

EFFECT OF INTERNAL CONTROL PRACTICES ON PROJECT PERFORMANCE IN RWANDA: A CASE STUDY OF LAKE KIVU MONITORING PROJECT

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Abstract: This study was to examine the effect of Internal Control practices on Project Performance in Rwanda: a case study of Lake Kivu Monitoring Project. The study were guided by the following objective: To establish the effect of control environment on project performance in Rwanda, To examine the effect of risk assessment on project performance in Rwanda, To determine the effect of control activities on project performance in Rwanda and to assess the effect of monitoring on project performance in Rwanda. A sample size of 80 was selected using Yaro Yamane (1967) formula. To ensure all categories of employees were represented in the sampling process, stratified random sampling technique was used to sample the survey respondents from the target population. The employees were selected randomly using simple random approach. Data was collected using structured questionnaires and document guides whose reliability and validity would be tested at the index of 0.70. The Cronbach's Alpha coefficient was used to measure the reliability on a 5-point Likert Scale for multiple items. Data analysis was done by multiple regression analysis and content analysis. The findings would provide a practical and useful tool for tourism ministry and the Government of Rwanda for policy formulation, management and regulation. In the finding, it was established that Internal Control Practices like Control Environment, Risk Assessment and control activities have significant relationship with project performance inform of improved yield and improved livelihoods. The regression equation established that taking all factors into account project performance comes as a result of Internal Control Practices in Lake Kivu Monitoring project , table 11 gave the relationship between Internal Control Practices on project performance in Rwanda whereby the respondents N is 80 and the significant level is 0.01, the results indicate that independent variable has positive moderate correlation to dependent variable equal to .793** and the p-value is .000 which is less than 0.01. When p-value is less than significant level, therefore researchers conclude that variables are correlated and null hypothesis is rejected and remains with alternative hypothesis. This means that there is a moderate relationship between Internal Control Practices on project performance, this project management principles are important in effective and efficient management of community projects.

Keywords: Internal control, Project Performance, Project implementation, Project Monitoring, Project planning, Stakeholder management.

1. INTRODUCTION

This section also entails the a background to the study, statement of the problem, objectives, hypotheses, justification, significance of the study, scope of the study, limitations of the study, assumptions of the study, operational definition of terms used in the study and the organization of the proposal.

1.1 Background of Study:

Internal audit is a management tool used in ensuring transparency in conduct of business. Auditing took the entire stage after the industrial revolution since before this period, transactions increased, precipitated by the development of large corporations, limited liability companies, there became the need for divorce of ownership from control. Hence managers and shareholders became two different partners. Then it became apparent for managers to render accounts of their stewardship to those who has pooled their resources together for the business .it is noteworthy that an independent person be appointed to represent the interest of the shareholders in reviewing the report of managers to ensure accuracy and transparency. This is how auditing started. The private sector is the private initiative aimed at profit/wealth maximization for the owners Mill champ (2009) defines internal audit as an independent appraisal function within an organization for the review of system of control and the quality of review of systems of control and the quality of performance as a service to the organization.

The wide spread global corporate accounting scandals that assumed near epidemic proportion in recent years inform this study. Notable case includes, Managing Director and chief financing officer of Cadbury Nigeria plc were dismissed in 2006 for inflating the profits of the company for the year before the company's foreign partner acquired controlling interest. (Amudo and Inanga, 2008), and in South Africa, accounting scandals have been recorded in JCI, and Randgold and Exploration companies. These scandals emphasize the need to test, evaluate, scrutinize and formulate internal control systems of checks and balances to guide corporate executives in decision – making. These executives are legally and morally obliged to produce honest, reliable, accurate and informative corporate financial report periodically, (Amado and Inanga, 2008) so that it will meet the requirements of users globally to decide their investment drive.

The rural banking system in Ghana was established by the Central Bank in 1976. This was in response to the need and the concern to make institutional credit and other formal financial and banking services easily available to the majority of Ghanaians, especially those living in the rural areas, thereby raising incomes and promoting growth generally. Rural banking in Ghana takes its origins from the early 1970s. Prior to that period, the main operators in the rural financial market comprised branches of the universal banks, credit Unions as well as other entities in the informal sector such as money lenders, traders and 'Susu' collectors . Friends and relations were also important sources of rural finance.

