



# Annual Report

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

*In celebration of The Market Project's decade of building healing workplaces, we are honored to dedicate this 2023 Annual Report to those who generously contribute their resources to our mission.*

*Many have given their finances or their time, sharing their expertise to create sustainable work, trauma healing opportunities and supportive community.*

*You have built a legacy in the men and women whose lives have been transformed. Through the trauma-informed jobs made possible by your talents and gifts, you have brought great change to the welfare of their immediate families and impacted the generations that follow.*

*On their behalf and ours, we say "thank you."*

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# LETTER FROM THE DIRECTOR

Dear Supporters and Friends,

As I reflect on The Market Project's 10th anniversary, I see our journey as a remarkable tapestry, woven with threads of resilience, innovation and compassion. Reading today's news headlines, our commitment to a market-based approach that creates jobs in a trauma-informed environment remains as crucial as ever. The uniqueness of our model stands out, emphasizing the dignity of survivors through tailored work and supportive healing programs.

The tireless efforts to raise awareness about the issue of human trafficking continue. Yet, the desperate need for jobs to prevent exploitation persists. In this respect, TMP is a beacon of hope, offering not only employment but a unique combination of work in a supportive community and trauma-informed support.

Reflecting on new writings in the field of neuroscience, I've become more convinced than ever of the value of our creating a supportive community within the workplace. When workers have a voice, agency is exercised, and healing is realized. In 2023, our healing program produced clear and consistent improvement in participants' relationships, emotional health, their ability to forgive, and to trust others. We also laid the groundwork for a new business, building on the lessons learned from Nguvu Dairy.

As we enter 2024, we are building on our experiences using our 10-Step Model of Business Creation. Our short-term goals include launching a new TMP business with a cash-flow positive business plan; further validating the impact of our model through data collection and evaluation; and sharing best practices from our trauma-informed model for application with other businesses.

Our ambition for TMP's second decade is to demonstrate the trauma-informed workplace as the standard for every job-creating enterprise. TMP is not a theoretical model; our real-world testing is ongoing. We strive to create lasting positive change in each individual's life.

Thank you for being part of this rich tapestry. Together, we can make a lasting impact, one job, one survivor and one community at a time.

Sincerely,



**Building Healing Workplaces**  
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**

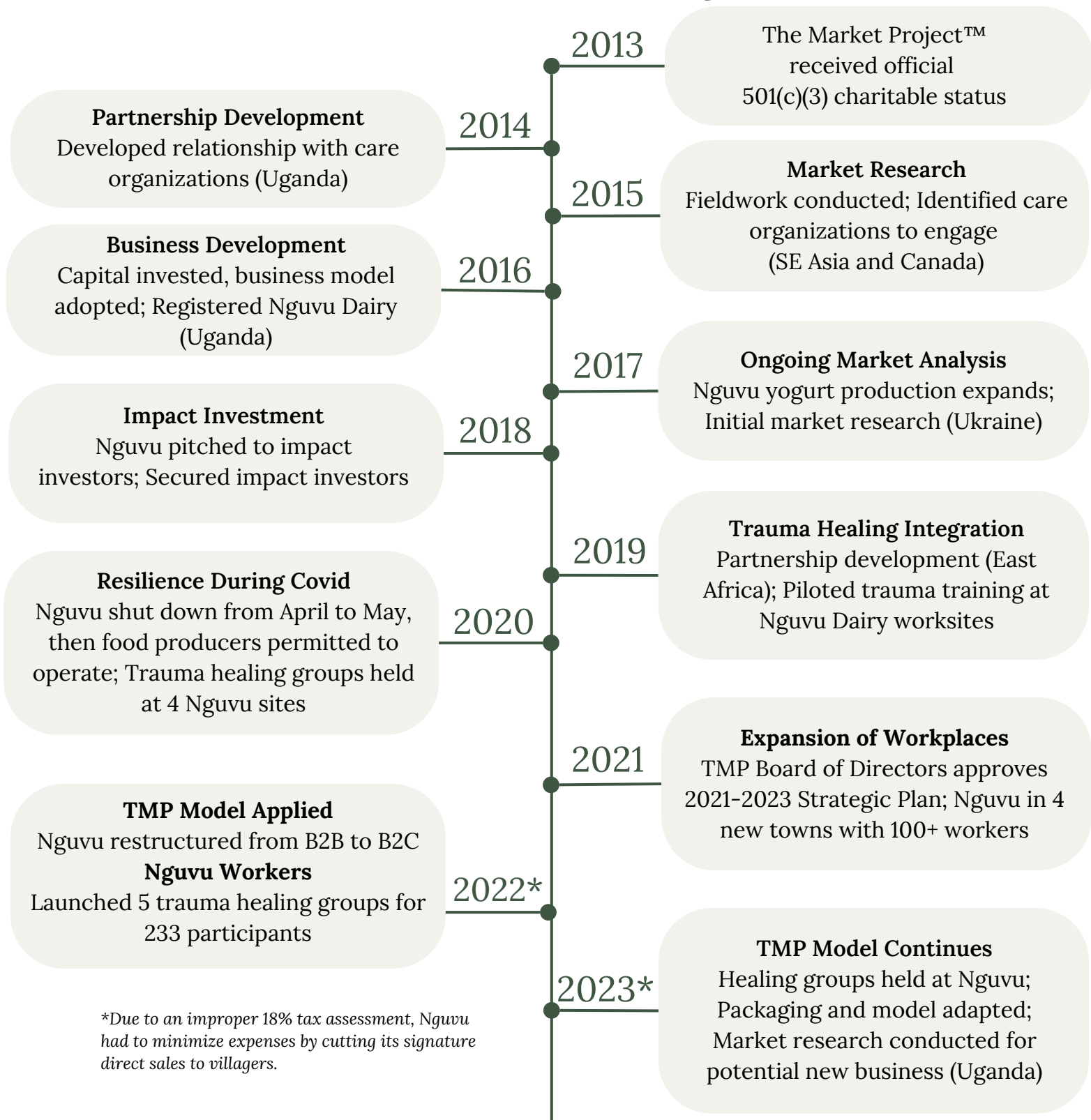
We develop trauma-informed workplace leadership who can be empathetic to employee experiences.



