



PROGRESS REPORT

Reporting UN Organization	: United Nations Development Programme
Country	: Lebanon
Project No.	:
Project Title	: <u>Strengthening the dairy channel in North Lebanon</u>
LRF Signature date	: 17/03/2008
Project Start date	: 17/04/2008
Project Timeframe	: 18 months
Reporting Period	: January - March 2009

I. PURPOSE

Project Summary:

The July war has resulted not only in major destruction of infrastructure and common services in the country but also led to huge losses particularly for the agricultural sector. Farmers were not able to harvest their produces due to the impossibility of harvesting as the war took place during the agricultural peak season, and the difficulty of marketing and selling fresh products. This has resulted in a decline in living conditions and loss of income and revenues for a significant group of the population in North Lebanon. It should be also noted that most of the population in North Lebanon relies on income from tourism related activities which were halted during the war and negatively affected afterwards. Consequently, without this income and also due to the regional disparities highly observable in North Lebanon, numerous families live under poverty line and have poor access to education and health services.

The project consists of 3 main components.

- Implementation of a set of training sessions on norms of housing in dairy farming, cows feeding, cows management and manipulation, cows reproduction, milk quality, etc
- Implementation of a set of training sessions on hygiene principles, production management, line of production per item, packaging, quality control, marketing
- Rehabilitation, upgrade and construction of 4 dairy units

The project targets breeders; small-scale SMEs, coops of breeders and municipalities which will directly benefit from the activities carried out under the project. Indirect beneficiaries include families of the direct beneficiaries. Spillover effects will benefit the entire local communities since additional income will be spent locally. The public at large will benefit from higher hygiene standards of both raw material and by-products.

Project Objectives:

The main goal is to promote social and economic development in North Lebanon, which is one of the most deprived region and where social and economic indicators show high levels of illiteracy, especially among women, high rates of unemployment beside low incomes and lesser access to services. In spite of many factors that impede agricultural development such as lack of extension services, difficulty to access credits, high costs of production, there are few niches of production with high potential.

By strengthening the integrated channel (breeding / dairy products) including downstream and upstream activities and targeting not only breeders but also small-scale industrialists involved in the processing phase who will participate in a capacity building program, the project will improve competitiveness and quality of local productions.

The Immediate Objectives are:

- strengthen the recovery process through the creation of a technical committee consisting of various partners (UNDP, LARI, coops, milk collect centers directors, etc) in charge of the technical monitoring
- restore rural households' income through a recovery program aiming at overcoming agriculture losses
- revitalize the breeding sector by enhancing linkages between stakeholders
- enhance small scale dairy units by increasing their capacity of production and improving the quality of their production in a safe and healthy environment

Project Outcomes:

Outputs can be summarized as follows:

- Specific training program addressing breeders, and small-scale industrialists' needs
- Technical assistance
- Dissemination of information
- Construction, rehabilitation and upgrading processing units
- Local development capacity building program involving municipalities, coops and local associations

Project Linkages to National Priorities and Reconstruction Goals:

This program meets the priorities set by the government in a region where agriculture and agro food processing are major sectors, which could develop comparative advantages for some specific high quality produce and thus lead to economic development through job creation in SMEs. Agricultural regions such as the Akkar of North Lebanon are among the poorest region of Lebanon with high rates of illiteracy, especially among women, high rate of unemployment among youth under 25 and high percentage of households living under the poverty line.

This project is also linked to the Milk collect centers which were established by the Ministry of Agriculture and the IFAD. The three centers located in North Lebanon once they are working again will also contribute to the reinforcement of this channel.

Several development programs focus on forage production in the Akkar region. Indirectly, those programs will help improve the quality of the milk and reduce the costs of production of milk.

