



ANNUAL REPORT  
2013 - 2014

*Unlocking the mindset  
of Incarceration*

**nicr**   
FOR A SAFE SOUTH AFRICA



Finding the **KEY** innovative solutions for  
changing the randomness of  
incarceration towards  
rehabilitation

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**NICRO BOARD OF DIRECTORS**

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Ms Celia Dawson	Deputy Executive Director



## The Honourable Judge Nathan Erasmus



*"There is little doubt that imprisonment usually only serves a retributive and community appeasement function"*

In 2004 the Inspecting Judge of Prisons at the time, Judge Fagan, wrote that South African prisons were "bursting at the seams" and made an impassioned plea to reduce the number of incarcerated persons, especially the number of awaiting-trial prisoners. These prisoners remain in prison, waiting to be tried, for an average of three months, although some waited in overcrowded cells for years, he recounted. Judge Fagan also pointed out that 60% of all awaiting trial prisoners were never convicted: *"Until their court appearance they just lie or sit all day in overcrowded cells without any instruction that could improve them. Unnecessary arrests by the police, unaffordable bail and delays in completing cases are the main causes. As regards the sentenced prisoners, use of alternatives to incarceration ... should be encouraged"*.

Although the prison population has been marginally reduced, the situation remains largely unchanged. In reality, punishment and retribution through the use of incarceration has escalated in recent years. Analysis shows that, while both the numbers of persons sentenced to prison and the length of prison sentences have increased, this trend is not necessarily due to the seriousness of the crime. Economic and narcotic offences, for example, make up at least 25 % of the overall sentenced population.

History has shown that the traditional approach to crime and criminals has not reduced criminality to any significant degree. In spite of severe punishment, crime statistics continue to increase steadily and the

prison population remains unacceptably high. While the threat of punitive sanctions probably deters a certain section of the population, there is very little, if any, scientific evidence that severe sentences, or the expectation of these, successfully deter actual or potential law-breakers. This is especially the case when dealing with poorly socialised persons with an impaired sense of judgment, poor control and a low frustration tolerance, as is often manifest in violent offences of an emotional nature. Additionally, experience clearly indicates that incarceration in itself presents no permanent protection for society. All but a few prisoners are eventually discharged, and the majority are subsequently rearrested for further crimes. There is little doubt that imprisonment usually only serves a retributive and community appeasement function, and that the rehabilitation of inmates is severely restricted by a high imprisoned population and the shortage of trained manpower, as well as the prison subculture.

More often than not, prisoners leave prison with no improvement to their behaviour, nor with their ability and resolve to commit crime lessened. Instead, imprisonment often decreases an offender's future prospects: most persons leave prison ill-equipped to lead a constructive life in society and are at a huge disadvantage because they have been in prison. Stigmatisation and marginalisation, and a criminal record, leading to social exclusion often follows imprisonment, resulting in conditions that soon lead to re-offending. This results in what is referred to as the "revolving door effect" and the spiralling of crime.



The theme of this publication explores NICRO's commitment towards changing mind-sets about incarceration and the organisation's many successes in its implementation of a restorative justice approach to dealing with crime and offenders. NICRO continues to emphasise the need for reparation, healing and rehabilitation rather than harsher sentences, longer terms of imprisonment, adding to overcrowding in jails and creating greater risks of recidivism.

NICRO's range of impactful interventions continues to produce success in changing offending behaviour. The Diversion service, an embodiment of and a crucial vehicle for restorative justice pioneered by NICRO in the early 1990s, provides both juvenile and offenders with an alternative to the court process by channelling them away from the formal criminal justice system into a wide range of powerfully developmental, therapeutic interventions that improve outcomes for offenders, their families and society. The Non-Custodial Sentencing (NCS) service, first introduced in 2006 as an alternative to incarceration, has evolved into a credible option for judicial officers. This mandatory behavioural change intervention, which is increasingly being utilised by the courts as a sentencing option for sentenced offenders, includes individual and family counselling, therapy, community service, adult and youth life skills programmes and specialist programmes for substance addiction, anger management and domestic violence, to name a few. A systemic

approach to reintegration ensures that former offenders in receipt of NICRO's offender reintegration services do change their offender behaviour, turn their backs on crime and are welcomed back into the community to the benefit of all.

### Roll of Honour

NICRO continues to celebrate its many successes, thanks to a number of extraordinary people, funding partners and stakeholders who share the organisation's vision of a safe, healthy, crime-free South Africa. We are deeply grateful to the following, and acknowledge the key role that they have played in ensuring NICRO's ability to fulfil its mandate:

- NICRO's Board of Directors for your steadfast commitment, insight, guidance and wisdom,
- Chief Executive Officer Soraya Solomon, for your commitment to this organisation, your vision and creativity, and the passion with which you lead the organisation,
- The management team, staff and volunteers of NICRO, for your on-going allegiance to our quest for excellence as well as your drive, inspiration and commitment, often in the face of adversity, to implementing services of a high quality that make a positive and lasting impact on the lives of those we serve, and
- All our funders, large and small, in cash and in kind. We are especially grateful

to our 'lifeline' funders, the South African government, most notably the Departments of Social Development, Justice and Correctional Services, the National Lottery Distribution Trust Fund, corporate South Africa, trusts, foundations and other grant making agencies, local and international, as well as our individual donors and many partners.

Thank you, one and all, for sharing our belief that NICRO has real, lasting and innovative solutions to crime and a pivotal role to fulfil in changing the face of crime and creating a safe South Africa.

NICRO Chairperson  
Judge Nathan Erasmus



*“The heart of modern rehabilitation lies in the community, quite independent from institutionalisation. In fact, rehabilitative opportunity flowers much better outside of than within prison walls”.*

~ Rotman, 1990

### **NICRO Making Headway towards Achieving Long-term Sustainability**

Research conducted by a South African civil society organisation working in the fundraising arena last year found that no fewer than 80% of non-profits reported retrenching staff and cutting services as a direct result of funding cuts. Trialogue's research into CSI spending found that, since 2008, corporate donations have not increased in real terms while many CSI practitioners also recount that their budgets have been reduced significantly. Added to this, international funders are withdrawing from or changing their strategy in South Africa. A vast array of non-profits have also documented challenges they continue to experience in their efforts to access national lottery and state funding. This scenario is highly unlikely to change in the near future.

Given this challenging environment in which non-profits exist, NICRO has, for some years, worked hard at operating in a more business-like manner while keeping costs down and investing in systems and human resources that make the organisation more efficient, effective and accountable. We have played our part in the funding equation by being the very best stewards of the money we receive from the public and our funders. However, NICRO, like all non-profits, still requires a good spread of income and unrestricted funding so that we can build our reserves, have the capacity to weather difficult financial times, to endure and, most importantly, to thrive. To this end, NICRO's focus this past year has been on implementing our innovative sustainability strategy.

In order to create a positive, sustainable future, it is of fundamental importance that NICRO is able to operate successfully in the present. This continues to be one of the most taxing of all the challenges with which the organisation is faced. Over the last year, the funding situation impacted on NICRO to the extent that the organisation ended the current financial year with a deficit. NICRO has, nevertheless, made steady progress toward achieving sustainability, which, in itself, comes along with another set of challenges. In addition to ensuring that the organisation is sufficiently well funded to continue its current operations, NICRO is also tasked with finding additional resources, both financial and human, to implement new income generation initiatives and its innovative sustainability master plan.

NICRO has, for some time, been advocating for a change in the manner in which the private sector and government provide funding to civil society organisations. In order for the non-profit sector to achieve its goal of long-term sustainability and decrease its reliance on its funders, the government, media and private sector must support the valuable contribution non-profits make, not only in delivering essential services and incubating innovative solutions to South Africa's problems but, most importantly, in their efforts to accomplish sustainability.

### **Incarceration Not the Answer to Reducing Crime**

The effectiveness of imprisonment as a sanction has always been the subject of debate. Whilst imprisonment



should, in theory, bring about behavioural change and offer opportunities for improved education and training, this still does not occur on the scale required. Offenders mostly leave the corrections system worse off than when they entered. Usually no behavioural change has occurred; nor are former prisoners any more able to or motivated to turn their backs on crime. They remain ill-equipped to lead productive lives and contribute constructively to society. On the contrary, the majority of released prisoners return to a life of crime almost immediately.

Despite growing evidence showing that prison mostly fails to rehabilitate people and increases the risk of reoffending, South Africa continues to lock up more and more people, primarily from disadvantaged backgrounds, at huge social and financial cost to society. Harsher sentencing policies and a generally more punitive approach to crime reflects the public's attitude towards the high levels of crime in our country and strong community pressure for law and order.

NICRO remains firm in its belief that many offenders do not need to be sent to prison and that suitable offenders should, instead, be diverted or sentenced to a non-custodial option. NICRO's impactful diversion and non-custodial sentencing services provide concrete evidence that there are better, far more cost effective ways of reducing crime than incarceration. Similarly, NICRO's offender reintegration services, incorporating a range of

interventions and support for incarcerated inmates serving a prison term and released offenders, continue to achieve noteworthy success in changing offender behaviour and reducing recidivism.

If we are truly serious about changing the face of crime in our country, the time has come for all South Africans, civil society, the State and the corporate sector to work together to fulfil their societal responsibility towards all our citizens by promoting and supporting more effective alternatives to incarceration as well as tried and tested reintegration services for former offenders and released prisoners.

### Acknowledgments and Appreciation

This annual report highlights several of NICRO's many fine accomplishments this past year, including the review of the offender reintegration service, the expansion of the NICRO Clinical Unit as well as the Training Unit, which undertakes the specialised, professional training for social service practitioners and other stakeholders, and the steady strengthening of our diversion services for adults. None of these achievements would have been possible without many dedicated, talented individuals, numerous stakeholders and our funders who, together, have reinforced NICRO's efforts to realise our vision of a safe, crime-free South Africa. To this end I would like to pay tribute to and salute the following:

- NICRO's Chairman, Judge Nathan Erasmus, and the Board of Directors for their

- unwavering support, wisdom and guidance,
- The management team, for their determination and commitment to this organisation, and the passion with which they continue to ensure that NICRO endures,
- NICRO's staff and volunteers for their on-going commitment to NICRO's quest for excellence and their dedication to changing the face of crime and improving the lives of all those caught up in the spiral of crime,
- In this spirit of gratitude and appreciation, I would also like to draw attention to and laud the valued and most welcome contributions of our government, particularly the Department of Social Development, the National Lottery Distribution Trust Fund, corporate South Africa, foreign missions and grant makers as well as our individual donors without whose support NICRO could not have changed the lives of a multitude South Africans these past twelve months.

Ms Soraya Soloman  
EXECUTIVE DIRECTOR

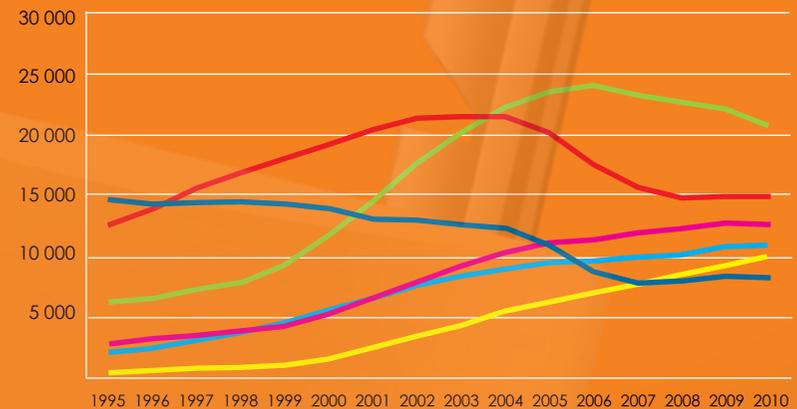
	Per Person	Per 100 People
<b>3 Years</b>	R 355,536.00	R 35,553,600.00
<b>5 Years</b>	R 592,560.00	R 59,256,000.00
<b>7 Years</b>	R 829,584.00	R 82,958,400.00
<b>15 Years</b>	R 1,777,680.00	R 177,768,000.00
<b>20 Years</b>	R 2,370,240.00	R 237,024,000.00
<b>25 Years</b>	R 2,962,800.00	R 296,280,000.00

N I C R   
 T R A N S F O R M A T I O N  
 S O L U T I O N S  
 D I V E R S I O N  
 R E I N T E G R A T I O N

## Incarceration

### Costs of Incarceration (R329.20 per person per day or R9 876 per month)

Life sentences have increased by a whopping 1876% over the last seven years to 2012! Given the costs of imprisonment at R9876 per inmate per month – this translates into a whopping R2 962 800 per person for the period of 25 years !!! i.e. almost R3m per person – at present there are 8556 inmates serving life sentences (2012) – that means at a cost of more than R84 million for one year - can we say the benefit (rehabilitation) justifies the cost? Or that the need for punishment of the crime merits these high costs?



Longitudinal Analysis of Sentences of 10 Years and More

Looking at the sentencing patterns since 1995, we can see that sentences:

- **Between 5 -7 years** have decreased
- **Between 7 – 10 years** increased from 1995 levels until 2003/04, and then decreased
- **Between 10 – 15 years** have increased since 1995 until 2005-2007, and then decreased
- **Between 15 – 20 years** have increased
- **More than 20 years** have increased
- **Life sentences** have increased

### Overview of Services

Over the past year, South Africans have been continuously horrified by the devastating violence perpetrated against defenceless children, the non-ending gang warfare with its blood-letting activities, and the deplorable rape of defenceless young persons and even babes-in-arms. The torture that victims undergo alongside the deliberate mutilation to their defenceless bodies, defies understanding. NICRO's experience is that these acts of mutilation demonstrate extreme anger, which is beyond control, and that gang rape is often an expression of 'punishment'. How is it possible that human beings can be so extremely cruel and brutal? Young girls are left for dead – sometimes showing remarkable determination to stay alive long enough to provide some evidence for police to apprehend the perpetrators, and crucially, to provide families with an opportunity to comfort them and derive some comfort themselves, and perhaps say goodbye.

