Int Journal of Social Sciences Management and Entrepreneurship 8(2): 138-148 2024

ISSN 2411-7323

www.sagepublishers.com

PROJECT PLANNING PRACTICES AND PERFORMANCE OF HORN OF AFRICA GATEWAY DEVELOPMENT PROJECT IN KENYA

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ABSTRACT

Purpose: To examine the effect of project planning practices on performance of Horn of Africa Gateway Development Project in Kenya.

Methodology: The current study adopted a descriptive survey design. The target population included the series of projects that are under the HoAGDP which included: a 350-kilometer road of the corridor, digital connectivity infrastructure by installing a fiber optic cable along the 750 kilometers corridor road, social amenities (boreholes, schools, and health centers), and emergency response facilities. The sample size for the study included all the 104 project teams involved in the implementation of HoAGDP in Kenya. Thus, a census survey was adopted since the sample was small but adequate.

Findings: The study found a positive significant influence between project communication planning and performance of HoAGDP in Kenya. The study also found a significant influence between schedule planning and performance of HoAGDP in Kenya. It therefore concludes that schedule planning significantly influences performance of projects.

Conclusions: The study concluded that project communication planning and schedule planning significantly influences performance of HoAGDP in Kenya

Recommendations: Regular feedback on issues and progress should be encouraged and formal method of communication should also be adopted where all the stakeholder will be receiving information concerning the project. The project manager should ensure the project schedule are detailed and updated since they form the basis of monitoring the project

Keywords: Project planning practices, communication planning, schedule planning, Horn of Africa Gateway development project, project performance.

Background of the study

The Horn of Africa Gateway Development Project (HoAGDP) aims to enhance the movement of goods and people, and improve connectivity and access to social services in the Horn of Africa. The Horn of Africa (HoA) comprises of Kenya, Somalia, Eretria, Djibouti, and Ethiopia (Hassan, 2021). The countries came together and launched the Horn of Africa initiative to collectively improve inter-state relations for the peace and prosperity of the region. However, the current study focuses on the HoAGDP in Kenya. The project started on December 22, 20202 and is expected to end on June 30, 2028 under the sponsorship of the World Bank (Office of the Auditor-General, 2023). By the end of its completion, people living along the Isiolo-Mandera Regional Road Corridor would have experienced significant improvement in transportation infrastructure and digital connectivity associated with increased access to social services using a total of Ksh. 4,844,463,000 (EURO 40,300,000) approved budget (Office of the Auditor-General, 2023). A series of projects that are under the HoAGDP are a 350-kilometer road of the corridor, digital connectivity infrastructure by installing a fiber optic cable along the 750 kilometers corridor road, social amenities (boreholes, schools, and health centers), and emergency response facilities. HoAGDP's strategic goals include a 50% reduction in travel time, and transport costs of ICT access while improving roads and processing time at border crossings.

The implementation of the project involves the conversation of existing physical facilities into modern sustainable services. These initiatives prompt the engagement of GOK with World Bank support to develop an implementation plan that carefully aligns with the objectives and scope of HoAGDP. While these arrangements are theoretically feasible, the implementation of these initiatives is incumbent on challenges. Particularly, it is a complex endeavor to coordinate six implementing agencies to work for the same purpose due to sophisticated planning practices. Nevertheless, studies contextualized in Kenya continue to provide undisputable evidence of the nexus between project planning practices and project performance (Matu et al., 2020; Ondiek, 2020). Matu et al. (2020) found out that involving stakeholders during project planning is positively and significantly related to completion of urban road transport infrastructure in Kenya ($r=0.838$; $R2=0.703$; $p<0.001$), indicating that a project planning practice of involving stakeholders explains 70.3% of project performance. In a recent study by Wanjau et al. (2024), it was evident that project cost planning has a significant relationship with performance ($r=0.410$; $p=0.000$) and a R2 of 0.315, indicating that project cost planning influences 31.2% of project performance of housing projects in Kenya. Similarly, Ondiek (2020) revealed that effective planning for project costs is key in performance of construction projects.

