



ANNUAL REPORT
2017- 2018

nicro
FOR A SAFE SOUTH AFRICA



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.

NICRO BOARD OF DIRECTORS

Directors

The Honourable Judge Nathan Erasmus

Ms Ellada Yerolemou

Ms Fanisa Lydia Lamola

Ms Lois Elizabeth Hardy

Ms Lee Coetzer

Ms Rachel Mokoena

Mr Max Moyo

Ms Soraya Solomon

Designation

Chairperson

Vice Chairperson

Member Finance

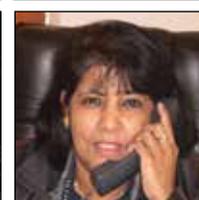
Director

Director

Director

Director

Executive Director



MESSAGE FROM THE CHAIRPERSON



South Africa has, on paper, one of the most enabling legal environments for non-profit organisations. The sector, however, currently finds itself increasingly under threat as donor funding continues to dwindle and financial survival looks bleak. Despite enduring crippling fiscal challenges itself this past year, NICRO nevertheless successfully weathered the storms, maintained service delivery and made significant progress in terms of entrenching its sustainability plan. I am immensely proud to be at the helm of an enduring organisation that is widely acknowledged as a leader in the field and a principal provider of cutting edge, effective and truly impactful crime prevention and offender reintegration services.

As a pioneer of youth diversion services and an organisation which boasts a rich, unparalleled history in juvenile justice, NICRO is deeply concerned that crimes committed by child offenders are increasingly becoming more violent and occurring at an earlier age and that young people, particularly young men, constitute both the majority of perpetrators and victims of violence and crime in our country.

The impact of crime and violence inflicted on and by children and young people is particularly important to consider as it frequently initiates or catalyses a pathway to violence and offending by the victim and escalating crime and violence on the part of the offender.

Addressing the root causes and preventing children and young people from becoming victims or perpetrators of crime in the first place will significantly reduce the prevalence of violence and crime in our society. For this reason NICRO will, in the year ahead, focus its attention on crime prevention at macro level and look at providing early intervention services in primary schools to ensure that our children complete their education successfully and become valuable, contributing members of society.

I, once again, pay tribute to the Board, CEO Soraya Solomon, the management team, staff and volunteers for always putting NICRO first. I also salute our funders, large and small, in cash and in kind. We are especially grateful to our 'lifeline' funders: the Department of Social Development, the National Lottery Commission, aware.org, corporate South Africa, charitable trusts and foundations and other grant making agencies as well as our individual donors and many partners.

Thank you for your commitment to helping NICRO create a safer South Africa in which our children and youth will have a future they can look forward to.



NICRO Chairperson
The Honourable Judge Nathan Erasmus

MESSAGE FROM THE CEO



This publication highlights and celebrates NICRO's fine accomplishments this past year. Despite many challenges and difficult financial decisions, given that the organisation started the year with a debilitating accumulated deficit of R9 million and a severe cash flow crisis, NICRO concluded this financial year on a high note and in true celebratory fashion.

I am extremely proud to report that we succeeded in settling our debt and, for the first time in many years, in reaching our funding target. NICRO has no major liabilities at this time, providing us with a wonderful opportunity of creating wealth.

During the last financial year, we budgeted in a manner very different from the norm. We reflected only donation income which had already been secured or had at least a 95% chance of being realised. As a result, our deficit has been all but cleared and we plan on breaking even in the coming financial year.

Not only did NICRO manage its crippling cash flow and financial challenges strategically; we were able to continue the delivery of quality services and maintain the status quo of our projects at community level. Above all, NICRO resolutely continued to focus on its primary goal of achieving sustainability, making steady progress in this regard also. The overview of services and provincial reports bear testimony to the remarkable work of an organisation that continued to make a remarkable difference in the lives of its beneficiaries and which achieved its service delivery targets despite serious resource challenges.

I, once again, pay tribute to our Chairperson, the Honourable Justice Nathan Erasmus, and our Board of Directors for their support and guidance. Special thanks to NICRO's staff and volunteers who, despite the many challenges, continue to serve our beneficiaries with unwavering passion and commitment. We acknowledge, with gratitude, the Department of Social Development and aware.org, without whose financial support NICRO would not have achieved its objectives this last year. We are also deeply grateful to the National Lottery Commission for its ongoing support over many years. To all our donors and supporters, we salute and thank you!



Ms Soraya Solomon
Chief Executive Officer

OVERVIEW OF SERVICES

NICRO's legacy these past twelve months has at its foundation concerted efforts to entrench crime prevention initiatives, maintain good working relationships with communities and authorities, capacity building initiatives for community-based organisations and other stakeholders and our continued commitment to the provision of quality services and interventions. The significance of the achievements which we celebrate at this time, despite serious financial constraints and limited resources, is a testament to the unfailing commitment on the part of our staff to NICRO's beneficiaries and to the passion with which we strive to achieve our vision and mission.

Provincial Service Delivery

NICRO's services are rendered from 16 offices and 47 service points located within communities and / or at courts throughout the country, with the exception of the North West.

During the year under review, NICRO rendered 24 955 individual and group-based interventions to beneficiaries, many of whom were in receipt of more than one service. Additionally, 107 386 beneficiaries were reached through a wide range of provincial community awareness initiatives, focussed primarily on crime prevention.

NICRO succeeded in touching the lives of many more people this last year. Beneficiaries of adult diversion interventions effectively doubled in the course of 2017/18. Youth diversion, similarly, saw a significant increase of 62.8% in beneficiaries reached: 3 778 this financial year in comparison to 2 321 beneficiaries in 2016/2017. Offender reintegration and non-custodial sentencing services increased by 19%. NICRO is equally pleased to report that, in overall terms, a service delivery attainment of 139.9% was realised. These are remarkable achievements in the light of challenges experienced throughout the organisation.

- NICRO successfully diverted 3 778 children and youths in addition to 18 928 adults who had committed crime and were in conflict with the law. These beneficiaries successfully avoided incarceration and receiving a criminal record. Participation in a NICRO diversion programme reduces risk factors associated with criminal and delinquent behaviour, promotes favourable attitudes and develops critical skills that equip former offenders to successfully steer away from further involvement in crime.
- During this time NICRO also rendered offender reintegration services to 1 207 offenders of whom 590 were adults who were given non-custodial sentences and 617 who had been released from prison.
- The Safety Ambassadors Programme, a schools-based crime prevention initiative incorporating a focussed behaviour change element, worked with 452 Safety Ambassadors while reaching an additional 10 396 learners nationwide.

Current Trends

NICRO remains the primary provider of adult diversion services in the country, which continues to be NICRO's largest service on offer. This is as a result of NICRO's remarkable track record and evidence-based practice, as well as extensive lobbying for the diversion of adults who have committed non-violent, less serious petty crimes.

Enabling offenders to remain employed or secure re-employment while providing for their families is an important factor in encouraging such persons not to re-offend. It provides them with the socio-economic wherewithal to take responsibility for their actions and make amends for their misconduct. They are simultaneously afforded access to significant life skills development, personal empowerment opportunities and support services, in addition to a real chance at turning their lives around and steering clear of further criminal activities.

Although the increase in youth development services is indicative of improved stakeholder collaboration on the one hand, it is also as a result of the growing

challenges experienced by South African youth. We have therefore steadily increased our youth crime prevention work in schools because of the high levels of crime and violence encountered in educational institutions.

