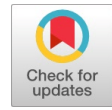


# Assesment of Risk Control Activities on Financial Performance: A Case of Diocesan Secondary Schools in Moshi, Tanzania

Audifas E. Said, Nyanjige Mayala, Ladis Komba



**Abstract:** *The study was conducted to assess Risk Control activities of external audit on the financial performance in diocesan secondary school in Moshi, Tanzania. This study was guided by Stewardship Theory, and employed a quantitative approach and cross sectional survey design. Quantitative data were analyzed by using Statistical Package for Social Sciences (SPSS) version 22. Target population was 256 and the sample size was 156. Tables were used to present the study findings. The findings of this study revealed that although training and seminars are given to those Senior Management Teams (SMTs); to the schools on matters related to financial risk control activities, little has been done to employ other strategies like dividing the schools in clusters and have specific time table to allow them to meet and share their ideas and knowledge. Subsequently, the findings revealed that most of the schools do not have current accounting software's to the accounts departments. In addition, the findings revealed that most of the secondary schools in the diocese have no reliable internet systems. The findings however, revealed that secondary schools in the diocese face a number of challenges in preparing financial statements. The study concludes that raising awareness on finance knowledge to other departments other than Accounts department is of paramount important in these diocesan secondary schools. So as to minimize financial risks which might occur in the future. The study therefore recommends to have clusters meeting for short term training on matters related to risks control activities so as to end up with financial performance.*

**Keywords:** *External Audit, Risk Management, Financial Performance, Secondary schools and Diocese of Moshi*

## I. INTRODUCTION

External audit add credibility to managements inherent assertions includes in the Financial Risks. External audit in private schools especially Diocesan secondary schools entails a review of the budget, the allocation of funds, and the actual expenses to ensure the budgeted revenues and expenses.

Manuscript received on 06 September 2023 | Revised Manuscript received on 06 October 2023 | Manuscript Accepted on 15 November 2023 | Manuscript published on 30 November 2023.

\* Correspondence Author (s)

**Audifas E. Said Audifas Said\***, Masters Student, Department of Economics and Business Studies, Mwenge Catholic University, Moshi, Kilimanjaro, Tanzania. E-mail: [audifass@gmail.com](mailto:audifass@gmail.com), ORCID ID: [0009-0004-3154-979X](https://orcid.org/0009-0004-3154-979X)

**Dr. Nyanjige Mayala**, Lecturer, Department of Economics and Business Studies, Mwenge Catholic University, Moshi, Kilimanjaro, Tanzania. E-mail: [nyanjigem@yahoo.co.uk](mailto:nyanjigem@yahoo.co.uk)

**Dr. Ladis Komba**, Lecturer, Department of Economics and Business Studies, Mwenge Catholic University, Moshi, Kilimanjaro, Tanzania. E-mail: [laadiskomba@gmail.com](mailto:laadiskomba@gmail.com)

© The Authors. Published by Lattice Science Publication (LSP). This is an open access article under the CC-BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>)

The external Auditors are placed in a position that enables them to suggest improvement in the client accounting system and controls as to offer ideas for improving financial performance, tax planning and clerical efficiency of these schools under the diocese were correctly complied and used. The objective is to minimize risks which occurs in these secondary schools in Moshi Catholic.

External Audit function serves as a useful barometer to identify Risks control activities. Both Salisu and Ransom (2019) pointed out that external audit function provides information that is useful for managerial decision making, identification of organizational financial risks, ensuring best management of resources, assisting social responsibility and minimizing organizational potential risks as a result then the Financial performance of the institution will be at good health Financial performance which represent the task of executing the financial activity. It indicates the extent to which financial objectives or targets have been fulfilled. The term financial performance analysis also stated as analysis and interpretation of financial statement. It also shows the relationship between balance sheet and the profit and loss account Financial performance is a subjective measure of how well a firm can use assets from its primary mode of business and generate revenues. The term is also used as general measure of a firm's overall financial health over a given period, (Kisanyanya, 2018, [6] [8][9][10][12]). Seremi(2019, [2]) explains the broad objectives of maintaining a good system of internal control in an organization so as to minimize financial risks. He argue that, control system (CS) ensures reliable financial reporting. For him, an important objective of these controls is to provide accurate financial and non-financial operation information about the organization's operations for decision making. On the other hand is to ensure compliance with laws and regulations. An organization must operate in accordance with the laws and regulations of the particular country. These laws may relate to issues such as anti-fraud legal provisions and taxation. In line with the same argument, a good internal control system will usually help a company achieve its objectives and minimize risk of losingits resources. In that end, it is vivid that, an organization can achieve the above objectives if there is strong external audit whereby one of their functions is to ensure that organization maintain a good internal control. External Auditors need to understand the internal control because they can be able to assess their reliability for the preparation of financial statement and they can be able to design suitable audit procedures.



