

Consultative Group on UPOV Resources Strategy**CG-URS/2/2****Second Meeting
Geneva, March 18, 2026****Original: English
Date: March 3, 2026**

**SCENARIOS FOR THE IMPLEMENTATION OF THE STRATEGIC BUSINESS PLAN 2026-2029 AND
OVERVIEW OF COST-EFFICIENCY MEASURES***Document prepared by the Office of the Union**Disclaimer: this document does not represent UPOV policies or guidance***INTRODUCTION**

1. The Consultative Group on UPOV Resources Strategy (CG-URS) held its first meeting in Geneva on December 10, 2025, and agreed “that the Office of the Union would develop budget scenarios as the foundation for future CG-URS discussions”. The CG-URS noted that the document for its second meeting would present the various scenarios with related actions tied to the Strategic Business Plan 2026-2029 (document C/59/14), along with their associated costs. The document would also take into account the full funding for the increased cost of the WIPO/UPOV Service Level Arrangement (SLA). The scenarios would clearly demonstrate the prioritization of activities/initiatives and services to be provided by UPOV (see document CG-URS/1/2 “Report”, paragraph 16).

2. In addition, the CG-URS “noted that the Office reaffirmed its commitment to efficiency and would continue to address cost-saving measures, providing information on actions already taken and on possible future cost savings efforts” (see document CG-URS/1/2 “Report”, paragraph 17).

3. Annex I to this document contains three scenarios for the implementation of the Strategic Business Plan 2026-2029 (document C/59/14) and Annex II presents an overview of cost-efficiency measures.

Background documentation:

- UPOV Resources Strategy (URS) (document [C/59/16](#))
- Strategic Business Plan 2026-2029 (document [C/59/14](#))

[Annexes follow]

ANNEX I

**IMPLEMENTATION SCENARIOS FOR THE STRATEGIC BUSINESS PLAN 2026-2029 (SBP)
(DOCUMENT [C/59/14](#)) AND ASSOCIATED COSTS**

1. The SBP approved by the Council on October 24, 2025, outlines UPOV's strategic direction and provides the basis for the preparation of the 2026-2027 and 2028-2029 Program and Budgets. The SBP is designed to ensure that UPOV remains at the forefront of plant variety protection, delivering value to its members and contributing to global food security and agricultural innovation.
2. The SBP identifies specific expected results and risk considerations for each strategic pillar:
 - **Pillar 1** focuses on governance, engagement, and shaping the future of the PVP system through strong collaboration with UPOV members and stakeholders.
 - **Pillar 2** strengthens communication, guidance, training, harmonization, and technical cooperation to support the implementation of the UPOV system and the expansion of UPOV membership.
 - **Pillar 3** advances high-quality digital services and databases, including UPOV e-PVP, to improve efficiency and alignment across UPOV.
3. The following three budget scenarios with their associated costs are presented in accordance with the Expected Results (ER) under the SBP Strategic Pillars and the Foundation (see paragraph 14 of the SBP).

ER 1.1	Governance by the UPOV Council and work of UPOV Committees and other bodies
ER 1.2	Development of legislation on plant variety protection in accordance with the 1991 Act of the UPOV Convention
ER 2.1	Enhanced awareness of the role of the UPOV system
ER 2.2	Guidance and assistance on the UPOV Convention and its implementation
ER 2.3	Enhanced harmonization and cooperation in examination
ER 3.1	Development of UPOV e-PVP services
ER 4.1	Ensure financial sustainability
ER 4.2	A Secretariat that is empowered and is provided with the right resources and training to work effectively, collaboratively and innovatively

SCENARIO 1 “FULL IMPLEMENTATION OF THE SBP”: TRANSFORMATIVE IMPACT AND FULL STRATEGIC ALIGNMENT

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

- **UPOV delivers its strategic vision**, ensuring a modern, harmonized, and globally trusted Plant Variety Protection (PVP) system aligned with technological, sustainability, and stakeholder trends.
- **UPOV positions itself as a proactive global leader** facilitating policy discussions both within UPOV and in other international organizations relevant to its mandate. It fosters strategic collaborations with stakeholders to address technological innovations, climate change, trends in global trade, and to adapt the PVP system to emerging business models.

