



PROJECT CONCEPT PAPER

PRISONERS' SKILLS FOR EMPOWERMENT AND DIGNITY INITIATIVE (PRIDES)

Submitted by:

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Project Title: Prisoners' Skills for Empowerment and Dignity Initiative (PRIDES)

Project Duration: 12 Months

Total Project Cost: EUR 20,371

Project Theme: *Prisoner Rehabilitation, Vocational Skills Development, Economic Empowerment, Human*

Dignity and Reintegration

Project Motto:

“Skills for Dignity, Hope for Life, Opportunity after Prison.”

1. EXECUTIVE SUMMARY

The Centre for Hope and Life In and After Prison Initiatives – Uganda (CHALAPI-UG) proposes the **Prisoners' Skills for Empowerment and Dignity Initiative (PRIDES)**, a 12-month rehabilitation and reintegration programme designed to equip prisoners and people transitioning from prison with practical, market-oriented vocational, entrepreneurial and life skills that will enable them to rebuild dignified, economically productive and socially responsible lives.

CHALAPI-UG seeks **EUR 20,371** to implement the initiative, directly benefiting **160 participants comprising 120 prisoners and 40 recently released or transitioning persons**. Priority will be accorded to women, young people, persons with disabilities, prisoners approaching release, and other individuals considered particularly vulnerable to economic and social exclusion after imprisonment.

PRIDES adopts an integrated **Skills–Practice–Enterprise–Market–Reintegration Model**. Rather than treating vocational training as an end in itself, the project will connect skills development to entrepreneurship, supervised production, financial literacy, employment and market linkages, mentorship, family and community reintegration, and post-release livelihood opportunities.

Depending on local market demand, institutional facilities and applicable prison regulations, vocational training will cover areas such as **tailoring and garment making, soap and household-product production, carpentry and joinery, welding and metal fabrication, agriculture and agro-enterprise, and crafts and creative enterprises**.

All participants will also receive relevant entrepreneurship, financial literacy, and life-skills training, including business planning, costing and pricing, savings, record keeping, marketing, customer care, digital literacy, communication, conflict resolution, responsible citizenship, and preparation for community reintegration.

CHALAPI-UG will work collaboratively with the Uganda Prisons Service, vocational training institutions, local government authorities, employers, artisans, community leaders, private-sector actors and other rehabilitation and reintegration stakeholders.

Through this integrated approach, PRIDES seeks to transform imprisonment into an opportunity for **rehabilitation, skills development, personal growth and preparation for a productive life after prison.**

2. BACKGROUND AND JUSTIFICATION

Correctional institutions have an important role not only in maintaining public safety but also in rehabilitating offenders and preparing them for constructive participation in society.

However, many people leaving prison face significant economic and social barriers. These include limited employable skills, inadequate access to productive assets and start-up capital, weak employment networks, social stigma, disrupted family relationships and limited opportunities for sustainable livelihoods.

Without practical skills and viable economic opportunities, formerly incarcerated persons may struggle to meet their basic needs and rebuild their lives. Economic exclusion can consequently increase vulnerability to poverty, exploitation, social isolation and re-offending.

The Uganda Prisons Service recognises vocational and practical skills development as an important component of prisoner rehabilitation and reintegration. Existing programmes provide prisoners with training in areas such as carpentry and joinery, tailoring, agriculture, crafts, soap making and other productive skills.

International correctional and rehabilitation practice similarly emphasises connecting vocational training to recognised competencies, employment opportunities, entrepreneurship, and effective reintegration.

PRIDES therefore seeks to complement existing rehabilitation initiatives by strengthening the transition from **skills acquisition to productive livelihoods and successful community reintegration.**

3. PROBLEM STATEMENT

Prisoners and people returning from prison frequently experience interconnected economic, social and institutional challenges that undermine successful reintegration. Key challenges include:

- Limited access to market-oriented vocational and technical skills;
- Inadequate entrepreneurship and financial-management knowledge;
- Limited opportunities to practice newly acquired skills;
- Difficulty accessing productive tools, start-up resources and other livelihood assets;
- Stigma and discrimination associated with imprisonment;
- Weak family and community support for some returning prisoners;
- Limited linkages between trained prisoners, employers, artisans and markets;
- Inadequate preparation for transition from prison to community life;
- Limited livelihood opportunities for vulnerable ex-prisoners; and
- The risk that unemployment and economic exclusion undermine rehabilitation and increase vulnerability to re-offending.

