



ANNUAL REPORT

2012 - 2013

*20 Years into Democracy-
the struggle for Second Generation Rights continues...*

NICRO

NICRO

NICRO is a social entrepreneurial company with a track record exceeding one hundred years with a vision of a safer South Africa within a culture of democracy and human rights through life changing services to offenders



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NICRO BOARD OF DIRECTORS

Directors	Designation
The Honourable Judge Nathan Erasmus	Chairperson
Ms Ellada Yerolemou	Vice Chairperson
Mr Lungile Jama	Director
Mr Max Moyo	Director
Mr Fredrick Ronald Klotz	Director Finance
Lee Coetzer	Director
Lois Elizabeth Hardy	Director
Rachel Mokoena	Director
Ms Soraya Solomon	Executive Director
Ms Celia Dawson	Deputy Executive Director



The Honourable Judge Nathan Erasmus



“ I am reminded of NICRO’s rich and unparalleled history in human rights, child justice, prison and criminal justice reform. ”

As another eventful year draws to a close and I reflect on the challenges and achievements of the past twelve months, I am reminded of NICRO’s rich and unparalleled history in human rights, child justice, prison and criminal justice reform.

I am honoured to serve as the Chairperson of one of South Africa’s largest and longest-serving indigenous non-profit organisations. NICRO was the very first organisation to put the interests and well-being of offenders and their successful reintegration into communities on the map in South Africa, 103 years ago. Over the years, the organisation has doggedly aimed to ensure that these vulnerable, marginalised people are not excluded from continuing their lives without an opportunity to choose a positive new direction.

A widely acknowledged leader in the field and the principal provider of effective and impactful services within the criminal justice sector, NICRO continues to serve as a steadfast beacon of hope and a lifeline - not only to those who had been in conflict with the law, but also to all South Africans and communities in pursuit of the dream of a society free from persecution, inequality, crime and violence.

Two words come to mind as I think back on the past year at NICRO: *tenacity* and *innovation*. To paraphrase the Oxford English Dictionary, *tenacity* equals determination and persistence. *Innovation* is described as crucial to the continuing success of any organisation.

There is no doubt that NICRO demonstrated these two qualities in abundance in 2013.

Thanks to the dedication, determination, persistence and the invigorating creativity of NICRO’s leadership and staff, and in the face of dauntingly challenging times, we successfully focussed on reconstructing this remarkable organisation. By putting in

place innovative strategies, we are confident that NICRO, its services and its impact will powerfully endure well into the future.

This annual report details a number of NICRO's accomplishments this past year, as well as some of the exciting innovations being introduced.

Among these are a new service delivery model - NICRO's newly established Clinical and Training Unit - and a trailblazing sustainability strategy within the NGO sphere, which is geared towards securing significant alternative revenue streams to complement donor funds.

We are also very excited about the potential of one of our new initiatives, Remand Revolution, which allows low-risk offenders to remain in their homes and communities while strictly monitored via mobile technology, instead of adding to South Africa's overcrowded prison population

Roll of Honour

NICRO has been able to continue serving the thousands who rely upon its services during challenging times, thanks to a number of extraordinary people, funding partners and stakeholders who share our vision of a safer South Africa. Acknowledgement is due to the following partners, for the significant part they play in ensuring progress towards the realisation of this vision:

- NICRO's Board of Directors: For their commitment and insight
- The Executive Team: For their vision, creativity and passionate leadership
- The Staff and Volunteers of NICRO: For their drive, often in the face of adversity, to

implement services of an extraordinarily high quality, which make a positive and lasting impact on the lives of those we serve, and

- Our funders, large and small, whether the contribution is in cash or in kind. We are especially grateful to our 'lifeline' funders - the South African Government in particular of the Departments of Social Development, Justice and Correctional Services; the National Lottery Distribution Trust Fund, Corporate South Africa, and international partners.

We believe that NICRO has real, lasting and innovative solutions to crime, and that it has a crucial role to play in creating a safe South Africa. We thank our partners for their continued support in enabling the realisation of this vision, despite the trials – expected and unexpected – we encounter on our way.

May our success, enabled by your support, continue to make a new way possible for many in 2014.

Regards,



The Honourable Judge
Nathan Erasmus
NATIONAL CHAIRPERSON



Ms Soraya Soloman



Despite this year marking twenty years of democracy, the struggle for second generation or socio-economic rights continues. In addition to the many challenges this brings, we continue to see the devastating impact of the global economic downturn as growing numbers of NGOs are forced to close their doors. This scenario has further consequences for those struggling to survive and fighting for their right to nutrition, housing, health care, education and employment. As civil society is weakened and NGOs continue to close down, efforts to achieve these second generation rights will remain an extremely challenging struggle.

After the downscaling of NICRO and its services in 2011, as a result of challenging financial times, the focus of the past year has been on rebuilding NICRO and securing the organisation's impact and sustainability into the future. This has involved implementing a carefully considered turnaround strategy to ensure that the organisation is able to sustain its highly valued services in the field of offender reintegration and crime prevention.

Although NICRO has been able to show a surplus at the end of this financial year, an achievement we are particularly proud of in the light of the economic circumstances facing civil society not only in South Africa but globally, NICRO is certainly not out of the woods yet. A very substantial five-year grant from DFID UK Aid for our Non-Custodial Sentencing service grant concludes in September 2013 and we have not yet been in a position to find alternative financing for this very important work. An innovative approach and tenacity are called for, to ensure that NICRO remains an enduring organisation which stays at the forefront of South Africa's search for solutions to the problems in our society.

NICRO's 2020 vision, which is directed at finding ways of generating income to ensure greater financial independence and that the organisation is less reliant on donor funding, has been unveiled. A new service delivery model, which is discussed in greater detail in the Research and Development section of this annual report, has also been introduced.

We have also undertaken a feasibility study to ascertain whether our properties in Soweto and Cape Town can yield income for the organisation.

Much of NICRO's ability to achieve its vision into the future, hinges not only on the organisation's capacity to sustain itself and its services, but also on the extent to which we can achieve our mission of ensuring that former offenders are able to escape the spiral of crime successfully and return to their communities as contributing, law-abiding citizens. For this to become a reality, gainful employment is crucial. To this end, the groundwork to establish social enterprises, which will provide employment opportunities for former prisoners and will support and strengthen the rehabilitation process, has been completed.

NICRO's ground-breaking new venture, the Remand Revolution project, offers a community-based remand solution. It involves pioneering, leading-edge mobile phone technology and a socially innovative approach, in combination with tried and tested therapeutic, developmental programmes to manage remand in a completely different and revolutionary manner. Remand Revolution keeps low-risk offenders out of prison and away from dangerous criminal influences. It replaces the high-cost of incarceration without remedial services with a community-based programme which incorporates more effective rehabilitation and reintegration services offered in a safe, strictly controlled, carefully monitored environment. We are extremely excited about the possibilities Remand Revolution offers to advance crime prevention and change the face of crime in South Africa.

Our theme, "*20 Years into Democracy – the Struggle for Second Generation Rights Continues*" focusses attention on the crucial importance of all citizens having access to social and economic rights. Civil society organisations, undoubtedly, have a fundamental role to play in this regard but will, themselves, have to achieve sustainability in order to deliver on this mandate. Currently our democracy remains fragile and at risk. There can be little doubt that a strong, vibrant and dynamic civil society that works with an accountable government is required to continue building our democracy and realise our dream of second generation rights for all.

In the words of Einstein, it is insanity, doing the same thing, over and over again, but

expecting different results. We simply have to find new, innovative and different ways of doing things if we want to safeguard our democracy from the devastating effects of crime. The time has come for all South Africans, civil society, the State and the corporate sector, in their entirety, to work together, identify and implement creative solutions to address the crippling effect that crime has had on this country over the last decade. NICRO has taken the first steps by leaping into this creative space, which has seen the birth of Remand Revolution and a range of other ground-breaking initiatives. Now the onus is on the rest of South Africa to join us to ensure a new, safe South Africa. With the support of the Board, staff, volunteers, donors and supporters, partners and stakeholders, we can do things differently, and better, and can create a bright future we all can look forward to.

Acknowledgements and Appreciation

This annual report highlights several of NICRO's many fine achievements this past year, none of which would have been possible without numerous extraordinary people, partners and significant stakeholders who have bolstered NICRO's efforts to realise our vision of a safe, crime-free South Africa. To this end I would like to pay tribute to and salute the following:

- NICRO's Chairman, Judge Nathan Erasmus, and the Board of Directors for their unwavering support, wisdom and guidance and for sharing, so very generously, their time, skills and energy,
- The management team, for their determination and commitment to this organisation, and the passion with which they continue to ensure that NICRO endures to achieve its vision and mission,
- NICRO's staff for their on-going commitment to NICRO's quest for excellence and our dedication to facing crime and breaking its stranglehold on our communities and people in the most effective, creative manner possible. You are valued and we celebrate your skills and expertise and passion for improving the lives of others, and

- The dedicated volunteers of NICRO, for the pivotal role they play in the organisation, as they continue to give beyond the call of duty and ensure that we are able to deliver services that are of exceptional quality.
- In this spirit of gratitude and appreciation, I would also like to draw attention to and laud the valued and most welcome contributions of our government, particularly the Department of Social Development, the National Lottery Distribution Trust Fund, corporate South Africa, foreign missions and grant makers as well as our individual donors without whose support NICRO could not have changed the lives of countless South Africans and a multitude of communities these past twelve months.

We are deeply grateful for your generosity and unwavering belief in our cause. Thank you for sharing our belief that NICRO has real, lasting and creative solutions to crime and a pivotal role to fulfil in creating a safe and prosperous South Africa. With you at our side, NICRO will successfully change the face of crime.



Ms Soraya Soloman
EXECUTIVE DIRECTOR

NICRO

INNOVATION

Through its creativity NICRO has remained vibrant and at the forefront of innovative interventions to the criminal justice sector over the last 102 years such as community service, diversion, non-custodial sentencing, and restorative justice.



Overview of Services 2012 - 2013

NICRO continues on its journey, re-engineering and repositioning itself to serve our vision of a safer South Africa. This we achieve by pursuing the twin objectives of appropriate crime prevention and reintegration services for individuals and communities affected by crime, as well as through initiatives to build capacity and meet the therapeutic needs of practitioners as well as clients of other professionals.

With regard to our intentions as recorded in our last annual report, NICRO has made good progress. Our main strategy in terms of service delivery has focussed on developing new services

and products aimed at a target market different to NICRO's traditional one. Training, development and capacity building facilities for members of the public, private, for-profit and non-profit sectors is one of our new services. Through the establishment of this new unit we have achieved our initial objectives of achieving accreditation, undertaking material development and offering quality formal training.

Our clinical work, which renders in-depth, specialist clinical services to a specific market within the criminal justice system, is also showing good progress. We are pleased that we are able to fulfil a great need to the benefit of both the criminal justice sector as well as two of its primary beneficiaries: victims and perpetrators. In this work, NICRO specifically upholds the principles of therapeutic jurisprudence, which concentrates on the legal system's impact on emotional life and psychological well-being. NICRO envisages criminal justice which is practiced with an ethic of care and heightened interpersonal skills, where the psychological well-being of the accused, as well as their legal rights and interests, are afforded the required attention. Within this framework, one seeks to

prevent legal problems through creative drafting and problem-solving approaches. This perspective recognises that the criminal justice system can itself produce anti-therapeutic consequences, though it does not suggest that therapeutic concerns are more important than other consequences or factors.

Our advocacy, research and country wide service delivery attests to the important and vital role that NICRO fulfils in being the preferred service provider in a sector where many other organisations are now coming to the fore in a bid to meet the need of communities. NICRO continues to be a champion of the reintegration of offenders using specific behavioural change programmes that are strengthened by effective social work and psychological services to those affected by crime, whether perpetrators or victims.

This annual report outlines some of the highlights of the work conducted over the past financial year.

Celia Dawson
DEPUTY EXECUTIVE DIRECTOR



Diversion Service

NICRO, with Lawyers for Human Rights and senior state prosecutors in Pietermaritzburg, pioneered the first formalised diversion service in 1992. Diversion interventions provide both juvenile and adult offenders of less serious offences with an alternative to the court process by channelling them away from the formal criminal justice system into a wide range of impactful developmental, therapeutic interventions designed to effect behaviour change. The development of diversion programmes introduced a new phase in the South African criminal justice process, which ultimately culminated in new legislation that has brought our criminal justice system more in line with internationally accepted standards.

