



2018 ANNUAL REPORT

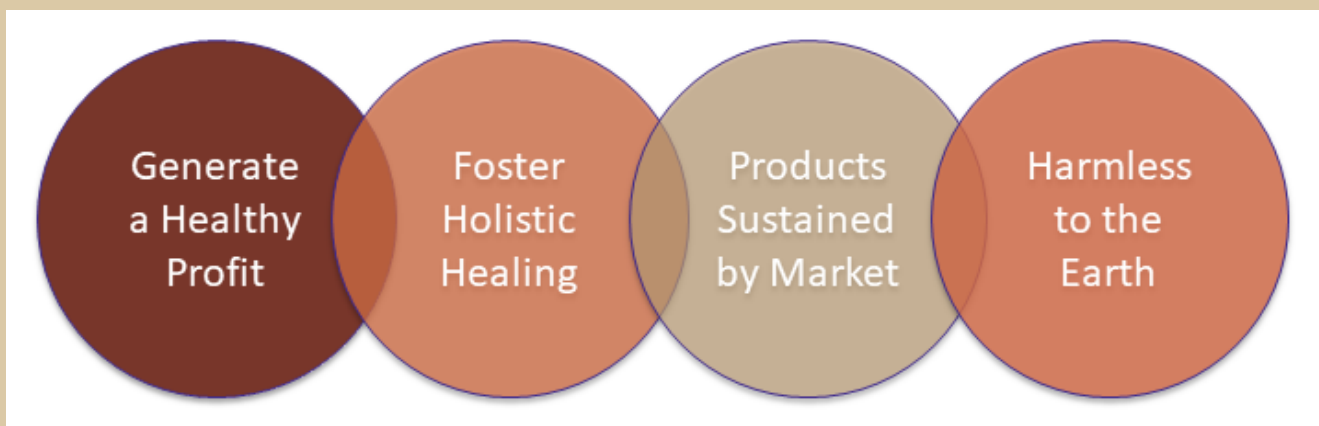
Helping Others Find Their Place

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:

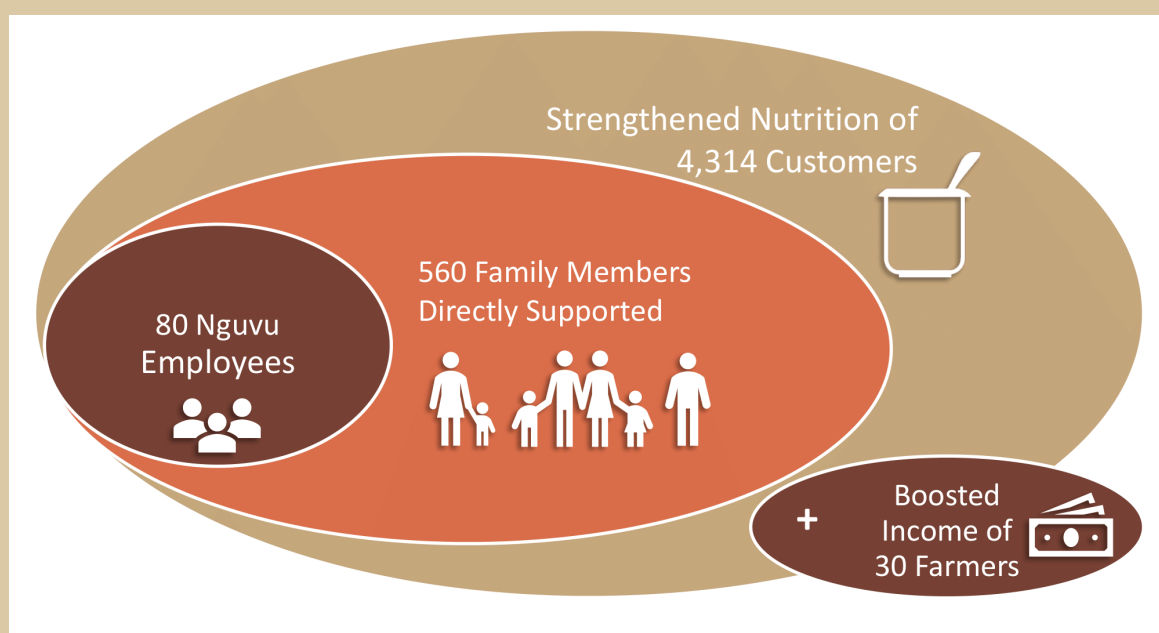


The Market Project focuses on building businesses that offer products and services with a compelling market potential, independent of the backstory of those who deliver them. We do the hard work of market identification, product development, capital investment, job skills training, and trauma-informed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

Bringing Hope :: Tripling Jobs

The Market Project is making a difference. From 2017 to 2018, we tripled the number of jobs created. Trauma survivors can advance their healing journey through safe, dignity-affirming work in a market-based business.

