

## **Afterword**

This guide leaves off where contractor selection and physical project implementation begins.

Experience shows that contractors find many ways to surprise the purchaser during contract execution. Some of these are pleasant, but unfortunately, some are not. However, good planning and design, leading to a clearly defined and completely specified contract, go a long way toward minimizing the number of unpleasant surprises, as well as making those that do occur easier to control.

To keep the project on track throughout the implementation phase, a careful watch must be maintained specifically by

- monitoring progress and tracking the completion of milestones;
- inspecting the civil works construction and equipment installation; and
- reviewing for deficiencies and acceptance testing the completed works.

Concise but complete progress reporting on a regular basis is probably the best tool to manage the implementation. In particular, problems that may occur, or that have occurred, should be highlighted and treated.

This guide will have achieved its purpose, if it helps in any one, or all, of the steps necessary to take a rural telecommunications project from planning conception to implementation inception.