

ANNUAL REPORT

2025 Annual Report

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**International Space Exploration
Coordination Group**



Table of Contents

Executive Summary	3
Highlights, Achievements, and Special Projects in 2025	4
Promoting the Global Exploration Roadmap 2024.....	4
Promoting Benefits Stemming from Space Exploration – Second Edition.....	4
Consolidation of Activities Under Strategic Communications Working Group	4
Outlook for 2026	5
ISECG Priorities	5
ISECG Working Groups	5
Commercialisation Working Group (CWG).....	5
Exploration Roadmap Working Group (ERWG) & International Architecture Working Group (IAWG).....	5
Strategic Communications Working Group (SCWG).....	6
Science Working Group (SWG)	6
Technology Working Group (TWG)	6
Annex I: Publications	7
ISECG Webnews 2025	7
ISECG Publications 2025	7
Annex II: ISECG Members	8
Annex III: ISECG Working Groups	11
Commercialisation Working Group (CWG).....	11
Exploration Roadmap Working Group (ERWG)	11
International Architecture Working Group (IAWG)	11
Strategic Communications Working Group (SCWG).....	11
Science Working Group (SWG).....	11
Technology Working Group (TWG)	12
Annex IV: ISECG at a Glance	13
Scope	13
Background.....	13

Executive Summary

In 2025, the International Space Exploration Coordination Group (ISECG) fostered collaboration and partnerships to advance global space exploration efforts. At the end of 2025, the National Aeronautics and Space Administration (NASA) assumed the chair position of the group. Throughout the year, ISECG focused on sharing and promoting two key products from 2024 — the Global Exploration Roadmap and the Benefits Stemming from Space Exploration white paper — and developing new projects to build collaboration around the world.

Delegates from ISECG participating agencies promoted recent products at prominent space exploration conferences, including the International Astronautical Congress (IAC) and the Global Conference on Space Exploration (GLEX). These events underscored the strength of international cooperation in space exploration and reinforced ISECG's commitment to fostering collaboration among space agencies worldwide.

This year the ISECG welcomed the Hellenic Space Agency as a new member, further expanding the global partnership of space agencies committed to advancing coordinated exploration efforts

Looking ahead, ISECG remains dedicated to supporting the development of a robust and sustainable global exploration strategy, ensuring that international partnerships continue to drive innovation and progress in space exploration. Structural adjustments such as merging the Emerging Space Agencies Working Group with the Strategic Communications Working Group ensure that ISECG is addressing its work efficiently and effectively. Moreover, product dissemination was centralised within this working group, resulting in a streamlined and well-defined review process. The group is also fostering strategic collaborations with other international organizations and emphasizing outreach to emerging space agencies.

Highlights, Achievements, and Special Projects in 2025

Promoting the Global Exploration Roadmap 2024

The GER is the flagship product of ISECG, which reflects a coordinated vision for long-term human and robotic exploration of the Solar System, common objectives, and shared principles for Space Exploration. The GER 2024 was published in August 2024 as a result of the effort of the entire ISECG community. Coordinated by the Exploration Roadmap Working Group and the support of the other working group co-chairs, GER 2024 was an update to the last edition from 2018 and built upon the two lunar supplements, released in 2020 and 2022. The comprehensive document incorporates the priorities of participating ISECG member agencies and depicts a common vision for Space Exploration through 2050.

ISECG participating agencies promoted this flagship product at the some of the most relevant events for the Space Exploration community, like the 2025 International Astronautical Conference in Sydney, Australia, publishing a paper and presenting on the roadmap and the international collaboration in space that ISECG fosters. Similarly, a Global Networking Forum Session dedicated to GER2024 has been hosted in the occasion of the IAF Global Conference on Space Exploration GLEX 2025, held in India in May 2025.

Promoting Benefits Stemming from Space Exploration – Second Edition

ISECG released the second edition of *Benefits stemming from space exploration* in August 2024. The white paper examines benefits as a foundational rationale for investments in space exploration. It introduces a benefits model developed by the ISECG participating agencies as a collaborative effort to articulate a unified perspective on the positive socioeconomic impacts of space exploration. The document is intended as a tool for space agencies to inform and engage stakeholder communities, and to guide policy and decision makers. 16 space agencies provided benefit examples and success stories materialized through space exploration investments over the last decade, highlighting the importance for agencies to continue to collaborate on advancing the Global Exploration Roadmap to deliver benefits on Earth.

ISECG participating agencies promoted this valuable product at the Global Conference on Space Exploration (GLEX) in New Delhi in May 2025, publishing a paper and giving a presentation on the ISECG benefits model and the examples captured in the product.

Consolidation of Activities Under Strategic Communications Working Group

In 2025, with the approval of the senior agency managers, ISECG consolidated its Emerging Space Agencies Working Group and Benefits Tiger Team under the Strategic Communications Group. This change ensures aligned, efficient outreach and communications efforts. Working together within the Strategic Communications Working Group, delegates and representatives can ensure efficient future communications efforts in

service of benefits and emerging space agencies, including future surveys, virtual workshops, and other outreach activities.

