



nicr 
FOR A SAFE SOUTH AFRICA

Annual Report 2020-2021



vision

A world without crime and violence.



mission

To lead the way to ending crime.



board members



Ms Lois Hardy
Chairperson



Mr Max Moyo
Vice Chairperson



Ms Fanisa Lamola
Treasurer



Ms Lele Mehlomakulu
Secretary



The Honourable
Judge Nathan
Erasmus
Director



Ms Lalla Yerolemou
Director



Ms Lee Coetzer
Director

Message from the Chair

We started the year amid a world-wide pandemic. Every sector of society was affected but NICRO has shown its resilience, as we adapted to rapidly changing circumstances. During the lockdown we developed our systems and products to fully embrace online service delivery to clients. Our Learning Management System (LMS) now covers the whole country.

NICRO was founded in 1910, as the South African Prisoners' Aid Association (SPAA) and boasts a rich, unparalleled history in human rights, juvenile justice and criminal justice reform. NICRO retains pride of place as a prominent frontrunner in combatting crime and violence in South Africa. An acknowledged and highly acclaimed leader in the field of social crime prevention, NICRO is one of South Africa's largest, most enduring indigenous civil society organisations.

Through our comprehensive, innovative crime prevention services, NICRO continues to enjoy widespread recognition as the preferred service provider within the criminal justice sector. Our interventions are geared towards creating conditions in which the opportunities and motivation for committing crime are significantly reduced and ultimately eliminated.

Based on best practice models, our organisation's pioneering work continues to form the very backbone of contemporary criminal justice practice, including:



- The supervision of prisoners released on probation, along with those who receive a suspended sentence, since the 1930s,
- Community service, introduced by NICRO as an alternative to incarceration during the 1970s,
- Diversion, an embodiment of and a crucial vehicle for restorative justice pioneered by NICRO in the early 1990s,
- Non-custodial sentencing as an alternative to serving a prison term, and
- The elimination of babies behind bars.

NICRO works collaboratively with key stakeholders to identify systemic challenges in the communities we serve, while shaping and implementing innovative solutions aimed at achieving the greatest impact. Through an intersectional approach, we seek to address many interrelated factors, including gender-based violence, rape, substance abuse, poverty and many other factors contributing to crime and violence in South Africa.

Role of Honour



NICRO is able to celebrate the remarkable achievements and successes of the past 110 years, thanks to our partners, stakeholders and funders, especially the Department of Social Development, who have supported the organisation's efforts to realise a safe, healthy, crime-free South Africa. Thank you for having faith in NICRO as an organisation.

As Chairperson, I would also like to pay tribute to NICRO's Board of Directors for their ongoing support and guidance. It has been an honour and pleasure to work with such eminently qualified, dedicated and supportive directors. This year we appointed a new acting CEO, made investments to ensure the future sustainability of NICRO and expanded service delivery areas.

To our management team, my heartfelt appreciation for your dedication and hard work, often in the face of adversity. I would also like to express my thanks and deep appreciation to NICRO's staff and volunteers who, despite the many challenges, continue to serve our beneficiaries with unwavering passion and commitment.

We look forward, with renewed optimism and energy, to the next 110 years!

Lois Hardy
Chairperson

NICRO'S Values

✓ **Accountability**

☆ **Excellence**

○ **Integrity**

🔗 **Collaboration**

♥ **Passion**

💡 **Innovation**

Overview of Services

Last year was an extremely challenging year which, I am sure, we will all remember for many years to come. Not only did South Africa face a recession, but like the global community, we were also severely battered by the devastating impact of the COVID-19 pandemic. This unprecedented pandemic has put enormous pressure on governments around the world as well as business concerns, large and small.

Although the lockdown severely compromised NICRO's ability to generate an income through its clinical services and to secure additional funding, it also provided an opportunity to reposition NICRO by addressing identified developmental goals.

This included the building of a robust technological infrastructure consisting of sturdy information systems, improved financial systems, sustainability strategies, skills training and innovative intervention programmes in addition to outcome and impact measurement tools.

Our newly developed technical infrastructure was leveraged to identify needed resources, obtain adequate support to do our work through our well-designed outcome and impact measurements, and extend our reach as beneficiaries who normally fall outside our normal geographical service reach were able to access our online services.



Ms Betzi Pierce
Acting CEO

Additionally, we developed innovative solutions to meet current societal challenges, the most significant of which included a comprehensive, integrated, sustainable, multicomponent community approach to preventing social crime and addressing the issues facing our communities, more specifically gender-based violence, joblessness and poverty.

