

**MY INSPIRATIONAL ACADEMIC TRACK SERVICE AT MAKERERE  
UNIVERSITY: A CASE FOR COLLEGE OF AGRICULTURAL AND  
ENVIRONMENTAL SCIENCES (CAES)**

**A VALEDICTORY LECTURE HELD AT MAKERERE UNIVERSITY, SCHOOL OF  
TECHNOLOGY, NUTRITION AND BIOENGINEERING ON 2<sup>nd</sup> SEPTEMBER 2022**

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## **Abstract**

This lecture is a result of a request by CAES staff /management to share with them my experiences as a former student, Special Assistant/Lecturer/Professor Administrator/mentor over a period of about 43 years in building scholarship in Agricultural Sciences up to retirement in November 2021. My challenge was that I had already given my Professorial inaugural Lecture in 2004 on a topic-Grasses: A Resource for humanity to Makerere University where the Vice Chancellor pronounced me a worth Professor of Makerere University following my promotion in 1998. Since the request was done in a good faith I accepted their request and today I am very happy to share my academic journey with CAES family members in particular and other members of Makerere University Fraternity at time Makerere is celebrating 100 years and I have been part of those years for 43 years in different capacities.

The usual questions I used to get from colleagues were; what is it that has kept you serving CAES and doing many extra activities; where do you get time? How come you did not take up international jobs with your high qualifications where people are well paid, why did you not join politics like your colleagues, exactly what is your secret for this long term service with commitment etc. I believe by the end of the lecture I would have answered some of those hard questions.

The lecture will therefore focus on my experiences, achievements, challenges, strategies that enabled CAES to evolve from a Faculty of Agriculture and Forestry to two Faculties-Faculty of Agriculture, Faculty of Forestry and Nature Conservation and Kabanyolo Farm to Makerere University Agricultural Research, Kabanyolo and eventually to a celebrated CAES. Equally important was the role played in the development of several degree programs both Government and privately sponsored, respectively.

The lecture in addition will consider my career development via teaching, research and graduate supervision, Leadership, Institutional development, Collaboration and networking, Resource mobilization, Donor partnerships, representation on boards/councils/committees- local/international ones and outreach activities. Then what thoughts I have for CAES to grow to unique higher levels and excel in Agricultural and environmental Sciences.

## **1.0 Introduction**

It was at Ntare School in 1972 in Senior Six(6) that my dream to become an academician was born when three of us (good friends Drs W Nyehangane and Edward Kanyesigye) decided on what we were going to be when we joined Makerere University in 1973. We were confident we would pass our exams with three Principals and we came on Government sponsorship. At that time no other forms of entry into the University.

I decided that my first choice would be Bsc Agriculture because it had contributed greatly all the money to my education besides food security and I also planned to get three degrees to become a scientist in Agriculture. Furthermore, from child hood I used to observe changes in plants and animals and would ask questions as to why this happens like this and not like that? My two friends chose to do medicine and I told them you would be my Drs and I will supply you with food. We all achieved our dreams and God has kept us alive serving humanity.

### **2.1. Academic career in the Faculty of Agriculture and Forestry as undergraduate student**

#### **1973-1976**

My journey at Makerere University started in 1973 likely July/August for orientation and started the First Academic term in September. It was a three year degree programme but very intensive and demanding. The first week was introductory lectures but also a bit frightening on how some lecturers /Professors would introduce their courses. However, there were good Professors and lecturers who were easy to approach. Deep down in my mind I had a determination to adjust and learn under whatever class environment and achieve my goal. We had theory and practical's as it is today but the practical's were managed by Postgraduate students/Graduate Fellows /Special Assistant/Technicians usually in the afternoon where we were more relaxed and these practical's were more comprehensive, some done in the labs while others done in the field on farms, research Institutions and some factories. These staff helped us so much because they were available easy to work with. Our theory helped us to relate what we studied in the lectures and the actual physical presentation. I enjoyed these practicals because some of them we would travel very far to learn more about Uganda and the various farming systems. Kibimba rice scheme, Kakira Sugarcane were my favorites because we learnt a lot we had not seen. They would also give us some of their products to take back such as rice and sugar and often we would be given some drinks by the host. So no one would dodge field practicals and this enhanced practical learning and inspiration.

The curriculum was a hybrid with course Units tests /exams every academic year and then comprehensive examinations in 2<sup>nd</sup> and 3<sup>rd</sup> years where course units and exams contributed certain percentages, respectively. Course unit exams were graded as it is done today with a CGPA system. All these grades would be computed for the three years to get your final CGPA.

Most of the course Units we did are still running today in various degree programs indicating the critical thinking and far sightedness of those staff who framed the degree program in Agriculture.

This was the most comprehensive and hard curriculum because of the nature it was implemented and getting first class degrees was extremely difficult; with a few upper second class honors and the majority with Lower class honours. We had one degree programme BSC Agriculture but with options (crops, soils, Animals, Extension). Specialization was done during our 3<sup>rd</sup> year.

It was only our Faculty which run this type of Curriculum .We spent our second year at Kabanyolo Farm where we were introduced to more practical's on the farm and we were given small plots to learn all the agronomic process until harvesting the crops and marketing but we were also exposed to all enterprises like piggery, poultry, dairy production, tractor driving and ploughing fields.

The third year was spent at the main campus to do the courses and start our specialization in the various options and prepare ourselves for the final exams.

I always admired those Lecturers/Professors and planned that one day I should be like them or even better. I enjoyed my three years at the Faculty because the learning environment was conducive and inspiring. Apart from academics, I also participated in Hall sports in Mitchell Hall and competed at University level several times. Mitchell hall won a number of times and we would be given a bull to roast.

In March 1976 I graduated with a Bsc Agric(Upper second class Honours) and after the degree award convocation the Chancellor then hosted all the fresh University graduates at a State party at Nile Hotel Gardens. I have not seen any of that kind since then.

## **2.2 Academic Career advancement as a Full time Special Assistant 1976-1980**

This position was established and sponsored by the University Council to identify and train future staff of the University under the staff program. It was a one year appointment with monthly allowance (tax free) but renewable depending on your performance. It required you to register for a Masters in your field and at the same time teach/ do demonstrations during practicals to

undergraduates and any other duties assigned by the Head of Department. This position was very prestigious because it had a promise of you being appointed a Lecturer and had a tax free allowance while others who were appointed as post graduate students paid taxes.