Outlook for 2026

ISECG Priorities

In 2026, ISECG will continue to advance its role as a globally coordinated forum for space exploration. A key focus will be enhancing collaboration across working groups — in particular with the ERWG, IAWG, TWG, SWG and the IMEWG — to ensure more effective alignment of priorities and workstreams.

Deepening engagement with smaller and emerging space agencies is also a priority. Efforts will focus on identifying pathways for meaningful participation, addressing barriers to involvement, and highlighting opportunities within ISECG activities.

Throughout the year, ISECG will maintain regular reporting to Senior Agency Managers (SAMs) and provide progress updates at the biannual meetings.

ISECG Working Groups

Commercialisation Working Group (CWG)

The CWG will advance its work on commercialisation by finalising the Commercialisation Whitepaper. This work will be showcased at key international forums, including IAC 2026 and Space Resources Week 2026. The group will also develop a dedicated communications roadmap in coordination with the SCWG and identify a focused theme for future commercialisation work informed by broader ISECG activity.

Exploration Roadmap Working Group (ERWG) & International Architecture Working Group (IAWG)

In 2026, the ERWG will sustain promotion of the *Global Exploration Roadmap (GER) 2024*, and complete its assessment of sustainability as an overarching theme within the ISECG Exploration Principles. The group will begin development of a shared, interactive database of lunar and martian analogue sites. This resource is intended to enhance coordination of research approaches, technology testing, crew training, and mission preparation across agencies, that will be then reflected in the next edition of the GER

The ERWG will also examine high-level interoperability needs in support of strategic coordination across mission elements and partner contributions.

Aligned with these efforts, the IAWG will continue its collaboration with the ERWG and TWG. Key activities include updates to the Lunar Surface Reference Scenario with integrated

power architecture analyses, coordination with the Nuclear Action Team, contributions to Mars architecture activities with IMEWG, and participation in technology gap assessments.

Strategic Communications Working Group (SCWG)

The SCWG will continue to coordinate ISECG communications and engagement, focusing on enhancing the visibility and understanding of ISECG's key publications, developing outreach products on benefits of space exploration, and fostering collaboration with small and emerging space agencies.

Planned activities include development of web-based news content, production of new promotional materials, maintaining the ISECG publication plan, and dissemination support for flagship products. The group will collect agencies examples on benefits of space exploration and explore themes for a supplement outreach product focused on benefits of space. The group will also foster collaboration with small and emerging agencies by sharing information on challenges and funding opportunities.

Science Working Group (SWG)

In 2026, the SWG will lead the development of the Science Coordination and Collaboration Plan (SCCP). Building on insights from an ISECG-wide science survey, the SWG will refine, validate and integrate agency science priorities with consensus science topics identified in GER 2024. The group aims to deliver an initial draft of the plan for SAM consideration by year end.

Technology Working Group (TWG)

The TWG's 2026 agenda includes publication of the Lunar Surface Systems (LSS) Gap Report and a full update to the GER Critical Technology Portfolio. Where appropriate, the group will initiate new gap assessment teams to ensure that products reflect the latest priorities in exploration technologies. The TWG will support cross-group coordination on Mars-related technology activities and contribute to shared technical discussions with other working groups and the IMEWG.

Annex I: Publications

ISECG Webnews 2025

- [ISECG Annual Report 2024](#)







ISECG Publications 2025

- [Annual Report 2024](#)
- [GLEX 2025 Benefits stemming from Space Exploration](#)
- [GLEX-25-1.1.8.92826 – Benefits Stemming from Space Exploration](#)

Annex II: ISECG Members

Australia	 	Australian Space Agency (ASA) Commonwealth Scientific and Industrial Research Organisation (CSIRO)
Brazil		Agência Espacial Brasileira (AEB)
Canada		Canadian Space Agency (CSA)
China		China National Space Administration (CNSA)
Europe		European Space Agency (ESA)
France		Centre National d'Études Spatiales (CNES)
Germany		German Aerospace Center (DLR)
Greece		Hellenic Space Centre (HSC)
India		Indian Space Research Organisation (ISRO)
Italy		Agenzia Spaziale Italiana (ASI)
Japan		Japan Aerospace Exploration Agency (JAXA)

Luxembourg		Luxembourg Space Agency (LSA)
Mexico		Agencia Espacial Mexicana (AEM)
Norway		Norwegian Space Agency (NOSA)
New Zealand		New Zealand Space Agency (NZSA)
Poland		Polish Space Agency (POLSA)
Portugal		Portugal Space (PT Space)
Republic of Korea		Korea AeroSpace Administration (KASA)
Romania		Romanian Space Agency (ROSA)
Russia		State Space Corporation (Roscosmos)

Switzerland		Swiss Space Office (SSO)
Thailand		Geo-informatics and Space Technology Development Agency (GISTDA)
Ukraine (SSAU)		State Space Agency of Ukraine (SSAU)
United Arab Emirates		United Arab Emirates Space Agency (UAE Space Agency)
United Kingdom		United Kingdom Space Agency (UKSA)
USA		National Aeronautics and Space Administration (NASA)
Vietnam		Vietnamese National Space Center (VNSC)

Annex III: ISECG Working Groups

Commercialisation Working Group (CWG)

The CWG will focus on identifying new pathways that Government Space Agencies can engage with private space sector stakeholders. The members of the CWG range from emerging to well established Space Agencies, allowing a wide breadth of experience, knowledge as well as different perspectives to be applied to new space age where space exploration will see contributions from both public and private sectors.

