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ASSESSMENT OF THE THERAPEUTIC COMMUNITY MODALITY PROGRAM AT THE QUEZON CITY JAIL MALE DORMITORY

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ABSTRACT

This study assessed the effectiveness of the Therapeutic Community Modality Program (TCMP) in the Quezon City Jail Male Dormitory, with a focus on the perspectives of both Jail Officers and Persons Deprived of Liberty (PDLs). TCMP is a structured rehabilitation approach designed to promote behavioral change, intellectual growth, and vocational development among inmates. The study employed a descriptive research design using a standardized survey questionnaire with a five-point Likert scale. Data were gathered from 110 PDLs and selected Jail Officers who were directly involved in TCMP implementation. The findings revealed that both groups generally perceived the program as Highly Effective in promoting behavioral improvements such as rule-following, self-discipline, and personal responsibility. In the intellectual and vocational aspects, participants rated the program as effective in enhancing critical thinking, communication, and work-related skills. However, slight differences in perception were noted in areas such as reinforcing positive behavior and setting personal goals. The study concludes that TCMP is an effective rehabilitative strategy within the correctional setting. It recommends strengthening ongoing training, individualized goal-setting, and post-release support to further improve program outcomes. These findings may guide policymakers and jail administrators in enhancing therapeutic interventions for inmate rehabilitation.

KEYWORDS: *Behavior Management, Jail Officers, PDL, Rehabilitation, TCMP Effectiveness, Therapeutic Community*

INTRODUCTION

Correctional rehabilitation in the Philippines has been evolving, shifting from a primarily punitive system toward one centered on restorative justice and human rights. At the heart of this transformation is the Therapeutic Community Modality Program (TCMP), a structured, evidence-based approach implemented in Bureau of Jail Management and Penology (BJMP) facilities nationwide. Designed to promote pro-social behavior, personal accountability, and mutual support among Persons Deprived of Liberty (PDLs), the TCMP draws on the principles of peer influence, shared responsibility, and behavioral change through group activities and counseling. By providing a holistic framework that addresses behavioral, emotional, vocational, intellectual, and spiritual needs, the Therapeutic Community Modality Program aims to facilitate successful reintegration into society, reduce recidivism, and enhance community safety. Despite its widespread adoption and its inclusion in the BJMP Manual on Therapeutic Community Modality (2015), there remains a notable lack of empirical research specifically assessing the program's implementation and effectiveness in the Philippine context. Much of the existing literature on therapeutic communities is based on Western models, which may not fully reflect the cultural, institutional, and resource-based realities of Philippine jails. Moreover, there is limited data capturing the perspectives of both PDLs and jail officers, key stakeholders in the delivery and sustainability of the program. This gap underscores the need for localized evidence-based evaluation of the TCMP as implemented in Philippine correctional facilities. Without such assessments, it is challenging to determine whether the program is achieving its rehabilitative goals or how it might be improved to better serve Persons Deprived of Liberty and society at large.

This study sought to address this gap by evaluating the implementation and effectiveness of the Therapeutic Community Modality Program at the Quezon City Jail Male Dormitory. Specifically, it will assess the program's impact on behavioral management, emotional well-being, vocational development, intellectual growth, and spiritual formation among PDLs, while also exploring the experiences and perspectives of jail officers involved in program delivery. The findings aim to inform policy development, enhance rehabilitation strategies, and ultimately support the broader goal of creating a more humane and effective correctional system in the Philippines.

Synthesis of the Related Studies

The synthesis of these studies illustrates that Therapeutic Community Modality Program plays a vital role in addressing the rehabilitation needs of PDLs by providing a structured environment that promotes personal transformation through community support, vocational training, and holistic development. However, challenges such as low participation,

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insufficient resources, and inconsistent staff engagement remain prevalent and must be addressed for the program to achieve long-term sustainability. Ensuring effective program implementation and sustainability requires the integration of comprehensive support systems, continuous staff training, and institutional backing. Additionally, there is a clear need to enhance the vocational and emotional components of the program to improve overall effectiveness and foster positive post-release outcomes.

Theoretical Framework

The present study primarily draws on Albert Bandura's Social Learning Theory, which posits that individuals acquire new behaviors and attitudes through observation, imitation, and interaction within a social environment. In the context of the Therapeutic Community (TC) modality program at the Quezon City Jail Male Dormitory, this theory underscores the critical role of peer modeling, group interaction, and mutual accountability in promoting positive behavioral change among Persons Deprived of Liberty (PDLs).

This study draws on several key theoretical frameworks to reinforce and contextualize the Therapeutic Community Modality Program. Adult Learning Theory highlights the importance of engaging participants as self-directed learners, encouraging active involvement and meaningful reflection throughout the rehabilitation process.

Organizational Support Theory underscores the role of institutional backing, recognizing that effective rehabilitation relies on consistent staff training, adequate resources, and a supportive environment. Humanistic Theory contributes by focusing on individual growth, self-actualization, and the realization of personal potential, principles that align with the program's goal of holistic rehabilitation.

Additionally, Cognitive Behavioral Therapy (CBT) informs the TC approach by guiding participants to recognize, challenge, and change maladaptive thought patterns that contribute to negative behaviors. Together, these theories offer a robust foundation for evaluating and strengthening the rehabilitative efforts examined in this study.

Additional philosophical foundations such as phenomenology and existentialism inform the program's emphasis on self-awareness, choice, and responsibility. These approaches encourage PDLs to reflect on their lived experiences and to make conscious, meaningful choices toward personal transformation. Communitarianism further supports the Therapeutic Community model by reinforcing the importance of collective support and shared responsibility within the rehabilitative environment.

Together, these theoretical and philosophical perspectives create a robust foundation for the Therapeutic Community Modality Program. The integration of social learning as the core, supported by Cognitive Behavioral Theory, humanistic principles, and community-based philosophies, illustrates how the Therapeutic Community framework fosters behavioral change, emotional healing, and social reintegration. (Bandura, 1977)

Conceptual Framework

This study evaluates the effectiveness of the Therapeutic Community Modality Program (TCMP) at the BJMP Quezon City Jail Male Dormitory, with particular attention to its impact on the rehabilitation and reintegration of Persons Deprived of Liberty (PDLs) across five key dimensions: behavioral, emotional, vocational, intellectual, and spiritual. It further investigates the challenges encountered in the program's implementation—specifically in terms of program quality, participant engagement and retention, and staff training and support—and proposes possible interventions for enhancement.

The study is firmly grounded in several national legal frameworks. These include Article II, Section 11 of the 1987 Philippine Constitution, which affirms the dignity and human rights of every person; Republic Act No. 10575 (The Bureau of Corrections Act of 2013), which mandates the rehabilitation and reintegration of PDLs; and the Revised Penal Code, which provides for reformation as a goal of imprisonment. Additionally, the study supports the goals of Republic Act No. 9745 (Anti-Torture Act of 2009), promoting humane treatment in jails, and adheres to operational guidelines set by the BJMP Manual on Therapeutic Community Modality Program (2015).

