International Aeronautical Federation (IAF)
International Project/Programme Management Committee (IPMC)

2026 Young Professionals Leadership Development Programme

Statement of Work

Sunday October 04th, 2026

Antalya, Turkey

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1 Introduction

1.1 Scope

The IAF's International Project/Programme Management Committee (IPMC) strives to support a better inclusion of Young Professionals in the international space industry and the development of the next generation workforce. Every year, the IPMC sponsors the Leadership Development Programme for Young Professionals, with the goal to collect findings and recommendations that can help bridge the generational gap in the workplace and improve the way projects are collectively executed.

This Statement of Work (SOW) describes the Programme topics, activities to be executed and the required deliverables.

1.2 Background for the Leadership Development Programme

Young Professionals throughout the space industry face daily challenges when it comes to making the transition from their student careers to their professional careers, and from starters to experienced professionals and leaders. These challenges arise from either their perceived, or demonstrated, lack of professional work experience as students and continue into the first five to ten years of their careers. Early career professionals are not only faced with the steep learning curves associated with obtaining real-world skills but are also faced with the need to earn the respect of their more experienced colleagues.

In recognition of these challenges, the IPMC member organizations welcome the active participation of early career employees in identifying challenges, opportunities, and new approaches to nurturing a highly motivated and experienced aerospace workforce. These efforts are being pursued through the Programme involving selected Young Professionals and overseen by an appointed organizing committee. The expected output of this Programme is observations, conclusions and recommendations that can be employed by aerospace organizations to ease the transition of Young Professionals into their careers, and to facilitate transfer of know-how to new generations of workforce. The Programme observations and recommendations can also benefit early career employees by helping them navigate and advance in the early stages of their careers.

1.3 Reference Documents

The reports from previous editions can be consulted by the Programme participants as an example of the outcomes. They also contain results and background information that may be relevant for some of the topics assigned in this SOW. These documents can be consulted on the 2026 IPMC YP LDP Delegates Folder.

Reference Documents			
No.	**Title**	**Author**	**Date**
RD1 to RD13	IAF-IPMC Young Professionals Leadership Development Programme – Results Report (issues from 2012 to 2025)	Delegates	2012 - 2025

1.4 WOC Organization

The WOC is the Workshop Organizing Committee, consisting of alumni attendees. The WOC team can be reached via ipmc.yp.workshop@gmail.com

1.5 Acronyms and Abbreviations

IAC	International Astronautical Congress
IAF	International Astronautical Federation
IPMC	International Project/Programme Management Committee
SOW	Statement of Work
WOC	Workshop Organizing Committee
YP	Young Professional (participants – delegates - attendees)

2 Objectives of the Leadership Development Programme

The goal of the IPMC YP Leadership Development Programme is to gather inputs from Young Professionals in the international space community regarding how to better develop and empower the next generation workforce and how to collectively improve the way we manage space projects. To achieve this, the cohort of YP Delegates will conduct research aimed at producing thoughtful and well-rounded observations and recommendations on the assigned topics.

The observations and recommendations are mainly meant to address middle and senior managers in aerospace organizations, and most notably those involved with Project and Program Management.

The results from YPs' research will be presented at the Programme Final Event (at IAC 2026). Results will also be gathered in the IPMC YP Report and made available online on the IAF website (www.iafastro.org).

2.1 Nomination process and team composition

The Programme is open to Young Professionals, age 35 and younger, working for IAF-affiliated organizations.

The participation to the Programme is **strictly based on a nomination and selection process**. Self-application is not allowed.

Young delegates seeking to enroll in the Programme should obtain the endorsement of a senior professional in their work organization, i.e. a Nominator. As an example, this person can be the Young Professional's Project Manager, their Director if they work in the industry, or their Principal Investigator or Full Professor if they work in Academia.

Young Professionals shall prepare their own CV and motivation letter.

