



**JARAMOGI OGINGA ODINGA UNIVERSITY OF
SCIENCE AND TECHNOLOGY**

INCOME GENERATION POLICY

JULY 2024

Jaramogi Oginga Odinga University of Science & Technology

Income Generation Policy

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Income Generation Policy 2024

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LIST OF ABBREVIATIONS AND ACRONYMS

BPS	Board of Postgraduate Studies
DVC	Deputy Vice-Chancellor
GPU	General Production Units
ICT	Information and Communication Technology
IG	Income Generation
IGA	Income Generating Activities
IGU	Income Generating Unit
IP	Intellectual Property
JOUST	Jaramogi Oginga Odinga University of Science and Technology
MIIP	Module II Programmes
PC	Pure Consultancy
RIE	Research Innovation and Extension
SBPU	Specialist-Based Production Unit
SWSC	Seminars, Workshops and Short Courses
UHS	University Health Services
VC	Vice Chancellor

1.0 INTRODUCTION

Over the past decade, public universities have continued to receive less capitation from the Government than their estimated expenditure, a trend which is expected to persist in the foreseeable future. Consequently, staffing costs and cost of learning and research materials, catering and accommodation services have not been fully met from the funds disbursed by the Government. This, coupled with constraints arising from the domestic economic circumstances among them rising inflation, has made it difficult to sustain the operations of the universities. The establishment of Income Generating Units is one of the ways the universities have resorted to enable them to raise funds to bridge the budgetary deficits.

Jaramogi Oginga Odinga University of Science and Technology Strategic Plan for the year (2013-2014) outlines various strategic objectives among them, to expand, strengthen, and sustain the University's income base, and to monitor and maintain sound financial management. Although business units have been established in various departments of the University, they have been operating without clear and comprehensive guidelines. The absence of a policy framework has to a large extent affected the prudent management of the units.

1.1 Mission

To provide transformative university education through integrated quality training, research and community engagement for sustainable development.

1.2 Vision

A beacon of excellence in University Education, Research and Community Engagement

1.3 Core Values

- Customer focus
- Impartiality
- Professionalism
- Responsiveness
- Integrity
- Meritocracy

1.4 Philosophy

The University is anchored on the philosophy of a holistic approach to the service of humanity and other related areas of scholarship mediated through wisdom, science and technology.

1.5 Motto

Oasis of Knowledge

2.0 THE POLICY

An IG policy with clearly defined goals, objectives and strategies will lead to more efficient coordination and resource allocation mechanisms for the IGUs. The policy will also serve as an indicator of the University's commitment to continuous improvement in the provision of quality services leading to enhanced customer satisfaction.

2.1 Objectives

The objectives of this Policy shall be:

- i) To provide an organizational framework for planning and administration of IGUs at the University
- ii) To provide modalities of coordination and monitoring of IGUs at all levels of the University
- iii) To provide guidelines that will streamline the sharing of IGU earnings to the staff
- iv) To encourage exploitation of potential business opportunities through maximization of the resources of the University
- v) To provide guidelines on the establishment of IGUs
- vi) To ensure that business is conducted in accordance with high ethical standards and best practices in the industry.

2.2 Issues in the IG Policy

This Policy addresses the following issues:

- i) Resource mobilization
- ii) Planning and Administration of IGUs
- iii) Definition and categories of Income Generating Units/Activities
- iv) Establishment of an Income Generating Unit/Activity
- v) Marketing and commercialization of IGUs
- vi) Distribution of surplus and,
- vii) Dispute resolution

2.3 Implementation Strategies

2.3.1 Resource Mobilization

- i) IGU funds shall be mobilized from several sources including multilateral and bilateral sources, and international and local sources both public and private. Mobilization of funding shall be encouraged and facilitated at individual, departmental, school, institute and inter-institutional levels. An agreement will be entered into between the University and the potential unit that will be facilitated by the Linkages Department.
- ii) The University shall provide seed funds or initial start-up capital to support IGU development. IGU projects for University funding shall be selected based on priority, business plan and viability. An agreement shall be entered between the University and the IGU concerned on the utilization of the seed money.

2.3.2 IGU Planning and Administration

- iii) An IGU is based in a School/Department/Institute/Centre or comprises collaborating staff from JOOUST with the requisite expertise to develop specific products and services.