Financial intermediation in rural Ghana was at a very low level compared to the situation in urban areas. Consequently, economic units in the rural areas were starved of financial resources.

The banks which operated branches in rural areas mostly served the interest of large and medium-size enterprises and resource- based companies.

After the war, the new government re-adopted the district project control practices to rebuild the project performance system along the 1987 orientations of the Regional Committee of Africa.7,8 Provincial projects offices and district project teams obtained the responsibility for, or monopoly on, all aspects of the project system including planning, provision, regulation and input disbursements. Each RDB district had an office, a hospital and government- or church-owned RDB centres providing services to an average of 20 000 people. Nevertheless, there were no formal planning procedures or RDB plans.

By 2000, the Rwandan Government shifted its RDB policy towards decentralization, leaving RDB service supply and demand to market forces. These major changes were triggered by decreasing international assistance and limited government RDB expenditure. The meagre government funding was characterized by centralized allocation, parallel vertical RDB programmes such as immunization and unclear linkage with intended results. When the demand for RDB services started to exceed the capacity of RDB facilities to meet this demand free of charge, the government allowed RDB facilities to set user fee levels autonomously and spend the revenues at their own discretion. As a result, RDB service quality improved, but cost-sharing put an unreasonable financial burden on the predominantly poor population, and consequently, utilization rates dropped. In 2001, the annual government RDB expenditure amounted to US\$ 3 per person, of which only US\$ 1 reached the frontline RDB providers, while the RDB centres generated 60-80% of their revenues from cost-sharing.

From 2001 several contracting initiatives were started in Butare, Cyangugu and Kigali provinces. Cyangugu province, with 620 000 inhabitants, is situated between a high mountain range, Burundi, and the Democratic Republic of the Congo. Roads and education improved considerably and the establishment of mobile phone networks was helpful for development activities. Authorities promoted the involvement of religious/church-owned RDB facilities, covering 40% of

the population and receiving the same public funding as government RDB facilities. The private for-profit RDB sector in Cyangugu is small by African standards. The meagre government and aid agency support for the RDB services in 2001 helped create an enabling environment for innovation. RDB providers learned to run their facilities autonomously, but eagerly accepted any new support. Communities and local authorities had high user fees and welcomed new approaches. As administrative restrictions were few, it was an excellent opportunity to field test innovative ideas. Other favourable factors in the RDB system were the existence of a computerized RDB management information system and a non-monopolistic essential drugs distribution network involving both government and private wholesalers.

The international nongovernmental organization (NGO) Cordaid, operating in Cyangugu since 1998, responded to the favourable conditions for change in the RDB sector. In 2001, Cordaid committed itself to innovative performance-based financing. It started contracting in 2002 and by January 2003, all 24 RDBcentres and four district projects had signed contracts.

Furthermore, the internal audit function facilitates the operation and effective working of the audit committee as the audit function goals are consistent with the former's financial reporting oversight responsibilities (Goodwin, 2013; Scarbrough, Rama &Raghunandan, 1998). The creation of an internal audit function is supported by the governance reports (NYSE, 2002) and previous studies (Collier & Gregory 1996; Goodwin & Kent, 2003) as a mechanism to enhance internal governance processes.

Along this line of argument, Al-Shammari (2010) mentioned many factors of internal audit functions and they are provided as follow: The internal control systems and arithmetic evaluations in an attempt to; ensure that the accounting system and internal controls systems are appropriate, ensure that the systems are suitable for the facility and propos system enhancements, Assessing plans and procedures to determine weaknesses or defects in the systems and procedures used by the company and to propose modifications and enhancements needed, and to provide authority to the internal auditor for the examination of the aspects of establishment activity, Taking into consideration the staff commitment to the company policies and procedures and therefore, internal auditor has to monitor these policies and procedures' implementation and to clarify them to the employees and Safeguarding established funds as the development and implementation of systems is an attempt to make sure that the facility safeguards assets and funds against manipulation and fraud, to detect fraud and minimize losses stemming from neglect/abuse (e.g. loss of proper storage).

