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Contribution of soldiers to inputs distribution under Operation Wealth Creation programme in Uganda

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ABSTRACT
Uganda has continued to explore several models for improving inputs distribution to smallholder farmers. In 2013, Ugandan Government through Operation Wealth Creations (OWC) program deployed solders to spearhead inputs distribution to farmers. Soldiers were expected to mobilize farmers, deliver and monitor the inputs aimed to generate wealth in the farmers' households. This study sought to establish the extent to which farmers are satisfied with the roles and competencies of soldiers in discharging their assigned duties. The study involved 185 beneficiary farmers, 18 farmer Committees and 08 key informants. Findings indicate that the soldiers are engaged in mobilization, delivery and monitoring of inputs distribution. Fifty (50%) of the beneficiary farmers expressed satisfaction with roles of soldiers in input distribution. This was attributed to the soldiers' capability to maintain discipline, fight corruption, follow-up on results, and time keeping. Findings further indicate that more than 50% of farmers are impressed and satisfied with organizational and communication skills of soldiers except for the social and technical competencies. However, about 60% of the beneficiary farmers perceived that these roles were actually executed by the local and farmers' leaders, but not the soldiers, which requires urgent redesining of the extension roles in the Standard Order of Procedure (SOP) . Finally, confusion between OWC and the original NAADS (National Agricultutural Advisory Services) that was disbanded by the President in 2013 has affected farmers' perception in appreciating the various roles of the soldiers under OWC. This requires strengthening capacities of stakeholders and restoration of farmers' groups to ease information flow in the program.

Key words: Agricultural inputs, extension agents, NAADS, Operation Wealth Creation, soldiers, Uganda

RÉSUMÉ
L'Ouganda a continué à explorer plusieurs modèles pour améliorer la distribution des intrants aux petits agriculteurs. En 2013, le gouvernement ougandais, à travers le programme Operation Wealth Creation (OWC), a déployé des soldats pour diriger la distribution des intrants aux agriculteurs. Les soldats étaient censés mobiliser les agriculteurs, livrer et surveiller les intrants destinés à générer de la richesse dans les ménages agricoles. Cette étude visait à établir dans quelle mesure les agriculteurs sont satisfaits des rôles et des compétences des soldats dans l'exécution de leurs tâches assignées. L'étude a impliqué 185 agriculteurs bénéficiaires, 18 comités d'agriculteurs et 08 informateurs clés. Les résultats indiquent que les soldats sont engagés dans la mobilisation, la livraison et la surveillance de la distribution des intrants. Cinquante pour cent (50 %) des agriculteurs bénéficiaires se sont dits satisfaits des rôles des soldats dans la distribution des intrants. Cela était attribué à la capacité des soldats à maintenir la discipline, à lutter contre la

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corruption, à assurer le suivi des résultats et à la ponctualité. Les résultats indiquent en outre que plus de 50 % des agriculteurs sont impressionnés et satisfaits des compétences organisationnelles et de communication des soldats, sauf pour les compétences sociales et techniques. Cependant, environ 60 % des agriculteurs bénéficiaires perçoivent que ces rôles étaient en réalité exécutés par les leaders locaux et les agriculteurs, et non par les soldats, ce qui nécessite une redéfinition urgente des rôles de vulgarisation dans la Procédure Standard d'Opération (SOP). Enfin, la confusion entre OWC et le NAADS original (National Agricultural Advisory Services) qui a été dissous par le président en 2013 a affecté la perception des agriculteurs dans l'appréciation des différents rôles des soldats sous OWC. Cela nécessite un renforcement des capacités des parties prenantes et la restauration des groupes d'agriculteurs pour faciliter la circulation de l'information dans le programme.

Mots-clés: Intrants agricoles, agents de vulgarisation, NAADS, Operation Wealth Creation, soldats, Ouganda

INTRODUCTION

Extension agents in inputs distribution. World over, there is a big challenge in the management and delivery of agricultural extension services, particularly input distributions to small holder farmers and yet the services play a pivotal role in ensuring that farmers access improved technologies and also have their concerns and needs properly addressed by relevant service providers. The challenge is accelerated by the increasing demands for high quality and quantity of farm produce which has made farmers and agricultural based institutions in the 21st century to have considerable interests in the roles and job performance of agricultural extension agents (Chikaire *et al*., 2018; Ubochioma *et al*., 2018). This is critical because in today's extension, professionals are judged from; how they serve, listen to and rapport with their clients, and how familiar they are with their clients' contexts and other socio economic issues. The extension workers have to match their roles and deploy appropriate competencies that fit into the ever- changing demands of the farmers (Suvedi and Ghimire, 2011; Ubochioma *et al*., 2018).

