

2020

Annual Report



**Helping Others
Find Their Place**



the market project

HELPING OTHERS
FIND THEIR PLACE



LETTER FROM THE EXECUTIVE DIRECTOR



What a year it has been for The Market Project and the world! As the COVID-19 pandemic raged globally in 2020, it endangered many of us. For some, it threatened our health and daily routines. For the urban and rural poor in economically unstable parts of the world, many were more fearful they would die of hunger than from the virus. The Market Project's vision is to see men and women find hope and flourish through safe, dignity-affirming and healing work. I'm thankful to say that we stood as a beacon of hope in a troubled time.

Even in the midst of the hardships, we were able to further our mission of building thriving businesses that offer stable jobs and dependable income for survivors of trauma, exploitation and trafficking.

The Market Project's business in northern Uganda, Nguvu Dairy, was subject to the country's strict lockdown. However, by early June, Nguvu was again able to supply its distribution sites with nourishing yogurt and open up its last-mile delivery system with the company's bike-riding salesforce.

During this tumultuous year, The Market Project was able to respond to pressing needs and accomplish some encouraging feats. Namely, we:

- **Provided stipends, bars of soap, and caring check-ins by managers** at a time when Nguvu Dairy staff were genuinely fearful how they would survive.
- Resumed production of yogurt and **doubled production capacity** when nutritious foods were scarce.
- **Grew the number of Nguvu employees to 100**, which supported 500 family members, and provided over 3,000 community members with improved nutrition.
- Partnered with a new enterprise, Takataka Plastics, which **began producing plastic face shields** for health care workers fighting COVID-19 on the front lines.
- **Trained managers in trauma-informed workplace practices and conducted healing groups** at all sites to address employees' wounds from trauma.

As we reflect on the past year and look ahead, we are thankful for your support in standing with The Market Project to serve these vulnerable populations at a crucial time. We invite you to partner with us in this important work in the years to come. There is much to celebrate, much work to be done, and many lives in need of hope and healing!

A handwritten signature in black ink that reads "Dorothy". The signature is written in a cursive, flowing style.

Dorothy Douglas Taft

The Market Project

VISION AND MISSION



Our Vision: To see men and women find hope and flourish through safe, dignity-affirming and healing work.

Our Mission: The Market Project's mission is to create thriving businesses that offer stable jobs for survivors of trauma, exploitation and trafficking, with a focus on products and services that emphasize hands-on engagement, workplace training, and healing support.

These businesses have a quadruple bottom line:



Tangible Healing through Meaningful Work

THE MARKET PROJECT: CREATING BUSINESSES THAT TRANSFORM COMMUNITIES

Stable jobs are transformative for families the world over. Parents have the means to pay school fees and get timely medical treatment for their children. Young adults gain hope and begin planning for a future. A mindset of survival is reset to one of thriving.

Work is often the missing piece for trauma survivors. A job gives the employees the opportunity to be productive and skilled. As employees work together as a team, they build trust and gain confidence to achieve and set new goals. **A supportive work environment empowers employees to be leaders while also preventing exploitation and trafficking.**



The Market Project model provides long-term solutions for traumatized communities by starting and growing market-based businesses that truly help break the vicious cycles of violence and poverty, not short-term aid that continually relies on charitable donations. **Our products must have robust market potential independent of the backstory of the people who create them.** We do the hard work of product development on the front end, innovating the business model as needed, thereby creating the greatest potential for profitable companies.

To start a business, we:

- **Complete market research** to assess the local needs and assets of the region.
- **Apply rigorous research** to pre-business concepts and consider the type of product, market demand, supply chain, availability of management talent, political stability, and capital required.
- **Design a trauma healing plan** that integrates programming and management principles that care for the employees holistically.
- **Raise capital** from our existing network of investors.
- **Write a business plan** that maximizes job creation and employs trauma survivors.
- **Invest in great leaders** to start or grow the business. Local managers will be mentored by Market Project business coaches.
- **Plan for the employees to eventually become the owners of the business** through an “earn-out” agreement.