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- iv) The Income Generating Units Committee (IGU Committee) in the interim shall be responsible for the coordination of all Income Generating Activities of the University:
- v) The Committee shall comprise:
 - a) Director RIE(Chairman)
 - b) Finance Officer
 - c) Legal Officer
 - d) Registrar, Academic Affairs (Secretary)
 - e) Registrar Administration and Finance

To be co-opted:

- g) Representative of Deans/Directors of Schools/Institutes
- h) Representative of Managers of IGUs
- i) Such other members the committee may require from time to time.

2.3.3 Functions of the IGU Committee

- i) The IGU Committee shall perform the following functions:
 - a) Identify income generation opportunities
 - b) Coordinate all income-generating Units
 - c) Provide IG policy and resources
 - d) Approve budgetary support to IGUs
 - e) Coordinate capacity-building programmes for IGUs
 - f) Monitor and evaluate the performance of Income generating units and activities
 - g) Recommend ways of enhancing IGUs performance
- ii) The IGU Committee shall serve as a link between the University and Income Generating Units until such time as the Directorate of Enterprise Services shall be established in accordance with Statute XL. Decisions made by the IGU Committee shall be implemented through the Director RIE.

3.0 CATEGORIES OF INCOME GENERATING UNITS

3.1 Definition of Income-Generating Unit/Activity

- i) An Income Generating Unit is any section established for the sole purpose of generating income for the University.
 - a) Such a Unit may be engaged in one or more business activities.
 - b) Such a Unit may be considered income-generating when it provides a means to recoup all its costs, including personnel emoluments or a portion of it as shall be determined by the IGU Committee.
 - c) Such a Unit will be required to make a surplus from the delivery of a service or product over and above an organization's core function.
- ii) An Income Generating Activity (IGA) is any activity initiated within an existing IGU, Department or School with the purpose of generating income for the University.
 - a) Such an activity will be part of the normal teaching but has the potential to generate income for the University.
 - b) Such an activity may either be able to meet fully its operational costs or part of

it as shall be determined and approved by the IGU Committee.

3.2 Types of Income Generating Units

The activities which constitute Income Generating Units that are being undertaken by JOOUST University may be classified among others as follows:

- i) Teaching i.e. direct entry degree programmes, centres or campuses initiated for the sole purpose of income generation.
- ii) Research outcome IGUs i.e. commercialization of research outputs.
- iii) Non-teaching such as Catering, Chemistry Products Centre, Food Products Centre, Farm and Tailoring.
- iv) Project Offices which are established purely to offer professional service at a fee.

3.2.1 Teaching

Currently, most universities in Kenya are running self-sponsored fee-paying programmes apart from the regular government-sponsored students. Thus, with the introduction of fee-paying programmes, the universities are not only fulfilling their core function of teaching but also generating income from these programmes that are geared towards supplementing the financial obligations of the University. All the direct entry fee-paying academic programmes (degree, diploma and postgraduate) are considered Income income-generating activities. The other categories of income-generating programmes include short courses, seminars and workshops.

3.2.2 Research Outcome IGUs

The research outcome IGUs have mainly evolved from research carried out by the departments. The teaching income-generating units utilize excess time of the facilities and manpower within the Schools and Institutes for research which is geared towards products that finally generate money.

3.2.3 Non-Teaching IGUs

The non-teaching income-generating units provide essential service to the University Community and the larger community. University facilities and manpower are used to provide extra services within and outside the University for a fee.

3.2.4 Others IGUs

- i) Consultancy: This is a task-specific service. The services are provided by individual staff, research groups or university-wide teams. This would include short courses seminars and workshops conducted by the University institutes or departments, drawings and designs by departments and schools, software development and product development.
- ii) Research and Development and Technology Transfer: These are services geared towards product realization and development through research and development. The transfer of technologies developed at the University to industry and end-users fall under this category.

