



2023-2024  
Annual Report

**micro**  
FOR A SAFE SOUTH AFRICA



## OUR VISION

A world without crime and violence.

## OUR MISSION

To lead the way to ending crime.



## BOARD MEMBERS



Prof Thulane Gxubane  
CHAIRPERSON



Ms Lois Hardy  
VICE-CHAIRPERSON



Ms Fanisa Lamola  
TREASURER



Mr Method Gundidza  
VICE-TREASURER



Ms Lalla Yerolemou  
SECRETARY



The Honourable Judge  
Nathan Erasmus  
DIRECTOR



Ms Lee Coetzer  
DIRECTOR



Ms Betzi Pierce  
DIRECTOR

## Message from the Board

Throughout the 2023/2024 financial year, NICRO focused on consolidating developments achieved in the previous year and strengthening our services to address real societal needs, while making a lasting, positive impact. We successfully weathered some storms concerning funding uncertainties and delays and responded by building our Business and Development Unit to increase our sustainability. The uncertainties and funding delays resulted from new political decisions, which saw changes in social issues prioritised for funding. It gives us great pleasure to highlight some of our most significant achievements in this publication.

We have again accomplished a significant growth in revenue. Our total revenue grew from R49 109 123 in 2022/2023 to R52 076 479 in 2023/2024 and we are already on track to substantially exceeding this total in 2024/25. In this regard, we would like to thank our primary donors whose generous support has enabled us to surpass our expectations in terms of financial growth:

- ◆ The Department of Social Development,
- ◆ [aware.org](http://aware.org),
- ◆ The GBVF Response Fund,
- ◆ Heineken South Africa,
- ◆ Mitsubishi Corporation,
- ◆ The National Development Agency, and
- ◆ The Safety and Security Sector Education and Training Authority (SASSETA)



NICRO remains at the forefront of building safe communities as the largest local non-profit organisation dealing with crime prevention. At a time when crime continues to have a devastating impact on the very fabric of South African society, we focus on the most critical aspects of crime and violence prevention, including addressing and preventing gender-based violence, substance abuse, poverty, poor parenting and other underlying drivers of crime and violence. For this reason, we also focus renewed attention on our economic empowerment and youth development initiatives.

We boast a basket of evidence-based, best practice services that fully support managing risk factors and developing human potential that promote crime prevention, behaviour change and the successful reintegration of offenders. What sets NICRO apart, is our ability to provide concrete, irrefutable evidence of our valuable contributions to changing the face of crime in South Africa. We are harvesting the fruits of our data-driven impact assessments and evaluations, as we now have robust data that clearly demonstrates the positive impact NICRO's services has on addressing societal challenges and driving positive change.

We are pleased to report that NICRO continues to make significant headway in today's rapidly evolving digital landscape, having truly embraced digital transformation to stay competitive, drive innovation and achieve long-term growth. Our technical platforms have been successfully implemented and are fully operational. NICRO's online training and beneficiary programmes are a very attractive feature for our stakeholders in the criminal justice sector and funders alike, as they support accessibility and scalability.

We have also reestablished our training unit, under the auspices of our Business and Development Unit, to leverage our vast array of programmes in support of NICRO's sustainability initiatives.

The Board congratulates the management team and NICRO's staff, who are unified and inspired by a common sense of purpose and identity, for the critical role they have played in achieving the many accomplishments NICRO is able to lay claim to this past year.

All our employees are truly engaged and feel a proud sense of ownership of the work they do. Our staff are passionate, enthusiastic and committed to the organisation and their clients, and share a common sense of belonging and accountability.



We thank them for their dedication and always being ready and able to go the extra mile. We are in a strong position to continue our growth trajectory in the coming year. We are entirely dedicated not only to advancing our progress and gains, but also to ensuring that NICRO remains in a position to sustain the many fine developments and successes we are proud to be celebrating this year. We look forward to continuing to fulfil our mandate to prevent crime and violence and building safe communities, in line with our core values of accountability, collaboration, excellence, integrity, innovation and passion as we head into the new year.

NICRO BOARD OF DIRECTORS ■





## From the Desk of the CEO

### Celebrating NICRO's Trailblazing Year of Impact and Growth



Dear NICRO Stakeholders and Supporters,

As I reflect on the transformative journey NICRO has navigated this past year, I am filled with a deep sense of accomplishment. Our unwavering commitment to realising a future free from crime has propelled us forward, overcoming challenges that have fortified our resolve and resilience.

#### Financial Growth and Sustainability

Despite global economic challenges and evolving donor priorities, NICRO has achieved remarkable financial growth. Over the past three years, our total revenue has increased by R17,7 million, culminating in a milestone R52 076 479 for the year 2023/2024. This achievement underscores our robust sustainability strategy and is a testimony to the invaluable support our generous donors, to whom we extend our heartfelt gratitude, afford us.

#### Expansion and Innovation

Amidst these achievements, NICRO has boldly adapted, innovating to deliver impactful, sustainable services while keeping our dedicated staff inspired and forward-thinking. We have strengthened our services across all fronts and enhanced our online offerings. Updates to our Financial, Services and Supervision policies have ensured their relevance and effectiveness.

Our Business and Development Unit has been pivotal in driving innovation and developing new services for beneficiaries and training programmes for professionals. The rollout of these services to all our offices has reinforced the delivery of essential criminal justice services and mental health support to our beneficiaries. Additionally, our Soweto Office has undergone significant renovations, enhancing its capacity to serve as a hub for expanded training and community development initiatives.



## Championing Positive Change

As champions of positive change, NICRO remains deeply attuned to the escalating needs of our beneficiaries. The integration of technological advancements has revolutionised our service delivery, enabling us to expand both the reach and impact of our offerings. Through rigorous data collection and analysis, we are able to substantiate our outcomes and share our progress effectively. This undoubtedly positions NICRO at the forefront of digital transformation in our sector.

## Empowering our Team

Central to our success is the dedication of our staff, whose role within NICRO has reshaped our organisational culture. Through robust in-service learning and leadership development programmes, we have empowered our team to make meaningful contributions to society, fostering a renewed sense of dedication and unity as the unstoppable "dream team."

## Impact and Advocacy

Our data-driven approach has enhanced our ability to measure impact accurately and showcase the positive effects of NICRO's services in addressing societal challenges. We continuously review and update our programmes to ensure that they meet the evolving needs of the communities we serve, promote crime prevention, effect behaviour change and advance offender reintegration as powerfully and effectively as possible.



## Communication and Outreach

Internally and externally, NICRO promotes seamless communication and collaboration. Through advanced software and interactive meetings, we foster a culture of collaboration and innovation. Externally, our strategic public relations efforts and media engagement initiatives amplify our successes and expand awareness of our vital services.

## Looking Ahead

With a legacy spanning over a century, NICRO remains steadfast in our commitment to advancing community safety and offender rehabilitation and ensuring effective victim support services. As we look to the future, I am confident that NICRO's future is bright and promising. Our unwavering dedication to creating a safer, more just society is stronger than ever, thanks to the dedicated governance of our Board, the leadership of our management team, the tireless efforts of our dedicated staff and the steadfast support of our funders and stakeholders.

With gratitude and optimism,

**BETZI PIERCE**  
CHIEF EXECUTIVE OFFICER ■





# Overview of Services

## A Year of Dedication and Commitment

### Commitment to Reducing Criminal Behaviour

During this reporting year, we have steadfastly maintained our commitment to delivering programmes aimed at reducing the risk factors associated with criminal behaviour across our key service areas. We provided a full range of direct services to 19 031 beneficiaries who participated in tailored intervention programmes. Our criminal justice services, including diversion, non-custodial sentencing and prison work, remain the most utilised. Impressively, 89.23% of our beneficiaries were in receipt of these services, while 10.77% benefitted from community crime and violence prevention interventions.

### Provincial Success and Employee Dedication

The distribution of services across the provinces demonstrates that all eight provinces in which NICRO is operational have made significant strides in meeting the year's targets. This achievement highlights the dedication of our staff to advancing the organisation's mission and vision.

### Tackling Violence in South African Communities

South African communities face heightened levels of violence due to dysfunctional dynamics within families, disengagement, passivity and reliance on external resources. Addressing these challenges involves enhancing community knowledge and skills to mitigate violence and ensure access to resources for capacity building and effective violence prevention interventions. We have made significant progress in numerous communities by advancing the objectives of the National Strategic Plan on Gender-based Violence and Femicide through implementing a range of social crime prevention programmes that target the root causes of crime and violence. Our outreach efforts, which include awareness campaigns, coaching and mentorship as well as the training of community structures, stakeholders and School Governing Body (SGB) members, have benefited a remarkable number of beneficiaries. Of the 104 631 individuals reached, 98% were engaged through our awareness-raising initiatives, demonstrating our strong commitment to crime prevention and advancing our vision of safe, thriving communities.



## Empowering Communities through Training and Education

Training and public education are crucial for engaging affected populations as partners in shaping strategies for their protection. This approach encourages community members to participate actively in identifying problems and developing solutions tailored to meet their needs. This leads to meaningful changes from the bottom up. Addressing the complex issue of crime and violence requires extensive learning and knowledge-sharing efforts. Initiatives focused on training, education and capacity-building are essential for inspiring and mobilising communities.

A total of 275 beneficiaries participated in our Economic Opportunities training programme and the Community-based Organisational Coaching and Mentoring Programme.

These efforts have had a significant impact in our communities, furthering the objectives of social crime and violence prevention.

## LEARNING ONLINE

### NICRO'S VIRTUAL CLASSROOM

#### Client Programmes

- ◆ Adult Life Skills
- ◆ Anger Management
- ◆ Beyond Boundaries (Youth life skills)
- ◆ Chance to Change (Substance abuse education)
- ◆ Choosing the High Road (Road safety education)
- ◆ Fatherhood Programme
- ◆ Positive Parenting
- ◆ Shifting Gears (Diversion programme for those arrested for driving offences)
- ◆ The Road to Resilience (Developing emotional and psychological resilience)



## LEARNING ONLINE

### NICRO'S VIRTUAL CLASSROOM

#### Professional Programmes

- ◆ Basics of Conflict Resolution
- ◆ Child Justice Act
- ◆ Child Protection in the South African Context (1,5 SACSSP points)
- ◆ Integrated Social Crime Prevention Strategy (11,5 SACSSP points)
- ◆ Introduction to Bullying for Educators and Practitioners
- ◆ Introduction to Cognitive Behavioural Therapy (2 SACSSP points)
- ◆ Introduction to Crime and Violence Prevention in South Africa (3,5 SACSSP points)
- ◆ Introduction to Domestic Violence (5 SACSSP points)
- ◆ Introduction to Psychosocial Assessments in the Criminal Justice Sector
- ◆ Positive Discipline and Classroom Management
- ◆ Social Work Supervision (15,5 SACSSP points)
- ◆ The Basics of Restorative Justice Conferencing (3,5 SACSSP points)
- ◆ The National School Safety Framework (15 SACSSP points)

#### Celebrating Donor-funded Projects

We have maintained positive relationships with donors supporting various priority projects. The Heineken project in KwaMashu, aimed at curbing underage drinking, has concluded its second year successfully. As we enter the final year, we are busy consolidating this intervention model that addresses positive youth development with a focus on underage drinking.

The Gender-Based Violence and Femicide (GBVF) project in the Eastern Cape has been completed, potentially opening doors for further funding for provinces such as Mpumalanga and Limpopo. Progress on the social reintegration project in the Eastern Cape has also been significant, with collaborative efforts ensuring that project milestones are achieved. Lessons learned will inform future strategies for working with offenders transitioning from prison.

Another highlight of the year under review was our successful collaboration with the Endangered Wildlife Trust in Mpumalanga to develop and implement a restorative justice programme for perpetrators of wildlife offences. This collaboration underscores the importance of exploring innovative approaches and opportunities to address wildlife crime and highlights our commitment to contributing effectively to wildlife conservation efforts in South Africa.

#### Promoting Responsible Driving

The aware.org project, which focuses on responsible driving in Gauteng, was successfully concluded with a renewed commitment for funding in 2024 to pilot a project that drives the Administrative Adjudication of Road Traffic Offences (AARTO) Act's intentions to ensure change in road user behaviour. We hope to eventually roll this project out throughout all our provinces to promote responsible, safe driving.



## Gratitude for Multi-Year Funding

We thank the HCI Foundation for multi-year funding provided for child diversion in Mpumalanga and Limpopo, which has now come to an end. We are deeply grateful to the Foundation for many years of financial support and can testify that its investment has had a highly significant, life-changing impact on the children who benefitted from our youth empowerment and life skills training programme.

## Impactful Corporate Partnerships

Finally, the two-year Safer Schools Safety Ambassadors project in Gauteng, funded by the Mitsubishi Corporation, has also been successfully completed, demonstrating how mutually beneficial partnerships with corporates have immense value for and impact on our schools and communities.

## Strengthening Stakeholder Relationships

We have built strong, positive relationships with key stakeholders in the criminal justice system, corporate entities and local communities. These engagements have allowed us to share updates on our progress and promote our services, expanding our reach and impact. Feedback from stakeholders, gathered through surveys on accessibility, programme quality, relevance and impact, has been overwhelmingly positive.

## Expanding Our Reach and Services

There is a growing demand from criminal justice stakeholders to expand our services into new areas, demonstrating their trust in our behaviour change programmes. We have also cultivated strong relationships with the Provincial and National Departments of Social Development, actively participating in forums such as Child Justice Forums, Substance Abuse Forums and Victim Empowerment initiatives.

## Investing in Our Staff

We have invested significantly in developing our staff to ensure that they are equipped to deliver effective services to our beneficiaries. Our staff development approach includes various methods including face-to-face sessions as well as online platforms such as NICRO's Learning Management System (LMS) and Microsoft Teams. To strengthen our staff development initiatives, we have appointed a National Training Coordinator. This role is essential for strengthening a culture of learning within our organisation and the broader social services field. The incumbent's responsibilities include identifying training needs, coordinating materials and ensuring compliance with our annual training plan.

In addition to investing in our staff, we have revitalised our training programmes to promote professional development opportunities for external stakeholders. This demonstrates our dedication to enhancing the knowledge and skills of social welfare practitioners, significantly contributing to the quality of services provided to our beneficiaries.



## Leveraging Technology for Greater Impact

We have adapted to the changing digital world by embracing technology to improve our efficiency and accountability. Our Client Management System (CMS) is a key example. This highly effective tool has allowed us to build a robust database and generate evaluation reports that inform our planning and provide accurate feedback to all our stakeholders. Additionally, we have extended our development programmes for beneficiaries, enabling us to provide online services to individuals who cannot physically access our offices.

