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STRATEGIC BUSINESS PLAN 2026-2029*prepared by the Office of the Union**Disclaimer: this document does not represent UPOV policies or guidance*

1. The Council is invited to consider and adopt UPOV's Strategic Business Plan (SBP) for 2026-2029, which replaces the SBP for 2023-2027.
2. In accordance with the request by the Consultative Committee, this draft SBP includes the key findings of the Horizon Scanning exercise. To facilitate this exploration, the UPOV Office conducted 20 interviews with visionaries from across the world and experts from the plant breeding and innovation ecosystem, including businesses, governments, breeders, farmers, growers, IGOs and NGOs. The period covered by the Horizon Scanning exercise is five years. These interviews fostered rich and insightful conversations that contributed to our collective understanding of the future of the PVP ecosystem. A summary of the key trends and calls for action resulting from these interviews are provided in the "Horizon Scanning" section of UPOV's Strategic Business Plan.
3. This draft SBP should be read in conjunction with proposals for a UPOV Risk Appetite Statement (document C/59/15), a UPOV Resources Strategy (document C/59/16), and the recommendations of the Consultative Committee at its hundred and third session, to be held in Geneva on October 23, 2025. These elements are crucial for UPOV's growth and resilience in the coming years.
4. *The Council is invited to adopt the Strategic Business Plan 2026-2029, as presented in the Annex to this document.*

[Annex follows]

STRATEGIC BUSINESS PLAN 2026-2029

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I. INTRODUCTION

1. This document sets out the Strategic Business Plan (SBP) for the period 2026-2029.
2. The SBP outlines UPOV's strategic direction for the next four years and will serve as a source of inspiration and guidance for the Organization. It will also provide the basis for the preparation of the forthcoming Program and Budgets, which seek members' approval for work to deliver UPOV's expected results, key performance indicators and budget for a biennium.
3. The core elements of the SBP are represented by a Strategy House, which consists of the Organization's Mission, Strategic Pillars and Foundation. The UPOV Risk Appetite Statement (document C/59/15) defines UPOV's risk appetite in pursuing its mission. UPOV's overall appetite is medium. A risk, its response and appetite level has been included under each Pillar to guide actions in achieving the Expected Results in the SBP.
4. The following Horizon Scanning section sets out the broader context under which UPOV and its stakeholders operate, and the trends which may influence UPOV when setting priorities on the areas to focus to maintain and increase the impact of the UPOV PVP System.

II. HORIZON SCANNING

5. UPOV promotes plant breeding worldwide by providing a system for members to protect new plant varieties, contributing to sustainable development and global food security.
6. The UPOV plant variety protection system faces critical challenges and opportunities due to rapid technological advances, climate change, evolving global trade, and shifting stakeholder expectations. Its future relevance depends on adapting to innovation, enhancing sustainability, improving efficiency, and fostering inclusivity.

Major Trends and Calls for Action for the UPOV Plant Variety Protection System

7. The UPOV system of plant variety protection (PVP) is operating in an environment of rapid technological change, shifting global trade patterns, increasing sustainability demands, and evolving stakeholder expectations. To remain relevant and impactful, the system needs to anticipate and respond to the following major trends:

1. Technological Innovation in Plant Breeding

- **Biotechnology and Gene Editing:** marker-assisted selection and new tools such as CRISPR and synthetic biology are reshaping plant breeding. These methods enable faster and more precise, often costlier breeding, but also challenge current PVP frameworks, especially in defining and enforcing rights related to Essentially Derived Varieties (EDVs).
- **Artificial Intelligence and Digital Tools:** artificial intelligence, big data, phenomics, and high-throughput phenotyping are accelerating variety development and could shorten life cycles of varieties. UPOV needs to adapt DUS guidance to benefit from these technologies.
- **DNA Profiling in Enforcement:** increasing reliance on DNA analysis for variety identification and dispute resolution requires UPOV to develop standards in this field and explore means for data management and collaborations on data science activities.

2. Climate Change, Sustainability, and Biodiversity

- **Climate-Resilient Varieties:** growing demand for drought, heat, pest, and disease-resistant crops underscores the importance of PVP in incentivizing adaptation to climatic challenges.
- **Sustainability Integration:** PVP needs to be positioned as part of broader sustainability agendas, leveraging plant variety protection for biodiversity conservation and supporting inclusive agriculture and diverse farming systems, such as organic farming.

- Urban Agriculture and Ecosystem Restoration: emerging areas such as green cities and ecosystem restoration require varieties adapted to new agricultural practices and enhanced environmental services.