The Market Project exists to create thriving businesses that foster trauma healing in the workplace.

Business in Action

NGUVU DAIRY



In operation since 2016, The Market Project's business, Nguvu Dairy, employs men and women who produce, distribute, and sell yogurt in northern Uganda. A majority of the employees are under the age of 25 and at risk of being trafficked or exploited. More than 65% of the workforce has experienced complex trauma, including survivors of war, forced marriage, abductions, and domestic violence.

Nguvu provides stable employment and opportunities for staff to learn new skills. Sales staff are paid on commission, so wages vary, but **employees have the potential to earn 1.5 times the national average income while supporting multiple family members.**



65% of the workforce has experienced complex trauma

Business in Action

NGUVU DAIRY

GULU: Production & Distribution

ANAKA: Distribution

CWERO: Milk Collection Point

LIRA: Distribution

KITGUM: Distribution



Nguvu Dairy collects most of its milk from farmers at a nearby bulking station and then transports it to the Gulu production center once it is chilled. The distribution sites are within an 85-mile radius from Gulu. When local authorities restricted transportation during the initial phase of the pandemic, Nguvu was shut down for periods of time. But by early June, Nguvu was again able to supply its distribution sites in Anaka, Gulu, Kitgum, and Lira.

Sales staff on bicycles with coolers full of yogurt fan out from the distribution centers to sell to townspeople and villagers. Particularly during the coronavirus pandemic when supply chains have been disrupted and food is often scarce, Nguvu's yogurt improves the nutrition of these stressed communities.



100
Employees

500

Family Members
Directly Supported

3,086

customers with
improved
nutrition

Market for
+11 Dairy
Farmers



In 2020, Nguvu Dairy doubled its production capacity and sold a record high of 476,920 yogurt packets!

Business in Action

TAKATAKA PLASTICS

One new Market Project partnership in northern Uganda, **Takataka Plastics**, focuses on using machines to shred, safely melt and extrude plastic waste into usable products. Uganda currently cannot recycle one of the most common forms of plastic waste - water bottles and soda bottles - because of their specific chemical content. **Takataka Plastics is locally recycling plastic waste into needed products, transforming waste, empowering communities, and creating jobs for at-risk youth.**

In spring of 2020, Takataka Plastics pivoted and began production of plastic face shields for health care workers impacted by the coronavirus (COVID-19) pandemic, using recycled plastic waste. Takataka employed 16 people, including 9 street-connected youth, providing them with a real job for the first time in their lives and with opportunities to participate in trauma healing programs.



The business also recycled more than 1,000 kg of plastic waste from public spaces to make the shields. In addition, 9,787 health care workers increased their protection from COVID-19 by having access to affordable face shields.

Key Accomplishments

- 16 employees, 9 former street youth
- All staff completed a 12-week trauma healing course
- Recycled >1000 kg of plastic waste
- Donated 7,761 face shields
- Educated >40,000 people about plastic waste & recycling



PARTNERSHIPS IN ACTION: OPERATION ONE/AOET- UGANDA



In 2020, The Market Project signed a Memorandum of Understanding to solidify its working relationship with the AIDS Orphan Educational Trust (AOET)-Uganda, known as Operation One in the U.S.

Operation One is a non-profit that engages supporters and acquires financial resources in order to provide education, training, health care and spiritual development to vulnerable children and families. They have been serving vulnerable populations in Uganda for over two decades.

The partnership will enable Nguvu Dairy to launch a new distribution site for yogurt sales in Lira, Uganda. AOET-Uganda will provide funds for initial operating costs, equipment, and trauma training for the site. They will regularly help identify at-risk youth as job candidates. At the new Lira distribution site, the new employees will receive orientation, job skills training and the opportunity to earn a respectable wage in a healing environment. The Market Project will ensure that all supervisors are trained in managing trauma survivors, and that all employees have access to trauma healing training.

