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MANAGEMENT OF THE CREATION OF CAMEROONIAN TEA SHOPS BASED ON THE PROJECT METHODOLOGY IN CAMEROON

Special business environment of the tea shop is searched. Factors are defined providing smooth function of the tea shop. They are: motivated farmers who see the cultivating technics improved and supported by the Ministry of Agriculture through decent funding projects and trainings of its tea producers, fast and modern technics of drying of tea leaves, appropriate and well equipped storage environment, regular revision of transportation tools, steady supply of the product to its retailers and on time, processing the latter by the display of teas in the shops and to the customers. Fig. 7, tabl. 2, ref. 34.

Key words: Cameroon, tea, shop management, markets in developing countries, project management and shops, shop and project methodology, shop and project portfolio, shop and program management, management of tea shops

Problem statement and its connection with scientific task. The concept of shop management is not so new in the management sector. As a principle that regulates the organisation of a business, management also suggests a tabulation of items, expenses and benefits. Running a successful shop is a challenging activity. From hiring and guiding staff to managing inventory, controlling cash and costs and marketing your wares, this is a demanding work. Tea shops management otherwise is a modern concept. After knowing that in India there are even Tea courses taught in universities, we wonder how come some African countries, producers of the best varieties of teas are still struggling to convince their local customers of the welfare that surrounds this product. We think that it is time to make a good publicity to sensitize African in general and Cameroonians particularly in consuming Cameroonian teas and what better way than to start a tea business right in Cameroon! Obviously, there will be few obstacles that we will have to overcome for the Cameroonian tea shops to turn into successful deals. There has been extensive research on workload and input-output control with the objective of improving manufacturing operations in job-shops. According to the research made by Moreira [1] we can control general job-shop and improve delivery and workload related measures. Indeed, previous research has concentrated on scheduling a set of orders through the shop floor, according to some decision mechanism. The management of a shop requires some technical abilities, mostly if the shop is located in a developing country. How is it done and what are the factors taken into consideration when establishing a shop? What project management methodologies are used in this kind of activity in different countries? Does a specific project management methodology for tea shops exist? Is there an existing universal methodology approach used to improve any shop activity? How are the terms such as: project, project management, portfolio, portfolio management, program and program management understood in different methodologies related to shop management? What are the various meanings of a shop depending on the specialised methodologies used for its management? Does shop management use project management methodology? While trying to answer to those questions, we will also take this opportunity to compare the shop management business from different perspectives and to come up with a comparative table or a research conclusion.

Goal of the article. Our work is designed to understand how manage a shop business in general and how to do it in Cameroon, which is a developing country with

all the constraints attached to its automation in the trade industry. By the later, we refer to obstacles such as: means of communication, transport and storage to name a few. We will therefore study what methodologies are applied in other countries in term of approaches to understand and know what direction one must or has to give to his/her/its business. We will try to define with the help of several sources what work has been done in the domain so far, what methodology seems to be the most popular and praised by some scholars and other entrepreneurs. Also, the main concern being to interest Cameroonians customers into the consumption of Cameroonian teas, we would like to find solution to sensitize the locals and promote our ideas while using customized methods of management. Our customers should not feel obliged to consumed Cameroonian teas, but should find it more natural to do so, being compelled by the quality, the cost and the efforts our famers put into cultivating them. The idea that only what is imported is the best should stop, since the raw product is proved to be taken from our homeland, exported, refined abroad or overseas and later refined and sold back to us. So, what is the point to value it more? Is it because of the advertising methods? The target or the segment targeted? We plan to research on this. Also, is there any Cameroonian entrepreneur who has done something in this industry? What were the obstacles met on the way and the achievements? What was the starter or the problem they wanted to tackle when the decided to launch their business? These are the several points we will try to base our work and conclusions on.

Introduction of the basic finding. Tea shops is not a common concept in sub Saharan region. For example, Cameroon is a coffee nation drinker, although it also produces tea and is well known for its tea variety and its 10th rank on the international export market. So, the idea of starting a tea shop in Cameroon came to my mind, with the purpose of bringing the attention of Cameroonian citizen on the wonderful resources that they possess and to value our Cameroonian product (tea) and its consumption by its citizens.

But before we move to how a tea shop can be managed in Cameroon, let's study the concept of the project itself and what we need to turn this business into a successful activity.

It is said that all projects regardless of its nature needs a plan, a program, a portfolio to boost the idea of a perfect management. To cut the long story short, we need a methodology to stick to and to adapt to the local market as their many factors that may need to be considered alongside.