3. *Globalization, Trade, and New Business Models*

- Changing Trade Patterns: the rise of e-commerce and decentralized supply chains complicates monitoring and enforcement. Non-tariff barriers and phytosanitary restrictions slow the movement of plant material.
- Harmonization Needs: increased level of international operation by breeders requires more streamlined systems. While the breeders' community recognizes the value of UPOV e-PVP, calls are increasing for UPOV to consider models used for other IP rights—one application and one DUS test accepted across multiple jurisdictions. Such a model could significantly enhance the PVP system by leveraging UPOV's digitalization tools and services and further initiatives that simplify and shorten, in a cost-effective way, the filing, examination and protection of new varieties in UPOV members.
- Cooperation Needs: geopolitical instability, trade disputes, and protectionist measures threaten collaboration. UPOV needs to strengthen multilateral cooperation and maintain trust among its members and stakeholders.
- Emergence of SMEs and Start-Ups in Plant Innovation: SMEs and start-ups are increasingly important plant innovators. Simplifying procedures, lowering costs, and offering capacity building are essential to support them. There is a need to invest in improvements for an accessible and inclusive global PVP system.

4. *Policy, Regulation, and Institutional Trust*

- Speed and Efficiency: long timelines for DUS testing (often two or more years) should be further streamlined, harmonized, and digitalized to meet market demands.
- Collaboration with other IP Systems: growing overlap between patents, trademarks, geographical indications, and PVP requires UPOV to coordinate more closely with other IP regimes.
- Public Trust and Legitimacy: misconceptions persist about PVP. UPOV must improve communication, highlighting economic, food security, and sustainability benefits for smallholder farmers and SMEs.
- Civil Society and Public Perceptions: NGOs and consumer groups are increasingly vocal. Transparent, inclusive procedures and communication strategies are needed to counter misinformation and secure social license.

5. *Inclusivity and International Cooperation*

- Support for Low and Middle-Income Countries: Africa, Asia, and Latin America present the greatest growth potential for PVP. UPOV can play a global role in capacity building and technical cooperation.
- Public-Private Partnerships (PPPs): collaboration between public institutions and private sector is expanding, often through licensing models that encourage adoption of new varieties. UPOV needs to support such partnerships.
- Broadening Stakeholder Participation: Universities, research institutes, and non-traditional actors like consortia and digital start-ups are entering the breeding space, requiring UPOV to be more inclusive.

6. Strategic and Organizational Considerations

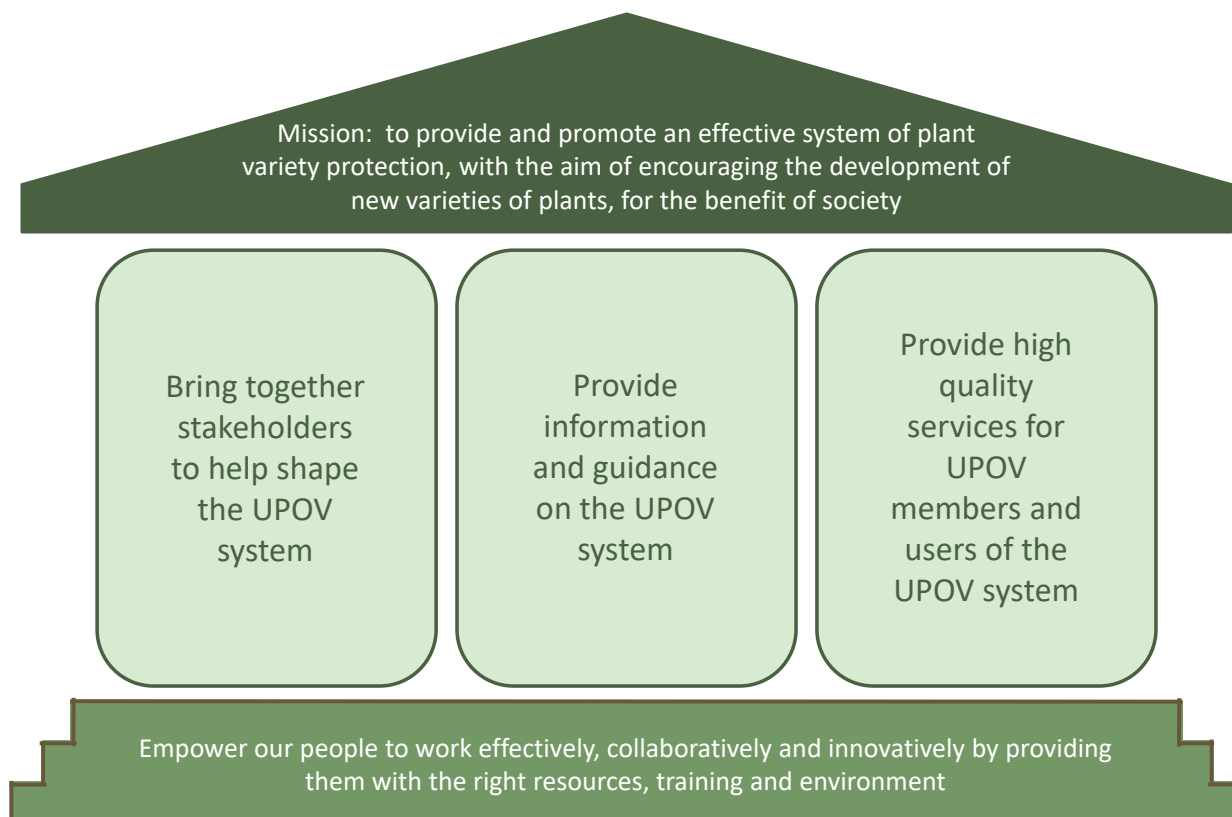
- Proactive vs. Reactive Role: stakeholders noted a shift from proactive system development to defensive responses to criticism. To remain relevant, UPOV must reassert leadership in shaping the future of plant breeding and PVP.
- Consensus Building: while consensus is a core strength in UPOV, increasing diversity of views makes agreement more challenging. UPOV needs to balance inclusivity with efficient decision-making.
- Resources and Capacity Constraints: speed breeding is expected to impact PVP with increasing number of filings of varieties developed using complex technologies. This is triggering the need for increased cooperation and for shared examination resources, including applicants' resources, for stronger institutional capacity.

