



Assessment of Therapeutic Community Ladderized Program of Parole and Probation Administration in the transformation of clients in Northern Samar

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Received: 21 March 2026

Revised: 24 April 2026

Accepted: 27 April 2026

Available Online: 30 April 2026

Volume 1 (2026), Issue 2, P-ISSN – 3116-3904; E-ISSN - 3116-3912

<https://doi.org/10.63498/ijsdcjlec5>

Abstract

Aim: This study assessed the implementation of the Therapeutic Community Ladderized Program (TCLP) of the Parole and Probation Administration (PPA) and its role in the rehabilitation and transformation of clients in Northern Samar, focusing on program resources, implementation phases, stakeholder perceptions, and operational challenges.

Methodology: A descriptive-inferential research design was employed using a quantitative approach and document analysis. Data were collected through a researcher-made questionnaire from 239 respondents, including probationers, parolees, probation officers, and volunteer probation assistants from Northern Samar Parole and Probation Offices. Statistical tools such as frequency, percentage, weighted mean, ranking, and Kendall's Coefficient of Correlation (W) were used for analysis.

Findings: Results revealed that TCLP is generally implemented across its four phases but operates under significant constraints in human resources, logistics, and budget allocation. Clients rated program implementation more favorably than implementers, and significant differences were observed among stakeholder groups. Key challenges include inadequate facilities, insufficient funding, limited personnel, weak inter-agency coordination, and minimal family and community support.

Conclusion: The TCLP is effective in promoting rehabilitation and reintegration; however, its sustainability is limited by structural and operational constraints. Strengthening institutional support, resource allocation, and stakeholder collaboration is essential to enhance program effectiveness, improve reintegration outcomes, and support public safety and community-based corrections policy.

Keywords: *Therapeutic Community Ladderized Program, Parole and Probation Administration, rehabilitation, community-based corrections, reintegration*

INTRODUCTION

Therapeutic Community (TC) has been widely adopted in more than 60 countries as an evidence-based rehabilitation model for criminal offenders, particularly those involved in substance abuse and related criminogenic behaviors. In the context of global criminal justice systems, increasing concerns over recidivism, prison overcrowding, and the limited effectiveness of punitive approaches have prompted a shift toward community-based and rehabilitative correctional strategies. TC has emerged as a structured intervention that promotes behavioral transformation, social responsibility, and reintegration, contributing to broader goals of crime prevention and public safety enhancement. Contemporary studies emphasize that TC-based interventions significantly reduce reoffending rates and improve psychosocial functioning among participants (Russ & Puglisi, 2021; Byrne, 2020; Schaefer et al., 2021).

In the Philippines, corrections is recognized as the fourth pillar of the criminal justice system, focusing on the rehabilitation and reintegration of offenders. The system operates through both institutional and community-based approaches. A major development in community-based corrections was the enactment of Presidential Decree No. 968 (Probation Law of 1976), as amended by Republic Act 10707, which institutionalized probation as an alternative to incarceration. This led to the establishment of the Parole and Probation Administration (PPA), which supervises PDLs (Persons deprived of liberty) or clients in the community, including probationers, parolees, and



International Journal of Security, Defense, Criminal Justice, Law Enforcement, and Corrections (IJSDCJLEC)

P - ISSN: 3116-3904; E - ISSN: 3116-3912

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Provider: PTR-2025-749

National Book Development Board
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(Print & Digital): 6312

pardonees. As part of its rehabilitative mandate, the PPA adopts a restorative justice framework, emphasizing accountability, behavioral change, and reintegration as key components of justice governance and public safety.

To operationalize these goals, the PPA implements the Therapeutic Community Ladderized Program (TCLP), a structured and phased rehabilitation model integrating behavioral, emotional, cognitive, spiritual, and vocational interventions. The TCLP promotes personal accountability, peer support, and progressive transformation, enabling clients to advance through different stages of rehabilitation based on their readiness and behavioral improvements. As a community-based correctional strategy, the program plays a critical role in reducing recidivism, strengthening community safety, and supporting offender reintegration.

Despite its potential, the implementation of TCLP faces persistent challenges that may undermine its effectiveness. These include limited rehabilitation facilities, inadequate funding, insufficient trained personnel, and logistical constraints, particularly in resource-constrained provinces. In Northern Samar, data from the Parole and Probation Administration (2024) indicate that some clients fail to complete the program, with cases of revocation linked to implementation gaps. Such challenges reflect broader issues in correctional systems, where limitations in resources and program delivery can affect rehabilitation outcomes and, ultimately, public safety.

While existing studies have established the effectiveness of Therapeutic Community models, there remains a limited body of localized empirical research examining how these programs are implemented in specific Philippine settings, particularly in provinces with distinct socioeconomic conditions such as Northern Samar. More importantly, there is insufficient analysis of how implementation factors—such as human resources, logistical support, and financial capacity—affect program outcomes and contribute to crime prevention and community safety.

This study addresses this gap by assessing the implementation of the Therapeutic Community Ladderized Program in Northern Samar. It aims to evaluate the program's operational conditions, identify implementation challenges, and examine stakeholder perspectives. By doing so, the study contributes to criminology and correctional research, while also providing evidence-based insights for policy development, justice system reform, and public safety enhancement. The findings are expected to support the Parole and Probation Administration and other stakeholders in strengthening community-based rehabilitation programs and improving offender reintegration outcomes.

Review of Related Literature and Studies

Recent developments in corrections and community-based rehabilitation emphasize structured, evidence-based interventions aimed at behavioral transformation, reintegration, and crime prevention. Within contemporary criminal justice systems, increasing concerns over recidivism and the limitations of punitive approaches have driven the adoption of rehabilitative models that support long-term public safety outcomes. Among these, the Therapeutic Community (TC) model has been widely recognized for its effectiveness in addressing criminogenic behaviors through a socially structured and participatory environment. TC interventions promote accountability, pro-social values, and identity transformation, often integrating cognitive-behavioral approaches to enhance sustained behavioral change (Russ & Puglisi, 2021; Pezzoli et al., 2024). Empirical studies indicate that participation in TC-based programs is associated with reduced recidivism and improved psychosocial outcomes, thereby contributing to community safety and correctional effectiveness (Byrne, 2020; Schaefer et al., 2021).

