NICRO ANNUAL REPORT 2000 – 2001

National Institution for Crime Prevention and Reintegration of Offenders

NICRO is unique. It is the only national non-governmental organisation providing crime prevention services in South Africa. We are more committed than ever before to achieving our vision of a safer country where the fear of crime no longer governs. We believe that, together with the people of South Africa, we can realise our dream of a nation united in mutual respect, dignity and compassion.

Milestones

The history of our organisation is marked by the growing and changing nature of its services which, today, continue to respond dynamically to the changing needs of the people and communities we serve.

1910 NICRO is founded on the 6th of September as the South African Prisoners’ Aid Association, serving prisoners and their families
1970 After much transformation and growth the organisation is renamed NICRO
Late 1980's NICRO starts to serve victims and witnesses of crime and the Community Victim Support Programme is launched
Early 1990's The Economic Opportunities Project is introduced to address unemployment and the special needs of NICRO clients
1992 Our concern for youth at risk and young people in conflict with the law gives rise to the diversion option and development opportunities for young offenders
1997 The word “Rehabilitation” is replaced with “Reintegration” to reflect our work more accurately
Mid 1990’s NICRO starts moving towards a more unified, provincial structure
2001 With a staff of approximately 240 and close to 600 volunteers NICRO now operates in all nine provinces under the guidance of the National Office, has 33 service points and over forty community victim support centres throughout South Africa

NICRO’s commitment to a safer future

?? Promoting restorative justice (restoring the balance affected by crime rather than practicing retributive justice) and people-centred development
?? Preventing and reducing crime through ongoing, accessible and effective service delivery
?? Contributing meaningfully towards streamlining the criminal justice system (a key focus), policymaking and legislation in South Africa
?? Networking, developing and strengthening partnerships and increasing organisational capacity through collaborative efforts with business and government, as well as ensuring the active involvement of members of the community, community groups and civil society
?? Serving as a wise voice of civil society
Strengthening community capacity
Focussing on under-resourced areas and providing needs-directed services where they are required most
Adopting a best practice, well rounded approach in all that we do

NICRO Leadership

President: Minister Kader Asmal, Minister of Education
Executive Chair: Advocate Pat Gamble
Executive Director: Ms Soraya Solomon
National Directorate: Executive director, there national directors, nine provincial directors and four national co-ordinators

NICRO Projects 2000 - 2001

NICRO has been called upon to take wise and mature action to prevent and reduce crime, ensuring that people are able to live safely and freely in their homes and communities. Something is being done, and it works. This past year we have achieved a great deal in urban, peri-urban and rural areas where the four NICRO projects are offered.

Diversion

Diversion entails the channelling of high-risk young people and youth offenders away from the criminal justice system into programmes that make them accountable for their actions and responsible for attempting to make amends.

Juta-NICRO Write for a Safer South Africa Competition

The annual Juta-NICRO competition, which invites youth across the country to communicate their vision for a safer South Africa, attracted approximately 1 000 entries. Fifty of the best essays were published in a booklet titled The Vision Tree, Young People Write for a Safer South Africa. Congratulations to our proud winner, 11-year old Thabisa Gweba, from Khayelitsha, Cape Town.

Young people from all walks of life shared their fears, pain, anger and sadness; but many also demonstrated a fervent belief that there is hope for the future. Nadia Walburgh, who is in Grade 9, wrote: “We as young people can make a change. We must just stand up and speak our mind. All the time everyone is saying that we are the leaders of tomorrow. That’s not true: We are the leaders of today. We must start acting now”.

Staff Training and Development

The Journey, one of the components of the Diversion Project, is an intensive intervention and training programme aimed at high-risk youth. Participants are usually serious or multiple offenders and early school leavers. The Journey involves life and vocational skills training as well as adventure education.

Every element of The Journey is carefully implemented to nurture personal reflection as well as respect, integrity, fundamental life values and a sense of
community. The strong adventure component serves as a particularly powerful tool for action learning, which greatly facilitates self-development. Participants spend at least ten days in a wilderness setting engaging in a variety of outdoor activities.

NICRO workers from Mpumalanga, North West, Northern Province, KwaZulu Natal and the Free State completed a training programme in August 2000, equipping them to facilitate the Outdoor Therapy component. Training centres on the requirements of a success programme. Some of the topics covered included preparing, briefing and debriefing participants; venue selection; the theory and practice of wilderness therapy; group dynamics; the rights of passage and safety requirements.