Exploration Roadmap Working Group (ERWG)

The ERWG leads the human spaceflight road-mapping effort, which is intended to establish a common roadmap, and common framework to promote partnerships in realising exploration missions. A summary of their work is communicated in regular updates of the GER.

International Architecture Working Group (IAWG)

The IAWG leads multilateral reference architecture work, develops shared requirements, identifies critical functions and technologies and shares innovative architectural concepts. The IAWG is currently building concepts to augment the GER mission scenario, focusing specifically on characterising human missions to the lunar surface based on robust international partner contributions.

Strategic Communications Working Group (SCWG)

The objectives of the SCWG are to provide a clear, consistent and coordinated communication of the ISECG mandate, its products and activities, to support the development of ISECG products, as well as to support the exchange amongst members on stakeholder engagement activities. Major activities of the SCWG include the development of ISECG webnews, the preparation of the ISECG Annual Report and the facilitation of topical exchanges amongst members. The SCWG is fostering an exchange on lessons learned and best practices among ISECG members in communicating and delivering benefits resulting from investments in space exploration. In 2025, the SCWG absorbed the Emerging Space Agencies Working Group to align and foster outreach to new and smaller space agencies.

Science Working Group (SWG)

The Science Working Group coordinates with the international science communities on exploration planning and activities as required for the generation of ISECG products. Through the development of the Science White Paper, the SWG has established a Science Advisory Group, developed links into the global science community and coordinated activities with relevant science organisations. The SWG will continue to do so, recognising the strong role of science and the scientific opportunities in future exploration efforts.

Technology Working Group (TWG)

The goal of the Technology Working Group is to identify and raise awareness on critical technology gaps related to the GER, and to advocate coordination and collaboration in technology development efforts of individual ISECG members in support of the GER. The TWG recognises the strategic nature of technology investments and the desire of members to focus investments to maximise their contribution potential while enabling meaningful and achievable opportunities for all participating ISECG members.

Annex IV: ISECG at a Glance

Scope

ISECG, the International Space Exploration Coordination Group serves as the forum where space agencies work together on means of strengthening individual exploration programs, facilitating collaborations and advancing the Global Exploration Strategy (GES) through the coordination of participating members' mutual efforts in space exploration. ISECG also supports promoting interest and engagement in space exploration activities throughout society. By the end of 2022, ISECG membership counted 27 government organisations responsible for space activities.

The **scope** of ISECG is broad and strategic. Its activities are based on the following principles:

- Open and inclusive
 - ISECG receives inputs from all interested space agencies that invest in and perform space exploration activities.
 - ISECG provides for consultations among all agencies with a vested interest in space exploration.
- Flexible and evolutionary
 - Existing consultation and coordination mechanisms are considered.
- Effective
 - ISECG workshops and products provide value to individual participating members.
- Of mutual interest
 - ISECG activities benefit all participants and respect national prerogatives.
- ISECG activities allow for optional participation based on the level of interest.
 - ISECG participants focus on developing non-binding products - findings, recommendations and other outputs as necessary – based on consensus.

Background

In May 2007, an initial group of 14 space agencies jointly released “[The Global Exploration Strategy: The Framework for Coordination](#)”. It describes a shared vision of coordinated human and robotic space exploration focused on solar system destinations where humans may one day live and work.

The GES identifies a common set of exploration themes and benefits:

- New knowledge in science and technology
- A sustained presence – extending human frontiers
- Economic expansion
- A global partnership

- Inspiration and education

One of the many Framework document findings was the need to facilitate information exchange among individual agencies regarding their interests, plans and activities in space exploration. Therefore, the GES called for a voluntary, non-binding coordination mechanism among interested space agencies. This call led to the establishment of ISECG by the participating agencies including the formulation of Terms of Reference (ToR).

The International Space Exploration Coordination Group (ISECG) is a voluntary, non-binding coordination forum of 27 space agencies with the common aim of advancing space exploration through exchanging information, objectives, and plans. ISECG participating agencies coordinate to develop consensus-based, non-binding products (e.g., roadmaps, white papers, and technical reports). ISECG member agencies are committed to fostering discussions among participating agencies and developing products that enable members to effectively plan space exploration activities. This work is implemented through working groups and guided by a group of senior agency managers from ISECG participating agencies.