8. The above trends and calls for action illustrate that the UPOV system stands at a crossroads. Its continued impact depends on its ability to adapt to rapid breeding innovation, support climate-resilient and sustainable agriculture, respond to globalization and new business models, increase public perception of value, and foster inclusivity across regions and actors. Strategic communication, policy adaptability, technological integration, and strengthened international cooperation will be critical for UPOV to remain a driver of global food security and innovation.

III. STRATEGY HOUSE

9. The 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 Strategy House is rooted in continuous improvement by building on UPOV's strengths while charting a future course with a new focus where relevant.



THE MISSION

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.

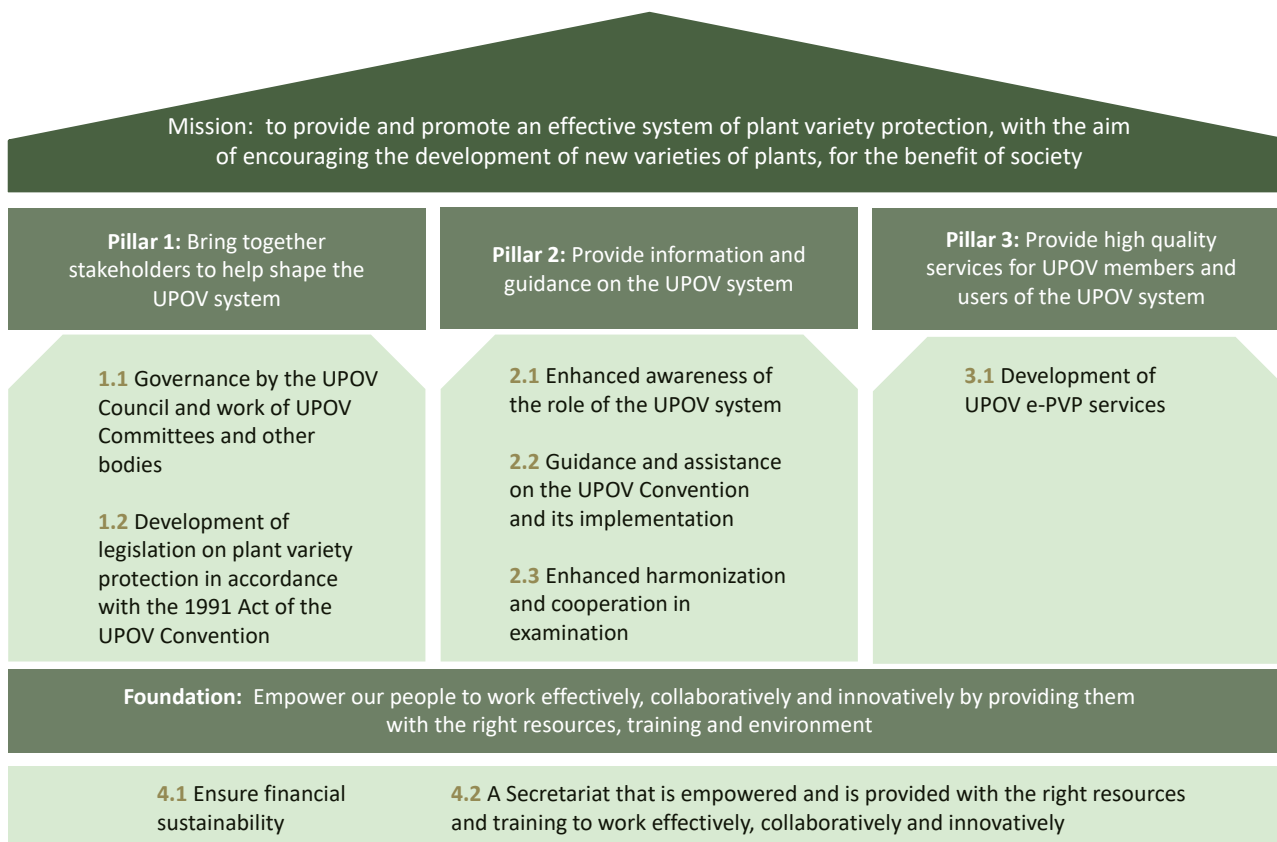
11. UPOV's mission statement identifies the importance of new varieties of plants as a means for farmers and growers to provide benefits to society. As explained in the FAQ "What are the benefits of new varieties of plants for society?" (see <https://www.upov.int/about/en/faq.html#QG31>), new varieties of plants are a key element for farmers and growers to provide food security in the context of population growth and climate change, providing people with a choice of healthy, tasty and nutritious food while generating a viable income for farmers. High quality varieties of fruit, vegetables, ornamentals and agricultural crops also provide economic development and employment for millions of people around the world by meeting the needs and desires of society.

12. The mission statement recognizes UPOV's role in providing an effective system of plant variety protection that is necessary to support the development of new plant varieties.

THE THREE STRATEGIC PILLARS AND FOUNDATION

13. The three Strategic Pillars underpin UPOV's Mission. They represent UPOV's broad areas of strategic focus which, in turn, are cascaded into Expected Results, and then specific programs and activities. The Foundation is the bedrock of the Strategy House. It encapsulates the basis to provide the right type of resources, environment and culture for UPOV to work well. The Strategic Pillars should not be seen in isolation; they are dynamically interconnected and supported by the Foundation.