Project Implementation Partners:

International Partners : UNDP

National Partners : René Moawad Foundation (RMF)

II. RESOURCES

AS of March 31st, 2009

Total budget approved	\$1,000,000.00
Disbursements	\$286,015.58
Available Balance	\$713,984.42
Commitments for next quarter	\$233,490

CATEGORY	TOTAL BUDGET (USD)	TOTAL EXP. TO DATE (USD)
Personnel	108,801.00	55,793.12
Training	34,600.00	0.00
Transport	9,579.00	795.46
Equipment	776,800.00	208,954.20
Miscellaneous	4,800.00	1,761.50
Agency Management Support (7%)	65,420.00	18,711.30
Total	1,000,000.00	286,015.58

III. RESULTS

Project Outputs and Indicators:

Intended Outputs	Indicators	Timeframe				
		2008				09
		Q1	Q2	Q3	Q4	Q1
1.1 Identification and training of stakeholders						
2.1 Formation of a technical committee with enhanced capacities in local development	1 Municipality 7 cooperatives 2 private companies (Fresco and Douroub)					
3.1 Increase in milk quality and in quantity produced (higher yields)	43 breeders from 8 different locations have been visited and trained on reproduction and nutrition of herds in order to maintain high milk production.					
4.1 Development of linkages with regional activities and projects especially milk collect centers located in the North, dairy units upgraded	- Artificial insemination had been done to 80 cow's belonging to 11 farmers from 4 villages. This activity has many advantages in genetics, economics and sanitary level. The bull semen's are selected according to production and functional characteristics. (program conducted by RMF to improve genetic characteristics of herds) - 98 farmers, 2 cooperatives and 2 companies benefited from milk collection and sales estimated about 350.175 tones for the three months (Dairy unit and collect truck provided by RMF to assist in increasing growers' income by					

	<p>marketing their produces) in joint collaboration between Douroub and Fresco private company collecting and buying milk.</p> <p>- RMF created a network linking the productive cooperatives of forage in Akkar region with many farmers and cooperatives specialized in animal production. 24 farmers from 16 villages benefited from forage sales (367.84 tones of green corn and 235.64 tones of packed corn)</p> <p>Noting that RMF created a forage facility in Tal Abbass for processing and packing of forage produces in sterile conditions</p>				
5.1 Upgrade and <i>mise-à-niveau</i> of dairy units and Increase in processing capacity	<p>-Assessment needs for 8 dairy units in order to implement adequate training program for helping stakeholders in upgrading their processing units</p> <p>- During this period, civil construction work in the selected site in Mejdlaya-Zghorta is still ongoing in order to implement a new dairy pilot plant according to international safety and technological standards.</p>				
5.2 Diversification of dairy products and reintroduction of traditional cheeses	<p>Trials were done for the production of:</p> <p>- Laban Baladi</p> <p>- Braided Mozzarella.</p>				
6.1 Increase in sales (milk or dairy products)	<p>98 breeders , 2 cooperatives and 2 companies who benefit from an increase in their income</p>				

Progress in Project Implementation:

Project Outputs and Activities	Status
1.1.1 Implementation of a training program addressing specific needs of coops, associations and municipalities	Design of educational material, sessions' outlines and training activities
2.1.1 Establishment of the technical committee	Technical committee created consisting of: Apave, Dar Al Handassa, RMF, 7 cooperatives and 1 municipality (large number of meetings conducted)
2.1.2 Provision of technical assistance	Field visits and needs assessments for 9 small scale dairy industries (1new)
2.1.3 Monitoring of the program	<p>- Creation of a Project Management Unit (PMU) The PMU is responsible of the management of the project; PMU meet on a bi-weekly basis or whenever deemed necessary by the PMU to discuss the development of the project preparation and implementation against the work plan.</p> <p>The PMU is responsible for the following tasks: planning all project activities; preparing/approving the tender documents for each activity; opening the offers; selecting/approving the selection of the best offer; monitoring the progress of activity implementation; approving payments; reporting any problems, concerns, pending issues, or anything else that needs continued follow-up; and coordinate between and among the project stakeholders and beneficiaries.</p> <p>- A list of indicators is established as means of verification of the project's activities: i.e. attendance list shows the number of beneficiaries in training sessions, assessment reports are prepared following field visits, tables are made for sales activities...</p>
2.1.4 Evaluation and recommendations	<p>Field survey report prepared by RMF staff. Dairy assessment report prepared by technical consultancy. Dairy plant (tender, design and specifications) prepared by Dar al-Handassa. Guidance document for the construction of a new dairy production plant prepared by APAVE Liban.</p>
3.1.1 Implementation of 52 intensive one-day session (cows housing, feeding, veterinary care, etc)	<p>12 intensive one- day sessions :</p> <p>Day 12: January 5, 2009 at Aydamoun - Akkar, entitled "Raising of new born calf" benefiting 11 farmers</p> <p>Day 13: January 12, 2009 at Zgharta, entitled "Raising of new born calf" benefiting 11 farmers</p> <p>Day 14: January 19, 2009 at Zgharta village entitled "Nutrition of new born calf" benefiting 11 farmers</p> <p>Day 15: January 26, 2009 at Zgharta village, entitled "Quality</p>