PRIDES will address these interconnected challenges through an integrated **Skills–Practice–Enterprise–Market–Reintegration Model**, ensuring that vocational training is directly linked to economic empowerment and successful reintegration.

4. OVERALL GOAL

To contribute to the rehabilitation, dignity, economic empowerment and successful reintegration of prisoners and people returning from prison through market-oriented vocational, entrepreneurial and life-skills development.

5. SPECIFIC OBJECTIVES

PRIDES will pursue the following objectives:

1. To provide market-oriented vocational and practical skills training to 120 prisoners during the 12-month project period.
2. To equip 160 participants, comprising prisoners and selected transitioning/released persons, with entrepreneurship, financial literacy, life skills and basic business-management competencies.
3. To support at least 40 transitioning and recently released participants with individualised reintegration, mentorship and livelihood planning.

4. To strengthen linkages between trained beneficiaries, employers, artisans, markets, community structures and vocational-service providers.
5. To strengthen CHALAPI-UG's institutional capacity to design, implement, monitor and document evidence-based prisoner rehabilitation and post-release economic-empowerment interventions.

6. TARGET BENEFICIARIES

6.1 Direct Beneficiaries

The project will directly benefit **160 participants**, comprising:

- **120 prisoners** receiving vocational and entrepreneurship training; and
- **40 recently released or transitioning persons** receiving entrepreneurship, livelihood, mentorship and reintegration support.

Priority will be given to:

- Women prisoners;
- Young prisoners and young adults;
- Persons approaching release;
- Persons with disabilities;
- Vulnerable formerly incarcerated persons; and
- Prisoners with limited viable livelihood opportunities after release.

6.2 Indirect Beneficiaries

Approximately **600 family and community members** are expected to benefit indirectly through improved household livelihood opportunities, strengthened family relationships, reduced stigma and more successful community reintegration.

7. PROPOSED VOCATIONAL SKILLS

Training programmes will be adapted to local market demand, beneficiary interests, available facilities and prison regulations.

7.1 Tailoring and Garment Making

- Basic sewing;
- Garment production;
- Repair and alteration;
- Product costing; and
- Entrepreneurship and marketing.

7.2 Soap and Household-Product Production

- Liquid soap production;
- Bar soap production, where facilities permit;

- Detergents and related products;
- Packaging; and
- Product marketing.

7.3 Carpentry and Joinery

- Basic furniture production;
- Wooden furniture repair;
- Measurement and costing; and
- Market-oriented production.

7.4 Welding and Metal Fabrication

- Basic fabrication;
- Metal repairs;
- Production of small metal products; and
- Occupational health and safety.

7.5 Agriculture and Agro-Enterprise

- Vegetable production;
- Poultry keeping;
- Agribusiness planning;
- Basic value addition; and
- Agricultural marketing.

7.6 Crafts and Creative Enterprises

- Handcraft production;
- Reusable products;
- Product finishing;
- Packaging; and
- Market development.

8. ENTREPRENEURSHIP, FINANCIAL LITERACY AND LIFE SKILLS

Participants will receive complementary training in:

- Business-opportunity identification;
- Financial literacy;
- Savings and budgeting;
- Small-business management;

- Record-keeping;
- Product costing and pricing;
- Customer care;
- Marketing;
- Digital literacy;
- Communication and teamwork;
- Conflict resolution;
- Responsible citizenship;
- Goal setting;
- Preparation for release;
- Family and community reintegration; and
- Personal livelihood planning.