At The Market Project, we seek to build on the work done by care partners, instilling more and more agency amongst those employed in the businesses. When we assume responsibility for job-specific training and creating trauma-informed workplaces, we free our care partners to provide the best quality of life skills and counseling.

 OPERATION ONE


the
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HELPING OTHERS
FIND THEIR PLACE

Businesses That HEAL



A hallmark of The Market Project's approach is that we are building businesses that heal. We do this by ensuring that our businesses incorporate a trauma-informed environment into their operations.

The target population for employment in The Market Project's businesses have faced multiple traumas. These traumas, including childhood abuse and neglect, separation from family members, abandonment, violent relationships, trafficking or kidnapping, leave individuals scarred and often isolated. Men, women, boys and girls who have experienced ongoing or complex trauma are likely to view the world and other people as unsafe and not to be trusted. This lack of trust and a need to be constantly on guard for danger can make it difficult for individuals to ask for help, to trust care providers, to initiate engagement with supervisors, and to form constructive relationships.

The previous dehumanizing experiences of our employees are replaced each day with positive, trauma-informed engagement.

Businesses That HEAL

At The Market Project's businesses, we ensure the workplace promotes a trauma-informed environment. This includes distinctives such as:

- **training for managers**, using evidence-based practices, to understand trauma and its impact in their lives, their employees and workplace.
- **supervisors who can recognize signs of trauma** and help employees overcome the challenges with specific, tailored interventions for trauma survivors.
- **built-in evaluation and feedback loops** that enable safe spaces for employees to find their voice and share their ideas and concerns.
- **trauma healing training** for all employees.
- **trauma-informed human resources policies.**

As the workplace embraces a trauma-informed ethos, the dignity of each person is reinforced. Committed to instilling a genuine hope of healing, we strive to make healing a tangible reality. The previous dehumanizing experiences of our employees are replaced each day with positive, trauma-informed engagement.

Creating a trauma-informed organization is a fluid, ongoing process. Demographics of the affected individuals change across time, exposure to specific types of trauma may become more prevalent, and knowledge of evidence-based practices will continue to advance. The workplace will continue to demonstrate a commitment to compassionate and effective practices and organizational reassessments, and we recognize that adjustments will be required to meet the needs of employees with histories of trauma.



Businesses That HEAL

At The Market Project, we follow the U.S. Department of Health and Human Services' Substance Abuse and Mental Health Services Administration's concept of a trauma-informed approach, which is grounded in four assumptions and six key principles.

KEY ASSUMPTIONS and PRINCIPLES of TRAUMA-INFORMED APPROACHES

Assumptions

THE FOUR "R'S" ABOUT THE TRAUMA- INFORMED ORGANIZATION



1. **REALIZES** the widespread impact of trauma (how it can affect families, groups, organizations, and communities as well as individuals) and understands potential paths for recovery.
2. **RECOGNIZES** signs and symptoms of trauma in employees, family members, and others involved with the organization.
3. **RESPONDS** by fully integrating knowledge about trauma into policies, procedures, and practices.
4. Seeks to actively **RESIST** re-traumatization.



Principles

THE SIX KEY PRINCIPLES OF TRAUMA-INFORMED CARE

1. **Safety**
2. **Trustworthiness and Transparency**
3. **Peer Support**
4. **Collaboration and Mutuality**
5. **Empowerment, Voice, and Choice**
6. **Cultural, Historical, and Gender Issues**

TRAUMA TRAINING AND IMPACT EVALUATION



Doreen

TRAUMA TRAINING

In 2020, The Market Project facilitated four 16-week healing groups with employees and community members. Eight managers completed training. The training for business managers included instruction on how to create the needed respect, safety (emotional, psychological, and physical), healthy autonomy, and community for the trauma survivors employed. The Market Project provided resources and the curriculum for employers to host trauma healing groups for managers and employees.