Thirty five Diversion workers from the Western Cape, Gauteng, Free State, Northern Cape and KwaZulu Natal attended a two-day training programme entitled “Dealing with Angry Children”. Participants described the training, facilitated by Reehana Ravat, a clinical social worker and consultant from KwaZulu Natal, as particularly relevant to their work with youth in trouble with the law.

Six Diversion workers also were afforded the opportunity of visiting the Netherlands on a study tour in February 2001. The main purpose of the tour was to exchange ideas, experience and knowledge with Dutch youth workers, with a special focus on the role of the local community in crime prevention.

National workshop

A national workshop was held with programme managers in September 2000 to position services in line with the guidelines set out in the Child Justice Bill. Future activities will focus on providing an improved fully client-oriented, needs-based service and ensuring greater impact by:

- capacity building at all levels
- networking more vigorously with all key role-players
- the training of staff and volunteers, especially in dealing with high-risk youth offenders
- ongoing monitoring and evaluation
- more active marketing of the Diversion services
- promoting the right of every child to access services.

The outcomes of the workshop will be taken forward into a national training programme and will form an integral part of the annual programme planning and evaluation process for the new financial year and beyond.

New mentoring programme

New pilot programme was officially launched in the Western Cape in September 2001, following a partnership formed with Partners for Children, Big Brother Big Sister South Africa. This programme recruits mentors for young people who have completed the Diversion option. Mentors are responsible for befriending, supporting and guiding the young person for a one-year period. The pilot will be evaluated in November 2001, after which implementation in other provinces will be considered.
Statistics

NICRO Diversion has grown to such an extent that the annual target of 10 000 was again surpassed in the year under review: 13 785 individual beneficiaries were served and 9 820 youths reached through interactive workshops.

Fewer than 6% of young people re-offend within the first twelve months following completion of the diversion option.

Future plans

For the past decade NICRO has successfully run programmes aimed at young people in conflict with the law. May 2001 will mark the launch of a major a crime prevention initiative focussing on young people in schools; those who are not in conflict with the law. The *I'm Cool Like That* programme will introduce the concept of developing and mentoring “safety ambassadors” in high schools, young people who will serve as positive role models and attempt to dissuade their peers from participating in antisocial acts in the school environment and in the community.

NICRO anticipates that this groundbreaking approach will yield significant changes among youth as they engage in group activities aimed at fostering increased communication and conflict resolution, whilst nurturing personal reflection, respect, integrity, fundamental life values and a sense of community.

Fairoza Brey
Diversion and Youth Development National Programme Manager

Community Victim Support

Many people are affected by crime in South Africa: some are victims, others are witnesses. Many more family members are affected. This programme provides comprehensive support services to all witnesses and victims of crime, violence and abuse as well as those at risk of victimisation; facilitates the recovery process; reduces the fear of recurring crime and enables survivors to regain control of their lives.

NICRO’s Community Victim Support (CVS) Programme is currently operational in seven provinces: the Eastern Cape, Western Cape, Free State, Northern Province, North West, KwaZulu-Natal, and Gauteng. Plans to establish services in Mpumulanga and the Northern Cape are underway.

Focusing on community development and a specialised, holistic approach

Our Community Victim Support Programme has evolved from being a centre-based service to one that has adopted a more community development approach.

A key feature of the programme is that services to victims of crime are based in the community and run by the community. Victim Support Centres have been set up at the gateway to the justice system (police stations), at the core
of the criminal justice system (magistrates’ courts) and in the heart of the community. The focus on building capacity and developing skills within communities is achieved by training and empowering community members to support victims of crime effectively.

Needs-based services, which differ from community to community, allow for provincial and regional flavours. This approach takes into account the needs that exist, the resources that are available and allows for flexibility, all of which, ultimately, enhance service delivery. Annual work plans are reviewed, evaluated and adapted throughout the year to meet the needs and challenges with which we are faced.

NICRO has taken a strategic decision to focus its services in order to maximise impact. In the Community Victim Support Programme this has translated into a framework that specifically encourages the different provinces to elect specific geographical areas or communities within which to work. As a result we concentrate our efforts on the provision of more holistic services in specific communities, rather than spreading ourselves too thinly.