In summary, this year has been one of dedication, consolidation and impact. We are proud of the strides we have achieved and look forward to continuing our work with renewed vigour and commitment.

BETZI PIERCE, CHIEF EXECUTIVE OFFICER ■  
& LUNGILE NGWENYA, OPERATIONS MANAGER ■



**NICRO touched lives... 19 031 Direct Services Beneficiaries**



“Clients do not come first. **Employees come first.**  
If you take care of your employees, they will take  
care of the clients.”

~ RICHARD BRANSON,  
CEO AND FOUNDER OF VIRGIN GROUP

## NICRO Human Resources

Through the development and implementation of its enabling HR strategy, NICRO endeavours to provide opportunities and assistance to all staff to ensure a balanced, healthy workforce and that staff members have access to employee health and wellness programmes and take leave to rejuvenate.

Our Employee Assistance Programme (EAP) is a multifaceted resource, providing a broad spectrum of services ranging from counselling and mental health support to debt and legal advice, as well as on-line health guidance. The primary aim of this programme is to ensure that our employees have the necessary support when life gets tricky and that personal challenges do not spill over into the working environment. The “Health for Me” programme is an investment in the well-being of the NICRO team by safe-guarding a positive, healthy working environment.

NICRO provides significant in-house professional skills development and training opportunities for staff through the NICRO Learning Management System platform. This includes accredited training programmes for social workers and social axillary workers who are required to accrue annual CPD points to retain registration with the SA Council for Social Service Professions (SACSSP). External training afforded us by SEESA, a labour legal company providing advice and business compliance solutions for employers, has ensured that NICRO is compliant with all health and safety regulations.

### Our training and development programmes ensure that NICRO is able to:

- ◆ Maximise employee performance,
- ◆ Create a stronger workforce,
- ◆ Boost staff motivation and engagement,
- ◆ Promote knowledge sharing,
- ◆ Foster innovation in the workplace,
- ◆ Improve company processes,
- ◆ Create a stronger brand, and
- ◆ Advance alignment to organisational goals.





Biannual performance appraisals not only provide employees with feedback on their performance, highlight areas for improvement and recognise achievements. These appraisals also ensure that NICRO is able to build a strong workforce and match a staff member's skills with the requirements and objectives of a specific role or task within the organisation. Conducting performance appraisals also holds additional benefits for the organisation by:

- ◆ Improving employee performance,
- ◆ Reducing staff turnover,
- ◆ Improving decision-making,
- ◆ Enhancing communication between managers and staff,
- ◆ Informing training requirements, and
- ◆ Providing opportunities for goal-setting.



## In Celebration of Milestones and Achievements

A special word of congratulations to our financial accountant, Lynn Neethling, who celebrated 32 years of service to NICRO. Your exemplary commitment over the years has been pivotal to this organisation's success.

NICRO would also like to applaud seven of our staff members who were promoted during the course of the year, each of whom has worked very hard to advance within the organisation.

### We commend the following on their well-earned rewards:

- ◆ Lungile Ngwenya, our new Operations Manager,
- ◆ Walter Mashabela, Sarah Ludick and Mamogo Ramakgwkgwa, who have all been appointed as supervisors,
- ◆ Lihle Mcwabane on becoming a senior social worker,
- ◆ Otto Sapepa, who was promoted to Business and Development Administrator, and
- ◆ Kefilwe Segale who is now a full-fledged social auxiliary worker.

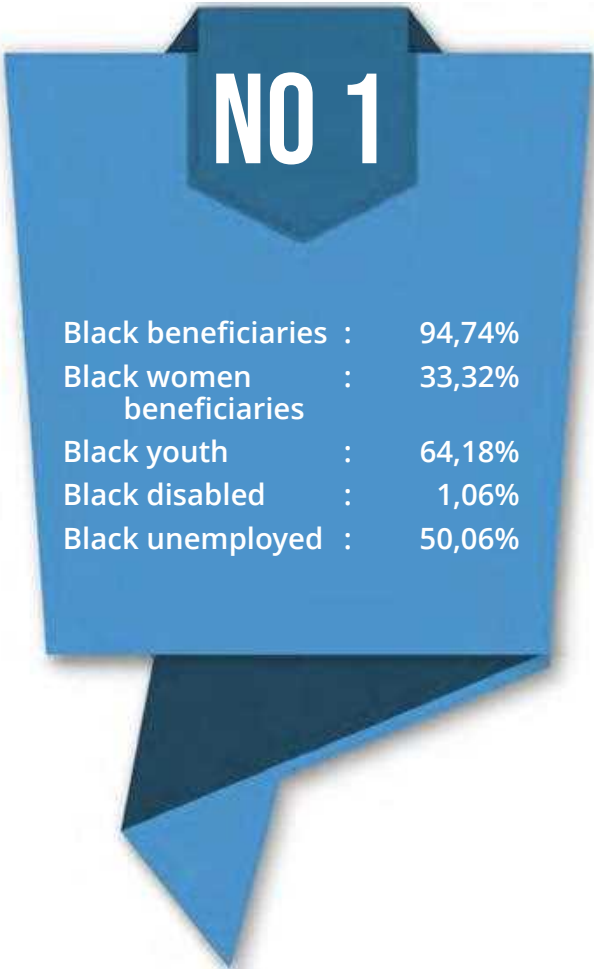
Positions	Eastern Cape	Free State	Gauteng	Kwa-Zulu Natal	Limpopo	Mpumalanga	North West	Western Cape	Head Office	Totals
Directors									1	1
Departmental Managers									7	7
Area Managers	(WC)	(WC)	1	1	1	1	(GAU)	1		5
Supervisors	2	1	4	5	1	5		2		20
Social Workers/Counsellors	9	3	29	23	3	22	1	10		100
Social Auxiliary Workers		1	24	8	1	12	1	9		56
Finance Officers									2	2
Administrative Staff	4	2	4	5	1	8		3		27
<b>TOTAL STAFF</b>	15	7	62	42	7	48	2	25	10	218



NICRO BBBEE LEVEL 1 Status

NICRO complies with all five BBBEE elements according to our industry code and has a Level 1 status with 75% or more Black beneficiaries and a 135% BBBEE procurement recognition level.

ROZANNE GREEN  
NATIONAL HUMAN RESOURCES MANAGER ■





## Financial Overview

In the past fiscal year, NICRO continued to advance our mission to lead the way to ending crime and violence and create safe communities. Despite the economic challenges facing the South African civil society environment, we successfully sustained our programmes and expanded our reach, thanks to the generous support of our donors, partners and stakeholders. This report provides an overview of our financial performance, including our revenue, expenses and the impact of our work.

### Financial Highlights

This financial year was notably productive for NICRO, which saw a 6% surge in total revenue, from R49,1 million to R52,1 million, despite facing socio-economic challenges. A significant portion of funding, at 78%, stemmed from Department of Social Development grants, complemented by 15% from corporate and other donations. Service-related activities such as training programmes and client fees brought in an additional R2,6 million, with notable contributors being NICRO's responsible driving initiatives. Contributory funding included grants from trusts and foundations, funding bodies such as the Community Chest and earnings from prudent investments.

NICRO allocated R10,4 million to its programmes and projects with an additional R31,6 million dedicated to the staffing of these initiatives, together accounting for 76% of its total spending. NICRO also incurred R13,4 million in administrative and operational expenses, comprising 24% of overall expenditure. With administrative expenditure accounting for only 2%, operational expenditure formed the bulk of these costs. NICRO consistently upholds a minimal overhead ratio, showcasing its capacity to manage resources with great efficiency to maximise the impact of every Rand received.

Had it not been for a deficit of R4,4 million, resulting from the revaluation of our Soweto property by R 4,5 million, NICRO would have balanced its books for the financial year under review. Nevertheless, NICRO remains financially robust, with a working capital ratio of 2,2 and a debt-to-equity ratio of 0,1. The organisation maintains adequate cash reserves to fulfill its short-term liabilities and to fund its ongoing plans and initiatives.



## Financial Challenges and Opportunities

The unpredictable funding environment posed challenges for NICRO within the non-profit ecosystem. Some funders ceased their funding of NICRO as a result of changes in their funding strategy or delayed the disbursement of funds in response to their own financial constraints. Delays in government grant disbursements further strained fiscal resources. Therefore, NICRO actively seeks diversified funding approaches and prioritises the forging of strategic partnerships to fortify financial resilience.

Looking ahead, NICRO recognises its potential for growth, including launching new programmes across additional locales, establishing a training division, maintaining key corporate relationships and strengthening financial governance. We are dedicated to continually investing in our physical assets, including the modernisation of our infrastructure and equipment, along with enhancements to our technology and communication resources. Investments included significant infrastructure enhancements, particularly a R750 000 renovation at the Soweto Administrative Center, aiming to extend NICRO's impactful reach. The organisation's goal is to amplify both its influence and coverage, boosting its profile and standing within the non-profit landscape and broader society.

## Financial Outlook and Recommendations

With competition amongst non-profit organisations for funding growing ever more fierce and tepid economic growth on the horizon, vigilant financial stewardship will be critical. NICRO commits to financial transparency and adherence to legal standards. To enhance its fiscal standing, NICRO plans to:

- ◆ Rework the budget with current objectives and foreseeable influences in mind.
- ◆ Deepen engagement with existing donors while exploring diverse revenue streams such as training ventures and online development projects, in addition to enhancing our fundraising efforts by seeking financial support for much-needed economic empowerment initiatives.
- ◆ Ensure that resource distribution supports NICRO's goals and matches what the community expects.
- ◆ Enhance financial operations by cutting expenses, increasing earnings and securing investment returns.
- ◆ Keep financial policies up to date and improve systems for managing finances, confirming both the accuracy and protection of our assets.

## Auditor's Report

Mazars has audited our financial statements, resulting in an unqualified opinion. This audit verifies that our financial reporting accurately and fairly reflects our company's financial status and operations.



## In Conclusion

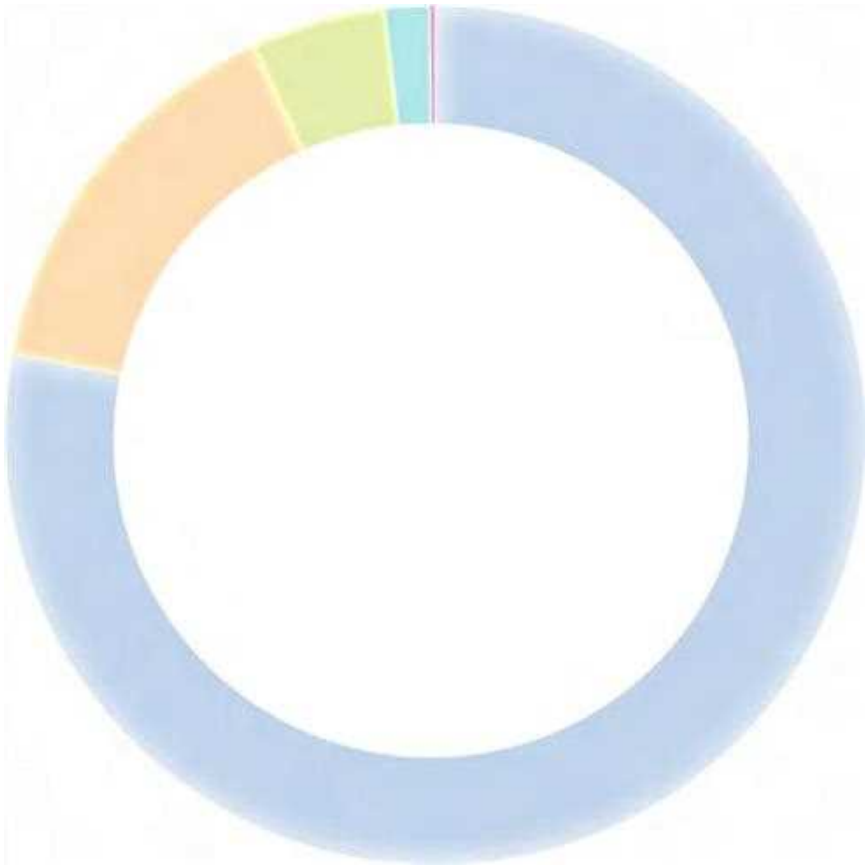
Reflecting upon the past year, we stand proud of our achievements and grateful for unwavering community support, paving the way for future impact. NICRO sincerely thanks its donors, sponsors, partners, staff, volunteers, beneficiaries and supporters for their ongoing generosity and commitment to our purpose.

We eagerly anticipate continued collaboration in the coming year, aiming to create a substantial and enduring impact on the individuals and communities we serve.





