

Step 14

Prepare the Feasibility Report

The final step in the feasibility study phase is to document the results in a report. The review of this report by management will decide the fate of the project. So the report must state clearly what needs to be done and the best way to do it.

The administration may have specific formats to follow and the funding agency may have specific requirements, but normally at least the information outlined in the following subsections needs to be included in the Feasibility Report.

Summary. The Feasibility Report should start with a brief statement of the purpose of the study, the main results, and the principal recommendations.

Background. The report should be introduced with such information as

- the reasons for the study,
- mandate and authority under which the study was conducted,
- description of the rural telecommunication situation, and
- the general scope of the study.

Requirements Definition. A section of the report should state concisely the defined requirement, preferably illustrated with maps and tables. The complete definition of requirements documented, produced, and approved — as a part of the needs analysis phase — can be appended to the report for completeness.

Design Alternatives. The contending alternatives should be functionally described, including a time line description, supported with block diagrams and equipment lists, of any required expansions and replacements.

Justification should be offered for any major alternatives eliminated during the earlier part of the study, and consequently not evaluated and compared in detail.

Study Data. To qualify and lend credibility to the study results, all assumptions should be stated and justified, and the sources of all data and information identified; for example, other departments, government agencies, supplier's budgetary quotations, etc.

Methodology. The methods and criteria for the financial and technical evaluations must be clearly stated and explained.

Results. The results for each alternative should be tabulated and illustrated for ease of review and comparison. Typically, graphs should be used to compare accumulated present worth, investment cash flows, annual operating costs during the study period, and sensitivity analyses (see Figure 14.1). Accuracy should be discussed.

Recommendations. One of the alternatives is recommended for implementation. The choice should be obvious and justified directly on the basis of the results. Further actions needed to implement the selected alternative should also be recommended, including what needs to be done, when it needs to be done, and how it should be done.