The Nominator shall send a recommendation letter to ipmc.yp.workshop@gmail.com, **endorsing the Young Professional**, **attaching the CV and motivation letter**, and providing confirmation that the Young Professional has **at least preliminary authorization to travel to the 2026 IAC and attend the Programme Final Event and the Congress in-person**.

Upon receiving the recommendation letter complete of all information specified above, the Workshop Organizing Committee (WOC) will screen the candidate.

Selected candidates will receive a link to an onboarding questionnaire. Filling in this questionnaire within the prescribed deadline is a mandatory step to complete enrollment.

Successful candidates will be assigned to one of several teams, each one working on a different topic as presented in this SOW (see section 3).

During the selection and onboarding process, candidates will be asked to rank topics in order of preference, and clearly state their first and second choice. The WOC uses this information to try and assign candidates to topics they are most interested in. However, there is no guarantee that delegates will be assigned to their first or second choice. The **nomination shall be to the Programme as a whole and shall not be conditional upon the assignment to one specific topic**.

3 Topic Descriptions

For the purposes of the Programme, delegates are allocated into separate groups, each of which will be responsible for one of the topics hereunder.

Please note that, for each topic, the SOW proposes a few bullet points (questions) with ideas to develop the research. These bullet points are there to help Young Professionals steer and focus their work. There is no obligation for Delegates to address each and every bullet point. Each Team can decide which suggestions are of interest to them, which ones they want to disregard, and which ones they want to add based on their own preference, experience and knowledge.

3.1 Project lifecycle and schedule management

Space projects' lifecycle is conventionally split into phases based on the maturity of mission and design, and on the major goals associated with that specific maturation period. Nomenclature differs slightly across geographies but is usually associated with letters and numbers (Phase 0 / Phase A, Phase B, etc.). On top of this, oftentimes different Phases are associated to different contractual arrangements, therefore creating the need to plan, initiate, execute and close each Phase as if it were a self-standing project, adding to the complexity of the task. Across all of this, proper schedule management is one of the cornerstones of good project management, and key to ensure mission success. Since schedule management is closely tied to cost and resource allocation, poor scheduling can have cascading impacts on overall mission viability.

The key assignment to be addressed by delegates in this section is:

> ***How does schedule management change throughout the entire lifecycle of a space project? Which techniques and strategies can be applied to schedule around unknowns and risks? What can we learn from past space projects in terms of good schedule management?***

A key success factor for this group is to consider the entire mission lifecycle, on different levels, at various design maturity steps (Phase A, B, C etc.) and various project stages (planning, initiation…), and to identify both positive and negative findings, i.e. strengths and good practices that should be disseminated, as well as bottlenecks and limitations that can be removed to improve how we manage schedules.

The following elements could be considered in the research:

- What strategies and techniques can be employed during the project initiation phase to ensure realistic and achievable project schedules are created in the first place, to accurately estimate project timelines and ensure alignment with overall mission objectives across different project phases?
- How can effective schedule baselining during the planning phase help in tracking project progress and managing changes throughout the project lifecycle in the space sector?
- What are the most effective methods for monitoring schedule performance during the execution phase, and how can deviations be addressed promptly?
- In what ways can predictive analytics and data-driven decision-making improve space project scheduling and lifecycle management during project execution?

- What lessons can be learned from past space missions about managing schedule slippages, and how can these lessons be applied to future projects?
- What are the best practices for mapping and managing schedule dependencies and critical paths during the execution phase of space projects?
- How can iterative scheduling techniques be used during the design phase to accommodate iterative design changes without impacting the overall project timeline?
- When and how can the granularity, accuracy and complexity of schedules change over the project lifetime?
- How do different space organizations use schedule contingencies to build reliable planning whilst dealing with potential uncertainties and risks?
- Which trends are emerging regarding lifecycle and schedule management in the space sector?

Delegates researching this topic should be aware that schedule management is tightly coupled with cost management and allocation of resources, and in large space projects the effects can escalate quickly (see for example the “marching army” issue). Young professionals are encouraged to use their first-hand experience in assessing the importance of good schedule management and research what can be done to strengthen this practice. Young professionals are also welcome to reach out to their peers as well as their more senior colleagues to compare ideas and compile examples of successful solutions.