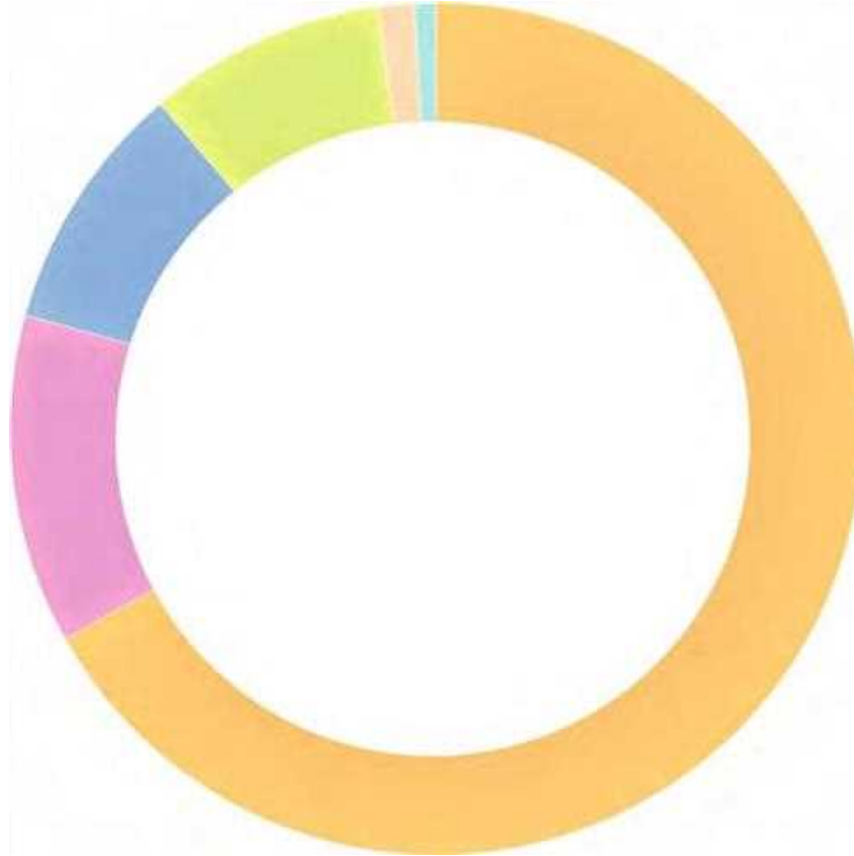
NICRO Revenue



NICRO Revenue	2024	%	2023	%	VARIANCE
Government Grants	R40 617 069,71	78%	R36 358 783,00	74%	11,7%
Corporate Grants & Other Donations	R7 825 233,30	15%	R9 954 370,00	20,3%	-21,4%
Training & Clinical Fees	R2 633 394,13	5,1%	R2 495 340,00	5,1%	5,6%
Other Income	R878 494,11	1,7%	R202 011,00	0,4%	334,9%
Rental Income	R121 747,71	0,2%	R98 619,00	0,2%	23,5%
TOTAL	R52 076 478,96	100%	R49 109 123,00	100%	6%



## NICRO Expenses



NICRO Expenses	2024	%	2023	%	VARIANCE
Administration Costs	R463 242,39	0,8%	R843 456,00	1,6%	-45,1%
Depreciation	R798 370,97	1,4%	R659 041,00	1,2%	21,1%
Programme Costs	R5 089 974,86	9%	R4 665 949,00	8,8%	9,1%
Project Costs	R5 339 754,62	9,5%	R5 819 111,00	11%	-8,2%
Operational Costs	R17 022 844,05	12,5%	R 6 595 395,00	12,4%	6,5%
Personnel Costs	R37 603 938,65	66,8%	R34 406 060,00	64,9%	9,3%
<b>TOTAL</b>	<b>R56 318 125,54</b>	<b>100%</b>	<b>R52 989 012,00</b>	<b>100%</b>	<b>6,30%</b>



## National Statistics: 2023-2024

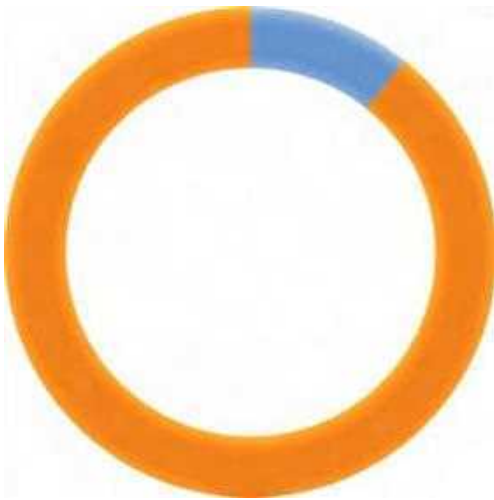
- ◆ NICRO **increased its direct service delivery** (group-based and individual services) by a massive 67,6%: 19 031 beneficiaries participated in tailored intervention programmes this year in comparison to 11 357 in 2022-2023.
- ◆ We reached an additional 104 631 people through community outreach and awareness-raising events, an increase of 12,1% in comparison to the previous year when we touched the lives of 93 368 community members. More than half (53%) of those reached this year were under the age of 18 years.
- ◆ All provinces in which NICRO is based and has offices (Eastern Cape, Free State, Gauteng, KwaZulu-Natal, Limpopo, Mpumalanga, North West and the Western Cape) provided both diversion and crime prevention services.
- ◆ The Eastern Cape and KwaZulu-Natal rendered all service streams: criminal justice services (diversion, non-custodial sentencing and in-prison services), community crime and violence prevention, reintegration and restoration as well as personal and professional development.
- ◆ Diversion, which currently comprises 88% of NICRO's service offering, remains our most utilised intervention.
- ◆ 92% of beneficiaries referred to NICRO are first-time offenders.
- ◆ **Only 1% of NICRO clients are returning clients.**
- ◆ **Programme completion rates remained consistently high.** Only 5% of our beneficiaries were non-compliant and did not complete their interventions successfully.
- ◆ 94,74% of NICRO's beneficiaries were Black.
- ◆ 66,57% of NICRO's beneficiaries were male.
- ◆ 52,5% of NICRO's beneficiaries were aged between 18 and 35 years.
- ◆ **45,2% of NICRO's beneficiaries were unemployed.** This reflects an increase of 6,1% in comparison to the previous year. As unemployment levels increase in the country, so does the number of unemployed clients we serve. In 2022-2023, 39% of our clients were unemployed.
- ◆ Theft, at 21,3%, is the most common offence for which offenders are referred to NICRO.
- ◆ **Theft involving basic necessities such as food, rather than luxuries, has increased from 61% to 64%. These stolen items comprised foodstuffs, baby food, diapers, medicine, clothing and essential toiletries.**



- ◆ Alcohol is the most commonly consumed substance, accounting for 52% of all cases reporting substance abuse. This represents an 11% increase from last year.
- ◆ The majority, at 99%, of NICRO's Clinical Unit clients were in receipt of diversion services, the bulk of whom (59,8%) had been found guilty of traffics violations. Of those who found themselves in conflict with the law as of result of a traffic offence, 66% had been arrested for driving under the influence.
- ◆ The Clinical Unit has a more racially diverse client base than any other service.
- ◆ NICRO has a total of 23 online programmes on offer, nine of which have been tailored for our beneficiaries while the remaining 14 are professional development programmes.
- ◆ NICRO's Learning Management System (LMS) has a cumulative client registration of 2 701 individuals.
- ◆ 113 NICRO staff are registered from LMS programmes.



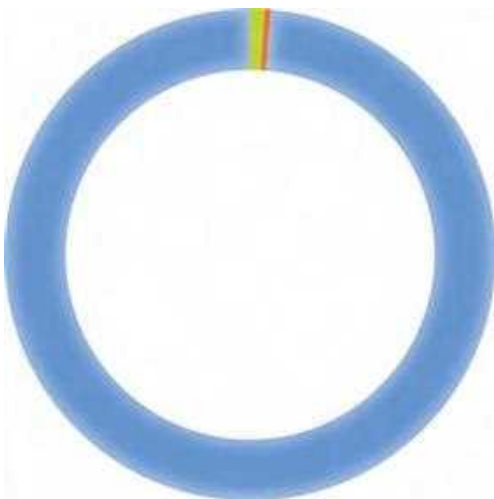




## Service Stream Distribution

NICRO has two service streams: the Criminal Justice service stream and the Community Crime and Violence Prevention service stream, which account for the percentage of services as follows:

<span style="color: orange;">■</span> Criminal Justice Services	89,23%
<span style="color: blue;">■</span> Community Crime & Violence Prevention	10,77%



## Criminal Justice Service Stream Distribution as a Percentage of Total Services

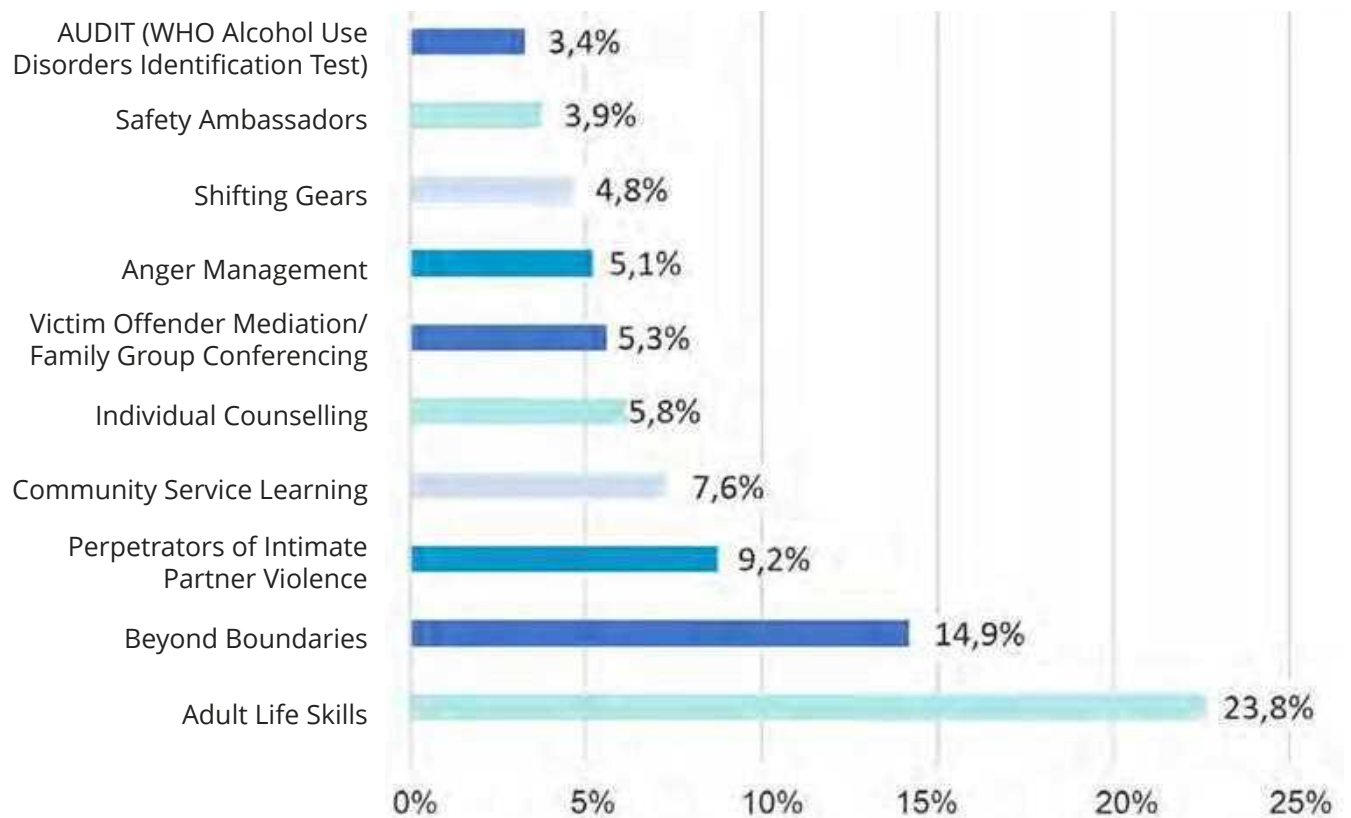
<span style="color: blue;">■</span> Diversion	87,08%
<span style="color: green;">■</span> In-Prison	0,79%
<span style="color: orange;">■</span> Non-Custodial Sentencing (NCS)	0,35%



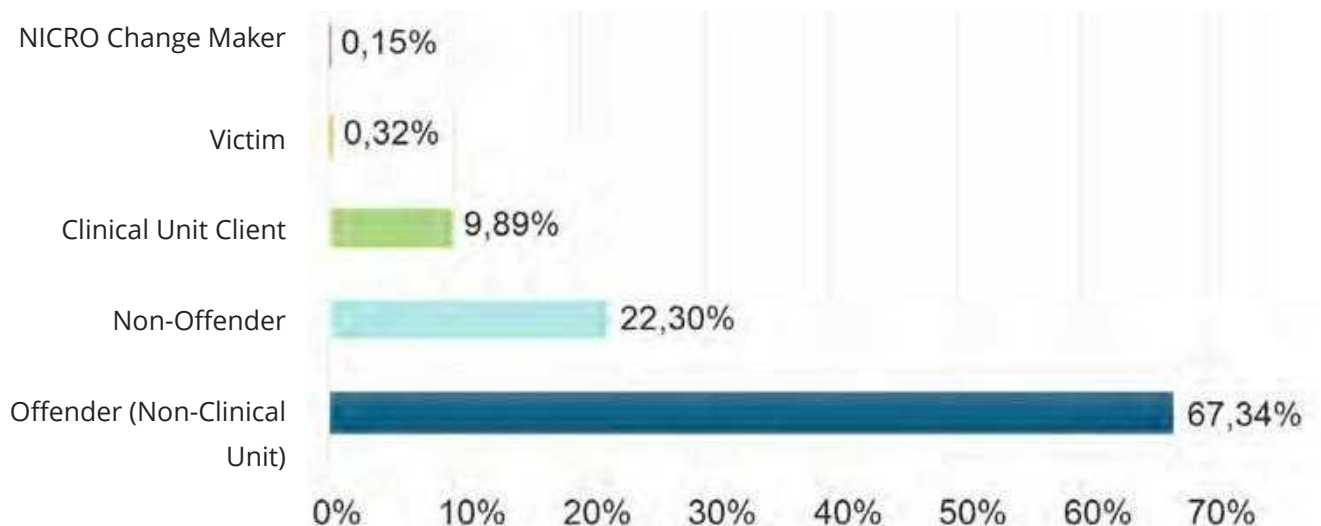
## Provincial Service Distribution

<span style="color: blue;">■</span> Eastern Cape	8,1%	(1 544)
<span style="color: orange;">■</span> Free State	2%	(373)
<span style="color: grey;">■</span> Gauteng	37,7%	(7 184)
<span style="color: green;">■</span> KwaZulu-Natal	24,4%	(4 637)
<span style="color: purple;">■</span> Limpopo	4,2%	(808)
<span style="color: red;">■</span> Mpumalanga	7,8%	(1 486)
<span style="color: blue;">■</span> North West	3,1%	(585)
<span style="color: teal;">■</span> Western Cape	12,7%	(2 414)

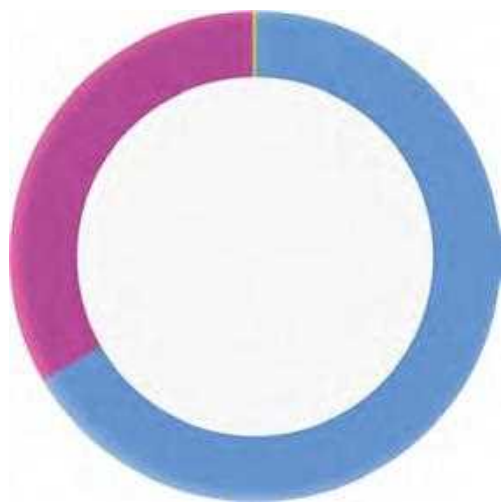
## NICRO's Top Ten Interventions as a Percentage of all Services