It is in within settings such as these that NICRO offers its services – taking on the task of rehabilitation and changing offender behaviour. NICRO understands that the abject crime situation in our country cannot be divorced from its context. Our social fabric is characterised by extreme social deprivation within which the problem of low self-esteem, hopelessness and helplessness, with nothing of value to live for, no aspiration and no inspiration, can fester. These elements ferment to form a lethal cocktail which is an explosion waiting to happen.

During the last year, NICRO has introduced a new focus into its portfolio of services viz. Reforming gang members. A cautious start has been made, in partnership with a community based organisation and with the support of the local authority. Society's understanding of the sociology of gangsterism and gang activity still falls far short of unlocking the key to absolute success. This is the reason NICRO has entered into a discourse on the psychology of gang violence, and the role of multiple trauma in giving rise to the brutality that we see in individual and gang-related crime.

NICRO's range of innovative programmes continues to produce success in changing offending behaviour. We have no doubt that perpetrators can change, although the challenge to continue with this critical work is much greater than before. The review of our offender reintegration services has led to the introduction of the Ithuba Programme; and our clinical services have uncovered a great need in assisting young children exhibiting early onset of anti-social behaviour professionally, given that early identification and therapy can alleviate and lessen the risk of developing serious offending behaviour in adolescence and adulthood.

The need for NICRO's services is not always matched by commensurate support from society and its institutions – our excellent team of social service practitioners ply their trade at the lowest level of compensation! They all deserve the highest commendation from society for doing this critical work on behalf of a society that does not always show its appreciation. NICRO continues to believe in investing in our country's human and social capital and will continue to offer its services as it has done these past 104 years, albeit under the most trying circumstances in recent years.

In this publication, we outline some highlights of the work we have undertaken during the course of the past financial year.



Celia Dawson  
DEPUTY EXECUTIVE DIRECTOR



### **Diversions Overview**

Diversions ensure that suitable offenders are diverted away from the formal criminal justice system into tried and tested therapeutic programmes which facilitate and support behaviour change and successful reintegration, while effectively reducing the risk of re-offending. Offenders are not subjected to a trial; they are not convicted and, for this reason, do not receive a criminal record. Both adults and children may be diverted. Diversion for children is set out in the Child Justice Act of 2008.

NICRO, together with Lawyers for Human Rights and senior state prosecutors, pioneered the first formalised diversion programme for children and youth in conflict with the law in the early 1990s. Adult diversion services, introduced in 2008 and currently the most utilised of all NICRO's services, increased from 56% in 2012/13 to 61% in 2013/14. NICRO is the primary provider of accredited adult diversion services in the country.

### **Adult Diversion Services**

The increase in adult diversion referrals is primarily as a result of NICRO's exceptional track record and evidence-based best practice in the delivery of youth diversion services as well as its extensive lobbying for the diversion of adults who have committed non-violent, less serious petty crimes. NICRO's extensive marketing of its non-custodial sentencing has also had a positive spin-off and served to highlight our diversion work with adult persons in conflict with the law. NICRO's adult diversion services are proving especially beneficial as offenders are able to continue working and supporting their dependents, take responsibility for their actions and assisted to make amends. They are simultaneously afforded access to significant life skills development and personal empowerment opportunities, and a real chance at turning their lives around and steering clear of further criminal activities.

In light of the increase in adult diversion referrals, NICRO developed manuals for a number of adult diversion programmes including Adult Life Skills, Anger Management and the Road Offences Panel Programme. The development of a specialist drug prevention programme for adults is currently being intended to.

### **Youth Diversion Services**

Youth diversion services decreased from 26% in 2012/13 to 22% in 2013/14. This is a lingering effect following the promulgation of the Child Justice Act. Although diversion has been firmly entrenched in the criminal justice process, it appears as if the decreases in the number of children being diverted are mainly due to the fact that fewer children are entering the child justice system. The Department of Justice has commissioned research into the reasons for the decrease in the number of children entering the justice system, which is likely to include a review of police procedures and whether police officers and other stakeholders have received adequate training on the provisions of the Act and its implementation. We await the findings of this research.

Furthermore, where NICRO was once the sole provider of youth diversion services some years ago, diversion programmes are now provided by a wide range of service providers throughout South Africa, including the state as well as other non-profit and for-profit service providers. Additionally, youth diversion is of focal concern for the Department of Social Development and in certain provinces, such as the Western Cape, these services are rendered exclusively by the Department, and no subsidies are provided for this work.

NICRO, nevertheless, continues to influence youth diversion both through the training of the Department of Social Development's social workers, direct services, including criminal capacity assessments, research, advocacy and lobbying. During the past year NICRO trained social workers from the Department of Social Development in the Northern Cape, Free State, Mpumalanga, Gauteng and Limpopo.



## **NICRO Submission to the Judicial Matters Amendment Bill Meets With Success**

The Child Justice Act of 2008 aimed to establish a criminal justice system for children in conflict with the law, ensuring that such children were protected in accordance with the values underpinning the South African Constitution and South Africa's international obligations. Key features of the Act included the possibility of diverting matters involving children who had committed offences away from the criminal justice system, ensuring that child offenders are held accountable for their actions and preventing child offenders from committing further offences, thereby promoting crime prevention and a safer South Africa. In May 2013 NICRO made a submission to the Portfolio Committee on Justice and Constitutional Development following a call for public submissions after the Judicial Matters Amendment Bill, a composite piece of legislation proposing amendments to several Acts including the Child Justice Act, was tabled. NICRO's submission focussed on: (i) expungement of criminal records; (ii) criminal capacity evaluation/assessments of children; and (iii) children injured or traumatised in police custody - the need for independent monitoring.

In response to the proposal to further regulate the evaluation of the criminal capacity of a child, NICRO fully supported the amendment of Section 97 of the Child Justice Act related to persons suitable to undertake the assessment of the various aspects of an individual's child development (psychological, social, moral, emotional and cognitive) in order to evaluate the child's criminal capacity. NICRO recommended that suitable social workers be added as a group of professionals fit to undertake such assessments, with suitability being defined in terms of their experience in working with children in the criminal justice system as well as their expertise in undertaking such assessments.

Legislation has subsequently been broadened to allow for other categories of persons to conduct criminal capacity assessments of children in conflict with the law. This now paves the way for NICRO to motivate that social workers be included as suitable persons to undertake these specialised assessments.

## **Offender Reintegration Overview**

Offender Reintegration remains a vital component of NICRO's services. As our core service, it is the *raison d'être* for NICRO's existence. Given that South Africa has 242 prisons housing some 160 000 inmates, an average of 23 000 prisoners being released daily and an admission rate of approximately 25 000, it is evident that services during and post incarceration are crucial contributions to achieving the goal of changing offender behaviour and reducing recidivism. One of the predominate features of South Africa's offender profile is that most of those who are admitted to prison have committed crime before.

NICRO began reviewing its Offender Reintegration (OR) service in early 2013. The OR service refers to a range of services including support and interventions rendered to incarcerated offenders serving a prison term, as well as those who have been released. The overall goal of the service is to reduce the likelihood of reoffending through participation in tried and tested behaviour change programmes and facilitating successful offender social reintegration. This can include a range of services and methodologies targeting not only the offender or former offender, but also members of his or her family.

The review of the Offender Reintegration service is intended to be the first step in revitalising the work NICRO does with incarcerated and released offenders. The current OR review comprises the following elements:

1. A literature review of current evidence-based practice for effective offender reintegration,
2. A summative analysis of all past research conducted within the scope of offender reintegration in order to extract the main lessons learned,
3. A summative analysis of the programme impact reviews of the Tough Enough Programme, which has formed the mainstay of NICRO's OR service for many years,
4. Focus groups with criminal justice and community development practitioners

5. Survey-based research with members of the general public, offenders, offender family members, NICRO staff and all criminal justice stakeholders,
6. Final recommendations and mapping of a suggested revised OR service, and
7. The drafting of specific Offender Reintegration programmes to be delivered by social workers.

The review will be finalised up to the recommend stage by the end of 2013. It is hoped that implementation of the revised OR service will commence during the course of 2014. Anticipated focus areas which have emerged from the research to date include:

- Increased community presence of NICRO,
- Substantial resources invested in post-prison release reintegration work,
- Integrating elements of victim support and possible victim offender mediation,
- Income generation support,
- Increased focus on family reintegration and reconstruction,
- A focus on babies behind bars and the family or community placement of children of incarcerated mothers, and
- Mental health of prisoners.

### Training Unit

Established in 2012 to undertake the specialised, professional training for social service practitioners and other stakeholders, the NICRO Training Unit has gone from strength to strength. During the period under review, April 2013 to March 2014, a total of 729 participants attended 28 training workshops conducted nationally on a wide range of topics including:

- Understanding criminal thinking
- Supporting children exposed to violence in the home
- Understanding and managing teenage behaviour
- Gender-based violence

- Assessment and behaviour modification
- Social work in the criminal justice system, and
- Domestic Violence

Participants attending the workshops represented many professions with diverse backgrounds and included medical students from the University of Cape Town, police officers, criminologists, social workers, child and youth care workers and even parents. Feedback from participants was very positive. The general consensus was that the training experience greatly enhanced the skills and knowledge of the participants, enabling them to challenge and reflect on how their own practices and behaviour can contribute to a safer society. Several participants shared their thoughts about the training they had attended:

*"I think it's an excellent programme and I hope that many more social workers can experience it so that they can help their clients understand their behaviours."*  
~ Johannesburg participant

*"The trainer know her story and she answered almost all questions successfully. I really enjoyed being trained by her. I have no complaint; I cannot even make up one even if I wanted to."* ~ Johannesburg participant

*"I was fascinated by the topic and information shared was practical, informative and useful."* ~ Cape Town participant

*"I will attend a NICRO workshop again."* ~ Cape Town participant

*"The work done added to existing knowledge and challenged me to think critically about my work and how I do it."* ~ Johannesburg participant

*"Stimulating mentally and challenging on things one takes for granted in the workplace and life in general."* ~ Johannesburg participant

*"I had a good experience of the training; it was eye opening, informative and thought provoking ~ Port Elizabeth participant*

*"The training was so interesting and the skills I've attained will be very useful during the different programmes that we do." ~ Port Elizabeth participant*

*"I've gained a lot not only for work but for my own family and for my community. I will be able to assist where it's needed." ~ Port Elizabeth participant*

*"The lecture highlighted the fact that as doctors, we will often be a woman's first port of call after an incident of domestic violence, and we are obligated to help her by giving info and referring." ~ Medical student*

*"The lecture changed my attitude regarding what doctors can actually do, and the fact that doctors can help in these situations." ~ Medical student*

*"We've had lectures on the matter before. Today for the first time however, I realized my role as a health professional in helping to change the status quo. Domestic violence has been made relevant & tangible in my life and profession. Thanks to the facilitator." ~ Medical student*



**Domestic violence training with police officials in the Western Cape**



**A criminal thinking workshop in Gauteng**

#### **"Hitting The Target" training workshop with SANCA in Nelspruit**

In addition to the training programmes which were conducted, the Training Unit also finalised and submitted the following ten training programmes for accreditation to the South African Council for Social Service Professions (SACSSP):

- Criminal Behaviour Foundations: Understanding Criminal Thinking (10 CPD points)
- What to Do: Supporting Children Exposed to Violence in the Home (5 CPD points)
- Hitting the Target: Getting the Best out of Teenagers (19 CPD points)
- Social Work and the Law: The Child Justice Act (10 CPD Points)
- Facilitating Restorative Group Conferences: An Introduction to the use of Restorative Practices in responding to Crime and Conflict (15 CPD Points)
- Social Work in the Criminal Justice System: What Probation Officers Need to Know (20 CPD Points)
- Psycho-Social Assessment (15 CPD Points)
- An Introduction to Diversion (15 CPD Points)
- Gender-based Violence (20 CPD Points)
- Bullying: What Teachers need to Know (15 CPD Points)

### Clinical Unit

Established in 2012, the NICRO Clinical Unit aims to contribute towards building a safer South Africa by providing comprehensive specialised assessments, especially for the criminal justice system, therapeutic services and early intervention services to individuals and families by addressing risk factors that heighten the chances of individuals coming into conflict with the law.

All individuals and families experience difficulties, challenges and crises related to raising children, maintaining effective relationships, coping with trauma and handling difficult changes. Most of the time people resolve these challenges using their own resources or with help from friends and family. At other times, they need assistance from trained therapists and counsellors. The less connected people are to community, friends and family, the more vulnerable they are when confronted with a crisis. Research indicates that children within families that are unable to resolve crises effectively as they arise are at greater risk of getting into trouble with the law. For this reason, early intervention when children start exhibiting challenging behaviour can reduce the risk of early onset delinquent behaviour.

The specialised services of NICRO's Clinical Unit, which include assessment, therapy and counselling services, helps people acquire awareness, understanding, knowledge, skills and perspectives to raise healthy children, build strong relationships, heal from trauma, take responsibility for themselves and navigate successfully through change.

These services are provided at a cost based on affordability and include the following:

- Criminal capacity assessments
- Comprehensive clinical and psycho-social assessments
- Expert testimony
- Psychological assessments
- Psychotherapy
- Play therapy
- Family counselling
- Couples counselling
- Trauma counselling
- Parenting support and
- Restorative group conferences.

During the financial year under review, the Clinical Unit assisted 48 families with a variety of issues ranging from behaviour resulting in serious criminal offences to supporting small children to learn how to express themselves in developmentally appropriate ways. Collectively the unit worked with 120 individuals, providing a range of services including assessments, counselling, restorative group conferences and therapy. Clients accessed these services mainly through referrals from private lawyers and community sources.

