2017 Annual Report
Helping Others Find Their Place
The Market Project :: Mission

The Market Project’s mission is to create thriving businesses that offer stable jobs and dependable income for survivors of trauma, exploitation and trafficking, focusing on products and services that emphasize hands-on engagement and dignity-affirming work.

These businesses have a quadruple bottom line.

The Market Project focuses on building businesses that offer products and services with a compelling market potential, independent of the backstory of those who deliver them. We do the hard work of market identification, product development, capital investment, job skills training, and trauma-informed management.
Business Creation

Uganda :: Producing yogurt and building community

*Stable jobs provided by The Market Project’s Nguvu Dairy are helping transform lives once debilitated by trauma and war.*

Northern Uganda’s 20-year war with the Lord’s Resistance Army ended in 2006, but the country’s people still have open emotional, physical and spiritual wounds. Every family feels the impact of complex trauma. More than 100,000 died. Over 30,000 children were abducted. Boys and girls, denied their childhood, were forced to commit crimes against their own families and suffered unspeakable abuse and exploitation.

Now, conflicts in neighboring South Sudan and Congo have brought to Uganda more than one million refugees. They are also impacted by trauma.

The north is the poorest region, with poverty levels double the national average. Almost 30% of households don’t know where their food will come from, and chronic undernutrition is at critical levels for children.

**But, there is reason for hope.**

Healing of these deep wounds is possible. *The Market Project established Nguvu Dairy to provide healing jobs to trauma survivors.* There is a market for nutritious yogurt sold at an affordable price.
The Market Project trains Nguvu Dairy supervisors to support and encourage employees as they develop different job skills and learn how to be part of a healthy work community. As the business expands in 2018, the new team leaders will benefit from the months of training in being trauma-informed.

**Nguvu is helping break the cycle of generational trauma.** Denis joined the sales team at the dairy. A young widower, his wife died in childbirth. He was eager to pay the remainder of the “bride price” to the parents of his late wife, as they were denying him access to his own child.

**Nguvu makes that possible.**
NGUVU DAIRY 2017 HIGHLIGHTS

• With capital raised by The Market Project, Nguvu Dairy opened its production center in the northern Ugandan town of Gulu.

• Increased our bicycle-riding sales force. Sales reps deliver yogurt directly to homes, schools, and workplaces.

• Began design and transition to solar power for pasteurization of milk.

• Created 29 steady jobs that pay 1.5 times the national average salary.

• Partnered with Child Voice International to employ 9 women survivors of Uganda’s war with the Lord’s Resistance Army.

Nguvu Dairy, in 2018, will begin a major expansion. Over the next 18 months, the dairy will build production and distribution centers in other “frontier towns” in northern Uganda. More than 170 new jobs will be created.
Gloria’s story

Gloria is a survivor of the Lord’s Resistance Army’s brutal tactics. When she was finally able to escape and return to her village, she faced a different kind of struggle. No one would trust or even associate with a person who was forced to be a part of the rebel group. She married, but she and her husband were on the vulnerable fringe of their community with no job, no home, and no means to educate her children.

Trauma survivors like this – often deemed un-hirable – are the kind of employee Nguvu Dairy looks for and values.

“My boss] was friendly and taught us in a simple way,” she said. “He kept encouraging us, urging us to ask questions about the work. Nguvu Dairy has changed my life.

“His actions have taught me how a boss should talk to workers and how to be hard working.”

Within a few months of working at Nguvu, Gloria began to contribute to the local economy and no longer relied on subsistence farming. Her children are now in school, and she is able to support her disabled mother.
Ukraine :: Engaging people hidden on the fringe

The Market Project looks for people hidden on the fringe, those most vulnerable to abuse, forced labor, forced sex, and in some places, forced organ donation. In Ukraine, people with disabilities are pushed to the margins.

Often these children are placed in orphanages because their families are unable to care for their needs. When they “age out” the youth are transferred directly into retirement homes. They are effectively institutionalized their entire lives.

In these institutions, they are especially vulnerable to trafficking. Vulnerable people like this – who many say have no useful role in society – are the kind of people The Market Project values. We believe they can help their families and contribute to their communities.

“Because there are minimal supports for adults with disabilities in Ukrainian society, it is assumed that children with disabilities will remain in institutional care for a lifetime. It can be difficult to motivate children with disabilities or their caregivers to develop independent living skills when children will never have a chance to use these skills.”

No Way Home, Disability Rights International (DRI)

Partnering with The Elisha Foundation in Chernihiv north of Kiev, The Market Project researched possible new businesses. Through these businesses, people with disabilities will receive job-specific training to work in an emotionally safe and physically accessible environment. Having a job will transform these men and women from a life of dependency to a life of agency.
Results :: dignity, hope and healing in the lives of those impacted by disability

What are the results we expect from this business? A stable job in a supportive work environment offers people impacted by disability the chance to leave government-run institutions and help support themselves.