## Beneficiary/Client Type

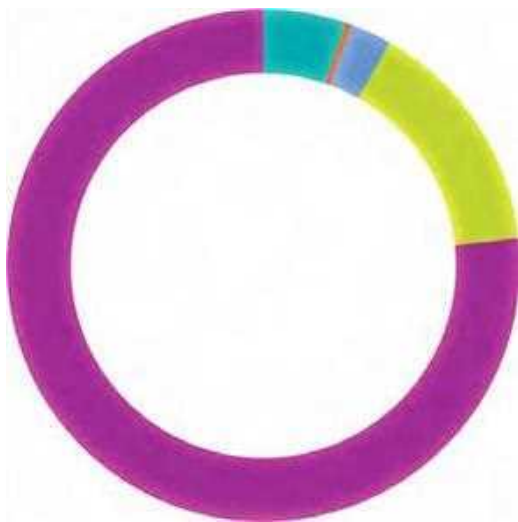


Client Demographics



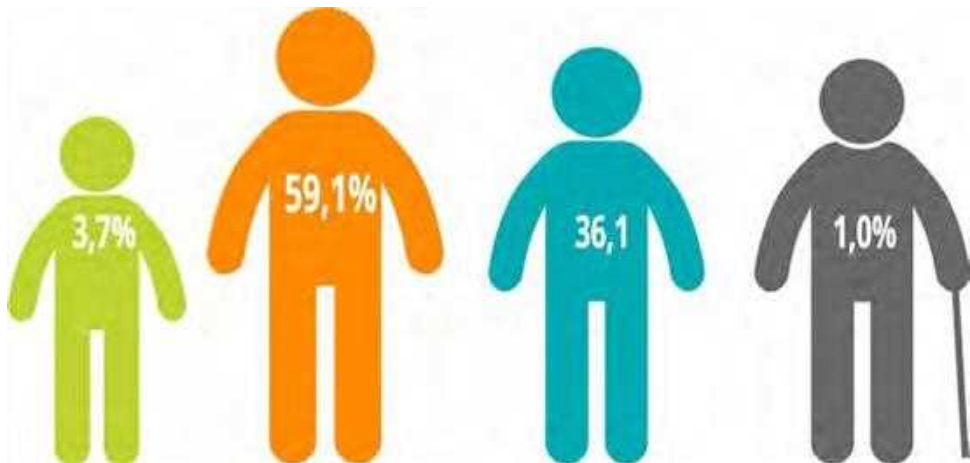
Gender Profile

LGBTQIA+	0,1%
Female	33,3%
Male	66,6%



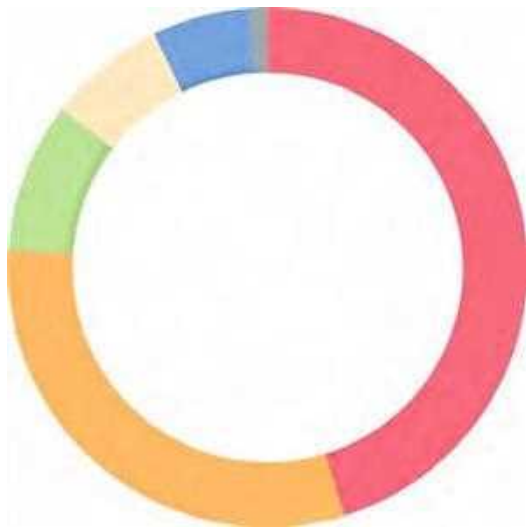
Racial Profile

Black	76,7%
Coloured	15,1%
White	5,2%
Indian	2,6%
Asian	0,4%



Age Profile

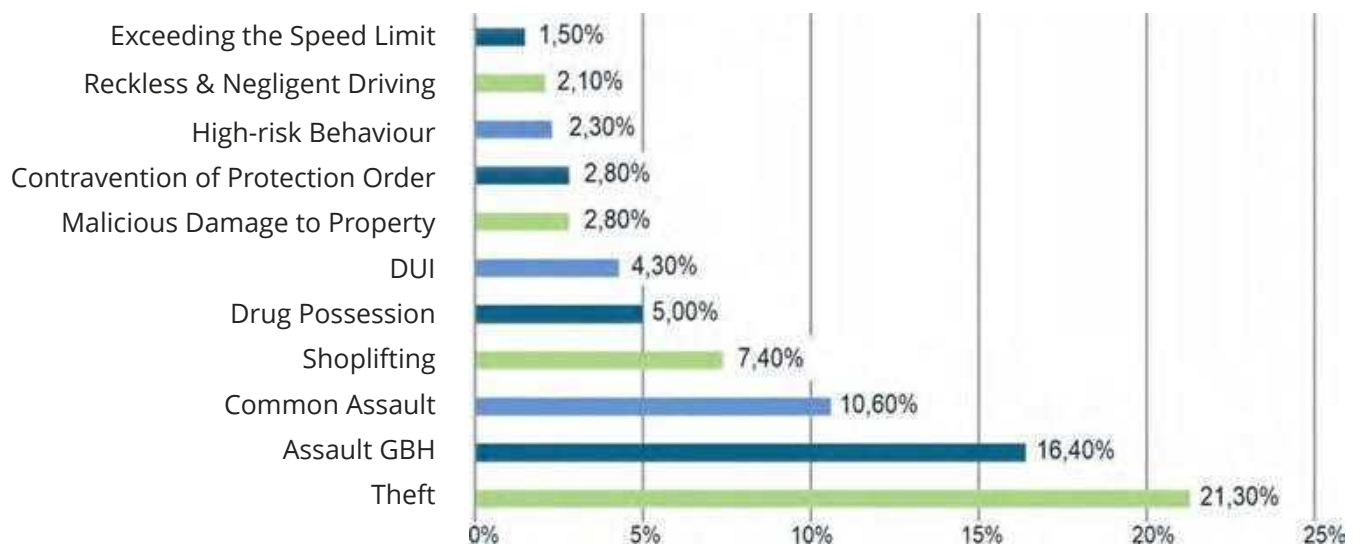
Under 18	3,7%
18-35	59,1%
36-65	36,1%
Over 65	1,0%



### Employment Status

Unemployed	45,2%
Full-time Employment	30,8%
Student	9,4%
Self-employed	7,3%
Part-time Employment	6,1%
Retired	1,1%

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





## NICRO Business and Development Unit

During the year under review NICRO's Clinical and Training Units amalgamated to form the newly established NICRO Business and Development Unit, now also incorporating all our training endeavours that recommenced in January 2024. This strategic move has afforded us the opportunity of extending our reach across the country and providing essential court services, community violence prevention awareness initiatives, employee wellness programmes, mental health counselling and comprehensive training opportunities to an ever-growing number of beneficiaries. The training component of the unit provides ongoing professional development opportunities for our staff and other professionals in the field, in addition to coordinating all external training activities.

Our team comprises seven staff members and a manager, based in the Western Cape, together with either one or two addition team members in each of the remaining seven provinces in which we work. In Gauteng, our training coordinator, Nthabiseng Mogotsi Molwantwa, oversees both internal and external training initiatives, together with a skilled training team.

### NICRO in the Media Spotlight

Ensuring a strong media presence to increase NICRO's visibility forms a key component of the Unit's efforts. This past year, we secured significant exposure for NICRO and our services through a diverse range of media outlets including TV, print, radio and numerous digital platforms. NICRO's 113th birthday celebrations, our road offences prevention programmes (Shifting Gears and Choosing the High Road), an in-depth discussion focussed on controversial issues surrounding the parole system, as well as an informative piece on the alarming increase in shoplifting in South Africa, to mention but a few, were featured prominently.



On 6 September 2023 NICRO celebrated 113 years of transforming lives

In September 2023, the Business and Development team, with assistance from the Mpumalanga Area Manager, also assumed responsibility for managing NICRO's social media pages, ensuring a strong and vibrant presence in virtual communities while regularly disseminating critical information. NICRO's social media platforms, which include Facebook, TikTok, Twitter, Instagram and LinkedIn, now boast well over 13,900 avid followers. From April 2023 to March 2024, NICRO's Facebook content reached a vast audience of 214,900 users.

## Celebrating Highlights and Achievements

- ◆ A comprehensive NICRO skills audit was completed and internal training needs identified. This audit and its findings have formed the basis of our integrated national staff training plan.
- ◆ Internal training for NICRO staff was conducted, which included sessions on current patterns of violence in South African schools - implications for crime and violence prevention, a review of NICRO's existing resources and orientation on the revised Safer Schools Safety Ambassadors Programme manual.
- ◆ During November and December 2023, the Business and Development Unit met with numerous criminal justice stakeholders to share the success stories of many of our clients, which served, once again, to highlight the impact of NICRO's services.
- ◆ A visit to the Caledon Court in July 2023 further cemented the beneficial relationship we have established with the courts in both Caledon and Hermanus.
- ◆ Women's Day in August 2023 was celebrated at a special event honouring women and calling for gender equality and a gender inclusive society.
- ◆ One of NICRO's important slogans, "Changing Lives", was put into action in February 2024 when we joined forces with the Oceans Alive Conservation Trust and participated in a dedicated beach clean-up because protecting and cleaning up the natural environment is everyone's responsibility!



## You heard my silent cries

*"I just wanted to give you a big thank you. So many changes since speaking to you. I remember finding it exhausting coming every week [to attend the intervention] but I kept reminding myself how good it was for me.*

*A huge thank you. You made a difference."*

## You have given me my life back

*"Thank you so much for recognising that people deserve second chances and that one mistake does not automatically define an entire human being.*

*Thank you for being an innovative organisation and making sure that [the Shifting Gears programme] is also available online. Thank you for being a gap between prison and reform. I am definitely a better version of myself due to NICRO."*

## Thank you for helping my spouse overcome her challenges

*"I would like to thank you for helping [my spouse] get over her challenges. To be honest, I was very worried for her at one stage, before you came along. She simply was not the same person as before. I battled to get through to her. You, however, managed to get her to respond positively fairly quickly. I started seeing big changes after the second counselling session.*

*Whatever it was that you counselled her on, she took it very seriously and responded accordingly.*

*Thank you!"*





## Looking to the Future

As we embark on a new year, the Business and Development team dedicates its efforts to providing much needed, affordable, quality mental health care interventions and specialised services to clients within the criminal justice sector.

We particularly look forward to expanding our footprint through our online programmes, which are accessible to all throughout South Africa. We will also be focusing on developing our employee wellness and other corporate services in addition to expanding family services, for which there is a dire need.

The training component of the Business and Development Unit will focus on:

- ◆ Diversifying training methods by fully utilising NICRO's Learning Management System (LMS), classroom-based and virtual training platforms.
- ◆ Building training teams within the provinces.
- ◆ Ensuring that all NICRO's training programmes are able to award CPD points to the professional learner.
- ◆ Significantly expand our external training offerings, which will include training on the Child Justice Act, Child Protection, the National School Safety Framework, Positive Discipline and Classroom Management, a Bullying Programme for Educators and Practitioners, Psychosocial Assessments, Facilitation Skills, Restorative Justice and Diversion Services. These training programmes will also be offered online.
- ◆ All our services are geared towards empowering and transforming lives. Revenue from these services, in turn, supports NICRO's efforts towards becoming self-sustainable.



NICRO Western Cape and the Business and Development Unit staff celebrate Woman's Day 2023





## NICRO Eastern Cape

NICRO Eastern Cape is at the forefront of the organisation's reintegration and restoration initiatives and also takes the lead in facilitating opportunities to promote sustainable livelihoods. The remarkable strides we have achieved in this arena are driven by our dedicated teams based in East London and Port Elizabeth. The East London office is staffed by a social work supervisor, four social workers and two support staff, while our Port Elizabeth team comprises a social work supervisor, five social workers and two support staff.



### Building Skills and Transforming Young Lives

In collaboration with accredited service providers, NICRO Eastern Cape initiated a skills development programme for 135 young people from child and youth care centres in our province. Training in bricklaying, carpentry, tiling, welding, sewing and haircutting was geared towards improving their livelihood opportunities. In addition to acquiring valuable hard skills, these young people achieved a newly found sense of mastery, self-worth and confidence. Equipped with new haircutting kits, the boys are already plying their trade at the centre. These youth are off to a good start in life.

### Advancing Economic Inclusion and Building a Better Future for Former Offenders

NICRO's Economic Opportunities Programme offers the marginalised and unemployed opportunities to improve their economic prospects and gain access to the economy. During the year under review, we facilitated the Economic Opportunities Programme for 206 individuals, many of whom were incarcerated offenders, who are particularly vulnerable economically. This initiative equips participants with the knowledge and skills to identify and map out potential income generating opportunities through informal or alternative income streams. Economic inclusion also serves to inspire and motivate those who have been in trouble with the law to turn over a new leaf and become law-abiding citizens who are an asset to their communities.



## NICRO Combatting Gender-based Violence and Building Gender Inclusive Communities

Thanks to very welcome funding from the GBVF Response Fund, we made great headway in our efforts to combat the widespread scourge of gender-based violence in Mdantsane, an East London township. We trained, equipped and supported dedicated community members to play a leading role in the fight against GBV. After receiving training in basic interviewing and counselling skills, support group facilitation and GBV legislation, our GVB Change Makers implemented a sustainable community focused GBVF prevention strategy and embarked on a series of awareness campaigns, in addition to rendering basic care and support services to GBV survivors and those at risk.

## Social Reintegration Initiative Facilitates Empowerment and Change

A highlight of the year was the NICRO/SASSETA (Safety and Security Sector Education and Training Authority) partnership that resulted in the rollout of a highly significant social reintegration intervention programme for 100 incarcerated and former offenders in East London. The programme focussed on reducing the risk of reoffending by creating a conducive environment outside of prison that seeks to address identified needs of participants and equips and empowers them to turn their backs on crime and make a fresh start. A wide range of programme activities were successfully accomplished:

- ◆ The lack of identity documents or access to banking services was addressed by forging connections with the Department of Home Affairs and a range of banking institutions, which enabled participants to apply for identity documents and open bank accounts.



NICRO East London partners with FNB to open bank accounts for former offenders

- ◆ Programme beneficiaries participated in the Economic Opportunities Programme, laying the foundations for the rollout of a skills development programme which included practical artisan skills training provided by accredited service providers. Participants were afforded the opportunity of mastering welding, plumbing, bricklaying, electrical, plumbing and nail technology skills.
- ◆ The work seekers component of the intervention equipped participants to enter the job market and apply for formal employment.
- ◆ Social reintegration sessions prepared participants for success reintegration into their families and the community.