My Former Lecturer in Pasture Agronomy identified me and recommended me to the University for Sponsorship as a Special Assistant to pursue an Msc Agric on research topic “Evaluation of *Indigofera hirsuta* as a Potential Pasture Legume in Uganda”. I was appointed at the end of April 1976 based in the Department of Crop Science in the Faculty. My supervisor-the late Dr Tiharuhondi was very strict and critical on how I wrote my proposal and the second one late Prof Mugerwa was busy as Dean but knowledgeable and in the end the proposal was approved by the Faculty Board. With the support from the University I got research funding from the then Uganda National Research Council that enabled me to complete my Msc early 1979 when political instability was at its highest. We were facing economic hardships but persisted and continued serving the University and the Country. I finally graduated in October 1980 with my Msc. Agriculture with specialization in Pasture Agronomy but by then I had left Faculty because there was no opening for me as a staff due to financial constraints of the University.

Our graduate training was different from what is taking place today because even if we did some courses we were not examined and our proposal development was between you and your supervisors so I learnt a lot from my two supervisors who were very knowledgeable. My Supervisors also taught me how to have a scientific mind and write in a scientific style.

The examination system of the Thesis was by your two supervisors (Main Supervisor and Co-supervisor) and the external examiner, usually outside the Country. There was no Viva voce for Masters except only corrections were done to the satisfaction of your main supervisor. However, there was a long delay (over a year) before all the three examiners submitting their reports before a decision was made by the University. This matter of some examiners delaying thesis reports was discussed at the Faculty Board since I was a member representing all Post graduate students and soon after all the reports were in. Delaying of thesis examination reports still continues here and it is a very painful experience on the side of the student. A good policy needs to be put in place to make the life of the future academicians favorable, who knows what they will be. From that experience I never delay the submission of examination reports nor any feedback during the supervision of graduate students.

### **2.3 Academic Career advancement Outside Makerere University, Faculty of Agriculture and Forestry as Researcher/PhD Program at Uganda Institute of Ecology, Queen Elizabeth National Park/University of New Brunswick, Canada 1980-1985**

I was recruited as a Research officer to conduct research on the problem of tree/bush encroachment in the Park following the decline of elephants due to poaching and find solutions to reverse the trend because the grassland ecosystem was also declining thus affecting the grazing resources by wildlife animals. The Chief Research Officer (then Dr E Edroma; now the late) advised me to think about starting the research for a PhD and he would guide me and also help me to get registered at either Makerere University or any other University.

My PhD training turned into a sandwich program after obtaining sponsorship under CIDA and registered at the University of New Brunswick, Canada in 1983 where I did course work, proposal development and defense, thesis write up and PhD defense under the University appointed Supervisors. This was one year comprehensive training under Canadian University system where you have to pass it before you are registered for a PhD program. I had a PhD committee of 6 Professors and two of them were my Main Supervisor and co-supervisor. I did the field research in Uganda at the Institute of Ecology.

I returned to Uganda to do field work which was again funded by the Uganda National Research Council and supplemented by the Institute of Ecology and later returned to Canada to write up the thesis which I defended successfully in November 1985. It was from this University where I was grilled to think scientifically at an International level and qualified as an International Scientist. I had already published two articles in two peer reviewed International Journals before I defended the thesis.

Fortunately, by the time I finished my PhD program, Makerere University had already appointed me a Lecturer, Pasture Agronomist in May 1985 because I only needed a Masters; a PhD raised my salary scale.

I returned to Uganda in November 1985 at the height of civil war to join my family and begin serving my Country which had supported my training. So by the time I returned to Makerere University I had achieved my dream of having three degrees and becoming an Academician/scientist.

### **3.0 Return to Makerere University, Faculty of Agriculture and Forestry as an Academic Staff, November 1985- November 2021**

#### **3.1 Academic Growth**

I already had my appointment letter as a Lecturer, Pasture Agronomist but with one year on probation and after confirmation I would be on permanent terms. The words ‘permanent terms’ implying that I was assured of a long term job was captivating. I reported for duty in the Department of Crop Science and was assigned many course units to teach during difficult times but I did well and was confirmed after one year thus attaining the status of a permanent staff. Soon after joining the University I went to see the DVC (late Prof Pincywa) for accommodation and he could not believe that I would have left Canada to return to Uganda during political and socioeconomic turmoil but I told him I had come back to serve my Country and he was impressed and immediately allocated me a house in Katalemwa Estates and this was another great incentive of getting free accommodation. I became very devoted and continued performing well and I had started some research and had published papers I was promoted to Senior Lecturer in 1988 and was very happy with my progress. I had studied the academic staff career structure and I set my goal of becoming full Professor in 10 years. So I taught all my courses handed in examination marks in time, attended Departmental and Faculty Board meetings and attracted research funding and did a lot of graduate supervision and publication and all this helped me to become full Professor in 1998. I did not hit my 10 year goal because the policy had established positions in each department and one could be promoted if there was a vacancy which was not the case at Associate and full Professorship levels. The delay caused me major frustration when I had more than what was needed to be promoted to Associate Professor and I was not alone. At one time I threatened to resign in front of the Vice Chancellor then Prof Ssebuwufu in his office with my box full of publications but then he assured me that the University was considering a policy to promote qualified staff on merit. The policy was later put in place and I got promoted on merit to Assoc Professor in 1995 and then full Professor in 1998. I don’t know how many staff had put pressure on the VC who was responsive to staff issues but it worked. I now understand this has been changed to the old policy. That delay was the major issue with me and Makerere University. Nonetheless, the goal to become full Professor was achieved and I was more inspired to do more research and supervise more students to build human capital in my field which initially had low qualified staff at Makerere and the Country.



### **3.1.1 The Courses I taught/developed at under graduate and post graduate levels**

1. Pasture Agronomy
2. Plant genetic resources and Utilization (**developed**)
3. Seed Science and Technology (**developed**)
4. Forest Fire Ecology
5. Agricultural Botany
6. Ecology
7. Crop Practical skills

#### **Graduate courses**

1. Agronomy of Grasslands
2. Eco-physiology (**developed**)
3. Seed Science and Technology (**developed**)
4. Plant genetic resources and Utilization (**developed**)
5. Biodiversity and Sustainable Development

This shows that apart from teaching I was very much involved in curricula review and development and developed several courses which I taught thus improving scholarship in the faculty.

From November 1989-Oct1991, I took a sabbatical leave as Postdoctoral Research Fellow with International Livestock Centre for Africa (now ILRI) based at the International Institute of Tropical Agriculture (IITA), Nigeria to further my research capacity with International Scientists. I published two publications and gave a Seminar to all International Scientists at ILCA Headquarters, Addis Ababa, Ethiopia which increased my scientific confidence in communicating research findings to an International audience.

