



# ASSESSING SECURITY MEASURES IN MALE JAIL DORMITORIES OF THE NATIONAL CAPITAL REGION: IMPLEMENTATION, EFFECTIVENESS, AND OPPORTUNITIES FOR ENHANCEMENT

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## ABSTRACT

Security in jail dormitories is a critical component of correctional administration, directly affecting the safety of persons deprived of liberty (PDLs), jail personnel, and the surrounding community. In the Philippine context, particularly within the National Capital Region (NCR), male jail dormitories face persistent challenges arising from overcrowding, limited infrastructure, manpower constraints, and evolving security threats. This dissertation assessed the implementation and effectiveness of security measures in male jail dormitories in the NCR and identified opportunities for enhancement aligned with both national policies and international correctional standards.

An explanatory sequential mixed-methods research design was employed. The quantitative phase utilized structured survey questionnaires administered to jail personnel and persons deprived of liberty to determine the level of implementation and effectiveness of security measures across six dimensions: physical security, procedural security, dynamic security, personnel competency, technology and surveillance, and compliance with Bureau of Jail Management and Penology (BJMP) standards. Inferential statistical tools were used to examine significant differences in perceptions between staff and PDLs and to analyze relationships between implementation and effectiveness. The qualitative phase involved key informant interviews with selected jail administrators, frontline officers, and PDL representatives to provide deeper contextual understanding of the quantitative findings.

Results revealed that while security measures were generally implemented and perceived as effective, notable gaps persist, particularly in technology deployment, manpower adequacy, and consistency of procedural enforcement. Differences in perception between jail staff and PDLs highlighted areas of misalignment that may undermine dynamic security and institutional trust. Qualitative findings further emphasized overcrowding, aging facilities, and limited training opportunities as structural barriers to optimal security performance. Based on these findings, the study proposes a comprehensive security enhancement framework that integrates infrastructural improvements, personnel capacity-building, procedural refinement, and technology-driven solutions. The study contributes to criminological scholarship and provides evidence-based recommendations to strengthen jail security management while upholding human rights and rehabilitative goals.

*Keywords: Jail Security, Male Dormitories, BJMP, Mixed Methods, Correctional Management, National Capital Region*

**KEYWORDS:** Life Challenges, Incarceration, Family Dynamics, PDL, Theoretical Framework

## INTRODUCTION

The Universal Declaration of Human Rights (UDHR) and the International Covenant on Civil and Political Rights (ICCPR) affirm that persons deprived of liberty (PDLs) shall be treated with humanity and respect for their inherent dignity. These international instruments emphasize that deprivation of liberty should not result in the deprivation of fundamental rights, including the right to safety, security, and humane living conditions. Complementing these frameworks, the United Nations Standard Minimum Rules for the Treatment of Prisoners, known as the Nelson Mandela Rules, provide comprehensive guidelines on jail security, management, and the professional conduct of correctional personnel.

Despite these international and national frameworks, the practical implementation of jail security measures remains a persistent challenge, particularly in developing countries such as the

Philippines. Jail facilities, especially male dormitories, are frequently affected by overcrowding, limited infrastructure, manpower shortages, and outdated security technologies. These conditions heighten the risk of violence, contraband proliferation, escapes, and human rights violations, undermining both institutional order and rehabilitative objectives.

In the Philippine context, the Bureau of Jail Management and Penology (BJMP) is mandated to ensure the safe custody, security, and welfare of PDLs while maintaining peace and order within jail facilities. However, reports and empirical observations indicate disparities between prescribed security policies and actual operational conditions. Male jail dormitories in the National Capital Region (NCR) face unique security pressures due to high inmate density, diverse inmate profiles, and spatial limitations, making effective security management both critical and complex.



Criminological research in the Philippines has largely concentrated on crime causation, offender rehabilitation, and congestion rates, with comparatively limited attention given to the systematic assessment of jail security measures. Existing studies often focus on isolated components such as physical infrastructure or administrative compliance, without integrating personnel perspectives, PDL experiences, and the effectiveness of implemented security practices. This gap restricts a holistic understanding of how security functions in real-world jail environments.

The criminal justice system relies heavily on secure and well-managed detention facilities to maintain public trust and uphold the rule of law. Ineffective security measures not only endanger jail personnel and PDLs but also compromise rehabilitation programs and increase the likelihood of recidivism. Understanding the implementation and effectiveness of security measures in male jail dormitories is therefore essential for strengthening institutional control, promoting human rights compliance, and improving correctional outcomes.

This study seeks to assess the security measures in male jail dormitories in the National Capital Region in terms of their implementation, effectiveness, and opportunities for enhancement. By examining the perceptions of both jail personnel and persons deprived of liberty, this research aims to provide an evidence-based evaluation of current security practices and contribute to policy development and strategic improvements in jail management.

## LITERATURE REVIEW

The literature on jail and prison security emphasizes that effective correctional management requires a balanced integration of physical, procedural, and dynamic security measures. International studies highlight that reliance solely on physical barriers, such as walls and locks, is insufficient to ensure safety within custodial environments. According to the United Nations Office on Drugs and Crime (UNODC), dynamic security—characterized by positive staff–inmate relationships, effective communication, and proactive intelligence gathering—is a critical determinant of institutional stability and violence prevention.

Research conducted in various correctional systems demonstrates that overcrowding significantly undermines security effectiveness. Overpopulated dormitories increase inmate tension, strain supervision capacity, and elevate the likelihood of assaults and disorder (Gaes & Camp, 2009). In dormitory-style housing, where large groups of inmates share common living spaces, maintaining control becomes more dependent on personnel competency and procedural consistency rather than physical design alone.