# Assesment of Risk Control Activities on Financial Performance: A Case of Diocesan Secondary Schools in Moshi, Tanzania

Similarly, while external audit function is important to public sectors, it is of great concern in higher learning institutions which Njenga, (2017) in Nigeria and Imiete,(2018) described as the industry that processes the manpower for socio-economic, political and cultural development of any society. This was supported by Siyaya et al.'s research to assess auditing effectiveness in higher education institutions (Siyaya et al., 2021). The authors also suggested that the most important factors affecting how external audit functions can act as a valuable barometer for determining both strengths and deficiencies. This can enable external auditors to identify the extent to which value can be added to the local and global performance through automation, information and transformation effects.

Thus there always uncertainties and risk associated with implementing schools activities in each day. This could be on the cost, time, quality. Some of financial risks in these schools are Market risks, credit risk and operational risk.

Boyers, (2018) explains that risk management affects the essential factors to the success of any project such as budget, communications, stakeholders, agreed quality

## II. STATEMENT OF THE PROBLEM

External Auditing is a significant aspect for any organization. It helps in improving performance, positive output, enhance positive outputs and reach the organizational goals by avoiding any unnecessary risk. According to Manyama (2020), who conducted a study on the efficacy of the external audit function in Tanzania, institutions are not independent of internal audit systems in this regard: Arusha District provided evidence that the audit function is ineffective because top management, an insufficient audit staff, and an audit staff that lacks training do not adequately support the auditors. The study recommended the allocation of more resources to support recruitment of audit staff as well as support in periodic training. Urquia (2018) conducted a study on the effect of internal control system on financial performance in an institution of higher learning. The study found that management of the institution is committed to the control systems. Additionally, it was shown that revenues and expenses were appropriately categorized, the university's assets had grown, and the internal control system had a favorable correlation with financial performance (Urguia, 2018). These results imply a connection between the audit function and the effectiveness of the organization. The essence of external audit for any school is that everyone in the school has responsibility for internal control to a certain extent in order to minimize any kind of risk in the school. Virtually, all employees are considered to strive towards enhancing existence of effective and efficient of external audit system. The. External audit practices in assessing risk control activities in financial performance of Moshi Diocesan secondary schools .

In considering Audit Practices the researcher has complete overview in Risk control activities, on financial Performance. Macpherson (2020)

Thus for betterment of avoiding risks to institutions especially diocesan secondary schools in Moshi the top management should offer training and seminars to Heads of schools, Accountants, Cashiers, Storekeepers, Board

chairpersons, Academic masters on matters related to Risk , risk assessment, risk transfers, performing risk analysis, risk responses, levels of risk, and risk identification techniques

## III. RESEARCH OBJECTIVE

To assess risk control activities on the financial performance a case of diocesan secondary schools in Moshi.

### A. Research Question

How does risk control activities contributes on the financial performance a case of diocesan secondary schools in Moshi?