Statement of the Problem:

Despite the internal controls that exist in Lake Kivu Monitoring Project, project performance remains below target and resources are poorly managed. This may be because the internal controls that are in the organization are weak or are undermined by the employees. It is in this backdrop that Lake Kivu Monitoring Project in 2011 formally entered into a Memorandum of Understanding with the auditor General Office in the fight against corruption. The project recognized corruption as a major threat to project performance and led to development of the Lake Kivu Monitoring Project Integrity Action Plan, which laid emphasis on leadership, transparency and business reform and modernization with the aim of reducing and ultimately eliminating corruption in project performance.

Most projects in Rwanda do not have internal control audit. Those that have the internal control audit departments, look down upon it. They do not take full advantage of the benefits that accrue from having internal control audit. According to (Kirsty, 2008) an internal control system creates an organization's confidence in its ability to perform or undertake a particular task and prevents errors and losses through monitoring and enhancing organizational and financial reporting processes as well as ensuring compliance with pertinent laws and regulations. Njui (2012) investigated the effectiveness of internal control and audit in promoting good governance in the public sector in Rwanda and found that internal control has the greatest effect on corporate governance within Rwanda government ministries followed by risk management while compliance and consulting had the least effect. Ngugi (2011) survey of internal control systems among the listed private companies and the public sector companies in Rwanda in which the results indicated that the private sector compared to the public sector has a strong internal control system

Limited research has been carried out to examine the effect of the internal control audit on project performance in Rwanda. All the above research on internal controls has a gap as they did not take into consideration on the components of internal control and risk analysis. It is due to this background that the study sought to fill the knowledge gap by assessing the effect of internal control audit on project performance in Rwanda while focusing on Lake Kivu Monitoring Project.

General Objective:

To establish the effect of Internal Control Practices on Project Performance in Rwanda

Specific Objectives:

The study was guided by the following specific objectives:

1. To establish the effect of control environment on project performance in Rwanda
2. To examine the effect of risk assessment on project performance in Rwanda
3. To determine the effect of control activities on project performance in Rwanda

2. RESEARCH METHODOLOGY

Research Design:

The research design that was employed in this study is descriptive design.

Target Population:

The study population was all the employees at the Lake Kivu Monitoring Project during the calendar year 2016-2017.

Research Instruments:

Primary data was collected using structured questionnaires. The questionnaire consists of both open and closed ended questions. According to Creswell (1994), data collection methods for primary data include; structured questionnaires, mailed questionnaires, interviews, observation, and focus group discussions. Questionnaires are the most commonly used methods when respondents can be reached and are willing to co-operate. This method can reach a large number of subjects who are able to read and write independently. The study will use a questionnaire containing both closed-ended and open-ended questions. Likert scale questions were therefore be used since they are appropriate; abide by the principles of validity, reliability, and consideration. Secondary data was collected from library research, financial and management books, research reports and the internet.

Validity:

The validity of instruments shall be tested using the content validity test. This includes item analysis that is carried out with the aid of the supervisor, research experts knowledgeable about the themes of the study. The process involves examining and assessing each item in each of the instruments to establish whether the item brings out what it is expected to do.

Item analysis is conducted using the scale that runs from relevant(R), neutral (N), to irrelevant (IR).

The rated finding was used to calculate content validity index (CVI) using the formula:

$$CVI = \frac{K}{N} \dots\dots\dots Eq. 3.2$$

Where:

K = Total number of items in the questionnaire declared valid by both raters /judges

N = Total number of items in the questionnaire

The computed CVI of the instrument was considered against the minimum CVI (CVI≥0.7) recommended in the survey studies, (Amin, 2005).

Reliability:

Gay (1996) defined reliability as the degree of consistency that the instrument demonstrates. The reliability of the questionnaire was computed using the Pearson Product Moment Correlation Coefficient method of internal consistency as shown in equation 3.3

$$\text{Reliability of entire test } R^2 = \frac{2(\text{reliability of 0.5test}) (r)}{1+(\text{reliability of 0.5test}) (r)}$$

$$R^2 = \frac{nr}{1+(n-1)} \dots\dots\dots Eq. 3.3$$

Where: R^2 = correlated reliability

r = uncorrelated reliability

n = number of parts (n=2)

From the computation, the value of the coefficient greater than 0.7, shall imply that the results from the instruments are reliable.

Data Analysis:

In order to ensure logical completeness and consistency of responses, the completed questionnaires was checked thoroughly by editing, coding, entering and then presented in comprehensive tables which would show the responses of each category of variables and analyzed through descriptive and inferential statistics.