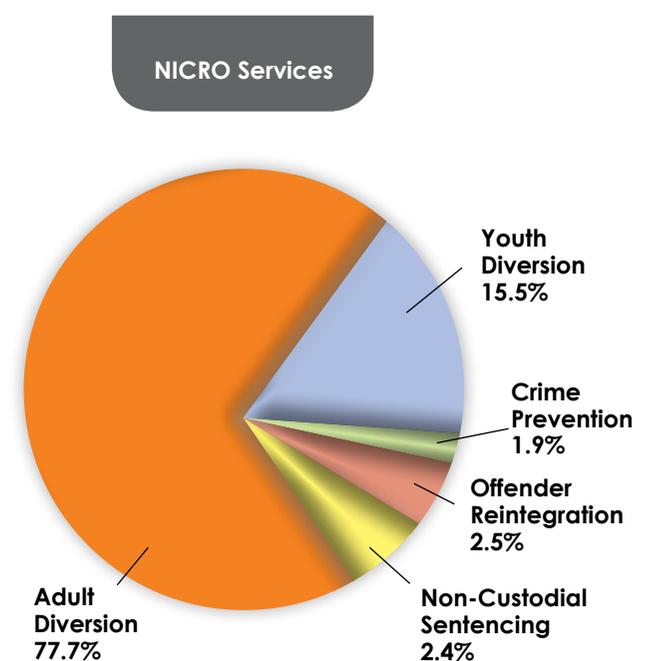
Offender reintegration remains a crucial component of NICRO's work. We are currently looking at innovative ways of working with offenders and former offenders through various best practice models, with a focus on violence prevention and using theatre and the arts as rehabilitation tools.



NICRO NATIONAL STATISTICS

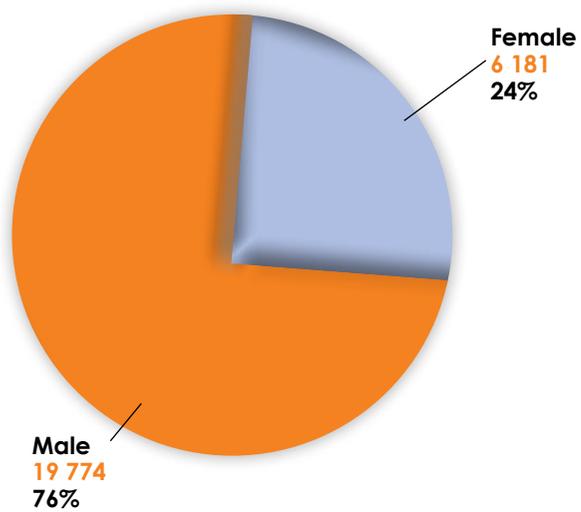
Services by Province: An Overview

- All provinces rendered adult diversion services
- All provinces rendered youth diversion services, with the exception of the Western Cape
- Non-custodial sentencing was offered in the Eastern Cape, Gauteng, KwaZulu-Natal, Limpopo and Mpumalanga
- Offender reintegration was offered in the Eastern Cape, Gauteng, KwaZulu-Natal, Limpopo and, to a lesser extent, in the Western Cape
- Three provinces (Eastern Cape, Gauteng and KwaZulu-Natal) rendered all service streams (adult and youth diversion, non-custodial sentencing, offender reintegration and the Safety Ambassadors Programme)

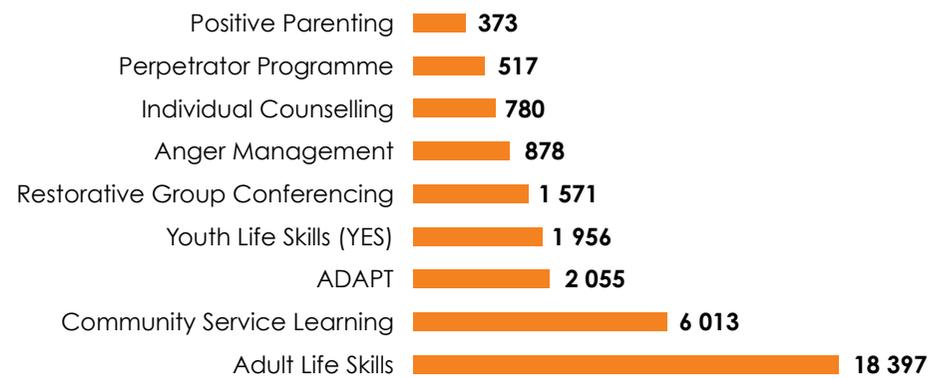


NICRO NATIONAL STATISTICS

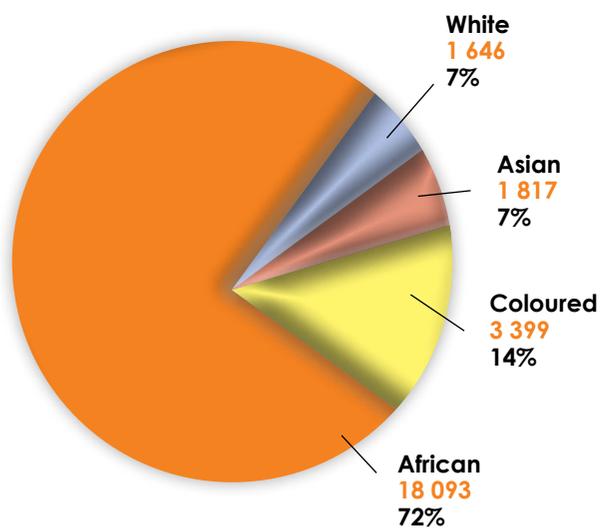
Gender Profile



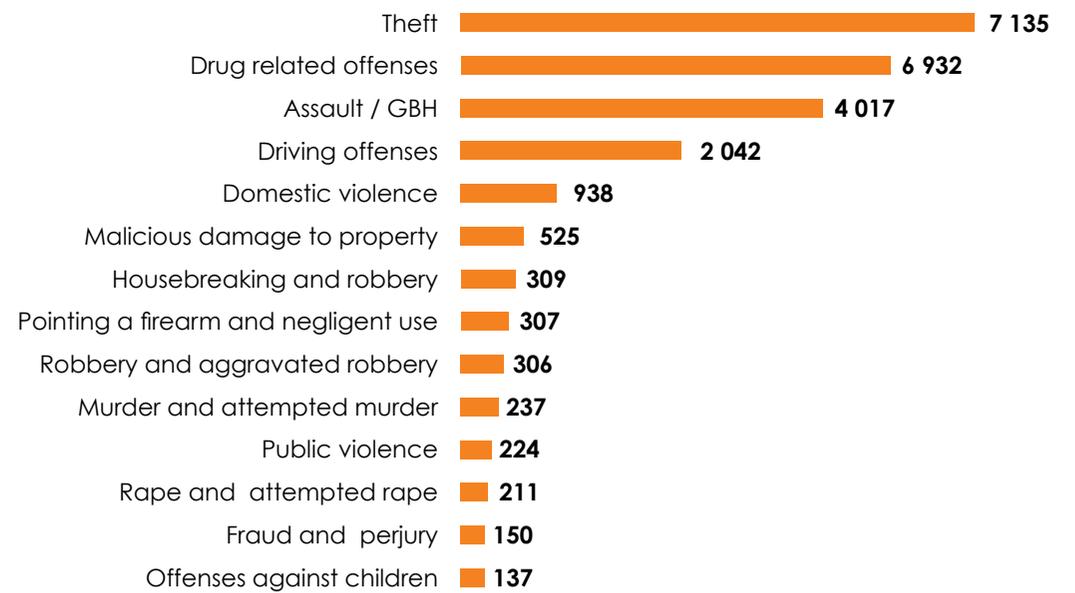
Number of Beneficiaries by Intervention



Racial Profile



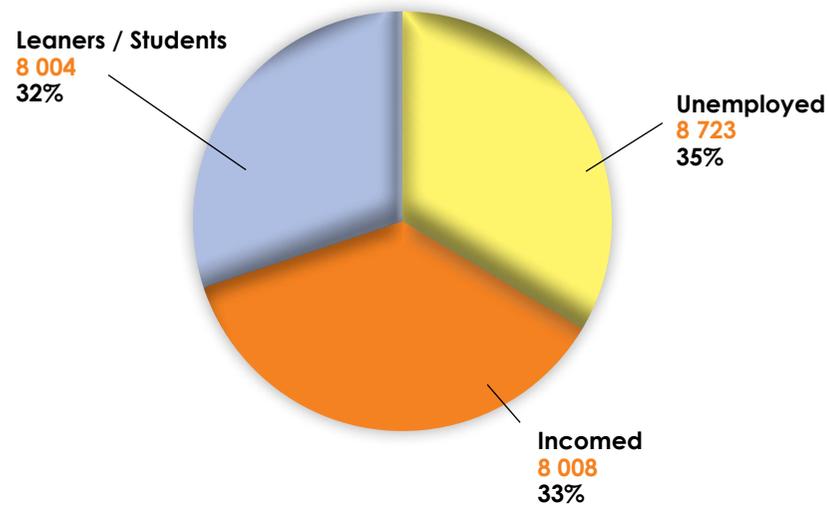
Nature of Offences Committed by NICRO Beneficiaries



