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### **The Influence of Project Planning Practices on the Performance of Conveyancing Start-Up Law Firms in Kajiado County, Kenya**

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**Abstract:** Conveyancing ensures the lawful transfer of property ownership, protecting both buyers and sellers from legal and financial risks. Despite its significance, start-up conveyancing law firms in Kajiado County face various challenges that hinder their operational effectiveness. The study aimed to assess the influence of project planning practices on the performance of these firms. The study was anchored on Contingency Theory. The study adopted a convergent research design and mixed methods approach. The study targeted staff members including associates, legal clerks and interns from 13 conveyancing start-up law firms in Kajiado County. In addition, thirteen managing directors or firm leaders had agreed to act as key informants. Both statistical methods and qualitative analysis was part of the data analysis process. All quantitative data was analyzed with SPSS version 26, using methods such as frequencies, means, percentages and standard deviations, as well as correlation and multiple regression. Regarding project goal setting, 52 (46.4%) respondents agreed and 35 (31.3%) strongly agreed that their firm clearly defines project goals and deliverables before initiating conveyancing tasks. On the consequences of inadequate planning, 50 (44.6%) agreed and 41 (36.6%) strongly agreed that a lack of detailed planning contributes to frequent delays in conveyancing processes. It was concluded that, well-structured planning processes were associated with improved service delivery, timely completion of tasks, client satisfaction, and overall firm performance. To enhance project planning, firms should institutionalize structured planning processes, including clear goal setting, resource forecasting, task scheduling, and regular risk assessments to reduce delays and improve operational efficiency.

**Keywords:** Project Planning, Practices, Performance, Conveyancing Start-Ups, Law Firms

#### **1.1 Background to the Study**

Conveyance means an act by which property is conveyed or voluntarily transferred from one person to another by means of a written instrument and other formalities (Government of Kenya, 2012). In recent years, the conveyancing sector has witnessed a surge in the establishment of start-up law firms driven by growing demand for property-related legal services and increased real estate transactions (Schwarz & Schechter, 2021). These firms are expected to deliver timely, accurate, and compliant legal solutions in a highly competitive and regulated environment. However, many continue to face serious operational

and structural issues that undermine their performance and credibility. These issues include poor task coordination, delayed service delivery, non-compliance with legal procedures, ineffective resource utilization, and low client satisfaction (Nguyen & Howard, 2022). The absence of structured internal systems and clearly defined workflows leaves these firms vulnerable to inefficiencies that hinder their ability to meet client expectations and regulatory requirements (Okoro & Mbatha, 2023).

Project planning helps firms define clear objectives, timelines, and deliverables, while execution ensures that activities are implemented efficiently through proper task allocation and resource utilization (Adams-Bhatti, 2024). Firms that have adopted project planning practices report improved productivity, better compliance with timelines, and higher levels of client satisfaction (Schwarz & Schechter, 2021). In the United Kingdom, for example, comprehensive project planning strategies have been instrumental in streamlining property transactions, reducing delays, and improving risk anticipation in conveyancing services (Kumar & Gupta, 2021). German law firms have advanced workflow efficiency by adopting technology-driven execution models such as automated documentation systems and digital task delegation platforms (Fisher, 2021).

Start-ups often face greater difficulty in aligning client expectations with operational realities due to fragmented planning, underutilization of technology, and weak internal monitoring mechanisms (European Bar Association, 2023). Moreover, despite technological innovation, the uptake of project management tools in smaller legal practices remains uneven across European jurisdictions, especially in countries where traditional legal culture resists managerial transformation (Santos & Möller, 2022).

In Uganda, the application of project planning methodologies has enhanced workflow coordination and improved risk assessment in legal service delivery (Kavuma & Nsubuga, 2020). Similarly, in Rwanda, conveyancing firms have effectively leveraged technology during project execution, resulting in seamless task delegation and streamlined digital case management (Nkurunziza, 2022).