Each service deliverer elects to work in no more than two “priority” communities for a period of two to five years. These priority communities are identified through a variety of indicators, including high police statistics concerning crime and victimisation, the number of referrals received (which is indicative of the need for our services), and the nature of the resources at the community’s disposal. As such, rural and under-resourced areas form the primary focus of our intervention.

A new approach to domestic violence

If, for example, domestic violence is identified as an overriding problem in a particular community, we conduct a thorough needs analysis and vigorously investigate the nature and causes of the incidence of the domestic violence, both at a community and an individual level. Simultaneously, we would conduct an audit of the resources available to the community and acquaint ourselves with other organisations that are operative in the area. This includes studying their roles and strategies, as well as identifying any gaps in service delivery. If NICRO finds that a real need for intervention exists, we adopt an integrated and holistic approach, following which we develop and implement a very specific needs-based programme to address the problem at all levels. An important aspect of the programme focuses on partnership development.

A service package of this nature could include:

- direct support to victims: crisis intervention, counselling and debriefing sessions, and the running of support groups
- assisting victims in understanding court procedures; providing information, legal and other support during court hearings; facilitating access to justice and contributing to an effective, user-friendly justice system
- sensitising and training relevant service providers around issues concerning witnesses and victims of crime
- reducing secondary victimisation
- a wilderness therapy project
mobilising communities to support victims and participate in crime prevention initiatives in their communities

job creation programmes

the development of volunteer support teams

programmes for perpetrators of abuse

prevention programmes in schools

community outreach and educational programmes

Rural development strategy

Our work in rural areas has been particularly challenging and exciting during the year under review. Innovative and indigenous models of service delivery as well as interesting partnerships with traditional leaders have developed, especially around the issues of domestic violence and conflict resolution. Bridging Western and traditional practices has been an enlightening and fulfilling experience for staff and clients alike. Rural areas have been so marginalised that the lack of access to basic resources is clearly in evidence, and this makes our work all the more challenging. Our role in advocacy and lobbying in these communities has increased tremendously.

Innovations

The challenges of operating within marginalised, under-resourced rural areas have resulted in NICRO working towards the development of a very specific strategy for rural development. Similarly, HIV/AIDS work has been incorporated into our programmes. Service deliverers and volunteers have been trained in basic HIV/AIDS education and counselling, and their new skills are being integrated into our current services.

Direct service delivery now includes a ‘wilderness therapy’ programme for abused women, in addition to other alternative healing practices that have been added to our package of services for victims of crime.

The introduction of programmes aimed at perpetrators arose from the need to look at the issue of domestic violence in a more holistic manner. It has become evident that we can no longer focus singularly on victims of domestic violence and subsequent ‘curative’ services. We need to view the problem much more broadly, and introduce significant preventive measures. While victim support services will continue to be a crucial component of our programmes, we are intent on taking a more proactive approach aimed at reducing the incidence of domestic violence. NICRO teams in the Eastern Cape and Gauteng have already instituted programmes which work with perpetrators and indications are that these will meet with success. National training has been scheduled to commence in June 2001. Programmes will be rolled out to other provinces as of April 2002.

Partnerships

Partnerships with the Department of Social Development; the South African Police Services, the Department of Justice, and other NGOs and CBOs have been strengthened at various levels. Our focus is on developing and maintaining mutually beneficial, concrete, formal partnerships where accountability is acknowledged and respected at all times.
Volunteers

Over the last two years volunteers have become a valuable and indispensable resource. The CVS Programme has a large team of active volunteers involved in a range of programme components and who undertake of the work. A volunteer management policy has been developed and formalised. A national volunteer conference will be held in November 2001 to mark the United Nations International Year of the Volunteer. We will also celebrate the central and invaluable role that volunteers play throughout our organisation by hosting volunteer recognition events in each province and conferring Community Safety Awards for outstanding volunteer efforts within NICRO.

Monitoring and evaluation – an essential feature of all CVS services

Impact studies and evaluation processes have become a key feature of programme planning. We are firmly of the opinion that services should only be rendered if we are able to undertake a comprehensive evaluation of the impact projects and programmes have on our clients and the communities in which they live.

Making a national contribution

The CVS programme also contributes to and impacts significantly on national policy and legislation concerning victims of crime. We are currently working in partnership with other key role-players on the development of minimum standards and best practice guidelines for victim support, court-based services to victims and witnesses of crime as well as a rural and a partnership development strategy. Other issues on the table include the roll-out of a national shelter strategy, perpetrator programmes and consultation around volunteer management issues.