In January 2014 the NICRO Clinical Unit and UNISA's Department of Criminology and School of Law entered into a partnership to undertake research on criminal capacity assessments of children between the ages of 10 and 14 years. This initiative made funding available to the NICRO Clinical Unit to assist families with children in conflict with the law who were unable to source expert services for their children. Various research papers will be published following the completion of the research. The NICRO Clinical Unit is also planning to submit recommendations about criminal capacity assessments for children when the Child Justice Act 75 of 2008 is reviewed in 2015.

The Clinical Unit has also developed three group-work based programmes for children aged six to ten years for the National Department of Social Development:

1. ***I Live Programme*** - a life skills programme for children which addresses basic life skills relevant to the developmental stage of middle childhood. NICRO completed both a facilitator and a participant manual.
2. ***The Voices and Choices Programme*** - a substance abuse programme developed to address substance abuse issues relevant to the developmental stage of middle childhood. A facilitator manual, a participant manual and a general information manual on substance abuse and addiction was completed.
3. ***Hlaziya Ithemba (Renewed Hope)*** - a programme for children with challenging sexual behaviours, which was specifically developed to address the sexual behaviours of children who harm other children. The programme consists of four manuals: a facilitator manual, a participant manual, a parent guide and a general information guide for social workers.

In addition to the above mentioned programme manuals, a guide on working with children aged six to ten years years was also developed for social workers who will deliver these programmes. This guide provides general information about the developmental stage of middle childhood and provides guidelines on how to engage with these children around their behaviour.



**A selection of programme manuals developed for the Department of Social Development by the NICRO Clinical Unit.**

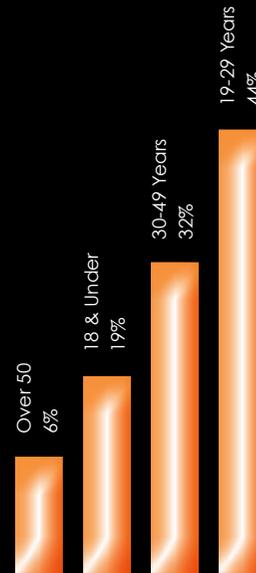


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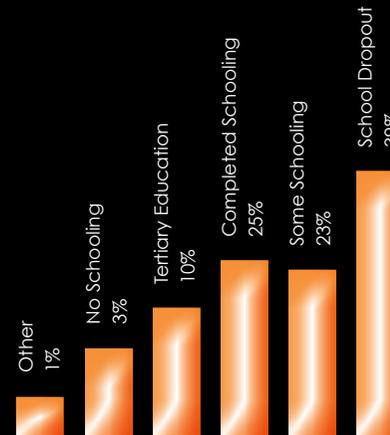


Source of Conflict with the Law

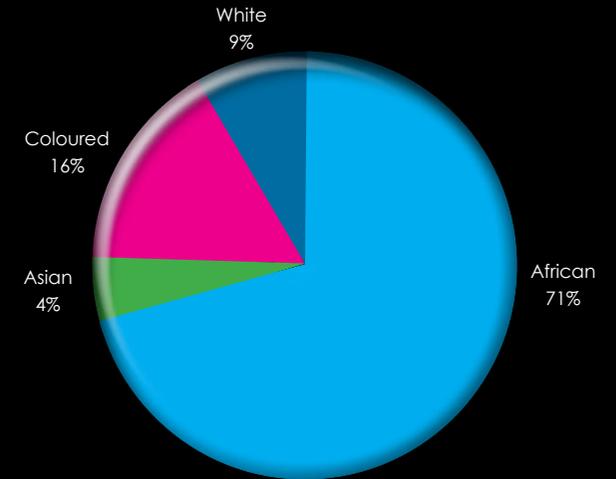
Crimes falling into the category "Other" include reckless driving/driving without licence; fraud; defeating the ends of justice/perjury/crimen injuria; illegal possession of firearm/ammunition; pointing a firearm/negligent discharge of firearm, among others.



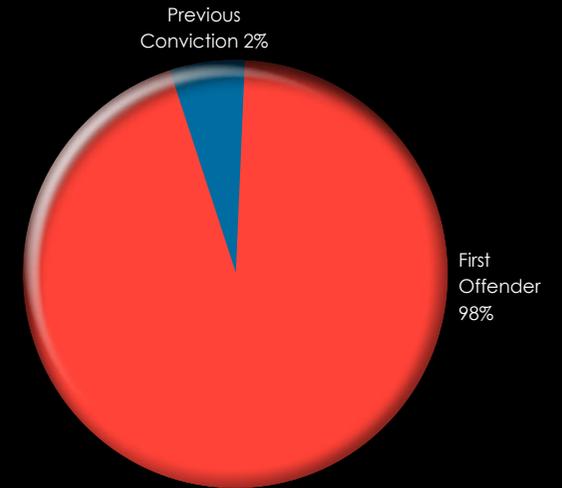
Age Distribution of NICRO Clients



Educational Status



Racial Distribution of NICRO Clients

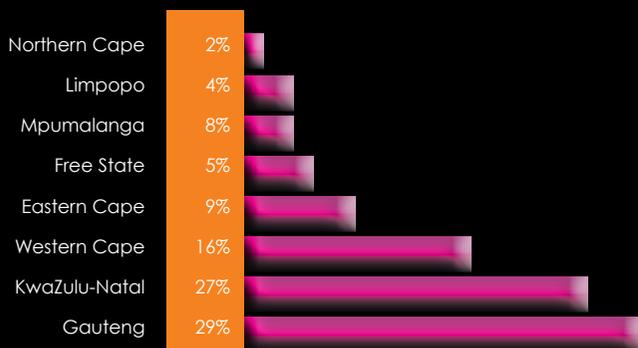


Offender Status



### Percentage of Clients by NICRO Programme / Services

Services falling into the category "Other" include the Perpetrator Programme, the Journey, the Parenting Programme, Matrix and Me & My Family, among others



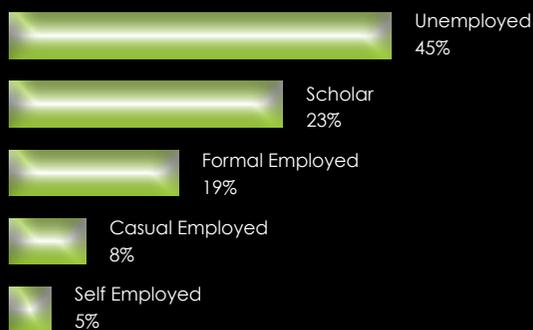
### Service Distribution by Province



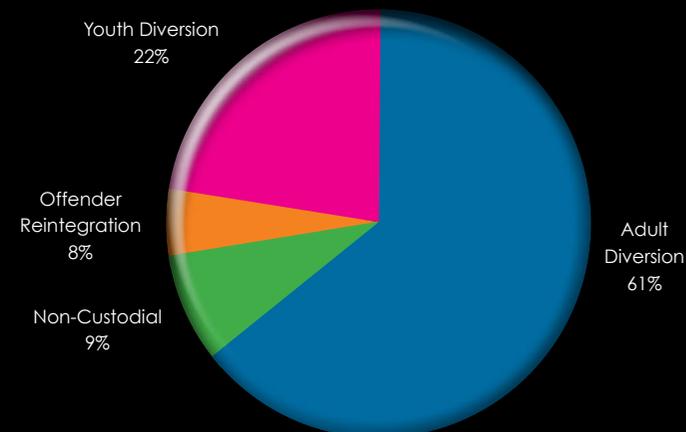
### Gender Distribution of NICRO Clients



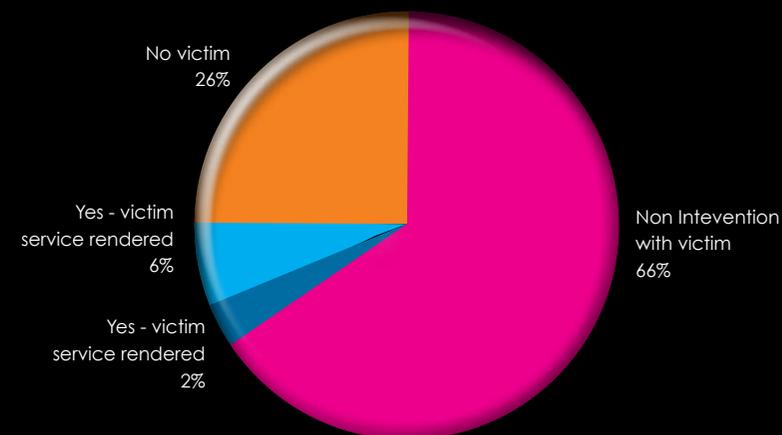
### Offender Status



### Employment Status



### Service Stream



### Work With Victims

*“It is through public policy and advocacy work, that we are able to shape and transform society.”*

Democracy in South Africa means that all citizens have rights and responsibilities that offer full participation in processes that seek to influence the laws and policies of our country. Democracy is an exciting arena in which to hone the skills of advocacy and to shape public policy.

During the period April 2013 to March 2014, NICRO's Advocacy and Lobbying portfolio has been a hub of activity countrywide. Some of the key areas we have focused on this past year have included:

- Increasing public support for alternatives to incarceration,
- Ensuring that prison conditions and prison reform receive the critical attention that is so necessary,
- Improving collaboration with other organisations and individuals working with offenders in and out of prisons as we pursue the development of a national offender reintegration strategy,
- Improving access to appropriate, quality restorative justice interventions, including working more closely with the Department of Correctional Services,
- Forming meaningful alliances around budget reform,
- Creating a common understanding of the psychology of violence in South Africa in an attempt to deal with the root causes and drivers of crime, and
- Lobbying the relevant national parliamentary committees and the provincial legislatures to afford attention to the effective implementation of policy and legislation, as well as law reform in areas that affect people who find themselves in conflict with the law and their families.

We have also actively contributed to various forums, roundtables, workshops and seminars by sharing and acquiring information on the reintegration of offenders, alternatives to imprisonment, the rights of offenders and other key areas of NICRO's work. Additionally, we have engaged with and made meaningful contributions to discussions and strategies around gang management, offender reintegration and youth development.

During the period under review NICRO attended parliamentary committee meetings of the Portfolio Committees on Correctional Services, Justice and Constitutional Development, Women, Youth and People with Disabilities as well as Social Development. We also made a number of parliamentary submissions, which included:

- The Department of Correctional Services' 2012/13 annual report,
- The Department of Correctional Services' 2013/14 budget vote and annual performance plan as well as the Department's 2013/14 to 2015/16 strategic plan,
- The Judicial Inspectorate of Correctional Services' 2012/13 annual report
- The Judicial Matters Amendment Bill, where we raised issues of law reform in the area of (i) expungement of criminal records; (ii) criminal capacity evaluation / assessments of a child; and (iii) children injured or traumatised in police custody and the need for independent monitoring.

At the end of the 4<sup>th</sup> Parliamentary term, NICRO also provided a summary of key issues that the organisation has brought before the Portfolio Committee on Correctional Services over the past four years for the Chairperson of the Committee. This summary was prepared for inclusion in the legacy handover



report to the 5<sup>th</sup> Parliament's Portfolio Committee on Correctional Services. We also supported the lobby to pass the Prevention of Torture Bill, which was successfully adopted by Cabinet and signed into law in July 2013, and opposed efforts of the Traditional Courts Bill being accepted in its current form, which later was rejected by all nine provinces of the National Council of Provinces (NCOP). Establishing and joining alliances and networks, as well as engaging with the community around various advocacy and lobbying initiatives are key to effective advocacy. NICRO has been active across the country and is currently an active member of the National Network on Reducing Reoffending Driver Group (NRR), the Detention Justice Forum (DJF), the National Child Justice Alliance Driver group, Child Justice Forums and Case Management Forums across various provinces, the Western Cape Network for Peace and Development, and Provincial Family Forums. We have also been lobbying extensively for a halfway house for offenders returning to the community from prison.

The National Network on Reducing Reoffending Driver Group met twice in the period under review and has busied itself with the development of draft norms and standards for organisations working with offenders. Regional consultation workshops in the Western Cape, Eastern Cape and Gauteng are planned for June/July 2014, with NICRO hosting the Western Cape workshop in July 2014. Over the past year, the Detention Justice Forum has spearheaded a media campaign and parliamentary lobbying initiative as well as constructively engaging directly with ministers and government department officials around various issues affecting prison reform and criminal justice, with NICRO contributing towards and endorsing many petitions and press releases. We have also worked closely with various government departments and oversight bodies such as the Judicial Inspectorate of Correctional Services (JICS), the South African Human Rights Commission and the Gender Commission.

We have initiated and joined working groups which focus on a variety of issues. These have included the Psychology of Violence workshop's working group, an alternative prison model working group; the Article 5 Initiative working for the prevention and eradication of torture in Africa, the Budget, Expenditure and Monitoring Forum (BEMF), an informal working group of organisations working in prisons, a working group on offender reintegration collaboration and a restorative justice working group. We also plan on reviving the working group of practitioners engaged in programmes for abusive men. There have been several informal working groups on initiatives conducted in correctional centres and focussing on offender reintegration, which include discussions around job creation, halfway houses, employment and enterprise development as well as mentoring offenders on their journey from prison to the outside world. In an attempt to support efforts to streamline collaboration in the field of offender reintegration, NICRO hosted a very successful Offender Reintegration Imbizo in the Western Cape in September 2013. We also presented a paper on evidence-based practice on offender reintegration. NICRO has aspirations to lead the establishment of offender reintegration forums throughout the country.

The media is a particularly important resource, and NICRO has both proactively and reactively worked with the media to educate and inform individuals and communities about a variety of issues. We also made a contribution to the Treatment Action Campaign's work on TB in prisons.