I invite you to review the terms that we have at hand before we proceed. This will greatly help us and will ease our upcoming work research, as they might be confusing based on the angle and the sector you are interested in.

Project- A piece of planned work or activity that is finished over a period of time and intended to achieve a particular purpose [2].

Project management (PM)- Project management involves planning and organization of a company's resources to move a specific task, event or duty toward completion. It typically involves a one-time project rather than an ongoing activity, and resources managed include personnel, finances, technology and intellectual property [3]. Generally speaking, the PM process includes the following stages: planning, initiation, execution, monitoring and closing.

Project planning (PP)- The systematic sequencing and scheduling of the tasks comprising a project [4]. It is also called *work planning*.

Portfolio- A collection of drawings, documents, etc. that represent a person's, especially an artist's, work [5]; A portfolio is a grouping of financial assets such as stocks, bonds and cash equivalents, as well as their funds counterparts, including

mutual, exchange-traded and closed funds. Portfolios are held directly by investors and/or managed by financial professionals [6].

Portfolio management (PoM)- PPM or Project Portfolio Management is the art and science of gaining command over the work and resources in one's project delivery organisation. The holistic, closed-loop view of PPM feeds information to the portfolio level from the three more tactical PPM practices: Demand management, project/program management, and results managements. [7] Portfolio management is all about determining strengths, weaknesses, opportunities and threats.

Program- A series of instructions that can be put into a computer in order to make it perform an operation [8].

Program management (PrM)- A process of managing multiple related projects at once [9]. The difference between PrM and PM is that where project management is often used to describe one project, program management involves multiple projects that are all related and working toward the same goal or result.

Methodology- A system of way of doing, teaching or studying something [10].

In this second part of our work, we will study or analyse the process of managing a shop. But what is a shop and when do we decide that a shop should be called so?

According to the Business Dictionary, a shop is an establishment or premises where the sole or principal business carried out is retail trade, or where people can deliver goods for repair or other treatment [11]. Cambridge Dictionary gives a rather simple definition of this word as being "a place where you can buy goods or services" or being "the act of shopping, especially of shopping for food and other thing needed in the house" [12].

It is known that before launching a business wheresoever or starting a project (even in a tight timeframe), we should consider the idea of a stakeholder consultation and deeply understand the local area shop management context, alongside competencies in preparing adequately detailed investments plans. When we reach that goal, then we can define our sector of activity as a shop.

Project Methodology: Kaleidoscope of used international approaches. There are many different models and methodologies that are used in projects depending on the size and nature of the project.

In the portfolio review of the multi-sectoral investment plan for climate resilience in Ethiopia [13], the project team pursued a multi-sectoral approach that identified priority investments in the agriculture, forestry, water, livestock and energy sector that enhanced climate resilience. This approach was used to enhance the likelihood of achieving the transformational effects acquired from Ethiopia's green growth strategies and to develop the investment plan. If we do follow this methodology, we have to conduct a study as to what to prioritise when investing our funds in the setting of tea shops. The sectors or people we need to consider first: the farmers, the means of transport or delivery, the authorities, the Cameroonian customers who are our first targets when promoting our business and selling our goods (Cameroonian teas).

Earlier, we mention the varieties of existing methodologies [14]. Here are some:

1. *The Waterfall Methodology*- It is one of the oldest and most widely used across all industries. Its phases involve: requirement specification, design, construction, integration, testing, implementation and maintenance.

2. *The Agile Methodology*- It is about applying and responding to iterative and incremental rhythms. It facilitated responding to sprints in a planned approach, allows evolutionary development of software solutions and encourages strategic response to change.

Having said that, observe fig. 1, which is the best illustration of how Waterfall and Agile methodologies intertwine.

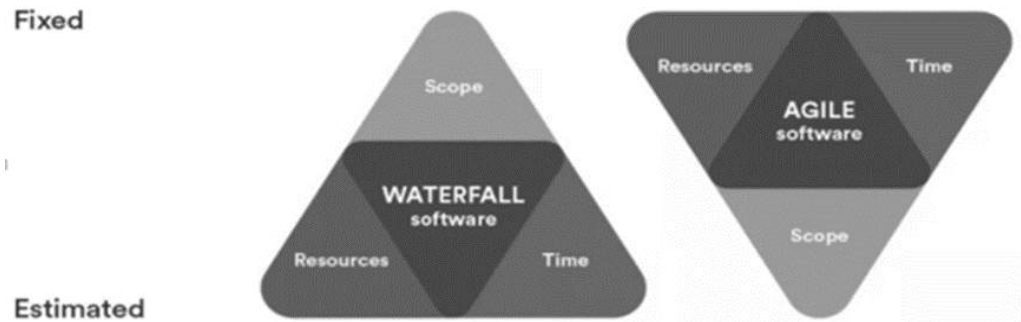


Fig. 1. Comparative illustration of modern methodologies
 Developed by: Luke Angel in “What’s A Workback Schedule?”, October 20, 2016 [14].