## IV. THEORETICAL FRAMEWORK

### A. Stewardship Theory

Stewardship theory is presented as an alternative to agency theory. Unlike agency theory which focuses on control and conflict, stewardship theory emphasizes co-operation (Sunderamus 2019) and provides a non-economic premise for explaining relationships. It is the theory that has been created to organizational behavior scholars in the past 20-25 years, but it has been expressed and practiced in different forms for much longer than that. Certainly, Dodd expressed certain ideas that are comparable to or consistent with stewardship theory in his publications from the 1980s and during his well-known public disputes with Berle. While engaging in what is often known as "managerialism" between the 1920s and the early 1970s, directors in the US and the UK widely perceived themselves as stewards and behaved in accordance with a broad stewardship attitude (Stout 2013). According to the stewardship theory of corporate governance, it makes sense to establish management and authority structures that provide unified command and facilitate autonomous decision making because doing so enables businesses to respond swiftly and decisively to market opportunities. People can be trusted to act in the public good in general and in the interests of their shareholders in particular. This approach leads, for instance, to the combination of the roles of CEO and board chairperson and for audit committees to be either non-existent or lightweight. According to the stewardship hypothesis (Davis-et al., 2003; Nicholson and Kiel, 2003), managers are ethical, more driven by intrinsic than extrinsic rewards, and self-driven to maximize group interests. The stewardship theory is adopted for this study because it strongly argues that managers and boards of directors are good stewards of a firm and they should be given utmost trust.

### B. Strengths of Theory

The greatest strength of Christiania earth stewardship is that it is mainstream. It speaks to many people with a fuller understanding of the gospel it opens a way into Christian environmentalism that many people can follow. It has defined for the first time whole new questions for Christian faith and practices that are nevertheless faithful to the gospel message.



It maintains a celebratory and positive spirit as well no easy task in face of our environmental problems. It does this by focusing on the Creators and Christ's redeeming love

### C. Weaknesses of Stewardship Theory

Managers may not always act as good stewards and they can and sometimes do exploit their position to make decisions that are not in the interest of their shareholders. Bad stewards have lost sight of the organizations founding principles, substituting instead what is expedient or best meets their needs. The role of the steward is over-simplified and unrealistic. They lack empirical evidence, having the CEO who is not chairman. The theory reinforces the egos of senior executives.

### D. Relevance of Stewardship theory in the study

The stewardship function is to show shareholders that their funds are safe and are being used wisely by the directors. It is the responsibility of shareholders to appoint the directors to run and manage the company on their behalf. Therefore in this study, the theory will be used to justify the external audit practices among the diocesan and the school management. Having selecting good school headmasters and good school boards as well as smart accountants will help in good financial performance of these schools.

## V. LITERATURE REVIEW

### A. Contribution of Risk Control Activities in Financial Performance

Musah et al, (2018) examined factors that determine external audit effectiveness among SOEs in Ghana.. The study was carried out in response to a number of scandals involving Ghanaian SOEs and the dearth of empirical research on the factors influencing audit effectiveness that could address these issues. The study focused on the respondents' perceptions of the effects of variables like the internal audit unit's competence, size, relationship to external auditors, management's support for the audit function, and internal audit unit's independence on audit effectiveness among Ghana's SOEs. They conducted surveys of the management, auditors, and accountants of these sampled SOEs in Ghana. The study's findings indicated that the most important factors of audit effectiveness are managerial support for the audit function. The study also found that a solid working relationship between internal and external auditors as well as the size of the audit unit were important drivers of external audit effectiveness. The researcher has not identified the type of research approach applied, neither the population of the study and its sample size. The data analysis and data presentation of the study was not however explained. Also, there are no positive and significant effects of external auditing and organizational performance. Sampling techniques are also not provided.

Bednarek (2018, [11]) conducted research to determine the elements that influence audit effectiveness. According to a survey of 342 Polish firms, the audit's characteristics, audit activity, and relationships across organizations all have an impact on how effective the audit is. The effectiveness rises as the internal audit's age rises, audit engagement performance is routinely monitored, audit performance

measurement and self-assessment results are used to introduce changes, the audit committee identifies significant risks and establishes priorities for the annual and strategic audit plans, and commissioned audits do not account for more than 20% of the audit's work.

Omri, (2019) investigated Tunisia-specific factors affecting the success of external audits. Responses to a questionnaire sent to the chief audit executives of 148 Tunisian firms served as the source of the data. The effectiveness of the audit function is compared to six key parameters using multiple regression analysis. Results showed that the independence of the audit, the objectivity of internal auditors, management support for internal audit, the use of the internal audit function as a management training ground, and the industry of the organization all had an impact on the effectiveness of auditing. Practitioners and scholars interested in determining the factors that influence auditing effectiveness in developing nations can benefit from the study's material. From the study above, only sample is given without total population of the study identified. The research approach and design are not even narrated, together with the sampling techniques and procedures. No type of data collected identified, neither their analysis nor presentation.