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3.3 Establishment of an IGU

There shall be a general framework guiding the process of becoming an Income Generating Unit. Such a framework shall aim to standardize issues including IGU initiation, Business Planning etc. Depending on the category of the Income generating Unit, the following procedures shall be followed:

3.3.1 Indirect-Teaching IGUs

- i) Any School/Department/Institute may initiate an Income Generating Unit. The unit may originate from research or teaching or any other source such as University Management or Council.
- ii) A business plan shall be prepared by the relevant School/Department/Institute using the laid down guidelines (Schedule I and forwarded to VC.
- iii) An IGU committee meeting shall be held to deliberate on the business plan and the decision shall be communicated to the relevant Department/School/Institute.
- iv) Seed money shall be loaned to the relevant School/Department/Institute for starting up the Income Generating Unit/Activity on request.
- v) From the date of submission of the business plan to the approval stage, it shall take about two months.
- vi) The procurement of the materials for the IGU shall be given priority by the Procurement Department of the University and the same pursued by the approved IGU on approval by the VC.

3.3.2 Consultancy

- i) Any individual member of staff, research group multidisciplinary team, division or department among others may initiate consultancy service.
- ii) consultancy form obtainable from Director RIE shall be filled (see
- iii) Annex III) and processed as soon as possible.
- iv) The Director RIE, where possible, shall facilitate the conduct of consultancies as may be necessary. Such support may include transport, initial payment in cases where part or whole consultancy fee has been paid and other necessary logistics as may be demanded by the nature of the consultancy.
- v) The Director RIE where possible shall facilitate the conduct of consultancies as may be necessary. Such support may include transport, initial payment in cases where part or whole consultancy fee has been paid and other necessary logistics as may be demanded by the nature of the consultancy.
- vi) The consultant or consulting group shall receive the consultancy fee/money for about 3 working days after receipt from the client person or organization.
- vii) The money shall be drawn from the IGU Account which will be managed by Director RIE.

4.0 COMMERCIALIZATION

4.1 Preamble

The University shall take essential actions necessary to achieve market entry and general market competitiveness of new innovative technologies, processes and products. An income-generating unit may commercialize through;

4.1.1 Licensing

Licensing shall involve entering into a licensing agreement with a licensee who will commercialize the product through joint venture/collaboration or through forging strategic alliances with the business community.

4.1.2 Franchising

Franchising shall involve giving authority to an individual or a company to sell JOOUST products or services in a particular place.

4.1.3 Assignment of Rights

This shall involve the acquisition of the rights from the innovator to the University for purposes of commercialization.

4.2 Role of Commercializing Agency

- i) The commercial agency shall bear the responsibility of managing the commercialization process in conjunction with the respective IGU where necessary.
- ii) By mutual agreement with the department or institute, JOOUST or any other competent agency may license or arrange for the licensing of production of a product arising from research or innovation or owned by individuals who are employees of the University.

5.0 MARKETING

5.1 Methods of Marketing

The following methods shall be used for marketing of IGU products:

- i) Branding – Involves giving a name of a product
- ii) Launching of products
- iii) Quality Standardization of the products

5.2 Types of Markets

5.2.1 Internal market

This is an already existing market for IGU products and services. The customers are mainly JOOUST staff and the surrounding Bondo Community who buy the products from within the University premises. The internal market shall be handled as follows:

- i) The internal market shall be the primary responsibility of the IGU concerned
- ii) Should IGUs decide to delegate their internal marketing responsibility to JOOUST or any other competent agency then the IGU may negotiate with JOOUST for the fee to be charged for the service.
- iii) JOOUST or any other agency may buy the products directly from the IGUs at wholesale price and mark up the price accordingly.

5.2.2 External Market

This is a market outside the University premises. The external marketing shall be as follows:

- iv) External marketing shall be the primary responsibility of JOOUST however those departments wishing to market on their initiative may do so.
- v) Marketing through JOOUST or any other competent agency shall be through mutual

- agreement.
- vi) JOOUST shall prepare a marketing plan for reaching out to the customers. The plan should have specific reference to the products or services being marketed, their pricing, target markets, existing and potential competitors, a marketing budget as well as a promotional mix. The marketing plan shall outline the following:
- a) Situational analysis – an overview of the situation of a business as it exists today to provide a good benchmark. It should start with a brief description of current product or service, the marketing advantages and challenges faced and threats posed by competitors
 - b) Target market – should describe the target markets as follows:
 - c) Goals – should outline the marketing goals for the coming year
 - d) Strategies and tactics – should outline comprehensive marketing strategies and tactics that will be used to execute the said strategies
 - e) Budget breakdown – should provide a brief breakdown of the costs associated with each of the marketing strategies and tactics.
- vii) The marketing costs shall be borne by the IGU/activity.