Studies examining correctional personnel underscore the importance of training, professionalism, and ethical conduct in maintaining security. Skilled jail officers who are trained in conflict management, human rights standards, and intelligence

gathering contribute to safer jail environments and improved inmate compliance (Liebling, 2011). Conversely, inadequate staffing levels and insufficient training have been associated with procedural lapses, corruption, and weakened authority within detention facilities.

Technological advancements have increasingly been integrated into correctional security systems. Closed-circuit television (CCTV), biometric access controls, body scanners, and electronic inmate monitoring systems have been shown to enhance surveillance and accountability (Garland, 2018). However, literature cautions that technology cannot replace human judgment and interaction. Effective security outcomes are achieved when technological tools are supported by competent personnel and clear operational procedures.

Local studies in the Philippine setting reveal persistent security challenges within jail facilities. Research on BJMP-managed jails identifies issues such as limited surveillance coverage, outdated infrastructure, and inconsistent enforcement of standard operating procedures. While BJMP policies articulate comprehensive security guidelines, their implementation varies depending on facility resources, leadership capacity, and local conditions. Moreover, the perspectives of persons deprived of liberty regarding security measures are seldom incorporated into formal assessments, despite their direct exposure to daily jail operations.

Related studies also indicate perceptual differences between jail staff and inmates regarding security effectiveness. Jail personnel often view security measures as adequate based on policy compliance, while PDLs may perceive them as restrictive, inconsistently enforced, or insufficient to prevent violence and contraband. These perceptual gaps can weaken dynamic security by eroding trust and cooperation within the jail environment.

The reviewed literature highlights the need for comprehensive, mixed-methods research that evaluates jail security from multiple perspectives and across multiple dimensions. There remains a lack of localized, empirical studies that simultaneously assess the implementation and effectiveness of security measures in male jail dormitories within highly congested urban settings such as the National Capital Region. Addressing this gap, the present study aims to contribute to criminological knowledge by providing a systematic assessment of jail security practices and identifying opportunities for enhancement aligned with both human rights principles and correctional efficiency.

### Theoretical/Conceptual Framework/Paradigm of the Study

This study is anchored on three interrelated criminological and organizational theories—**Routine Activity Theory, Broken Windows Theory, and Systems Theory**—which collectively provide a comprehensive lens for analyzing the implementation and effectiveness of security measures in male jail dormitories. These theories explain how security is maintained or compromised within custodial environments and guide the assessment of vulnerabilities, controls, and institutional responses within the jail setting.



Routine Activity Theory, as proposed by Cohen and Felson (1979), posits that crime occurs when three elements converge: a motivated offender, a suitable target, and the absence of a capable guardian. In the context of male jail dormitories, persons deprived of liberty may serve as potential offenders, while deficiencies in physical infrastructure, surveillance, or procedural safeguards may create suitable targets for security breaches. The presence and effectiveness of jail officers, security technologies, and institutional protocols function as capable guardians that deter misconduct and maintain order. Anchored on this theory, the present study evaluates the adequacy of human administration, physical facilities, and procedural systems to determine the extent to which these guardians effectively prevent security incidents and ensure a safe custodial environment.

Broken Windows Theory, advanced by Wilson and Kelling (1982), suggests that visible signs of disorder, if left unaddressed, can escalate into more serious forms of deviance and criminality. When applied to correctional settings, this theory underscores how minor lapses in discipline, facility maintenance, rule enforcement, or daily operational routines may gradually erode institutional control and contribute to larger security breakdowns. This study utilizes the Broken Windows perspective to assess how neglected issues within jail dormitories—such as poor maintenance, inconsistent enforcement of rules, or tolerance of minor infractions—may foster an environment conducive to more serious security threats, thereby emphasizing the importance of prompt and consistent corrective actions.

Systems Theory, developed by Ludwig von Bertalanffy, views organizations as complex, interconnected systems composed of interdependent components that must function cohesively to achieve common goals. Within the jail context, security is not the responsibility of a single element but the outcome of the interaction among personnel competency, physical infrastructure, operational procedures, and technological support. This theory supports the study's holistic approach by explaining how the failure or underperformance of one component—such as inadequate staffing or outdated surveillance systems—can negatively affect the overall security of the facility. The application of Systems Theory justifies the need for an integrated security enhancement program that addresses multiple dimensions simultaneously rather than implementing isolated or fragmented solutions.

Taken together, these three theoretical foundations provide a robust framework for examining both the internal dynamics of male jail dormitories and the external challenges affecting security implementation. They guide the analysis of how security measures operate in practice and inform the formulation of realistic, sustainable, and evidence-based strategies for enhancing

jail security in the National Capital Region.

This study employed the **Input–Process–Output (IPO) framework** to systematically assess the security measures in male jail dormitories in the National Capital Region, as illustrated in Figure 01. The IPO framework provides a logical structure for examining how existing security inputs are operationalized through institutional processes to produce measurable security outcomes, while allowing for continuous improvement through feedback mechanisms.

The **input component** of the framework consists of the existing security measures implemented in male jail dormitories. These include personnel supervision, controlled access systems, established operational protocols, emergency preparedness measures, and the condition of physical facilities and infrastructure. Additionally, the availability of security technology, manpower, and other logistical resources forms part of the input, as these elements collectively determine the baseline capacity of jail facilities to maintain order and safety.

The **process component** involves the systematic assessment of how these security inputs are implemented and utilized in daily jail operations. This includes evaluating the level of implementation of security measures and determining their effectiveness in maintaining discipline, preventing security breaches, and ensuring the safety of both jail personnel and persons deprived of liberty. The process also accounts for institutional challenges that influence security outcomes, such as overcrowding, sanitation concerns, limited manpower, delays in logistical support, and gaps in communication or security technology, all of which may affect the efficiency and consistency of security practices.