During the period under review, NICRO touched the lives of 24,790 beneficiaries, 15,710 individuals through public education programmes while 9,080 individuals benefitted from direct services. NICRO's offender reintegration services reached a total of 648 individuals, 588 of whom were offenders released from prison in the Eastern Cape, while an additional 60 adults were afforded non-custodial services. NICRO offers adult and youth diversion services in all provinces, except for the Western Cape where we only offer diversion for adults. We reached a total of 8,408 individuals through our diversion services, 8,072 adults and 336 children and youth under the aged of 19 years.

South Africa continues to face high levels of crime and violence that are complex in origin. Public opinion veers, increasingly, towards punitive, harsher punishments rather than restorative initiatives that support rehabilitation and the reintegration of the offender. Public education around crime prevention initiatives

is therefore a crucial component of NICRO's work. Our crime prevention services allow us to address the root causes of criminal behaviour within communities and is far more effective as individuals are afforded real and far greater opportunities to address their challenges and reach their potential in a safe environment. We implemented our Integrated Crime Prevention Strategy for 212 stakeholders and, as a result, reached 9,214 adults and 6,284 learners.

For more than a century, NICRO has focused its efforts on crime prevention in addition to the rehabilitation and reintegration of those in conflict with the law or the incarcerated.

In keeping with its restorative justice approach, NICRO's initiatives are victim-centred, focussing on the accountability and rehabilitation of the perpetrator as well as community engagement and safety.

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

Key advocacy strategies included engaging the media, conducting research, parliamentary lobbying and submissions,

participation in workshops and seminars, networking and dialogue with key stakeholders and the building of partnerships, alliances and coalitions.

NICRO's advocacy and lobbying efforts during 2020/21 included:

- Understanding the many risk factors that contribute to high crime levels, which resulted in the development of research papers and a review of NICRO's intervention focus.
- Gender-based violence with a specific focus on intimate partner violence. NICRO, which supports a holistic and coordinated approach and incorporates interventions for victims and perpetrators, contributed towards key discussions in this regard.
- Crime prevention in communities and schools, which provided NICRO with the opportunity of engaging numerous, relevant partners on integrated crime prevention strategies.
- A review of the Probation Services Act 116 of 1991.

NICRO's services are rendered from 18 offices and 54 service points located in communities and/or at courts in the Eastern Cape, Free State, Gauteng, KwaZulu-Natal, Limpopo, Mpumalanga and the Western Cape.

Betzi Pierce

Acting Chief Executive Officer

24,790

beneficiaries benefitted from
NICRO's services

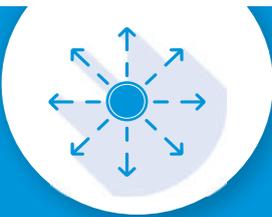


National Statistics: 2020-2021

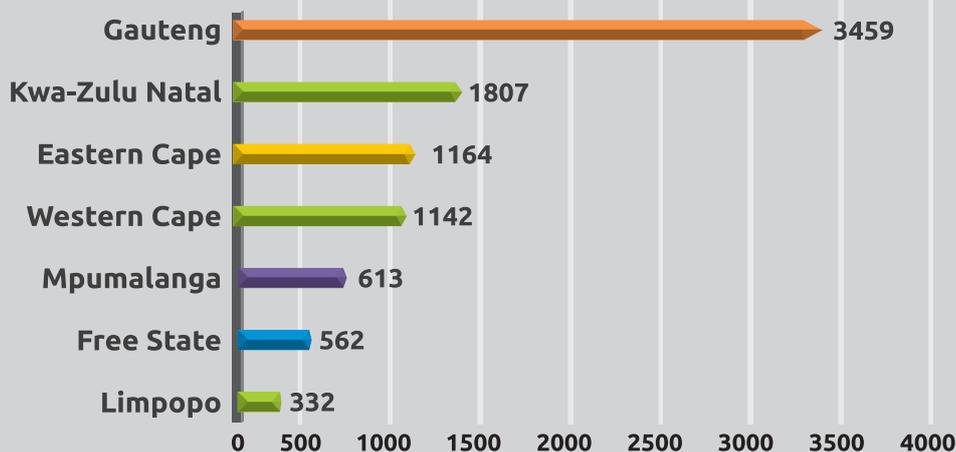
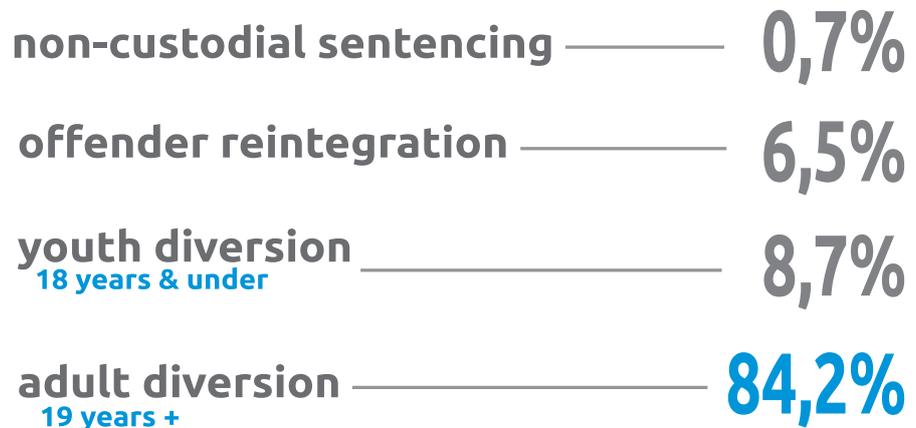
Services by Province:

A Brief Overview

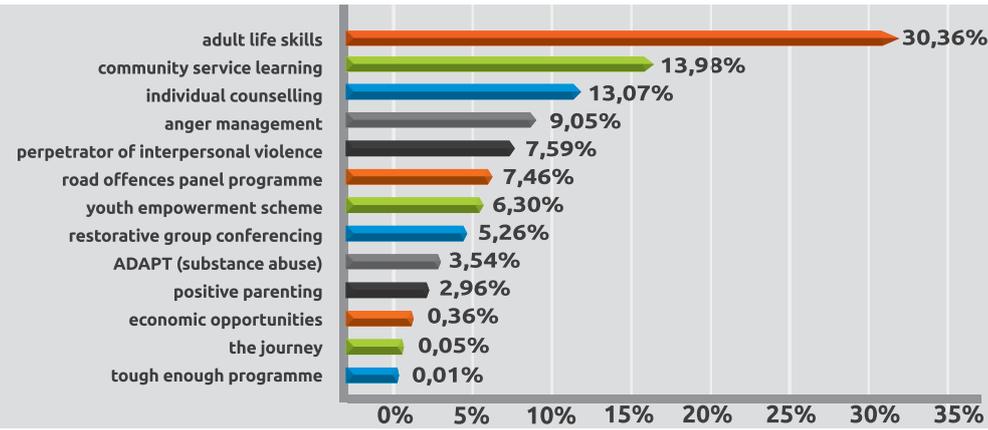
- All provinces in which NICRO is based and has offices (Eastern Cape, Free State, Gauteng, KwaZulu-Natal, Limpopo, Mpumalanga, Limpopo and Western Cape) rendered adult diversion and individual counselling services as well as substance abuse interventions. These provinces also offered the Road Offences Panel Programme, partially funded by aware.org.
- All provinces in which NICRO is based rendered youth diversion services, with the exception of the Western Cape.
- The Eastern Cape rendered all service streams (adult and youth diversion, non-custodial sentencing and offender reintegration), in addition to crime prevention services. The Department of Social Development funds only offender reintegration while NICRO carries the costs of all the other services.
- Adult diversion now comprises 84,2% of NICRO's service offering, having increased from 77,5% in the previous financial year.