Numbers decline since enactment of Child Justice Act

Although diversion has been firmly entrenched in the criminal justice process, the number of cases diverted in South Africa remains low compared to the actual number of children entering the criminal justice system. Statistics show that on an annual basis, the numbers of referrals have dropped dramatically since the enactment of the Child Justice Act. The significant decreases in the number of children being diverted from the criminal justice system was highlighted as a serious challenge and concern during the submissions to Parliament in June 2011. Subsequent research commissioned by the Department of Justice and Constitutional Development was conducted in 2011. The draft report has been made available to some of the role-players involved in the implementation of the Act.

According to the Child Justice Alliance research report, *Second Year of the Child Justice Act's Implementation: Dwindling Numbers*, by Charmain Badenhorst, the overall findings of the Department's study are inconclusive and do not take the issue or reasons for the decreases in the number of children being diverted any further. Ms Badenhorst writes that, *"It appears as if the decreases in the number of children being diverted are mainly due to the fact that fewer children enter the child justice system. Fewer children enter the child justice system because police officers have not been adequately trained on the provisions of the Act and they are uncertain about how to apprehend children suspected of committing offences and also about how to deal with these children once they have been apprehended. This results in police officers electing to not apprehend or arrest children suspected of committing crimes, instead taking no action"*.

The impact of insufficiently trained police officers will not only affect the number of children entering the system, but will also have a detrimental impact on children who do commit offences and who are not apprehended or arrested by the police. These children will be denied the opportunity of early intervention to address the root causes of their criminal behaviour and, as a result, will also be denied the chance of benefitting from preventive action to stop them from falling into a life of crime. This, inevitably, also negatively affects the adjudication of children in the child justice system and can potentially result in the acquittal of children on technical grounds. Ultimately, according to the Child Justice Alliance report this *"... could potentially result in public doubts about the Act, its objectives, goals and benefits to society as a whole"*.

The Child Justice Alliance report goes on to conclude that the decrease in the number of children referred for diversion also has a detrimental impact on diversion service providers which are now unable to sustain their services as a result of a lack of funding brought about by the decrease in numbers. This, in turn, creates a huge problem because the closure of these NGOs destroys much of the work that was done over the decades prior to the implementation of the Child Justice and in preparation of the Act.

Centre for Child Law director Ann Skelton, one of the drafters of the Child Justice Act, confirms many of the concerns around youth diversion. *"Police, prosecutors and magistrates don't understand the Act and don't seem to know what to do. Police have the idea it means they shouldn't arrest children so they just wag their fingers in children's face, or worse, don't bring them in. So it may look good on paper that fewer kids are being booked but it means they're not going to be linked to services."* She adds that before the Act, prosecutors would divert children, now they are not, *"Overall, I don't think the system is creaking to a halt. It can be fixed. But the numbers the government has put together to explain that system, just don't work, so we can't assess. It's a failure of data collection,"* Skelton concludes.

Clearly, this situation impacts considerably on NICRO and its Diversion services for children and young people. As we head into the financial new year, NICRO will carefully review all relevant data, research findings, reports and recommendations from all quarters before formulating our own carefully considered response and deciding on the best

course of action. Having said this, it would appear that equipping police officers and court officials, ensuring that they have the knowledge and the skills to implement child justice procedures effectively, is just one option that will need to be investigated.

One thing is clear, as social programmes for juveniles in conflict with the law decline, attitudes to youth crime harden and the progressive notion of restorative justice at the heart of the legislation is at risk, NICRO will, again, lead the fight for child justice, should this become necessary.

Diversion still one of the most effective ways of addressing criminal behaviour

There can be no doubt that imprisonment, particularly in the current South African context, is not conducive to optimal rehabilitation or the successful reintegration of offenders. NICRO remains steadfast in its belief that imprisonment as a sanction is not appropriate for all perpetrators of crime, and that it is especially unsuitable for most juvenile offenders and many first-time adult perpetrators of minor crimes.

NICRO is an avid proponent of diversion as one of the most effective ways of addressing the underlying social and psychological reasons for criminal behaviour and providing meaningful, effective interventions and sanctions to help reduce and prevent reoffending. Diverting juvenile and suitable adult offenders away from the formal court process improves outcomes for offenders and society considerably, reduces costs, holds offenders accountable, offers them opportunities to make amends and protects public safety.

In response to strong indications that offending by youth is on the increase, that perpetrators are becoming younger and that their offences are becoming more violent, NICRO will concentrate on developing specialist diversion interventions for a particular target group with special needs and more serious behavioural problems in the year ahead. In particular, we will focus our attention on adapting existing services and developing new, appropriate diversion interventions to accommodate violent young offenders and young sex offenders.

Offender Reintegration

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

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

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

1. A literature review of current evidence-based practice for effective offender reintegration,
2. A summative analysis of all past research conducted within the scope of offender reintegration in order to extract the main lessons learned,
3. A summative analysis of the programme impact reviews of the Tough Enough Programme, which has formed the mainstay of NICRO's OR service for many years,
4. Focus groups with criminal justice and community development practitioners
5. Survey-based research with members of the general public, offenders, offender family members, NICRO staff and all criminal justice stakeholders,
6. Final recommendations and mapping of a suggested revised OR service, and



7. The drafting of specific Offender Reintegration programmes to be delivered by social workers.

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

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

Training and Clinical Unit

The establishment of NICRO's Training and Clinical Unit is an important component of the organisation's sustainability strategy. This new unit affords NICRO a remarkable opportunity to develop dedicated, unique products and services to cater for a distinct market, opening up income generation possibilities for the organisation. Additionally, this initiative has provided staff with valuable new experiences in training and therapy.

Progress Achieved

NICRO's new training unit was established to undertake the specialist, professional training of practitioners and stakeholders, with a special focus on:

- ❖ Developing and facilitating professional job-specific training,
- ❖ The co-ordination of all NICRO training programmes and training activities, and
- ❖ The development of all training materials including facilitators' manuals and participant workbooks.

Staff Development

The first phase focussed on the training of NICRO staff appointed as members of the new unit. A total of 25 staff members from seven provinces was trained in the most recently completed financial year, equipping them effectively to fulfil the tasks that would be required of them. Two staff training programmes were conducted during the year under review. During May 2012, 14 staff from NICRO's head office, the Eastern and Western Cape, Free State, Gauteng, KwaZulu-Natal and Mpumalanga completed training. In April 2013, 13 staff members, including a service provider from Limpopo, attended further training. The professional development of staff incorporated training on facilitation as well as experiential learning methodology.

The second phase focussed on the training of NICRO's Training and Clinical Unit staff as SAQA (South African Qualification Authority) accredited facilitators and assessors. Nine trained facilitators, three from head office and three from the Eastern Cape as well as one from each of additional three provinces, the Free State, KwaZulu-Natal and Mpumalanga, have already been successfully accredited. We await the results of the assessor accreditation process.

Development and Facilitation of Training on Contract

To date, ten training programmes have been conducted on a contractual basis, focussing on a diverse range of topics including:

- ❖ Restorative Group Conferencing,
- ❖ Anger Management,
- ❖ Diversion,
- ❖ Restorative Justice,
- ❖ The Child Justice Act, and
- ❖ Criminal thinking patterns.

A training programme on youth justice was facilitated in Namibia, which will include a follow-up capacity building component to be implemented later in 2013.

Manual Development

All social workers and social auxiliary workers who are registered with the South African Council for Social Service Professions (SACSSP) and who wish to remain registered and practise the profession, must participate in approved CPD (Continuing Professional Development) activities and obtain a certain number of points each year. Four manuals, carrying CPD (Continuing Professional Development) points ranging from 5 to 18, have been developed and successfully accredited by the SACSSP. An additional five manuals are pending accreditation.

Treatment Programme Development

NICRO is currently in the process of developing the following three treatment programme catering for children in the six to ten year age group for the Department of Social Development:

1. Life skills,
2. Sex offenders, and
3. Substance abuse.

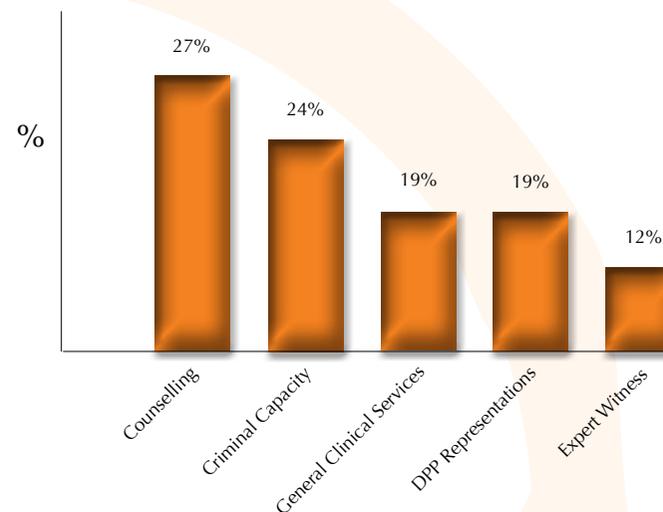
The needs analysis process has been completed and the manual design is in progress.

Progress Achieved by Clinical Unit

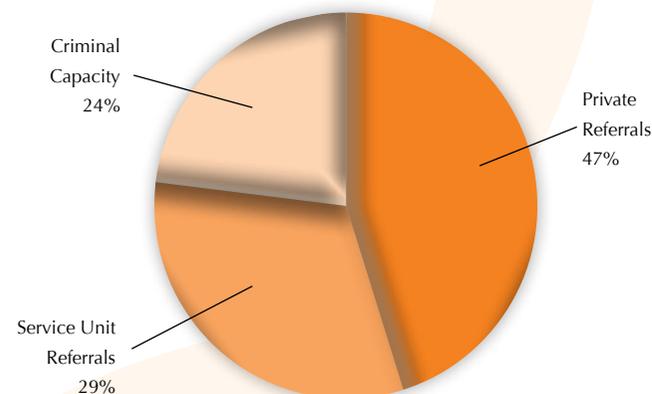
NICRO's Clinical Unit, based at the organisation's head office in Cape Town, provides comprehensive therapeutic assessments and specialised, in-depth therapeutic services, at a fee, for clients requiring more comprehensive, specialised interventions than those normally offered through our core services.

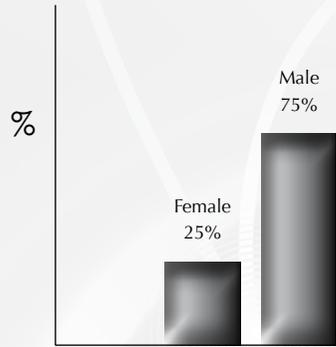
A total of 59 cases involving testifying as an expert witness, specialised therapeutic counselling, determining criminal capacity and clinical services has been successfully managed by the Unit's social workers. These clients were referred to the Clinical Unit by legal representatives from the private sector, state prosecutors and NICRO's service units. The services of a psychologist has been contracted to assist the social workers with specialist psychological evaluations and testing.