NICRO has also embarked on two campaigns. The first involves law reform in the area of criminal record expungement, as it *"has become increasingly apparent that criminal records are acting as a social reintegration barrier to offenders who wish to reintegrate back into society. These issues have been brought to the attention of NICRO by ex-offenders who have appealed to NICRO to assist them in moving forward with their lives. Unfortunately, their criminal records bar them*

*from accessing opportunities such as education (via bursaries) and employment. If South Africans wish to promote offender social reintegration and reduce the likelihood of reoffending, we must, collectively, reconsider the effect of criminal records on the lives of specific kinds of offenders. We need to consider whether the imposition of sentencing and lengthy criminal records exert a punitive effect on the lives of offenders beyond the scope of fair justice. ... As a solution to this problem, NICRO is proposing that the current criminal records expungement process be simplified, the length of ten years be reconsidered for all instances, and its applicability made broader than is currently the case" (Extract from the draft of NICRO's Submission to Parliament on Criminal Records 2013/14).*

In 2013, the White Paper on Families, led by the Department of Social Development, was adopted as an integrated policy framework for government. Over the years NICRO has been an active supporter of the role of the family in effective offender reintegration and as the nucleus of a healthy society. For this reason, the organisation was pleased to support the Office for International Diplomacy, the Western Cape Department of Social Development and the Catholic Parliamentary Liaison Office's (CPLO) initiative to jointly host a series of six roundtable events in 2014, in an effort to mainstream the issue of families across various sectors and as an integral policy issue across a range of government departments. Some of the key topics that these roundtables will feature include *The State of the South African Family* (28 February 2014), *Celebrating the International Year of the Family – Looking at Policy and Human Rights Issues* (scheduled for May 2014); *Youth Resiliency and Families* (June 2014) and *Families Affected by Incarceration* (October 2014). Other possible topics could link with Women's Month (August 2014) and Heritage Month (September 2014).

In April 2014, NICRO partnered with the Centre for the Study of Violence and Reconciliation and Masekhane Development Solutions to host well-known author and psychologist, James Garbarino, at a two day seminar entitled "Understanding Killers". This resulted in the formation of a working group, the Understanding the Psychology of Violence working group, which will continue to host seminars / workshops and conduct ongoing research on violence in South Africa to create a greater awareness about and an understanding of the psychology of violence in this country within government, civil society and stakeholder circles as well as in our local communities. This, in turn, will serve to inform strategy, policy and practice and - we believe - will bring much healing and restoration as we start tackling the root causes and drivers of violence in our society. Another one-day workshop is planned for Cape Town and Johannesburg in August 2014.

In order to be effective in its advocacy and lobbying efforts, NICRO continues to keep abreast of the latest developments and research in the country and abroad as these relate to law, practice and policy reform, and is a member of many online forums and discussions. NICRO participated in a structured international online exchange and learning programme on human rights, the ELLA Learning Alliance (LEA) on Human Rights, with participants from Latin America, Africa and South Asia from January through to May 2013. This initiative had as its primary aim, the bringing together of people and organisations facing similar development challenges who wish to learn from each other. Most of the exchanges and learning took place online through platform established for this purpose. The programme also included a study tour to Mexico for 11 participants. Many new ideas about criminal justice reform and human rights oversight have subsequently emerged, which NICRO will look at working on in South Africa.



Non-custodial sentencing (NCS) is a sentencing option which allows offenders to serve their sentence in the community rather than in prison. This alternative to incarceration ensures that lower risk offenders are not exposed to hardened offenders and do not suffer the stigmatisation of imprisonment. They also do not have to cope with social marginalisation, which is inevitable when an offender is released from prison.

NICRO ended its five year Non-Custodial Sentencing (NCS) project funded by DFID UK Aid in September 2013. The project, which was launched in 2009, achieved the following since its inception:

Service Components	Cumulative Data
Referrals	6 903
Assessments	6 381
Intake	5 158
Non-compliance rate	4% (average)
Imprisonment rate for non-compliance	1% (average)
Local steering committees established	27
Community members reached	13 558
Individuals reached through lobbying and advocacy initiatives	5 677
Individuals reached through stakeholder engagement	5 327
NICRO staffed trained	1 541
Sentence recommendation acceptance rate (ncs)	88% (average)
Media roundtables conducted	47
Lobbying and advocacy meetings held	736
Community engagement workshops conducted	304
Stakeholder workshops conducted	384
Rand value of media work	R 14 517 133

NICRO would like to thank DFID for their generous support of our work. NCS continues across NICRO as part of our core services to people in conflict with the law.

### Research Studies

In 2013, NICRO renewed its focus on producing and publishing research. This included both internal and external research. The following internal studies were undertaken in during the 2013 /14 year:

- Adolescent Drug Abuse and Prevention Treatment (ADAPT) programme review
- Adult life skills programme review
- Independent impact evaluation
- Policies, standards and procedures review
- Redevelopment of adult life skills pre- and post-testing tool
- Road Offence Panel Programme manual developed
- Road Offence Panel Programme impact evaluation tool development
- Safety Ambassadors Programme development
- Youth Empowerment Scheme (YES) programme review
- Offender Reintegration service review

In addition to these internal study projects, NICRO also undertook some notable external research:

- Criminal thinking errors research and programme development
- Project completion report on NCS
- Independent impact evaluation of the NCS project
- Diversion training programme manual developed
- NCS training programme manual developed
- Reflection, Learning and Risk: Experiences in Measuring Community Engagement Impact in the Social Work Context
- Towards Evidence-Based Corrections: Establishing Baseline Profiles of Offenders Receiving Social Reintegration Services in South Africa

### Publications

The following work was published:

- Non-Custodial Sentencing: Developments and a Case Study from Civil Society

# INNOVATIVE SOLUTIONS REHABILITATION

**There are 571 psychologists and social workers for a prison population in excess of 150 000**

According to their White Paper, rehabilitation is the primary goal of the Department of Correctional Services– yet we only have 571 professional therapists (social workers and psychologist) for approximately 150 000 inmates – i.e. one for every 262 inmates. How can the Department reach its goal of rehabilitation with so few resources.

Indicator	2008-2009	2009-2010	2010-2011	2012-2013	2013-2014
# social workers	377	503	488	503	504
# psychologists	3	10	55	57	67
# educationists	431	429	416	447	463

## Rehabilitation and Reintegration

In South Africa, rehabilitation and reintegration services are only available to inmates serving sentences of 24 months or longer.

### Access to Rehabilitation and Reintegration Services

Indicator	2008 - 2009 (N = 109 877)	%	2009 - 2010 (N = 114 972)	%	2010 - 2011 (N = 113 571)	%	2011 - 2012 (N = 112 467)	%	2012-2013 (N = 104 878)	%
# offenders attended social work sessions	116 115	106%	208 861	182%	134 358	118%	40 469	36%	104 073	99%
# offenders attended psychological sessions	9 073	8%	9 494	8%	No figure given	na	No figure given	na	20 865	20%
# offenders attended formal education	15 130	14%	21 552	19%	26 320	23%	25 224	22%	22 351	21%
# offenders attended sports, recreation and arts and culture programmes	108 887	99%	127 293	111%	126 416	111%	99 105	88%	54 717	52%
# offenders per day in production workshops	1 834	2%	1 745	2%	1 693	1%	1 608	1%	3 110	3%
# offenders per day working in agriculture	2 741	2%	2 905	3%	2 906	3%	3 215	3%	1 515	1%

## Western Cape

The year under review has been marked by noteworthy achievements in the delivery of diversion and offender reintegration services, crime prevention initiatives, relationship building and the training and development of NICRO staff in the Western Cape. Target attainment improved notably with a total of 6 418 clients benefitting from some form of service or intervention rendered from two offices, correctional facilities and other local venues throughout the province. Interventions included, amongst others, intake, assessments, therapeutic counselling, specialised group work programmes and family support offered in terms of our Diversion, Non-Custodial Sentencing and Offender Reintegration services. Diversion continues to be the most widely distributed and utilised NICRO service in the province.

### Highlights and Noteworthy Achievements

- NICRO successfully negotiated a partnership agreement with Brandvlei Correctional Centre to render offender reintegration services at the facility. This created an opportunity to expand our offender reintegration services in the Western Cape.
- SANTAM renewed their welcome financial support of the Safety Ambassador Programme, a crime prevention initiative for youth at-risk, which enable us to introduce the programme at an additional school in Khayelitsha.
- The United Nations Office on Drugs and Crime (UNODC) also continued its partnership with NICRO and as a result, we were able to implement a drug and substance awareness programme at a school in Langa.
- NICRO has strengthened its crime prevention services in schools after entering into a funding agreement from the Department of Education. This prevention initiative focusses on promoting positive and healthy alternatives to substance abuse.
- The funding partnership with SAB (South African Breweries) benefitted many clients who participated in a newly designed educational programme for persons who have committed road offences, the Road Offences Panel Programme. We are proud to report a 100% target attainment and that all clients who completed this programme have demonstrated the desired change in thinking and behaviour.
- NICRO was selected to train a group of student resource officers to equip them to manage the behaviour of learner from restorative justice perspective.
- NICRO has established a new partnership with FK Norway (Fredskorpset, the Norwegian Peace Corps) which has funded an exchange programme to assist former offenders to reintegrate successfully into the community. The "Help! I am Free" project is a pilot rehabilitation programme for inmates at Pollsmoor Correctional Centre. Using theatre as a tool for empowerment and a therapeutic means to overcome adversity, the programme aims at provide clients with new skills and opportunities, enabling them to better more effectively with life after prison.
- NICRO was pleased at having the opportunity of providing life skills training for a group of prosecutors as part of a court teambuilding programme.
- During a 16 Days of Activism campaign, NICRO was appeared as guest speaker at a Bellville Community Corrections event which focussed on domestic violence. The audience comprised female probationers who had been victims of domestic violence at some stage in their lives.
- NICRO shared the results of the impact evaluation report on our Non-Custodial Sentencing service at a provincial stakeholder roundtable.
- As some 34% of NICRO's clients have committed a drug related offence, NICRO entered into working agreements with Matrix clinics in the province. This will ensure that a more holistic service can be rendered to clients with substance abuse challenges as well as to their families.

### Crime Prevention Initiative

The Safety Ambassadors Programme, our schools-based crime prevention initiative, has provided an important platform for NICRO to establish a presence in the communities in which participating schools are located. Community members are becoming increasingly aware of NICRO the organisation and the services we render. As a result, NICRO is becoming more and more popular as a source of support and as a community resource. Similarly, the Safety Ambassadors Programme has provided access to other NICRO services, such as offender reintegration, non-custodial sentencing, diversion and therapeutic counselling.

### ADAPT Programme

NICRO is deeply grateful to the Western Cape Department of Education for funding to implement the Adolescent Drug Abuse Prevention and Treatment (ADAPT) Programme for 60 learners at three schools: Heathfield High School, Wynberg High School and Phillipi High School. This early intervention programme, targeting adolescents who are at low to medium risk of developing addiction disorders, promotes abstinence from using harmful substances in addition to encouraging a positive, law abiding lifestyle.

### Working with Adult Offenders

Diversion continues to be the most widely distributed and frequently utilised NICRO service in the province. The growing success of the adult diversion service and the numerous referrals from the courts in the Cape Metropole, are as a direct result of NICRO's committed efforts to promote and raise awareness about this intervention. Adult diversion has increased during the period under review and was expanded to include the Atlantis Court. Adult clients are primarily referred to the adult life skills training programme, the anger management programme, community service learning, the Road Offences Panel Programme and programmes focussing on substance abuse.

### Offender Reintegration

During April 2013 the first Tough Enough Programme, which boasted an 86% completion rate, was introduced to the Hawequa Correctional Centre, a facility for youth in Wellington. NICRO continued to offer the Tough Enough Programme at both the Malmesbury Correctional Centre and at Bellville Community Corrections. Victim Offender Mediation which was introduced to the Malmesbury Correctional Centre in November 2012 at and then expanded to the Allandale, Hawequa, Obiqua, Pollsmoor and Oudtshoorn Correctional Centres. This initiative is geared towards assisting inmates to gain insight into the feelings and experiences of victims of crime and also to broaden their understanding of the many victims who are impacted when a crime is committed. The programme equips them to begin reflecting on the impact of the crime they have committed on the lives of all those who are affected, and teaches them about showing remorse and making the necessary reparations.

A number of business skills training programmes for former offenders and their family members were also facilitated during this reporting period. Training was conducted in Mitchells Plain, Atlantis, Oudtshoorn, Bredasdorp, George, Vredenburg, Beaufort West and at Cape Town's Community Corrections. This skills development initiative and NICRO's therapeutic programmes afforded rural communities the opportunity of benefitting from NICRO's services.

A memorable highlight of the reporting period was the Offender Reintegration Imbizo held in Mitchells Plain on 6 September 2013, which coincided with NICRO's birthday and celebrations to mark our 103<sup>rd</sup> year of existence. The Imbizo, which created a platform to raise pertinent issues around offender reintegration and matters of concern to former offenders, resulted in the development of an advocacy and lobbying plan, which incorporated inputs from various organisations that are active in the field. It is hoped that this initiative will provide all stakeholders, including community-based organisations and government departments, with the opportunity to share experiences and exchange learning while we highlight the challenges facing former offenders and their families, and look at ways of improving the coordination of services.



