

**CURRICULUM VITAE**

**DR. EGLAY TUVULLA TSUMA**

**ACTING DEPUTY REGISTRAR ADMINISTRATION**

**AND**

**SENIOR LECTURER**

**SCHOOL OF BUSINESS AND ECONOMICS**

**MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY**

## **Profile**

She holds a PhD in Business Administration (HRM option), a Master of Science Degree in Human Resource Management and a Bachelor of Education (Arts). She has extensive experience in Administration and Management having undertaken several Courses in Human Resource Management, Organization Development, Strategic Management, Financial Management and Human Resource Metrics. She is a recognized Certified Human Resource Professional with the Human Resource Institute of Management.

As the Acting Deputy Registrar Administration, she has effectively coordinated the Human Resource Function in the University with a view to enhancing employee morale and productivity. She has initiated the review of several Human Resource Policies in the department and continues to work closely with relevant Government Departments Agencies and Commissions to ensure compliance to guidelines and procedures. She is currently nominated as a member of the Policy Working Group with the Kenya Federation of Employers and a Trustee of the MMUST Staff Benefits Retirement Scheme.

As a Senior Lecturer and Researcher in the School of Business and Economics, She has continued to play a mentorship and coaching role to students. She has served as the Acting Director for four (4) years and Coordinator in the School of Open Learning and Continuing Education for the last six (6) years. She serves in several Senate and Management Sub-committees as a convener and member.

Dr. Tsuma has worked closely with GIZ, Water Services Trust Fund, RODECO Consulting Group; an International Consultancy Firm and Kenya Water Institute (KEWI) in developing staff training programmes in the water sector and coordinating water and sanitation programmes in urban low-income areas in Western Kenya (Under the World Bank Programme). She has also worked with International Aids Vaccine Initiative (IAVI) in HIV/AIDS vaccine programmes in Kenya.

Dr. Tsuma has held several management positions in other organizations namely; Teachers Service Commission, Ministry of Water under GIZ Programme and Parliamentary Service Commission prior to joining Masinde Muliro University of Science and Technology in September, 2015.

## **Personal Data**

**Status:** Female

**E-mail address:** [eglaytsuma@gmail.com/etsuma@mmust.ac.ke](mailto:eglaytsuma@gmail.com/etsuma@mmust.ac.ke)

**Nationality:** Kenyan

**Languages Spoken:** English, French, Kiswahili and Luhya

## **Current Position**

Ag. Deputy Registrar Administration – November 2020 to date

## **Substantive Position**

Senior Lecturer (School of Business and Economics – 2022 to date

Lecturer – 2015 to 2022

## **Academic and Professional Qualification**

Kenya Certificate of Education – Mukumu Girls High School 1987

Kenya Advanced Certificate of Education – Mukumu Girls High School 1989

Bachelor of Education (Arts) – Kenyatta University 1994

Advanced Certificate Course in Organizational Development – INWENT G21 Global Campus – Germany 2009 – 2010

Master of Science in Human Resource Management – Masinde Muliro University of Science and Technology 2012

Doctor of Philosophy in Business Administration (HRM Option) – Masinde Muliro University of Science and Technology – 2018

## **Membership to Professional Bodies**

Full member, Institute of Human Resource Management No. 03586

Certified Human Resource Professional: Practicing Certificate Licence No.10172

## **Administrative and Management Positions Held**

Head of Department and Graduate Teacher (French) 1995 – 2007 Teachers Service Commission

Customer Services Manager –Western Water Services Company Under Lake Victoria North Water Services Company 2008 – 2010

Human Resource and Administration Manager – Western Water Services Company Under Lake Victoria North Water Services Board 2010 - 2012

Constituency Manager - Parliamentary Service Commission 2013 – 2015

Coordinator – School Of Open Learning and Continuing Education- Masinde Muliro University of Science And Technology 2015- November 2020