14. 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

Background

15. 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. The Horizon Scanning exercise revealed that there is a need to invest in continuous engagement in improvements for an accessible and inclusive global PVP system.

Future Direction

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

16. 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 (CAJ), Technical Committee, Technical Working Parties and working groups, as appropriate.

17. A UPOV Resources Strategy (document C/59/16) has been developed to ensure financial sustainability to empower UPOV's Mission. The purpose of the strategy is to provide UPOV with sufficient and stable financial resources for the implementation of the Strategic Business Plan for 2026-2029, including to operate effectively, foster collaboration, and support innovation in plant variety protection worldwide.

18. As UPOV evolves, and in the interest of achieving maximum effectiveness, it will be important for the work of the committees to be kept under review. An example of this was the decision for meetings of the Council, Consultative Committee and CAJ to be reduced from twice per year to annually from 2018. In 2023, a review took place addressing opportunities for the work of the Technical Committee and Technical Working Parties to be improved, particularly with a view to increasing cooperation as a fundamental benefit of UPOV membership. The Technical Working Parties meetings were reorganized with increased proportion of field activities and practical guidance on variety examination procedures. Work will continue to support individual authorities developing national and regional test guidelines. These measures support the expansion of the UPOV system to cover additional genera and species, as well as the exchange of test reports using the UPOV e-PVP DUS Report Exchange Platform.

19. In relation to meetings of UPOV bodies, consideration will need to be given to increasing participation and effectiveness. It is foreseen that relevant UPOV bodies will continuously consider measures to improve the efficiency of the UPOV sessions to focus on themes and create space for discussion and events on strategic topics.

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

20. 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.

