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## DRAFT PROGRAM AND BUDGET FOR THE 2026-2027 BIENNIUM

*Document prepared by the Office of the Union*

*Disclaimer: this document does not represent UPOV policies or guidance*

### EXECUTIVE SUMMARY

1. The proposals for the “Preliminary Draft Program and Budget for the 2026-2027 Biennium” were circulated on February 28, 2025, and approved by correspondence by the Consultative Committee on April 11, 2025 (Circular E-25/013).
2. The Draft Program and Budget for the 2026-2027 Biennium contains the same proposals circulated to the Consultative Committee, as no substantive changes were received from members of the Union.
3. In July 2025, the review of the WIPO/UPOV Service Level Arrangement (SLA) was finalized. It resulted in a substantial increase in the cost of services provided by WIPO to UPOV. In view of the impact on the UPOV budget that this significant increase would represent, the biennium 2026-2027 will constitute a transition period whereby WIPO will invoice 25 per cent of the increase. This amount is not reflected in the figures presented in the Draft Program and Budget for 2026-2027 (document C/59/4) and will be absorbed from cost savings to be identified during implementation.
4. The services rendered by WIPO and the amount to be paid by UPOV under the SLA, shall be reviewed in the context of the preparation of each UPOV biennial Program and Budget. The invoicing from WIPO to UPOV will be adjusted accordingly on a biennial basis. The UPOV Resources Strategy (document C/59/16) is essential to ensure that UPOV can cover the full cost of the services rendered by WIPO in subsequent biennia.
5. On the above basis, and in accordance with the UPOV Convention (Article 23(2) of the 1978 Act and Article 27(2) of the 1991 Act) and the Financial Regulations and Rules of UPOV (document UPOV/INF/4/6), the Draft Program and Budget for the 2026-2027 Biennium is hereby presented for approval by the Council.
6. The Draft Program and Budget for the 2026-2027 Biennium is presented in the Annex to this document.

*7. The Council is invited to approve the Draft Program and Budget of the Union for the 2026-2027 Biennium, as presented in the Annex to this document, including:*

*(i) the amount of contributions from members of the Union;*

*(ii) the proposed maximum ceiling of expenditure in the regular budget being 7,615,864 Swiss francs or the income received in the biennium, whichever is the lower; and*

*(iii) the total number of posts.*

[Annex follows]

## Draft Program and Budget 2026-2027

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## I. OVERALL CONTEXT

1. UPOV's mission is to provide and promote an effective system of plant variety protection (PVP), with the aim of encouraging the development of new varieties of plants, for the benefit of society.
2. During the 2026-2027 biennium, UPOV will focus on priority areas, in accordance with UPOV's Strategic Business Plan. This is reflected by the proposed expenditure for those priority areas and the containment of personnel costs. Communication and digitalization work will play a key role to achieve the expected results. Until additional funding 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.
3. A UPOV Resources Strategy (document C/59/16) will be presented to the UPOV Council in October 2025 with proposals to address financial challenges and opportunities to ensure sustainable development of UPOV.

### Expansion of UPOV membership

4. Expansion of UPOV membership continues to be a priority for the organization. In the 2026-2027 biennium, UPOV will continue to engage with international and regional organizations to integrate this priority in development conversations (e.g. the role of PVP for sustainable development goals, addressing climate change and contributing to better life and better planet).
5. Increasing interest in plant variety protection among countries in Africa and South-East Asia, many of which have joined or are working towards UPOV membership, highlights the impact of these engagement initiatives. By fostering access to climate-resilient varieties, the UPOV PVP framework supports both productivity and sustainability across the agricultural and horticultural value chain.
6. Enhanced cooperation with regional platforms like the African Regional Intellectual Property Organization (ARIPO) is also important. Alongside ARIPO's growing engagement, the entry into force of the ARIPO's Arusha Protocol on PVP in November 2024, demonstrates how momentum is building across Africa in the drive to strengthen plant variety protection and support agricultural innovation.

### Food security and climate impact

7. The Secretary-General of UPOV in his address to the UPOV Council in October 2024, reported that 2023 was the warmest year on record. At the same time, more than 860 million people are experiencing severe food insecurity. In Africa, nearly 60 per cent of the population is either moderately or severely food insecure.
8. As food demand rises with population growth and climate change impacts intensify, innovation becomes essential to ensuring food security, enhancing productivity, and building resilience. These developments highlight the growing importance of innovation in the agriculture and horticultural sectors.
9. This is particularly vital in the agricultural and horticultural sectors, where a substantial portion of the population in many countries is engaged in farming and trade. The UPOV PVP framework plays a pivotal role by incentivizing innovation in these sectors and facilitating the development and commercialization of new plant varieties. By protecting breeders' rights, breeders are able to recoup investment in breeding, driving the introduction of high-yielding, pest-resistant, and climate-adapted crops. Evidence from countries like Viet Nam demonstrate that PVP and UPOV membership have led to a surge in private sector investment in plant variety development, accelerating agricultural innovation and economic growth. Protecting breeders' rights not only drives innovation but also fosters the wider dissemination of new varieties, boosting productivity and sustainability.
10. The role that the UPOV system plays to ensure that all farmers and growers have access to high-quality plant varieties that meet their needs and are resilient to climate change will remain a priority. Success stories shared by users of the UPOV system will be instrumental in demonstrating its benefits. A seminar will be organized in 2026 to highlight these matters.

#### Digitalization and new technologies

11. In recent years, the development and adoption of new technologies, such as artificial intelligence, have progressed at an unprecedented rate, and the area of plant variety protection is no exception. Advances in biological sciences and DNA-based information provide opportunities for enhanced cooperation among UPOV members and efficiency gains in variety examination, potentially reducing time and other resources required to grant breeders' rights. Digital tools such as UPOV e-PVP have been developed in cooperation with UPOV members and breeders. UPOV e-PVP presents an opportunity to provide services to UPOV members and stakeholders in a way which will improve the efficiency of the global UPOV system and achieve a "leveling-up" in capacity within UPOV.

12. The UPOV "Seminar on the Interaction Between Plant Variety Protection and the use of Plant Breeding Technologies" (2023) gathered examples on the use of technologies such as "genome-sequencing", "marker-assisted selection", "induced mutation", "gene-editing" and "double-haploids" in support of plant breeding. Several experts reported that recent developments are making the use of these technologies "cheaper and easier". The 2023 Seminar preceded the adoption of the revised explanatory notes on essentially derived varieties. New plant breeding technologies accelerate variety development. Certain technologies enable precise modification of genes and the development of varieties with one or few changes to morphological, physiological, agronomical, industrial and/or biochemical characteristics. This could lead to shorter variety life cycles and more frequent replacing of varieties previously commercialized.

13. During the 2026-2027 biennium, UPOV will continue exploring the use of DNA-based information and phenotyping tools, such as image analysis, automation of collection of data/processes to assist in variety examination. The Technical Working Parties are tasked with advancing discussions on these matters.

14. To obtain the full benefit of the UPOV system, it is essential to explore how appropriate legal measures and technological advancements can support effective enforcement. It is expected that the Technical Working Party on Testing Methods and Techniques (TWM) will become an important platform for sharing experiences on the role of molecular techniques for variety identification and enforcement.