Acting Director, School of Open Learning and continuing education 2016- 2019

Lecturer – Masinde Muliro University of Science and Technology 2015 to 2022

Senior Lecturer – 2022 to date

Acting Deputy Registrar Administration October 2020 to date

## Appointment to Leadership Positions

- Team Leader:** Strategic Planning Team in Western Water Services Company Developing Staff Training Programmes with RODECO Consulting and Kenya Water Institute (KEWI) 2009
- Project Manager:** Urban Project Concept (UPC) in Urban Low Income Areas in Western Province funded by Water Services Trust Fund KFW, European Union and World Bank 2009-2012
- Coordinator:** Customer Survey funded by German Development Service (DED) 2009
- Coordinator:** HIV/AIDS Workplace Policy-Funded by German Development Service (DED) 2009
- Member:** National Steering Committee Water Action Groups –Funded by GIZ And World Bank
- Trainer:** Participatory Hygiene and Sanitation Transformation (PHAST) in Communities 2009-2010
- Trainee :** HIV/AIDS Vaccine Toolkit-Western Province 2009-2010
- Project Coordinator:** Informal settlement programme in Mumias, funded by World Bank January 2011-2012
- Coordinator :** Centre for Training and Development-Short Courses of Masinde Muliro University Of Science and Technology 2015-to date
- Chairperson :** Senate Sub-Committee on Cleaning and Landscaping of Masinde Muliro University of Science and Technology 2015 to date
- Member:** Deans Committee of Masinde Muliro University of Science and Technology 2015 to date
- Convener:** Senate Graduation sub-committee on cleaning and landscaping committee 2016 to date
- Member:** Directorate of International Relations and Academic Linkages (DIAL) Board November, 2017 to date
- Member :** Directorate of International Linkages Board of Masinde Muliro

University of Science and Technology 2017 to date

**Member :** Directorate of Technical and Vocational Education Board (TVET) of Masinde Muliro University of Science and Technology 2017 to date

**Member:** Training needs Assessment expert at Masinde Muliro University June 2020

**Coordinator:** Staff Rationalization Committee May 2021

**Coordinator:** Review of Human Resource Instruments Committee May 2021

**Trustee:** MMUST Staff Benefits Scheme 20<sup>th</sup> April, 2021 – 20<sup>th</sup> April, 2024

**Facilitator:** Deans Induction Workshop May 2021

**Participant:** Grant proposal writing and graduate students supervision  
November, 2015

**Member:** Policy Working Group Federation of Kenya Employers 2022 to date

**Member:** Industrial Relations/Legal Policy Working Group (PWG)-Federation of Kenya Employers (FKE)-2022 to date.

**Facilitator:** MMUST Student Leadership Induction workshop- 2022 to date.

**Member:** Review of MMUST Statutes-2022

### **Key Conferences/Trainings/Workshops**

**Participant:** Study tour on Managing and utilizing water in water utilities in Egypt. March 2010-Sponsored by World Bank

**Participant:** Study tour on upscaling urban sanitation in urban low-income areas in Burkina Faso. January 2011-Sponsored by GIZ

**Facilitator:** Consultation with water and sanitation service providers on good practices, drinking water, sanitation and human rights 2<sup>nd</sup> and 3<sup>rd</sup> November, 2010  
Lisbon, Portugal.

**Participant:** Constituency Development Fund committee Training.13<sup>th</sup> -15<sup>th</sup> June 2014,  
Tom Mboya Labour College, Kisumu Kenya.

- Participant:** Grant Proposal Writing and Graduate Students Supervision, Sponsored by MMUST-UNIVEN at Bishop Nicholas Stam,2015;Kakamega
- Participant:** Research and Grants management Training; Virtual Onsite Training Workshop by BRECCIA 15<sup>th</sup> June – 13<sup>th</sup> July 2020 by South Africa Research and Innovation Association (SARIMA).
- Participant:** Job Evaluation Training organized by the Salaries and Remuneration Commission 1<sup>st</sup> – 4<sup>th</sup> November, 2020
- Trainer:** Job Description Analysis Committee (JDAC) Kisumu Hotel November, 2020
- Moderator:** Science Technology Engineering and Mathematics Education (STEM) Education during and post COVID-19: Integrating Pedagogy and Technology to ensure resilience, quality equity and sustainability 25<sup>th</sup> – 27<sup>th</sup> November, 2020
- Participant:** Industrial Relations Training 8<sup>th</sup> December to 10<sup>th</sup> December, 2020 Naivasha by Academy of Certified Human Resource Professionals
- Participant:** 1<sup>st</sup> PENWEBINAR on Teacher Education: Theme: Recover and Revitalize Education for COVID-19 Generation
- Participant:** Corruption Prevention Awareness Training by Ethics and Anti-corruption Commission - Kisumu 3<sup>rd</sup> March – 5<sup>th</sup> March, 2021
- Participant:** Sensitization on the Revised Guidelines on Collective Bargaining Negotiations in the Public Service by Salaries and Remuneration Commission 11<sup>th</sup> March, 2021
- Participant:** Introducing ISO 30414 Standards, HR Metrics and Analysis April 2022 – Federation of Kenya Employers
- Participant:** 7<sup>th</sup> MMUST Council Induction Workshop 2023
- Participant:** Finance for Non-Finance Managers (ICPAK Mombasa) –September 2021.
- Participant:** Procurement for non-procurement Professionals (PPRA)-Nakuru, March 2022.
- Participant:** Training on Collective Bargaining in the Public Service: Salaries & Remuneration Commission (SRC)-Kenya School of Government-Nairobi,