A graphic illustration of the 59 Clinical Unit cases

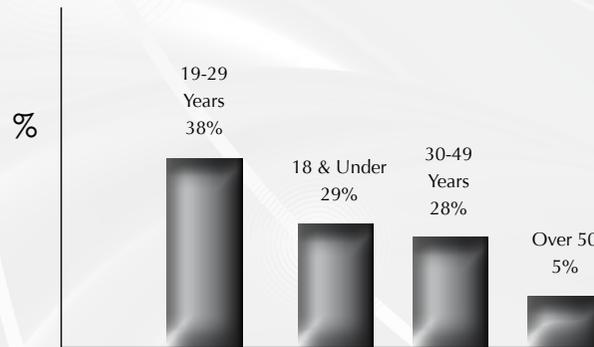


Source of Referrals

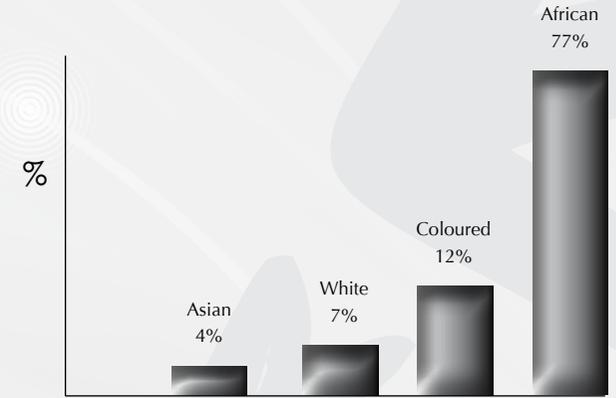




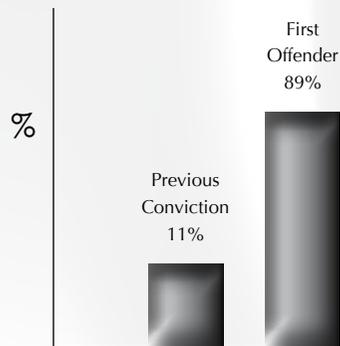
Gender Distribution of NICRO Clients



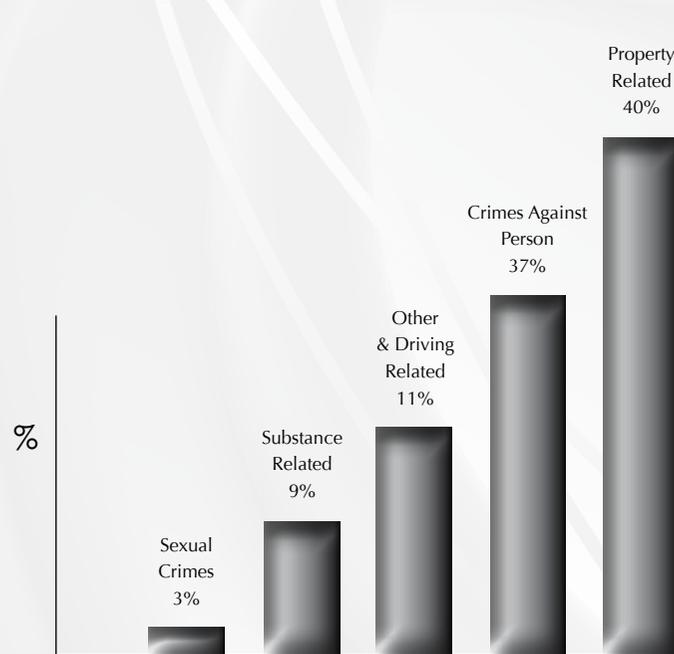
Age Distribution of NICRO Clients



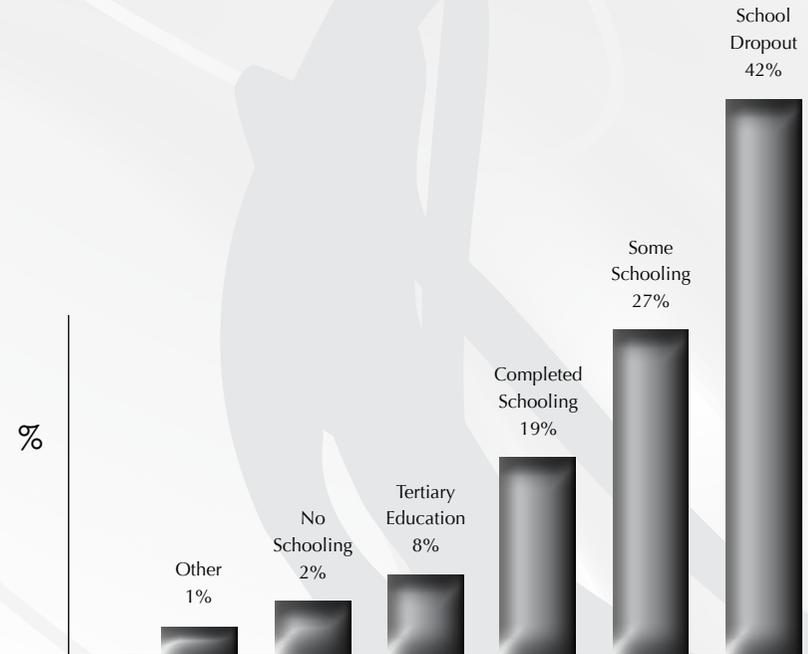
Racial Distribution of NICRO Clients



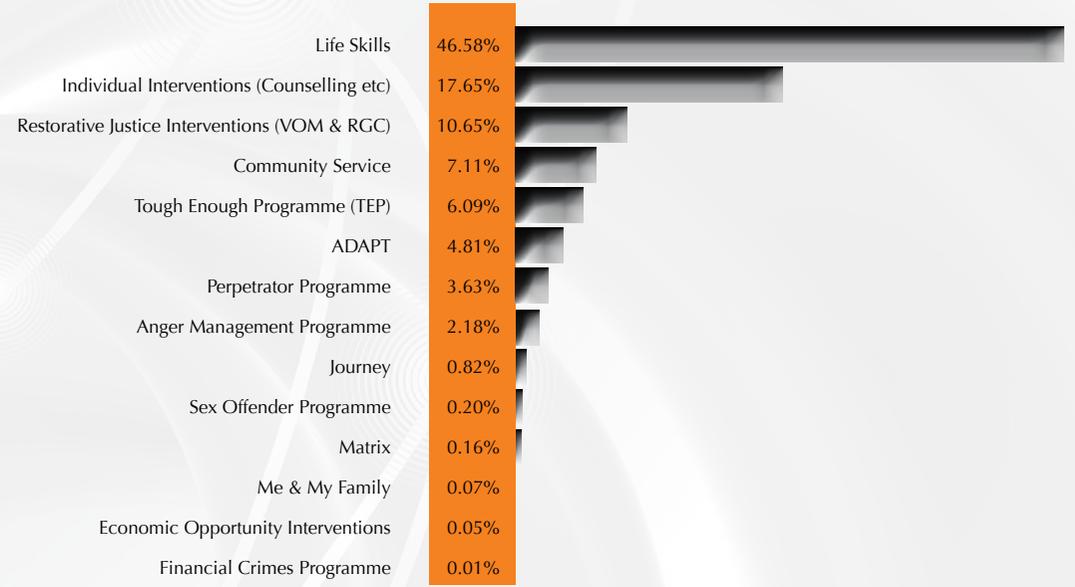
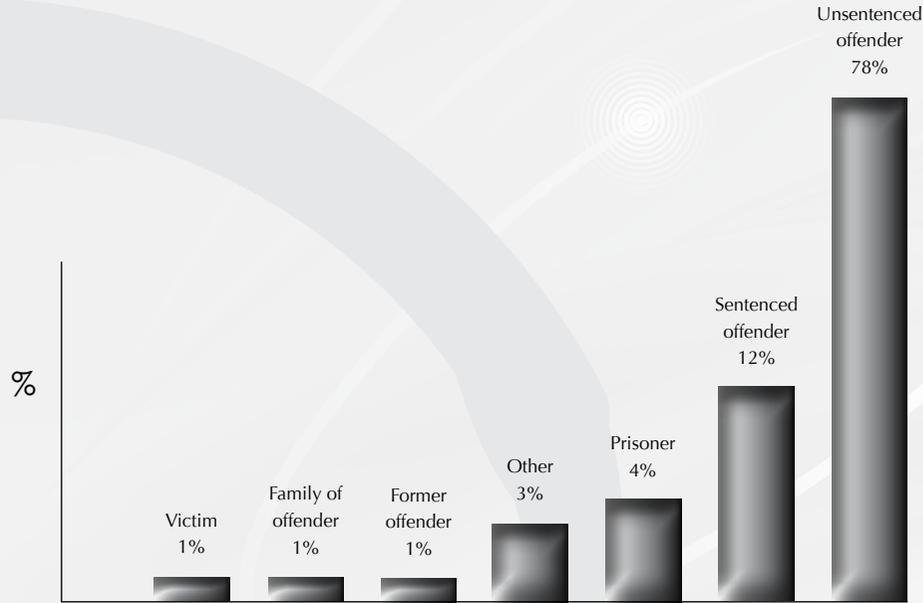
Offender Status



Source of Conflict with the Law

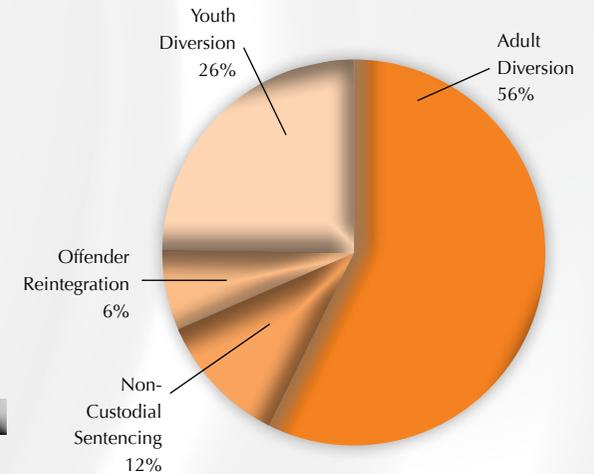
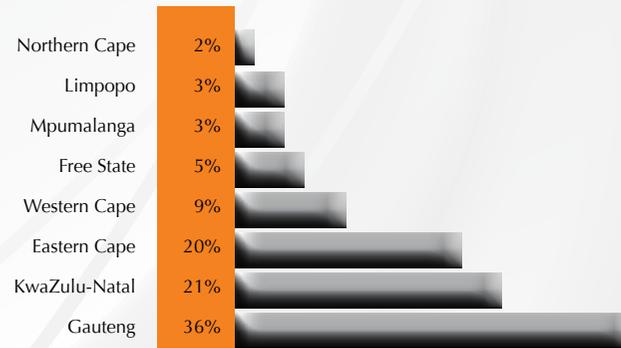
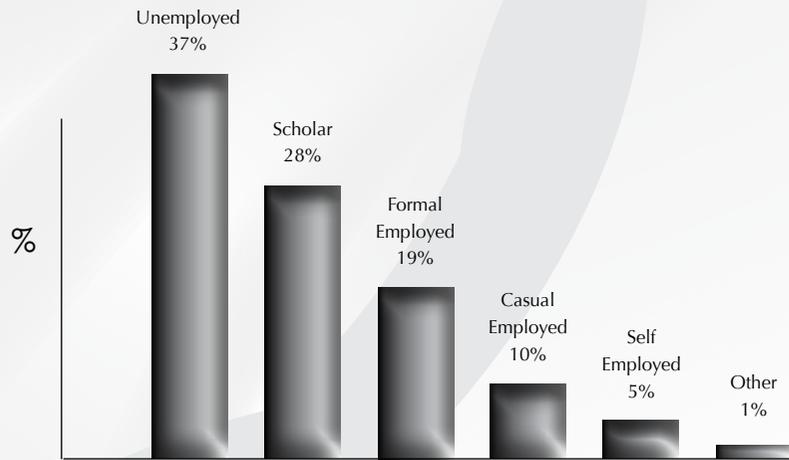


Educational Status



Client Type

Percentage of Clients by NICRO Programme



Employment Status

Service Distribution by Province

Service Stream



Advocacy is commonly defined as the act of pleading for, supporting, or recommending a cause or course of action, often reaching out to some of the most marginalised and disadvantaged sections of the community whose ability to speak for themselves has been obstructed. During the past year, NICRO's advocacy and lobbying initiatives focussed on a number of priority issues, several of which have been detailed below.

Promoting the increased use of alternatives to incarceration

Incarceration is, all too often, still seen as the only possible way of dealing with crime in South Africa. Chronic overcrowding and poor prison conditions as well as limited rehabilitation successes, all of which undoubtedly promote the revolving door syndrome which sees offenders frequently returning to prison after their release, surely calls for this option to be thoroughly evaluated. For NICRO prison should be the last resort. We are firm in our belief that incarceration is not the best option for many offenders and that, in some cases, sending an offender to prison simply exacerbates the problem of crime. This past year NICRO has actively sought to engage with the criminal justice system to increase the use of alternatives to incarceration and to vigorously promote diversion and non-custodial sentencing (NCS) options for offenders who are not a danger to society. Crime is a very emotionally charged issue and society, on the whole, remains poorly disposed towards offenders and former offenders. In spite of this, NICRO's concerted efforts to engage with the public about the harmful effects of incarceration and the fact that offenders can, and do, turn their lives around and return to their communities as law abiding citizens has paid off. Members of the public are warming to the idea of alternatives to imprisonment and are beginning to acknowledge that other options could work, have better results and promote a safer South Africa.

Improving conditions in correctional facilities

In its recent submission to parliament, NICRO pointed out that the Department of Correctional Services (DCS) did not appear to be following evidence-based practice in the rehabilitation and reintegration of offenders. Evidence-based practice clearly indicates that strong family ties are a key component in the effective rehabilitation and reintegration of offenders, yet there is no indication that DCS considers strengthening family support a priority. Other issues requiring attention include a strategy to manage gangs in prison, and the Portfolio on Correctional Services has proposed a workshop to deliberate the issue.