9. PROJECT COMPONENTS

#	Component Title	Key Activities / Intervention Areas	Key Output / Expected Result
1	Inception, Assessment and Beneficiary Selection	Stakeholder consultations; institutional assessments; skills and market-demand assessments; beneficiary profiling; baseline data collection; and identification of appropriate vocational training areas.	Project inception report, baseline assessment and implementation framework developed to guide project delivery.
2	Vocational Skills Development	Practical, competency-based vocational training based on a learning-by-doing approach. Where permitted, training will include producing usable, marketable products.	120 prisoners complete selected vocational skills training and acquire practical, market-relevant competencies.
3	Entrepreneurship and Financial Literacy	Training in business-idea development, market research, business planning, costing and pricing, savings, profit calculation, record keeping, customer care and enterprise sustainability.	160 participants equipped with practical entrepreneurship, business-management and financial-literacy competencies.
4	Production Practice and Enterprise Development	Supervised production activities to help participants translate vocational competencies into products and potential livelihood opportunities. The enterprise pathway will be: Skill → Product → Quality → Market → Income.	Participants understand and demonstrate how acquired vocational skills can be converted into viable products, enterprises and sustainable income opportunities.
5	Reintegration and Transition Support	Individual reintegration planning; family dialogue and counselling; community referrals; mentorship; employment and apprenticeship referrals; enterprise planning; follow-up support; and linkages to existing livelihood opportunities.	Selected participants approaching release and recently released persons supported to transition into productive, sustainable and socially integrated lives after prison.
6	Employer and Market Linkages	Establish and strengthen partnerships with local businesses and artisans, employers, vocational institutions, cooperatives, CBOs, potential buyers and private-sector partners.	Functional partnerships and referral pathways established for employment, apprenticeships, self-employment, enterprise development and access to product markets.
7	Community Engagement and Anti-Stigma Advocacy	Community sensitisation and advocacy promoting human dignity, non-discrimination, responsible citizenship, family acceptance, employment opportunities and peaceful community reintegration.	Improved community acceptance and reduced stigma towards persons who have completed their sentences, supporting their social and economic reintegration.

10. EXPECTED RESULTS

By the end of the 12-month project:

1. **120 prisoners** will have completed market-oriented vocational training;
2. **160 participants** will have completed entrepreneurship and financial-literacy training;
3. At least **100 participants** will demonstrate improved practical vocational competencies;
4. At least **40 transitioning/released persons** will have individualised livelihood and reintegration plans;
5. At least **30 participants** will be linked to employment, apprenticeship, enterprise or other livelihood opportunities;
6. At least **80 beneficiaries** will receive structured mentorship and follow-up support;
7. At least **20 employers, artisans, community organizations or livelihood actors** will be actively engaged;
8. At least **six community stakeholder dialogues** will be conducted;
9. Participating institutions will have stronger linkages with external vocational and livelihood actors; and
10. CHALAPI-UG will generate documented evidence and lessons to inform future prisoner rehabilitation and economic-empowerment program

11. KEY PERFORMANCE INDICATORS

#	Result Area	Key Indicator	Target
1	Vocational training	Prisoners completing vocational training	120
2	Entrepreneurship	Participants completing entrepreneurship and financial-literacy training	160
3	Skills competency	Participants demonstrating improved practical skills	100
4	Reintegration	Transitioning/released participants with individual reintegration plans	40
5	Employment/enterprise	Participants linked to livelihood opportunities	30
6	Mentorship	Beneficiaries receiving structured follow-up support	80
7	Stakeholder engagement	Employers/community/livelihood actors engaged	20
8	Community awareness	Community stakeholder dialogues conducted	6
9	Project learning	Monitoring and learning reports produced	4 quarterly reports

12. IMPLEMENTATION APPROACH AND WORK PLAN

Implementation Period	Phase / Activity Area	Key Activities
Months 1–2	Inception, Assessment & Beneficiary Selection	- Project inception; stakeholder engagement and consultations; baseline assessment; institutional assessment; skills and market-demand assessment; beneficiary profiling and selection; and confirmation of appropriate training areas.
Months 2–8	Vocational & Entrepreneurship Training	- Delivery of competency-based vocational skills training alongside entrepreneurship, business-management and financial-literacy training.
Months 3–9	Production Practice & Enterprise Development	- Practical production activities; learning-by-doing exercises; product development; quality improvement; enterprise-development exercises; and competency assessment.
Months 5–12	Market Linkages & Reintegration Preparation	- Engagement with employers, artisans, businesses and potential markets; reintegration planning; mentorship; family/community engagement; and community dialogue.
Months 7–12	Post-Release & Livelihood Support	- Post-release follow-up; employment and apprenticeship referrals; enterprise-development support; mentorship; and linkage to available livelihood and economic opportunities.
Months 1–12	Monitoring, Safeguarding & Learning	- Routine project monitoring; safeguarding; stakeholder coordination; documentation of progress; adaptive management; learning and continuous quality improvement.
Month 12	End-Line Evaluation & Reporting	- End-line assessment; final project evaluation; documentation of lessons learned, achievements and challenges; sustainability assessment; and preparation of the final project report.