The presentation at the Final Event should give sound recommendations on how to generate and maintain a sound schedule, how to accommodate off-nominal scenarios, and – in general – how to leverage new techniques, strategies and trends to improve schedule management of space projects.

This is a new Topic that has not been researched in previous editions. Anyhow, delegates shall consult reports from previous years to better understand how to shape and convey their recommendations.

3.2 Change management and communication for impact

Within a space project, change happens at all levels. There is the inevitable change to project scope, which is associated with the need to properly control and evolve the project baseline. There is change in team composition, with team members joining and leaving the project team according to when their skills and expertise are needed, or simply due to their own professional path. There is change associated with deployment of new policies, rules, and tools. Project managers must skillfully manage these and other types of change by effectively engaging their most vital resource: people. In this context, communication for impact is the strategic delivery of clear, compelling messages to effectively influence and engage stakeholders, which is crucial in change management to ensure understanding, buy-in, and successful implementation of change initiatives.

The key assignment to be addressed by delegates in this section is:

How can Project Managers integrate change management and communication for impact practices into their day-by-day, to help their team navigate the inevitable

adjustments and modifications they will have to face throughout the project? Which are the best ways to incorporate feedback loops in a change process and make sure project personnel is included and onboarded? What are the best field-proven ways to measure the effectiveness of change management and good communication?

A key success factor for this group is to move past the generic definitions of change management and communication for impact, and look at how these are implemented in space organizations and inside their projects and programs. The goal is to observe and analyse what skills, techniques and lessons learned can be borrowed and disseminated.

The following elements could be considered in the research:

- How can effective communication enhance the success of change initiatives within a space organization?
- In what ways can project managers integrate change management principles into project planning to anticipate and address resistance to new processes or technologies?
- What role does empathy play in managing resistance to change in a highly educated and technically-skilled population that is found in space organizations?
- Where do space organizations most often deploy change management, and how do they measure the effectiveness of their actions?
- What are some creative ways to involve frontline deep-tech employees in the change process to ensure their perspectives are heard and valued?
- How can young professionals influence senior leadership to adopt more agile approaches to change management and communication?
- How can space organizations integrate feedback loops into their change management processes to ensure employees buy-in is respected and accounted for?
- How can space organizations effectively communicate the strategic vision behind major shifts in mission priorities or technological investments to ensure alignment and commitment across diverse teams?
- In what ways can space industry leaders use change communication strategies to mitigate resistance to adopting new technologies or methodologies that promise significant advancements?
- How can space organizations adapt their communication strategies to address ethical considerations surrounding the use of AI and automation in space missions, particularly in roles traditionally filled by humans?
- What is the role – if any – of technological trends (like AI) and of cultural or organizational factors in the way organizations manage and communicate change?

Young professionals are encouraged to pick a few case studies, preferably from their own organizations, so that they can directly compare their experiences and discuss with colleagues affected by change management to better understand what went well and what could use some improvement. Young professionals researching this topic may have already experienced first-hand the results of well managed change and good communication, or of the opposite: they are welcome to embed the analysis of their personal experience into their findings and results.

The presentation at the Final Event should give sound recommendations on how to best implement change management principles and good communication principles into project activities, and what can Project Managers do to enhance buy-in and adherence/adoption in their teams.

This is a new Topic that has not been researched in previous editions. Anyhow, delegates shall consult reports from previous years to better understand how to shape and convey their recommendations.

3.3 Sustainability and Lifecycle Thinking in Project Management

There are many different types of sustainability: environmental, economic, social… This topic deals with the first one. There is growing regulatory and ethical concern about the environmental impacts of space activities. Many policymakers and regulators are pushing environmental sustainability to the forefront, and this is becoming an increasingly relevant topic for space entities and space professionals. Both Earth and outer space can be seen as environments to be preserved for the common good and for the long-term wellbeing of humanity. Space organizations and space projects can contribute to this objective.