In this past year NICRO has highlighted its concern that DCS facilities are not equipped to cater for the needs of vulnerable persons in prison and that mentally and physically handicapped persons, along with women and babies, are at risk of victimisation and neglect.

NICRO has, for a number of years, provided input on the DCS budget at public hearings, challenging, in particular, the rising costs of incarceration. Estimates are that it will cost the taxpayer over R 20 billion in 2015/16 to incarcerate offenders and that less than 10% of this budget will be allocated to their rehabilitation and reintegration. NICRO is actively lobbying for allocations to be made to civil society organisations working with offenders in correctional centres and in the community to undertake effective rehabilitation and reintegration services. To this end, NICRO also made submissions on the establishment of a new Remand Detention unit.

Strengthening and increasing the effectiveness of independent oversight mechanisms that monitor detention facilities

There are particular concerns around the significant challenges facing oversight bodies such as the Judicial Inspectorate for Correctional Services (JICS). These include issues of leadership, accountability, independence, institutional relationships with the Departments these bodies are required to oversee and budgets that are inadequate to achieve their objectives. To this end, NICRO participated in a parliamentary discussion on the Judicial Inspectorate for Correctional Services. As a result, the Portfolio Committee on Correctional Services will be hosting a workshop to examine the independence of JICS in September 2013.

Preventing and Combating Torture

The Justice Portfolio Committee hosted parliamentary hearings on the Prevention and Combating of Torture Bill that now has been approved by the National Council of Provinces (NCOP). NICRO contributed towards in a joint submission by the Civil Society Forum on the Prevention and Combatting of Torture in South Africa, which lobbied for the Bill to be fast-tracked through parliament. Our main criticism is that the Portfolio Committee on Justice approved a bare bones piece of legislation. As NGOs we are of the opinion that this Bill is not comprehensive and that we may have to call for amendments at a later stage. The Optional Protocol for the Combatting of Torture (OPCAT), which incorporates the development of a national preventative mechanism to coordinate the monitoring of detention facilities, also needs to be placed on the parliamentary agenda.

There were a number of other matters with which NICRO busied itself these past few months. It came to our attention that growing numbers of clients, who had been successfully diverted, nevertheless received a criminal record. Some recipients of Diversion services found out that they had criminal records when they tried to seek employment. NICRO will conduct an enquiry into this matter.

The criminal record of a convicted offender of a minor offence may only be expunged after a period of ten years has elapsed since the date of conviction of that offence. This continues to be a huge barrier for former offender, especially when they attempt to secure employment. NICRO is looking at a lobbying initiative to bring about changes to this legislation.

NICRO joined forces with the Western Cape Department of Community Safety to incubate a community-based project to tackle gang violence on the Cape Flats. Following the completion of the eight month pilot, an evaluation of the initiative was handed over to the Western Cape Department of Community Safety. NICRO is firmly of the opinion that the project has the potential to address the real challenges of gang violence on the Cape Flats.

NICRO formed an alliance with Sonke Gender Justice and Just Detention International (JDI), which are involved in filming a documentary on the sexual violence in correctional facilities. NICRO's Clinical Unit will provide counselling services to the participants before and after the filming shoot.

Key to strengthening our advocacy efforts is the development of alliances and participation in relevant networks and forums. NICRO is an active member of the Detention Justice Forum (a civil society membership organisation seeking to ensure that the rights and well-being of those who are detained are respected and upheld), the National Network on Reducing Re-offending (a civil society network which promotes the use of well-coordinated, effective interventions to reduce re-offending), the National Child Justice Alliance Driver Group, various provincial Child Justice forums and case-flow management committees as well as a wide range of provincial and local forums.



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

The careful assessment of each offender is a core component of the service as NICRO's NCS service is suitable only for lower risk offenders.

NICRO believes that NCS is a far better option than prison for lower risk offenders because this service ensures that all offenders access mandatory social reintegration services and have a social worker assigned to their case. Given staff shortages and the overcrowding of prisons, this does not happen for all inmates serving a sentence in a correctional facility.

NICRO introduced the NCS service on a small-scale in 2006 and was fortunate enough to secure extensive funding from the British Government in 2008 for a five-year period. This significant grant from DFID UK Aid enabled NICRO to expand and develop NCS at magistrate courts across South Africa.

In order to ensure that the service was effectively branded and endorsed, NCS was marketed using the by-line, **Chance to Change**. The Chance to Change project incorporates direct service delivery to offenders, court stakeholder education and awareness, community engagement as well as lobbying and advocacy. The period 2012/2013 marked the fifth year of the DFID-funded NCS service. After DFID funding concludes in September 2013, NCS will continue as a core component of NICRO's services.



16 Days of No Violence Against Women and Children



Bloemfontein NCS workshop Nov 2012

NCS Service Statistics

NCS Facts and Information	Year 5 2012 - 2013	Years 1 to 5 (Accumulative Data)
Sites	45	45
Referrals	1 529	6 450
Assessments	1 524	6 027
Intake	1 080	4 708
Non-compliance rate	11%	NA
Imprisonment rate for non-compliance	1%	1%
Local steering committees in operation	42	42
Lobbying and advocacy (individuals reached)	263	54 33
Lobbying and advocacy (meetings)	129	672
Stakeholder engagement (individuals reached)	919	5 094
Staff training (individual staff members trained)	212	1 350
Sentence recommendation acceptance rate (NCS)	71% (average)	79% (average)
Media roundtables	10	26
Community engagement workshops	103	261
Community members reached	3 666	12 040
Stakeholder workshops	77	372
Rand value of media work	R 3 997 186	R 12 142 599



E.Journey group discussion



Eerstehoek Journey July 2012



Independent Impact Evaluation

The overall findings of an independent impact evaluation of the Non-Custodial Sentencing project, conducted by Dr Richard Griggs, were positive. The full report is available on the NICRO website. Extracts from the report are contained in the tables which follow.

The programmes, counselling or therapy that I attended ...	No. of Clients	Clients in Agreement	Percentage
Were of benefit to me	(929)	877	94%
Helped me to recognise negative triggers in my life	(931)	875	94%
Helped me to take responsibility for my behaviours	(934)	887	95%
Taught me skills that I can use to get along with people better	(933)	880	94%
Helped me to handle daily problems better	(933)	876	94%
Helped me identify ways to overcome behavioural problems	(932)	868	93%
Helped me to feel more emotionally stable	(934)	794	85%
Helped me to make better decisions	(932)	888	95%
Helped me to take the decision not to reoffend again	(932)	879	94%
Helped me to make changes such that I will NOT reoffend	(934)	881	94%



Mpsikazi Traditional court stakeholders

My situation owing to NCS is such that...	No. of Clients	Clients in Agreement	Percentage
I am engaged in productive activities	(929)	799	86%
I am better able to manage my finances	(930)	771	83%
My relationships have improved (with family, friends, co-workers)	(932)	857	92%
I can accept responsibility for my actions	(931)	907	98%
I do not think society owes me a better life	(927)	817	88%
I am not abusing alcohol	(935)	832	89%
I am not abusing drugs	(928)	865	93%
I am not abusing relationships	(931)	885	95%
I no longer think about engaging in criminal behaviours	(932)	897	96%
I do not need additional support to prevent reoffending	(925)	786	85%

NCS clearly has a positive impact on changing offending behaviour. In addition to this, it is also substantially more cost-effective than imprisonment. The cost of incarcerating one offender for a month amounts to approximately R 7 290. It costs far less to render NCS services to one offender for a period of 12 months. We are confident that our NCS service will attract support from both the public and private sector as a viable alternative to prison that is more cost-effective and has better societal outcomes.

NICRO

CHANGING BEHAVIOUR

NICRO reduces crime through offering therapeutic interventions and services aimed at changing offender behaviour of individuals who commit crime



Western Cape

The 2012/2013 period was a year of growth in all areas of service delivery and saw a total of 1 400 clients and families benefitting from our diversion, non-custodial sentencing and offender reintegration services. In terms of our non-custodial sentencing services, we placed a stronger focus on therapeutic interventions for clients and their families. The expansion of the Road Offences Panel Programme to Mitchells Plain and Khayelitsha ensured improved access to this intervention by a broader range of clients, enhancing both diversion and non-custodial sentencing options through the addition of this added value intervention. A key focus for our crime prevention services was the Safety Ambassadors Programme which was implemented in several schools in the Western Cape.

Although our services are rendered primarily in major Cape Town Metropole areas, significant inroads have been made with the extension of our offender reintegration services to rural areas and new communities in the Cape Metropole. The partnership NICRO enjoys with the Department of Social Development was instrumental in affording clients and families access to our services, a key strategic mandate for both service providers.

Diversion

Diversion services, which proved to be the most frequently utilised NICRO service in the province, were greatly strengthened through the support of the Department of Social Development. The Department afforded NICRO the opportunity of expanding its services throughout the Cape Metropole, including to courts in the Northern Suburbs, where services had been curtailed towards the end of 2011.

Non-Custodial Sentencing

During the year under review, NICRO Western Cape conducted numerous workshops and had several engagements with prosecutors and magistrates to promote and to create awareness about non-custodial sentencing as a constructive alternative to imprisonment.

A breakfast event served as a wonderful platform, providing court officials with an opportunity to learn about and share evidence-based best practices, and for clients to give testimony about their positive experiences and how beneficial non-custodial sentencing had been.

Offender Reintegration

NICRO and the Department of Social Development entered into an agreement in 2012 allowing NICRO to expand its offender reintegration services. This was a first for the organization and it created valuable opportunities for networking and establishing new partnerships. The Department of Correctional Services served as the key link between NICRO and other community-based organisations rendering offender care services in various areas. Government Communication Information Systems offices in the rural areas partnered with NICRO by offering venues at little or no cost.



NICRO supervisors express their delight about the newly revamped entrance hall at the office in Mitchells Plain



Oudtshoorn community engagement

Business skills training and job hunting skills were introduced, via the Quality Assurance Committees of the Department of Correctional Services, to Vredenburg, George, Oudtshoorn, Worcester, Atlantis and Paarl. These economic empowerment initiatives were well received, an indication that support of this nature is in great demand. Additionally, the Tough Enough Programme as well as victim-offender dialogue and individual counselling services to the family members of inmates, were offered at the Malmesbury, Paardeberg, Hawequa and Pollsmoor correctional facilities.

Crime Prevention

During the year under review NICRO's partnership with Santam was cemented further with Santam providing additional funding to implement the schools-based crime prevention initiative, the Safety Ambassadors Programme, at two schools. The United Nations Office on Drugs and Crime (UNODC) provided a grant to fund substance abuse prevention initiatives at another school.

NICRO's Safety Ambassadors will receive further training, equipping them to provide support to peers with substance abuse problems and to ensure that these learners are referred to the appropriate service providers. It will become the responsibility of the Safety Ambassadors to campaign an awareness programme and conduct talks about substance abuse for other learners.

Schools funded in the previous financial year by the Department of Community Safety started their community projects in 2012. NICRO is still involved with some of these schools where the Safety Ambassadors and Life Orientation educators are being prepared to take over the running of the community projects. Although NICRO will withdraw from active involvement, the organization will render support and monitor these projects, in partnership with a community-based organisation chosen by the learners.

NICRO is also involved in an anti-bullying project at Buren High School in Ysterplaat. The aim is to train young people in techniques and strategies to "eliminate the bully" so that the school becomes a safer environment for learning and growth. This project is in its third year and it is envisaged that the school will soon be able to continue with the project on its own.



NICRO launches its Road Offence Panel Programme

New Developments: Road Offences Panel Programme

NICRO is very proud to have joined forces with the South African Breweries (SAB) on a new initiative, the Road Offences Panel Programme, to tackle alcohol abuse and drunk driving as well as the increasing number of DUI cases that are being referred to NICRO by the courts. In 2012 NICRO was the grateful recipient of SAB funding to assist with the expansion of this road offenses educational programme to Mitchells Plain and Khayelitsha.

The Road Offences Panel Programme aims to teach road users about responsible driving and the dangers of alcohol use when driving. NICRO, in partnership with SAB, will continue to strive towards ensuring that every driver has his own and the safety of others on the road foremost in his mind when s/he gets behind the wheel.

