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**PROGRAM AND BUDGET FOR THE 2024-2025 BIENNIUM***adopted by the Council*

1. At its fifty-seventh ordinary session, held in Geneva on October 27, 2023, the Council adopted the proposals contained in the Draft Program and Budget for the 2024-2025 Biennium, as presented in the Annex to document C/57/4, including the amount of contributions from members of the Union, the proposed maximum ceiling of expenditure in the regular budget, and the total number of posts for the Office of the Union.
2. The Annex to this document contains the Program and Budget for the 2024-2025 Biennium, as adopted by the Council.

[Annex follows]

## Program and Budget 2024-2025

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## I. OVERALL CONTEXT

3. UPOV's mission is to provide and promote an effective system of plant variety protection, with the aim of encouraging the development of new varieties of plants, for the benefit of society.

4. The UPOV system of plant variety protection supports long-term investment in plant breeding and provides a framework for investment in the delivery of seed and other propagating material of varieties suited to farmers' needs. UPOV was created in 1961 and has proven to be an effective system for supporting various types of breeders: individuals, farmers, SMEs and larger breeding institutes/enterprises, in both the private and public sectors. It has also provided a basis for collaboration, including public-private partnerships. From the outset, the UPOV system was conceived to deliver greatest progress in plant breeding and, therefore, to sustain greatest advances in agriculture for the benefit of farmers and society as a whole. This concept is enshrined in the "breeder's exemption", a key feature of the UPOV system and a unique feature in intellectual property that applies an "open-source" concept. This exemption enables protected plant varieties to be available for further breeding by all plant breeders, thus recognizing that access to genetic resources is a prerequisite for any type of breeding (see FAQ "[How does the UPOV system support sustainable development?](#)")

5. There is growing awareness of the relevance of UPOV's mission and how this benefits society in the context of global developments, which is summarized in UPOV's FAQ "What are the benefits of new varieties of plants for society?":

*"Feeding the World*

*"New, improved varieties of plants are an important and sustainable means of achieving food security in the context of population growth and climate change. New varieties that are adapted to the environment in which they are grown increase the choice of healthy, tasty and nutritious food while generating a viable income for farmers.*

*"Improving lives in rural and urban areas and providing economic development*

*"Innovation in agriculture and horticulture is important for economic development. Production of diverse, high quality varieties of fruit, vegetables, ornamentals and agricultural crops provides increased income for farmers and employment for millions of people around the world. New varieties can be the key to accessing global markets and improving international trade for developing countries. At the same time, new varieties can support the development of urban agriculture and the growing of ornamental plants, shrubs and trees that contribute to improving the lives of people in the expanding urban environment.*

*"Respecting the natural environment*

*"Increasing productivity whilst respecting the natural environment is a key challenge in the context of population growth and climate change. Breeding plant varieties with improved yield, more efficient use of nutrients, resistance to plant pests and diseases, salt and drought tolerance and better adaptation to climatic stress can sustainably increase productivity and product quality in agriculture, horticulture and forestry, whilst minimizing the pressure on the natural environment."*

6. The relevance of this FAQ was endorsed at the "Seminar on strategies that address policies involving plant breeding and plant variety protection", held on October 20, 2021. The seminar highlighted the key role that plant variety protection has to play in food security, transforming food production in a time of climate change, spurring economic development and bringing innovation and technology transfer to farmers.

7. The importance of the UPOV system of plant variety protection in the context of climate change was highlighted in the "Seminar on the role of plant breeding and plant variety protection in enabling agriculture to mitigate and adapt to climate change", organized by UPOV in October 2022. The President of the Council, Mr. Marien Valstar, concluded as follows:

- Climate change is increasingly affecting everyone around the world: farmers, breeders and consumers. Effects are biotic (new pests and diseases) and abiotic (heat, drought, rain, seasonal changes).
- A range of strategies is needed to respond to the challenges. Plant breeding has a vital role to play in these strategies; farmers need new plant varieties to adapt to climate change but also to sustainably increase productivity in order to minimize climate change.
- Plant breeding is a long-term process that requires long-term investment from public institutions and from private companies. Plant breeders need a regulatory environment that promotes innovation and supports the conservation and utilization of genetic resources.
- The UPOV system enables plant breeders to provide farmers with the varieties they will need to feed the world in the face of climate change.

## II. OVERVIEW OF PROGRAM AND BUDGET

### Financial overview

The proposed budget<sup>1</sup> for the 2024-2025 biennium anticipates an income of 7,901,307 Swiss francs, compared to the 2022-2023 budget of 7,634,500 Swiss francs. Expenditure is estimated at the same level as the expected income (see Table 1).

**Table 1: Income and Expenditure 2020-2021, 2022-2023 and 2024-2025**  
(in thousands of Swiss francs)

	2020-2021	2022-2023	Variation		2024-2025
	Actual A	Budget B	C	C/B	Proposed D=B+C
<b>1. Income</b>	7,404	7,635	267	3.5%	7,901
<b>2. Expenditure</b>	7,071	7,635	267	3.5%	7,901
<i>Difference</i>	334	-	-	-	-
<b>3. Working Capital Fund</b>	575	578	5	0.9%	583

With regard to the reserve fund, it is recalled that document UPOV/INF/4/6 “Financial Regulations and Rules of UPOV”, Regulation 4.6, states that “[...] If after the closure of the financial period, the amount of the reserve fund exceeds 15 percent of the total income for the financial period, the Council shall decide on the use of the income in excess of the expenditure for the financial period.” The necessary arrangements would be made for consideration by the Consultative Committee and the Council if that situation is applicable at the closure of the 2024-2025 biennium.

### Income

Total income under the regular budget in the 2024-2025 biennium is estimated at 7,901,307 Swiss francs, i.e. 266,807 Swiss francs, or 3.5 per cent, higher than the estimated income for the 2022-2023 biennium (7,634,500 Swiss francs) (see Table 2). The income estimation for 2024-2025 is based on 66.95 contribution units in 2024 and 67.15 contribution units in 2025 with no change to the value of the contribution unit, which is proposed to remain at 53,641 Swiss francs in the 2024-2025 biennium.

Income from contributions is estimated on the assumption of one new member of the Union per year, each contributing 0.2 contribution units to the budget (and 1,667 Swiss francs to the Working Capital Fund). At its twenty-third extraordinary session, held in Geneva on April 7, 2006, the Council decided that “members of the Union should not adjust downwards their number of units of contribution without considering the implications for UPOV and considering how such a reduction would be compensated by other members of the Union. In particular, members of the Union should not reduce their number of units of contribution during a budget period approved by the Council, except under exceptional and unavoidable circumstances” (see Annex III of document C(Extr.)/23/5). On that basis, no reduction in the number of units of contribution by members of the Union is anticipated in the 2024-2025 biennium.

In addition to contributions from members of the Union, income is anticipated from the UPOV IT Tools and Services Fees (508,425 Swiss francs) and miscellaneous income. Miscellaneous income is estimated at 199,646 Swiss francs, including: (i) administrative support costs from Funds-in-Trust (119,646 Swiss francs); and (ii) fees from the distance learning program (80,000 Swiss francs). Income sources other than contributions constitute 9 per cent of the estimated total income in 2024-2025.

<sup>1</sup> The figures in tables 1 to 7 may not add up due to rounding.