In the Philippine context, the Parole and Probation Administration institutionalized the TC approach through the Therapeutic Community Ladderized Program (TCLP), a community-based rehabilitation model integrating behavioral, emotional, cognitive, spiritual, and vocational interventions. The structured and phased nature of TCLP facilitates gradual client transformation, from orientation and treatment to reintegration into society. As part of a broader justice governance framework, the program reflects the shift toward restorative and community-based corrections aimed at reducing incarceration rates and promoting offender reintegration. Studies highlight that clear program structure, consistent implementation, and active client engagement are critical in achieving positive rehabilitation outcomes and supporting crime reduction efforts (Jimenez, 2022; Mills & Davidson, 2024).

The effectiveness of TCLP is significantly influenced by key implementation determinants, particularly human resources, logistical support, and financial capacity. Research underscores the importance of trained, empathetic, and nonjudgmental personnel in fostering client motivation, compliance, and treatment adherence (Musemburi & Chingozho, 2025; Perez et al., 2024). However, increasing caseloads and limited staffing in community-based corrections pose serious challenges to effective supervision and program delivery, potentially affecting rehabilitation outcomes and increasing the risk of reoffending. Similarly, logistical constraints—such as inadequate facilities, limited infrastructure, and weak inter-agency coordination—continue to hinder program implementation, particularly in resource-constrained settings (Htwe, 2024; Petil, 2025). Financial limitations further affect program sustainability,



International Journal of Security, Defense, Criminal Justice, Law Enforcement, and Corrections (IJSDCJLEC)

P - ISSN: 3116-3904; E - ISSN: 3116-3912

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although community-based rehabilitation has been shown to be cost-effective in the long term and beneficial for public safety management (Hechanova et al., 2025).

Stakeholder perspectives also play a crucial role in evaluating program effectiveness and sustainability. Studies consistently report positive client experiences in TC-based programs, particularly in terms of behavioral change, improved social relationships, and personal development (Lindsay et al., 2024; Chan, 2021). These outcomes are essential indicators of successful reintegration and reduced likelihood of recidivism. However, gaps remain in areas such as vocational outcomes and long-term reintegration support, indicating the need for strengthened livelihood opportunities and aftercare services. Without these components, gains achieved during rehabilitation may not be sustained, posing risks to community stability and public safety (Uy, 2025; Taylor et al., 2025).

Despite the demonstrated effectiveness of TC-based interventions, several challenges persist in TCLP implementation. These include inadequate funding, workforce limitations, lack of facilities, and insufficient family and community support systems (Victoria, 2025; Cerna, 2024). Inconsistencies in program delivery and limited post-program support further constrain sustained behavioral change and successful reintegration. These challenges highlight systemic issues within community-based corrections that may undermine the overall goals of crime prevention, correctional reform, and justice system effectiveness.)

Overall, existing literature affirms the value of therapeutic community-based approaches in offender rehabilitation. However, there remains a significant gap in localized empirical studies examining the implementation of TCLP within specific Philippine contexts, particularly in provinces with distinct socioeconomic and resource conditions such as Northern Samar. Current studies largely focus on general effectiveness, with limited attention to implementation dynamics, resource constraints, and stakeholder perspectives at the field level. This study addresses this gap by providing a focused assessment of TCLP implementation in Northern Samar, offering evidence-based insights for improving community-based corrections.

Theoretical Framework

This study is anchored on Restorative Justice Theory, Systems Theory, and Role Theory, which collectively explain the implementation and effectiveness of the Therapeutic Community Ladderized Program (TCLP) within community-based corrections.

Restorative Justice Theory, as advanced by Howard Zehr (1990), serves as the primary theoretical foundation of the study. The theory posits that crime results in harm to individuals and communities, and that justice should focus on repairing this harm through accountability, reconciliation, and reintegration. In the context of the Parole and Probation Administration, the TCLP reflects restorative justice principles by promoting behavioral transformation and reintegration of clients through structured rehabilitation processes. This theory is relevant to the research problem as it explains the philosophical basis of TCLP implementation, particularly its focus on client accountability, community involvement, and holistic rehabilitation rather than punitive measures.

Complementing this is Systems Theory, proposed by Ludwig von Bertalanffy (Ramosaj & Berisha, 2014), which views organizations as composed of interrelated and interdependent components. In this study, TCLP implementation is conceptualized as a system consisting of human resources, logistical support, and financial capacity. The theory is relevant in explaining how deficiencies in these components—such as inadequate staffing, limited facilities, and insufficient funding—can affect program implementation. It provides a framework for analyzing the research problem by examining how resource conditions influence the level of implementation and the challenges encountered in the program.

Additionally, Role Theory, developed by Ralph Linton and further expanded by Robert K. Merton (Hilbert, 1981), explains how individuals' perceptions and behaviors are shaped by their roles within an organization. This theory is relevant to the study as it accounts for differences in perspectives among respondents, including probation officers, clients, and community volunteers. Their varying responsibilities and levels of involvement in the TCLP influence how they assess its implementation and effectiveness.

These theories guided the research design by informing the identification of key variables, including human resources, logistical support, financial capacity, and stakeholder perspectives. They also influenced the development of data collection instruments by ensuring that survey items and indicators reflect the core dimensions of program implementation and stakeholder roles. Furthermore, these theories provided the basis for interpreting the findings, particularly in analyzing how systemic factors and role-based perspectives affect the effectiveness of TCLP implementation and client transformation outcomes.

Overall, the integration of these theories provides a comprehensive framework for understanding the implementation of the TCLP, linking program philosophy, organizational systems, and stakeholder roles to rehabilitation outcomes.

Conceptual Framework

This study adopts an Input–Process–Output (IPO) model to examine the implementation of the Therapeutic Community Ladderized Program (TCLP) in the Province of Northern Samar.

The input variables consist of human resources, logistical support, and financial capacity, which represent the essential components required for effective program implementation. These elements are grounded in Systems Theory, which emphasizes that the functionality of a program depends on the interaction and adequacy of its resources.

The process refers to the implementation of the Therapeutic Community Ladderized Program (TCLP), which involves structured and phased rehabilitation activities designed to promote behavioral change, personal accountability, and social reintegration among clients.