3. RESEARCH FINDINGS AND DISCUSSION

This chapter presents empirical findings in reference to the research questions in chapter one. These findings were obtained from both primary and secondary sources. They were presented and analyzed using frequency tables and percentages were used was to establish the relationship between Internal Control Practices on project performance in Rwanda.

Profile of the Respondents:

Gender of the respondents:

Table 1 shows gender of the respondent.

Table 1: Gender of the respondents

Gender	Frequency	Percent
Male	53	66.25
Female	27	33.75
Total	80	100

Source: Primary Data, 2018

From table 1 show that, 66.25% were male while 33.75% female. This shows that data obtained is free of gender bias since both male and female were represented.

Age structure of the respondents:

Table below shows age structures of the respondents.

Table 2: Age structure of the respondents

Age	Frequency	Percent
21 - 30	10	12.5
31 - 40	21	26.25
41 - 50	31	38.75
51 and above	18	22.5
Total	80	100

Source: Primary Data, 2018

Educational level of the respondents:

Table 3 shows educational level of the respondents

Table 3: Educational level of the respondents

	Frequency	Percent
Degree	68	85
Masters	12	15
Total	80	100

Source: Primary data, 2018

Table 3 shows that, 85% of the respondents were degree holders, 15% Masters Holders. This implies that the respondents are educated meaning they could read, understand and interpret questionnaires reliably. The data collected is believed to be reliable and was thus processed to present findings.

Experience level of the Respondents:

Table 4 shows experience of the respondents

Table 4: Experience level of the respondents

	Frequency	Percent
1 - 3 Years	13	16.25
3 - 7 Years	16	20
7 years and above	51	63.75
Total	80	100.0

Source: Primary data, 2018

Control Environment and performance of Lake Kivu Monitoring project:

Table 5: Mean and standard deviation analysis on Control Environment

	Minimum	Maximum	Mean	Std. Deviation
Project stakeholders were committed to project activities	3.00	5.00	4.4545	.59580
Project stakeholders had respects for each other	3.00	5.00	4.5000	.67259
Project stakeholders were treated fairly in the project management	3.00	5.00	4.3636	.58109
Project stakeholders were committed to project activities				

Source: Primary data 2018

Table 5 describes respondent’s views effect of Control Environment on project performance and the findings were as discussed below;

Project stakeholders were committed to project management: This was indicated by a strong mean of 4.4545 and a heterogeneity standard deviation of .59580. This implies that to a large extent stakeholders were committed. On whether Project stakeholders had respects for each other: This was indicated by a very strong mean 4.5000 and a heterogeneity standard deviation of .67259. This implies that Project team had respects for each other. Lastly on whether Project stakeholders were treated fairly in the project management, this was indicated by a strong mean of 4.3636 and a heterogeneity standard deviation of .58109. This implies that there was fair treatment in the project.

Regression Analysis on Control Environment in Lake Kivu Monitoring project:

Table 6: Coefficients of Control Environment in Lake Kivu Monitoring project

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.402	.779		4.392	.002	1.037	4.288
	Control Environment	.513	.058	.760	7.051	.000	.368	.611
Project performance								

Regression equation shows relationship between Control Environment in planning and project performance

Where; Y = project success;

B₁ = Constant Term

β₁ = Beta coefficients

X₁ = Control Environment

$$Y = 3.402 + .513 X_1 \text{ (Control Environment)} \dots \dots \dots \text{Equation (i)}$$

The results indicate that Control Environment has a relationship with project performance. The significance is 0.000 which indicates that there is positive relationship (0.513) between Control Environment and project performance. These results provide reasonable evidence to the consistent view that, there is improvement in Volume of electricity and

improvement of revenue hence they improved project performance. The beta of Control Environment is .760 with a t-statistic of 7.051. The positive coefficients mean a unit change in Control Environment leads to a .513 units increase in project performance while keeping control environment and control activities constant and since the P-value = 0.000 < 0.05, the positive t-statistic value indicates that the effect is statistically significant at 5% test level.

