

# List of Signatures

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Name	Method	Signed at
Charlotte Rønhof	MitID	2026-05-11 17:21 GMT+02
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External reference: CC594E7EB85245B8BE744BF1EEB52CB6

# BoD meeting 2 - 2026

Tuesday 21 April 2026, 13:00 - 17:00

Copenhagen

## Attendees

### Board members

Anders Eldrup, Christian Ketels, Philipp Schröder, Peter Holme Jensen, Charlotte Rønhof, Mette Glavind, Sine Reker Hadrup, Henrik Breitenbauch, Morten Novak Bro

### IFD Secretariat

Cecilie Brækner, Søren Asp Mikkelsen, Michael Friis Lindinger, Eva Hansen, Klaus Bruun Gunnestrup (Present at: 2.1), Lars Zederkof (Present at: 3), Torben Midtgaard (Present at: 3), Anne-Mette Iversen (Present at: 3), Asger Narud (Present at: 4.1, 4.2, 4.3, 4.4, 4.5), Marie Friis Madsen (Present at: 4.3), Vibeke Schröder (Present at: 4.6), Mette Toft Bangsø (referent)

### Other participants

Dorte Rye Olsen, Chair for TRACE (Present at: 4.2), Anette Juhl, Director for TRACE (Present at: 4.2), Arvid Sihm, Head of Strategy and Funding (Present at: 4.2)

## Meeting minutes

### 1. Meeting starts

#### 1.1. Welcome and update from chairpersonship

Information (10 Min)

Anders Eldrup

*Minutes from item 1.1 are not published, as the information is confidential*

Anders Eldrup welcomed the participants and noted that Philipp Schröder and Christian Ketels were attending the BoD meeting virtually. Anders informed the BoD that, at this meeting, decisions would be made on a number of calls resulting from new tasks assigned to the IFD under the Research Reserve 2026–2029. Due to the election and the delay in forming a new government, the appointment of new BoD members may be postponed, meaning that the BoD may be reduced in number for a period of time.

Anders highlighted that he had sent a letter to the Permanent Secretary of the Ministry of Higher Education and Science, pointing out challenges related to the use of e-grant, including potential security concerns, which are becoming more relevant in light of the Fund's new defence-related initiatives.

Mette Glavind and Søren Asp Mikkelsen informed the BoD that Mette and the Secretariat was preparing for the first meeting in the Programme Oversight Committee, which is to be held on 30 April.

Finally, Anders briefly informed about an extraordinary BoD meeting in November concerning the coming strategy.

#### 1.2. Conflict of interest

Decision (3 Min)

Cecilie Brækner

Prior to the meeting, the BoD members had declared any potential conflicts of interest in relation to the agenda items. At the meeting, they were asked whether they had anything to add to their previous declarations, cf. Rules of Procedure §31, subsections 2 and 3. No declarations were made.

#### 1.3. Approval of agenda and participants

Decision (2 Min)

Anders Eldrup



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**Decision:** BoD decided to approve the agenda and participants.

## 2. Strategic outlook

Decision

### 2.1. Strategic Defence Programme

Cecilie Brøkner

The BoD was presented with the framework and call texts for the Strategic Defence Initiative under the Research Reserve 2026–2029, under which IFD has been tasked with establishing up to four university-anchored research and innovation centres. The initiative is implemented through two tracks: (i) Grand Solutions projects in 2026 targeting normal GS TRL levels (Track 1), and (ii) multiannual research and innovation centres for 2026–2029 targeting higher TRL levels (Track 2). The call texts remain subject to final legal and administrative review.

The BoD discussed the call texts for both tracks and highlighted, among other things, the importance of strong governance in Track 2 and representation from the Danish Defence within the IFD Defence Expert Committee. The BoD requested a number of adjustments to the call text for Track 2, including emphasizing the requirement for higher TRL levels in the call text and ensuring a majority of industry representatives on the centres' boards.

**Decision:** The BoD approved the call text for Track 1: Grand Solutions Defence Projects.

**Decision:** The BoD approved the call text and Phase 1 guidelines for Track 2: Research and Innovation Defence Centres, subject to the incorporation of the requested adjustments for the BoD. The BoD authorised its designated representatives, Henrik Breitenbauch and Morten Novak Bro, to approve the final adjustments on behalf of the BoD. Subsequently, the Secretariat may publish the call.