“Before most people were not friendly to each other. They would not work like they were supposed to I am so happy for The Market Project that has brought in the trauma healing training. When you see the ladies impacted by trauma now, they are not the same as when they started. Trauma healing training has really changed their lives. They are supporting their families. They are supporting their communities.” - Doreen, Nguvu Dairy Manager



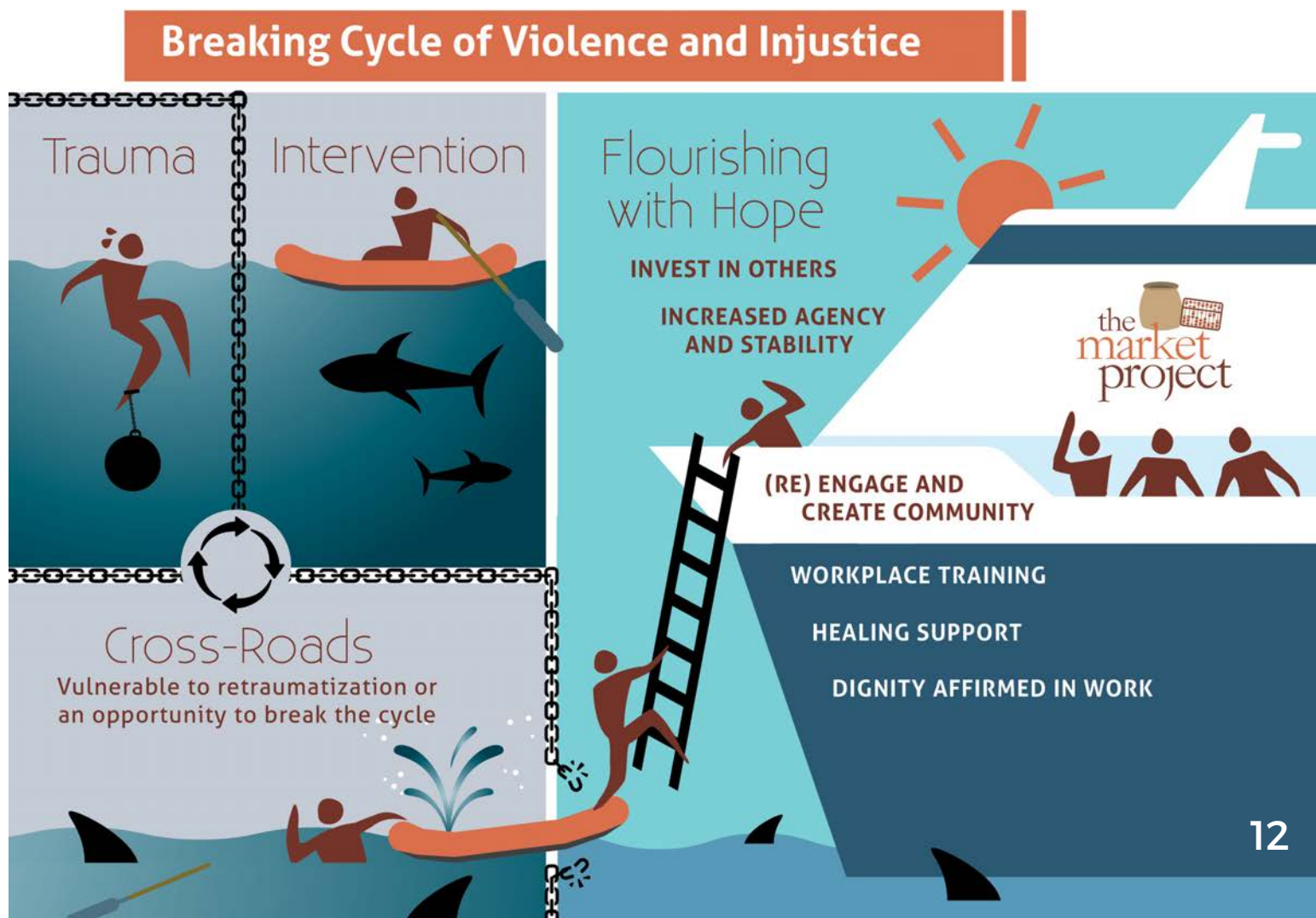
IMPACT EVALUATION

In 2018, The Market Project began a three-year comparative evaluation to measure the impact of a job in a trauma-informed workplace on a person's healing from complex trauma. Because of disruptions due to the pandemic in 2020, including the two-month closure of Nguvu Dairy, our impact evaluation work focused on a review of processes and completion of a logic model framework and theory of change. Our trained, independent data collectors are prepared to resume their work once conditions improved.

