carbon Footprints and Climate Responsibility, while Professor Arild Vatn (UMB) held a lecture on Humanity and the Environment, from Genetics to Climate Politics.

Trondheim Municipality hosted the Thor Heyerdahl International Day dinner at Leangen Gård in the evening – an experience to remember.

Despite the positive collaboration with NTNU, it is still an objective to improve national press coverage and attract more participants to the open main programme at future events. It is also possible that a university is not the kind of arena to be visited by the general public.

### 4.3. A new Masters degree from 2011, MSc International Tourism (Heritage Management), with an interdisciplinary focus

#### Summary

In partnership with Glasgow Caledonian University (GCU) the Institute has previously prepared and implemented an interdisciplinary Masters degree, MSc Cultural Heritage Studies at GCU from 2005-2008. Students from all over the world participated in this degree course, and scholarships were granted by Telemark and Vestfold county councils to five Masters students from Norway. The scholarship scheme was set up in response to an application from the partnership.

Work on a new Masters degree, MSc International Tourism (Heritage Management) builds on experiences from the first degree course as well as on international meetings with Vestfold, Telemark and Buskerud county councils on themes relating to cultural monuments, tourism and value creation during the period 2004-2009.

The Masters degree is intended to follow up the quality reform for higher education in Norway (Parliamentary white paper no. 27). This reform emphasises the importance of an extensive exchange of expertise across national borders.

#### Theme

The MSc International Tourism (Heritage Management) is an interdisciplinary Masters degree that is offered as a full-time, part-time or online degree to students across the world. The Institute has previously applied for and had approved a scholarship scheme from Vestfold County Council that will be used to recruit Norwegian students to this degree course.

The tradition that Great Britain has of partnerships between the public and private sectors and R&D environments represents a completely different way of developing and marketing cultural monument destinations and tourism. The Masters degree represents an international educational collaboration that has been met with both curiosity and positive feedback wherever it has been presented, including the Directorate for Cultural Heritage in Norway (Riksantikvaren).

The Masters degree will be implemented through online study meetings, at Glasgow Caledonian University's campuses in Scotland (Glasgow) and England (London), as well as at Vestfold University College facilities in Larvik.

#### Activities

In 2010 work on the Masters degree consisted of dialogue between the Institute and GCU. Representatives from Vestfold University College were also involved with regard to the use of their facilities for 1-2 meetings in Larvik during the course of the study period. The Institute aims to represent national expertise on a local and regional level. It will be necessary to continue co-operation with Vestfold University College and Larvik Municipality during the

implementation phase of the local Masters degree meeting(s).

The Institute is not aware of the existence of similar Masters degree programmes in Norway. The course is also unique in a European context. Feedback from Norwegian students who completed the previous Masters degree under the direction of the partnership is positive. They have all found relevant jobs in Norway after completing their studies and report that the international approach of the course represented a crucial academic contribution to their education.

### 4.4. Local initiatives

#### Summary

Since 2002 the Institute has aimed to be a national initiator of development in Larvik. Its efforts have been reflected in the following local initiatives:

- Organisation of the annual conference, The Thor Heyerdahl International Day, that has taken place in Larvik twice (2004 at Larvik Museum, 2009 at the arts centre, Kulturhuset Bølgen).
- Preparation and implementation of a local action plan to increase the visibility of Thor Heyerdahl in the town (2005).
- An active role in the steering group for the local municipal Heyerdahl Town project 2008-2010.
- A separate Heyerdahl Room at the local library as well as Heyerdahl books donated to various nurseries and schools in Larvik.
- Contributions by various lecturers to the local environmental conference.

*Work on these initiatives will continue.*

The objective of the local Heyerdahl Town project was to increase the visibility of Thor Heyerdahl in Larvik. This has been successful and the project was completed in 2010. Some initiatives from the project will be continued after the end of the project period and the Institute will take over responsibility for these from 2011.

#### Theme

The Heyerdahl Town project was based on several of the Institute's initiatives from the action plan for Larvik in 2005. It is positive that the Institute's aim to be a national idea creator for such local initiatives has been realised. The Heyerdahl Town project has produced concrete short-term and long-term results. The

financing of the project was covered by contributions from Larvik Municipality and Vestfold County Council.

