

**Consultative Committee**

CC/95/5

**Ninety-Fifth Session  
Geneva, November 1, 2018****Original:** English  
**Date:** July 16, 2018

---

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

1. The purpose of this document is to provide information on the implementation of the Strategic Business Plan and to present proposals on resourcing for consideration by the Consultative Committee.
2. The Consultative Committee will be invited to:
  - (a) note the latest situation with regard to the 10 specific targets that were identified for improvement in the Strategic Business Plan, as set out in Annex I;
  - (b) note the latest situation with regard to the Resourcing Plan; and
  - (c) invite the Office of the Union to prepare a proposal for consideration at its ninety-sixth session of database/IT services that UPOV might consider as potential revenue sources.

**BACKGROUND**

3. The Consultative Committee, at its ninety-fourth session, held in Geneva on October 25, 2017, approved a Strategic Business Plan on the basis of the draft presented in the Annex to document CC/94/3 (see document CC/94/18 "Report on the Conclusions", paragraph 42).
4. On the basis of the findings in the IOD Evaluation of UPOV and discussions that took place within UPOV, the Strategic Business Plan identifies opportunities for improvement and associated risks, from which 10 specific targets were identified for improvement. The Strategic Business Plan also contained a Resourcing Plan in order to achieve those 10 targets.

**TARGETS FOR IMPROVEMENT**

5. Annex I to this document presents the latest situation with regard to the 10 specific targets that were identified for improvement in the Strategic Business Plan.

**RESOURCING PLAN**

6. This section provides a report on the latest situation with regard to the Resourcing Plan and presents certain proposals for consideration by the Consultative Committee.

Financial resourcing*Regular budget**Contribution units*

7. The Russian Federation has declared that its number of contribution units will increase from one-half (0.5) to two (2.0) units, as of 2019, in accordance with the provisions of Article 29(3)(c) of the 1991 Act of the UPOV Convention (see Circular E-18/079 of June 28, 2018, and document CC/95/11 "Use of Russian language in UPOV").

*Electronic Application Form*

8. The Resourcing Plan explains that the income from the EAF (now UPOV PRISMA) would be the basis to support additional staff posts within the Office of the Union. A report on developments concerning UPOV PRISMA is provided in document CC/95/8 "UPOV PRISMA".

*Database services*

9. The Strategic Business Plan was developed in response to the World Intellectual Property Organization (WIPO) Internal Oversight Division (IOD) "Evaluation of the International Union for the Protection of New Varieties of Plants (UPOV)" ("IOD Evaluation of UPOV"), conducted in 2016 (see [http://www.upov.int/edocs/mdocs/upov/en/c\\_50/eval\\_2016\\_01.pdf](http://www.upov.int/edocs/mdocs/upov/en/c_50/eval_2016_01.pdf)). The IOD Evaluation Report's single recommendation was that "the Union consider developing a Strategic Business Plan to diversify its revenue portfolio to maintain and enhance the sustainability of existing activities and services. [...]".

10. In terms of diversifying UPOV's revenue portfolio within the Regular Budget, the Strategic Business Plan included the development of the EAF as a means to achieve diversification. The report on developments concerning UPOV PRISMA provided in document CC/95/8 "UPOV PRISMA" indicates that it will take some time before UPOV PRISMA provides a substantial income stream. Furthermore, because of the innovative nature of the tool, the scope of the use of UPOV PRISMA and, therefore, revenue is still difficult to predict. Therefore, this section explores the possibility of UPOV database-related services as an additional means of diversifying revenue. In addition to being a potential source of revenue, it is relevant that the attainment of Target 2 "Data contribution assistance" will require substantial additional resource.

11. Document CC/94/3, Appendix III "Current UPOV Resources and Prospects" recalled that the Council of UPOV had agreed that a web-based version of the Plant Variety Database (PLUTO), previously only available in CD-ROM format (UPOV-ROM), should be launched on the UPOV website in 2011. It further agreed that the web-based version of the Plant Variety Database should be made freely accessible to all users. Prior to that time, subscribers to the UPOV-ROM paid CHF750/annum. The number of paying subscribers to the UPOV-ROM was as follows:

Year	2005	2006	2007	2008	2009	2010	2011
Number of paying subscribers	37	42	38	40	34	28	28

12. An option that might be considered with regard to obtaining an appropriate income from certain UPOV databases could be a "freemium" model, whereby basic services are provided free of charge while premium services, which provide more advanced features, are available at a cost. For example, the Office of the Union is sometimes approached to explain how to download larger extracts of data from the PLUTO database beyond the current limit. At present, this facility has not been provided and users need to perform a series of downloads to extract all the required data. Under a "freemium" model, an option could be to allow users to search the database and to download a limited amount of data free of charge and to pay a fee for a premium service that would allow larger amounts of data to be downloaded.