To achieve the above SBP objectives, additional funding is required to conduct data analysis using both internal and external data sources. This will enable a deeper understanding of the broader context in which UPOV and its stakeholders operate, as well as the trends that may influence UPOV's work. This stream of work is currently not budgeted. An additional 50,000 CHF in non-personnel resources would be necessary to support this work.

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

- **Comprehensive legislative support** to accelerate membership expansion, including outreach activities targeted at relevant national stakeholders to demonstrate how UPOV membership contributes to agricultural development while supporting national development goals. To meet the growing demand for PVP legislative assistance, the engagement of a legal expert¹ (0.5 FTE²) would be required.

On-site engagement with future members is essential to fully understand policy objectives, local contexts, and to foster collaboration with policymakers and stakeholders. Desktop analysis and virtual exchanges alone are not sufficient to provide the level of effective assistance needed to achieve this objective. Organizing events and missions involving UPOV staff and experts would require 50,000 CHF in non-personnel resources, which are currently not budgeted.

ER 2.1 Enhanced awareness of the role of the UPOV system

- **Global outreach and effective communication** to reinforce UPOV's legitimacy, supported by multilingual content and a strong presence on the different UPOV communication channels (currently the Website, Newsletter, LinkedIn, X and YouTube). The biennial budget for the UPOV website maintenance and development is currently 21,000 CHF. An additional 60,000 CHF would be required to upgrade website functionalities, along with a further 0.25 FTE¹ to develop content and expand UPOV's presence on its communication channels.

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

- **Strengthening capacity building for Plant Variety Protection (PVP) implementation**, covering key topics such as examination of applications, commercialization, and enforcement. This requires updating UPOV's distance learning programs, delivering on-site training, and continuously enhancing the UPOV PVP Certificate Program. Enhancing the content and design of distance learning offerings to integrate newly developed guidance and communication materials will significantly improve learning outcomes. In addition, fostering academic partnerships is necessary to engage youth. New target audiences, identified through horizon scanning, will include small and medium-sized enterprises (SMEs) and stakeholders in low- and middle-income countries (LMICs).

Required updates of the UPOV distance learning programs would require 40,000 CHF. Currently, this is not budgeted.

¹ The legal expert would focus on activities under ER 1.2 but would also carry out tasks relevant for ER 1.1, 2.1 and 2.2.

² FTE: Full-Time Equivalent

To strengthen members' capacities in the implementation of the PVP system, 60,000 CHF for events would be required to ensure effective knowledge transfer and practical support. Currently, this is not budgeted.

- **Outreach activities supporting policymakers** in their journey toward UPOV membership, will be implemented through the UPOV Executive Program.

This requires funding of 100,000 CHF per program as well as administrative support (0.25 FTE). This scenario foresees one UPOV Executive Program³ per biennium.

ER 2.3 Enhanced harmonization and cooperation in examination

- **International cooperation is enhanced**, enabling adequate levels of harmonization, shared DUS examination, and streamlined processes inspired by other IP systems. This workstream will also feed into the UPOV PRISMA Plus Pilot Project.⁴
- **Updates to the TG (Test Guidelines) Template for DUS examination** and cooperation will complement continued support for the Technical Working Parties (TWPs). As identified through the horizon scanning exercise, this initiative will be expanded to assist individual authorities in developing national and regional test guidelines that are aligned with UPOV guidance.

TG Template updates will require an additional 140,000 CHF. Currently only maintenance is budgeted at 37,500 CHF. To meet the growing demand for technical assistance, the engagement of a technical expert (1 FTE) would be required. Furthermore, to enable UPOV staff to attend TWPs in person and provide direct technical input, an additional 60,000 CHF would be required.