3. *The Scrum Methodology*- This methodology is well suited where the project requirements are unpredictable and rapidly changing especially in software development projects. This approach is more related to the agile methodology, because it enables easy prioritisation of work. Here, the project progress is assessed meeting stakeholders and team members, planning for the next steps.

4. *Six Sigma*- It is a disciplined, data-driven product and process improvement methodology developed by *Motorola*. The idea was to improve processes by eliminating defects, which are defined as “non-conformity of a product or service to its specifications”.

5. *PMBOK & PRINCE2*- Although they are not said as methodologies but are rather called *standards*, they are widely recognised and used by the private and the government sectors.

From the aforementioned methodologies, I do prefer the Agile Methodology approach, because it is adaptive to change during the project and give more visibility to the progress of the project. The Ethiopian project mentioned at the beginning of this section seems to have used a waterfall methodology. What is your opinion about that? Tricky. Isn't it?

There are other methodologies (fig. 2), but the most used are those already considered above. And I also do believe that a project manager can use a hodgepodge of principles, themes and processes tailored for his/her/its client and projects. It should make sense and be more suitable for the project, the team and the client.

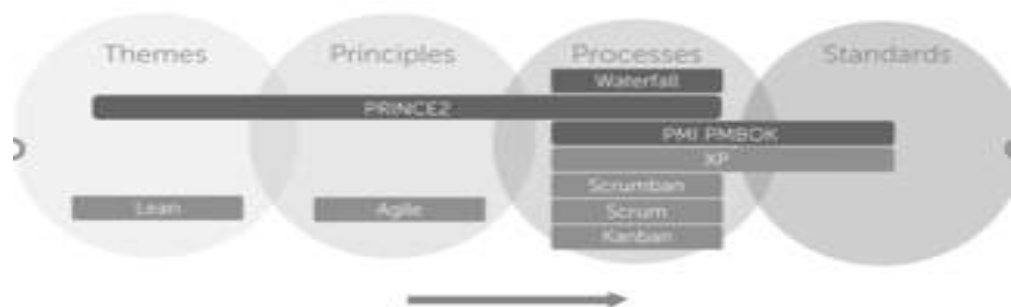


Fig. 2. Nine Projects Management Methodologies
 Developed by Ben Aston [14].

In the light of the above, we can conclude that to start a tea shops activity, we should evaluate each of today's most popular approaches and identify the one (or ones) that appear to be best suited for the project's unique goals and challenges. And since we are evolving in a world that uses mostly software to ease the task, I will go for an Agile Method and perhaps will add some old but still existing principles in the process.

After all, "[...] the extra attention given to project management in recent decades has resulted in a proliferation of different methodologies, with new approaches being developed every year" [15].

We can sum up the debate of what approach is by using these wise statement, of Khwaja Moinuddin in his article [16]:

"All the methodologies equip us with a set of tools. The more the methodologies we know, the more the tools we have in our toolkit. This in turn would enable a practitioner to use any tool regardless of which discipline it comes from."

The concept of shop management is certainly the main thing applied and followed step by step by every Cameroonian trader. From the smaller retailer to the highest wholesaler, the multiple approaches reviewed above are used. However, the Agile Methodology (AM) has seen its application to projects in the early 2000s, when software was introduced by private project managers owning their small private architectural design companies. With this new approach, they saw their market share increased as the governmental institutions, in the thirst of developing the country and to prove their budget right, started launching bids. The bidders who won the projects were and have so far been those owning the latest technologies, capable of showing, using statistics, calculations of benefits and losses and with a forecast over 5 to 40 years tested and approved.

Projects are flourishing in all sectors of Cameroon: Geographic, agricultural, trade. The latter is of concerned, since the Guichet Unique Des Operations Du Commerce Exterieur - Gie (GUCE) was established to serve as a one stop shop for external trade [17]. According, to this study, the objectives were to speed up trade transactions by bringing all agencies and stakeholders under one roof and thus reduce documentation time, improve interactions between agencies and serve as an information hub for traders/users on trade procedures. Even here, the procedures were made manually and was decided to that transactions would be electronic in nature in the future.