**A DUI Offender Reflects on His NICRO Experience**

*"My experience with the NICRO programme was very good, educational and a healing process. Reflecting on my steps and actions I took that lead to my arrest, I was not judged by NICRO they offered me help and made me aware of the second chance I've been given.*

*I've learned what drinking and driving can cause, learnt that my actions are an offence and can be legally charged and I can be arrested. I learn to be more reasonable and know my limit and how to test myself when been drinking alcohol.*

*The NICRO programme can only grow bigger and help more people.*

*The objectives and aim of NICRO can change people's mind set and alert people on their bad choices and behaviour when they are under the influence of alcohol. People's mindset can change when they get educated and have lots of information all the time.*

*The programme has shared lots of educational information.*

*The facilitators where very clear and information was understandable.*

*The exercises and home works they gave us from the NICRO programme were very good, the discussion with the group it was interaction.*

*I wanna take this chance and thank Michelle for being there with me from day 1 when I was assign to the NICRO programme till the end. She was always there communications, answering all of my questions when needed. Thanks to Thandiswa for the community service she assigned me to".*



**Second year Safety Ambassador Programme graduates from Isimela Comprehensive High School in Langa.**

**Client Secures Internship after Completing Community Service at SANCOB**

*"The reason why we offered Jason\* an internship was due to the hard work he put in when he was doing his community service. After he had completed his hours he still came back as a volunteer. He was very keen, hardworking and a fast learner who showed interest in conservation. From the beginning he was a pleasure to work with and always helpful. We are glad to have him as a part of our team and want to help him to learn more and decide what he would like to study next year."*

\* Not his real name

## Free State and Northern Cape

Our achievements and successes this past year are entirely due to our dedicated staff and the quality of services rendered to our clients. We would like to acknowledge our staff for going the extra mile and thank our partners, stakeholders and funders for their support and trust in our organisation.

NICRO Free State and Northern Cape would like to welcome three new staff members on board. Tony Vogt was appointed as an auxiliary worker / co-coordinator of the Safety Ambassadors Programme while Taolo Moss joined us as a social worker in the Kimberley office. Kelebogile Boleu was appointed as the coordinator of the Safety Ambassadors Programme in Bloemfontein.

Despite a small team comprising only three staff members in the Free State and two in the Northern Cape, we were nevertheless able to make a significant difference in the lives of our beneficiaries and make a valuable contribution towards in making our communities a safer place for all.

### Safety Ambassadors Programme

- The Safety Ambassadors Programme, officially launched in March 2014 thanks to Santam's very welcome financial support, was successfully implemented in two schools in the Free State and one in the Northern Cape.
- Thirty learners in each school were selected and are actively participating in this crime prevention initiative. Educational workshops focussing on substance abuse commenced during this period.
- Safety Ambassadors from Hodisa Secondary School in Bloemfontein attended a Journey Programme. The learners were very positive about this component of the programme, referring to it as "a life changing experience".

### NICRO in the Media

NICRO Free State secured a great deal of positive, ground-breaking media attention which has served to raise awareness about the organisation and its services in the communities we serve.

### Highlights of the Year

- Both adult and youth diversion services increased significantly.
- A number of awareness raising events were conducted in local schools and some 2 000 youth were reached through targeted gender-based violence as well as drug and alcohol awareness campaigns. The drug and alcohol awareness raising event was conducted in partnership with Celtic soccer players.
- NICRO participated in a march against substance abuse in Kimberley.
- NICRO managed to secure the Bloemfontein Zoo as a community service placement agency. Clients who conducted their community service at the zoo reported that the experience had been very positive and that they had discovered a passion for animals as they learned about caring for them. Some clients were so inspired that they signed up for volunteer work at the zoo after they had completed their community service orders. Most clients shared that the experience had been a moving personal journey: through their work with the animals, they were able to heal and learn more about themselves and uncover their good qualities.
- Five staff members attended and successfully completed a Level 1 First Aid and Fire Safety Training course offered by ER24.

### NICRO Free State Clinical Unit

NICRO Free State introduced its Clinical Unit services in October 2012. Following specialised training conducted in Cape Town during April 2013, Mariëtte Joubert



set about marketing these new services vigorously. The Free State Clinical Unit was formally launched, with the assistance of a fourth year social work student, in August 2013 at Coco C Restaurant. Some statistical highlights are detailed below.

- From September 2012 to March 2014, a total of 87 traffic related offence cases were referred to NICRO Bloemfontein. All the cases were successfully diverted.
- From August 2013 until March 2014, six cases were referred to NICRO Bloemfontein for a diversion suitability assessment. All the cases were found suitable for diversion and the prosecutors agreed with the recommended course of action. The clients successfully completed the diversion programmes they were assigned to and all charges were withdrawn.



*Learners in Bloemfontein participate in a gender-based violence awareness campaign*

- From October 2013 until March 2014, three cases were referred to NICRO Bloemfontein for non-custodial sentencing suitability reports. The cases are still in a work in process and sentencing has not yet been finalised.

### **In Conclusion**

The staff of NICRO Free State and Northern Cape are proud to serve as NICRO employees look forward to providing professional, life changing services to our clients and the communities in which they reside.



*Kimberley's drug and substance abuse awareness and prevention campaign proved very successful*

## Gauteng

The past year was marked by great achievements even in the face of numerous changes as we set about our task of fulfilling our mission and objectives. We are pleased to report that NICRO is still highly regarded as the preferred service provider of diversion and non-custodial sentencing services in this province.

### NICRO Bids Staff Farewell

Not only were there changes and challenges in our work but two of our longstanding colleagues, Ivan Evans and Busi Mako have retired. They have left a huge void, not only in NICRO but also within the welfare fraternity. Ivan will long be remembered for always promoting the rights of vulnerable groups and the excellent relations with forged and maintained with stakeholders



**Supervisor Soweto, Ivan Evans, deliver a moving speech at his retirement function**



Vaal Supervisor, **Busi Make**, with her calm demeanour and passion for social work, leaves our Vaal office the poorer on her departure from the organisation. We will miss her professionalism and experience.

**National Operations Manager, Betzi Pierce, Busi Mako and Alida Boshoff, Gauteng Area Manager, at Busi's farewell**



**NICRO social worker, Hilda Kobeni, arrives at the SAPS station in Morokko Soweto to commence a NICRO door-to-door-campaign**

### Focus on Outreach and Awareness

We have made great strides in raising the profile of NICRO and formed valuable partnerships with stakeholders during the year under review. Our many outreach and awareness programmes, geared towards promoting and raising awareness about our services, testify to this. NICRO featured prominently in the print media and its services were highlighted in several radio and television programmes. Most notably, NICRO was featured on Kyknet's "Dagbreek" which put the spotlight on offender reintegration and considered whether reintegration programmes are successful. A hugely successful outreach programme was conducted in conjunction with the Department of Correctional Services in celebration of Children's Day. We also participated actively in the 16 Days of Activism for No Violence Against Women and Children campaign and a NICRO worker appeared as guest speaker at the Female Correctional Centre at Constitutional Hill.

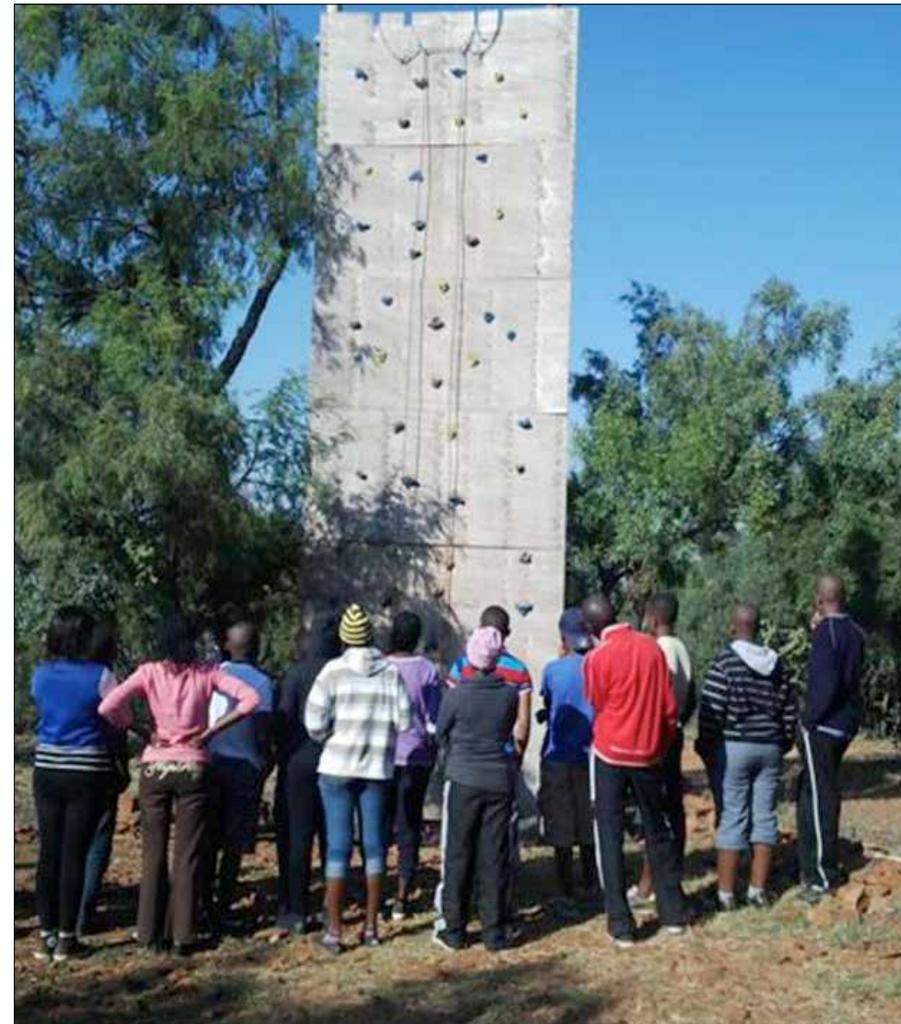


## Services to Children

Youth Diversion services are on the increase with numerous referrals emanating from courts, schools and other NGOs. During the year under review, we have identified a few trends in our work with the children. Drugs are increasingly playing a role in the commission of offences by juveniles. We have also seen that the number of bullying cases has increased and that cyber bullying is one of the aspects of victimisation is receiving attention from NICRO and a variety of other stakeholders alike. Crimes with religious undertones are also on the increase and all stakeholders, together with the Department of Education, have launched a campaign to engage children in this regard and encourage them not to become part of this culture.



*A NICRO roadshow at a school in Soshanguve introduces the organisation and its services to the learners*



*Journey participants sizing up one of the many physical challenges they are required to complete during an adventure therapy outdoor camp*

The Safety Ambassadors Programme, a school-based crime prevention initiative, is doing very well at Olievenhoutbosch and Soshanguve. We have also reached out to one school in the inner city of Tshwane where a great deal of violence, bullying, drug abuse and behavioural problems have been reported.

The Journey utilises the healing power of nature in combination with focused learning and therapeutic experiences. Nature, as a therapeutic environment, provides a non-threatening setting in which individuals can safely experience who they are, learn to cope with stress and explore their abilities. Three Journey programmes were conducted for children from four different areas: Olievenhoutbosch, Soshanguve, Tembisa and Germiston.

Through our active participation in the Child Justice Forum and involvement in similar platforms, NICRO Diversion service acts as a voice for children in conflict with the law by ensuring that such children are treated fairly, that their right are not violated in any way and that they are not detained unnecessarily.

### **A Bright, New Future, Thanks to NICRO!**

Tsepho\* (not his real name) is a 17-year-old male who was arrested and charged with assault with intent to do grievous bodily harm (Assault GBH). Tsepho's case was referred to NICRO. The assessment identified Tsepho's many emotional and behavioural challenges, as well as school attendance issues. Tsepho had not regularly attended school for almost a year.

Thanks to NICRO's intervention, which included intensive, individual therapeutic sessions, Tsepho will avoid the long-term consequences of acquiring a criminal record. During his individual counselling sessions, Tsepho worked on a plan with the NICRO social worker to continue his education. Tsepho, who has grown emotionally and has a far healthier self-image and improved self-esteem, has dedicated himself to furthering his education and achieving success in life.

### **Say No to Drugs!**

A young participant in NICRO's Adolescent Drug Abuse Prevention and Treatment (ADAPT) Programme wrote a poem encouraging other young people not to abuse substances.

*Do something right  
and the colour paper of your criminal record will be white.  
Don't do no drugs  
You'll get more hugs.  
They'll see that you care  
because now you are more aware.  
If your mind wants good,  
then good is what you'll find.  
I rather sit down and cry,  
rather than sitting on the corner being high.  
If you have no use with it,  
you can refuse it*

### **Services to Adults**

The growing success of the adult diversion service in Gauteng is a direct result of our efforts to promote and raise awareness amongst all our stakeholders and our active participation in a variety of forums such as the Restorative Justice Forum.

We successfully implemented the Road Offences Panel Programme (ROPP), a Programme for the Perpetrators of Intimate Partner Violence (PIPV), adult life skills and Anger Management Programmes in most of our Gauteng offices. We have also been requested to extend the reach of both the ROPP and PIPV Programmes to areas that currently do not have any NICRO services.



**A NICRO Soshanguve certificate ceremony for clients who completed the adult life skills programme with the NICRO social and prosecutors**

### **Non-Custodial Sentencing (NCS)**

The Soweto and Sedibeng offices receive the most referrals for non-custodial sentencing. This is largely as a result of efforts by staff to promote this service as widely as possible. Supervisors and social workers attend case flow meetings , using this platform to ensure a growing number of referrals.

### **Offender Reintegration**

Our offender reintegration services are not as prolific as we would like them to be, given the lack of financial resources. We currently render services at the Johannesburg Correctional Facility (Male and Female Prison) as well as the

Baviaanspoort Correctional Facility. We are fortunate to enjoy a very good relationship with the Department of Correctional Services and frequently undertake joint outreach initiatives and restorative justice projects in the communities we serve.

### **Tracking and Aftercare**

We maintain an energetic tracking and aftercare programme, following up on clients to monitor their progress and assessing the extent to which they have reintegrated successfully. Most of the clients are doing well and have not re-offended.