	<p>of milk” benefiting 5 farmers</p> <p>Day 16: February 2, 2009 at Zgharta village, entitled “Inflammation of the udder” benefiting 5 farmers</p> <p>Day 17: February 9, 2009 at Halba village Akkar, entitled “Nutrition of new born calf” benefiting 14 farmers</p> <p>Day 18: February 16, 2009 at Halba village Akkar, entitled “Raising new born calf ” benefiting 12 farmers</p> <p>Day 19: February 23, 2009 at Halba village Akkar, entitled “Quality of milk” benefiting 18 farmers</p> <p>Day 20: March 2, 2009 at Halba village Akkar, entitled “Inflammation of the udder” benefiting 13 farmers</p> <p>Day 21: March 9, 2009 at TalAbas village Akkar, entitled “Raising new born calf” benefiting 11 farmers</p> <p>Day 22: March 16, 2009 at TalAbas village Akkar, entitled “Nutrition of new born calf” benefiting 11 farmers</p> <p>Day 23: March 23, 2009 at TalAbas village Akkar, entitled “Quality of milk” benefiting 11 farmers</p>
<p>3.1.2 Technical assistance</p>	<ul style="list-style-type: none"> ❖ RMF staff had conducted several visits benefiting 43 farmers in 8 villages <p>The nutrition of herds was the main topic discussed with farmers:</p> <p>(maintain high milk production with low cost)</p> <ul style="list-style-type: none"> - The forage’s nutrients as primary feed for dairy cattle. - The diet’ nutrient as complement to assure the required needs. - The relation between feeding and health. - The imbalanced diet (overfeeding and underfeeding) causes the decrease in milk production and health problem. <ul style="list-style-type: none"> ❖ RMF staff had supported 4 farmers from three different locations (by technical advices and recommendations for the establishment of a new dairy farm building. <p>Farm construction (Good construction = Healthy cattle)</p> <ul style="list-style-type: none"> - Relation between building and hygiene. - Environmental factors and their effects on animal health. - Humidity and its impact on animal hygiene. - Air as a factor transporting diseases. - Ventilation - Availability of water <ul style="list-style-type: none"> ❖ RMF had assisted the cattle’s breeders’ cooperatives in creation of veterinary pharmacy. <p>The veterinary pharmacy provides the farmers with many technical advices and diagnosis on animal diseases (free of charge) and also proposes them the adequate medicament for the</p>