Achina (2019, [5][3]) investigated the factors that influence the efficiency of external audits in Ghana's decentralized local government administration systems. Metropolitan, Municipal, and District Assemblies (MMDAs) make up Ghana's local government system. The Ashanti region of Ghana, which has the greatest number of MMDAs, was the study's primary area of interest. The rising interest in audits of local government entities served as the study's driving force. The results of a descriptive survey that used questionnaire data showed that the majority of the audit employees at MMDAs in Ghana's Ashanti Region have the necessary professional expertise. Contrary to popular belief, audit quality is not always degraded in the public sector, as shown by the study, which also showed that local audit laws and international standards for auditing are followed. While top management support was shown to have no impact on internal audit effectiveness, professional competence, generational independence, and career development were found to have statistically significant positive relationships with internal audit effectiveness.

Lawrence (2018, [1][4][7]) looked into the elements that affect how well the audit function works in Jamaican commercial banks. According to the report, internal audit effectiveness is significantly influenced by the caliber of the audit inquiry, organizational independence, professional competence, and management support. They came to the conclusion that it is crucial for policymakers and stakeholders to comprehend the critical role internal audit plays in the long-term financial stability and well-being of any financial organization. From the study, the researcher has not identified the type of research approach applied, neither the population of the study and its sample size. The data analysis and data presentation of the study was not however explained.

# Assesment of Risk Control Activities on Financial Performance: A Case of Diocesan Secondary Schools in Moshi, Tanzania

Also, there are no positive and significant effects of external auditing and organizational performance. Sampling techniques are also not provided. Most of the reviewed studies have been conducted in Tourism sector, Local Government and Commercial Banks however the present study was conducted in Private schools particularly in Diocesan Secondary Schools in Moshi to allow revealing more findings. Moreover, most of the revealed studies have used qualitative and quantitative (mixed research approaches). The present study however, embraced only one approach so as to give out reliable information. In a nutshell, novelty of this study was embodied in the filling these gap

## VI. RESEARCH METHODOLOGY

The study employed the pragmatic research where cross-sectional design with quantitative method research approach was adopted. The target population for this study was 34 secondary schools in Moshi Diocese, 20 heads of the school, 20 accountants, 20 academic masters, 20 storekeepers, 20 cashiers, 20 finance board chairpersons of the school, 20 board chairperson, 9 external auditors, 5 school directors, 1 educational director and 1 procurator Secondary schools were targeted because they are educational institutions which have been experiencing the risk of financial performance. To achieve the purpose of this study, 'which is assessing the risk control activities on financial performance the study collected data using sampling method from Heads of school, Accountants, Academic masters, Store keepers, Cashiers, Auditors, Educational Director and Procurator because this study based on virtue of their positions implied impracticality sampling which refers to selecting a few representative elements or units from a population. This study used quantitative data collection instrument. Therefore, the data collection instrument that were employed in this study were questionnaires for all groups except Procurator and Educational Director whom

they were given interview schedule. Furthermore, the sample for the study was obtained Conbanch Alpha. Questionnaires and Interview schedule were used to collect data. Quantitative data was analyzed by using Statistical Package for Social Sciences (SPSS) version 22. To establish the reliability of the research instruments, the researcher has used pilot test. In ensuring validity of the research instruments, the researcher presents the questionnaires and to the research supervisors for scrutiny and suggestion on their validity, relevance, clarity and suitability of the information contained

## VII. FINDINGS AND DISCUSSION

### A. Introduce the Research Question

The study which dealt with assessing risk control activities on financial performance was responded by Procreator, Education Director, Head Of Schools, Board chairpersons, Finance board chairpersons, School Directors, Accountants, Cashiers, Store Keepers, Auditors and Academic Masters and the table 1.1 will give out the result

**Table 1. Shows Demographic Characteristics of the Respondents**

N	Valid Missi ng	Gender	Position in the office	Age	Level of education	Work experience
		f	f	f	f	f
153	3	153	153	153	153	153
		3	3	3	3	3