### **Training and In-Service Training**

The focus this year was service on excellence and in order to achieve this goal, we conducted extensive training with our staff. Arina Smit and Talita van der Walt from our Head Office in Cape Town conducted a group facilitation training programme for our social workers. This highly participative three-day capacity building initiative focussed on equipping NICRO staff to be more creative when engaging with clients during group work sessions and on improving facilitation skills in general. We would like to say a special word of thanks to the Department of Social Development for providing the funds to train our social workers. Additional



**Staff members attending an informative three-day training programme on facilitation skills**



training on assessment, report writing, restorative justice and working with clients with disabilities also took place. Six NICRO Gauteng staff members attended a two-day supervision training programme which assisted the participants to achieve an understanding of the different supervision roles, how to contract with supervisees and how to render supervision to social workers.

***NICRO staff together with other stakeholders who attended a supervision training programme***

## Limpopo

Five years after South Africa achieved democracy, NICRO Limpopo opened its doors as one of the "born frees". We are proud that we have our foundation in a free, democratic South Africa and even prouder to be part of an organisation that celebrates 105 years of unrelenting, dedicated efforts towards creating a crime-free country that enables values-based, safe communities where people are empowered to realise their full human potential.

### Serving Vulnerable Youth

During the period under review, NICRO Limpopo made a valuable contribution towards ensuring that young offenders in conflict with the law did not enter the criminal justice system by channelling 188 new juvenile clients referred to the organisation by probation officers and prosecutors into a range of youth diversion programmes. We also accommodated self-referrals from schools and family members. Diversion services were rendered to a total of 919 old and new clients, some of whom were in receipt of more than one intervention.

The working relationship with probation officers from the Capricorn District, especially the Mankweng, Seshego and Polokwane Courts, continues to strengthen. These justice officials have an in-depth understanding of youth diversion and a real interest in ensuring that vulnerable children are afforded services which can change their lives and give them a real chance at a positive future.

As members of the Child Justice Forum, NICRO Limpopo played an important role by advocating for and by assisting to monitor the proper implementation of Child Justice Act 75 of 2008.

In the last year we conducted four Journey Programmes for 72 young offenders at Schoemansdal Environmental Education Centre. We are particularly grateful to Centre staff who are always willing to adjust their regular programmes to accommodate the needs of our clients. We are equally grateful to the Capricorn District Municipality for their assistance with transporting the young Journey participants to the outdoor venue.

### Safety Ambassadors Programme

The Safety Ambassadors Programme, a NICRO crime prevention initiative, was conducted at three high schools in the Capricorn District. Two of the three schools were familiar with the intervention, which had commenced in previous years and continued to go from strength to strength. Social workers established a strong bond with the participants who continued to hone their skills as safety ambassadors in their schools and community.

NICRO Limpopo organised an outdoor camp for 22 safety ambassadors from Mafolofolo Secondary School, where they were afforded the opportunity of learning about leadership and problem-solving using adventure education. Safety ambassadors at OR Mabotja and Mafolofolo Secondary Schools organised large-scale crime awareness campaigns and events to promote safety with the support of NICRO's social workers. Mafolofolo Secondary School also conducted a holiday programme at the Mankweng Shopping Centre to highlight issues concerning crime.

Learners from Mafolofolo and OR Mabotja Secondary Schools who had successfully completed their safety ambassador training were awarded special certificates in recognition of their commitment to preventing crime and addressing issues of crime in their schools and communities.

We are particularly grateful to the Provincial Department of Education's Safety Directorate, headmasters, educators and the school governing bodies which

worked closely with NICRO to ensure the successful implementation of an impactful initiative designed to dissuade young people from becoming involved in anti-social and criminal activities, cement efforts to address criminal activities within their schools and afford learners the opportunity of learning from their mistakes.

### Non-Custodial Sentencing (NCS) Services

Non-custodial sentencing services were provided for 76 new clients while a total of 132 interventions were conducted for old and new clients alike. We extend our gratitude to the magistrates who saw fit to provide offenders with the opportunity of learning from their mistakes and serving a non-custodial sentence within the community through the attendance of a NICRO programme, rather than serving a prison sentence. These NICRO programmes have been designed to equip offenders with the skills and knowledge to overcome the root causes that resulted in their offending behaviour.

The Sekgosese Magistrate's Office remain the leading referral source for our Non-Custodial Sentencing service, only fewer referrals coming from the Lebowakgomo, Mankweng, Seshego, Malamulele and Thohoyandou Courts.

The successful implementation and growth of the NCS service is entirely dependent on magistrates and their willingness to make use of non-custodial sentencing options which are available at the court, and ensuring that offenders take responsibility and make amends for their actions while participating in specialist developmental, therapeutic programmes that have been designed to address offending behaviour and prevent recidivism.

### Offender Reintegration

Our working relationship with the Department of Correctional Services continues to go from strength to strength as we work together to ensure that inmates

and former offenders are empowered to reintegrate successfully and return to their families and communities as law abiding, constructive citizens. The Tough Enough Programme was successfully implemented at two correctional centres in Polokwane and Thohoyandou.

### NICRO and the Media

The NICRO Limpopo team worked closely with community radio stations to create awareness and educate listeners about crime prevention, explain how NICRO deals with offending behaviour and the important role that family members have in helping offenders change their behaviour. We are very grateful to Botlokwa, Moletjie, Radio Turf and Univen community radio stations for affording us the opportunity of addressing members of the community through their stations.

### Lobbying and Advocacy

Networking, lobbying and advocacy activities were undertaken through existing structures such as the Case Flow Management Forum, the provincial Child Justice Forum, the provincial NGO Council Forum and other local working committees. The Department of Agriculture also saw fit to involve NICRO in their community education and awareness programmes, and together NICRO and the Department created awareness about children's rights and responsibilities, domestic violence and how to manage young offenders.

### Turning Over a New Leaf, Thanks to NICRO

*"Firstly, I was someone who did not even know who I am because of peer pressure. I was doing things because of my friends. At home they were good for me but I don't know what came over me so I started thinking of stealing computer set at school. I was dishonest and I was always disrespecting my parents feeling that they mean nothing to me; I was always having fun with*



friends. At that time I thought friends and girlfriends cared a lot about me than my family.

I started regretting after police came into my place to arrest us. My parents were not at home but they heard that the police are at home, they made sure that they came on time, it was the time I realized that my parents cares a lot about me.

When they got home police took us and I was scared a lot, but lucky enough they just took us and gave us a warning. I spent sleepless nights dreaming about police. After a week I was referred to NICRO and I was given dates to attend sessions. I followed those dates and it was interesting as I shared some ideas with other group members about life. They taught us about how to be responsible, independent and to be able to make good decisions.

NICRO was very good to me and it made me become a better person. Today I am an important member of the community and I also feel very special. I now spent my time at home and I go to church regularly and I go to the clinic for rehearsals.

I would like to thank NICRO for making me who I am today".

### **A Chance to Change**

"I am 17 years old female, I live in Khubvi. I learnt about life skills and anger management and ways of avoiding bad things in life. Most of all I got to know more about me, self control and understanding of others.

I have changed a lot and I am more grateful because I got a chance to change and learn more about things I thought I knew. I would like to thank NICRO for helping me open my eyes and my mind.

Crime messes up with your life and the victim's life. Having a criminal record is a very bad thing. It closes a lot of doors for someone. Criminal record can ruin your career for good. One can be poor for good because of criminal record because when one has criminal record they will not be able to find a job.

My plans have not changed. I will be successful and have a happy family. I am very sorry and I ask for forgiveness. I felt that I did not belong there. I have learnt a lot of life skills that will be very useful on my road to success. Thank you NICRO. Thank you all. You opened my eyes, you never took sides. You never forced me to change but gave a different picture on how it could be instead of going to jail".

### **How NICRO Changed My Life**

"NICRO programmes were relevant to me because I now know what are bad and right things in life. I respect my parents and my entire community. I know how to handle or control my temper even when people bully me. NICRO programmes gave courage to me to pass my matric last year. I am currently studying at the University of Limpopo. I have registered for Bachelor of Education. I am prepared to study hard.

I really like to thank NICRO programmes for making me who I am today. They have made me to achieve goals that any young person is willing to achieve. NICRO programmes helped me to stay very far from committing crimes".

## Mpumalanga

At NICRO Mpumalanga we are privileged to have a combined team of highly experienced staff who have worked in the social service field for decades, along with newly qualified staff who are extremely motivated and very excited at the prospect of starting their careers within the criminal justice sector.

As we reflect on the year we have just completed, NICRO Mpumalanga would like to share some of the highlights which showcase our work.



**A NICRO worker tells her attentive audience that crime does not pay**

We are proud of and grateful for the excellent working relationships we are privileged to enjoy with a wide range of criminal justice stakeholders. Our mutually beneficial relationships with the Departments of Social Development,

Justice and Constitutional Development, Correctional Services and Education as well as the National Prosecuting Authority (NPA), Legal Aid and the Swartfontein Rehabilitation Centre as well as other social service professionals ensure that the best interests of our clients are served at all times.

- We are equally grateful that we have very good working relationships with a number of civil society organisations, including especially SANCA, which provides essential substance addiction rehabilitation services to a large number of our clients.
- Our basket of services includes diversion, non-custodial sentencing, offender reintegration and the Safety Ambassadors Programme, a schools-based crime prevention initiative. Based in Mbombela (Nelspruit), our social service professional team provides services to the communities of Mbombela (Nelspruit), White River, Kabokweni, KaNyamazane, Matsulu and Barberton. Our Eerstehoek office serves Elukwatini and the surrounding communities of Dundonald, Mayflower, Badplaas and Carolina.
- We had the privilege of expanding our professional social work team with the addition of three more social work posts, in accordance with the new service level agreement with the Department Social Development which provides for additional posts at funded NGOs to assist with the absorption of social work graduates who received study bursaries from the Department.
- Following the intensive monitoring of NICRO Nelspruit's services over a period of four days by the Quality Assurance Accreditation Panel (appointed by the Minister of Social Development), NICRO received a very positive review.
- We are pleased to report an increase in our offender reintegration services. During the past year, 301 offenders benefitted from NICRO Nelspruit's Tough Enough Programme (TEP). Our relationship with the Department Correctional Services has strengthened, affording us the opportunity of reach out to and providing aftercare services on a



monthly basis to 158 former offenders at reporting stations.

- Referrals for non-custodial sentencing assessments from the regional court in Nelspruit remain consistently high. One of the reasons for this is that NICRO has built up a reputation with prosecutors and magistrates for delivering services of high quality and submitting of exceptionally good court reports.
- Both the Nelspruit and Eerstehoek offices expanded their services to schools struggling with high-risk behaviour on the part of their learners as well as to community organisations serving youth. NICRO Nelspruit presented adult life skills programmes at the Lithemba Youth Centre in Kabokweni, which works with young adults over the age of twenty years.
- Fifteen Eerstehoek volunteers were successfully trained as mentors and equipped to provide guidance and emotional support to youth who have participated in NICRO programmes and lack the necessary support within their home environments.
- Eerstehoek staff provided intensive social work services to the Mpsikazi Traditional Court, through the training of traditional leaders and as well as the provision of direct services to community members who were referred to NICRO by the court.
- The Safety Ambassadors Programme was successfully introduced to the Metropolitan College in White River and Bantfabetfu Secondary School in Eerstehoek. The programme, currently operational in four schools, trains and support 94 safety ambassadors who are hard at work promoting safety in the schools and the communities in which they reside.
- NICRO Mpumalanga engaged, directly, with more than 9 834 community members this part year through a wide range community outreach, awareness raising and marketing campaigns in the various communities that we serve. One of the memorable events was a charity golf day, hosted by Manthano Christian School, at which NICRO manned a “fun hole”. NICRO was afforded the opportunity of including a selection of marketing materials in the “goodie bags” which were given to the 250 golfers who participated in the event. Staff members

who manned the “fun hole” informed passing golfers about NICRO and its services.

- Nelspruit staff member, Nqobani Maduna-Mafu, received one of first high flyer awards to be presented within NICRO. Nqobani's performance is exemplary and he is well respected by other members of our team. He has proven to be a conscientious social worker who displays the highest standard of professionalism at all times.
- Senior staff member, Talita van der Walt, has devoted her time to developing our Training Unit. In addition to conducting training for stakeholders locally and for our own our social workers, she contributes towards the national development of training manuals and marketing materials.

### Role of Honour

- NICRO Mpumalanga would like to pay tribute to and thank its dedicated Advisory Committee for its support and commitment. We are very grateful to Chairperson Rachel Mokoena (who also serves on the national Board), Vice-Chair Cornelia Liebenberg, Treasurer Andrew Geldenhuis, Magda Rall, Mary Schatz and Charles Sanderson.
- We are deeply grateful to our landlords, Mr and Mrs Volante from the Volante Trust, who have generously agreed to cover the operational costs of the building we rent for a period of two years.
- We are indebted to FNB and Santam for their continued funding of the Safety Ambassadors Programme and for making it possible for us to implement this impactful crime prevention initiative in the province.
- We would like to acknowledge and thank long-time funding partner, the Department of Social Development, for its ongoing support and their continued funding of NICRO.

NICRO staff regularly share their personal experiences of the many ways in which NICRO's service impact positively on the lives of their clients.

*"Being a social worker in the criminal justice field is for me a fulfilling and priceless experience. This is a selfless profession where we as social workers are positive change agents systematically involved in the restoration of the most necessary element of change: hope. Hope for not only the offenders, but also hope for the victims and the communities we serve – all this accomplished through the principle of restorative justice, which is the blueprint of NICRO's services".*

~ Nomagugu Dube, NICRO Social Work Supervisor.