### Activities

During 2010 work was undertaken to complete the Heyerdahl Town project and link various measures for the future to other organisations, including the Institute. The project has been extremely successful in increasing the visibility of Larvik as the birthplace of Thor Heyerdahl. One of the project strategies was to build up an identity for Larvik as "Heyerdahl's home town" with core values such as innovation, a sense of adventure and an open attitude. The purchase and restoration of Thor Heyerdahl's childhood home was a milestone in this process. Other initiatives worth mentioning include the project's co-operation with the local Østlandsposten newspaper to publish a book about Thor Heyerdahl and his childhood in Larvik. This book is now finished. A national sculpting competition was announced and implemented as part of the project and it has been decided to place Thor Heyerdahl sculptures at the entrance to the town and inner harbour. These will be a significant outward sign to market Larvik as the town where world citizen Thor Heyerdahl was born.

### 4.5. Future premises for the Institute

Establishing separate premises for the Institute in Larvik was discussed this year as part of the project development ideas for the inner harbour area. The case was discussed in Larvik Town Council in 2010. Part of the idea involves the establishment of a Thor Heyerdahl centre of expertise. The Institute was invited to join in the brain-storming process together with Larvik Municipality and Vestfold University College. This process will be continued by Larvik Municipality in 2011. A proposal for the use of Thor Heyerdahl's childhood home was also prepared this year. It could be an attractive arena for the Institute to use for future conferences, The Thor Heyerdahl International Day, seminars and lectures.

## 5. INCREASING THE VISIBILITY OF THE INSTITUTE'S COLLECTION IN THE HEYERDAHL ROOM AT LARVIK PUBLIC LIBRARY

Since 2000 the Institute has co-operated with Larvik Public Library on the development of a Thor Heyerdahl collection. In 2009, in co-operation with the local Heyerdahl Town project and Larvik Library, a separate Heyerdahl Room was established in the local library. It consists of a combined collection of Thor Heyerdahl books, videos and DVDs from the Institute and library.

Purchasing of books for the Institute's collection takes place in line with the activities of the Institute and in co-operation with an employee linked to both the Institute and Larvik Public Library. This employee also looks actively for books outside the usual channels. Flea markets, second-hand shops and antique shops in Norway are all possible sources of books that can extend the range and selection of the Institute's collection.

### Books are purchased in line with the following two collections:

- A basic collection covering the academic areas corresponding to or bordering on the Institute's areas of specialisation.
- A collection by and about Thor Heyerdahl as seen in the context of the library's own local collection. The library has a good local collection that includes books and a unique selection of newspaper articles spanning several decades. The local collection is being consolidated on a continuous basis and is a valuable resource for the Institute.

The Institute has previously been involved in initiating closer co-operation between Larvik Public Library and the library and collections of the Kon-Tiki Museum. The aim of this is to gain access to the various databases and library collections at the Kon-Tiki Museum. The museum houses a unique collection of archives and photographic material from Thor Heyerdahl's expeditions. This co-operation makes it easier for all parties to learn more about each other and covers the needs of all those interested in Heyerdahl on a local or regional level.

In co-operation with the Heyerdahl Town project, the Institute donated a collection of Thor Heyerdahl books in connection with the opening of the new Thor Heyerdahl sixth form college (videregående skole) in Larvik in 2009.

## 6. STRATEGY AND PRIORITIES

The Institute aims to follow a concrete and goal-oriented strategy at the same time as being an active social player contributing on a local, regional, national and international level. Long-term strategies from 2002 onwards have produced an organisation that is developing well. The Institute can be described as entrepreneurial in a variety of areas in a national context, for example through the Thor Heyerdahl Professorship, The Thor Heyerdahl International Day and as an expert contributor in the partnership with Glasgow Caledonian University, Scotland.

Based on certain pre-requisites work has been carried out in a goal-oriented manner and an attempt has been made to exploit all possibilities for results within a time-limited period. At the same time, the resource situation today does not permit the possibility of further development in terms of quantity and quality. In order to maintain the positive development of the Institute and its unique potential, a different working format and staffing policy is needed in the future. The strategy will be to maintain and build on the expertise and foundation that already exists. The Institute is now at a strategic crossroads and a "lift" in the form of increased staffing/expertise is necessary.