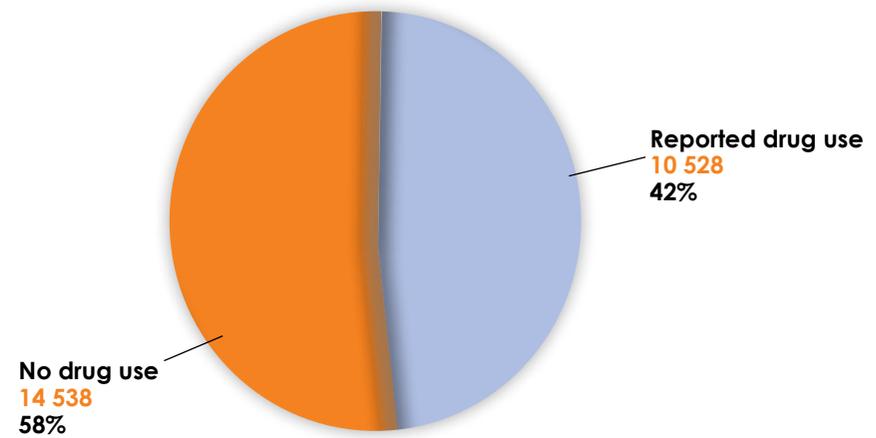
Offences against children include abuse, neglect, abandonment, concealment of birth and sexual offences.

NICRO NATIONAL STATISTICS

Beneficiary Employment Status



Beneficiary Self-Reported Drug Use

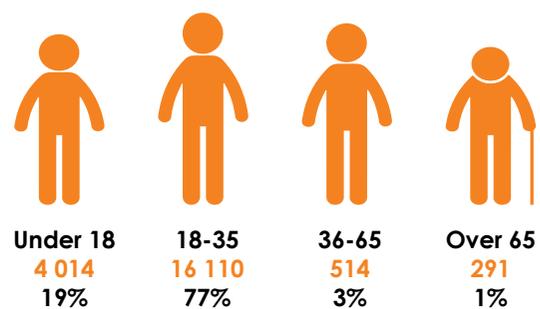


The five most frequently committed offences in terms of percentage of all offences:

	Count	%
Theft	7 135	29.8%
Drug related offences	6 932	28.9%
Assault / GBH	4 017	16.8%
Driving offences	2 042	8.5%
Domestic violence	938	3.9%

Theft and drug related offences, together, account for 58.7% of all offences committed by NICRO beneficiaries during the April 2017 to March 2018 financial year.

Age Profile



ADVOCACY AND LOBBYING

*We need leaders not in love with money but in love with justice.
Not in love with publicity but in love with humanity.
~ Martin Luther King Jr.*

South Africa continues to face high levels of crime and violence that are complex in origin. Finding ways to reduce crime and prevent violence remains critical. Epigenetics, exposure to violence, past oppression, poverty and inequality, high unemployment rates and broken families are just a few of the root causes which need to be addressed through earlier intervention. NICRO believes that imprisonment should be a last resort and is in support of the global fight against mass incarceration. NICRO is currently experiencing challenges with the courts which tend to enforce harsh sentencing laws. Far too many people who could benefit from alternatives are sentenced to imprisonment. These include offenders who are found to have drugs in their possession and those who cannot afford bail.

Effective reintegration efforts also serve to prevent crime. There are opportunities to prevent and reduce crime by rebuilding social cohesion and families as well as ensuring adequate child protection services. Communities need to be empowered with communication and conflict resolution skills so that they are better equipped to solve problems and deal with conflict before this ends up at the doorstep of an already overburdened criminal justice system.

Advocacy and lobbying to improve laws and policies continue to form an important component of NICRO's work. Key focus areas this past year included:

- i. Unjust, rigid criminal record policies in South Africa that continue to prevent former inmates from securing employment to support themselves and their families,
- ii. Incarceration as a last resort and the use of alternatives to incarceration such as diversion and community-based sentencing for those with drug use offences and other relevant offences,
- iii. Early intervention at family, school and community level and preventing crime before it happens,
- iv. Adopting restorative justice as a dominant criminal justice model, and
- v. Prison reform and the rights of inmates in prison, with a particular focus on foreign inmates with expired refugee papers who do not qualify for parole and improving independent oversight in collaboration with the Detention Justice Forum (DJF).

Highlights

- A presentation on the use of restorative justice in cases of sexual offences and domestic violence conducted at the AIDS Foundation of South Africa and NACOSA national conference in Johannesburg in October 2017 to promote linking, learning and action on the state response to gender-based violence (GBV), the interaction between HIV and GBV and the impact of GBV on young people.
- Attendance of a two-day dialogue on the criminal justice system's response to sexual offences, hosted by the Deputy Minister of Justice and Constitutional Development.
- The presentation of a paper, Existing Alternatives to Incarceration in Africa and Globally, at The Global Prison: International Conference on Incarceration and Social Justice at the University of Johannesburg's Centre for Social Change in November 2017.
- Participation in the second African Regional Conference on Crime and Violence Prevention hosted by the African Policing Civilian Oversight Forum (APCOF).



Venessa Padayachee and Welcome Witbooi working on a television piece about offender reintegration for Cape Town TV

- Co-hosting of a seminar on the Prison-to-College Pipeline (P2CP) initiative with offender reintegration role players. P2CP is an innovative educational programme developed in the US that provides prisoners with access to university-level education, mentorship and community support to increase their chances of timely graduation and employment upon release.

Looking Ahead

NICRO's lobbying and advocacy initiatives during the course of the next twelve months:

- Conduct research and gather case study material to improve lobbying efforts focussing on unjust criminal record policies in South Africa,
- Advocate for a Restorative Justice National Policy Framework which calls for diversion, non-custodial sanctions and alternative dispute resolution processes as a criminal justice model,
- Lobby for a law review that supports incarceration as a last resort and that all community-based intervention options are explored as an alternative to prison, and
- Support efforts to adopt and implement a national reintegration strategy.

