

**Council****C/59/16****Fifty-Ninth Ordinary Session  
Geneva, October 24, 2025****Original:** English  
**Date:** September 19, 2025**UPOV RESOURCES STRATEGY***Document prepared by the Office of the Union**Disclaimer: this document does not represent UPOV policies or guidance*

1. In 2024, the Consultative Committee endorsed the development of a UPOV Resources Strategy (URS) to improve long term financial sustainability of UPOV and increase UPOV's outreach and impact in accordance with the Strategic Business Plan 2026-2029 (document C/59/14).
2. The URS 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 and human resources to operate effectively, foster collaboration, and support innovation in plant variety protection worldwide.
3. In accordance with the proposal in the Draft Program and Budget for the 2026-2027 Biennium to undertake consultations with UPOV members to assess the value of the contribution unit (see document C/59/4, Annex, paragraph 21), the URS anticipates a member Dialogue on Contribution Unit Reform, including the need to: (i) adjust the value of the contribution unit; and (ii) develop a mechanism for regular reviews of the contribution unit.
4. The URS also takes into account the results of the 2025 review of the WIPO/UPOV Service Level Arrangement (SLA) which resulted in a substantial increase in the cost of services provided by WIPO to UPOV.
5. In 2003, a discussion was initiated on UPOV's financial situation with the assistance of a Consultative Group. The Consultative Committee may wish to set up a Consultative Group to prepare recommendations on matters identified in the URS, for consideration by the Consultative Committee and the Council in 2026.
6. *The Council is invited to consider the UPOV Resources Strategy (URS) presented in the Annex to this document in conjunction with the recommendations of the Consultative Committee at its hundred and third session, to be held in Geneva on October 23, 2025.*

[Annex follows]

# UPOV Resources Strategy (URS)

**Statement of URS: secure sustainable finances and a skilled and engaged work force to generate continuous value for UPOV's mission in promoting plant breeding worldwide by providing a global IP system to protect new plant varieties**

## Trends and actions that UPOV need to consider to maintain and increase its impact

1. Ongoing globalization of the activities related to breeding, production and trade of new varieties **requires the UPOV PVP system to adapt to new business models and ecosystems to ensure that protection and enforcement measures are known and effective** to protect all the stakeholders in the value chain.
2. **Increased importance of the role of the UPOV PVP system for all type of breeders and farmers** to facilitate the development and commercialization of new 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.
3. For maintaining and increasing its impact, the **UPOV PVP system needs to provide clarity, predictability, transparency and stability for the long-term investment** in breeding and commercialization of new varieties.
4. The capacity of the UPOV PVP system to improve and expand requires **engagement in development conversations and partnerships with relevant organizations and stakeholders**.
5. **Broader range of work to address increased and diversified members' demand for services/activities**.
6. To support the expansion of UPOV membership and the use of the UPOV PVP system, there is a need for **increased communication and awareness raising activities** for policy-makers and stakeholders on the benefits of UPOV's international harmonized system.
7. **Increased cooperation with UPOV members, relevant organizations and stakeholders on technological and data related developments**, including new breeding techniques, artificial intelligence and molecular techniques.
8. **More complex operating environment – need to invest in 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.
9. **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**.

## Impact of decreased resources in substantive areas

The **Draft Program and Budget for the 2026-2027 Biennium** provides a **decreased budget** compared to the 2024-2025 Program and Budget with the following potential **consequences and risks in the short/ middle term**:

1. **Reduction in the number of new members or no new members** due to lack of resources to create awareness and provide for tailored made assistance to facilitate the understanding and implementation of the UPOV PVP system to address the local development strategies
2. **Insufficient resources to develop and maintain the role of UPOV as the international standard setting organization** to address policy, legal, technical, digital and training trends
3. Some **members becoming less involved** in UPOV's work with a risk of reduction of their level of engagement and financial contribution
4. Less or no outreach and promotional activities, development conversations building partnerships with relevant organizations and stakeholders **reduces or jeopardizes the capacity of UPOV to lead, monitor and adapt to changes**.
5. Minimal further development of UPOV services, databases, tools and training programs, including paying services, leading to a **growth stall or a decline of use and income** (e.g. UPOV PRISMA, UPOV DL Courses, PLUTO premium services)
6. **Difficulty to absorb cost increases for services rendered under WIPO/UPOV Agreement** leading to a reduction of those services with a negative impact on UPOV's operations
7. Negative net asset position challenges **UPOV's ability to continue operations** (see Financial Statements 2024)