The **output component** reflects the results of the assessment process, specifically the overall level of implementation of security measures, their perceived effectiveness, and the identification of opportunities for enhancement. These outputs serve as the empirical basis for proposing improvements aimed at strengthening operational efficiency, enhancing safety, and improving institutional management within male jail dormitories in the National Capital Region.

A **feedback mechanism** is incorporated into the conceptual framework to emphasize the cyclical and dynamic nature of jail security management. The inclusion of feedback underscores the study's intent to support continuous assessment, policy refinement, and strategic enhancement of security measures. Through this feedback loop, findings from the study can inform future planning, decision-making, and implementation efforts to sustain and improve jail security across the National Capital Region.

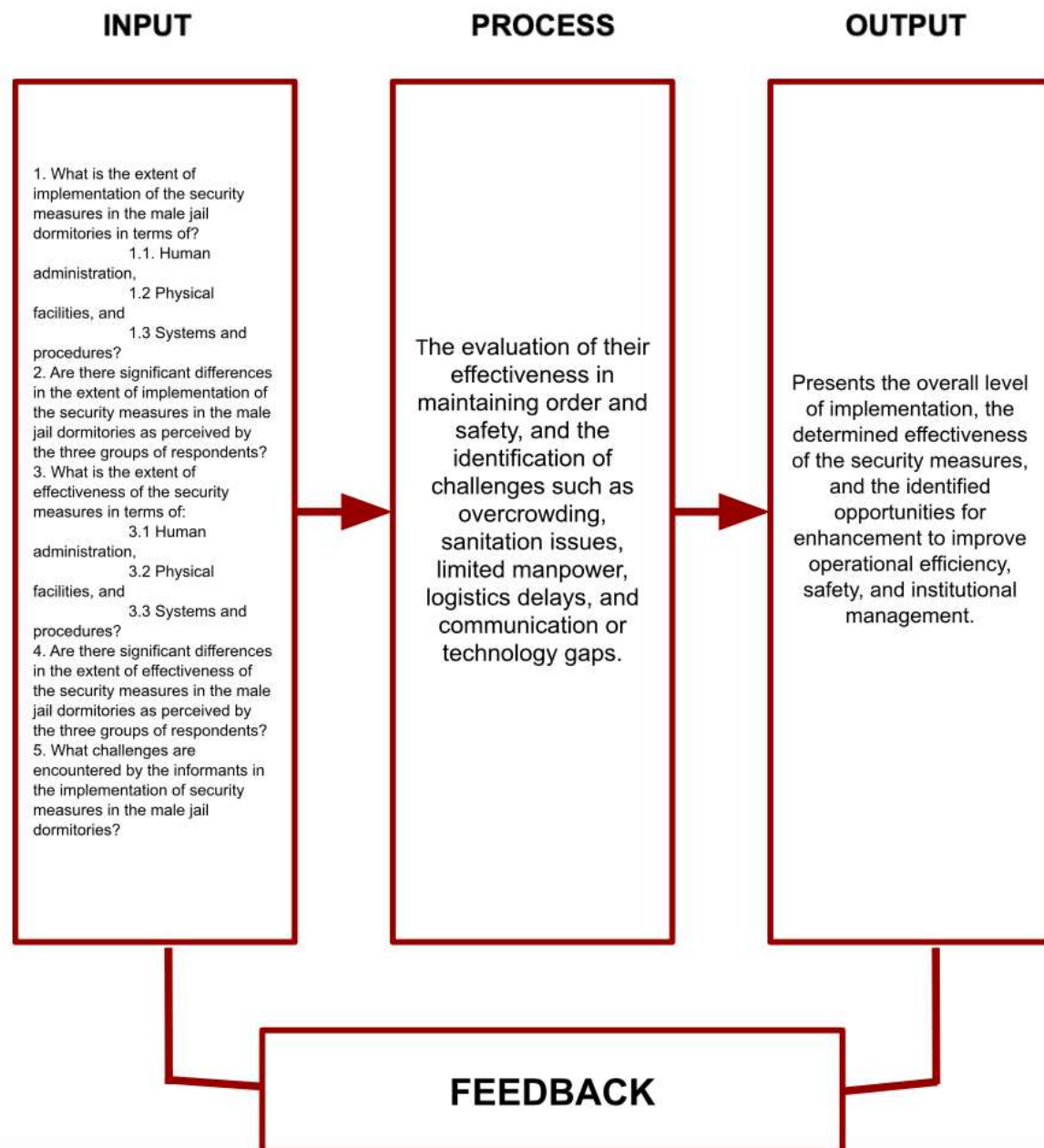


Figure 1. Conceptual Framework

### Significance of the Study

The results of the study could be beneficial to the following:

**The Bureau of Jail Management and Penology.** This study is vital to the management of the Jail Bureau and other agencies as it provides a concise description of the security measures employed by the Manila City Jail, thereby formulating policy responses to any area that may need scaling-up.

**The Manila City Jail Administrators.** The findings may provide the jail administrators with primary information which are significant in determining the jail security levels of the facility.

**The Judiciary.** The courts, which possess the judicial jurisdiction to hear and decide on cases, may gain insights and realize the significance of periodic jail inspections/visitation to inmates as well as ensure speedier trials.

**The Researcher.** This study will give the researcher a chance to provide inputs on the issue at hand which he considers very important in safekeeping.

**Future Researchers.** The result of this study may serve as a reference for conducting other studies, particularly on jail security measures and levels.



**Community.** This study may prove to be useful to the community by reminding them that the Bureau is effectively carrying out its mandate of safekeeping. It may also educate the public on the possible impact of security threats in jail escapes, thereby inspiring the need to actively participate and contribute in assisting the BJMP.

### Objectives of the Study

The primary objective of this study is to **evaluate the implementation and effectiveness of security measures in male jail dormitories in the National Capital Region**, with particular emphasis on **human administration, physical facilities, and systems and procedures**.