FINANCIAL STATUS

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

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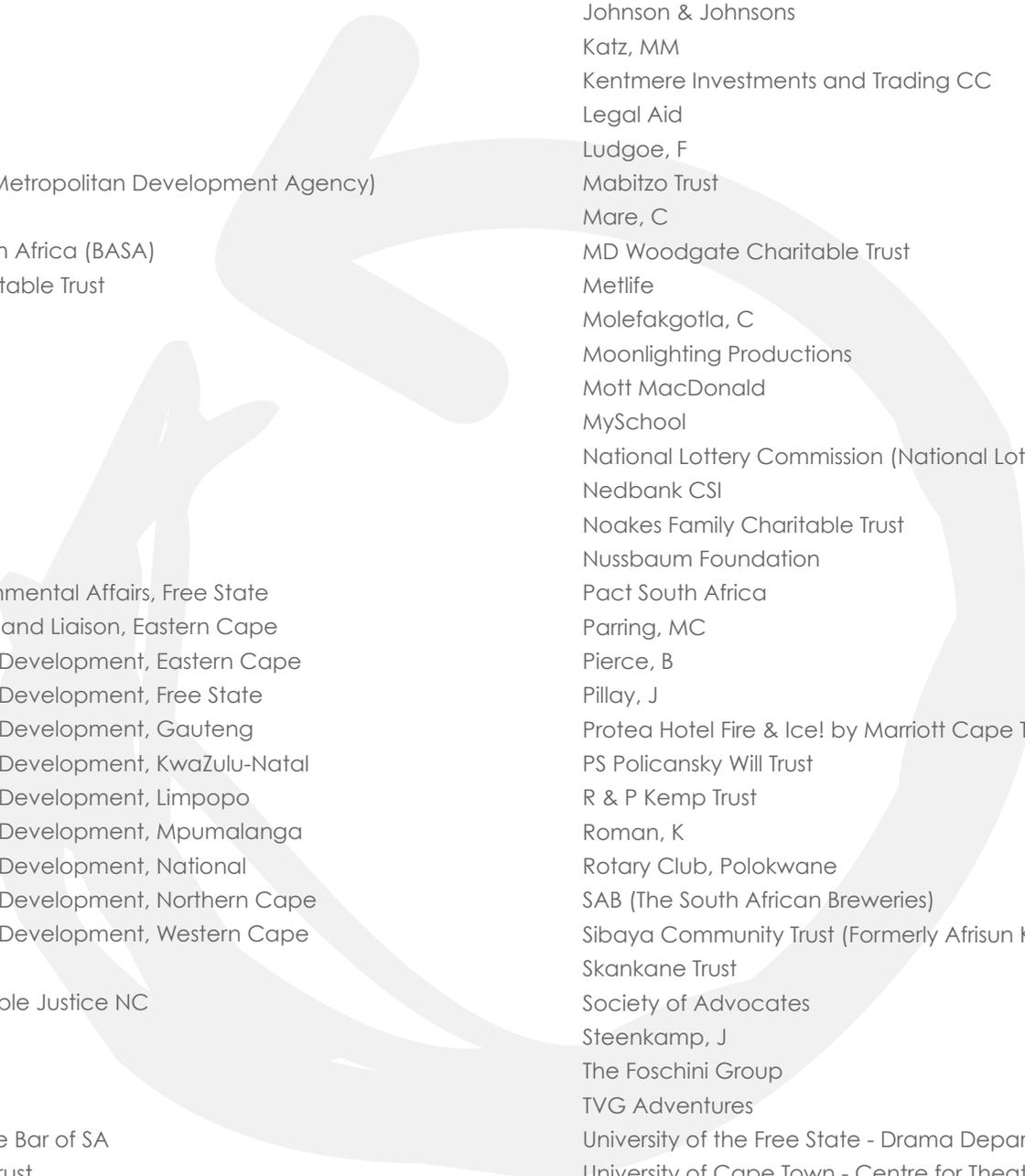
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Soraya Soloman (CEO)

OUR DONORS

Thank you for making the Choice to Change lives



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Department of Social Development, Gauteng
Department of Social Development, KwaZulu-Natal
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Skankane Trust
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University of the Free State - Drama Department
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Studies
Victor Daitz Foundation
Viking Social and Upliftment Trust
Willmott Trust
Witherow Trust
Yerolemou, L



CARING

We counsel and support victims of crime. Restorative justice is an alternative to the traditional criminal justice process and is focused on putting things right, rather than punishment.

JANUARY 2019

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1 New Year's Day	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Facts About NICRO

Founded on 6 September 1910, NICRO is one of the largest, most enduring South African non-profit organisations. The organisation, which specialises in social crime prevention and offender reintegration, boasts a rich, unparalleled history in human rights, juvenile justice and innovative criminal justice reform. NICRO renders life changing services to approximately 22 000 to 25 000 direct beneficiaries and touches the lives of over 100 000 South Africans each year.

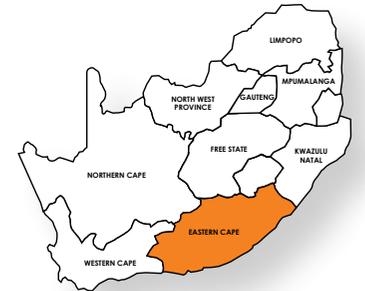
SCHOOL TERMS, SOUTH AFRICA

- 1st TERM 09 January – 15 March
- 2nd TERM 02 April – 14 June
- 3rd TERM 09 July – 20 September
- 4th TERM 01 October – 04 December

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EASTERN CAPE



NICRO Eastern Cape continues to position itself strategically to ensure maximum impact and service delivery excellence. The organisation, which remains the only accredited service provider in its field in the Eastern Cape, has become more visible within the communities it serves and strengthened its crime prevention, diversion and offender rehabilitation services during the year under review. Good stakeholder relations have been maintained and this past year saw an increase in networking activities involving a wide range of stakeholders.

The Department of Safety and Liaison expressed a need for NICRO's increased involvement in community policing forums (CPFs) as well as community crime prevention, in partnership with the police services and schools. An agreement was subsequently reached resulting in NICRO staff members participating in capacitating building initiatives for local CPF members. In East London, a partnership with the Departments of Safety and Liaison and Education is grounded in the safer schools programme. The Department of Correctional Services continues to serve as a key strategic partner in terms of offender rehabilitation and social reintegration.

The Eastern Cape (at 36%), together with KwaZulu-Natal, continues to render the majority of NICRO's offender reintegration services. The majority of these interventions were conducted in East London as a result of the closure of St Albans Correction Facility for renovations in Port Elizabeth.

The Youth Diversion Programme reached 206 youths, the majority of whom participated in the Adolescent Drug Abuse Prevention and Treatment (ADAPT) Programme, the Youth Empowerment Scheme life skills programme and the Beyond Boundaries intervention conducted for school going youth at risk. Many children who commit minor offences seem to be merely cautioned by the police. It also appears that children are committing more serious offences which do not warrant diversion but rather sentencing to a child and youth care centre. These trends have contributed to a decrease in youth diversion referrals from the courts.

Adult diversion services are still the most frequently utilised intervention in the province with the majority of beneficiaries participating in adult life skills, substance abuse and restorative justice programmes.

Highlights and Special Achievements

- Offender reintegration services continue at a pace with 129 beneficiaries participating in the Tough Enough Programme.
- The Safety Ambassadors Programme is operational in five schools at which 110 safety ambassadors completed the two-year programme, graduating in March 2018.



Limekhaya High School - Safety Ambassadors Programme graduation 2018



Cambridge High School wins NICRO youth debate and public speaking competition 2017

- Our crime prevention initiatives, which target local communities and stakeholders, are proving extremely active and successful and boast a 380% target attainment rate.
- The Clinical Unit commenced service delivery this year. Three training and capacity building programmes were conducted for the Departments of Safety and Liaison and Social Development while clinical services were provided for learners from Port Elizabeth's communities. With increased marketing efforts and staff capacity, this unit has the potential to do very well in the Eastern Cape.
- NICRO Port Elizabeth has secured R 1.6 million in funding from the Department of Social Development to implement a former offender programme commencing in April 2018.
- Some 76 awareness raising initiatives highlighting the dangers and consequences of crime, substance abuse, bullying and gangsterism reached about 16 707 individuals.
- In May 2017 NICRO East London hosted the sixth annual youth debating and public speaking competition, a round robin tournament involving eight schools which is sponsored by the Department of Arts, Sports and Culture. Cambridge High School won the competition which featured current issues such as crime, substance abuse and teenage pregnancy, which are particularly relevant to young people.

Acknowledgments and Appreciation

NICRO Eastern Cape is deeply grateful to the Department of Social Development for its continued financial support and for partnering with the organisation in terms of our youth diversion services. We are equally appreciative of the Departments of Safety and Liaison, Correctional Services and Education, the Buffalo City Metropolitan Development Agency, Imizi, UNHCR and Aresta for their support. Special thanks to all NICRO's friends for their generous donations in kind which are greatly appreciated.

We salute our provincial staff for their hard work, determination and dedication. We also applaud our National Office for successfully steering the NICRO ship through sometimes troubled waters and for very welcome, much needed funding secured from funders such as the National Lottery Commission and aware.org. Thank you!