	<p>livestock (low price). 23 farmers from 7 villages have benefited from this facility. The most encountered animal diseases are:</p> <ul style="list-style-type: none"> - Metabolic disorder. - Inflammation. - Lack of vitamins. - Calcium deficiency. - Parturition preventive. <p>❖ RMF had ameliorated the genetic herd characteristics (milk and meat production) by providing artificial insemination (AI) practices. 80 cattle's belonging to 11 farmers from 4 villages had been inseminated with semen from three different bulls (Pride Ruger, Bosside Ronald and Kildare Menhat). Noting that the production (milk, fat and protein) and functional characteristic (persistency, calving ease and daughter fertility) of the three bull semen are taken in consideration</p> <p>The advantages of artificial insemination are:</p> <ul style="list-style-type: none"> - Rapid Amelioration of the herds genetic characteristics - Birth date control - Unnecessary to elevate a reproductive bull (decrease of cost raising) - Reduction of fertility problems - Certitude about the semen inseminated - Elimination of the contact between infected bulls and cows susceptible for crossing (control of disease) <p>❖ RMF assured good quality of forage (603.48 tones) at low prices for 24 farmers from 16villages.</p> <ul style="list-style-type: none"> - 367.84 tones of Green corn at 64,436,700 L.L. - 235.64 tones of packed corn at 54,082,871 L.L.
3.1.3 Provision of storage facilities	<p>❖ RMF installed 4 small tanks (1,000 liter / tank) in 4 villages to collect the milk produced in order to be transported to RMF Dairy unit for processing by the mean of the refrigerated tanker truck (capacity 4,000 liter) managed by Douroub Company.</p>
4.1.1 Organization of meetings with the various stakeholders	<p>Meetings have been conducted continuously with the concerned animal production cooperatives, small scale dairy units, RMF and the private sector (Douroub company), Tal Abass cooperative for forage production and Aidamoun cooperative for cattle raising.</p>
4.1.2 Visits on sites for breeders (milk collect centers, coops specialized in forage production, lab and dairy units)	

<p>5.1.1 Rehabilitation, construction, update and equipment of dairy units</p>	<p>Technical assistance and maintenance support were provided for the 7 small-scale dairy units and 2 cooperatives of animal production.</p> <p>This includes:</p> <p>Maintenance and reparation of equipments and materials: steam boilers, electricity installation and problems, pumps, vacuum machines...</p> <p>Production improvement: establishing a list of the numerous difficulties that the 8 dairy units ran into and trouble-shooting.</p> <p>Civil construction works had started at the selected site in Mejdlaya under the supervision and recommendation of Dar al-handasah and Apave consultancy.</p> <p>A “Guidance Document for the construction of a new Dairy production Plant” is prepared by Apave and submitted to RMF for the implementation of the new Dairy production Unit in Mejdlaya within RMF campus.</p> <p>This report showed the main topics summarized as follows:</p> <ul style="list-style-type: none"> General requirements for Dairy Factory Plant Area specifications Building Services Production Equipments per section Construction Specifications Specifications of each section Code and Regulations
<p>5.1.2 Implementation of 112 intensive one-day sessions</p>	<p>30 intensive one-day sessions for 7 small-scale dairy industries and 2 cooperatives in animal production in RMF.</p> <p>Day 1: January 12th, 2009 at RMF-Mejdlaya, Conference entitled “Flow charts of manufacture of dairy products” benefiting 7 participants.</p> <p>Day 2: January 14th, 2009 at RMF-Mejdlaya, Conference entitled “Flow charts of manufacture of dairy products” benefiting 7 participants.</p> <p>Day 3: January 16th, 2009 at RMF-Mejdlaya, Training session entitled “Production of fermented milk: Chanklich” benefiting 2 participants from Al-Rayan Dairy Unit.</p> <p>Day 4: January 19th, 2009 at RMF-Mejdlaya, Training session entitled “Production of Baladi cheese and whey cheese” benefiting 2 participants from Al-Rayan Dairy Unit.</p> <p>Day 5: January 21th, 2009 at RMF-Mejdlaya, Training session entitled “Production of Akkawi and Halloum cheeses” benefiting 2 participants from Al-Rayan Dairy Unit.</p> <p>Day 6: January 23th, 2009 at RMF-Mejdlaya,</p>