ER 3.1 Development and maintenance of UPOV e-PVP services

- **Digital transformation is realized end-to-end**, with UPOV e-PVP (UPOV PRISMA, Administration Module, DUS Exchange, PLUTO) deployed, maintained, and scaled to meet global demand. Adequate support is provided to members and users through targeted assistance and training, while ongoing system development will be guided by user feedback.

UPOV PRISMA services are stable and user-friendly, leveraging state-of-the-art technology to increase adoption among UPOV members and breeders and expand coverage to additional species. This would require an additional 400,000 CHF (with 77,500 CHF currently budgeted to cover UPOV PRISMA maintenance). Funding of 180,000 CHF would be required to support the effective implementation of a marketing and training strategy.

For UPOV to maintain the standard version of the UPOV e-PVP Administration Module, funding of 30,000 CHF would be required (currently not budgeted under the regular budget⁵). The costs for the onboarding of two additional authorities are estimated at 30,000 CHF (currently not budgeted).

To strengthen cooperation in examination, further development of the UPOV e-PVP DUS Exchange Module is required, including enabling UPOV members to share their DUS procedures and information on their quality management systems. The estimated cost for this work is 60,000 CHF (currently not budgeted). An additional amount of 70,000 CHF (currently not budgeted under the regular budget⁵) would be required for the maintenance of the DUS Exchange Module.

Improvements to the PLUTO Database are required to enhance the user-friendliness for the search interface and data contributions, including tools that enable members to transfer data of PVP publications and variety description information. These enhancements will broaden the database's coverage of plant variety records and support the effective examination of variety denominations. The funding required to implement these improvements amounts to 140,000 CHF (currently not budgeted). The maintenance of the PLUTO database is currently budgeted at 40,000 CHF.

³ In the past the program was hosted annually and was funded by extrabudgetary resources that are currently not available.

⁴ The aim of the project is to identify common core information to streamline the filing of applications and facilitate further harmonization and cooperation in examination.

⁵ Currently the maintenance of the Administration Module and the DUS Exchange Module is not covered by the UPOV regular budget but funded by extrabudgetary resources.

ER 4.1 Ensure financial sustainability

- **Financial sustainability is secured** enabling UPOV to deliver high-quality services to its members and stakeholders in accordance with the SBP 2026-2029.

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

- UPOV reinforces managing-for-results (RBM) and upholds fiscal discipline and prudent financial management in its operations.
- Business continuity is ensured through an adequately trained workforce aligned to strategic needs.
- UPOV benefits from seamless WIPO services. Additional funding requirements amount to 368,054 CHF.