Locally, in Kenya, the adoption of the project management cycle has significantly improved the performance of some start-up law firms specializing in conveyancing. Structured project planning techniques, such as feasibility assessments and risk mitigation strategies, have enhanced case handling and increased workflow efficiency (Gikonyo, 2024). However, despite these evident benefits, the majority of conveyancing start-up law firms in Kenya have not adopted structured project planning practices. Many continue to operate informally, without standardized planning, execution, monitoring, or control frameworks. As a result, they struggle with persistent issues such as poor task coordination, delays in property transactions, legal non-compliance, cost overruns, and low levels of client satisfaction. Estimates suggest that over 60% of start-up law firms in Kenya operate without any formal project management system, leaving them exposed to operational inefficiencies and business risks (Law Society of Kenya, 2023). This disparity between firms that utilize project management and those that do not presents a critical gap.

## 1.2 Statement of the Problem

Conveyancing is a critical legal process that ensures the legitimate transfer of property ownership, thereby protecting both buyers and sellers from legal and financial risks (Richards, 2022; Abraham, 2023). In Kajiado County, start-up law firms specializing in conveyancing have begun to adopt modern technologies, including online platforms, case management software, and client portals, to enhance

service delivery. These innovations, coupled with flexible pricing models and accessible legal consultation services, have been instrumental in attracting and retaining clients in a competitive market (Kigwiru, 2019). Despite these efforts, many start-up conveyancing law firms in Kajiado continue to face serious operational challenges related to poor planning practices as the initial step for project performance. If unaddressed, these challenges could threaten the sustainability of start-up firms in the region, leading to the collapse of affordable legal service providers, increased incidences of flawed property transactions, and a potential decline in public trust in the legal system. This study sought to address this critical knowledge and practice gap by exploring how project planning affects the results of conveyancing start-up law firms in Kajiado County.

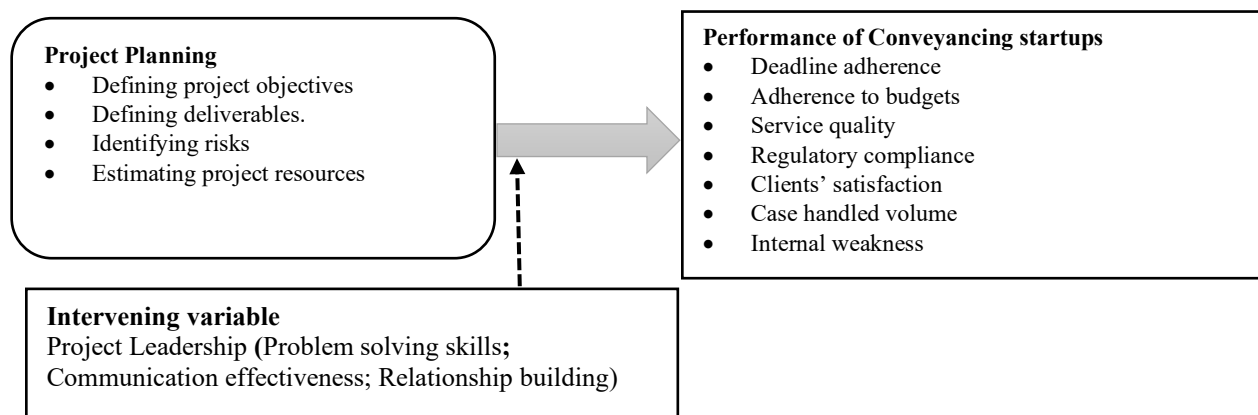
### 1.3 Study Objective

To determine the influence of project planning on the performance of conveyancing start-up law firms in Kajiado County.

### 1.4 Conceptual Framework

#### *Independent variable*

#### *Dependent variable*



**Figure 1: The Conceptual Framework**

**Source:** Own Conceptualization, 2024

### 1.5 Literature Review

In this section, theoretical and empirical reviews on the influence of project planning on the performance of conveyancing start-up law firms are presented.