**Decision:** The BoD approved the Terms of Reference for the IFD Defence Expert Committee.

- [📄 2.1 Cover - Strategic Defence Programme.pdf](#)
- [📄 2.1.a Appendix - Call track 1 \(Grand Solutions projects\).pdf](#)
- [📄 2.1.b Appendix - Call track 2 \(Strategic research and innovation centres\).pdf](#)
- [📄 2.1.d Appendix - Terms of Reference \(IFD Defence Expert Committee\).pdf](#)

## 3. Strategic domain discussion: Startup & SME programmes

Information

Søren Asp Mikkelsen

BoD is briefed on the purpose of the domain discussion.

### 3.1. Reform of the Industrial Researcher, Innoexplorer, Innofounder and Innobooster programmes

Decision (35 Min)

Lars Zederkof and Torben Midtgaard

Søren Asp Mikkelsen introduced the agenda item “Strategic Domain Discussion”, which is intended as a recurring item at future BoD meetings. The purpose is to enable deeper exploration of selected themes and domains and to strengthen the strategic dialogue on the IFD’s programmes and portfolio.

Lars Zederkof presented the rationale for simplifying programme processes and conduct a thorough reform of the startup and SME programmes, highlighting the potential to free up significant resources and unlock productivity gains while maintaining or enhancing the value proposition to the ecosystem. Anne-Mette Iversen presented key findings from an analysis of the Industrial Researcher Programme, aimed at identifying concrete levers for improvement. In combination with an initial analysis of the Innoexplorer, Innofounder, and Innobooster programmes, five overarching design principles were proposed to guide programme adjustments across the four startup and SMV-programmes.


The BoD welcomed the introduction of domain discussion as a new agenda item and discussed the findings from the Industrial Researcher analysis, including framework conditions and incentives for participation from both companies and PhD candidates. The BoD highlighted the relevance of incorporating the revised role of universities and the need to strengthen scale-up efforts into IFD’s coming strategy. The BoD also encouraged the exploration of additional and more flexible instruments, including e.g. loan-based mechanisms.




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**Decision:** The BoD approved the proposed five overarching principles for adjustments to the designs of the Industrial Researcher, Innoexplorer, Innofounder and Innobooster programmes and emphasized the importance of including ecosystem-fit and scale-up modalities.

 3.1 Cover - Principles for new programme design for Industrial Researcher.pdf

 3.1.a Appendix - Data on applications and investments 2025.pdf

 3.1.b Appendix - Timeline - Reform startup & SME.pdf

### 3.2. Pilot: Simplified evaluation model for Innobooster


**Decision (10 Min)**

Lars Zederkof and Torben Midtgaard

Torben Midtgaard presented a risk-based simplified evaluation model for Innobooster to be implemented for the remainder of 2026. The purpose is to increase efficiency in the evaluation process by reducing full second evaluations for applications with a very low probability of funding. If successful, simplified evaluation models could form part of the new design for several of the Startup and SME programmes from 2027 and onwards.

**Decision:** The BoD approved the simplified evaluation model for Innobooster for 2026, including setting the threshold for second evaluation at  $\leq 3.33$ .

**Decision:** The BoD approved the adjusted Innobooster guidelines, implementing the simplified evaluation model.

 3.2 Cover - Pilot Simplified evaluation model for Innobooster.pdf

## 4. Programme development

Søren Asp Mikkelsen

### 4.1. Missions call text

**Decision (5 Min)**


Asger Narud

Asger Narud presented the background for the proposed call text for the missions, including the implementation of measures aimed at reducing the administrative burdens while strengthening the focus on impact. He further outlined five proposed adjustments, including using a biannual call text cycle up till 2030. The BoD focused in particular on the proposal to allow up to 90 pct. funding (compared to the current 75 pct.) for up to 20 pct. of the budget for selected A-activities to attract new partners, including especially SSH actors.


The BoD discussed the proposal and highlighted several concerns, including the potential for confusion arising from varying funding rates within the same call.

**Decision:** The BoD approved the call text and guidelines for the 2026 disbursement of funds for the four green Innomission partnerships, and decided to leave the investment rate at 75 pct. for all A-activities.

 4.1 Cover - Innomissions 2026 Call text and guidelines.pdf

 4.1.a Appendix - Innomission Call 2026.pdf

 4.1.b Appendix - Simplification overview.pdf

 4.1.c Appendix - Overview of guidelines amendments.pdf

### 4.2. Missions: Dialogue with TRACE

**Discussion (40 Min)**

Dorte Rye Olsen (Chair), Susanne Sørensen (Vice Chair) and Anette Juhl (Director)

*Minutes from item 4.2 are not published, as the information is confidential*

The BoD welcomed representatives from Mission 4, TRACE, Dorte Rye Olsen (chair), Anette Juhl (director) and Arvid Sihm (Head of Strategy and Funding).