Statistics

- The CVS programme served 22 004 individuals, an 86.6% increase on last year, while 20 715 were reached through workshops during the 2000 – 2001 financial year.

Venessa Padayachee
National Programme Manager: Community Victim Support Services

Offender Reintegration Programme

One of the greatest challenges people who have broken the law face is becoming responsible and productive citizens. The offender reintegration programme was designed and implemented to support former offenders and their families.

The Offender Reintegration Programme (OR) comprises four components or projects:

- The Tough Enough Programme (TEP)
- The Creative Arts Competition
Are you tough enough?

In the past, hundreds of offenders came to NICRO after their release from prison, needing help to find a way of moving forward in the tough world of “the outside”. The Tough Enough Programme, implemented for the first time this year, grew from the challenge NICRO put to these offenders: “Are you tough enough to face the challenge of living a constructive life?”

This intensive intervention programme challenges offenders to take full responsibility for their actions, make amends and hold themselves accountable for their future and that of their families. It begins in prison during the last few months of a prisoner’s sentence, and continues during the crucial months while the ex-offender is reintegrated into society, thus providing support on both sides of the prison wall.

The programme, which engages a client for a minimum period of one year, comprises six phases, each consisting of different activities.

The first involves recruitment and assessment, when offenders volunteer to become part the programme and are individually assessed by a NICRO worker.

In Phase 2, group members set themselves individual challenges during a five-day workshop where “they look inside themselves to find solutions to their problems”. Participants are encouraged and supported to share their problems and come up with action plans to deal with those problems. Learning basic coping skills, participation in team building and trust building exercises, as well as group and individual counselling, form an important part of this phase.

Facing the challenge and planning how to implement decisions taken to meet these challenges takes place in Phase 3. During this phase the ex-offender decides how to control his/her individual problem; be it drug abuse, theft or aggressive behaviour. NICRO workers regularly meet with participants’ families and other community members, encouraging them to create an enabling environment which will support the offender and his/her successful reintegration.

Overcoming the challenge becomes most significant for offenders after their release, in Phase 4. Each former offender is assigned, or can appoint, a mentor to provide support after release: this could be a family member, police officer, magistrate, social worker or minister from the community in which he/she lives.

During Phase 5 former offenders accept full responsibility for staying out of prison. NICRO meets regularly with mentors and participants to ensure that the former offenders keep to their decision to refrain from committing crimes.

The final phase, Phase 6, involves tracking the progress of TEP participants and evaluating the impact of the programme.
The Tough Enough Programme teaches former offenders, many of whom are victims of circumstance, to be victors instead of victims. The secret of its success is that NICRO’s facilitators begin by assisting offenders to identify and accept the challenges they face. Programme participants are then supported every step of the way as they identify solutions, stick to them and, ultimately, beat the challenges.

The Programme was implemented in 30 prisons in eight provinces (with the exception of the Northern Province) by 25 NICRO workers. A total of 762 participants were reached during the 2000-2001 financial year.

**Creative Arts Competition**

The Creative Arts Awards for Prison Art, now in its 5th year, is run in close association with the Department of Correctional Services. This annual competition, open to all prisoners throughout South Africa, affords sentenced offenders the chance of unlocking their creativity and expressing themselves through art.

This year’s prize-winning entries were exhibited at NICRO’s annual gala event and awards ceremony, held on October 27, 2000 in Cape Town. The following first-prize category winners each received a cash award of R1 000:

- **Richard Booi**, Brandvlei Medium A Prison (recycling)
- **Christopher Malgas**, Pollsmoor Prison (needlework)
- **Henry Marais**, Malmesbury Prison (fabric painting)
- **R Erusmus**, Kimberley Prison (matchstick construction)
- **J Malinga**, Upington Prison (woodcraft)
- **R Mosenthal**, Kuruman Prison (painting)
- **Xolelani Makeleni**, Middeldrift Prison (leatherwork)
- **S Fumbani**, Middeldrift Prison (poetry and prose)

**Working for Water Project**

The NICRO / Working for Water Offender Reintegration Project provides former offenders with short-term employment, as well as the opportunity of acquiring skills to enhance their chances of securing long-term employment.

The Working for Water Project started in 1998 when the Department of Social Development, NICRO and the Department of Water Affairs and Forestry (DWAF) collaboratively embarked on an offender reintegration initiative. The Project became a reality following an injection of R3 million by the Department of Social Development from its Poverty Eradication Programme funding, for which we are deeply grateful.