All in all, the main problem in Cameroon when considering any shop or industry management is more related to the automation or streamlined for computerization. The sectors concerned are government Departments, such as Ministry of Agriculture, Ministry of Trade, Ministry of Livestock, Fisheries and Livestock Industries.

Let's look at it in a different perspective. As we said in a different part of this work, when planning to set up a shop, one of the most crucial step when managing it should be to consider what is lacking on the market, what the demand is; this means that the customers' desires and need are considered first. Lack of doing so will bring us to a loose-end. In the agricultural domain for example of producing tea in Cameroon, the Cameroon Development Corporation (CDC) used to keep its banana, rubber and palm oil ventures hopes to take advantage of the preferential Customs arrangements that it received from CEMAC and CEEAC heads. It was going on until the Cameroon Tea Estate (CTE) took over it through its Managing Director Dagobert Boumal with the promise of quadrupling the tea production by 2016/2017 [18].

Tea, which is the product of our subject topic (the *object area* being Trade and Commerce, the *object* being Shop Management and our *subject* being the management of tea shops in Cameroon) is exported at an international level and the high percentage also show how appreciated our Cameroonian teas are. According to

the International Trade Statistics (ITS), the importing markets are mostly Europeans: Germany, Portugal, France, Italy, Belgium etc. See fig. 3 below [19].

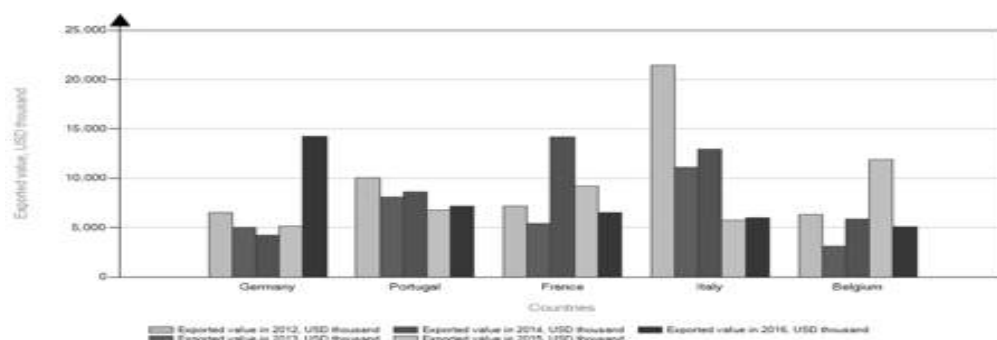


Fig. 3. World data of 5 tea importing countries from 2012 to 2016 Developed by the ITS [19].

This graphic simply shows how problematic, the consumption of teas by its nationals is. There is a an existing problem which is that the Cameroonian teas are more consumed abroad and overseas than on the territory of Cameroon. This makes the latter to hold a not so good position on worldwide tea exportation contest. Based on the study made by the Actualitix World Data and Statistics, Cameroon has only produced 53 records since 1961 related to its tea export history. See fig. 4 that illustrates the ups and downs of Cameroonian tea industry from 1961 til 2016 (latest data reported) [20].

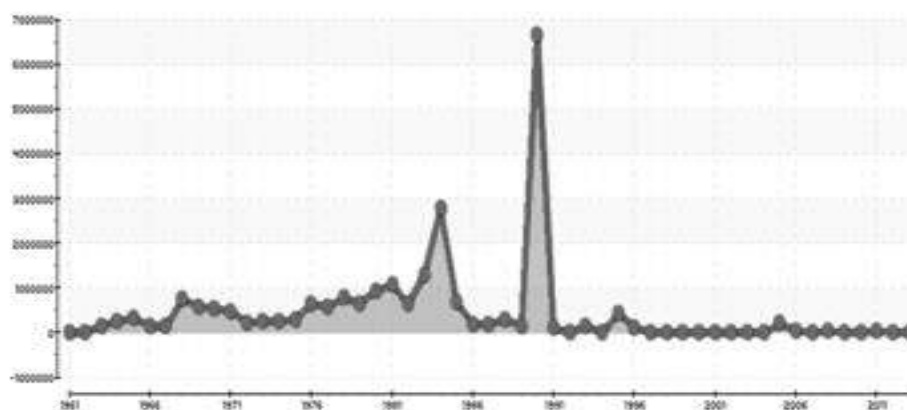


Fig. 4. Cameroon tea export (\$). Chart developed by Actualitix Based on FAO source [21].