As it stated above, on [Table 1:1](#); out of 156 respondents whom the questioners were given to them only three schools' questioners were not submitted to the researcher. The collected questioners range the average of 98.1%. and the uncollected questioners were 1.9%. Thus is to say the analysis was done under 153 respondents and gave out the results on Table 1:2 below as follows

**Table 2: Theshows Responses on Possible Remedies Towards Risk Control Activities on Financial Performance in Secondary Schools in Moshi Diocese(n=153)**

Statements	SD		D		N		A		SA		Mean	SD
	f	%	f	%	f	%	f	%	F	%		
External Audit has improved financial Performance	1	1	0	0	15	10	59	38	79	51	4.60	1.69
Benchmarking has improved school's financial competence and minimizes financial risk	0	0	6	4	46	30	61	40	41	27	4.30	0.95
Risks levels have greatly reduced in schools due to External auditing	1	1	4	3	37	24	64	42	48	31	4.30	0.66
The school vehicles are being used by employees for personal purposes	145	94	9	6	0	0	0	0	0	0	2.20	1.62
The school has ways of measuring liquidity ratios	11	7	35	23	39	38	41	27	8	5	3.50	1.35
The school has Proper system of fraud detection	4	3	7	5	50	32	69	45	24	16	3.90	1.10
Some of School's assets have gone missing	118	77	13	8	8	5	12	8	3	2	2.7	1.73
Our school leverage has been increasing due to proper inventory Management	2	1	5	4	45	29	71	46	31	20	4.2	1.51
Arrangement of inventory has been helping our school maintenance of stocks	0	0	2	1	15	10	30	19	107	69	3.4	0.42
Periodic stock taking has become helpful in saving loss of assets	0	0	1	1	8	5	39	25	106	69	4.4	0.52

Source: Field data (2023)

As shown in [Table 2](#) while the majority of the heads of schools and Accountants (89%) expressed affirmative opinion by agreeing that the school financial performance has improved with external auditing therefore it is crucial to assemble way forwards to combat the financial risk for the purpose of healthy financial performance. Thus the mean of 4.46 is remedies.

The researcher assessed the risk Control activities used by the schools to ensure well financial performance. The information was obtained through questioners for Accountants, Cashiers, External auditors, Heads of schools, School Managers, and interviews were also held with the top leaders at the Moshi Cathedrals to Procurator and Educational Director. The researcher looked at two sections first the Risk control activities and the Financial performance his to the secondary schools.

External audit has improved financial performance as regards to risk control activities the result were; 1% of the total number they Strongly Disagree with the statement, While there were no ( 0%) respondent answered that it is Disagree; At the same time 10% they were Not sure with the statement; while 38% Agreed with the statement and the rest which is 51% they have strongly Agree that the Risk control activities can be done through External auditing and as the result then there is good financial performance; which means, external auditing has positive relationship with risk control activities. Achina (2018) on his research also proves this. As the study proves this by the mean of 4.30 mean. As the conclusion then it is clear that external audit practices improve financial performance of the schools.

Benchmarking has improved financial performance as regards to risk control activities the result were; 0% of the total number they Strongly Disagree with the statement, While there were 4% respondent answered that it is Disagree; At the same time 30% they were Not sure with the statement; while 40% Agreed with the statement and the rest which is 27% they have strongly Agree that the benchmarking as on the management activities has improved school financial performance. This also has been found by Omri (2018) in the study on factors influencing external auditing. This therefore implies that benchmarking as management function has positive impact with the organization performance. Having the mean of 4.30 from the table 2 shows that the findings are remedies for those who strongly agree. Measuring risk levels has improve financial performance as regards to risk control activities the result were; 1% of the total number they Strongly Disagree with the statement, While there were 3% respondent answered that it is Disagree; At the same time 24% they were Not sure with the statement; while 42% Agreed with the statement and the rest which is 31% they have strongly Agree that the Risk control activities can be done through External auditing and as the result then there will be good financial performance. As shown clearly from table 2 which has the mean of 4.30 the study conclude that risk measuring which is done by external auditors helps in financial performance in most of the schools in Moshi Diocese.