### The Institute – an important player in local and regional development

Larvik Municipality and Vestfold County Council have been involved from the start in building up and supporting the Institute. This has been crucial during the start-up and development phase.

The administration and Board of the Institute are very grateful for the support received and place great emphasis on being a national contributor and value creator for both the region and the local community in Larvik.



## 7. FUTURE AREAS OF FOCUS (2010-2014)

On the basis of its work from 2002-2009, the Institute aims to extend its level of ambition and achieve the following:

- Increase the grant from the state budget in order to increase staffing, make the development of more projects possible, as well as establish own premises.
- Make the Thor Heyerdahl Professorship permanent.
- Continue the Thor Heyerdahl International Summer School as part of the professorship.
- Continue to organise the annual Thor Heyerdahl International Day, a conference with a global theme. Location for the conference either in Norway or abroad.
- Organise The Thor Heyerdahl Competition, a competition for sixth form colleges (videregående skoler) in Norway, linked to the theme of The Thor Heyerdahl International Day.
- Organise international seminars/workshops and offer a Masters degree in partnership with Glasgow Caledonian University.
- Be a partner in the development of a national and international centre of expertise in Larvik.
- Maintain a continued focus in relation to Larvik Municipality and Vestfold County Council in order to achieve increased staffing, own premises, as well as develop a range of different projects.
- Be an active value creator in the development of Larvik Municipality and the Vestfold region.
- Follow up on the idea of a Heyerdahl Medal/Heyerdahl Prize/Heyerdahl Scholarship.
- Establish own premises for the Institute in Larvik, together with other organisations.

## 8. FINANCIAL SITUATION

Annual grants from Larvik Municipality, Vestfold County Council and the Norwegian Government provide the operational foundation for The Thor Heyerdahl Institute. The Institute has received annual funding through the Norwegian State budget since 2006.

In 2010 the Institute strengthened its financial situation considerably by achieving the right to use previously restricted trust funds from Larvik Municipality (NOK 1 million) and Vestfold County Council (NOK 3 million). This constitutes a reserve in the Institute's basic equity capital and its future consolidation.

In the future it would be an advantage to further strengthen the Institute with funding for additional employees in a variety of positions. The Institute needs access to greater expertise and resources in order to follow up established projects and develop new ones.

The Institute is developing well, but it is in a vulnerable position with a low level of staffing, an insecure future financial situation and lack of own premises. Budget applications to Larvik Municipality,

Vestfold County Council and the Norwegian Government are based on a vision of the Institute's unique possibilities and growth potential for the future.

The Thor Heyerdahl Institute has achieved solid results from 2002-2010 and is brave enough to think on an audaciously large scale for a future following in the footsteps of Thor Heyerdahl.



Foto: Odd Fjervoll

## 9. ACCOUNTS 2010

### THE THOR HEYERDAHL INSTITUTE, all activity

#### 9.1

Profit & Loss Account	Note	31-12-10	Budget 2010	31-12-09
<b>Operating income</b>				
Grant from Vestfold County Council	3	500 000	500 000	500 000
Grant from Larvik Municipality	3	500 000	500 000	600 000
Grant from Norwegian Government	3	1 124 000	1 089 000	1 089 000
Other income		4 000 000	0	0
<b>Total operating income</b>		<b>6 124 000</b>	<b>2 089 000</b>	<b>2 189 000</b>
<b>Operating costs</b>				
Salary and social costs	2	789 679	800 000	786 751
Short-term employment costs		340 598	350 00	188 994
Auditor's fee	2	32 250	30 000	27 700
Accountant's fee		102 248	80 000	154 209
Office costs/meetings/courses		56 606	50 000	176 354
Travel and allowance costs		30 852	20 000	51 449
Professorship		466 600	466 600	1 633 100
Thor Heyerdahl International Day		249 532	225 000	398 761
The Thor Heyerdahl Competition		0	0	101 679
Marketing/Web/materials		273 797	300 000	236 552
Organisational development/branding strategy		60 083	0	0
Other operating costs		22 739	17 400	65 596
<b>Total operating costs</b>		<b>2 424 985</b>	<b>2 339 000</b>	<b>3 821 145</b>
<b>Operating profit/loss</b>		<b>3 699 015</b>	<b>-250 000</b>	<b>-1 632 145</b>
<b>Financial income and costs</b>				
Financial income		209 219	250 000	250 614
Financial costs		250	0	4 220
Net financial costs		208 969	250 000	246 394
<b>Annual profit/loss</b>	<b>3</b>	<b>3 907 984</b>	<b>0</b>	<b>-1 385 751</b>
Allocated to other equity	3	4 374 584	0	247 349
Allocated equity with external restrictions	3	-466 600	0	-1 633 100
<b>Total revaluations and transfers</b>		<b>3 907 984</b>	<b>0</b>	<b>-1 385 751</b>