#### 1.5.1 Theoretical Review

##### *The Contingency Theory*

The Contingency Theory was developed by Joan Woodward, Paul Lawrence, and Jay Lorsch 1970s (Lawrence & Lorsch, 2015). It was introduced after earlier management theories claimed that there is only one way to run an organization effectively. Contingency Theory suggests that, since firms can be managed differently, the approach you use should depend on the circumstances in and around the business (Morais & Barbieri, 2022). Contingency Theory believes that an organization will perform well if its management practices, structures and strategies respond to what it specifically faces (Donaldson, 2006). Examples of contingencies are unpredictable environmental conditions, advancements in technology, an organization's size and how the workforce is built. According to this theory, flexibility

and response to different environments is important because success comes from how well managers deal with specific challenges. There are those Scholars argue that the theory doesn't give clear instructions for finding the most important contingencies and for attaining the right fit (Deng & Smyth, 2013). Some disagree that the approach, though useful for explanation, is inadequate in providing useful routines for managers to handle different situations systematically (Wood, 1979; Hamann, 2017). Although some people criticize it, using Contingency Theory allows us to see the impact of project management on conveyancing start-up firms in Kajiado County. Since every start-up deals with different resources, stakeholder groups and hurdles, using step-by-step project methods boosts the firm's performance.

### ***1.5.2 Empirical Review***

#### ***Project Planning and Performance of Conveyancing Start-up Law Firms***

Having effective project planning is key for new conveyancing organizations in the legal sector. Setting clear objectives and deliverables guarantees that all efforts move in the direction of the firm's strategy. Identifying potential risks can help control problems such as law changes or disagreements with clients (Fisher, 2021). The successful management of resources, budget and costs helps a company operate responsibly and meet or surpass what clients expect. Using Legal Project Management (LPM) has helped conveyancing startup law firms achieve better performance by helping define both the objectives and required deliverables (Dodek, 2024). With the aid of specific LPM methods, these companies have improved how they set goals, so clients are more satisfied and projects are completed more frequently (Susskind & Susskind, 2023). With this approach, everyone involved in the project understands what is expected and why which results in everyone working in the same direction. Because they strive for transparency and better communication with clients, law firms now pay more attention to defining their objectives and deliverables (Ryan, Thanaraj, & Jones, 2021).

Firms in conveyancing startups now see that following a risk management approach is crucial in their overall project management plans (Menhennet, Hart, Hall, Clark, Grunske, Atkinson, & Holdredge, 2022). By relying on teams of specialists and using data-based methods, these companies frequently find and address risks which benefits their efficiency and market position. Taking a proactive approach to risk management has led to more trusting clients, more satisfied clients and more successfully completed projects (Steinitz, 2021). Introducing project management has helped Naranja X manage and forecast legal service results with greater stability (Saull, Baum, & Braesemann, 2020). Through better organization of resources and careful planning, conveyancing law firms now work more efficiently and at a lower cost. Being careful about how we estimate resources and budgets has helped our team work better together and made clients happier with our reliable and transparent legal services (Bull, McNair, Allen, Masson, Bennett, McKenna, & Robins, 2023).

Outlining both objectives and deliverables at the planning stage helps to satisfy clients and complete projects successfully more often (Uleanya, Omotosho, & Gamede, 2021). Achieving alignment between the client and our services starts with clear and understandable goals and deliverables. Because of this clarity, teams are able to handle their duties faster by concentrating on set objectives and goals, improving their entire teamwork (Gravett, 2020).

African nations have found that startup law firms that notice and handle risks during the planning phase usually attain better results and satisfy their clients (Uzoeghelu & Kaur, 2024). Plan for likely problems

and determine steps to bring down the risk of project delays or surprise expenses. Using this method guarantees that important resources are saved and clients can depend on the firm's preparation and efficiency (Ajayi, 2020). Also, a research paper from Ghana reported that estimating project resources, budgets and costs well in advance is necessary for conveyancing startup law firms to thrive (Ezeh & Udodi, 2022). Thanks to such precision, clients can trust that their legal matters will fit within the set budget and prices won't change in the end. As a result, companies that do resource and budget planning well are more likely to end a project on schedule and within budget, making clients much happier and boosting their reputation in the legal market of Ghana (Manya, 2020).

In addition, how well the planning phase is carried out in conveyancing startup law firms greatly affects client satisfaction and the percentage of projects completed (Nabifwo, Chege, Linyiru, Chepchieng, Thinguri, & Ong'aro, 2023). Special care must be taken in this step to define exactly what the project has to achieve and what will be delivered. When all stakeholders agree on what the project requires, work moves quicker and delivers better results for the client. With this alignment, there are fewer misunderstandings and everyone knows the clear direction for the project's completion which is important for conveyancing startups to succeed (Lubogo, 2022). It is also important during planning for conveyancing startups to find potential risks and design a detailed risk management plan, as noted by Mniwasa in 2021. According to Mgina (2023), if firms overcome potential obstacles, they can avoid unanticipated issues during property deals.