The Risk of using Schools vehicles for personal activities have reduced the risk of misuse school assets and leads to improve financial performance as regards to risk control activities the result were; 94% of the total number they

Strongly Disagree with the statement, While there were 6% respondent answered that it is Disagree; At the same time 0% they were Not sure with the statement; while 0% Agreed with the statement and the rest which is 0% they have strongly Agree that the Risk control activities can be done through External auditing and as the result then there will be good financial performance. As from the table the mean of 2.20 shows that most of the schools' assets especially cars are only used for school purposes and therefore external audit have great impacts on financial performance.

Schools has ways of measuring liquidity ratios so as to minimize the risk of misuse the liquidity and improve financial performance as regards to risk control activities the result were; 7% of the total number they Strongly Disagree with the statement, While there were 27% respondent Disagreed with the statement; At the same time 38% they were Not sure with the statement; while 5% Agreed with the statement and the rest which is 0% they have strongly Agree that the Risk control activities can be done through External auditing and as the result then there will be good financial performance

The schools has proper system of fraud detection as regards to risk control activities the result were; 3% of the total number they Strongly Disagree with the statement, While there were 5% respondents Disagree with the statement; At the same time 32% they were Not sure with the statement; while 45% Agreed with the statement and the rest which is 16% they have strongly Agree that the Risk control activities can be done through External auditing and as the result then there will be good financial performance. Basing on the response above, 93 respondents which equals to 61% with 3.9 mean had agreed that, there is good fraud detection in the school as result; t contributes to organizational performance. This is in line with the findings by Omri (2018) the independence of the external auditor contributes to the financial performance. Schools assets have being missing therefore the schools has to have external auditors to avoid or minimizing this risk of losing schools assets; as regards to risk control activities the result were; 3% of the total number Strongly Disagreed with the statement, While there were 5% respondents Disagreed with the statement; At the same time 32% they were Not sure with the statement; while 45% Agreed with the statement and the rest which is 16% they have strongly Agree that the Risk control activities can be done through External auditing and as the result then there will be good financial performance. Having the mean of 2.7 conclude the study that there is no severe missing of assets to the school due to external auditing. Schools leverage have being increasing due to proper inventory control; The borrowed funds (debt) are used for acquisition of assets in the hopes that the income of the new asset or capital gain would surpass the cost of borrowing therefore the Risk minimization due to External auditing will increase the leverage of the schools and thus improves financial performance as regards to risk control activities the result were; 2% of the total number they Strongly Disagree with the statement,

## Assesment of Risk Control Activities on Financial Performance: A Case of Diocesan Secondary Schools in Moshi, Tanzania

While there were 1% respondent answered that it is Disagree; At the same time 3% they were Not sure with the statement; while 29% Agreed with the statement and the rest which is 46% they have strongly agree that the risk control activities can be done through external auditing and as the result then there will be good financial performance with the 4.2 mean implies that the response are remedies. Following the total number of the respondents who agreed on school leverage has been increasing because of proper inventory management.. This was agreed by 102 respondents with 66%..this is in line with the findings by Musah (2018) in his research On Risk Control and Management. Thus this implies that there is positive impact on leverage and assets control with financial performance as regards with the study. In statement Nine on whether the schools inventory arrangement has being helping the schools maintenance of the stocks; Among the risk management or risk control activities is avoiding misuse of current and noncurrent assets, therefore inventory management minimizes the risk of wasting and losing schools wealthy. When this is done properly assets has improve financial performance as regards to risk control activities the result were; 0% of the total number they Strongly Disagree with the statement, While there were 1% respondent answered that it is Disagree; At the same time 10% they were Not sure with the statement; while 19% Agreed with the statement and the rest which is 69% they have strongly Agree that the Risk control activities can be done through External auditing and as the result then there will be good financial performance.

As shown on Table 1.2 schools' periodic stock taking has decreases the risk of losing some assets to the schools. As the mean states on the table 1.2 which has 3.4; it is specifically shows the remedies towards risk control activities. Periodic stock taking has improve financial performance as regards to risk control activities the result were; 0% of the total number they Strongly Disagree with the statement, While there were 1% respondents Disagreed with the statement; At the same time 5% they were Not sure with the statement; while 25% Agreed with the statement and the rest which is 69% they have strongly Agree that the Risk control activities can be done through External auditing and as the result then there will be good financial performance. For the case of periodic stock taking against serving loss of assets, 106 despondence with 69%, strongly agreed that there is a close relationship with periodic stock taking and loss serving to financial performance. This conclusion is in line with that of Lawrence (2018, [1]) on his research on Effectiveness of internal control, He conclude that the periodic stock taking has decrease the loosing of assets. Thuby having the mean of 4.4 which the respondents agreed that stock taking decreases loosing of assets implies that there is positive relationship between Stock Taking, External Auditing and Financial Performance.

