

A BUSINESS WORK PLAN FOR JFJ TARGET INTERNATIONAL COMPANY LTD PROPOSING TO OPERATE A FISH MAWS PROCESSING AND EXPORT ENTERPRISE IN BUKOBA, TANZANIA

**PREPARED BY JFJ TARGET INTERNATIONAL COMPANY LTD,
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COMPANY HISTORICAL BACKGROUND

JFJ TARGET INTERNATIONAL COMPANY LTD (JTICL), a Tanzanian-registered company is a product of experience gained by some JTICL shareholders from Ugandan fish maws processing companies in which some of the shareholders of JTICL are also shareholders of the Ugandan companies. These Ugandan companies include:

1. Tianhe Company Uganda Ltd located in a residence along Bukoto Crescent within the elite society of Naguru in Kampala. Tianhe Company Uganda Ltd has been operating in Uganda for a year but one of her shareholders Mr. Chen Dioping has an 8-year experience in the fish maws business as a marketing Manager. The company's activities have no negative impacts to the welfare of the neighboring society and the environment.
2. JSK Target International Ltd located along Martin Road in Kampala. This company has been successfully operating for the last five years. Mr. John Kiyingi Ssamanya is a shareholder of both JFJ Target International Company Ltd and JSK Target International Ltd and Chairman of Uganda Fish Maws Association.

The long experience in fish maws business gained in Uganda by shareholders of JFJ Target International Company Ltd has been a driving force in addition to the fish maws business opportunities available in Bukoba for similar operations. The operators have adequate capacity to operate a fish maws processing enterprise.

FISH MAWS IN BRIEF

A fish maw is a trade name for a fish organ also known as swim bladder, gas bladder or air bladder. A swim bladder is an organ in the fish body cavity. It functions as a hydrostatic organ which controls buoyancy in fish by varying the quantity of gas in it. Not all fish have swim bladders. All cartilaginous fish e.g. sharks, skates and rays have no swim bladders. Many bony fish have swim bladders. These include common herring, carp, bowfin, Nile perch, and cat fish. In Lake Victoria, the swim bladder of the Nile perch is a commodity that has the highest commercial value. The swim bladder comprises of about 2% of whole fish weight (SOURCE: Kenya Marine and Fisheries Research Institute Report). In the 1990s, the swim bladder of the Nile perch was being fried and eaten by the local people along the shores of Lake Victoria. Fish maws of the catfish *Bagrus docmakisa* favored delicacy for fisher communities of Lake Victoria though it is not abundantly available.

Commercial uses of Nile perch fish maws

1. In Asia, the Nile perch swim bladder is highly prized and mostly used for making traditional soup with supposedly medicinal properties. It is a favorite dish at fancy Chinese banquets.
2. An aphrodisiac.
3. Manufacture of absorbable stitches in especially internal surgeries
4. Source of collagen for making water-resistant glue
5. Isinglass, a refining agent used in beer and wine manufacturing.

COMPANY PROFILE – 2019

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|----|---|--|
| 1 | NAME OF THE COMPANY | JFJ TARGET INTERNATIONAL COMPANY LTD |
| 2 | YEAR OF ESTABLISHMENT | 2018 |
| 3 | NATURE OF THE COMPANY | Limited Company |
| 4 | FACTORY PHYSICAL ADDRESS AND HEAD OFFICE | Kashura – Busimbe area, , about 300 meters off Bukoba-Maruku Road, via Kolping Hotel, Bakoba Ward, Bukoba, Tanzania and about 4 kilometers from Bukoba Municipality center. |
| 5 | CONTACTS AND CONTACT PERSONS - Shafii Isaka Abdalla - Fadhili Kuraishi Kalikawe | Mobile: +255 763236872, +255 762805289 E-mail: joshuamukiibi@gmail.com |
| 6 | PROCESSING FACILITIES | Include but are not limited to: - Deep freezers - Processing tables - Fish bins - Trays - Drying racks - Weighing scales - Drying sticks - Knives - Scissors - Hammers - Pins E.T.C |
| 7 | RAW MATERIAL AND SOURCE | Prime quality fish maws of Lake Victoria perch (<i>Latesniloticus</i> . Sources are small suppliers and fish processing factories |
| 8 | RAW MATERIAL HANDLING AND PROCESSING CAPACITY | 500 kg per day |
| 9 | PRODUCTS AND BY-PRODUCTS | - Dried fish maws - Crude fat |
| 10 | TRANSPORTATION TRUCKS | One |
| 11 | MAJOR MARKETS | Local: Far East countries (Asia, Hongkong) |
| 12 | CERTIFICATE OF INCORPORATION NUMBER. | 136365150 of 01 st April, 2018 |
| 13 | BUSINESS ACTIVITY | Fish maws processing and export |
| 14 | PLANNED MANPOWER | 25 |
| 15 | MANAGING DIRECTOR | MR. MUKIIBI JOSHUA |

CAPITAL INVESTMENT

The Company will start with a working capital of TShs seventy (70) million which will be mobilized from shareholders.