NATIONAL SERVICE DISTRIBUTION



BENEFICIARIES BY PROVINCE



NUMBER OF BENEFICIARIES BY INTERVENTION

MOST FREQUENTLY UTILISED PROGRAMMES

perpetrator of interpersonal violence



anger management



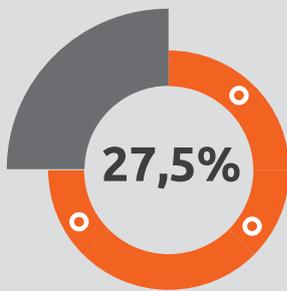
individual counselling



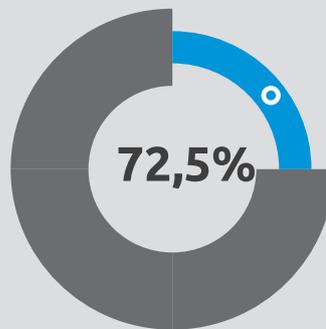
community service learning



adult life skills



female



male



CLIENT DEMOGRAPHICS GENDER PROFILE



RACIAL PROFILE

indian



white

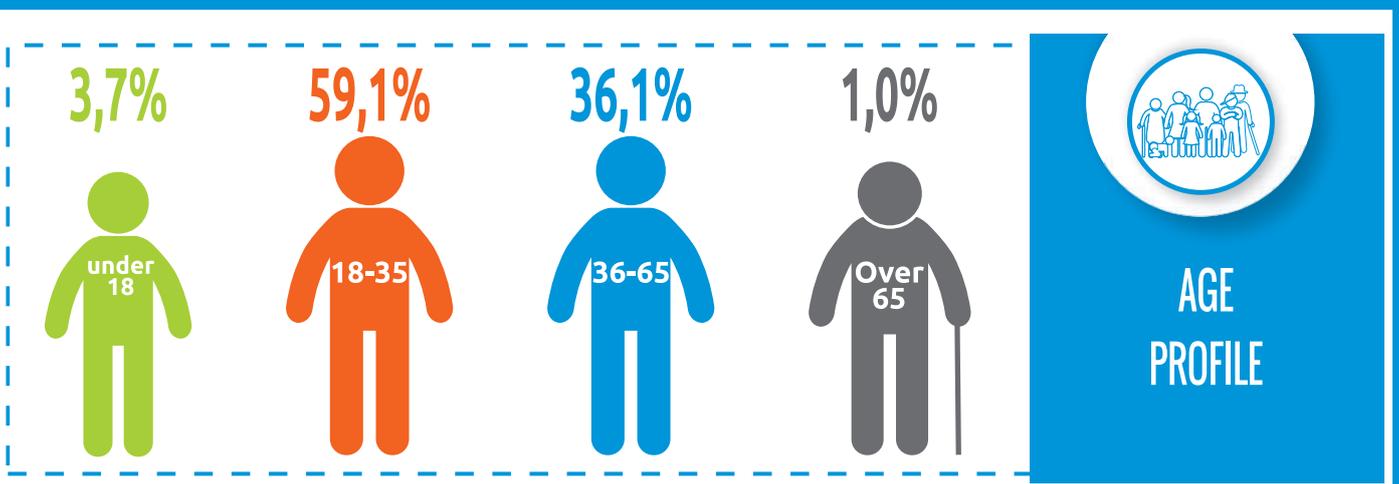


coloured



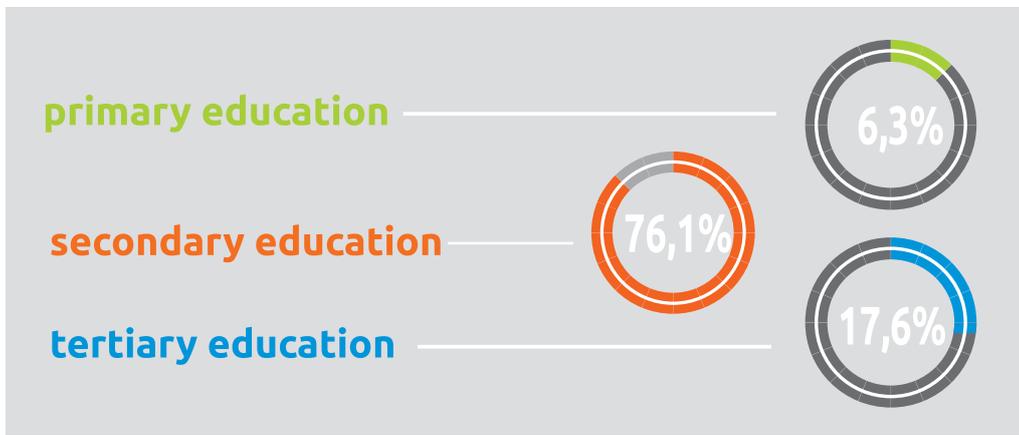
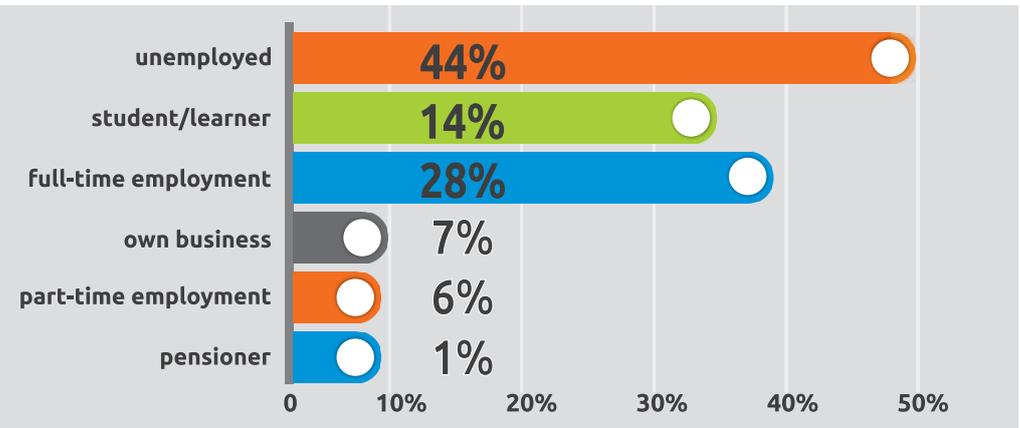
black





