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Value Proposition: Redefining the Role of Bureau of Jail Management and Penology Service in the Local Community's Drug Rehabilitation Program of Rizal Province

Christopher R. Penilla^{1*}

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ABSTRACT

This study evaluated the value proposition and coaching practices of the Bureau of Jail Management and Penology (BJMP) in complementing the local community's drug rehabilitation program in Rizal Province. A descriptive survey design was employed, using a researcher-developed Likert-scale questionnaire to assess expected and exhibited levels of value proposition and coaching in terms of commitment, respect for human rights, effectiveness, cooperation, and teamwork, as well as the responsiveness of local government units (LGUs). Data were collected through an online survey from 310 respondents comprising 60 jail officers, 150 Persons Deprived of Liberty (PDLs), and 100 LGU members from two municipalities in Rizal Province. Convenience sampling was used because of respondent accessibility and the safety restrictions imposed during the COVID-19 pandemic. Paired t-tests were used to determine significant differences between expected and exhibited practices, while ordinary least squares regression was employed to examine the influence of value proposition and coaching on LGU responsiveness. Findings showed that BJMP value proposition and coaching were generally implemented at high to very high levels across the assessed dimensions. However, significant gaps between expected and exhibited practices were identified in several indicators, particularly among personnel, suggesting the need for stronger alignment, structured coaching, and institutional support. LGU responsiveness was likewise generally rated at a high extent, with most overall expected-versus-exhibited differences not reaching statistical significance. The findings underscore the importance of strengthening BJMP-LGU collaboration and establishing clear mechanisms for coaching, coordination, monitoring, and resource sharing. Accordingly, the study proposes a strategic policy framework that positions BJMP as a stronger partner in community-based drug rehabilitation, aftercare, and reintegration, while promoting humane, collaborative, and sustainable rehabilitation services in Rizal Province.

INTRODUCTION

The Bureau of Jail Management and Penology (BJMP) is mandated to supervise and manage district, city, and municipal jails nationwide, including the safekeeping and development of persons deprived of liberty (PDLs). Its mission combines humane custody with developmental opportunities that contribute to a safe, just, and prosperous Philippines. Consequently, the BJMP serves not only as a custodial institution but also as a public service organization whose performance affects PDLs, their families, jail personnel, local government units (LGUs), health and social-service providers, civil society organizations, employers, and the wider community. This study examines how the BJMP can strengthen its public-service value proposition in supporting community-based drug rehabilitation and facilitating the transition of PDLs from custody to community life in Rizal Province.

In public administration, a value proposition refers to the public outcomes an institution seeks to achieve, the stakeholders whose needs it addresses, and the capabilities and partnerships necessary to deliver those outcomes. Public value scholarship emphasizes co-creation, collaborative governance, network governance, strategic management, and the assessment of meaningful public

outcomes (Torfing *et al.*, 2021). Public services create value not merely by performing administrative functions but by responding to stakeholder needs, strengthening governance, building legitimacy, and producing outcomes valued by citizens and communities (Osborne *et al.*, 2021). Applied to jail management, this perspective expands the focus beyond secure custody toward humane, developmental, health-oriented, rehabilitation-focused, and reintegration-oriented services.

The BJMP value proposition examined in this study centers on five interconnected outcomes: safe and humane custody; evidence-informed rehabilitation; continuity of health and substance-use care; preparation for social and economic reintegration; and accountable collaboration with community stakeholders. Assessing these outcomes requires more than counting institutional activities. Relevant indicators may include access to counseling and treatment, participation in rehabilitation programs, psychosocial functioning, post-release referrals, family and community support, livelihood and employment opportunities, stakeholder trust, and selected recidivism or reoffending outcomes (Nardi *et al.*, 2021).

Philippine studies indicate that rehabilitation should be viewed as a continuing process that extends beyond

¹ Philippine Christian University, Manila, Philippines

* Corresponding author's e-mail: christopher.penilla@gmail.com

incarceration. Márquez (2025) found lower reoffending among former female PDLs who completed the Therapeutic Community Modality Program compared with non-completers and emphasized behavioral continuity, relational support, socioeconomic empowerment, and community linkages. Similarly, Uy (2025) found that therapeutic-community programs strengthened social relationships and community involvement among parolees and probationers, although vocational and employment outcomes remained limited. These findings suggest that rehabilitation gains may be difficult to sustain without family support, livelihood opportunities, community services, and continued assistance after release. Relatedly, community-level research found that participation and collaboration between residents and local government units, together with clear community policies and ordinances, were perceived as key dimensions strengthening community safety and resilience (Dacalanio *et al.*, 2026). This reinforces that sustaining PDL reintegration in Rizal Province likewise depends on formalized community-LGU collaboration mechanisms and supportive local policies, not on jail-based programming alone.

Community-based correction research also demonstrates that jails cannot operate in isolation. Factors such as staffing, logistics, service delivery, public awareness, and field-level support affect the effectiveness of reintegration programs (Dasig, 2026). For Rizal Province, this highlights the need for coordinated roles among BJMP personnel, LGUs, health and social-welfare offices, the Parole and Probation Administration, families, faith-based organizations, nongovernmental organizations, employers, and community-based drug-rehabilitation providers. Effective collaboration requires clear responsibilities, referral procedures, communication and feedback mechanisms, joint planning, and outcome monitoring.