The yogurt produced and sold at The Market Project's business in northern Uganda, Nguvu Dairy, supports about 560 family members, boosts the income of 30 farmers who sell milk to the dairy, and improves the nutrition of an estimated 4,314 consumers. Nguvu Dairy's expansion in five Ugandan towns is transforming lives of those once debilitated by trauma and war.



NGUVU DAIRY BY THE NUMBERS

80

**Men and women
employing various
skills**

560

**Direct impact on
well-being of
family members**

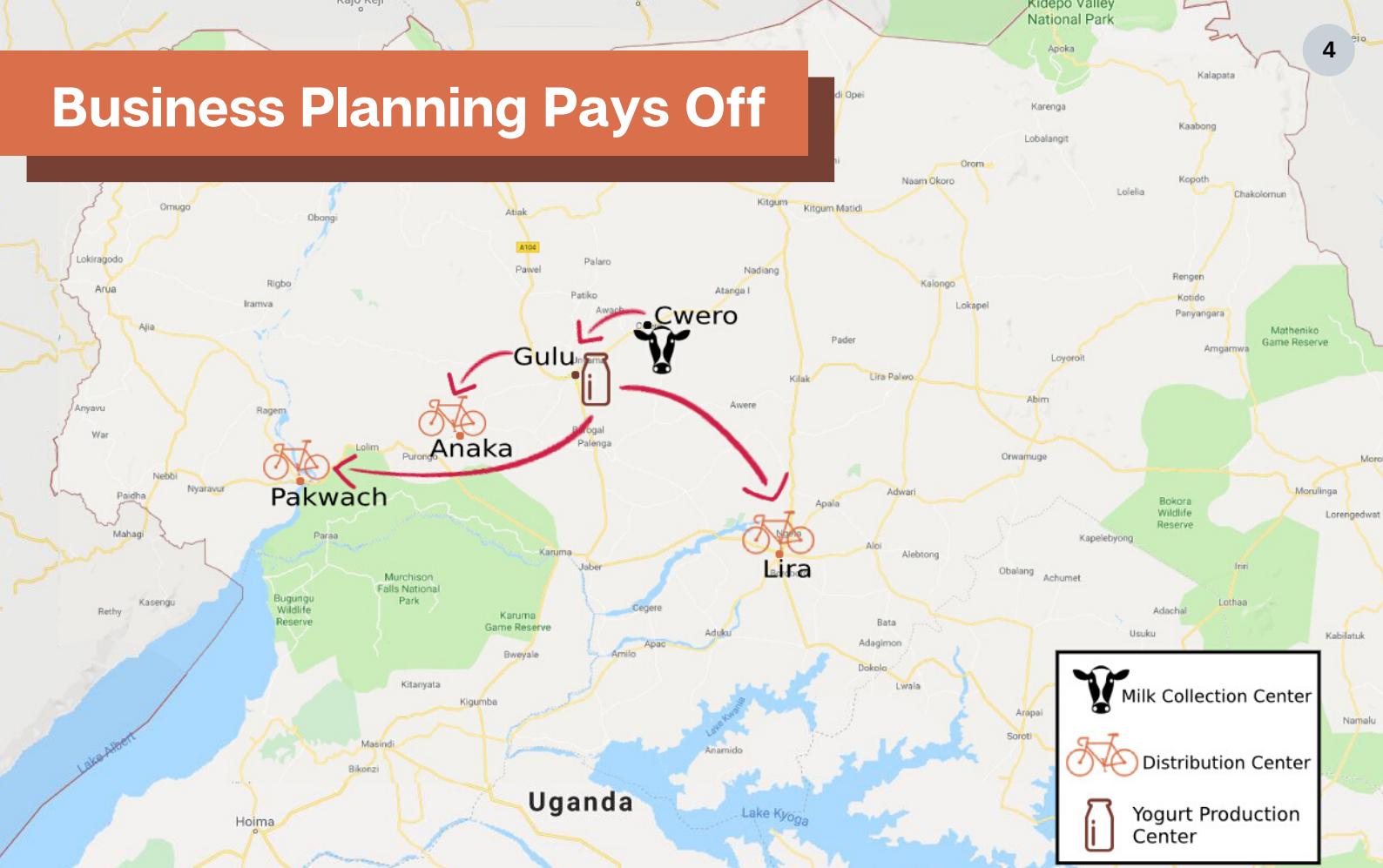
4,314

**Product
strengthens
nutrition of
customers**

30

**Farmers sell milk
and boost the local
economy**

Business Planning Pays Off



Nguvu Dairy in 2018 expanded to five towns in northern Uganda, growing from 29 to 80 employees. Thirty farmers also have a market for their milk.