The Project has already been implemented in six provinces: the Western Cape, Northern Cape, Eastern Cape, KwaZulu Natal, Mpumalanga and Gauteng. Implementation was staggered with some provinces introducing the Project as early as June 1999, while others started in January 2000.

During the year under review 491 people successfully participated in the programme. We are pleased to report that there were relatively few dropouts.
(Those individuals who did not complete the programme were not included in the figure stated previously).

**The Esther Lategan Study Fund**

The Offender Reintegration Programme offers offenders the opportunity of studying with assistance from the Esther Lategan Study Fund while serving their prison term. (The study fund was re-named the Esther Lategan Fund in honour of Dr E. Lategan who founded the programme whilst serving as NICRO’s Executive Director). Prisoners can acquire or improve their academic qualifications, thus enhancing their chances of obtaining employment and improving their socio-economic status following release.

The study fund also provides bursaries for the children and dependents of imprisoned offenders, enabling them to continue their education while their caregiver is in prison.

**Statistics**

- 5 798 individuals benefitted from NICRO’s Offender Reintegration services and an additional 10 675 were reached through workshops during the year under review.
- 114 prisoners and 103 children of prisoners were awarded study bursaries.

**Khanyisile Mpuang**  
National Programme Manager: Offender Reintegration

**Economic Opportunities Programme**

The Economic Opportunities Programme (EOP) is geared towards training and developing former offenders, victims of crime, youth at risk and other marginalised, vulnerable individuals, equipping them with the necessary entrepreneurial skills and tools to start their own businesses. By stimulating and supporting the development of small businesses and job creation within the informal sector NICRO makes a significant contribution towards promoting the self-sufficiency and economic independence of its EOP clients.

Twenty one Service Points throughout South Africa’s nine provinces offer business skills training (Start and Improve Your Business courses), follow-up and support, business linkage opportunities and financial support services.

**Evaluation of services**

The challenges we have come to face resulted in our taking constructive action: an analytical and thorough review of our implementation framework, strategies and activities.

Independent Development Studies (IDS) was contracted to undertake an evaluation study, which formed part of the review process. The report, released in November 2000, highlighted a number of critical challenges facing EOP. The majority of these challenges concern planning for and internal
implementation of the project. Support services were also found to be in need of development. Findings further indicated that the majority of newly created businesses showed an average monthly profit of below R2 000.

An interesting fact which emerged from the study was that most clients succeeded in increasing their personal income by between R1 000 and R4 000 over a 12 to 18 month period, after completing NICRO's business training and making use of programme support services. Pre-intervention analysis showed that clients realised a personal income of less than R1 000 over a 12 to 18 month period prior to their participation in EOP.

**National development workshop and staff training**

Immediately following the release of IDS's evaluation report 25 EOP staff and two NICRO Enterprise Finance (NEF) Loan Portfolio Officers attended a national development workshop. The primary objective was to study the documentation carefully, analyse the findings and develop a plan of action to enhance service delivery.

We identified the development of the Economic Opportunities Programme as a priority. EOP project managers and business development officers responded very positively to changes which will be systematically implemented to enhance impact-oriented service delivery and outputs. These will include:

- **Staff training and development**
- **More careful and pragmatic planning** (We will, for example, readjust our targets to ensure that these are realistic and focus on quality, rather than quantity. We believe that providing a more effective, quality service to fewer clients is more important than reaching unrealistically large numbers).
- **Adopt a more stringent application of selection tools and a more effective analysis of the training needs of prospective participants**
- **Enhance our recordkeeping and monitoring systems and procedures**
- **Improve our methods of evaluating the impact of the programme.** (This will include, among others, the development of more pertinent measurement tools and indicators).

The development workshop also included a two-day business counselling programme facilitated by the Business Skills South Africa Foundation. EOP's Business Development Officers were afforded the opportunity of honing their skills and strengthening their capacity to provide effective, proficient support and counselling services to our clients.