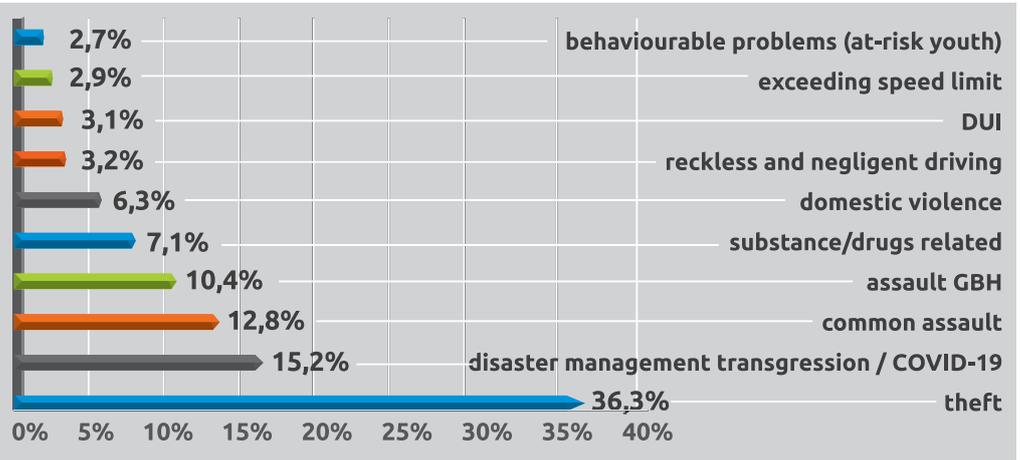
AGE PROFILE

BENEFICIARY EMPLOYMENT STATUS



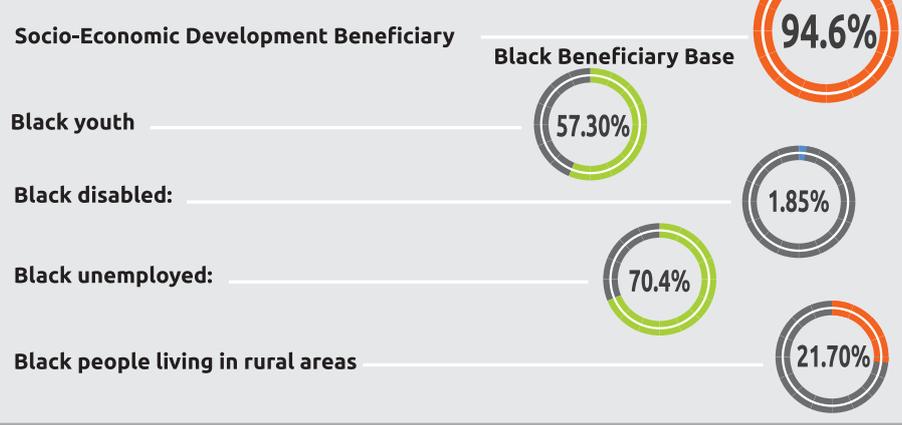
BENEFICIARY EDUCATIONAL STATUS

MOST FREQUENTLY COMMITTED OFFENCES





BBBEE ACHIEVEMENT LEVEL 1



NICRO is recognised as a LEVEL ONE contributor, qualifying as a small, specialised enterprise