The Market Project does the hard work of market research and business planning, critical steps often missing in many social enterprises. Nguvu Dairy was registered in 2016. The Market Project invested more than \$100,000 to purchase equipment and strengthen the dairy's business model. Our plan was to inject management expertise, then take the business regional.

Nguvu attracted impact investors in 2018, who saw potential for significant job creation over several years. We hired and are mentoring the team of managers in best business practices while building a workforce that is stable and profitable.



Claire's Story

Finding Respect, Becoming "Self-Dependent"



Claire Lakrabar's family survived the trauma of attacks by the Lord's Resistance Army, displacement and hunger. As a child, Claire missed out on school, which in Uganda usually means no hope of a decent job.

"I want to be someone who is respectable, someone who is self- dependent....When I started working, [I got paid]. The money is helping me to buy essentials [for my children]."

Claire also saves the money she is earning so that she can go back to school.

Building community in the workplace offers Claire "somewhere" to belong:

"Sometimes you think you are not blessed, God does not love you. But hearing other people's stories -- we were like this, but now we can do something, I feel that now I am somewhere."

Young people like Claire are the employees Nguvu Dairy seeks out and values.

In fact, the majority of Nguvu employees are between 18 and 26 years of age. Nguvu Dairy offered Claire hope.

At Nguvu Dairy, we invest in employees and instill a commitment to excellence. **The jobs created are diverse and allow workers to discover their strengths and to be trained in diverse skills.**

The businesses we create are designed to make a profit while paying the employees a decent salary. Our entry-level jobs pay 1.5 times the national average. Earning a steady income, Nguvu workers support an average of five family members. They can pay the fees to send their children to school. Often for the first time, they have access to much-needed health care.

Nguvu requires the highest standards in the yogurt production. **Employees pursue excellence in their work.**

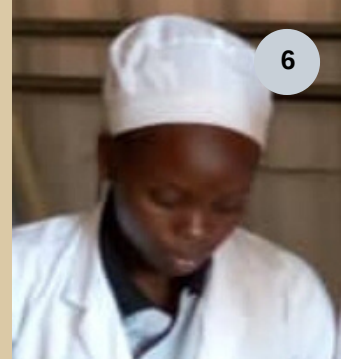
“There’s a difference between quantity and quality. Here, I make quality number one. That’s why customers who are not used to taking yogurt are now taking yogurt, every day.”

-Yiga James Mulindwa,
Production

1.5x

NATIONAL AVERAGE

Nguvu's jobs pay 1.5x the national average and can support a family.



Committed to Excellence



A Survivor's Journey

Building Resilience, Reducing Vulnerability



**Increased Agency
& Resilience**

**Invested in Others
& Engaged in
Community**

**Trained in Work
Place**

Healing Support

**Dignity is Affirmed
in Work**



Businesses that Heal

At The Market Project, we take seriously the well-being of those we serve. **We believe that stable work is a vital part of the healing process.** But we are not content to leave it at that.

First, **we seek out the most vulnerable.** In Uganda, we operate in the poorest region of the country. Over two-thirds of the staff at Nguvu Dairy have experienced two or more traumatic experiences including physical or sexual violence, exposure to war and domestic violence.

We work with young men and women orphaned by war or AIDS and with survivors of abusive relationships. **We intentionally offer jobs to those who have been given no breaks in life.** Young mothers who are raising their children on their own now have remunerative, safe work.

"Before I used to feel like everyone was in the wrong. For any small mistake a person would make, I would eventually grow annoyed, get irritated and would not control my tears...[it would trigger what I had gone through in the bush. I would feel like fighting and killing the offender but those [feelings] are now in the past. Thanks to [this trauma training] for bringing healing in my heart. I can now relate freely with colleagues at the workplace."

- GLORIA [former abductee]
production assistant



Trauma-Informed Programming

Establishing a stable, supportive working environment which 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 with dignity in a safe environment. We provide relevant job training and create an affirming community.

We focus on an individual's strengths and resilience. We encourage employees to exercise healthy autonomy in the context of community.