**Table 2: Income 2022-2023 and 2024-2025**  
(in thousands of Swiss francs)

Source	2020-2021	2022-2023	Variation		2024-2025
	Actual <sup>1</sup>	Approved	C	C/B(%)	Proposed
	A	B			D=B+C
<b>Contributions</b>	<b>7,097</b>	<b>7,129</b>	<b>64</b>	<b>0.9%</b>	<b>7,193</b>
<b>UPOV IT Tools and Services Fees</b>	<b>209</b>	<b>331</b>	<b>177</b>	<b>53.5%</b>	<b>508</b>
<b>Miscellaneous Income</b>	<b>99</b>	<b>174</b>	<b>25</b>	<b>14.5%</b>	<b>200</b>
Administrative Support Costs – FITS	74	125	(6)	-4.7%	120
Distance Learning Program	41	49	31	63.4%	80
Other	-16	-	-	-	-
<b>Total</b>	<b>7,404</b>	<b>7,635</b>	<b>267</b>	<b>3.5%</b>	<b>7,901</b>

<sup>1</sup> In the biennium 2020-2021, miscellaneous income (other) mainly reflects unrealized forex gains/(losses) due to the revaluation process of the cash and other assets and liabilities accounts (currencies other than Swiss francs).

The budgeted income for UPOV IT Tools and Services Fees is as follows:

	Submission / Subscription fee	Submissions / Subscribers projections			Submissions / Subscribers Income		
		2024	2025	Total	2024	2025	Total
UPOV PRISMA	90	2,000	2,400	4,399	179,966	215,959	395,925
PLUTO	750	70	80	150	52,500	60,000	112,500
<b>Total</b>					<b>232,466</b>	<b>275,959</b>	<b>508,425</b>

The figures for UPOV PRISMA are based on the projections in document CC/99/4 “UPOV PRISMA Financing”, updated for the actual figures in 2022.

## Resource Plan

The total resources for the program of activities to be conducted by UPOV in the 2024-2025 biennium amount to 8,821,661 Swiss francs (see Table 3). This amount includes 7,901,307 Swiss francs within the regular budget (see Table 1) and an estimated 920,354 Swiss francs financed under Funds-in-Trust arrangements.

For the 2024-2025 biennium, income and regular budget expenditures are expected to be balanced.

Funds-in-Trust are voluntary financial funds provided to UPOV, usually by a member of the Union, for a specific program of activities mutually agreed upon between the Office of the Union and the member of the Union concerned. Without prejudging sovereign decisions from the fund providers, it is expected that the overall amount of such funds for the 2024-2025 biennium will be at a level of 920,354 Swiss francs. It should be noted that financial support (e.g., Funds-in-Trust) and non-financial support (support in kind), particularly for technical assistance and training activities, are not recorded in UPOV’s regular budget.

**Table 3: Resource Plan 2022-2023 and 2024-2025**  
(in thousands of Swiss francs)

Budget and resource availability	Regular Budget A	Funds-in-Trust* B	Total resources C = A+B
<b>Resource availability 2022-2023</b>			
1 Income	7,635	965	8,600
2 +/-Transfer from/to reserves	-	-	-
<b>3 Total, resources</b>	<b>7,635</b>	<b>965</b>	<b>8,600</b>
<b>Resource availability 2024-2025</b>			
4 Income	7,901	920	8,822
5 +/-Transfer from/to reserves	-	-	-
<b>6 Total, resources</b>	<b>7,901</b>	<b>920</b>	<b>8,822</b>
<i>Variation</i>	3.5%		2.6%

\* Excluding administrative support costs of 13% under the Funds-in-Trust (FITs).

## Expenditure

The proposed budget for 2024-2025 amounts to 7,901,307 Swiss francs, representing an increase of 266,807 Swiss francs, or 3.5 per cent, compared to the 2022-2023 budget (see Table 4).

The progression to the post COVID-19 “new normal” has been incorporated into the budget, notably including increased use of virtual/hybrid meeting tools, resulting in a reduction in travel time and travel costs compared to pre-COVID programs.

Routine use of machine translation technology for the translation of documents and other cost saving measures will enable Operating Expenses to be contained to the level of previous biennia.

**Table 4: Proposed Budget 2024-2025: Budget by Cost Category**  
(in thousands of Swiss francs)

	2020-2021 Actual	2022-2023 Budget	Variation		2024-2025 Proposed D=B+C
			Amount C	% C/B	
	A	B	C	C/B	D=B+C
<b>A. Personnel Resources</b>					
<i>Posts</i>	4,363	4,792	393	8%	5,186
<i>Temporary Staff</i>	188	526	43	8%	569
<i>Other Staff costs</i>	1	-	-	-	-
<b>Total, A</b>	<b>4,552</b>	<b>5,319</b>	<b>436</b>	<b>8%</b>	<b>5,755</b>
<b>B. Non-Personnel Resources</b>					
<b>Internships and Fellowships</b>					
<i>Internships</i>	0	5	10	+100%	15
<i>Fellowships</i>	24	65	(50)	-77%	15
<b>Sub-total</b>	<b>24</b>	<b>70</b>	<b>(40)</b>	<b>-57%</b>	<b>30</b>
<b>Travel, Training and Grants</b>					
<i>Staff missions</i>	29	349	(204)	-58%	145
<i>Third Party Travel</i>	2	12	(7)	-58%	5
<b>Sub-total</b>	<b>31</b>	<b>361</b>	<b>(211)</b>	<b>-58%</b>	<b>150</b>
<b>Contractual Services</b>					
<i>Conferences</i>	158	180	20	11%	200
<i>Publishing</i>	0	0	-	-	0
<i>Individual Contractual Services</i>	32	5	95	+100%	100
<i>Other Contractual Services</i>	997	405	10	2%	415
<b>Sub-total</b>	<b>1,187</b>	<b>590</b>	<b>125</b>	<b>21%</b>	<b>715</b>
<b>Operating Expenses</b>					
<b>Sub-total</b>	<b>1,272</b>	<b>1,285</b>	<b>(35)</b>	<b>-3%</b>	<b>1,250</b>
<b>Equipment and Supplies</b>					
<i>Furniture and Equipment</i>	0	5	(4)	-80%	1
<i>Supplies and Materials</i>	4	5	(4)	-80%	1
<b>Sub-total</b>	<b>4</b>	<b>10</b>	<b>(8)</b>	<b>-80%</b>	<b>2</b>
<b>Total, B</b>	<b>2,518</b>	<b>2,316</b>	<b>(169)</b>	<b>-7%</b>	<b>2,147</b>
<b>TOTAL, A+B</b>	<b>7,071</b>	<b>7,635</b>	<b>267</b>	<b>3%</b>	<b>7,901</b>



## Staff resourcing

UPOV has received valuable support in the form of experienced experts being seconded from members of the Union, notably in relation to UPOV PRISMA, the PLUTO database, the GENIE database, and maintenance of the UPOV Codes. Provision in the Program and Budget for the 2024-2025 Biennium will be made for one JPO and one fellow, which will cover work that has been previously covered by staff in a fixed-term position.

UPOV has continuously used agency workers since 2014 to provide support for UPOV's work. Since 2017, three agency workers have been present in the UPOV Office to provide legal assistance and support for UPOV activities and IT services.

The tasks currently being performed by the three agency workers indicated above have become a core part of UPOV's work and have been planned to be transformed into posts during the period of the Strategic Business Plan 2023-2027 in order to ensure continuity and stability in UPOV's work, subject to sufficient and reliable income. The Council, at its thirty-fifth extraordinary session held in Geneva on March 23, 2023, decided to create a position of Director of Global Development and Technical Affairs at the D-1 level, which results in the transformation of a Professional post into a Director post.