Guessing the right budget and costs at planning helps decide if a new business will thrive (Bristow, Murphy, & White, 2022). Making a detailed budget helps a project remain financially sound and uses available resources in the best way possible (Bristow et al., 2022). By being financially careful, companies can stop cost overruns and avoid crises over missing resources—both of which can negatively affect the project delivery and happiness of clients. By starting out with financial control, conveyancing startups were able to provide their services as agreed (Okot, Okello, Okello, & Design, 2024).

Based on Kenyan client experience, both satisfaction and on-time project completion resulted from effective planning (Otieno & Muathe, 2023). The basic objective of this phase is to set out what the project will produce and why. Law firms that prepare a strategic plan with clear ambitions and planned outcomes seem more aware of their organization's strategy. As a result, firms meet what clients look for, help clients get more satisfied with the results and complete projects on time. Moreover, by spotting possible risks and developing a thorough risk management plan such firms overcome challenges better (Mbugua, 2020). Taking this approach ensures better results on the project and happiness among clients since any issues are spotted soon (Kangethe et al., 2022). Good risk management allows projects to be delivered on schedule and within cost which impacts the company's good reputation and client confidence (Otieno & Muathe, 2023).

For a conveyancing startup to be financially stable, accurately estimating what is needed for the project is necessary. Profitable and professional companies tend to have strategic plans detailed enough to predict future financial results and allocate their resources well (Ndiu, 2023). If resources are estimated and managed well, projects stay within budget, please the client and maintain the firm's good reputation (Mbugua, 2020). When partners are included in setting goals and plans are checked each year, organizations tend to budget better and improve their finances (Nderitu, 2020).



## 1.6 Research Methodology

**Research Design:** In this study, convergent parallel research design was applied to collect and analyze both quantitative and qualitative data simultaneously. The research had both quantitative and qualitative indicators from both variables which needed such a kind of attention.

**Study Location:** The research was carried out in the southern part of Kenya, in Kajiado County bordering Nairobi City, Makueni, Machakos, Narok, Taita Taveta Counties and Tanzania (Omariba, 2023). With a total area of 21,902.9 square kilometers, the county reflects both city and countryside (Tait, 2019). Kajiado county includes five sub-counties called Kajiado Central, Kajiado North, Kajiado East, Kajiado West and Kajiado South (Oleku, 2024). Over the years, the county has experienced significant growth in land transactions and real estate development, driven by population spillover from Nairobi, infrastructural expansion, and increased demand for residential and commercial property (Nanyamal, 2023). This growth has, in turn, created a high demand for legal services related to land acquisition, title processing, leases, and dispute resolution. However, the conveyancing sector in the county faces challenges such as informal land tenure systems, delayed land registry processes, and limited legal capacity, especially among start-up law firms.

**Target Population:** The target population for this study consists of 130 individuals comprising a total of 117 associates, legal clerks, and interns as well as 13 firm directors drawn from 13 conveyancing-focused start-up law firms operating in Kajiado County, Kenya (Law Society of Kenya, 2023). This population included both operational staff and firm leadership, offering a comprehensive cross-section of those actively involved in conveyancing project management within the legal start-up environment. The conveyancing staff comprising associates, legal clerks, and interns were targeted since they are the one performing the bulk of daily conveyancing operations, including drafting legal documents, filing with land registries, managing client communications, and supporting the flow of cases. Their involvement makes them the main unit of analysis for this study, as they are most directly impacted by and engaged with the planning, execution, monitoring, and control aspects of project management. On the other hand, managing partners/directors were included in this study as key informants due to their role in strategic planning, resource allocation, technology adoption, and supervision of performance systems.