NICRO would also like to thank the other key stakeholders, Road Safe Management, Cape Town Traffic Services, SAPS, Alcohol Anonymous and the victims of road accidents who have agreed to be part of the programme, for contributing to its success.

Other Highlights and Achievements

- ❖ The establishment of a new partnership with the Paarl Correctional Centre, which resulted in the extension of much-needed offender reintegration services to the Hawequa juvenile correctional facility
- ❖ NICRO was visited by the Department of Social Development’s monitoring and evaluation team, which monitored service delivery and assessed the organisation’s progress in terms of contractual agreements. We are very pleased to report the outcome was very positive and that NICRO Western Cape received an excellent rating.

Success Stories

Teddy tells of new beginnings

Teddy*, a self-referral, sought NICRO’s help after assaulting his wife. He voluntarily participated in the Programme for Perpetrators of Intimate Partner Violence from June to August 2012. He attributes his change in attitude and the improvement in his relationship with his wife to NICRO: *“The NICRO programme helped me a lot. Previously I became very angry and did not know how to control myself. I just started to shout and even to swear. I have learnt to breathe deeply, to let go of the anger and how I am thinking, and to take 5 – 10 minutes out before reacting angrily. I even talk to myself to stop the anger. NICRO helped me to change the way I am thinking. My marriage is stable now. I communicate regularly, which is really helping a lot. We know now how to sort out our problems”.*

* Not their real names



Free State and Northern Cape

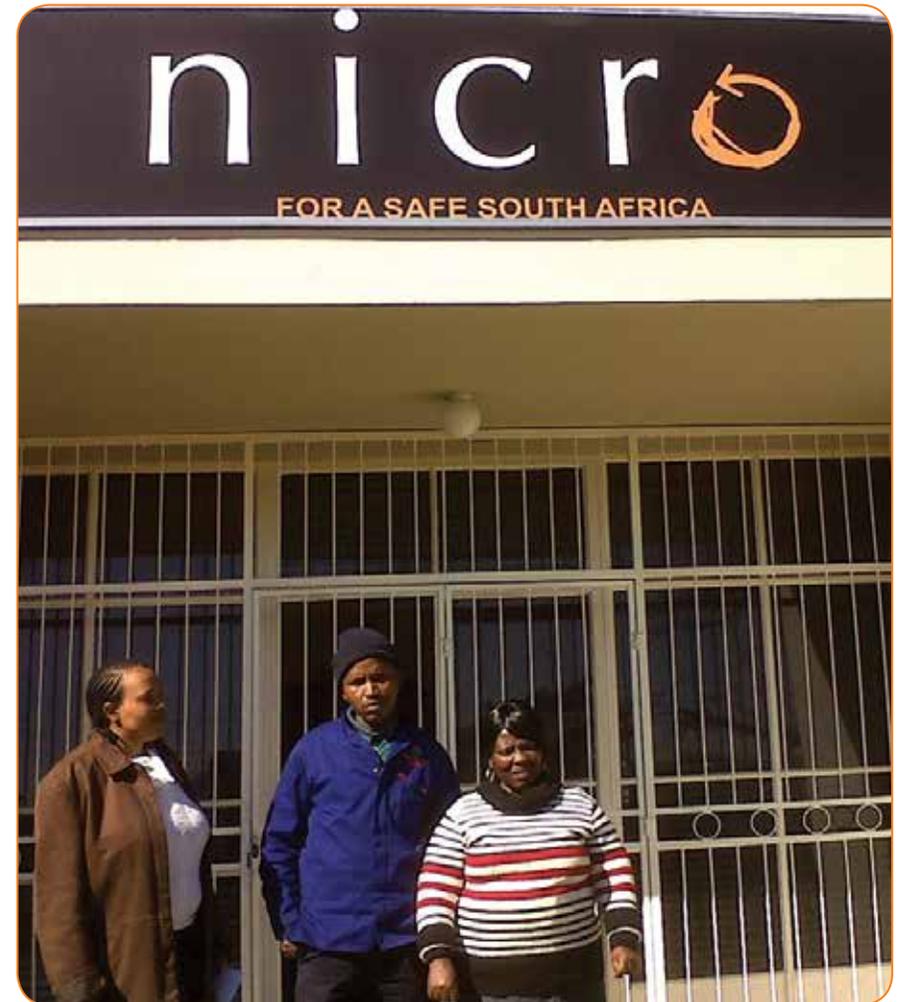
As we reflect on the past year, we pay tribute to and thank the staff of the Free State and the Northern Cape for their unfailing commitment to upholding the rights of and preserving the dignity of all people in our quest to build a safe, crime-free South Africa. Despite vacant posts, manpower challenges and a only a small staff compliment of social workers and social auxiliary workers who manned our three offices located in Bloemfontein, Welkom and Kimberley, we nevertheless succeeded in rendering services to 884 new clients this past year.

We are deeply grateful to the many stakeholders and our partners for their continuous support, their trust in our services and for referring children and adults in conflict with the law to NICRO.

It was with deep regret that we took the strategic decision to close the Welkom office as a result of a lack of finances. The Welkom court staff and magistrates have, over many years, afforded NICRO much support and assistance. We owe a debt of gratitude to Ms Abida Motlekar, chief magistrate for the Welkom cluster, who has been a remarkable source of support and guidance in the past.

Our hard work and efforts to raise awareness about NICRO and its services paid off handsomely during the year under review. Media coverage increased dramatically with numerous articles and news clips appear in local newspapers and on radio stations. We worked closely with OFM, SABC news, Radio Lesedi, Radio Kansel, Free State Times, The Weekly, Public Eye and the Volksblad to engage and inform the public about key issues such as offender reintegration, restorative justice and youth in conflict with the law. We also reached a vast number of people, some 3 781, by conducting information workshops in the community. The majority of those reached were youths from local schools or universities who attended workshops focussing on crime prevention and restorative justice principles.

During the past year, NICRO was actively involved in the formal training of probation officers and emerging NGOs in the Free State and Northern Cape around the Child Justice



NICRO's new office in Bloemfontein

Act and diversion. A serious gap in service delivery to rural youth in conflict with the law and the successful role out of the Child Justice Act continues to exist in small towns

throughout the more rural provinces. Equipping probation officers and emerging NGOs with the necessary skills to access youth diversion services is an important platform through which NICRO is able to assist rural communities.

NICRO would like to welcome two new staff members who joined the organisation towards the end of last year: Puleng Tshabalala was transferred from Gauteng to join the Free State as a social worker and Ruth Kamfer was appointed as a supervisor in the Northern Cape. We trust they will spend a rewarding and enjoyable time with us.

NICRO Free State and Northern Cape are very grateful to the following supporters who made great inroads in ensuring that we are able to achieve our objectives:

- ❖ Andre Viviers,
- ❖ Christo du Plessis,
- ❖ Louw Schoeman,
- ❖ Pieter Lessing,
- ❖ Witherow Trust,
- ❖ The Department of Social Development, and
- ❖ The National Lottery Distribution Trust Fund

We look forward to a new year, to embrace the many opportunities which await us and manage the challenges successfully.

Success Stories

Dangerous driver makes an about turn

The story related to one of my clients. He was referred to NICRO Bloemfontein office on 01/08/2012 by the prosecutor of court 35 for a diversion program.

Raser, a 43 year old male, was caught speeding at 180 kilometres an hour in a 120 km/h zone. He faced prosecution for this serious traffic offence but was afforded the opportunity to have the case against him withdrawn if he completed a NICRO diversion programme.

During an aftercare session, Raser handed a note to the NICRO social worker:

"Dear Mariëtte

I'm fine Mariëtte, extremely fine. That was a close shave for me and I thank God, you and NICRO for support given. Yes indeed the case of reckless driving has been withdrawn against me. I'm just short of words on how best I can thank you.

I am forever indebted to you and NICRO for being instrumental in changing my attitude towards reckless driving.

The most thought-provoking and disturbing part of the assignment you gave me were the pictures of how people look after the accident, it is a lesson that I will always remember in my life. It is a picture I always paint for myself before I go behind the wheel.

When I started my diversion course I couldn't possibly have known how powerful the experience of going through the course would be! For the first time in my life I now know exactly how important it is to keep and obey rule of law on the road at all times.

All of the topics are very close to my heart, in actual fact they are my modulus operandi for driving.

I enjoyed doing the assignment tremendously, though it was also a dreadful exercise. I can't thank you enough for the information you are presenting to the world! This diversion course should be made compulsory to everyone who is applying for license to drive. The synchronicity is stunning. Learning that I can also be a life taker if I drive recklessly has been a life-changer for me.

I'm grateful to let you know that since the submission of my assignment, I haven't been caught on the wrong side of the law.

Thank you again for your help; it was not only a temporal measure or narrow escape for me, but a permanent guide to escape road fatalities that are as a result of bad driving."



Gauteng

We are pleased to report that the past year was marked by great achievements even in the face of some challenges in our efforts to recover from the aftermath of the retrenchments which took place in the previous year. NICRO is still highly regarded as the preferred service provider in its field in this province, and efforts to raise the profile of the organisation and market its services to stakeholders and within the communities we serve were multiplied seven fold.

This year also saw some sad farewells as we closed the Benoni office and said goodbye to Ivan Evans, who left us to enjoy his well-earned retirement. We ended the year on a high



New safety ambassador graduates at Orlando High School in Soweto

note, strong in our belief that NICRO in Gauteng will go from strength to strength in the new year.

We were in the very fortunate position to increase social work capacity in certain areas where this was most needed. The Ekurhuleni office in Germiston was fully staffed for most of the year. Monthly stakeholder, community awareness and media outreach initiatives continued at a pace and, as a result, we conducted information sessions for magistrates, prosecutors, correctional officials, probation officers and Legal Aid, reaching and most of the courts.

Services to children

Youth diversion services are on the increase with numerous referrals coming from the courts, schools, other NGOs and the parents of children reaching out to us for assistance. We have identified a few trends in our work with children. Drugs are increasingly playing a significant role in influencing criminal behaviour. As a countermeasure we are focussing our outreach and educational initiatives very specifically on schools and communities where children can be easily reached. In Gauteng we have also joined forces with other relevant organisations, including Crime Line, to work together to address the challenges drugs present our youth.

Bullying in schools also appears to be on the increase and NICRO is actively addressing this issue not only programmatically, but also to raise awareness about bullying and its disastrous consequences. We also worked hard at ensuring that educational institutions are aware that they can refer cases of bullying to NICRO for support and intervention.

The Safety Ambassadors Programme, a schools-based crime prevention initiative, is operational in six schools in Gauteng. We recently celebrated the graduation of Safety Ambassadors in Soshanguve, Soweto and Olievenhoutbosch.

The Journey Programme was implemented for beneficiaries of our youth diversion services in Ekurhuleni and Soweto and a successful experiential education outdoor or wilderness component of the Journey Programme was conducted for children from

Soshanguve and Olievenhoutbosh. Feedback from the participants was extremely positive and encouraging, with several testimonies that this had been a truly life changing experience.

Services to adults

The growing success of the adult diversion service in Gauteng is a direct result of our efforts to promote and raise awareness about non-custodial sentencing and alternatives to the formal criminal justice process. Adult diversion services have doubled in the last twelve months, with life skills, anger management and ADAPT, a drug abuse prevention and treatment programme, being utilised most frequently and receiving the greatest number of referrals. A new trend that we have identified recently with adults in conflict with the law, is that of drunk driving, and we have ensured that our programmes address the needs of the growing number of cases being referred to the organisation.

The Programme for Perpetrators of Intimate Partner Violence has strengthened notably in Gauteng. All nodes have introduced the programme as a result of the high number of domestic violence referrals and staff work in partnership with the Victim Empowerment Directorate of Gauteng's Department of Social Development. We have also embarked on joint projects with other organisations which focus on men in gender based violence issues.

Non-custodial sentencing

The Soweto office continues to render non-custodial sentencing services to the greatest number of clients in the province. Magistrate Pieter du Plessis is of the opinion that staff commitment, teamwork and regular meetings are the key to the successes being achieved. After struggling, initially, with insufficient referrals at the Vereeniging office, a meeting with the magistrate, determination and sheer hard work resulted in a complete turn around and this office now consistently exceeds its targets. The Randburg NCS service is going from strength to strength and the demand for this service is increasing on a daily basis. Client and stakeholders alike, have acknowledged the importance and impact of this service.