A photograph showing a man and a woman sitting at a wooden table. The man, on the left, is wearing a striped shirt and looking towards the woman. The woman, on the right, is wearing an orange top and a matching lei, smiling as she looks at a tablet computer. There are papers and a notebook on the table.

Measuring our Impact

The Market Project

in 2018 began a three-year, longitudinal study to measure the extent to which a trauma-informed workplace contributes to healing from various types of complex trauma.

Trained, independent data collectors measure baseline characteristics when each employee at Nguvu Dairy is hired. **We measure changes in employees' physical and mental health, as well as economic and social well-being.**

The study is already giving us valuable information. For example, we know that **over two-thirds of the men and women have experienced two or more traumatic experiences**, including physical or sexual violence, exposure to war and domestic violence. Few workers are schooled past the secondary level, and many have only had a primary education.

The evaluation process also offers each employee the opportunity to "find his or her voice." **Their input helps us understand better the training our managers need to foster "agency" amongst their team members.**

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 continued its cooperation with Child Voice International which supports former child soldiers, war-affected mothers, and refugees from Sudan. CVI grads are among Nguvu Dairy's longest serving employees. They are diligent sales persons and production assistants, ensuring quality product.



We are grateful to The Anglican Relief and Development Fund for supporting trauma healing training for Nguvu Dairy employees. Women and men are gaining the strength to forgive and heal wounds of the heart.



In Ukraine, The Market Project partners with The Elisha Foundation which trains people with disabilities to become "job-ready" to work for the first time in their lives.

Recognizing the Need

Market research to create jobs in Myanmar

Myanmar is now one of the world's epicenters for human trafficking. The US Department of State ranks Myanmar in the group of countries doing the least to stop the forced exploitation of women and men.



More than 700,000 Rohingya have fled conflict between the military and ethnic armed groups in Rakhine State in Myanmar to neighboring Bangladesh and other countries. Many of those who fled have faced horrific exploitation – raped by Burmese troops, trafficked into the sex trade in India, or forced to work in jade mines and other industries.

Survivors, regardless of where they are from or what type of trafficking they suffered, are traumatized. They often need medical treatment for their injuries or illnesses, as well as counseling to recover from their traumatic experiences. As they recover, they also need to figure out a way to make a living.

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.

Creating appropriate work for people with disabilities in Ukraine

Today, there are over one billion people in the world living with disabilities. This group, which the United Nations calls “the world’s largest minority,” generally has poorer health, lower educational achievements, fewer economic opportunities, and higher rates of poverty than people without disabilities.

Children with disabilities are almost four times more likely to experience violence

Vulnerable people like this – who many say have no useful role in society – are exactly those whom The Market Project seeks out and values. Through businesses created to provide stable jobs for people with disabilities, men and women will receive job-specific training to work in an emotionally safe and physically accessible environment. Having a job transforms people from a life of dependency to a life of agency, helping them contribute to their own support and to their communities.

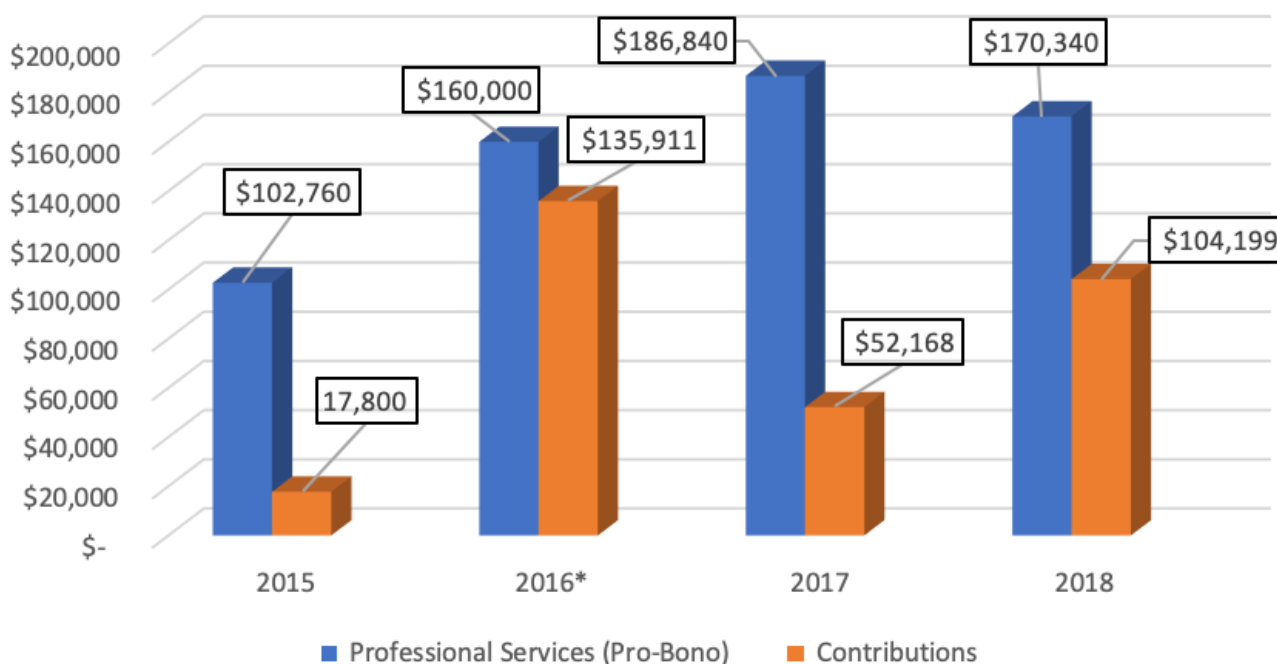
Our care partner, The Elisha Foundation, in 2018 opened a vocational rehabilitation and recreation facility in the Chernihiv city center, pictured below. There, potential employees are receiving training to become job-ready.