The output variables include the level of program implementation, client transformation outcomes, reintegration readiness, and contribution to public safety. These outcomes reflect the goals of Restorative Justice Theory, which focuses on rehabilitation, accountability, and the reintegration of offenders into the community.

Additionally, stakeholder perspectives—including those of probation officers, clients, and community volunteers—are considered as a moderating variable. Anchored in Role Theory, these perspectives influence how the program is implemented and evaluated, as individuals’ roles shape their perceptions, experiences, and level of engagement in the TCLP. Overall, the framework illustrates that the effectiveness of TCLP implementation depends on the adequacy of resources, the quality of program execution, and the perspectives of key stakeholders, ultimately impacting offender rehabilitation and public safety outcomes.

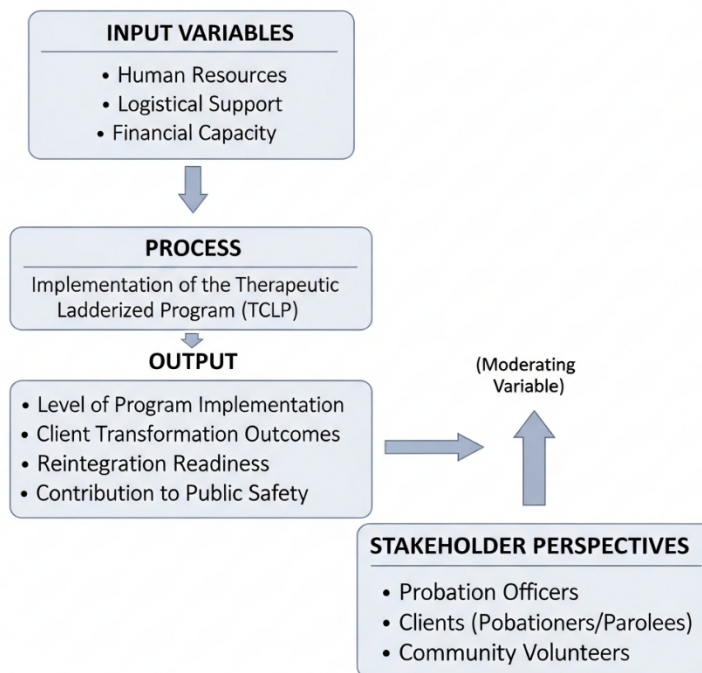


Figure 1. Conceptual Framework of the Study

Statement of the Problem

Despite the implementation of rehabilitation programs within the Parole and Probation Administration (PPA), there remains limited empirical evidence on how the Therapeutic Community Ladderized Program (TCLP) contributes to the transformation of clients, particularly in local contexts such as Northern Samar. As a key intervention in the



International Journal of Security, Defense, Criminal Justice, Law Enforcement, and Corrections (IJSDCJLEC)

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Philippine criminal justice system, the TCLP is designed to promote behavioral change, social reintegration, and personal development among clients under community-based supervision, which are essential components in reducing recidivism and enhancing public safety. However, variations in human and logistical resources, budget allocation, and program delivery mechanisms may affect its overall effectiveness and consistency.

Furthermore, inconsistencies in the implementation of the different phases of the TCLP—namely preparatory and orientation, primary treatment, immersion, and integration—raise concerns about the uniformity and quality of rehabilitation services. Differences in stakeholder perceptions and operational challenges may further hinder effective program delivery and weaken its impact on offender reintegration and community safety. Without a comprehensive assessment of these factors, opportunities for program enhancement, evidence-based policy development, and improved correctional outcomes remain limited. This gap underscores the need to systematically evaluate the current status, implementation, and challenges of the TCLP to strengthen its role in advancing client transformation, improving reintegration outcomes, and supporting public safety and justice system effectiveness.

Research Objectives

General Objective:

To assess the Therapeutic Community Ladderized Program (TCLP) of the Parole and Probation Administration (PPA) in the transformation of clients in Northern Samar

Specific Objectives:

1. To determine the current status of the TCLP of the PPA in terms of human resources, logistical resources, and budget allocation.
2. To assess the implementation of the TCLP in terms of preparatory and orientation, primary treatment, immersion, and integration phases.
3. To determine whether there are significant differences among the responses of probationers and parolees, probation officers, and volunteer probation assistants regarding the implementation of the TCLP.
4. To identify the problems encountered in the implementation of the TCLP.
5. To propose a TCLP Enhancement Framework to improve program implementation in the Parole and Probation Administration.

Research Questions

1. What is the current status of the TCLP in terms of human resources, logistical resources, and budget allocation?
2. How is the TCLP implemented across the preparatory and orientation, primary treatment, immersion, and integration phases?
3. Are there significant differences in the responses of probationers and parolees, probation officers, and volunteer probation assistants regarding the implementation of the TCLP?
4. What problems are encountered in the implementation of the TCLP in Northern Samar?
5. What enhancement framework can be proposed to improve the implementation of the TCLP?

Research Hypothesis

There is no significant difference among the responses of probationers and parolees, probation officers, and volunteer probation assistants regarding the implementation of the TCLP.

METHODS

Research Design

This study employed a descriptive-inferential research design using a quantitative approach supplemented by document analysis. The descriptive component involved the systematic collection, evaluation, categorization, and tabulation of data regarding the status of the Therapeutic Community Ladderized Program (TCLP) of the Parole and Probation Administration in Northern Samar, focusing on human resources, logistical resources, and budget allocation. The inferential component was used to examine whether significant differences exist among the responses of the three groups of respondents, allowing generalizations about the program's implementation and outcomes.



International Journal of Security, Defense, Criminal Justice, Law Enforcement, and Corrections (IJSDCJLEC)

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This research design was appropriate because it enables a comprehensive assessment of the TCLP, combining descriptive measures to evaluate program status with inferential statistics to identify patterns and differences across respondent groups. Furthermore, the inclusion of document analysis complemented the survey data, providing objective evidence on resources and operational processes of the program.

Population and Sampling

The study population consisted of Therapeutic Community (TC) clients (probationers and parolees), probation officers, and volunteer probation assistants from Northern Samar Parole and Probation Offices 1 and 2. A total of 239 participants were involved: 205 TC clients, 4 probation officers, and 30 volunteer probation assistants.