I returned to Makerere in Oct 1991 with an International funded research project which linked Mak with ICLA in livestock research. I achieved my wish of obtaining postdoctoral research research training to make me more competitive when applying for International research funding and even a job.

### **3.2 Academic Research and graduate student supervision/collaboration**

On return I concentrated more on teaching and graduates research supervision and attracting International funding from major Donors/development partners such as UNDP, Rockefeller Foundation, Rockefeller Agricultural Forum, DANIDA, USAID, FAO, Sida/SAREC, ICRISAT, NORAD, French Embassy, OSSREA, Bank of Uganda, EU/AU, Australia-Africa Universities Network Partnership Research & Development Fund (PRDF), Makrif, I@mak...

I played a key role in the transformation of the Agricultural Husbandry Forum to the Regional Forum based at Makerere University.

I also established collaboration at local and global levels with various institutions such Swedish University of Agricultural Sciences, ILCA, AFRINET, ICRAF, NARO, ASARECA and this improved the visibility of the Faculty of Agriculture and Forestry as well as Makerere University.

I have in all supervised 33 graduate students, 26 Msc and & 7PhDs. Initially research funding was limited and so I had few students and the numbers started increasing about 2000 when my research fund was reasonable and I could have more students.

I have a legacy here of some staff I supervised from my own research funding I initiated or obtaining them scholarships and they are in this College and in other Colleges/Universities and National Institutions.

I will list key ones here in College and a few elsewhere

1. Dr. D Mpairwe, Assoc Prof and former Head, Department of Agricultural Production, Senator
2. Dr. C Katongole, Senior Lecturer, DAP/Coordinator Centre for Waste Management
3. Dr. J Kasozi Nambi, Senior Lecturer, DAP
4. Dr. S Katurumunda, Senior Lecturer, DAP
5. Others who benefited from research projects I initiated
6. Dr. J Karungi, Assoc. Prof ,DAP
7. Dr. A. Amoding, DAP
8. Dr. W Ekere, DAP (retired)
9. Dr. A. Turinawe, DNRE
10. Dr. P. Walekhwa, DANRE (deceased)
11. Others elsewhere supervised

12. Dr Okello, Senior Lecturer, CoVAB
13. Dr. H. Kato, Assoc Prof Kyambogo
14. Dr. S. Mugasi, ED, NAADS

### 3.3 Scholarly contribution in terms of publications

I have over 150 publications some peer reviewed in Journals, proceedings, book chapters and books or manuals by the time I retired. It is what is published that people will remember and cherish you about your profession. Also the knowledge generated can be shared by other scientists and communities to improve their livelihoods. I lways encouraged staff to do research and publish in order to grow and get promoted to the highest level because it was what you will carry from your institution that will help you in future. You can't carry the office or headship/Deanship/Principal. Here I share a few in the last 10 years.

#### 3.3.1 Some Journal papers

1. Shamim Aryampa, Basant Maheshwaria, **Elly N Sabiiti** and Montserrat Zamoranoc. 2021. A framework for assessing the Ecological Sustainability of Waste Disposal Sites (EcoSWaD). J.Waste Management. Vol 126:11-20 <https://doi.org/10.1016/j.wasman.2021.02.044>
2. Shamim Aryampa, Basant Maheshwaria, **Elly N Sabiiti** and Montserrat Zamoranoc. 2021. Web application of the EcoSWaD model accessed at <https://ecoswad.org/app/console/>.
3. Shamim Aryampa, Basant Maheshwari ,**Elly Sabiiti** ,Najib L Bateganya and Brian Bukenya 2019. Status of Waste Management in the East African Cities: Understanding the Drivers of Waste Generation, Collection and Disposal and Their Impacts on Kampala City's Sustainability. 2019. Sustainability 2019. 11(19), 5523; <https://doi.org/10.3390/su11195523>.
4. Katuromunda, S., Mpairwe, D., **Sabiiti, E.N.** & Wredle, E. 2017. Effect of supplementary feeding on the performance of Ankole x Friesian crossbred calves grazed on natural pastures. Journal of Agriculture and Ecology Research International, 10(4): 1-12. DOI: 10.9734/JAERI/2017/30366
5. **E N Sabiiti** and C Katongole 2016. Role of Peri-urban Areas in the Food System of Kampala, Uganda. 'Balanced Urban Development: Options and Strategies for Liveable Cities', Editors: Basant Maheshwari, Vijay P. Singh, Bhadrani Thoradeniya, ISBN: 978-3-319-28110-0 (Print) 978-3-319-28112-4 (Online).
6. Mary Tibeziinda, Ewa Wredle, **Elly N. Sabiiti** and Denis Mpairwe. 2016. Feed resource

- utilization and dairy cattle productivity in the agro-pastoral system of South Western Uganda. *African Journal of Agricultural Research* Vol. 11(32), pp. 2957-2967. DOI: 10.5897/AJAR2016.1078
7. J. Nambi-Kasozi, **E. N. Sabiiti**, F. B. Bareeba, E. Sporndly and F. Kabi 2016. Effects of inclusion levels of banana (*Musa spp.*) peelings on feed degradability and rumen environment of cattle fed basal elephant grass. *Trop Anim Health Prod* 48:693–698
  8. Justine Nambi-Kasozi, **Elly N. Sabiiti**, Felix B. Bareeba and E. Sporndly. 2014. Effect of feeding varying levels of banana peelings supplemented with maize bran, cotton seed cake and *Gliricidia sepium* on the performance of lactating dairy cows. Vol. 9(8), pp. 720-727, 20 February, 2014 DOI: 10.5897/AJAR 2013.7405 ISSN 1991-637X ©2014 Academic Journals <http://www.academicjournals.org/AJAR> African Journal of Agricultural Research
  9. **E. N. Sabiiti** and C. B. Katongole 2014. Urban Agriculture: A Response to the Food Supply Crisis in Kampala City, Uganda; pp 233-237 in *The Security of Water, Food, Energy and Liveability of Cities. Challenges and opportunities for Periurban Futures*. Eds B Maheshwari et al. Springer Publishers.
  10. **Sabiiti, E.N.**, Katongole, C.B., Katurumunda, S., Sengendo, H., Basalirwa, C.P.K., Atukunda, G. and Nambuubi, S.K. (2014). Building Urban Resilience: Assessing Urban and Peri-urban Agriculture in Kampala, Uganda. [Padgham, J. and J. Jabbour (eds.)]. United Nations Environment Programme (UNEP), Nairobi, Kenya. ISBN: 978-92-807-3371-6 DEW/1783/NA
  11. Kato, H, F B Bareeba and **E N Sabiiti** 2013. Productivity of soil fertilized with faecal manure of cattle fed Calliandra, *Gliricidia* and *Luecaena* browse/maize silage. *Afric J of Agr Research* Vol 8(7):634-638. <http://www.academicjournals.org/AJAR>.
  12. Kato, H ,F B Bareeba and **E N Sabiiti** 2013. Productivity of soil fertilized with fermented Calliandra, *Gliricidia* and *Leucaena* browses and maize Forage. *Journal of Agricultural Science and Technology* B3(2013) 199-203.
  13. Katurumunda, S, **E.N. Sabiiti** and A. Mateete Bekunda. 2012. Effect of method of storing cattle faeces on the physical and chemical characteristics of the resultant composted cattle manure. *Uganda Journal of Agricultural Sciences*, 12, 13 (2): 95-106
  14. Katurumunda, S; Sabiiti, E.N. and M A Bekunda. 2011. Effect of application of cattle manure and mineral fertilizers on the growth characteristics and quality of *Pennisetum purpureum* fodder. *Livestock research for Rural Development*: 23(12):1-9.