THE THOR HEYERDAHL INSTITUTE, all activity

9.2

Balance Sheet

	Note	31-12-10	31-12-09
Fixed Assets			
<b>Current assets</b>			
Other receivables		26 972	40 806
Bank account DNB 7058.06.70847		446 694	797 086
Bank account tax deductions		68 047	32 038
Deposits DnB	4	6 570 281	8 025 139
<b>Total current assets</b>		<b>7 111 994</b>	<b>8 895 069</b>
<b>Total fixed assets</b>		<b>7 111 994</b>	<b>8 895 069</b>

Equity and liabilities

Equity and liabilities

Equity paid in

Founding equity	3	200 000	200 000
<b>Total equity paid in</b>		<b>200 000</b>	<b>200 000</b>

<b>Other equity</b>	3	6 264 490	1 889 908
Equity with externally imposed restrictions	3	301 087	767 687
<b>Total accrued equity</b>		<b>6 565 577</b>	<b>2 657 595</b>
<b>Total equity</b>		<b>6 765 577</b>	<b>2 857 595</b>

Liabilities

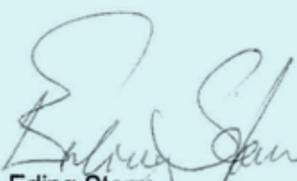
Short-term liabilities

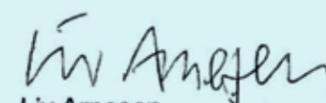
Accounts payable		17 821	1 761 247
Tax deductions and other deductions		28 277	28 215
Funds owed	4	0	4 000 000
Grant - Masters scholarship scheme		160 000	160 000
Other short-term liabilities		140 319	88 012
<b>Total short-term liabilities</b>		<b>346 417</b>	<b>6 037 474</b>
<b>Total liabilities</b>		<b>346 417</b>	<b>6 037 474</b>
<b>Total equity and liabilities</b>		<b>7 111 994</b>	<b>8 895 069</b>

Oslo, 09.03.2011

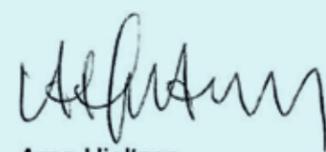
  
Knut Pihl  
Styreleder

  
Hilde Lise Lindhjem Borgir  
Nestleder

  
Erling Storm  
Styremedlem

  
Liv Arnesen  
Styremedlem

  
Willy Østreng  
Styremedlem

  
Arne Hjeltnes  
Styremedlem

  
Beate Bjørge  
Daglig leder



## 9.3 Notes

### Note 1 - Accounting principles, important items in the accounts

The annual accounts consist of a Profit & Loss Account, Balance Sheet and Notes, prepared in accordance with Norwegian legislation for trust funds, Norwegian accounting law and generally accepted accounting practices for small businesses as per 31 December 2010. The annual accounts are based on the fundamental principles and classification of assets and liabilities as defined in accounting legislation. With regard to the use of accounting principles and presentation of transactions and other details, particular emphasis has been placed on financial realities, not merely legal form.

#### Timing of recorded income and costs

In an ideal organisation income is recorded in connection with an activity, i.e. the income is recorded in the accounts in the same period as the activity that earns the income takes place. Grants awarded in a particular year are recorded in the accounts in the year the grant is received.

