

Strategy towards a Financially Sustainable UPOV

UPOV Financial Situation

- Income: estimated at 7.6 million CHF— down CHF 285,443 (-3.6%) from 2024-25.
- Expenditure: estimated at 7.6 million CHF — down CHF 285,443 (-3.6%) from 2024-25.
- Net Assets at end of 2024: -1.2 million CHF

	Income and Expenditure				Variation
	2022-2023 Actual	2024-2025 Budget	2026-2027 Budget		
Income	7,572	7,901	7,616	(285)	-3.6%
Expenditure	7,382	7,901	7,616	(285)	-3.6%
Difference	190	-	-	-	-

- The 2025 review of WIPO/UPOV Service Level Arrangement (SLA) resulted in an increase of 368,054 Swiss francs for the biennium 2026-27 in the cost of services provided by WIPO to UPOV.
- As a transitional measure, WIPO will only invoice 25% of the increase in 2026/27 (i.e. 92,014 Swiss francs). The full cost will be charged in subsequent biennia.

UPOV Resources Strategy will enable the implementation of SBP

Modernize UPOV System

Enhance legislative guidance, outreach, and engagement to support accession to the 1991 Act of the UPOV Convention and link membership to agricultural development and trade.

Increase Global Visibility and Awareness

Promote UPOV's value through targeted communication, using case studies and success stories to showcase benefits and support system expansion.

Enhance Harmonization and Technical Cooperation

Refine DUS guidance, facilitate test-report exchange, and incrementally develop standards and tools to address technical complexity.

Advance Digital Transformation (UPOV e-PVP)

Prioritize key digital tools — **UPOV PRISMA** — based on member needs. Ensure strong user support, comprehensive training, and continuous feedback integration to maximize adoption and impact.

Ensure Financial Sustainability

Diversify revenue, contribution unit reform, extra-budgetary funding, operational efficiency and resource optimization.

⚠ If We Do Nothing:

UPOV's SBP will stall — no modernization, no growth, no digital progress, no financial security.

✓ If We Act Now:

UPOV will **modernize, expand globally, strengthen cooperation, accelerate digital transformation, and secure its future**.

UPOV Resources Strategy – Main Components

Income Growth Strategies

- **Contribution Unit Reform**
 - (i) recalibrate the contribution unit value to make up for inflation since 1995;
 - (ii) establish an inflation-proof update mechanism for the contribution unit value;
 - (iii) recalibrate the number of contribution units for existing members
- **Diversify Revenue Streams** – promote and increase the value of UPOV services, particularly **UPOV PRISMA**.

Expenditure

- **Increase Operational Efficiency** – streamline business processes, increase the use of digital tools (automation), data-driven decision-making.
- **Staff Resource Optimization** – leverage member-funded talent programs (fellows, JPOs, FIT) to expand capacity. Optimize staffing models for current and future service delivery

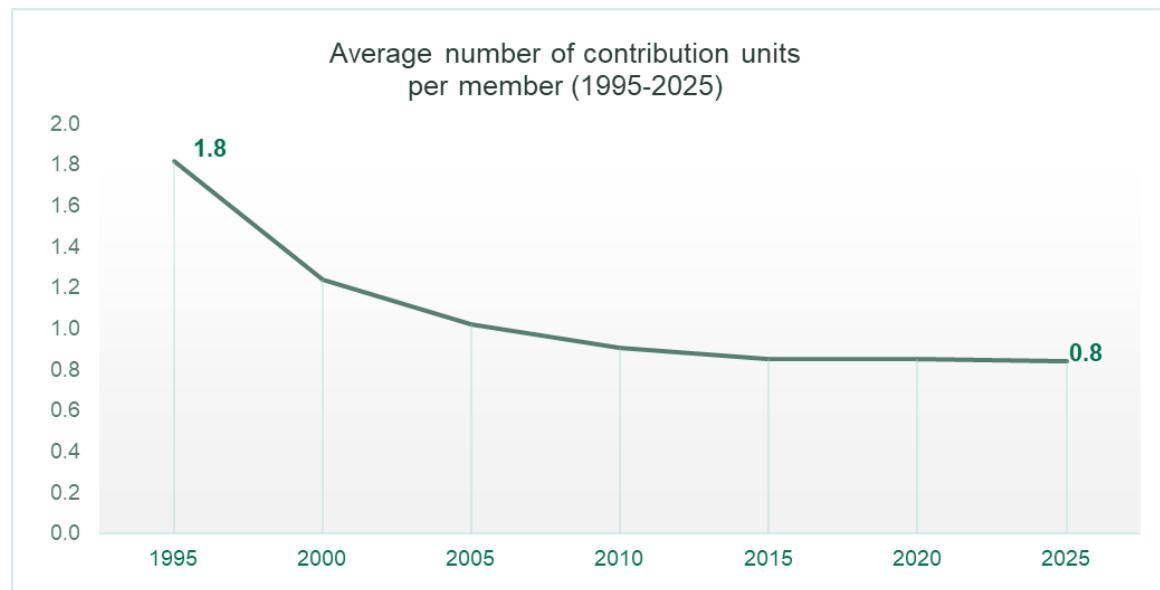
→ **More income, smarter spending — fueling UPOV's strategic vision.**

UPOV Resources Strategy – Contribution Income

High Dependence: Members' contributions are UPOV's **primary income source** — 93.7% of total funding (P&B 26/27).