15. Sabiiti, E.N. 2011. Utilising Agricultural Waste to Enhance Food Security and Conservation of the Environment. *Africa J of Food, Agriculture and Development* .11(6):1-9.
16. Katongole, C.B., Sabiiti, E.N., Bareeba, F.B. and Ledin, I. 2010. Performance of growing indigenous goats fed diets based on urban market crop wastes. *Trop Anim Health and Prod* 41:329-336
16. Katongole, C.B., Sabiiti, E.N., Bareeba, F.B. and Ledin, I. 2009. Performance of growing indigenous goats fed diets based on urban market crop wastes. *Trop Anim Health and Prod* 41:329-336
17. Katongole, C.B and E.N. Sabiiti. 2008. Alternative feed base with stall feeding: the key to reducing grazing /browsing pressure from natural grasslands in Uganda. *Grassroots. Newsletter of the Grassland Society of Southern Africa*. Vol 8(1) ISSN 101166122
18. Katongole, C, B., Bareeba, F.B, Sabiiti, E. N and I. Ledin. 2008. Nutritional Characterization of some Tropical Urban Market Crop Wastes. *Animal Feed Science and Technology*. 142(3):275-291.
19. Kato, H. Bareeba, F.B., Ebong, C and E N Sabiiti. 2006. Ensiling characteristics and milk producing capacity of browse/maize forage mixtures. *Livestock Research for Rural Development*. 18(6):1-7.
20. Okello, S., and Sabiiti E. N. (2006). Productivity of Indigenous Cattle on Uganda Rangelands: Constraints and Opportunities. *Makerere University Research Journal*, Inaugural issue: 1:71-92.
21. Okello, S., Sabiiti, E. N., and Schwartz, H. J., (2005). Factors affecting the in situ digestibility of dietary samples by Ankole cattle grazed on natural range pastures in Uganda. *African Journal of Range and Forage Science*, 22(3):157-165
22. Okello, S., Sabiiti, E. N., and Schwartz, H. J., (2005). Analysis of factors affecting milk yield of Ankole cows grazed on natural range pastures in Uganda. *African Journal of Range and Forage Science*, 22(3):149-156
23. Sabiiti, E.N., D. Mpairwe, M.S. Rwakaikara and S. Mugasi 2004. Restoration of degraded natural grasslands to enhance soil fertility, pasture and animal productivity. *Uganda Journal of Agricultural Sciences* 9: (1) 466-469.
24. Sabiiti, E.N., Bareeba, F., Sporndly, E., Tenywa, J.S., Ledin, S., Ottabong, E., Kyamanywa, S., Ekbom, B., Mugisha, J. and Drake, L. 2004. Urban market garbage: A hidden resource for sustainable urban/peri-urban agriculture and the environment in Uganda. *The Uganda Journal*: 50, 102-109.

25. Sabiiti, E.N., D. Mpairwe and S. Mugasi, 2003. Rehabilitation of rangelands using forage/fodder legumes. *African journal of range and forage Science* 20: (2) 170.
26. Mpairwe, D., E.N. Sabiiti, N.N. Ummuna, A. Tegegne and P. Osuji 2003. Integration of forage legumes with cereal crops: II. Effect of supplementation with lablab hay and incremental levels of wheat bran on voluntary food intake, digestibility, milk yield and milk composition of crossbred cows fed maize - lablab stover or oats - vetch hay *ad libitum*, 2002. *Livestock Production Science* 79: 213-226.
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30. Kato. H., F.B Bareeba, E.N Sabiiti and C. Ebong, 2001. Fermentation characteristics and nutrient composition of ensiled *Calliandra calothyrsus*, *Gliricidia sepium* and *Leucaena leucocephala* browses and maize fodder. *MUARIK Bulletin.* 4: 11-17.
31. Katurumunda. S., E.N. Sabiiti and F.B. Bareeba. 2000. Effects of Siratro and maize bran supplementation on feed intake and milk yield and composition of crossbred lactating cows fed *Pennisetum purpureum* basal diets. *MUARIK Bulletin.* 3: 49-56.
32. Mugasi, S.K., E.N. Sabiiti and B. Tayebwa, 2000. The economic implications of bush encroachment on livestock farming in rangelands of Uganda. *Agric. J. Range and Forage Sci.* 17(1, 2 & 3). 64-69.

### **3.3.2 Some Papers in edited proceedings, of conferences/workshops/seminars**

1. E N Sabiiti 2017. Developing research and collaboration and capacity building. 4-5 December 2017, Makerere University, Kampala, Uganda: Urban and peri-urban agricultural production systems in Uganda Urbanization and its impact on Per-Urban Water and food Security in Africa under the Australia Africa Universities Network (AAUN).