Risk Assessment and performance of Lake Kivu Monitoring project:

Table 7: Mean and standard deviation analysis on Risk Assessment

	Minimum	Maximum	Mean	Std. Deviation
Project stakeholders were able to identify risk in the project	2.00	5.00	4.3332	.69115
Project team were able analyze risk affecting the projects	3.00	5.00	4.2889	.66187
Project team were able evaluate the different risk affecting the projects	2.00	5.00	4.2313	.77723
Valid N (listwise)				

Source: Primary data 2018

Table 7 describes respondent's views effect of Risk Assessment on project performance and the findings were as discussed below;

Project stakeholders were able to identify risk in the project: This was indicated by a strong mean of 4.333 and a heterogeneity standard deviation of .69115. This implies that Project stakeholders were able to identify risk in the project. On whether Project team was able analyze risk affecting the projects, this was indicated by a very strong mean 4.2889 and a heterogeneity standard deviation of .66187. This implies that Project team were able analyze risk affecting the projects. Lastly on whether Project team was able evaluate the different risk affecting the projects, this was indicated by a strong mean of 4.2313 and a heterogeneity standard deviation of .77723. This implies that Project team were able evaluate the different risk affecting the projects.

Regression Analysis on Risk Assessment:

Table 8: Coefficients on Risk Assessment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	6.137	.796		6.324	.000	3.372	6.692
	IV1	.436	.061	.555	5.376	.000	.196	.451

a. Project Performance: Risk Assessment

From the table, the researcher deduces the regression equation

Where; Y = project performance;

B₂ = Constant Term

B₂ = Beta coefficients

X₂ = Risk Assessment

$$Y = 6.137 + .436 X_2 \text{ (Risk Assessment)} \dots \dots \dots \text{Equation (ii)}$$

The results indicate that Risk Assessment has relationship with project performance. The significance is 0.000 which indicates that there is positive relationship (.436) between Risk Assessment and project performance. These results provide reasonable evidence to the consistent view that, there is improvement in Volume of electricity and improvement of revenue hence they improved project performance. The beta of Risk Assessment is .555 with a t-statistic of 5.376. The positive coefficients mean a unit change in Risk Assessment leads to a 0.324 units increase in project performance while keeping Control Environment and Control activities constant and since the P-value = 0.000 < 0.05 the positive t-statistic value indicates that the effect is statistically significant at 5% test level.

Control activities and performance of Lake Kivu Monitoring project:

Mean and standard deviation on control activities.

Table 9: Mean and standard deviation on control activities

	Minimum	Maximum	Mean	Std. Deviation
The project had auditors to monitor project activities	3.00	5.00	4.4922	.56666
Every milestone in the project is evaluated	2.00	5.00	4.3116	.63536
There was effective communication between the projects	3.00	5.00	4.2205	.66117
Valid N (listwise)				

Source: Primary data 2018

Table 9 describes respondent’s views effect of control activities on project performance and the findings were as discussed below;

The project had auditors to monitor project activities: This was indicated by a strong mean of 4.4922 and a heterogeneity standard deviation of .56666. This implies that the project had auditors to monitor project activities. On whether every project milestone is evaluated, this was indicated by a very strong mean 4.3116 and a heterogeneity standard deviation of .63536. This implies that every project milestone was evaluated. Lastly on whether there was effective communication between the projects, this was indicated by a strong mean of 4.2205 and a heterogeneity standard deviation of .66117. This implies that there was effective communication between the projects.

Regression Analysis on control activities:

Table 10: Coefficients of Control activities

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	4.004	.703		4.667	.001	1.539	4.923
	Control activities	.561	.061	.724	6.391	.000	.324	.579

a. Dependent Variable: Project performance

Table above deduces the regression equation

Where; Y = project performance;

B₃ = Constant Term

B₃= Beta coefficients

X₃ = Control activities

$$Y = 4.004 + 0.561 X_3 \text{ (Control activities)} \dots \dots \dots \text{Equation (iii)}$$

The results indicate that Control activities in implementation have a relationship with project performance. The significance is 0.000 which indicates that there is positive relationship (0.561) between control activities and project performance. These results provide reasonable evidence to the consistent view that, there is improvement in Volume of electricity and improvement of revenue hence they improved project performance. The beta of Control activities is .724 with a t-statistic of 6.391. The positive coefficients mean a unit change in Control Environment and Risk Assessment in constant and since the P- value = 0.000 < 0.05 the positive t-statistic value indicates that the effect is statistically significant at 5 % test level.