Specifically, this study aims to:

- **Determine the extent of implementation** of security measures in male jail dormitories in terms of:
  - 1.1 Human administration;
  - 1.2 Physical facilities; and
  - 1.3 Systems and procedures.
- **Examine whether there are significant differences** in the extent of implementation of security measures in male jail dormitories as perceived by the three groups of respondents.
- **Assess the extent of effectiveness** of security measures in male jail dormitories in terms of:
  - 3.1 Human administration;
  - 3.2 Physical facilities; and
  - 3.3 Systems and procedures.
- **Determine whether there are significant differences** in the extent of effectiveness of security measures in male jail dormitories as perceived by the three groups of respondents.
- **Identify the challenges encountered** by key informants in the implementation of security measures in male jail dormitories.
- **Propose a security enhancement program** based on the findings of the study to improve the implementation and effectiveness of security measures in male jail dormitories in the National Capital Region.

### METHODOLOGY

A mixed-method research design combines both quantitative and qualitative approaches within a single study to provide a more comprehensive understanding of a research problem. According to Creswell (2014), this design allows the integration of numerical data with in-depth insights, ensuring that findings are both statistically reliable and contextually meaningful.

In this study, the mixed-method design was employed to assess the extent and effectiveness of security measures in male jail dormitories and to identify the challenges faced in their implementation. The quantitative phase measured the level of implementation and effectiveness across areas such as human administration, physical facilities, and systems and procedures. Meanwhile, the qualitative phase explored the experiences, perceptions, and challenges encountered by jail personnel and administrators.

This design was used because security management in

jails involves both measurable elements (e.g., frequency of inspections, facility adequacy) and human experiences (e.g., staff challenges, resource issues). The quantitative data established trends and levels of implementation, while the qualitative data explained the underlying factors affecting these results. By integrating both, the study provided a holistic and evidence-based foundation for the Comprehensive Jail Security Enhancement Program (CJSEP).

### Research Design

This study utilized the descriptive-evaluative method of research. This design focused on figuring out the features of a phenomenon that has been seen or investigating the connections between two or more entities. By focusing on 'what' rather than 'how,' 'when,' or 'why,' the research aims to provide a comprehensive description of these life challenges, shedding light on their features without delving deeply into causal explanations. The study aims to offer a comprehensive description of these costs, including emotional, psychological, and economic burdens. Survey questionnaires were used in this quantitative study to collect information on the life challenges that families of PDLs bear. To guarantee thorough insights, the survey was given a representative sample.

This design is suited to this research study since it focuses on the comprehensive analysis of the life challenges of the family of the persons deprived of liberty.

### Research Method

The explanatory sequential mixed-method design is a specific type of mixed-method approach that begins with the collection and analysis of quantitative data, followed by a qualitative phase that helps explain or elaborate on the initial results (Creswell & Plano Clark, 2018).

This study used the explanatory sequential method to systematically examine the security measures in male jail dormitories. The first phase involved collecting quantitative data through surveys from jail officers, administrators, and PDLs to determine the extent of implementation and effectiveness of existing security systems. The second phase involved qualitative interviews with key informants to interpret and provide deeper explanations for the quantitative findings, particularly regarding the challenges and constraints in implementation.

This method was chosen because it allowed the researcher to first identify patterns and levels of security implementation numerically, and then explore the reasons behind these patterns through qualitative insights. The sequence ensured that the findings were both statistically validated and contextually grounded, making the proposed Comprehensive Jail Security Enhancement Program (CJSEP) more responsive to actual operational realities.

### Population of the Study

For this study, the focus is on the families of individuals deprived of liberty held at the Manila city jails. This particular group was



chosen as the target population due to its accessibility to the researcher, who is a full-time faculty member at the Philippine College of Criminology, situated near the city jail.

Consequently, a convenient sampling technique was employed to select 250 individuals representing the families of those deprived of liberty in Manila city jails as the sample population for this study.

### Data Gathering Tools

The contents and structure of the instrument were based on: the Bureau of Jail Management and Penology (BJMP) Revised Manual (2019), particularly Book II, Chapter I, which discusses jail operations, discipline, and security protocols. The United Nations Standard Minimum Rules for the Treatment of Prisoners (Nelson Mandela Rules). Related literature and previous research studies on jail management and security (both local and foreign), which provided empirical indicators for human administration, facility management, and procedural systems.

### Data Gathering Procedures

The data collection followed a systematic and sequential process to ensure the ethical, reliable, and efficient administration of the research instruments. Prior to the conduct of the study, a formal Letter of Request to Conduct the Study was submitted to the Bureau of Jail Management and Penology (BJMP) Regional Director for the National Capital Region through the appropriate administrative channels. Upon approval, the researcher coordinated with the respective wardens of the five selected jail facilities to secure the necessary permissions, finalize data collection schedules, and comply with all required security clearances.

An orientation session was subsequently conducted for designated jail officers and focal persons who assisted in the administration of the survey questionnaires. During this session, the purpose of the study, the roles of the assisting personnel, confidentiality safeguards, and data handling procedures were clearly explained to ensure proper implementation and adherence to ethical standards throughout the data collection period.

The administration of the survey questionnaires was carried out in-house over a period of thirty (30) days, allowing adequate time for participation from jail personnel, service providers, and inmates' visitors. Jail officers and personnel completed the questionnaires during their official duty hours in a supervised setting to maintain order and compliance with jail regulations. Service providers were surveyed after the completion of their scheduled activities within the facility, while inmates' visitors were randomly selected from the visitors' logbook and surveyed upon exit to avoid disruption of visitation schedules. To prevent multiple participation and protect respondent anonymity, unique identification codes were assigned to respondents, and no personal names or identifying information were collected.