There is a growing popularity for the notion of competence as integrated capabilities (Biemans *et al*. 2004). In this context "*competencies are capabilities, capacities or potentials and can be understood as characteristics of persons, teams, work units or organizations which enable them to attain desired achievements*" (Suvedi and Ghimire, 2011; Ubochioma *et al*., 2018).Competencies in extension services are gauged from four thematic areas of technical, social, individual and methodological competencies. Technical competencies include a range of attributes that an extension agent normally acquires through training and include attributes such as pests and disease identification, spacing of inputs, formulations of feeds, vaccination and treatment, among others. Social competencies cover ability to create rapport with stakeholders, mobilization, team building, leadership, understanding of diverse issues, culture and norms. Individual competencies comprise communication skills, listening and interpretation as well as appearances. For methodical competencies, the extension worker is expected to use appropriate extension approaches that fit the categories of the farmers targeted. These may incorporate choice of language for message delivery to farmers, timing of meetings and inputs delivery, visits and follow ups trips (Suvedi and Ghimire, 2011: Movahedi and Nagel, 2012; Ubochioma *et al*., 2018)

Soldiers in input distribution. Many developing countries have deployed more of public than private extension workers to support input distributions to small holder farmers, a process that has witnessed limited

success and satisfaction to the beneficiary farmers (Ubochioma *et al*., 2018). Noting these challenges, some developing countries have taken radical steps by deploying soldiers to support inputs distribution services to small holder farmers. Between 1962 to 1992 for example, Indonesia deployed soldiers under the program "the new order era" of the Soeherto regime to distribute inputs to farmers. The uptake of technologies, particularly rice more than tripled (from 4,293 thousand tones to 17,156 thousand tones) leading to a self-sustaining era of the Soeherto regime. Whereas the achievements stood out in that case, it is further reported that farmers' perceptions towards the roles of soldiers remained poorly documented (Huda *et al*., 2016).

In 2013, Uganda Government deployed soldiers under the program codenamed Operation Wealth Creations (OWC) to facilitate mobilization, distribution and monitoring of inputs to farmers. They were expected to perform these roles in partnership and consultations with agricultural extension officers, the farmers and local leaders (MoD, 2014). During this process, and as guided by the Standard Order of Procedures (SOP) for OWC, the agricultural extension officers, the local and farmers' leaders would identify the specific inputs that farmers need for the season. The identification activities begin by scheduling meetings together with farmers, and on the meeting day, the agenda is explained by the agricultural extension agents and the choices and prioritization exercise of the inputs are conducted together with farmers. The priority list of inputs generated is forwarded to the OWC soldiers. The soldiers through their structures forward the priority list to NAADS Secretariat for procurement. Procured inputs are then delivered by the service providers to the district for technical inspection by the subject matter specialists (SMS) under close monitoring of the soldiers. Once the inputs are cleared by the SMS, the soldiers take lead in ensuring that the inputs are delivered by the suppliers to the right beneficiaries. The common practice is that the soldiers liaise with the local leaders and extension workers to identify and notify the final beneficiaries in the communities. Other than coffee seedlings that are delivered by suppliers to the parish headquarters as guided by the Coffee Development Authority, the other inputs are delivered to the sub county/ Town Council headquarters and are received by the local authorities for eventual distribution to the farmers. During this processes, beneficiary farmers are informed of kinds and how much of the inputs are available, when and where to pick the inputs coupled with technical guidance on how to manage the inputs in their own farms. According to the available records in Nakaseke district (where this research was conducted), the common inputs being distributed under OWC include; vegetative seed (cassava cuttings, banana suckers, pineapple suckers, mango, citrus and coffee seedlings); grain seeds (beans, maize, groundnuts); poultry (chicken, turkeys, ducks); livestock (piglets, goats, cows, fish fingerlings) and fertilizers for crops.