This chart shows the decline of Cameroonian tea exportation. We can see that in 1961, the exportation was timid and we can observe a slow evolution from the end of 1960s til the mid 1980s . The peak record of tea export between the mid 1980s til 1991 will be explained later by the fact that agricultural production and exports fueled substantial economic growth in Cameroon [21]. During that period, the government provided significant support to rural producers in the form of fertilizers, extension services and marketing services.

Based on the review made by USAID [see ref.21] which implement programs in Cameroon, the country has 284 billion cubic meters of annually renewable water resources with 74% primarily used for its agriculture. This is to say that the product (tea) is likely to be cultivated and will not go missing. It is worth mentioning that rural water is generally high because of low use of pesticides and chemical fertilizers and limited industrial development. Cameroonian teas are always cultivated in rural areas and mostly in the Southern-west region of the country. This is accountable for the quality of our teas [p.13 ref. 21].

Program Management: Tea sales in Cameroon and the West African region. Based on a report made by its analyst Howard Telford, the Euromonitor International enquirer presented the following economical and worth considering analysis:

“Cameroon is one of the standout markets for retail hot tea and a top-three performer in terms of five-year compounded annual volume growth in Euromonitor International’s latest research edition. While per capita consumption is still very small in a global context, Cameroon is an interesting market of the future for hot drinks brand owners to consider and an instructive example of tea development in the region.” [22]

Performance of Cameroonian tea as an exported product. If we follow the logic of the reports made by the ITS (see figure 4 above), Cameroon cannot even dare competing on international markets, be they African or Western. However, the flow of importing countries does not seem to cease and the export of Cameroonian tea varieties looks rather constant. Still based on the calculations made by ITC, which itself relied on the statistics of the UN COMTRADE and on those of the Institut National de la Statistique (INS) du Cameroun since January 2016 let us see on fig. 5 below how 5 dominant importing European countries are so appreciative of our teas.

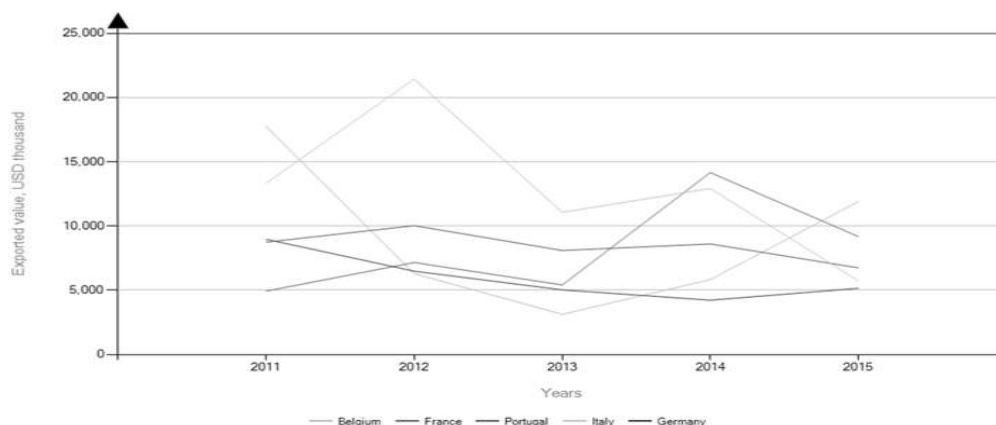


Fig. 5. List of importing markets for a product exported by Cameroon Developed by ITC based on INS statistics.

Figure 5 shows that til 2012, Italy was still the most relevant importer of Cameroonian product (time series going from mid 2011 to mid 2013) and trading partner of Cameroon. This time also shows that France tried to keep up with the quantities, since there is a peak from 2013 to 2014 before facing a fall the following year.

And for a better view of these importing markets countries, we introduce you the map made by the International Trade Centre (ITC) referred to several times in our review in figure 6 of our work.



Fig. 6. List with arrows of the 10 importing markets for a product (coffee, tea, mate, spices) exported by Cameroon in 2016 Introduced and developed by Report Linker on its official website [20].

The arrows illustrate the importance of Exportation in the Cameroonian economy. Out of 10 countries which are regular and constant importers of Cameroonian products such as coffee and teas amongst other non perishable goods, 8 of those countries are located mostly in Europe. This made us believe that the exported products have a good if not excellent future on international markets. This also show the imbalance between what statistics show and the reality in the quantity moved out of Cameroon.