Statement of the Problem

The Horn of Africa Gateway Development Project in Kenya is expected to improve movement of people, goods, and digital connectivity, hence, facilitating regional trade and access to selected basis social services within designated locations along Isiolo-Mandera regional road corridor. The implementing institution remain attentive to completing the projects by the stipulated deadline (June 30, 2028) and budget (Ksh. 4,844,463,000 (EURO 40,300,000) as determined by the sponsor (World Bank) (Office of the Auditor-General, 2023). However, incidences of project delays, under-collection, under-expenditure, and lack of skilled workforce to implement the project are threatening the project's ability to achieve its strategic goals (Office of the Auditor-General, 2022).

The project's operating environment in Kenya is high risk due to insecurity, interclan rivalry, and communal boundary disputes (World Bank, 2020). This interferes with communication channels, leading to challenges in the timely and accurate transmission of information. Moreover, Delayed project milestones in the HoAGDP project indicate inadequacy in schedule planning capacity. A review of project information as presented in project activities as of June 30, 2022, indicated the timely signing of financing agreements but construction works for the road sections failed to commence immediately (Office of the Auditor-General, 2022). Some

sections of the project, such as the 77 kilometers Road between Isiolo and Kula Mawe, were still at the design stage while others were either at the contractor's procurement stage or contracted but yet to start despite advance payments of Ksh. 830,839,200 having been made. The observed delays imply that the goal and specific objectives as well as the outcome and performance of the project will not be actualized in time, harming service delivery to the beneficiaries.

Objectives of the Study

The general objective of the study was to examine the effect of project planning practices on performance of Horn of Africa Gateway Development Project in Kenya.

Specific Objectives

i. To assess the effect of communication planning on the performance of Horn of Africa Gateway Development Project in Kenya.
ii. To evaluate the effect of schedule planning on performance of the Horn of Africa Gateway Development Project in Kenya.

LITERATURE REVIEW

Theoretical Review

The study was underpinned by the Technology acceptance model and the pickle jar theory.

The roots of the Technology Acceptance Model (TAM) are traced to the scholarly works of Davis (1989). TAM is a widely accepted theory in the field of information systems that explains how individuals perceive and adopt new technology. According to TAM, the adoption of technology is determined by two critical factors: perceived usefulness and perceived ease of use (Venkatesh et al, 2003). These factors have been found to be crucial in shaping attitudes and behavior towards technology adoption (Tripathi, 2017). The TAM model is extensively adopted in studies of IS success models and explains that perceived ease of use and perceived usefulness determines individuals' willingness to adopt new technologies. Communication practices are undergoing rapid transformations in the modern context of project management. Advanced technologies are taking a center-stage in communication, making it easy for agencies and parties participating in projects to achieve real-time transmission of information required to make decisions (Kozlowski & Matejun, 2015). However, various project implementors can only adopt new communicative technologies if they perceive the technologies to be useful and easy to use. The study will use the theory to interpret findings related to project aspects of function, internal support, and consultancy support. Based on this model, user-friendly communication systems, functional message transfer tools, the connectivity of various HoAGDP implementation agencies to the central communication system promotes project performance.

The "pickle jar theory" is a metaphorical proposal often used to explain the proposal of stress management and prioritization. It is based on the idea that our time, energy, and attention are limited resources, much like the space inside a pickle jar (Barinua & Deinma, 2022). The theory conceptualizes time as a valuable aspect of organizational performance. According to the theory, effective management of organizations' time encapsulates the management of distractors (sand) and objective planning of the day for maximum output (Ezewuzie et al., 2021). Based on this theory, the jar is the constant variable representing time; the variables that define schedule planning in the performance of projects include the effective time targets, prioritizing goals, and time planning. The key lesson of the pickle jar theory is that you need to prioritize and fill the jar with the most important tasks first. By prioritizing tasks and focusing on what's most important first, you can ensure that you're using your time and energy efficiently. The

theory is relevant to schedule planning because it emphasizes the need to execute effective schedule planning as a time management strategy during project management.

Conceptual framework

The conceptual framework presents a hypothesized interaction between the independent and dependent variables. Figure 1 presents a diagram of the conceptual framework for this study.