Risk

Risk	Risk Response	Target Residual Risk
Policy and legislative developments delay or prevent accession to, or ratification of, the 1991 Act of the UPOV Convention.	Strengthen legislative guidance and outreach activities demonstrating UPOV benefits while supporting countries' development goals through engagement programs and forums to demonstrate how UPOV membership contributes to agricultural development.	Low – in line with risk appetite
Low risk appetite		

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

Background

21. 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.

22. UPOV's Communication Strategy and Training and Assistance Strategy underpin this Strategic Pillar.

Future Direction

2.1 Enhanced awareness of the role of the UPOV system

23. In accordance with UPOV's Communication Strategy, UPOV must improve communication, highlighting economic, food security, and sustainability benefits for smallholder farmers and SMEs. It is important to explain the role of the UPOV PVP system as a driver of economic benefits with job creation and investment in new varieties connected to industries relevant for agricultural innovation and trade: the expansion of UPOV membership favors the development, production, export and import of elite varieties in new members as well as more long-standing members with UPOV-proof level of protection. The focus will be on the development of information concerning the benefits of plant variety protection and UPOV membership for distribution in different communication channels. 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, impact studies and storytelling.

24. An effective outreach is at the core of UPOV's communication strategy. It is essential to enhance engagement and clear understanding on the role of UPOV for sustainable social and economic development. Recent developments will continue to be reported in the digital Newsletter introduced in October 2024 and in a new website launched in 2025. Stories of the local beneficiaries that illustrate the global impact of UPOV, FAQs and plant variety protection data will continue to play an important role in communicating key aspects of the UPOV system and in addressing misinformation. Subject to available resources, 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.

25. Awareness raising events and activities, such as seminars and workshops, will continue to play a key role in outreach. Whilst certain engagement activities under Pillars 1 and 2 would benefit from in-person meetings to increase impact, emphasis will continue to be made on participation by virtual means due to limited resource availability.

26. Social media will play an increasingly important role in communicating information. Levering on existing UPOV content, the strategic use of social media will continue to improve the level of engagement and understanding on the UPOV PVP system.

27. 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.

Risk

Risk	Risk Response	Target Residual Risk
Reduced visibility and understanding of UPOV's role and benefits impacts expansion of UPOV.	Implement a targeted communication strategy through multiple channels (website, social media, events), developing engaging content to demonstrate UPOV system benefits through case studies and success stories.	High – in line with risk appetite

High risk appetite

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

Guidance and information material

28. Biotechnology and gene editing enable faster and more precise, often costlier breeding, but also challenge current PVP frameworks, especially in defining and enforcing rights related to essentially derived varieties (EDVs). Increasing reliance on DNA analysis for variety identification and dispute resolution requires UPOV to develop standards in this field and explore means for data management and collaborations on data science activities. The effectiveness of the UPOV system is enhanced by the provision of guidance and information materials such as Explanatory Notes (“UPOV/EXN” series) and Information Documents (“UPOV/INF” series). To address the need for UPOV to grow with purpose and address the above technological and data developments, UPOV will continue to update and develop new guidance material in accordance with the work programs of the UPOV bodies concerned. There is a mandate for the development of guidance on the “Scope of the Breeder’s Right” and the relationship with the “Exhaustion of the Breeder’s Right”.

29. 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 and services available in a wider range of languages.

Training and assistance

30. UPOV’s Training and Assistance Strategy underpins the UPOV’s training and assistance activities.

31. 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.

32. 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.

33. In accordance with the above priority, in 2024, the Council authorized the use of UPOV e-PVP by States and organizations in the process of becoming UPOV members, as follows:

- (a) have positive advice from the Council on the conformity of the legislation with the UPOV Convention;
- (b) the use of UPOV e-PVP would be authorized during a trial period of three years; and
- (c) other criteria could be established to ensure effective use of resources.

34. Events and activities, such as meetings, seminars, workshops and training events, will continue to play a key role in assistance. However, due to limited resource availability, greater emphasis will be made on virtual activities and/or participation by virtual means. UPOV e-PVP (see Section 3.1) is also 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.

35. To harness the various training initiatives provided by UPOV and its members, the UPOV International Certificate on Plant Variety Protection (UPOV PVP Certificate) was introduced in April 2024. The UPOV PVP Certificate program will continue to play a key role as the platform to engage on PVP training matters. The enrollment of private sector learners and learners from organizations that are not covered by the priorities of the UPOV Council will be enabled in October 2025, subject to a fee payment. The UPOV PVP Certificate program will continue to promote new training and academic programs, becoming the repository of standards and guidance developed by UPOV and its members.