**Table 5: Budget 2024-2025: Posts by Category**

Post Category	2020-2021	2022-2023	Variation	2024-2025
	Actual A	Budget B	C-B	Proposed C
Directors*	3	3	1	4
Professionals	5	6	1	7
General Service	4	4	0	4
<b>Total</b>	<b>12</b>	<b>13</b>	<b>2</b>	<b>15</b>

\* The post of the Secretary-General<sup>2</sup> is included within this count, but at no cost, because the current Director General of WIPO has declined any salary or allowance from his functions as Secretary-General of UPOV.

The table below provides an indication of the human resources, other than staff occupying posts, i.e., temporary staff, agency workers, JPOs, interns, and fellows, that may be utilized in the 2024-2025 biennium, subject to the availability of resources from the regular budget, extrabudgetary funds, and the provision of personnel resources by members of the Union.

	2020-2021	2022-2023	2024-2025
	Actual A	Budget B	Proposed C
Temporary Staff	1	2	1
Agency Workers**	3	1	2 (2024)
Fellows	1	2	1
Junior Professional Officers	0	1	1
Interns	1	1	1

\*\* The work of the agency workers would be taken up by posts during the course of the 2024-2025 biennium

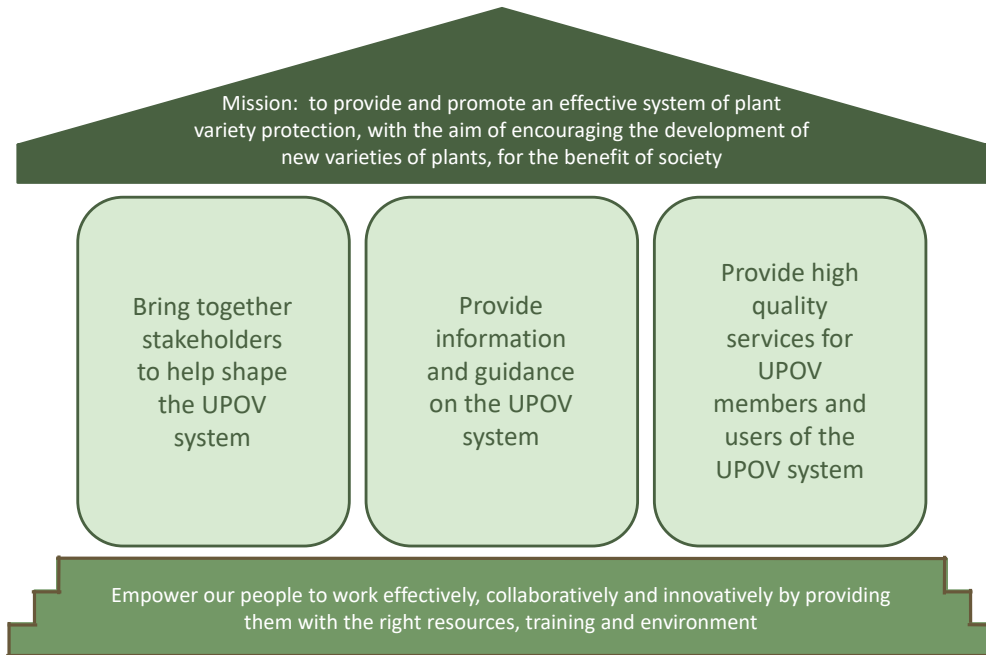
<sup>2</sup> UPOV/INF/8 "Agreement between the World Intellectual Property Organization and the International Union for the Protection of New Varieties of Plants", Article 6(1) states that "For the purpose of this Agreement 'the staff of the Office of UPOV' means the Vice Secretary-General of UPOV and any other person exclusively working for UPOV, whereas 'the Office of UPOV' means both the Secretary-General of UPOV and the staff of the Office of UPOV."

### III. OBJECTIVES AND EXPECTED RESULTS

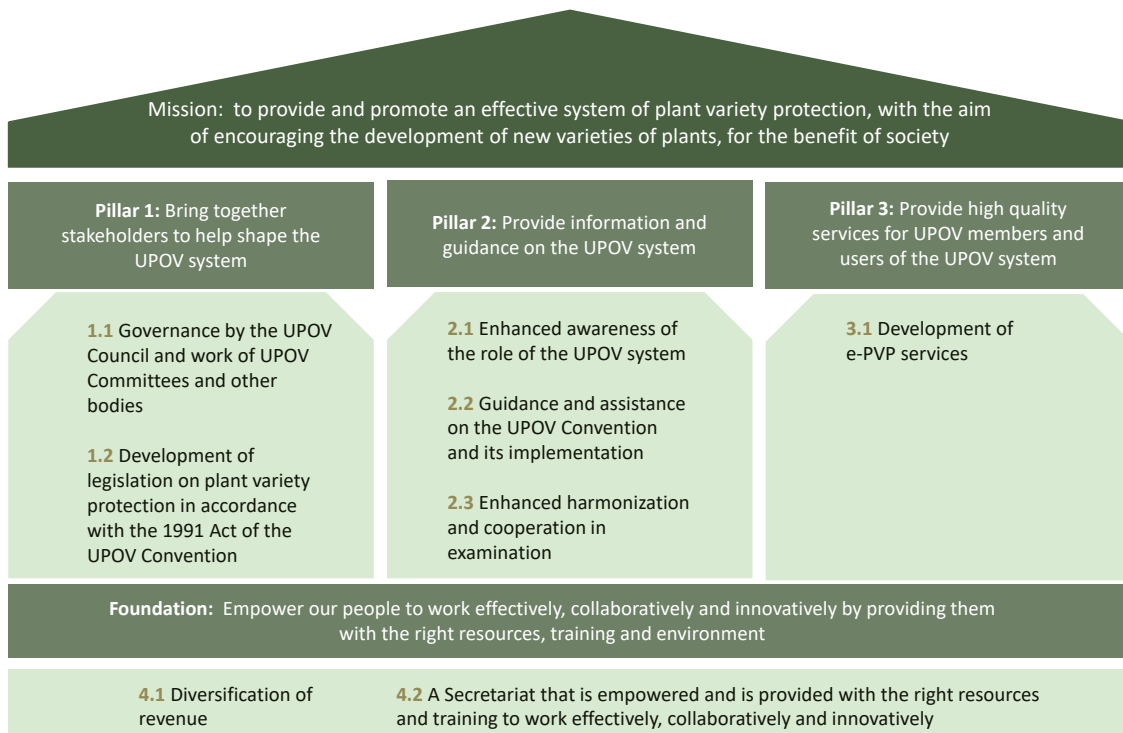
#### Introduction

8. UPOV's Strategic Business Plan (SBP) for the period 2023-2027 (document C/56/10) provides the basis for the Program and Budget for the 2024-2025 Biennium.

9. The SBP Strategy House outlines UPOV's Mission, Strategic Pillars and Foundation, providing a framework to respond to the need for an effective system of plant variety protection that will encourage the development of new varieties of plants, for the benefit of society.



10. The three Strategic Pillars underpin UPOV's Mission. They represent UPOV's broad areas of strategic focus which, in turn, are cascaded into the following Expected Results:



11. The following sections elaborate on each of the three Strategic Pillars and the Foundation, as well as their respective Expected Results.

## Pillar 1: Bring together stakeholders to help shape the UPOV system

### Implementation strategy to achieve expected results

12. This Strategic Pillar focuses on UPOV's role as convener to bring together members of the Union to oversee and coordinate UPOV's work and to engage with stakeholders to help shape the future of the UPOV system.

#### 1.1 Governance by the UPOV Council and work of UPOV Committees and other bodies

13. The Council, comprising members of the Union and observers, will continue to govern UPOV's direction, being guided by the Consultative Committee, the Administrative and Legal Committee and the Technical Committee.