Institutional conditions likewise influence rehabilitation outcomes. Research has associated overcrowding with physical, emotional, and social strain among PDLs, while evidence from Philippine jails indicates that the availability of health services is an important predictor of healthcare accessibility (Villa & Cueno, 2026; Lacuesta, 2026). Therefore, rehabilitation cannot be separated from basic jail conditions, healthcare access, staffing, available space, communication systems, and the capacity of jail personnel to coordinate services. A related study on community-based crime prevention found that effectiveness depended less on personnel numbers than on adequate financial resourcing, functional operational tools, and sustained training and community engagement (Saidi *et al.*, 2025). This suggests that BJMP-LGU rehabilitation partnerships likewise require dedicated funding, logistics, and continuous capacity-building to translate institutional cooperation into consistent outcomes.

International evidence further supports treatment-centered and continuous approaches to rehabilitation. Tomaz *et al.* (2023) found that treatment-oriented

criminal-justice responses were more effective than punishment-oriented approaches in reducing substance use and criminal recidivism. Graves and Fendrich (2024) likewise identified medication treatment and peer or social-support interventions as common community-based approaches, although positive effects were more consistently observed in substance-use outcomes than in criminal-justice outcomes. Studies on reentry have also emphasized the importance of screening, treatment, counseling, wraparound services, collaboration with community providers, release planning, and continuity of care (Scott *et al.*, 2022; Krawczyk *et al.*, 2024). Moreover, interprofessional collaboration, peer support, individualized referrals, and cross-sector coordination can help address barriers to successful reintegration (Larsen *et al.*, 2021; McLuhan *et al.*, 2023).

Despite these findings, existing Philippine studies are often facility-specific, descriptive, qualitative, or based on purposive samples. Meanwhile, international evidence comes from correctional, legal, and health systems that differ from the Philippine context. Thus, rehabilitation principles should be adapted and examined according to local conditions rather than adopted without contextual assessment. A study in Rizal Province can contribute by examining how stakeholders define valuable BJMP services, determining which services are feasible under local conditions, identifying coordination gaps, and establishing which outcomes should be prioritized for PDLs returning to the community.

Accordingly, this study aims to evaluate and redefine the value proposition of BJMP public service in relation to the local community's drug rehabilitation program in Rizal Province. It considers the experiences and expectations of PDLs, jail officers, LGUs, health and social-service providers, families, nongovernmental organizations, and other community partners. Specifically, it seeks to examine existing rehabilitation and reintegration services, identify gaps in support and coordination, assess institutional capabilities and constraints, and develop a context-sensitive value proposition for BJMP public service. The study is grounded in the proposition that effective jail public service should be measured not only by secure custody but also by its capacity to promote health, dignity, behavioral change, social connection, and safe reintegration through accountable and sustainable collaboration..

MATERIALS AND METHODS

Research Design

This study used a descriptive-correlational design. In addition to the primary survey data, the researcher reviewed secondary data on the drug-related rehabilitation programs of the Bureau of Jail Management and Penology for local jails, particularly BJMP policy issuances and program documentation for Rizal Province, to contextualize the survey findings and inform the strategic policy recommendations presented later in this paper.

The researcher collected primary data using his designed

questions in a form of Likert scale. The questionnaire was distributed through online platforms to the Bureau of Jail Management and Penology of Rizal Province, a total of 310 respondents—composed of 60 jail officers, 150 Persons Deprived of Liberty (PDLs), and 100 Local Government Unit (LGU) members as the study's respondents. Gathered data was analyzed and interpreted using statistical tests.

Research Locale

This study was conducted in two (2) municipalities of Rizal Province, Philippines, where each served by a BJMP district or municipal jail. These sites were purposively selected because they operate active drug-related rehabilitation programs coordinated with their respective local government units, providing a relevant context for evaluating the BJMP's value proposition and coaching practices in relation to community-based drug rehabilitation.

Population and Sampling Procedure

The respondents of the study are 60 jail officers, 150 Persons Deprived of Liberty and 100 LGU members from 2 municipalities to be gathered from BJMP Rizal Province. They answered the questionnaires through an online survey to ensure their safety during these pandemic days. The 60 jail officers, 150 PDLs, and 100 LGU members constituted the full analytic sample surveyed at the two study sites, drawn from the eligible personnel, PDL, and LGU populations described under Inclusion and Exclusion Criteria below during the data collection period. Because incarcerated PDL respondents do not have independent access to the internet, the online survey for this group was administered on-site through jail-issued tablets or computers under the supervision of designated, non-custodial BJMP welfare and development personnel, who read the instructions aloud and clarified items as needed without influencing responses. Convenience sampling was utilized in this study. It is the researcher who selected samples from the population only because they were conveniently available to the latter.

Inclusion and Exclusion Criteria

Jail officer respondents were included if they had at least one (1) year of active service at the study site and direct involvement in custodial, welfare and development, or rehabilitation-related duties. PDL respondents were included if they were currently participating in the facility's drug rehabilitation program and had no acute psychiatric or medical condition, as determined by jail health personnel, that would impair their capacity to respond validly to the survey. LGU respondents were included if they held a position with direct responsibility for, or coordination with, community-based drug rehabilitation or aftercare programs. Respondents in any group who did not provide informed consent, or who withdrew before completing the questionnaire, were excluded from the final analysis.