The key assignment to be addressed by delegates in this section is:

> ***How can space organizations incorporate environmental, orbital debris and end-of-life considerations into project management frameworks? What tangible impacts (positive or negative) arise from integrating sustainability and lifecycle thinking into space products, missions and project planning? Which role can Young Professionals – and project teams at large – play in deploying environmentally-savvy choices and solutions?***

A key success factor for this group is to identify real-world examples and practices that can show the impact of supporting versus neglecting sustainability principles in space. Young professionals should move beyond the mere definitions and first principles, and instead focus on their own experience and on case studies that they can identify by looking at the space sector today. It is also important that Young Professionals convey their own thoughts about the topic and its relevance – or lack thereof – for their professional future.

The following elements could be considered in the research:

- How much can environmental priorities be built into a space project, and how much can be done if there is a lack of clear interest or vision in key stakeholders, first of all the direct customer or major sponsor?
- How can sustainability goals be meaningfully integrated into project Key Performance Indicators from the start?
- What role should lifecycle thinking play in the earliest stages of project planning?
- In what ways can young professionals challenge traditional approaches to resource use in projects?
- How might digital tools support more sustainable decision-making across a project's lifecycle?
- What are the hidden sustainability risks often overlooked in space projects?
- Which other requirements or priorities conflict with the implementation of environmentally friendly choices in space projects?
- What lessons can be learned from industries that already embed lifecycle thinking successfully?
- How should project teams balance short-term deliverables with long-term environmental impact?

- What sustainability metrics are undervalued in current project management practices?
- How can project managers promote a sustainability mindset across cross-functional teams?

Young delegates are very likely familiar with some of the initiatives deployed worldwide to promote environmental sustainability on a global scale, e.g. the Paris Agreement, the United Nations Sustainable Development Goals, or the Space Sustainability Rating. The goal of this topic is to try and understand how those large-scale principles can be made practical and viable in the niche reality of the space field. Young delegates are encouraged to look at the entire spectrum of environmental issues associated with space projects: chemical and noise pollution across the lifecycle, launch emissions, waste management, debris control, in-situ resource depletion or contamination, light pollution, radio spectrum interference…, and to reflect on which actions, countermeasures, rules and practices can be implemented at project level to improve the environmental footprint of the product, service or mission at hand.

The presentation at the Final Event should give sound recommendations on how to reconcile the need to effectively execute projects with the need to take responsibility for their environmental impacts, minimizing or removing the negative ones.

The broad theme of sustainability has already been addressed in Topic 5 of the 2022 edition, which was however focused on space debris. Delegates shall consult the relevant report to inform their research and avoid duplication of content. In general, Young Professionals are encouraged to consult reports from previous years also to better understand how to shape and convey their recommendations.

3.4 Programme Governance across Multi-Nation Collaborations

Project governance is a framework that defines how a project is directed, monitored and controlled throughout its lifecycle. It establishes general rules, processes and structures for decision-making, accountability, oversight and issue resolution.
A programme is a group of related projects managed in a coordinated way to achieve a broader strategic outcome. Therefore, especially for very large programmes, governance is also key to ensure that there is strong alignment with the strategic priorities of the sponsoring organization(s). In other words, programme governance tells how to direct and control activities in a way that achieves objectives but also contributes to a broader strategy.
In multi-nation collaborations, governance setting and programme execution are strongly influenced by differing interests, power gradients, and volatile geopolitical contexts.

The key assignment to be addressed by delegates in this section is:

> ***Which are the motivators that – in the current volatile geopolitical scenario – still result in international cooperation in the space field? How can governance frameworks evolve to better handle distributed teams, national policies, and conflicting objectives in international missions? What happens to international programme governance when at least one of the involved parties is an emerging spacefaring nation?***

A key success factor for this group is to find real-life examples of multi-nation collaboration in space programmes, and analyze what worked well, what could be improved and what led to outright failure.