SHAREHOLDERS

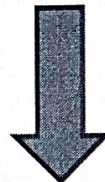
| Serial No. | NAME OF SHAREHOLDER | NUMBER OF SHARES TAKEN |
|-------------------|---|-------------------------------|
| 1 | Joshua Mukiibi, P.O. Box 1176, Bukoba, Tanzania | 25 |
| 2 | John KiyingiSsamanya, P.O. Box 1176, Bukoba, Tanzania | 25 |
| 3 | ShafiiIsakaAbdala, P.O. Box 1176, Bukoba, Tanzania | 5 |
| 4 | FadhilKuraishiKalikawe, P.O. Box 1176, Bukoba, Tanzania | 5 |
| 5 | Shen Jinliang, P.O. Box 1176, Bukoba, Tanzania | 30 |
| | | |

ORGANIZATION CHART

MANAGING DIRECTOR



DIRECTORS



SUPERVISORS



SHOPFLOOR WORKERS

PROJECT OBJECTIVES

1. Creation of a profitable and sustainable business
2. Generation of employment opportunities
3. Creation of a reliable market of raw fish maws for suppliers and supply for external markets requirements

PROJECT BENEFITS

1. Creation of employment especially for local people thereby alleviating poverty
2. Generation of foreign currency
3. Generation of revenue for Central and Local governments

POTENTIAL PRODUCT MARKETS

The biggest market is in Asia.

CHALLENGES AND MITIGATIONS IN FISH MAWS BUSINESS

| CHALLENGES | MITIGATIONS |
|--|---|
| Competition for raw fish maws | Application of highly competitive business practices |
| Security for raw and processed fish maws | Tight and effective security controls |
| Wastewater management | <ul style="list-style-type: none"> - Application of closed system of management by use of septic tanks and/or soak-away pits - Prompt emptying of septic tank and proper disposal by a registered septic tank emptier |
| Odor nuisance | <ul style="list-style-type: none"> - Use of well-preserved raw fish maws - Time and temperature control during processing - Prompt emptying of septic tanks before they overflow and pollute the environment |
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PROJECT LOCATION

The project is located at Kashura in Busimbe locality about 300 meters off the Bukoba Municipal-Maruku road and has adequate working space for accommodating the processing infrastructure.

RELEVANT ACTS, REGULATIONS AND POLICIES

The project has a responsibility to comply with Policies, Acts and Regulations listed below to ensure a smooth running its activities.

- The Fisheries Act No. 22 of 2003
- The Fisheries Regulations 2009
- Environmental Management Act, Cap 191 (2004)
- The Employment and Labor Relations Act, 2004
- The Environmental Impact Assessment and Audit Regulations. G.N. No. 349, (2005)
- The Water Resources Management Act, 2009
- The Public Health Act 2008

- Municipal By-laws
- Occupational Health and Safety Act 2003
- Sustainable Industrial Development Policy SIDP:1996-2020
- National Water Policy (2002)
- National Land Policy (1996)
- National HIV/AIDS Policy (2001)
- National Investment Promotion Policy (1996)
- National Environmental Policy (1997)

The Tanzania national development is guided by various strategies which include the following.

- Rural Sector Development strategy
- National Poverty Reduction Strategy
- Tanzania Development Vision 2025.

The investors of JFJ TARGET INTERNATIONAL COMPANY LTD are encouraged to be conversant with all the above documents

INSTITUTIONAL ISSUES

| INSTITUTION | ROLES AND RESPONSIBILITIES |
|---|--|
| Ministry of Livestock and Fisheries Development | <ul style="list-style-type: none"> ▪ Conservation and Sustainable utilization of fisheries resources ▪ Fish quality assurance ▪ Licensing ▪ Approval of investment proposals |
| Bukoba Municipal Council | <ul style="list-style-type: none"> ▪ Public awareness mobilization ▪ Issuance of permits ▪ Extension services ▪ Law enforcement |
| National Environmental Management Council and Vice President's office | <ul style="list-style-type: none"> ▪ Law enforcement ▪ Technical support ▪ Environmental auditing and monitoring to ensure statutory compliance ▪ Advise the government on environmental challenges ▪ Coordinate implementation of the National Environmental Policy ▪ Issuance of Environmental Certificate and other permits |
| | |

EMPLOYMENT CATEGORIES

| CATEGORY | REQUIREMENT |
|--|-------------|
| MANAGEMENT | |
| - Managing Director | 1 |
| - Directors | 4 |
| - Quality Assurance-cum-Production Manager | 1 |
| Fish maws processors | 15 |
| Cleaner | 1 |
| Security Guards | 2 |
| Driver | 1 |
| TOTAL | 25 |

PRODUCTION FLOW CHART OF DRIED FISH MAWS

| PROCESS STEP | ACTIVITY |
|--------------|---|
| STEP -1 | Receiving of raw fish maws |
| STEP -2 | Cleaning of fish maws in potable water to remove fat and membrane |
| STEP -3 | Transfer of clean fish maws to drying racks for sun-drying or drying them in a room in air using fans |
| STEP -4 | Removing dry fish maws and packing them in bags |
| STEP -5 | Storage in well ventilated dry preferably warm storage |
| STEP -6 | Dispatch |
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CONCLUSION AND RECOMMENDATIONS

This project shall be operated by a team of shareholders with long experience in Nile perch fish maws business. The team members have handled different challenges of the business. The location of the project is in a low density residential area such that there shall be minimal interaction with the few neighbors around. The experience gained by the shareholders in the trade is an asset in effective mitigations of the potential almost negligible negative impacts of the project to the neighbors and environment. The project has a prospect of financial viability considering all the available business advantages. The following economic benefits are expected to be realized by the project: The Projects is expected to invest more than five hundred thousand us dollars (500,000 USD) in period of three to five years (3-5yrs).