## **SUPPORTIVE COMMUNITY**

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

# The First Decade of The Market Project



*\*Due to an improper 18% tax assessment, Nguvu had to minimize expenses by cutting its signature direct sales to villagers.*

# OUR IMPACT

At The Market Project, periodic impact evaluation surveys at our businesses provide an understanding of the well-being of our employees. Through confidential surveys, proctored by external surveyors, we gather data on the economic, social, and psychological aspects of our workforce. The data revealed that many of our staff have experienced significant trauma from various sources. This understanding is foundational for us as we strive to create healing and dignified work environments.

The data we collect also paints a clearer picture of the positive impact of stable employment and fair wages on vulnerability reduction. We've observed an increase in job tenure and improved income among our employees, directly addressing issues of financial insecurity and food scarcity for their families.

Our most recent surveys highlighted the social and psychological benefits of working at Nguvu Dairy, with employees reporting enhanced well-being and a sense of community support. This iterative learning process informs our commitment to building trauma-informed workplaces and underscores the transformative potential of our initiatives, not only for our staff but also for their families and communities.

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## IMPACT SNAPSHOT (2016 - 2023)

**770+**

Employed across  
all locations

**85**

Leaders trained in  
trauma-informed  
practices

**625**

Attended healing  
groups

# 10 Steps of Business Creation



## 1. Build Bridges with Trauma Care Organizations.

We identify communities that have experienced complex trauma and engage those organizations that are working with the survivors.



## 2. Develop Pre-Business Concepts.

We place staff on the ground, identify existing businesses, and speak with a variety of people to develop ideas for new businesses based on community needs and market demands.



## 3. Apply Rigorous Research.

We conduct extensive desk research to understand the need the business is trying to meet, identify and engage industry experts and potential partners in the field.



## 4. Consider Alignment to Our Mission.

We identify the resources and partners required to enable the business' employees to build healthy relationships, provide for themselves and their loved ones, and realize healing within a supportive community.



## 5. Craft a Business Plan.

We create a business plan to determine the business' ability to successfully bring the product or services to market and become cash flow positive.



## 6. Raise Capital.

We work with a variety of funders to raise the start-up capital needs.



## 7. Hire a Professional and Experienced Business Facilitator.

We bring on staff to start, restart or grow a business. The Facilitator will manage the business, be supervised by TMP and be teachable on what is required to create a TI workplace.



## 8. Advise, Train and Problem-Solve with the Business Facilitator.

We collect data through confidential employee surveys to assess the impact of a stable job in a TI work environment over time.



## 9. Cross-Train Employees.

We cross-train interested employees to provide opportunities for advancement in the business or movement to other workplaces as desired.