2. Sabiiti, E.N and S .Mugasi 2016. Fire as a management ecological tool for the restoration of degraded rangeland ecosystems for livestock grazing in Uganda. Oral Presentation International Rangeland Congress, Saskatoon, Canada 15-30July 2016. The Future Management of Grazing and Wild Lands Congress.
3. Sabiiti,E.N. 2014. Role of Peri Urban Areas in the Food System of Kampala, Uganda. International Conference on Peri-Urban Landscapes: Water, Food Security and Environmental Security, 8-10th July 2014, University of Western Sydney, Australia.
4. Sabiiti, F. Bareeba, E. Sporndly, J.S. Tenywa, S. Ledin, E. Ottabong S. Kyamanywa, B. Ekbohm, J. Mugisha, and L. Drake. 2008. Approaches in urban market garbage management and utilisation in Uganda. Proceedings of the Intern Conference on Waste-the Social Context held in Edmonton, Canada 11-15 May 2008.
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2. Sabiiti, E.N., S. Katurumunda and A.Kitakweba. 2010. Agriculture: Principles and Practices Agriculture for Schools and Colleges: Animal Production.pp278. Fountain Publishers, Kampala, Uganda.
3. Sabiiti, E.N., S. Katurumunda and A.Kitakweba. 2010. Agriculture: Principles and Practices Agriculture for Schools and Colleges: Farm Structures, Machinery and Agricultural Economics.pp297. Fountain Publishers, Kampala, Uganda
4. Indigenous Knowledge in Ethno veterinary Medicine in South West Uganda.Eds. E.Katunguuka - Rwakishaya, S.K.Nalule and **E.N.Sabiiti**. DHP Publications. No.9. OSSREA, Addis Ababa. March 2004. ISSN 1608-8891.
5. Realizing the Promise & Potential of African Agriculture: Science & Technology Strategies for Improving Agricultural productivity and food security in Africa by Inter Academy Council – June 2004. ISBN 90-6984-418-4. PP266. IAC. The Netherlands.

### 3.3.4 Chapters in books

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#### **4.0 Administration/Leadership 1993-2003**

Administration was not part of my dream at all because I knew this would affect my academic progress in a way and also cause me problems with my colleagues and Superiors. However, through collegial influence I accepted to be nominated for Headship in the Department of Crop Sciences and compete because the University had introduced elective leadership. In Aug 1993, I won the elections and was appointed Head, Crop Sciences.

I served for a short time and I was beginning to understand administration/leadership and we had made some limited positive changes with staff and the position of Dean became vacant and since the colleagues had appreciated the progress I had made in a short time I was nominated to stand as Dean. This time it was a tough process but I won and was appointed Dean by appointments Board, Faculty of Agriculture and Forestry in November 1994-2003.

Because I performed very well during my first term I was not opposed for the second term. The Faculty of Agriculture and Forestry recognized my distinguished service. I started with a divided Faculty but I made sure I involved every one and respected everyone and in a short time the Faculty staff had become united. In Management start with the staff, pay attention to staff issues, give them a listening ear and practice an open policy of staff meeting you.

Administration as you know it involved being in charge of Department/Faculty Staff matters, Finances, meeting visitors, chairing meetings/boards, attending Senate to defend all proposals from the Faculty Board, membership to Senate committees, and as Dean I sat on other outside Boards of various Institutions/Ministries. All these required a lot of time and self-sacrifice to serve my Faculty. Personally I loved serving the Institution and the staff and always wanted the Faculty to develop and staff to grow their careers, something I achieved.

It was during my administration/leadership that a lot of developments and innovative and transformative changes took place because I had learnt leadership skills and all the staff were united and felt proud of being part of the Faculty. I introduced the term “Family” and we all looked at each other as a family and so worked very closely to develop the Faculty as one of the leading Faculties in terms of new Academic programs (under /postgraduate), increased donor funding and research and publications. The Faculty was on very good terms with top Management and regularly invited them to attend faculty functions including the Chairperson of Council. The good relations helped the Faculty to achieve a lot during those 9 years I was Dean. It is very important to have close working relationships with Top management if you want enhanced development of the Faculty/College. You also need to have allies from other allies of Deans/Principals to support you in Senate. Locally I networked well with relevant Institutions/organisations. But also I did not forget my personal career growth so I continued teaching and doing research/publication and I had started administration as Senior Lecturer but by 1998 I had become full Professor. It is very important to learn how to balance your administration time and academic development.

#### **4.1 Institutional building**

It was during my period as Dean that the Faculty had unprecedented growth in terms of Infrastructural development eg the evolution of two Faculties and a Research Institute ( and academic programmes (under /postgraduate programmes) and. Why did I want such developments in the Faculty and not only concentrate on routine administration (managing what is there)? I had a dream of one day our Faculty becoming a bigger Institution through phases with new other Faculties, Institutes, Centres of research/excellences), College and in long term become a University of Agriculture and Forestry based at Kabanyolo. I shared this vision with my Heads of Departments, DG NARO and a few others and there was a general consensus. I think in 1998 the Faculty of Agriculture and Forestry split through a process to two Faculties, Faculty of Agriculture and Faculty of Forestry and Nature Conservation. With NORAD support a building/home was constructed to house the Faculty of Forestry and Nature Conservation. Kabanyolo University Farm also through a vigorous process was upgraded to Makerere University Agricultural Research Institute, Kabanyoro (MUARIK). I think the challenge has been its full operationalization for a fully-fledged Research Institute with all the positions filled. A document of approval must be somewhere in various offices.

With good collaboration with NARO the Faculty benefited from a World Bank funding for five years and the Continuing Agricultural Education Centre (CAEC) was constructed as well as a postgraduate building mainly for girls. Using some innovations a football field was constructed at MUARIK. During this funding several staff got further training for Masters and PhD and short courses thus building capacity.

We savings from overhead costs from research and donor funded projects we purchase for the first time a Leyland bus which is still functional-over 24 years), a small Tata bus, a tractor ,a car for the Deputy dean and restored Fish ponds at MUARIK. The other major purchase was about 100acres of land at Namalyagonja bordering MUARIK land, this was to be used for income generation from crop production, especially growing maize initially. The idea behind purchasing more land was to prepare for the future plan to have a College there and eventually an Agricultural University in future.

Our Faculty and NARO had submitted more or less projects to NORAD to construct a building for Food processing and value addition, The Donor could not support similar projects in related Institutions so we were advised to harmonize where the building should be allocated. In a meeting of the two Institutions, NARO agreed that the site should be at Makerere as long as NARO can access the facilities and this was due to good relationships with the DG, NARO, late Prof Joseph Mukiibi). I hope what was agreed is being implemented.

#### **4.2 Curriculum Expansion**

There used to be one MSC in Agriculture with options but these would not be reflected on the degree certificate so we revised the old curriculum and proposed specialized MSc degrees of the various options, Msc Crop Science, Msc Soil Sciences, Msc Animal Science, Msc Agricultural extension etc and this increased post graduate numbers. I led the development of a highly popular program –Masters in Agribusiness Management that combined science courses with agricultural economics to produce agribusiness entrepreneurs and make agriculture as business. We also revised the undergraduate degree programme from three: Bsc Agric, BSC FSc Technology and BSC Agricultural Engineering and to over ten programs. An innovative programme of B Agribusiness Management which followed the introduction of the Master’s program because of the high demand was introduced.