NICRO staff with Gauteng Premier

Offender reintegration

Our offender reintegration services are not as prolific as we would like them to be given the lack of financial resources. We currently render services at the Johannesburg, Groenpunt, Boksburg and Baviaanspoort correctional facilities. The Tough Enough Programme a holistic, group-based therapeutic rehabilitation intervention for offenders which commences in prison just prior to release, has been rolled out at each of the centres. Beneficiaries, inmates and former inmates, regularly report that NICRO serves as a real lifeline and that its services play a crucial role in facilitating the successful return of former offenders to their communities and society.



We were also invited to the launch important restorative justice initiatives in communities in Johannesburg and Krugersdorp and will work closely with the Department of Correctional Services to render victim offender mediation and family group conferencing services in these communities.

Staff wellness

Team building received significant attention during the year under review and ensuring that all staff members were motivated was a major priority. The visit to the province by the Chief Executive Director of NICRO, Soraya Solomon, was one of the highlights of the year at which time certificates for outstanding service were awarded to staff.

Training and development

Diniwe Mhlanga and Kubashini Coopasamy completed intensive training in preparation of joining the new Training and Clinical Unit. We are hard at work to establish this new initiative in the province. Other training programmes and courses attended by staff included:

- ❖ Assessment and report writing,
- ❖ The integration of restorative justice principles and conducting victim offender conferencing,
- ❖ Working with sexual offenders,
- ❖ The Journey Programme,
- ❖ The Safety Ambassadors Programme, and
- ❖ Code of ethics in social work.

Media and marketing

We devoted considerable time and effort to our media and marketing activities and NICRO and its services were featured in two local newspapers, the Sowetan and The Sun, as well as in two television programmes. Stakeholder engagements with magistrates, prosecutors, probation officers and Legal Aid took place at several courts including

Atteridgeville, Hatfield, Odi, Soshanguve, Tembisa, Boksburg, Benoni, Johannesburg and Alberton where a new court was established in Palmridge.

In addition to the above activities, staff presented a victim empowerment workshop and conducted meetings with the MEC for Safety and Security, the MEC for Social Development, the Premier of Gauteng and Crime Line.

In conclusion

We are in the fortunate position of having a highly motivated and dedicated staff team in Gauteng which is eager to take the organisation and its services to a new level in the next financial year.



This group of safety ambassadors in Gauteng completed a successful Journey leadership camp

Success Stories

Making good, thanks to NICRO

During a follow-up session with three participants who had successfully completed NICRO's Youth Empowerment Scheme, a life skills programme, the service provider was pleased to see that the boys continued to make good progress at school and steer clear of any further conflicts with the law. While discussing their plans for the future, each of the Grade 12 youths indicated that he was really eager to continue his studies but that this would not be possible as there simply was no money for this.

Inspired by the youths' commitment to turn their backs on crime and make a success of their lives, the social worker contacted the South West Gauteng College (SWGC) in Soweto, which had a bursary programme for underprivileged students. Soon the young men had identified the courses they wanted to enrol for and, with NICRO's help, completed all the necessary applications forms. Two weeks after submitting their application forms, came the good news that they had all been accepted as students at the college and had been awarded bursaries. These young men, who were once in conflict with the law and faced an uncertain and bleak future, were now preparing to study travel and tourism, graphic design, and human resources management, thanks to NICRO!

From law breaker and prisoner to successful entrepreneur

Instead of living the life of a hardened criminal, former offender reintegration client, Moses Motsepe*, left prison, turned his back on crime and has started climbing the ladder to success, making candles from recycled materials. Moses successfully secured finance from Gauteng Enterprise Propolar to purchase a candle making machine at a cost of R 32 000, as well as funding from the South African National Zakáh Fund (SANZAF), a faith-based, socio-welfare and educational organisation that strives to facilitate the empowerment of the needy, for a second machine. Although it was a struggle initially, he is now able to meet all his monthly expenses. His business is going from strength to strength and soon he will be offering an employment opportunity to another NICRO offender reintegration client. Moses says he was given a second chance, thanks to NICRO, and is determined to give other offenders a chance to start afresh as well.

* Not their real names

Limpopo

Another financial year has come to an end, and as we take stock of our achievements and the challenges we have overcome, we come to the realisation that we have learned a great deal more about the social issues facing our sector. During the year under review, NICRO Limpopo played an important role in addressing many issues relating to crime prevention and offender reintegration. Although much still needs doing to address all the social challenges so prevalent in our province, we are very proud of the quality of our services and the manner in which these have touched the lives of many ordinary citizens.



Mankweng community members at a NICRO NCS workshop



NICRO Limpopo staff on Heritage Day

Prevention is better than cure

NICRO successfully implemented its schools-based crime prevention initiative, the Safety Ambassadors Programme, in two schools in the Capricorn district. The Mafofolo and OR Mabotja High School authorities supported this initiative, allowing us to train selected school learners to serve as safety ambassadors in their schools and communities. As part of the intervention, other stakeholders such as the National Youth Development Agency, the Departments of Social Development, Education and Justice, representatives from Capricorn district municipality and SANCA met with the young people, motivating them to embrace and champion positive, healthy lifestyles, steer clear of crime and make a positive contribution to their school and community. These learners, with NICRO's

support, conducted a successful crime awareness campaign in the community aimed at blowing the whistle on crime.

Direct service delivery

NICRO becomes immediately involved with children and young people in conflict with the law to prevent further delinquent and criminal behaviour, and to prevent juvenile offenders from becoming adult offenders who are firmly entrenched in a life of crime. During the year under review 295 children and young people benefitted from our youth diversion services for the first time. Selected clients also participated in the Journey Programme, an intensive experiential intervention programmes aimed at high risk youth, with severe behavioural and emotional programmes. In addition to addressing the needs of these new clients, we continued offering support in the form of after care and follow-up services to clients enrolled for NICRO services in previous years. We would like to acknowledge officials from the Mankweng and Seshego magistrate courts for the mutually beneficial, good working relationship we enjoy with them, and for their confidence in NICRO's work, which is evidenced in the numerous diversion referrals were receive from these courts.

Thanks to solid, cooperative partnerships with all the representatives of the criminal justice system, including officials from the Departments of Justice and Social Development, the National Prospective Authority (NPA) and the South African Police Services (SAPS), numerous low-risk offenders who had gone to court and been found guilty of lesser crimes were kept out of prison. Instead they were afforded the opportunity of serving their non-custodial sentences (NCS) in the community and participating in beneficial therapeutic, rehabilitation programmes geared towards bringing about sustainable behavioural change and helping them steer clear of future involvement in crime. These NCS clients were referred to NICRO by the Mankweng, Malamulele, Thabamooop, Polokwane, Sekgosese and Thohoyandou courts, with the majority of referrals coming from the team at the Sekgosese magistrate's court.

NICRO Limpopo's Tough Enough Programme, an offender rehabilitation and reintegration intervention, was offered at the Polokwane and Thohoyandou correctional facilities.

Services, which focus on preparing the inmates for the outside world and to return to their communities as law abiding, contributing citizens, challenge criminal thinking patterns and support offenders to become tough enough to deal with and overcome the challenges awaiting them outside prison.

Other highlights and noteworthy achievements

- ❖ NICRO Limpopo forged an important relationship with the Department of Agriculture, and with the Department taking care of all the logistical arrangements, we embarked on a joint venture and facilitated a workshop on children's rights in rural communities,
- ❖ A workshop promoting NICRO and its services was conducted in Sekgosese and attended by representatives from SAPS, the Community Policing Forum (CPF), victim empowerment and youth agencies,
- ❖ NICRO Limpopo supervisor Portia Mbetse and Gauteng area manager Alida Boshoff participated in a conference hosted by the Department of Justice on diversion options and shared the platform with Bosasa, Khulisa and the Departments of Social Development and Correctional Services, and
- ❖ The Thohoyandou office introduced NICRO services to the Malamulele court where our NCS service was well received.

With gratitude and appreciation

Our sincere and deep gratitude and appreciation go to the following:

- ❖ Limpopo Provincial Department of Social Development, as well as the Capricorn and Vhembe Districts for supporting our work, financially and beyond
- ❖ The Polokwane and Thohoyandou Department of Correctional Services, with which we enjoy a very good working relationship,
- ❖ Magistrates, prosecutors, members of the South African Police Services and probation officers at the courts where we work,

- ❖ The media, especially our local radio stations, Botlokwa, Moletjie and Turf, for their role in promoting our services and sharing crucial information with the communities we serve
- ❖ NICRO staff and members of our advisory board for your hard work and commitment, and
- ❖ All benefactors, funders and individuals who supported us during the course of the year and made our work possible.

NICRO Limpopo continuously strives to achieve service excellence and make a visible impact. We will continue doing so in the year ahead with the dedicated support of all our stakeholders and partners.

Success Stories

I know better, thanks to NICRO!

"I, Vuyo a rehabilitated young man, benefited and learned a lot from NICRO programmes. I am now a better person living a positive honest life. In the past I used to be cheeky and violent sometimes. Through NICRO I managed to stop all the wrong things I used to engage in.*

I was referred to NICRO by Seshego magistrate court after I stole my father's firearm. I thought I knew better, did as I wished, but now I have given up and I am proud to say "I know better". Thanks to NICRO. I am currently studying Marketing Management at Capricorn FET College and I am doing very well.

Thank you for giving me a second chance".

* Not his real name



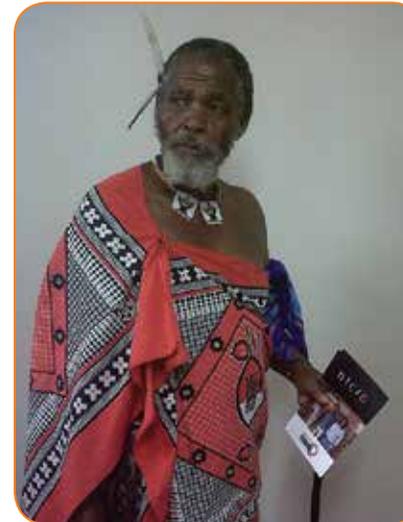
Mpumalanga

As NICRO Mpumalanga reflects on the past year, we proudly recall the rendering of quality services to our clients, strengthening partnerships with our stakeholders, solidifying community relationships and building a strong team which resolutely and tirelessly worked towards achieving NICRO's vision is of becoming a leader in criminal justice and social work services.

NICRO Mpumalanga would like to take this opportunity of paying tribute to Chief Magistrate Mr D D Ngobeni, who was diagnosed with cancer in May 2012 and lost the battle in June 2013. Chief Magistrate Ngobeni will be remembered as an avid supporter of NICRO and its services, and for playing a prominent role in promoting and advancing non-custodial sentencing within the criminal justice field. A highly principled, respected leader with great wisdom and humility, Chief Magistrate Ngobeni underscored the importance of community-based sentencing for low-risk offenders. He will be sorely missed, but his legacy will live on.