Stagnant Model: contribution unit value unchanged since 1995 (**CHF 53,641**), declining **19.5% in real terms** due to inflation (Swiss Price Index, 1995-2024).

Decline in the Average Contribution per Member: Average number of contribution units per member has decreased over time.



UPOV Resources Strategy – Contribution Income

UN System Best Practices for Member Contributions

- **Regular Reviews:** Contributions are periodically reassessed in light of evolving budgetary requirements, including due to inflationary pressures.
- **The share of contributions for each Member State is** calculated using the scale of assessment which is based on each member state's capacity to pay taking into account, *inter alia*, Gross National Income (GNI) with adjustments for debt burden, low per capita income, and currency fluctuations.
- **Methods vary by agency**, but core principles are consistent across the UN system.

UN Agencies adjusting their member states' contributions as per the above include FAO, ILO, UNESCO, WHO and WMO

- A number of international organizations, for example, OECD and Interpol, adjust their member states' contributions based on inflation**

UPOV Resources Strategy – UPOV PRISMA - Growth & Urgency

UPOV PRISMA - projected growth of 5% in 2026–27 – is too slow to reduce reliance on member contributions.

- ❖ **Boosting adoption requires investment in promotion, training, webinars, and stakeholder engagement.**
- ❖ **Promotion is a shared responsibility** — not only the Office of the Union, but also UPOV members.
- ❖ **Members must actively champion UPOV e-PVP** within breeders' and stakeholders' communities.
- ❖ **Collaboration is key** — support from international, regional, and national breeders' organizations, plus individual breeders, is essential to success.

UPOV Resources Strategy – Results & Resources

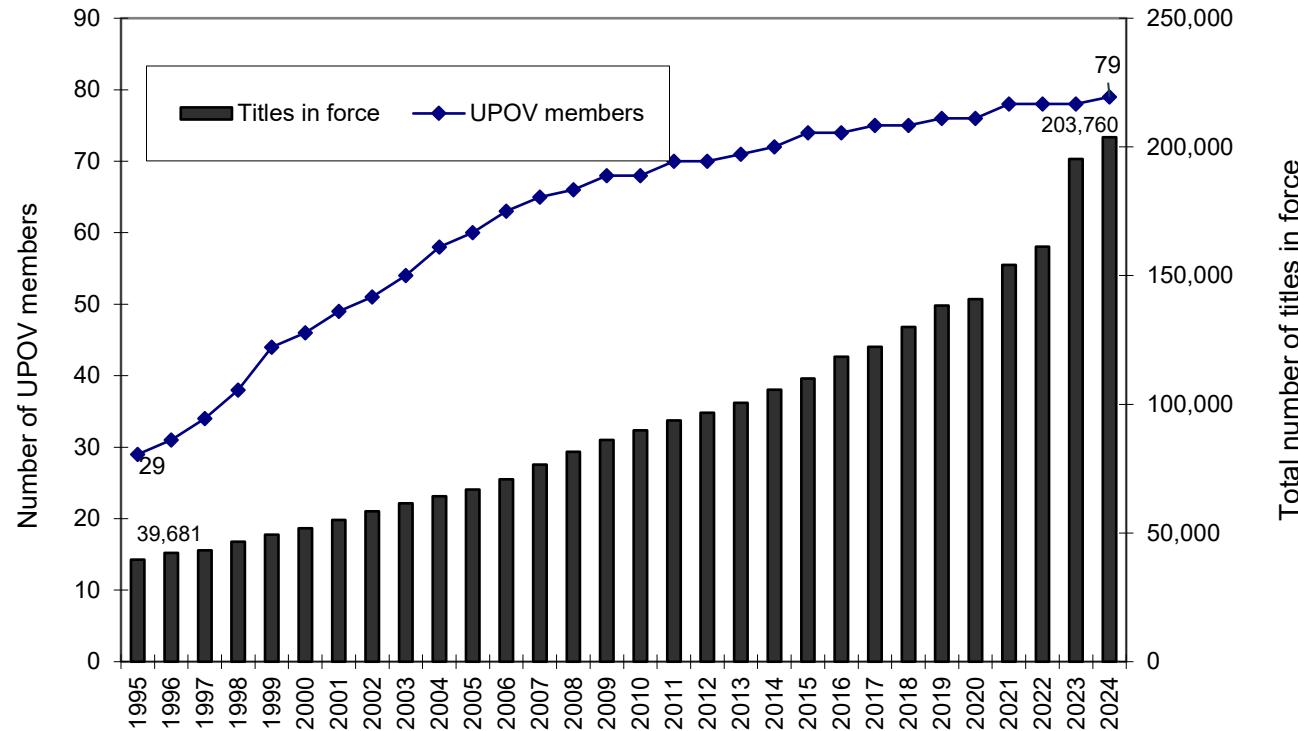
UPOV reinforces managing-for-results (RBM)

UPOV upholds fiscal discipline and prudent financial management in its operations.

