



2021-2022  
Annual Report



FOR A SAFE SOUTH AFRICA

## OUR VISION

A world without crime and violence.

## OUR MISSION

To lead the way to ending crime.



### Message from the Chair

While reflecting on the year under review, April 2021 feels like a very long time ago.

Our lives were very different to what is slowly becoming normal again. We never left home without a facemask in hand, our hands smelled of sanitiser, there were long lines of people queuing for vaccinations, art exhibition openings vanished, music events were no longer live and large office buildings stood empty. We were all anxious. A very real fear about the future settled upon us. The period leading up to April 2021 was a time of tumultuous change to our way of life, our psyches and our society. But it was also a time of learning. We learned to accept that social gatherings would be limited and that we should keep indoors. We learned to open windows to let fresh air in.

## BOARD MEMBERS



Ms Lois Hardy  
CHAIRPERSON



Ms Lalla Yerolemou  
VICE-CHAIRPERSON



Ms Fanisa Lamola  
TREASURER



Ms Lele Mehlomakulu  
SECRETARY



Ms Betzi Pierce  
VICE SECRETARY &  
EXECUTIVE DIRECTOR



The Honourable Judge  
Nathan Erasmus  
DIRECTOR



Ms Lee Coetzer  
DIRECTOR



Prof Thulane Gxubane  
DIRECTOR



We stopped shaking hands and hugging those we loved and instead, we perfected the elbow greeting. Working from home became normal for many of us.

For NICRO, this time of change and learning meant we had to push forward as best we could, to continue to operate, reach our clients and work with our partners while maintaining relationships with funders, donors and supporters. Most importantly, coming to a virtual standstill allowed us to reflect and start making long overdue changes. We updated the Memorandum of Incorporation (NICRO's Constitution) and developed a Board Charter to guide more effective functioning of the Board. We also redeveloped our programmes to meet current societal needs such as addressing gender-based violence and substance abuse prevention and providing mental health and family support.

NICRO embraced digital technology fully, from having our Board and staff meetings and client consultations online, to making the full suite of our behaviour change programmes for beneficiaries and training programmes for professionals accessible to anyone with a smartphone and data. We learned to adapt and continued to move ahead. But we did more than just adapt; NICRO evolved and grew.

Amid the uncertain circumstances and the limits on face-to-face gatherings, we reviewed and updated all our systems, including the client management system, financial processes and service management, and retailored our tools to measure the impact of services and staff development. We continued to rebrand the organisation, maintain and raise NICRO's public profile and communications capacity, and increased the rand value of grants and donations.

We also expanded our service footprint in some provinces and increased the staff complement, while reducing staff turnover and managing funding cuts in the Eastern Cape, Western Cape and Limpopo provinces effectively.

As NICRO, we focussed on making sure we fulfilled our commitments to the people we serve — our clients, donors, supporters, partners and staff. While this period has been one of change, learning and growth, we also acknowledge that change is a constant, even when there are no COVID-19 lockdowns and regulations. We recognise that being open to learning is an essential quality for success and that growth itself is the outcome of both change and learning.

In short, we put our house in order, made things better and in many ways, we turned the organisation around. This turnaround and revitalisation are a testament to the leadership, management and staff teams working collaboratively and purposefully to fulfil NICRO's vision and mission. It is with no small measure of pride and a large measure of humility that I say we are stronger than we were before. I would like to urge us all to continue striving for the excellence that has brought us here. We are committed to continue applying these lessons and to growing our knowledge, skills and experience to ensure our future success.

LOIS HARDY  
CHAIRPERSON ■





## Overview of Services

NICRO made great strides during the year under review despite several challenges, many of which had a bearing on the sector in general:

- As a rule, non-profits are dependent on donors for their survival. Many international and national events this past year resulted in significant economic downturns, which inevitably impacted the availability of donor funding as well as significant changes in donors' funding priorities. This is troubling at the best of times. An already disconcerting scenario was compounded by the crushing COVID-19 pandemic.

The inevitable contraction in government spending put even more pressure on the social sector, which was already struggling as a result of dwindling grants and donations.

- We witnessed the needs of our client base grow at an alarming rate as a result of an increase in gender-based violence, binge drinking and mental health issues. Unemployment is literally off the charts and South Africa is facing a hunger crisis with as many as 10 million adults and nearly three million children experiencing hunger.



- Resources and funding were under severe pressure as NICRO lost its largest donors while the Department of Social Development (DSD) cut funding in three provinces.
- NICRO experienced lower referrals from courts, as the court system was also impacted by COVID-19. This also had a negative effect on our funding, especially in terms of income from the Clinical Unit.

In order to recover economically and socially, we were forced to adapt and find innovative and better ways of rendering impactful, sustainable services, keep our staff inspired and move forward.

- NICRO had to make a cultural shift, by fully embracing technology, from digital learning management systems to various data capturing and tracking systems, a cloud storage system and website redesign.
- We developed a system to measure impact and define our success, which involved putting in place systems to capture and analyse data and measure the attainment of goals as tangible outcomes that can be reported on.
- We prioritised effective communication both internally (through collaborative software, regular feedback and participatory meetings) and externally (through a concerted public relations drive that featured NICRO's services, success stories and the impact of our services) as well as media statements and opinion pieces to ensure that the public, our donors and stakeholders were informed about NICRO's work and that those requiring our services knew how to access these.



NICRO made significant headway on a number of other fronts:

- We successfully attracted a number of new or continued funding partnerships of significant value, detailed in the Financial Overview, which brought some welcome breathing space in terms of our finances.

This provides an opportunity to look at strategic ways to bring about mid- to long-term financial sustainability for NICRO.

- We successfully cultivated a staff culture that recognises our staff and the value of the impact they make in society. In addition to underscoring that our staff have purposeful jobs, we ensured that staff members have a real voice in the organisation and in the sector through in-service learning programmes and by encouraging leadership and active citizenship, equipping them to play an active role in advocacy initiatives.
- Amidst all the challenges, NICRO did exceptionally well and continued to render vital services. We played a significant role in providing crime prevention services and interventions for those in conflict of the law, which included pandemic-related services such as mental health support, the distribution of food and programmes for individuals who had contravened the Disaster Management Act.
- During the period under review, NICRO touched the lives of **87 493** individuals. A total of **79 557 (51 297 adults and 28 260 children)** were reached through public education programmes while **7 936** individuals benefitted from direct services.

