

the market project

# STANDING IN THE GAP

ANNUAL REPORT 2021



# OUR VISION



## A WORD FROM OUR EXECUTIVE DIRECTOR



"dignity-affirming work combined with trauma healing programs is making a difference..."

I am incredibly proud of The Market Project (TMP) team as they *Stand in the Gap* for survivors of trauma, exploitation and human trafficking. By building market-based businesses, offering trauma healing programs to employees and partnering with local after-care organizations in shattered communities throughout the world, TMP is creating opportunities for healing and recovery.

The Market Project is dedicated to understanding the impact that our model of change has on the personal lives of the business' employees as well as the communities that they call home. We are committed to learning over time how best to equip the managers and leaders within the businesses we build.

In August 2018, TMP initiated an impact evaluation program to measure the health of our workplaces through a trauma-informed lens. The results of the

2021 employee surveys from our inaugural business confirmed that stable, dignity-affirming work combined with trauma healing programs is making a difference in the lives of Nguvu Dairy employees.

2021 was a year of growth for TMP. Under the guidance of our Director of Field Operations, Nguvu Dairy expanded, enabling us to increase our impact on the lives of individuals and their communities. In the summer, we completed our first three-year strategic plan. In the fall, an organic dairy farmer deployed to Uganda, partnering with the Nguvu Dairy team to offer his unique skills and knowledge.

Most importantly, because of the generous donors and volunteers who *Stand in the Gap* alongside us, TMP can actively defend the oppressed, poor and needy by rebuilding the breaches in devastated communities. I sincerely thank you.

*Dorothy Douglas Taft*  
Executive Director





## ABOUT US

The Market Project's vision:  
to see men and women find hope and  
flourish through safe, dignity-  
affirming, healing work.

The Market Project *Stands in the Gap* for survivors of  
complex trauma, trafficking, and exploitation by  
building healing workplaces.

We build market-based businesses that foster healing in  
a trauma-informed environment.

Our innovative model gives power to those who once felt  
powerless through safe, dignity-affirming and healing  
work. The steady employment provides safety and  
financial stability, while the trauma-informed work  
environment empowers survivors with skills to thrive at  
work and home.

In our distinctive approach, The Market Project  
addresses the most pressing needs of survivors -  
employment and healing from trauma - in a holistic way  
in one location.



## Nguvu Dairy

Individuals in northern Uganda suffer greatly from the effects of trauma, which stem from all forms of child abuse and neglect, community violence, civil unrest, or war. The wounds of trauma are real. Men, women and children are left with shattered lives.

The Market Project established its inaugural business, Nguvu Dairy, in northern Uganda to help rebuild these shattered lives. Nguvu employs vulnerable men, women and working-age youth to make fresh, nutritious yogurt and deliver it directly to the community. Employees are provided with an opportunity for economic stability - a real job - and access to trauma healing services.

This powerful combination is creating significant positive outcomes for both the employees themselves and for the wider communities in which they live and work.

The Market Project is *Standing in the Gap* by providing economic stability and access to trauma healing to young and disadvantaged dairy employees who otherwise would be vulnerable to being exploited and trafficked.

THE MARKET PROJECT's inaugural enterprise at a glance

200

NGUVU DAIRY EMPLOYEES

62%

HAVE EXPERIENCED SIGNIFICANTLY HIGH LEVELS OF TRAUMA

24%

AT RISK OF BEING TRAFFICKED IF NOT FOR THEIR JOB

47%

HAVE ONLY A PRIMARY EDUCATION

44%

ARE PRIMARY WAGE EARNERS IN THEIR FAMILY









## STANDING IN THE GAP: Key pillars of a trauma-informed workplace

### **Trauma awareness training for all managers**

Ensure safe physical and emotional environment  
for all workers.

Enable appropriate response  
to individual needs of a trauma survivor.

### **Healing groups offered to all employees**

Offer opportunity for transformative change.