The isolation (if we may define it in this term) of those countries (as they look more continental than territorial) shows that their markets is wider, that they might import Cameroonian products and in the topic that concerns us, TEA, to resell them thereafter at a price that might be higher than the original one they were sold the raw product at. For instance, if USA imports Cameroonian teas (there is a variety of them) and then refines them, repackages them and stamps them with its own packaging under preagreed terms with Cameroonian Ministry of Agriculture, then it (USA) has all the rights to use its own trade regulations to retail it or even more, to sell it at its convenience. The new packaging will therefore carry the North American Logo and the origins of the teas as well. Same will happen in the case of Russia. It is like selling the copyrights of your work to someone else. That work is no more yours, that TEAS are no more ours.

It is worthmentioning that to gt the most reliable reports, there are empowering websites that are endorsed by the biggest companies in the world, whose next moves are often based on the reports made by credited, qualified, skilled and certified experts. The drawback here is that those websites are not available to the public unless you are ready to alleviate your credit card to have access to them. A well recognisable one is www.reportlinker.com, which is a search engine that gives access to more than 150 millions reports, slideshows, statistics and tables [23].

The future of Cameroonian Tea on Local and International Markets. Telford (mentioned previously in this article), wondered in his article, why Cameroon consumes more tea... This is a little bit in contradiction with the primary idea of this work, which (as a reminder) was to encourage Cameroonians to consume more Cameroonian teas. Cameroon is not a tea drinking nation, although it produces and exports more tea varieties than any other country in Africa.

However, Cameroonians are more fond of foreign tea (Lipton), channelled by countries like France and UAE (United Arab Emirates) which propose hot drinks. This is the major shortcoming in the tea industry of Cameroon.

According to the work made by Telford, retail tea is projected to grow by 70% over 2015 – 2020 in Cameroon. He believes that “The primary driver of tea growth and wider consumer packaged goods development is simply economic growth, as more households enter the consumer class for the first time. Real GDP is expected to rise by 5.4% in 2016 with private consumption benefiting.” [24]. This statement is so compelling, since we know that tea production in Cameroon started only in the 1960s and that coffee has always been channelled, promoted and endorsed by big and global brands. The fig. 7 shows the growth of the two main agricultural drinks in Cameroon over the same period.

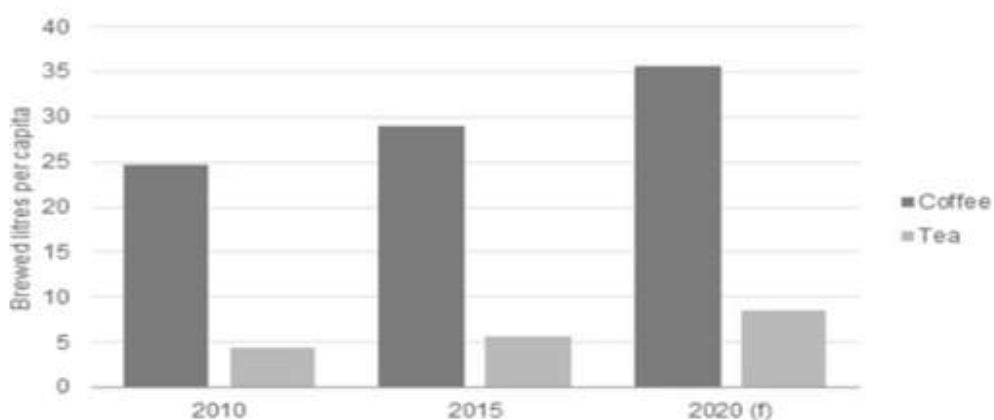


Fig. 7. Tea and coffee in Cameroon: Complementary growth
Developed by Howard Telford, February 27th, 2016 based on Euromonitor International statistics [22].

Why consuming Cameroonian Tea over Foreign Brands? In Cameroon, competition in the mass distribution sector as said earlier is about to get tougher as French giant is announced to enter the local market within months and where Indian major brand, MAHIMA that has been known for years in Cameroon is battling to satisfy and win customers; this has also been the case for Carrefour, Dovv, Casino, Super U, Ecomarché, Santa Lucia [25]. With a brand like LIPTON, the UAE has successfully introduced its product in Cameroon so much so that for some locals, the existence of some Cameroonian teas is an unconceivable possibility!

After studying the report of the African Development Fund on the national governance programme support project [26], we can come up with the suggestion that when a public investment is at stake, there is a short-list of consulting firms that are elected in order to keep the rules followed. Since those national projects

have as sole beneficiary the Republic of Cameroon, huge funds are injected to create a sustainable supply of materials regardless of their nature.

For instance:

- technical assistants were recruited on the above project on the basis of shortlists in keeping with the Bank's rules of procedures,
- firms for streamlining Domestic Law with the OHADA single Acts and for translating the said Acts,
- procurement of computer and office equipment to be conducted on the basis of international competitive bidding to the tune of UA 0.75 million [27].