Costs are recorded in connection with the activity that involves spending. Costs that cannot be directly linked to income are recorded in the accounts as and when they occur.

### Note 2 - Salary costs / Number of employees / Allowances / Pensions etc.

Salary costs etc. 01.01-31.12.:	2010	2009
Salaries	602 510	592 962
National insurance costs	97 958	90 426
Other personnel costs	89 211	103 363
<b>Total salary costs</b>	<b>789 679</b>	<b>786 751</b>

Number of employees: 1

Total work years: 1

Remuneration (leadership positions)	Managing	
	Director	Board
Salaries	601 368	-
Other remuneration	6 000	-
<b>Total</b>	<b>607 368</b>	<b>-</b>

#### Auditor

The auditing fee for 2010 was NOK 32 250.

The fee for other services was NOK 12 250.

These figures include VAT.

#### Short-term employment costs

The item "short-term employment costs" comprises fees paid to personnel on short-term employment contracts.

#### Pension

The organisation is legally obliged to maintain a pension scheme for its employees.

The organisation has entered into an agreement that fulfils this legal requirement.

### Note 3 - Equity

Equity:	Founding equity	Restricted equity Ministry of Education	Other equity Operations
Equity 01.01.2010	200 000	767 687	1 889 908
Freed trust funds		-466 600	4 000 000
Annual profit/loss			374 582
<b>Equity 31.12.2010</b>	<b>200 000</b>	<b>301 087</b>	<b>6 264 490</b>

#### Founding equity

Vestfold County Council granted the founding equity for the Institute. The County Council has the right to this sum in the event the organisation should be dissolved.

#### Equity with externally imposed restrictions

The Ministry of Education and Research approved an original grant of NOK 5 million. This grant is intended to be used to strengthen Norway's international status, stimulate the development of expertise in interdisciplinary research, defend the right to free speech and spread knowledge about the life and work of Thor Heyerdahl. The Office of the Auditor General (Riksrevisjonen) has the right to check that these funds are used as intended. An annual grant of NOK 500 000 each from the BTV Region, Vestfold County Council and Larvik Municipality has been agreed up to and including 2011. The annual payments are recorded as income in the year the money is transferred from the Regional Planning Council. The grant has been given to the project "Development of Partnerships in an International Framework". It is paid out on presentation of the audited project accounts. A grant of NOK 1 124 000 was received from the Norwegian Ministry of Culture in 2010. In 2008 Vestfold County Council approved a grant of NOK 200 000 to a scholarship scheme for the Masters degree (MSc) in Cultural Heritage Studies. NOK 40 000 of this was used for scholarship funding in 2008. The county auditors have the right to check that the grant is used for the purposes described in the scholarship approval. A four-year co-operative agreement (from the beginning of 2008 until the end of 2011) has been set up between the Institute and the Norwegian University of Life Sciences (UMB). The Institute has approved a contribution of NOK 2 099 700 to the Thor Heyerdahl Professorship for 2008, 2009 and 2010.

See attached project accounts for more details.

### Note 4 - Funds owed

Fund capital from Vestfold County Council	3 000 000
Fund capital from Larvik Municipality	1 000 000
<b>Total funds owed as per 01.01.2010</b>	<b>4 000 000</b>
Freed funds	- 4 000 000
Remaining funds owed as per 31.12.2010	-

Larvik Municipality and Vestfold County Council have approved the Institute's application for the right to use previously allocated trust funds. Larvik Municipality maintains the condition that the Institute must be located within the municipality.

The freed funds are recorded as additional operational funds in 2010.

## 9.4 The Thor Heyerdahl Institute - Operations

### Institutional operations

31-12-10

#### Operating income

Grant from Vestfold County Council	500 000
Grant from Larvik Municipality	500 000
Grant from the Norwegian Government	1 124 000
Other income	4 000 000
<b>Total operating income</b>	<b>6 124 000</b>

#### Operating costs

Salary and social costs	789 679
Short-term employment costs/other fees	340 598
Auditor's fee	32 250
Accountant's fee	102 248
Office costs/meetings/courses	56 606
Travel costs	30 852
Marketing/Web/materials	273 797
Organisational development/branding strategy	60 083
Other operating costs	22 739
<b>Total operating costs</b>	<b>1 708 852</b>
<b>Operating profit/loss</b>	<b>4 415 158</b>