The following elements could be considered in the research:

- What ultimately drives the decision to undertake a space project in a regime of international collaboration, and when is there a preference for multilateral versus bilateral collaboration?
- In what ways do national policy agendas and political cycles influence programme prioritisation and execution?
- What do “effective governance” and “effective programme execution” look like when national interests conflict?
- How can project governance frameworks adapt to shifting geopolitical alliances or tensions between partner nations?
- How can project leaders build trust and alignment when geopolitical narratives or national interests diverge?
- How can governance models stay agile without losing structure in multi-nation contexts?
- In what ways can emerging technologies help or hinder multi-national programme governance?
- How might power dynamics between nations impact project decision-making and progress?
- How can governance models remain effective when funding and strategic interests are unequally distributed across participating nations?
- What project risks are unique to multi-nation collaborations, and how can they be mitigated early?
- To what extent should programme governance accommodate differing levels of project management maturity across nations?
- How can young professionals contribute to the successful implementation of complex international programmes?
- What lessons from failed multi-national initiatives can inform better governance today?

Young delegates are encouraged to research a few case studies involving multi-national space programmes, and to ask their senior peers who may have actually served in those projects to provide anecdotes, examples and lessons learned. The goal is to analyze these cases and extrapolate observations and recommendations. Observations and recommendations should try to pinpoint the role of project / programme managers, e.g. in driving trust and success while respecting diverse environments, in navigating sovereignty concerns on decision-making authority and escalation pathways, in de-escalating political disputes that threaten delivery outcomes…

The presentation at the Final Event should give sound recommendations on how good project / programme governance can ensure the best outcome for multi-national space initiatives, especially when there is an imbalance (in power, resources, heritage, etc.) among participants.

This is a new Topic that has not been researched in previous editions. However, in order to inform their research and avoid repetitions, delegates are encouraged to review the results of Topic 4 from 2018 edition which dealt with joint space projects between emerging and legacy space economies. In general, delegates shall also consult reports from previous years to better understand how to shape and convey their recommendations.

3.5 The Role of Supply Chain Resilience in Project Success

The space supply chain is highly specialized, because it involves unique requirements not typically found in other markets, and because of the high-value high-risk high-complexity nature of the products. The space supply chain is also small and scattered worldwide, especially for very tailored components (e.g. radiation hardened chips, cryogenic systems, closed-loop life support systems…).
Recently, the ripple effect of crises like COVID-19 or international conflicts have surfaced an unexpected fragility and volatility of the supply chain in several sectors, including space.
It goes without saying that space projects need a healthy and resilient supply base in order to succeed. Delays or shortages in critical components can cripple mission timelines and budgets, especially when coupled with geopolitical instability.

The key assignment to be addressed by delegates in this section is:

> ***How can space programs ensure resilience and flexibility in their supply chain? Which are the pros and cons of diversification in the supply base for specialized space components? What is the level of influence and authority that a Project or Program Manager can exercise on the supplier ecosystem?***

A key success factor for this group is to consider the problem from both angles, i.e. from the perspective of the project / programme and from the perspective of the supplier. The relationship between a project and its supply chain can be extremely cooperative and fruitful for both sides, or extremely adversarial and consuming. Young professionals should strive to provide an unbiased answer to the research question, or in other words to suggest recommendations that can benefit both the supply base and the projects that employ it.

The following elements could be considered in the research:

- Which factors contribute to supply chain resilience, and how can project managers limit the susceptibility of their projects to monopoly situations or to disruptions of the supply base?
- What early warning indicators should project teams monitor to detect supply chain vulnerabilities?
- How does supply chain resilience shape the outcome of modern projects?
- What trade-offs exist between cost-efficiency and resilience, and how should they be balanced?
- What would a "resilient-first" project mindset look like in terms of supply chain management?
- What lessons from recent disruptions (e.g., COVID-19, Suez Canal blockage, global chip shortage) can guide future project planning?
- How does the problem look like from the supplier's perspective, and how can programme demands affect the viability and sustainability of suppliers' businesses?
- In what ways does supplier diversity contribute to—or complicate—resilience in project delivery?
- How can digital tools be leveraged to enhance supply chain visibility and resilience?
- What role does real-time data play in making proactive decisions under supply chain stress?
- Where do traditional supply chain models fall short in today's fast-changing project environments?