FEBRUARY 2019

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
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10	11	12	13	14	15	16
17	18	19	20	21	22	23
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1910 NICRO is founded as the South African Prisoner's Aid Association in Pretoria

1935 The South African Prisoners' Aid Association amalgamates with the Probation Association of South Africa, and the Social Services Association of South Africa (SSASA) comes into being

1935 The Prisoners Friend Service, which introduces prison visits, is launched at magistrates' courts

SCHOOL TERMS, SOUTH AFRICA

- 1st TERM 09 January – 15 March
- 2nd TERM 02 April – 14 June
- 3rd TERM 09 July – 20 September
- 4th TERM 01 October – 04 December





FREE STATE

As we reflect on the past year, we acknowledge and pay tribute to our staff for their unfailing commitment and tireless efforts to preserve the dignity, uphold the rights and improve the lives of NICRO's clients. Despite a limited staff complement, we provided a quality service to large numbers of youth and adult diversion beneficiaries.

During the reporting period, NICRO Free State's office, located in Bloemfontein, focussed on its diversion services and interventions for youth at risk. Both adult and youth diversion referrals increased as NICRO is still regarded as the preferred service provider in the field of crime prevention.

Highlights and Special Achievements

We are especially proud of our Safety Ambassadors Programme which is operational in three schools in Bloemfontein and continues to go from strength to strength. In partnership with the University of the Free State, a production entitled *The Reality Check*, authored by Prof Nico Luwes, came to life. Safety Ambassadors, who were auditioned and professionally trained, rehearsed at the Scaena Theatre before taking the production to Bloemfontein's schools to create awareness about the consequences of bullying and gender-based violence.

On Heritage Day, our Safety Ambassadors underscored the importance of cultural diversity and promoted unity by hosting a special event involving the preparation and serving of different cultural foods.

The Safety Ambassadors also joined the fight against climate change by planting trees at their schools. The growth of the trees will also serve to symbolise the success and development of the Safety Ambassadors Programme and its efforts to promote a crime-free South Africa.

We eagerly look forward to a new year in which we will embrace the many opportunities that await us. Our focus will be on reaching more school-going youth and assisting them with the acquisition of the skills required to deal effectively with challenges they are likely to encounter.

A Vote of Thanks

NICRO Free State is deeply grateful to the Free State Department of Social Development for its continuous funding and support and to the Witherow Trust for funding our Safety Ambassadors Programme and ensuring that NICRO is able to make a positive impact on the lives of our youth. We are profoundly thankful to our many stakeholders and partners for their ongoing support and trust in our services.

Praise for the Road Offences Panel Programme

"One thing I have learnt from this programme is that one should take responsibility for own actions. Own up to your mistakes and work on correcting. The programme brings home a fundamental message that every moment is crucial. I have come to a realisation through this that many of us; members of the society take for granted the environment we live in and in so doing trample on other people's rights. Before this programme, I have never for once paused and asked myself or reminded myself of my responsibility as a road user to other road users and to the law of this country. These have been taken for granted like the air we breathe.

We only remember that when taken away. I undertake to share this experience with people around me for prosperity!

NICRO Teaches Crucial Life Skills

"Thank you NICRO for the life skills you have taught me. From now on I will be a better person! I will choose the good and not the bad!"



Safety Ambassadors celebrating Heritage Day in true South African style



The launch of the Safety Ambassadors Programme at Atlehang Secondary School was celebrated symbolically through a tree planting ceremony

MARCH 2019

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21 Human Rights Day	22	23
24	25	26	27	28	29	30
31						

SCHOOL TERMS, SOUTH AFRICA

- 1st TERM 09 January – 15 March
- 2nd TERM 02 April – 14 June
- 3rd TERM 09 July – 20 September
- 4th TERM 01 October – 04 December



The organisation keeps more than 500 000 petty offenders, who could not afford to post bail or pay a fine, out of prison



The Department of Social Welfare is established



GAUTENG



Having cemented good working relationships with all stakeholders in the province, NICRO Gauteng continues to enjoy a sterling reputation for service delivery excellence. Despite a decrease in the number of youth diversion beneficiaries, across the spectrum, early interventions geared towards youth at risk as well as adult diversion services have increased dramatically.

NICRO's social work services remain relevant and popular in the region. The Germiston and Tembisa offices have, for the first time ever, secured programme funding for the Programme for Perpetrators of Intimate Partner Violence from the Department of Social Development. We are enormously grateful for the most welcome grant, which exceeded R 700 000. NICRO Pretoria secured a ground-breaking partnership with the City of Tshwane, resulting in a grant of R 400 000 for a substance abuse project. Special thanks to Nedbank CSI for a R 620 000 grant awarded to the Safety Ambassadors Programme to address substance abuse in five schools in Gauteng, an initiative which has met with enormous success. We are also deeply grateful to the Departments of Social Development and Justice for funding in the amount of R 700 000 for the Road Offences Panel Programme.

Highlights and Special Achievements

- NICRO Gauteng successfully trained 120 social service professionals in the delivery of programmes for perpetrators of intimate partner violence.
- The successful facilitation of consultative research workshops to develop norms and standards for adult diversion.
- Social worker Busisiwe Mzandolo from NICRO Germiston participated in a video series providing insight into the lives and perspectives of people working in interesting professions in South Africa. As a result, NICRO was invited to attend the National Public Service Delivery Improvement Indaba in Durban in May 2017. (The video can be viewed at <https://www.youtube.com/watch?v=yhYn3wNq8bQ>).
- Alida Boshoff, Roseline Motsi and Methuseli Dube contributed to the Voice of The Cape 16 Days of Activism campaign by providing expert knowledge on domestic violence.
- NICRO's Programme for Perpetrators of Intimate Partner Violence was awarded the Gauteng National Service and Excellence Award by the Department of Social Development.

Roll of Honour

NICRO Gauteng is deeply grateful to the communities we serve for believing in our services and our stakeholders for trusting us with their clients. We would also like to thank the Department of Social Development and all our donors for the crucial financial support which ensures that we are able to render much needed services. We also pay tribute to and salute our staff who remain dependable and committed regardless of the many challenges the organisation and the sector faced.



Caring for the carers - NICRO Pretoria staff at a staff capacity building and debriefing workshop at Mopani Lodge



Nedbank visits Safety Ambassadors at Reiger Park Secondary School



City of Tshwane substance abuse project participants at the experiential learning camp



NICRO Vaal staff members in action at the local mall

APRIL 2019

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19 Good Friday	20
21	22 Family Day	23	24	25	26	27 Freedom Day
28	29	30				

 **1938** The first trained social worker is appointed in Cape Town

 **1952** On Prison Sunday 4 000 churches and mission congregations participate in a Day of Prayer for Prisoners

 **1959** Prison visitors working at 16 courts in the Union of South Africa

SCHOOL TERMS, SOUTH AFRICA

- 1st TERM 09 January – 15 March
- 2nd TERM 02 April – 14 June
- 3rd TERM 09 July – 20 September
- 4th TERM 01 October – 04 December





TRUST

Children do not choose to become criminals and gangsters; crime is a survival strategy. We empower at-risk youth to develop healthy coping skills, change their behaviour, make a fresh start and become productive members of society.

MAY 2019

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1 Workers' Day	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

1970 The Association celebrates its Diamond Jubilee and announces its new name: the National Institute for Crime Prevention and the Rehabilitation of Offenders or NICRO, as it is still known today

**1972
1976** NICRO publishes the *Crime, Punishment and Corrections* journal which is later incorporated into the South African Journal for Criminal Law and Criminology

1977 NICRO's National Council reverts back to non-racial membership

SCHOOL TERMS, SOUTH AFRICA

- 1st TERM 09 January – 15 March
- 2nd TERM 02 April – 14 June
- 3rd TERM 09 July – 20 September
- 4th TERM 01 October – 04 December

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KWAZULU-NATAL



Despite having no area manager, NICRO KwaZulu-Natal, has continued to deliver quality services, exceed all key provincial targets and respond significantly to an increase in antisocial behaviour and substance abuse amongst youth through early intervention, crime prevention and awareness initiatives. We are particularly proud to have rendered services to a larger number of beneficiaries than any other province, especially in terms of our adult diversion and offender reintegration services.

