



# Annual Report

2022

[www.marketproject.org](http://www.marketproject.org)



# LETTER FROM THE DIRECTOR

Dear Supporters and Friends,

As recent news cycles show, the need for healing from trauma is as great as ever. And we believe it's possible.

Six years into building healing workplaces in northern Uganda, we can see the positive impact a healing job has had on personnel, their families and communities. Despite the immense challenges of working in this context, the testimonies of transformation among the teams at our business, Nguvu Dairy, bring a smile to my face. As one school leader in a rural town observed,

*Most NGOs just come and create dependency, but Nguvu actually teaches people to work. That is very unique. I witnessed many young adults learn business skills [and] I am sure that over 100 households were impacted in [my town]. Nguvu is not like a regular business, they really care for northern Uganda's most vulnerable and help them learn to work.*

Our model – creating sustainable jobs in market-based businesses, integrating holistic trauma training and care within the workplace, and intentionally building supportive communities that encourage mutual respect and teamwork – is proving to have a significant positive impact on the lives of those whom we employ in the field.

We have been on the leading edge among business leaders seeking to create trauma-informed workplaces. In 2022, anti-trafficking business organizations asked us to detail the components of our trauma-informed workplaces. Recognition by leaders that are shaping the social enterprise and anti-trafficking world gives us great confidence that our work is both meaningful and worthwhile.

We believe jobs and support networks are key to the prevention of trafficking and they are critical to the healing process for trauma survivors. And we are committed to integrating into our programming the essence of a supportive community.

I would like to thank donors who have come alongside The Market Project as we use the power of the marketplace to provide safe, dignity-affirming jobs in a healing workplace.

With gratitude,

*Dorothy Douglas Taft*



**Building Healing Workplaces**  
[info@marketproject.org](mailto:info@marketproject.org)

# Our Mission

We build sustainable businesses and create workplaces that are transformative and dignity-affirming for survivors of complex trauma.



# Our Model



## **SUSTAINABLE WORK**

We create dignity-affirming jobs in market-based businesses for survivors of trauma



## **TRAUMA HEALING**

We develop trauma-informed workplace leadership who can be empathetic to employee experiences



## **SUPPORTIVE COMMUNITY**

We foster spaces of safety, remembrance and reconnection where employees can build trust



# OUR IMPACT

At Nguvu Dairy, our inaugural business, we survey employees twice a year to measure the impact of our model of sustainable work and trauma healing in a supportive community.



Quantitative and qualitative data focuses on employees' wellbeing:

- Economic health and social standing
- Previous exposure to trauma
- Psychological health
- Experiences in the workplace

What we learned from the employees surveyed in 2022 was eye-opening:

- 54% reported they had experienced physical assault
- 13% of employees' families do not have enough food to eat three+ days per week
- 50% met the criteria markers for being at risk of human trafficking
- 75% have lived through a natural disaster

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## IMPACT SNAPSHOT (2016-2022)

**700+**

Adults and work-age youth employed

**51**

Leaders trained in trauma-informed practices

**596**

Attended healing groups

# Sustainable Work



We establish market-based businesses that provide sustainable, healing workplaces and employment for men and women who have experienced complex trauma.

In Uganda, a country that has profound challenges creating jobs for youth (ages 18-25), Nguvu employs economically vulnerable women, men and working-age youth. Traditionally, our retail sales employees sell yogurt each day using company-supplied bicycles equipped with branded coolers.

The production team concentrates on making flavorful yogurt that meets national standards. Customers for the sales team now include shops and individual customers. These jobs build skills and promote flourishing in community to advance the survivor's healing journey.

*Stella started her job as a successful salesperson in November 2018. One of the company's longest-serving employees, Stella can earn income to support her family. She enjoys being part of a supportive team. Nguvu has changed her life for the better.*



# Trauma Healing



We offer holistic trauma training and care within the workplace. We train managers to understand the impact of trauma and adopt trauma-informed leadership practices. Employees can participate in trauma healing groups. Mentors walk with survivors to further their healing journey.

**Our Nguvu Dairy employees have borne much heartache due to their traumatic lives.**

92% of employees at Nguvu Dairy reported in our semi-annual staff survey that they experienced significantly high

levels of trauma, including exposure to war and violence, natural disasters, or physical or sexual assault.

## **In 2022, we responded by:**

- Facilitating five 16-week trauma healing groups in partnership with trained nationals.
- Providing 5 managers over 74 hours of management training and coaching.
- Funding 8 local mentors at sales sites who helped personnel apply learnings to their work and personal lives.

## Healing in Motion

A civil servant at a local municipality in northern Uganda lost his job in 2020 when he felt his life spiral downward and started drinking heavily. His wife and 3-year-old child left him. In search of work, he traveled to Kampala but continued to drink. After stealing and selling a computer from the home where he was staying, he was beaten so badly that he was unable to speak. But in June 2022, one of Nguvu's site managers offered the former civil servant a job and, invited him to participate in a trauma healing group. He began to understand the need to tend to the wound in his heart.

At the end of the healing group, he testified, *"I can now speak well. Trauma healing has helped me go back to [the job at] the [municipal] office. Today, I have peace with my family; I have a sound mind; I don't drink alcohol. May the program be extended to the community to help many who are traumatized."*





# Supportive Community



Recognizing that healing takes place in community and in relationship with others, we provide a supportive work culture that encourages mutual respect, healthy dialogue and teamwork. We strive to create genuine community – spaces of safety, remembrance and reconnection. Workers learn teamwork, build trust and gain agency and voice. Programs include team-building activities and social support, such as lunches and medical care.

