

MEDIATION ANALYSIS OF FACTORS AFFECTING THE PERFORMANCE OF PROBATION OFFICERS IN PUNJAB, PAKISTAN

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Abstract

The Reclamation and Probation Directorate (R&P) in Punjab, Pakistan under Home department is responsible for the vigilance and rehabilitation of the probationers. Probation officers (PO) in the organization are the arms for checking the probationers. The motive of the study is to investigate the factors that affect the performance of the PO and R&P services for probationers. The response from the respondents was collected using a questionnaire. A total number of 51 responses from POs from all over Punjab was collected by using a 6-point Likert scale. The tool used was the Smart PLS through which the results of the study were obtained and which reflected that the Efficiency of PO and Qualification and Competency of PO (QC) were important factors that positively affect the Rehabilitation of Offenders (RO). The QC mediates the relationship between the qualification of PO and RO. The study will help academia and policymakers to implement effectively PO rehabilitation practices and to eradicate malpractices and ensure provision of facilities, improve service delivery and their performance. The impact of human resource management indicators like qualification, efficiency, and facilities of PO's, etc. were evaluated for the first time in this study. The study recommended formulating digitized R&P services by implementing the Offender's Management System (OMS).

Key words: Reclamation and Probation, Probation Officers, Rehabilitation of Offenders, Mediation, Prison,

Introduction

The Criminal Justice System (CJS) is a structure to provide justice by capturing and punishing the offenders who have broken the laws. In Pakistan CJS has five arms i. Police ii. Judiciary iii. Prison, iv. Prosecution and v. Parole and Probation. The parole and probation system are playing a key role in extending non-custodial treatment of offenders who are involved in minor and petty nature of offenses or having punishment less than 2 years (The Probation of Offenders Ordinance, 1960).

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. The Directorate of Reclamation and Probation is not only contributing to the welfare of the community but also saving the expenses of the government too i.e. the expense to dietary, watch, ward and transportation in prisons. The Department is dealing with three enactments i. The Good Conduct Prisoner's Probation Release Act, 1926 and Rules, 1927 ii. The Probation of Offenders Ordinance, 1960 and Rules, 1961 and iii. The Juvenile Justice System Act, 2018. The Department has a total of 316 human resource strength which includes the staff of 20 parole officers and 57 probation officers throughout the province Punjab to deal with 872 parolees and 55,000 probationers. This field staff is responsible for their vigilance of the offenders, rehabilitation of the offenders. (Directorate of R&P, Punjab)

The main pivot in the probation system of Pakistan is the Probation Officer (PO). To know about the social, economic and cultural background of the offender, the probation officers prepare a pre-sentence investigation report (Fox, v. 1972). Releasing on probation is an alternative to imprisonment where the key role of Probation Officer (P.O) is responsible to monitor and facilitate rehabilitation to the offender's community but unfortunately, in practice, it is not so. But unfortunately, the role of P.O is so in-effective practically due to insufficient of the institute and personal capacity. The importance of the P.O can be assessed by the "Social Investigation Report (SIR)" which is a necessary prerequisite document for the court to release the offender. The SIR includes information as offender's background, character, home surrounding, commission and nature of the offense and other circumstances if any. But due to lack of confidence regarding the professional abilities and skills of P.O. release of the offender on confession is being recommended without considering any SIR. Section 13 of Probation of Offenders Ordinance 1960 and its Rule 10 mentions about the duties of the P.O. Under the Police Order 2002 the Criminal Justice Coordination Committees (CJCC) mandated monthly meeting with all stakeholders which also includes P.O. However, practically P.Os are unable to use their role positively and effectively due to low service grades and capacity issues. Other responsibilities of P.O are supervision and rehabilitation of the offenders, regular visits to their workplace or home places where ever required and other tasks. (Penal Reform International, 2012).

Prisoners who are in prison are being monitored and noticed that they are involved in self-destructive activities (Haycock, 1991). In this regards the Reclamation and Probation Department is a vital organ of the criminal justice system and contributing its role towards the reformation and rehabilitation of offenders who are serving their terms on parole and probation and to save them from the contaminating influence of the hardened and habitual criminals while languishing in jails (Schmalleger, 2009).

So, the primary goal of the study is to fill the gaps and to explore the factors which contribute to the rehabilitation of the offenders. Besides, the study will also contribute to understanding the phenomena of field staff satisfaction levels and challenges they are facing in the field. This all is done to overcome the challenges confronted by them.