Moreover, the study aligns with international human rights standards, particularly the United Nations Standard Minimum Rules for the Treatment of Prisoners (Nelson Mandela Rules), which emphasize rehabilitation, education, vocational training, and psychosocial support within correctional systems.

The study employs a conceptual paradigm that links TCMP inputs and processes to measurable outcomes in multiple rehabilitation domains, while also addressing implementation barriers. The use of quantitative analysis provides evidence-based insights aimed at strengthening TCMP practices, with the ultimate goal of improving the rehabilitation outcomes and post-release reintegration of PDLs.

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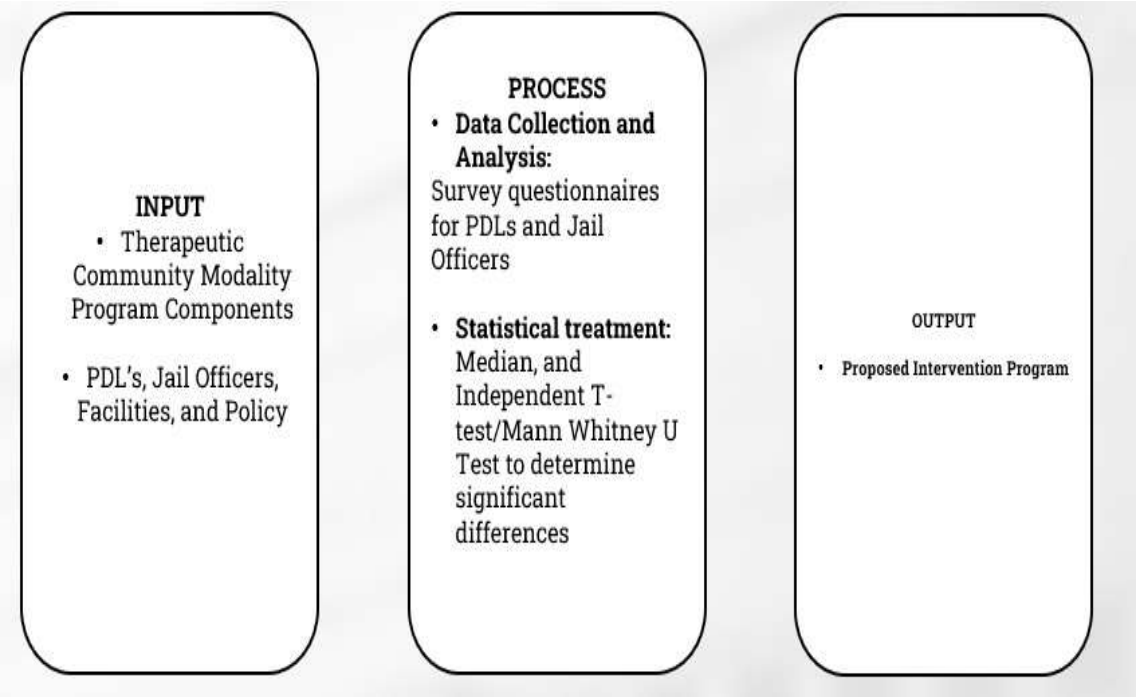


Figure 1.

This framework sets the foundation for assessing the program's effectiveness and offers a basis for suggesting improvements that can be applied to similar programs in other correctional facilities.

Significance of the Study

The beneficiaries of the study on the Therapeutic Community (TC) modality at the Quezon City Jail Male Dormitory include Persons Deprived of Liberty, facilitators, BJMP administrators, policymakers, relatives of the Persons Deprived of Liberty, researchers, and the broader community. Persons Deprived of Liberty will gain insights into the program's effectiveness in improving behavior and reintegration, while facilitators will receive feedback for refining their approach. Bureau of Jail Management and Penology administrators and policymakers can use the findings to support and expand rehabilitation programs. Families of PDLs may benefit from improved relationships and reassurance, while researchers will have a valuable resource for future studies. Ultimately, the community benefits from reduced recidivism, leading to safer societies and more productive individuals.

Statement of the Problem

The research aims to assess the effectiveness of the Therapeutic Community Modality Program (TCMP) implemented at the BJMP Quezon City Jail Male Dormitory.

1. What is the level of effectiveness of the TCMP in achieving rehabilitation and integration for PDLs in terms of:
1.1 Behavior management;
1.2 Emotional Aspects;
1.3 Vocational Aspects;
1.4 Intellectual Aspects; and
1.5 Spiritual Aspects
2. Is there a significant difference in the level of effectiveness of the TCMP in achieving rehabilitation and integration for PDLs along the given variables?
3. What is the extent of the challenges encountered in the implementation of TCMP in terms of:
3.1 Program Quality;
3.2 Engagement and Retention; and
3.3 Training and Support?
4. Is there a significant difference in the extent of the challenges encountered in the implementation of TCMP along the given variables?
5. Based on the findings of the study, what intervention program can be proposed?

RESEARCH METHODOLOGY

Research Design

This study utilizes a quantitative research design employing a descriptive-comparative approach to assess the effectiveness of the Therapeutic Community Modality Program (TCMP) at the Quezon City Jail Male Dormitory.

The quantitative research design enables the systematic investigation of phenomena through the collection of numerical data and the application of statistical tools for objective analysis and interpretation. This approach is appropriate for evaluating program effectiveness because it provides measurable, comparable, and generalizable data about participant perceptions and experiences.

The descriptive component of the research design aims to systematically present and describe the characteristics of the study population, specifically, Persons Deprived of Liberty

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(PDLs) and selected jail officers. It focuses on TCMP Components, the five core domain such as behavior management, emotional aspects, intellectual aspects, vocational aspects, spiritual aspects, levels of program adherence, and perceived program effectiveness. By providing a clear and structured account of these variables, the descriptive aspect establishes a baseline understanding of the program's impact across its core domains.

The comparative component of the design seeks to examine potential differences in outcomes between groups. This includes comparing residents at different stages of participation in the TCMP, as well as comparing perspectives between PDLs and jail officers. Such comparative analysis is essential for identifying trends, patterns, and variations in program implementation and outcomes. It can reveal which groups benefit most, highlight gaps in program delivery, and suggest areas needing targeted improvement.

By employing a descriptive-comparative quantitative design, the study aims not only to quantify the program's effectiveness and limitations but also to identify specific areas for enhancement. The results will inform evidence-based recommendations and support the development of an intervention program to improve the implementation and outcomes of the Therapeutic Community Modality Program within the Quezon City Jail Male Dormitory.

Research Method

This study utilized the survey method as the primary research method under a quantitative descriptive-comparative design. The survey method is used to systematically gather measurable data from respondents through the use of self-made structured questionnaires. This approach is particularly effective in studies aimed at assessing perceptions, attitudes, opinions, or evaluations of a particular program or phenomenon.