For more than a century NICRO has focused its efforts on crime prevention, in addition to the rehabilitation and reintegration of those in conflict with the law or the incarcerated. In keeping with the restorative justice approach, NICRO's initiatives



### NICRO touched lives...

51 297 adults



### NICRO touched lives...

28 260 children



### NICRO services...

rendered from 22 offices and 58 service points located in communities and/or at courts in the Eastern Cape, Free State, Gauteng, Kwazulu-Natal, Limpopo, Mpumalanga and the Western Cape

are victim-centred, focussing on the accountability and rehabilitation of the perpetrator as well as community engagement and safety.

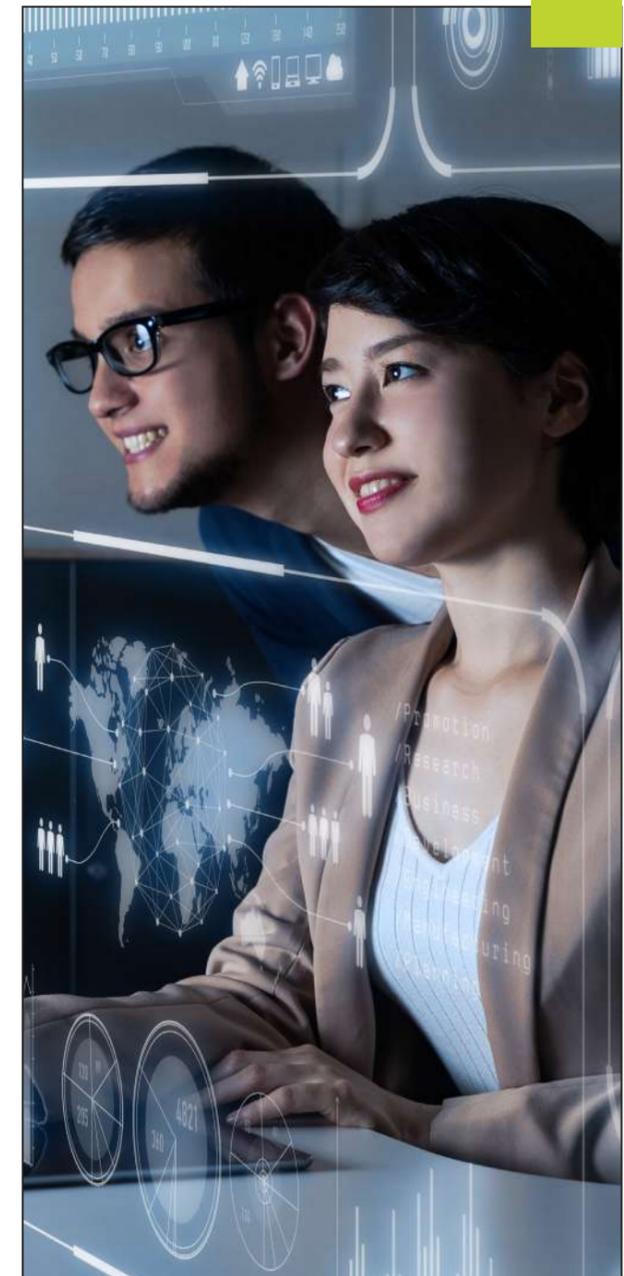
Lobbying and advocacy remains a key focus of NICRO's initiatives. The main goal of the lobbying and advocacy function is to work towards reform within the criminal justice system by bringing issues to the forefront of the agenda of persons whose decisions influence and affect those in conflict with the law, their families, victims and communities. Another key goal is promoting a restorative justice approach to crime prevention.

Key advocacy strategies included engaging the media, conducting research, parliamentary submissions, participation in workshops and seminars, networking and dialogue with key stakeholders and the building of partnerships, alliances and coalitions.

NICRO's services are rendered from 22 offices and 58 service points located in communities and/or at courts in the Eastern Cape, Free State, Gauteng, KwaZulu-Natal, Limpopo, Mpumalanga and the Western Cape.

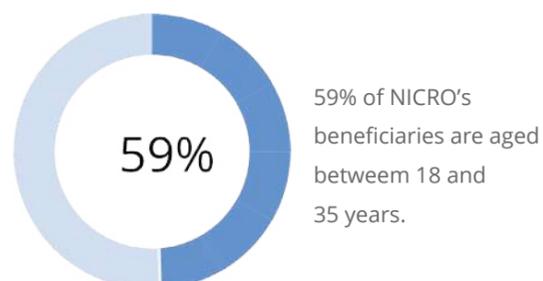
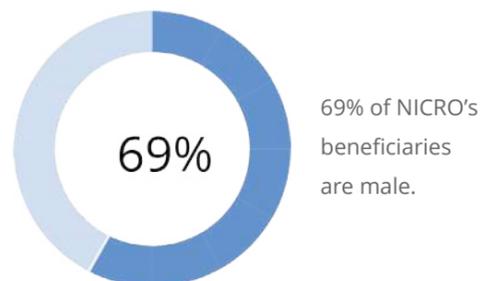
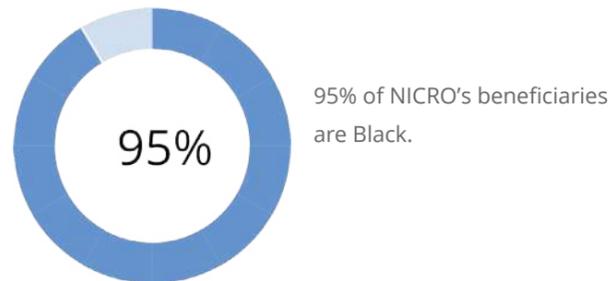
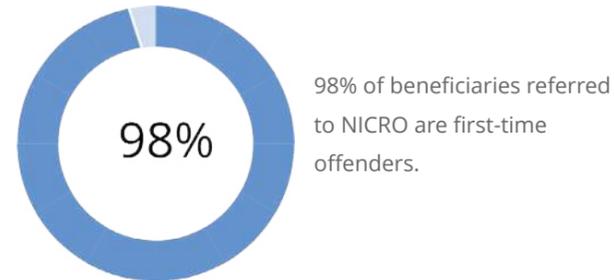
In conclusion, I would like to pay tribute to NICRO's dedicated Board of Directors for their ongoing support and guidance. To our management team and staff, my heartfelt appreciation for your commitment, unwavering passion and hard work, often in the face of adversity. Without our Board members and staff, NICRO would not be celebrating the fine achievements and successes of the past year.