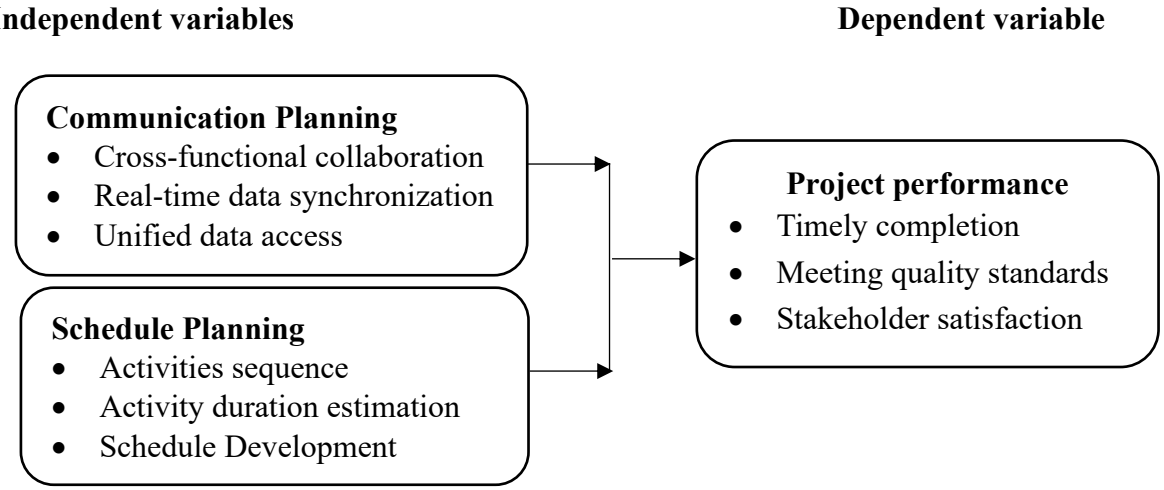

Figure 1: Conceptual Framework

Communication Planning

Communication planning involves coordination of ways to deliver information to people who are important to a project organization entailing articulating the content and intention of the transmitter to the receiver (Odhiambo et al., 2020). Communication increases success rates and improves the overall performance of projects. The tools and techniques required to manage communication successfully are identified together with the information communication technology support tools (Steen et al, 2022). A communication plan is an outline on how to communicate important information, and project progress to the various project stakeholders. This helps the project team in understanding on which notification to be given to stakeholder as well as the channel to be used, and the frequency of the information and when and who is responsible for the communication (Martins, 2024).

If the project organization seeks to achieve effectiveness in project performance, it must ensure that there is open communication between project team members and other stakeholders and the responsibility rests with the information flow in the largest segment of the group: the concern to inform the collaborators in the manner of work and ensure correct information is relayed, the ability to generate conditions for all to be in a position to express themselves freely (Kerzner, 2022). Effective communication is an asset available to each organization and must be harnessed for the purpose of attaining the aims set out which are of major importance. Communication is a relational process, in which project team members exchange information, understand and influence each other and it is an indispensable element for the optimal operation of any human collectivities (Hargie, 2021).

Schedule Planning

Schedule planning is a crucial element of project management, which depicts the allocation of time and resources systematically to ensure a project is successfully completed (Karalis, 2020). Schedule planning occurs when project implementors set out a strategy depicting the project start dates and completion dates. Effective schedule planning is characterized by timed targets, buffering/slacking, and task sequencing. In the planning process group, there are four project schedule planning activities as follows: definition of project activities; sequencing of the project activities; estimation of the activity's durations; and development of the schedule (PMI, 2017)

Milestone planning, used instead of traditional planning. A milestone is a measurable objective that must be achieved. Since a milestone describes what must be done but not how it should be done, it supports result-oriented thinking rather than activity-oriented thinking. Projects tends to fail due to too much formal control when using traditional approach of planning. However, end-user requirements are critical for the success of project. According to Kerzner (2022), effective project schedule planning is essential for aligning project tasks, allocating resources, and ensuring that projects are completed on time and within budget