2.3 Enhanced harmonization and cooperation in examination

36. Cooperation between members of the Union is a key feature of the UPOV system and is the basis for an effective system with the fast introduction of new varieties at reduced costs for PVP offices and breeders. To respond to the challenges facing agriculture, notably in relation to climate challenges and food security, priority and urgency should be given to increased cooperation for increased 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. The use of new breeding techniques enables shorter breeding time and commercial life cycle of some new varieties, and cooperation will be key to simplify and shorten, in a cost-effective way, the filing, examination and protection of new varieties in UPOV members.

Examination of Distinctness, Uniformity and Stability ("DUS")

37. The Horizon Scanning exercise has revealed the need to enhance harmonization and efficiency in DUS examination. The increased level of international operation by breeders requires more streamlined systems. While the breeders' community recognize the value of UPOV e-PVP and its DUS Exchange Cooperation Platform, there is a call for action for UPOV to consider models used for other IP rights, for instance, one application and one DUS test accepted across multiple jurisdictions. Such a model could significantly enhance the PVP system by leveraging UPOV's digitalization tools and services and further initiatives that simplify and shorten, in a cost-effective way, the filing, examination and protection of new varieties in UPOV members. The "General Introduction to the Examination of Distinctness, Uniformity and Stability and the Development of Harmonized Descriptions of New Varieties of Plants" (General Introduction), with its associated TGP documents, and Test Guidelines provide the basis for harmonization and cooperation in the examination of Distinctness, Uniformity and Stability ("DUS"). In light of the above call for action, work will continue reviewing and updating the General Introduction, associated TGP documents and Test Guidelines, with greater emphasis on measures to enhance cooperation and harmonization.

38. The Technical Committee has identified several technical, administrative, policy and legal issues that may be obstacles to further cooperation in DUS examination. A key aim in the medium term will be to address these potential obstacles to increase cooperation and thereby increase the efficiency of DUS examination. The 2025 Webinars and Seminar on cooperation with breeders in DUS examination will be used for capacity building and awareness raising on options provided by the UPOV Convention to increase efficiency in variety examination. UPOV will continue to convene stakeholders to address challenges and opportunities to further enhance cooperation in DUS examination.

Examination of variety denominations

39. The main purpose of the Explanatory Notes on Variety Denominations is to ensure that, as far as possible: (i) protected varieties are designated in all UPOV members by the same variety denomination for the same variety; (ii) the approved variety denominations establish themselves as the generic designations; and (iii) they are used in the offering for sale or marketing of propagating material of the variety, even after the expiration of the breeder's right. The "Explanatory Notes on Variety Denominations under the UPOV Convention" (document UPOV/EXN/DEN) will need to be kept under review to ensure that UPOV's guidance can be closely followed by all UPOV members.

40. In order to enhance harmonization in the examination of variety denominations, subject to available resources and/or contribution by project partners, work will continue on the development of proposals for a UPOV similarity search tool for variety denomination purposes, according to the guidance in document UPOV/EXN/DEN and with the enhancement of PLUTO as the global database for examination of denominations.

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

Background

41. 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. This approach has played an important role in enabling new members of the Union to set up and operate a PVP office. However, this approach has resulted in divergences in implementation (e.g. application forms) that are not always based on strong policy drivers and often 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 IT expertise within UPOV have enabled UPOV to develop and maintain the UPOV e-PVP services. UPOV e-PVP provides services to members of the Union that improve the efficiency of the global UPOV system and achieve a “leveling-up” across UPOV.

Future Direction

3.1 Development and maintenance of UPOV e-PVP services

42. UPOV, its members and stakeholders, act in a more complex operating environment. The Horizon Scanning exercise has revealed a need to invest in continuous improvements for an accessible and inclusive global PVP system with the assistance of digitalization and further initiatives that simplify and shorten, in a cost-effective way, the filing, examination and protection of new varieties in UPOV members. UPOV e-PVP provides a 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 follows, subject to the availability of resources:

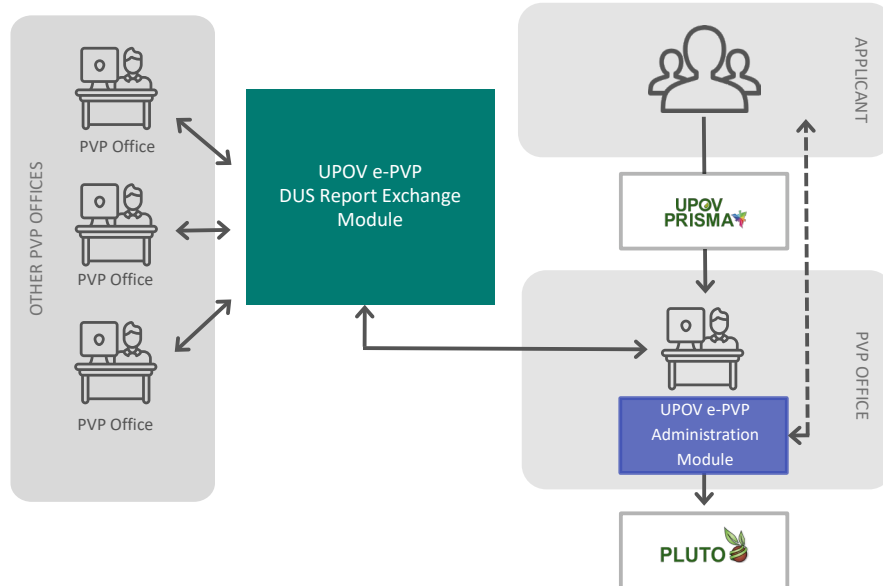
- 1) **UPOV PRISMA online application tool** that has been introduced with a fee per submission at 90 Swiss francs to be paid by users. Feedback from users on UPOV PRISMA is positive and there are expectations that more UPOV members will accept applications through UPOV PRISMA. The Office of the Union will continue to engage with UPOV members and users in bilateral meetings and user group meetings to ensure that the services delivered are of expected quality and that the tool is used by an increasing number of members of the Union and for more species.
- 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. A standard version of the UPOV e-PVP Administration Module will be made available to members of the Union 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, and possibly certain onboarding costs. 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. Early experiences on the use of the UPOV e-PVP Administration Module show that the module works well, but that it is important to allocate the necessary time and resources to implement and customize the tool. An annual fee scheme for maintenance and development, to be covered by UPOV members using the Administration Module, would be developed in consultation with interested UPOV members and presented for consideration by the Consultative Committee in October 2026.
- 3) **UPOV e-PVP DUS Report Exchange Platform** provides 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 as follows: increasing the completeness of data submissions, including through the 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 Members' Cooperation Platforms**, where requested by UPOV members, to be developed and supported for cooperation in the administration and examination of applications, subject to the necessary extra-budgetary resources being provided and resource implications for the Office of the Union.

43. The following graphic provides an overview of the UPOV e-PVP components.

UPOV e-PVP

Focus on digitalization services for UPOV members – not leaving anyone behind



Risk

Risk	Risk Response	Target Residual Risk
Technical complexity and resource limitations impact development and implementation of UPOV e-PVP services. Medium risk appetite	Prioritize UPOV e-PVP service components (UPOV PRISMA, Administration Module, DUS Report Exchange Platform, PLUTO) based on member needs and available resources, implementing incremental development to manage complexity. Support member usage through assistance and training and incorporate user feedback to guide system development priorities.	Medium – in line with risk appetite

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

Background

44. The success of UPOV's strategic plan depends on a strong Foundation, which constitutes the management and administrative functions of UPOV and its organizational culture. This Foundation, in turn, needs to evolve to provide the best working environment for staff to deliver the Expected Results.

Future direction

4.1 Ensure financial sustainability

45. UPOV PRISMA and the fee-paying *premium* service of the PLUTO database will continue to play a principal role in increasing UPOV's revenue resources other than contributions. Success in increasing revenue from these services relies on support by members of the Union and stakeholders. The UPOV PVP Certificate

program launched in 2024 anticipates the enrollment of private sector learners and learners from organizations that are not covered by the priorities of the UPOV Council subject to a fee payment.

46. Although measures will continue to be taken to diversify income, contributions of members of the Union will continue to provide the major source of income in the foreseeable future. In 2024, the Consultative Committee endorsed the development of a UPOV Resources Strategy to improve long-term financial sustainability of UPOV and increase UPOV's outreach and impact. The strategy will also address UPOV's primary source of income, i.e. members' contributions and additional ways to provide financial assistance to implement UPOV's program of work to secure long-term financial sustainability (see document C/59/16).

47. The UPOV Resources Strategy anticipates a member Dialogue on Contribution Unit Reform, in particular the need to: (i) adjust the value of the contribution unit to ensure the financial sustainability of UPOV; and (ii) develop a mechanism for regular reviews of the contribution unit, with principles of sound financial management and governance best practices.