The survey method is a standardized data collection approach used to obtain information from a defined population. It is commonly employed in quantitative research to gather numerical data that can be statistically analyzed. This method is effective for describing characteristics of large populations and identifying patterns or differences between groups.

Population of the Study

The population of this study consists of 110 participants, comprising 85 Persons Deprived of Liberty (PDLs) and 25 jail officers who are directly involved in the implementation of the Therapeutic Community Modality Program (TCMP) at the Quezon City Jail Male Dormitory. A purposive sampling technique was employed to intentionally select respondents with firsthand experience in the TCMP, ensuring the collection of relevant and accurate data. This non-probability sampling method is appropriate for descriptive-comparative and quantitative research, as it facilitates the systematic comparison of measurable responses between two specific groups within the same institutional context.

Inclusion criteria for PDLs required that they had been enrolled in the TCMP for at least one month and had expressed willingness to participate in the study and literate. For jail officers, eligibility required active involvement in the delivery of the TCMP as facilitators, counselors, or program coordinators. Exclusion criteria for PDLs included newly admitted individuals (less than one month in the program), those with severe psychiatric conditions that could interfere with participation, and those who declined to provide consent. Jail officers were excluded if they held purely administrative roles, were not directly engaged in the TCMP, or declined to participate.

Purposive sampling was used to select participants who could provide in-depth, relevant insights into the TCMP. Inclusion criteria required that participants be PDLs enrolled in the program for at least one month, capable of giving informed consent, and willing to participate voluntarily. Maximum variation was sought by selecting participants from different age groups and cell blocks to capture diverse perspectives. The recruitment process was coordinated with jail staff to identify all eligible PDLs while ensuring that participation remained non-coercive. Informed consent procedures emphasized participants' right to decline without penalty.

Locale of the Study

The study will be conducted at the Quezon City Jail Male Dormitory, a large and densely populated correctional facility under the Bureau of Jail Management and Penology (BJMP) in the National Capital Region. This facility is distinct for its structured rehabilitation programs and active implementation of the Therapeutic Community Modality Program (TCMP), making it an ideal setting for evaluating the program's effectiveness. Quezon City Jail Male Dormitory is a recently built jail facility designed to address overcrowding issues, making it more suitable for implementing and evaluating therapeutic community programs compared to older, more congested jails (Philippine News Agency, 2021; Manila Bulletin, 2024).

This facility provides a dynamic yet controlled environment to assess how the TCMP is implemented and perceived by its two primary stakeholders, Persons Deprived of Liberty (PDLs) and jail officers. The presence of various behavioral and psychological profiles among PDLs further enriches the study's capacity to explore the TCMP's impact on different types of residents.

Scope and Limitation of the Study

This study focuses on the implementation and perceived outcomes of the Therapeutic Community Modality Program (TCMP) at the Quezon City Jail Male Dormitory. Specifically, it aims to assess the program's effectiveness in promoting behavioral transformation, program adherence, and overall well-being among Persons Deprived of Liberty (PDLs), while also incorporating the perspectives of jail officers directly involved in its administration. The research encompasses five core domains of the TCMP: behavior management, emotional aspects, vocational aspects, intellectual aspects, and spiritual aspects.

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The scope of the study is intentionally confined to Quezon City Jail Male Dormitory, which was selected due to its well-established implementation of the TCMP and its status as one of the largest and most structured jails in Metro Manila. This facility's relatively comprehensive approach to rehabilitation offers a valuable setting for evaluating the practical application and perceived impact of the therapeutic community model.

However, the study has certain limitations. It is limited to a single correctional facility and a sample of 110 participants, 85 PDLs and 25 jail officers, selected through purposive sampling. As a result, the findings may not be statistically generalizable to all correctional facilities or PDL populations in the Philippines. The reliance on self-reported perceptions may also introduce subjective bias.

Purposive sampling was used to select participants who could provide in-depth, relevant insights into the TCMP. Inclusion criteria required that participants be PDLs enrolled in the program for at least one month, capable of giving informed consent, and willing to participate voluntarily. Maximum variation was sought by selecting participants from different age groups and cell blocks to capture diverse perspectives. The recruitment process was coordinated with jail staff to identify all eligible PDLs while ensuring that participation remained non-coercive. Informed consent procedures emphasized participants' right to decline without penalty.

Data Gathering Tool/s

The primary instrument for data collection in this study is a self-made structured survey questionnaire, Persons Deprived of Liberty (PDLs) and another for jail officers involved in the implementation of the Therapeutic Community Modality Program (TCMP). While tailored to suit the distinct roles and perspectives of each group, both questionnaires are designed to measure the same set of key variables: behavioral transformation, program adherence, emotional well-being, interpersonal relationships, vocational and intellectual engagement, spiritual growth, and challenges in program implementation. Each item in the survey utilizes a 4-point Likert scale, ranging from 1 (Strongly Disagree) to 4 (Strongly Agree). This scale was chosen to prompt more decisive responses by removing a neutral option, thereby improving the accuracy and clarity of data interpretation.

To ensure content validity and reliability, the questionnaires were reviewed by experts from the Bureau of Jail Management and Penology (BJMP), specifically those from the Regional Office Welfare and Development Section, as well as academic professionals with expertise in criminological research. Their evaluation focused on the instrument's clarity, relevance, and alignment with the study's objectives. Following the expert review, a pilot test was conducted with a small group of PDLs and jail officers who are not included in the final sample. Feedback and results from this process were used to revise and refine the questionnaire, improving its language appropriateness and overall quality.

Data Gathering Procedure

The data collection process for this study begin with securing formal approval from the research adviser, panel members, and the Graduate School to ensure academic and methodological soundness. Once approved internally, a formal request will be submitted to the BJMP Regional Office – National Capital Region (NCR) and the administration of the Quezon City Jail Male Dormitory, outlining the study's objectives, methodology, and ethical considerations. Data collection will only commence after receiving official authorization from all parties involved.

Prior to the main data collection, pilot testing of the self-made structured questionnaires will be conducted with a small sample of PDLs and jail officers who meet the inclusion criteria but will not be part of the final study. The pilot test aims to verify the clarity of items, language appropriateness, and alignment with research objectives. Feedback from this testing will be used to revise and finalize the survey instruments to ensure their validity and reliability. Data will be gathered through a structured survey questionnaire composed of both closed-ended items, measured using a 4-point Likert scale (1= Strongly Disagree to 4 = Strongly Agree). Each participant is expected to complete the survey in approximately 20 to 30 minutes. Upon completion, all survey forms will be securely collected and stored to ensure participant confidentiality and data protection.

Treatment of the Data

This study employed quantitative data analysis methods aligned with a descriptive-comparative research design to assess the effectiveness of the Therapeutic Community Modality Program (TCMP) implemented at the BJMP Quezon City Jail Male Dormitory. The treatment of data corresponded to each Statement of the Problem (SOP) and was designed to provide a structured and statistically grounded evaluation of the program.