In the Philippine context, the Parole and Probation Administration operates under the Department of Justice and is responsible for supervising probationers, parolees, and pardonees, collectively referred to as Persons Deprived of Liberty (PDLs) under community-based correctional programs. Probation officers oversee case management and rehabilitation, while volunteer probation assistants support supervision and community linkage. These roles are essential in the implementation of the TCLP, which is a structured rehabilitation program designed to promote behavioral change and reintegration.

Sampling Technique. Complete enumeration was employed to include all available participants who met the inclusion criteria. TC clients were selected if they were under PPA supervision in Northern Samar and had undergone or were currently undergoing at least one phase of the Therapeutic Community Ladderized Program (TCLP). Probation officers and volunteer probation assistants were included based on their direct involvement in supervising or implementing the TCLP and their active participation with clients during program phases. This technique was appropriate as it ensured the inclusion of participants with direct experience and knowledge relevant to the study objectives.

Participants. Participants were drawn from Northern Samar Parole and Probation Offices 1 and 2. Confidentiality and anonymity were maintained throughout the study. The three groups provided a triangulated perspective on TCLP implementation, enhancing the reliability and comprehensiveness of the findings.

Instrument

The study used a researcher-made survey questionnaire as the primary instrument. To ensure validity and reliability, the questionnaire was reviewed and validated by experts and heads of Northern Samar Parole and Probation Offices 1 and 2. A pilot testing was conducted prior to the actual data collection to determine clarity and reliability of the instrument. The computed Cronbach's alpha coefficient of 0.87 indicated that the instrument had high internal consistency.

The instrument consisted of two parts. Part 1 measured the level of implementation of the Therapeutic Community Ladderized Program (TCLP) across its four phases: preparatory and orientation, primary treatment, immersion, and integration. Statement indicators were adopted from the TCLP Manual, and respondents rated each statement using a 5-point Likert scale, where 5 indicated "highly implemented" and 1 indicated "not implemented at all." Part 2 was a self-made checklist designed to identify challenges encountered during program implementation. Respondents selected all applicable items through a multiple-response format. Responses from both parts of the questionnaire provided the data necessary to address the study objectives and assess the implementation of the TCLP comprehensively.

Data Collection

Data were collected using the validated researcher-made questionnaire and relevant program documents from Northern Samar Parole and Probation Offices 1 and 2. The procedure followed several organized steps to ensure accuracy and ethical compliance.

First, the questionnaire was prepared in alignment with the study objectives and validated by the heads of the two offices. Permission and consent were then obtained from the concerned agencies, the respondents, and the college authorities. Coordination with the offices provided a list of eligible participants, after which the questionnaires were distributed to all respondents during their reporting days. Respondents were briefed on the purpose of the study, assured of confidentiality, and allowed to answer in writing or orally.

The researcher remained available for clarifications, and participation was entirely voluntary. The data collection period lasted nine months, from March to December 2025. After retrieval, the responses and documents were tabulated and prepared for statistical analysis.



International Journal of Security, Defense, Criminal Justice, Law Enforcement, and Corrections (IJSDCJLEC)

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Treatment of Data

Statistical analysis was employed using frequency counts, percentages, ranking, weighted mean, and Kendall's Coefficient of Correlation (W) to systematically treat the data. Frequency counts, percentages, and ranking were used to identify common responses and key challenges in the implementation of the TCLP, while the weighted mean assessed the level of implementation across the four phases using a five-point Likert scale. Kendall's W was applied to determine the level of agreement among the three groups of respondents. All inferential statistical tests were conducted at a 0.05 level of significance ($\alpha = 0.05$) to determine whether observed differences were statistically significant. In addition, document analysis was conducted to examine reports from relevant agencies and describe the current status of the TCLP in terms of human resources, logistical support, and budget allocation.

Ethical Considerations

This study did not undergo formal review and approval by an Institutional Review Board (IRB) or equivalent ethics committee. At the time of implementation, the research was conducted within the operational procedures and ethical guidelines of the Parole and Probation Administration (PPA) in Northern Samar, and institutional permission was obtained from the relevant agencies prior to data collection. According to local institutional practices and national guidelines, research involving minimal risk—such as anonymous surveys and document analysis on program implementation—may be exempt from formal ethics review.

Nevertheless, rigorous ethical standards were upheld throughout the study. Informed consent was obtained from all respondents after explaining the purpose and procedures of the research, and participation was entirely voluntary. Confidentiality and anonymity were maintained by ensuring that no personal information was disclosed, and all data were securely handled and used solely for academic purposes. Respondents were also allowed to decline participation or withdraw at any stage without consequence. These measures ensured the protection of participants' rights and well-being, in alignment with recognized ethical principles.

RESULTS and DISCUSSION

This section presents and interprets the findings on the implementation of the Therapeutic Community Ladderized Program (TCLP) in Northern Samar, covering its status, level of implementation, differences among respondent groups, and implementation challenges.

1. Status of the Therapeutic Community Ladderized Program in Parole and Probation Administration in Northern Samar.

This section discusses the status of the Therapeutic Community Ladderized Program (TCLP) in terms of human resources, logistical resources, and budget allocation based on document analysis from the Parole and Probation Administration offices in Northern Samar.

1.1 Human Resources

Document analysis shows that TCLP implementation is managed by a limited number of personnel, with NSPPO 1 and NSPPO 2 handling high caseloads that exceed the suggested officer-to-client ratio for effective supervision. This indicates a shortage of human resources, which may compromise the quality of monitoring and rehabilitation services.

From a criminological perspective, effective community-based rehabilitation depends heavily on adequate supervision and consistent officer-client interaction. The limited staffing structure may therefore weaken offender rehabilitation outcomes and reduce the effectiveness of reintegration strategies. Systems theory further explains that human resource deficiencies disrupt the functioning of interconnected program components, leading to reduced overall performance.

Related studies confirm that rehabilitation success is strongly influenced by the availability and capacity of trained personnel (Letuka, 2024), while client engagement improves when officers provide consistent, supportive supervision (Musemburi & Chingozho, 2025; Perez et al., 2024). These findings imply that strengthening human resources is critical not only for improving probation effectiveness but also for enhancing public safety and crime reduction outcomes through more effective offender reintegration.