The quality- (Variety, wellness, production, storage, packaging). Cameroon displays tea in varieties. Each of them has its peculiarities and we will present some of them in nouns, wellness in consuming, how it is harvest, stored and packed.

Moringa tea- Also called moringa oleifera tea, it is one of the richest sources of nutrients and vitamins that our body needs. It is rich in calcium, potassium, beta-carotene, Vitamin C and iron. It can be cooked as a vegetable and included in soups. To have all its efficacy, Moringa tea should have its leaves harvested fresh. Moringa is air-dried until the leaves are crisp, then is grinded for 10-15 seconds, put in tea bags and stored in a cool, dry place. It should not be left in open moist places, so to have a long shelf-life [28]. Moreover, after using the tea as a tisane, the Moringa tea bag content can be reuse for a milkshake, salad or any other dish.

Chado tea- It is a Cameroonian non-organic black tea containing a high percentage of caffeine. It is also an aromatic fanning with a malty taste; a touch of milk makes a great addition. This tea is highly appreciated in the Court of England and is packed in different ways: 4 g, 8 g, 16 g and tin. [29] See below tabl. 1, seen on an official retail website.

Table 1

Prices of Cameroonian Chado tea on international markets

Product Name	Price
Cameroon- 4 oz.	\$ 11.29
Cameroon – Chado Tin	\$ 15.29
Cameroon – 8 oz.	\$ 21.38
Cameroon – 1 oz.	\$ 40.39

Source: Developed by International Tea Importers and Chado Tea Room company [29].

Cardamom Tea- is a hot tea spiced with cardamom that is very popular in Cameroon.

Chai- is another type of tea that can be served hot or cold. To make it, mix in a saucepan equal parts cold water and milk, black tea, cardamom seeds or ground cardamom, ground ginger and sugar. Bring the mixture to a low boil and simmer for a few minutes. Pour the tea through a strainer into a teapot and serve [30].

The above is just to name few of the varieties we have in Cameroon and we are proud to assure to our customers that they will be satisfied. We can notice here that there are black, green and fermented, partly fermented and fruity teas and all are highly appreciated.

The price- (affordable unit, opportunity to launch a sole proprietor business with a low to zero capital). Vanessa Zommi, a young Cameroonian entrepreneur has an established business in the tea industry. At only 21, Zommi, who comes from a household of six children and lost both grandparents to diabetes decided to take action when her mother was diagnosed with the same disease. To the question as to how she managed her business, she says:

"I started learning how to make money, how to market a product, and how to talk to customers. I learnt the basics." [31]

Zommi's tea is marketed as "Afya Moringa Tea" and currently supplies consumers in Molyko, Cameroon. This lady, is doing a tremendous work to promote the Moringa tea and she wants to increase the low 5% of Cameroonian tea drinkers to rise to 40% by 2025. Aware of the fact that conventional medicine is too expensive for most, she boosts her business by claiming the affordable price of the health supplement. Indeed, it costs just \$2 USD per 40g. With a mass production of Moringa tea, that price is likely to be reduced in the future.

The brand- (CDC, CTE). According to the article written by Jator [32], Cameroon tea will soon enter the development of a "Small Holders Scheme", expected to pave the way for individual farmers to not only grow tea but own tea farms. He added:

"A production of 9,000 tonnes projected 10 years from years from now makes it necessary that Cameroonians should continue to encourage tea planting and tea drinking."

We are aware of the quality of our teas in Cameroon and authorities are taking one step forward to make it a national business to establish our product on the African continent as well. Robert Mulutakwi Achiri, Production Director of the Cameroon Tea Estate (CTE) was part of the delegation led by CTE General Manager, Boumal Dagobert, that represented Cameroon at the three-day First African Tea Convention and Exhibition in Mombassa, Kenya [33].

Another promoter of Cameroonian tea is Ndawara, well known as "The Ndawara Tea Estate/Ranch". Thinking it is some North American land? No, you are so wrong! This is the home of the Ndawara highland tea estate owner, which is a must explore destination located some 16km from the centre of Belo (North-West Region of Cameroon). The Ndawara Tea Estate is one of the biggest privately-owned tea estates in the world and certainly the greatest in the whole of West Africa displayed on some 5000 hectares of land [34].

As a reminder, our project, although simple is more people-oriented than manufacturing and mechanisation.