This study sought to establish farmers' perceptions on the roles of soldiers while distributing agricultural inputs in collaboration with other extension agents under OWC program by answering three questions; (i) What are the roles of different extension agents as perceived by farmers under OWC? (ii) what are the farmers' perceptions of the soldiers' specific roles and competencies (ii) what is farmers' level of satisfaction with the roles of soldiers in input distribution.

METHODOLOGY

The study was conducted in Nakaseke district in central Uganda, which according to the Uganda Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) was the first district where OWC was piloted in 2013 before roll out to other districts in the country. Two major sub counties including Nakaseke and Kapeka were purposely selected for the study because Nakaseke is robust for crop production while Kapeka is prominent for livestock rearing, which consequently influenced the choices of crops and livestock inputs provided by OWC.

With the help of local leaders, eight villages; four from each Sub County were purposely selected as the study sites. A list of 405 beneficiaries was generated from the respective villages to serve as a sampling frame for selection of the respondents. Using village as a stratum, a proportionate stratified sampling strategy was used to select 202 households included in the study.

In addition, two farmers' committee groups and eight Key Informants participated in the study. A descriptive cross-sectional survey was later conducted among farmers who received inputs under OWC program between 2014-2019. A semi structured questionnaires was used to obtain data on individual farmers' households and their levels of satisfaction with roles of different extension agents and the soldiers in particular, focus group discussion and interview guides were used to obtain community and expert perceptions. The data capture attributes for the soldier included organization, communication, technical and social skills. The levels of satisfaction were categorized and weighted as highly satisfied (4) satisfied (3), unsatisfied (2) and very unsatisfied (1). The responses on the skills attributes were further computed to get an average score of 2.5. Any response with average score of 2.5 and above is treated as satisfied while that below is unsatisfied.

Data Analysis. The qualitative data obtained from FGDs were analyzed using thematic content analysis to generate emerging issues on inputs distribution under OWC. This information was used to provide additional explanations and anecdotal evidences that complement and support the quantitative data. The final data sample from quantitative survey comprising 185 respondent farmers were analyzed using Statistical Package for Social Sciences (SPSS version 21) to generate descriptive statistics such as frequencies, means and percentages to describe farmers' perceptions on the roles and skills of soldiers in input distribution.

RESULTS AND DISCUSSIONS

Extension agents' roles. The extension agents included the Agricultural Extension Workers, the soldier, the farmer and the local leaders. Their roles were grouped into two broad areas; moblisation and actual input distribution roles. Mobilization of farmers entailed planning for inputs and informing beneficiaries about the availability of inputs received for distribution. While these were seemingly very important roles, results showed that, farmers perceived that they were not being done. Nevertheless, the extension agents performed more roles of informing beneficiaries on the availability of inputs. This was alluded to by KI based at the district headquarters;

"Farmers always respond to meetings after learning that inputs have been received ready for distribution. They are sluggish to attend planning meetings called by extension agents partly because of the many unfulfilled planning resolutions in the previous years on input distributions" (KIIs, April 2019).

However, informing farmers on when and where to pick the inputs are perceived by farmers as activities more conducted by the extension workers with the view of obtaining proof of acknowledgement on the inputs delivered. Specifically, farmers argued that the urgency to perform this particular role is pushed for by the suppliers of inputs since the acknowledgement of input receipts by farmers and extension workers facilitate their payments from the NAADS/OWC Secretariat. In that case, lot of efforts would be dedicated by the extension workers in undertaking the activities to the satisfaction of many beneficiaries. Findings further indicate that very few extension agents have performed activities that are geared towards consensus building such as agreeing on agenda, who among the beneficiaries picks the inputs, and how much to give each beneficiary in the input distribution processes. This raises questions on the limited extent to which farmers have been empowered to take control of the

processes involved and, the perception that the farmers are supposed to be guided on what to do than what they themselves wish to do.

Roles of soldiers in input mobilization. Soldiers performed various roles in input mobilization and distribution, though by comparison, their focus was on providing information that supports planning processes for inputs, such as information on how much inputs were available. For instance (Table 1), 34.4% of beneficiary farmers perceived that information on inputs are provided by the soldiers, 30.8% of the beneficiaries said it is provided by the local leader, while agricultural extension workers and fellow farmers provided 26.9% and 7.7% of the information, respectively. Comparatively, soldiers have more access to information on inputs than other extension agents because procurement of inputs is handled at the OWC and NAADS Secretariat, a restricted institution that doubles as national coordination offices for the OWC program. Farmers noted that soldiers could perform other input distribution roles including to some extent the technical ones even when the SOP had differentiated the roles performed by qualified agricultural extension officers from those of the soldiers in view of their competencies.