Highlights and achievements of the year under review

- ❖ In keeping with the requirements of the Department Social Development, NICRO Mpumalanga has established an advisory committee that actively assists with strengthening our relationship with the Department, represents NICRO on a variety of business and community forums and promotes NICRO within the local community,
- ❖ The rendering of Offender Reintegration services remains Mpumalanga's primary focus and in the past year 223 inmates from three correction facilities, Barberton Maximum B, the Youth Correctional Facility and the Nelspruit Correctional Facility, benefitted from participating on our impactful Tough Enough Programme, which is geared towards helping former offender turn their lives around and return to their communities as contributing, law-abiding citizens,
- ❖ The provision of aftercare services to former offenders in another key feature



An induna attends a steering committee meeting of the Indigenous Justice Project in Mpumalanga

of NICRO Mpumalanga's services, and we busied ourselves with monthly meetings with more than 200 clients at various reporting stations, regular home visits and the provision of material assistance, for which the need continues to grow,

- ❖ We witnessed a noteworthy increase in the number of former offenders visiting our offices for assistance and were gratified to receive numerous reports via one of the largest local radio

stations, Radio Ligwalagwala, about the quality and impact of the NICRO services offenders had received in Mpumalanga's correctional facilities,

- ❖ There was an increased demand for NICRO Mpumalanga's Non-Custodial Sentencing (NCS) service, with the Nelspruit office receiving more requests for NCS reports from the regional court than ever before and court officials as well as the National Prosecuting Authority (NPA) acknowledging how crucial NICRO's reports and recommendations were in achieving more appropriate sentencing of offenders,
- ❖ NICRO Mpumalanga launched a new intervention, the Road Offence Panel Programme which has achieved much success in Cape Town, after receiving an influx of referrals of cases involving driving under the influence and reckless, negligent driving from the courts. The panel comprises members of the South African Police Services who are usually first at the scene of an accident, the victim of a taxi accident, a representative of Alcoholic Anonymous who provides information about alcoholism and responsible drinking, a provincial government official charged with the responsibility of promoting road safety, a former offender who was referred to NICRO after killing a child in a reckless driving accident, and a NICRO Social Worker,



Graduates of NICRO's Tough Enough Programme in Nelspruit

- ❖ NICRO's Safety Ambassadors schools-based crime prevention programme was successfully implemented at four schools in the province, reaching 107 youth, thanks to the generosity and financial support of Santam and the FNB Fund, which funded life skills training, an outdoor, experiential Journey Programme and a variety of community outreach initiatives such as the cleaning up of local taxi ranks which took place as part of the 67 Minutes for Madiba campaign in July 2012,
- ❖ The NICRO Mpumalanga team was actively involved in numerous events to promote our services to stakeholders and communities alike, and was well represented on stakeholder forums such as local and provincial case flow management meetings, the Child Justice Forum, Mpumalanga Welfare Forum and local drug action committees,
- ❖ Training programmes on NICRO services were conducted for magistrates, the NPA, private attorneys, Legal Aid South Africa, the Department of Social Development and community businesses to promote our Non-Custodial Sentencing Service, which resulted in increased referrals as well as a more positive attitude towards community sentencing practices,



NICRO Mpumalanga supporting the Thursdays in Black campaign to raise awareness about violence against women and children

- ❖ Our involvement in community awareness events increased considerably through our active participation in the celebration of national events such as Child Protection Week, Youth Month, 16 Days of Activism against Violence towards Women and Children, Mandela Day and Human Rights Day during which we conducted door-to-door campaigns and maximise media opportunities to achieve maximum exposure for NICRO,
- ❖ Mpumalanga's Indigenous Justice project has gone from strength to strength with a notable increase of referrals from traditional courts in the Elukwatini community primarily concerning family conflicts, neighbour disputes, accusations of witchcraft, theft and youth displaying high risk behaviour,
- ❖ Five staff members with the necessary skills and a particular interest in serving in the new unit were trained to take up their new positions in NICRO's new Clinical and Training Unit.



Roll of Honour

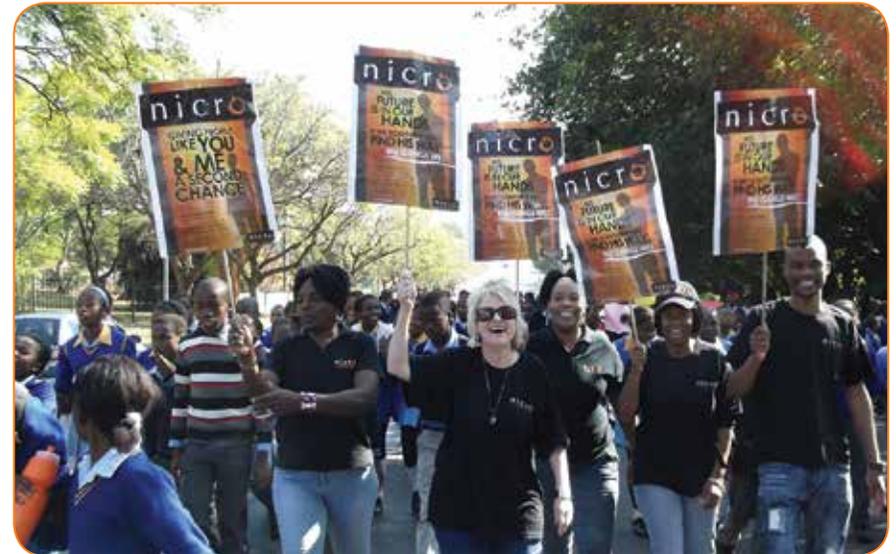
Our sincere and deep gratitude and appreciation go to the following:

- ❖ Members of the Advisory Committee: Chairperson Rachel Mokoena, who also serves on the NICRO National Board, Vice-chair Magda Rall, Treasurer Andrew Geldenhuis and members Charles Sanderson, Cornelia Liebenberg and Maki Mashego as well as former chair, Robert Reekers for sharing their expertise and giving of their precious time to NICRO,
- ❖ We are enormously indebted to the Open Society Foundation for funding our offender reintegration services for the past five years, enabling us to reach a significant number of offenders on an annual basis and creating a proud history of achievement as former offenders are successfully empowered to turn around their lives and create a better future for themselves,
- ❖ NICRO Mpumalanga deeply values and would like to pay tribute all our funders who enable us to provide an essential services within the criminal justice sector, and we would particularly like to give thanks to the Department of Social Development, the National Lottery Distribution Trust Fund, DFID (Department for International Development, UK AID), Open Society Foundation, Santam and the FNB Fund.

NICRO acknowledged

NICRO frequently receives letters paying tribute to the organisation, its staff and its powerfully life changing services.

This letter was written by a regional court prosecutor: "If it was not for the report of Mr Maduna-Mafu, it would have been very difficult for the court to sentence this offender (17 years) who has a real problem with discipline. In my 10 years as prosecutor and dealing with pre-sentence reports, I can honestly say that I have never come across a more thorough report than that of Mr Maduna-Mafu's. It was clear that he had the ability to work with this youth sex offender and is a very competent worker".



NICRO was very visible at a community march during Child Protection Week

A headmaster wrote: "Bantfwabetfu Secondary School is appreciating the Safety Ambassadors programme from NICRO. As a school we have noticed that the programme is improving the standard of safety within our learners. The learners who were trained to be Safety Ambassadors reported several offenders to the life coach as safety is part of their responsibility. We are motivated as school to have this kind of a programme that bring good character, discipline and behaviour to our learners".

Success Stories

A Road to Recovery

After completing NICRO's Road Offence Panel Programme, one of the offenders wrote the following letter to the magistrate and NICRO staff, conveying his appreciation for a life changing experience:

Dear Sir

I would like to express my sincere gratitude to you for affording me the opportunity to attend the NICRO programme.

I was arrested for a charge of driving under the influence of alcohol in the 5th of May 2012. My case resumed on the 25th of March after blood alcohol tests results had come back. The court accepted the request for my case to be referred to NICRO where I was to attend a programme tailor-made for such an offence.

This programme has benefitted me far beyond my expectations. Initially I considered this programme as just an escape from a possible prison sentence with a criminal record that would be attached to my name for the rest of my life, but that attitude changed almost immediately when I was registered with NICRO. Through this programme I have learnt and accepted that I acted irresponsibly and that no one but me is entirely responsible for the situation I found myself in. Furthermore, this programme has assisted me to identify the most deep rooted problems within me which often resulted in devastating consequences. These consequences had an immense impact on my family, work and my social life in general.

The programme has helped me in diagnosing my "condition" and also provided direction on how to deal with it. I am glad that now I know what is going on with me and what needs to be done in order to achieve complete healing. I am very happy to say I have sought help and I am being assisted. I know it will not be an overnight event but I am confident that the battle will be won.

As I have mentioned above that NICRO has assisted me in revealing the core problem. Their social workers are very professional and committed to assist offenders like myself. The programme that they have packaged for such offenders is well resourced and very practical. Though they will not always achieve hundred percent results, their programme will assist many just like it has done to me. I wish this opportunity can be extended to other similar offenders in future. While a court sentence would have served as a deterrent, I do not believe it would have gone beyond that and correct underlying causative factors.

Again I thank you for providing this avenue to me and I sincerely hope that others will benefit from the programme".

Against All Odds, Victim Befriends his Attackers

After a heated argument with Siphso, Mandla persuaded his two friends to join him and the three teenagers assaulted the youth. A charge of assault, with intent to do grievous bodily harm, was laid against the boys. Fortunately the prosecutor from the Eerstehoek Magistrate Court saw fit to divert the young offenders into a NICRO adult life skills programme.

After a few sessions, the teenagers expressed regret for their actions and were eager to make amends. They wanted an opportunity to meet with their victim and ask for his forgiveness, but to begin with each youth was asked to write a letter of apology to Siphso. Although it was a difficult decision for him, Siphso agreed to meet with his attackers, secure in the knowledge that NICRO would ensure a space in which he would be safe. A date was set, preparations made and a victim-offender mediation carefully planned.

Each of the three offenders read his letter of apology to Siphso and then spoke from his heart, expressing deep regret for the wrong he had done and admitting that the NICRO programme had made him realise that he has lost his way. As the last young offender finished addressing Siphso, the young boy's eyes filled with tears and he told of the physical and emotional hurt, and the trauma he had experienced at the hands of his attackers. Then he could no longer hold back the tears, and said: "I forgive you, my brothers!"

The three young offenders ran to Siphso's side, embraced him and wiped away his tears. The boys shook hands, sealed a new found friendship and vowed to put the past behind them. Educators from their school confirm that the boys are now on very good terms and that the three offenders are unlikely to commit such an offence again.

NICRO

RESOURCES

Sustainable services to beneficiaries with access to resources require a paradigm shift where welfare and charity are replaced by social entrepreneurships where social goals are pursued and benefits accrue to both organisation and beneficiary



Eastern Cape

During the year under review, stability returned to the province as staff retention improved and most vacancies were filled. It was an eventful year which saw the relocation of the East London office to a new locality more suited to meeting the needs of clients and staff alike, the termination of the Non-Custodial Sentencing (NCS) service in Queenstown and the transfer of the social worker to the Nelson Mandela Metro node. As in previous years, Diversion proved to be the most frequently utilised service, followed by NCS. The Eastern Cape, once again, made a concerted effort to raise the profile of the organisation and increase awareness about NICRO's services, especially NCS. To this end, marketing activities focussed on reaching a wide-ranging audience including criminal justice stakeholders, educators, young people and civil society organisations.

NICRO staff conducted a door-to-door awareness drive in the Nompumelelo township in East London during the 16 Days of Activism Against Gender Violence campaign to



NICRO was very visible at a community march during Child Protection Week

educate community members about domestic violence and promote NICRO's services. Stakeholder and community capacity building workshops focussing on domestic violence, juvenile justice, youth at risk, positive parenting and restorative justice were facilitated. NICRO also hosted its first ever Youth Day debating event, which saw six schools participating in a debate around the role and responsibilities of young people in crime prevention. NICRO served on a panel of experts at the 2012 GCIS (Government Communication and Information System) State of the Nation seminar to address community concerns about crime. NICRO continues to work in close partnership with all stakeholders to ensure a comprehensive service to all its clients and their families. Some of the most significant achievements and highlights of the year follow.

Staff development and teambuilding

Following the results of the nodal quality assurance assessments conducted during 2012/2013, supervisors reviewed the implementation of the performance management and staff development processes. A two-day work session helped identify development areas that needed attention, including standardised supervision, staff development and teambuilding, improving staff competence in reflective practice, critical thinking, social work administration and improving individual as well as team performance.

Staff participated in various capacity building initiatives which included training in first aid, NICRO's client management system, administration, time management, monitoring and evaluation, risk assessment, substance abuse assessment and treatment, assessing and counselling adolescents, suicide safe talk, developing an integrated crime prevention plan, clinical social work, training curriculum design and financial management. Staff also participated in quarterly teambuilding sessions to foster team cohesion and facilitate more effective interaction. Staff worked in smaller teams to plan, fund and facilitate the teambuilding sessions such as "popcorn Fridays", adventure obstacle courses, board games and experiential group activities. The province actively supports and encourages staff pursuing post graduate studies. Eight staff members are currently engaged in their Masters or Doctorate studies.



A NICRO capacity building workshop in the Eastern Cape

Service delivery

NCS staff increased their marketing efforts to ensure that magistrates refer more cases to NICRO. The local steering committees (LSC) were formally integrated into case flow management meetings from March 2013 and members of the LSC were formally acknowledged for their commitment to the project. NCS workshops were facilitated with staff from Legal Aid SA, the National Prosecuting Authority, magistrates, youth, educators and police officers.

Stakeholder capacity building initiative

In May 2012, NICRO staff facilitated a training programme on restorative justice for 30 probation officers from the Mount Frere District as part of a Department of Social Development (DSD) initiative to ensure that probation officers were effectively skilled to facilitate restorative justice conferences. The Department provided accommodation, refreshments and transport for the three-day workshop during which participants engaged in role play exercises, discussions and learning exchanges.