Programme participants received a monthly stipend and ongoing support from social workers in the form of home visits.

## The Road Ahead

Our commitment to our beneficiaries remains unwavering as we embark on a new year, during which we will complete the SASSETA social reintegration programme and intensify services for youth at risk.

## Nothing is More Honorable than Gratitude

NICRO Eastern Cape extends our deep and heartfelt gratitude to our funders, partners, supporters and collaborators, without whom we could not celebrate our fine successes of this past year. Our thanks go to the Departments of Social Development and Correctional Services, SASSETA, the GBVF Response Fund and skills development service providers Uluntu Training Academy, Border Training Centre, ETC Training Centre and Headsmart Academy.

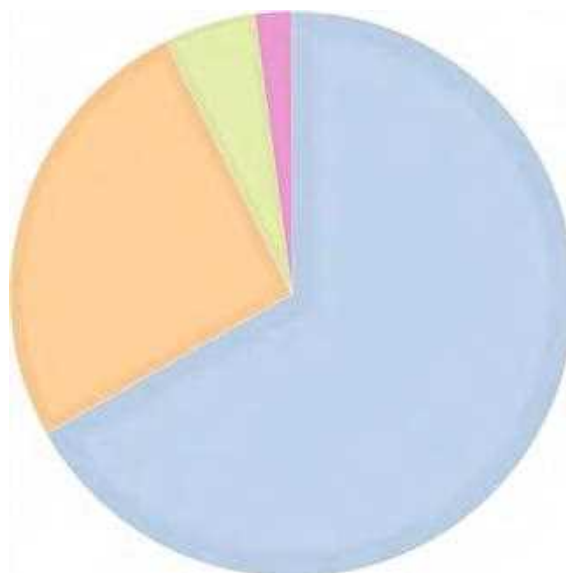
### Clients pay tribute to NICRO

*"The NICRO intervention was a game changer for me! I was into alcohol and unable to manage my anger. I have stopped drinking, and my life has been transformed, thanks to NICRO.*

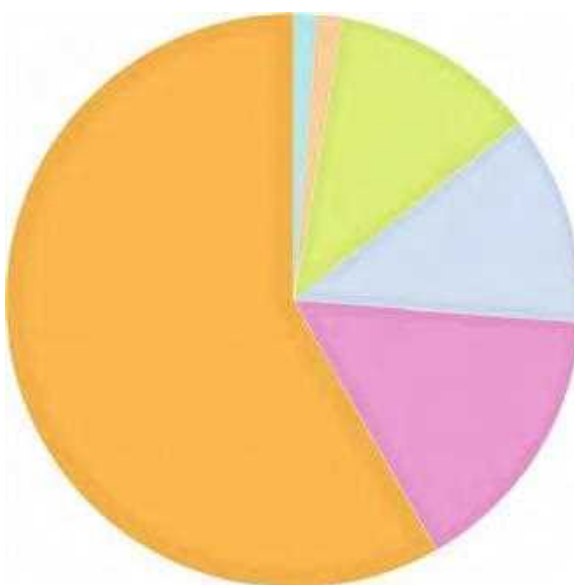
*I was aggressive and untrustworthy. I stole from my family to buy drugs. I even assaulted someone. NICRO made me realise I needed to change. Thank you for giving me my life back!"*



The launch of the SASSETA social reintegration project in Port Elizabeth in November 2023



Eastern Cape Revenue	Rand Value
Department of Social Development	R2 668 594,00
Other Government & Non-government Funding	R1 031 750,00
Corporate Funding	R209 350,00
Income Generation	R82 995,23
Other Income	R1 700,00



Eastern Cape Expenses	Rand Value
Non-cash Expenses	R52 167,00
Administration Costs	R55 916,00
Programme Costs	R465 364,00
Operational Costs	R469 700,00
Project Costs	R620 291,00
Personnel Costs	R2 321 482,00





## NICRO Free State



At the heart of NICRO Free State lies its reliance and commitment to rendering quality, impactful crime prevention services to the most disadvantaged communities. The team, comprising a social work supervisor, three social workers, a social auxiliary worker and two support staff, embraces the spirit of Ubuntu and strives to serve persons in conflict with the law, youth at risk and the community at large in an exemplary manner. Such is the team's dedication that staff are regularly actively at work over weekends, extending our services to families and addressing the risk factors associated with crime.

### Diverting Offenders Away from Formal Court Procedures towards a More Constructive, Positive Solution

Acknowledged as the leader in its field, NICRO has the support of the National Prosecuting Authority, the Department of Justice and the Bloemfontein Traffic Court, all of which refer offenders to our life-changing diversion programmes. The Shifting Gears Programme enjoys great success in our province. During the past year, this unique behaviour modification programme has, once again, demonstrated the significant impact it has on changing the attitude of road offenders towards driving under the influence, road safety and responsible driving. Our adult life skills, anger management and substance abuse programmes have empowered individuals to lead successful lives through the acquisition of new skills.

### Taking to the Airwaves

Lesedi FM and Moteo FM afforded NICRO valuable airtime to raise awareness about the organisation and its services. An interactive programme aired on Lesedi FM, which reaches communities countrywide as well as in Lesotho and Botswana, saw many former beneficiaries calling in and commending the organisation on its life-changing programmes.

### Creating Safer Schools and Communities

Partnerships cemented with the Judicial Inspectorate for Correctional Services (JCIS), the Departments of Social Development, Justice and Education, SAPS and the Independent Electoral Commission paved the way for NICRO to conduct awareness programmes about the consequences of substance use and bullying in schools and communities throughout the province.



## Promoting Responsible Driving and Safer Roads

The Choosing the High Road Programme, an awareness and educational intervention, was attended by 80 participants. It equipped those in attendance with the tools to avoid unsafe driving behaviours, develop positive driving attitudes and become responsible road users. By focusing on responsible driving practices, we anticipate a reduction in traffic violations and a safer road environment for all.

## Laying the Foundations for Our Children to Flourish

Evidence from across the world demonstrates that positive parenting programmes reduce child neglect and violence against children by helping parents and caregivers provide attentive, nurturing care. A positive parenting workshop was conducted at Thuso Imdaad ECD Centre in Phase Four, Bloemfontein, on Heritage Day. Parents and ECD practitioners responded with high praise for NICRO. They articulated that they were very excited at the prospect of engaging appropriately with children at early childhood development level and raising emotionally balanced children who have high self-esteem, thanks to their newly acquired parenting knowledge and skills. The workshop culminated in the celebration of diversity and the cultural wealth of our nation.

## Commitment to Driving Change and Empowering Communities

NICRO adopts a systemic approach towards crime and violence prevention and focusses significant efforts on creating safe communities that are resilient and actively involved in addressing the challenges they face. Phase Four in Bloemfontein was identified as a community in which crime prevention initiatives were urgently called for.



Parents and practitioners attend a parenting programme at the Thuso Imdaad ECD Centre in Bloemfontein

However, financial challenges created great difficulties for the members of two community-based organisations (CBOs), Matsoho a Hlatswana and Liotobile, to participate in our CBO coaching and Economic Opportunities Programme. Together with NICRO, the CBOs tackled these transport problems and timing constraints, and programme attendance was scheduled to take place after hours. The result was the successful completion of interventions which have empowered these community members to implement community crime and violence prevention initiatives in a focussed, impactful and sustainable manner.

### Gearing up for the New Year

NICRO Free State will undertake a vigorous drive to market its youth-at-risk programmes for schools and child and youth care centres in the new year. Where possible, these initiatives will be implemented as income generating activities.

### With Gratitude and Appreciation

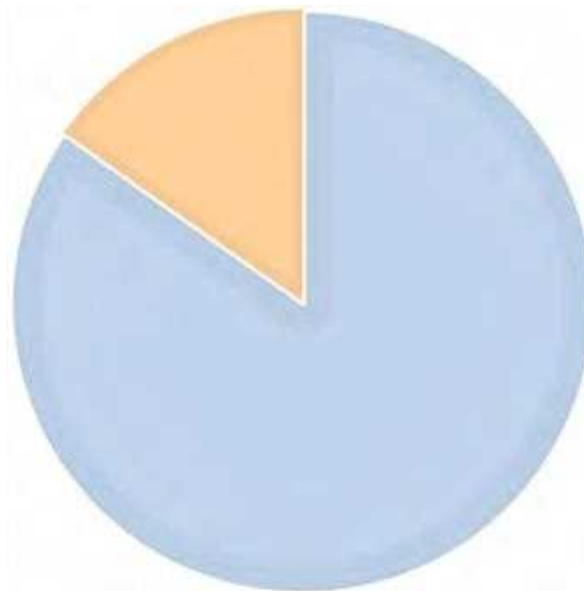
We would like to express our profound gratitude and thanks to the Department of Social Development for its ongoing financial support without which we would not be able to render the services we do, the National Prosecuting Authority, Department of Justice and JCIS for their support and client referrals and our CBO stakeholders, Matsoho a Hlatswana and Liotobile, for sharing our vision of safe, prosperous communities.

#### A Testimony to NICRO's Life-changing Impact

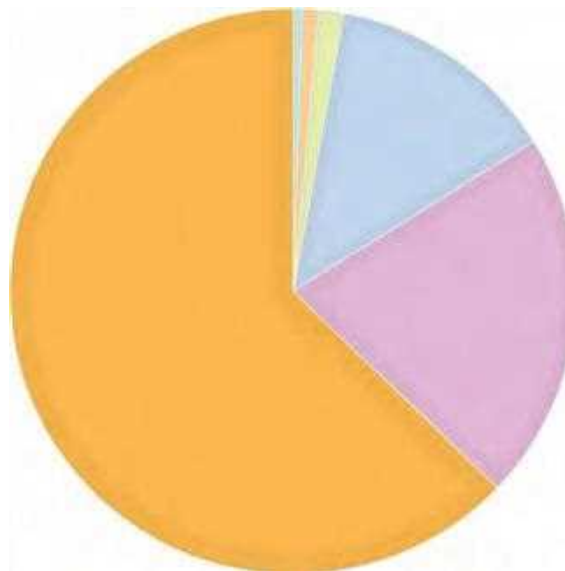
*"Thank you, NICRO, for the opportunity you granted us. I will be forever grateful. Before I enrolled for the Community Service Learning and Adult Life Skills programmes, I was not able to make healthy life choices and associated with people who had a bad influence on me. I was not considerate of my family and especially not my children. Now I have chosen to live a healthier lifestyle and can make informed decisions."*



**nicro**  
FOR A SAFER SOUTH AFRICA



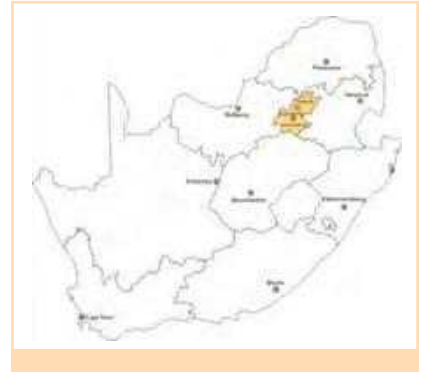
Free State Revenue	Rand Value
Department of Social Development	R836 966,64
Income Generation	R149 828,12



Free State Expenses	Rand Value
Administration Costs	R6 845,68
Project Costs	R12 820,00
Non-cash Expenses	R19 417,32
Programme Costs	R181 145,35
Operational Costs	R288 376,35
Personnel Costs	R858 488,35



## NICRO Gauteng



The NICRO Gauteng team comprises a manager, five supervisors, 29 social workers, 24 social auxiliary workers, four support staff and 14 funded social work volunteers who work from five main offices and twelve satellite offices, ten of which are located at the courts.

Our passion for service excellence and commitment to fulfilling NICRO's vision of a world without crime and violence lies at the heart of all that we do. This past year we focussed on the delivery of behaviour modification programmes and psychosocial services to learners, adults and their families in various communities throughout Gauteng.

Our work was made more challenging as a result of the Department of Social Development's budget cuts and the uncertain status of our funding at the start of the financial year. Our staff rallied together as a cohesive team, embraced their strengths and became even more productive and efficient during these turbulent times. As a result, NICRO Gauteng continued to provide impactful, life-changing services from all its offices.

### Compliance Efforts Bear Fruit

We prioritised compliance with diversion norms and standards and the Public Finance Management Act (PFMA) Act, which requires that all revenue, expenditure and assets of national and provincial governments are managed efficiently and effectively. Ensuring compliance also included providing firefighting and first aid training to all 63 staff members and ensuring their child protection and sexual offences register clearance. Being fully compliant paid off handsomely and resulted in our signing all twelve service level agreements with the Department of Social Development.

### Bridging the Gap

NICRO Gauteng implemented two powerfully effective programmes that focus on behaviour modification, Shifting Gears and the Safer Schools Safety Ambassadors Programme, this past year. Handsomely funded by aware.org, Shifting Gears is a unique intervention geared towards challenging and changing the mindsets of offenders referred to NICRO by the court for traffic violations. Participants acquire and apply new knowledge, skills and attitudes that successfully prevent driving under the influence and reckless, dangerous driving practices. The Safer Schools Safety Ambassadors Programme is an early intervention crime prevention initiative that equips selected young learners with vital life skills and tools to serve as positive role models, or change agents, in their schools and communities.



## Making our Roads Safer with aware.org and JMPD

In partnership with aware.org and the Johannesburg Metropolitan Police Department (JMPD), 128 offenders arrested for traffic violations from July 2023 to March 2024 were afforded the opportunity of participating in the Shifting Gears programme rather than having to face the possibility of having a criminal record. In September 2023 NICRO Gauteng and aware.org joined forces with JMPD and SAPS to participate in a roadblock in Alexandra. This afforded NICRO social workers the opportunity of engaging with all the offenders arrested for driving under the influence on the day and providing them with containment support.

## Promoting Responsible Driving through Education and Awareness

Our vigorous efforts to market NICRO's responsible driving initiatives has paid off handsomely and met with positive responses from the Departments of Social Development and Justice as well as the private sector. Together with Shifting Gears, the Choosing the High Road programme comprises our road safety product offering. This preventative programme, which concentrates on road safety education and creating awareness, provides participants with the tools to avoid unsafe driving behaviours, develop positive driving attitudes and become responsible road users.

A total of 193 participants from Technical Vocational Education and Training (TVET) Colleges completed the Choosing the High Road programme this last year.

We know from our impact studies that both these programmes contribute significantly towards making our roads safer.