14. In relation to meetings of UPOV bodies, consideration will be given to the use of virtual meeting tools to increase the participation and effectiveness of meetings, while saving time and cost.

15. As UPOV evolves, and in the interest of achieving maximum effectiveness, the work of the committees will be kept under review. A review is taking place in the Technical Committee to assess opportunities for the work of the Technical Committee to become more effective, particularly with a view to increasing cooperation as a fundamental benefit of UPOV membership.

#### 1.2 Development of legislation on plant variety protection in accordance with the 1991 Act of the UPOV Convention

16. Any State or intergovernmental organization wishing to become a member of UPOV needs to obtain a positive advice of the Council of UPOV on the conformity of its laws with the provisions of the UPOV Convention prior to depositing its instrument of accession. A key part of UPOV's work is to provide guidance for States/ intergovernmental organizations wishing to draft a law in accordance with the 1991 Act of the UPOV Convention.

### Expected Results and Performance Indicators

Expected results	Performance Indicators	Baselines	Targets (2024/25)
1.1 Governance by the UPOV Council and work of UPOV Committees and other bodies	Growth in the number of varieties developed under the UPOV system		
	Number of applications in UPOV members	25,135 (2021)	27,500 (2024)
	Number of titles granted in UPOV members	15,081 (2021)	16,500 (2024)
1.2 Development of legislation on plant variety protection in accordance with the 1991 Act of the UPOV Convention	Number of titles in force in UPOV members	155,122 (2021)	170,000 (2024)
	Number of States/organizations that become UPOV members		
	States and organizations that become members of the Union	1 per year (2020/21)	1 per year

## Pillar 2: Provide guidance and assistance and facilitate cooperation for implementing the UPOV system

### Implementation strategy to achieve expected results

17. This Strategic Pillar covers UPOV's work on explaining how the UPOV system encourages the development of new varieties of plants, how new varieties provide benefits for society and the role of the UPOV system in relation to agriculture and economic development in the rural sector. A particular objective is to raise awareness of the benefits of plant variety protection according to the UPOV Convention and UPOV membership for States and intergovernmental organizations that are not members of the Union. This Strategic Pillar also covers the provision of guidance and information for the operation of the UPOV system of plant variety protection, and support for cooperation between members of the Union, including work on harmonization.

#### 2.1 Enhanced awareness of the role of the UPOV system

18. Within UPOV's Communication Strategy, the focus will be on the development of information concerning the benefits of plant variety protection and UPOV membership. The Office of the Union will work with members of the Union to develop illustrative examples, case studies and data that communicate the benefits of the UPOV system in an engaging way, such as in the form of videos, study tours and impact studies.

19. Work on FAQs and infographics will continue to play an important role in communicating key aspects of the UPOV system and in addressing misinformation. UPOV will actively participate in meetings and events of relevant organizations and the Office of the Union will seek to work closely with the secretariats of other organizations to increase awareness and understanding of UPOV's mission.

20. Traditional events and activities, such as seminars and workshops, will continue to play a key role in outreach. However, greater emphasis will be made on the use of virtual activities to increase outreach, achieve greater impact, reduce cost and reduce the impact of the Office of the Union's work on the environment.

21. Social media will play an increasingly important role in communicating information.

22. UPOV's translation policy is aimed at using machine translation to increase the availability of UPOV's material in a range of languages by increasingly cost-effective translation.

#### 2.2 Guidance and assistance on the UPOV Convention and its implementation

##### *Guidance and information material*

23. UPOV will continue to update and develop new guidance material in accordance with the work programs of the UPOV bodies concerned.

24. UPOV materials and resources are made available in English, French, German and Spanish. However, as UPOV expands and interest in UPOV membership increases, there are important benefits in making UPOV material and resources available in a wider range of languages. Providing translations of materials and making material available in a range of languages has substantial resource implications and success in this objective will require a range of measures involving cooperation with interested members of the Union. However, rapid advances in machine translation technology provide new opportunities, which will be pursued as a matter of priority to reduce translation costs for UPOV documents in UPOV languages and to make UPOV materials in a wider range of languages.

##### *Training and assistance*

25. UPOV's Training and Assistance Strategy underpins the training and assistance activities.

26. Satisfying the demand for assistance in the introduction and implementation of the UPOV system within available resources relies on the use of distance-learning courses, the prioritization of assistance by the Office of the Union, support by members of the Union and partnerships with other providers of assistance. This Thematic Pillar is supported by the regular budget, but extrabudgetary funds and support in kind provide a substantial proportion of the resources deployed for assistance. In order to utilize the available resources in

the most effective way, the Office of the Union will continue to prioritize its activities and to explore synergies in its activities with members of the Union and other partners.

27. The priority for providing assistance by the Office of the Union will continue to be as follows:

- (i) assistance to existing members of the Union;
- (ii) assistance to States and certain organizations that are not members of the Union, particularly governments of developing countries and countries in transition to a market economy, in the development of legislation in line with the 1991 Act of the UPOV Convention and their accession to the UPOV Convention; and
- (iii) assistance to States and certain organizations that are not members of the Union, in the implementation of legislation that has received a positive decision of the Council, according to their commitment to accede to the UPOV Convention.

28. Events and activities, such as meetings, seminars, workshops and training events, will continue to play a key role in assistance. However, greater emphasis will be made on the use of virtual activities to increase outreach, achieve greater impact, reduce cost and reduce the impact of the Office of the Union's work on the environment.

29. The UPOV e-PVP system (see Section 3.1) is expected to complement UPOV's training and capacity-building work by providing practical assistance to members of the Union in the implementation of the plant variety protection system.

30. In order to better harness the various training initiatives provided by UPOV and its members, UPOV will develop an "International certificate on plant variety protection".

### 2.3 Enhanced harmonization and cooperation in examination

31. Cooperation between members of the Union is a key feature of the UPOV system and is the basis for an efficient system resulting in more rapid availability of new varieties and lower costs for breeders. In order to respond to the challenges facing agriculture, notably in relation to climate change and food security, priority will be given to increased cooperation that will increase the availability of new plant varieties. Therefore, work in UPOV bodies will continue to identify measures and tools that can facilitate cooperation on a voluntary basis. A review is taking place in the Technical Committee to assess opportunities for the work of the Technical Committee to become more effective, particularly with a view to increasing cooperation as a fundamental benefit of UPOV membership (see Section 1.1).

32. The introduction of an "International certificate on plant variety protection" is expected to facilitate cooperation between members of the Union by providing an indicator of skills acquired by PVP office practitioners and examiners (see Section 2.2).

33. The Technical Committee has identified a number of technical, administrative, policy and legal issues that may be obstacles to further cooperation in DUS examination. A key aim in the 2024-2025 biennium will be to address these potential obstacles in order to increase cooperation and thereby increase the efficiency of DUS examination.