13. The GENIE database contains information on agreements for cooperation in DUS examination between UPOV members that is of potential relevance for plant breeders' rights (PBR) applicants. However, that information is currently not made available in a practical way for breeders. The Office of the Union is investigating the development of a tool that could provide the information in GENIE in a more usable form for PBR applicants. This would create possibilities for the information in GENIE to remain available free of charge and to introduce a charge for a premium service that would be more tailored to the needs of applicants.

14. It is anticipated that the development of any "freemium" models would include a requirement for all services, including premium services, to be free to all UPOV members. The models would also allow for UPOV members to agree for certain premium services to be provided free of charge to selected users on a case-by-case basis. For example, the Consultative Committee approved the assistance of the Office of the Union to the Trade and Agriculture Directorate of the Organization for Economic Co-operation and Development (OECD) in relation to data in the PLUTO database.

15. Should the Consultative Committee wish to consider the "freemium" models further, it may also be appropriate to include an option for a package of services covering UPOV PRISMA, GENIE and PLUTO. On the above basis, the Consultative Committee may wish to invite the Office of the Union to prepare a proposal for consideration at its ninety-sixth session that would cover all services that UPOV might consider as potential revenue sources.

*Extra-budgetary funds*

16. UPOV currently has the following extra-budgetary funds:

- Japan Fund-in-Trust
- Memorandum of Understanding Between the International Union for the Protection of New Varieties of Plants and the Ministry of Economic Affairs of the Kingdom of the Netherlands on the Establishment of Funds-In-Trust to Provide and Promote the UPOV System of Plant Variety Protection
- Memorandum of Understanding Between the United States Patent and Trademark Office and the Union for the Protection of New Varieties of Plants

17. The Office of the Union has also received financial support for UPOV activities from the Ministry of Agriculture, Nature and Food Quality, Netherlands via the PVP Development Program (Toolbox).

18. The Office of the Union has also received assistance in the form of joint activities, provision of resource persons for UPOV activities etc., which are reported in document C/52/2 "Annual Report of the Secretary-General for 2017".

*Partnerships*

19. The Office of the Union continues to raise awareness about the UPOV system amongst donors and, where invited to do so, provides information and guidance.

Staff resourcing

20. The Program and Budget for the 2018-2019 Biennium (document C/51/4 Rev.) contains the following staff resource profile, including the introduction of one new post for an IT officer.

**Table 5: Budget 2018-2019: Posts by Category**

	<b>2014-15</b>	<b>2016-17</b>	<b>Variation</b>	<b>2018-2019</b>
<b>Post Category</b>	<b>A</b>	<b>B</b>	<b>C-B</b>	<b>C</b>
Directors	3	3	-	3
Professionals	4	4	1	5
General Service	4	4	-	4
<b>Total</b>	<b>11</b>	<b>11</b>	<b>1</b>	<b>12</b>

\* Includes the Secretary-General and Vice Secretary-General.

21. A comparison of the latest plan for resourcing in the 2018-2019 Biennium, compared to the Resourcing Plan in the Annex to document CC/94/3, is provided in Annex II to this document.

22. *The Consultative Committee is invited to:*

(a) *note the latest situation with regard to the 10 specific targets that were identified for improvement in the Strategic Business Plan, as set out in Annex I;*

(b) *note the latest situation with regard to the Resourcing Plan; and*

(c) *invite the Office of the Union to prepare a proposal for consideration at its ninety-sixth session for database/IT services that UPOV might consider as potential revenue sources.*

[Annexes follow]

TARGETS FOR IMPROVEMENT IDENTIFIED IN THE STRATEGIC BUSINESS PLAN

Document CC/94/3, Appendix II, provides additional background information for each target:

*Services to the Union for Enhancing the Effectiveness of the UPOV System (Sub-program UV.2)*