keepers who minimize the risk of misuse of stocks in the schools, the external auditors who audits and give outs their views towards risk control for better performance of the school finance. Good involvement of School Board Chairpersons and Finance Chairpersons with rules, regulations and laws and financial policies are the set of strategies of minimizing any kind of risks to the schools as result then the financial performance becomes the hearts of all schools in the diocese.

### IX. RECOMMENDATIONS

The study recommend the need to the top management to provide training to the school managements teams and accountants. Also the study recommends to the head of the schools to buy accounting packages for some of their accountants because some are outdated and others are corrupted while other school they're not available completely they still use manual way of doing their works. Lastly but not the least the study recommends that the managements should buy good internet systems to their schools so as to avoid risk of failing in filling returns to the TRA, WCF, NSSF and LOAN BOARD which might occur due to the use of accountants personal phones instead of the use of routers.

### DECLARATION STATEMENT

Funding/ Grants/ Financial Support	No, I did not receive any financial support for this article.
Conflicts of Interest/ Competing Interests	No conflicts of interest to the best of our knowledge.
Ethical Approval and Consent to Participate	No, the article does not require ethical approval and consent to participate with evidence.
Availability of Data and Material/ Data Access Statement	Not relevant.
Authors Contributions	All authors have equal participation in this article.

### REFERENCES

1. Lawrence, (2018) effects of internal control system on the organizational performance of remittance companies in Mogadishu-somalia. *Journal of business management*, 153-167.
2. Ahmed, S. O., & Ng'anga, P. (2019). Internal Control Practices and Financial Performance of County Governments in the Coastal Region of Kenya. *International Journal of Current Aspects*, 29-41. Asare, T. (2009).
3. I. Mustapha\*, M. Ashfaq, and M. I. Qureshi, "A New Integrated Framework for ISO 9001 Quality Management System Maintenance in Malaysia," *International Journal of Innovative Technology and Exploring Engineering*, vol. 9, no. 2. Blue Eyes Intelligence Engineering and Sciences Engineering and Sciences Publication - BEIESP, pp. 4519-4527, Dec. 30, 2019. doi: 10.35940/ijitee.b9019.129219. Available: <http://dx.doi.org/10.35940/ijitee.B9019.129219>

### VIII. CONCLUSION AND RECOMMENDATION

Based on the findings of the study. It can be concluded that; the control activities used by the school administrations in controlling Risks to the schools is the use of accountants of the schools who prepares the ground for auditing activities, preparation of budgeting, also the use of cashiers and store