**Table 1: Target Population Matrix**

Law Firm Name	Target Population
Kirimi K Advocates	9
Kamoing' & Company Advocates	7
Kanchori Law Firm	10
Kibatia & Co. Advocates LLP	10
Itaya & Company Advocates	9
Muthee & Kiplagat Advocates	9
Gichuki King'ara & Co. Advocates	9
Macharia-Mwangi & Njeru Advocates	9
Kimani & Michuki Advocates	10
Wachira Wanjiru & Company Advocates	7
Kiplenge, Andama & Makau Advocates LLP	9
Njenga Mbugua & Nyanjua Advocates	5
Wangari & Associates Advocates	4
Managing Partners/Directors	13
<b>Total</b>	<b>130</b>

**Source:** Law Society of Kenya data base, 2025

**Sample Size and Sampling Techniques:** This study adopted a census sampling technique. The sample size in this study was 130 individuals comprising of 117 operational staff (comprising associates, legal clerks, and interns) from the 13 conveyancing start-up law firms in Kajiado County as the main unit of analysis. Additionally, 13 managing partners or firm directors, one from each law firm, was selected as key informants to provide strategic insights into project management practices.

**Data Collection Instruments:** This study gathered both types of data using a convergent parallel research design. Closed-ended questions and Likert scale items were included in structured questionnaires that helped obtain quantitative results. In parallel, qualitative data was collected using Key Informant Interview (KII) guides which contained open-ended questions designed to explore deeper insights in line with the study objective.

**Data Analysis Techniques:** Both quantitative and qualitative analysis methods were applied during the study. All quantitative data entry for this project were performed using SPSS version 26 and potential mistakes found and corrected prior to performing any analysis. Qualitative data were analyzed using thematic analysis techniques, results were transcribed and coded for presentation.

**Ethical Considerations:** In order to ensure participant safety and ethics, this study gave special importance to ethical aspects. All information collected were handled securely and given only to those who are allowed access. No personal details were kept in the gathered data and all analysis were preserved with anonymity. All individuals provided consent for the study after being clearly informed about the study's goal, how it was done, what they might gain and what they could experience as risks. People willing to take part in the study did so freely and they were allowed to withdraw at any time with no problems. The study supported academic integrity by correctly listing and acknowledging all sources and an anti-plagiarism compliance certificate was issued by the library. Before data collection, permission was first requested from Catholic University of Eastern Africa and a research permit was obtained from NACOSTI in Kenya.

## 1.7 Study Findings

### *The Response Rate*

The study administered a total of 117 questionnaires to Operational Staff respondents in conveyancing start-up law firms in Kajiado County, out of which 112 were successfully filled and returned. This represents a response rate of 95.7%, which was considered excellent and adequate for generalizing findings to the broader population (Nulty (2021)). The high response rate would be attributed to strategies such as personal follow-ups, simplified questionnaire design and adherence to ethical considerations. However, 5 questionnaires were not returned, indicating a non-response rate of 4.3%. Possibly, respondent fatigue, disinterest, time constraints, or fear of disclosing sensitive information despite assurances of confidentiality might have limited the participation. Additionally, out of the planned 13 Key Informant Interviews (KIIs), all of them were successfully conducted translating to 100% response.

### *Period of Work in the Legal Industry*

This section presents the respondents' duration of work experience within the legal industry. Findings were presented in Table 2.

**Table 2: Period of Work**

Period of Work	Frequency	Percent
Less than 1 year	10	8.9
1–3 years	63	56.3
4–6 years	21	18.8
More than 6 years	18	16.1

<b>Total</b>	<b>112</b>	<b>100.0</b>
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*Source: Field data, 2025*

As illustrated in Table 2, most respondents had worked in the legal industry for 1–3 years, accounting for 63 respondents (56.3%), indicating that a majority of participants were still in the early to mid-stages of their legal careers. This was followed by those who had worked 4–6 years, with 21 respondents (18.8%), and those with more than 6 years of experience, totaling 18 respondents (16.1%). Respondents with less than 1 year of experience were the fewest, comprising 10 individuals (8.9%). These findings imply that a majority of the respondents have foundational experience in the legal field, which may affect how effectively project management principles are applied in conveyancing start-up law firms in Kajiado County.

### Descriptive Statistics Results for Project Planning

The first objective of the study was to assess the influence of project planning on the performance of conveyancing start-up law firms in Kajiado County. Project planning was measured through key indicators including defining project objectives and deliverables, identifying risks and estimating project resources. To explore this, respondents were asked to express their level of agreement with a series of statements related to project planning. Their responses were captured using a 5-point Likert scale ranging from Strongly Disagree (SD) to Strongly Agree (SA). The results are presented in Table 3.