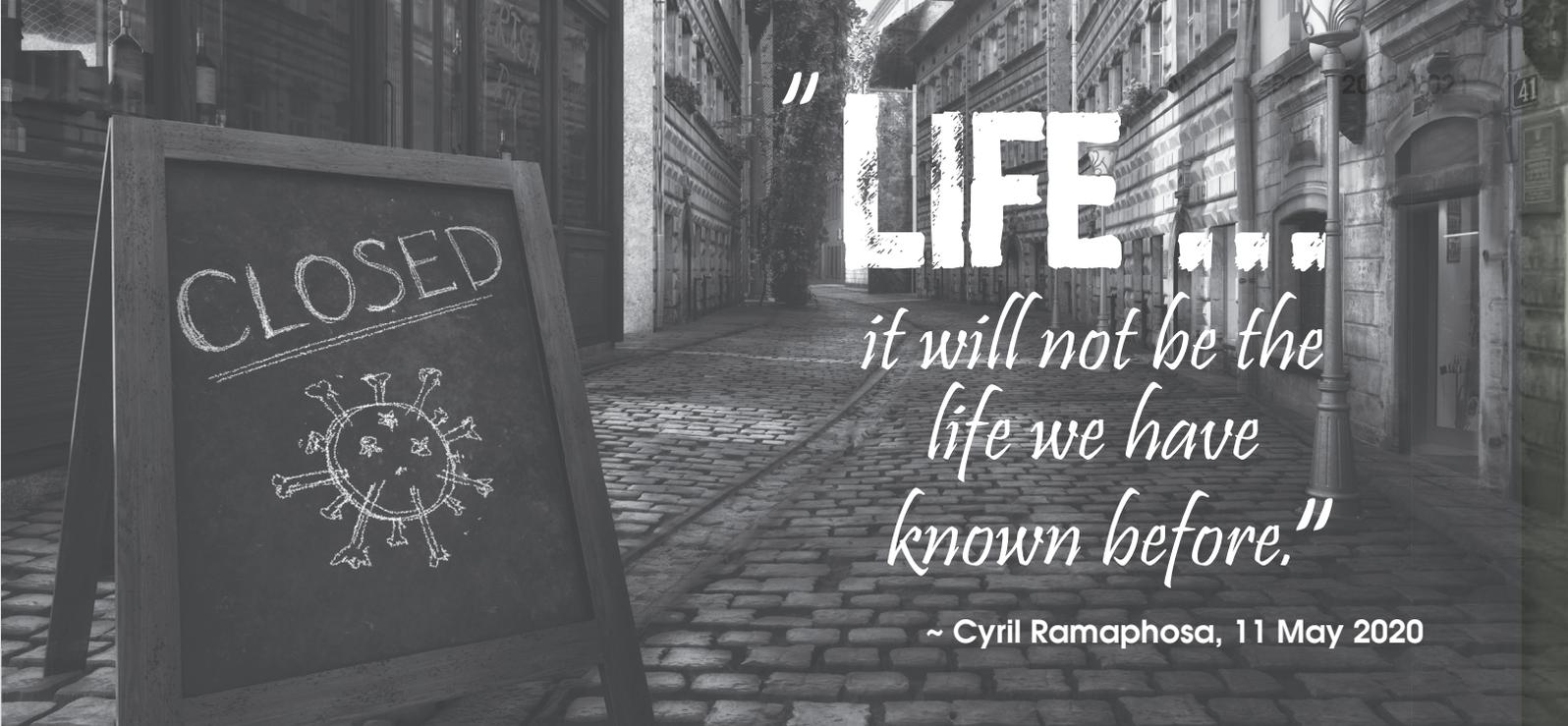


NICRO NATIONAL STAFF COMPLEMENT

| Positions | Eastern Cape | Free State | Gauteng | Kwa-Zulu Natal | Limpopo | Mpumalanga | Western Cape | Head Office | Totals |
|------------------------------|--------------|------------|-----------|----------------|----------|------------|--------------|-------------|------------|
| Directors | | | | | | | | 1 | 1 |
| Departmental Managers | | | | | | | | 4 | 4 |
| Area Managers | 1 | 1 | 1 | 1 | 1 | 1 | 1 | | 7 |
| Supervisors | 2 | | 4 | 4 | 1 | 2 | 2 | | 15 |
| Finance Officers | | | | | | | | 3 | 3 |
| Social Workers / Counsellors | 9 | 3 | 24 | 19 | 3 | 10 | 12 | | 80 |
| Social Auxiliary Workers | | | 16 | 5 | | 5 | 9 | | 35 |
| Administrative Staff | 4 | | 5 | 3 | 2 | 2 | 5 | | 21 |
| TOTAL STAFF | 16 | 4 | 50 | 32 | 7 | 20 | 29 | 8 | 166 |



HERITAGE DAY CELEBRATION



“**LIFE**...
*it will not be the
life we have
known before.*”

~ Cyril Ramaphosa, 11 May 2020

This quote, by President Ramaphosa, shortly after the outbreak of the global pandemic in South Africa, accurately reflects the impact of COVID-19 on each one of us and how we approach business operations, going forward.