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The Mission updated the BoD on the revised impact framework, which has been applied in the Pool 4 and 5 calls. Work is ongoing to collect and integrate additional data and information into a shared data space, however specific metrics or datapoints were not provided at the meeting.

Dorte highlighted that TRACE contributes to policy-relevant national implementation, not only through project activities, but also through its involvement in the National Action Plan for Textiles (NHPT). TRACE informed the BoD about the inclusion of plastics in the mission, with a particular focus on the food industry, where Denmark has both a strong market and industrial base. Ongoing challenges regarding impact measurement as well as a need for strategic internationalization was touched upon. Furthermore, challenges regarding company engagement and innovation, was highlighted as it requires systemic change to ensure that companies see clear incentives to participate.

The BoD noted that working through structural mechanisms—such as public tenders and requirements related to plastic sorting—offers significant potential for achieving impact. The BoD emphasized that, the mission should prepare for the eventual cessation of public funding and ensure its long-term sustainability or exit from activities. The BoD further informed the mission that, across all missions, a statement will be requested at a later stage outlining the difference the mission has made within its respective area.

At the subsequent internal BoD discussion, the BoD noted that the mission had not succeeded in generating sufficient value and common direction within a highly fragmented circularity landscape. It was further highlighted that the mission is the lowest-performing partnership, and has been for years, and has not effectively communicated its achievements or demonstrated its continued relevance. The BoD then discussed the potential closure of the mission, including options such as escalation to the political level, reduction of funding, or integration with existing initiatives or replacing the mission with other circularity efforts, hosted by IFD.

**Action:** The BoD requested that the secretariat explore options for closing the mission and prepare a paper outlining the BoD's possible courses of action.

- [4.2 Cover - High-level dialogue with TRACE.pdf](#)
- [4.2.a Appendix - External agenda.pdf](#)
- [4.2.b Appendix - Internal agenda with speaking notes.pdf](#)
- [4.2.c Appendix - TRACE AIR 2025.pdf](#)
- [4.2.d Impact Framework 2025.pdf](#)

### 4.3. New Strategic Global Research Programme: Global Research Collaboration

Decision (20 Min)

Marie Friis Madsen / Asger Narud

Marie Friis Madsen presented the call text for a new strategic programme for global research collaboration, a task assigned to IFD under the Research Reserve 2026–2029, with 50 MDKK allocated in 2026. The programme aims to support research in strategically relevant domains and strengthen collaboration with leading selected research environments outside the Nordics and the EU. The secretariat proposed three technological focus areas—quantum, biosolutions, and space. Canada, South Korea, and Japan were proposed as partner countries.

The BoD discussed IFD's engagement with the three proposed partner countries and raised whether quantum may be approaching overfunding. The choice of countries was supported. The BoD highlighted the relatively modest funding and limited timeframe, viewing the programme as a pilot that can be adjusted if continued.

**Decision:** The BoD approved scope and guidelines for Global Research Collaborations, including partner countries and technological focus areas. The BoD also approved the proposed call text, with the adjustment that 2 pct. is allocated to administrative costs (in line with other calls), resulting in a total of 49 MDKK being allocated.

- [4.3. Cover - New Global Programme\\_ Global Research Collaborations.pdf](#)
- [4.3.a Appendix - Comparison of programme design with other instruments.pdf](#)
- [4.3.b Appendix - Overview of how guidelines differ from GS-guidelines.pdf](#)
- [4.3.c Appendix - Call text Global Research Collaborations 2026.pdf](#)

### 4.4. Calibration of international engagement

Decision (10 Min)



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Søren Asp Mikkelsen

The BoD was briefed on the proposal to calibrate international engagement, including participation in a joint quantum call and whether to commit to this year's annual call under the European Clean Energy Transition Partnership (CETP).

**Decision:** The BoD decided to join a Canada-led quantum research call with the Nordics and G7 countries.

**Decision:** The BoD decided not to commit to this year's annual call in the European Clean Energy Transition Partnership (CETP) to enable operational capacity to deliver on the proposed quantum call, but remain a CETP partner.