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1.2. Logistical Resources

Findings reveal that logistical resources are present but insufficient to fully support TCLP implementation. Offices reported shortages in basic supplies and operational materials, requiring personnel to shoulder expenses and rely on external support such as LGUs and client contributions for venues, equipment, and program activities.

These logistical constraints may affect the consistency and quality of rehabilitation delivery, as inadequate facilities and materials limit the full execution of structured interventions. In corrections and community supervision systems, logistical readiness is essential to ensure program fidelity and reduce implementation gaps.

From a justice system perspective, inadequate logistical support may weaken rehabilitation efficiency and indirectly affect recidivism reduction efforts. Systems theory explains this as a breakdown in the supporting infrastructure of the program, where resource limitations strain both personnel and implementation capacity.

Empirical studies support these findings, showing that infrastructural and logistical deficiencies hinder rehabilitation effectiveness and access to services (Ali & Kaif, 2024; Petil, 2025). However, collaboration with local government units has been shown to partially mitigate resource limitations and strengthen program delivery (Yao, 2025). This highlights the importance of inter-agency cooperation as a mechanism for improving public safety governance and community-based crime prevention.

1.3 Budget Allocation

Document analysis further reveals that TCLP has no dedicated budget allocation in both offices, relying instead on the general budget of the Parole and Probation Administration and supplementary external contributions. This indicates a structural funding gap in the implementation of community-based rehabilitation programs.

The absence of a specific budget line may weaken program sustainability, limit operational efficiency, and reduce the capacity to deliver consistent rehabilitation services. In correctional systems, stable funding is essential to ensure continuity of interventions that support offender behavior change and reintegration into society.

From a policy perspective, this finding raises concerns about the institutional prioritization of rehabilitation within the justice system. Without dedicated funding, restorative interventions risk becoming inconsistent and dependent on informal resource mobilization, which may undermine long-term public safety goals. Systems theory explains that financial resources are foundational to all other program components; thus, budget constraints directly affect human resources and logistical capacity. Literature supports that inadequate funding limits rehabilitation effectiveness and sustainability (Caño et al., 2024), while restorative justice theory emphasizes that meaningful offender reintegration requires sustained institutional investment rather than minimal compliance.

These findings imply that allocating a dedicated budget for TCLP is essential not only for program sustainability but also for strengthening crime prevention, reducing recidivism, and enhancing public safety through effective community-based corrections.

2. Assessment of Therapeutic Community Ladderized Program in Parole and Probation Administration in terms of preparatory and orientation phase, primary treatment phase, immersion phase and integration phase.

2.1. Preparatory and Orientation Phase

The Preparatory and Orientation Phase of the Therapeutic Community Ladderized Program (TCLP) was assessed as highly implemented with an overall weighted mean of 4.29, indicating effective execution across respondent groups.

Table 1
Preparatory and Orientation Phase

	Respondents								
	Probation Officers		Volunteer Probation Assistants'		Probationers and Parolees (Clients)				
	WM	AI	WM	AI	WM	AI	TWM	AI	
Phase I. Preparatory and Orientation Phase-Indicators									
1. Availability of orientation modules and materials.	4.55	HI	3.80	I	4.34	HI	4.23	HI	
2. Conduct of initial psychological and behavioral assessment.	4.50	HI	4.24	HI	4.38	HI	4.41	HI	
3. Completeness of client profiling records.	5.00	HI	4.37	HI	4.66	HI	4.68	HI	
4. Clarity and delivery of program rules and expectations.	4.55	HI	4.43	HI	4.63	HI	4.54	HI	

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5. Qualified orientation facilitators/trainers present.	4.50	HI	4.37	HI	4.45	HI	4.44	HI
6. Client participation rate in orientation activities.	4.50	HI	3.93	I	4.26	HI	4.23	HI
7. Use of pre-orientation checklist or readiness forms.	4.55	HI	4.26	HI	4.17	I	4.33	HI
8. Scheduling and timeliness of orientation sessions.	3.30	MI	3.87	I	4.59	HI	3.92	I
9. Availability of visual aids or multimedia tools.	4.25	HI	3.60	I	4.44	HI	4.10	I
10. Feedback collection from clients post-orientation.	4.00	I	3.87	I	4.38	HI	4.08	I
Average Weighted Mean	4.37	HI	4.07	I	4.44	HI	4.29	HI

The high ratings reflect strong implementation in client profiling, clarity of program rules, psychological and behavioral assessments, and availability of orientation materials. These results suggest that the program effectively establishes early-stage offender assessment and communicates behavioral expectations, which are critical components in structured community-based corrections.

From a criminological and public safety perspective, effective orientation and intake processes are essential in shaping offender compliance and rehabilitation readiness. Early assessment and clear program instruction contribute to structured behavioral monitoring, which supports risk management and reintegration planning in correctional systems. However, lower ratings in scheduling and timeliness of orientation sessions, as well as limited availability of visual aids and multimedia tools, indicate operational and logistical constraints in program delivery. These inefficiencies may affect the consistency of rehabilitation interventions and reflect implementation challenges within correctional service delivery systems. Despite these constraints, clients consistently rated all indicators as highly implemented, suggesting positive perceptions of program accessibility and facilitation. This discrepancy highlights differences between frontline implementation challenges and client experience of service delivery.

Overall, the findings imply that while the preparatory phase of TCLP is structurally effective in supporting offender readiness and accountability, improvements in logistical coordination and resource provision are necessary to strengthen implementation efficiency. From a public safety governance perspective, strengthening institutional support, standardizing orientation procedures, and ensuring resource availability are essential to achieve consistent program delivery across probation offices. Enhancing these operational areas is essential for improving rehabilitation outcomes and reinforcing public safety objectives through effective offender reintegration, consistent with restorative justice principles emphasizing structured preparation and behavioral transformation (De Leon, 2000; Zehr, 1990).

2.2. Primary Treatment Phase

The Primary Treatment Phase of the Therapeutic Community Ladderized Program (TCLP) was generally assessed as implemented, with an overall weighted mean of 4.05, indicating that stakeholders perceive the phase as functional in supporting behavioral change and rehabilitation among clients.