Summary of the chapter:

Table 11: Correlations between Internal Control Practices and project performance

Internal Control Practices	Internal Control Practices		Project performance
	Pearson Correlation	1	.793**
	Sig. (2-tailed)		.000
N	80	80	

Project performance	Pearson Correlation	.793**	1
	Sig. (2-tailed)	.000	
	N	80	80
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 11 is giving the relationship between Internal Control Practices on project performance in Rwanda whereby the respondents N is 22 and the significant level is 0.01, the results indicate that independent variable has positive moderate correlation to dependent variable equal to .793** and the p-value is .000 which is less than 0.01. When p-value is less than significant level, therefore researchers conclude that variables are correlated and null hypothesis is rejected and remains with alternative hypothesis. This means that there is a moderate relationship between Internal Control Practices on project performance, this project management principles are important in effective and efficient management of community projects.

Challenges faced by Lake Kivu Monitoring project:

The respondents identified some of the following challenges; inadequate funds for financing the project, Inadequate skills and inadequate communication between the stakeholders.

4. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Summary of Findings:

The summary of findings was according to three specific objectives namely; to determine the effect of Control Environment on performance of Lake Kivu Monitoring project; to assess the effect of Risk Assessment Environment on Performance Lake Kivu Monitoring project and to examine the effect Control Environment on performance of Lake Kivu Monitoring project

Effect of Control Environment on performance of Lake Kivu Monitoring project:

The results indicate that Control Environment has a relationship with project performance. The significance is 0.000 which indicates that there is positive relationship (0.490) between Control Environment and project performance. These results provide reasonable evidence to the consistent view that, there is improvement in Volume of electricity and improvement of revenue hence they improved project performance. The beta of Control Environment is 0.883 with a t-statistic of 8.341. The positive coefficients mean a unit change in Control Environment leads to a .490 units increase in project performance while keeping control activities and control activities in implementation constant and since the P-value = 0.000 < 0.05, the positive t-statistic value indicates that the effect is statistically significant at 5 % test level reject H0 in favor of H1 the alternative.

Effect of Risk Assessment on performance of Lake Kivu monitoring project:

The results indicate that Risk Assessment has relationship with project performance. The significance is 0.000 which indicates that there is positive relationship (.436) between Risk Assessment and project performance. These results provide reasonable evidence to the consistent view that, there is improvement in Volume of electricity and improvement of revenue hence they improved project performance. The beta of Risk Assessment is .555 with a t-statistic of 5.376. The positive coefficients mean a unit change in Risk Assessment leads to a 0.324 units increase in project performance while keeping Control Environment and Control activities constant and since the P-value = 0.000 < 0.05 the positive t-statistic value indicates that the effect is statistically significant at 5 % test level.

Effect of responsiveness principle on performance of Lake Kivu Monitoring project:

The results indicate that Control activities in implementation have a relationship with project performance. The significance is 0.000 which indicates that there is positive relationship (0.561) between control activities and project performance. These results provide reasonable evidence to the consistent view that, there is improvement in Volume of electricity and improvement of revenue hence they improved project performance. The beta of Control activities is .724 with a t-statistic of 6.391. The positive coefficients mean a unit change in Control Environment and Risk Assessment in constant and since the P-value = 0.000 < 0.05 the positive t-statistic value indicates that the effect is statistically significant at 5 % test level.

Conclusion:

In conclusion it can be stated that Internal Control Practices like Control Environment, Risk Assessment and control activities have significant relationship with project performance in form of improved yield and improved livelihoods. The regression equation established that taking all factors into account project performance comes as a result of Internal Control Practices in Lake Kivu Monitoring project, table 11 gave the relationship between Internal Control Practices on project performance in Rwanda whereby the respondents N is 80 and the significant level is 0.01, the results indicate that independent variable has positive moderate correlation to dependent variable equal to .793** and the p-value is .000 which is less than 0.01. When p-value is less than significant level, therefore researchers conclude that variables are correlated and null hypothesis is rejected and remains with alternative hypothesis. This means that there is a moderate relationship between Internal Control Practices on project performance, this project management principles are important in effective and efficient management of community projects.

Recommendations:

The following recommendations were identified;

- Stakeholders should ensure that projects funds are well planned for in order to promote effective project delivery
- Project staffs should be provided continuously with required skills through seminars and workshops
- The project management should ensure that communication is effective among project stakeholders for effective and efficient operation of the project.

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