6.0 DISTRIBUTION OF INCOME

6.1 Sharing

To ensure all members of staff are catered for, a distribution formula will be adopted in determining how funds allocated to the unit can be utilized in paying management and support staff.

6.2 Sharing Ratio

The sharing ratios shall be as follows:

6.2.1 Teaching and non-teaching units

Thirty per cent (30%) of the revenue earned shall go to the Direct Service Providers. Each IGU shall disburse the bonus to its members after careful deliberation and consideration of the input of each member. The minutes of the deliberation and proposed payment list has to be approved by the IGU committee before payment is done. Note: for products developed through research, the IP Policy shall apply.

6.2.2 External Research Grants

The University shall retain 15% of all external research grants received to be disbursed as follows:

- i) 10% shall be reserved for use by the University, of which:
 - a) 1% shall be allocated to the Department in which the project is hosted
 - b) 1% shall be allocated to the Directorate of Research, Innovation and Extension
 - c) 3% shall be allocated to administrative costs
 - d) 5% shall be allocated to infrastructure development
- ii) 5% shall be allocated to the researcher(s)

6.2.3 Consultancy

- i) The sharing ratio is given in the Sharing Ratio table, see Appendix II.
- ii) Research & Development and Intellectual Property Policy shall apply after the net royalty income is calculated.

7.0 IMPLEMENTATION RULES

7.1 Implementation Date

- i) This policy shall become effective from the date of adoption by the Council. This policy shall apply to any new agreement between the University and the IGU or individuals concerning the development, legal protection or commercialization of an Income Generating Unit/Activity entered into after the date on which the Council adopts this policy.
- ii) If an existing agreement is renewed, revised or amended after the date that the University adopts this policy, reasonable attempts shall be made to conform such agreement to the requirements of this policy as of the date on which it is renewed, revised or amended.
- iii) Pre-existing agreements that are not revised by the time this policy comes into force shall continue to apply as it was before the policy became effective, until the expiry of the same.
- iv) Full implementation of the policy shall be within a reasonable period from the date of approval by the Council.
- v) The University shall notify all persons who are affected by this policy of its terms as soon as efficiently possible after its adoption by the Council and at regular intervals thereafter.

7.2 Governing Rules and Regulations

This policy shall be interpreted in a manner consistent with other University Policies.

7.3 Exemptions, Review and Amendments

- i) This policy will be reviewed every five (5) years. Exemptions and amendments of this policy may be initiated by the IGU or any interested party through the IGU Committee
- ii) The Director of Research shall thereafter notify the IGU Committee of the proposed exemptions or amendments for deliberation and consideration.
- iii) The IGU Committee shall recommend a review of the policy.
- iv) Upon advice from the IGU Committee the Vice-Chancellor shall recommend amendments to this Policy for approval by Senate and then for final approval by the Council. Such amendments should not be inconsistent with the existing aims and objectives of the University and this Policy.

7.4 Dispute Resolution Mechanism

- i) In the event an IGU Unit has a grievance about the University's handling or the interpretation of this policy, the Unit shall apply for review to the IGU Committee.
- ii) In the event the party is not satisfied with the outcome of the review, he/she shall have a right of appeal to the VC who shall appoint a five-person panel to deliberate the dispute. Such a panel shall exclude members of the IGU Committee. If the Unit is still aggrieved, it shall have a right of appeal to the Council through its Chairman.

8.0 INCOME GENERATING ACTIVITIES GUIDELINES

SCHEDULE I: Guidelines for Preparing Business Plans

In order to approve any IGU a business plan must be in place. The Business Plan shall define activities and operations focused on defined performance outcomes. The plan must comprise of the following parts:

- i) Cover page
- ii) Table of Contents
- iii) Executive Summary
- iv) Business Description
- v) Market and Marketing Strategy
- vi) Production details – requirements and costs, forecasts (production versus sales), financial start-up and operational cost
- vii) Human resources including the responsibilities and pay
- viii) Business risks and how they will be tackled
- ix) Action Plan.