## 10. Earn Out.

We seek to identify employees in our businesses who, after appropriate training and experience, can run the business without our help.



# Sustainable Work



## Putting Our “Ten Steps” into Action

In 2023, TMP continued our commitment to create sustainable, long-term employment opportunities for survivors of trauma using our Ten Steps to Business Creation framework. Read about how we honed in on Steps 1, 2, 3, 4, and 9 below.

### **Step 1: Build Bridges with Trauma Care Organizations**

At TMP, we begin our journey by establishing strong partnerships with organizations dedicated to trauma aftercare. The close alignment with those engaged with trauma survivors helps ensure that our initiatives are deeply rooted in understanding and meeting their nuanced needs. In 2023, we launched a new initiative in a region of Uganda that has suffered much from armed conflict, familial violence and chronic poverty.

### **Step 2: Develop Pre-Business Concepts**

Thorough groundwork is essential. We actively explore existing businesses and engage with communities to uncover opportunities for new ventures that respond to both community needs and market demands. In 2023, our engagement led to the identification of market sectors ripe for growth and sustainability, teeing up the next phase of research that will be undertaken in 2024.

### **Step 3: Apply Rigorous Research**

We are committed to researching and understanding the challenges and needs our businesses aim to address. By engaging with industry experts and potential partners, we ensure our endeavors are both innovative and grounded in practicality. In 2023, we engaged in extensive discussions with experts to better understand what products in this new market sector we are exploring have been tested and produced in Uganda.

### **Step 4: Consider Alignment to Our Mission**

Every business concept we develop is evaluated for its alignment with our mission. In 2023, we sought out and found alignment with organizations working among those for whom we desire to create and offer jobs and trauma care services. We anticipate new and dynamic synergies will be developed in 2024.