#### Continuous improvement of standards, guidance and training

15. UPOV plays a key role in setting international standards for plant variety protection in the legal, technical, digital and training areas. The role of UPOV as the PVP international standard setting organization provides clarity, transparency, stability and favors sustainable and long-term collaborations. Continuous engagement with UPOV members and stakeholders in the value chain is essential to ensure that UPOV continues to play that role.

16. The work to provide guidance on key provisions in the 1991 Act of the UPOV Convention will continue in the 2026-2027 biennium. A study commissioned by UPOV on the "Scope of the Breeder's Right" and the relationship with the "Exhaustion of the Breeder's Right" is foreseen to be finalized in 2025 which will provide input for further work in providing guidance.

17. The UPOV PVP Certificate program launched in 2024 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 subject to a fee payment. This accreditation program will continue to attract new training and academic programs becoming the repository of standards and guidance developed by UPOV and its members.

## II. OVERVIEW OF PROGRAM AND BUDGET

### Financial overview

18. The proposed budget<sup>1</sup> for the 2026-2027 biennium anticipates an income of 7,615,864 Swiss francs compared to the estimated income in the 2024-2025 budget of 7,901,307 Swiss francs. Expenditure is estimated at the same level as the expected income (see Table 1).

**Table 1: Income and Expenditure 2022-2023, 2024-2025 and 2026-2027**  
(in thousands of Swiss francs)

	2022-2023 Actual A	2024-2025 Budget B	Variation C      C/B		2026-2027 Proposed D=B+C
<b>1. Income</b>	<b>7,572</b>	<b>7,901</b>	<b>(285)</b>	<b>-3.6%</b>	<b>7,616</b>
<b>2. Expenditure</b>	<b>7,382</b>	<b>7,901</b>	<b>(285)</b>	<b>-3.6%</b>	<b>7,616</b>
<i>Difference</i>	<i>190</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
<b>3. Working Capital Fund</b>	<b>578</b>	<b>583</b>	<b>0</b>	<b>0.0%</b>	<b>583</b>

19. 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 will be made for consideration by the Consultative Committee and the Council if that situation is applicable at the closure of the 2026-2027 biennium.

### Income

20. Total income under the regular budget in the 2026-2027 biennium is estimated at 7,615,864 Swiss francs, i.e. 285,443 Swiss francs, or 3.6 per cent, lower than the estimated income for the 2024-2025 biennium (7,901,307 Swiss francs) (see Table 2). The income estimation for 2026-2027 is based on 66.45 contribution units in 2026 and 66.65 contribution units in 2027 with no change to the value of the contribution unit, which in this proposal is assumed at 53,641 Swiss francs in the 2026-2027 biennium, same as 2024-2025.

21. Members' contributions constitute UPOV's primary source of income, i.e. 93.7 per cent. The value of the contribution unit has remained unchanged at 53,641 Swiss francs since 1995. The income projections for 2026-2027 foresee an overall decrease in income while the demand for UPOV's services continues to grow. To off-set the decline in income and ensure that UPOV is able to meet UPOV's needs in the priority areas agreed by the Council, the Secretary-General together with the UPOV Office will undertake consultations to assess the value of the contribution unit and include a proposal for consideration by the Consultative Committee and the Council in October 2025 (see UPOV Resources Strategy (document C/59/16)).

22. Income from contributions is estimated on one new member of the Union per year, each contributing 0.2 contribution unit to the budget (and 1,667 Swiss francs to the Working Capital Fund). On February 27, 2025, Nigeria deposited its instrument of accession to the UPOV Convention. Nigeria will become the eightieth member of UPOV on March 27, 2025. The annual contribution of Nigeria to the expenses of the Union will be one fifth of a unit (0.2). 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).

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

23. On October 25, 2024, UPOV was notified that the number of contribution units applicable to Sweden will be reduced from 1.5 to 1 contribution unit, with effect from January 2026. No other reduction in the number of units of contribution by members of the Union is anticipated in the 2026-2027 biennium.

24. In addition to contributions from members of the Union, income is anticipated from the UPOV IT Tools and Services Fees (326,520 Swiss francs) and Miscellaneous Income is estimated at 149,749 Swiss francs, including: (i) administrative support costs from Funds-in-Trust (109,749 Swiss francs); and (ii) fees from the distance learning program (40,000 Swiss francs). Income sources other than contributions constitute 6.3 per cent of the estimated total income in 2026-2027.

**Table 2: Income 2024-2025 and 2026-2027**  
(in thousands of Swiss francs)

Source	2022-2023	2024-2025	Variation		2026-2027
	Actual <sup>1</sup>	Approved	C	C/B (%)	Proposed
	A	B	C	C/B (%)	D=B+C
<b>Contributions</b>	<b>7,140</b>	<b>7,193</b>	<b>(54)</b>	<b>-0.7%</b>	<b>7,140</b>
<b>UPOV IT Tools and Services Fees</b>	<b>307</b>	<b>508</b>	<b>(182)</b>	<b>-35.8%</b>	<b>327</b>
<b>Miscellaneous Income</b>	<b>126</b>	<b>200</b>	<b>(50)</b>	<b>-25.0%</b>	<b>150</b>
Administrative Support Costs – FITS	119	120	(10)	-8.3%	110
Distance Learning Program	50	80	(40)	-50.0%	40
Other	(44)	-	-	-	-
<b>Total</b>	<b>7,572</b>	<b>7,901</b>	<b>(285)</b>	<b>-3.6%</b>	<b>7,616</b>

<sup>1</sup> In the biennium 2022-2023, 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).

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

	Submission / Subscription fee	Submissions / Subscribers projections			Submissions / Subscribers Income		
		2026	2027	Total	2026	2027	Total
UPOV PRISMA	90	1,648	1,730	3,378	148,320	155,700	304,020
PLUTO	750	15	15	30	11,250	11,250	22,500
<b>Total UPOV PRISMA and PLUTO</b>					<b>159,570</b>	<b>166,950</b>	<b>326,520</b>

26. The figures for UPOV PRISMA are based on the projections in document CC/102/4 “UPOV e-PVP development and financing”, and recent developments and estimations on the future use of UPOV PRISMA.

27. The projections in the 2024-2025 budget anticipated an increase of 20 per cent of the paying submissions using UPOV PRISMA. The analysis in document CC/102/4 reflects that in 2024 there was an average of 5 per cent increase of paying submissions rather than 20 per cent. The projection for 2026-2027 is therefore a more realistic increase of 5 per cent of paying submissions based on the extension of the genera and species in participating UPOV members and data showing that applicants are using UPOV PRISMA in more UPOV members.

28. As from 2022, 12 PLUTO Premium paying users have automatically renewed their subscriptions to PLUTO annually. Based on this trend, it is projected for 2026-2027 that there will be 15 PLUTO income generating subscriptions each year.

## Overall Resource Plan

29. The total resources for the program of activities to be conducted by UPOV in the 2026-2027 biennium amounts to 8,460,091 Swiss francs (see Table 3). This amount includes 7,615,864 Swiss francs within the regular budget (see Table 1), and an estimated 844,227 Swiss francs, financed under Funds-in-Trust arrangements.

30. For the 2026-2027 biennium, income and regular budget expenditure are expected to be balanced.

31. Funds-in-Trust (FIT) are voluntary financial funds provided to UPOV, usually by a member of the Union for a specific program of activities mutually agreed 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 amounts of such funds for the 2026-2027 biennium will be at a level of 844,227 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 included in the UPOV's Program and Budget.

