

NATIONAL UNIVERSITY OF  
SCIENCE & TECHNOLOGY

FACULTY OF THE BUILT ENVIRONMENT

AN ANALYSIS OF THE IMPLEMENTATION OF SCHEDULE  
MONITORING AND CONTROL TOOLS USED BY  
CONTRACTORS IN ENSURING SUCCESSFUL PROJECT  
DELIVERY IN ZIMBABWE. A CASE OF HARARE  
AND BULAWAYO

BY

FARAI PRINCE CHIRONGOMA

PO110197C

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## **ABSTRACT**

The construction industry has a terrible record in terms of on time project completions and hence a careful analysis of the method of controlling schedules against time is crucial if deadlines are to be met. Understandably, clients in construction industry have become increasingly dissatisfied. What they see is unpredictability and what they receive is too often of late delivery. This research therefore was carried out to analyse the extent of implementation of schedule monitoring and control tools used in the construction industry so as to minimize late project delivery. The objectives of the research are to identify project schedule monitoring and control tools used in the construction industry of Zimbabwe, to identify challenges faced by contractors in implementing these tools and to investigate measures that can be put in place in order to mitigate challenges faced during implementation. A field survey through questionnaires and case studies was adopted to obtain data for the study. The questionnaires were administered to 30 identified contractors within Harare and Bulawayo cities in Zimbabwe using stratified random sampling and convenience sampling methods. The analysis used for the study was both qualitative and quantitative in nature. Variance analysis, schedule compression and project management software are the commonly used tools in the Zimbabwean construction industry. Although Performance reviews and what if scenario analysis are effective, their usage in the Zimbabwean construction industry is limited. This is attributed to the lack of technical personnel and skills to apply them. It was also noted that the common challenges faced during implementation of these tools are ineffective estimation of activity durations, design changes and late payments of completed works. However contractors manage to implement the tools by putting mitigation measures to counteract these challenges. The research revealed that in Zimbabwe time overruns are not largely dependent on implementation of schedule monitoring and control tools as there are other reasons that lead to time overruns in the Zimbabwean construction industry and these are; late payments, ineffective planning and scheduling and poor site management. It is recommended that effort should be concentrated on major factors that lead to time overruns in order to have better control of the project, thus leading to projects being delivered on schedule.