March 2022.

- Participant:** Business Process Re-engineering-Kenya Bureau of Statistics-Busia May, 2022
- Participant:** Transformative Leadership Training: Kisumu CPF Consulting-July, 2022.
- Participant:** Intensive Defensive Driving Course-Automobile Association of Kenya (AA) Kakamega; June 2022 & June, 2023.
- Participant:** Trustee Development Program (TDPK)-College of Insurance. October, 2021
- Participant:** Training on Effective Industrial relations for workplace Harmony-Kisumu. November, 2021.
- Participant:** FKE Master Class-Introducing ISO 30414 Standards, HR Metrics and Analytics at Workplace. Federation of Kenya Employers-Kisumu, May 2022.
- Participant:** Discipline Management at the Workplace-Federation of Kenya Employers-Virtual. February-2023.
- Participant:** Pre-retirement and Change Management Workshop: ICEA LION-April, 2023.
- Participant:** Performance Management Systems-The Balance Score Card-Kenya Bureau of Standards: June, 2023-Kakamega
- Participant:** Audit, Risk, Governance-Institute of Pension Management (Virtual)-May, 2023.
- Participant:** Finance Act 2023 Opportunities and Threats for the Pension Industry. August 2023 (Virtual)

### **Community Involvement**

- Member:** Kakamega Central Sub County Social Protection Committee, 2013 to date
- Vice Chairperson:** Executive Parents Teachers Association Booker Academy 2015 to 2018
- Student Mentor:** Kakamega Muslim Mixed Secondary Schools 2013 to date

## Academic Achievements

### Journal Publications

- Tsuma, E (2017) Imperatives of Performance in Successful Organizations in Kenya: A Critical Review. International Journal of Management Research and Review.Vol.7 Issue 3.ISSN 2249-7196 Article 15.PP 334-344
- Tsuma, E., Byaruhanga,J (2017) Effectiveness of Workplace Counseling on Employee Performance. A Case of Mumias Sugar Company Limited, Kenya. International Journal of Business Management and Invention.Vol.6 Issue 3.ISSN 2319-8028 PP 43-51
- Tsuma,E.,Otuya W.,Tibbs,C (2018)Understanding the Effect of HRM Alignment to Corporate Strategy on the Performance of Public Healthcare Institutions in Kisumu County.EPRA International Journal of Multidisciplinary Research,Vol.4 Issue 12 .ISSN 2455-3662.PP 45-56
- Understanding the Effect of HRM Alignment to Corporate Strategy on the Performance of Public Healthcare Institutions in Kisumu County.EPRA International Journal of Multidisciplinary Research,Vol.4 Issue 12 .ISSN 2455-3662.PP 45-56
- Tsuma,E.,Tibbs,C.,Otuya,W (2018) Strategic Compensation as a Determinant of Performance in Public Healthcare Institutions, Kisumu County.EPRA International Journal of Multidisciplinary Research,Vol.4 Issue 12 .ISSN 2455-3662.PP 57-67
- Ashiono C.M., Egessa R,K,W. Tsuma E. (2018) Legal and Regulatory Compliance and Service Delivery in Semi-Autonomous County Government Entities of Kakamega County; International Journal of Multidisciplinary and current Research – ISSN 2321 – 3124 Sept/Oct Issue, 2018
- Momos L,J. Tsuma E(2020)The Influence of Cultural Context on International Strategy. The strategic Journal of Business and Change Management ISSN 2312 – 9492. Vol.7 Issue 3 Article 014
- Mulievi R., Tsuma.E (2021) Relationship Between Leadership and Employee Engagement in Organizations today, A focus on Vihiga County Government – a Scoping Review: International Journal of Multidisciplinary and Current Research: ISSN 2321 – 3124 Vol.9 Issue March/April
- Jepkoech J; Tibbs, C, Tsuma E. (2021)Relationship between Revenue Staff Competencies and Revenue Collection Efficiency in Nandi County Government. Journal of International Financial Management (ISSN.2663-127X) Vol.2