32. A new FIT Program with Japan is expected to start in 2025. The Program will support the collection and analysis of data on the PVP impact in UPOV members and the dissemination of information in accordance with UPOV's communication strategy. The new FIT Program will also include a Junior Professional Officer (JPO) financed by Japan. It is expected that the new FIT Program with Japan will continue during the 2026-2027 biennium.

**Table 3: Resource Plan 2024-2025 and 2026-2027**  
(in thousands of Swiss francs)

Budget and resource availability	Regular Budget A	Funds-in-Trust * B	Total resources C = A+B
<b>Resource availability 2024-2025</b>			
1 Income	7,901	965	8,867
2 +/-Transfer from/to reserves	-	-	-
3 Total, resources	7,901	965	8,867
<b>Resource availability 2026-2027</b>			
4 Income	7,616	844	8,460
5 +/-Transfer from/to reserves	-	-	-
6 Total, resources	7,616	844	8,460
Variation	-3.6%		-4.6%

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

## Expenditure

33. The proposed budget for 2026-2027 amounts to 7,615,864 Swiss francs, representing a decrease of 285,443 Swiss francs, or 3.6 per cent compared to the 2024-2025 budget (see Table 4).

34. The proposed expenditure focuses on priority areas while containing personnel costs and operating expenses. Routine use of machine translation technologies for translation of documents has enabled the reduction of translation costs by 68 per cent. Until additional resources can be secured there will be 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 (31 per cent decrease in 2026-2027 compared with 2024-2025).

35. The 2025 review of the WIPO/UPOV Service Level Arrangement (SLA) has resulted in an increase of 368,054 Swiss francs for the biennium 2026-2027 in the cost of services provided by WIPO to UPOV. In view



of the impact on the UPOV budget that this significant increase would represent, the biennium 2026-2027 will constitute a transition period whereby WIPO will invoice 25 per cent of the increase, i.e. 92,014 Swiss francs. This amount is not reflected in the figures presented in the Draft Program and Budget for 2026-2027 (document C/59/4) and will be absorbed from cost savings to be identified during implementation.

36. The services rendered by WIPO and the amount to be paid by UPOV under the SLA, shall be reviewed in the context of the preparation of each UPOV biennial Program and Budget. The invoicing from WIPO to UPOV will be adjusted accordingly on a biennial basis. The UPOV Resources Strategy (C/59/16) is essential to ensure that UPOV can cover the full cost of services rendered by WIPO in subsequent biennia.

**Table 4: Proposed Budget 2026-2027: Budget by Cost Category**  
(in thousands of Swiss francs)

	2022-2023 Actual	2024-2025 Budget	Variation		2026-2027 Proposed
			Amount	%	
	A	B	C	C/B	D=B+C
<b>A. Personnel Resources</b>					
<i>Posts</i>	4,302	5,186	(225)	-4%	4,961
<i>Temporary Staff</i>	324	569	211	37%	780
<i>Other Staff costs</i>	-	-	-	-	-
<b>Total, A</b>	<b>4,626</b>	<b>5,755</b>	<b>(15)</b>	<b>0%</b>	<b>5,740</b>
<b>B. Non-Personnel Resources</b>					
<b>Internships and Fellowships</b>					
<i>Internships</i>	-	15	(15)	-100%	-
<i>Fellowships</i>	-	15	(15)	-100%	-
<b>Sub-total</b>	<b>-</b>	<b>30</b>	<b>(30)</b>	<b>-100%</b>	<b>0</b>
<b>Travel, Training and Grants</b>					
<i>Staff missions</i>	99	145	(45)	-31%	100
<i>Third Party Travel</i>	-	5	(5)	-100%	-
<b>Sub-total</b>	<b>99</b>	<b>150</b>	<b>(50)</b>	<b>-33%</b>	<b>100</b>
<b>Contractual Services</b>					
<i>Conferences</i>	264	200	-	-	200
<i>Publishing</i>	-	-	-	-	-
<i>Individual Contractual Services</i>	114	100	(75)	-75%	25
<i>Other Contractual Services</i>	1,009	415	(102)	-25%	313
<b>Sub-total</b>	<b>1,388</b>	<b>715</b>	<b>(177)</b>	<b>-25%</b>	<b>538</b>
<b>Operating Expenses</b>					
<b>Sub-total</b>	<b>1,267</b>	<b>1,250</b>	<b>(14)</b>	<b>-1%</b>	<b>1,236</b>
<b>Equipment and Supplies</b>					
<i>Furniture and Equipment</i>	-	1	-	-	1
<i>Supplies and Materials</i>	3	1	-	-	1
<b>Sub-total</b>	<b>3</b>	<b>2</b>	<b>-</b>	<b>0%</b>	<b>2</b>
<b>Total, B</b>	<b>2,756</b>	<b>2,147</b>	<b>(271)</b>	<b>-13%</b>	<b>1,876</b>
<b>TOTAL, A + B</b>	<b>7,382</b>	<b>7,901</b>	<b>(285)</b>	<b>-4%</b>	<b>7,616</b>



## Personnel costs

37. Personnel costs focuses on priority areas in accordance with UPOV's Strategic Business Plan (SBP) 2026-2029.

38. Containment of personnel costs is foreseen through in-built vacancy rates on both regular and temporary positions. Communication and digitalization work will play a key role to achieve the expected results.

39. Two temporary positions have been budgeted in the 2026-2027 biennium to support those priority areas. While the IT position was already budgeted for 2024-2025, the selected candidate accepted another job offer. The exercise illustrated the need to review the approach to attract and retain qualified IT experts. The role of the IT expert is to implement key areas of UPOV's work, in particular, the development and maintenance of UPOV tools and services (PLUTO, UPOV PRISMA, DUS Exchange Module, TG template).

40. One General Service position will become vacant in 2025 due to retirement. This position has been budgeted for 2026-2027 under the Professional category to address the growing demand for PVP assistance and guidance.

**Table 5: Budget 2026-2027: Posts by Category**

Post Category	2022-2023 Actual A	2024-2025 Budget B	Variation C-B	2026-2027 Proposed C
Directors*	4	4	0	4
Professionals	2	7	1	8
General Service	5	4	-1	3
<b>Total</b>	<b>11</b>	<b>15</b>	<b>0</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.

41. The table below provides an indication of the flexible workforce, i.e. temporary staff, agency workers, JPOs, which may be utilized in the 2026-2027 biennium, subject to the availability of resources from the regular budget, extra-budgetary funds and provision of personnel resources by members of the Union.

42. The "Program for the use of the Chinese language in UPOV" adopted by the UPOV Council on October 29, 2021, refers to the commitment of the Chinese Government for a Chinese-speaking professional to work for UPOV, in Geneva, via the JPO program. It is anticipated that a JPO financed by China will start working in the UPOV Office in 2025 and that the JPO program with China will continue during the 2026-2027 biennium.

43. A new FIT Program with Japan is expected to start in 2025. The Program will include a JPO financed by Japan with the task of gathering and disseminating information on the benefits of PVP and UPOV membership in accordance with UPOV's communication strategy. It is expected that the new FIT Program with Japan will continue during the 2026-2027 biennium.

44. The tasks being performed in the past by one agency worker have now been transformed into the regular post of an Associate Services Support Officer. To ensure the need to adapt to evolving needs with the increased demand for UPOV services and activities, one agency worker has been budgeted for the 2026-2027 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."