#### Financial income and costs

Financial income	209 219
Financial costs	250
<b>Net financial costs</b>	<b>208 969</b>
<b>Annual profit/loss</b>	<b>4 624 117</b>

## 9.5 Thor Heyerdahl Memorial Fund, project accounts

### Thor Heyerdahl Memorial Fund, project accounts

31-12-10

#### Operating income

Grant from the Norwegian Ministry of Education and Research	0
Memorial Fund balance, not used	0
<b>Total operating income</b>	<b>0</b>

#### Operating costs

Professorship 2008		
Professorship 2009 (incl. salary, indirect costs and operations)	466 600	
Total costs associated with professorship	466 600	466 600
<b>Total operating costs</b>		<b>466 600</b>
<b>Annual profit/loss</b>		<b>-466 600</b>

<b>Memorial Fund balance 31.12.2009</b>	<b>767 687</b>
<b>Accumulated Memorial Fund balance 31.12.2010</b>	<b>301 087</b>

## 9.6 The Thor Heyerdahl International Day, project accounts

<b>The Thor Heyerdahl International Day, project accounts</b>		<b>31-12-10</b>
Operating income		
Total operating income		0
<b>Total operating income</b>		<b>0</b>
Operating costs		
Marketing/materials	145 934	
Programme items/flowers	39 309	
Misc. short-term employment costs	25 290	
Travel and accommodation	32 088	
International lecturer, travel/fee	6 912	
Total Heyerdahl Day costs	249 532	249 532
<b>Total operating costs</b>		<b>249 532</b>
<b>Annual profit/loss</b>		<b>-249 532</b>

## 9.7 Masters degree scholarship scheme

<b>Masters degree scholarship scheme</b>		<b>31-12-10</b>
Operating income		
Scholarship grant received		0
<b>Total operating income</b>		<b>0</b>
Operating costs		
Salary and social costs		0
Scholarships awarded		0
Meeting and course costs		0
Travel costs		0
Other costs		0
Total operating costs		0
<b>Profit/loss</b>		<b>0</b>
<b>Profit/loss 2010, available funds</b>		<b>0</b>
<b>Accumulated result, available funds</b>		<b>160 000</b>



Photo: Odd Fostervoll

# DIRECTORS STATEMENT

## 10. DIRECTORS' STATEMENT 2010

### 10.1 Information about the type and location of activities

The main objective of The Thor Heyerdahl Institute is to continue and develop the principles and ideals of Thor Heyerdahl within interdisciplinary research, international dialogue / multi-cultural collaboration and protection of the global environment.

The Institute was founded by Vestfold County Council in 2000 and is located in Larvik, the birthplace of Thor Heyerdahl.

The aims of the Institute are defined as follows:

#### The Institute has the following objectives:

- to promote knowledge about and continue Thor Heyerdahl's research and development ideals
- to pave the way for international social dialogue and debate through international conferences and similar events
- to make visible and strengthen Norway's international status

The Institute is involved in local, regional, national and international projects within the areas of culture, scientific knowledge and business. The projects have a broad academic foundation in the Institute's main objective.

### 10.1.1 Statement regarding the assumption of continued operations

The Institute receives annual grants towards its operating costs from Larvik Municipality and Vestfold County Council, as well as from the Norwegian State budget. These grants are allocated on the basis of applications from the Institute.

This year the Institute sent applications to Larvik Municipality and Vestfold County Council for the right to use previously restricted funds, NOK 1 million from Larvik Municipality and NOK 3 million from Vestfold County Council. These applications were approved, resulting in a considerable improvement to the Institute's equity capital and overall financial situation. The Institute now has solid financial reserves on which to base future consolidation. The funds will not be used to cover daily operations, but will be employed as part of a stronger fund strategy.

In accordance with the Norwegian Accounting Act §3-3, the assumption for continued operations has been applied in the preparation of these accounts. The Board of Directors and management of the Institute hold regular strategy seminars to discuss

the future development of the Institute. This year, foresight seminars have been held with a three-pronged objective: to open up for free discussion with regard to the Institute's potential for international influence, to develop concrete ideas for the future and to give the focus on Heyerdahl in Norway a "lift".