## Expected Results and Performance Indicators

Expected results	Performance Indicators	Baselines	Targets (2024/25)
2.1 Enhanced awareness of the role of the UPOV system	Views of UPOV information		
	Visits to UPOV website	Visits: 880,000 (2022)	Visits: 1,250,000 (2025)
	Visitors to UPOV website	Visitors: 118,000 (2022)	175,000
	Number of followers on social media	Twitter: 2,250 (end 2022); LinkedIn: 3,900 (end 2022)	Twitter: 4,000 (end 2025); LinkedIn: 7,500 (end 2025)
	Number of views of videos on benefits page of UPOV website	6,000 (2022)	7,500 (2025)
2.2 Guidance and assistance on the UPOV Convention and its implementation	Number of States and organizations participating in UPOV training/assistance activities	65 States; 11 international organizations (2022)	70 States; 12 international organizations (2025)
	Number of participants successfully completing UPOV distance learning courses	600 (2022)	750 (2025)
	Number of academic institutions that include information on the UPOV system in their courses	Africa: 1; Asia/Pacific: 2; Europe: 7 (2025)	Africa: 3; Americas: 2; Asia/Pacific: 4; Europe: 7 (2025)
	Number of persons with UPOV International Certificate on Plant Variety Protection	n/a	100 (2025)
	Number of graduates of UPOV Train-the-Trainer course	21 (2022)	45 (2024&2025)
2.3 Enhanced harmonization and cooperation in examination	Use of UPOV Test Guidelines and Technical Questionnaires		
	Number of UPOV members using UPOV Technical Questionnaires unchanged in UPOV PRISMA	24 (2022)	30 (2025)
	Number of UPOV members using UPOV Technical Questionnaire characteristics unchanged in UPOV PRISMA	6 (2022)	8 (2025)
	% of all PVP applications in UPOV members covered by UPOV TGs	94%	94%
	Number of DUS reports downloaded from e-PVP DUS Exchange module	n/a	400

## Pillar 3: Provide high quality services for UPOV members and users of the UPOV system

### Implementation strategy to achieve expected results

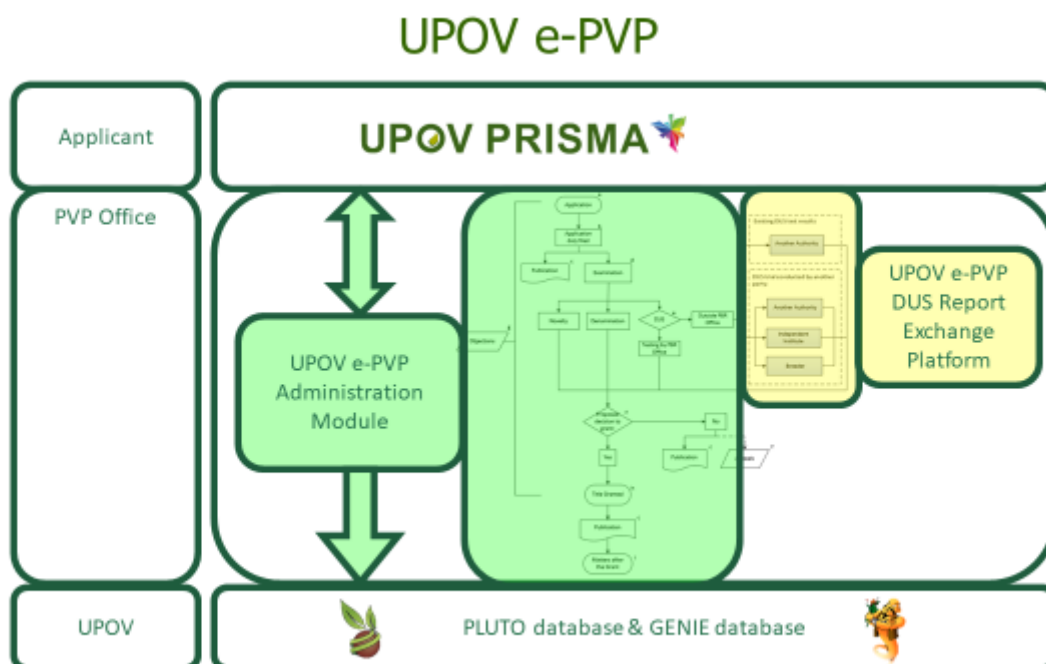
34. Historically, in recognition of its limited resources, UPOV has focused its efforts on providing guidance, information and training rather than developing practical tools to assist members of the Union in the implementation of the UPOV system. The lack of practical assistance has resulted in some divergences in implementation (e.g. application forms) that are not based on policy drivers but rather result from a vacuum of practical support. Furthermore, some members of the Union have had the resources to be able to develop very efficient systems (e.g. electronic application systems) while some other members of the Union without the necessary resources have been unable to develop such systems. Recent developments in IT, combined with the establishment of the post of UPOV IT Officer, have enabled UPOV to develop the UPOV e-PVP initiative (see below). UPOV e-PVP presents an opportunity to provide services to members of the Union in a way which will improve the efficiency of the global UPOV system and achieve a “leveling-up” in capacity within UPOV.

#### 3.1 Development of UPOV e-PVP services

35. UPOV e-PVP will provide coherent and comprehensive assistance in the implementation of the UPOV system of plant variety protection, some or all of the components of which can be used by members of the Union, as considered appropriate. UPOV e-PVP, which comprises the following package of compatible tools, will continue to be developed as indicated:

- 1) **UPOV PRISMA online application tool** will continue to be extended to more members of the Union and more crops/species. UPOV PRISMA will be developed to provide information to PVP applicants on cooperation in DUS examination between members of the Union, where relevant information is provided by members of the Union.
- 2) **UPOV e-PVP Administration Module** to be made available for members of the Union to manage and publish PVP applications, including communication with applicants and transmission of data to the PLUTO database. The module will also contain a feature for recording and comparing variety descriptions. A standard version of the UPOV e-PVP administration module will be made available to members of the Union without charge and will be maintained by UPOV, subject to the resource implications for the Office of the Union. The member of the Union concerned will need to arrange for the cost of hosting the module on the cloud to be covered. Customized versions of the UPOV e-PVP administration module, according to the specific needs of members of the Union, can be developed with UPOV where the necessary extra-budgetary resources are provided and subject to the resource implications for the Office of the Union.
- 3) **UPOV e-PVP DUS Report Exchange Platform** will provide a platform to exchange DUS reports. It will be further developed to allow members of the Union to make their documented DUS procedures and information on their quality management systems available to other members of the Union.
- 4) **PLUTO database** to be improved by: increasing the completeness of data submissions, particularly through use of the UPOV e-PVP Administration Module; improving the user interface; and providing additional user features. A feature will be developed to enable UPOV members to share variety description information via the PLUTO database.
- 5) **UPOV e-PVP UPOV Member Cooperation Platforms**, where requested (e.g. e-PVP Asia), to be developed and supported for UPOV member cooperation in the administration and examination of applications, subject to the necessary extra-budgetary resources being provided and subject to the resource implications for the Office of the Union.

36. The following graphic provides an overview of the UPOV e-PVP components. During 2022, a review of the UPOV e-PVP components will be made to provide a consistent branding across UPOV e-PVP, which may result in renaming of certain existing tools:



### Expected Results and Performance Indicators

Expected results	Performance Indicators	Baselines	Targets (2024/25)
3.1 Development of UPOV e-PVP services	Percentage of PVP applications of UPOV members included in PLUTO database within 1 year	46% (2020)	60% (2024)
	Number of PLUTO users	3,100 (2022)	4,000 (2025)
	Number of applications made via UPOV PRISMA	1,900 (2022)	3,150 (2025)
	Number of UPOV members using the UPOV e-PVP Administration Module to manage and publish PVP applications	n/a	10

**Foundation:** Empower our people to work effectively, collaboratively and innovatively by providing them with the right resources, training and environment

### Implementation strategy to achieve expected results

37. Progression to the post COVID-19 “new normal” has included the introduction of regular part-time teleworking up to a maximum of three days per week. UPOV has used, and will continue to use, fully remote working for certain individual contractors where this is appropriate and particularly where it provides new opportunities to engage high quality personnel within available resources.