By the time I handed over to the next Dean, Prof Matete Bekunda in 2003, the Faculty was leading in Academic programmes, significant financial research funds, several publications, increased PhD staff as well as Msc through various support from donors and even from the Faculty generated funds would contribute, several Donors/development partners and we had excellent relations with top management and a number of other Faculties.

### **5.0 My contribution after completion of Administration chores 2003-2021**

Though administration was stressful and time demanding it was satisfying to me because of the excellent progress we had made. Also I had made several networks both local/regional/globally it marketed my capacities which I still enjoy now long since I left administration.

I was representing my Faculty of Agriculture in Senate and also the new leadership left me continuing what was I doing before like Coordination of Sida programme I had initiated in 1999 to build PhD capacity for staff, improve lab equipment and enhance collaboration with Swedish Universities which was about 2m US\$ for 15 years, Dryland husbandry Project based in Kazo, about US\$850,000. I also remained on Boards such NAADS, NEMA UNEB, UISTF /committees– I@mak, where I had been appointed in my professional capacity. The Sida funding is one of my celebrated contribution to the College where we trained in joint collaboration with Swedish University of Agriculture and produced 9PhD staff, several MSC staff and also supplemented two staff to finish their PhDs (Drs Katurumunda and Oba). In Senate I was put on a Committee Chaired by Prof Onyango to draft a policy to start a collegiate system for the whole University and we produced the policy and it was approved by Senate and Council. To form Colleges, the minimum standard was two faculties/units merging together. Since we had two Faculties, Institute we further lobbied other related Units like the Institute of Environment Management and Geography to join us and it was agreed after several series of meetings.

The college process was under Dean Prof Kyamanywa who was equally keen and I was on the Committee to move this process of establishing a College and eventually in 2011 the College of Agricultural and Environmental Sciences was born with three Schools, several Departments and Institutes, Centers and more are being developed. Thus, my vision of growing the Faculty into a bigger Institution was achieved. I also defended approval for the establishment of Agro studies program between our College and Israel Institute funded by Israel government which has become very popular here and with other Ugandan Universities.

The challenge now is with you the staff and your leaders to keep growing strategically to become much bigger than now since you have the land at MUARIK, Human Capital, and Infrastructure, Financial Resources and supported by UNDP111to support your demand for a University status.

Other important contributions in the University I was Chair for Professorial Inaugural Lectures for 14 years and several Professors gave their lectures, except CAES. I don't know why but I challenge my colleagues to share your academic contribution with the University Community.

I continued attracting more research funds and this enabled a number of students to attain higher degrees. Initiated collaboration between University of Western Sydney, Australia and Makerere University 1995-todate where one PhD Makerere student from CAES was sponsored by that University and she graduated this year in May2022. There are possibilities of more scholarships to CAES if the student returns home and becomes a staff. There is still an on-going research project on Monitoring Underground water systems in Uganda and Botswana now coordinated by Prof Twaha and if the first phase succeeds more funds will be released. I spearheaded the Establishment of the first Makerere University Centre of Excellence in Waste Management at MUARIK which was commissioned by the Swedish Ambassador to Uganda in 2017. It has the state of art equipment for bio-waste research. The Centre was also supported by Edmonton Centre of excellence in Waste management, Edmonton, Canada, Bank of Uganda and Makerere University top management and CAES.

There is so much I have done over the years but I just highlighted a few to share with you due to the commitment and pride in serving my University and in particular, CAES. There is unfulfilled dream I had after retirement @70 but because of new transitional developmental issues/policy it has not been achieved and if it ever materializes well and good but if not no human being can achieve everything.

## **6.0 Recognition Awards based on performance as an Academician and administrator**

I received many awards from different Institutions both local and International because my significant contributions I made both academically and administratively and a few are listed below:

1. Makerere University Appreciation Award by the Vice Chancellor Prof B Nawangwe in appreciation of my distinguished and dedicated service to Makerere University for the leadership and devotion as Chairperson for the Professorial Inaugural Lectures Organizing

Committee 2007-2021. 17<sup>th</sup> December 2021.

2. Was awarded the highest National award for Civilians as a Hero - Independence Golden Jubilee Medal by HE the President of the Republic of Uganda for my outstanding contribution in research, teaching, outreach, institutional building and administration and my loyalty to the Nation on 26<sup>th</sup> January 2017.
3. Appointed by the Board of Directors of The Association for Strengthening Agricultural Research in Eastern and Central Africa (**ASARECA**) as the 1st President of ASARECA General Assembly, Dec 2011 because of my outstanding contributions in agricultural research and served for two years.
4. Recognized by Makerere University in April 2015 for coordinating very successful research collaboration with Sida financial Support 2000-2015. Received a plaque signed by the Vice Chancellor.
5. Winner of the Presidential Excellence award for Science, technology Education Excellence Award 2008 for outstanding contribution in the understanding of ecological dynamics of rangeland /grasslands and institutional development
6. Winner of the Makerere University Vice Chancellor's Innovations and Academic Excellence Award 2007/2008 for transforming the living conditions of Pastoral communities in Kazo rangelands
7. Received a Certificate of Recognition from Bishop Stuart University, Mbarara for my outstanding and dedicated services to the University as its pioneer Chairperson of Council 2003-2018.
8. Received recognition (**FELLOW**) of the Uganda National Academy of Sciences (UNAS) for exemplary contribution to science and technology, 2004.
9. Received Certificate of **MERIT** from Makerere University Innovations at Makerere Committee in recognition of my contribution to Makerere University Capacity Building Programme for Decentralization.
10. Received Recognition Award from the Faculty of Agriculture, Makerere University for having contributed significantly to the **establishment of the Continuing Agricultural Education Centre (CAEC)** in 2001.
11. Was awarded a golden plaque by the Faculty of Agriculture - Makerere University, in recognition of my **outstanding leadership** as Dean 1994 - 2003.

## ii) Regional Recognition

1. Elected Vice President, African Academy of Sciences based in Nairobi 2019-todate
2. Recognized Fellow in 2007 of the African Academy of Sciences (AAS) based in Nairobi, Kenya for my outstanding scientific contribution in agronomy and Ecology.
3. Received recognition award for **Distinguished Service** as Chairman of the National Steering Committee and National Coordinator of the Dryland Husbandry Project, Uganda from 1995-2003 from the Organization for Social Science Research in Eastern and Southern Africa (OSSREA), July 2004.