	<p>Training session entitled “Production of fermented milks: laban and labneh” benefiting 2 participants (University Student).</p> <p>Day 7: January 26th, 2009 at RMF-Mejdlaya, Training session entitled “Production of fermented milk: Chanklich” benefiting 2 participants (University Student).</p> <p>Day 8: January 28th, 2009 at RMF-Mejdlaya, Training session entitled “Production of Baladi cheese and whey cheese” benefiting 2 participants (University Student).</p> <p>Day 9: January 30th, 2009 at RMF-Mejdlaya, Training session entitled “Production of Akkawi and Halloum cheeses” benefiting 2 participants (University Student).</p> <p>Day 10: February 2nd, 2009 at RMF-Mejdlaya, Training session entitled “Production of fermented milks: laban and labneh” benefiting 2 participants (University Student).</p> <p>Day 11: February 4th, 2009 at RMF-Mejdlaya, Training session entitled “Production of fermented milk: Chanklich” benefiting 2 participants (University Student).</p> <p>Day 12: February 6th, 2009 at RMF-Mejdlaya, Training session entitled “Production of Baladi cheese and whey cheese” benefiting 2 participants (University Student).</p> <p>Day 13: February 16th, 2009 at RMF-Mejdlaya, Training session entitled “Production of Akkawi and Halloum cheeses” benefiting 2 participants (University Student).</p> <p>Day 14: February 18th, 2009 at RMF-Mejdlaya, Training session entitled “Production of fermented milk: Chanklich” benefiting 2 participants from Al-Chalal Dairy Unit.</p> <p>Day 15: February 20th, 2009 at RMF-Mejdlaya, Training session entitled “Production of fermented milk: Chanklich” benefiting 2 participants from municipality of Tekrit.</p> <p>Day 16: February 23th, 2009 at RMF-Mejdlaya, Training session entitled “Production of fermented milk: Chanklich” benefiting 2 participants from municipality of Tekrit.</p> <p>Day 17: February 25th, 2009 at RMF-Mejdlaya, Training session entitled “Production of fermented milk: Chanklich” benefiting 2 participants from municipality of Tekrit.</p> <p>Day 18: February 27th, 2009 at RMF-Mejdlaya, Training session entitled “Production of fermented milks: laban and labneh” benefiting 2 participants from</p>
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	<p>Marj Dairy Unit.</p> <p>Day 19: March 2nd, 2009 at RMF-Mejdlaya, Training session entitled “Production of fermented milks: laban and labneh” benefiting 2 participants from Marj Dairy Unit.</p> <p>Day 20: March 4th, 2009 at RMF-Mejdlaya, Training session entitled “Production of fermented milk: Chanklich” benefiting 2 participants from Marj Dairy Unit.</p> <p>Day 21: March 6th, 2009 at RMF-Mejdlaya, Training session entitled “Production of fermented milk: Chanklich” benefiting 2 participants from Marj Dairy Unit.</p> <p>Day 22: March 11th, 2009 at RMF-Mejdlaya, Training session entitled “Production of fermented milk: Chanklic: benefiting 2 participants from Marj Dairy Unit.</p> <p>Day 23: March 13th, 2009 at RMF-Mejdlaya, Training session entitled “Production of fermented milk: Chanklich” benefiting 2 participants from Marj Dairy Unit.</p> <p>Day 24: March 16th 2009 at RMF-Mejdlaya, Training session entitled “Production of fermented milk: Chanklich” benefiting 2 participants from Marj Dairy Unit.</p> <p>Day 25: March 18th, 2009 at RMF-Mejdlaya, Training session entitled “Production of Baladi cheese and whey cheese” benefiting 2 participants from municipality of Tekrit.</p> <p>Day 26: March 20th, 2009 at RMF-Mejdlaya, Training session entitled “Production of Baladi cheese and whey cheese” benefiting 2 participants. from municipality of Tekrit.</p> <p>Day 27: March 23th, 2009 at RMF-Mejdlaya, Training session entitled “Production of Baladi cheese and whey cheese” benefiting 2 participants from municipality of Tekrit.</p> <p>Day 28: March 25th, 2009 at RMF-Mejdlaya, Training session entitled “Production of Akkawi and Halloum cheeses” benefiting 2 participants from municipality of Tekrit.</p> <p>Day 29: March 27th, 2009 at RMF-Mejdlaya, Training session entitled “Production of Akkawi and Halloum cheeses” benefiting 2 participants from municipality of Tekrit.</p> <p>Day 30: March 30th, 2009 at RMF-Mejdlaya, Training session entitled “Production of Akkawi and Halloum cheeses” benefiting 2 participants from municipality of Tekrit.</p>
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5.1.3 Technical assistance	<p>Assessment of Coops and small-scale dairy industries needs had been achieved in 9 villages in Akkar and Zghorta regions: Tikrit, Aabdeh, Kobayet, Tal Abbas, Kweichra, Meryata, Akkar El-Aatika and Mejdlaya, Deir Imar.</p> <p>Assessment reports of the fact-finding investigation were prepared. They include the following information:</p> <ul style="list-style-type: none"> - General description of the dairy unit which include: location and size of the unit, hygiene of surrounding area, divisions, infrastructure and utilities, offices and vehicles. - Number of operators and their educational and technical qualifications. - List of products and accessed markets. - Technical evaluation of the dairy unit including the list of processing and laboratory equipments.
5.2.2 R & D to develop new products	<p>Trials were done for the production of:</p> <ul style="list-style-type: none"> - Laban Baladi. - Braided Mozzarella.
5.2.3 Collect of old recipes, design of HACCP processes for these old cheeses and processing	<p>Feasibility and technical study of the implantation of an integrated risk and quality management system (HACCP) on the production line of laban product.</p> <p>Demonstration were done concerning:</p> <ul style="list-style-type: none"> - How starter cultures affect yogurt quality in terms of firmness, acidity and flavor. - How dairy processors might proceed to provide products with traditional sensorial bu uising selected industrial cultures.