Research Problem Statement

It is important to explore and measure the capacity and capabilities of the field officers and their knowledge of modern technology as in Pakistan there is not sufficient work is being done on offender's rehabilitation by probation officers (Khokhar, 2015). It is observed that rehabilitation and vigilance of offenders are not up to the mark and under potential. Multiple factors are contributing to their low performance like a large number of offenders assigned beyond the PO's capacity, no facility is provided by the Government, no use of technology to make the record or track the offenders. This provides the reason for the exploitation of various factors that affects performance. This study will evaluate those factors that result in poor performance and will propose concrete recommendations comprehensively based on the conclusion.

Research Objectives

The study had following research objectives which are mentioned below:

- To examine the capacity of the Probation Officers (P.O) to monitor the offenders
- To study Technology and social tool's knowledge by PO
- To investigate the association between rehabilitation and PO qualification
- To study the mediation role of the efficiency of the PO for rehabilitation of the offenders

Review of Literature

The probation system in concept was for reforming and reintegrating the offender. Basharat (2012), Gwyneth highlighted the origins of rehabilitation of lawbreakers in England & Wales. He has explained how probation service became a social welfare form a philanthropic organization. It worked as a correctional treatment for the offender involved in minor offense (Ghosh, 2008). It is believed that for such offender a correctional program is more effective than punishment to protect the community (Bokil, 1969). Probation is the correctional treatment of the offender and his family, using resources of the community for the correction and discovery of offender's character, criminogenic environment and personality (Home Office, 1984). Probation helps in avoiding the damaging effects of imprisonment and also allows the offender to work and protect his family (Maguire & Pastore, 1995). The United Nation for Crime Prevention has also stressed the same and defined the goals of the probation system. It focuses on the rehabilitation and reintegration of offenders (United Nations, 2003).

According to Aulakh (1986), probation is half as expensive as imprisonment and double as effective when it comes to socializing the offender again with the community. Gullen and Gilbert (1982) stated that rehabilitation is the care that the offender needs during his punishment on moral grounds. Irrespective of the technique

used rehabilitation should be implemented properly and for a reasonable time period. Cullen and Fisher (1997) reviewed 27 studies and the people involved voted rehabilitation as the most important in 20 of the studies.

Ellsworth's (1990) findings indicate that probation professionals rise to the challenge of offender's rehabilitation when it comes to community protection. The work of correctional psychologists has further highlighted the importance of resettlement and rehabilitation of the offenders (Andrews, 2004). The effectiveness of rehabilitation for medium and high-risk offenders was proved through meta-analysis techniques (McGuire, 2004).

In Penal System, the imprisonment is a conventional punishment but the matter of the fact is that other types of punishments in the modern world are also implemented like the death penalty, corporal punishment, financial sections, and probation or parole. The probation is a more lenient sentence option as compared to others. The basic purpose of the sentence is to adequately control the acts of community and control the law and order situation. Thus, probation is a practicable solution and alternative to custodial solutions. (Renaud, et al 1997)

Developing countries like Pakistan have great importance in the criminal justice system in society which leads to the overcrowding of prison. Currently, the maximum capacity of the prison in Punjab is 32,477 whereas the total population is 47,332 (Prison Department, Punjab).

The lack of capacity and competency of prison staff and overcrowding make it less likely that the rehabilitation process would be effective in the prison. In Punjab 29 prisons out of 41 are overcrowded. Overcrowding effects in many ways and one of them is making offenders more criminal instead of rehabilitation. On the other side, police have tried the dispute resolution practices for lesser offenses and early disposal which wasn't successful due to lack of legal cover and also removed the role of the judge. The other alternative which can be effectively used for the lower side of the crime community is probation and early release on parole. (Crisis Group Asia, 2012). At the time of partition, R&P for parole cases was only in Punjab. Before the probation ordinance of 1960, there was no mechanism (Legal) of offering probation to offenders. (Bhutta, 2010).

Larson (1977) The Rise of Professionalism demonstrated professionalism is the transformation of special knowledge and skills into social and economic rewards. While the main focus is on the organizational structure to overcome the monopoly powers as professionalism is individual working reality. Professionalism is key essential in matters related to the welfare of the community, particularly in the Criminal Justice System. In the U.K when the training system of probation officers was dismantled the new line of action is being activated which leads to Diploma in Probation Studies/National Vocational Qualification to make the professionalism strong and to build the capacity of the staff in true sense. The capacity of the individual defines professionalism while the probation officers still cannot reach true professionalism until the capacity building training are missing from their professional life. (Meryl Aldridge, 2002).