BETZI PIERCE  
CHIEF EXECUTIVE OFFICER ■

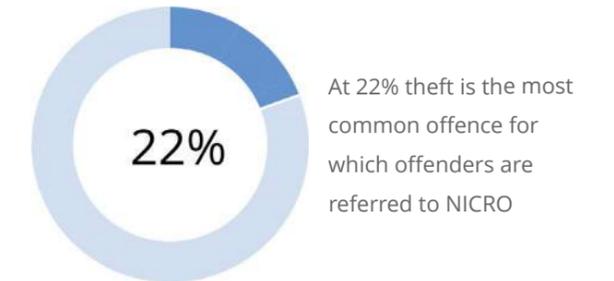
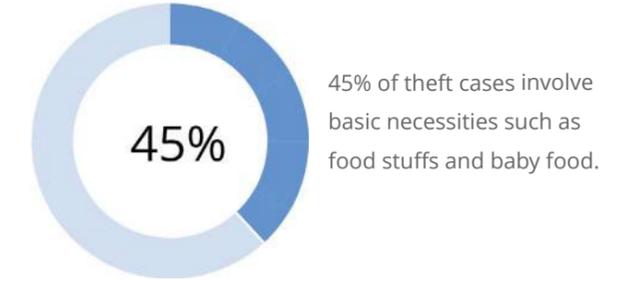
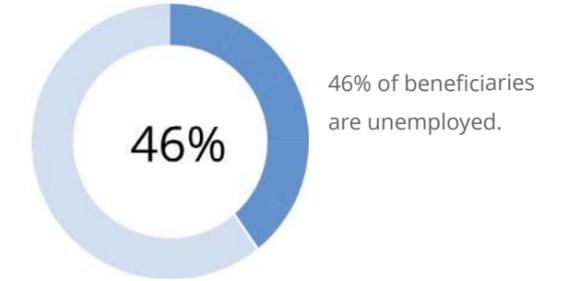


## A Brief Overview of NICRO's Statistics 2021-2022

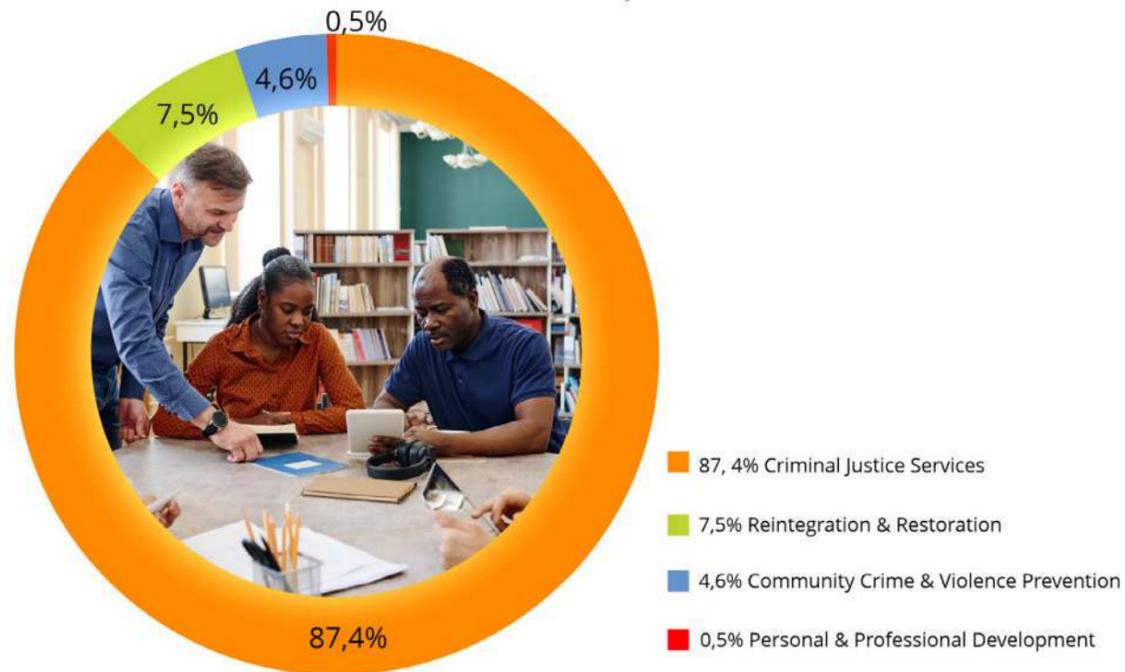
- All provinces in which NICRO is based and has offices (Eastern Cape, Free State, Gauteng, KwaZulu-Natal, Limpopo, Mpumalanga, Limpopo and the Western Cape) provided criminal justice services (diversion and non-custodial sentencing) and individual counselling services.
- All provinces offered youth diversion services, with the exception of the Eastern and Western Cape.
- The Eastern Cape and Gauteng rendered all service streams: criminal justice services (diversion and non-custodial sentencing), community crime and violence prevention, reintegration and restoration as well as personal and professional development.
- Diversion currently comprises 86,8% of NICRO's service offering.
- 98% of beneficiaries referred to NICRO are first-time offenders.
- 95% of NICRO's beneficiaries are Black.
- 92% of all beneficiaries are compliant and complete their interventions successfully.
- 69% of NICRO's beneficiaries are male.
- 59% of NICRO's beneficiaries are aged between 18 and 35 years.
- 46% of NICRO's beneficiaries are unemployed.
- Theft, at 22%, is the most common offence for which offenders are referred to NICRO.
- Theft involving basic necessities such as food, rather than luxuries, has increased and 45% of all stolen items comprised foodstuffs and included baby food.