## **Post-Graduate Thesis Supervision Projects**

- Work Environment and Employee Performance in the Hotel Industry in Kisumu County
- Corporate Governance , Practices and Service Delivery in Semi-Autonomous County Government Entities of Kakamega County
- Operational Determinants and Revenue Collection Efficiency in Nandi County
- Occupational Stress Management and Performance of Law Enforcement Officers in Uasin Gishu County

## **Conference Proceedings**

Submission of Article and presentation; Good Practices Related to Access to Safe Drinking Water and Sanitation: A case of Western Water services Company, Kenya 2010, Lisbon to the Human Rights Council, Published in a book: De Albuquerque, C.(2011) On the Right Track: Good Practices in Realising the Rights to Water and Sanitation. ISBN No.978-989-8360-09-0

## **Achievements as Short Courses Coordinator**

### **Mobilization of Funds**

- Developed short courses policy.
- Mobilized resources worth Kshs.3,000,000.00 (two million) to fund training
- Christofel Blinden Mission International
- Short course training in Pediatric Refraction and Low Vision for Tanzanian Optometrists October to December 2016
- Organized training for staff on Short Course Curriculum Development March 2020
- Launched a Short Course in Mortuary Science and Practice by School of Medicine (only program in Kenya) July 2020
- Developed Short Courses in Leadership and Management January 2018
- viii) Developed Short Courses in Project Management Training ongoing April 2018
- Supported several schools and departments to develop short courses 2015 to date

## **Key Achievements as Acting Deputy Registrar Administration**

1. Coordination of Staff Recruitment (both Internal and External) activities to ensure the achievement of the University's Strategic Objectives.
2. Development of Human Resource Policies and Procedure Manual 2022.
3. Development of Staff Welfare Policy, and the Staff Training and Development Policy.
4. Coordination of the Review of the Staff Establishment 2023.
5. Engagement with Government Ministries, Agencies and Commission in the

- implementation of Government Circulars, Recommendations and Guidelines.
6. Development of Training Needs Assessment to enhance training in the following thematic areas;
    - Online teaching.
    - Management training on the implementation of the Balanced Score Card performance system.
    - Culture Change.
    - Customer Services.
    - Service Delivery.
    - Adherence to Policies and Regulations.
    - Data Protection.
  7. Coordination of the University's' Administrative functions of Insurance, Transport, Cleaning and Security Services.
  8. Coordinating the implementation of the Staff Medical Scheme.
  9. Improvement of Labour Relations and Staff Welfare programs between the Unions and Management through regular consultative forums.
  10. Management of the University's Payroll Function.
  11. Member of various Adhoc Committees of the University Management Board and Senate.

#### **Ongoing Projects**

- (i) Staff Rationalization to enhance efficiency and effectiveness.
- (ii) Development of a Human Resource Information System (HRIS).
- (iii) Conduct Payroll Audit to ensure cost effectiveness, integrity, sustainability of the Wage Bill.
- (iv) Implementation of Government Policy on Paperless Communication in the University.
- (v) Review of the Customer Service Charter, with a view to introduction of automation of Key Services on e-citizen as per Governments Directives.
- (vi) Ongoing Research Project; Mental Health at the Workplace: Analysis of perspectives from Law Enforcement Officers in Kakamega County.

**Referees**

Prof. Josephine Ngaira  
Professor of Geography and former DVC A&SA  
Masinde Muliro University of Science and Technology  
Kakamega.

Prof. John Byaruhanga  
Professor of Economics  
Masinde Muliro University of Science and Technology  
Kakamega.

Dr. Jane Weru  
Director, Human Resource Management  
South Eastern Kenya University  
Machakos.