In the United States, the majority of the offenders are monitored within the community through parole and probation. A study on the probation officers risk assessment was carried out before and after training. This results in a beneficial manner and reveals that training grows the professionalism and pinpoint the focus areas of the offenders (Aleem, 2018). They extensively monitor higher risk offenders and use problem-solving techniques. Their attitude is also grown positively as probation officers are community correction officers who are responsible to rehabilitate the offenders. Probation officers have a key role in less crime rate. (Ricks, Louden, & Kennealy 2016)

Methodology

The methodology defines the collection and management of statistical data. The study was quantitative in nature. Its purpose was to discover the main factors regarding the performance of probation officers (POs). The population of the study consists of the 57 POs as deputed all over Punjab. The data has been collected from 53 out of 57 POs through a questionnaire (Jan Alam and Qudrat Ullah, 2016). Out of 57 respondents, four didn't respond. Response from 2 respondents was incomplete so their response was rejected. The data from remaining 51 respondents was entered into the PLS smart and statistical analysis was applied to check correlation of the variables. The variables involved in the study and their types are mentioned below:

Dependent variable

- i. Rehabilitation of the Offender (RO)

Independent variables

- i. Qualification of the PO (QC)
- ii. Facilities provided to the PO (FP)

Mediating Variables

- i. Efficiency of the P.O (EPO)
- ii. Impact of Law And Regulations (ILR)

Research Design and conceptual framework

The detail is as under:

Qualification and Competency of P.O (QC)

- | | |
|-----|---|
| QC1 | Education of the P.O |
| QC2 | Probation Officers have necessary training for supervision of offenders |
| QC3 | Probation Officers need adequate institute and training center for personal capacity building |
| QC4 | Probation officers have necessary authority to deal with the offenders |
| QC5 | P.Os are technically well versant/ educated |

Facilities Provided (FP) to the P.O

- | | |
|-----|---|
| FP1 | Total manpower of Probation officers (P.Os) are enough for offenders monitoring |
| FP2 | P.Os are technically equipped? |
| FP3 | Female P.Os are present in the department to deal with female offenders. |
| FP4 | Facilities provided by the Government for monitoring are sufficient |

- FP5 Government supports any rehabilitation program for offenders.
- FP6 Social environment/ factors help in monitoring of parole and probationers

Efficiency of P.O (EPO)

- EPO1 No. of offenders assigned for monitoring
- EPO2 P.O often visits the residential place of the offender.
- EPO3 How often you surprise visit the offender residence or work place

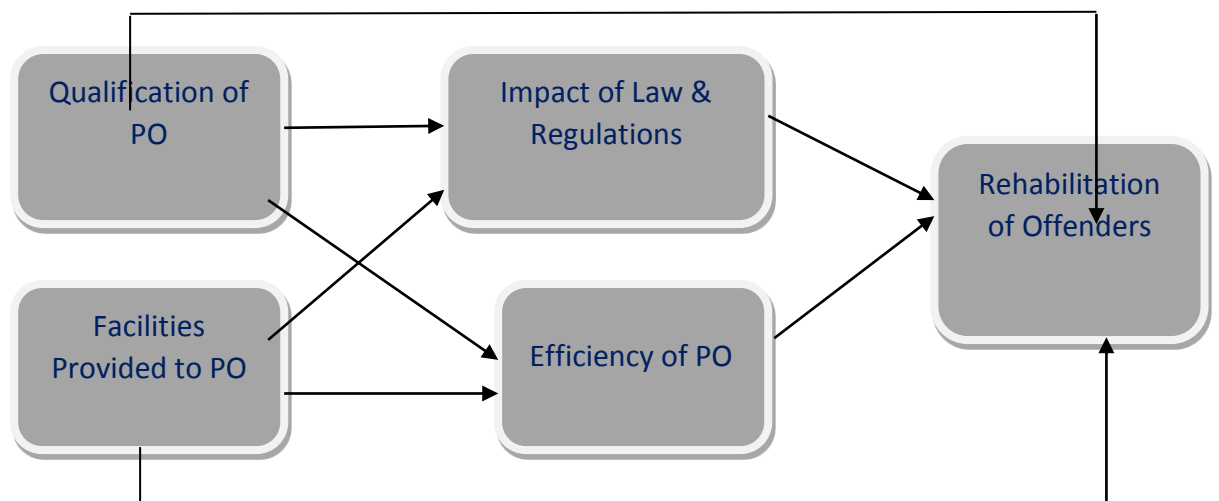
Impact of Law and Regulations (ILR)