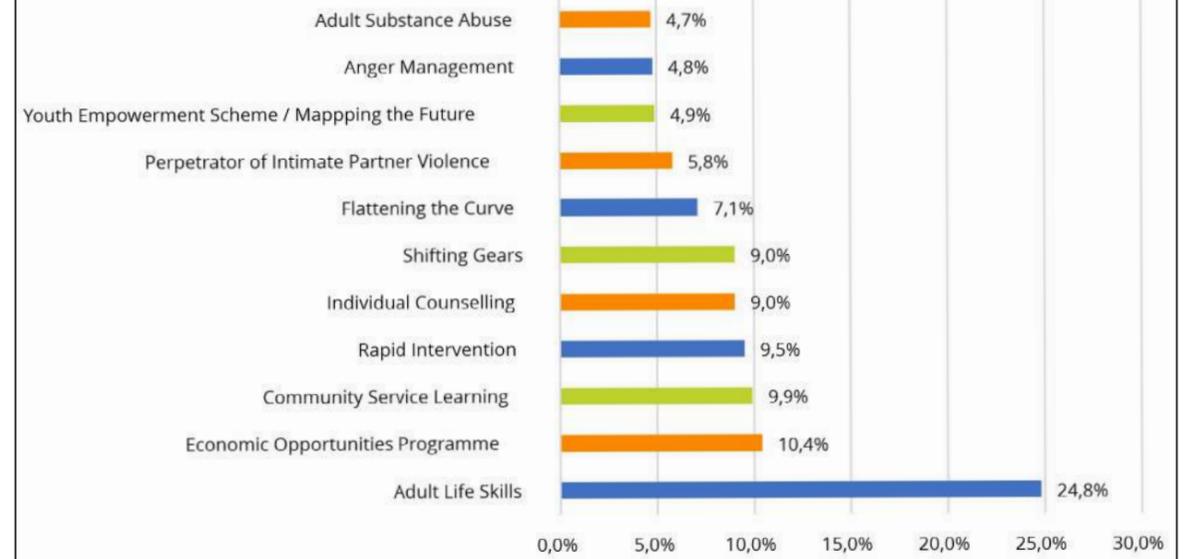
- Alcohol is the most commonly consumed substance, accounting for 52% of all cases reporting substance abuse.
- NICRO's Clinical Unit provided professional services to 11,5% of all NICRO's clients.
- The Clinical Unit has a more racially diverse client base any other service.
- Clinical Unit clients are more likely to be employed on a full-time basis.



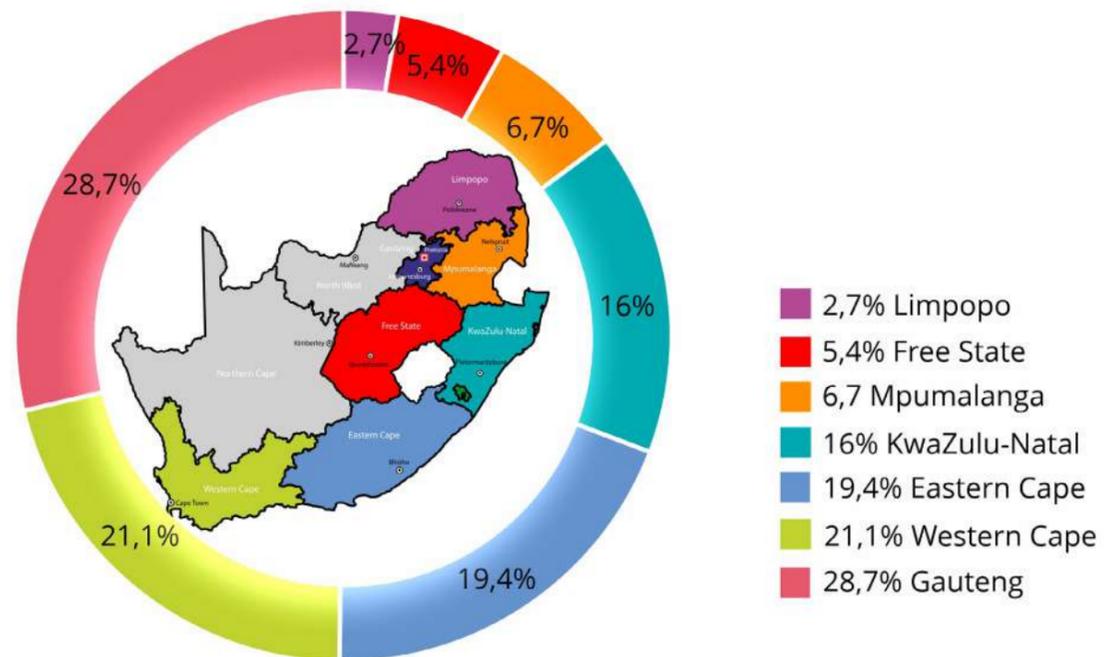
## Individual Services by Service Stream



## NICRO's Top Interventions as a Percentage of all Services



## Provincial Service Distribution



### Beneficiary Category

- 0,2% Victim
- 10,6% Non-offender
- 89,2% Offender



### Community Engagement

COVID-19 regulations had a negative impact on community engagement services. NICRO was, nevertheless, able to conduct community outreach initiatives intermittently during periods of lowered restrictions.

### Adults Reached

- 813 Western Cape
- 1 486 Eastern Cape
- 2 895 KwaZulu-Natal
- 3 379 Mpumalanga
- 20 141 Gauteng
- 22 583 Limpopo