Over all, farmers perceived that soldiers got involved in all activities with the view of delivering their assigned roles on input distributions to farmers. This, as alluded to by one of the key informants at the Ministry of Agriculture, Animal Industry and Fisheries was caused by inadequate agricultural extension workers at local governments to support input distribution extension activities.

"*when NAADS was disbanded in 2013, the NAADS extension officers who were working on contracts were also laid off following a cabinet directive to enforce the single spine extension approach and eliminate duplication of services. A vacuum was created in the roles of the agricultural extension officers in supporting distribution of inputs. In order to ensure continuity in the process, the soldiers had to quickly fill in the gap"* (KII, April 2019). The soldiers stepped forward in an attempt to undertake the roles that were meant for the agricultural officers, though riding on existing structures of the local and farmers' leadership for actual work. Farmers continued to treat OWC as a continuation of NAADS program causing confusion over the specific roles of the soldiers under OWC and how these differed from those of extension workers (under former NAADS) in as far as input distribution is concerned. During FGD in Nakaseke sub county, farmers alluded to this confusion that; "*We think it'is NAADS giving out inputs to us because the agricultural workers come here riding on NAADS motorcycles while the OWC soldiers come only when bringing inputs*" (April, 2019).

This could be because after the disbandment of NAADS, all assets under NAADS including motor vehicles were taken over by respective local governments and are currently being used by agricultural extension officers to support input distribution. So, the brand of NAADS, though disbanded continues to dominate the operations of OWC. In addition, the deployed soldiers remain thin on the ground as they are spread over to every sub county to facilitate closer interactions with the farmers. For the case of Nakaseke district where research was conducted, there are only three soldiers deployed at the district and at the county headquarters who are expected to mobilize about 42,238 households (UBOS, 2021), therefore contributes to their low visibility.

Whereas the soldiers and extension agents have information regarding input planning and distribution as already explained, results established that more than 50% of farmers agreed to the fact that the actual work of mobilization and input distribution is conducted by the local farmers' leaders justifying their vast experiences over the years while in both NAADS and OWC program.

Table 1. Proportion of various roles executed by soldiers in input distribution

Planning for inputs			Informing farmers on availability of inputs		
Sub roles	Extension agents	Proportionate contributions(%)	Sub roles	Extension agents	Proportionate contributions (%)
Inviting farmers for planning meeting	Soldiers	24.5	Informing farmers on arrival of inputs	Soldiers	10.8
	Local leader	30.6		Local leader	60.8
	Agricultural officers	24.5		Agricultural officers	12.2
	Farmers	14.3		Farmers	16.2
	Non state actors	6.1		Others	0
Scheduling time of the meeting	Soldiers	14.3	Informing farmers on how much inputs is available	Soldiers	34.4
	Local leader	61.9		Local leader	30.8
	Agricultural officers	14.3		Agricultural officers	26.9
	Farmers	9.5		Farmers	7.7
	Non state actors	0		Others	0
Agreeing on purpose of the meetinG	Soldiers	38.1	Informing farmers on who to benefit from inputs	Soldiers	17.6
	Local leader	33.3		Local leader	47.1
	Agricultural officers	14.3		Agricultural officers	26.5
	Farmers	9.5		Farmers	8.8
	Non state actors	4.8		Others	0
Scheduling day of meeting	Soldiers	14.3	Informing farmers which day and time to pick inputs	Soldiers	8.5
	Local leader	57.1		Local leader	60.6
	Agricultural officers	19		Agricultural officers	9.7
	Farmers	4.8		Farmers	19.4
	Non state actors	4.8		Others	1.8
Adhering to schedules of meetings	Soldiers 28		Informing farmers on where to pick inputs	Soldiers	19.5
	Local leader	44		Local leader	53.7
	Agricultural officers	16		Agricultural officers	14.6
	Farmers	12		Farmers	9.8
	Non state actors	0		Others	2.4