Completed survey questionnaires were retrieved daily and examined by the researcher in coordination with the officer-in-

charge to ensure completeness, accuracy, and legibility of responses. Questionnaires that were found to be incomplete or invalid were excluded from the final data set to preserve the integrity and reliability of the quantitative data.

Following the analysis of quantitative data, the qualitative phase of the study was conducted. Twenty (20) key informants were purposively selected based on their relevance to the objectives of the study. In-depth interviews and focus group discussions were conducted using a semi-structured interview guide to gather detailed insights on the implementation of security measures. Audio recordings and field notes were transcribed verbatim and prepared for thematic analysis.

All data collected during the study were organized and securely stored in accordance with strict confidentiality protocols. Accomplished questionnaires, interview transcripts, and audio recordings were kept in a locked physical file and a password-protected digital storage system accessible only to the researcher. Data coding, encoding, and analysis were conducted with due regard for data privacy, ensuring the protection of all participants throughout the research process.

### Treatment of Data

The researcher organized the collected data into frequency distribution tables to facilitate interpretation and to present the findings clearly for consideration by readers and stakeholders. To measure the central tendency of respondents' assessments regarding the issues under study, the **Average Weighted Mean (AWM)** was utilized. The AWM represents the accumulated responses weighted according to the importance or intensity of each item, allowing the researcher to quantify perceptions in relation to the specific variables being investigated. Mathematically, the weighted mean is expressed as:

$$WM = \frac{\sum f \cdot x}{N}$$

where WM refers to the weighted mean,  $\sum$  denotes the summation of responses,  $f$  represents the frequency of each response,  $x$  corresponds to the weight assigned to each value on the response scale, and  $N$  is the total number of respondents.

The study employed both quantitative and qualitative analytical techniques appropriate for its **explanatory sequential mixed-method design**. Quantitative data were statistically processed using the **Statistical Package for the Social Sciences (SPSS)** to compute descriptive and inferential measures, including frequency distributions, percentages, means, rankings, and variance. These analyses enabled the researcher to identify patterns, trends, and differences in respondents' perceptions regarding the implementation and effectiveness of security measures. Qualitative data, collected through in-depth interviews and focus group discussions, were transcribed, coded, and analyzed thematically to complement and contextualize the quantitative findings, providing a comprehensive understanding of the operational challenges, successes, and areas for improvement in jail security management.



### Ethical Considerations

Ethical protocols were strictly observed throughout the research process in compliance with the Data Privacy Act of 2012 (RA 10173) and the Bureau of Jail Management and Penology (BJMP) research guidelines. Prior to participation, each respondent received an informed consent form that clearly explained the purpose of the study, the research procedures, the voluntary nature of participation, and the measures taken to ensure confidentiality. Only participants who signed the consent form were included in the study, and all respondents were explicitly informed that their participation was voluntary. Those who declined to participate were respectfully excused without any negative consequences or repercussions.

To maintain confidentiality, no personal or identifying information was collected; instead, unique codes were assigned to respondents. All data, including survey responses, interview transcripts, and audio recordings, were stored in encrypted and password-protected files accessible only to the researcher. In accordance with the principle of non-maleficence, all data collection activities were conducted in a manner that ensured participants experienced no physical, psychological, or social harm. Surveys and interviews were administered in safe, respectful, and non-disruptive environments to avoid any undue stress or interference with daily jail operations.

### 3.1 Extent of implementation of the security measures in the male jail dormitories in terms of Human administration, Physical facilities, and Systems and procedures.

Table 1.1a

*Level of extent of implementation of the security measures in the male jail dormitories in terms of Human administration according to the Groups of Respondents.*

INDICATORS	Personnel		Service Providers		Inmates' Visitors	
	Md	Int	Md	Int	Md	Int
Implementation of security protocols	3.93	HI	3.94	HI	3.54	HI
Leadership and coordination among staff	3.89	HI	3.91	HI	3.71	HI
Handling of emergencies and threats	3.93	HI	3.93	HI	3.70	HI
<b>Overall</b>	<b>3.90</b>	<b>HI</b>	<b>3.92</b>	<b>HI</b>	<b>3.68</b>	<b>HI</b>

\*Legend: HI – Highly Implemented, I – Implemented, LI – Less Implemented, NI – Not Implemented

The lowest median score among visitors (3.54) suggests that while internal coordination is strong, external communication and visitor management protocols could still be improved for clearer public understanding and compliance.

A personnel respondent emphasized:

**Informant 1** - *“We strictly follow the standard operating procedures from entry up to movement inside. Every shift has a clear delegation of duties, so wala talagang chance na may makalusot.”*

(“We strictly follow SOPs from entry to inmate movement. Each shift has defined roles, so no lapses occur.”)

Respect for institutional authority and operational security was also prioritized. The researcher coordinated with BJMP officials and facility wardens to ensure that research activities complied with institutional protocols and did not disrupt normal operations. Additionally, all research instruments, including questionnaires and semi-structured interview guides, underwent expert review to verify their ethical compliance, cultural sensitivity, and appropriateness, ensuring that questions were free from coercion, bias, or leading language. These measures collectively upheld the ethical integrity of the study while safeguarding the rights, welfare, and dignity of all participants.

### RESULTS AND DISCUSSION

This chapter presents the results and discussion of the study, focusing on the assessment of security measures in male jail dormitories within the National Capital Region. It systematically examines the extent of implementation, effectiveness, and challenges across key dimensions: human administration, physical facilities, and systems and procedures. The findings are supported by quantitative data presented in tables, followed by qualitative insights that provide a comprehensive understanding of the operational realities and opportunities for enhancement. This chapter aims to offer a detailed analysis to inform practical recommendations for improving jail security measures.