HEALING JOBS: BREAKING THE CYCLE OF VIOLENCE AND INJUSTICE

How does The Market Project help break the cycle of violence and injustice? When victims are exploited or enslaved, their dignity is shattered. They are weighed down by their trauma, and stay trapped in a vicious cycle of bondage. Intervention offers hope, but the lack of opportunity to work in a safe environment, the ongoing threat of oppression, and poverty remain. Many are vulnerable to re-traumatization unless they have an opportunity to break the cycle.

The Market Project's model integrates the realities of the local and global marketplace with the restorative role of work in healing trauma. If individual freedom is to be maintained, men and women need opportunity to support themselves and their families. Their dignity shines in the workplace and an emerging workforce is empowered with new skill sets, increased agency and stability. In a trauma-informed workplace, they not only receive on-the-job training, but also healing support. As the employees and their businesses begin to flourish, families and the wider community benefit, which creates new opportunities and diminishes the threat of oppression and poverty for all.





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STORIES OF LIVES TRANSFORMED BY NGUVU DAIRY'S HEALING WORKPLACE

EXPERIENCING HEALING, IN THE WORDS OF
NGUVU DAIRY EMPLOYEES

“...Nguvu Dairy is here and open to all of us... Here, they have given us the opportunity of being counseled. It is bringing back together the different pieces that have been broken so that we can heal, and really be respected. It is bringing forgiveness in our hearts. It is bringing relief from whatever we have gone through.”

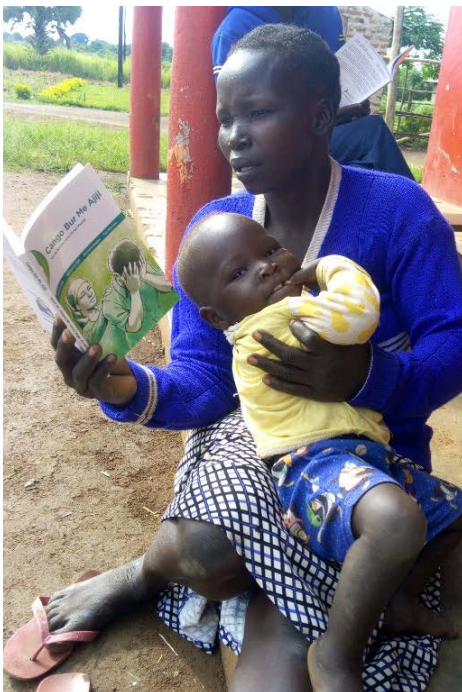
-Doreen, Nguvu Dairy Manager



“

“It is Nguvu who has brought good change into my life.”

”



"I went through many bad things. I was abducted by the LRA (Lord's Resistance Army) and stayed in the bush for many years and did many bad things when I was still in the bush. My father was killed by the LRA and my mother who was left also died when I was still in the bush. But after the trauma healing program lesson [on grief was] taught, I have found there is a problem that I used to keep thinking of my late father.

"Today I am happy because now I know how to handle the idea [of what I went] through. I can now share my problems with friends...even now I can share with my wife. I have good understanding with my fellow workers. It is Nguvu who has brought good change into my life."