Human Resources

The COVID-19 pandemic has significantly increased the emphasis on the “human connection” aspect of the human resources function. Amidst the unfolding South African national health crisis, one of the many but greatly essential functions of human resources was to provide critical communication to staff about safety protocols, hygiene practices and guidelines for quarantine and self-isolation.

One of the most difficult transitions for employees this past year has been the adjustment from coming to work every day to working digitally, offsite and in isolation, a process which literally happened overnight.

Carefully managing the challenges employees faced in their transition to the “new normal”, work-from-home scenario and ensuring that they were equipped to do

so, especially technologically, became the order of the day. Additionally, it was equally imperative to ensure that NICRO’s staff were empowered to work digitally and effectively and were supported to manage the inevitable sense of isolation from colleagues and mentors, while simultaneously tracking the completion of work schedules. Thanks to the human resources function and with the support of senior staff, NICRO has succeeded in creating an enabling work environment which fosters uninterrupted productivity, continuous service delivery to achieve our mission and has empowered staff to work independently.

Allowing staff to return to a safe office environment and in accordance with adjustments to the lockdown levels was an evolving process.

Despite remaining offsite for lengthy periods of time and intermittently, the management team

stayed in close contact with staff via Microsoft Teams, a chat-based collaboration and communication platform offering chat facilities, document sharing, online meetings and many additional features for business communications that facilitate remote work. Staff were also encouraged to participate in online webinars for skills development purposes.

Despite these trying times, there have been many positive spinoffs resulting from the new way in which we work. The practice of the “open door policy”, which encourages open communication, feedback and discussion about any matter of importance to an employee, has become firmly entrenched with staff reaching out to management far more freely, regularly and confidently. NICRO has also created a shift in how teams communicate, work and strive for success. Managers have been reenergised and have made a renewed commitment to managing, motivating, communicating and cultivating relationships with members of their team. Now, more than ever, we are all dedicated to our “dream team”, optimising talents and achieving service excellence.

Wellness Programme

The wellness programme, Momentum’s Health4ME, which was introduced in June 2018 for employees, has proven to be a much needed benefit for our employees during the pandemic. The employee wellness programme has also provided access to professional counselling and wellness services, critical interventions which assist staff members to manage personal concerns that impact their well-being, productivity and performance at work, enabling employer groups to create a healthier and more resilient workforce.

A Thank You to Our Staff

I would like to pay special tribute to and thank the management team, all staff and volunteers for your on-going allegiance to our quest for excellence as well as your drive, inspiration and commitment, often in the face of adversity and especially under current COVID-19 challenges, to implementing services of a high quality that make a positive and lasting impact on the lives of those we serve.

NICRO B-BBEE

NICRO has been audited for B-BBEE compliance in accordance with the requirements stated in Code 500 of the Broad-Based Black Economic Empowerment Codes of Good Practice and achieved the following:

- Socio-Economic Development Beneficiary
94.6% Black Beneficiary Base
- Black youth: 57.3%
- Black disabled: 1.85%
- Black unemployed: 70.4%
- Black people living in rural areas: 21.7%

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

Rozanne Green

National Human Resources Manager

Financial Overview

The financial year April 2020 to March 2021 was unprecedented and posed exceptional challenges and uncertainties on the financial front. These challenges were exasperated when a long-standing funder ended its relationship with NICRO because of a change in its Community Social Investment focus. Nevertheless, the organisation's visionary sustainability strategy enabled us to open other doors, and not only meet our financial obligations, but also to grow the organisation in a sustainable manner.

The Department of Social Development (DSD) remains NICRO's primary funder, and we remain grateful for DSD's continued support, especially during this difficult year. Despite this, NICRO, like so many South African non-profits, needs to secure additional funding to fill the gap between subsidies provided by the DSD and total organisational running costs.

Although NICRO had limited opportunity to raise additional funds during this year, we saved R5,927,774 on operational costs as the lockdown restrictions resulted in staff having to work from home, hence providing "consumption-based" savings on fuel, travel expenses and telephone costs as well as on office rentals, given that we secured discounts from some landlords.

Furthermore, NICRO received R868,192 in interest from the investment of R21,000,000 from the proceeds of the sale of NICRO's former head office in Harrington Street, Cape Town, just prior to the start of the financial year.

These substantial savings and interest not only allowed the organisation to meet all its monthly financial commitments from existing cashflow, although resulting in an accounting deficit of R4,219,269, and end the year with a bank balance of R5,695,335.