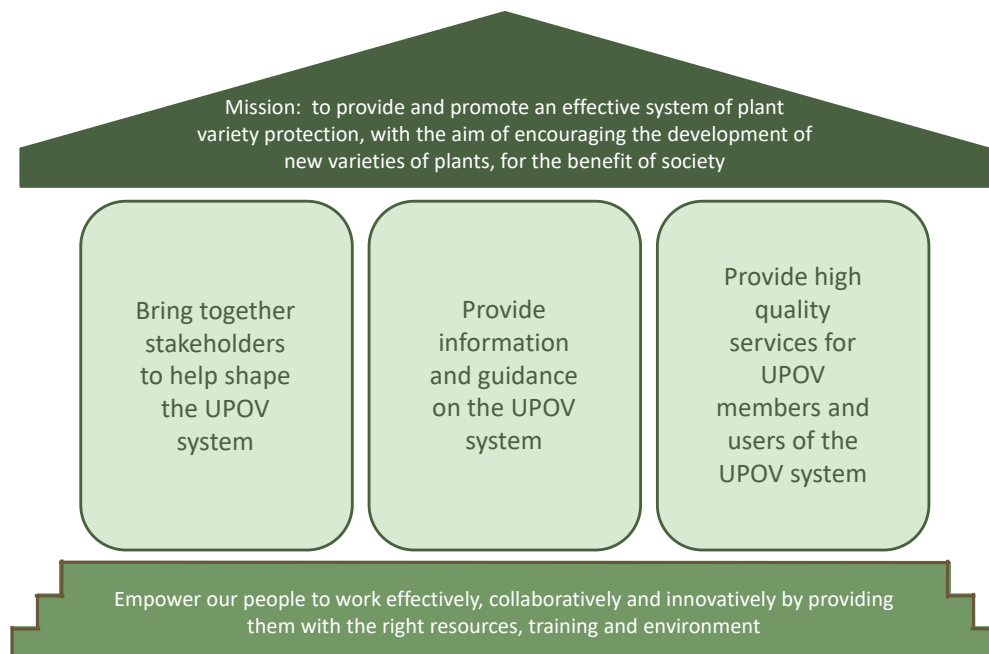
	2022-2023 Actual A	2024-2025 Budget B	2026-2027 Proposed C
Temporary Staff	1	1	2
Agency Workers	3	2	1
Fellows	1	1	0
Junior Professional Officers	0	1	2
Interns	1	1	0

### III. OBJECTIVES AND EXPECTED RESULTS

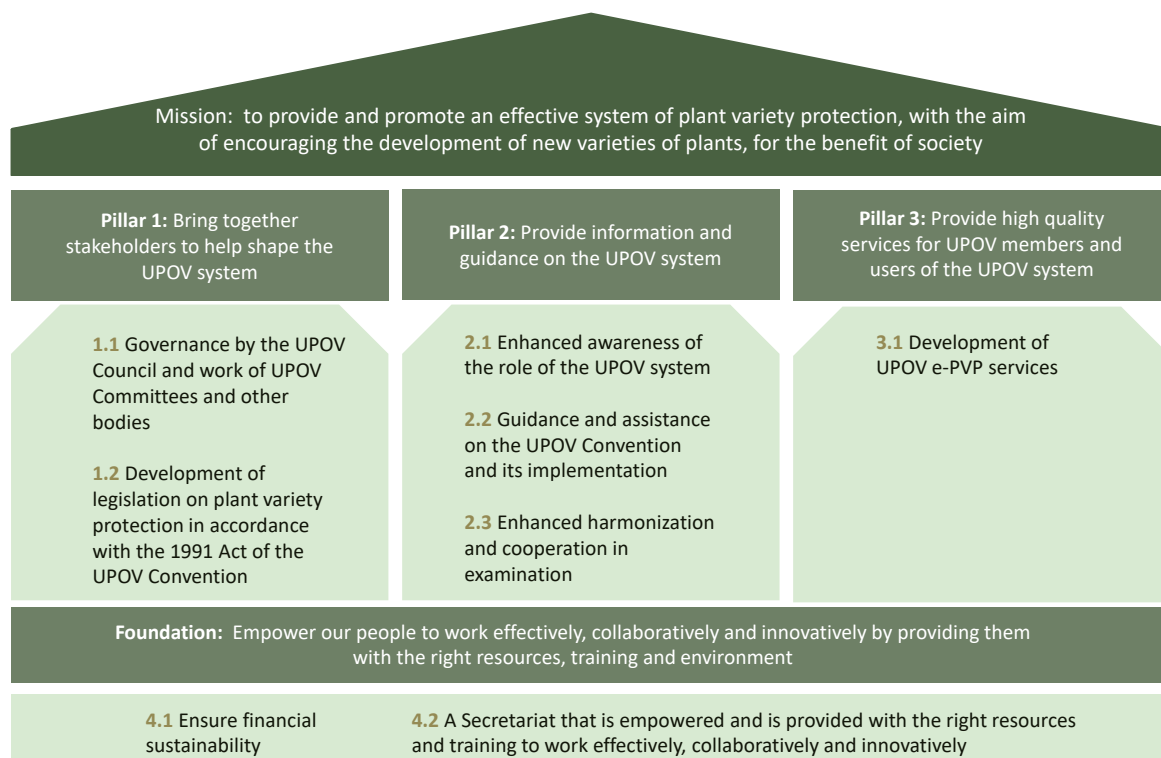
#### Introduction

45. UPOV's Strategic Business Plan (SBP) for the period 2026-2029 provides the basis for the draft Program and Budget for the 2026-2027 Biennium.

46. 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.



47. 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:



48. The following sections elaborate on each of the three Strategic Pillars and the Foundation, as well as their respective Expected Results. The strategic risks and responses associated with the SBP Pillars and the Foundation can be found in the SBP 2026-2029.

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

### **Implementing strategy to achieve expected results**

49. 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.

50. In October 2024, the Consultative Committee endorsed the development of horizon scanning and the integration of key strategies identified in document CC/102/3 in future versions of the SBP. Proposals for a UPOV Resources Strategy (document C/59/16) to provide for a sustainable UPOV, and increasing UPOV's outreach and impact will be presented for consideration by UPOV members in October 2025.

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

51. 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.

52. The use of virtual meeting tools increased the participation at sessions of UPOV bodies. The number of UPOV members attending Technical Working Parties meetings from 2020 to 2024 increased 43 per cent in relation to the period from 2015 to 2019, before the introduction of virtual participation (2015 to 2019 average 30 members; 2020 to 2024 average 43 members). The total number of participants increased 86 per cent from 2020 to 2024 in comparison to the period from 2015 to 2019 (from 277 to 516 participants).

53. As UPOV evolves, and in the interest of achieving maximum effectiveness, the work of the Committees will be kept under review. The Technical Committee agreed in 2023 to periodically review the work of the Technical Working Parties based on performance indicators and regular surveys of UPOV members and observer organizations. During the 2026-2027 Biennium, this process will continue 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

54. Any State or intergovernmental organization wishing to become a member of UPOV needs to obtain 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.