SUMMARY: SCENARIO 1 “FULL IMPLEMENTATION OF THE SBP”⁶

Description	Additional - Scenario 1				P&B 26/27	Total Biennium	Total SBP (2 biennium)
	Personnel		Non- personnel	Total			
	FTE	Cost					
1.1 Governance by the UPOV Council and work of UPOV Committees and other bodies							
Data analysis	-	-	50	50	-	50	100
					722	722	1,443
<i>Sub-Total</i>	-	-	50	50	722	772	1,543
1.2 Development of legislation on plant variety protection in accordance with the 1991 Act of the UPOV							
Comprehensive legislative support	0.50	54	-	54	-	54	109
Support for future members (events/missions)	-	-	50	50	-	50	100
					325	325	650
<i>Sub-Total</i>	0.50	54	50	104	325	429	859
2.1 Enhanced awareness of the role of the UPOV system							
Develop content and expand UPOV's presence on communication channels	0.25	27	-	27	-	27	54
Upgrade the website functionality	-	-	60	60	-	60	120
					555	555	1,110
<i>Sub-Total</i>	0.25	27	60	87	555	642	1,285
2.2 Guidance and assistance on the UPOV Convention and its implementation							
Updates of the UPOV distance learning programs	-	-	40	40	-	40	80
Strengthen members' capacities in the implementation of the PVP system	-	-	60	60	-	60	120
UPOV Executive Program	0.25	27	100	127	-	127	254
					1,910	1,910	3,820
<i>Sub-Total</i>	0.25	27	200	227	1,910	2,137	4,275
2.3 Enhanced harmonization and cooperation in examination							
TG Template (updates, technical expert)	1.00	109	140	249	-	249	497
Participation to TWP meeting	-	-	60	60	-	60	120
					1,209	1,209	2,418
<i>Sub-Total</i>	1.00	109	200	309	1,209	1,518	3,036
3.1 Development of UPOV e PVP services							
UPOV PRISMA (development and marketing)	-	-	580	580	-	580	1,160
e-PVP Administration Module (maintenance and roll-out)	-	-	60	60	-	60	120
DUS Exchange Module (development and maintenance)	-	-	130	130	-	130	260
PLUTO database (development)	-	-	140	140	-	140	280
					1,083	1,083	2,165
<i>Sub-Total</i>	-	-	910	910	1,083	1,993	3,985
4.1 Ensure financial sustainability							
					422	422	845
<i>Sub-Total</i>	-	-	-	-	422	422	845
4.2 A Secretariat that is empowered and is provided with the right resources and training to work effectively, collaboratively and innovatively							
WIPO Services	-	-	368	368	-	368	736
					1,390	1,390	2,779
<i>Sub-Total</i>	-	-	368	368	1,390	1,758	3,516
TOTAL	2	217	1,838	2,055	7,616	9,671	19,343

⁶ In thousands of Swiss francs.

SCENARIO 2 “REDUCED IMPLEMENTATION OF THE SBP”: STRATEGIC PROGRESS WITH TARGETED COMPROMISES

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

- **UPOV delivers its strategic vision at a slower pace and with less ambition**, not achieving the full vision of a modern, harmonized, and globally trusted Plant Variety Protection (PVP) system aligned with technological, sustainability, and stakeholder trends by the end of the SBP 2026-2029 period. Some strategic and cooperative ambitions remain limited in scope.
- **UPOV is only partially able to position itself as a proactive global leader** facilitating policy discussions both within UPOV and in other international organizations relevant to its mandate because of the lack of resources to conduct data analysis.

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

- **Comprehensive legislative support** to accelerate membership expansion, including outreach activities targeted at relevant national stakeholders to demonstrate how UPOV membership contributes to agricultural development while supporting national development goals. To meet the growing demand for PVP legislative assistance, the engagement of a legal expert⁷ (0.5 FTE) would be required.

On-site engagement with future members to fully understand policy objectives, local contexts, and to foster collaboration with policymakers and stakeholders can only partially be realized resulting in less tailor-made legislative support. Desktop analysis and virtual exchanges will remain the predominant implementation approaches. Organizing some events and missions involving UPOV staff and experts would require 30,000 CHF in non-personnel resources (currently not budgeted).

ER 2.1 Enhanced awareness of the role of the UPOV system

- **Outreach and communication to reinforce UPOV’s legitimacy is strengthened**, but multilingual expansion and global presence are not fully realized due to resource constraints. Limited improvement of website features, content and social media presence is estimated at 30,000 CHF. The budget for the UPOV website maintenance and development is currently 21,000 CHF.

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

- **Capacity-building for Plant Variety Protection (PVP) implementation remains active**, but with fewer academic partnerships and limited knowledge transfer. There is reduced ability to support members or emerging breeders (SMEs/start-ups).

UPOV distance learning programs remain as they currently are, with no content and/or design updates. The UPOV Executive Program cannot be organized.

Limited strengthening of members’ capacities in the implementation of the PVP system (30,000 CHF for events) resulting in reduced knowledge transfer and practical support. Currently, this is not budgeted.