EMPIRICAL REVIEW

Communication Planning and Project Performance

Odhiambo et al. (2020), examined communication as a primary factor in project performance in Kenyan commercial banks. Using a descriptive research design and purposive sampling technique, the study settled on 43 project managers in Kenyan commercial banks and gathered data from them using closed-ended questionnaires. Relying on the Statistical Package for Social Sciences (SPSS) for data analysis, the research established that quality communication enhanced project execution and collaboration (mean = 4.55, SD = 0.7053). Also, the study found that both horizontal and vertical communication are critical for project performance (mean = 4.48, SD = 0.7742). Overall, the research established a positive relationship between communication and project performance in banks. This research provides significant understandings of how communication enhances the performance of projects. However, its reliance on a small sample of 43 undermines the validity of the study. Moreover, it is based on the banking sector, limiting its applicability to development studies.

Salman et al. (2023) performed an examination of the impacts of communication and worker motivation on project performance in the software business in Pakistan. The researchers employed the quantitative nonexperimental research design methodology and the survey approach in collecting data from project participants. Data was collected from 225 respondents in various software organizations in Pakistan. The research relied on regression and correlation analysis methods with the help of SPSS to assess the data gathered. The study established that effective communication improved project performance through the implementation of customer communication processes (r 0.656), facilitation of teamwork (r 0.552) and sharing of information with management (r 0.729). This study contributes immensely to the literature on the importance of communication in project success. Nevertheless, it is based on the Pakistani context limited to the software industry, and cannot be generalized into the current study. It does also not explain how the sample was reached.

Schedule Planning and Project Performance

Larsen et al. (2018) studied the connection between pre-planning, commissioning and improved project performance in Denmark. The study applied a case study approach to determine the correlation between pre-planning, commissioning and improved project success. The construction project under investigation was owned by the Danish public construction agency. Data was collected through the use of survey questionnaires and interviews. Additional data was gathered through passive observation. The study established that pre-planning aspects such as estimated budget, predicted time performance, projected technical performance and forecasted customer satisfaction resulted in improvements in project performance (mean=4.1). Commissioning was also found to improve project performance by enhancing organizational support and pre-planning processes. While this study shows how planning improves project performance, it is based on the Danish context and cannot be applied in the current study. It does not also provide details on the sample size sampling technique and data analysis methods.

Tesfaye et al. (2016) examined the key project planning processes that influence project success in construction projects in Ethiopia. The researchers examine four project factors that are

assumed to impact project success namely human aspects, management aspects, and organizational and technical factors. Adopting the quantitative research approach, the study used a survey approach with a semi-structured questionnaire to collect data from a sample of 67 participants drawn from a population of 120 contractors. The purposive sampling technique was used to select 120 respondents from a list sourced from the Ministry of Works and Urban Development, and a random sampling technique was used to select the 67 who participated in the study. Data was analyzed using SPSS 22 and Analysis of Moments Structures (AMOS) version 22. The study results indicated that project planning processes like time, cost and risk quality improved project performance (x2=0.001). This research adds effectively to the collective works on the relationship between project planning and success. However, the use of a small sample of 67 impacts adversely on the internal and external validity of the study.

RESEARCH METHODOLOGY

Research methodology

The current study adopted a descriptive survey design. The researcher was interested in the state of affairs as they are in the field without any manipulation of the research variables.

Target Population

In this study the target population included the series of projects that are under the HoAGDP which included: a 350-kilometer road of the corridor, digital connectivity infrastructure by installing a fiber optic cable along the 750 kilometers corridor road, social amenities (boreholes, schools, and health centers), and emergency response facilities. The unit of observation was the project teams of all agencies involved in the implementation of the HoAGDP in Kenya where in total are 104.

Sampling

The sample size for the study included all the 104 project teams involved in the implementation of HoAGDP in Kenya. Thus, a census survey was adopted since the sample was small but adequate. The study used both stratified and purposive sampling techniques. Stratified was used to group the respondents from the various agencies undertaking the HoAGDP in Kenya. Purposive sampling was used to identify key respondents from the various strata with key information in relation to HoAGDP in Kenya.