## iii) International Awards

1. Won the **prestigious Fulbright Fellowship** for Senior African Scholars 2005/16 offered by USA Department of State and was implemented at the Ohio State University and became a **Fulbright Scholar 2016 to-date.**
2. Elected a **FELLOW** by Governing council of the Academy into The Third World Academy of Sciences (TWAS) 2001.
3. Received recognition award for **extraordinary service to the Inter Academy Council** as a Member of the Panel on Science and Technology Strategies for Improving Agricultural Productivity and food Security in Africa from the Board of Inter Academy Council, The Netherlands, 27<sup>th</sup> August 2004.
4. Appointed a **TWAS Research Professor** in Dec 2006 for five years by the Academy of Sciences for the developing World (TWAS) Secretariat based in Trieste, Italy and was hosted by the National University of Rwanda.

## 6.1 Extra Curricula Activities

1. Served on Busitema University from 2015-2021 and also Chaired Student Affairs and Disciplinary Committee and Appointments Board.
2. Appointed twice by Makerere University as **ORATOR** and presented citation for H E Yoweri Kaguta Museven for recognition of his contribution to education, agriculture, fight for HIV/Aids and was awarded D Laws (H.causa) 2019 and for a Distinguished Authorship Award for writing a dictionary-Katombozi in local language was giving ceremony of Makerere University in 2020.
3. Appointed member of the Board of Trustees of the Uganda Independence Scholarships Trust Fund March 1999 to date. This is a Presidential Appointment.

4. Appointed Director on the National Agricultural Advisory Services (NAADS) board by the Minister of Agriculture, Animal Industry and Fisheries, 2002 to 2008.
5. Appointed by the Permanent Secretary, Ministry of Education and Sports to serve as Chairman of the Curriculum Subcommittee for the Agricultural Colleges in 2000 that reviewed the curriculum and recommended a- 2 year Diploma instead of three years.
6. Appointed by the Chancellor of Bishop Stuart University, Mbarara as the first Chairman to its Council June 2003 to date and the University got its License in June 2006 and I am still Chairman of Council.
7. Served as Chairman of the Agribusiness Advisory Committee between the Faculty of Agriculture and the Private Sector in Uganda to monitor a new Masters degree programme in Agribusiness Management (1999- 2003).
8. Appointed by OSSREA as the National Co-coordinator, Dryland Husbandry Project funded by SIDA. The Faculties of Agriculture and Veterinary Medicine and MAAIF and NARO implemented the project from 1996 –2003.
9. Appointed by the Vice-Chancellor, Makerere University to the MU/Government Committee of 14 that prepared a document on Human Capacity building for decentralization supported by the Rockefeller Foundation in 1999/2000. The project attracted about US\$17M from the Rockefeller Foundation, World Bank and Government of Uganda. The implementation committee now is I@mak.com - Innovations at Makerere Committee.
10. Appointed by Ministry of Education and Sports as member of the Joint Commission for setting up University of Agriculture and environmental Sciences 1995-2002. The university has been established and is called Gulu University. I was also chairman of the Curriculum Committee that worked out the academic faculties and programmes.
11. Appointed member Task Force for setting up Agricultural University in the North, by the Prime Minister of Uganda, 1994.
12. Elected the first President of the newly formed Association of Uganda Professional Agriculturalists (ASUPA) 2002.
13. Faculty Academic Staff representative on the New Senate under the Universities and Tertiary Institutions, Act 2001 since 2002-2015.
14. Appointed board member of the Uganda National Examinations Board (UNEB) by the Minister of Education and Sports, 2002- to 2005 and was again reappointed on the Board from 2006-2009.
15. Member of the Management Committee of the National Agricultural Research Organization



- (NARO) 1995-2003.
16. Member of the National Forum on the Plan for Modernization of Agriculture 1996-2003.
  17. Member of the National Steering Committee for the Plan for Modernization of Agriculture 1996-2003.
  18. Appointed by Min. of Agriculture to be Member of the National Steering Committee to Combat Desertification in Uganda, 1997 to 2010.
  19. National Coordinator, Plant Genetic Resources Coordinating Committee, 1992 -1997.

### **6.2.1 Mentorship**

Mentoring means being able to offer a helping hand to a fallen person or a person struggling with unseen challenges and you do it willingly without expecting rewards from that person. Your expectations from that person is to be a better person

I developed skills of mentorship over the years even before I joined Makerere University. I did not want to see anybody suffering or looking unhappy right from child hood. I always took courage to find out from the affected person and was eager to share what ever little I had or give some sort of advice. I wanted to see others looking happy. At Makerere University the passion grew bigger and I found myself a self- made mentor and I have touched many lives even in this audience who have become successful. Mentorship should be differentiated between graduate supervision. The senior women in administration of Makerere University led by the former DVAA Prof Tibatemwa Ekirikubinza appointed me Chairperson of a Sida funded project on gender which had a strong component of Mentorship. This was a great honour for me when women appointed a man to mentor them.

### **6.3. Membership to Professional Organizations**

Prof belongs to over 22 professional bodies and a few are listed below and it is a clear evidence of my scientific contribution to development.

1. Fellow of the African Academy of Sciences 2007
2. Member and founder of the Association of Uganda Professional Agriculturalists (ASUPA) since 2001.
3. Fellow of the Third World Academy of Sciences (TWAS) since 2001.
4. Fellow of the Uganda National Academy of Sciences 2005.
5. Member of the African Crop Science Society since 1994 to date.
6. Member of The Grassland Society of Southern Africa 1998 to date.

7. Member of Soil Conservation Society of Uganda, 1996 to date.
8. Member of the Uganda Society and the Uganda Society Journal Jan. 1994 to date.
9. International Rangeland Congress, April 1991 to-date.
10. International Grassland Congress 1989 to date

#### **6.4. Some Consultancies / Services Participated in**

This type of activity is meant to use your professional knowledge and help in generating information that informs policy for development.