**Table 2
Primary Treatment Phase**

	Respondents							
	Probation Officers		Volunteer Probation Assistants'		Probationers and Parolees (Clients)			
	WM	AI	WM	AI	WM	AI	TWM	AI
Phase II. Primary Treatment Phase-Indicators								
1. Frequency of individual and group therapy sessions	4.05	I	3.31	MI	4.36	HI	3.91	I
2. Use of structured therapeutic tools and models (e.g., CBT, TC tools)	4.55	HI	3.70	I	4.28	HI	4.18	HI
3. Availability of trained and licensed counselors	3.75	I	3.73	I	4.37	HI	3.95	I
4. Client attendance and participation rate in treatment activities	4.00	I	4.00	I	4.45	HI	4.15	I
5. Emotional and behavioral progress tracking	4.00	I	3.97	I	4.50	HI	4.16	I
6. Client treatment plans with clear goals and outcomes.	4.05	I	3.71	I	4.64	HI	4.13	I
7. Peer evaluation and feedback sessions	4.00	I	3.30	MI	4.40	HI	3.90	I
8. Case conferencing and treatment team coordination	4.00	I	3.36	MI	4.44	HI	3.93	I
9. Documentation of therapy sessions and client behavior	4.05	I	3.90	I	4.50	HI	4.15	I
10. Adaptability of sessions based on client needs	4.05	I	3.60	I	4.50	HI	4.05	I

International Journal of Security, Defense, Criminal Justice, Law Enforcement, and Corrections (IJSDCJLEC)

P - ISSN: 3116-3904; E - ISSN: 3116-3912

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Average Weighted Mean	4.05	I	3.66	I	4.44	HI	4.05	I
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Findings show that structured therapeutic tools such as CBT and TC models, client treatment planning, behavioral monitoring, and documentation systems are among the strongest components of implementation. These results suggest that the program effectively applies structured correctional treatment approaches that support offender accountability, self-regulation, and rehabilitation planning.

From a criminological and corrections perspective, the use of structured interventions and individualized treatment plans is essential in reducing recidivism and promoting reintegration, as these mechanisms directly target behavioral change and cognitive restructuring among offenders. Systems theory further explains these findings by emphasizing the importance of coordinated subsystems such as therapy delivery, monitoring, and documentation in ensuring effective program functioning. However, lower ratings from implementers indicate challenges in the availability of trained and licensed counselors, as well as in the consistency of peer evaluation, case conferencing, and session coordination. These gaps suggest limitations in human resources and inter-professional collaboration, which may affect the quality and consistency of treatment delivery. In contrast, clients consistently rated all indicators as highly implemented, particularly treatment planning, behavioral monitoring, and peer-supported activities. This indicates strong perceived effectiveness of the program in promoting clarity of rehabilitation goals, active participation, and supportive learning environments. The discrepancy between implementers and clients suggests differences between operational constraints and service experience.

Overall, the results imply that while the Primary Treatment Phase is effective in promoting behavioral transformation and client engagement, sustained improvements in staffing, professional capacity, and coordination mechanisms are necessary to strengthen implementation consistency. Policy-wise, strengthening institutional support, standardized implementation protocols, and coordination between probation services, treatment providers, and law enforcement agencies may improve monitoring consistency and ensure continuity of correctional supervision, thereby enhancing public safety outcomes. These findings align with the Therapeutic Community model, which emphasizes structured interventions, peer accountability, and staff-guided behavioral change (De Leon, 2000; Schaefer et al., 2021). The strong client engagement reflects the model's emphasis on community support and shared responsibility in rehabilitation. Moreover, structured therapeutic tools are consistent with evidence-based correctional practices that improve psychological and behavioral outcomes (Pezzoli et al., 2024). These results underscore the importance of strengthening human resources and coordination systems to ensure sustainable and effective rehabilitation within community-based correctional programs.

2.3 Immersion Phase

The Immersion Phase of the Therapeutic Community Ladderized Program (TCLP) was generally assessed as implemented, with probation officers (4.16), volunteer probation assistants (3.85), and clients (4.22) reflecting overall positive implementation, with clients rating the phase highest as highly implemented.

Table 3
Immersion Phase

	Respondents							
	Probation Officers		Volunteer Probation Assistants'		Probationers and Parolees (Clients)			
	WM	AI	WM	AI	WM	AI	TWM	AI
Phase III. Immersion Phase- Indicators								
1. Availability of real-world immersion programs (vocational, livelihood, etc.)	4.50	HI	3.59	I	4.43	HI	4.17	I
2. Assignment of mentors or supervisors during immersion	3.25	MI	4.06	I	4.58	HI	3.96	I
3. Client engagement in daily structured tasks.	4.50	HI	4.07	I	4.48	HI	4.35	HI
4. Development of personal discipline and time management	4.50	HI	4.20	I	4.42	HI	4.37	HI
5. Reflective journaling or reporting by clients.	4.50	HI	4.03	I	4.12	I	4.22	HI
6. Feedback from external immersion partners (NGOs, LGUs).	4.00	I	3.97	I	4.20	I	4.06	I
7. Stress management support during immersion.	4.00	I	3.70	I	4.04	I	3.91	I
8. Evaluation of skills gained and applied.	3.30	MI	3.84	I	4.10	I	3.75	I

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9. Monitoring of behavioral consistency outside the treatment facility.	4.50	HI	3.50	I	4.14	I	4.05	I
10. Pre- and Post-Immersion performance assessments	4.55	HI	3.53	I	3.70	I	3.93	I
Average Weighted Mean	4.16	I	3.85	I	4.22	HI	4.08	I

Findings indicate strong implementation in client engagement in structured daily activities, development of discipline and time management, real-world immersion opportunities, and behavioral consistency monitoring. These results suggest that the program effectively facilitates the application of learned behavioral and cognitive skills in real-life settings, supporting offender reintegration into community and productive social roles.

From a criminological and corrections perspective, immersion-based rehabilitation is critical in bridging institutional treatment and community reintegration, as it allows offenders to practice pro-social behavior in real-world environments. This supports desistance from crime by reinforcing accountability, discipline, and adaptive functioning outside correctional settings. Systems theory further explains these findings by highlighting the importance of environmental integration and feedback mechanisms in sustaining behavioral change.