### 10.1.2 Working environment

The Institute administration comprises one permanent employee, a managing director in 100% position. Several others are employed on short-term contracts in connection with projects during the year.

The working environment is considered satisfactory. The Institute has not been allocated a permanent office and can be moved around as a result of the organisational development process currently in progress within the municipality. In the long term it is both desirable and necessary that the Institute should have its own permanent premises, preferably together with other similar organisations in Larvik.

In 2010 the Board of Directors consisted of three women and four men. Equality between the sexes is represented by the directors' stated aim for the future composition of the Board.

There have not been any reported occurrences of serious incidents at work or accidents resulting in material damage or personal injury during the year.

### 10.1.3 External environment

The one office in Larvik Municipality used by the Institute has no polluting effect on the external environment.



#### 10.1.4 Explanation of the annual accounts

The Board of Directors and management are of the opinion that the annual accounts give a correct indication of the Institute's financial situation at the end of the year. They also reflect the image of an organisation that is developing well after a radical change of direction in 2002-2003, with a high level of goal achievement in relation to defined strategies up to 2010.

The 2010 accounts show a positive annual result stemming from the allocation by Larvik Municipality and Vestfold County Council of previously restricted funds. This allocation was made on the basis of the Institute's achievements in recent years.

#### 10.1.5 Short description of the long-term strategies and plans for the period up to 2013

The Institute places emphasis on its role as an active social participant and contributor on a local, regional, national and international level. Through its long-term strategies since 2002 it has developed into an organisation that dares to think on a large scale while at the same time displaying a willingness to learn from negative experiences. The results for 2010 can be described as entrepreneurial on various levels in a national context, e.g. through unique initiatives such as the Thor Heyerdahl Professorship and the annual conference, The Thor Heyerdahl International Day.

#### 10.1.6 Basis for the evaluation of the future development of the Institute

2010 has been a positive and stable year for the Institute. In the opinion of the Board of Directors and management the financial situation of the Institute is satisfactory. However, future strategies for the Institute emphasise the need for even more

specific areas of focus and angles of approach in order to improve operational earnings and the future financial situation.

It would be an advantage to strengthen the Institute with funding for more employees in a variety of roles. Goal-oriented hard work over several years has produced concrete results. This in turn has resulted in the need for increased levels of staffing and expertise within the organisation. There are more tasks, different angles of approach and a wider range of academic issues than previously. There is a need to expand expertise in order to maintain the development so far and deal with the new tasks associated with the future range of projects. The application for Norwegian Government funding in 2012 uses the results achieved so far as a point of departure for increased support.

On the basis of the measures implemented this year, as well as the Institute's reputation and status in general, the Board believes that the Institute should experience a positive development in its results in the years to come. An aim for the future is to increase contributions to the operational and yield funds at the Institute's disposal.

Oslo, 09.03.2011

Knut Pihl  
Styreleder

Hilde Lise Lindhjem Borgir  
Nestleder

Erling Storm  
Styremedlem

Liv Arnesen  
Styremedlem

Willy Østrem  
Styremedlem

Arne Hjeltnes  
Styremedlem

Beate Bjørge  
Daglig leder



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Til styret i Stiftelsen Thor Heyerdahl Instituttet

## REVISORS BERETNING

### Uttalelse om årsregnskapet

Vi har revidert årsregnskapet for Stiftelsen Thor Heyerdahl Instituttet, som består av balanse per 31. desember 2010 og aktivitetsregnskap som viser et positivt aktivitetsresultat på kr 3 907 984 for regnskapsåret avsluttet per denne datoen, og en beskrivelse av vesentlige anvendte regnskapsprinsipper og andre noteopplysninger.

#### Styrets og daglig leders ansvar for årsregnskapet

Styret og daglig leder er ansvarlig for å utarbeide årsregnskapet og for at det gir et rettviseende bilde i samsvar med regnskapslovens regler og god regnskapskikk i Norge, og for slik intern kontroll som styret og daglig leder finner nødvendig for å muliggjøre utarbeidelsen av et årsregnskap som ikke inneholder vesentlig feilinformasjon, verken som følge av misligheter eller feil.