Mr Seiji Matsumoto and Mr Warren Horsman from Mitsubishi Corporation join the celebrations following the successful completion of the two-year Safer Schools Safety Ambassadors programme



## Creating Safer Schools

NICRO rolled out the Safer Schools Safety Ambassadors Programme in seven schools at which we trained 210 learners as Safety Ambassadors. These change agents, in turn, set about furnishing their fellow learners with new skills and competencies such as high self-esteem, positive attitudes, values and beliefs, conflict resolution and problem-solving skills, equipping them to choose non-violent, safe and healthy behaviours.

Thanks to funding from the Mitsubishi Corporation, the Safety Ambassadors trained in 2022 went on to improve their economic prospects and gain access to the economy through informal or alternative income streams and received training to prepare them for the world of work. These learners successfully completed business and entrepreneurship, business innovation, basic financial and digital literacy and work skills development modules which culminated in a practical component of the programme. All participants were afforded the opportunity of putting their newly acquired skills and knowledge into practice by mapping out and implementing a basic income generating activity, with NICRO's support and guidance, at a special Entrepreneur's Day event.

## Celebrating Continuous Growth and Progress

During the year under review NICRO:

- ◆ Mentored an intern from the South African Council for Social Service Professionals in terms of the Council's work readiness programme.
- ◆ Manned an exhibition stall at the School Safety Indaba.
- ◆ Served as the go-to organisation for stakeholders with whom we collaborated to host events, establish men's forums, facilitate focus groups and trained and mentored community-based and emerging organisations.
- ◆ Responded proactively to the crucial need to prevent community violence, especially gender-based violence, through a host of specially tailored initiatives.

## Cementing Partnerships through Effective Collaboration

NICRO Gauteng, which is well represented within the four regions of the province, works closely with a wide array of stakeholders ranging from the Departments of Social Development, Co-operative Governance and Traditional Affairs, Community Health, Safety, Basic Education and Correctional Services, funders Mitsubishi Corporation and aware.org, the Johannesburg Metropolitan Police Department, institutions of higher learning, local clinics and community-based organisations.

These dynamic partnerships saw NICRO Gauteng touching the lives of 53 662 beneficiaries through awareness raising initiatives, door-to-door campaigns and community events.



## Commendations from those we serve

*Before Shifting Gears, I was a reckless, oppositional, offensive driver who was aggressive on the road and prone to road rage. I always assumed the worst about other road users. Actually, I think I was a danger to society. Now I am committed to consciously reducing the dangers associated with driving and being part of the solution and making South Africans roads safe. I feel rejuvenated as a driver and will do everything I can to become the best driver I can be because I understand the importance of respecting and following the rules of the road. I think all drivers, and society, would benefit if everyone attended Shifting Gears.*

*NICRO gave me a better understanding of my offence and helped me to acknowledge some of the things and type of behaviours I was engaging without even being aware of them. I have learnt about the types of communication styles we should follow for a healthy relationship, problem-solving skills to apply whenever you come across problems in the future, not engage in unhealthy relationships and to be honest to myself. With the information I received I will try to help my colleagues who are facing challenges.*

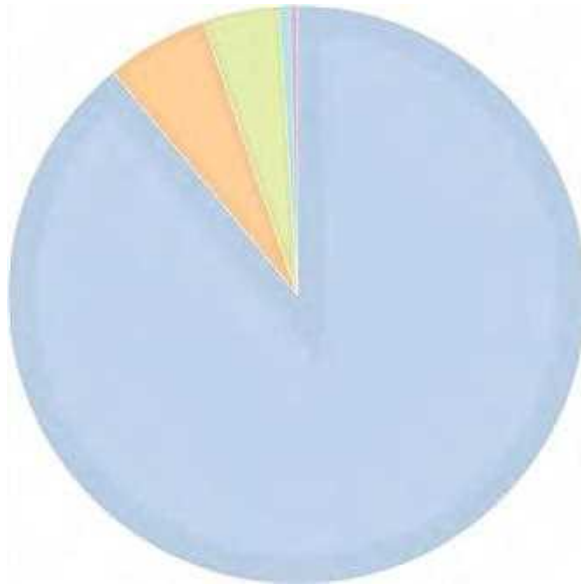
*I just want to say thank you to NICRO for the things they do and what I have learned, a lot which I didn't know about. I have changed in many ways and am no longer that guy I used to be. I will control myself and calm myself down before I act so that I will do the right thing.*



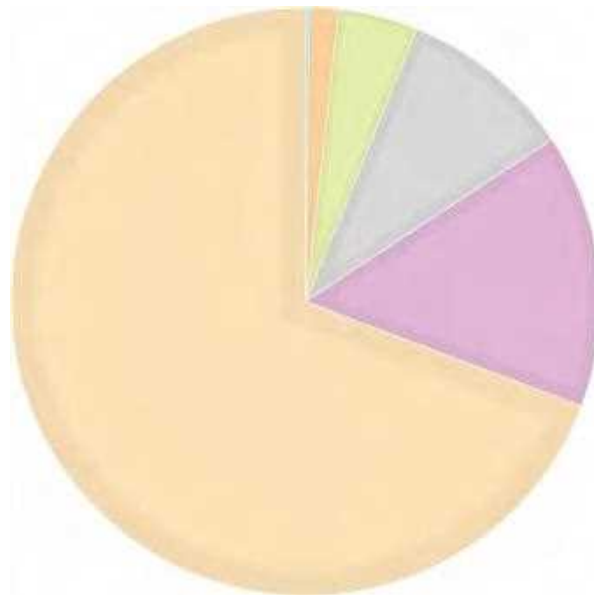
In unity lies strength. Parents, Families and Friends of South African Queers (PFSAQ) join NICRO at a stakeholder's meeting.







Gauteng Revenue	Rand Value
Department of Social Development	R12 535 431,04
Income Generation	R806 731,00
Corporate Funding	R604 243,48
Other Income	R83 056,50
Donations	R55 000,00



Gauteng Expenses	Rand Value
Administration Costs	R32 148,27
Non-cash Expenses	R226 809,64
Project Costs	R638 511,50
Programme Costs	R1 394 846,92
Operational Costs	R2 188 159,85
Personnel Costs	R10 079 959,46

## NICRO KwaZulu-Natal



NICRO KwaZulu-Natal operates in six municipalities with a staff compliment of 43 staff members. Much of our work is conducted in rural communities. The province is plagued by both structural and direct violence, which is expressed through xenophobic attacks, taxi violence, the pandemic of gender-based violence and political killings. School violence has become pervasive and is on the upsurge in schools throughout South Africa, more especially in KwaZulu-Natal. For this reason, the need for NICRO's social crime prevention services in this province is particularly great.

### A Rich Tapestry of Life-changing Services that are in High Demand

The past year has been a busy one marked by significant progress and fine achievements. During the year under review, more than 37 000 beneficiaries profited from NICRO KwaZulu-Natal's interventions. Having made a name for the organisation as a provider of service excellence and highly efficient, impactful interventions, we were inundated with requests for support from beyond the areas we serve. In such cases, we strive to make our interventions available to clients at our nearest office or court.

Our services were highly sought after in Greytown, Mooi River, Impendle and as far as New Castle. In Melmoth, a violent crime hotspot located in the King Cetshwayo District, we successfully implemented skills development programmes for income generation purposes. The response to these initiatives was such that we were granted permission by the Department of Social Development to employ an additional social auxiliary worker in order to extend our work and empower more individuals to gain access to the economy.

The rollout of the Choosing the High Road, an educational programme aimed at empowering individuals to embrace responsible driving behaviours, for students at the University of KwaZulu-Natal resulted in a call for NICRO to extend its service offering to students in addition to providing practical training for social work students. These students went on to play an instrumental role in our community awareness initiatives, especially in high crime communities such as Inanda.

We are pleased to report that NICRO's KwaMashu Community Project, handsomely funded by Heineken, continues to go from strength to strength and has a profound impact on the lives of children, educators and members of this community. What started out as an initiative to prevent children from engaging in underage drinking has grown into a community-wide crime prevention collaboration with like-minded stakeholders to advance community well-being.



This is a testament to the transformative potential that collaboration and dedicated efforts can yield in our determined quest to create safe, prospering communities.

The KwaMashu Community Project has drawn the attention of the Department of Education. The Department has attributed much of the improvement in school performance in the schools where we have implemented the project to NICRO's active engagement. While the Department is eager for NICRO to extend its services to other schools in the Pinetown District, it unfortunately does not have the financial means to fund such endeavours.

## In Celebration of Collaboration

Our collaboration with community members and a range of stakeholders throughout the province has taught us the enormous value of bringing together key role players and passionate individuals to share knowledge, resources and the responsibility of fighting crime and violence, which continues to lay waste to our communities and the fabric of our society. While our efforts are already paying off handsomely, there is still much to be done to synthesise our initiatives and work collectively.

## A Resounding Thank You

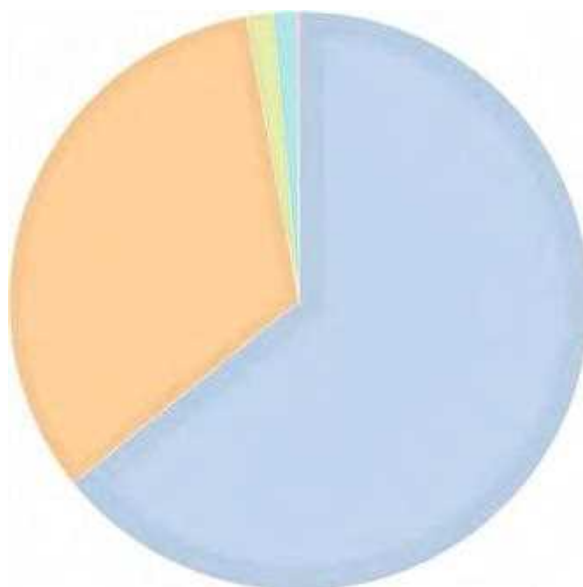
NICRO KwaZulu-Natal would not be able to celebrate its many successes and accomplishments without the generosity and support of our donors. We pay tribute to the Department of Social Development, Heineken, the Community Chest Durban and the Victor Diatz Foundation. You are the reason we are able to make a real and lasting difference, transform lives and create safe, thriving communities. **Thank you!**

## Steadfast Commitment

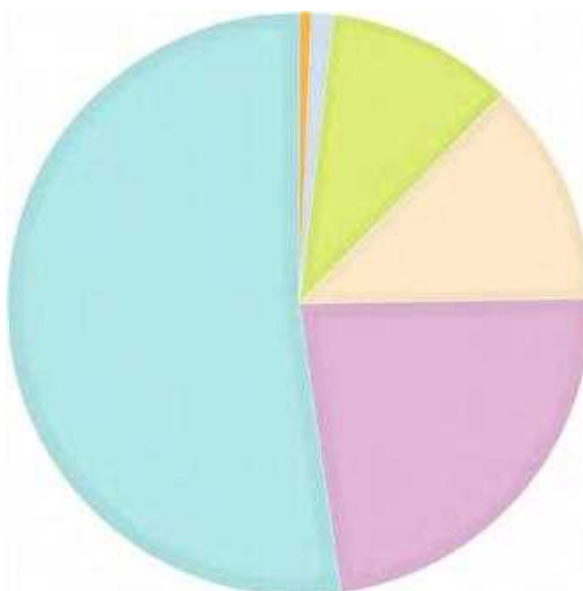
NICRO Kwa-Zulu Natal remains steadfast in its commitment to building safer, more resilient communities across the province. We look forward to a new year of continued progress, impactful initiatives and enhanced partnerships as NICRO continues its journey of empowerment and transformation.



A crime awareness-raising event in Melmoth near Empangeni



KwaZulu-Natal Revenue	Rand Value
Department of Social Development	R6 713 231,53
Corporate Funding	R3 438 731,78
Donations	R157 520,00
Income Generation	R132 985,45
Other Income	R15 401,72



KwaZulu-Natal Expenses	Rand Value
Administrative Costs	R76 434,95
Non-cash Expenses	R139 021,75
Programme Costs	R1 210 483,14
Operational Costs	R1 457 368,74
Project Costs	R2 681 663,62
Personnel Costs	R6 096 311,96





## NICRO Limpopo



Driven by our enduring commitment to realising the organisation's vision of a world without crime and violence, NICRO Limpopo works from its office in Polokwane and the Mankweng satellite office to serve many rural areas and people from multiple cultures including the Bapedi, Tsonga and Venda. With a staff complement of eight (a provincial coordinator and a supervisor together with three social workers and three support staff), our integrated approach ensures that our reach extends across vast areas of the Limpopo landscape.

### Accessible Services

Our services address the root causes of crime and violence and incorporate restorative justice processes, youth development, life skills, school safety and substance abuse programmes, parole supervision and vigorous initiatives to create awareness about crime and violence.

We work hard at ensuring that our services, now also available to communities in Mankweng, Morebeng, Seshego and Lebogakomo, are accessible to as many beneficiaries as possible.

### What our clients have to say

*A shoutout to NICRO Limpopo for its outstanding contributions to our Centre. Your commitment to excellence does not go unnoticed.*

*Thank you so much for great empowerment opportunities. We will now produce fresh vegetables for our communities!*

### Touching Lives for Positive Change

During the year under review, community engagement and crime awareness campaigns, conducted in partnership with the Department of Social Development, SAPS, Community Policing Forums, schools, municipalities and community structures, impacted positively on the lives of 969 individuals.

### Stronger Together

Both NICRO and the Mankweng Youth Development Centre are dedicated to empowering young people, finding lasting solutions to challenges that hamper youth development and achieving economic transformation. In partnership with this Centre, 34 young people successfully completed our Economic Opportunities Programme and gained the knowledge and skills to access informal income streams. Thanks to NICRO and the Department to Social Development, which donated seeds and food gardening equipment, the Centre is now able to generate income through a food production programme and the sale of fresh vegetables to the community.



NICRO enjoys a long-standing working relationship with Radio Turf, Radio Botlokwa and Moletsi FM, which provide us with an important platform, at no cost, to engage with and inform communities about our services. The support, exposure and public awareness opportunities these radio stations afford us have proven invaluable in extending NICRO's reach. Our time on air, which included topics such as positive parenting, the impact of conflict on children and gender-based violence, reached in excess of 11 000 listeners.

In partnership with the Department of Correctional Services, NICRO Limpopo conducts monitoring sessions to parolees who are under supervision. These supervision services ensure that parolees are empowered for successful reintegration.