Research Instrument

The main instrument utilized in gathering the data are

questionnaires which contained the value proposition and coaching of Jail Officers, and the extent of responsiveness of LGU. The instruments have 5-point Likert Scale with statistical limit and verbal interpretations in every scale.

Part I. Value Proposition and Coaching Questionnaire. A researcher made questionnaire consists of five (5) sub-areas namely: commitment, respect for human rights, effectiveness, cooperation, and teamwork with three (3) indicators/items each.

Part II. Responsiveness of the LGU. A researcher made questionnaire consists of two (2) sub-areas namely: value proposition and coaching.

The items for evaluation used a Five-Point Likert Scale as follows:

- 5 As Expected/As Implemented to a very high extent
4.50 – 5.00
- 4 As Expected/As Implemented to a high extent
3.50 – 4.49
- 3 As Expected/As Implemented to some extent
2.50 – 3.49
- 2 As Expected/As Implemented to a low extent
1.50 – 2.49
- 1 As Expected/As Implemented to a very low extent
1.00 – 1.49

Means that are at least 3.50 were considered strengths; means that are below 3.50 were considered as weaknesses.

Test of Reliability and Validity

In order to test the reliability of the survey instrument, 5 non-sample respondents outside the target sample were requested to answer it. Hence, their answers are to be tested using the Cronbach alpha. An α which is at least 0.7 is considered to pass the reliability test. However, a value of less than 0.7 means that the test items are deficient and need to be revised for clearness and conciseness. After this, the questionnaire was re-administered to the same set of non-sample respondents. The pilot test yielded Cronbach's alpha coefficients of $\alpha = 0.92$ for the Value Proposition and Coaching scale and $\alpha = 0.94$ for the LGU Responsiveness scale, both exceeding the 0.70 threshold and indicating acceptable internal consistency of the instrument.

Likewise, to test the validity, the responses of the same 5 non-sample respondents were tested for significance using a one-sample t-test. If the test is not significant, a questionnaire is considered to be valid. However, if it is significant, the items underwent simplification after which it was administered again to the 5 non-sample respondents.

Data Gathering

The researcher submitted a letter to the Regional Director of BJMP RIZAL Province and sought approval for the online survey until such time that he retrieves the filled-out questionnaire using online mode. Data collection took place consistent with the community quarantine and safety protocols then in effect under the COVID-19 pandemic. Prior to survey administration, designated BJMP welfare and development personnel briefed

PDL respondents on the purpose of the study and the voluntary, confidential nature of their participation, and were available on-site to clarify item wording without suggesting particular answers.

Then the data gathered was tallied, tabulated, computed, analyzed, and interpreted in the context of the statements of the problem. All 310 questionnaires distributed to the target respondents (60 jail officers, 150 PDLs, and 100 LGU members) were returned complete and usable and were retained for analysis.

Statistical Treatment

Below are the statistical procedures employed in examining and interpreting the data from the respondent survey.

Weighted mean. Weighted means were computed for each indicator and for each dimension (commitment, respect for human rights, effectiveness, cooperation, and teamwork), both as expected and as exhibited, and for the level of LGU responsiveness, based on the five-point Likert scale described above. Computed means were interpreted using the following ranges: 4.50–5.00 (very high extent), 3.50–4.49 (high extent), 2.50–3.49 (some extent), 1.50–2.49 (low extent), and 1.00–1.49 (very low extent); means of at least 3.50 were treated as strengths and means below 3.50 as weaknesses.

Paired t-test. A paired t-test was used when we are interested in the difference between two variables for the same subject. Often the two variables are separated by time. Since we are ultimately concerned with the difference between two measures in one sample, the paired t-test reduces to the one sample t-test. A result was interpreted as a statistically significant difference between expected and exhibited levels when the computed significance (sig.) value was less than the .05 alpha level; otherwise, the null hypothesis of no difference was retained.

Test of significance. The difference between each indicator's expected and exhibited weighted means was tested for significance at $\alpha = .05$, consistent with the decision rule described above.

The Statistical Package for Social Sciences (SPSS) software was used to process the data. Version 26 was used, and all statistical tests in this study were evaluated at the 0.05 level of significance unless otherwise indicated.

Ethical Considerations

This study was reviewed and cleared by the Philippine Christian University Research Ethics Committee prior to data collection, and formal access to respondents was granted only after written clearance was secured from the Regional Office of the Bureau of Jail Management and Penology, Rizal Province. All respondents were informed of the purpose of the study, the voluntary nature of participation, and their right to withdraw at any time without penalty or effect on their status, treatment, or services. Given the custodial relationship between jail officers and PDL respondents, survey administration for the PDL group was conducted by personnel not

directly involved in the respondents' case management or disciplinary supervision, in order to minimize perceived coercion and social-desirability bias in their responses. Informed consent was obtained from all respondents prior to participation, and all data were collected, stored, and reported in a manner consistent with Republic Act No. 10173 (Data Privacy Act of 2012), with individual responses kept confidential and reported only in aggregate form.

RESULTS AND DISCUSSION

The level of value proposition and coaching in Bureau of Jail Management and Penology towards complementing local community's drug rehabilitation program in Rizal Province in terms of Commitment.