**A community crime prevention event in Nelspruit**



**Learners at Bantfabeftu High School listen intently as the Safety Ambassadors Programme is introduced to them**

*"There are a few reasons why I like working at NICRO, but most importantly knowing that I am making a difference in someone's life. The clients are grateful for the opportunity to be at NICRO so that they can learn and be empowered to lead better lives".*

~ Nonkululeko Mthombothi, social worker

*"The reason why I like working for NICRO is because it advances my knowledge in crime prevention, since the NICRO programmes allow the worker and the clients to exchange ideas of how to prevent crime and deal with other social and sociological problems. NICRO provides regular training to improve knowledge and create good staff attitudes".*

~ Nhlanhla Mazibuko, social worker



*"One of the main benefits of working for NICRO is the in-service training the organisation provides. We have the ability to grow professionally and render services of remarkable standard. Apart from that, working with our clients gives a sense of understanding what the other party is going through. I am very fond of the youth in our safety ambassador groups ... they look up to me as a role model so I have to present myself well before them. Working with these kids also gives me a platform to be there for them - one of the youth came to me and told me how her friends was ill treating her and she could not tell her parents because she was afraid. I really experienced it as a privilege that she could look up to me and trust me. Working at NICRO has helped me understand my society better and learn to see situations in different perspective. It has also given me the platform to work with the community at large, individual families and in group setting.*

~ Gugulethu Mathebul, social auxiliary worker

*" Working for NICRO means job satisfaction: the joy of seeing someone come back from the brink, the reclaiming of deferred dreams and the restoration of one's dignity".*

~ Caroline Kamota, social worker

*"I am extremely proud of the Mpumalanga team for the high quality of services that they provide to clients as we regularly receive feedback from clients about insights gained, new skills and values acquired, relationships restored and really being able to turn their lives around. Knowing that we have been able to prevent a high risk youth from committing an offence or breaking the cycle of crime for an offender who made the decision to change is so rewarding. We are effectively contributing towards positive relationships, emotionally healthier families and the chance to live in a safer community".*

~ Claudine Maré, Mpumalanga Area Manager



**NICRO manned a fun hole at the charity golf day hosted by Manthano Christian School**

# NICRO

I  
 NONCUSTODIAL  
 RESTORATIVE  
 PREVENTION  
 PARTNERSHIP  
 SOLUTIONS  
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## Foreigners

There is an anecdotal belief that many people committing offences in South Africa are foreigners. This does not appear to be true, as foreign nationals make up 4% of the total sentenced population. Unless it is the case that, for some reason, foreign nationals are committing offences that do not result in incarceration, it appears that this anecdotal belief is unfounded.

Crime Categories	Sentenced	Sentenced %
Economical	1845	38%
Aggressive	1899	39%
Sexual	246	5%
Narcotics	560	12%
Other	318	7%
<b>Total</b>	<b>4868</b>	<b>100%</b>

## Gender and Offences

Crime Categories	Women Sentenced	Men Sentenced	TTL	% of Women	% of Men
Economical	1200	24173	25373	45%	22%
Aggressive	1009	60088	61097	38%	55%
Sexual	15	18018	18033	1%	16%
Narcotics	275	2442	2717	10%	2%
Other	164	5083	5247	6%	5%
<b>Total</b>	<b>2 663</b>	<b>109 804</b>	<b>112 467</b>	<b>100%</b>	<b>100%</b>

The table above describes the breakdown of offences within the two genders. The offence dynamics for female offenders is slightly different from males. The largest number of women are incarcerated for economic offences. The female percentage for narcotic-related offences is also higher than for males. Only 1% of female offenders are incarcerated for sexual offences.

## Eastern Cape

This past year saw NICRO's active involvement in networking with various stakeholders on issues pertaining to crime prevention, substance abuse prevention and child justice. Formal submissions were made to the Provincial Department of Social Development's 2014/15 service specifications to incorporate adult diversion, Non-Custodial Sentencing (NCS) and offender reintegration services into the service specifications on crime prevention. NICRO also participated in the Department of Social Development's social mobilisation strategy on substance abuse and the review of the province's crime prevention strategy. Our efforts to market the Training Unit and its services resulted in the presentation of several training workshops on understanding criminal thinking, supporting children exposed to domestic violence and gender-based violence. Overall terms, diversion was the most frequently utilised and impactful service, particularly our adult diversion services. Stakeholders from the criminal justice sector are urging NICRO to expand its adult diversion services to all courts and have recommended that more social workers should be appointed to respond to the demand for these interventions. Youth diversion referrals remained low with magistrates confirming that their courts have experienced a marked decrease in diversion cases, in comparison to 2010, prior to the implementation of the Child Justice Act.

### Stakeholder and Community Capacity Building

NICRO staff members facilitated a variety of workshops to share knowledge and skills with key stakeholders in an effort to strengthen their capacity to respond to crime.

- Non-Custodial Sentencing (NCS) workshops and seminars took place for various criminal justice officials to review the impact of the NCS service.

Stakeholders were satisfied, in overall terms, with the progress of NCS and acknowledged the role NICRO has played in the criminal justice system over the past years. They also underscored the effectiveness of NICRO's programmes in reducing recidivism and creating responsible citizens.

- In an effort to strengthen their support to community members, NICRO facilitated mentorship training on positive parenting for 40 Community Policing Forum members from the East London district and 23 members of the Sector Policing Forum in the Nelson Mandela Metro.
- A parenting workshop was facilitated for 40 parents in East London and received media coverage in the Saturday Dispatch newspaper.
- NICRO East London participated in 16 Days of Activism Against Gender Violence by creating awareness and educating community members on child abuse and domestic violence prevention.
- Various stakeholders including probation officers, social workers, psychologists and child care workers attending NICRO training on understanding criminal thinking, supporting children exposed to domestic violence, gender-based violence and "Hitting the Target" which focuses on adolescents.
- NICRO provided practical training on cognitive behavioural therapy and life skills to 96 social work students from local universities and trained 88 third year social work students.

### NICRO in the Media

NICRO's services and activities were actively marketed using the media to increase awareness within our communities.

- Five articles were published in the local newspapers and provided coverage on issues pertaining to offender reintegration, restorative justice and positive parenting.
- The Non-Custodial Sentencing impact evaluation seminars attracted media coverage and the results of the evaluation were published.

Success stories, as concrete evidence of the impact of the NCS service, were also featured to illustrate the positive changes which were brought about in the lives of NICRO NCS clients.

- Various talks and discussions highlighting NICRO's services, offender reintegration, crime prevention and substance abuse were also aired on local radio stations.



**Community Policing Forum members after completing mentorship training on positive parenting in Zwelitsha**

### NICRO Making a Difference

The impact of NICRO's services was visible in all areas of our work. Some examples of these successes are listed below.

- At the end of May 2013, 60 safety ambassadors from Sakikamva High School and Ulwazi High School attended a special graduation ceremony at Cambridge Hall to mark the successful completion of the three-year Safety Ambassador's Programme. Various stakeholders, who also attended the event, paid tribute to the resilient youth for their commitment and personal contribution towards creating safer schools and their efforts to promote responsible citizens.
- All the safety ambassadors at Ulwazi High School, located in the Eastern Cape, who completed the NICRO programme last year, matriculated successfully. The headmaster acknowledged the role that NICRO played in the school's improved pass rate of its matriculants. After its dismal performance in previous years, the school celebrated a record high pass rate for the first time ever. Most of the participants, who completed the third year and final cycle of the Safety Ambassadors Programme year cycle last year, are now enrolled at various universities across the Eastern Cape for undergraduate studies.
- NICRO was publicly acknowledged by the Minister of Correctional Services for the meaningful role the organisation continues to play in facilitating the preparation of victims and offenders who participate in victim offender dialogues at the St Albans Correctional Centre.
- NICRO was also acknowledged by a former offender reintegration client as having played a significant role in help him realise his dream of becoming a social worker. NICRO's social services and the donation of a used computer assisted him in completing his Social Work degree in 2013.



### Focus on Our Staff

During the year under review, NICRO focussed very specifically on supporting and developing the capacity of staff members through various teambuilding and training workshops which equipped the Eastern Cape nodes to continue making a meaningful contribution towards creating safer communities. Through the tireless and dedicated efforts of our committed staff, we were able to reach thousands of clients and make a positive difference in their lives. For this, we would like to thank all staff and pay tribute to their unabated efforts which ensure that quality services are rendered to all NICRO clients and stakeholders.



Participants at a NCS seminar in East London



Stakeholders listen intently at an NCS seminar conducted in East London



A training session for safety ambassador participants at Arcadia High School

## KwaZulu-Natal

NICRO KwaZulu-Natal has been acknowledged as a preferred service provider in the field of offender reintegration and crime prevention. Concerted efforts were made throughout the year to ensure service excellence and as a result service delivery has gained momentum. Excellent relationships have been forged with all stakeholders, resulting in the organisation being greatly sought-after when other organisations seek partners to embark on joint awareness raising events.

We reached a total of 4 060 new clients through our diversion, non-custodial sentencing and offender reintegration services and impacted positively on the lives of 4 597 community members through crime awareness programmes.

We are grateful that we enjoy the respect of stakeholders and clients alike, and we are especially appreciative of our donors whose generous financial support ensures that we continue providing comprehensive crime reduction and offender reintegration services throughout the region.

### Marketing and Outreach

Staff honed their marketing skills and focussed on profiling NICRO and its services by conducting various marketing events in the province. These events provide an excellent platform to interact and share information with the public.

- NICRO Empangeni conducted a presentation at the Umfolozi College in Esikhawini in May 2013
- NICRO Empangeni participated in a crime awareness event in Melmoth in June 2013 by conducting a presentation to the community members of Kwasanguye Reserve
- NICRO Durban, Pietermaritzburg and Empangeni conducted several

presentations to the Judiciary at the various courts in KwaZulu-Natal in an effort to showcase NICRO's services

- We proudly hosted and participated in several national calendar events including 16 Days of Activism, Women's Day and Human Rights Day. NICRO Pietermaritzburg hosted an open day in June 2013 as part of Women's Month celebrations. NICRO Durban celebrated 16 Days of Activism by hosting an awareness stand outside the Durban office. NICRO Empangeni participated in Human Rights Day celebrations at the Eshowe Court in March 2014 by showcasing NICRO's services and programmes.
- The Durban office participated in the commemoration of the International day against drug abuse and illicit trafficking by participating in a march on substance abuse in Chatsworth, a township that is plagued by substance abuse amongst the youth. The event was spearheaded by the MEC for Social Development.
- Durban, Pietermaritzburg and Empangeni networked closely with the Department of Justice in terms of the Crime Victims Rights Week and Child Justice Outreach events. NICRO Empangeni hosted an awareness stand at the Empangeni Court as part of Restorative Justice Week.
- NICRO Durban conducted a presentation on crime prevention to students at Thekwini FET College who had been selected by Department of Community Safety and Health with the purpose of capacitating local communities through the introduction of safety programmes.

### Non-Custodial Sentencing (NCS) Impact Evaluation Seminar

KwaZulu-Natal conducted an NCS impact evaluation seminar in July 2013. The event, which was well attended, provide a good opportunity to acknowledge stakeholders who had played a key role throughout the implementation of the service. NICRO paid tribute to these stakeholders and awarded them with certificates.



NICRO celebrates Human Rights Day

### Community workshop for Women's Day

NICRO co-hosted a Women's Day event in August 2013 with the Department of Correctional Services for female parolees. The purpose was to motivate and empower participants to turn their backs crime, leave their old lifestyles behind and return to their communities as law abiding, contributing citizens.

### Duzi River Clean Up

Community service participants assisted with the clean up for the Duzi River in August 2013. Not only des clean NICRO promote a safe and secure Pietermaritzburg; we also contribute towards building a clean and healthy environment.

### Safety Ambassadors Programme

A total of 108 safety ambassadors, learners from Tisand, Woodlands, Glenover and Thandolwesizwe High Schools, were empowered with the prerequisite skills, knowledge, experience and motivation to serve as positive role models to dissuade their peers from participating in anti-social behavior and the commission of crime. A total of 87 children from three participating schools in the province completed the life skills component while of 31 children from Glenover High School completed the Journey outdoor leadership camp at Shongweni Spirit of Adventure.

### Crime Awareness Programmes in Schools

The increasing spiral of crime and violence at schools has resulted in numerous appeals from stakeholders for NICRO crime awareness programmes at schools in KwaZulu-Natal. A total of 4 597 learners benefited from special awareness and crime prevention initiatives for learners during the reporting period.

### **NICRO Inspired and Empowered Me to Turn My Back on Crime and Start a New Life**

*"My name is Thulani Ngubane. I am a male of 42 years old and I live in Empangeni area under the locality of Mevamhlophe.*

*In 2001, I was convicted of various offences which include robbery, murder and attempted murder offences. I was then sentenced to life imprisonment and I am detained at Qalakabusha Correctional Centre. In 2013 June 12, I came into contact with Empangeni NICRO officials who were to facilitate the Offender Reintegration Programme called "Tough Enough Programme". I was lucky to be the part of this programme because I learned a lot about effective communication, self-awareness, empathy, victim sensitisation, decision making, conflict management and many more. The programme motivated me as it made me realize how enjoyable is life if you respect yourself.*

*I want to state it clearly that I have seen huge change in my life because of the programme offered by NICRO. I have benefited from the programme as it has taught me ways to deal with anger in an amicable way. Before, I was a short tempered individual who used to be angry and act quickly not thinking about future outcomes. It is with this reason I thank NICRO Empangeni for visiting us and helping to shape us (inmates) and to change our thinking patterns.*

*There are things that I am no longer doing because of NICRO such as having an uncontrolled temper and disrespecting correctional officials. I was a hardened individual who found it difficult to make friends easily. Soon after I have attended the Tough Enough programme, my relationship with other people has improved and I no longer bear grudges.*

*My appreciation also goes to the Qalakabusha prison management for arranging such helpful programme with NICRO. It is my wish that all inmates be engaged in NICRO programmes and the programmes to be extended to other prisons which have not yet have contact with NICRO. I also wish NICRO could*

*do the monitoring after my release so as to ensure that what was learned in the group is implemented.*

*My involvement in a NICRO programme had a great impact in my life as I learned about how to make peace with myself and others and even to share my challenges with a view to get skills to deal with it appropriately. As a psychologically developed and matured inmate, I like to extend my apology to all who I have wronged. In the same way I like to thank Mrs D. Nene (victim) who has acted on behalf of everyone that I have wronged by bringing me before the law. I wish I could have started my life the way I am today as my commitment is not to turn back anymore. Through NICRO I am now a changed person because of their ability to facilitate the programme in a friendly manner which enables everyone to grasp what is being taught".*

### **From Thief to Inspired Youth With a Bright Future**

*"I'm Samukelisiwe Mthiyane. I'm an eighteen year old female residing in Ezikheleni Reserve in Enseleni area.*

*I was with my friend when we decided to steal. I stole a skirt and a shirt at the Mr Price shop at the Gateway mall. The security guard caught me at the door; it is when I got arrested. The SAPS took me to the Durban North police station for statements of the case. It was on a Friday when this took place. I was told I could not see the magistrate until Monday so we had to wait at the holding cells until Monday. On Monday the prosecutor told me that I'll be attending NICRO programmes since I'm still young as the Child Justice Act is protecting me.*

*NICRO has helped me a lot. The social worker from Durban transferred me to NICRO Empangeni. The social worker has given me counselling, gave me advice on how I should behave as a child as well as to accept what I have. She taught me respect people and to learn from my mistakes.*



The new skill that I have learnt from NICRO is to help other people. I have learnt to take initiative when it came to doing the work. I've learned to work properly with other people. I'm now able differentiate between right from wrong. I've learnt to respect people and their jobs. I'm also gaining experience on the daily functioning of the clinic. This is also helping me to be responsible and honest about everything I do or say.