**National Business Awards 2000**

The annual NICRO Business Awards ceremony took place in Cape Town in October 2000. We proudly present our National Business Awards to three successful entrepreneurs, all of whom were women, in honour of their outstanding achievements in growing their businesses. We hope to secure a long-term sponsor for this auspicious event.
The three winners in the October 2000 awards were from Eastern Cape, Western Cape and Mpumalanga:

?? **Nyameka Catherine Kwanini** started the Impression Florist in the Eastern Cape in 1998 and took home the 1st prize. Nyameka (who began arranging flowers for churches and weddings at the age of 15), her two full-time and six part-time employees create floral arrangements for all occasions. This successful business endeavour also includes a hiring supply service, offering cutlery and crockery. Nyameka says: "My aim in business is to alleviate poverty by creating jobs and teaching people skills so that they can be self-sufficient."

?? The winner of the 2nd prize, **Elizabeth Bulunga**, has been in business since 1997 when she started the Mlamu Store in Mpumalanga. Elizabeth provides full-time employment for four staff members. Her cafe sells groceries, as well as fish and chips.

?? **Grace Tukela** from the Western Cape has been manufacturing jerseys and other woollen garments since 1999. Her business, Nobantu Knitwear, already has four part-time employees. Grace was the winner of the 3rd prize.

**Statistics**

?? 6 744 clients were served and an additional 6 533 reached through workshops during the year under review

?? 60 - 65% of participants successfully start their own micro enterprises or significantly improved their businesses within four months of receiving training

?? More than 70% of project beneficiaries have succeeded in securing a regular income; most have achieved an increase in personal income

?? More than 2 700 jobs have already been created since the inception of EOP

?? Approximately 60% of our clients are women

?? NICRO Enterprise Finance (NEF), formed in 1997 as a Section 21 company, provided micro loans to 485 clients who completed training programmes in 2000 – 2001. A repayment rate of 76% is currently achieved.

William Ramphele  
National Programme Manager: Economic Opportunities Programme

Client Statistics
Accolades Given

**NICRO Community Safety Awards 2000**

The NICRO Whistle Awards for Community Safety highlight the impact citizens can have on nation building and safety in our country.

**Offender Reintegration**: The Khulisa Programme

The Johannesburg-based Khulisa Programme is run by 18 former offenders who present stories about their criminal background, highlighting the choices they made in order to turn their backs on crime. This award-winning Programme contributes effectively to crime prevention by dissuading people from becoming involved in criminal activities. Simultaneously, these former offenders serve as positive role models for those already in conflict with the law by illustrating that there are alternatives to crime and violence.

**Victim Empowerment**: Kabega Park Community Care Centre
At the Kabega Park Community Care Centre in Port Elizabeth volunteers accompany police to crime scenes to offer immediate support to victims of crime and violence. These volunteers, ordinary members of the community, also accompany victims to court and visit them at home. The Centre is open 24 hours a day, seven days a week, assisting and supporting victims around the clock.

?? **Youth Development:** Sergeant Glory Majaki, Northern Cape & Ons Plek Projects, shelters for female street children, Cape Town.

Sergeant Glory Majaki's many and varied innovative projects include the "Pocket Book System" and the "Protect the Youth" Project. Student participants police themselves: they keep a pocket book to monitor disturbances in their schools and report back on incidents of concern.

Ons Plek Projects run a 24-hour early intervention programme. They reunite the girls with their families, where possible, and support this effort with family preservation programmes. Ons Plek is run by a small core of extremely dedicated staff and volunteers who often find themselves in personal danger during the course of their duties.

**NICRO National Business Awards 2000** *(Please refer to the Economic Opportunities Programme report in the body of this annual report for more details)*

?? 1st prize: Nyameka Catherine Kwanini - Impression Florist, Eastern Cape
?? 2nd prize: Elizabeth Bulunga - Mlamu Store, Mpumalanga
?? 3rd prize: Grace Tukela - Nobantu Knitwear, Western Cape

**Creative Arts Awards for Prison Art Winners** *(Please refer to the Offender Reintegration Programme report in the body of this annual report for more details)*

?? Richard Booi
?? Christopher Malgas
?? Henry Marais
?? R. Erusmus
?? J. Malinga
?? R. Mosenthal
?? Xolelani Makeleni
?? S. Fumbani

**Juta-NICRO Write for a Safer South Africa Competition** *(Please refer to the Diversion Programme report in the body of this annual report for more details)*

?? Thabisa Gweba

**NICRO Finances**

NICRO’s financial support base is made up of the following:

?? approximately 50% from South Africa (Trusts, Foundations, Corporates and Individuals)
?? 30% government subsidy
?? 14% international funding and
Audited financial statements are available on request from NICRO National Office and our provincial offices.