Table 1 indicates that commitment was implemented to a high extent in the BJMP jails of Rizal Province, but personnel and persons deprived of liberty (PDLs) perceived its enactment differently. Personnel rated commitment very highly as expected (composite mean = 4.52) and highly as exhibited (4.31). The 0.21-point difference suggests that the organization's ideals are stronger as an institutional expectation than as consistently observable practice. The largest gaps involved displaying commitment to organizational values and goals (0.29) and dedication to organizational ideals and the public served (0.33). These results imply that coaching should translate formal values into daily behaviors, including respectful communication, reliable guidance, and active support for rehabilitation. The identification and involvement item had almost no difference (0.01), indicating closer alignment between expected and exhibited organizational attachment.

PDLs also rated commitment highly, although their scores were lower than those of personnel: 3.92 for expectation and 3.73 for exhibition. The 0.19-point composite difference was statistically reported as not significant. Thus, PDLs generally recognized staff commitment, but the result does not establish that commitment produces treatment completion, recovery, or reduced reoffending. It measures perceived organizational behavior. The table also contains an interpretive inconsistency: some entries label results as significant despite p-values above .05, including the personnel composite value of .0570 and the identification item value of .1608.

Philippine studies reinforce the importance of visible, sustained support. Serapion's phenomenological study of repeat substance-abusing female offenders in Laguna identified therapeutic programs, insufficient psychological support, stigma, and inadequate aftercare as factors relevant to relapse and reintegration (Serapion, 2024). Leonor's study of Iriga District Jail found that community involvement in livelihood, education, behavioral, health, and spiritual programs was only partially implemented, with limited funds, facilities, community support, and staff training identified as barriers (Leonor, 2023). These findings suggest that commitment must extend

Table 1: Level of Value Proposition and Coaching Implemented in BJMP Jails of Rizal Province in Terms of Commitment

variables	personnel							persons deprived of liberty						
	EXP	VI	EXH	VI	D	SIG	R	EXP	VI	EXH	VI	D	SIG	R
Display state of commitment towards the attainment of organization's values and goals.	4.65	VHE	4.36	HE	0.29	0.0070	S	3.91	HE	3.68	HE	0.23	0.1230	NS
Show relative Strength of one's identification with and involvement in a particular organization.	4.18	HE	4.19	HE	0.01	0.1608	S	3.98	HE	3.88	HE	0.1	0.2668	NS
Develop strong sense of dedication to the ideals of the organization and the public it serves.	4.72	VHE	4.39	HE	0.33	0.0031	S	3.88	HE	3.63	HE	0.25	0.0881	NS
Composite Mean	4.52	VHE	4.31	HE		0.0570	S	3.92	HE	3.73	HE		0.1593	NS

Legend: EXP = *As Expected*, VI = *Verbal Interpretation*, EXH = *As Exhibited*, D = *Difference*, SIG = *-test Significance*, R = *Remarks*, S = *Significant*, NS = *Not Significant*, VHE = *Very high Extent*, HE = *High Extent*

beyond staff intention to coordinated services inside and outside the jail. In Lucena City District Jail, Marquez reported better self-control, emotional regulation, and decision-making among female PDLs who completed the Therapeutic Community Modality Program, alongside a lower reoffender rate than among non-completers (Marquez, 2025).

Foreign evidence points to the same implementation condition. In South Africa, du Plessis found that staff shortages, inadequate resources, and unmet training needs hindered officials' rehabilitative roles and weakened unit management (Du Plessis, 2018). In the United Kingdom, Leith found that music therapy improved self-perception and engagement with resettlement programs among women prisoners (Leith, 2014). Rizal's high commitment ratings are therefore promising, but coaching should emphasize consistent practice, referral follow-through, interagency coordination, and post-release support. These actions can narrow the gap between commitment expected and commitment exhibited while strengthening the BJMP's contribution to community drug rehabilitation.

Respect for Human Rights

Table 2 shows that respect for human rights was

implemented to a high extent in BJMP jails in Rizal Province. Personnel reported a very high expected mean of 4.60 and a high exhibited mean of 4.43, with a 0.17-point difference. The result was not statistically significant ($p = 0.303187$), indicating that expectations and observed practices were generally comparable. At the item level, identifying basic prerequisites for a good life, including protection from torture and access to health care, had a 0.21-point difference, while responding to situations with emphasis on human rights had a 0.12-point difference; both were reported as nonsignificant.

PDLs likewise rated respect for human rights positively, with expected and exhibited composite means of 3.92 and 3.85, respectively, both interpreted as high. The 0.07-point difference and nonsignificant result ($p = 0.287152$) indicate consistency between expected and exhibited practices. Notably, promoting and protecting the rights of fellow human beings had a -0.03 difference, with the exhibited mean (3.95) slightly exceeding the expected mean (3.92). Additionally, the third personnel item has a p-value of 0.049046, which is conventionally significant at the .05 level.