- How can startups and agile companies (even in different non-space markets) teach established players about supply chain resilience?

Young professionals are encouraged to educate themselves about the breadth, depth and complexity of the supply chain that enables a space project. Delegates should look at recent examples of supply chain disruptions in order to derive lessons learned and recommendations that can help project managers in successfully navigating supply base crises. It is important for the young professionals to try and discuss this topic with senior project managers in the space sector, in order to understand why certain risk mitigation actions may or may not be implemented.

The presentation at the Final Event should give sound recommendations on how to enhance the resilience of both the space supply chain and the projects that rely on it.

This is a new Topic that has not been researched in previous editions. Anyhow, delegates shall consult reports from previous years to better understand how to shape and convey their recommendations.

4 Requirements for Management, Meetings, Deliverables and Reporting

4.1 Management

Each topic group shall have an appointed group leader who will be responsible for overseeing the timely execution of the tasks assigned to that group. The group leader will represent his or her group at all relevant meetings with the WOC. At such a time when the group leader cannot attend a meeting, the group leader should appoint an ad hoc representative. The group leader shall be the main point of contact between the group and the WOC.

Duties of the group leader include:

- Establishment of a project schedule including major milestones and deliverables
- Scheduling and execution of regular group meetings
- Representation of the group at all relevant meetings of the WOC
- Accountability for all group deliverables and their quality

Each group shall have an appointed rapporteur who will be responsible for the compilation and distribution of group minutes of meeting and papers. The rapporteur shall also ensure adhesion to IAF typographical and stylistic rules for papers.

The group leader will be in charge of organizing the team as they wish, provided the various tasks will be shared between the team members and all deliverables will be submitted timely.

4.2 Mentor

Each topic group will be assigned a Mentor.
A mentor is an experienced professional who has years of valuable experience, built profound knowledge on the topic, and should be considered as the voice of reason and the group's "reality check".

The mentor is requested to share their insightful knowledge with the Young Professionals; guide them through the topic; highlighting important aspects to be researched, suggest literature reviews, the right questions to ask when interviewing peers, etc. If time permits, the mentor can be invited to review the deliverables before they are submitted.

The cadence of meetings between the mentor and the team shall be agreed among parties at the start of activities. It is important for teams and mentors to meet and discuss at least once per month. Teams are required to initiate the exchange, proposing dates and preparing in advance ideas and questions to facilitate the discussion.

The groups are invited to listen to the mentor and take their input to heart.

The mentor's role is not necessarily to promote their own organization, but to share their inputs to the groups based on their overall experience and acquired knowledge.

4.3 Meetings

A Kick-off Meeting will be held in late November / early December to officially begin the activities. All delegates and members of the WOC are expected to be in attendance.

Each topic group is required to hold regular meetings (advised is at least weekly during the first few weeks, twice per month during the central months, and again weekly in the weeks leading up to submission deadlines and the Final Event) to ensure project tasks are on schedule and in line with WOC expectations. One member of the WOC is to be in attendance regularly during these meetings to offer guidance and insight as requested by the group members. However, it is the task of the group leader to define a meeting agenda and moderate the meeting.

All along the entire duration of the Programme, other plenary events will be offered, such as PM training sessions or Expert talks. All delegates are expected to attend these plenary sessions. Those who cannot attend must inform their group leaders. Group leaders who are not able to attend must inform the WOC and appoint a representative in their place. Failure to attend at least 2/3 of these plenary sessions will result in termination of participation.

The workload of the Programme is estimated at 4 hours per week per person, with peaks just prior to major milestones and to the Final Event, to ensure timely submission of the paper and presentation, either in their draft or final versions.

Group meeting minutes and actions are expected to be made available on Google Drive.

Group leaders are expected to submit their deliverables in accordance with section 4.4 below.