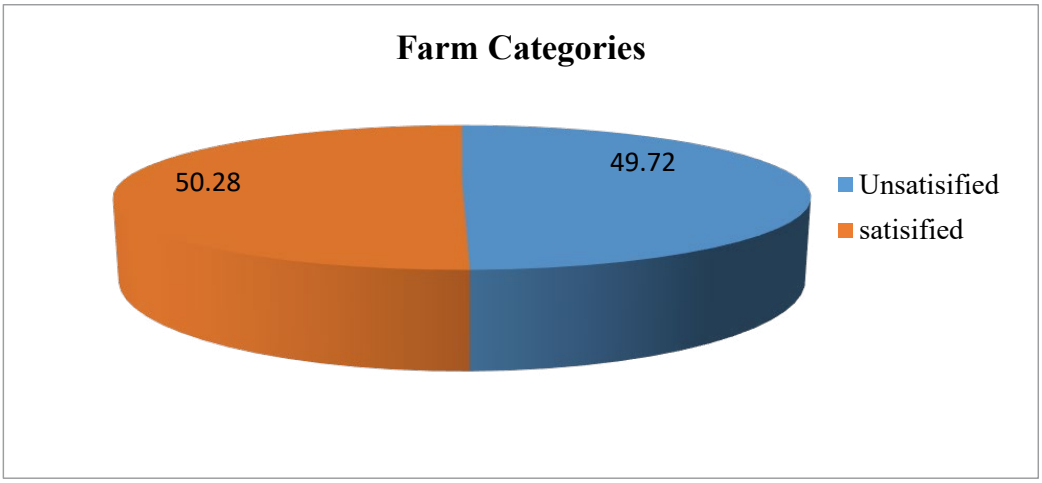

Figure 1. Summary of proportion of farmers and their levels of satisfaction on roles of soldiers
Source; Field data

Farmers' satisfaction with soldiers' inputs mobilization role. Farmers expressed varied levels of satisfaction with the soldiers' performance on several roles, proportion of the satisfied and unsatisfied categories indicated in Figure 1.

Generally, one out of every two farmers interviewed (Figure 2) expressed satisfaction with the roles of soldiers in input mobilization, distribution and monitoring under OWC. This, according to focus group discussions conducted in Kapeka sub county is attributed to the perceived ability of the soldiers to maintain discipline, avoid corruption, time keeping and insistence on results. These attributes are inculcated in soldiers through military trainings and professionalism as argued in the Huntington Civil- Military Relation Theory (Mirojul *et al*., 2016).

Huntington civil-military relation theory (Galli, 2008) argues that the military will work or shirk based upon whether there is a conflict between doing what the civilian government wants and what the military professional believes to be true. Huntington refers to this as military obedience versus professional competence. On the other hand, Morris Janowitz in his book the professional soldier (Wolfgang, 1960) says that the civilians do not have any greater understanding of the military than before. The OWC soldiers executed their roles as deployed and expected from the power that be, however, discipline, time keeping and achieving target are key ingredients of military proffessional trainings that help them to defeat enemies in the fields. These attributes were carried along in their operations under OWC. The farmers, living within their experiences with previous extension agents noticed these attributes of the soldier in some instances caused conflicts especially where results of input utilisation could not be explained. More often than not, the soldiers were in loggerheads with the farmers and other extension agents who begun to live in fear of the soldiers.

Despite the seemingly positive findings, farmers differed in their levels of satisfaction on the various roles, and in some cases dissatisfactions regarding the performance of the soldiers. Dissatisfactions were expressed mainly in the aspect of providing information on inputs, particularly in areas of information regarding arrival and which dates to pick inputs by the farmers, while in the areas of planning, other than inviting farmers for planning meeting which attracted a few very dissatisfied respondents, other planning roles were generally satisfactory (Table 2).