Equip participants to share their story  
and find their voice.

### **Safe and respectful avenues for feedback for all employees**

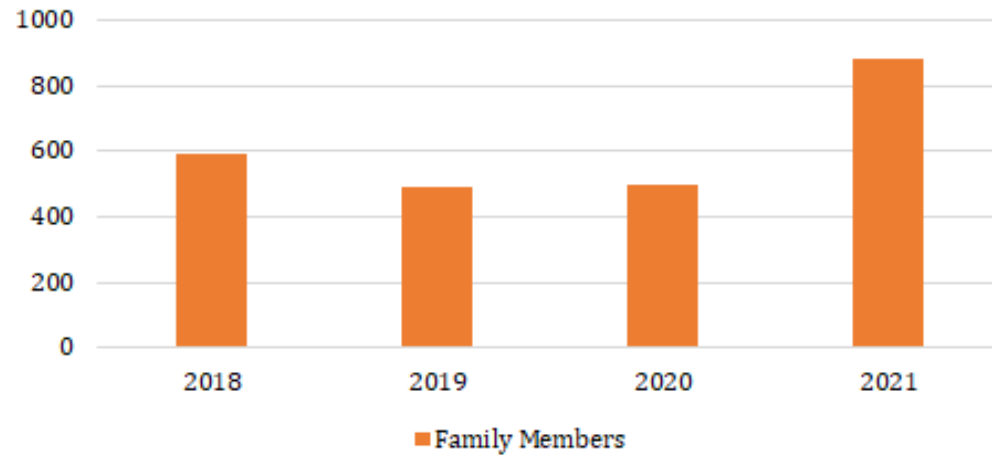
Give voice and choice to all.

Periodic surveys, outside the management structure,  
permit insightful response to work culture.

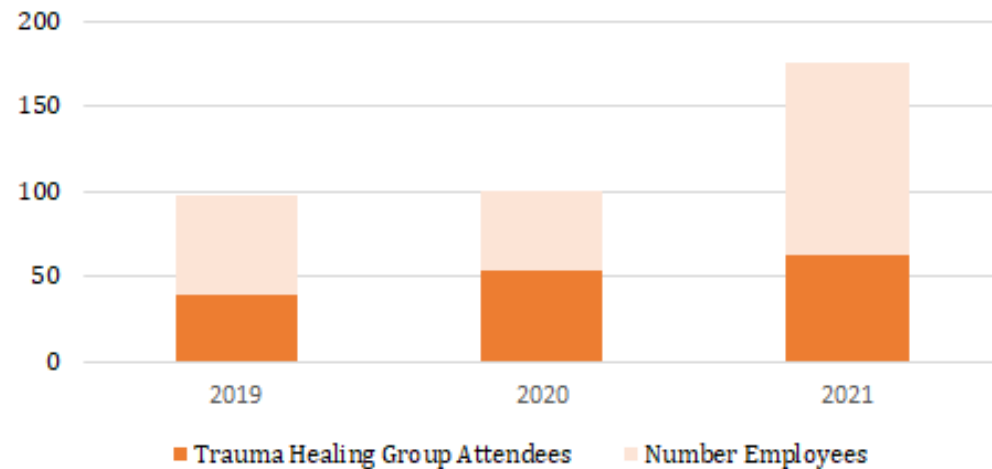
### **Supportive community for all employees**

Instill trust in fellow workers.

Family Members Supported by Nguvu Dairy Employees



Nguvu Dairy Employees Attending Trauma Healing Groups



## THE MARKET PROJECT in the gap

8

NUMBER OF COMMUNITIES WITH JOB OPPORTUNITIES FOR YOUTH

2,675

FAMILY MEMBERS SUPPORTED BY NGUVU DAIRY EMPLOYEES

28

MANAGERS TRAINED IN UNDERSTANDING IMPACT OF TRAUMA

13

TRAUMA HEALING GROUPS

156

EMPLOYEES ATTENDED TRAUMA HEALING GROUPS

2,617,303

UNITS OF YOGHURT SOLD THAT IMPROVED COMMUNITY NUTRITION



# STANDING IN THE GAP: Work

“I am very grateful for this job at Nguvu because it has helped me a lot. [There are not very many] jobs within this area, so I was happy. It’s a full-time job...[I was out] looking for other things.