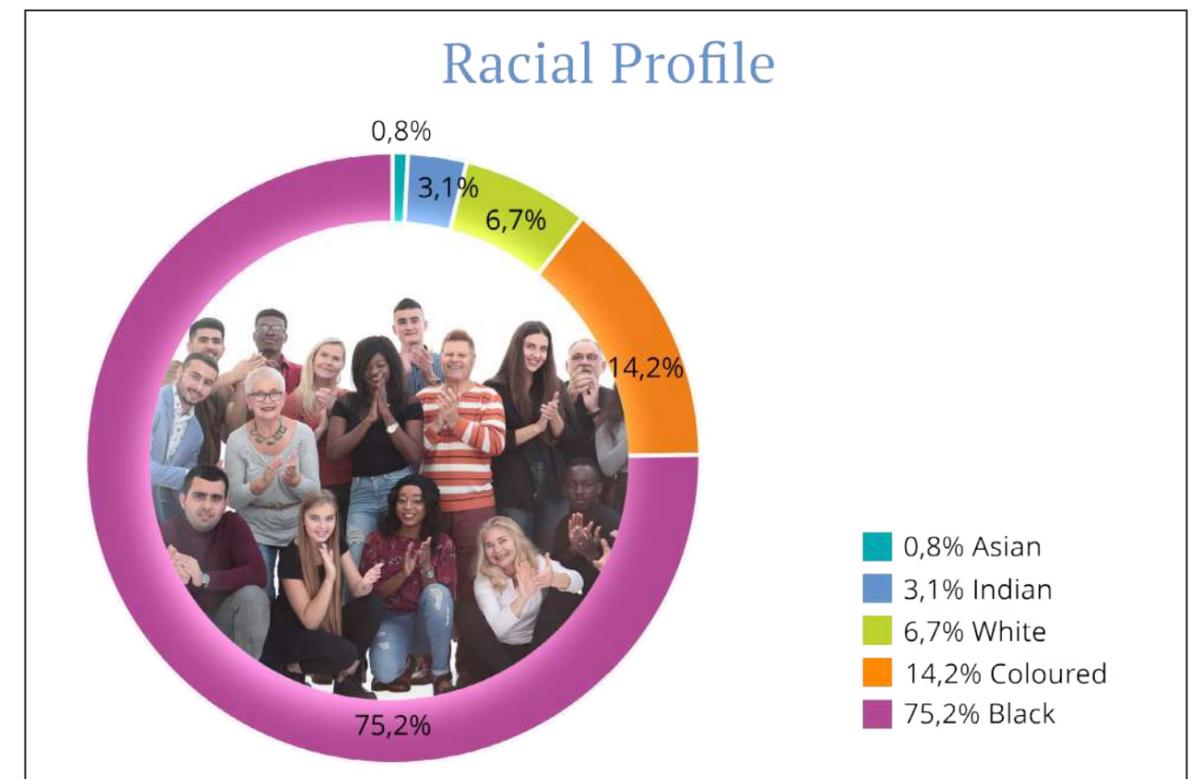
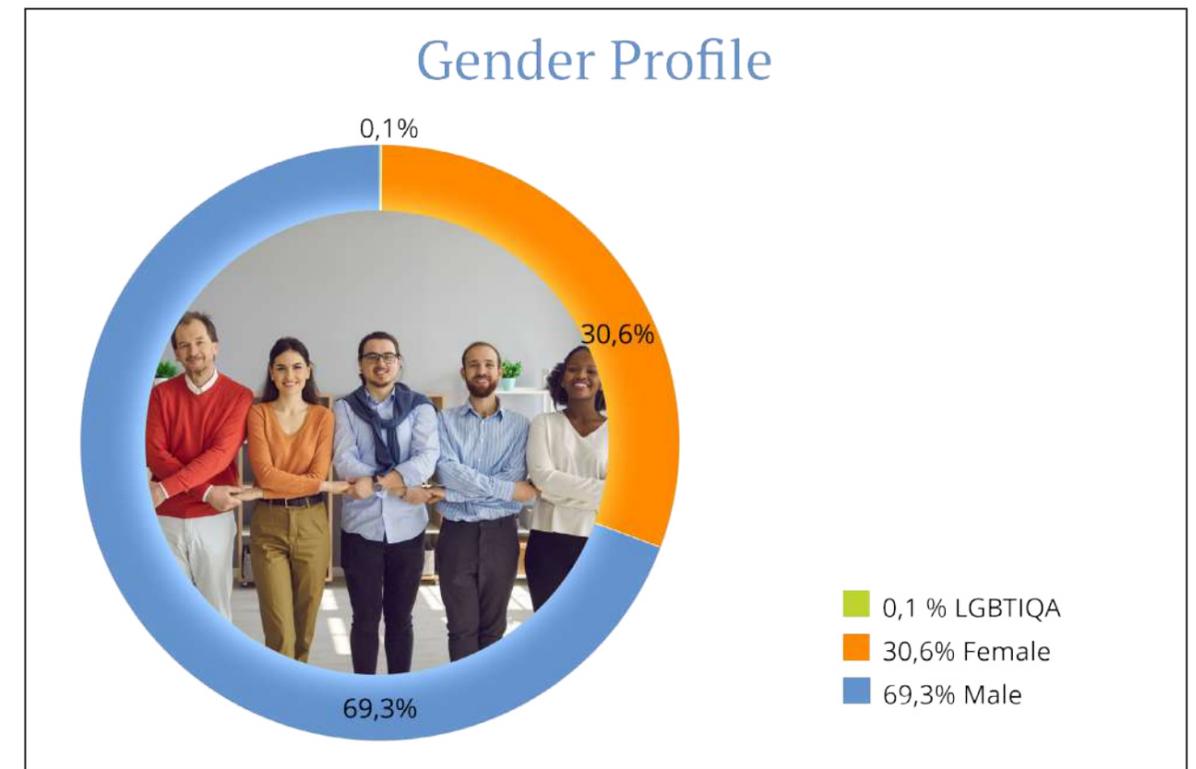


### Children Reached

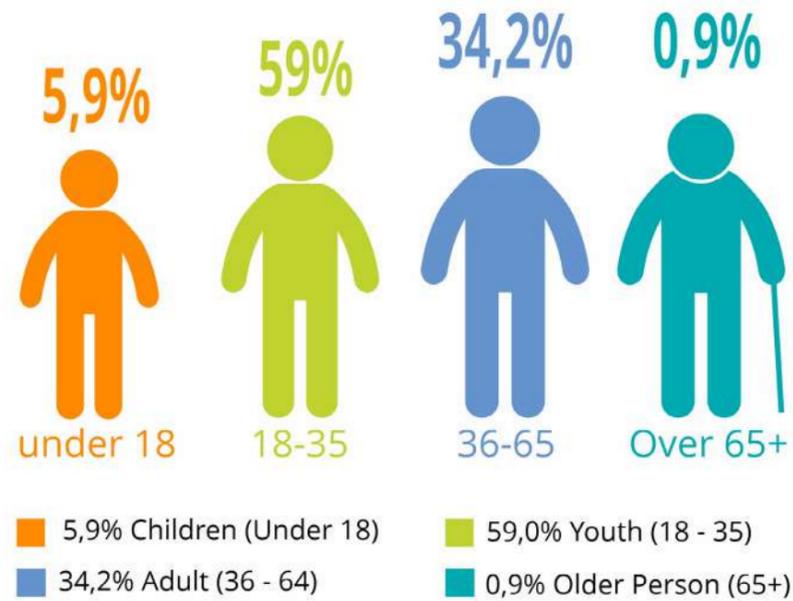
- 925 Western Cape
- 1 378 Limpopo
- 1 726 Eastern Cape
- 4 998 KwaZulu-Natal
- 5 846 Mpumalanga
- 13 387 Gauteng



