

## **Towards A Secondary School Based Management (SBM) Continuous Improvement Model**

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### **Abstract**

School improvement and effectiveness are paramount concerns for educational authorities, policymakers, administrators, and educators aiming to reform educational systems. This study explores the dynamic relationship between accountability, continuous improvement, and integrity within secondary schools, with a particular emphasis on ethical fundraising, strategic risk management, and fiscal integrity. The core objective of this research is to assess the alignment between expected and observed levels of accountability and continuous improvement in secondary schools. It also scrutinizes the practice of integrity among school principals, specifically examining their adherence to principles of honesty, trustworthiness, and reliability. Furthermore, it investigates how the practice of integrity by school principals influences their accountability and continuous improvement efforts. Lastly, the study proposes a School-Based Management (SBM) Integrity Model, abbreviated as "HELP," highlighting the pivotal role of school principals in fostering integrity. Key findings reveal a strong correlation between expected and demonstrated accountability and continuous improvement, particularly in areas like ethical fundraising, strategic risk management, and fiscal integrity. School principals exhibit a robust commitment to integrity, significantly enhancing their overall performance within educational institutions. The practice of integrity by school principals emerges as a significant moderator, positively impacting accountability, and continuous improvement across various dimensions, including ethical fundraising, strategic risk management, and reliability. Hence, this study underscores the crucial role of integrity in driving accountability and continuous improvement within secondary education. By promoting ethical fundraising, strategic risk management, and fiscal integrity, while emphasizing honesty, trustworthiness, and reliability, educational stakeholders can collectively work towards a more effective and ethically driven education system.

*Keywords: School Improvement, Accountability, Continuous Improvement, Ethical Fundraising, Strategic Risk Management, Fiscal Integrity, School-based Management (SBM), Ethical Leadership, HELP Model, Integrity Model.*