In 2022, we provided a total of 2,819 lunches and conducted 6 team-building activities engaging 124 employees. In our semi-annual staff survey, **94% of employees reported they felt their lives had improved from their work at the dairy.**

Our work also had an impact on the broader community. With workers



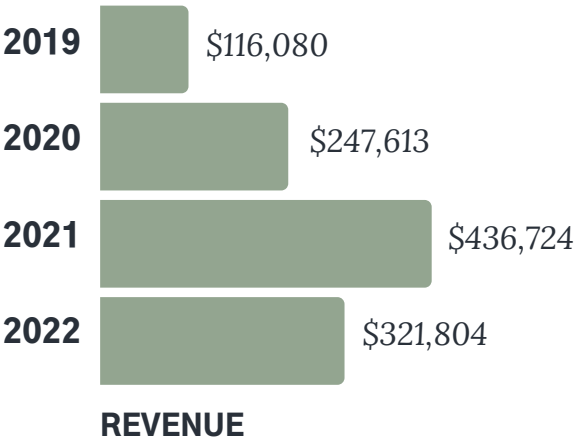
typically sharing up to 25% of their earnings to support their immediate and extended family, and our staff survey showing that 13% of families do not have enough food to eat three or more days per week, the jobs created helped support approximately 1,040 family members. We also provided the community with a nutritious dairy product in a region where the average intake of dairy is approximately 15% of the World Health Organization's recommended level.

*Nguvu Dairy has helped heal victims of trauma in a post-war region. It has helped restore the mental health of youth in Northern Uganda. Nguvu Dairy is unique as a company because they are a company that is interested in more than profit only, Nguvu Dairy is also interested in making a positive impact in people's lives.*

– business professional, Gulu

# FUNDING SUMMARY

Since 2016, our small but mighty non-profit has impacted hundreds through the power of the marketplace. From a budding theory to functioning businesses, we are proud to see the affirming results of healing workplaces. We are ever grateful that our supporters believe in us and contribute financially -- you are strengthening lives and communities.

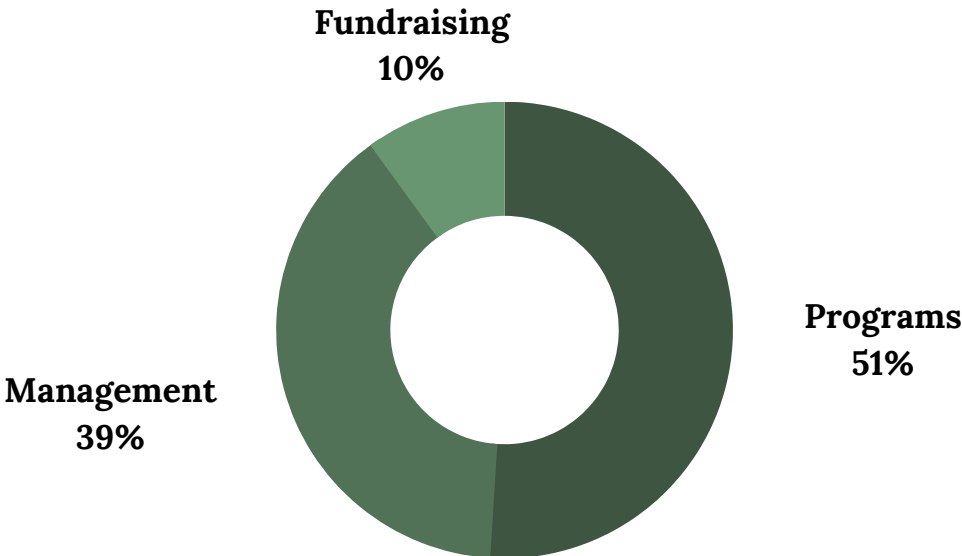


## WHERE YOUR GIFTS GO

**\$132,033**  
SUSTAINABLE WORK

**\$41,008**  
TRAUMA HEALING

**\$30,378**  
SUPPORTIVE COMMUNITY





# THE TMP DIFFERENCE

*I support TMP's holistic model. Those who have been deeply wounded by life are offered a job that affirms and pays the bills as well as a community that values and protects the vulnerable from harm.*

- Jo Porwoll, faithful donor

## SUSTAINABLE WORK

Improvement in Income



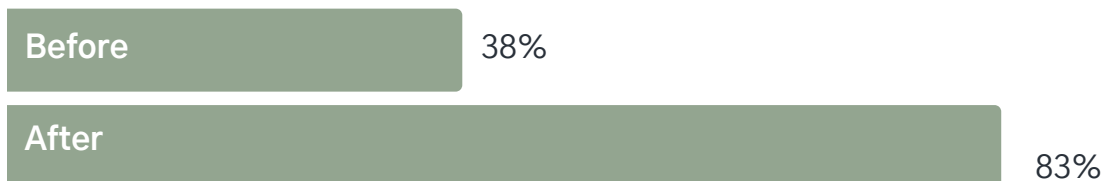
## TRAUMA HEALING

Ability to Cope



## SUPPORTIVE COMMUNITY

Feel Supported by Social Networks



Changes reported by staff before and after their employment at Nguvu Dairy, Spring 2022 Impact Evaluation survey.

# ABOUT US

The Market Project is a 501(c)(3) nonprofit organization. All donations are tax-deductible to the extent allowed by law. | EIN 46-4190613

## Executive Leadership

Dorothy Douglas Taft, Executive Director  
Brad Jones, Director of Field Operations

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