**Informant 5**, A visitor, however, shared:

*“Mahigpit talaga ang mga bantay, pero minsan kulang sa briefing kung saan dapat pumila o anong dala ang bawal.”*  
 (“The guards are strict, but sometimes there’s not enough briefing on where to line up or which items are prohibited.”)

This convergence of responses supports the quantitative findings—showing strong internal management but pointing to the need for improved visitor orientation and communication to sustain efficiency.

These outcomes reflect Sarmiento (2023), who highlighted that human administration in correctional facilities must balance strict compliance with humane communication to maintain order without compromising dignity.



**3.2 Significant differences in the extent of implementation of the security measures in the male jail dormitories as perceived by the three groups of respondents?**

**Table 2.**

*Comparative Analysis in the extent of implementation of the security measures in the male jail dormitories Along the Various Aspects Among the Group of Respondents*

Variables	Type						Kruskal-Wallis H-Value	Test Statistics p-value
	Personnel		Service Providers		Inmates' visitors			
	Med	Int	Med	Int	Med	Int		
Human administration	3.96	HI	3.96	HI	3.75	HI	68.769	0.000*
Physical facilities	3.96	HI	3.95	HI	3.77	HI	51.868	0.000*
Systems and procedures	3.96	HI	3.93	HI	3.76	HI	51.382	0.000*

\*significant @  $\leq 0.05$ ; Legend: HI – Highly Implemented, I – Implemented, LI – Less Implemented, NI – Not Implemented

The Kruskal–Wallis test results reveal significant differences in perceptions among personnel, service providers, and inmates' visitors. Personnel and service providers rated all aspects higher than visitors, possibly due to greater familiarity with security operations and firsthand participation in their enforcement.

Visitors, though recognizing strict protocols, perceive them as less transparent or sometimes inconvenient highlighting the importance of communication and public education in correctional settings.

**Informant 4** - A visitor noted:

*"Minsan mahigpit talaga, lalo na sa checkpoint. Pero naiintindihan namin kasi para sa seguridad ng lahat."*

("Sometimes the screening is really strict, but we understand it's for everyone's safety.")

**Informant 3**, A service provider explained:

*"Nakikita ko na trained talaga ang mga personnel; may proper briefing at coordination sa bawat duty."*

("The personnel are well-trained; there's proper briefing and coordination in every duty.")

The contrast in responses supports the statistical result showing perceptual gaps among groups despite universally high implementation.

This is consistent with Peters & Smith (2024), who emphasize that stakeholder perception differences in correctional settings often stem from unequal exposure to daily operations and varying expectations of security versus accessibility.

**3.3 Extent of effectiveness of the security measures in terms of Human administration, Physical facilities, and Systems and procedures?**

As reflected in Table 3.1a, the security measures in terms of human administration are assessed as "Highly Effective" by all three respondent groups, with overall medians ranging from 3.70 to 3.86.

The highest median scores were noted for handling of emergencies and threats (Personnel Md = 3.89), indicating that personnel are well-prepared to manage critical situations, showing competence and confidence during crises.

Leadership and coordination among staff also rated high (Service Providers Md = 3.85), suggesting that management structure, teamwork, and communication among officers are functional and efficient.

However, visitors' slightly lower rating (3.60) shows that while internal coordination is strong, public-facing operations such as visitor guidance or orientation can be improved for better transparency and accessibility.

**Table 3.1a**

*Level of effectiveness of the security measures in terms of Human administration according to the Group of Respondents.*

INDICATORS	Personnel		Service Providers		Inmates' visitors	
	Md	Int	Md	Int	Md	Int
Implementation of security protocols (Ang pagsasakataparan ng mga panuntunang pang seguridad)	3.88	SA	3.88	SA	3.60	SA
Leadership and coordination among staff (Pamumuno at koordinasyon sa pagitan ng mga kawani)	3.83	SA	3.85	SA	3.80	SA
Handling of emergencies and threats (Pagharap sa mga emerhensiya at banta.)	3.89	SA	3.87	SA	3.80	SA
Overall	3.5	SA	3.86	SA	3.70	SA

\*Legend: HE – Highly Effective, E – Effective, LE – Less Effective, NE – Not Effective



**Informant 1**, - A personnel respondent emphasized:  
*“May malinaw na utos at rotation sa bawat shift. Lahat ng tauhan alam kung anong gagawin lalo na kapag may emergency.”*  
 (“There is clear delegation and rotation each shift. Everyone knows what to do, especially in emergencies.”)  
 informant 3, A service provider added:  
*“Ang koordinasyon ng mga jail officers ay maayos, at mabilis silang magresponde kapag may gulo o problema sa dorm.”*  
 (“Coordination among jail officers is efficient, and they respond quickly during disturbances or dorm incidents.”)

Meanwhile, informant 4 a visitor shared:  
*“Nakikita ko naman na disiplinado ang mga bantay, pero minsan hindi agad malinaw ang instructions para sa mga bisita.”*  
 (“The guards are disciplined, but sometimes the visitor instructions aren’t very clear.”)  
 These statements support the quantitative findings that human administration is functional and disciplined, but communication channels toward the public could be enhanced.

This is consistent with Sarmiento (2023), who stressed that the effectiveness of jail security depends not only on strict supervision but also on interpersonal communication and administrative coordination.

On the level of effectiveness of the security measures in terms of Physical facilities according to the Group of Respondents. The data indicate that physical facilities as part of jail security measures are perceived to be highly effective, with overall medians of 3.85 to 3.93.

The highest rating was given to PDL movement control systems and communication systems in place, showing that security infrastructure and technology use are well-integrated in operational management.