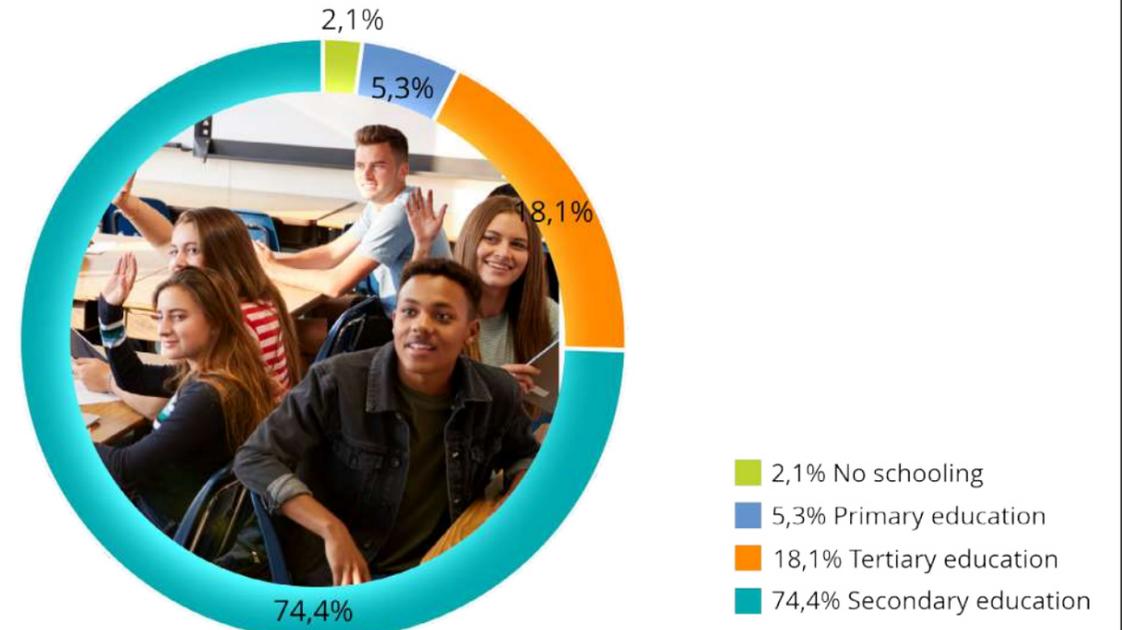
### Client Demographics



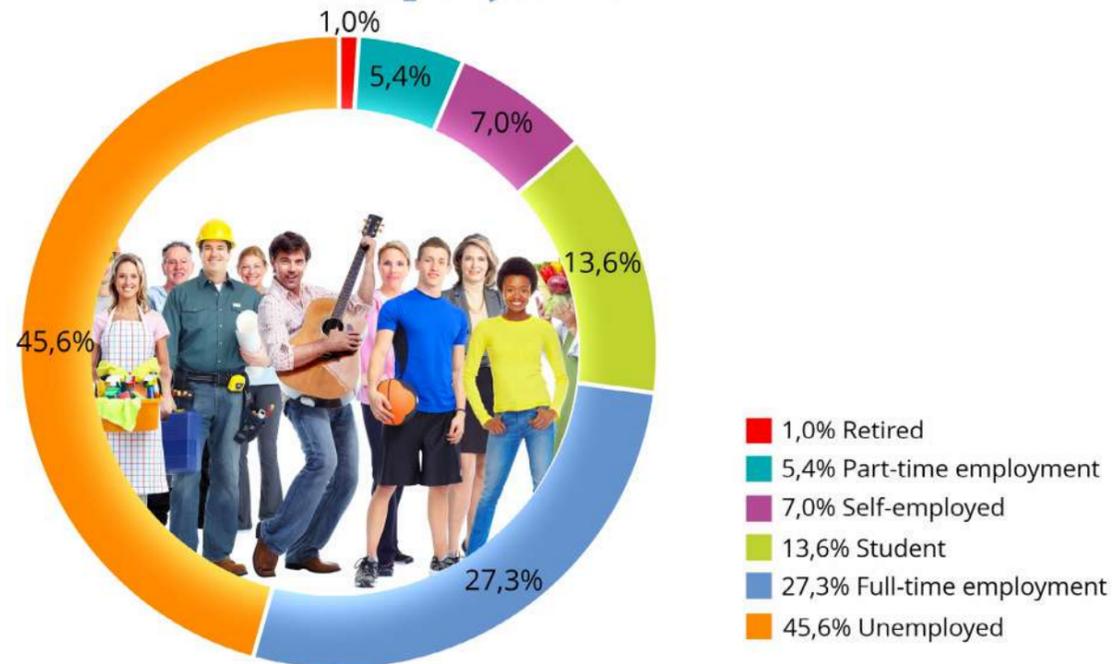
## Age Profile



## Educational Status



## Employment Status



## Ten Most Common Offences as a Percentage of all NICRO Cases Involving an Offence

- 2,6% Malicious damage to property
- 3,5% Contravention of protection order
- 4,3% Reckless & negligent driving
- 4,6% DUI
- 5,9% Drug possession
- 10% Common assault
- 10,3% Shoplifting
- 11% Contravention of Disaster Management Act
- 11,7% Assault GBH
- 22% Theft



“It is not the strongest of the species that survive, nor the most intelligent, but the one more responsive to change.”

~ CHARLES DARWIN (1809 - 1882)

## Message from Human Resources Department

As we prepare to celebrate our 112th birthday on 6 September 2022, this quote by Charles Darwin is particularly relevant to the culture of our country and to NICRO as an organisation.

As the COVID-19 restrictions were gradually lifted towards the end of 2021 and into 2022, we began the transition of returning to the workplace. A prerequisite of a transient workforce is the provision of an engaging, caring environment and circumstances that keep employees motivated and committed to fulfilling their roles and responsibilities within the organisation they serve.

The best way of doing this is by creating a culture of trust, transparency, mutual respect and empowerment in the workplace whilst, simultaneously, managing employee engagement effectively to increase productivity,



motivation and morale. Another important component of the HR function during the period under review was the provision of critical support for staff and managers to address the growing needs around mental health. In this way, NICRO focussed its effort on strengthening organisational culture to create an enduring team.