- ILR1 Frequent appearance in courts waste the time adequately
- ILR2 Offenders gets the punishment that they really deserve.
- ILR3 Courts and authorities are too lenient about prisoners to release on parole and probation.
- ILR4 Current laws need a strong revision for strong implementation and supervision
- ILR5 Department needs to be revived in accordance with International Standards and with modern technology?

Rehabilitation of the Offenders (RO)

- RO1 Government supports any rehabilitation program for offenders.
- RO2 Any technical or vocational courses offered to offenders.
- RO3 Most of the offenders are regular prisoners due to habitual crimes.
- RO4 Most of the offenders are drug offensive

Figure.1 Proposed Research Design



Hypothesis of the Study

In line with the model of the study, a total of 8 hypotheses were proposed which are enlisted below:

H1: There is a direct association between Qualification of P.O and Impact of Law & Regulations.

H2: There is a direct association between Qualification of P.O and Efficiency of PO.

H3: There is a direct relationship between Facilities Provided to PO and Impact of Law & Regulations.

H4: There is a positive relationship between Facilities Provided to PO and Efficiency of PO.

H5: Impact of Law & Regulations mediates the relationship between Qualification of P.O and Rehabilitation of Offenders.

H6: Impact of Law & Regulations mediates the relationship between Facilities Provided to PO and Rehabilitation of Offenders.

H7: Efficiency of PO mediates the relationship between Qualification of P.O and Rehabilitation of Offenders.

H8: Efficiency of PO mediates the relationship between Facilities Provided to PO and Rehabilitation of Offenders.

Study Population and Sampling

The field unit comprises of 57 Probation Officers working across the Punjab Province. The jurisdiction of the P.O is extended up to the district level. So, this is the study population and sample size. P.O is the supervisor in the field and responsible for all the activities in the district.

Data Collection and instrument

The data has been collected on a questionnaire. The questionnaire has been adapted from the study titled “Probation Officer: Services and Needs for Offenders’ Rehabilitation” by Jan Alam and Qudrat Ullah in year 2016. After developing a comprehensive questionnaire as per the needs of Punjab province the questionnaire was initially examined and checked for reliability and validity from experts and then improved as per results while keeping in view the objectives of the study.

The interviews of all the P.O were conducted and responses were collected on the Likert scale (1=strongly oppose to 6=favor strongly). The results were analyzed by smart PLS.

Ethical Consideration

A formal approval from Director Reclamation and Probation was taken before conducting survey. The consent and consensus of each stakeholder of the department and from every respondent was also obtained before formal collection of data and it was assured that there will be no harm to the privacy of any individual/respondent who participated in this survey.

Results and Discussion

The results of descriptive analysis regarding education and experience of PO are presented below.

Gender of PO

Table 1: Gender of PO

Description	Frequency	%
Female	9	18%
Male	42	82%
Grand Total	51	100%

The results presented in Table 1 show 18% females and 82% males are PO.

Education of PO

Table 2: Education of PO

Description	Frequency	%
Graduate	14	27%
Master	26	51 %
Above M. Phil	11	22%
Grand Total	51	100%

The results presented in table 2 show the education level of the PO and it reveals that 14 out of 51 frequency have done graduation (27%), 26 have Master degrees (51%) and 11 PO have education level M.Phil or high (22%).

Experience of PO

Table 3: Experience of PO

Sr. #	Experience (Years)	Frequency	Percentage
1	Up to 5	14	27%
2	5-10	16	32%
3	11-15	0	0%
4	16-20	0	0%
5	21-25	6	12%
6	26-30	2	4%
7	Above 30	13	25%
		51	100%

The results in table 3 shows departmental experience of the PO and it discloses that 27% of POs had working experience of less than 5 years, 32% had 5-10 years of working experience, none had 11 to 20 years ,12% from 21-25, 4% from 26-30 and 25% above 30 years' experience.

Confirmatory Factor Analysis (CFA)

The PLS path model (drawn in Smart PLS software) after PLS Algorithm calculation with independent variables (Qualification of PO, Facilities provided to the P.O), dependent variable (Rehabilitation of the offenders), the relationship among variables and all indicators of variables are shown in Figure 1 (Ringle,2015). The reflective nature of variables is indicated by arrow directions.