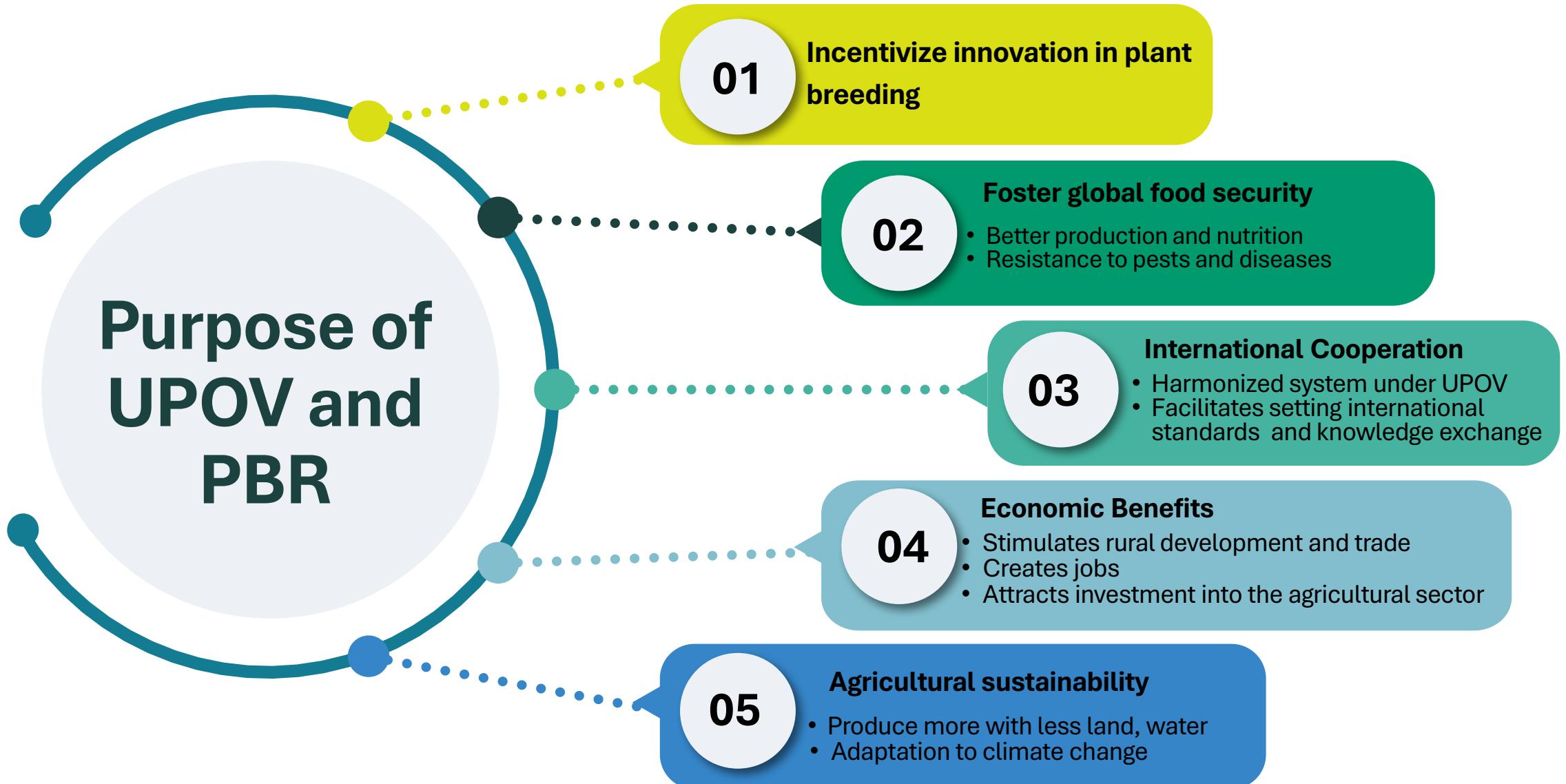
- Focus resources where impact is highest – continually assess results before committing to new activities.
- Careful evaluation of new initiatives – only proceed when benefits and capacity align.
- Leverage digitalization & virtual engagement – increase use of online/hybrid tools to reduce travel costs and time.
- Pursue cost-effective delivery of services - particularly in translation, interpretation, and administrative support.
- Align talent with strategic needs - safeguard critical skills, and foster agility through cross-functional capabilities to meet evolving organizational demands.
- Diversify sourcing models – use partnerships and alternative staffing approaches to meet rising service demands.

UPOV Resources Strategy – Value of UPOV PVP system

UPOV system growth 1995-2024: number of UPOV members and PVP titles in force



172% growth in Membership
413% growth in titles in force



Discussion on the Financial Sustainability of UPOV