Target	Description	Latest situation
Target 1: UPOV IT Tools	UPOV to maintain existing UPOV IT tools and to further develop existing and new IT tools for the delivery of improved services to UPOV members.	The Office of the Union has taken on responsibility for maintenance and development of GENIE, the web-based TG Template and UPOV PRISMA.  PLUTO is maintained under an arrangement between UPOV and the World Intellectual Property Organization (WIPO) (UPOV-WIPO arrangement), concerning the UPOV Plant Variety Database.  UPOV Lex is based on the WIPO Lex platform, which is maintained by WIPO.
Target 2: Data contribution assistance	To provide direct assistance to members of the Union in the contribution of data to PLUTO and GENIE databases.	The Fellow will assist in this work.
Target 3: Increase coverage of EAF [now UPOV PRISMA]	To increase the number of members of the Union that participate in the EAF, the number of crops/species covered and the languages available for navigation of the EAF.	All requests by members of the Union to participate in UPOV PRISMA and to provide navigation languages have been met.
Target 4: TG Template for UPOV members	To develop the TG Template for use by members of the Union in the preparation of individual authorities' test guidelines.	This is not planned for the present and will be reviewed for synergies with expanding UPOV PRISMA coverage in an efficient way.
Target 5: Additional languages	To develop materials in other than UPOV languages, administer those materials on the UPOV website and utilize materials in training and assistance programs.	The following materials have been made available in other than UPOV languages and will be posted on the UPOV website: <ul style="list-style-type: none"> <li>Socio-economic benefits of UPOV membership in Viet Nam; An ex-post assessment on plant breeding and agricultural productivity after 10 years: available in Vietnamese</li> </ul> As a part of the program for the use of the Russian language in UPOV, various materials will be made available in Russian (see document CC/95/11 "Use of Russian language in UPOV").

*Assistance in the Introduction and Implementation of the UPOV System (Sub-program UV.3)*

Target 6: Awareness-raising	To increase possibilities for initiatives, such as study tours to members of the Union, to illustrate the impact of PVP and UPOV membership	A study tour to the United States of America and Canada was organized in June 2018 for certain Latin American countries.  UPOV is also exploring options for a study tour in Asia with relevant partners.
Target 7: Extra-budgetary Funds	To maintain and increase extrabudgetary funds from members of the Union.	See paragraphs 16 to 18 of main document.
Target 8: Partnerships for Capacity-building	To increase the number of partnerships to deliver training and assistance activities on UPOV matters and to increase collaboration with members of the Union, organizations and academic institutions to provide a range of training and assistance opportunities at national and regional levels	The Office of the Union is exploring new initiatives with members of the Union, organizations and academic institutions.
Target 9: Enhanced cooperation	To implement any measures approved by the Council resulting from the work of the Working Group on a Possible International System of Cooperation (WG-ISC).	No proposals have yet been developed by the WG-ISC.

*External Relations (Sub-program UV.4)*

Target 10: Social media	To increase the use of social media	Proposals are presented in document CC/95/7 "Communication Strategy"
-------------------------	-------------------------------------	--

[Annex II follows]

## ANNEX II

RESOURCING IN 2018-2019 BIENNIUMResourcing Plan

Target	Current UPOV staff (11)	Regular budget			Support by individual members of the Union			External support
		IT Expert (1) (Professional Post)	Admin. staff (1) (Temporary Staff)	Intern (1)	JPOs, Fellows funded by members of the Union (1-2)	Agency staff (1)	Extra-budgetary Funds	Partnerships
1: UPOV IT Tools	√	√	√					
2: Data contribution assistance	√	√		√	√			
3: Increase coverage of EAF	√	√	√	√	√			
4: TG Template for UPOV members	√	√		√	√			
5: Additional languages	√			√	√		√	
6: Awareness-raising	√				√		√	
7: Extra-budgetary funds	√					√	√	
8: Partnerships for capacity-building	√				√	√	√	√
9: Enhanced cooperation	tbc							
10: Social media	√			√	√			

Latest situation

Target	Current UPOV staff (12)	Regular budget			Regular budget/ Support by individual members of the Union	Support by individual members of the Union	Agency staff (1)	Extra-budgetary Funds	External support
					Fellow (1)	JPOs, Fellows funded by members of the Union			Partnerships
1: UPOV IT Tools	√								
2: Data contribution assistance	√								
3: Increase coverage of EAF	√				√				
4: TG Template for UPOV members	√								
5: Additional languages	√				√			√	
6: Awareness-raising	√							√	
7: Extra-budgetary funds	√						√	√	
8: Partnerships for capacity-building	√				√		√	√	(√)
9: Enhanced cooperation	tbc								
10: Social media	√				√				

[End of Annex II and of document]