RESEARCH FINDINGS AND DISCUSSIONS

Response Rate

The study targeted a sample of 104 respondents from HoAGDP project. However, out of 104 questionnaires distributed 91 respondents filled in and returned the questionnaires, this represented an 87.5% response rate.

Descriptive Analysis

The study on the respondents were requested to indicate their level of agreement on the aspects relating to project planning practices on Horn of Africa Development projects in Kenya. The measurement was done on a Likert scale which ranged from - Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree.

Communication Planning

The first objective was to assess the effect of communication planning on the performance of Horn of Africa Gateway Development Project in Kenya. The opinions expressed by respondents regarding the item communication planning and its influence on performance of Horn of Africa Gateway Development Project in Kenya are displayed in Table I. Results indicate that all items recorded standard deviation values less than two (<2) implying that there was convergence in

opinion towards the mean as regards communication planning. The composite-mean of 3.24 corresponds to neutral in the Likert scale which can be interpreted as not clear. Thus, we can say that base on the composite mean the communication planning activities were not clearly defined in this study.

However, the study established that it was agreed by majority of 70.4% of the respondents that communication among the HoAGDP implementation agencies is clear and effective to allow for cross-functional collaboration (M = 3.91, Stdv = .950). On whether the agencies implementing HoAGDP ensure data is timely synchronization for use in making decisions, the statistics could not clearly indicate the agreement on the opinion as only 39.6% agreed while 40.7% disagreed (M = 3.09, Stdv = 1.305). Advanced communication technologies are used to unify data for easy access as affirmed by 60.5% of the respondents (M = 3.52, Stdv = 1.369). However, on whether HoAGDP fosters an open and transparent communication culture among its members, the statistics indicate that 40.7% of the respondents disagreed while only 39.6% agreed. Thus, the decision of the respondents on that statement was not clear (M = 2.99, Stdv = 1.169), though there are effective channels for feedback and suggestions within HoAGDP as affirmed by 50.6% of the respondents (M =3.52, Stdv = 1.037).

Table I: Communication Planning

Communication Planning Statements	SD %	D %	N %	A %	SA %	Mean	Stdv
Communication among the HoAGDP implementation agencies is clear and effective to allow for cross-functional collaboration.	0	9.9	19.8	39.6	30.8	3.91	.950
The agencies implementing HoAGDP ensures data is timely synchronization for use in making decisions.	9.9	30.8	19.8	19.8	19.8	3.09	1.305
Advanced communication technologies are used to unify data for easy access.	9.9	19.8	9.9	29.7	30.8	3.52	1.369
HoAGDP fosters an open and transparent communication culture among its members.	9.9	30.8	19.8	29.7	9.9	2.99	1.169
There are effective channels for feedback and suggestions within HoAGDP.	0	19.8	29.7	29.7	20.9	3.52	1.037
Average Communication Planning						**3.24**	**.942**

Schedule Planning

The second objective was to evaluate the effect of schedule planning on performance of the Horn of Africa Gateway Development Project in Kenya. The opinions expressed by respondents regarding the item schedule planning and its influence on performance of Horn of Africa Gateway Development Project in Kenya are displayed in Table II. Results indicate that all items recorded standard deviation values less than two (<2) implying that there was convergence in opinion towards the mean as regards schedule planning. The composite-mean of 3.40 corresponds to neutral in the Likert scale which can be interpreted as not clear. Thus, we can say that based on the composite mean the schedule planning activities were not clearly defined in this study.

The study established that, 50.6% of the respondents agreed that the schedule planning process in HoAGDP effectively accommodates changing project requirements (M = 3.42, Stdv = 1.367). Respondents (50.6%) also agreed that HoAGDP implementation team has timed targets intended to be attained within a given period of time (M =3.42, Stdv = 1.212). It wasn't clearly agreed on whether the scheduling tools utilized by HoAGDP enhance the organization's ability to track progress and adjust timelines as needed. This is because only 39.6% agreed while another 29.7% disagreed and 30.8% were neutral (M =3.20, Stdv = 1.249). However, it was agreed by a majority 60.5% of the respondents that the project implementation teams apply task

sequencing to manage project schedules effectively (M = 3.71, Stdv = 1.108). It was also agreed (50.6%) that there is greater transparency and buy-in in HoAGDP's scheduling processes (M = 3.42, Stdv = 1.281).