In conclusion

Referrals for youth diversion have decreased in the province and preliminary investigations are being conducted by the provincial justice forum to determine the reason for this decline. Adult diversion referrals have consistently increased with an average of 50 new clients being registered for the service each week. The need to expand the adult diversion service to the East London courts has been identified, but the service can only be expanded if funding is secured for this purpose.

Our working agreement with the Provincial Department of Correctional Services (DCS) has been renewed for another three years. This agreement provided the platform for the submission of a funding proposal for NICRO offender reintegration services to DCS for the 2013/14 financial year. NICRO participated in the launch of the Department's victim offender dialogues and engaged with the provincial MEC about our role in facilitating restorative justice interventions at the St Albans correctional facility as well as at the East London and Mdantsane correctional centres, with a particular focus the preparation of victims to engage in victim offender conferencing and after care services.

Throughout the year staff demonstrated their commitment to providing all clients with a top quality service. They also embraced their role as active NICRO ambassadors and made great strides in raising the profile of our organisation in the province.



NICRO participants at a restorative justice workshop in Mount Frere in the Eastern Cape

KwaZulu-Natal

The year got off to very good start with a motivated, energised staff team ensuring that service delivery gained momentum and concerted efforts being made to maintain service excellence.

NICRO KwaZulu-Natal has sustained its solid, mutually beneficial partnerships with its partners and other stakeholders, resulting in the organisation being greatly sought-after when other organisations seek partners to embark on joint awareness raising events. In this last year, our expertise in the field of offender reintegration and crime prevention has again been acknowledged by stakeholders and clients alike as many accolades, in the form of certificates and letters of appreciation, were bestowed on our staff. This has motivated staff to go the extra mile and ensure that NICRO remains the preferred provider of services in our field.

Thanks to NICRO being held in high regard by stakeholders and its clients, and with the crucial financial support of its generous donors, we were able to render diversion, offender reintegration and non-custodial sentencing services to 3 032 new clients, and impact positively on the lives of 2 757 community members through crime awareness and educational initiatives.

Highlights of the Year under Review

Media, marketing and outreach

Durban, Pietermaritzburg and Empangeni staff worked closely with the Department of Justice during Victim Rights Week and embarked on various joint child justice outreach events. NICRO Pietermaritzburg conducted a presentation at the provincial Victim Rights Week event and all three offices conducted presentations at district child justice outreach events throughout the province. NICRO Empangeni and NICRO Pietermaritzburg manned information stands at several magistrates' courts in support of Restorative Justice Week in November 2012.

Staff honed their marketing skills by conducting marketing events at the Edendale Mall in Pietermaritzburg and the Board Walk Shopping Center in Richards Bay. The Richards Bay activities formed part of an event with the theme "Ngingakusiza" (I would like to help). NICRO was one of a number of civil society organisations that were offered an opportunity to interact and share information with the public.

We proudly hosted or participated in several calendar events including 16 Days of Activism and Women's Day. The Durban office participated in the march on substance abuse in Chatsworth, a township that is plagued by substance abuse challenges amongst its youth. The event was spearheaded by the MEC for Social Development. Pietermaritzburg staff participated in a cross-border crime prevention convention hosted by the Department of Safety and Security, while Durban staff partnered with the KZN Liquor Authority in a "Youth say no to alcohol" and a "Misuse of alcohol destroys families" festive season awareness campaign.



NICRO staff in Durban spreading the message that crime does not pay

NICRO

OFFENDER BEHAVIOUR

NICRO advocates services that focuses on behaviour change through people centred therapeutic interventions focussed on evidence based services.



Creating awareness about NICRO and its services at the Edendale Mall in Pietermaritzburg

Victim offender dialogues

NICRO Empangeni participated in the inaugural event, hosted by Minister of Correctional Services, to launch the Victim-Offender Dialogue (VOD) programme in the province. All three NICRO offices participated in dialogues at correctional centres across the Province.

Employment opportunities workshop

NICRO Empangeni hosted an employment opportunities workshop for 15 former inmates. A number of stakeholders, including the Department of Labour, the Department of Correctional Services and local businesses, contributed towards the success of the event.

The safety Ambassadors Programme

A total of 71 safety ambassadors from Tisand, Woodlands and Thandolwesizwe High Schools participated in NICRO's schools-based crime prevention initiative and were empowered with the prerequisite skills, knowledge, experience and motivation to

serve as positive role models tasked with the responsibility of dissuading their peers from participating in anti-social behaviour and the commission of crime. Another 37 children from two participating schools in the province completed leadership courses at Shongweni Spirit of Adventure and Zinkwazi leadership camps.

Crime awareness programmes in schools

Growing incidents of crime and violence in schools resulted in numerous calls from stakeholders for NICRO to conduct crime awareness programmes in KwaZulu-Natal schools. A total of 2 757 learners benefited from these programmes.

First Aid and Fire Safety training

Through the generous financial support of the Department of Social Development, 30 staff members completed a Level 1 First Aid course, ensuring that we meet the required standards of an accredited youth diversion service provider. The Fire Department in Richards Bay kindly provided fire safety training to five staff members at no cost.

Success Stories

Juvenile Offender Sees the Error of His Ways

Seventeen year old Denzel Naidu* was referred to NICRO by the court after receiving a suspended sentence on a charge of the charge of assault with intent to do grievous bodily harm. As part of his sentence he was required to attend the Youth Empowerment Scheme, a life skills programme, and five individual counselling sessions to explore his anger issues and learn anger management skills. After successfully completed all the necessary interventions, Denzel wrote: *"NICRO has changed my life and made me realize that there is more to life. I thank NICRO for helping me during this period of time; it has really helped me a lot. I have learned to be in control of my actions and emotions. I don't allow them to be in control of my life"*.

* Not his real name



National Institute for Crime Prevention and the Reintegration of Offenders
an Association Incorporated under section 21 (Registration number 2006/032333/08)
Annual Financial Statements for the year ended 31 March 2013

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- Directors' Responsibilities and Approval
- Balance Sheet
- Income statement

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

- Detailed Income statement

Report on other legal and regulatory requirements

In terms of the Companies Act, Section 275(3), with the written consent of the members, we have performed certain accounting and secretarial duties.

Report of the Independent Auditors

To the members of National Institute for Crime Prevention and the Reintegration of Offenders (Association Incorporated under section 21)

We have audited the financial statements of National Institute for Crime Prevention and the Reintegration of Offenders (Non-Profit Organisation) set out on pages 7 to 22, which comprise the statement of financial position as at 31 March 2013, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

Directors' Responsibility for the Financial Statements

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

Auditors' Responsibility

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

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

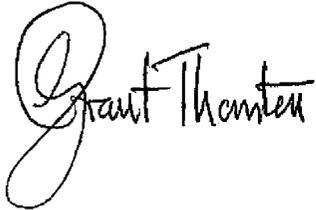
We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion the financial statements present fairly, in all material respects, the financial position of the National Institute for Crime Prevention and the Reintegration of Offenders (Non-Profit Organisation) as at 31 March 2013, its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards, and the requirements of the Companies Act of South Africa.

Other reports required by the Companies Act

As part of our audit of the financial statements for the year ended 31 March 2013, we have read the Directors' Report, for the purpose of identifying whether there are material inconsistencies between this report and the audited financial statements. The report is the responsibility of the directors. Based on our reading of the report we have not identified material inconsistencies between this report and the audited financial statements. However, we have not audited this report and accordingly do not express an opinion on this report



Grant Thornton Cape Incorporated
Chartered Accountants (S.A.) Registered Auditors

MAZARS
Partner: D. Smith
Registered Auditor
04 July 2013
Cape Town



Grant Thornton

Directors' Responsibilities and Approval

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

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

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance

on maintaining a strong control environment. To enable the directors to meet these responsibilities, the board sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

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

The directors have reviewed the company's cash flow forecast for the year to 31 March 2014 and, in the light of this review and the current financial position, they are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently reviewing and reporting on the company's annual financial statements. The annual financial statements have been examined by the company's external auditors and their report is presented on pages 3 to 4.

The annual financial statements set out on pages 6 to 25, which have been prepared on the going concern basis, were approved by the board on 04 July 2013 and were signed on its behalf by:

The Honourable Judge Nathan Erasmus
Cape Town
04 July 2013

Soraya Solomon (CEO)



National Institute for Crime Prevention and the Reintegration of Offenders
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Annual Financial Statements for the year ended 31 March 2013

BALANCE SHEET

Figures in Rand	Notes	2013	2012
Assets			
Non-Current Assets			
Investment property	2	8 474 000	8 474 000
Property, plant and equipment	3	6 439 758	6 267 119
Other financial assets	4	132 732	132 732
		14 956 490	14 973 851
Current Assets			
Trade and other receivables	5	6 012 619	1 149 550
Cash and cash equivalents	6	20 915 192	20 110 936
		26 927 811	21 260 486
		41 884 301	36 234 337
Total Assets			
Equity and Liabilities			
Equity			
Reserves		1 457 634	1 457 634
Retained income		38 039 496	30 918 868
		39 497 130	32 376 502
Liabilities			
Non-Current Liabilities			
Other financial liabilities	7	-	277 042
Operating lease liability		154 293	586 938
		154 293	863 980
Current Liabilities			
Other financial liabilities	7	299 547	397 802
Trade and other payables	8	1 933 331	2 596 053
		2 232 878	2 993 855
		2 387 171	3 857 835
Total Liabilities			
Total Equity and Liabilities			
		41 884 301	36 234 337



INCOME STATEMENT

Figures in Rand	Notes	2013	2012
Revenue		48 838 838	44 840 584
NLDTF - Lottery funding	20	-	3 791 000
Operating expenses		(42 473 515)	(58 250 708)
Operating surplus (deficit)		6 365 323	(9 619 124)
Investment revenue	9	798 808	772 873
Finance costs	10	(43 503)	(75 127)
Surplus (deficit) for the year		7 120 628	(8 921 378)

STATEMENT OF CHANGES IN EQUITY

Figures in Rand	Revaluation reserve	Retained income	Total equity
Balance at 01 April 2011	1 457 634	39 840 246	41 297 880
Changes in equity			
Total deficit for the year	-	(8 921 378)	(8 921 378)
Total changes	-	(8 921 378)	(8 921 378)
Balance at 01 April 2012	1 457 634	30 918 868	32 376 502
Changes in equity			
Total surplus for the year	-	7 120 628	7 120 628
Total changes	-	7 120 628	7 120 628
Balance at 31 March 2013	1 457 634	38 039 496	39 497 130



National Institute for Crime Prevention and the Reintegration of Offenders
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Annual Financial Statements for the year ended 31 March 2013

DETAILED INCOME STATEMENT

Figures in Rand	2013	2012
Income		
Interest income	784 475	765 954
Rental income	653 023	545 249
Donation income	28 177 702	21 097 015
Government grants	19 675 570	26 688 935
Investment income	14 333	6 919
Gains on disposal of assets	77 760	68 918
Other income	254 783	231 467
	49 637 646	49 404 457
Direct Expenses		
Diversion	18 615 749	28 331 949
Alternative Sentencing	12 552 530	14 513 941
Offender Reintegration	3 575 491	8 058 928
	34 743 770	50 904 818



DETAILED INCOME STATEMENT (continued)

Figures in Rand	2013	2012
Operating Expenses		
Advertising and promotions	94 128	28 643
Bank charges	131 742	127 065
Catering costs	36 840	104 190
Computer expenses	132 752	137 716
Consulting and professional fees	541 319	577 682
Postage and courier cost	50 995	69 959
Depreciation	691 699	659 641
Employee cost	3 002 178	2 893 577
Events	-	56 287
General expenses	195 309	75 671
Insurance	501 576	564 688
Interest paid	43 503	75 127
Leases rentals	215 024	137 685
Motor vehicle expenses	53 686	84 416
Municipal property rates and taxes	128 606	110 555
Printing and stationery	125 043	147 711
Recruitment expenses	32 317	27 557
Rent - office space	48 600	82 462
Repairs and maintenance	67 135	62 801
Security expenses	15 164	14 897
Subscriptions	12 506	15 411
Subsistence and travel local	299 782	313 699
Communications	175 878	230 731
Training expenses staff	574 182	6 115
Utilities	478 284	689 180
	7 773 248	7 421 017
Surplus (deficit) for the year	7 120 628	(8 921 378)



List of donors having made grants and financial contributions to NICRO in the 2012 / 2013 financial year

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Vision

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

Mission

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

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