55. In the biennium 2026-2027, it is expected that the number of requests for legislative advice from States/ intergovernmental organizations will continue to be high, mainly from countries in Africa, Arab region, Caribbean, and South-East Asia. Experience shows that the legislative support provided by the Office of the Union is appreciated by candidate members and has an overall positive impact. However, experience also shows that even when a candidate member has been provided guidance, it does not always lead to the necessary amendments of the law to introduce the essential provisions of the UPOV Convention and the subsequent depositing of the instrument of accession to become a UPOV member. Policy objectives and local circumstances need to be understood in order to support countries' journeys towards UPOV membership. Therefore, the legislative guidance provided by the UPOV Office and/or the positive advice provided by the UPOV Council in many cases needs to be coupled with outreach activities with policy-makers and stakeholders demonstrating the benefits of UPOV membership and the contribution to the countries' development goals. The "UPOV Executive Program on Plant Variety Protection for the Development of Agriculture", held in

Geneva, from December 3 to 6, 2024, provided an important forum for policy-makers to engage in this area. In 2026-2027, the UPOV Office will continue to contribute to outreach activities, subject to available resources.

56. Applications for plant variety protection in UPOV members have grown by 80 per cent over the past eight years. In 2024, approximately 29,250 plant variety applications were filed in UPOV members, representing a 0.6 per cent increase over 2023 and marking the ninth consecutive year of growth. However, this modest increase also reflects the slowest year-on-year growth rate since 2015, primarily due to a slowdown in filings in China. There are now over 200,000 titles in force. The proposed target for 2026-2027 is a yearly growth of 1 per cent in the total number of applications and titles granted due to moderate increase in filings in the majority of UPOV members; and 2 per cent growth in the titles granted, considering the large number of filings in recent years.

## Expected Results and Performance Indicators

Expected results		Performance Indicators	Baselines	Targets (2026/27)
1.1 Governance by the UPOV Council and work of UPOV Committees and other bodies	1			
Growth in the number of varieties developed under the UPOV system		Number of applications in UPOV members	29,250 (2024)	29,800 (2026) 30,100 (2027)
		Number of titles granted in UPOV members	17,270 (2024)	18,000 (2026) 18,300 (2027)
		Number of titles in force in UPOV members	203,760 (2024)	224,000 (2026) 235,000 (2027)
1.2 Development of legislation on plant variety protection in accordance with the 1991 Act of the UPOV Convention	2	States and organizations that become members of the Union	1 per year (2024)	1 per year

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

### Implementing strategy to achieve expected results

57. 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

58. 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 communicates the benefits of the UPOV system in an engaging way, such as in the form of videos, study tours and impact studies.

59. 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.

60. 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.

61. The UPOV website underpins the communication strategy. It provides a platform to communicate with a range of audiences, including access to meeting documents, guidance and information materials, services, training, statistics, and FAQs. The project to redesign the UPOV website was initiated in January 2025. In the 2026-2027 biennium, the new website will be implemented and will continue to be developed to enable easy access to information, including through search engine queries.

62. Social media will play an increasingly important role in communicating information. It should increase the presence of UPOV in communication channels and raise awareness on the global presence and impact of UPOV. Its strategic use will focus on balance and efficiency measures due to the limited resources of UPOV.

63. Emphasizing the importance of ensuring that all farmers have access to high-quality plant varieties that meet their needs and are resilient to climate change, while highlighting the critical role that the UPOV system plays in this regard, will be a major focus area. Success stories shared by users of the UPOV system will be instrumental in demonstrating its benefits. To spotlight these matters, a seminar will be organized in 2026.

64. In line with the ambition to boost its communication activities, a temporary position for an Associate Communications Officer has been created. This position will work on delivering the objectives laid down in the Communication Strategy.

65. A new FIT Program with Japan is expected to start in 2025 and continue in 2026-2027 to support gathering and disseminating information on PVP impact.

66. 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. The new UPOV website will enhance the accessibility of UPOV's information in different languages.

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

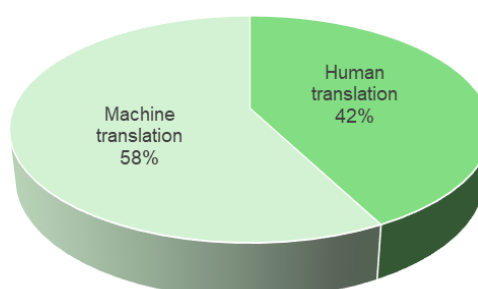
### *Guidance and information material*

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

68. 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 various languages has substantial resource implications, and success in this objective will require several 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.

69. Based on the experience in the 2022-2023 implementation phase of UPOV's policy for the use of machine translation, UPOV members agreed to continue the use of machine translation not only for UPOV sessions' documents but also for other information and materials that do not require high precision (e.g. proceedings from Seminars). The accuracy of this technology is evolving and provides good opportunities to make UPOV materials and information available in other languages in a very short time. For instance, the total of documents translated for the October sessions 2023 was 85 (see report in document CC/101/6 Corr.).

**Documents translated for  
UPOV October 2023 sessions (total: 85)**



70. Test Guidelines are important guidance materials for variety examination (DUS testing). Where UPOV has established specific Test Guidelines for a particular species, these represent an agreed and harmonized approach for the examination of new varieties and form the basis of the DUS test. The Test Guidelines are intended to be used by individual authorities, with appropriate administrative changes, as the basis of the DUS test and the harmonization of variety descriptions.

71. UPOV has developed a set of 339 Test Guidelines that correspond to the genera and species of 94 per cent of the applications filed in UPOV members. This coverage of UPOV Test Guidelines is based on plant variety data notified by UPOV members to the UPOV Plant Variety Database (PLUTO Database). In the 2026- 2027 biennium, UPOV will continue to provide the space for international harmonization of national test guidelines from UPOV members. In addition, the Technical Working Parties will continue providing capacity building opportunities for UPOV members to: (a) harmonize procedures; (b) provide information on developments; (c) integrate new experts in UPOV's work; (d) provide practical guidance on DUS examination procedures, including the use of Test Guidelines.

### *Training and assistance*

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

73. 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 extra-budgetary 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.

74. 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.

75. 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.

76. 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.

77. In October 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;
- (c) other criteria could be established to ensure effective use of resources. The use of UPOV e-PVP by any State and organization in the process of becoming UPOV member would be periodically reported to the Consultative Committee in the information document "Situation concerning those States and intergovernmental organizations which have initiated the procedure for acceding to the UPOV Convention or which have been in contact with the Office of the Union for assistance in the development of laws based on the UPOV Convention."



78. To better harness available training initiatives provided by UPOV and its members, in April 2024 UPOV launched an “International certificate on plant variety protection” (UPOV PVP Certificate). The UPOV PVP Certificate is an international certificate on plant variety protection recognized by UPOV. Holders of the UPOV PVP Certificate demonstrate to have followed a certain amount of training and/or participated in activities concerning the UPOV Convention, operation of a PVP Office and the examination of applications, including DUS examination. Fifty UPOV PVP Certificates were issued in 2024.

79. Participation in the UPOV PVP Certificate program is free of charge for the Council priority categories (see paragraph 74). In 2025, the enrollment of private sector learners and learners from organizations that are not covered by the priorities of the UPOV Council will be enabled subject to a fee payment. The UPOV Office is developing the procedures for invoicing those participants and treating the payments received for the UPOV PVP Certificate program. The implementation plan anticipated a 500 Swiss francs fee for the enrollment of those participants.