# UPOV Resources Strategy (URS)

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## State of UPOV Resources in 2025

- Sustainable access to financial and human resources remains a core challenge, impacting UPOV's ability to expand and deliver on its mission effectively
- Members' contributions constitute UPOV's primary source of income, 93.7 % (P&B 26/27) highlighting a significant dependence on a single funding source
- Stagnant contribution model: the value of the contribution unit has remained unchanged since 1995 at 53,641 CHF
- Annual increases in contributions are minimal—only 0.2 units per year—limiting the ability to keep pace with growing operational and services demands
- UPOV PRISMA annual growth projected at 5%, which is insufficient to meaningfully reduce financial reliance on members' contributions
- The estimated costs for services rendered from WIPO to UPOV has not been updated since 2010

## Underlying Beliefs and Assumptions:

- Members' willingness to establish a working group to develop recommendations for the Resources Strategy implementation

## Top Priorities Driving Resources Strategy:

1. **Ensure Financial Sustainability to Empower UPOV** - provide UPOV with sufficient and stable financial resources for the implementation of the Strategic Business Plan 2026-2029.
2. **Funding Service Level Arrangement (SLA) with WIPO** – enable the financing of the biennial increase resulting from the 2025 SLA review (see Draft Program & Budget 2026-2027 – document C/59/4, Annex, paragraphs 33 to 36)
3. **Build a high-performance, agile and sustainable UPOV Office** that fosters innovation
4. **Scale workforce capacity and capabilities** to meet expanding member service demands and diverse stakeholders needs
5. **Develop strategic communication expertise** to drive UPOV membership growth and increased PVP system understanding and adoption
6. **Align human resources framework dynamically** with evolving UPOV business priorities and members' expectations

## Top Initiatives to implement Resources Strategy:

1. **Member Dialogue on Contribution Unit Reform** - Initiate discussions with UPOV members on the need to: (i) adjust the value of the contribution unit; and (ii) develop a mechanism for regular reviews of the contribution unit
2. **Diversify Revenue Streams** - Invest in the Promotion and Value of UPOV Services - UPOV PRISMA, PLUTO, distance learning and UPOV PVP Certificate for private sector. Enhance the accuracy of income forecasts from non-contribution sources to support better financial planning and decision-making
3. **Proactively engage with members, observers, and donors** to encourage voluntary contributions and build effective partnerships that support the implementation of UPOV's strategic initiatives
4. **Cost/Benefit Review of WIPO Services** - continuously review the services received from WIPO under the WIPO/UPOV Agreement to assess the extent to which they could be outsourced or reduced
5. **Increase Operational Efficiency** - streamlining processes and investing in digital tools for automation, data-driven decision-making, and overall efficiency
6. **Resource Optimization**: Leverage member-funded talent programs (fellows, JPOs, FIT) to expand capacity. Review contractual model to focus core positions on critical roles.
7. **Skills Transformation**: Systematically upgrade capabilities in digital technologies, communication, data analysis, project management, and stakeholder engagement
8. **Workforce Planning**: Map critical skills' gaps and optimize staffing models for current and future service delivery

## State of UPOV Resources in 2030

- **Sustainable Financial Resources**: UPOV has access to sufficient and predictable financial resources, enabling effective long-term planning, balanced budgeting, and sustainable operations and services
- **Diversified Revenue Base**: UPOV e-PVP (UPOV PRISMA), plays a key role in the diversification of UPOV's revenue base
- **Regular Review of Contribution Value**: a formalized process is in place to periodically review and adjust the value of the contribution unit, aligned with sound financial management and governance principles
- **Structured Oversight of WIPO Service Costs** - an established, recurring biennial process exists to review the Service Level Arrangement (SLA) with WIPO ensuring relevance and cost-effectiveness of services rendered
- **Expanded Voluntary Contributions and members' Support** - UPOV receives an increased number of voluntary contributions, including financial and in-kind support such as Junior Professional Officers (JPOs) or staff positions funded by members

## Risk Factors & Pitfalls to Avoid:

- Some members might not be ready or able to maintain or increase the level of financial commitment
- Insufficient communication with members and stakeholders on UPOV's impact and services

[End of Annex and of document]