We fully utilised the downtime resulting from Covid-19 restrictions and the lockdown to re-evaluate our business model and value propositions and make the necessary changes, such as procuring the required IT equipment and software.

Additionally, we were afforded the opportunity of redeveloping our systems and services to allow us to be responsive to the new environment and extend our reach beyond the current geographic boundaries into cyber space. This, it is believed, can be viewed as a very satisfactory achievement, given the circumstances in which non-profit organisations currently operate in South Africa.

In conclusion, the 2020/2021 financial year has seen NICRO continue as a going concern, and given continued support from DSD, the redevelopment and expansion of NICRO's

No act of kindness,

no matter

how small,

is ever wasted...

~ AESOP

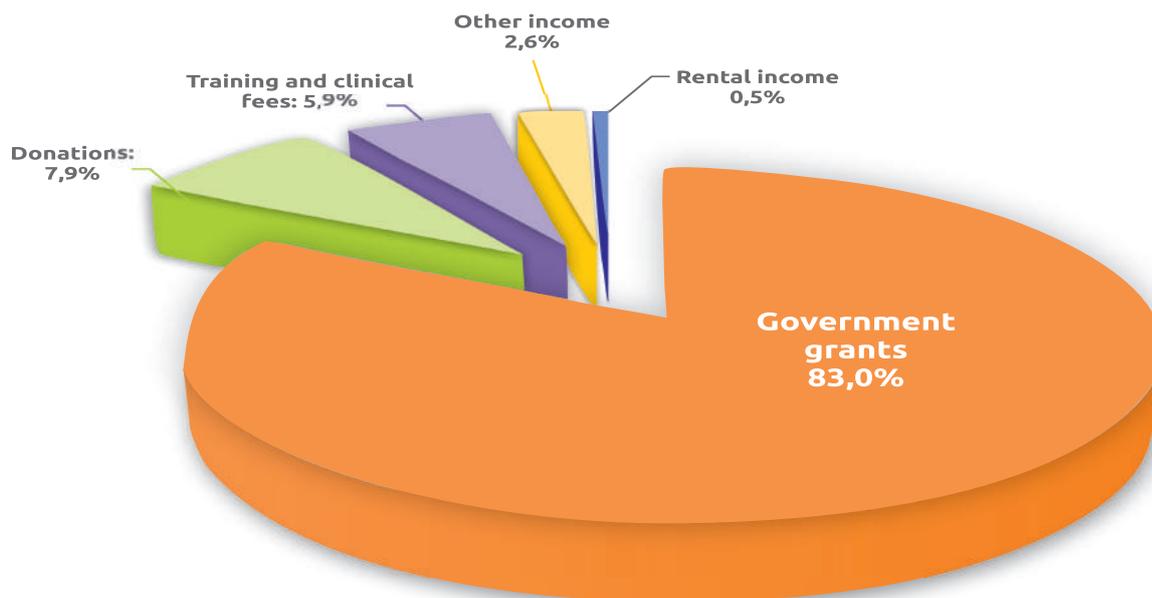
products and services, as well as significant new funding opportunities which are on the horizon at the time of writing and current investments, the assurance is that it will remain so for 2021/2022 and beyond.

Although some challenges remain, this comes as part and parcel of working in the non-profit sector and these can be successfully navigated. All in all, we concluded the financial year with good prospects and excitement about our future.

Andrew Quinn

Acting Chief Financial Officer

NICRO Revenue 2020/21





Our Donors 2020-2021

NICRO salutes and pays tribute to our donors:

Adriaan Carter Louw Trust
Advocate Greyvensteyn
Aquilina Trading
Association for Alcohol Responsibility and Education (aware.org)
Boardman, J
Charles Harding Charitable Trust
Chin, B
Coetzer, MJM
Crossman, G
Department of Social Development
Edward Stanley Will Trust
EE Carter Trust
Erasmus, The Honourable Justice NC
Fulton Trust
General Council of the Bar of South Africa
HCI Foundation
Henny, The Honourable Justice RCA
Kentmere Investment and Trading cc
Mega Wholesale Liquors
Moodley, R
MySchool MyVillage MyPlanet
National Development Agency (NDA) / CARA
National Lottery Commission
Noakes Family Charitable Trust
Nussbaum Foundation
Parring, MC
Pillay, J
R & P Kemp Trust
South African Insurance Crime Bureau (SAICB)
South African Social Security Agency (SASSA)
Steyn, H
Ubuntu Community Chest (Durban)
Victor Daitz Foundation
Winter, S
Yerolemou, L

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