However, lower ratings were observed in mentorship assignment, formal skills assessment, and pre- and post-immersion evaluations, particularly among probation officers and volunteer probation assistants. These gaps indicate weaknesses in structured supervision and performance measurement systems, which may limit the ability to systematically track client progress and ensure standardized rehabilitation outcomes. Despite these limitations, clients consistently rated immersion activities highly, particularly in terms of mentorship, structured work participation, and skill development. This suggests that offenders perceive the immersion phase as meaningful, practical, and supportive of personal development. The discrepancy between implementers and clients reflects differences between operational constraints and perceived program effectiveness.

Overall, the findings imply that while the Immersion Phase is effective in promoting behavioral transformation and reintegration, improvements in supervision, assessment systems, and inter-agency coordination are necessary to enhance consistency and accountability. Strengthening coordination between probation offices, local law enforcement units, and community partners may further improve monitoring, compliance, and post-immersion risk management, thereby supporting crime prevention and public safety objectives. These improvements are essential for more effective offender reintegration and reduced recidivism, contributing to public safety and justice system reform. These findings align with the Therapeutic Community model, which emphasizes structured community engagement and peer-supported behavioral change (De Leon, 2000). The importance of vocational exposure and community participation is supported by evidence on reintegration success (Taylor et al., 2025; Palabrica & Nabe, 2024), while mentorship aligns with studies on supervision and compliance (Musemburi & Chingozho, 2025; Perez et al., 2024). However, gaps in evaluation systems reflect resource and coordination limitations in community-based corrections (Ali & Kaif, 2024; Petil, 2025), underscoring the need for stronger institutional support and sustainable funding (Hechanova et al., 2025; Caño et al., 2024).

2.4 Integration Phase

The Integration Phase of the Therapeutic Community Ladderized Program (TCLP) was generally assessed as implemented, with probation officers (4.15), volunteer probation assistants (3.82), and clients (4.37) indicating overall positive implementation, with clients rating it highest as highly implemented. Findings show strong implementation in family and community coordination, reintegration planning, and follow-up counseling. This suggests that the program supports offender reintegration by strengthening social support systems and ensuring continuity of care after treatment.

Table 4
Integration Phase

	Respondents							
	Probation Officers		Volunteer Probation Assistants'		Probationers and Parolees (Clients)			
	WM	AI	WM	AI	WM	AI	TWM	AI
Phase IV. Integration Phase-Indicators								
1. Preparation of individual reintegration or aftercare plans	4.05	I	4.21	HI	4.40	HI	4.22	HI
2. Coordination with family, community and support groups	4.55	HI	4.04	I	4.52	HI	4.37	HI
3. Pre-discharge counselling sessions conducted	4.00	I	4.03	I	4.26	HI	4.10	I
4. Employment or livelihood assistance referrals	4.00	I	3.80	I	4.38	HI	4.06	I

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5. Home visits and post-release monitoring	3.80	I	3.96	I	4.24	HI	4.00	I
6. Availability of peer or sponsor support systems	4.00	I	3.37	MI	4.12	I	3.83	I
7. Decrease in relapse and recidivism rate	4.55	HI	3.83	I	4.44	HI	4.27	HI
8. Client self-assessment on readiness and coping	4.50	HI	3.33	MI	4.40	HI	4.08	I
9. Follow-up counseling or mentoring sessions	4.00	I	3.87	I	4.46	HI	4.11	HI
10. Success stories and reintegration outcomes documented	4.05	I	3.73	I	4.44	HI	4.07	I
Average Weighted Mean	4.15	I	3.82	I	4.37	HI	4.11	I

From a criminological perspective, these mechanisms are crucial in reducing recidivism, as social support and structured reintegration are key factors in sustaining behavioral change and desistance from crime. Systems theory further explains this as the interaction of family, community, and institutional support systems that sustain post-release adjustment. However, lower ratings among implementers were observed in home visits, post-release monitoring, peer support systems, and livelihood assistance referrals, indicating gaps in post-release supervision and resource support. Despite this, clients consistently rated most indicators as highly implemented, particularly family coordination, counseling, and relapse reduction, reflecting positive reintegration experiences. The difference in ratings suggests a gap between operational constraints and client perception of service effectiveness.

Overall, the findings imply that while the Integration Phase is effective in supporting reintegration, improvements in post-release monitoring, livelihood support, and structured peer systems are needed to strengthen sustainability and reduce recidivism. From a policy and public safety governance perspective, strengthening coordination between probation offices, local government units, community stakeholders, and law enforcement agencies is essential to ensure consistent post-release monitoring, accountability, and early intervention for relapse risks. Standardizing reintegration protocols may further enhance program effectiveness and crime prevention outcomes. These findings align with restorative justice theory, which emphasizes community involvement in offender reintegration and long-term behavioral transformation (Zehr, 1990).

3. Significant difference among the responses of the three groups of respondents on the implementation of TCLP of PPA.

The analysis of differences among probation officers, volunteer probation assistants, and clients on the implementation of the Therapeutic Community Ladderized Program (TCLP) revealed significant differences across all phases, indicating variation in perceptions of program implementation.

Table 5
Significant Difference among the Responses of the Respondents Group on the Implementation of the Therapeutic Community Ladderized Program

Indicators	Computed	Computed	Tabulated	Decision
	<i>W</i>	t-value	t-value at 1% level	
Preparation and Orientation Phase	.56	15.12	2.58	<i>Significant</i>
Primary Treatment Phase	.37	9.99	2.58	<i>Significant</i>
Immersion Phase	.34	9.18	2.58	<i>Significant</i>
Integration Phase	.36	9.72	2.58	<i>Significant</i>

Among the four phases, the Preparatory and Orientation Phase showed the greatest variation in responses, suggesting differences in how stakeholders perceive initial program implementation, particularly in client preparation, orientation processes, and resource availability. Across all phases, clients consistently gave higher ratings, indicating more favorable perceptions of program effectiveness compared to probation officers and volunteer probation assistants.

In contrast, implementers—particularly VPAs—generally provided lower ratings, reflecting perceived limitations in resources, supervision, and operational consistency. Probation officers' ratings fell between the two groups, reflecting both program delivery responsibilities and awareness of institutional constraints.