Table II: Schedule Planning

Schedule Planning Statement	SD %	D %	N %	A %	SA %	Mean	Stdv
The schedule planning process in HoAGDP effectively accommodates changing project requirements.	9.9	19.8	19.8	19.8	30.8	3.42	1.367
The HoAGDP implementation team has timed targets intended to be attained within a given period of time.	9.9	9.9	29.7	29.7	20.9	3.42	1.212
The scheduling tools utilized by HoAGDP enhance the organization's ability to track progress and adjust timelines as needed.	9.9	19.8	30.8	19.8	19.8	3.20	1.249
Project implementation teams apply task sequencing to manage project schedules effectively.	0	19.8	19.8	29.7	30.8	3.71	1.108
There is greater transparency and buy-in in HoAGDP's scheduling processes.	9.9	19.8	19.8	29.7	20.9	3.42	1.281
Average Schedule Planning						**3.40**	**.904**

HoAGDP Project Performance

The main objective was to examine the effect of project planning practices on performance of the Horn of Africa Gateway Development Project in Kenya. The opinions expressed by respondents regarding the status of project performance of Horn of Africa Gateway Development Project in Kenya are displayed in Table III. Results indicate that all items recorded standard deviation values less than two (<2) implying that there was convergence in opinion towards the mean as regards schedule planning. The composite-mean of 3.53 corresponds to agree in the Likert scale which can be interpreted as to a great extent agreed. Thus, we can say that based on the composite mean to a great extent the status of HoAGDP project performance activities was influenced by project planning practices.

The study established that the project deliverables are completed within their scheduled timeframe. This was affirmed by 60.5% (M = 3.10, Stdv = 1.420). It was also agreed by 50.6% that the project deliverables are completed within the prespecified budget limits. However, the mean (3.21) indicates not clear due the effect of the standard deviation (1.403). it was also agreed by 50.6% of the respondents that the project deliverables meet the specified quality standards (M = 3.51, Stdv = 1.433). On whether the project deliverables are satisfactory to the sponsors and beneficiaries, 49.4% affirmed while 50.6% disagreed. Thus, respondents disagreed on the statement. However, the mean (3.40) indicates not clear. Lastly, majority of the respondents agreed (80.3%) that the project is implemented efficiently (M = 4.21, Stdv = .753).

Table III: HoAGDP Project Performance

HoAGDP Project Performance Statements	SD %	D %	N %	A %	SA %	Mean	Stdv
The project deliverables are completed within the scheduled timeframe.	19.8	9.9	9.9	40.7	19.8	3.41	1.420
The project deliverables are completed within the prespecified budget limits	19.8	9.9	19.8	30.8	19.8	3.21	1.403
The project deliverables meet the specified quality standards.	9.9	19.8	19.8	11.0	39.6	3.51	1.433
The project deliverables are satisfactory to the stakeholders (sponsors and beneficiaries).	0	19.8	30.8	39.6	9.9	3.40	.917
The project is implemented efficiently.	0	0	19.8	39.6	40.7	4.21	.753
Average Performance						**3.53**	**.949**

Inferential Analysis

Regression analysis was conducted to understand how a unit change in the independent variable (Communication planning and Schedule planning) may cause a change in the dependent variable (performance of HoAGDP in Kenya).

Correlation Analysis

A Pearson correlation (r) value of ± 0.5 shows a strong correlation, ± 0.30 to ± 0.49 moderate correlation while ± 0.29 is a small correlation. Significance is at less than 0.05.