Operations & Financials

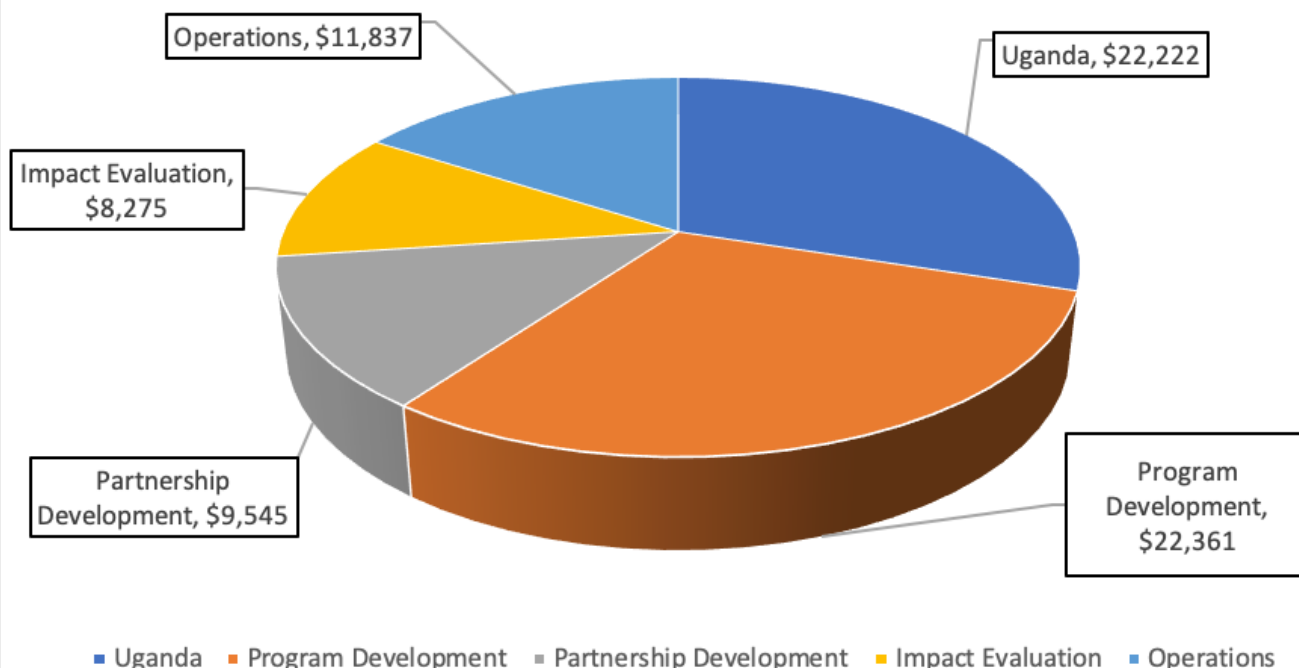
We are grateful for the generosity of individual and corporate donors, who contributed a total of \$104,147 to The Market Project in 2018. We are also grateful for those who donated their professional services, which totaled 2,889 hours in 2018, representing over \$170,340 of donated time.

Contributions to The Market Project



*includes a one-time capital contribution to purchase a business site for our Ukraine project.

Where Your Gifts Go - 2018





the market project

HELPING OTHERS
FIND THEIR PLACE



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Executive Leadership

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James Dirksen, Director of Business Creation

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