From a criminological and correctional perspective, these differences highlight the gap between program delivery and service experience, which is critical in evaluating the effectiveness of community-based rehabilitation programs. While clients experience the program as beneficial for rehabilitation and reintegration, implementers perceive operational and structural challenges that may affect delivery quality and consistency. These findings imply that although the TCLP is effective in promoting offender rehabilitation, perception gaps signal the need for stronger coordination and standardization across implementing units. From a public safety and policy perspective, stronger



coordination among probation offices, local government units, and law enforcement agencies is needed to ensure consistent supervision, standardized implementation, and effective risk monitoring. Improving training and resource support for implementers and volunteers is also essential to enhance program fidelity and accountability.

The results align with existing literature indicating that differences in stakeholder perceptions often arise from varying roles, responsibilities, and levels of program engagement (Plimley, 2024). Studies by Chan (2021) and Uy (2025) further support that implementers may identify operational constraints not readily perceived by clients, particularly in resource-limited correctional settings. Additionally, evidence-based correctional research emphasizes that effective rehabilitation requires synchronized implementation across all stakeholders, including structured treatment, adequate staffing, and strong inter-agency coordination (Miranda & Goldberg, 2022; Sarenas et al., 2024; Mathlin, 2024).

Finally, Role Theory (Hilbert, 1981), explains these variations in perception, as individuals' evaluations are shaped by their assigned roles and functional responsibilities within the program system. Differences between clients, implementers, and volunteers reflect the distinct expectations and experiences associated with each role in the rehabilitation process.

4. Problems encountered by the three groups of respondents in the implementation of TCLP of PPA in Northern Samar.

The data presented reflects multiple-response data where respondents could select more than one issue; thus, frequency counts represent the number of responses per indicator rather than the number of respondents.

Table 6
Problems Encountered by the Respondents on the Implementation of the TCLP of Parole and Probation Administration

Problems Encountered	Frequency	Rank
Inadequate rehabilitation facilities	42	1
Insufficient funding to support program activities	39	2
Lack of Parole and Probation Staff and personnel to oversee program implementation	25	5
Absence of information dissemination regarding the inclusion of parolees and probationers in LGU programs and services	27	4
Difficulty in sustaining the livelihood projects for clients	29	3
Lack of programs involving the active participation of family members in rehabilitation	21	6.5
Weak inter-agency collaboration and coordination	19	8
No established family support group or peer support network	13	9
Inactive or unavailable volunteerism programs	21	6.5

The study identified the key problems encountered in the implementation of the Therapeutic Community Ladderized Program (TCLP), using multiple-response data from probation officers, volunteer probation assistants, and clients. Results indicate that the most common problems are inadequate rehabilitation facilities, insufficient funding, and difficulty sustaining livelihood projects, showing that resource and infrastructure limitations are the main constraints in program implementation. Moderate issues include lack of staff and limited information on LGU programs, while lower-ranked concerns involve limited family participation and inactive volunteer programs. The least reported problems are weak inter-agency coordination and absence of formal support networks, suggesting that collaboration systems exist but require strengthening.

Overall, the findings suggest that the most critical barriers to TCLP implementation are structural and resource-related, particularly facilities, funding, and livelihood support, which directly affect the effectiveness of rehabilitation interventions and client reintegration outcomes. From a criminological and public safety perspective, such limitations may weaken program impact on reducing recidivism and sustaining behavioral change among offenders in community-based correctional settings. These findings align with studies emphasizing that resource constraints, staffing shortages, and inadequate infrastructure are persistent challenges in therapeutic community and rehabilitation programs (Oktariani & Abdulkarim, 2020; Delez, 2023). Systems theory further explains these issues, emphasizing that weaknesses in one component of the correctional system—such as funding, manpower, or facilities—can disrupt the entire rehabilitation process and reduce overall program effectiveness (Ramosaj & Berisha, 2014).

Conclusions

The findings indicate that the Therapeutic Community Ladderized Program (TCLP) in Northern Samar operates under significant constraints in human resources, logistical support, and budget allocation, which affect the



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consistency and quality of program implementation. Despite these limitations, the program is generally implemented across its four phases and demonstrates effectiveness in promoting behavioral change and offender reintegration.

The significant differences in stakeholder perceptions highlight the influence of role responsibilities and operational realities on program evaluation, indicating the need for more coordinated and standardized implementation practices. The identified structural challenges—particularly inadequate facilities, insufficient funding, and limited livelihood support—underscore systemic issues in community-based corrections that may affect long-term rehabilitation outcomes.

These findings contribute to criminology and correctional research by providing localized evidence on program implementation and its implications for offender rehabilitation. Moreover, the study highlights the importance of strengthening community-based correctional systems as a strategy for reducing recidivism, enhancing public safety, and improving justice system effectiveness. The proposed TCLP Enhancement Framework offers a strategic approach to improving rehabilitation delivery, institutional coordination, and reintegration outcomes within the justice system.

Recommendations

Based on the findings of the study, the Parole and Probation Administration (PPA) may strengthen the implementation of the Therapeutic Community Ladderized Program (TCLP) by increasing human resources, improving logistical support, and ensuring sustained and dedicated budget allocation to enhance program efficiency and rehabilitation outcomes.

Operational effectiveness across all phases of the TCLP may be improved through the provision of additional trained personnel, strengthened supervision and monitoring systems, and the consistent availability of program materials and resources. Regular capacity-building and training activities for probation officers and volunteer probation assistants may also be implemented to promote standardized and evidence-based practices in community-based corrections.

Structured coordination and feedback mechanisms among PPA field offices, volunteer probation assistants, and client representatives may be enhanced to improve communication, align implementation practices, and strengthen collaborative program monitoring. In addition, the PPA Regional Office, in partnership with local government units and community stakeholders, may develop sustainable rehabilitation infrastructure, secure long-term funding, and expand livelihood support programs to address structural and resource-related challenges.

Finally, the Parole and Probation Administration, together with justice system stakeholders, may operationalize the TCLP Enhancement Framework by reinforcing mentorship systems, strengthening family and community engagement, and institutionalizing systematic post-program monitoring. These initiatives may contribute to improved offender reintegration, reduced recidivism, and strengthened public safety governance within community-based correctional systems.

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