- Stephen, Nguvu Dairy Employee

The Market Project

In the Spotlight

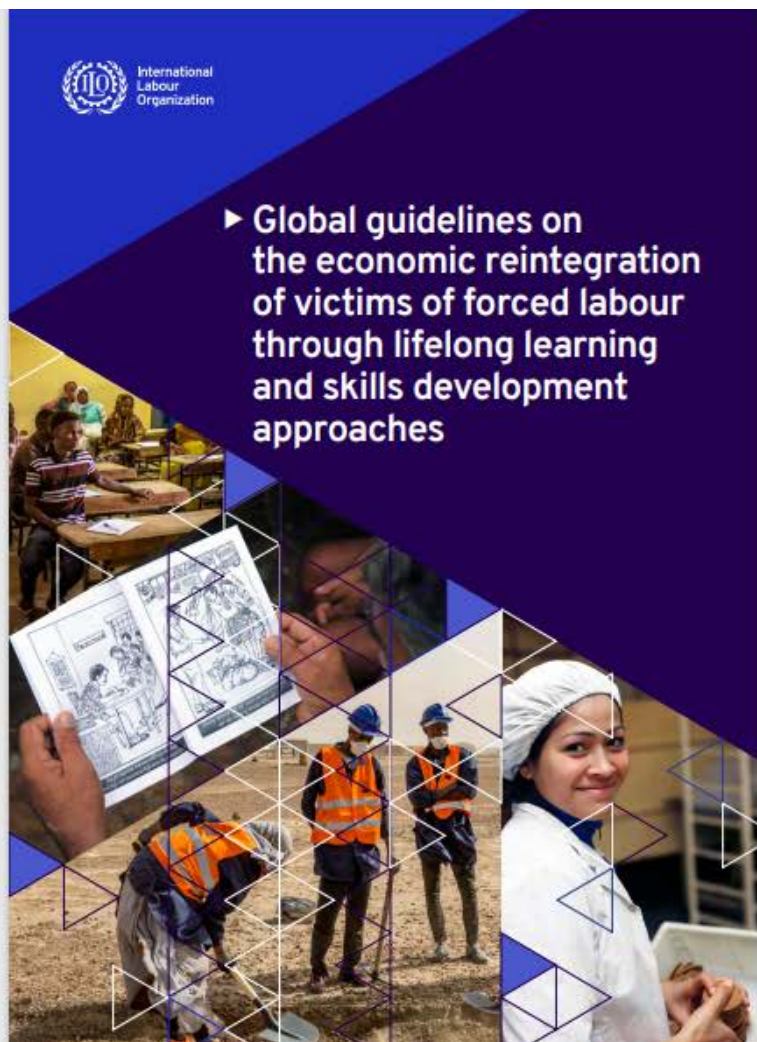
TMP HIGHLIGHTED IN UN REPORT

In 2020, The Market Project was highlighted in a new report from the International Labour Organization (ILO), a United Nations agency which advances social and economic justice through setting international labor standards.

The newly published ILO report, *Global Guidelines on the Economic Reintegration of Victims of Forced Labour*, is a resource for practitioners and policymakers seeking practical, holistic and analytical approaches to reintegrating survivors into decent and dignity-affirming workplaces.

Chapter 3 of the report focuses on the reintegration of survivors of forced labor back into their communities through skills development and employment. The chapter includes a case study featuring The Market Project's model. The case study stresses the importance – and challenge – of building trust with those who have experienced trauma.

Use the QR Code below to read all about it.



market-driven local businesses that offer stable, safe jobs for men and women. In a region that suffered two decades of civil war, most of its 90 small and medium-sized enterprises are run by women. Other roles include raw materials, finance and sales team leaders. Most of Nguvu's employees are women and many were denied schooling past primary school. They endured two or more significant traumas: physical or sexual abuse, chronic poverty.

Less advisors mentor local managers in sound management practices over, operating a business that employs trauma victims also requires empathy and care. To that end, managers are trained in trauma-informed management approaches and coached as they apply those principles in the workplace.