The bulk of the province's work continues to focus on adult diversion with an astounding 7 420 adults having benefitted directly from diversion services, of whom 6 793 attended NICRO's adult life skills programme. Youth diversion still remains somewhat challenging with fewer referrals from the courts. Although youth diversion has been firmly entrenched in the criminal justice process, it appears as if a decrease in the number of children being diverted is mainly due to the fact that fewer children are now entering the child justice system. NICRO KwaZulu-Natal nevertheless diverted 976 young offenders (26% of all NICRO's youth diversion clients) away from the formal criminal justice system.

Highlights and Special Achievements

- In June 2017, NICRO Empangeni visited numerous schools in celebration of Child Protection Week. Staff made use of the opportunity to create awareness of the many types of child abuse which occurs and teach children about their rights and responsibilities.
- NICRO Pietermaritzburg partnered with a range of stakeholders including the Departments of Community Safety and Liaison, Education and Health as well as the South African Police Services and NGOs such as SANCA and Youth for Christ to conduct crime prevention and awareness activities in schools, child and youth care centres and community centres. Some 6 543 beneficiaries were reached as a result of these initiatives.
- NICRO Pietermaritzburg also embarked on a concerted effort to market the organisation, strengthen ties with existing stakeholders and establish new partnerships. From June 2017 to March 2018, this office conducted numerous special presentations and programmes at the Natal Museum, National Botanical Gardens, Northdale Library, Edendale Technical College, Departments of Education and Social Development, and for several other NGOs and the Midlands Social Services Forum.
- The Durban office has established a new partnership with SAB and its Smart Drinking campaign and several joint activities will be conducted in the next year.

Looking Ahead

NICRO Pietermaritzburg will be phasing in a substance abuse programme for adults while the Durban office is planning a number of team building excises to strengthen the team and ensure its continued commitment to service excellence. NICRO Empangeni is exploring the possibility of rolling out the Road Offences Panel Programme (ROPP) to local schools as it believes that a younger audience will benefit substantially from this intervention given that many ROPP beneficiaries are young offenders.

With Grateful Thanks and Appreciation

NICRO KwaZulu-Natal is deeply grateful to its funders for their critical financial support and ensuring that the province was able to achieve its objectives this last year. In this regard, the Department of Social Development deserves special mention, as do our primary stakeholders, the Department of Justice and Constitutional Development and the National Prosecuting Authority.

NICRO KwaZulu-Natal's staff members have earned high praise for their dedication and fine achievements despite staff shortages and having to weather financial

challenges. Special thanks go to the province's two supervisors and the social workers for holding down the fort and to Rozanne Green for supporting the province since the departure of the area manager.



NICRO and SAPS team up for a crime prevention initiative



A crime awareness session at Pepper Tree Educentre



NICRO and SAPS join forces for another crime prevention initiative



NICRO Empangeni's child protection campaign conducted at the Isigisi Primary School in June 2017

JUNE 2019

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16 Youth Day	17 Public holiday	18	19	20	21	22
23	24	25	26	27	28	29
30						

SCHOOL TERMS, SOUTH AFRICA

1st TERM 09 January – 15 March
 2nd TERM 02 April – 14 June
 3rd TERM 09 July – 20 September
 4th TERM 01 October – 04 December



1977

Services and activities now include research, publications and publicity as well as crime prevention and awareness initiatives



1978

NICRO has a social work staff complement of 57 and 52 administrative staff

LIMPOPO



Although our core business involves social crime prevention and offender reintegration, we remain ever mindful that South Africa is home to the world's largest HIV epidemic. Those working to prevent its spread and mitigate its impact increasingly recognise the links between HIV/AIDS, youth and poverty. Thanks to the very special relationship we have with the Limpopo Department of Social Development (DSD), we enjoy a very beneficial partnership with PACT South Africa and Mott Macdonald, ensuring that our clients are well informed about HIV. We again played an important role in assisting with the rollout of the You Only Live Once (YOLO) programme in the Capricorn District. This initiative is geared towards tackling the underlying factors that affect the HIV incidence in the 15 to 24 age group and bringing about behaviour change.

Highlights and Special Achievements

- Adult diversion, which is gaining momentum and becoming increasingly popular, exceeded target significantly.
- A memorable "Breakfast Behind Bars" at the Polokwane Correctional Centre conducted in partnership with the Department of Correctional Services.
- We are proud to report that the number of community members reached far exceeded our expectations thanks to well-executed door-to-door campaigns, educational and awareness initiatives, radio talks, workshops and presentations conducted at schools. These initiatives focused primarily on gender-based violence and substance abuse.
- Our marketing and outreach efforts continue to benefit from the good working relationships we enjoy with the Botlokwa, Moletjie and Turf community radio stations as well as the majority of the stakeholders within the Justice, Social Crime Prevention Cluster.
- Community-based organisations benefitted from a capacity building programme focusing on diversion services that was conducted by NICRO in conjunction with DSD.
- The Safety Ambassadors Programme continues to be very successfully implemented at the OR Mabotja and Mafolofolo High Schools, where learners are working hard at keeping their schools safe.
- The "End It Now" march, which was followed by educational workshops in Sekgosese and Morebeng, drew attention to the plight of women and children and called for an end to the abuse these vulnerable groups continue to suffer.



NICRO Polokwane celebrates Heritage Day

In the new year NICRO Limpopo is intent on introducing the Road Offences Panel Programme to all courts in the Capricorn District and strengthening diversion services in the province by training community-based organisations to provide services in areas we cannot reach.

Vote of Thanks

Our sincere, deep gratitude goes to the Limpopo Department of Social Development and other stakeholders who support our work. Special thanks to our advisory committee members and staff for ensuring that the community continues to benefit from quality services despite the challenges we face. We salute our donors. May your rewards be plentiful.



NICRO Director Max Moyo and the NICRO team at the Breakfast Behind Bars event at the Polokwane Correctional Centre



Participants of NICRO Limpopo's Safety Ambassadors Programme

JULY 2019

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18 Nelson Mandela Day	19	20
21	22	23	24	25	26	27
28	29	30	31			



Community service orders, as an alternative to imprisonment, are introduced by the Cape Town branch



The organisation operates from 13 branches and 14 sub-offices across the country



NICRO risks losing its subsidies by appointing staff and rendering services on a non-racial basis and in defiance of state policy

SCHOOL TERMS, SOUTH AFRICA

- 1st TERM 09 January – 15 March
- 2nd TERM 02 April – 14 June
- 3rd TERM 09 July – 20 September
- 4th TERM 01 October – 04 December





SUPPORT

We provide training on behaviour change in and outside the workplace. We also work with social impact investors to grow social enterprises that reintegrate former offenders through appropriate employment initiatives.

AUGUST 2019

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1	2	3
4	5	6	7	8	9 National Women's Day	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

1991
2002
The redistribution of services to rural communities and in provinces where NICRO previously had no presence

1992
Justice for the Children: No Child should be Caged campaign is launched by NICRO, Lawyers for Human Rights and the Community Law Centre at UCT

1992
The first formalised diversion programme, as an alternative option for young people in trouble with the law, is jointly initiated in South Africa by NICRO, senior state prosecutors and Lawyers for Human Rights

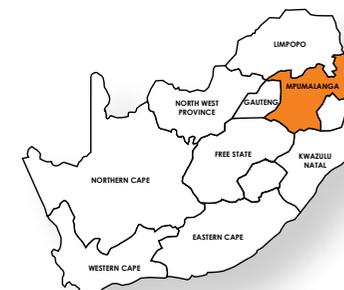
SCHOOL TERMS, SOUTH AFRICA

- 1st TERM 09 January – 15 March
- 2nd TERM 02 April – 14 June
- 3rd TERM 09 July – 20 September
- 4th TERM 01 October – 04 December

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MPUMALANGA



“Unless someone like you cares a whole awful lot, nothing is going to get better. It's not.”
~ The Lorax by Dr Seuss

Being a social worker at NICRO is all about caring about your clients. Social workers are the ones who believe that our country and our communities can become better places through enough care and by creating opportunities for our clients to learn to make new and better choices in their lives.