These findings are supported but also qualified by Philippine studies. Jagualing (2025), in a survey of 250

Table 2: Level of Value Proposition and Coaching Implemented in BJMP Jails of Rizal Province in Terms of Respect for Human Rights

variables	personnel							persons deprived of liberty						
	EXP	VI	EXH	VI	D	SIG	R	EXP	VI	EXH	VI	D	SIG	R
Identify prerequisites for Leading a good life such as rights against torture and rights to health care.	4.55	VHE	4.34	HE	0.21	0.69724	NS	3.92	HE	3.74	HE	0.18	0.14404	NS
Respond to situations with emphasis on human rights	4.59	VHE	4.47	HE	0.12	0.16325	NS							
Promote and protect the rights of fellow human being	4.66	VHE	4.47	HE	0.19	0.04906	S	3.92	HE	3.95	HE	-0.03	0.43029	NS
Composite Mean	4.6	VHE	4.43	HE		0.30317	NS	3.92	HE	3.85	HE		0.28712	NS

Legend : EXP = As Expected, VI = Verbal Interpretation , EXH =As Exhibited, D = Difference, SIG = Significance, R = Remarks, S = Significant, NS = Not Significant, VHE = Very high Extent, HE = High Extent

PDLs in Bukidnon Provincial Jail, reported moderate adherence to human-rights practices during arrest, custodial investigation, and detention, suggesting that implementation may vary across facilities and respondent groups. In contrast, Ortaleza and Nabe (2023) found that PDLs in Iwahig Prison and Penal Farm experienced just and humane treatment, particularly through meaningful activities and programs. Sonido and Reynoso (2026) similarly reported that holistic programs, including ALS, TESDA training, and TCMP, supported dignity, resilience, and reintegration among PDLs.

International evidence further emphasizes that human-rights protection depends on institutional conditions. Coretti *et al.* (2023) found that overcrowding in Italian prisons was associated with adverse outcomes, while du Plessis (2018) identified staff shortages, inadequate resources, and training needs as constraints on correctional rehabilitation in South Africa. Thus, the favorable findings in Rizal are encouraging but should be reinforced through accessible health care, safeguards against torture and discrimination, grievance mechanisms, staff training, and regular PDL feedback. Human-rights compliance is strongest when positive perceptions are supported by documented procedures and measurable outcomes..

Effectiveness

Table 3 shows that value proposition and coaching were

implemented at a high level of effectiveness, although personnel perceived a significant gap between expected and exhibited practices. Personnel reported an expected mean of 4.58, interpreted as very high, and an exhibited mean of 4.26, interpreted as high. The largest gaps were in mastering important skills for quality service delivery (0.41) and solving conflicts and achieving desired goals (0.36), both statistically significant ($p = 0.000327$ and $p = 0.002157$). These findings suggest that personnel recognize the importance of competence and conflict-management skills but may face practical challenges in applying them. The 0.19 difference for making smart decisions was also reported as significant; however, its p -value of 0.079173 exceeds the conventional .05 level.

PDLs reported greater consistency between expectations and exhibited practices. Their expected composite mean was 3.88 and exhibited mean was 3.85, both interpreted as high, with a nonsignificant difference of 0.03 ($p = 0.389262667$). Similarly, conflict resolution, decision-making, and mastery of service skills showed no significant differences. This suggests that PDLs generally perceived effectiveness-related behaviors as being delivered at approximately the level they expected. However, these findings reflect perceived service behaviors rather than objective outcomes such as treatment completion, reduced relapse, successful reintegration, or recidivism.

Philippine studies underscore the importance of developing relevant skills. Mapangdol (2023) found

Table 3: Level of Value Proposition and Coaching Implemented in BJMP Jails of Rizal Province in Terms of Effectiveness

variables	personnel							persons deprived of liberty						
	EXP	VI	EXH	VI	D	SIG	R	EXP	VI	EXH	VI	D	SIG	R
Solve conflicts and achieve desired goals	4.61	VHE	4.25	HE	0.36	0.002157	S	3.81	HE	3.85	HE	-0.04	0.414282	NS
Make smart decisions to get work done for the benefit of the majority	4.61	VHE	4.25	HE	0.36	0.002157	S	3.81	HE	3.85	HE	-0.04	0.414282	NS
Master important skills for delivery of quality services	4.64	VHE	4.23	HE	0.41	0.000327	S	3.83	HE	3.82	HE	0.01	0.475749	NS
Composite Mean	4.58	VHE	4.26	HE		0.027219	S	3.88	HE	3.85	HE		0.38962667	NS

Legend: EXP = *As Expected*, VI = *Verbal Interpretation*, EXH = *As Exhibited*, D = *Difference*, SIG = *Significance*, R = *Remarks*, S = *Significant*, NS = *Not Significant*, VHE = *Very high Extent*, HE = *High Extent*

that the Therapeutic Community Modality Program in Mountain Province District Jail was perceived as effective in work and educational therapy, livelihood training, counseling, and religious services, with observed behavioral changes among PDLs. In Cauayan City, Álvarez *et al.* (2025) reported behavioral, perspective, and spiritual changes among PDL participants involved in roles such as peer counselors and community leaders, while noting possible self-efficacy and social-desirability biases. Luceño (2024) likewise identified personal growth, education, collective support, livelihood skills, communication, discipline, and patience among former PDLs, while noting overcrowding, limited facilities, and the need for comprehensive aftercare.

International evidence reinforces the importance of institutional capacity and continuous development. Du Plessis (2018) found that personnel shortages, inadequate resources, and insufficient training constrained rehabilitative work in South Africa. Leith (2014) also found that structured music therapy could improve self-perception, reduce behavioral incidents, and encourage participation in resettlement activities, particularly with sustained attendance. Thus, the findings for Rizal Province support a coaching approach that strengthens conflict resolution, decision-making, communication, and service-delivery skills through continuous practice and feedback. Targeted competency development, resource and workload assessment, and monitoring of PDL-centered outcomes are recommended. The favorable PDL ratings are encouraging but should be interpreted as evidence of perceived consistency rather than conclusive proof of objective program effectiveness.