In order to strengthen our fight against crime and violence, NICRO empowers and develops the capacity of community members to become a driving force in creating safe communities. During the year under review we successfully trained 178 community members to implement effective crime prevention strategies in their own neighbourhoods.



NICRO Limpopo visits Radio Turf in March 2024



## Countering the Scourge of Substance Abuse in Schools

NICRO successfully implemented its substance abuse programme at local schools, which highlights the devastating effects of substance abuse on the individual, families and communities. While creating awareness about the harm substance abuse causes, the programme also focusses on promoting favourable attitudes and behaviour, and developing important skills that will equip youth to steer clear of future drug abuse, crime and unacceptable behaviour in favour of a positive, healthy and constructive lifestyle.

## Noteworthy Recognition: NICRO Awarded

The University of Limpopo's Department of Social Work awarded NICRO Polokwane with a certificate of appreciation for our unwavering support in training their social work students. NICRO was recognised for its noteworthy contribution towards building the profession and ensuring that students about to enter the profession were well-equipped and capable of doing so with confidence.

## Looking Ahead and Expanding Our Footprint

In the new year, NICRO Limpopo is in intent on extending our reach to outlying districts in the province and building the capacity of communities in Mopani, Waterberg and Sekhukhune to implement sustainable crime prevention strategies and activities.

## Thank You for Your Unwavering Support!

NICRO Limpopo extends its heartfelt thanks to the Department of Social Development for providing ongoing lifeline funding, the Department of Justice for referring offenders to us and entrusting us with the crucial responsibility of giving them a second chance in life and the Department of Education for allowing us access to the schools in which we conduct our school safety programmes.

We are also indebted to the tribal authorities that sanction our work in the community, local radio stations for providing us with a powerful platform to reach out to communities and our advisory board for their dedicated support.

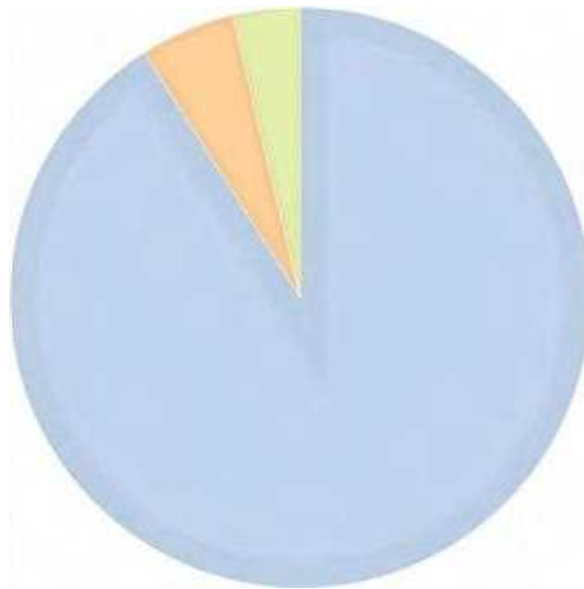
### What our clients have to say

*NICRO changed my life and rescued me from the things that put my life in danger.*

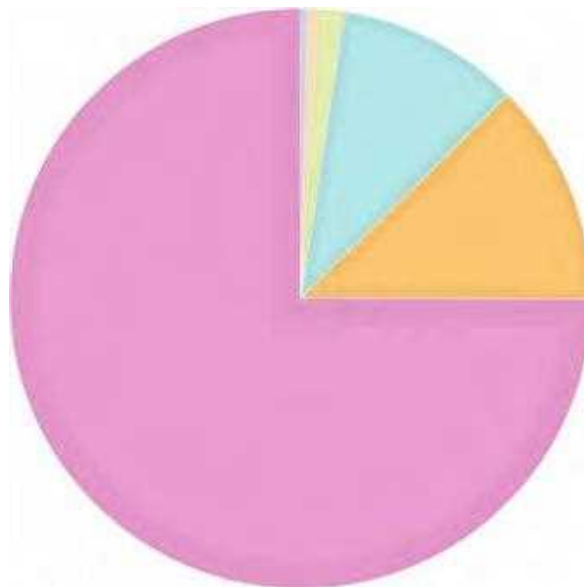
*NICRO gave me the chance to fix what I had broken.*

*NICRO has taught me that crime does not pay.*





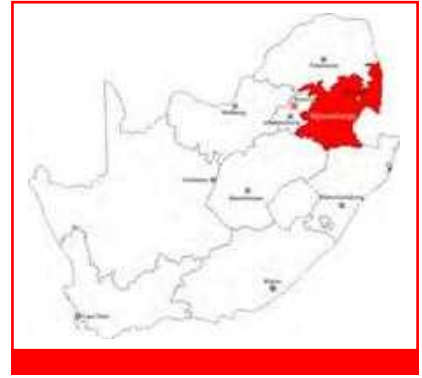
Limpopo Revenue	Rand Value
Department of Social Development	R1 286 000,00
Donations	R75 000,00
Income Generation	R52 946,76



Limpopo Expenses	Rand Value
Administrative Costs	R6 498,12
Project Costs	R10 981,98
Non-cash Expenses	R25 251,01
Programme Costs	R181 820,21
Operational Costs	R220 411,44
Personnel Costs	R1 331 042,95



## NICRO Mpumalanga



With six strategically located offices in the province, NICRO Mpumalanga is the driving force behind profound change in Mbombela, Barberton, Nkomazi, Bushbuckridge, Elukwatini, Secunda, Emalahleni and surrounds. During the last financial year, there was a notable increase in the accomplishment of service delivery targets for diversion services, early intervention and the promotion of social crime prevention awareness within our communities.

Our heartfelt gratitude goes to our generous funders, whose unwavering support has been vital in empowering NICRO Mpumalanga to make a lasting difference in the communities we serve. The Department of Social Development has been instrumental in ensuring our progress, enabling us to expand our team. Our staff complement now comprises 48 dedicated staff members: 21 social workers, 12 social auxiliary workers, six supervisors, eight support staff and an area manager. Low staff turnover within the province has been instrumental in ensuring consistent service delivery.

### Helping Create Schools that can Thrive

Education helps eradicate poverty and hunger, giving people the chance at better lives. For this reason, it is critical that young learners are afforded the opportunity of acquiring essential life skills and learning in a safe, optimised environment. NICRO Mpumalanga's exemplary schools-based services, which have had a significant impact on the educational landscape, were commended by the Department of Education in both Bushbuckridge and Elukwatini.

In partnership with Masifunde Learner Development NPC, NICRO Mbombela conducted a comprehensive training programme for selected Grade 9 learners from five schools in Kabokweni in March 2024. These young people were trained to become agents of change and active role models within their schools and the community. Training focussed on critical issues such as school safety, bullying, gender-based violence and environmental awareness.

### Reaching Deep into Communities to Effect Powerful Change

Throughout the year, NICRO Mpumalanga concentrated on bolstering its efforts to realise our vision of building safe communities and ensuring the well-being and empowerment of their residents, especially in rural communities.



We frequently worked in collaboration with stakeholders such as the Departments of Social Development, Justice and Community Development, the National Prosecuting Authority (NPA), as well other non-profit and community-based organisations to maximise our reach and impact, and to strengthen our crime prevention initiatives.

Our fight against the scourge of gender-based violence (GBV) continues apace and includes community outreach initiatives, awareness-raising campaigns and addressing the root causes of sexual violence. This includes working with the perpetrators of GBV. NICRO Nelspruit conducted the Perpetrator for Interpersonal Violence Programme (PIPV) to inmates at the Nelspruit Correctional Centre in October 2023, empowering and equipping them with the necessary knowledge and skills to engage in more positive, healthy relationships.

We successfully facilitated training sessions on developing and implementing integrated social crime prevention strategies and actions for community-based organisations (CBOs) from Elukwatini during July 2023. Additionally, we also conducted comprehensive assessments of CBOs facing operational challenges during February 2024, building their capacity to render more effective services.

## Facing Human Trafficking Head-on

Human trafficking remains a challenge in South Africa with especially women and children being at risk. In close partnership with key government stakeholders, NICRO Tonga participated in a highly successful outreach and awareness-raising initiative at the Komatipoort border post in October 2023 to draw crucial attention to this ever-growing problem. NICRO also participated in a provincial colloquium hosted by the Department of Justice and Constitutional Development in November 2023 to highlight the crucial need for action to address human trafficking in Mpumalanga.



NICRO Tonga staff raise awareness about human trafficking awareness at the Lebombo border post between South Africa and Mozambique

## Collaborating to Implement Restorative Justice Principles for Wildlife Crime

While South Africa is home to iconic wildlife, including the largest land mammals, our wildlife is under serious threat. The Endangered Wildlife Trust, under the World Wide Fund for Nature (WWF) South Africa Khetha Programme and supported by the United States Agency for International Development (USAID), is piloting an innovative project to apply restorative justice principles to wildlife crimes in South Africa. In October 2023 NICRO formalised its partnership with the Endangered Wildlife Trust, which will see the implementation of restorative justice processes for suitable offenders charged with environmental crimes. The monitoring and evaluation framework for the project has been completed, ensuring that quantifiable information reflecting the successes and challenges of the project is developed.

## Celebrating Additional Accomplishments

- ◆ NICRO Elukwatini successfully forged a valuable partnership with the Ermelo Provincial Hospital, enabling us to provide comprehensive detoxification for clients struggling with substance addition prior to their admission to the Nkangala In-patient Treatment Centre.
- ◆ NICRO is proud to be associated with the Judicial Inspectorate for Correctional Services (JICS), which organised the donation of books to correctional centres. NICRO Mbombela was privileged to deliver these books to Nelspruit and Barberton Correctional Centres during December 2023.



The launch of the implementation of Restorative Justice for Wildlife Crime in October 2023



- ◆ With its strong focus on education and sharing information, NICRO eMalahleni takes pride in its role as a frequent contributor to Radio eMalahleni's programming. The exposure afforded NICRO and its services regularly results in telephonic enquiries from individuals seeking assistance from NICRO nationwide.
- ◆ NICRO Nelspruit, thanks to referrals from Legal Aid South Africa and the NPA, provide the Mpumalanga High Court with psychosocial assessment reports of exceptional quality. These psychosocial assessments are used by the criminal justice sector to guide sentencing decisions and simultaneously provide a platform for victims of serious crime to be heard.
- ◆ The Department of Justice, NPA and Legal Aid SA have lauded and acknowledged NICRO's significant contributions to delivering quality, impactful services.

## With Gratitude and Thanks

NICRO Mpumalanga pays tribute to and thanks the following funders and stakeholders:

- ◆ Department Social Development, our primary funder with whom we are privileged to enjoy an excellent working relationship, for equipping us financially to render powerful, life-changing social crime prevention services.
- ◆ The HCI Foundation for your long-term support for our work with vulnerable youth.
- ◆ The Endangered Wildlife Trust (EWT).
- ◆ Masifunde Youth Development NPC.
- ◆ The NICRO Mpumalanga Advisory Committee members for their committed support and guidance.

## From a troubled young man facing criminal charges for theft to a determined individual on the path to success

**Themba\* began his journey to success when he was referred to NICRO Mbombela's adult life skills programme, through which he gained deep insight into his own behaviour. His participation in this intervention served as a catalyst for change, providing him with the tools necessary to make the best possible choices. Today Themba is actively involved in his family's spice business, taking giant steps towards independence and a brighter future.**

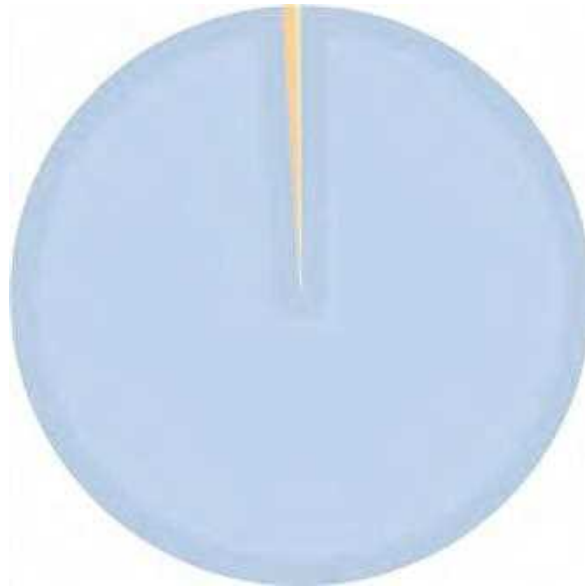
\* A pseudonym



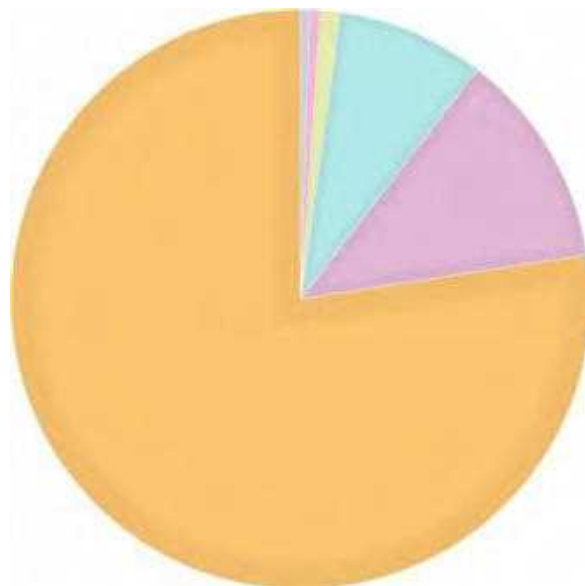
NICRO social workers at the High Court in Mpumalanga







Mpumalanga Revenue	Rand Value
Department of Social Development	R10 719 707,50
Donations	R75 000,00
Corporate Funding	R29 000,00
Income Generation	R6 243,47



Mpumalanga Expenses	Rand Value
Project Costs	R54 416,62
Administrative Expenses	R62 482,47
Non-cash Expenses	R115 348,71
Programme Costs	R881 486,22
Operational Costs	R1 291 902,97
Personnel Costs	R8 257 486,73

## NICRO North West



The year 2023 - 2024 was one marked by progress and transformation. With a staff complement of two and a social work volunteer, NICRO North West expanded its service delivery across courts located in the greater Bojanala, Ngaka Modiri and Madibeng districts. A highlight of the year involved piloting NICRO's Learning Management System (LMS), which offers beneficiaries throughout the province online access to our programmes.