**3.5 Challenges are encountered by the informants in the implementation of security measures in the male jail dormitories.**

Qualitative data were gathered through open-ended survey items and follow-up interviews with selected respondents. Using thematic analysis, the researcher identified recurring statements, grouped them into codes, and developed overarching themes that explain the lived experiences and challenges in jail security management.

**Theme 1: Urgent Security-Related Issues**

Respondents described pressing concerns such as insufficient barriers, weak monitoring points, and overcrowded dormitories. These conditions create tension, limit movement control, and increase staff fatigue.

Informant 1, *“Sobra na ang siksikan sa mga dormitoryo; kahit binabantayan namin, hindi namin kayang makita ang lahat sabay-sabay.”*  
 (“The dorms are too full; even if we monitor, we cannot see everything at once.” – Jail Officer, Manila City Jail

informant 2, expressess *“Mababa ang mga bakod; madali lang maabot ng kahit sino ang pader ng kulungan.”*  
 (“The fences are low; anyone could easily reach the wall area.”)  
 – Service Provider, Pasay City Jail  
 This supports Routine Activity Theory, which explains that reduced “capable guardianship” heightens risk when facilities are overpopulated.

**Theme 2: Variations in Enforcement and Supervision**

Respondents noted inconsistency in rule application and inspection frequency. Staff shortages and shift overlaps affect uniform enforcement.  
 informant 8, said *“May mga opisyal na mahigpit, pero ang iba naman ay hindi—lalo na kapag nagpapalitan ng shift.”*  
 informant 8 added, *“Some officers are strict, others are not—especially when shifts change.”* – Visitor, Pasig City Jail  
 Aligned with Broken Windows Theory, inconsistency in enforcement sends a signal of tolerance for minor offenses, potentially leading to more serious violations.

**Theme 3: Limited Institutional Support**

Some personnel felt that administrative and logistical backing was insufficient. Budget constraints and bureaucratic delays impede procurement and maintenance.  
 informant 3 said, *“Madalas kaming humihingi ng mga kagamitan at pagpapaayos, pero inaabot ng ilang buwan bago dumating.”*  
*“We often request supplies and repairs, but they take months to arrive.”* – Jail Officer, Quezon City Jail  
 This is consistent with Systems Theory, which stresses that inefficiency in one subsystem (e.g., logistics) affects the whole organization’s functioning.

**Theme 4: Innovative and Practical Suggestions**

Respondents proposed hiring more staff, conducting refresher training, using modern surveillance, and adding watchtowers and secure barriers.  
 informant 6 said, *“Malaking tulong kung magkakaroon ng CCTV sa bawat dormitoryo.”*  
*“A CCTV in every dorm would help a lot.”* – Service Provider, Marikina City Jail  
 These suggestions show proactive adaptation among stakeholders and align with recommendations from international correctional best practices (United Nations Standard Minimum Rules for the Treatment of Prisoners, 2020).

The qualitative findings reveal that while formal systems are well established, practical constraints—particularly overcrowding, uneven enforcement, and limited administrative support—undermine full security effectiveness.

Security in male jail dormitories is a dynamic interaction between order and limitation: policies exist and are enforced, yet environmental and systemic constraints continuously challenge their stability.



**3.6 Based on the findings of the study, what program may be proposed to enhance the security measures in the male jail dormitories?**

**Comprehensive Jail Security Enhancement Program (CJSEP)**

**I. Introduction**

The *Comprehensive Jail Security Enhancement Program (CJSEP)* is developed as a direct outcome of the study entitled “*An Assessment of the Implementation and Effectiveness of Security Measures in Male Jail Dormitories.*”

Findings from the study revealed that while existing security measures are highly implemented and effective, operational sustainability remains challenged by overcrowding, manpower shortage, limited budget, and outdated systems.

Thus, the CJSEP aims to establish a unified framework that strengthens human administration, physical facilities, and systems and procedures through coordinated reforms and inter-agency collaboration. It is designed to promote safety, efficiency, and rehabilitation within the correctional setting.

**II. Rationale**

The Bureau of Jail Management and Penology (BJMP) upholds the principle of humane safekeeping and development of Persons Deprived of Liberty (PDLs). However, increasing inmate populations and resource constraints have created operational pressures that affect both personnel and facilities.

This study’s findings confirm that while the current jail security systems are functioning effectively, their sustainability is threatened by systemic issues such as **overcrowding, limited manpower, and uneven enforcement of policies.**

The CJSEP is therefore proposed to **institutionalize long-term reforms** that integrate human resource development, facility improvement, and procedural modernization. Grounded in Systems **Theory** and **Public Policy Theory**, the program views the jail system as an interrelated structure where enhancing one component requires strengthening the others to achieve holistic institutional improvement.

**III. Program Objectives**

1. **To strengthen human administration** by enhancing staff competence, welfare, and operational coordination.
2. **To improve physical facilities** through infrastructure expansion, maintenance, and safety upgrades.
3. **To modernize systems and procedures** for more efficient, transparent, and technology-supported jail management.
4. **To enhance inter-agency collaboration** for resource sharing, rehabilitation, and reintegration support.
5. **To establish a monitoring and evaluation mechanism** ensuring continuous improvement, accountability, and sustainability of security measures.