Table IV: Coefficient of Correlation

Variables		Communication Planning	Schedule Planning
Project performance	Pearson Correlation	.874**	.835**
	Sig. (2-tailed)	.000	.000
	N	91	91

**. Correlation is significant at the 0.05 level (2-tailed).

The correlation results in Table IV indicate that there was a strong positive significant linear relationship between the dependent variable and the independent variables namely communication planning (r = .874, p-value = .000) and Schedule planning (r = .835, p-value = .000). Communication planning has the highest positive and significant correlation with performance of HoAGDP in Kenya (r =.874, p-value =.000), followed by schedule planning which had a positive and significant correlation (r =.835, p-value = 0.000).

Regression Coefficients

Multiple regression shows how a change in the independent variable would predict a unit change in the dependent variable.

Table V: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.558	.193		2.885	.005
Communication Planning	.628	.051	.624	12.210	.000
Schedule Planning	.162	.081	.154	2.008	.048

Dependent Variable: Performance of HoAGDP in Kenya

From the results in Table V, the beta coefficients of the independent variables operationalizing Project planning practices show their level of prediction of the dependent variable which is

performance of HoAGDP in Kenya. All the betta values were positive indicating a direct relationship between the independent variables and performance of HoAGDP in Kenya. Communication planning (β_1 = .628), and Schedule planning (β_2 = .162). The constant for the model is .558. The model was fitted using the following regression model equation;

$$\gamma = .558 + .628X_1 + .162X_2 \ldots\ldots\ldots\ldots\ldots\ldots\text{(i)}$$

Where; X_1 = Communication Planning, X_2 = Schedule Planning.

Findings for the 1st research objective indicated that, the beta coefficient (β_1) of the independent variable communication planning was X_1 = .628, p-value =.000. This implies that project planning practice through communication planning had a positive significant influence on performance of HoAGDP in Kenya. With 0.628 unit increase in communication planning which was statistically significant, performance of HoAGDP in Kenya improves by 1 unit. Communication planning had the highest influence on performance of HoAGDP in Kenya. Communication planning significantly influences performance by .624. The findings concur with Odhiambo et al (2020) who found a positive significant influence between communication and project performance of in Kenyan commercial banks. It was also established that quality communication enhanced project execution and collaboration. Both horizontal and vertical communication are important for project performance. Similarly, Salman et al (2023) found that effective communication was significant for ensuring improved project performance in the software business in Pakistan. Rahimian et al (2022) also found the quality of communication improves the performance of workers as they can build interpersonal skills.

Findings for the 2nd research objective indicated that, the beta coefficient (β_2) of the independent variables schedule planning was X_2 = .162, p-value =.048. This implies that project planning practice through schedule planning had a positive significant influence on performance of HoAGDP in Kenya. With 0.162 unit increase in schedule planning which was statistically significant, performance of HoAGDP in Kenya improves by 1 unit. Schedule planning had the third highest influence on performance of HoAGDP in Kenya. Schedule planning significantly influences performance by .154. The PMI (2017) for a successful project, accurate schedule planning is needed in all the aspects of the project. Time/schedule planning is an important part in project implementation. The findings are in line with Ondiek (2020) who found project time planning significantly influenced performance of road construction projects in Uasin Gishu County. The study recommended development of time schedules based on WBS since it is one of the most important plans in a project. Miringo and Dushimimana (2023) found project time scheduling to significantly influence the performance of lease projects in Rwanda.

CONCLUSIONS

The 1st objective was to assess the effect of communication planning on the performance of Horn of Africa Gateway Development Project in Kenya. The study found a positive significant influence between project communication planning and performance of HoAGDP in Kenya. The study concludes that project communication planning significantly influences performance of HoAGDP in Kenya. The 2nd objective was to evaluate the effect of schedule planning practices on performance of the Horn of Africa Gateway Development Project in Kenya. The study found a significant influence between schedule planning and performance of HoAGDP in Kenya. It therefore concludes that schedule planning significantly influences performance of projects.

RECOMMENDATIONS

Communication plays a key role in ensuring successful implement of projects. Since project have many stakeholders, having good communication plan helps ensure information and expectations of stakeholder are shared as well as the project progress. Regular feedback on issues and progress should be encouraged and formal method of communication should also be adopted where all the stakeholder will be receiving information concerning the project. The

project manager should ensure the project schedule are detailed and updated since they form the basis of monitoring the project

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