I. Implementation and Monitoring Arrangements

2.1 Implementation mechanisms primarily utilized are as follows:

- RMF meeting with consultants for implementation of new dairy plant (GEA/Apave/Dar Al Handassa)
- Arranging for license and permit for building from local statutory authorities.
- Designing of packaging and labelling of dairy products
- Selection of training subjects according to priorities as per needs assessments.
- Preparation of presentations and handouts of the training sessions
- Selection of Participants and organization of training sessions
- Dairy stakeholder meetings
- Dairy units visits (assessment of local needs)
- Technical assistance and field surveys
- Conference 1 day session

2.2 Details on the procurement procedures utilized (Annex 1)

2.3 Details on the monitoring system(s) that are being used

2.3.1 The project has a Project Management Unit (PMU), described in (Annex 2)

The PMU is responsible of the management of the project; PMU meet on a bi-weekly basis or whenever deemed necessary by the PMU to discuss the development of the project preparation and implementation against the work plan.

The PMU is responsible for the following tasks: planning all project activities; preparing/approving the tender documents for each activity; opening the offers; selecting/approving the selection of the best offer; monitoring the progress of activity implementation; approving payments; reporting any problems, concerns, pending issues, or anything else that needs continued follow-up; and coordinate between and among the project stakeholders and beneficiaries.

2.3.2 A list of indicators is established as means of verification of the project's activities: i.e. attendance list shows the number of beneficiaries in training sessions, assessment reports are prepared following field visits, tables are made for sales activities...

2.4 Report / assessments/ evaluations / studies undertaken.

- A "Guidance Document for the construction of a new Dairy production Plant" is prepared by Apave and submitted to RMF for the implementation of the new Dairy production Unit in Mejdlaya within RMF campus.

This report showed the main topics summarized as follows:

- i. General requirements for Dairy Factory
- ii. Plant Area specifications
- iii. Building Services
- iv. Production Equipments per section
- v. Construction Specifications
- vi. Specifications of each section
- vii. Code and Regulations

- Maps, BOQ, plant design and Term of References are prepared by Dar Al Handassa and submitted to RMF.