I have changed a lot and now I learnt from my mistakes. I can do things and think differently by doing only positive things in life and by going to church.

I saw myself as a thief but now I'm no longer one because of the help I got from NICRO. My social worker told me about the consequences of crime and the criminal record. NICRO has opened my eyes to see that crime does not pay.

I'm a volunteer at the clinic helping people. I'm also informing youth to stay away from doing things that are against the law because they will end up in jail.

I feel thankful that the Magistrate sentenced me to NICRO because I have learnt many things that are helpful in my life.

To encourage magistrates to this kind of sentence, they need to consider that to give someone a second chance in life is very helpful because people learn from their mistakes. This kind of sentence has helped me open my eyes and helped realized that it is bad to commit a crime. People must not do crime because they end up in prisons. The mistake I have done by committing this offence is one I don't wish for any person to do because of the consequences there after. I was humiliated; my friends laughed at me, people at the mall looked at me like a fool.

My plans for the future is to become a business women who own her business and help the orphans who do not have money so that I can provide them with love and care. I wish to have a big house with a healthy family.

If my actions have caused harm to some people, I wish for them to know that I'm a changed person; I'm no longer a thief. What occurred at the Gateway was a small mistake due to me not accepting my situation. It was a wakeup call to me not to steal anymore. What I did was wrong.

The first time I came to NICRO I was having the nerves all over my body, I was shaking because of the offence I had committed. I was thinking I was going to be arrested. I'm now so happy that I've learnt many things at NICRO. I'm so relieved in my heart."



**Prospective young safety ambassadors are introduced to NICRO crime prevention initiative in Empangeni**

## Index

- Directors' Responsibilities and Approval
- Report of the Independent Auditors
- Balance Sheet
- Income statement

The following supplementary information does not form part of the annual financial statements and is unaudited:

- Detailed Income statement

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## Directors' Responsibilities and Approval

The directors are required in terms of the Companies Act 71 of 2008 to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the company as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with International Financial Reporting Standards. The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with International Financial Reporting Standards and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the board sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company

is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The directors have reviewed the company's cash flow forecast for the year to 31 March 2015 and, in the light of this review and the current financial position, they are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the company's annual financial statements. The annual financial statements have been examined by the company's external auditors and their report is presented on pages 4 to 5.

The annual financial statements set out on pages 6 to 26, which have been prepared on the going concern basis, were approved by the board on 19 June 2014 and were signed on its behalf by:



The Honourable Justice NC Erasmus



Soraya Soloman (CEO)



## Independent Auditors' Report

### To the Members of National Institute for Crime Prevention and the Reintegration of Offenders (Non-Profit Organisation)

We have audited the annual financial statements of National Institute for Crime Prevention and the Reintegration of Offenders (Non-Profit Organisation), as set out on pages 7 to 23, which comprise the statement of financial position as at 31 March 2014, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

### Directors' Responsibility for the Annual Financial Statements

The company's directors are responsible for the preparation and fair presentation of these annual financial statements in accordance with International Financial Reporting Standards, and requirements of the Companies Act 71 of 2008, and for such internal control as the directors determine is necessary to enable the preparation of annual financial statements that are free from material misstatements, whether due to fraud or error.

### Auditors' Responsibility

Our responsibility is to express an opinion on these annual financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the annual financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the annual financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the annual financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the annual financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of

accounting estimates made by management, as well as evaluating the overall presentation of the annual financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of National Institute for Crime Prevention and the Reintegration of Offenders (Non-Profit Organisation) as at 31 March 2014, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards, and the requirements of the Companies Act 71 of 2008.

### Other reports required by the Companies Act

As part of our audit of the annual financial statements for the year ended 31 March 2014, we have read the Directors' Report for the purpose of identifying whether there are material inconsistencies between these reports and the audited annual financial statements. The Directors' Report is the responsibility of the director. Based on our reading of the Directors' Report we have not identified material inconsistencies between the reports and the audited annual financial statements. However, we have not audited the Directors' Report and accordingly do not express an opinion thereon.

**Mazars Inc.**  
**Director: D. Smith**  
**Registered Auditor**  
**19 June 2014**  
**Cape Town**



**BALANCE SHEET**

Figures in Rand	Notes	2014	2013
<b>Assets</b>			
<b>Non-Current Assets</b>			
Investment property	3	8,474,000	8,474,000
Property, plant and equipment	4	5,948,086	6,349,759
Other financial assets	5	82,481	132,732
		<b>14,504,567</b>	<b>14,956,491</b>
<b>Current Assets</b>			
Trade and other receivables	6	1,395,462	6,012,619
Cash and cash equivalents	7	18,679,620	20,915,192
		<b>20,075,082</b>	<b>26,927,811</b>
<b>Total Assets</b>		<b>34,579,649</b>	<b>41,884,302</b>
<b>Equity and Liabilities</b>			
<b>Equity</b>			
Reserves		1,457,634	1,457,634
Retained income		31,110,263	38,039,497
		<b>32,567,897</b>	<b>39,497,131</b>
<b>Liabilities</b>			
<b>Non-Current Liabilities</b>			
Operating lease liability		730,000	154,293
<b>Current Liabilities</b>			
Other financial liabilities	8	-	299,547
Trade and other payables	9	1,281,752	1,933,331
		<b>1,281,752</b>	<b>2,232,878</b>
<b>Total Liabilities</b>		<b>2,011,752</b>	<b>2,387,171</b>
<b>Total Equity and Liabilities</b>		<b>34,579,649</b>	<b>41,884,302</b>



## INCOME STATEMENT

Figures in Rand	Notes	2014	2013
Revenue		30,859,156	48,838,838
NLDTF - Lottery funding	10	5,000,000	-
<b>Operating expenses</b>		<b>(43,618,030)</b>	<b>(42,473,515)</b>
<b>Operating surplus (deficit)</b>		<b>(7,758,874)</b>	<b>6,365,323</b>
Investment revenue	11	825,142	798,808
Fair value adjustments	12	15,249	-
Finance costs	13	(10,751)	(43,503)
<b>Surplus (deficit) for the year</b>		<b>(6,929,234)</b>	<b>7,120,628</b>

## STATEMENT OF CHANGES IN EQUITY

Figures in Rand	Revaluation reserve	Retained income	Total equity
<b>Balance at 01 April 2012</b>	<b>1,457,634</b>	<b>30,918,869</b>	<b>32,376,503</b>
Surplus for the year	-	7,120,628	7,120,628
Other comprehensive income	-	-	-
Total surplus for the year	-	7,120,628	7,120,628
<b>Balance at 01 April 2013</b>	<b>1,457,634</b>	<b>38,039,497</b>	<b>39,497,131</b>
Deficit for the year	-	(6,929,234)	(6,929,234)
Other comprehensive income	-	-	-
Total deficit for the year	-	(6,929,234)	(6,929,234)
<b>Balance at 31 March 2014</b>	<b>1,457,634</b>	<b>31,110,263</b>	<b>32,567,897</b>

**DETAILED INCOME STATEMENT**

<b>Figures in Rand</b>	<b>2014</b>	<b>2013</b>
<b>Income</b>		
Interest income	812,764	784,475
Rental income	718,617	653,023
Donation income	12,200,085	28,177,702
Government grants	22,093,328	19,675,570
Dividends received	12,378	14,333
Gains on disposal of assets	246,601	77,760
Fair value adjustments	15,249	-
Other income	600,525	254,783
	<b>36,699,547</b>	<b>49,637,646</b>
<b>Direct Expenses</b>		
Diversion	22,756,849	18,615,749
Alternative Sentencing	10,258,744	12,552,530
Offender Reintegration	3,130,779	3,575,491
	<b>36,146,372</b>	<b>34,743,770</b>



## DETAILED INCOME STATEMENT (continued)

Figures in Rand	2014	2013
<b>Operating Expenses</b>		
Advertising and promotions	175,673	94,128
Auditors remuneration	143,954	125,000
Bank charges	154,333	131,742
Catering costs	59,537	36,840
Computer expenses	147,189	132,752
Consulting and professional fees	424,942	541,319
Postage and courier cost	47,505	50,995
Depreciation	433,405	691,699
Employee cost	3,019,967	3,002,178
General expenses	217,040	195,309
Insurance	494,131	501,576
Interest paid	10,751	43,503
Leases rentals	191,248	215,024
Motor vehicle expenses	62,023	53,686
Municipal property rates and taxes	200,401	128,606
Printing and stationery	218,962	125,043
Recruitment expenses	20,807	32,317
Rent - office space	-	48,600
Repairs and maintenance	28,725	67,135
Security expenses	15,011	15,164
Subscriptions	19,544	12,506
Subsistence and travel local	424,030	299,782
Communications	179,689	175,878
Training expenses staff	427,020	574,182
Utilities	366,523	478,284
	<b>7,482,409</b>	<b>7,773,248</b>
<b>Surplus (deficit) for the year</b>	<b>(6,929,234)</b>	<b>7,120,628</b>

**List of donors having made grants and financial contributions to NICRO in the 2013 / 2014 financial year**

AC Louw Trust  
 ACC Trust  
 Afrisun KwaZulu-Natal Community Development  
 Air, HB  
 Albert & Molly Bauman Trust  
 Amtech Techniquip cc  
 C & E Harding Charity Trust  
 Camaham Trust  
 Chidley, CT  
 Coetzee, L  
 Community Chest of the Nelson Mandela Metropole  
 Community Chest of the Western Cape  
 Crossman, G  
 Dawson, CR  
 De Bruin, HJ  
 Department of Community Safety, Western Cape  
 Department of Social Development, Eastern Cape  
 Department of Social Development, Free State  
 Department of Social Development, Gauteng  
 Department of Social Development, KwaZulu-Natal  
 Department of Social Development, Limpopo  
 Department of Social Development, Mpumalanga  
 Department of Social Development, Northern Cape  
 Department of Social Development, Western Cape  
 DFID Governance and Transparency Fund  
 DG Murray Trust  
 Edward Stanley Murphy Will Trust  
 EE Carter Trust  
 Erasmus, the Honourable Justice NC  
 FNB Trust  
 Fredskorpset Norway  
 Fulton Trust  
 General Council Bar of South Africa  
 GH Starck Trust Fund  
 Goldstein, E  
 Greyvensteyn, Advocate M  
 HCI Foundation  
 Henney, Judge R  
 Howell, I  
 Joan St Leger Lindbergh Charitable Trust  
 Katz, MM  
 Lategan, TP  
 Lionel Murray Schwormstedt & Louw Attorneys, Notaries & Conveyancers  
 Ludgoe, F  
 MD Woodgate Charitable Trust  
 Mohlamme, Dr TI  
 Molefakgotla, C  
 Moodley, Mr  
 National Department of Social Development  
 National Lottery Distribution Fund (NLDTF)  
 Nedbank Renaissance Fund  
 Nedgroup  
 Nelson Mandela Metropole  
 Nienaber, C  
 Noakes Family Charitable Trust  
 Open Society Foundation of South Africa  
 Pedersen, CL  
 Pedersen, TR  
 Phiri, H  
 Pierce, EJ  
 R & P Kemp Trust  
 Rolf-Stephan Nussbaum Foundation  
 Royal International Couriers (South Africa)  
 Santam  
 Sibomana, JI  
 Smith, D  
 Society of Advocates of KwaZulu-Natal  
 Solomon, S  
 TS Witherow Trust  
 Ubuntu Community Chest, Durban  
 UNICEF Zimbabwe  
 Victor Daitz Foundation  
 Willmott Trust  
 Willowton Oil  
 Yerolemou, L





## **'THEY EVENTUALLY COME OUT'**

“Most diamonds are set in a ring. For a man this ring is society, rather like an eternity ring, as it composed of millions of tiny diamonds, set into the surrounding metal. When a stone falls out, not only is it of less value than the whole ring, but also society is itself the poorer. Society therefore has an obligation to see that as few as possible of its jewels work lose and are lost or so damaged as to be useless in re-setting”.

- Trotter (1969: 266-267)

## Vision

To build and strengthen a democratic society, based on human rights principles through crime prevention and development.

## Mission

NICRO, as a national non-profit organisation, regards crime as a threat to democracy and individual rights. Through people-centred development and services to victims, offenders and communities, NICRO strengthens a human rights culture and builds a safer South Africa. To this end NICRO engages in lobbying and advocacy, capacity building, direct service delivery and research. NICRO adheres to the principles of good governance and sound environmental practices.

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