SCHEDULE II: Guidelines for Technical Reports

- i) Each Income Generating Unit shall submit monthly and quarterly reports and accounts to Director RIE both in soft and hard copy.
- ii) The reports shall be submitted to the Income Generating Units Committee for discussion and approval.

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SCHEDULE III: Consultancy Form

Project Title:	
Client:	
Client contact details:	
Contact Person:	
Position:	
Postal address:	
Telephone:	
Email:	
Nature of consultancy (Details):	
Expected output/product:	
Professional Team Members:	
Starting Date:	
Expected date of completion	
Estimated Cost (Kshs.):	
Amount of fee for the consultancy (Kshs.):	

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Details of expenditure:	
Estimated total expenditure (Kshs.):	
Estimated net surplus (Kshs.):	
Consultant:	
	<div>_____ Signature</div> <div>_____ Date</div>
Director RIE:	
	<div>_____ Signature</div> <div>_____ Date</div>

SCHEDULE IV: IGU Fund Application Form

1. IGU Project Title			
2. Personal Details of the Project Coordinator			
Name in Full			
(Family/Last name)		(First name)	(Middle Name)
Department		Position in the University	
School/Institute		Highest Qualification	
Cell Phone No.		Email Address	
3 Summary of Funds requested (Kshs.)			
Item			Total Cost
i) Equipment to be purchased			
ii) Cost of using existing facilities			
iii) Consumables (e.g. materials, chemicals etc)			
iv) Labour costs			
v) Marketing costs			
vi) Other costs (specify)			
Grand Total			
4. Project Site/s			
5. Project Collaborators			
Name	Affiliation e.g. Department or Institution and Mailing Address	Role in the Project	Area of Expertise

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Total No. of Collaborators including the Project Coordinator					
6. Summary (<i>Outline your IGU project in not more than 200 words</i>)					
7. Target Market (<i>Describe the target market</i>)					
8. Summary of proposed business plan					
9. Name of Project/Enterprise	Financial requirements (Kshs)	Projected Profitability (returns)			
		Year 1	Year 2	Year 3	Year 4
Grand Total					
10. Plan of Activities and Methods (<i>Describe the plan of activities in a time frame for this project</i>)					
11. Endorsement by IGU project collaborators					
<p>I./We here endorse the IGU Project and will carry out the activities as detailed in the business plan proposal</p>					

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Name	Signature:
1.
2.....
3.
4.
 12. Declaration by Project Coordinator I accept to carry out the IGU activities detailed in the business plan proposal. Signature: Date:	
<p>FOR OFFICIAL USE</p> 13. Recommendation from the Director RIE a) Approved for funding b) If Yes: i) Amount (Kshs). ii) Project Time Frame c) Other recommendations Name: Signature: Date:	

APPENDIX I: CATEGORIES OF INCOME GENERATING ACTIVITIES

- a) **Pure consultancies (PC):** In this category the investment is greater on the part of the participants than it is on the part of the University due to the high intellectual input from the participants.
- b) **Specialist-Based Production Units (SBPU):** This category includes production units whose survival requires specialized or technical human resources at the teaching departments. It is assumed that the initial and any subsequent physical and material investments have been or are to be provided by the University e.g. Catering Department.
- c) **General Production Units (GPU):** This category includes income generating activities which are artisan-based without heavy dependence on specialized human resources of a professional nature. Ideally the cost of employment is met as part of production cost. There is need to provide the workers with incentives in form of bonus payments based on the surplus income that is realised from the units. Examples are the farms at the School of Agriculture Food Security and Biodiversity and timber and metal production workshops at the Estates Department.
- d) **Module II Programmes (MIIP):** These programmes, also referred to as “Parallel Programmes” or Direct Entry, refer to the academic programmes in which the registered students are privately sponsored and therefore paying full tuition fees as distinct from the “Regular” or “Module I” Programmes in which students are sponsored by the Government under some cost-sharing arrangement in where about 80% of the tuition fees is paid by the Government. It’s clear that there was need to consider Module I as a special category in the distribution formula largely because the Service Providers (those members of staff directly teaching the academic programmes) involved spread across the entire University.
- e) **Seminars, Workshops and Short Courses (SWSC):** This category includes Workshops and Seminars conducted by the various units and/or individuals in which the corporate name of the University College is used. Also included in this category are short certificate courses whose duration does not exceed three months.