Highlights and Special Achievements

- Despite a financially challenging year, NICRO Nelspruit and Eerstehoek achieved most of the service delivery targets set for the year, in keeping with the business plans submitted to the Mpumalanga Department Social Development.
- NICRO became more visible and accessible as our work increased in our local communities and schools.
- The activities of the Clinical Unit were stepped up significantly and, as a result, we succeeded in increasing income in support of our efforts to expand our operations and contribute towards the sustainability of the organisation.
- NICRO Mpumalanga's diversion intake continues to increase; a fine acknowledgement of the organisation as a premiere diversion service provider.
- The adult substance abuse programme is currently the most frequently utilised programme; an indication that substance related crimes are on the increase.
- NICRO Eerstehoek signed working agreements with the Department of Social Development and a number of community resources such as the Dundonald Home for People with Disabilities, creating opportunities for meaningful community services placements.
- NICRO Nelspruit participated in 46 community outreach events reaching some 6 015 beneficiaries while NICRO Eerstehoek was involved in 34 community outreach events highlighting topics such as domestic violence, social crime prevention, youth and adult substance abuse as well as awareness campaigns pertaining to NICRO's services.
- A total of 3 570 beneficiaries aged 18 years and younger benefitted from primary crime prevention services rendered at 15 local schools.
- Thanks to funding from the Department of Social Development, NICRO Eerstehoek's staff compliment has increased by one staff member from the 2010 team and now includes seven professionals: a social work supervisor, three social workers, two social auxiliary workers and an administrator.

Thank You!

NICRO Mpumalanga is deeply grateful to our staff for their unfailing commitment to what we do, our donors and supporters as well as a number of special individuals. These include:

- The Department of Social Development and the HCI Foundation for their continued funding in the province.
- Mrs Rachel Mokoena, Mr Michael Barton, Ms Mary Schatz, Ms Cornelia Liebenberg, Ms Yuanitha du Plessis and Mr Robert Chiloane, the members of the Mpumalanga Committee for their ongoing support and commitment to the organisation.
- A special note of gratitude and appreciation to Mrs Rachel Mokoena who has served as the Chairperson of the Mpumalanga Committee for the past six years,

in addition to serving on NICRO's National Board. We are deeply grateful for her professional guidance, wisdom and support not only within the province, but also for her contributions at national level. Unfortunately Ms Mokoena had to resign in order to continue with her duties as Mpumalanga Chairperson of the Child Diversion Quality Assurance Panel. We look forward to working with Ms Mokoena as we strive towards improving our services.

- The Volante Family Trust, our landlords at the Nelspruit office for continuing to contribute towards our office rental costs.

Turning Over a New Leaf

Ms Z was referred to NICRO by a prosecutor in January 2018, following a charge of child abuse. Ms Zulu was assessed and found suitable to attend the Positive Parenting Programme as a non-custodial sentence.

During assessment the offender initially denied intent; she came up with the excuse that she had merely been “playing” with her daughter (the victim) and had unwittingly scotched her with a hot iron. She explained that it was normal practice to play a game in which she would “playfully place an iron on her child” but on the day in question she had not realised that the iron was hot. She added that the child had not cried or showed any signs of physical pain after being scotched repeatedly. NICRO found the offender's version improbable and we were concerned that she would not take responsibility for her actions. At a follow-up interview, the offender finally admitted that she had intentionally scotched her daughter following an argument.

Ms Z attended and successfully completed NICRO's Positive Parenting Programme, which also served to address the risk factors in the mother's life and build or strengthen protective factors - conditions or attributes (skills, strengths, resources, support systems or coping strategies) to deal more effectively with stressful events and mitigate or eliminate future risks.

Ms Z was extremely remorseful of what she had done and was highly motivated and determined to turn over a new leaf. She drew attention to two programme sessions on developing empathy and communication skills, which she found particularly relevant and very useful, and which made a huge difference in her life. She expressed a deep-seated commitment to implementing all she had learned and applying her newfound skills and knowledge to her daily life. She was reunited with her child upon completion of the programme.



NICRO at work - an Eerstehoek community awareness event

SEPTEMBER 2019

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6 NICRO 109 YEARS	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24 Heritage Day	25	26	27 NICRO AGM	28
29	30					

1992 NICRO officially takes an abolitionist stance against the death penalty

1993 The Pre-Trial Community Service programme diverts almost 200 cases in the first 18 months

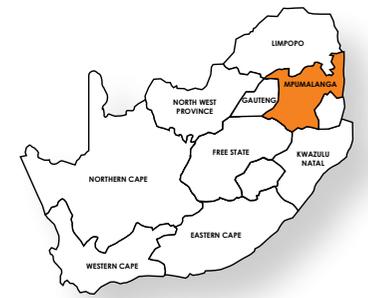
1993 The Youth Empowerment Scheme (YES) is established as a second option through which to divert young offenders

SCHOOL TERMS, SOUTH AFRICA

- 1st TERM 09 January – 15 March
- 2nd TERM 02 April – 14 June
- 3rd TERM 09 July – 20 September
- 4th TERM 01 October – 04 December



NORTHERN CAPE



The Northern Cape is a vast province with relatively few non-profit organisations serving a small population. As a result, the number of beneficiaries tends to be lower, making the much needed services more expensive than in the more densely populated provinces, but all the more crucial.

Despite funding challenges and staff shortages during the year under review, NICRO Northern Cape nevertheless continued to render quality adult and youth diversion services in addition crime prevention initiatives and interventions for youth at risk.

Keeping Children Safe

NICRO Northern Cape takes a preventative approach to child protection, focusing on minimising risk factors such as anti-social attitudes and behaviour, negative peer pressure and substance abuse that could result in vulnerable children coming into conflict with the law. Our approach is focussed on diverting young offenders away from the formal criminal justice system to keep them safe, changing offending behaviour and offering young people a very real opportunity to turn their lives around, reach their full potential and become contributing members of the community who are an asset rather than a burden or threat.

Restorative Justice for Adult Offenders

NICRO Northern Cape's adult diversion service continues to prove popular and go from strength to strength. By channeling adult offenders away from the courts into diversion programmes designed to ensure behaviour change and the acquisition of critical new skills, they successfully avoid the often brutal consequences of the criminal justice system and being given a criminal record. In this manner, those in conflict with the law remain in the community, continue working and are able to support their families.

All our clients are in receipt of after-care support services and are tracked for 12 months. We believe that, in addition to attending effective and impact programmes, this practice reduces recidivism and ensures that reoffending is kept to a minimum.

With Thanks and Gratitude

We are most grateful for the continued financial support of our partners and funders, making it possible for us to work tirelessly in building safer communities in the Northern Cape. We also pay tribute to NICRO's leadership, our staff and volunteers for their commitment to service excellence and ensuring that the needs of our clients and communities are well served.



History will judge us by the difference we make in the everyday lives of children.

Our children are our greatest treasure. They are our future. Those who abuse them tear at the fabric of our society and weaken our nation.

~ Nelson Mandela ~



We believe that when people make mistakes, they deserve the opportunity to remake their lives

~ Barack Obama ~

OCTOBER 2019

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

1996 NICRO amends its policy of employing only social workers and appoints suitably qualified personnel to fulfill specialist functions such as research and marketing

1996 NICRO has a staff compliment of 108 social workers, 36 social development officers and 69 administrative and other specialist staff

1997 NICRO offers four core service streams:

- Youth diversion
- Offender reintegration
- Economic Opportunities Project, and
- Community Victim Support (formerly the Action For Safety programme)

SCHOOL TERMS, SOUTH AFRICA

1st TERM 09 January – 15 March
 2nd TERM 02 April – 14 June
 3rd TERM 09 July – 20 September
 4th TERM 01 October – 04 December



WESTERN CAPE



NICRO Western Cape focusses on crime prevention initiatives targeting children and youth as well as diversion services for adults. Crime prevention initiatives take the form of community awareness activities in addition to direct services aimed at young people exhibiting high-risk behaviour and school learners.