ER 2.3 Enhanced harmonization and cooperation in examination

- **Harmonization and cooperation improve**, yet transformational initiatives to support PVP implementation, such as broader shared DUS examination models and simplified application processes supporting the “UPOV PRISMA plus project”, advance at a modest pace.
- **TG (Test Guidelines) Template updates for DUS examination** and cooperation including support for TWPs can be achieved, although TWP participation will be primarily virtual with limited in-person

⁷ The legal expert would focus on activities under ER 1.2 but would also carry out tasks relevant for ER 1.1, 2.1 and 2.2.

attendance. However, the development of new features for individual authorities developing national and regional test guidelines using UPOV guidance will be postponed.

The TG Template updates require an additional 70,000 CHF. Currently only maintenance is budgeted at 37,500 CHF. To meet some of the demands for technical assistance, engagement of a technical expert (0.5 FTE) would be required.

ER 3.1 Development of UPOV e-PVP services

- **Core UPOV e-PVP** (UPOV PRISMA, Administration Module, DUS Exchange, PLUTO) **services and databases operate**, but with limited promotional and training activities. Additional features will be delayed or implemented selectively.

UPOV PRISMA services must be stable and user-friendly, leveraging state-of-the-art technology to increase adoption among UPOV members and breeders and expand coverage to additional species. This would require an additional 320,000 CHF (with 77,500 CHF currently budgeted to cover UPOV PRISMA maintenance). Funding of 80,000 CHF would cover marketing and training activities.

For UPOV to maintain the standard version of the UPOV e-PVP Administration Module, funding of 30,000 CHF would be required (currently not budgeted under the regular budget⁵). No additional authorities will be onboarded.

Maintenance of the UPOV e-PVP DUS Exchange Module requires 70,000 CHF (currently not budgeted under the regular budget⁵). No new tools for UPOV members to share their DUS procedures and information on their quality management systems would be available.

PLUTO Database will be maintained (currently budgeted at 40,000 CHF). Improvements will be made to data contribution user-friendliness to enable members to transfer data of PVP publications to PLUTO. This would require 70,000 CHF (currently not budgeted). The improvements to sharing variety description information in PLUTO and enhancing the user-friendliness of the search interface would not be implemented.

ER 4.1 Ensure financial sustainability

- **Financial sustainability improves** enabling UPOV to make progress in the implementation of the SBP 2026-2029. However, many strategic and key initiatives identified during the horizon scanning exercise would need to be cancelled or postponed.

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

- UPOV reinforces managing-for-results (RBM) and upholds fiscal discipline and prudent financial management in its operations.
- Business continuity is compromised. Inadequate workforce not fully aligned to strategic needs.
- UPOV benefits from seamless WIPO services. Additional funding requirements amount to 368,054 CHF.