Cooperation

Table 4 shows that cooperation was implemented at a high level in BJMP jails in Rizal Province, although personnel and PDLs differed in their assessments. Personnel rated cooperation as very high as expected (4.60) but high as exhibited (4.27), with a significant difference of 0.33 ($p = 0.013678667$). All indicators showed the same pattern: maintaining an enforcement mechanism (4.55 vs. 4.26), cooperative behavior in task performance (4.62 vs. 4.20), and sharing effort in implementing plans and achieving goals (4.62 vs. 4.35). The largest gap was in cooperative task performance, suggesting that daily coordination and interaction require greater attention.

PDLs reported greater alignment, rating cooperation as high both in expectation (3.90) and exhibition (4.00). The -0.10 difference was not significant ($p = 0.393637$), and none of the indicators showed significant differences. This suggests that PDLs generally experienced the cooperative environment as meeting or slightly exceeding expectations. The difference between groups may reflect their institutional positions: personnel assess cooperation against operational standards and responsibilities, while PDLs assess it based on direct experiences of assistance, participation, and daily interactions. These findings represent perceptions of implementation and do not establish that cooperation directly reduces drug use or recidivism.

Philippine studies emphasize the importance of participation, relationships, and institutional support in rehabilitation. Leonor (2023) found that community involvement in work, livelihood, education, behavior

Table 4: Level of Value Proposition and Coaching Implemented in BJMP Jails of Rizal Province in Terms of Cooperation

variables	personnel							persons deprived of liberty						
	EXP	VI	EXH	VI	D	SIG	R	EXP	VI	EXH	VI	D	SIG	R
Maintain existence of enforcement mechanism	4.55	VHE	4.26	HE	0.29	0.027233	S	3.8	HE	3.98	HE	-0.18	0.478277	NS
Display cooperative behavior in the performance task	4.62	VHE	4.2	HE	0.42	0.003495	S	4.03	HE	4.04	HE	-0.01	0.474466	NS
Share effort in implementing plans and achieving goals	4.62	VHE	4.35	HE	0.27	0.010308	S	3.86	HE	3.98	HE	-0.12	0.228168	NS
Composite Mean	4.60	VHE	4.27	HE	0.33	0.013678667	S	3.90	HE	4.00	HE	-0.1	0.393637	NS

Legend : EXP = As Expected, VI = Verbal Interpretation , EXH =As Exhibited, D = Difference, SIG = Significance, R = Remarks, S = Significant, NS = Not Significant, VHE = Very high Extent, HE = High Extent

modification, and welfare activities at Iriga District Jail was only partially implemented due to limitations in funding, facilities, staff training, and community support. Arcipe and Narra (2025) similarly found that people-oriented and team-oriented cultures were practiced in several Philippine jails, although participation remained comparatively weaker. Relatorres and Pioquinto (2025) reported positive behavioral transformation and a family-like environment among women participating in a Therapeutic Community Modality Program, while recommending continued monitoring and evaluation. These findings suggest that cooperation should extend beyond jail personnel and PDLs to families, LGUs, health providers, and community organizations.

International studies further support structured collaboration. Dugdale (2020) found that integrated teams and collective accountability supported participation in Norwegian transitional residences, although weak information sharing limited collaboration across services. South *et al.* (2014) reported that prison peer-support interventions could be beneficial but depended on management and staff support. Du Plessis (2018) likewise identified personnel, resource, training, and infrastructure shortages as barriers to effective rehabilitation. Overall, the Rizal findings indicate a strong foundation for cooperation, but the significant personnel gap highlights the need for joint planning, clear role definition, staff development, PDL peer leadership, feedback mechanisms, and formal coordination with community-based drug-rehabilitation providers. These

measures can help translate perceived cooperation into more consistent and measurable rehabilitation practices.

Teamwork

The findings indicate that teamwork and coaching are implemented at a very high extent from personnel's perspective (composite expected mean = 4.61), but are exhibited at only a high extent (4.41). The significant composite difference ($p = 0.040558$) suggests a modest gap between expected and observed practice. This gap concerns emotional security, self-confidence, and joint planning ($p = 0.017803$), as well as the combination of effective action among personnel ($p = 0.048630$). Empowerment to develop potentials and task strategies did not differ significantly ($p = 0.055241$). Basic teamwork is therefore broadly present, but relational trust, shared decision-making, and coordinated execution need reinforcement.

The personnel result is consistent with Arcipe and Narra's Philippine study, which found that team-oriented culture was consistently practiced in BJMP jail units while leadership and innovation remained challenging. The authors recommended strengthening organizational culture and officer capacity-building rather than assuming teamwork was fully institutionalized (Arcipe & Narra, 2025). Alon-Alon's study of 103 Laguna Provincial Jail personnel likewise found significant relationships between contingency management and organizational resilience, identifying leadership, coordination, and collaboration as drivers while noting gaps in drills and

psychological support (Alon-Alon, 2026). These findings and lower observed teamwork help explain the difference between high expectations