Before full-scale data collection, the survey instruments underwent pilot testing with a small sample of respondent's representative of the target groups. This ensured clarity, appropriateness, and feasibility of the items. To assess the internal consistency of the questionnaire scales, Cronbach's alpha was computed. A reliability coefficient of 0.70 or higher was considered acceptable, indicating that the items within each subscale reliably measured the intended construct.

The study used a quantitative, descriptive-comparative research design to objectively assess the effectiveness of the Therapeutic Community Modality Program (TCMP). To ensure the tool's reliability and validity, pilot testing and Cronbach's alpha reliability analysis were conducted. Data were analyzed using both parametric and non-parametric statistical methods, depending on the type and distribution of the data.

Ethical Considerations

Given that this study involves a vulnerable population, Persons Deprived of Liberty (PDLs), strict ethical protocols were observed to protect the rights, dignity, and welfare of all participants throughout the research process. The study followed

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a quantitative research design with a descriptive-comparative approach, which required the ethical handling of survey data and comparative group analysis.

Prior to the commencement of data collection, the research secured formal approval from the Bureau of Jail Management and Penology (BJMP) and obtained clearance from the Bureau of Jail Management and Penology NCR-Regional Office, Regional Program Development Division. These approvals ensured that all research procedures adhered to established ethical standards for conducting studies with incarcerated individuals and institutional staff. The research was guided by key ethical principles, including voluntary participation, informed consent, confidentiality, and non-maleficence.

A pilot test of the survey instruments was also conducted with a small sample of participants prior to the full-scale study. This pilot testing phase ensured that all questionnaire items were clear, culturally appropriate, and feasible to administer in the correctional setting. Ethical safeguards, including informed consent, confidentiality, and the right to withdraw without consequence were strictly applied during the pilot testing to protect participants and refine the tools responsibly.

Informed consent was obtained from all participants, both PDLs and jail officers, prior to their involvement in the study. The purpose, procedures, scope, potential risks, and benefits of the research were clearly explained in language that was appropriate and understandable. It was emphasized that participation was voluntary, and that respondents could withdraw from the study at any point without any form of penalty or negative consequence. For PDLs, consent was obtained in a non-coercive environment, ensuring that participation was based on free and informed choice, independent of institutional influence. To maintain confidentiality, no personally identifiable information was collected.

Survey responses were anonymized using unique codes rather than names or ID numbers. All collected data were securely stored in password-protected digital files, accessible only to the research team. This ensured the integrity and security of all quantitative data gathered through structured surveys.

The study also prioritized non-interference with correctional operations, coordinating with facility officials to avoid disrupting the daily routines of both staff and residents. The survey administration process was carefully designed to ensure that participants were not exposed to psychological, physical, or legal harm, and that their privacy and autonomy were respected at all times.

By adhering to these ethical protocols, including the responsible design and conduct of pilot testing, the research safeguarded the well-being of its participants and upheld the validity and reliability of the quantitative, descriptive-comparative study.

These measures ensured that the data collection and analysis processes were not only methodologically sound but also ethically responsible, particularly in the sensitive context of correctional rehabilitation.

Dissemination of the Research Outcome

The results of this quantitative research study, which utilizes a descriptive-comparative approach, will be disseminated through multiple channels to ensure wide accessibility, relevance, and practical application of the findings. A comprehensive report detailing the statistical analyses including descriptive statistics such as median, frequencies, and standard deviations, as well as inferential comparisons such as t-tests or Mann-Whitney U tests will be submitted to the Bureau of Jail Management and Penology (BJMP) and other relevant institutional stakeholders.

In addition, a research paper emphasizing the measured levels of effectiveness of the Therapeutic Community Modality Program (TCMP) and the significant differences identified between groups, such as between Persons Deprived of Liberty and jail officers, will be submitted for publication in peer-reviewed academic journals in the fields of correctional rehabilitation, criminal justice, and applied social sciences. The focus will be on presenting data-driven outcomes derived from structured survey responses that were statistically analyzed in accordance with the standards of quantitative research.

To further advance knowledge sharing and influence policy, the research results will be presented at various seminars, academic forums, and conferences focusing on correctional management and rehabilitation. These presentations will highlight key statistical trends and comparative group analyses that emerged from the study, with the intent of informing program improvements and shaping effective policy development.

This dissemination strategy ensures that the study's results are not only statistically rigorous but also applicable to improving the design, implementation, and outcomes of the TCMP within the correctional setting.

RESULTS AND DISCUSSION

3.1What is the level of effectiveness of the TCMP in achieving rehabilitation and integration for PDLs in terms of:

3.1.1 Behavior management;
3.1.2 Emotional Aspects;
3.1.3 Vocational Aspects;
3.1.4 Intellectual Aspects; and
3.1.5 Spiritual Aspects

This section presents the results of the study on the implementation of the Therapeutic Community Modality Program (TCMP) at the Quezon City Jail Male Dormitory, as evaluated by both Jail Officers and Persons Deprived of Liberty (PDLs). The findings are organized according to the study's objectives, focusing on the perceived effectiveness of the program, the extent of challenges encountered, and the presence of significant differences in perspectives between the two groups.

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Table 1. ***Level of Effectiveness of the Therapeutic Community Modality Program in terms of Behavior Management***:

Indicators	Median	Interpretation	Median	Interpretation
	Jail Officer		PDL	
1. Encourages participants to follow rules	4	Highly Effective	4	Highly Effective
2. Supports understanding the consequences of one's actions	4	Highly Effective	4	Highly Effective
3.Helps participants manage impulsive behavior	4	Highly Effective	4	Highly Effective
4.Promotes personal responsibility for behavior	4	Highly Effective	4	Highly Effective
5.Teaches strategies for avoiding conflicts	4	Highly Effective	4	Highly Effective
6. Encourages respect for others	4	Highly Effective	4	Highly Effective
7. Promotes self-discipline among participants	4	Highly Effective	4	Highly Effective
8.Reinforces positive behavior changes	4	Highly Effective	3	Effective
9.Helps participants set personal behavior goals	4	Highly Effective	3	Effective
TOTAL	**4**	**Highly Effective**	**4**	**Highly Effective**

Table 1 presents the level of effectiveness of the Therapeutic Community Modality Program (TCMP) in terms of Behavior Management, as rated by Jail Officers and Persons Deprived of Liberty (PDLs) using a 4-point Likert scale. The responses were summarized using the median. Among the nine indicators assessed, both Jail Officers and PDLs rated most items with a median of 4, interpreted as "Highly Effective." These indicators include encouraging participants to follow rules, supporting understanding of consequences, managing impulsive behavior, promoting personal responsibility, teaching conflict-avoidance strategies, encouraging respect for others, and promoting self-discipline. This reflects a strong and consistent perception from both groups that the TCMP is highly effective in managing and improving behavior within the jail setting.

In summary, the results demonstrate that both Jail Officers and PDLs strongly agree that the TCMP is effective in promoting behavioral improvements, discipline, and positive interpersonal conduct. The consistent "Highly Effective" ratings support the program's role in fostering rule adherence, self-regulation, and accountability among PDLs. However, the slightly lower scores from PDLs regarding reinforcement of positive changes and personal goal-setting highlight areas for enhancement.