4.4 Deliverables

Each team shall provide a detailed analysis of their topic, by preparing a reporting paper and a brief presentation. YPs will **submit their work both to the WOC and to the official IAF paper selection process** to get an opportunity to publish their results at the IAC.

The following list of deliverables shall apply:

1. Draft paper abstract, redacted according to IAF editorial rules – due week 7 (TBC).
2. Paper abstract, redacted according to IAF editorial rules – due week 9 (TBC).
3. Draft paper, including the full and complete outline of the paper – due week 24 (TBC).
4. Draft presentation, overview of the intended content and format – due week 24 (TBC).
5. Final paper, redacted according to IAF editorial rules – due week 36 (TBC).
6. Final presentation, redacted according to IAF editorial rules – due week 37 (TBC).

Dates are TBC because they will be finalized to match exactly the IAF papers submission process.

After abstract submission to the IAF, the team shall continue conducting its work and not pause while waiting for confirmation of outcome, which may occur more than one month later. Regardless of paper selection outcome, the team is anyhow scheduled to present their results at the Final Event, and therefore needs to make good use of all available time.

All material shall be written in line with the IAF published guidelines (see also section 4.5 below).

The three draft deliverables (n.1, n.3 and n.4) shall be submitted to the WOC only (by sending a message to the official email address ipmc.yp.workshop@gmail.com).

The other three deliverables (n.2, n.5 and n.6) shall be submitted both to the IAF (via the online portal) and to the WOC (by sending a message to the official email address ipmc.yp.workshop@gmail.com).

As much detail as possible should be provided in all major deliverables. As a rule, enough detail should be provided in each document such that a reader who was not involved in the research can clearly follow the steps taken by the YPs and understand the results.
For the draft paper (mid-term deadline), it is acceptable to have missing or incomplete results. However, the deliverable should already show a clear document structure, a complete literature review, a description of the selected research methodology, and at least an itemized summary of parts that are still missing, clearly addressing how the team plans to complete the work and which kind of information will fill those gaps. If the team is making use of case studies or interviews, the relevant support material should also be included in the Appendix (e.g. case study details, list of interview questions…). Finally, teams are encouraged to already draft a few outcomes, findings and recommendations that can be drawn from activities conducted so far.

Failure to provide meaningful contribution to the deliverables (i.e. not contributing to the research, not writing any text for the paper or presentation, routinely skipping team meetings) will result in termination of participation.

4.5 Reporting

The delegates are required to write all deliverables as per IAF editorial instructions.

Every year the IAF publishes detailed guidelines to norm the preparation and submission of IAC abstracts, manuscripts and presentations. YPs shall adhere to these guidelines, which include all necessary details on how to prepare and submit the material.

Guidelines will be available on www.iafastro.org, approximately by November 2025 for the abstract, and by June 2025 for paper / presentation.
The WOC therefore will communicate these details separately to the delegates.

For information only, the following link provides an example of the usual IAF paper format, showing the detailed style guide for manuscripts. See manuscript sample HERE.

It is mandatory and especially important that the deliverables follow the IAF official style guide, because:

- It avoids exclusion / rejection from the IAC paper submission process.
- All the individual papers from the different groups will also be collated into one final file for the IPMC, therefore a unified structure, format, and referencing style has to be adopted.

It is important that all final deliverables are both submitted to the IAF and uploaded on the Programme's Google Drive folder.

4.6 Publishing and Presentation of Results

Each topic group will have a chance to present the results of their work during the Programme's Final Event, a one-day in-person gathering held in connection with the 77th IAC, which will enable delegates to address and get to interact with senior professionals and field experts.

Teams whose papers have been accepted for publication by the IAF will also have the duty and privilege of presenting their work to the general audience in the proper Technical Session during the IAC.

The final papers will be consolidated by the WOC into one overall report before the end of 2026. Once finalized, the overall consolidated report will be distributed to the IPMC members.
The final report will also be distributed to all IAF member organizations by publishing on the IAF website, accessible to the general public.