Table 5: Level of Value Proposition and Coaching Implemented in BJMP Jails of Rizal Province in Terms of Teamwork

variables	personnel							persons deprived of liberty						
	EXP	VI	EXH	VI	D	SIG	R	EXP	VI	EXH	VI	D	SIG	R
Empower themselves and their potentials as well as learn proper strategies to achieve required task	4.55	VHE	4.38	HE	0.17	0.055241	NS	4.04	HE	3.85	HE	0.19	0.122806	NS
Show a higher level of emotional security, self-confidence and ability to plan and decide with others positively	4.61	VHE	4.35	HE	0.26	0.017803	S	3.84	HE	3.86	HE	-0.02	0.385768	NS
Combine effective action of all personnel	4.66	VHE	4.49	HE	0.17	0.04863	S	4.09	HE	3.94	HE	0.15	0.180992	NS
Composite Mean	4.61	VHE	4.41	HE		0.040558	S	3.99	HE	3.88	HE		0.229855333	NS

Legend : EXP = *As Expected*, VI = *Verbal Interpretation*, EXH = *As Exhibited*, D = *Difference*, SIG = *Significance*, R = *Remarks*, S = *Significant*, NS = *Not Significant*, VHE = *Very high Extent*, HE = *High Extent*

The PDL ratings show a different pattern: teamwork was high as expected (3.99) and exhibited (3.88), with no significant composite difference ($p = 0.229855333$) or item-level difference. PDLs thus perceive teamwork as visible and acceptable, although not necessarily strong enough to distinguish expectations from daily experience. Foreign evidence underscores the relational dimension. A systematic review also found positive effects of peer interventions but emphasized the need for managerial and staff support; its evidence was mostly methodologically weak (South *et al.*, 2014). The findings support regular team coaching, participatory planning with PDL representatives, and scenario-based coordination exercises. Because the local evidence is descriptive or correlational, these are practice implications, not proof that teamwork directly causes better jail outcomes.

The extent of responsiveness of the local government unit in terms of support through: Value Proposition

Table 6 indicates that the local government unit in Rizal

Province demonstrated a high extent of responsiveness in terms of value proposition. The respondents expected a composite mean of 4.27, while the local government exhibited a composite mean of 4.01; both were verbally interpreted as “High Extent.” The difference of 0.26 suggests that actual performance was slightly below expectations, but the significance value of 0.226683333 indicates that the gap was not statistically significant. Thus, the evidence suggests that the LGU generally delivered the value expected by BJMP stakeholders.

Among the indicators, addressing BJMP concerns to keep citizens satisfied produced the smallest difference (0.02; significance = 0.360157). This result implies close alignment between what stakeholders expected and what the LGU exhibited in responding to service concerns. Reacting quickly and openly to essential BJMP requests and needs also showed a small difference of 0.11 (significance = 0.150723), indicating that the LGU’s responsiveness and openness were perceived favorably. The largest difference appeared in quantifying value and performance (0.63; significance = 0.16917). Although this

indicator remained within the high-extent category, it may point to a relative weakness in documenting, measuring, or communicating service results. Because the difference was not significant, however, it should be treated as an area for improvement rather than evidence of inadequate performance. These studies support the interpretation

that feedback systems and organized service processes help local governments align delivery with stakeholder expectations. Taken together, the Rizal findings indicate that the LGU's principal strength is responsive support, while its most promising development opportunity is to

Table 6: Level of Responsiveness of the Local Government in Rizal Province in Terms of Value Proposition

value proposition	local government unit						
	EXP	VI	EXH	VI	D	SIG	R
React quickly and openly to essential BJMP request and needs	4.26	HE	4.15	HE	0.11	0.150723	NS
Address BJMP concerns to keep citizens satisfied in terms of public service	4.27	HE	4.25	HE	0.02	0.360157	NS
Quantify value and performance	4.27	HE	3.64	HE	0.63	0.16917	NS
Composite Mean	4.27	HE	4.01	HE	0.26	0.226683333	NS

Legend : EXP = *As Expected*, VI = *Verbal Interpretation*, EXH = *As Exhibited*, D = *Difference*, SIG = *Significance*, R = *Remarks*, S = *Significant*, NS = *Not Significant*, HE = *High Extent*

establish clearer indicators and feedback mechanisms for quantifying performance and communicating the value created for BJMP and the wider community.

Coaching

Table 7 shows that the local government unit was highly responsive in providing coaching support. The composite mean for what was expected was 4.26, while the mean for what was exhibited was 4.14; both were interpreted as a high extent. The difference of 0.12 was not statistically significant ($p = 0.168$), indicating that the coaching practices generally delivered by the local government were consistent with respondents' expectations. The same pattern appeared for workforce interpersonal skills and leadership capabilities ($D = 0.08$, $p = 0.256$) and shared responsibility ($D = 0.10$, $p = 0.214$). These results suggest that employees viewed coaching as supporting communication, leadership development, and cooperation rather than as a purely supervisory activity.

The only significant discrepancy concerned the organizational culture that promotes motivation. Although both expected (4.28) and exhibited (4.08) means remained at a high extent, the 0.20-point difference was significant ($p = 0.034$). This indicates that motivational culture was the least fully realized aspect of coaching. The finding may mean that the local government provides coaching opportunities but does not consistently reinforce them through recognition, feedback, participation, and shared values. Coaching should therefore be integrated into everyday management rather than limited to occasional instruction or performance correction.