The events that took place during the past year underscored the importance of supporting and caring for our staff. While grappling with the unknowns of a new COVID-19 variant and managing the pandemic's subsequent economic and social effects, South Africa was hit by a wave of devastating riots and violence in July 2021 that resulted in 350 fatalities and massive economic damage due to civil unrest, looting and food riots. The new financial year began amid more devastation and destruction when severe flooding and landslides following heavy rainfall in April 2022, resulted in the death of 448 people, over 40,000 people being displaced and the destruction of more than 12,000 homes in the south-eastern part of the country.

Such events are of the utmost concern to NICRO's management team as they impact severely on the mental health and well-being of our staff, a matter of extreme importance to us.

These events colour how we think, feel and act and determine how we manage stress, relate to others and the choices we make.

For this reason, supporting staff, especially those directly affected, and ensuring the safety and well-being of all our employees, is a fundamental priority.

Despite these challenging and unsettling events, compounded by load shedding, NICRO and its



employees nationwide, have succeeded in adapting to this environment. Thanks to the resilience and flexibility of our staff, who successfully transformed the way they worked, NICRO evolved and grew. As NICRO has continued to advance and develop, so have the strategies we employ to attract and retain talent.

Leadership skills are a critical attribute and team leaders have been charged with the responsibility of empowering their team members with the skills necessary to ensure that they are well equipped to achieve their full potential.

With the rise of automation and artificial intelligence, it is becoming increasingly clear that people skills are more critical than ever, especially for NICRO, if we are to remain cutting-edge specialists and leaders in the field.

In our ever-changing world, NICRO is dedicated to continuing the strengthening of skills within the

organisation and supporting our staff to embrace and prepare for the future. We have been catapulted forward, fast-tracking trends such as automation, digitalisation and innovation.

Applications such as Microsoft Teams, e-Learning and the like have resulted in a rapid transformation within the workplace, especially in terms of how management and staff communicate and learn new skills. Whilst some changes were enforced by COVID-19 at the height of the pandemic, these have since provided a catalyst to reinvent the future of how we work, and we have all benefitted from embracing new mindsets, behaviours and values in an evolving workplace.

ROZANNE GREEN  
NATIONAL HUMAN RESOURCES MANAGER ■



“An organisation, no matter how well designed, is only as good as the people who live in it and work in it.”

~ DEE HOCK

### NICRO B-BBEE Achievement LEVEL 1

Economic Empowerment Qualifying Small Enterprise (Specialised Entity) which include (but not limited to) Non-Profit Organisations, Non-Profit Companies and Public Benefit Socio-economic development beneficiary:



- 94.05% Black beneficiary base
- 70.4% Black unemployed
- 57.3% Black youth
- 25.6% Black women beneficiaries
- 21.7% Black people living in rural areas
- 1.9% Black disabled

NICRO is recognised as a Level One contributor, qualifying as a small, specialised enterprise.

### NICRO National Staff Compliment - March 2022

Positions	Eastern Cape	Free State	Gauteng	Kwa-Zulu Natal	Limpopo	Mpumalanga	Western Cape	Head Office	Totals
Directors								1	1
Departmental Managers								4	4
Area Managers	1		1	1	1	1	1		6
Supervisors	2	1	4	4	1	5	1		18
Finance Officers				1				2	3
Social Workers/Counsellors	9	3	24	19	3	20	12		90
Social Auxiliary Workers		1	16	5		4	7		41
Administrative Staff	4		5	3	2	3	2		21
<b>TOTAL STAFF</b>	<b>16</b>	<b>5</b>	<b>50</b>	<b>33</b>	<b>7</b>	<b>38</b>	<b>28</b>	<b>7</b>	<b>184</b>



## Financial Overview

Having emerged from the COVID-19 pandemic and various lockdown measures, which resulted in a concomitant decrease in fundraising opportunities and income in the previous twelve months, NICRO ended the April 2021 to March 2022 financial year in a significantly more favourable financial position than the year before.

Despite the inevitable challenges arising from the resumption and normalisation of services to pre-COVID-19 levels and the usual cashflow difficulties with which the sector grapples as a matter of course, NICRO more than managed to meet its financial needs during the year under review and the outlook for the coming year is positive.

As we entered the year without significant funding, other than subsidies provided by the Department of Social Development (DSD), we anticipated a challenging financial year, but with challenges come opportunities. In the words of John C Maxwell: "When problems confront successful leaders, they get excited about the opportunity." NICRO embraced its challenges with optimism, and how the landscape changed in a few short months!

We are very pleased to report that NICRO increased its revenue by R4,704,880, thanks to increased DSD funding in Gauteng (for VEP services in Soweto) in addition to funding for an additional service area in both KwaZulu-Natal and North West as well as four additional service sites in Mpumalanga, together with the following new or continued funding partnerships:

- Heineken's partnership with NICRO to prevent under-age drinking in

Kwa-Mashu, KwaZulu-Natal as part of a R5 million initiative,

- Funding awarded by the Mitsubishi Corporation for the implementation of the Safer Schools Safety Ambassadors Programme in seven schools in Gauteng,
- Additional funding from the Criminal Assets Recovery Account (CARA), which provides financial support to organisations rendering services to victims of crime, gender-based violence and femicide (GBVF) for four provinces: the Eastern Cape, Mpumalanga, Limpopo and Gauteng,
- A grant from the GBVF Response Fund to implement a volunteer programme on behalf of the National Development Agency, managed and administered by Tshikululu, awarded for two programmes in the Eastern Cape, and



- A SAB Foundation Social Innovation Reduction of Alcohol Misuse Award for our innovative road safety programme, Shifting Gears.

These grant and awards have spurred NICRO on to believe that what we have engendered as an organisation holds tremendous value in the broader South African society.

The development of NICRO's Client Management System (CMS), together with the establishment of the Learning Management System (LMS), a platform that extends services to all South Africans as long as they have access to data and a smart phone or computer, and the licensing of software for four years, will allow NICRO to generate a small income which can be used for further development of our technological platforms.

