



ANNUAL REPORT



LETTER FROM THE DIRECTOR

Dear Supporters and Friends,

We launched TMP's second decade in 2024 with an ambition to demonstrate how the trauma-informed workplace can be the standard for every job-creating enterprise. On the ground in Uganda and with other business leaders seeking to incorporate trauma informed practices in their workplaces, we advanced this vision in the past year.

Across northern Uganda, we devoted 1,232 hours in new business creation. In Arua, we invested heavily in research and planning for a new business: [BuildRight Construction Services](#). BuildRight is rooted in local need and guided by our belief that dignified work and trauma-informed workspaces can drive healing and transformation. The proposed staff of 50 will produce quality building materials in a safe working environment to meet the surging demand for construction materials in Uganda. In line with our 2024–2026 Strategic Plan, we're raising capital to launch BuildRight (in late 2025) and adding staff to support new businesses and trauma programs.

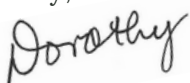
Like many small businesses challenged by shifting operating environments, [Nguvu Dairy's](#) Board determined that the business wasn't viable under the 18% VAT burden and made the hard decision to cease operations. However, we continued to support the Nguvu team. TMP staff worked closely with the team as they explored and tested several new business ideas. The team is creatively and persistently exploring the potential launch of a baked goods venture.

TMP's trauma healing work also expanded last year. Building on our longstanding relationships in Lira, Uganda, we helped equip the leaders of a Mercy Network in their understanding and caring for survivors of trauma. They in turn are building trust and stability with 200 families in their community who face deep vulnerability. In two northern Ugandan towns, 242 men and women joined healing groups, 56 local leaders completed Level One trauma training, and 19 continued with Level Two.

In addition to our work with TMP businesses, we were pleased to share with others our experience creating trauma-informed workplaces. It was an honor to contribute in-the-field expertise to the Employee Handbook for Healing-Centered Workplaces, created by the Freedom Business Alliance. It's a practical resource designed to help business leaders create supportive, trauma-informed environments tailored to their employees' unique needs.

All of this progress in business creation and trauma healing is made possible by our dedicated team, a growing network of partners, and supportive donors. We're grateful to be moving forward with purpose and with you.

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.

OUR IMPACT

Bridget's Journey 2017 to 2024

SUSTAINABLE WORK:

*SALES ASSOCIATE
TO PRODUCTION
MANAGER*

When Bridget joined Nguvu Dairy in 2017, she was seeking a job—and she was given the opportunity for much more. She began building a future with hope.

Bridget lost her mother as an infant and, after her grandmother's death in 2013, lived with extended family. Despite hardships, she was determined to continue her education. At Nguvu, she started as a sales associate, selling up to 100 pouches of yogurt a day. Her earnings allowed her to pay her own school fees, proudly completing her secondary education in 2018.

TRAUMA HEALING:

*BROKEN
RELATIONS
MENED*

Later, Bridget transitioned into the Production Unit, working part-time under the leadership of the Production Manager. Over time, her role grew, and so did her confidence, skills and community.

Beyond income, Nguvu's trauma healing program had a transformative impact on Bridget's life. Weekly sessions on topics like forgiveness and self-care helped her mend a broken relationship with her stepsister and find new ways to resolve conflicts peacefully—both at home and in her community.

SUPPORTIVE COMMUNITY:

*FINDING FAMILY AT
HOME AND AT
WORK*

Bridget is now married and has a son. Her hard work at Nguvu until 2024 allowed her to support her family financially, and work alongside a production team whom she described as her "brothers and sisters." At the end of each day, "we leave with smiles on our faces"—living testimony that sustainable work and trauma healing together create lasting change.

Through opportunities provided by Nguvu Dairy, Bridget's story reflects the heart of The Market Project's mission: restoring dignity, rebuilding lives and helping communities thrive.

FINANCIALS

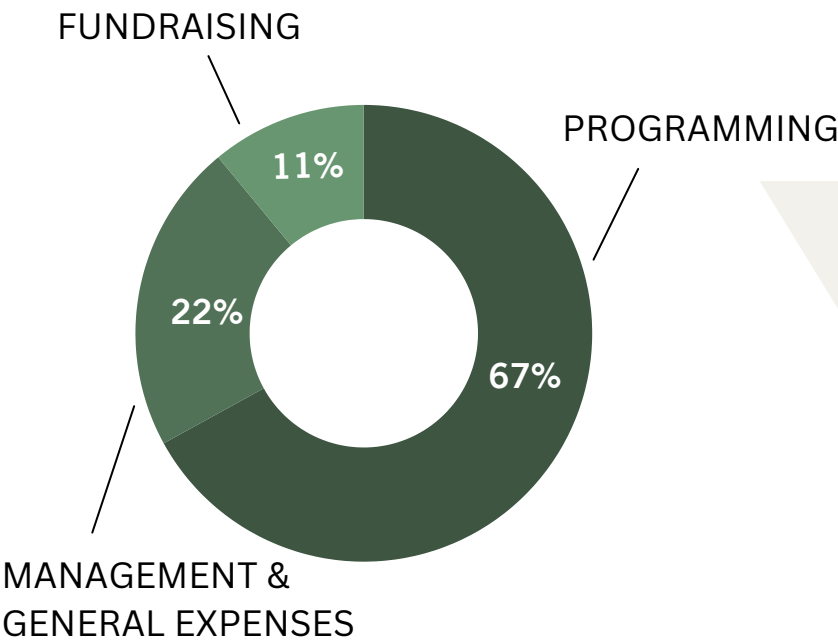
From our first enterprise, we have made a direct impact in the lives of hundreds through our healing workplaces, felt throughout families and communities.