The path coefficient of the impact of authorities strongly affects the rehabilitation of offenders and its value is 0.639. Another path coefficient of facilities provided to the P.O and efficiency of PO and its value is 0.414. This value is lower which shows a weak relationship.

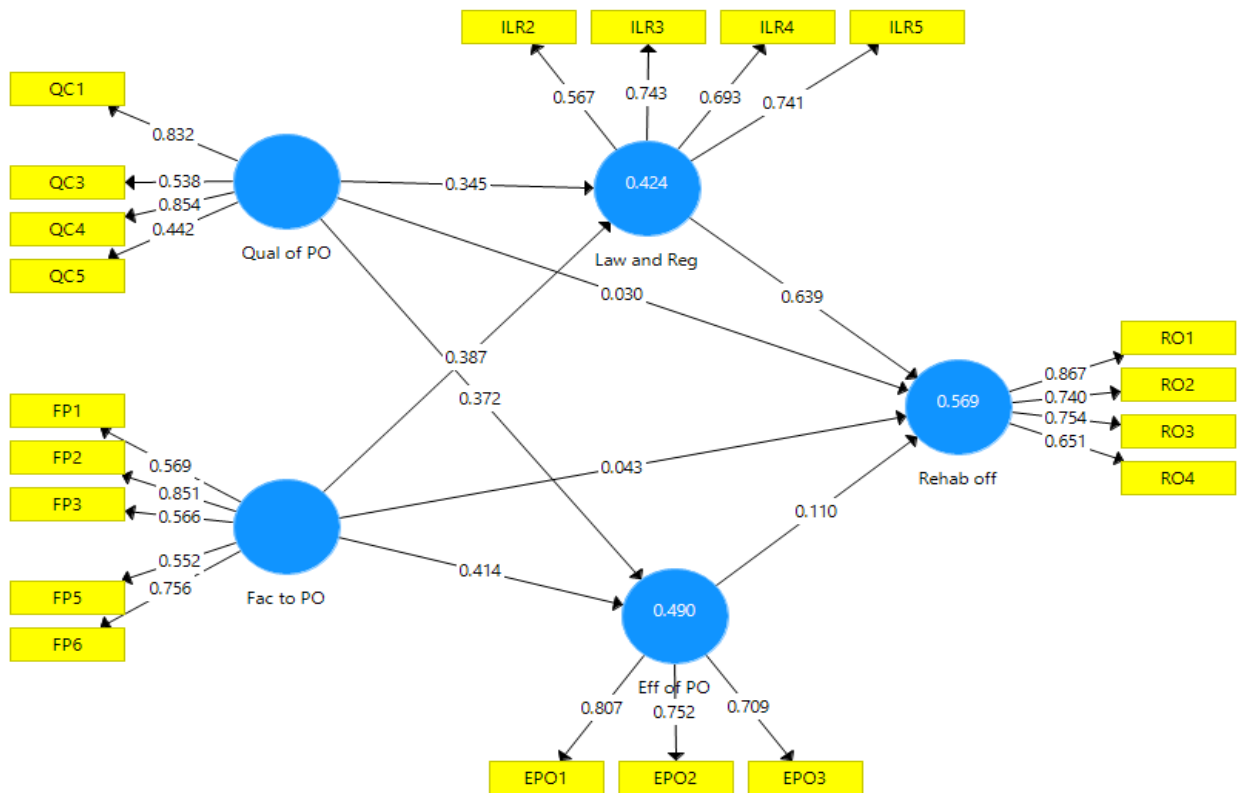


Figure 2

The values of Cronbach’s alpha were applied to compute the reliability and validity of the model. The table 4 echoes the figures of Cronbach’s alpha, composite reliability and Average Variance Extracted (AVE).

Table 4: Reliability and Validity:

Latent Variable	Cronbach’s Alpha	rho_A	Composite Reliability	AVE
EPO	0.63	0.65	0.80	0.57
FP	0.69	0.72	0.80	0.45
ILR	0.63	0.65	0.78	0.48
QC	0.62	0.71	0.77	0.48
RO	0.75	0.75	0.84	0.57

The values of Cronbach’s alpha for EPO, RO and QC are 0.63, 0.75 and 0.62. In above table all the values are larger than 0.70 or very close to 0.70. The values of Cronbach’s alpha should be greater than 0.70 in order to be considered acceptable. A value less than

0.402 shows that the item should be removed / extracted, and item with a loading of 0.402-0.70 may be removed in case if they increase the Composite Reliability (CR) and AVE value more than threshold value (Chin 2010; Hair, Ringle & Sarstedt 2011).