Table 2. ***Level of Effectiveness of the Therapeutic Community Modality Program in terms of Emotional Aspects***:

Indicators	Median	Interpretation	Median	Interpretation
	Jail Officer		PDL	
1.Helps participants reduce emotional outbursts	3	Effective	4	Highly Effective
2. Increases awareness of their emotions	4	Highly Effective	4	Highly Effective
3. Identifies emotional triggers	4	Highly Effective	3	Effective
4. Expresses emotions in healthy ways	4	Highly Effective	4	Highly Effective
5.Manages stress effectively	4	Highly Effective	4	Highly Effective
6. Develops emotional self-control	4	Highly Effective	4	Highly Effective
7. Understands other people's emotions	3	Effective	3	Effective
8. Shows empathy toward others	4	Highly Effective	4	Highly Effective
9. Copes with frustration	3	Effective	3	Effective
TOTAL	**4**	**Highly Effective**	**4**	**Highly Effective**

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Table 2 presents the median ratings given by Jail Officers and Persons Deprived of Liberty (PDLs) on the effectiveness of the TCMP in addressing emotional aspects. The data, measured using a 4-point Likert scale, indicate that both groups assigned an overall median rating of 4 or "Highly Effective," showing a strong perception of the program's emotional impact. The nine indicators include emotional regulation, awareness, empathy, stress management, and coping strategies.

The analysis reveals broad agreement between Jail Officers and PDLs on the TCMP's effectiveness in fostering emotional growth and regulation. Six indicators—such as increasing emotional awareness, expressing emotions in healthy ways, managing stress, developing self-control, and showing empathy—were consistently rated "Highly Effective."

Overall, the total median score of 4 supports the conclusion that the emotional dimension of TCMP is functioning effectively, enhancing self-awareness, self-control, empathy, and stress management among PDLs.

Table 3. ***Level of Effectiveness of the Therapeutic Community Modality Program in terms of Vocational Aspects***

Indicators	Median	Interpretation	Median	Interpretation
	Jail Officer		PDL	
1.Receive work-related skills training	4	Highly Effective	4	Highly Effective
2. Prepare for employment	4	Highly Effective	3	Effective
3. Develop responsibility in completing tasks	4	Highly Effective	4	Highly Effective
4. Manage time effectively for work activities	4	Highly Effective	4	Highly Effective
5. Improve planning skills	3	Effective	4	Highly Effective
6. Work effectively as part of a team	4	Highly Effective	3	Effective
7.Follow instructions accurately	4	Highly Effective	3	Effective
8. Teach new vocational skills	4	Highly Effective	3	Effective
9. Build confidence in work abilities	4	Highly Effective	3	Effective
TOTAL	4	Highly Effective	4	Highly Effective

Table 3 presents the median ratings from Jail Officers and Persons Deprived of Liberty (PDLs) on the effectiveness of the TCMP in developing vocational competencies. Using a 4-point Likert scale, both groups gave an overall median of 4 ("Highly Effective"), indicating strong agreement on the program's contribution to employability and work readiness. The vocational indicators assessed included work preparation, teamwork, responsibility, time management, instruction-following, and teaching new skills.

The analysis reveals that both Jail Officers and PDLs perceived the TCMP as effective in fostering core employability skills. High ratings in areas such as receiving work-related skills training, developing responsibility in completing tasks, and managing time effectively reflect the program's ability to instill discipline and practical work habits.

Overall, the data show that both groups recognize the TCMP's success in building vocational competencies critical for rehabilitation and reintegration. Strong ratings for work preparation, responsibility, and time management demonstrate its role in cultivating foundational employability traits. However, the lower ratings from PDLs in teamwork, instruction-following, and confidence-building point to the need for more participatory, hands-on, and peer-led training approaches.

Table 4. ***Level of Effectiveness of the Therapeutic Community Modality Program in terms of Intellectual Aspects:***

Indicators	Median	Interpretation	Median	Interpretation
	Jail Officer		PDL	
1. Develop critical thinking skills	4	Highly Effective	3	Effective
2. Ask questions and seek understanding	4	Highly Effective	3	Effective
3. Engage in educational discussions	4	Highly Effective	4	Highly Effective
4. Learn from peers	4	Highly Effective	3	Effective
5.Strengthen decision-making skills	4	Highly Effective	3	Effective
6.Improve focus and attention	4	Highly Effective	3	Effective
7. Share ideas with others	4	Highly Effective	4	Highly Effective
8. Build problem-solving skills	4	Highly Effective	4	Highly Effective
9. Experience personal growth through learning	4	Highly Effective	3	Effective
TOTAL	**4**	**Highly Effective**	**3**	**Effective**

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Table 4 presents the median ratings given by Jail Officers and Persons Deprived of Liberty (PDLs) on the effectiveness of the TCMP in developing intellectual capacities such as critical thinking, decision-making, learning, and problem-solving. Using a 4-point Likert scale, Jail Officers rated all nine indicators with a median of 4 ("Highly Effective"), while the PDL group provided mixed assessments, resulting in an overall median of 3 ("Effective").

Overall, the findings suggest that while Jail Officers view the intellectual aspects of TCMP as uniformly successful, PDLs experience its impact more moderately, particularly in areas of critical thinking, decision-making, and personal growth. The shared high ratings for discussion-based and problem-solving activities indicate that interactive methods resonate more with participants than purely structured tasks. This echoes Beaudry et al. (2021), who found that rehabilitation programs are most effective when they integrate active learning strategies that strengthen self-regulation and cognitive flexibility.

Therefore, enhancing peer-led discussions, experiential learning, and individualized cognitive challenges may bridge the perception gap between facilitators and participants. By aligning instructional strategies with the learning preferences of PDLs, the intellectual aspect of TCMP can more fully realize its rehabilitative potential in preparing participants for reintegration.

Table 5. ***Level of Effectiveness of the Therapeutic Community Modality Program in terms of Spritual Aspects:***

Indicators	Median	Interpretation	Median	Interpretation
	Jail Officer		PDL	
1. Believe they can change and have a better future	4	Highly Effective	4	Highly Effective
2. Respect spiritual beliefs and perspectives	4	Highly Effective	4	Highly Effective
3. Engage in discussions about values	4	Highly Effective	4	Highly Effective
4. Find personal meaning in life	4	Highly Effective	4	Highly Effective
5. Practice gratitude and appreciation	4	Highly Effective	4	Highly Effective
6.Consider their life purpose	4	Highly Effective	4	Highly Effective
7. Reflect quietly	4	Highly Effective	4	Highly Effective
8. Explore forgiveness and understanding	4	Highly Effective	4	Highly Effective
9.Develop hope and optimism in life	4	Highly Effective	3	Effective
TOTAL	**4**	**Highly Effective**	**4**	**Highly Effective**

Table 5 presents the median ratings of Jail Officers and Persons Deprived of Liberty (PDLs) regarding the effectiveness of the TCMP in nurturing spiritual aspects. Nine indicators were assessed using a 4-point Likert scale, measuring elements such as belief in personal change, respect for spiritual perspectives, values formation, gratitude, and hope. Both groups gave an overall median rating of 4, interpreted as "Highly Effective." This suggests a shared perception that the TCMP significantly contributes to spiritual development.