**Table 3: Respondents Opinions on Project Planning. n=112**

Statements	SD	D	N	A	SA	Mean	Std. Dev
Our firm clearly defines project goals and deliverables before initiating conveyancing tasks.	5 (4.5%)	8 (7.1%)	12 (10.7%)	52 (46.4%)	35 (31.3%)	3.90	0.98
Lack of detailed planning contributes to frequent delays in conveyancing processes.	4 (3.6%)	6 (5.4%)	11 (9.8%)	50 (44.6%)	41 (36.6%)	4.01	0.93
Project planning helps us allocate resources efficiently for legal transactions.	3 (2.7%)	7 (6.3%)	10 (8.9%)	49 (43.8%)	43 (38.4%)	4.07	0.91
We rarely conduct risk assessments during project planning.	18 (16.1%)	31 (27.7%)	21 (18.8%)	28 (25.0%)	14 (12.5%)	2.80	1.26
Proper scheduling of tasks improves the firm's ability to meet client deadlines.	2 (1.8%)	5 (4.5%)	9 (8.0%)	53 (47.3%)	43 (38.4%)	4.16	0.87
Our conveyancing team is often unaware of the timelines and milestones of ongoing projects.	14 (12.5%)	33 (29.5%)	18 (16.1%)	29 (25.9%)	18 (16.1%)	2.94	1.21
The use of project planning tools (e.g., Gantt charts, checklists) enhances our productivity.	6 (5.4%)	10 (8.9%)	14 (12.5%)	46 (41.1%)	36 (32.1%)	3.88	1.04
Inadequate planning reduces the quality of legal service delivery.	4 (3.6%)	7 (6.3%)	12 (10.7%)	51 (45.5%)	38 (33.9%)	4.00	0.95
We regularly revise our project plans to accommodate legal or client-related changes.	5 (4.5%)	9 (8.0%)	15 (13.4%)	49 (43.8%)	34 (30.4%)	3.85	0.99
Project planning is not necessary in small law firms like ours.	41 (36.6%)	32 (28.6%)	16 (14.3%)	14 (12.5%)	9 (8.0%)	2.17	1.19



**Source:** *Field Data, 2025*

Findings in Table 3, regarding project goal setting, show that 52 (46.4%) respondents agreed and 35 (31.3%) strongly agreed that their firm clearly defines project goals and deliverables before initiating conveyancing tasks. Only 12 (10.7%) were neutral, while 8 (7.1%) disagreed and 5 (4.5%) strongly disagreed. The mean score was  $M = 3.90$ ,  $SD = 0.98$ , indicating widespread agreement on the importance of goal clarity. This supports Many (2020) who emphasized that well-defined project objectives lead to more efficient and focused legal service delivery. Regarding the consequences of inadequate planning, 50 (44.6%) agreed and 41 (36.6%) strongly agreed that a lack of detailed planning contributes to frequent delays in conveyancing processes. Another 11 (9.8%) were neutral, with 6 (5.4%) and 4 (3.6%) disagreeing or strongly disagreeing. The mean was  $M = 4.01$ ,  $SD = 0.93$ , reflecting a strong consensus. One respondent noted, *“When we skip planning, something always gets overlooked—either a document or a client’s deadline.”* This aligns with Otieno and Muathe (2023), who found that insufficient planning creates procedural bottlenecks in law practice.

On whether project planning enhances resource allocation, 49 (43.8%) agreed and 43 (38.4%) strongly agreed. A smaller portion, 10 (8.9%), were neutral, while 7 (6.3%) disagreed and 3 (2.7%) strongly disagreed. The high mean of  $M = 4.07$ ,  $SD = 0.91$  shows strong support for planning in ensuring optimal use of human and financial resources. This finding is consistent with Nderitu (2020), who emphasized that resource forecasting improves sustainability in legal operations. Responses to the statement *“We rarely conduct risk assessments during project planning”* were mixed. While 28 (25.0%) agreed and 14 (12.5%) strongly agreed, a significant number disagreed (31 or 27.7%) or strongly disagreed (18 or 16.1%), and 21 (18.8%) remained neutral. The mean was  $M = 2.80$ ,  $SD = 1.26$ , suggesting limited emphasis on formal risk assessment. This reflects Nderitu (2020)’s view that legal start-ups often lack structured risk management frameworks.