Implementation Constraints and Lessons Learned:

- ❖ **Due to high demand on participation in the training sessions, three university students and one dairy processor from Aydamoun village have joined the project as new beneficiaries.**
- ❖ **Processors from different small-scale dairy industries expressed their urgent need for starting a technical training in order to minimize the problems they are running into. Thus, training sessions on the production of fermented milk and cheeses allowed each beneficiary to learn the technical know-how. These sessions were conducted by the dairy processing engineer at RMF facility.**
- ❖ **The forage ratio suggested by RMF team increases the quantity and the quality of the milk production and consequently decreases the cost production.**
- ❖ **The use of three different bulls' semen in the artificial insemination will allow us to compare them and define the most suitable with the Lebanese conditions in term of Production and functional criteria.**

IV. FUTURE WORK PLAN

ACTIVITIES	2008 -2009					
	A	J	O	J	A	J
Implementation of a training program addressing specific needs of coops, associations and municipalities						
Establishment of the technical committee						
Provision of technical assistance						
Monitoring of the program						
Evaluation and recommendations						
Implementation of 52 intensive one-day session (cows housing, feeding, veterinary care, etc)						
Technical assistance						
Provision of storage facilities						
Organization of meetings with the various stakeholders						
Visits on sites for breeders (milk collect centers, coops specialized in forage production, lab and dairy units)						
Rehabilitation, construction, update and equipment of dairy units						
Implementation of 112 intensive one-day sessions						
Technical assistance						
R & D to develop new products						
Collect of old recipes, design of HACCP processes for these old cheeses and processing						

Adjustments to strategies, outcomes or outputs:

- ❖ **The information gleaned during the assessment of dairy industries was applied as a roadmap for project implementation and selection of priority training subjects.**

Annex 1: Procurement Procedures

1. Procurement rules: special procurement rules are considered which often include submitting at least three quotes, and justification for the final choice made. Even though the lowest price is an important factor behind the final decision to award a contract, RMF will award to the bidder whose bid is responsive to the solicitation and is most advantageous to the program taking into consideration price, quality and other factors.
2. Written Quotes: RMF headquarters will apply three quotes for all purchases over \$1,000.00.
3. Procurement Procedures: Once a decision has been taken on the basic characteristics of the purchase, the Project Manager shall prepare a written specification providing clear and accurate description of the technical requirements for the material, product or service to be delivered by the bidder or offer.
 - 3.1. The specification also shall include a range of acceptable characteristics or minimum acceptable standards to be fulfilled, so that RMF shall be able to assess them.
 - 3.2. In case the goods have specific characteristics or the services require special technical capacities and competence, RMF will ensure that a knowledgeable person prepares the written specifications.
 - 3.3. The specification shall not contain features, which evidently restrict competition.
4. The Evaluation and Selection Process: Prior to selecting which vendor will be awarded the contract or award, RMF will adhere to an evaluation process. This process will encompass the following steps:
 - 4.1. After expiration of the submission deadline, the collected bids and offers will be provided to the individual(s) responsible for reviewing and selecting a bid or an offer, which meets the following criteria:
 - 4.1.1. Source, origin and nationality requirements;
 - 4.1.2. Best price, including discounts;
 - 4.1.3. Highest quality;
 - 4.1.4. Shortest delivery terms;
 - 4.1.5. Successful and continuous relationship with the vendor;
 - 4.1.6. Quality and level of maintenance provided, if appropriate; and
 - 4.1.7. Best warranty, including longest period.
5. Use of Competitive Bids: to the extent that it is practical and in accordance with good business practices, RMF will obtain competitive bids. Consequently, the following guidelines have been established.
 - 5.1. From \$0 - \$1,000 : Obtain verbal quotes from at least two vendors.
 - 5.2. From \$1000-\$5,000 : Obtain verbal quotes from at least three vendors.
 - 5.3. From \$5,000+: Obtain written quotes from at least three vendors, and preferably more whenever possible.