Overall, the results indicate that the TCMP plays a vital role in promoting inner transformation, values formation, and spiritual resilience. The strong alignment between Jail Officers and PDLs demonstrates that the program's spiritual activities are well-received and impactful. Still, the slightly lower optimism rating points to the need for more future-focused, motivational, and pastoral interventions—such as mentoring programs, hope-centered group discussions, or faith-based counseling—that can reinforce the sense of purpose and hopefulness among participants.

Table 6. ***Overall Findings in the Level of Effectiveness in the Therapeutic Community Modality Program Components:***

TCMP Dimension	Jail Officers (Median)	PDLs (Median)	Interpretation (JO)	Interpretation (PDL)
Behavior Management	4	4	Highly Effective	Highly Effective
Emotional Aspects	4	4	Highly Effective	Highly Effective
Vocational Aspects	4	4	Highly Effective	Highly Effective
Intellectual Aspects	4	3	Highly Effective	Effective
Spiritual Aspects	4	4	Highly Effective	Highly Effective
Overall Median Rating	**4**	**4**	**Highly Effective**	**Highly Effective**

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Table 6 presents the assessment of the Therapeutic Community Modality Program (TCMP), based on the perspectives of Jail Officers and Persons Deprived of Liberty (PDLs), revealed that all domains except the Intellectual Aspect were rated Highly Effective, with a median of 4. This indicates broad agreement on the program's strong rehabilitative impact.

Overall, the TCMP is perceived as highly effective across behavioral, emotional, vocational, and spiritual domains, but intellectual and motivational aspects require enhancement. These findings mirror recent international literature, which stresses that TCs are most effective when combining structure with participatory, future-oriented, and individualized approaches (Johnson et al., 2019; Mills, 2024).

3.2. Significant Differences in the level of effectiveness of the TCMP in achieving rehabilitation and integration for PDLs along the given variables at the Quezon City Jail Male Dormitory

Table 7. ***Test of difference on the level of effectiveness of the TCMP in achieving rehabilitation and integration for PDLs as to group***

Mann-Whitney U				
		Statistic	***p***	***Intepretation***
Behavior Management Score	*Mann-Whit ney U*	*431*	*0.001*	*With Significant Difference*
Emotional Aspect Score	*Mann-Whit ney U*	*703*	*0.009*	*With Significant Difference*
Vocational Aspect Score	*Mann-Whit ney U*	*375*	*0.001*	*With Significant Difference*
Intellectual Aspect Score	*Mann-Whit ney U*	*527*	*0.001*	*With Significant Difference*
Spiritual Aspect Score	*Mann-Whit ney U*	*964*	*0.48*	*Without Significant Difference*
Note. H_a μ 1 - Jail officers $\neq \mu$ 2 - Person Deprived of Liberty				

Table 7 shows that Mann-Whitney U test revealed significant differences in four of five TCMP domains—behavior management, emotional, vocational, and intellectual aspects ($p < 0.01$), highlighting a perception gap between Jail Officers and Persons Deprived of Liberty (PDLs). Jail Officers consistently rated the program as highly effective, whereas PDLs gave slightly lower ratings, reflecting the contrast between implementers' observations and participants lived experiences.

Overall, the findings suggest that while TCMP is broadly effective, its intellectual and vocational components require more participant-centered enhancements. Consistent with international literature (Mills, 2024; Lopez & Matejkowski, 2021), bridging the perception gap between staff and PDLs through continuous feedback, participatory learning, and motivational strategies can strengthen program responsiveness and rehabilitative impact.

3.3 Extent of the Challenges encountered in the Implementation of the Therapeutic Community Modality Program at the Quezon City Jail Male Dormitory

Table 8. ***Extent of the Challenges encountered in the Implementation of the Therapeutic Community Modality Program in terms of Program Quality;***

Indicators	**Median**	**Interpretation**	**Median**	**Interpretation**
	Jail Officer		**PDL**	
1. Sessions delivered in organized manner	4	Very Challenging	4	Very Challenging
2.Adequate Materials/Resources	3	Challenging	3	Challenging
3. Suitable Facility	3	Challenging	3	Challenging
4. Supportive Environment	3	Challenging	3	Challenging
5. Consistent Delivery	4	Very Challenging	4	Very Challenging
6. Effective Group Size	3	Challenging	3	Challenging
7. Clear Session Content	4	Very Challenging	4	Very Challenging
8. Access to resources	3	Challenging	3	Challenging
9. Well-organized activities	4	Very Challenging	4	Very Challenging
TOTAL	4	Very Challenging	3	Challenging

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Table 8 shows the analysis revealed a perception gap in program quality challenges, with Jail Officers rating them as Highly Challenging (Median = 4) and PDLs as Moderately Challenging (Median = 3). The Mann-Whitney U test (U = 602, p = 0.001) confirmed this statistically significant difference, reflecting Jail Officers' heightened sensitivity to structural and delivery issues due to their role in implementation. Both groups, however, consistently identified session organization, delivery consistency, clarity, and activity management as the most pressing challenges, while logistical issues such as facilities, resources, and group size were seen as moderately challenging.

The findings underscore that while TCMP is effective in engagement and structured delivery, program quality is hampered by logistical challenges and a lack of participant agency. Enhancing standardization of materials, facilitator support, and opportunities for idea-sharing will bridge staff-participant perception gaps, strengthen program impact, and align TCMP more closely with both global correctional best practices and Philippine legal frameworks for humane rehabilitation.

Table 9. ***Extent of the Challenges encountered in the Implementation of the Therapeutic Community Modality Program in terms of Engagement and Retention;***

Indicators	Median	Interpretation	Median	Interpretation
	Jail Officer		PDL	
1. Attentive during activities	4	Very Challenging	4	Very Challenging
2. Consistent and reliable schedule	4	Very Challenging	3	Challenging
3.Regular session attendance	3	Challenging	4	Very Challenging
4. Active engagement during activities	4	Very Challenging	4	Very Challenging
5. Maintained participant interest over time	4	Very Challenging	4	Very Challenging
6. Encouraged to share ideas	4	Very Challenging	3	Challenging
7. Active involvement in discussions	4	Very Challenging	4	Very Challenging
8. Efforts to motivate participants to continue	*4*	*Very Challenging*	*4*	*Very Challenging*
9. Barriers to attendance addressed	*4*	*Very Challenging*	*3*	*Challenging*
TOTAL	*4*	*Very Challenging*	*4*	*Very Challenging*

Table 9 shows that both Jail Officers and PDLs rated engagement and retention in the TCMP as Very Challenging (Median = 4), highlighting shared struggles in sustaining attention, motivation, and consistent participation. Jail Officers reported greater difficulty, particularly in maintaining schedules and stimulating idea-sharing, reflecting their responsibility for facilitation and program delivery. PDLs, meanwhile, perceived slightly less difficulty in areas like attendance and scheduling, likely due to their more passive role in implementation. Both groups agreed that attentiveness, sustained interest, and motivation remain core challenges—critical factors for program success.