Table 2. Proportion of farmers and levels of satisfaction on the various roles of soldiers in input distribution

Roles	Proportion of farmers and levels of satisfaction (expressed as %)			
Planning for inputs	Very unsatisfied	Unsatisfied	Satisfied	Highly satisfied
Inviting farmers for a planning meeting	7.1	26.2	57.1	9.5
Agreeing on purpose of the meeting	0.0	31.3	56.3	12.5
Scheduling day of the meeting	0.0	31.6	52.6	15.8
Scheduling time of the meeting	0.0	41.2	47.1	11.8
Adhering to schedules of the meeting	0.0	35.0	60.0	5.0
Informing farmers on input distribution				
Informing farmers on the arrival of inputs	11.8	34.6	44.1	9.6
Informing farmers which day to pick the inputs	7.4	34.0	50.6	8.0
Informing farmers on what time to pick the inputs	6.7	33.9	51.5	7.9
Informing farmers on who is to benefit from the inputs	6.5	12.9	61.3	19.4
Informing farmers on how much of the inputs is available	0.0	13.0	73.9	13.0
Agreeing with farmers on which location to pick the inputs from	7.7	0.0	79.5	12.8
Training farmers on how to effectively use/manage the inputs	2.2	28.3	58.7	10.9

Generally, farmers were satisfied with the planning and provision of information roles performed by the soldiers though by comparison, about (33%) of the farmers specifically expressed dissatisfaction with the role of planning than only about a half (15%) dissatisfied with role of providing information on inputs. Whereas the soldiers have the necessary information on inputs, findings showed that a significant proportion of farmers (about 60%) agree that the actual delivery of information is done by the local and farmers' leaders and not the soldiers (Table1). This suggests that the local and farmers' leaders undertake more engagements with the farmers than the soldiers. However, there seems to be some lack of trust between beneficiary farmers and those farmers or local leaders that deliver

the input information on behalf of the soldiers. One of the participants of FGD lamented;

"Our local leaders do not give us the correct information about inputs. They hide the information to favor their friends and relatives and because of that, we don't know how much the program has brought for us" (April, 2019).

This correlates with the earlier challenges encountered by the Technology Transfer Model Approach (1956-1971) that utilized lead farmers to guide their colleagues in the distribution of inputs in Uganda (Barungi *et al*., 2016; Rwamigisa *et al*., 2018). The Technology Transfer Model became ineffective because the beneficiaries perceived that the lead farmers were a privileged group in the community who had the opportunity to access more inputs at the expense of other needy farmers, in addition to promoting one-way flow of information and did not listen to farmers' views. Therefore, building appropriate farmers' structure that specifically respond to daily OWC operations would help in mitigating the challenge and build trust among beneficiaries.

Unlike in other sub roles executed positively, about 30% of the farmers expressed dissatisfaction with the soldiers' performance in providing safety to inputs upon delivery especially at the sub county levels. Apparently, there were no specific stores at sub county that could be used to temporarily keep inputs for the farmers. Sometimes, the suppliers would keep the inputs at the private homes of the local leaders, a situation that worried most farmers. In addition, the soldiers were not deployed at sub county to closely monitor the safety of inputs, and farmers therefore perceive that the safety of delivered inputs was not guaranteed by the soldiers themselves leading to dissatisfaction with the soldiers performance.

Farmers' perceptions on the competencies of soldier in OWC program. The skills of the soldiers in executing their roles were assessed from the organizational, communication, technical and social aspects (Figure 2), in which skills with mean value of 2.5 and above were rated as satisfactory while those below 2.5 were unsatisfactory.