The skills I’ve learned from here, like making yogurt and other things [at least] I’ve got the confidence. I can do it [by myself].

I do make it with all my heart, so I like it.”

– Morris Kidega,  
Assistant Production Leader, Gulu





# STANDING IN THE GAP: Trauma Healing

“Trauma healing ... has changed my life and made me to think about new beginning.

Since childhood I have never had love from my parents. ... Both of my parents neglected me when I was 7 years old ... my mother went back to her maternal home and my dad got a new wife. From then I have never enjoyed life ...

Later on ... both of my parents started to love me and wanted me to forgive them but it was hard for me to forgive since when I was a child they denied me access to everything.

But when I joined Nguvu Dairy Ltd I found this program of trauma healing... my heart started telling me that I must forgive my parents and immediately I started the journey of forgiveness until when I have forgiven my parents ... Now my life is enjoyable.”

- Walter Opwonya, Site Manager, Kitgum



# STANDING IN THE GAP: Improved Life Circumstances

“I really love my job, you know. I’ve never worked in yogurt company, I’ve never worked in milk, but I really feel, ‘Ok, this is my home now.’

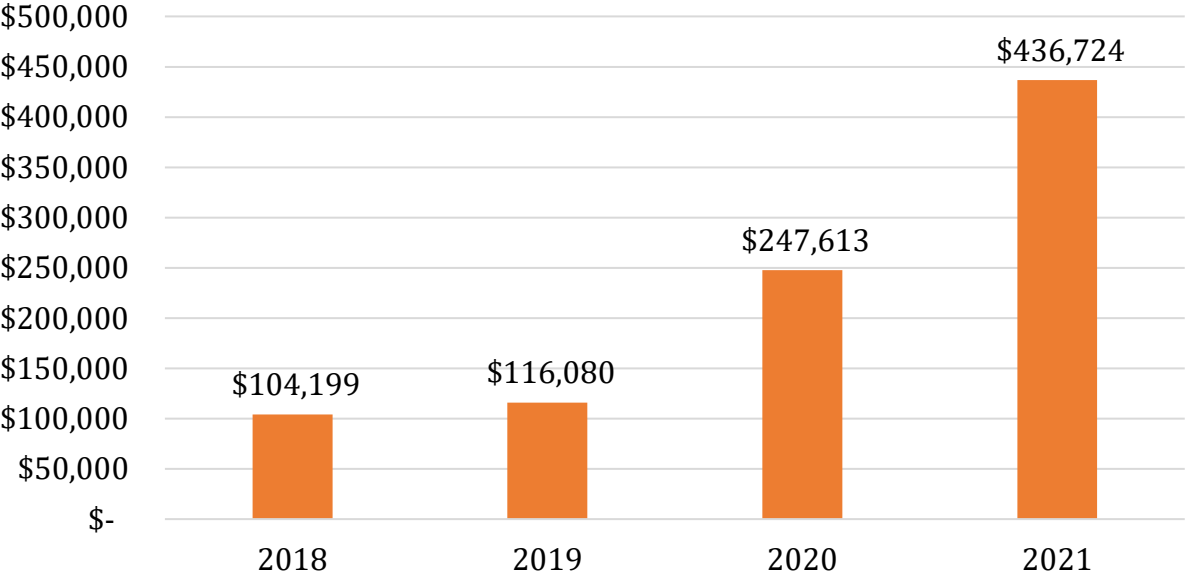
And it has really provided enough for me. I’ve really helped my husband provide some of the things we never used to have, you know? He used to provide by himself alone, so we are really happy now. Yeah.”