48. In addition, the domestic economic or PVP situation and/or enhanced services that UPOV provides in the future may encourage some members of the Union to increase their number of contribution units, which could provide additional resources for additional services.

49. Under the WIPO/UPOV Agreement (document UPOV/INF/8), WIPO satisfies the requirements of UPOV with regard to provision of space, personnel administration, financial administration, procurement services and other administrative support. UPOV indemnifies WIPO for the cost of such services in accordance with the terms of the Agreement. Therefore, UPOV's financial management, governance and oversight are closely aligned to the mechanisms in place at WIPO. The UPOV Resources Strategy takes into account the update of the Service Level Arrangement with WIPO and the calculation of the indemnification for the services rendered by WIPO to UPOV.

50. Over the medium term, UPOV will continue to assess the impact of after-service health insurance (ASHI) liabilities on the financial results and any measures that it may take to respond to that impact. The multi-employer plan for financing long-term employee benefits and the creation of a separate entity under IPSAS 39 Employee Benefits, became effective in April 2025. The WIPO/UPOV After Service Health Insurance Plan (ASHIP) has the responsibility for the funds set aside by the WIPO Assemblies and the UPOV Council for the financing of employee benefit liabilities.

51. The following sections consider additional sources of funding to complement the income from contributions from members of the Union.

Fee paying services

52. 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 preferably 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.

53. The UPOV PRISMA online plant variety protection application tool was introduced in 2017 on the basis that fees from applicants would ultimately cover the costs of the service. Similarly, the fee-paying *premium* service of the PLUTO database is expected to provide a source of income that will contribute to the costs of maintenance and improvement of the PLUTO database, while providing a new *premium* service to members of the Union without charge. UPOV distance learning courses also have a fee-paying category for students from the private sector, while officials from members of the Union can participate at no cost. The level of existing fees will continue to be monitored to assess whether it would be appropriate to introduce new fees to ensure the sustainability of UPOV services and tools.

54. For this approach to be most effective, the services provided by UPOV will need to be strongly supported by members of the Union and relevant stakeholders. 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.

Extra-budgetary funds

55. 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.

56. 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.

57. 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

58. The number of UPOV members 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 and awareness raising activities. There has been also an increase in the portfolio of services that are provided by the Office of the Union, notably UPOV e-PVP and new training opportunities under the UPOV PVP Certificate. This increase in UPOV's work with a limited number of staff resources requires focus, agility and constant assessment of impact before engaging in additional activities.

59. Communication and digitalization work will play a key role in achieving the expected results. Until additional resources can be secured there will be a careful assessment of new initiatives and an increased use of virtual/hybrid meeting tools and online participation in events organized by third parties, resulting in a reduction in travel time and travel costs.

60. A broader range of work to address increased and diverse members' demand for services/activities needs an adequate number of staff and the skill set fit for the future. In 2007, UPOV had 10 staff and 65 members; in 2025, UPOV has 12 staff and 80 members covering 99 States.

61. In order to ensure a sustainable UPOV Office, in October 2024, the Consultative Committee endorsed the development of a UPOV Resources Strategy (document C/59/16). As personnel administration falls under the WIPO/UPOV Agreement, UPOV can benefit from existing initiatives already captured under WIPO's Human Resources Strategy (2022-2026), notably around agility, digital and cultural transformation and strategic workforce planning to align talent with organizational goals through data driven planning and increased focus on talent management through identification of critical roles and mapping of existing skills versus future needs. UPOV should complement the existing framework with specific implementation strategies tailored to UPOV's specialized talent needs and specific context:

- (a) develop expert profiles with legal, technical, communication and digital skills;
- (b) ensure business continuity by prioritizing staff positions for critical skills to maintain institutional knowledge in essential areas while also promoting agility to address evolving needs; and
- (c) prioritize agility, cross functional skills, and versatility. UPOV must also rely on different sourcing models as well as strategic partnerships to meet the increased demand for services.

Risk

Risk	Risk Response	Target Residual Risk
Uncertain economic conditions and a decrease in resources affect UPOV's ability to maintain and enhance its operational capacity and meet members' increasing demand.	Diversify income through fee-based services, expand Funds-in-Trusts and multi-donor initiatives. Assess the value of the contribution unit. Continuously monitor income against forecasts and adjust operational plans accordingly, focusing on core services and strategic priorities.	Medium – in line with risk appetite

Medium risk appetite

[End of Annex and of document]