Table 5: Diagonal & Non Diagonal values

	EPO	RO	FP	QC	ILR
EPO	0.727				
RO	0.502	0.823			
FP	0.236	0.059	1.000		
QC	0.722	0.315	0.140	0.849	
ILR	-0.485	-0.077	-0.547	-0.427	1.000

In order to have discriminant validity the diagonal values should be less than non-diagonal values. The results in table 5 show that all the values at non-diagonal; are lesser than diagonal values; it displays that no issue is reflected regarding discriminant validity in the model.

Another criterion known as the Heterotrait-Monotrait (HTMT) ratio was also calculated as a more superior method to check discriminant validity. The results are shown in table 6.. In order to establish discriminant validity the values of HTMT should be between 0.85 and 0.90 (Henseler, Ringle & Sarstedt 2012). In our model the value of QC for EPO is 0.87. The values of factor loadings show the reliability of individual indicators of constructs. The value for factor loading should be more than 0.701 for acceptance. The results in table 7 show that the value of EPO1 is 0.640. These values can be dropped for the sake of getting improvement in final results.

Table 6: Heterotrait-Monotrait (HTMT) Ratio

	EPO	FP	ILR	QC	RO
EPO					
FP	0.91				
ILR	0.89	0.84			
QC	0.87	0.86	0.87		
RO	0.76	0.68	1.07	0.70	

Factor Loadings

The values of the factor loading for all the constructs of latent variables are shown in table 7.

Table 7: Factor Loadings

Latent Variable	Constructs	Factor Loading
EPO	EPO1	0.640
	EPO2	0.885
	EPO3	0.774
RO	RO1	0.802
	RO2	0.855
	RO3	0.810
QC	QC1	0.798
	QC2	0.876
	QC3	0.830
	QC4	0.892

Collinearity Assessment

The values of inner VIF and outer VIF were also computed to check the issue of multicollinearity in the model. The results of outer VIF value and inner VIF values are shown in table 8 and 9 respectively.

Table 8: Outer VIF Values

Latent Variable	Constructs	Factor Loading
EPO	EPO1	1.23
	EPO2	1.24
	EPO3	1.27
RO	RO1	2.11
	RO2	1.41
	RO3	1.70
	RO4	1.34
QC	QC1	1.61
	QC2	1.18
	QC3	1.79
	QC4	1.07

Table 9: Inner VIF Values

	EPO	FP	ILR	QC	RO
EPO					2.05
FP	1.51		1.51		2.00
ILR					1.82
QC	1.51		1.51		1.91
RO					

The results show that both the inner and outer VIF values are less than five. Therefore, it is determined that the problem / issue of multicollinearity is not present among the variables. In case if the values of Inner and Outer VIF are greater than five, then this is sign of presence of multicollinearity and hence those constructs need to be removed / excluded. This is not the case here.

R Square

The values of R square and Adjusted R square for the latent variables are presented in table 10

Table 10: R Square

	R Square	R Square Adjusted
EPO	0.49	0.47
ILR	0.42	0.40
RO	0.57	0.54

The values for R square for EPO, ILR and RO are 0.49, 0.42 and 0.57 respectively. Similarly, the values for Adjusted R square for EPO is 0.47 and for ILR is 0.40. It means that 40 % of variation in ILR is explained by EPO.

F Square

The value of F square portrays the influence of each constructs in between the relationships found. The value of F square also reflects the significance of one construct on another construct along with the degree of its effectiveness. The results of F square are shown in table 11.

Table 11: F Square

	EPO	FP	ILR	QC	RO
EPO					0.01
FP	0.22		0.17		0.00
ILR					0.52

QC	0.18		0.14		0.00
RO					

The value of F square should be less than 0.02 in order to hold significant relationship. The relation of EPO and RO has F square of 0.01. Similarly, the relation of ILR and RO has F value of 0.52.

Significance of Structural Paths in Bootstrapping (SEM for Hypothesis Testing Through Path Coefficients)

Bootstrapping is a method which is used to check and test the significance of a model. The value of t-statistics reflects significance of path coefficients (Ringle, Wende & Becker, 2015). The table 12 shows the results of path coefficients.