– Robina Aling  
Team Leader, Gulu



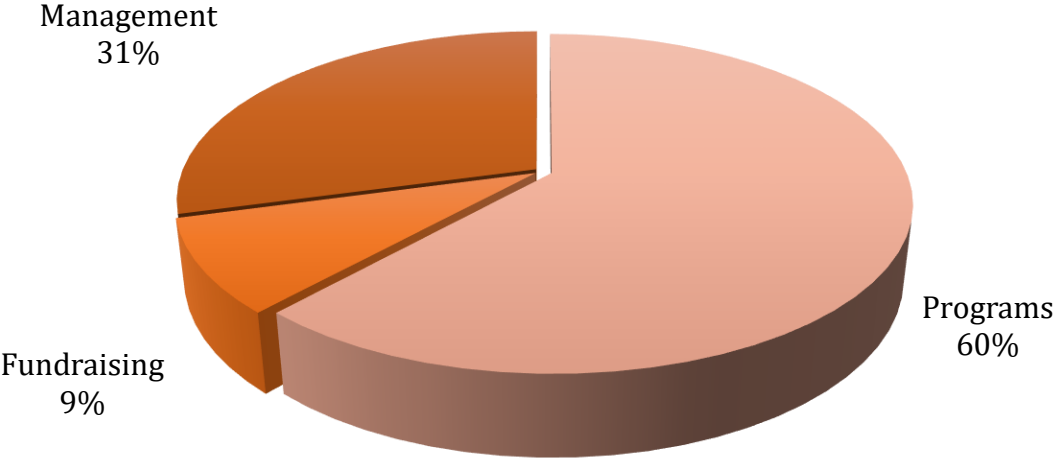


# The Market Project - Revenue

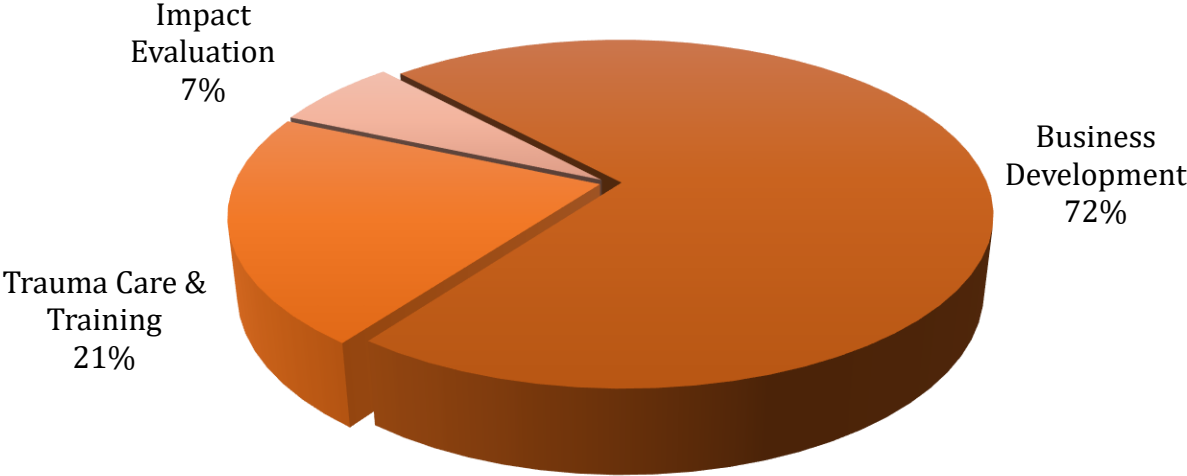


# OPERATIONS AND FINANCIALS

## Where Your Gifts Go - 2021



## TMP Programs - 2021



# The Market Project

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## Executive Leadership

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BRAD JONES, DIRECTOR OF FIELD OPERATIONS

## Board of Directors

JAMES DIRKSEN, CHAIR

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ELEANOR NAGY, TREASURER

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