### At the Heart of Our Endeavours - Social Change and Development

NICRO North West's social work team worked tirelessly to foster social change, development and cohesion by rendering diversion as well as crime and violence prevention services to 392 beneficiaries referred to us by various courts, NGOs, CBOs and faith-based organisations. Our efforts to curb the scourge of gender-based violence culminated in 100 offenders enrolling for our highly effective, transformational Perpetrators of Intimate Partner Violence (PIPV) and 150 beneficiaries participating in the Anger Management programme. We are very pleased to report a programme completion rate of 99%.



Celebrating Youth Day at Rampa Primary School in Rustenburg



## Making Our Mark in Schools

NICRO Rustenburg tackled bullying in schools head-on this year and conducted awareness campaigns for Grade 4 to 9 learners at Da Silva Academy in May 2023. We also participated in the Academy's Career Day, providing insight into the social work profession and the requirements for pursuing a career in the field.



## The Power of Collaborative Partnerships

The partnership between NICRO and Koster, a small farming community situated on the watershed between the Orange and Limpopo Rivers, as well as the Swartruggens magistrate court, Lifeline, Boikagong Secondary School and Da Silva Academy resulted in the provision of much-needed, holistic services to learners and their parents. As part of this initiative, we conducted the Brighten My World programme, a ten session intervention geared towards improving the psychosocial functioning of learners and enhancing pro-social behaviour amongst children, for 51 Boikagong Secondary learners.

The Thrills not Pills awareness campaign, conducted at the Rampa Primary School, focussed on educating young learners about the dangers and consequences of substance abuse. We also celebrated Youth Day at the school in a fun filled day of song and poetry readings.

## Conquering Challenges

Some 59,6% of North West's adult population lives in poverty, which inevitably creates transport challenges for clients who hail from remote communities such as Potchefstroom, Klerksdorp and Kuruman. Thanks to NICRO's innovative and progressive methods of service delivery, these clients are now able to complete our programmes online.

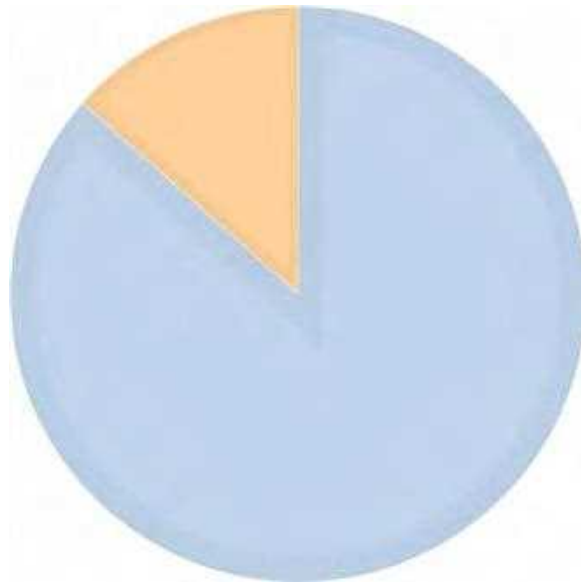
## Looking to the Future

Given the dire need for our services in the North West, NICRO hopes to increase its staff complement in the next financial year. We are also intent on enhancing our income generation initiatives and introducing a training programme for social service professionals employed at child and youth care centres.

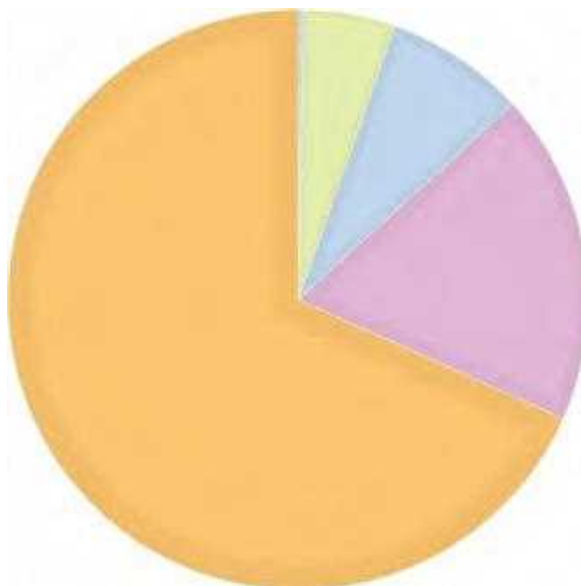
## With Thanks and Sincere Appreciation

NICRO North West salutes our funders, more especially the Department of Social Development, our partners and collaborators. Thank you for sharing NICRO's vision of a world without crime and your committed support in helping us to create a more hopeful, optimistic, productive and safer South Africa.





North West Revenue	Rand Value
Department of Social Development	R405 376,18
Income Generation	R62 990,82



North West Expenses	Rand Value
Administrative Costs	R300,00
Non-cash Expenses	R1 230,84
Project Costs	R24 500,00
Programme Costs	R37 718,98
Operational Costs	R89 122,45
Personnel Costs	R329 007,38



## NICRO Western Cape

NICRO Western Cape, comprising a team of two social work supervisors, seven social workers, six social auxiliary workers and two support staff, set out to diversify its service offering and expand its footprint in the province this year. Already held in high regard for the quality and impact of our diversion services, we ventured into Cape Town's diverse townships to implement a range of community violence and prevention initiatives.



### Making Headway in Preventing Crime and Violence in Delft

Delft is characterised by poverty and high unemployment levels. It is also plagued by crime and violence and is often cited as having the highest crime statistics in the province. Delft was clearly a community in need of NICRO's services. Through key engagements with existing community structures, we sought entry into the community. The Community Policing Forum welcomed us warmly and introduced NICRO to a wide range of stakeholders. Together we established a working committee, which set about conducting a community assessment and formulating an action plan, focussed on early intervention strategies to mitigate the impact of crime and violence in Delft.

In an effort to ensure community buy-in and an integrated approach to service delivery, NICRO then trained and coached various community-based organisations, capacitating them to implement a sustainable, integrated crime and violence prevention strategy and related activities. In partnership with the Grace Community Organisation, we identified Delft community members who would subsequently benefit from NICRO's Employment Opportunity Programme, which was implemented.

The success of the Delft project can be ascribed to the accurate identification of the risk factors facing the community and the subsequent development and implementation of tailor-made solutions to address these risk factors. These include broken families, family violence, parental neglect, drug abuse, gender-based violence, high unemployment levels and poverty.

### Striving for Positive Change through Heightened Awareness

During the course of the past year, NICRO made great strides in increasing its visibility in the communities it serves by participating in several events to raise awareness about the devastating consequences crime and violence on communities.





Raising awareness in Kuils River during 16 Days of Activism against Gender-based Violence in November 2023

- ◆ In August 2023, NICRO joined forces with SAPS at the Golden Acre Shopping Centre in Cape Town to raise awareness about crime and violence with a special focus on issues affecting women.
- ◆ Communities throughout the Western Cape continue to struggle with the ever-growing, devastating impact of substance abuse. In November 2023 NICRO, in collaboration with SAPS, community safety groups and other non-profit organisations, put the spotlight on the overwhelming social and economic costs of substance abuse.
- ◆ NICRO, together with a panel of crime prevention experts and Kuilsriver SAPS, shared innovative and proactive ideas to address crime and violence in Kuilsriver in November 2023, as well as emphasising the support SAPS affords the community in this regard.
- ◆ Throughout the year, NICRO also conducted numerous talks and presentations at schools explaining the dangers involved in and encouraging young learners to steer clear of substance abuse.

## A High Praise for NICRO's Community-based Organisation Training and Development Programme

*I feel very positive and well informed. Thanks for the well- structured and informative workshop. I found the governance section to be pivotal to my role as a leader in the community.*

*I will approach projects with more zest and confidence. Thank you for the opportunity to learn more about running an organisation.*

## Shining the Spotlight on Gender-based Violence

Crime, violence and gang activity plague Blue Downs, Bishop Lavis, Delft and Nyanga, which are also are gender-based violence (GBV) hotspots. NICRO Western Cape was relentless in its efforts to raise awareness about gender-based violence and its call for gender equality and inclusive communities. Partners and stakeholders from far and wide rallied together to put the spotlight on the scourge of gender-based violence. Combining forces with Ke'Ready Mobile Clinic proved to be a winning combination with NICRO focusing on GBV prevention while Ke'Ready offered health checks and advice in Delft. A range of other stakeholders including Woman 2 Woman, the Homestead Bishop Lavis Drop-in Centre, churches, clinics, schools and other community-based organisations teamed up with NICRO to send powerful messages to more than 800 individuals.

## Cascading Expertise

In recognition of its excellent track record in crime prevention and pioneering diversion services, the Western Cape Department of Social Development selected NICRO to provide supervision services to social workers from nine external NPOs rendering social crime prevention services. Our expertise in the field was competently applied as NICRO set about educating, guiding and developing the skills and knowledge of these social workers, equipping them to render quality services.

## Resolutions for 2024 - 2025

In the new year, NICRO Western Cape plans on extending its services to correctional centres at which we will offer much-needed social reintegration programmes. Interventions to prepare offenders to re-enter society following their release from prison are at the foundation of successful reintegration and crucial for minimising the risk of re-offending.

## We Salute our Funders and Partners

NICRO pays tribute to and thanks the Department of Social Development, which serves as our primary source of financial support, the Department of Justice for referring so many of our clients and our partners and stakeholders in Delft who include Woman 2 Woman, Delft Disability Forum, the Delft Community Policing Forum, Ke'Ready Mobile Clinic, the Grace Community Organisation, Delft Civic Centre and Delft Community Health Centre in addition to His Vision Church in Eerste River. We could not excel at what we do without you!



## In Celebration of a Brand New Start, Thanks to NICRO

*I want to thank NICRO and the entire team from the very bottom of my heart. I was arrested for possession and at the time my life was a complete mess. By the grace of God, the magistrate granted me a chance by enrolling me in a diversion programme through NICRO and I jumped at the opportunity.*

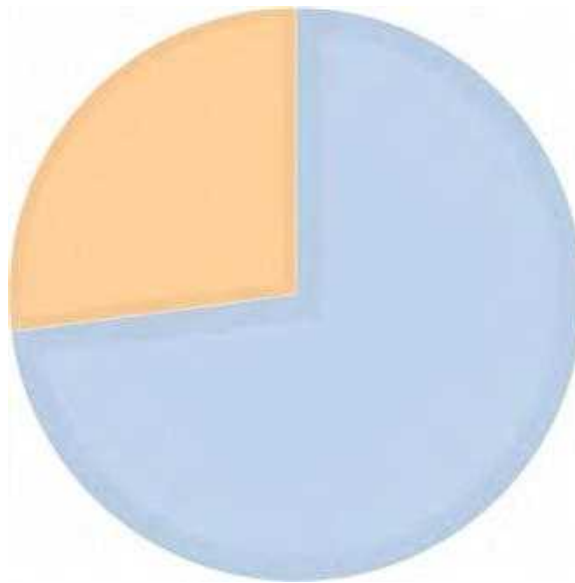
*On the first day when I arrived at the class, I did not know what to expect and was filled with trepidation and anxiety. When I walked into the room, I noticed this very mild mannered lady with the subtlest voice starting to address us as a group. I thought to myself, WOW, with all of us in the room and with our various issues, this lady really must love what she does as it is my opinion, this was not going to be an easy task. Anga really has a very subtle yet firm approach and always has positive words to share. I can recall shedding a tear in that first session and regardless of who was around me, I felt comfortable enough to just let go.*

*During the course I obtained a very severe injury and it led to me being hospitalised. Today I can only say that the injury and assistance I received from NICRO really helped me pull my life back together. Today I'm an area manager for a security services company and I'm really doing well in terms of my work and recovery. I would strongly suggest and support anyone facing challenges to really give the team at NICRO their full effort as the social workers really go the extra mile and take their jobs very seriously.*

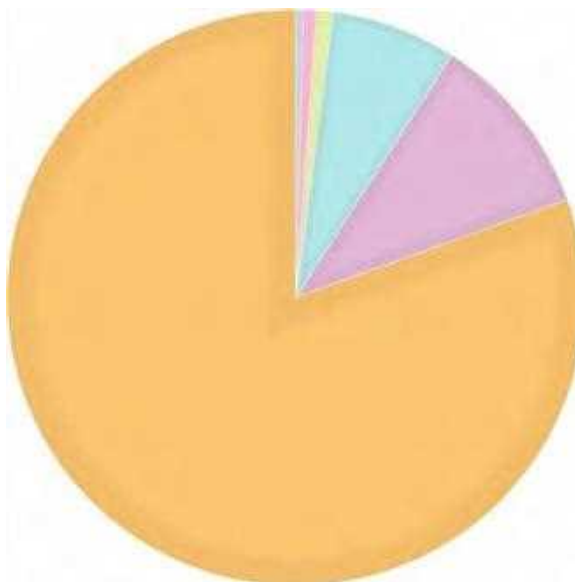
Thank you, Anga and your team, you guys really made a huge impact in my life and I am forever grateful.







Western Cape Revenue	Rand Value
Department of Social Development	R3 311 205,00
Income Generation	R1 227 183,97



Western Cape Expenses	Rand Value
Project Costs	R21 996,76
Administrative Costs	R34 599,32
Non-cash Expenses	R47 027,31
Operational Costs	R350 946,09
Programme Costs	R518 790,13
Personnel Costs	R4 027 318,74

## NICRO salutes and pays tribute to all our donors:

Adriaan Carter Louw Trust

Aquilina Trading



Carl and Emily Fuchs Foundation



Erasmus, The Honourable Judge N

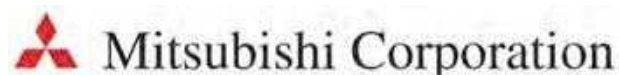
Fulton Trust



General Council of the Bar



Makgoba, Mapolanka



Molwantwa, Nthabiseng

Moodley, R

MySchool MyVillage MyPlanet

Noakes Charitable Trust

Parring, MC

Pillay, J

P S Policansky Trust

R & P Kemp Trust



South African Insurance Crime Bureau (SAICB)



Ubuntu  
Community Chest  
(Durban)

Universal Beverages

Victor Daitz Foundation

Winter, Stephen





## NICRO contact details

### HEAD OFFICE

4 Buitensingel Street, Cape Town 8001

PO Box 10005, Caledon Square 7905

Tel: (021) 462 0017

E-mail: [info@nicro.org.za](mailto:info@nicro.org.za)

Website: [www.nicro.org.za](http://www.nicro.org.za)