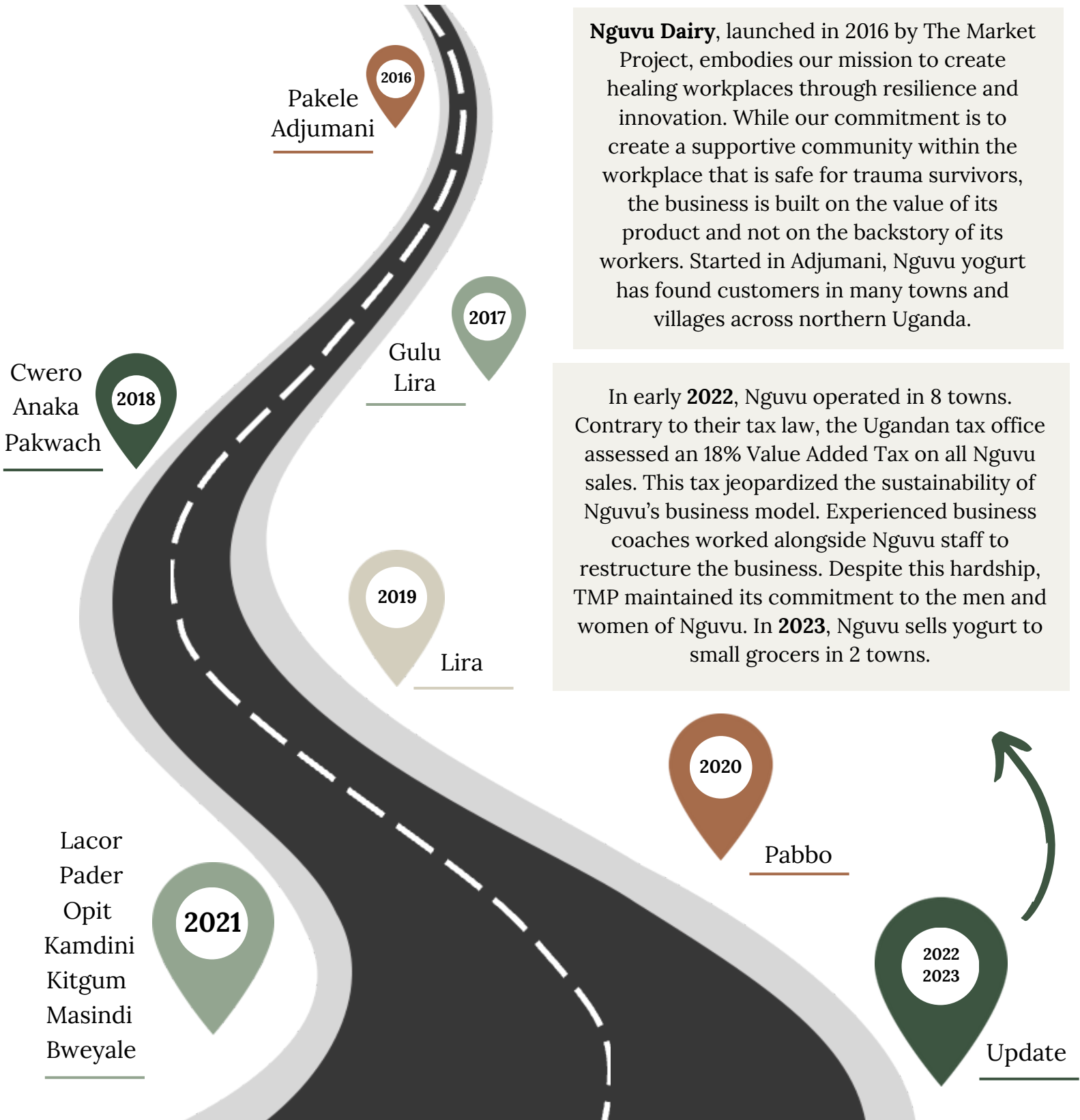
### **Step 9: Cross-Train Employees**

In 2023, Nguvu Dairy was forced to adapt its business model to remain competitive as our appeal of the 18% VAT was postponed into 2024. With a new model of distribution via city-centered shops rather than directly to villages, new challenges arose including the need to adjust the size of the yogurt packaging and creating ways to market to the new clientele.

# Sustainable Work



Nguvu Dairy Locations through the Years



# Trauma Healing



## Fostering Resilient Relationships

Our Trauma Healing program stands as a cornerstone of our commitment to creating integrated, trauma-informed, market-based workplaces.

### Cultivating Resilience

Our Trauma Healing program is central to our mission of fostering integrated, trauma-informed workplaces. In our latest Impact Assessment, we delved into the profound influence of trauma healing on participants' relationships, mental health awareness, and capacity for self-regulation.

Prior to engagement, few reported the ability to acknowledge difficult emotions or recognize signs of needing emotional protection. Following participation, numbers surged. A remarkable 92% gained enhanced emotional awareness, while 81% recognized the need for self-protection. These findings underscore the program's efficacy in promoting mental health awareness and resilience.

### Influencing Relationships

The Trauma Healing Group serves as a beacon for those navigating the complexities of relationship building. Our Impact Assessments revealed that 84% of respondents attributed relationship improvements to aspects of the trauma healing program. From practical friendship-building tools to guidance on forgiveness, participants noted tangible shifts. Notably, only 16% attributed these changes to external factors, underscoring the program's role in nurturing authentic connections.

### Building Capacity for Self-Regulation

Self-regulatory skills are pivotal in navigating life's challenges. Our data revealed a significant shift in participants' capacity for self-regulation post-program. Prior struggles with feeling overwhelmed or lacking grounding resources were alleviated:

- 84% improved in recognizing signs of being overwhelmed
- 96% gained grounding resources
- 96% enhanced self-soothing abilities

### Enhancing Mental Health Awareness

Survey data illuminated the program's impact on emotional well-being.

These findings underscore the program's impact in fostering resilience and emotional well-being.

*“Nguvu Dairy has the best model for the recovery and reconstruction of this part of the country [Northern Uganda]. I have seen all the young boys who were disturbing us on the streets becoming more responsible every day as they get to work morning till evening leaving no room for idleness. Some have reduced their high drinking rates and are taking care of their families.”*

Hon Kimara Fearless, Chairman LC3, Pader Town Council

# Supportive Community



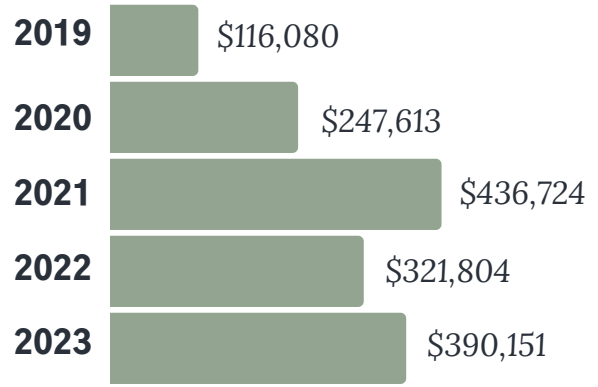
## Fostering Community Through Employment

The impact of our work in 2023 is also reflected in the lives it has touched. For individuals (pictured below) like Walter, Pius, Bridget, Faith, Patrick, and Denis, a steady job represents more than economic stability—it is a pathway to dignity, empowerment, and healing.



