

FACULTY OF THE BUILT ENVIRONMENT

DEPARTMENT OF QUANTITY SURVEYING

An analysis on the impact of stakeholders' critical success factors on performance of housing development projects in Zimbabwe: Case of selected projects

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ABSTRACT

Projects failure suggests the existence of underlying critical success factors which have not been identified. This research reviewed some identified critical success factors for performance of any project whether private or public. The assumption put forward was that the impact of all the stakeholders' critical success factors is the same on construction projects performance. The goal of all parties involved in a construction project - owners, contractors, or consultants, in either the private or public sector - is to successfully complete it on schedule, within a planned budget, with the highest quality, satisfying each stakeholder's needs and in the safest manner. However, for this to occur stakeholders need to be managed, this can be a challenge on construction projects, power and urgency were the dominating factors on managing stakeholders. Lastly the influence of stakeholders' critical success factors on performance was assessed by exploring the various means of monitoring performance where time and cost monitoring came out as the most prevalent indicators for monitoring performance. A positivistic research philosophy was employed with qualitative and quantitative research approaches used making the research both descriptive and analytical. The research targeted internal stakeholders that have done housing development projects in platinum mining areas with the sampling frame targeting professionals associated with onsite project delivery. Interview administered questionnaires were conducted to the professionals and a response rate of 26 questionnaires out of 32 was attained. Critical success factors were analysed by the relative important index, challenges of stakeholder management were analysed by severity index. Lastly the influence of stakeholders' critical success factors on performance was analysed using relative importance index, severity index and a two way analysis of variance (anova). The assumption put forward was dismissed by the two way analysis of variance. It was concluded that client related factors have a certain degree of dependence hence this stakeholder has to be effectively managed. Recommendations were advanced to the contractors to improve their corporate governance and to clients effective management of power was suggested to guarantee projects success especially when they control the financing of the project.