In terms of scheduling, 53 (47.3%) agreed and 43 (38.4%) strongly agreed that proper task scheduling improves the firm’s ability to meet deadlines. With only 9 (8.0%) neutral, and minimal disagreement, the mean was  $M = 4.16$ ,  $SD = 0.87$ , showing overwhelming support. A respondent noted, *“When tasks are scheduled well, our turn-around time improves drastically.”* This confirms Many (2020)’s assertion that scheduling is a key driver of timely service delivery. When asked if their conveyancing team is unaware of timelines and milestones, 33 (29.5%) disagreed, and 14 (12.5%) strongly disagreed, suggesting adequate awareness in some firms. However, 29 (25.9%) agreed, 18 (16.1%) strongly agreed, and 18 (16.1%) were neutral. The mean was  $M = 2.94$ ,  $SD = 1.21$ , reflecting inconsistent internal communication about timelines.

For the use of project planning tools like Gantt charts and checklists, 46 (41.1%) agreed and 36 (32.1%) strongly agreed. 14 (12.5%) were neutral, while 10 (8.9%) and 6 (5.4%) disagreed or strongly disagreed. The average score was  $M = 3.88$ ,  $SD = 1.04$ , indicating growing adoption of planning tools to streamline workflows. Regarding planning’s effect on service quality, 51 (45.5%) agreed and 38 (33.9%) strongly agreed that inadequate planning lowers the quality of legal services. 12 (10.7%) were neutral, while only 7 (6.3%) disagreed and 4 (3.6%) strongly disagreed. The mean score was  $M = 4.00$ ,  $SD = 0.95$ , affirming that strong planning contributes to better client outcomes, in line with Otieno and Muathe (2023).

On whether firms revise project plans to accommodate client or legal changes, 49 (43.8%) agreed and 34 (30.4%) strongly agreed. 15 (13.4%) were neutral, while only 9 (8.0%) and 5 (4.5%) disagreed or

strongly disagreed. The mean of  $M = 3.85$ ,  $SD = 0.99$  suggests a high level of adaptability in project execution.

Lastly, the belief that "project planning is not necessary in small law firms" was strongly rejected by 41 (36.6%) and 32 (28.6%) who strongly disagreed or disagreed, respectively. Only 14 (12.5%) agreed and 9 (8.0%) strongly agreed. The low mean of  $M = 2.17$ ,  $SD = 1.19$  dispels the misconception that formal project planning is only suitable for large firms. The findings suggest that effective project planning, including goal setting, scheduling, resource allocation, and adaptability significantly influences the performance of conveyancing start-up law firms in Kajiado County. Firms that actively plan are more likely to deliver timely, high-quality services, retain clients, and manage resources efficiently. However, gaps in risk assessment and internal communication may limit potential gains. These results affirm that structured planning processes are essential even for small firms, as they contribute directly to competitiveness, responsiveness, and sustained client satisfaction.

The correlation analysis was conducted to examine the strength, direction, and significance of the relationships between project planning and the performance of conveyancing start-up law firms. Pearson's bivariate correlation method was applied, and results were considered significant at the  $p < 0.01$  level (2-tailed), based on data from 112 respondents. The findings showed that there was a strong, positive, and statistically significant correlation between project planning and project performance ( $r = .682$ ,  $p < 0.001$ ). This indicates that firms that invest in defining clear goals, timelines, and deliverables at the planning stage are more likely to deliver better performance outcomes, such as timely conveyancing processes and enhanced client satisfaction.

### 1.8 Conclusion

On Project Planning the study established that project planning significantly influences the performance of conveyancing start-up law firms in Kajiado County. Clearly defined goals, proper resource allocation, and structured scheduling practices were associated with improved service delivery, reduced delays, and higher client satisfaction. However, the study also revealed that risk assessment remains a weak area, suggesting that firms would benefit from integrating formal risk management practices into their planning processes.

### 1.9 Study Recommendations

Based on the findings of the study on the performance of conveyancing start-up law firms in Kajiado County, the following key recommendations were proposed: To enhance project planning, firms should institutionalize structured planning processes, including clear goal setting, resource forecasting, task scheduling, and regular risk assessments to reduce delays and improve operational efficiency.

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