Table 12: Path Coefficients

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (ST.DEV)	T Statistics	P Values
EPO -> RO	0.11	0.08	0.16	0.70	0.49
FP -> EPO	0.41	0.41	0.10	4.05	0.00
FP -> ILR	0.39	0.40	0.14	2.78	0.01
FP -> RO	0.04	0.10	0.20	0.22	0.83
ILR -> RO	0.64	0.58	0.20	3.20	0.00
QC -> EPO	0.37	0.38	0.12	3.15	0.00
QC -> ILR	0.34	0.34	0.14	2.50	0.01
QC -> RO	0.03	0.06	0.17	0.17	0.86

The results of path coefficients in above table show that relationship between FP with EPO and ILR is positive. The t-value for these relationships are 4.05 and 2.78 which is greater than 2.064. The p values are 0.00 and 0.01 which is less than 0.05 and statistically significant. Similarly, the path coefficient between ILR, RO and QC with EPO and ILR is also positive.

Total Effects and Testing of Hypothesis

The bootstrapping results are shown in Table 13 below. The total original effects and total mean effects for all the constructs were computed. Table 13 also shows the values of standard deviation, t-statistics, and p-values. The t-value and the p-values for all the relationships except EPO to RO are supported. The supported relationships have t-values greater than 2.064 and p-values less than 0.05. The supported relationship among variables implies the relationship is positive and significant.

Table 13: Total Effects

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Decision
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	(O)	(M)	(STDEV)			
EPO -> RO	0.11	0.08	0.16	0.70	0.49	Not Supported
FP -> EPO	0.41	0.41	0.10	4.05	0.00	Supported
FP -> ILR	0.39	0.40	0.14	2.78	0.01	Supported
FP -> RO	0.34	0.36	0.15	2.19	0.03	Supported
ILR -> RO	0.64	0.58	0.20	3.20	0.00	Supported
QC -> EPO	0.37	0.38	0.12	3.15	0.00	Supported
QC -> ILR	0.34	0.34	0.14	2.50	0.01	Supported
QC -> RO	0.29	0.29	0.12	2.44	0.01	Supported

Mediation Analysis

The mediation analysis was done by computing total indirect effects and specific indirect effects. The results of which are shown in tables 14 and 15.

Table 14: Total Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
EPO -> RO					
FP -> EPO					
FP -> ILR					
FP -> RO	0.29	0.26	0.13	2.31	0.02
ILR -> RO					
QC -> EPO					
QC -> ILR					
QC -> RO	0.26	0.23	0.13	2.06	0.04

Table 15: Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
FP -> EPO -> RO	0.05	0.03	0.07	0.69	0.49
QC -> EPO -> RO	0.04	0.03	0.07	0.59	0.55
FP -> ILR -> RO	0.25	0.22	0.10	2.51	0.01
QC -> ILR -> RO	0.22	0.20	0.11	2.06	0.04

The results in the above table show that EPO is mediating significantly between ILR and QC with significant p value of 0.000 and t-statistics value 4.783, which is greater than acceptable value (greater than 2). It means that EPO is a strong mediator between ILR and rehabilitation of offenders (RO).

Conclusion and Policy Recommendations

The efficiency of Probation Officers (EPO) is an imperative feature that affects the Rehabilitation of the Offenders (RO). The higher the efficiency of officers means it will contribute more to the rehabilitation of the offenders in a positive direction. The impact of law and regulation is a significant factor that impacts the rehabilitation of the offenders positively. The study also revealed that the Impact of Law and Regulations (ILR) arbitrates the association among Qualification of PO and Rehabilitation of the Offenders (Jabeen, 2019). The Qualification of the PO doesn't have a positive impact on RO. Similar to Bhutta (2010) this study also concludes that proper training and orientation are required for improving the professional competency of the PO.

In view of the above analysis, some of the policy recommendations for Rehabilitation of offenders (RO) of Punjab are placed below.

- The probation officers should be well trained and have sufficient experience to efficiently handle the offenders and their rehabilitation.
- More probation officers may be recruited and special training may be conducted before deputing them in field.
- A computerized Offender's Management System for digitizing the record of offenders may be implemented to facilitate the probation officers.
- Probation laws may be updated in accordance with the need and modern techniques.
- More effective ways and modern technology may be introduced to monitor the offenders like e-bail/ ankle band concept.

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