80. The UPOV PVP Certificate program will continue to be expanded with the inclusion of new courses and activities in the list of endorsed training. This will increase the number of opportunities to accumulate the necessary number of credits to obtain the UPOV PVP Certificate. It will also contribute to establishing an information repository about training on UPOV matters and a network of experts on the topic. The list of endorsed courses and activities is provided on the UPOV website at: [https://www.upov.int/resource/en/pvp\\_certificate.html](https://www.upov.int/resource/en/pvp_certificate.html)

### 2.3 Enhanced harmonization and cooperation in examination

81. 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 and horticulture, 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.

82. The Technical Committee has agreed a series of measures to improve support provided for DUS examination, particularly with a view to increasing cooperation as a fundamental benefit of UPOV membership (see Section 1.1). In the 2026-2027 biennium, the Technical Committee will advance implementing these measures with particular focus on supporting drafters of test guidelines with: training; mentoring and information on cooperation for drafting national test guidelines; improving the structure of Test Guidelines; and improving the UPOV online tool for drafting Test Guidelines (i.e. TG Template). These measures should expedite the development and updating of Test Guidelines and the expansion of protection to more genera and species.

83. The UPOV PVP Certificate program is expected to facilitate cooperation between members of the Union by providing an indicator of skills acquired by PVP office practitioners and examiners.

84. 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 2026-2027 biennium will be to address these potential obstacles in order to increase cooperation and thereby increase the efficiency of DUS examination.

85. The UPOV Convention provides the flexibility for UPOV members to decide on how to arrange DUS tests in the most cost-effective way in accordance with their circumstances. Some UPOV members have experienced that cooperation with breeders increases efficiency in variety examination. In 2025, a series of webinars and a seminar will be held to create awareness and understanding on how DUS examinations in cooperation with breeders are conducted by some UPOV members. The seminar will take place in October 2025. Following the seminar, actions will be taken during 2026-2027 biennium such as compiling presentations and documentation to be used for capacity building and awareness raising purposes.

## Expected Results and Performance Indicators

Expected results	Performance Indicators	Baselines	Targets (2026/27)
2.1 Enhanced awareness of the role of the UPOV system	3 Views of UPOV information		
	Visits to UPOV website ("pageviews")	1,130,631 (2024)	1,350,000 (2026) 1,500,000 (2027)
	Number of unique visitors to UPOV website	147,244 (2024)	175,000 (2026) 200,000 (2027)
	Number of followers on social media	X: 2,668 (2024); LinkedIn: 6,831 (2024)	X: 3,300 (2026); 4,000 (2027); LinkedIn: 9,000 (2026) 10,000 (2027)
2.2 Guidance and assistance on the UPOV Convention and its implementation		3,921 (2024)	4,800 (2026) 5,500 (2027)
	4 Number of States and organizations participating in UPOV training/assistance activities	128 States; 31 organizations (2024)	States: 140 (2026); 150 (2027)  organizations: 33 (2026) 35 (2027)
	5 Number of participants successfully completing UPOV distance learning courses	1,027 (2024)	1,100 (2026) 1,200 (2027)
	6 Number of academic institutions that include information on the UPOV system in their courses	Africa: 1; Americas: 0; Asia/Pacific: 2; Europe: 7 (2024)	Africa: 4; Americas: 3; Asia/Pacific: 4; Europe: 7 (at end of biennium)
	7 Number of persons with UPOV International Certificate on Plant Variety Protection	50 (2024)	250 (at end of biennium)
2.3 Enhanced harmonization and cooperation in examination	8 Number of graduates of UPOV Executive Program	75 <sup>3</sup> (2024)	50 (2026) 50 (2027)
	9 Use of UPOV Test Guidelines and Technical Questionnaires		
	Number of UPOV members using UPOV Technical Questionnaires unchanged in UPOV PRISMA	25 (2024)	27 (2026) 28 (2027)
	Number of UPOV members using UPOV Technical Questionnaire characteristics unchanged in UPOV PRISMA	8 (2024)	9 (2026) 10 (2027)
	% of all PVP applications in UPOV members covered by UPOV TGs	95%	95%
	10 Number of DUS reports downloaded from UPOV e-PVP DUS Exchange module	7 (2024)	400 (in the biennium)

<sup>3</sup> The methodology for the UPOV's Executive Program (27 participants) was applied for ARIPO Regional Workshop on Plant Variety Protection for ARIPO Member States (48 participants).

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

### Implementing strategy to achieve expected results

86. 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.

87. UPOV e-PVP has been developed in cooperation with UPOV members and breeders (see below). The aim has been to create a high-quality tailor-made digitalized PVP system that will be an option for members that are digitalizing its procedures, and who find it more effective to rely on the UPOV e-PVP modules than devoting resources to develop and maintain their own tools. UPOV e-PVP presents an opportunity to provide services to members of the Union and stakeholders in a way which will improve the efficiency of the global UPOV system and achieve a “leveling-up” in capacity within UPOV. Another aim agreed by the UPOV Council in the Strategic Business Plan 2023-2027 is to diversify the income of UPOV.

88. The establishment of the post of Head of IT and the creation of a temporary position for an IT Officer demonstrates the engagement to deliver on digitalization developments while ensuring business continuity. The Office of the Union will present a Digital Strategy to the UPOV Council addressing objectives and the resources needed.

89. Whilst there is an extensive use of the PLUTO database by members and stakeholders, work will be invested to promote the premium service for paying users during the biennium 2026-2027.

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

90. 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:

- 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 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. 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 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.
- 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. It is expected that there will be an important increase in the use of the UPOV e-PVP DUS Report Exchange Platform during the 2026-2027 biennium.

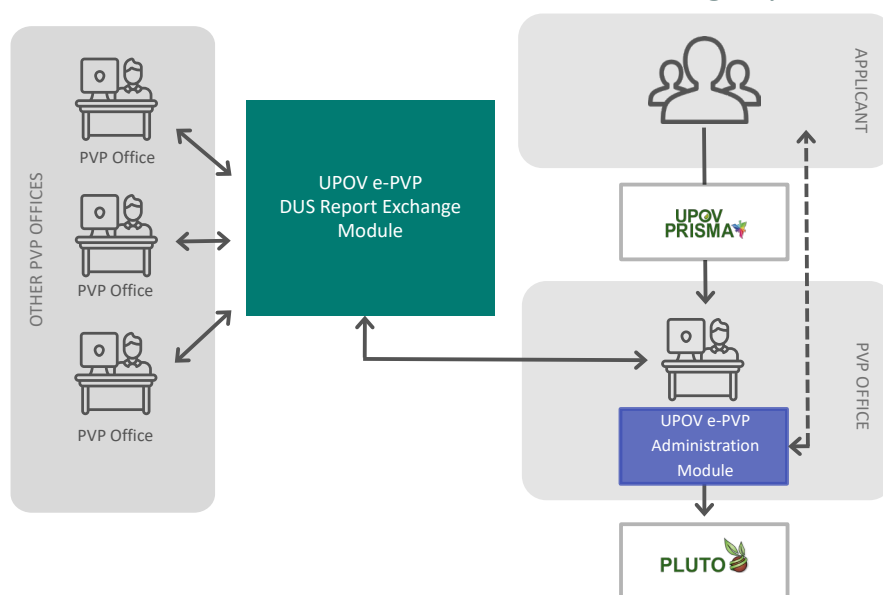
- 4) **PLUTO database** to be improved as follows: increasing the completeness of data submissions, particularly through use of the UPOV e-PVP Administration Module; improving the user interface; and providing additional user features. A feature will be developed to enable UPOV members to share variety description information via the PLUTO database. Whilst there is an extensive use of the PLUTO database by members and stakeholders, work will be invested to promote the premium service for paying users during the biennium 2026-2027.
- 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.