Table 10. ***Extent of the Challenges encountered in the Implementation of the Therapeutic Community Modality Program in terms of Training and Support;***

Indicators	Median	Interpretation	Median	Interpretation
	Jail Officer		PDL	
1. Enough training	3	Challenging	3	Challenging
2. Enough staff	3	Challenging	3	Challenging
3. Know content well	3	Challenging	3	Challenging
4. Ready to answer	4	Very Challenging	4	Very Challenging
5. Ongoing training	3	Challenging	3	Challenging
6. Support to improve	3	Challenging	3	Challenging
7. Get feedback	3	Challenging	3	Challenging
8.Regularly supervised	4	Very Challenging	4	Very Challenging
9. Mentoring/coaching	3	Challenging	3	Challenging
TOTAL	**3**	**Challenging**	**3**	**Challenging**

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Table 10 shows that both Jail Officers and PDLs rated training and support challenges in the TCMP as Challenging (Median = 3), indicating that while some systems exist, they remain insufficient and inconsistently applied. Shared concerns included readiness to answer questions and regular supervision, both rated Very Challenging, highlighting gaps in facilitator confidence and lack of real-time guidance. Other issues such as limited mentoring, inadequate feedback mechanisms, and lack of continuous professional development further emphasized the need for stronger capacity-building structures. From a policy perspective, the BJMP Manual of Operations and the UN Nelson Mandela Rules mandate regular, structured training and supervision for correctional staff to ensure humane, effective rehabilitation. Current findings suggest partial compliance: staff demonstrate baseline knowledge but lack systemic support mechanisms, echoing calls for standardized training, structured coaching, and consistent supervision systems.

Training and support remain moderate but persistent challenges in TCMP implementation. Strengthening supervision, mentoring, and continuous professional development is vital to enhance facilitator preparedness, ensure compliance with national and international standards, and improve the consistency and responsiveness of program delivery.

Table 11. ***Overall Findings in the Extent of the Challenges encountered in the Implementation of the Therapeutic Community Modality Program in terms of Program Quality; Engagement and Support, and Training and Support;***

TCMP Implementation Dimension	Jail Officers (Median)	Interpretation	PDLs (Median)	Interpretation
Program Quality	4	Very Challenging	3	Challenging
Engagement and Retention	4	Very Challenging	4	Very Challenging
Training and Support	3	Challenging	3	Challenging

Table 11 shows that the Therapeutic Community Modality Program (TCMP) faces interrelated challenges that compromise its effective implementation. Both Jail Officers and Persons Deprived of Liberty (PDLs) identified structural, operational, and capacity-related issues, reflecting a shared recognition of the program's weaknesses.

Program Quality was rated as Very Challenging by Jail Officers (Median = 4) and challenging by PDLs (Median = 3). Issues included disorganized sessions, unclear content, and inconsistent scheduling, with Jail Officers expressing greater concern due to their facilitation responsibilities.

Despite differences in intensity, both Jail Officers and PDLs recognized the same core program weaknesses, suggesting that implementation challenges are widely acknowledged and not confined to one group's perspective. These results highlight the need for systematic reforms focused on structural clarity and organized delivery of sessions, enhanced facilitator training and continuous professional development, stronger supervision and feedback systems, and engagement-focused strategies tailored to participant needs.

At the same time, consistent strengths in spiritual development, behavior management, and participants' willingness to engage provide a strong foundation for further improvement. With targeted reforms, the TCMP has the potential to bridge perception gaps, enhance implementation quality, and fulfill its rehabilitative and reintegrative objectives.

3.3 Test of Difference in the Perceived Level of Extent of Challenges Encountered in the Implementation of the TCMP

Table 12. ***Test of Difference in the Perceived Level of Extent of Challenges Encountered in the Implementation of the TCMP***

Mann-Whitney U				
		Statistic	***p***	***Intepretation***
Program Quality	*Mann-Whit*	*602*	*0.00*	*With Significant*
Score	*ney U*		*1*	*Difference*
Engagement and	*Mann-Whit*	*930*	*0.34*	*Without Significant*
Retention (2)	*ney U*		*1*	*Difference*
Training and	*Mann-Whit*	*1042*	*0.88*	*Without Significant*
Support Score	*ney U*		*5*	*Difference*
Note. H_a μ 1 - Jail officers ≠ μ 2 - Person Deprived of Liberty				

Table 12 demonstrates that the Mann-Whitney U test was utilized to gauge whether significant differences existed in how Jail Officers and Persons Deprived of Liberty (PDLs) perceived challenges in implementing the TCMP. This statistical approach was appropriate given the ordinal data and the comparison of two independent groups.

These findings underscore the need for targeted interventions,

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especially in enhancing program structure and content delivery. Improving facilitator training, supervision systems, and channeling participant feedback can bridge existing perception gaps. The alignment on engagement and support challenges further suggests the value of collaborative, co-designed improvement strategies that involve both staff and participants, promoting ownership and shared commitment to program effectiveness.

3.3 Proposed Intervention Program for Enhancing Therapeutic Community Modality Program at the Quezon City Jail Male Dormitory

Based on the study's findings on both the effectiveness and challenges of the Therapeutic Community Modality Program (TCMP) at Quezon City Jail Male Dormitory, here is a consolidated Proposed Intervention Program in table form with six focused and strategic interventions addressing the key issues:

Component	Identified Issue	Objective	Key Activities	Timeline	Manpower & Budget	Expected Outcomes	Monitoring & Evaluation	Success Indicators
1. Curriculum Enhancement	Low intellectual development (PDLs rated "Effective")	Strengthen cognitive engagement and critical thinking	- Peer-led study groups- Problem-solving workshops- Cognitive games/simulation s	Oct 2025 – Mar 2026	2 Educators, 2 Peer Mentors₱50,000	Improved critical thinking and higher intellectual ratings	Pre- and post-tests; facilitator observations; peer evaluation	At least 20% higher test scores; most PDLs show better problem-solving
2. Vocational Skills Laboratory	Limited practical relevance in vocational activities	Enhance vocational readiness and real-world application	- Micro-enterprise simulations- TESDA-linked tech projects- Peer-led demos	Jan – Jun 2026	3 Trainers, TESDA/NGO Partners₱150,000	Increased job readiness and confidence	Skills assessment; TESDA Certification rates; tracking of participation	Majority complete training; many gain TESDA certificates; most feel job-ready
3. Participatory Learning Sessions	Emotional immaturity, low empathy	Improve emotional resilience and regulation	- Role-playing & journaling- Emotional intelligence sessions- Group reflection	Quarterly (2025–2 026)	2 Facilitators, 1 Psychologist₱60,00 0	Improved emotional control; positive peer dynamics	Psychological tests (EQ scale); group feedback forms; behavioral incident records	Higher emotional intelligence; fewer peer conflicts
4. Continuous Staff Development	Communication gap between Jail Officers & PDLs	Improve dialogue and feedback processes	- Monthly dialogues- Anonymous feedback systems- Joint reviews	Bi-month ly (Starting Oct 2025)	2 Program Staff, Moderators₱20,000	Enhanced collaboration; reduced perception gaps	Feedback surveys; staff-PDL dialogue logs; attendance monitoring	High satisfaction in communication ; fewer staff-PDL conflicts
5. Standardization & Facilitator Training	Inconsistent facilitation, lack of preparedness	Standardize and professionalize program delivery	- TCMP module redesign- Quarterly trainings- Peer coaching for facilitators	Oct 2025 – Jun 2026	4 Trainers, Jail Officers₱60,000	Structured and effective TCMP sessions	Training evaluations; facilitator performance reviews; module implementatio n checklists	All facilitators trained; most sessions follow standard modules
6. Policy Compliance Checkpoints	Inadequate integration of legal and ethical standards	Ensure alignment with RA 10575, BJMP Manual, Mandela Rules	- Regular policy audits- Compliance review workshops- Update protocols accordingly	Biannual (Starting Jan 2026)	2 Compliance Officers₱30,000	Legally aligned, humane, and rights-based TCMP implementatio n	Audit reports; compliance scorecards; external evaluation by BJMP/legal experts	High compliance with BJMP rules; no rights violations

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CONCLUSIONS

The study revealed that significant challenges persist in the implementation of the Therapeutic Community Modality Program (TCMP), particularly in terms of program quality, participant engagement, retention, and staff training and support. Jail Officers rated the quality-related aspects as "Very Challenging" (median = 4), especially in terms of session delivery, organization, and clarity. Persons Deprived of Liberty (PDLs), while also recognizing these issues, rated them as "Challenging" (median = 3), indicating a less critical but still notable concern.

In terms of engagement and retention, both groups acknowledged difficulties, with Jail Officers highlighting the burden of maintaining participation, motivation, and attendance among PDLs. PDLs recognized these concerns but had slightly more moderate perceptions, likely due to differences in responsibilities and expectations. Furthermore, training and support for facilitators were consistently rated as "Challenging", emphasizing the need for ongoing professional development, supervision, and mentoring.

These findings highlight the urgency of implementing targeted improvements in program structure, facilitator preparedness, and participant engagement strategies to ensure the effective delivery and sustainability of the TCMP.

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These findings highlight the urgency of implementing targeted improvements in program structure, facilitator preparedness, and participant engagement strategies to ensure the effective delivery and sustainability of the TCMP.

DISCUSSIONS

This study sought to assess the level of effectiveness of the Therapeutic Community Modality Program (TCMP) at the BJMP Quezon City Jail Male Dormitory in promoting rehabilitation and reintegration among Persons Deprived of Liberty (PDLs), as well as to examine the implementation challenges and management considerations perceived by both Jail Officers and PDLs.

The findings demonstrate that the TCMP is largely effective across its core components behavior management, emotional development, vocational training, intellectual stimulation, and spiritual growth with both Jail Officers and PDLs rating these aspects as either "Effective" or "Highly Effective." The highest levels of agreement were observed in the spiritual and behavioral domains, reflecting the program's success in fostering personal discipline, ethical conduct, and a renewed sense of identity among participants. Meanwhile, discrepancies in perception particularly in vocational and intellectual aspects highlight the need for more tailored approaches that reflect the unique experiences and learning capacities of PDLs.

Ultimately, this research underscores TCMP's vital role in promoting behavioral change, emotional stability, spiritual renewal, and personal development within the correctional setting. By responding to implementation concerns and enhancing management practices, the program can more fully achieve its goals of rehabilitation and reintegration, preparing PDLs for a more productive and socially responsible life beyond incarceration.

Recommendations

Based on the findings and conclusions of this study assessing the Therapeutic Community Modality Program (TCMP) at the Quezon City Jail Male Dormitory, the following recommendations are proposed to enhance the program's effectiveness in achieving its rehabilitation and reintegration goals. These recommendations are grounded in the study's evidence of both strengths and areas for improvement, and are intended to provide clear, actionable guidance for policymakers, program managers, and practitioners to ensure the TCMP remains responsive, equitable, and aligned with national and international standards.

1.Strengthen Intellectual and Vocational Programming

Based on the finding that PDLs rated intellectual and vocational aspects lower than other domains, the program should prioritize more structured and relevant educational content and job-readiness training tailored to participant needs. This includes providing updated learning materials, practical tools, and applied learning opportunities to improve engagement and outcomes in these areas.

2.Improve Facilities and Resource Access

The study found significant gaps between Jail Officer and PDL perceptions of facility suitability and resource adequacy, with PDLs reporting lower ratings on materials and access. It is therefore recommended to address these shortages, enhance learning environments, and ensure equitable access to resources to promote fairness and effective delivery.

3.Enhance Participant Voice and Agency

Data indicated that while participation was generally strong, the lowest PDL score was for "encouraged to share ideas," suggesting

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limits on participant voice. Program sessions should be redesigned to promote idea-sharing, dialogue, and participant leadership. Facilitators should be trained in participatory methods aligned with Adult Learning Theory and international rehabilitation standards to empower participants.

4.Expand and Systematize Staff Training and Support

Moderate agreement on staff training and support highlighted the need for improvement. It is recommended to increase opportunities for regular staff development in facilitation, mentoring, and content delivery. Strengthening feedback and supervision systems will ensure staff are well-supported and capable of delivering high-quality, transformative services.

5.Foster Greater Alignment Between Staff and PDL Perceptions

The study revealed statistically significant differences in perceptions between Jail Officers and PDLs, particularly in spiritual, intellectual, and vocational aspects, as well as program quality and engagement. Regular joint feedback and evaluation sessions are recommended to harmonize expectations, resolve perceptual gaps, and ensure program improvements respond to both groups' perspectives and needs.

6.Institutionalize Monitoring and Evaluation Systems

Findings emphasized the need for evidence-based program improvement. It is recommended to implement regular assessment of TCMP components using validated tools to track progress and effectiveness. Evaluation processes should be participatory, involving both staff and PDLs, to ensure transparency, accountability, and continuous quality enhancement.

7.Align with National and International Standards

Given the program's role in supporting rehabilitation in line with policy and human rights standards, it is recommended to review and refine TCMP delivery for compliance with the BJMP Manual, Republic Act No. 10575 (BuCor Modernization Act of 2013), and the United Nations Standard Minimum Rules for the Treatment of Prisoners (Nelson Mandela Rules). Best practices for humane, participatory, and rights-based rehabilitation programming should be fully integrated.