#### 4.1 Diversification of revenue

38. WIPO’s Internal Oversight Division (IOD) “Evaluation of the International Union for the Protection of New Varieties of Plants (UPOV)”, conducted in 2016, recommended that UPOV consider developing a Strategic Business Plan to diversify its revenue portfolio to maintain and enhance the sustainability of existing activities and services. The measures to further diversify UPOV’s revenue portfolio will focus on generating income from UPOV PRISMA and the PLUTO database.



### *Fee paying services*

39. A key basis for diversifying income is to generate income from services provided to users of the UPOV system while making services available to PVP offices without charge. This will allow UPOV to develop and maintain high quality services for applicants and PVP offices. A further important benefit is that this approach will connect UPOV with the users of the UPOV system and enhance service orientation within UPOV.

40. UPOV PRISMA and the fee-paying Premium Service of the PLUTO database will continue to play a principal role in increasing UPOV's revenue. Success in increasing revenue from these services relies on support by members of the Union. In particular, income from UPOV PRISMA will be determined by the number of members of the Union that participate in UPOV PRISMA for all crops/species and enable UPOV PRISMA to have an efficient and seamless interface with their application procedures. Similarly, the attractiveness of the PLUTO database Premium Service will rely on members of the Union providing complete and updated data on a regular basis. Therefore, a priority for the Office of the Union will be to engage with members of the Union to provide support in operating PVP through UPOV e-PVP and to facilitate their participation in UPOV PRISMA and contributions to the PLUTO database.

### *Extra-budgetary funds*

41. UPOV has greatly benefited from extra-budgetary funds provided by members of the Union, for example in the form of Funds-in-Trust. In recognition of the costs of the Office of the Union involved in the administration of such Funds-in-Trust, a charge is included for administrative support costs, which is treated as income.

42. Extra-budgetary funds will be important for the future and efforts will be made to ensure that the existing funds continue and that other members of the Union are encouraged to establish such funds.

43. In addition, UPOV will work with members of the Union and potential recipient States and organizations to assist them to instigate and lead requests for funds from donor agencies.

#### 4.2 A Secretariat that is empowered and is provided with the right resources and training to work effectively, collaboratively and innovatively

44. The nature of UPOV's work will continue to evolve, with an ongoing commitment to continuous improvement. In order to ensure that the UPOV team has the skill sets required to adapt to changes and continuously improve, emphasis will be placed on developing systematic and coherent staff training programs.

45. The expansion of UPOV's work in relation to Strategic Pillar 3 "Provide high quality services for members of the Union and users of the UPOV system" has placed a new emphasis on out-sourced projects and greater reliance on contract workers, service providers, JPOs, fellows and interns. This approach necessitates strong management skills, which will be included in training programs for professional staff.

46. A particular focus will be placed on training all team members in excellent customer service. This will be essential for the expansion of work under Strategic Pillar 3, while also recognizing that all areas of UPOV's work involve service delivery at the core.

47. The number of members of the Union and States covered by the UPOV Convention has continued to increase, also accompanied in recent years by an increased number of States and organizations seeking advice on laws. This has been accompanied by an increase in the portfolio of services that are provided by the Office of the Union, notably UPOV e-PVP and new distance learning courses.

48. To cover the increase in workload, additional support has been provided by 3 agency workers since 2017. The tasks currently being performed by the three agency workers have become a core part of UPOV's work and should be transformed into posts in order to ensure continuity and stability in UPOV's work, subject to sufficient and reliable income to justify such a commitment. The Program and Budget for the 2022-2023 Biennium made provision for an additional post to replace an agency worker. The Program and Budget for the 2024-2025 Biennium anticipates two additional posts to replace agency workers.

49. UPOV has received valuable support from the fellowship program in the form of a succession of talented experts being seconded from members of the Union, notably in relation to UPOV PRISMA, PLUTO database, GENIE database and maintenance of the UPOV code. The COVID-19 pandemic has made it difficult to continue the fellowship program but this will be re-introduced and extended as soon as circumstances allow.

50. A further area where it is hoped that members of the Union will be able to provide further support for UPOV's work will be to arrange for members of the Union to assign junior professional officers to UPOV.

### Expected Results and Performance Indicators

Expected results	Performance Indicators	Baselines	Targets (2024/25)
4.1 Diversification of revenue	Income from sources other than UPOV member contributions.	6.6% (2022)	9%
4.2 A Secretariat that is empowered and is provided with the right resources and training to work effectively, collaboratively and innovatively	Staff satisfaction level	86%	88%

**Table 6: Budget 2024-2025 by Expected Result**

		<b>2024-2025 Proposed</b>
1.1	Governance by the UPOV Council and work of UPOV Committees and other bodies	1,326
1.2	Development of legislation on plant variety protection in accordance with the 1991 Act of the UPOV Convention	309
2.1	Enhanced awareness of the role of the UPOV system	344
2.2	Guidance and assistance on the UPOV Convention and its implementation	2,856
2.3	Enhanced harmonization and cooperation in examination	700
3.1	Development of UPOV e-PVP services	873
4.1	Diversification of revenue	241
4.2	A Secretariat that is empowered and is provided with the right resources and training to work effectively, collaboratively and innovatively	1,252
<b>TOTAL</b>		<b>7,901</b>

## IV. FINANCIAL INDICATORS 2017-2026

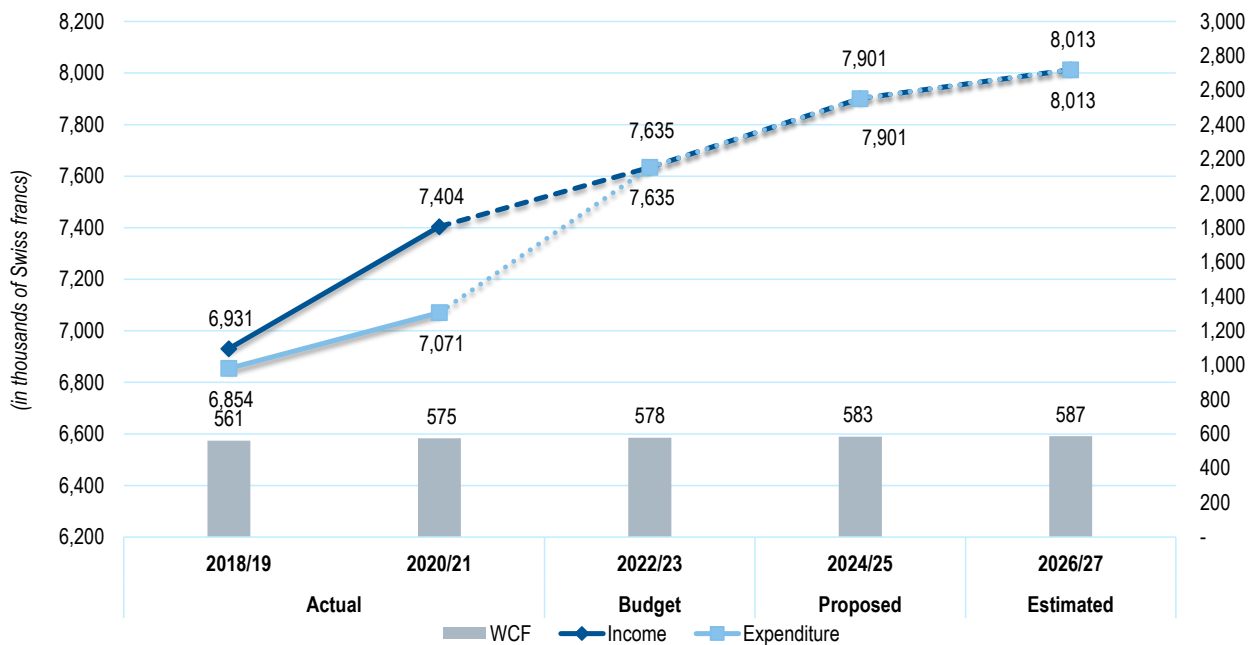
The Program and Budget for the 2024-2025 Biennium includes a presentation of financial indicators covering a 10-year period, including two years beyond the new biennium and information from the recent past. The presentation of the financial indicators is intended to put the proposed budget for the 2024-2025 biennium into context by indicating trends and assessing future financial sustainability. This information is provided to facilitate members' review and decision on the proposed Program and Budget, and it should not be construed as constituting any specific financial commitment or approval beyond 2025.