12. PROPOSED PROJECT BUDGET

#	Budget Item	Amount (EUR)
1	Project inception, baseline and needs assessment	1,250
2	Vocational training materials, equipment and tools	7,200
3	Trainers, assessors and technical facilitation	2,400
4	Entrepreneurship, financial literacy and life-skills training	1,500
5	Reintegration, mentorship and post-release support	1,600
6	Employer, market and stakeholder engagement	900
7	Community sensitisation and anti-stigma activities	800
8	Monitoring, evaluation, accountability and learning	1,300
9	Project coordination and administration	1,421
	Total Project Cost	20,371

The budget prioritizes **direct programme delivery**, particularly vocational training materials, productive equipment, technical trainers and reintegration support, while maintaining modest administrative costs.

14. VALUE FOR MONEY

PRIDES will apply the principles of **Economy, Efficiency, Effectiveness, Equity and Sustainability**.

Economy: Procurement will prioritise competitive quotations, appropriate quality and locally available materials.

Efficiency: Existing prison facilities, community structures and partnerships will be utilised wherever possible to minimise unnecessary expenditure.

Effectiveness: Training will emphasize practical, competency-based and market-relevant skills rather than classroom instruction alone.

Equity: Priority will be given to participants facing greater barriers to successful reintegration, including women, young people and persons with disabilities.

Sustainability: Participants will acquire transferable skills in enterprise development, savings, costing, marketing and business management that remain useful beyond the project period.

15. SUSTAINABILITY STRATEGY

PRIDES is designed to generate benefits beyond the donor-funded implementation period.

Transferable skills: Vocational and entrepreneurship competencies acquired by participants will remain productive assets after release.

Productive equipment: Subject to donor and Uganda Prisons Service policies, selected equipment will remain available for subsequent training and production activities.

Trainer capacity: Engagement of local trainers and institutions will strengthen local knowledge and capacity that can support future cohorts.

Market partnerships: Relationships established with employers, artisans, buyers and vocational institutions will provide continuing pathways to employment, apprenticeship and enterprise.

Enterprise development: Beneficiaries will be encouraged to adopt savings practices and establish sustainable micro and small enterprises.

Community ownership: Families, employers, community leaders and other local stakeholders will participate in reintegration processes, strengthening community acceptance and sustainability.

16. SAFEGUARDING AND ETHICAL PRINCIPLES

PRIDES will be implemented according to the principles of:

- Human dignity;
- Do No Harm;
- Non-discrimination;
- Confidentiality;
- Informed participation;
- Protection from exploitation and abuse;
- Gender sensitivity;
- Disability inclusion;
- Child safeguarding, where applicable; and
- Respect for prison regulations and security procedures.

CHALAPI-UG will obtain all required permissions and authorizations before accessing correctional facilities or engaging directly with prisoners.

17. MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING

PRIDES will establish a practical results-based Monitoring, Evaluation, Accountability and Learning (MEAL) system.

Baseline Assessment

The baseline will establish participants' existing vocational skills, entrepreneurship knowledge, livelihood circumstances and reintegration needs.

Routine Monitoring

CHALAPI-UG will routinely monitor:

- Attendance and participation;
- Training completion;
- Skills acquisition;
- Training quality;
- Production activities;
- Entrepreneurship and financial-literacy competencies;
- Reintegration progress; and
- Employment and enterprise linkages.

Quarterly Performance Reviews

Quarterly reviews will assess implementation progress against agreed targets, identify challenges and enable timely corrective action.

End-Line Assessment

At project completion, CHALAPI-UG will assess:

- Skills acquired;
- Participant confidence and preparedness;
- Entrepreneurship knowledge;
- Employment and enterprise linkages;
- Reintegration outcomes;
- Lessons learned; and
- Sustainability prospects.