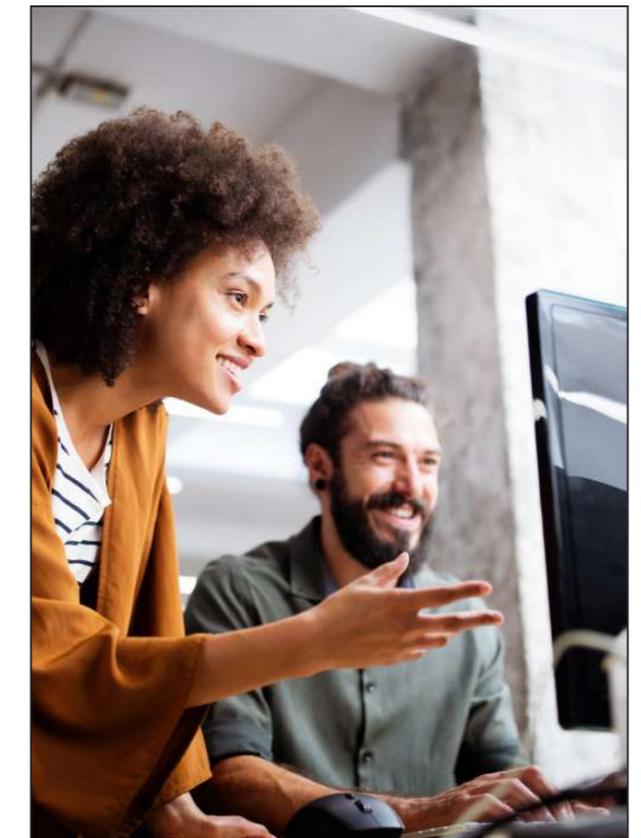
The return to more normal service delivery following the COVID-19 pandemic resulted in NICRO expanding its client base. This inevitably resulted in additional operational expenses, which increased by R2 616 324 on the previous year. However, this is still R3 311 450 less than expenditure incurred in the 2019/2020 financial year. A contributing factor to this result is the good management of these costs by staff, who diligently ensured that every cent spent on programmes, interventions and operations resulted in maximum impact.

In recent years, NICRO's fixed assets (including vehicles and computers) have been aging and have often been used beyond their use-of-life date. During the year under review, we purchased new assets to the value of R2 046 358, a significant increase on previous years, equipping our staff with the necessary resources for optimal service delivery.

We concluded the year with a net loss of R1 263 256, which is an improvement on R2,956,013 recorded for the previous year and the projected budgeted loss of R1 623 549 for the 2021/2022 financial year. NICRO concluded the year with a bank balance of R5 222 739, only R476,919 less than the previous year.

Our gratitude and thanks go to all our donors, grantmaking partners and stakeholders, large and small, who partner with and enable NICRO to realise its vision of a South Africa that is a more hopeful, optimistic, productive and safer country where all members of society can and are eager to contribute positively.

PETER HAWKSLEY  
NATIONAL FINANCE OFFICER ■



## NICRO Donors 2021 - 2022

Adriaan Carter Louw Trust

Aquilina Trading

Bedouin Canopies Pty Ltd

Bisset B Willmott Trust

Boardman, J

Charles Harding Charitable Trust



Edward Stanley Will Trust

EE Carter Trust

Erasmus, The Honourable Judge N

Fulton Trust

GBVF Response Fund

General Council of the Bar SA

Greyvensteyn, Advocate D

HCI Foundation



Kentmere Investment and Trading cc

Makgoba, P



Molwantwa, SN

Moodley, R

MySchool MyVillage MyPlanet

National Development Agency (NDA) / CARA

Noakes Family Charitable Trust

Nussbaum Foundation

Parring, MC

Pillay, J

PS Policansky Will Trust

SAB Foundation (Social Innovation Award)

South African Insurance Crime Bureau (SAICB)

Steyn, H

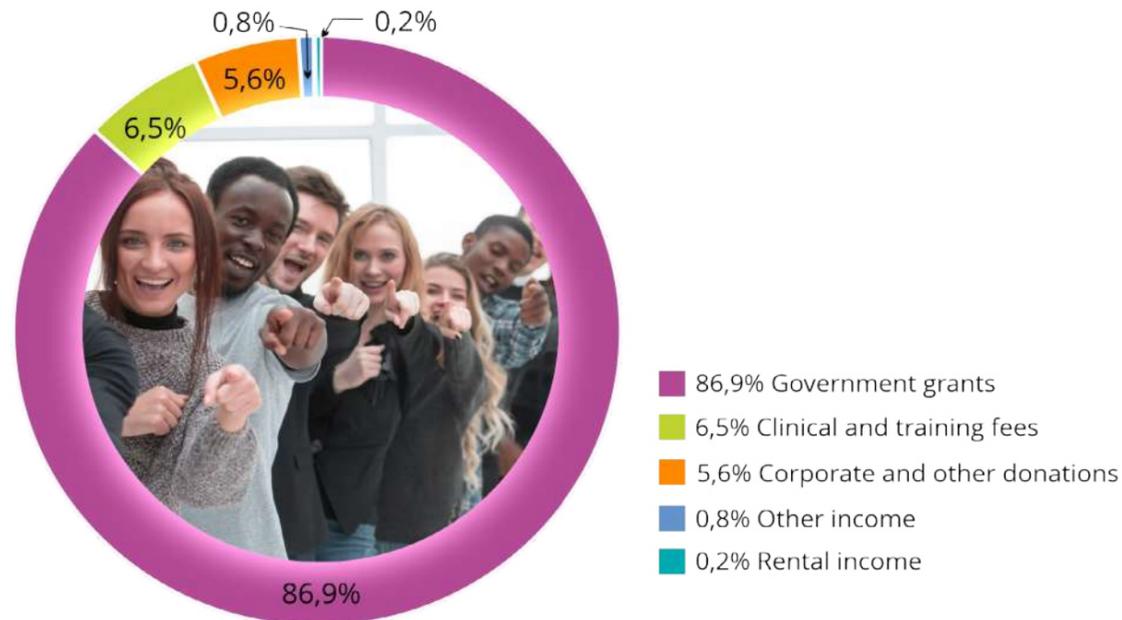
Ubuntu Community Chest (Durban)

Victor Daitz Foundation

Winter, S

Yerolemou, L

## Donations



Revenue	2022	%	2021	%	Variance
Government Grants	R34 055 115,00	86,90%	R30 231 623,00	83,00%	12,60%
Corporate Grants & Other Donations	R2 209 688,00	5,60%	R2 885 428,00	7,90%	-23,40%
Training & Clinical Fees	R2 536 322,00	6,50%	R2 149 496,00	5,90%	18,00%
Other Income	R332 329,00	0,80%	R959 427,00	2,60%	-65,40%
Rental Income	R67 104,00	0,20%	R198 084,00	0,50%	-66,10%
Total	R39 200 558,00	100,00%	R36 424 058,00	100,00%	7,60%





## NICRO contact details

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