The anticipated evolution of the regular budget, as far as income, expenditures, and reserve and working capital fund levels are concerned, is shown in Table 7 and Figure 1.

**Table 7: Income, Expenditure and Reserves for 2017-2026**  
(in thousands of Swiss francs)

<i>Budgetary Basis</i>					
	Actual		Budget	Proposed	Estimated
	2018-2019	2020-2021	2022-2023	2024-2025	2026-2027
Income	6,931	7,404	7,635	7,901	8,013
Expenditure	6,854	7,071	7,635	7,901	8,013
<i>Difference</i>	76	334	-	-	-

*Figure 1. Evolution of Income, Expenditure and Reserves for 2018-2027*



[Appendices follow]

## V. APPENDICES

### APPENDIX I Status in relation to the International Union for the Protection of New Varieties of Plants (UPOV) as of January 1, 2023

#### A. Members of UPOV

African Intellectual Property Organization <sup>2, 4</sup>	Costa Rica <sup>2</sup>	Israel <sup>2</sup>	Panama <sup>2</sup>	Sweden <sup>2</sup>
Albania <sup>2</sup>	Croatia <sup>2</sup>	Italy <sup>1</sup>	Paraguay <sup>1</sup>	Switzerland <sup>2</sup>
Argentina <sup>1</sup>	Czech Republic <sup>2</sup>	Japan <sup>2</sup>	Peru <sup>2</sup>	Trinidad and Tobago <sup>1</sup>
Australia <sup>2</sup>	Denmark <sup>2</sup>	Jordan <sup>2</sup>	Poland <sup>2</sup>	Tunisia <sup>2</sup>
Austria <sup>2</sup>	Dominican Republic <sup>2</sup>	Kenya <sup>2</sup>	Portugal <sup>1</sup>	Türkiye <sup>2</sup>
Azerbaijan <sup>2</sup>	Ecuador <sup>1</sup>	Kyrgyzstan <sup>2</sup>	Republic of Korea <sup>2</sup>	Ukraine <sup>2</sup>
Belarus <sup>2</sup>	Egypt <sup>2</sup>	Latvia <sup>2</sup>	Republic of Moldova <sup>2</sup>	United Kingdom <sup>2</sup>
Belgium <sup>2</sup>	Estonia <sup>2</sup>	Lithuania <sup>2</sup>	Romania <sup>2</sup>	United Republic of Tanzania <sup>2</sup>
Bolivia (Plurinational State of) <sup>1</sup>	European Union <sup>2, 3</sup>	Mexico <sup>1</sup>	Russian Federation <sup>2</sup>	United States of America <sup>2</sup>
Bosnia and Herzegovina <sup>2</sup>	Finland <sup>2</sup>	Montenegro <sup>2</sup>	Saint Vincent and the Grenadines <sup>2</sup>	Uruguay <sup>1</sup>
Brazil <sup>1</sup>	France <sup>2</sup>	Morocco <sup>2</sup>	Serbia <sup>2</sup>	Uzbekistan <sup>2</sup>
Bulgaria <sup>2</sup>	Georgia <sup>2</sup>	Netherlands <sup>2</sup>	Singapore <sup>2</sup>	Viet Nam <sup>2</sup>
Canada <sup>2</sup>	Germany <sup>2</sup>	New Zealand <sup>1</sup>	Slovakia <sup>2</sup>	
Chile <sup>1</sup>	Ghana <sup>2</sup>	Nicaragua <sup>1</sup>	Slovenia <sup>2</sup>	
China <sup>1</sup>	Hungary <sup>2</sup>	North Macedonia <sup>2</sup>	South Africa <sup>1</sup>	
Colombia <sup>1</sup>	Iceland <sup>2</sup>	Norway <sup>1</sup>	Spain <sup>2</sup>	(Total 78)
	Ireland <sup>2</sup>	Oman <sup>2</sup>		

<sup>1</sup> 1978 Act is the latest Act by which 17 States are bound.

<sup>2</sup> 1991 Act is the latest Act by which 59 States and 2 organizations are bound.

<sup>3</sup> Operates a plant breeders' rights system which covers the territory of its 27 member States (*Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden*).

<sup>4</sup> Operates a plant breeders' rights system which covers the territory of its 17 member States (*Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Comoros, Congo, Côte d'Ivoire, Equatorial Guinea, Gabon, Guinea, Guinea Bissau, Mali, Mauritania, Niger, Senegal, Togo*).

#### B. States and intergovernmental organizations which have initiated the procedure for acceding to the UPOV Convention

##### States (19):

Afghanistan, Armenia, Brunei Darussalam, Guatemala, Honduras, India, Iran (Islamic Republic of), Jamaica, Kazakhstan, Malaysia, Mauritius, Mongolia, Myanmar, Nigeria, Philippines, Tajikistan, United Arab Emirates, Venezuela (Bolivarian Republic of) and Zimbabwe

##### Organization (1):

African Regional Intellectual Property Organization (ARIPO)

(member States of ARIPO (20): *Botswana, Eswatini, Gambia, Ghana, Kenya, Lesotho, Liberia, Malawi, Mauritius, Mozambique, Namibia, Rwanda, Sao Tome and Principe, Sierra Leone, Somalia, Sudan, Uganda, United Republic of Tanzania, Zambia, Zimbabwe*)

#### C. States and intergovernmental organizations which have been in contact with the Office of the Union for assistance in the development of laws based on the UPOV Convention

##### States (23):

Algeria, Antigua and Barbuda, Bahrain, Barbados, Cambodia, Cuba, Cyprus, El Salvador, Indonesia, Iraq, Lao People's Democratic Republic, Libya, Liechtenstein, Malawi, Mozambique, Namibia, Pakistan, Saudi Arabia, Sudan, Thailand, Tonga, Turkmenistan and Zambia

##### Organization (1):

Southern African Development Community (SADC)

(member States of SADC (15): *Angola, Botswana, Democratic Republic of the Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, United Republic of Tanzania, Zambia, Zimbabwe*)