 4.4 Cover - Calibration of international engagement.pdf

## 4.5. Updated annual guidelines for International Collaborations – wider access to organisations from Greenland Decision (5 Min)

Asger Narud


The BoD was presented with the updated annual guidelines for international collaborations, which introduce the possibility of funding Greenlandic enterprises subject to prior written approval from the Fund's secretariat. The BoD briefly discussed the proposal.

**Decision:** The BoD approved the annual revision of the Guidelines for International Collaborations and the Annex to the Guidelines, including introducing the possibility of funding Greenlandic enterprises.

The BoD furthermore requested that the secretariat assess whether Faroese enterprises could be covered by the amendment [Reply: Opposite Greenland we have not received any expression of interest from the Faroese Islands and including them without dialogue and approval provides higher reputational risk than the opposite. Establishing interest and approval from the Faroese government and Danish authorities would stretch out (no Danish Government) and entail that neither Denmark nor Greenland will be ready for the specific raw materials call, which would in return pose a reputational risk vis-a-vis Greenland. For these reasons the Secretariat proposes to move on with including Greenland in the current update, while engaging with Faroese and other partners, and the Danish Government when formed, to explore if future calls are of interest and relevant for Faroese organizations on top of, what is already possible today for organizations based in the Faroese Islands. The secretariat will update BoD accordingly.]

 4.5 Cover - Updated Guidelines for International Collaborations.pdf

 4.5.a Appendix - Brief on positive effects of funding Greenlandic enterprises.pdf

 4.5.b Appendix - List of suggested changes in Guidelines for International Collaborations and the Annex to the Guidelines.pdf

## 4.6. TDU Quantum

Decision (15 Min)

Vibeke Schrøder / Cecilie Brøkner

The BoD was briefed on the proposed call text and guidelines for the new program on Quantum Test and Demonstration Facilities (TDF), intended to strengthen Denmark's leading position in quantum technology and enhance the national ecosystem's competitiveness in the EU and beyond.

**Decision:** The BoD approved the call and guidelines for the new program on Quantum Test and Demonstration Facilities (TDF) with the adjustment that 2 pct. is allocated to administrative costs (in line with other calls), resulting in a total of 49 MDKK being allocated.

 4.6 Cover - TDF Quantum.pdf

 4.6.a Appendix - Calltext TDF Quantum.pdf

## 5. State of the nation

*Minutes from item 5 are not published, as the information is confidential.*



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## 5.1. Update on the organization

Information (5 Min)

Cecilie Brøkner

Cecilie Brøkner informed the BoD on internal matters in the secretariat, noting that the reorganisation is running smoothly, with good collaboration and a positive team spirit, and that an employee wellbeing survey is planned for September.

The BoD was also briefed on the visit from the National Audit Office ("Rigsrevisionen") in early April, which required internal preparation and serves as a preliminary assessment of whether "Rigsrevisionen" will initiate a full audit of the Fund. "Rigsrevisionen" has informed that the decision is postponed until June and hence a full audit will at the earliest take place after the summer break. Cecilie Brøkner further informed that a recent audit meeting with UFS resulted in no remarks, aside from IFD raising issues related to e-grant, particularly concerning security.

The BoD positively noted the presence of newer, younger employees and the evolving staff composition. Cecilie Brøkner added that a more comprehensive HR update will be provided in June.


## 5.2. Gender composition in IFD

Decision (5 Min)

Cecilie Brøkner

Cecilie Brøkner presented the background for the proposal, noting that IFD has been requested by the Ministry of Environment and Gender Equality to report on the gender composition of management and the Board in accordance with Section 11 of the Danish Gender Equality Act.

**Decision:** The BoD approved the proposed target for gender representation on the BoD, ensuring that both genders are represented and the composition reflects the closest achievable balance towards 40 pct. for the underrepresented gender. The BoD also asked the CEO to prepare of a policy including targets for gender composition across IFD's other management levels.

 5.2 Cover - Gender composition in IFD.pdf


## 5.3. Audit report


Decision (10 Min)

Cecilie Brøkner

The BoD was presented to the conclusions on the 2025 audit report which is part of the general oversight responsibility of the BoD in delegated matters. A deviation in Innobooster 5, 2025, noted in the audit report, was highlighted by the secretariat. The error was handled when discovered.

**Decision:** The BoD approved the 2025 audit report and noted the handling of the error.

 5.3 Cover - Approval of the 2025 IFD audit report.pdf

 5.3.a Appendix - IFD audit rapport 2025.pdf

## 6. BoD circle of trust

Information

Anders Eldrup

The secretariat left the meeting while BoD discussed confidential topics.

## 7. Meeting ends



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