#### Revisors oppgaver og plikter

Vår oppgave er å gi uttrykk for en mening om dette årsregnskapet på bakgrunn av vår revisjon. Vi har gjennomført revisjonen i samsvar med lov, forskrift og god revisjonsskikk i Norge, herunder International Standards on Auditing. Revisjonsstandardene krever at vi etterlever etiske krav og planlegger og gjennomfører revisjonen for å oppnå betryggende sikkerhet for at årsregnskapet ikke inneholder vesentlig feilinformasjon.

En revisjon innebærer utførelse av handlinger for å innhente revisjonsbevis for beløpene og opplysningene i årsregnskapet. De valgte handlingene avhenger av revisors skjønn, herunder vurderingen av risikoene for at årsregnskapet inneholder vesentlig feilinformasjon, enten det skyldes misligheter eller feil. Ved en slik risikovurdering tar revisor hensyn til den interne kontrollen som er relevant for stiftelsens utarbeidelse av et årsregnskap som gir et rettviseende bilde. Formålet er å utforme revisjonshandlinger som er hensiktsmessige etter omstendighetene, men ikke for å gi uttrykk for en mening om effektiviteten av stiftelsens interne kontroll. En revisjon omfatter også en vurdering av om de anvendte regnskapsprinsippene er hensiktsmessige og om regnskapsestimaterne utarbeidet av ledelsen er rimelige, samt en vurdering av den samlede presentasjonen av årsregnskapet.

Etter vår oppfatning er innhentet revisjonsbevis tilstrekkelig og hensiktsmessig som grunnlag for vår konklusjon.

#### Konklusjon

Etter vår mening er årsregnskapet avgitt i samsvar med lov og forskrifter og gir et rettviseende bilde av den finansielle stillingen til Stiftelsen Thor Heyerdahl Instituttet per 31. desember 2010 og av aktivitetsresultater for regnskapsåret som ble avsluttet per denne datoen i samsvar med regnskapslovens regler og god regnskapskikk i Norge.

#### Offices in:

KPMG AS, a Norwegian member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity	Oslo	Hammer	Sandefjord
Statsautoriserte revisorer - medlemmer av Den norske Revisorforening	Alta	Haugesund	Sandnessjøen
	Arendal	Kristiansand	Stavanger
	Bergen	Larvik	Stord
	Bodø	Mo i Rana	Tromsø
	Elverum	Molde	Trondheim
	Finnsnes	Narvik	Tønsberg
	Grimstad	Roros	Ålesund



Revisors beretning  
STIFTELSEN THOR HEYERDAHL-INSTITUTTET

### Uttalelse om øvrige forhold

#### Konklusjon om årsberetningen

Basert på vår revisjon av årsregnskapet som beskrevet ovenfor, mener vi at opplysningene i årsberetningen om årsregnskapet og forutsetningen om fortsatt drift er konsistente med årsregnskapet og er i samsvar med lov og forskrifter.

#### Konklusjon om registrering og dokumentasjon

Basert på vår revisjon av årsregnskapet som beskrevet ovenfor, og kontrollhandlinger vi har funnet nødvendig i henhold til internasjonal standard for attestasjonsoppdrag (ISAE) 3000 «Attestasjonsoppdrag som ikke er revisjon eller begrenset revisjon av historisk finansiell informasjon», mener vi at ledelsen har oppfylt sin plikt til å sørge for ordentlig og oversiktlig registrering og dokumentasjon av stiftelsens regnskapsopplysninger i samsvar med lov og god bokføringsskikk i Norge.

#### Konklusjon om utdelinger og forvaltning

Basert på vår revisjon av årsregnskapet som beskrevet ovenfor, og kontrollhandlinger vi har funnet nødvendige i henhold til internasjonal standard for attestasjonsoppdrag (ISAE) 3000, mener vi stiftelsen er forvaltet og utdelinger er foretatt i samsvar med lov, stiftelsens formål og vedtektene for øvrig.

Larvik, 3. mai 2011  
KPMG AS

Kai Holhjem  
Statsautorisert revisor



Photo: Saba Film AB