## APPENDIX II Contributions of members as of December 31, 2022

*(in Swiss Francs)*

2022 Invoiced	2023 Invoiced	Members	Number of Units	2024 Estimated for invoicing	2025 Estimated for invoicing
10,728	10,728	African Intellectual Property Organization (OAPI)	0.20	10,728	10,728
10,728	10,728	Albania	0.20	10,728	10,728
26,820	26,820	Argentina	0.50	26,820	26,820
53,641	53,641	Australia	1.00	53,641	53,641
40,231	40,231	Austria	0.75	40,231	40,231
10,728	10,728	Azerbaijan	0.20	10,728	10,728
10,728	10,728	Belarus	0.20	10,728	10,728
80,462	80,462	Belgium	1.50	80,462	80,462
10,728	10,728	Bolivia (Plurinational State of)	0.20	10,728	10,728
10,728	10,728	Bosnia and Herzegovina	0.20	10,728	10,728
13,410	13,410	Brazil	0.25	13,410	13,410
10,728	10,728	Bulgaria	0.20	10,728	10,728
53,641	53,641	Canada	1.00	53,641	53,641
10,728	10,728	Chile	0.20	10,728	10,728
107,282	107,282	China	2.00	107,282	107,282
10,728	10,728	Colombia	0.20	10,728	10,728
10,728	10,728	Costa Rica	0.20	10,728	10,728
10,728	10,728	Croatia	0.20	10,728	10,728
26,820	26,820	Czech Republic	0.50	26,820	26,820
26,820	26,820	Denmark	0.50	26,820	26,820
10,728	10,728	Dominican Republic	0.20	10,728	10,728
10,728	10,728	Ecuador	0.20	10,728	10,728
10,728	10,728	Egypt	0.20	10,728	10,728
10,728	10,728	Estonia	0.20	10,728	10,728
268,205	268,205	European Union	5.00	268,205	268,205
53,641	53,641	Finland	1.00	53,641	53,641
268,205	268,205	France	5.00	268,205	268,205
10,728	10,728	Georgia	0.20	10,728	10,728
268,205	268,205	Germany	5.00	268,205	268,205
10,728	10,728	Ghana	0.20	10,728	10,728
26,820	26,820	Hungary	0.50	26,820	26,820
10,728	10,728	Iceland	0.20	10,728	10,728
53,641	53,641	Ireland	1.00	53,641	53,641
26,820	26,820	Israel	0.50	26,820	26,820
107,282	107,282	Italy	2.00	107,282	107,282
268,205	268,205	Japan	5.00	268,205	268,205
10,728	10,728	Jordan	0.20	10,728	10,728
10,728	10,728	Kenya	0.20	10,728	10,728
10,728	10,728	Kyrgyzstan	0.20	10,728	10,728
10,728	10,728	Latvia	0.20	10,728	10,728
10,728	10,728	Lithuania	0.20	10,728	10,728
40,231	40,231	Mexico	0.75	40,231	40,231
10,728	10,728	Montenegro	0.20	10,728	10,728
10,728	10,728	Morocco	0.20	10,728	10,728
160,923	160,923	Netherlands	3.00	160,923	160,923
53,641	53,641	New Zealand	1.00	53,641	53,641
10,728	10,728	Nicaragua	0.20	10,728	10,728

2022 Invoiced	2023 Invoiced	Members	Number of Units	2024 Estimated for invoicing	2025 Estimated for invoicing
10,728	10,728	North Macedonia	0.20	10,728	10,728
53,641	53,641	Norway	1.00	53,641	53,641
53,641	53,641	Oman	1.00	53,641	53,641
10,728	10,728	Panama	0.20	10,728	10,728
10,728	10,728	Paraguay	0.20	10,728	10,728
10,728	10,728	Peru	0.20	10,728	10,728
26,820	26,820	Poland	0.50	26,820	26,820
10,728	10,728	Portugal	0.20	10,728	10,728
80,462	80,462	Republic of Korea	1.50	80,462	80,462
10,728	10,728	Republic of Moldova	0.20	10,728	10,728
10,728	10,728	Romania	0.20	10,728	10,728
107,282	107,282	Russian Federation	2.00	107,282	107,282
10,728	10,728	Saint Vincent and the Grenadines	0.20	10,728	10,728
10,728	10,728	Serbia	0.20	10,728	10,728
10,728	10,728	Singapore	0.20	10,728	10,728
26,820	26,820	Slovakia	0.50	26,820	26,820
10,728	10,728	Slovenia	0.20	10,728	10,728
53,641	53,641	South Africa	1.00	53,641	53,641
107,282	107,282	Spain	2.00	107,282	107,282
80,462	80,462	Sweden	1.50	80,462	80,462
80,462	80,462	Switzerland	1.50	80,462	80,462
10,728	10,728	Trinidad and Tobago	0.20	10,728	10,728
10,728	10,728	Tunisia	0.20	10,728	10,728
26,820	26,820	Türkiye	0.50	26,820	26,820
10,728	10,728	Ukraine	0.20	10,728	10,728
107,282	107,282	United Kingdom	2.00	107,282	107,282
10,728	10,728	United Republic of Tanzania	0.20	10,728	10,728
268,205	268,205	United States of America	5.00	268,205	268,205
10,728	10,728	Uruguay	0.20	10,728	10,728
10,728	10,728	Uzbekistan	0.20	10,728	10,728
10,728	10,728	Viet Nam	0.20	10,728	10,728
<b>3,569,798</b>	<b>3,569,798</b>		<b>66.55</b>	<b>3,569,798</b>	<b>3,569,798</b>

[Appendix III follows]

## APPENDIX III Definition of sources of income and cost categories

### Sources of income

**Contributions:** contributions of members of the Union under the UPOV Convention (Article 29 of the 1991 Act and Article 26 of the 1978 Act).

**UPOV IT Tools and Services Fees:** fees from UPOV databases, IT tools and services

**Miscellaneous Income:** accounting adjustments (credits) in respect of prior years, currency adjustments, support charges in respect of extra-budgetary activities executed by UPOV and financed by trust funds and fees from distance learning programs.

### Cost categories

#### Personnel Resources

**Posts:** remuneration received by staff members, in particular salaries, post adjustment, dependency allowances, language allowances and overtime, non-resident allowances, assignment grant and representation allowances.

**Temporary Staff:** remuneration and allowances paid to professional and general service employees on short-term contracts.

#### Non-Personnel Resources

##### *Internships and Fellowships*

**Internships:** remuneration and allowances paid to interns.

**Fellowships:** expenses related to a training activity that provides a monetary grant to qualified individuals for the purpose of fulfilling special learning objectives.

##### *Travel, Training and Grants*

**Staff missions:** travel expenses and daily subsistence allowances for all staff on official travel.

**Third party travel:** travel expenses and daily subsistence allowances for all third parties, including the travel costs of Government officials, participants and lecturers attending UPOV sponsored meetings.

**Training and related travel grants:** travel expenses, daily subsistence allowances and training and other fees in connection with trainees attending courses, seminars, fellowships.

##### *Contractual Services*

**Conferences:** remuneration, travel expenses and daily subsistence allowances for interpreters; renting of conference facilities, and interpretation equipment and platforms; refreshments and receptions.

**Publishing:** outside printing and binding; reviews; paper and printing; other printing: reprints of articles published in reviews; brochures; treaties; collections of texts; manuals; working forms and other miscellaneous printed material; videos, and other forms of electronic publishing.

**Individual Contractual Services:** remuneration paid in respect of individual contractual services.

**Other Contractual Services:** includes all other contractual services with both commercial and non-commercial service providers.

### *Operating Expenses*

All expenses arising from the acquisition, rental, improvement and maintenance of office space and rental or maintenance of equipment and furniture. Communication expenses such as telephone, internet, facsimile, and mail; other expenses such as medical assistance, housing service, Administrative Tribunal, Staff Association, hospitality; bank charges; interest on bank and other loans (except building loans); currency adjustments (debits); audit expenses; unforeseen expenses and accounting adjustments (debits) in respect of prior years; contributions to joint administrative activities within the United Nations system. Additionally, all common expenses related to either joint activities with WIPO or services actually rendered by WIPO.

### *Equipment and Supplies*

**Furniture and equipment:** purchase of office furniture, office machines, computer equipment (desktop, laptops, printers, servers, etc.), conference servicing equipment, reproduction equipment and transportation equipment.

**Supplies and materials:** stationery and office supplies; internal reproduction supplies (offset, microfilms, etc.); library books and subscriptions to reviews and periodicals; uniforms; computer supplies, software and licenses.

[End of Appendix III and of document]