The overarching goal of NICRO's crime prevention initiatives is to reduce the risk factors while simultaneously strengthening protective factors, or the resilience of at-risk youth, in order to reduce and prevent anti-social behaviour and victimisation as well as the commission of crime within the school environment and, ultimately, within the community.

Highlights and Special Achievements

- NICRO Western Cape rendered adult diversion services to 2 955 beneficiaries, more than double our target, from eight courts located in Atlantis, Bellville, Bishop Lavis, Blue Downs, Kuilsriver and Wynberg.
- Crime prevention interventions were conducted at four schools in Delft (Rosendaal High, Voorbrug High, Hindle Road Primary and Masonwabe Primary Schools) as well as four schools in Elsies River (Lucinda Primary, St Edwards Primary, Elsies River High and St Andrews High Schools) where the Beyond Boundaries life skills programme was presented to 240 learners in addition to 160 educators and parents.
- In September 2017, the Making of a Criminal: Part 2, a compelling live theatre performance created by Pollsmoor inmates, took place at the Artscape Theatre as part of the See Me: I Am Human Indaba hosted by NICRO, in partnership with the Department of Correctional Services, Vardeteateret and Fredskorpset (the Norwegian Peace Corps). This intimate and courageous production offered thought-provoking insights into the lives of offenders and communities that continue to bear the brunt of South Africa's socio-economic disparities. The performance provided a glimpse into the hidden artistic, musical and poetic talent found in the prisons of the Western Cape through the efforts of NICRO's Help I Am Free theatre rehabilitation project, conducted in collaboration with Vardeteateret and supported by Fredskorpset Norway.
- NICRO's Tough Enough Programme provided support and offender reintegration services to seven of the ten theatre participants as well as eight parolees and other former offenders.
- The "A Second Chance Theatre Project", a new collaborative arts and social justice project undertaken by NICRO in conjunction with the University of Cape Town's Centre for Theatre, Dance and Performance Studies and the Western Cape Government's Department of Correctional Services was initiated. The project uses the medium of arts and theatre as a key tool for the successful rehabilitation and reintegration of inmates.

The Making of a Criminal: Part 2, which follows on the success of last year's production, The Making of a Criminal, was staged at the Artscape Theatre in September 2017. This courageous initiative uses theatre as a powerful healing tool and a rehabilitation strategy to offer inmates a meaningful life after prison and facilitate successful reintegration.



- NICRO's Clinical Unit, together with NICRO Western Cape, rendered services at courts in Bellville, Cape Town and Wynberg.

With Thanks and Appreciation!

NICRO Western Cape would like to pay tribute to its staff members for their dedication and sterling efforts this past year. Your hard work has paid off handsomely and we are thrilled that our service delivery outputs for the adult diversion service are twice as high as anticipated.

We would also like to salute all our funders, supporters and stakeholders and trust that you will be firmly at our side as we head into the new year.

A Community Service Learning beneficiary tells of a life altering experience, thanks to NICRO:

"I fulfilled and completed my community service duties at the Beaconvale Frailcare Centre in Mitchells Plain.

At first I was perturbed and scared at the prospect of having to do community service, not knowing what it might entail. When I reported to the Beacon Frailcare Centre, I was taken aback by the kindness and non-judgemental attitude of the staff and patients towards me. During my service at the Centre I was reminded of gratitude, respect, values and family. Things that we take for granted on a daily basis. Many of the older persons are forgotten about once they are dropped off at the centre. Their actions has reminded me of how humble and grateful I should be for what I have.

Because of my life lessons that I have learnt during my community service, I have decided to actively stay a part of the Centre. I now provide the centre with my videography skills by filming their events and providing them with promotional video clips to promote and attract more donors to the Centre.

I am happy to inform, that because of this, the Centre has had an increase in the number of enquiries into their needs.

I perceived having to do community service as a bad life experience but it turned into a life altering experience, one that has become a positive lifestyle for me and my entire family.

I thank and am grateful to NICRO for the positive role that they play in our community and for believing that everyone deserves a 2nd chance in life.

Thank you for taking a chance on me".



NOVEMBER 2019

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30



2007 NICRO changes its legal identity from a Voluntary Association to a Section 21 not-for-profit Company and appoints a new Board of Directors



2008 Non-Custodial Sentencing (NCS) is launched, offering participation in specialised interventions as alternative options to imprisonment



2010 NICRO proudly celebrates 100 years of service excellence

SCHOOL TERMS, SOUTH AFRICA

- 1st TERM 09 January – 15 March
- 2nd TERM 02 April – 14 June
- 3rd TERM 09 July – 20 September
- 4th TERM 01 October – 04 December

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ROAD OFFENCES PANEL PROGRAMME



NICRO's Road Offences Panel Programme (ROPP) was piloted in 2010 to address the challenge of growing numbers of offenders arrested for driving under the influence of alcohol (DUI), speeding and reckless driving and disturbing statistics that indicate that human error is a contributing factor in some 89.5% of motor vehicle accidents.

The NICRO Road Offences Panel Programme focuses on changing the individual's attitude towards alcohol use, driving under the influence and road safety generally and, in so doing, on changing offending behaviour. At the onset of the programme, participants almost always have limited knowledge of road safety and how alcohol affects the individual and his / her abilities. Few participants realise that your driving is impaired, even after one unit of alcohol, and that you may be intoxicated, despite being under the legal limit.

The programme is about bringing conscious and trained behaviour to the fore and ensuring that people realise that all driving behaviours involve making critical decisions. For this reason, drivers need to be alert and aware of their surroundings, themselves and the decisions they take.

Not only has this intervention had a positive influence on reducing drunk driving and keeping South Africans safe on the road; it also impacts positively on the domestic and business lives of its beneficiaries. Participants develop and practice greater responsibility and are more eager to honour their commitments to family and work obligations.

During the year under review ROPP, which constitutes 7% of total service delivery, touched the lives of 10 638 people: 1 773 direct beneficiaries who participated in the programme in addition to 8 865 indirect beneficiaries. The programme is

currently offered in the Eastern Cape, Free State, Gauteng, KwaZulu-Natal, Limpopo, Mpumalanga and the Western Cape.

Road Offences Panel Programme beneficiary testifies to what he has learned by attending the intervention:

"This programme was designed to bring about mitigation. The Road Offences Panel Programme has been put into place to show us the consequences of our actions as well as the responsibilities that we as road users have on the road. To always be weary and alert of the surrounding environment, to adhere to the speed limits on each set of roads, not to drive recklessly and negligently and not to drive under the influence of any controlled substance be it alcohol or any mind impairing drug. There is zero tolerance for the mentioned offences and the result of this is that lives can be taken away, emotional and financial burdens and the subsequent loss of opportunities in the future.

The content of the programme has made me a more careful driver. It has taught me to adhere to every rule of the road, failure to comply with these rules endanger my life and the subsequent lives of everybody around me. I will always be considerate to other road users. I am more aware of how the law works, especially the consequences that follow.

I would like to thank the staff of NICRO for their support in assisting me in this matter and for instilling the correct skills in me".

NICRO is deeply indebted to and enormously grateful to aware.org, the Association for Alcohol Responsibility and Education, the primary funder of this intervention.

DECEMBER 2019

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16 Day of Reconciliation	17	18	19	20	21
22	23	24	25 Christmas Day	26 Day of Goodwill	27	28
29	30	31				



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2019 marks radical changes to NICRO's business model and a total commitment to ensuring relevance and achieving organisational effectiveness, efficiency, long-term sustainability and overall macro success. NICRO's innovative sustainability strategy is geared towards achieving sustainability by 2020.

SCHOOL TERMS, SOUTH AFRICA

- 1st TERM 09 January – 15 March
- 2nd TERM 02 April – 14 June
- 3rd TERM 09 July – 20 September
- 4th TERM 01 October – 04 December

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