91. The following is also anticipated during the 2026-2027 biennium: at least one more UPOV member will make UPOV PRISMA mandatory for applicants; further developments of machine-to-machine (M2M) communication; increased use of UPOV PRISMA for filing for national listing in addition to filing for plant breeders' rights; and an increased use of the bulk upload functionality.

92. 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



## Expected Results and Performance Indicators

Expected results	Performance Indicators	Baselines	Targets (2026/27)
3.1 Development of UPOV e-PVP services	11 Percentage of PVP applications of UPOV members included in PLUTO database within 1 year	40% (2024)	50% (2026) 60% (2027)
	12 Number of PLUTO users	5,500 (2024)	7,200 (2026) 8,500 (2027)
	13 Number of fee-generating applications made via UPOV PRISMA	1,491 (2024)	1,648 (2026) 1,730(2027)
	14 Number of UPOV members using the UPOV e-PVP Administration Module to manage and publish PVP applications	1 (2024)	5 (2026) 6 (2027)
	15 Number of UPOV members using the UPOV e-PVP Exchange Module to manage the exchange of reports	2 (2024)	16 (2026) 18 (2027)

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

### Implementing strategy to achieve expected results

93. Progression to the post COVID-19 “new normal” has included the introduction of regular part-time teleworking up to a maximum of two 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 Ensure financial sustainability

94. 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.

95. In October 2024, the Consultative Committee endorsed the development of the section on horizon scanning and the integration of key strategies identified in document CC/102/3 in the future versions of the SBP. A proposed UPOV Resources Strategy (document C/59/16) to improve long term financial sustainability of UPOV and increasing UPOV’s outreach and impact, will be presented for consideration by UPOV members in October 2025. This strategy is, inter alia, connected to Expected Result 4.1 “Ensure financial sustainability” and will consider how to attract new donors, extra-budgetary funds, sponsors, human resources funded by UPOV members (e.g. Junior Professional Officers) and the conclusions on document CC/102/4 “UPOV e-PVP development and financing”.

96. The strategy will also address UPOV’s primary source of income, i.e. members’ contributions and additional ways to provide financial assistance to implement the UPOV’s program of work to secure long-term financial sustainability.

#### *Fee paying services*

97. 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.

98. 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.

99. The feedback from users of the distance learning courses is positive and UPOV will further explore how to promote and make these courses more attractive for paying users.

100. In 2025, the enrollment of private sector learners and learners from organizations that are not covered by the priorities of the UPOV Council will be enabled the UPOV PVP Certificate program, subject to a fee payment. The UPOV Office is developing the procedures for invoicing participants and treating the payments received for the UPOV PVP Certificate program. The implementation plan anticipated a 500 Swiss francs fee for the enrollment of those participants.

#### *Extra-budgetary funds*

101. 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.

102. 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.

103. In addition, UPOV will work with members of the Union, and States and organizations in the process of becoming UPOV members to assist them to instigate and lead requests for funds from donor agencies.

104. UPOV will also explore generating extra-budgetary funds through a multi-donor fund for the sustainable development of UPOV services (e.g. UPOV e-PVP). It is crucial that potential users of the UPOV services are aware of the benefits of the services provided. UPOV will allocate resources to promote UPOV services (e.g. meetings with members and users, enhanced use of communication tools).

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

105. 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 relevant activities.

106. The nature of UPOV's work will continue to evolve, with an ongoing commitment to continuous improvement. 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 development and training programs. This development approach will include team building activities to improve "how we work together" in order to provide better services to UPOV members and stakeholders and engage in effective collaborations.

107. In the 2026-2027 biennium, UPOV will focus on priority areas, in accordance with UPOV's Strategic Business Plan. The proposed expenditure focuses on those priority areas while containing personnel costs. 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.



108. 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, it 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.

### Expected Results and Performance Indicators

Expected results	Performance Indicators	Baselines	Targets (2026/27)
4.1 Ensure financial sustainability	16 Income from sources other than UPOV member contributions.	5.9% (2024)	6.3% (biennium)
4.2 A Secretariat that is empowered and is provided with the right resources and training to work effectively, collaboratively and innovatively	17 Staff satisfaction level	84% (2024)	≥ 85% satisfied or very satisfied

**Table 6: Budget 2026-2027 by Expected Result**  
(in thousands of Swiss francs)

	2026-2027 Proposed
1.1 Governance by the UPOV Council and work of UPOV Committees and other bodies	722
1.2 Development of legislation on plant variety protection in accordance with the 1991 Act of the UPOV Convention	325
2.1 Enhanced awareness of the role of the UPOV system	555
2.2 Guidance and assistance on the UPOV Convention and its implementation	1,910
2.3 Enhanced harmonization and cooperation in examination	1,209
3.1 Development of UPOV e-PVP services	1,083
4.1 Ensure financial sustainability	422
4.2 A Secretariat that is empowered and is provided with the right resources and training to work effectively, collaboratively and innovatively	1,390
<b>TOTAL</b>	<b>7,616</b>



## IV. FINANCIAL INDICATORS 2020-2029

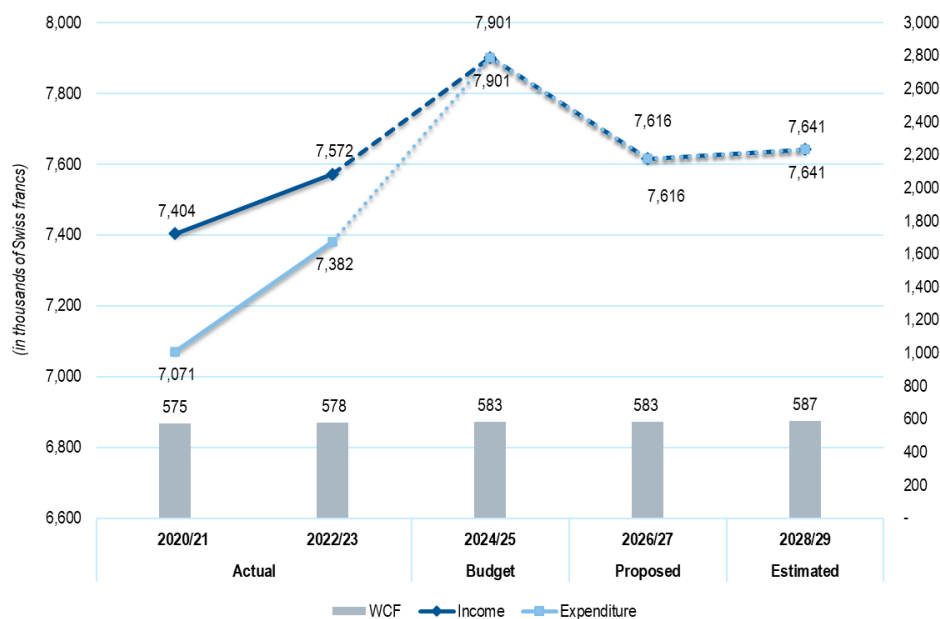
109. The Program and Budget for the 2026-2027 Biennium includes a presentation of financial indicators covering a 10-year period, including two years beyond the new biennium and information from the recent past. The presentation of the financial indicators is intended to put the proposed budget for the 2026-2027 biennium into context by indicating trends and assessing future financial sustainability. This information is provided to facilitate members' review and decisions on the proposed Program and Budget, and it should not be construed as constituting any specific financial commitment or approval beyond 2025.