# FUNDING SUMMARY

Since 2016, our resilient organization has made a significant difference in the lives of hundreds through the influence of the marketplace. We deeply appreciate our supporters for their belief in our cause and their financial contributions, as they play a crucial role in enhancing lives and communities.



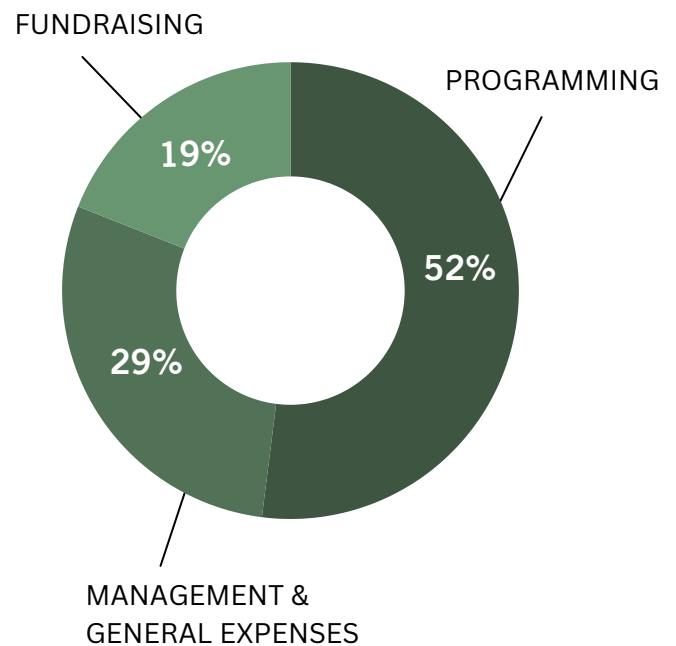
REVENUE

## WHERE YOUR GIFTS GO

**\$56,090**  
SUSTAINABLE WORK

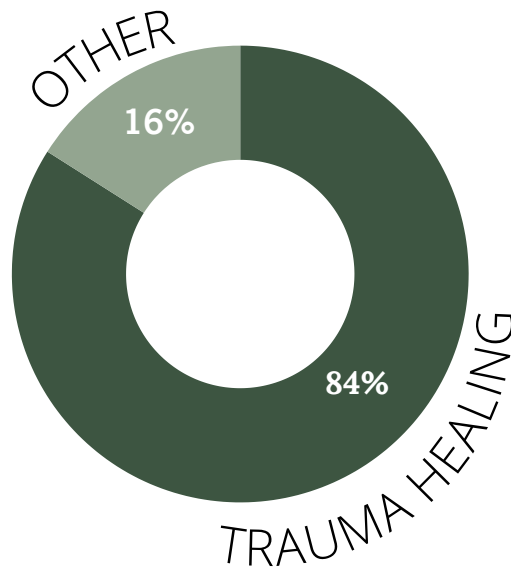
**\$20,201**  
TRAUMA HEALING

**\$28,741**  
SUPPORTIVE COMMUNITY



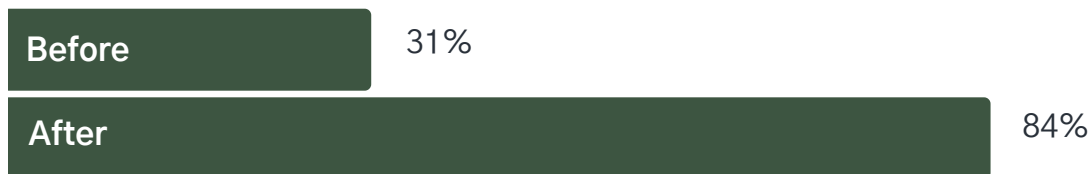
# THE TMP DIFFERENCE

84% of Nguvu Dairy respondents cited aspects of the trauma healing program as influencing the way they relate to others, including practical tools to build relationships, help to forgive others, and choosing healthy friendships



## TRAUMA HEALING

Ability to recognize signs of feeling overwhelmed



Ability to tap into resources to feel more grounded



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

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