18. RISK MANAGEMENT

Risk	Mitigation Measure
Restrictions on prison access	- Early stakeholder engagement and formal authorization
Transfer of participating prisoners	- Maintain flexible beneficiary records and appropriate replacement arrangements.
Security concerns	- Full compliance with Uganda Prisons Service security procedures
Limited post-release employment opportunities	- Strengthen employer, artisan, market and enterprise linkages.
Stigma and discrimination	- Community sensitisation, family dialogue and employer engagement
Damage to training equipment	- Proper training, maintenance procedures and accountability systems
Market fluctuations	- Diversification of products and periodic market assessment
Participant dropout	- Appropriate beneficiary profiling, mentorship and follow-up
Limited donor resources	- Prioritise high-impact activities and leverage strategic partnerships

19. THEORY OF CHANGE

If prisoners and people transitioning from prison receive practical, market-relevant vocational skills, entrepreneurship and financial-literacy knowledge, life skills, mentorship and effective linkages to employment and enterprise opportunities; **then** they will have greater capacity to generate sustainable livelihoods, regain dignity, rebuild family and community relationships and participate positively in society; **because** combining practical skills with economic opportunities and sustained social support addresses both the livelihood and social reintegration barriers commonly experienced after imprisonment.

PRIDES therefore expects to contribute to **improved rehabilitation, greater economic self-reliance, successful community reintegration and reduced vulnerability to re-offending.**

20. ALIGNMENT WITH THE SUSTAINABLE DEVELOPMENT GOALS

SDG	Goal	PRIDES Contribution / Alignment
SDG 1	No Poverty	- Improves sustainable livelihoods by equipping prisoners and formerly incarcerated persons with marketable skills, entrepreneurship competencies and opportunities for income generation and self-employment.
SDG 4	Quality Education	- Provides inclusive, practical and competency-based vocational education, entrepreneurship, financial literacy and life skills that enhance employability and lifelong learning.
SDG 5	Gender Equality	- Promotes equitable access to project interventions, with particular attention to vulnerable women and gender-responsive approaches to vocational training, enterprise development and reintegration.
SDG 8	Decent Work and Economic Growth	- Strengthens employability, entrepreneurship, apprenticeship opportunities and productive economic participation through vocational skills, enterprise development and employer linkages.
SDG 10	Reduced Inequalities	- Supports economically and socially marginalised persons by addressing barriers to skills development, employment, livelihoods and successful community reintegration.
SDG 16	Peace, Justice and Strong Institutions	- Supports rehabilitation, human dignity, responsible citizenship and successful reintegration, while strengthening correctional approaches that promote social inclusion and reduce the risk of reoffending.
SDG 17	Partnerships for the Goals	- Strengthens collaboration among correctional institutions, government agencies, private-sector actors, employers, vocational institutions, community organizations and civil society to support sustainable rehabilitation and reintegration outcomes.

31st Aug 2026

RE: FUNDING REQUEST

CHALAPI-UG respectfully requests EUR 20,371 from prospective development partners to implement the Prisoners' Skills for Empowerment and Dignity Initiative (PRIDES) over a period of 12 months.

This investment will help transform time in prison into an opportunity for constructive skills development, rehabilitation, personal growth and preparation for responsible and economically productive community life.

PRIDES provides development partners with a practical opportunity to invest simultaneously in **human dignity, employability, rehabilitation, economic empowerment, social reintegration and safer communities.**

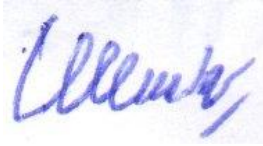
The initiative recognises that rehabilitation does not end at the prison gate. A person may acquire valuable vocational skills while incarcerated but still encounter significant barriers after release if economic opportunities, social acceptance, productive assets and continued support are unavailable.

For this reason, CHALAPI-UG proposes an integrated model connecting **vocational skills, entrepreneurship, supervised production, financial literacy, mentorship, employment and enterprise linkages, family engagement and community reintegration.**

The requested investment of **EUR 20,371** will directly benefit **160 participants** while generating wider benefits for approximately **600 family and community members.** CHALAPI-UG therefore welcomes partnership and financial support towards demonstrating that rehabilitation and reintegration can provide a sustainable pathway

from imprisonment to **skills, dignity, economic self-reliance and productive citizenship.**

Yours faithfully,



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