**IV. Program Proposal**

Component	Objective	Proposed Activities	Expected Outcome
<b>1. Human Administration</b>	Strengthen staff competence and welfare	Conduct regular training and workshops on crisis response, counseling, and human rights; implement wellness and morale-building programs; propose personnel augmentation to address understaffing	Improved staff capability, morale, and operational efficiency
<b>2. Physical Facilities</b>	Upgrade and expand infrastructure	Renovate existing structures; add dormitories and isolation cells; improve lighting, ventilation, and sanitation; ensure accessibility and fire safety compliance	Reduced overcrowding and safer, healthier jail environment
<b>3. Systems and Procedures</b>	Modernize jail management processes	Install updated surveillance and communication systems; digitize inmate records and visitor logs; standardize incident and inspection reporting	Increased operational efficiency and transparency
<b>4. Inter-Agency Collaboration</b>	Foster partnerships for holistic jail management	Strengthen linkages with LGUs, NGOs, DOH, TESDA, and DSWD; implement livelihood, medical, and aftercare programs	Enhanced rehabilitation and community reintegration support
<b>5. Monitoring and Evaluation</b>	Ensure program sustainability	Conduct quarterly performance audits; create evaluation metrics; establish a feedback mechanism from staff and PDLs	Continuous improvement, accountability, and data-driven policy decisions
<b>6. Resource Mobilization and Policy Support</b> <i>(added component)</i>	Secure financial and administrative support	Develop funding proposals and coordination with BJMP Central Office, LGUs, and national agencies for budget allocation and technical assistance	Sustained implementation through institutional and fiscal support
<b>7. Technology Integration</b> <i>(added component)</i>	Incorporate innovation in security management	Introduce biometric access control, digital surveillance analytics, and electronic documentation systems	Smarter and faster security operations

**Figure 2. Proposed program to enhance the security measures**



## CONCLUSION AND RECOMMENDATIONS

The study aimed to assess the implementation and effectiveness of security measures in male jail dormitories in the National Capital Region, focusing on human administration, physical facilities, and systems and procedures, as perceived by three groups of respondents: jail personnel, service providers, and inmates' visitors. Findings revealed that security measures are highly implemented across all three areas. Human administration demonstrated strict adherence to standard operating procedures, effective supervision, and the maintenance of discipline within the dormitories. Physical facilities, including barriers, locks, and surveillance equipment, were found to be functional and well-maintained, while systems and procedures, such as inmate classification, visitation protocols, and emergency response mechanisms, were consistently observed and applied.

Statistical analysis indicated no significant differences in the level of implementation of security measures among the three respondent groups, suggesting a consistent recognition of strong enforcement practices across personnel, service providers, and visitors. In terms of effectiveness, security measures were rated as highly effective across all three dimensions. Human administration was effective in leadership, supervision, and coordination; physical facilities contributed to secure confinement and operational safety; and systems and procedures supported orderly management, documentation, and operational control. However, the Kruskal–Wallis test revealed significant differences in perceived effectiveness among the groups in human administration ( $p = 0.025$ ), physical facilities ( $p = 0.001$ ), and systems and procedures ( $p = 0.005$ ). Although all groups rated security measures as highly effective, variations in perception likely reflect differences in roles, exposure, and experiences within the jail environment.

Respondents identified several challenges in implementing security measures. Overcrowding strained facility capacity, limited manpower and equipment reduced monitoring efficiency, and inconsistent enforcement of policies due to supervisory constraints was observed. Budgetary and logistical limitations further delayed maintenance and infrastructure upgrades. Despite these challenges, jail personnel remained committed to maintaining security and order. Based on these findings, the study proposed the **Comprehensive Jail Security Enhancement Program (CJSEP)**, emphasizing the strengthening of human administration, modernization of physical facilities, enhancement of systems and procedures, regular personnel training, technological integration, and improved inter-agency coordination to sustain effective and humane correctional management.

### Conclusions

The study concludes that the security measures in male jail dormitories are highly implemented and effective in ensuring safety, discipline, and order. The consistent perception of implementation across respondent groups indicates strong enforcement of jail policies and procedures. Although the effectiveness of these measures was rated highly, differences in

perception reflect varying levels of experience and exposure to operational realities within the facility. Persistent challenges, such as overcrowding, manpower shortages, and limited resources, continue to affect optimal implementation, requiring targeted administrative attention. The proposed CJSEP provides a practical and evidence-based framework for enhancing security performance, staff competence, and facility sustainability.

### Recommendations

Based on the conclusions, several recommendations are presented. First, existing high standards of implementation should be sustained by continuing the enforcement of protocols in human administration, facility maintenance, and system procedures. Second, operational challenges should be addressed by implementing strategies to reduce overcrowding, such as inmate transfers, infrastructure expansion, or alternative sentencing, while ensuring adequate manpower, training, and logistical support to strengthen supervision and monitoring. Third, continuous capacity-building initiatives should be promoted through regular training, seminars, and workshops for jail personnel to enhance competence in security operations and crisis management. Fourth, technological and physical facilities should be upgraded, including surveillance systems, perimeter barriers, and communication networks, to strengthen operational security. Fifth, systems and procedures should be enhanced through the integration of digital record-keeping, visitor management systems, and performance audits to ensure transparency and accountability. Finally, the **Comprehensive Jail Security Enhancement Program (CJSEP)** should be institutionalized as part of BJMP's long-term policy framework to ensure that jail management remains secure, humane, and responsive to evolving correctional needs.

### ACKNOWLEDGMENT

The researcher sincerely expresses gratitude to all who contributed to the completion of this dissertation proposal. Deep appreciation is extended to **ATTY. DODELON SABIJON**, Adviser, for his guidance and expertise throughout the development of this study. The researcher likewise thanks the Dissertation Examination Committee—**Dr. Marlyn Wacnag**, Chairperson; **Dr. Donald Narra**; **Dr. Ambrosio Detran Jr.**; **Dr. Imelda Runas**; and **Dr. Vivian Pinkihan**—for their valuable insights and recommendations that strengthened this work.

The researcher also acknowledges the support of the academic leaders and faculty of the College of Criminal Justice, whose mentorship and encouragement greatly assisted in the completion of this proposal.

Gratitude is also extended to the study participants and personnel from the male jail dormitories in the National Capital Region for their cooperation and contributions to the research.

Lastly, heartfelt thanks are offered to the researcher's family and loved ones for their unwavering support and understanding.



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