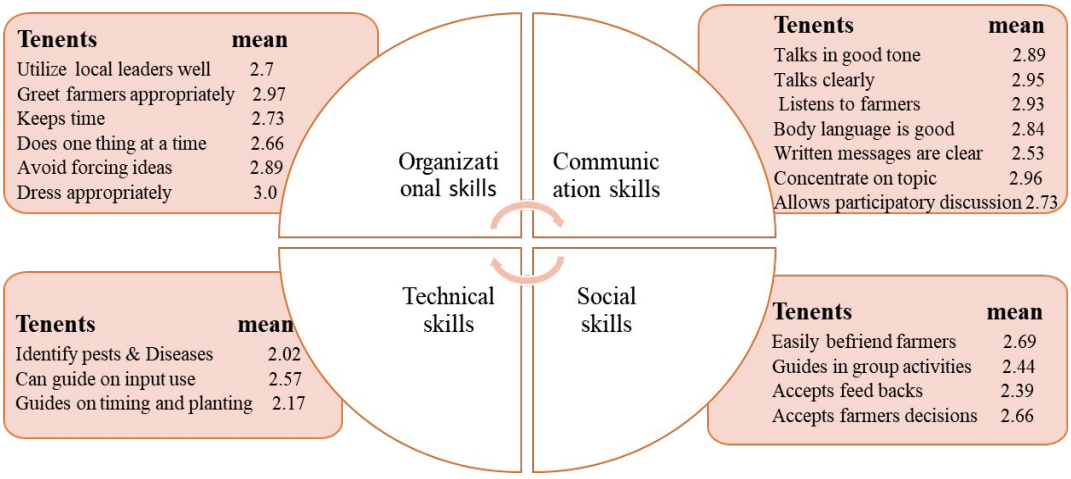

Figure 2. Farmers' perception on competencies of soldier in OWC Program

Over all, farmers were more satisfied with organisational and communication skills of the soldiers, while the technical and social skills were generally not satisfactory while executing their duties of input distribution.Noticeable skills that were perceived by farmers as satisfactory includes; the dressing skills of soldiers, and their abilities to greet farmers appropriately, organisation attributes grounded in their strict training that emphasizes discipline and smartness.

The unsatisfactory performance of soldiers in regard to technical roles is possibly because OWC soldiers have not undertaken rigorous technical trainings to equip them with the agronomic skills requirement for extension work. According to one of the key informants in the department of Agricultural extension, school of agricultural sciences, Makerere University, the soldiers were apparently given two weeks' basic trainings on extension skills, which is unable to equip them with the adequate knowledge to effectively discharge their functions.However, some soldiers were able to give guidance on livestock inputs especially on shelter construction. During one of the FGD by farmers in Kapeka Sub county;

"The soldiers have gained knowledge on livestock management and are capable of guiding on shelter construction and how to feed the animals especially the freshians cows.This was alluded to by one of the soldiers (KII,2019) that he has been a diary farmer for a long time and has learnt the basics on animal husbandry which supports his work in OWC program."

On the social skills and referring further to Huntington civil-military relation theory (Galli, 2008), the social interaction between the soldiers and the civilian is heavily influenced by the military training of the soldiers. The soldiers respect commands, insisting on time management, discipline and follow ups on results from the clients. The social settings of farmers' institutions do not favor most of these military attributes causing loggerheads with the soldiers. This in turn contributes to negative judgement of their social relations by the affected farmers. These findings agree with that from the study of the Soherto regime in Indonesia where soldiers were deployed to distribute inputs to farmers (Huda *et al*., 2016). In the Indonesian case, the civil military relations remained unsatisfactorily perceived by the Indonesian farmers. Lessons from both case scenarios suggest a need for a deliberate engagement between the soldiers and farmers prior to input distribution process under OWC in order to prepare the mindsets of both the soldiers and farmers to positively look at their involvement as partners.

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

1. Although the Uganda President deployed soldiers as extension agents to spearhead inputs distribution to farmers, the actual roles (over 60%) are performed by other extension agents including the local and farmers' leaders, a situation that does not resonate with the initial justification for deployment of the soldiers. The soldiers have concentrated in providing information on what and how much of the inputs is available and when these inputs will be delivered to farmers. They are privacy to this information due to their active participation in the procurement processes compared to other extension agents.
2. Farmers agree that compared to other extension agents, the soldiers possess important attributes in performing their roles such as ability to insist on results from farmers, time keeping, fighting corruption and maintaining discipline in the execution of their roles to the satisfaction of farmers. These are essentials when properly maximised to leverage quality input delivery to the farmers
3. Confusion between OWC and the original NAADS that was disbanded by the President

in 2013 before the Launch of OWC has affected farmers' perception in appreciating the various roles of the soldiers under OWC. This arises mainly from the fact that most of the equipment formerly used in NAADS have been transferred to OWC without any relabeling or engraving.

4. The roles of identification of actual beneficiaries for the available inputs has continued to encounter a huge challenge to the soldiers due to the gap in the SOP institutional framework which does not focus on mobilizing a few groups of farmers but on every potential farmer in the community. This is hardly achievable because government is unable to procure enough inputs for all the households to ensure equitable distribution of inputs.

RECOMMENDATION

The OWC program provides a good opportunity to promote civil- military engagement in economic transformation. Policy makers and practitioners should redesign the SOP to accommodate roles that promote an extension package designed and guided by farmers themselves other than by the technocrats at government ministries.

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STATEMENT OF NO-CONFLICT OF INTEREST

The authors declare that there is no conflict of interest in this paper.

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