For those who experienced trauma, building trust is a challenge and requires time. At Nguvu, the ongoing effects of trauma can negatively impact workers' job performance in areas such as relations with teammates and interactions with customers. Many victims find they are challenged in the workplace by their own behaviors, such as misplaced shame when dealing with potential buyers or erupting in anger when customers criticize the product. Apart from on-the-job vocational training, each employee is trained in understanding the impact of trauma, and how to lessen the impact in their own lives and in the workplace. Employees also have the opportunity to participate in a trauma healing group.

As a result, victims find hope and flourish through stable jobs, increased agency, and long-term trauma healing. Community well-being is also improved. As manager Doreen observed: "The trauma training is bringing back together the different pieces that have been broken, to heal and really be respected... Before, most people were not friendly to each other. (...) They were haunted by their past. When we brought in the [trauma] training, their lives started changing. They forgave. They started working in a group. (...) [It] has really changed their lives. They are supporting their families. They are supporting their communities. Those who were not on good terms with their partners, they have gone back and reconciled."





The Market Project

In the Spotlight

TMP IN COUNCIL ON FOREIGN RELATIONS BLOG

In October 2020, the Council on Foreign Relations published a blog, “Revitalizing Human Trafficking Policy Twenty Years In,” which highlighted the work The Market Project is doing to harness the power of the marketplace, meet needs of local communities, and teach trafficking survivors transferrable skills. Authors Ambassador Mark Lagon and Olivia Enos wrote, “Civil society is key to overcoming trafficking.... One organization, The Market Project, provides opportunities to survivors of trauma to become a part of fully operational, market-based businesses and equips them with skills that offer survivors hope and a future.”

Enos and Lagon continued, “This organization [The Market Project] reminds us that civil society can harness the private sector as a non-government force for good, and not just a witting or unwitting enabler of trafficking.” Consistent with the recommendations by Enos and Lagon, The Market Project seeks to work in partnership with the business community, as well as civic and faith actors toward, in their words, “advancing universal values of dignity and equality.”

Want to read more? Use the QR code to access the article.

COUNCIL ON
FOREIGN
RELATIONS

100

Foreign Affairs Newsletters

CFR Centennial Belt and Road Topics Regions Explainers Research & Analysis Communities Events

One organization, [The Market Project](#), provides opportunities to survivors of trauma to become a part of fully operational, market-based businesses and equips them with skills that offer survivors hope and a future. The Market Project



Looking to the FUTURE

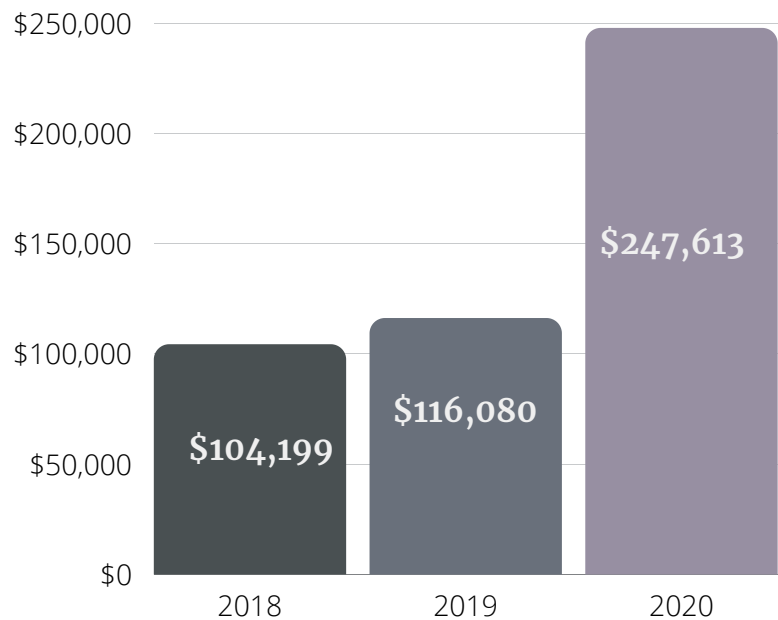
As we celebrate the successes of 2020, we are grateful for our donors, stakeholders, and supporters who helped make a difference in the lives of vulnerable individuals throughout the world. As we look to the future for The Market Project, we have exciting plans to bring hope and healing to more survivors. In the next few years, we aim to:

- **Open new distribution sites for Nguvu Dairy.**
- **Grow the number of employees served in a healing work environment.**
- **Gather more data from Impact Evaluation surveys and use them to improve operations and services.**
- **Explore new businesses to launch.**
- **Equip and engage stakeholders as we partner with organizations and donors worldwide.**
- **Build our financial and staffing base for longer-term growth of the organization.**

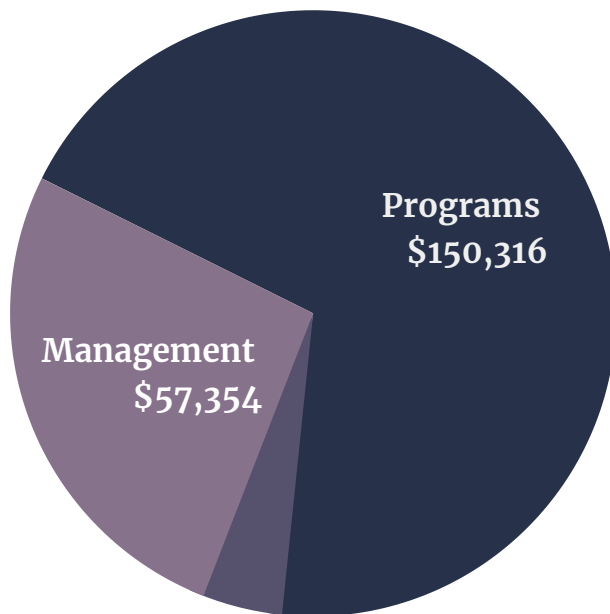


Operations and Financials

**CONTRIBUTIONS
TO THE MARKET
PROJECT**

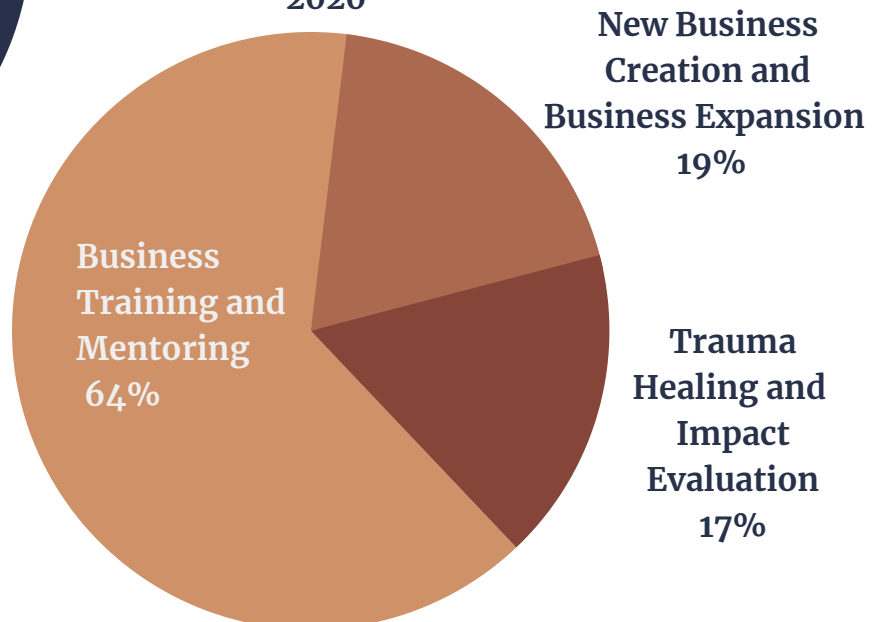


**WHERE YOUR
GIFTS GO - 2020**



Fundraising
\$9,226

**TMP PROGRAMS -
2020**





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