SUMMARY: SCENARIO 2 “REDUCED IMPLEMENTATION OF THE SBP”⁶

Description	Additional - Scenario 2				P&B 26/27	Total Biennium	Total SBP (2 biennium)
	Personnel		Non- personnel	Total			
	FTE	Cost					
1.1 Governance by the UPOV Council and work of UPOV Committees and other bodies	-	-	-	-	722	722	1,443
<i>Sub-Total</i>	-	-	-	-	722	722	1,443
1.2 Development of legislation on plant variety protection in accordance with the 1991 Act of the UPOV Convention							
Comprehensive legislative support	0.50	54	-	54	-	54	109
Reduced support for future members (events/missions)	-	-	30	30	-	30	60
					325	325	650
<i>Sub-Total</i>	0.50	54	30	84	325	409	819
2.1 Enhanced awareness of the role of the UPOV system							
Limited improvement of web site features, content and social media presence	-	-	30	30	-	30	60
					555	555	1,110
<i>Sub-Total</i>	-	-	30	30	555	585	1,170
2.2 Guidance and assistance on the UPOV Convention and its implementation							
Limited strengthening members' capacities in the implementation of the PVP system	-	-	30	30	-	30	60
					1,910	1,910	3,820
<i>Sub-Total</i>	-	-	30	30	1,910	1,940	3,880
2.3 Enhanced harmonization and cooperation in examination							
TG Template (limited updates and technical expert)	0.50	54	70	124	-	124	249
					1,209	1,209	2,418
<i>Sub-Total</i>	0.50	54	70	124	1,209	1,333	2,667
3.1 Development of UPOV e PVP services							
UPOV PRISMA (development)	-	-	400	400	-	400	800
e PVP Administration Module (maintenance)	-	-	30	30	-	30	60
DUS Exchange Module (maintenance)	-	-	70	70	-	70	140
PLUTO database (data contribution)	-	-	70	70	-	70	140
					1,083	1,083	2,165
<i>Sub-Total</i>	-	-	570	570	1,083	1,653	3,305
4.1 Ensure financial sustainability					422	422	845
<i>Sub-Total</i>	-	-	-	-	422	422	845
4.2 A Secretariat that is empowered and is provided with the right resources and training to work effectively, collaboratively and innovatively							
WIPO Services	-	-	368	368	-	368	736
					1,390	1,390	2,779
<i>Sub-Total</i>	-	-	368	368	1,390	1,758	3,516
TOTAL	1	109	1,098	1,207	7,616	8,823	17,645

SCENARIO 3 “LIMITED IMPLEMENTATION OF THE SBP”: MINIMAL VIABILITY AND OPERATIONAL MAINTENANCE

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

- **UPOV’s strategic vision is considerably scaled-back during the SBP 2026–2029 period.** Progress toward a modern, harmonized, and globally accessible Plant Variety Protection (PVP) system aligned with technological, sustainability, and stakeholder trends remains limited, with several key initiatives deferred, scaled back, or discontinued and cooperative efforts focused primarily on essential activities.
- **UPOV’s ability to position itself as a proactive global leader is substantially curtailed.** Its contribution to policy discussions within UPOV and in other international organizations relevant to its mandate becomes largely reactive, with no capacity to generate data-driven analysis, forward-looking insights, or strategic policy guidance.

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

- **Legislative support for membership expansion is significantly reduced.** Outreach activities are prioritized selectively, concentrating on advanced or ongoing accession processes rather than broad-based engagement with national policymakers and stakeholders. As a result, the pace of membership expansion will be very limited, and opportunities to demonstrate the contribution of UPOV membership to agricultural and national development goals will be more limited in scope.

Assistance in plant variety protection (PVP) legislative development is delivered within existing capacity. This will extend response times and reduce the level of individualized engagement available to interested future members.

ER 2.1 Enhanced awareness of the role of the UPOV system

- **Outreach and communication to reinforce UPOV’s legitimacy is significantly reduced,** due to limited ability to expand multilingual content, and global presence. Enhancements to the website, content development and presence on UPOV communication channels are largely deferred, with only essential maintenance possible (currently budgeted at 21,000 CHF), leaving some communication opportunities unmet. As a result, UPOV’s visibility and awareness among policymakers and stakeholders would be limited, and the organization’s capacity to support broader engagement and activities would be reduced.

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

- **Capacity-building for Plant Variety Protection (PVP) implementation continues,** however, it is provided only selectively, and knowledge transfer and academic partnerships are limited. Training and assistance rely mainly on virtual and low-cost formats, with limited on-site support and reduced capacity to address the needs of future and existing members, particularly their SMEs and start-ups.

UPOV distance learning updates will not be implemented, and no UPOV Executive Program is organized. In-person participation in seminars to support developing members’ capacity is largely unavailable, with limited means to engage in academic programs or national and international capacity-building activities. This will result in reduced practical support for PVP implementation.

ER 2.3 Enhanced harmonization and cooperation in examination

- **Harmonization and cooperation progress slowly,** but UPOV’s ability to accelerate DUS examination and implement simplified application processes under the “UPOV PRISMA plus project” is severely limited.