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APPENDIX II: SHARING RATIOS

Unit/Organ	Resource/Cost Element	Mill P %	PC %	SBPU %	SWC %	*GPU %	AF %	MF %	RF %	EF %	ID %
IGU Staff Department	Direct Service Providers	30	65	35	57	**12	0	0	0	0	0
	Consumables	3	1.5	18	3	12	5	0	5	2.5	0
	Telecommunications	0	0.5	0.5	0.5	2	0	0	0	0	0
	Transport	0.75	0.25	0.5	0.5	1	0	0	0	0	0
	Management and other Support services	1	3	3	3	3	3	0	0	0	0
	Marketing	0	0.5	1	4	1	15	0	0	0	0
	Equipment & Furniture	2.5	1	2.5	2.5	2.5	0	0	0	0	0
Schools/Institute	Consumables	1	0.5	1	0.5	2.8	5	0	10	20	0
	Telecommunications	0	0.5	1	0.5	1	0	0	0	0	0
	Transport	0.75	0.25	0.5	0.25	0.25	0	0	0	0	0
	Management and other Support services	1	2	2	2	2	10	0	5	10	0
	Equipment & Furniture	0.5	0.25	0.5	0.2	1	10	0	0	0	0
Library	Management and other Support services	0.75	0.25	0.75	0.25	0.25	0	0	0	0	0
	Consumables	0.25	0.25	0.25	0.25	0.75	0	0	0	0	0
	Management and other Support services	2	1	2	2	2	0	0	0	0	0
	Meetings	0.25	0.25	0.25	0.25	0.25	0	0	0	0	0
	Public Relations / Alumni Affairs	0.25	0.25	1	0.25	0.25	0	0	0	0	0
	Physical Space, Safety & Insurance	0.5	0.25	0.25	0.25	5	0	0	0	0	0
	Rates and Ground Rent Records	0.5	0.25	0.2	0.25	0.25	0	0	0	0	0
	Records, Certification & Equipment	0.25	0.25	0.2	0.25	0.25	0	0	0	0	0
	Adverts, Admissions & Exams	0	0	0	0	0	40	0	50	22.5	65
UHS	Management & Support Services	0	0	0	0	0	0	35	0	0	0
	Out Patient Health	0	0	0	0	0	0	65	0	0	0
JOOUST IGU Development Fund	Management Services	7.25	3	7.25	2	***	0	0	0	0	0
	Physical Development	16.5	5.8	4.8	5.3	13.3	0	0	0	23	0
	Staff Training and Development	0.5	0.5	0.5	0.5	0.5	0	0	0	0	0
	Library Collections and Equipment	3	1	1	1	1	0	0	0	0	0

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Unit/Organ	Resource/Cost Element	MIIP %	PC %	SBPU %	SWC %	*GPU %	AF %	MF %	RF %	EF %	ID %
	Research Grants	1	1	1	1	2	0	0	0	0	0
	Research and Development (R&D)	0.5	0.5	0.5	0.5	2	0	0	0	0	0
Staff Welfare	Staff Health Support Fund	1	1	1	1	1	0	0	0	0	0
Student Welfare	Students Activities Activities Fund	0.5	0	0	0	0	0	0	0	0	0
Total		100	100	100	100	100	100	100	100	100	100

Categories of Income Generating Activities are abbreviated in the Table as follows: MIIP = Module II (Parallel) Programmes; PC = Pure Consultancies; SBPU = Specialist-Based Production Units; GPU = General production Units; SWSC = Seminars, Workshops and Short Courses; AF = Application Fees; MF = Medical Fees; RF = Registration Fees; EF = Examination Fees; UHS = University Health Services; ID = Identity Card. The * represents: *- Distribution under this category is based on surplus funds (Gross Revenue less Production Costs; **_ A bonus payment to staff in these units calculated as a percentage of the surplus; ***_ JOOUST IGU is paid 7.25% management fee as part of the Production Cost. Where Departments/Schools jointly conduct programmes or income generating activities, they share allocations on the basis of their respective inputs.