1. E N Sabiiti, World Bank National Consultant appointed by World Bank to lead a consultancy service on Assessing Agricultural training Institutions that were returned to MAAIF by the Ministry of Education and sports for incorporation in DSIP from Aug to October 2012.
2. E N Sabiiti, Team Leader/Consultant, D. Pasipanodya, International Consultant and A. Kebba, Local consultant Consultancy For the Review of the MAAIF Institutional Linkages with Its' Sector Agencies, Local Governments (LG) and Other Ministries, Departments and Agencies (MDAs). DANIDA/MAAIF, Jan 2011
3. E N Sabiiti , Team Leader/Consultant; Dr D Pasipanodya Intern consult; and Allen Kebba Local consult. 2010. Review of the MAAIF Restructuring and reform Process and Proposals for inclusion in the forthcoming Development and Strategy and Investment Plan GoU 2010. Commissioned by MAAIF.
4. I have been invited three times by His Excellency, President of the Republic of Uganda Y. K. Museveni to give him technical advice on Acacia bush management on his farms/ranches at Rwakitura and Kisozi. During one of the visits I gave a lecture to over 400 pastoralists he had invited to his home on the same topic.
5. Sabiiti,E N and C Musisi 2006. A report on the establishment of Model Villages in Uganda. Funded by [I@mak.com](mailto:I@mak.com) Makerere University. The recommendations led to the establishment of two model villages in Rakai and Arua.
6. Realizing the Promise & Potential of African Agriculture: Science & Technology Strategies for Improving Agricultural productivity and food security in Africa by Inter Academy Council – June 2004. The Secretary General of the UN commissioned this study & Professor Sabiiti was one of the 18 International experts on the Inter Academy panel that conducted the study.
7. Sabiiti, E.N. 2004-2006. Technical assistance to formulate a Rangelands Use Policy;

- Pastoral Code and feasibility study for Rangeland Development and Management Centre. Ministry of Agriculture Animal Industry and Fisheries, Entebbe.
8. Karanja, G.M, and Sabiiti, E.N. (Eds.). 1999. Consultants: Report on Integrated peri-urban dairy production with emphasis on utilization of forage fodder legumes in East Africa, Embu, Kenya 1999.
  9. Sabiiti, E. N. 1992. 2nd Regional working group workshop on grazing and feed resources for East Africa held at Makerere University, 30<sup>th</sup> March - 3 April 1992, Consultant/ Regional Coordinator of the working group.
  10. E.N. Sabiiti, F.B. Bareeba and S.N. Mwebaze 1993. Pasture and Feeding Systems for Sustaining Livestock production and the Environment. Proceedings of the 2nd Uganda Pasture Network workshop held at Makerere University, 14-16 December 1992. Uganda Pasture Network (UPANE) 1993.
  11. Aluma, J.R.W., Kitungulu-Zake, J.Y., Opio-Odongo, J., Odongo, J., Byenkya, G.S., Djimde, M., Hoekstra, D., Oduol, P. and E.N. Sabiiti 1988. Agroforestry potentials for the land-use systems in the bimodal highlands of Eastern Africa, Uganda. ICRAF Consultancy Project.

### **6.5. Countries Visited on Professional Missions**

Because of my involvement in many academic/administrative I was able to travel extensively the World over and this increased my understanding of international systems which I applied in my Institution to enhance growth. Most of these journeys were sponsored.

**Africa:** Kenya, Tanzania, Malawi, Botswana, Nigeria, Djibouti, Ethiopia, Somali, Mali, Burkina Faso, Zimbabwe, South Africa, Ghana, Morocco, Egypt and Senegal, Rwanda, Sudan.

**Overseas** U.S.A., United Kingdom, Canada, Denmark, Norway, Finland, Australia, France, Kuwait, Sweden, Holland, Philippines, Hungary, Austria, Israel, Costa Rica, Italy, Thailand, India, United Arab Emirates, China, Chile, Malaysia, Argentina, Brazil and Germany.

### **7.0 Conclusion and my thoughts for future CAES**

As Makerere University celebrates 100 years, I have been part of the transformative development for 43 years as an undergraduate student (3) Special Assistant (4), Academic Staff (36) through the ranks and files as Lecturer(3) , Senior Lecturer (7), Assoc Professor(3) and Full Professor(23). Makerere University has grown me to level I am on now and feel proud of the Institution. I had good undergraduate training sponsored by the Government and my MSc was sponsored by Makerere University Council on the recommendation of my former Lecturer with the Head of

Department of Crop Science. I was later appointed Lecturer before I completed my PhD training in Canada (Masters was the requirement then) and on joining in 1985 I was given a free accommodation. I felt this was my opportunity to fulfil the dream born at Ntare School in 1972 to become an Academician/Scientist. With all these in my mind I was inspired and decided to serve the University in various capacities with dedication trying to pay back in return. In addition as time progressed the good enabling working environment both from CAES and the University cemented my dedication. Also I loved serving the University because it is very prestigious and I still love to serve this University (CAES).

After my retirement @60, I continued serving for 10 years under post-retirement contract (competitive).

You need to have a basis or develop one of why you should join an Academic Institution otherwise you will be frustrated along the way and make no progress in your life. Personally I played my part as an Academician and administrator and witnessed the realization of my medium term goal of growing into a College status.

What I have contributed is tangible in terms of infrastructure, human capital, scholarly publications and good relationships. I feel happy about this and I will remain part and parcel of CAES wherever I am and I will be.

### **7.1 My thoughts for future CAES**

Looking back CAES has had steady developmental phases initially from the Faculty of Agriculture and Forestry to a College status and this has been possible through dedicated services of the various leaders and staff and this practice should be further deepened to turn CAES into a much bigger Institution with more Departments, Schools, Centers, Institutes that fit in the UNDP3 and Uganda Vision of 2042. I also think the College needs an administrative building to oversee properly the Schools, Institutes, Centres etc.

You have a very good strategic plan 2020-2030 which should now be regularly revised to focus on what you want to achieve-do you want to remain as a College or to become a University of Agriculture and Environmental Sciences? Use the capacity you have on ground to drive your strategic plan. You should all remain united with a common vision championed by your Leaders if you want to attain higher levels of development.

## **7.2 Appreciation**

Allow me to thank the Principal Prof Nabanoga who invited me to give this valedictory lecture and Prof Bamutaze for its coordination. Before I retired he had asked me to give a valedictory Lecture but it was rather late. It is not mandatory or a requirement by the University but rather a genuine request to share my long term experience with colleagues. I thank all the Colleagues I have worked with or taught or supervised for making my academic journey smooth. In a particular way I want to thank Albert Muhumuza, Systems Administrator, at CAES who has been very instrumental in enhancing my Computer literacy for the last 19 years to date. Special appreciation goes to my wife Joy Sabiiti has been with me for now 42+ years who joined my academic journey in 1978 when we started dating and she helped me in correcting nonscientific errors in my MSc thesis as I was writing until we got married in 1979. You have heard the saying “Behind a successful man there is always a woman” and she is my testimony.

I cannot forget the University which sponsored me for my Masters from 1976-1980 and made my return smoothly which inspired me to come back and serve for it all these years.

I thank you so much for attending and listening to me physically and online.

**END**