110. 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 2020-2029**  
(in thousands of Swiss francs)

<i>Budgetary Basis</i>					
	Actual 2020-2021	2022-2023	Budget 2024-2025	Proposed 2026-2027	Estimated 2028-2029
Income	7,404	7,572	7,901	7,616	7,641
Expenditure	7,071	7,382	7,901	7,616	7,641
<i>Difference</i>	334	190	-	-	-

*Figure 1. Evolution of Income, Expenditure and Reserves for 2020-2029*



[Appendices follow]

## V. APPENDICES

### Appendix I      Status in relation to the International Union for the Protection of New Varieties of Plants (UPOV) as of September 16, 2025

#### A. Members of UPOV

African Intellectual Property Organization <sup>2, 4</sup>	Colombia <sup>1</sup>	Ireland <sup>2</sup>	Norway <sup>1</sup>	South Africa <sup>1</sup>
Albania <sup>2</sup>	Costa Rica <sup>2</sup>	Israel <sup>2</sup>	Oman <sup>2</sup>	Spain <sup>2</sup>
Argentina <sup>1</sup>	Croatia <sup>2</sup>	Italy <sup>1</sup>	Panama <sup>2</sup>	Sweden <sup>2</sup>
Armenia <sup>2</sup>	Czech Republic <sup>2</sup>	Japan <sup>2</sup>	Paraguay <sup>1</sup>	Switzerland <sup>2</sup>
Australia <sup>2</sup>	Denmark <sup>2</sup>	Jordan <sup>2</sup>	Peru <sup>2</sup>	Trinidad and Tobago <sup>1</sup>
Austria <sup>2</sup>	Dominican Republic <sup>2</sup>	Kenya <sup>2</sup>	Poland <sup>2</sup>	Tunisia <sup>2</sup>
Azerbaijan <sup>2</sup>	Ecuador <sup>1</sup>	Kyrgyzstan <sup>2</sup>	Portugal <sup>1</sup>	Türkiye <sup>2</sup>
Belarus <sup>2</sup>	Egypt <sup>2</sup>	Latvia <sup>2</sup>	Republic of Korea <sup>2</sup>	Ukraine <sup>2</sup>
Belgium <sup>2</sup>	Estonia <sup>2</sup>	Lithuania <sup>2</sup>	Republic of Moldova <sup>2</sup>	United Kingdom <sup>2</sup>
Bolivia (Plurinational State of) <sup>1</sup>	European Union <sup>2, 3</sup>	Mexico <sup>1</sup>	Romania <sup>2</sup>	United Republic of Tanzania <sup>2</sup>
Bosnia and Herzegovina <sup>2</sup>	Finland <sup>2</sup>	Montenegro <sup>2</sup>	Russian Federation <sup>2</sup>	United States of America <sup>2</sup>
Brazil <sup>1</sup>	France <sup>2</sup>	Morocco <sup>2</sup>	Saint Vincent and the Grenadines <sup>2</sup>	Uruguay <sup>1</sup>
Bulgaria <sup>2</sup>	Georgia <sup>2</sup>	Netherlands (Kingdom of) <sup>2</sup>	Serbia <sup>2</sup>	Uzbekistan <sup>2</sup>
Canada <sup>2</sup>	Germany <sup>2</sup>	New Zealand <sup>1</sup>	Singapore <sup>2</sup>	Viet Nam <sup>2</sup>
Chile <sup>1</sup>	Ghana <sup>2</sup>	Nicaragua <sup>1</sup>	Slovakia <sup>2</sup>	
China <sup>1</sup>	Hungary <sup>2</sup>	Nigeria <sup>2</sup>	Slovenia <sup>2</sup>	
	Iceland <sup>2</sup>	North Macedonia <sup>2</sup>		(Total 80)

<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 60 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 (18):

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

##### Organization (1):

African Regional Intellectual Property Organization (ARIPO)

(member States of ARIPO (22): *Botswana, Cabo Verde, Eswatini, Ghana, Kenya, Lesotho, Liberia, Malawi, Mauritius, Mozambique, Namibia, Rwanda, Sao Tome and Principe, Seychelles, Sierra Leone, Somalia, Sudan, The Gambia, 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 (28):

Algeria, Antigua and Barbuda, Bahrain, Barbados, Cabo Verde, Cambodia, Cuba, Cyprus, El Salvador, Indonesia, Iraq, Libya, Liechtenstein, Malawi, Mozambique, Namibia, Pakistan, Rwanda, Saudi Arabia, Seychelles, Sudan, Suriname, Thailand, The Gambia, Timor-Leste, 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

*(in Swiss Francs)*

2024 Invoiced	2025 Invoiced	Members	Number of Units	2026 Estimated for invoicing	2027 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
0	10,728	Armenia <sup>1</sup>	0.20	10,728	10,728
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 (the Kingdom of)	3.00	160,923	160,923
53,641	53,641	New Zealand	1.00	53,641	53,641

2024 Invoiced	2025 Invoiced	Members	Number of Units	2026 Estimated for invoicing	2027 Estimated for invoicing
10,728	10,728	Nicaragua	0.20	10,728	10,728
0	0	Nigeria <sup>2</sup>	0.20	10,728	10,728
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 <sup>3</sup>	1.00	53,641	53,641
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>3,580,526</b>		<b>66.45</b>	<b>3,564,433</b>	<b>3,564,433</b>

<sup>1</sup> Armenia: new member from March 2, 2024

<sup>2</sup> Sweden decreased the number of contribution units from January 2026

<sup>3</sup> Nigeria: new member from March 27, 2025.

[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 (including travel, training costs and other related travel grants):** travel expenses and daily subsistence allowances, training costs and other fees for all third parties, including the travel costs of Government officials, participants and lecturers attending UPOV sponsored meetings, seminars and training workshops.

##### *Contractual Services*

**Conferences:** remuneration, travel expenses and daily subsistence allowances for interpreters; renting of conference facilities, and interpretation equipment; refreshments and receptions; and the cost of any other service directly linked to the organization of a conference.

**Publishing:** outsourced printing i.e. printing of brochures, treaties, collections of texts, manuals, guides and materials; outsourcing of the production of videos and other forms of electronic publishing.

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

**Other Contractual Services:** all other contractual services with both commercial and non-commercial service providers including IT infrastructure hosting (on premise and cloud) and software as a service (SaaS).

### *Operating Expenses*

**Premises and Maintenance:** acquiring, renting, improving, and maintaining office space, utilities, renting or maintaining equipment and software licenses.

**Communication:** communication expenses such as telephone, internet, mail, and postage.

**Representation and Other Operating Expenses:** official hospitality, WIPO contribution to Staff Association and other operating expenses.

**UN Joint Services:** medical assistance, contributions to joint administrative activities within the United Nations system, United Nations cost shared activities, Administrative Tribunal.  
Additionally, all common expenses related to either joint activities with WIPO or services actually rendered by WIPO under the WIPO/UPOV Agreement.

### *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;; library books and subscriptions to reviews and periodicals; uniforms; and purchase of software.

[End of Appendix III and of document]