4. T. B. TURISHCHEVA, R. G. Akhmadeev\*, and L. A. Chaykovskaya, "Institutional Environment of Internal Controls in Autonomous Establishments," International Journal of Innovative Technology and Exploring Engineering, vol. 8, no. 12. Blue Eyes Intelligence Engineering and Sciences Engineering and Sciences Publication - BEIESP, pp. 2353–2357, Oct. 30, 2019. doi: 10.35940/ijtee.L3397.1081219. Available: <http://dx.doi.org/10.35940/ijtee.L3397.1081219>
5. Achina, (2019). Effect of internal control on the financial performance of microfinance institutions in Kisumu central constituency, Kenya. Scholarly Journal of Scientific Committee of Sponsoring organization. (2013). - Internal control / integrated framework executive summary. Committee of Sponsoring Organisation of the Treadway Commission (Coso) (pp. 1-8).
6. Corporate Kinyua, J. K., Gakure, R., Gekara, M., & Orwa, G. (2015). Effect of Internal Control Environment on the Financial Performance of Companies Quoted in the Nairobi Securities Exchange. International Journal of Innovative Finance and Economics Research, 29-48.
7. K. Motubatse, C. Ngwakwe, and M. Sebola, "Internal Control as a Catalyst for Clean Audit Outcomes in the Local Government The Moderating Role of Information Technology," International Journal of Recent Technology and Engineering (IJRTE), vol. 9, no. 4. Blue Eyes Intelligence Engineering and Sciences Engineering and Sciences Publication - BEIESP, pp. 204–208, Nov. 30, 2020. doi: 10.35940/ijrte.b4036.119420. Available: <http://dx.doi.org/10.35940/ijrte.B4036.119420>
8. H. Saremi et al., "The Impact of Innovation Strategy on the Financial, Social and Environmental Performance," Indian Journal of Economics and Finance. Lattice Science Publication (LSP), pp. 33–39, May 10, 2021. doi: 10.54105/ijef.a2501.051121. Available: <http://dx.doi.org/10.54105/ijef.A2501.051121>
9. Dr. N. Nadj and S. Parrish-Chester, "Profitability as a Knock-on Benefit to Collegiate-Athlete Brand Compensation," International Journal of Management and Humanities, vol. 9, no. 8. Blue Eyes Intelligence Engineering and Sciences Engineering and Sciences Publication - BEIESP, pp. 11–23, Apr. 30, 2023. doi: 10.35940/ijmh.h1596.049823. Available: <http://dx.doi.org/10.35940/ijmh.H1596.049823>
10. Internal auditing in the public sector: Promoting good governance and performance improvement. International Journal on Governmental Financial Management, 3(1), 15-27
11. Bednarek, (2018). Effectiveness of internal controls: perception or reality. Journals of Business, 30-45.
12. Kinyua, J. K., Gakure, R., Gekara, M., & Orwa, G. (2018). Effect of Internal Control Environment on the Financial Performance of Companies Quoted in the Nairobi Securities Exchange. International Journal of Innovative Finance and Economics Research, 29-48.

supervised several MBA and PhD candidates in the areas of services marketing, entrepreneurship and sustainable tourism. From 1999 to 2012 he served in the Government of Tanzania as Permanent Secretary in several ministries, including those responsible for labour, employment, youth development, natural resources and tourism, cooperatives and marketing and in different capacities in various boards of directors. He has also served as the Tanzanian Ambassador to Uganda from 2012 to 2016. While serving in the Government and teaching at the University, he has accumulated abundant experiences in service excellence and customer care skills. He is the author of "The Impacts of National Character on Critical Factors of Customer Satisfaction on Customers Behavioral Intentions in Service Organizations: A case of Tourist Hotels in Tanzania, Wissner Verlag, Augsburg, Germany 1997, and Sustainability and Travel Motivations: An Inbound tourist to Tanzania Perspective, Co-author with Saliel Kanza, Wineaster Anderson, Lena Mossberg and Tommy Anderson, Journal of Sustainable Tourism 2016."

---

**Disclaimer/Publisher's Note:** The statements, opinions and data contained in all publications are solely those of the individual author(s) and contributor(s) and not of the Lattice Science Publication (LSP)/ journal and/ or the editor(s). The Lattice Science Publication (LSP)/ journal and/ or the editor(s) disclaim responsibility for any injury to people or property resulting from any ideas, methods, instructions or products referred to in the content.

### AUTHOR PROFILE



**Audifas E. Said** A results driven; self motivated, skilfull and dynamic procurement undergraduate with demonstrated capacity to provide comprehensive accounting and administrative support. Academically skilled in financial reporting and procurement, accounting and month-end reconciliations. Able to process invoices and conduct transactional functions having undertook thirteen years work experience placement in accounting, procurement and achieve financial objectives. Highly communicative with the ability to offer support with supplier enquiries, interact with auditors and communicate cross-functionality across various departments. Career Skills: Studying BA-Procurement and Supply Management

- : Payroll Administration
- : Invoice and Expenses
- : Accounts Payables
- : Month-end Procedures
- : Account Package

Career Summary  
2010-2023-Procurement and Procurement at St. Amedeus Secondary School in Moshi



**Ladis Columban Komba** (PhD), is a lecturer in business management courses at Mwenge Catholic University. He has also been a lecturer, researcher and consultant in marketing, tourism, entrepreneurship, services management, research courses at the Kampala International University in Dar es Salaam and at the University of Dar es Salaam, Tanzania. While at the universities he