Support for the TG Template is restricted to maintenance only (currently budgeted at 37,500 CHF), with no new features or training materials developed. Participation in TWPs is only virtual, decreasing

acceptance of test reports, reducing training opportunities, and slowing the timely development of Test Guidelines, limiting effective international cooperation.

UPOV's capacity to coordinate technical work and fulfill its role as the international standard-setting organization for DUS examination is limited.

ER 3.1 Development of UPOV e-PVP services

- **Digital tools and databases remain functional but are not improved** with important new functionalities in line with technological advancement. Maintenance-only approaches will prevail for the DUS Exchange Module, PLUTO and UPOV PRISMA.

UPOV PRISMA will need maintenance, currently budgeted at 77,500 CHF. No additional amount is allocated to cover development, testing and project management nor promotion and training, including missions.

The maintenance of the UPOV e-PVP Administration Module is entirely dependent on extra-budgetary resources. There will be no onboarding of additional authorities using UPOV budget.

Rudimentary maintenance of UPOV e-PVP DUS Exchange Module would require 35,000 CHF (currently not budgeted under the regular budget⁵) covering only critical security patches. Response times would be slower, system reliability might be compromised, and no new functionalities would be implemented to share DUS procedures and quality management systems.

PLUTO Database will be maintained (currently budgeted at 40,000 CHF). No further improvements to the user-friendliness of the search interface and data contribution are possible.

ER 4.1 Ensure financial sustainability

- **Financial situation remains stagnant**, constraining UPOV's ability to advance the SBP 2026–2029. Consequently, the majority of the strategic and key initiatives identified in the SBP including the findings during the horizon scanning exercise will be postponed or cancelled.

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

- UPOV reinforces managing-for-results (RBM) and upholds fiscal discipline and prudent financial management in its operations.
- Business continuity is critically compromised due to severe workforce gaps, creating operational vulnerabilities and increasing the likelihood of service disruptions to members.
- UPOV benefits from seamless WIPO services. Additional funding requirements amount to 368,054 CHF.

SUMMARY: SCENARIO 3 “LIMITED IMPLEMENTATION OF THE SBP”⁶

Description	Additional - Scenario 3				P&B 26/27	Total Biennium	Total SBP (2 biennium)
	Personnel		Non- personnel	Total			
	FTE	Cost					
1.1 Governance by the UPOV Council and work of UPOV Committees and other bodies	-	-	-	-	722	722	1,443
<i>Sub-Total</i>	-	-	-	-	722	722	1,443
1.2 Development of legislation on plant variety protection in accordance with the 1991 Act of the UPOV Convention	-	-	-	-	325	325	650
<i>Sub-Total</i>	-	-	-	-	325	325	650
2.1 Enhanced awareness of the role of the UPOV system	-	-	-	-	555	555	1,110
<i>Sub-Total</i>	-	-	-	-	555	555	1,110
2.2 Guidance and assistance on the UPOV Convention and its implementation	-	-	-	-	1,910	1,910	3,820
<i>Sub-Total</i>	-	-	-	-	1,910	1,910	3,820
2.3 Enhanced harmonization and cooperation in examination	-	-	-	-	1,209	1,209	2,418
<i>Sub-Total</i>	-	-	-	-	1,209	1,209	2,418
3.1 Development of UPOV e PVP services							
DUS Exchange Module (maintenance)	-	-	35	35	-	35	70
<i>Sub-Total</i>	-	-	35	35	1,083	1,083	2,165
4.1 Ensure financial sustainability					422	422	845
<i>Sub-Total</i>	-	-	-	-	422	422	845
4.2 A Secretariat that is empowered and is provided with the right resources and training to work effectively, collaboratively and innovatively							
WIPO Services	-	-	368	368	-	368	736
<i>Sub-Total</i>	-	-	368	368	1,390	1,390	2,779
<i>Sub-Total</i>	-	-	368	368	1,390	1,758	3,516
TOTAL	0	0	403	403	7,616	8,019	16,038

[Annex II follows]

ANNEX II

OVERVIEW OF COST-EFFICIENCY MEASURES

Implemented Cost-Saving and Efficiency Measures

1. Over the past decade, UPOV has pursued a prudent and balanced approach to financial management, implementing targeted efficiency measures while safeguarding the quality and continuity of its services to members.