In 2017, we started market research, tested potential products, and completed a business plan for the launch of a food business. We also repaired the house and workshop on a property. Our care partner, The Elisha Foundation, is opening a vocational rehabilitation and recreation facility in the city center and will train potential employees, getting them job-ready.

We are currently raising start-up capital and are advertising to hire a Business Facilitator to launch the business.

To learn more about the lives of people with disabilities in Ukraine, please go to our website: marketproject.org/ukraine.
Myanmar :: Looking for opportunities

The Market Project is exploring the creation of viable businesses in Myanmar that would provide stable employment in a supportive work environment for men and women survivors of human trafficking.

The forced exploitation of men and women who are trafficked for labor and sex is a terrible problem in this southeast Asia nation. The military routinely coerces young men, women and children, to act as modern-day slaves, forcing them to cook, clean, carry loads, and build infrastructure projects, particularly in ethnic conflict areas. Children are deployed to frontlines as combatants by both the military and ethnic armed groups. Many of the 700,000 Rohingya forced to flee to Bangladesh have been raped by Burmese troops, trafficked into the sex trade in India, or forced to work in jade mines and other industries.

We conducted initial market research and identified several business ideas for testing in the capital city, Yangon. The business concepts are centered around automobile services and repair. The jobs created would be culturally appropriate for both men and women, and the businesses have the potential to be replicated in other cities.

The Market Project has contact with several organizations in Myanmar that work with trauma survivors. These relationships are important for identifying potential employees.
Engaging Our Partners

Cooperative relationships are vital to The Market Project’s mission and work. We rely on care organizations to identify men and women survivors who are ready to be employed in a trauma-informed workplace.

In Uganda, The Market Project expanded its cooperation with Child Voice International (CVI), an organization supporting former child soldiers, war-affected women, and refugees from Sudan. CVI grads successfully work in Nguvu Dairy and are some of the best sales people.

We are developing new relationships with other care organizations in Uganda to provide trauma training and job candidates as Nguvu expands to more cities and frontier towns.

The Market Project began working with a Researcher and Data Analyst experienced in Uganda to conduct research that will measure the impact of a healing job. **A three-year longitudinal study will track Nguvu Dairy employees to quantify the economic, social and psychological impact of their employment.**

In Ukraine, The Market Project continued its work with The Elisha Foundation that is training people with disabilities to become “job-ready” and to be employed for the first time in their lives. A business student from The Master’s University also conducted market research and product testing that will permit us to complete a business plan for the new food business that is envisioned.
In our third year of operation, we are beginning to see the impact of The Market Project’s efforts. Our theory of change is that trauma survivors can advance their healing journey through safe, dignity-affirming work in a market-based business.

Already the impact of our business in Uganda at Nguvu Dairy is proving to be substantial. With entry-level staff earning more than 1.5 times the average Ugandan income, these 29 jobs are enabling Nguvu staff to provide for family members in exciting new ways. The yogurt produced and sold supports 390 family members, boosts the income of ten farmers who sell milk to the dairy, and improves the nutrition of an estimated 2,000 consumers per month.
Work Promotes Healing

BREAKING THE CYCLE OF VIOLENCE AND INJUSTICE

Trafficking and trauma survivors have had to adapt in order to get through their harrowing experiences. They have developed strength and resilience, but they are also likely to view the world as unsafe and see people as untrustworthy.

Survivors tend to be constantly on-guard, making it hard to ask for help, trust care providers, talk with supervisors, and have healthy relationships. These factors, combined with lack of job opportunities, keep survivors on the fringe. They can easily fall back into the violence they fought so hard to escape.

Trauma isolates, silences, and overwhelms. While intervention delivers the individual from immediate harm, a holistic response is necessary to ensure healing and a new direction. Addressing physical, emotional, and spiritual needs reduces vulnerability to being exploited again or re-traumatized. At that crossroads, a healing workplace is an integral part of breaking the cycle of violence and injustice.

The Market Project sets the survivor on a path toward integration into community and flourishing.
Trauma-Informed Programming

Establishing a stable, supportive working environment that continues the healing process for trauma survivors is core to The Market Project’s mission and work. Known as a “trauma-informed” workplace, The Market Project intentionally seeks to develop in the workplace principles such as safety, trust, peer support, collaboration, and empowerment.

At The Market Project, we believe that healing and recovery from trauma and exploitation is possible for each man and woman, regardless of current vulnerability. The Market Project aims to instill hope by providing opportunities to work in a safe environment with dignity, providing relevant job training, and creating an affirming community. We focus on an individual’s strengths and resilience, and encourage employees to exercise healthy autonomy in the context of community.
As The Market Project completed its third full year of formal operations, we continued to make progress in strengthening our operational foundation. We are grateful to the generosity of our individual and corporate donors, who contributed a total of $55,432 in 2017. Also critical to our progress has been the donation of professional services, which totaled 3,114 hours in 2017, representing over $186,000 of donated time.

*Capital contribution amount is a one-time donation to buy a business site for our Ukraine project.
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