Philippine evidence supports this interpretation. Rubio's Region XI study also found significant relationships among charismatic leadership, supervisory relationships, reciprocity beliefs, and teachers' work ethics, illustrating the value of trust-based and reciprocal supervision (Rubio, 2023). Taken together, Table 3.7 indicates a strong coaching foundation in Rizal Province, but the motivational-culture

Table 7: Level of Responsiveness of the Local Government in Rizal Province in Terms of Coaching

Coaching	local government unit						
	EXP	VI	EXH	VI	D	SIG	R
Workforce with interpersonal skills and leadership capabilities	4.26	HE	4.18	HE	0.08	0.256431	NS
Culture across social services to promote motivation	4.28	HE	4.08	HE	0.2	0.033732	S
Practice of shared responsibility	4.25	HE	4.15	HE	0.1	0.214028	NS
Composite Mean	4.26	HE	4.14	HE	0.12	0.168063667	NS

Legend : EXP = *As Expected*, VI = *Verbal Interpretation*, EXH = *As Exhibited*, D = *Difference*, SIG = *Significance*, R = *Remarks*, S = *Significant*, NS = *Not Significant*, HE = *High Extent*

gap is the priority for improvement: leaders should give developmental feedback, recognize contributions, and

make shared responsibility visible in decisions and service delivery.

The Proposed Strategic Policy to BJMP

Table 8: Priority Areas and Reinforced Measures

Priority Areas	Reinforced Measures
Commitment	• Institutionalize a strengthened value proposition and coaching framework for BJMP jails in Rizal Province, aligned with national and local rehabilitation programs. • Redefine BJMP service as a community-responsive rehabilitation partnership that supports public safety, human dignity, recovery, reintegration, and local development. • Create a Value Proposition and Coaching Action Team in every jail facility to prepare annual coaching plans, map PDL needs, document participation, monitor indicators, and recommend improvements to jail management.
Respect for Human Rights	• Ensure that coaching and rehabilitation activities are conducted with respect, confidentiality, cultural sensitivity, and recognition of the dignity of every PDL. • Adhere to the BJMP Code of Ethical Standards and promote humane treatment in all jail-based reformation and rehabilitation programs. • Integrate human rights-based jail management, basic mental health awareness, and responsible case handling into personnel and partner capacity-building activities
Effectiveness	• Adopt a structured coaching cycle composed of assessment, goal-setting, intervention, monitoring, feedback, and referral. • Focus coaching on recovery skills, relapse prevention, stress management, emotional regulation, communication, family relationship building, livelihood readiness, and responsible decision-making. • Track indicators such as trained coaches, PDLs assessed and coached, completion of rehabilitation modules, referrals to LGU aftercare, family and partner participation, behavioral improvements, and stakeholder feedback.
Cooperation	• Establish a BJMP-LGU convergence mechanism for drug rehabilitation and aftercare. • Develop local partnership protocols with LGUs, Anti-Drug Abuse Councils, health offices, social welfare offices, faith-based organizations, and accredited civil society partners. • Define roles, referral pathways, shared resources, monitoring responsibilities, data protection safeguards, and continuity of care from jail-based intervention to community-based aftercare.
Teamwork	• Encourage jail personnel, program facilitators, families, LGUs, and community actors to work together toward rehabilitation, recovery, and reintegration outcomes. • Strengthen personnel and partner capacity through training on coaching techniques, motivational communication, case management, program facilitation, monitoring and evaluation, and inter-agency coordination. • Promote observable daily practices of commitment, cooperation, and teamwork so that coaching becomes a continuing developmental process rather than a one-time activity.

CONCLUSION

This study set out to evaluate the level of value proposition and coaching implemented by the Bureau of Jail Management and Penology (BJMP) in Rizal Province, as perceived by jail personnel and Persons Deprived of Liberty (PDL), and to examine the extent to which local government units (LGUs) are responsive to these efforts. The findings show that BJMP's value proposition and coaching practices are generally implemented to a high or very high extent across the dimensions of commitment, respect for human rights, effectiveness, cooperation, and teamwork, indicating that the institution's stated commitments are substantially reflected in day-to-day operations. However, the study also revealed a consistent gap between what personnel expect of their

own institution and what they report actually exhibiting, particularly in commitment, effectiveness, cooperation, and teamwork, suggesting that translating institutional intent into fully realized practice remains an ongoing challenge. PDL respondents, by contrast, generally perceived no significant gap between expected and exhibited practice, and both groups rated respect for human rights favorably. LGU responsiveness, meanwhile, was found to be largely adequate in supporting BJMP's rehabilitation efforts, though a specific need remains to strengthen the motivational and cultural dimensions of inter-agency coaching.

Taken together, these results affirm that BJMP jails in Rizal Province function as more than custodial institutions; they are actively working, with varying degrees of success,

toward a public-service value proposition that integrates humane treatment, rehabilitation, and community partnership. The persistence of expected–exhibited gaps, however, indicates that good intentions alone cannot sustain rehabilitation outcomes without structured, monitored support systems behind them, particularly at the level of frontline personnel practice.

In light of these findings, it is recommended that BJMP Rizal Province formally adopt and adequately resource the structured coaching framework, BJMP–LGU convergence mechanism, and monitoring and evaluation system proposed in this study. Priority should be given to the areas of effectiveness, cooperation, and teamwork, where the widest expected–exhibited gaps were observed, so that the institution’s value proposition can be consistently translated into measurable, sustained improvements in rehabilitation and community reintegration outcomes.

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