We deeply appreciate our supporters for believing in and contributing to our efforts to provide safe, dignity-affirming jobs in a healing workplace. You play a crucial role in transforming lives.



TOTAL RAISED \$301,702

TOTAL SPENT \$272,901



PROGRAMMING EXPENSES



\$92,579
SUSTAINABLE WORK



\$36,529
TRAUMA HEALING



\$52,595
SUPPORTIVE COMMUNITY



An Interview with

Edmund Brett, BuildRight Advisor

Across northern Uganda, new structures are rising—but more than that, so are the hopes and ambitions of young people eager to build a better future. One of the newest businesses making that possible is BuildRight, a TMP venture led by Edmund Brett, TMP’s Business Development Advisor based in Uganda. From initial product to validation and refinement, Ed has helped guide the business development process step by step. His story—and BuildRight’s—offers a window into how TMP creates sustainable jobs that offer dignity, healing and opportunity.

“Communities that rely solely on aid remain fragile. What creates real, sustainable transformation is enterprise.”

—Edmund Brett



Finding Purpose through Enterprise Ed’s Story

Before joining TMP, Ed’s journey wound through wildlife conservation, economic development and humanitarian response. His passion for environmental protection led him from the UK to Southeast Asia and eventually to Uganda. “I wanted a career that made a difference,” he shares. “Working in Uganda’s construction sector opened my eyes to the power of vocational training and business as tools for change.”

Ed’s years of experience working with innovative construction materials caught the attention of TMP as we were exploring a business to address Uganda’s significant infrastructure and housing needs. In addition, TMP’s holistic model resonated with his own assessment of the multi-faceted needs of the youth he had been working with. “What impressed me most about TMP’s model was the trauma-informed approach to running a business. It acknowledged that business isn’t just about profit—it’s about people who’ve been through a lot and need support to move forward.”

That belief crystallized when Ed met Richard, a 21-year-old refugee from South Sudan. Despite facing unimaginable trauma, Richard was determined to provide for his family and make something of himself. “He reminded me that people aren’t statistics—they’re full of potential. That’s why this work matters.”



Building More Than Blocks

The TMP Difference

BuildRight's path follows our [Ten Steps](#) and aligns fully with TMP's mission by creating employment environments that affirm dignity and promote healing. "We're not just creating jobs, we're building a culture," Ed says. That includes trauma-healing sessions and financial empowerment programs offered to BuildRight's employees while tapping into the expertise of local partners. "These aren't perks, they're part of the business model," he adds. "We want people to feel they belong, that they're safe, and that they're growing."

Develop Pre-Business Concepts

Turning Conversations into a Company

The idea for BuildRight's innovative product took root in early conversations with concrete block suppliers in Arua. "They were selling huge volumes," Ed recalls, "which told me there was a steady demand." Talks with Arua's District Engineer confirmed that Arua's infrastructure needs were growing fast. A focus group of engineers and contractors revealed a critical pain point: unskilled labor was undercutting the market with subpar construction. TMP's proposal? A better product—and better partnerships.

At first, the team explored Interlocking Stabilized Soil Blocks (ISSB), but financial modeling showed limited profit margins. Then came the breakthrough: Interlocking Hollow Concrete Blocks (IHCBS). Stronger, easier to use, and more familiar to buyers, IHCBS offered the best of both worlds.

Apply Rigorous Research

Testing Assumptions, Validating Potential

Data from real project budgets, pricing benchmarks, and interviews shaped the business case. "We learned that Arua is not just growing—it's becoming a regional hub," Ed explains. Demand isn't just local—it stretches across borders into Congo and South Sudan. In addition, research showed that BuildRight could play a real role in raising construction standards. A key takeaway was that Ed and the team committed to selling blocks only to certified, trained contractors as a way to support skilled professionals and reshape the local industry.

"These aren't perks, they're part of the business model."
—Edmund Brett

THE TMP DIFFERENCE



Raise Capital A Business Worth Investing In

Taking all of the research into account and working alongside TMP leaders and trusted advisors, Ed helped shape a business plan that reflects both heart and rigor. The pitch: Demand is high, our product is better, margins are strong, and the workplace is transformative. “This isn’t charity, it’s smart investment with social returns,” Ed explains.

Hire a Professional and Experienced Business Facilitator Leadership with Local Insight

TMP knew that launching BuildRight would require someone with on-the-ground expertise and a vision aligned with dignity-affirming work. With six years of experience in Uganda’s construction and humanitarian sectors, Ed is uniquely positioned to lead.

His past projects, from refugee housing to local hotel builds, combined with his values, made him the ideal facilitator. “This isn’t my first build,” he laughs. “But it might be the most meaningful.”

The Future We’re Building

As BuildRight prepares for launch, Ed is already looking to the future: new product lines, regional expansion, and eventually, employee ownership. “I want our staff to move from workers to shareholders. That’s where dignity meets sustainability.”

Whether laying foundations or shaping futures, BuildRight exemplifies TMP’s commitment to building better workplaces, block by block, life by life.



ABOUT US

Building Healing Workplaces

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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