Conclusions and prospects of further researches. To settle a Cameroonian brand tea, the management of the business should be made in such a way that, the local market should be fairly in favour of our product as well as the consumption of our own products. Mass distribution brands have stormed into Cameroonian market because the means of communication used to promote the local products were poorly managed. Cameroonians have come to the point that they value foreign goods when they produced the same goods and sell them at a cheaper price and almost in their raw status, without any add of chemicals or dangerous pesticides. Those entrepreneurs who tried to do their best have first promoted the wellness of the product (moringa) in a world where people are more concerned with their health status and the eagerness to use as less chemicals as possible to cure any upcoming diseases they might have in the future. While people spend huge amount of money in biotherapy and other ecological and non-damageable means to cure something that they should or could have prevented, our entrepreneurs are able to bring simple and

affordable solutions that can only be sustained with the constant consumption of our teas.

The latter are not only varied but are also scientifically proved to be healthy. It is up to us to understand that progress or modern lifestyle does not revolve around new technologies or new ways of feeding ourselves. We should not take everything that is given to us but select what is good and we match our natural way of living to enhance our already existing eating and drinking habits. The mentality of Cameroonians to reject what is made by any local to improve the national credibility of a performance and to praise what is made by any foreigner be it unsafe and not in our interest is a problem that must be seriously taken into consideration. By not giving the opportunity to Cameroonian entrepreneur who only ask for moral support since they don't expect anything from Cameroonian government, we as citizens of Cameroon, are only impeding our brothers and sisters from a success that will benefit us. More taxes should be imposed on foreign goods and a national sensitization and facilitation of investments by Cameroonians be they in and out of the national territory will encourage us to focus on what we have and to value it more. Moreover, it will impact on the national economy and the unemployment rate will go down in a bit of a heart. It is our belief that the agricultural industry on which most of the GDP of the country is based on will be boosted, since the tea farmers will see their workforce increase, the mechanization and refinement of teas passing through modernized packaging and drying processes. A tea shop will function smoothly in such environment if the following stages are met: Motivated farmers who see the cultivating technics improved and supported by the Ministry of Agriculture through decent funding projects and trainings of its tea producers, fast and modern technics of drying of tea leaves, appropriate and well equipped storage environment, regular revision of transportation tools, steady supply of the product to its retailers and on time, processing the latter by the display of teas in the shops and to the customers. At the level of any retailer, using adequate promotional methods such as: attending communal, regional and national expositions and contests, using tools like television, newspapers and radio will be of significant help to get through the customers' mind. Let us stand still and focused.

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Рецензент статті
д.т.н., проф. Медведєва О.М.

Стаття рекомендована до
публікації 12.02.2018 р.

UDC 005.8:005.54

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REVIEW OF PROJECT, PORTFOLIO AND PROGRAM MANAGEMENT IN THE AGRICULTURAL SECTOR OF NIGERIA

The article deals with reviewing project, portfolio and programs in the agricultural sector in Nigeria. It analyzes several problems that is been faced in the agricultural sector. It analyzes how these problems have affected the economy and productivity of the country's agricultural sector. It also suggests some possible ways that can be implemented by farmers and the government in solving these problems and improving the agricultural sector in Nigeria. Fig. 1, tabl. 1, ref. 19.

Key words: agricultural sector, financing, machineries, farmers, Nigeria, funds, research, project, programs, portfolio.

Problem statement and its connection with scientific task. Agriculture in Nigeria is a branch of the economy in Nigeria, providing employment for the population. Agriculture remains the base of the Nigerian economy, providing the main source of livelihood for most Nigerians. Before the oil discovery and oil boom era in Nigeria, agriculture accounted for more than 90% of the common wealth and resources of Nigeria; with the country being sufficient in food production and made wealthy by agricultural exports. [1] Approximately 78% of the population engages in agricultural production at a subsistence level. Agriculture is the highest employer of the Nigeria labor force which is about 70% [2].

Agricultural holdings are generally small and scattered. Agriculture provided 41% of Nigeria's total gross domestic product (GDP) in 1999 from contributing of 65.7% to the GDP in 1957. [3] There has been a continuous decrease in this rate. In 2016, agriculture contributed 24.18% to the nation's GDP. Poor agricultural technology is one of the numerous reasons for a continuous decrease. In spite of agriculture been a major source of employment in Nigeria, it is faced with major problems which have resulted in the continuous decrease of the sector.

The sector faces many challenges, limited adoption of research findings and technologies, high cost of farm inputs etc. Lack of adequate equipment has been a major problem in the agricultural sector in Nigeria. The available equipment is rather on a high side (expensive) and they perform single function. Farmers (especially rural