- **Enhancing Oversight Through Institutional Alignment:** UPOV has appointed the same External Auditor as WIPO and continued aligning its Financial Regulations and Rules accordingly. This approach promotes coherence, avoids duplication, and supports cost-effective governance.
- **Modernizing Translation Practices:** The gradual introduction of machine translation and revised language policies has generated translation savings of approximately 68%, while maintaining accessibility and transparency for members.
- **Adapting Meeting Participation Modalities:** Building on lessons learned in recent years, UPOV has expanded virtual and hybrid participation formats. As a result, the 2026–2027 travel budget is projected at roughly one-quarter of 2018–2019 levels.
- **Streamlining Meeting Structures:** Annual sessions have been consolidated, reducing total meeting days from nine to five. TWP sessions were also reduced from five to four days, in addition to other measures to enhance efficiency of TWPs work. The Enlarged Editorial Committee no longer meets in-person, except for the evening of the TC session. Increased use of approvals by correspondence has further contributed to administrative efficiency and reduced logistical costs.
- **Applying Consistent Expenditure Controls in Training and Assistance:** In relation to training and assistance activities, policies on financing speakers and participants – such as limiting travel class, reducing daily subsistence allowance (DSA), and not paying honoraria – have further contributed to long-term expenditure control, while preserving the quality and effectiveness of capacity-building support.

Forward-Looking Efficiency and Cost Containment Measures

2. In implementing the SBP 2026–2029, UPOV will actively pursue cost-efficiency measures across all SBP workstreams to contain expenditure, reduce duplication, and preserve economies of scale while maintaining service quality for members.

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

- Utilize blended analytical approaches combining various data sources. Increase partnerships with relevant organizations, members and academic institutions to reduce reliance on fully outsourced research.
- Develop modular analytical tools that can be reused across governance, legislative, and technical workstreams.
- Coordinate horizon scanning and policy research with other international organizations, members and stakeholders to avoid duplication and share intelligence.
- Continue to modernize translation practices in line with state of the art tools while maintaining accessibility and transparency for members.

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

- Develop standardized legislative toolkits, promote the wider use of model provisions and guidance adopted by the UPOV Council, and e-learning modules to reduce advisory costs.

- Apply a tiered assistance model (virtual first, targeted missions where strategic impact is highest).
- Promote regional workshops serving multiple prospective members simultaneously to optimize travel and expert deployment.

ER 2.1 Enhanced awareness of the role of the UPOV system

- Implement scalable digital communication strategies (reusable multimedia content, AI-assisted translation tools to increase outreach and impact of UPOV materials and services in multiple languages).
- Leverage partnerships with members, stakeholders and academic institutions to co-produce communication content.
- Increase use of analytics to target outreach efforts where engagement impact is highest.

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

- Expand hybrid training formats combining virtual modules with targeted in-person delivery.
- Promote UPOV PVP certificate and regional capacity-building hubs to increase impact and reduce travel expenditure.

ER 2.3 Enhanced harmonization and cooperation in examination

- Continue revising the work of the Technical Committee and TWPs to streamline development of Test Guidelines.

ER 3.1 Development of UPOV e-PVP services

- Conduct a comprehensive review of the suite of UPOV e-PVP applications with a view to identifying opportunities for standardizing technical infrastructure across modules to reduce maintenance complexity and development costs.
- Increase automation in data exchange and publication processes to reduce manual workload.

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

- Implement training on new collaboration tools, modern technology for automation as well as promoting the use of AI tools to increase speed and quality for relevant tasks.

[End of Annex II and of document]