

BORDERLESS TANZANIA LIMITED

BUSINESS PLAN

FOR

**MANUFACTURING AND SELLING SANITARY PADS
TO BRING SOCIAL IMPACT TO GIRLS LIVING IN POVERTY**

BORDERLESS TANZANIA LIMITED

P.O.BOX 30466 KIBAHA
COAST REGION

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The purpose of company

We will be the solution for poverty of teenage single mothers.

VISION

To create a society where all new lives are celebrated and all teenage single mothers can continue to pursue their dreams.

MISSION

- 1. We provide an environment where our team members can live their lives authentically with vitality**
- 2. We generate employment opportunities for young single mothers across Tanzania**
- 3. We aim to decrease the number of dropouts as a result of youth pregnancy by providing free health education across Tanzania**

WHO WE ARE - UHURU sanitary pads

We are a social enterprise in Kibaha Tanzania that runs a business with the aim of solving social problems such as poverty of young single mother and poverty in menstruation.

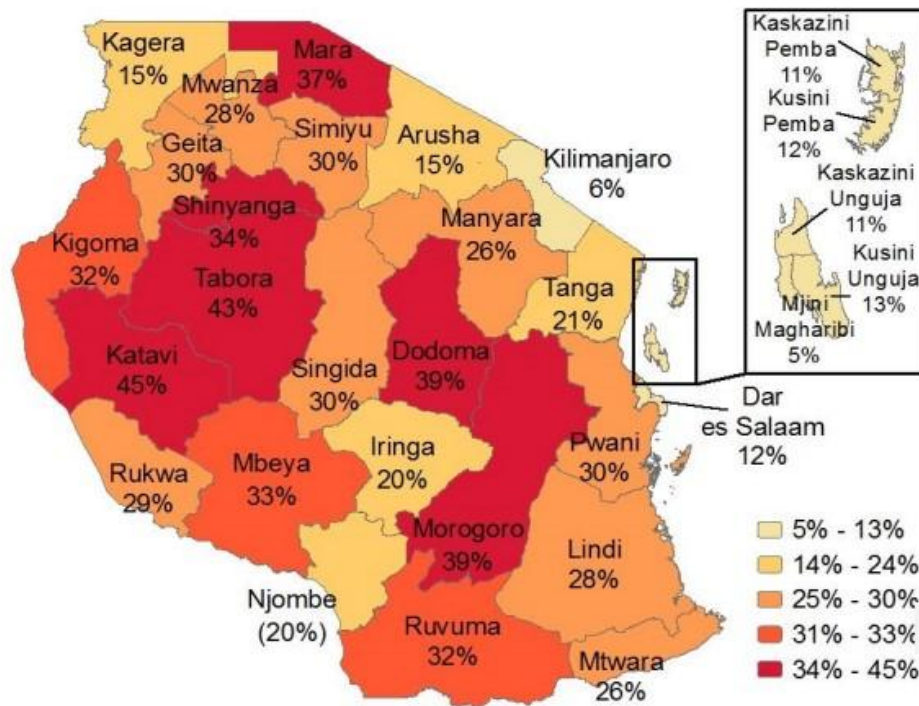
We provide job opportunity to those young single mothers by manufacturing good quality sanitary pads, and donate them with reproductive health education to local schools.



Current situation of teenage pregnancy

Figure 5.6 Teenage childbearing by region

Percentage of women age 15-19 who have begun childbearing



※Tanzania Demographic and Health Survey and Malaria Indicator Survey 2015-2016 Final Report

**About 69,000+ teenage girls got pregnant
=1 person in 3 people**

More than 6,000 students dropped out of school due to pregnancy each year (World Bank 2020)

▼

Try to survive by prostitution or Commit suicide

Background of poverty

- ① Girls who become pregnant are prohibited from attending school
- ② Abortion is not allowed by law and religion
- ③ Men who impregnate schoolgirls gets 30 years in prison

⇒ Girls are forced to become single mothers without financial support

Background of the girls getting pregnant

① Economic Poverty



- a. The distance between school and home is quite far, and she is given free transportation by a man in a motorcycle cab while leaving school. At the end, he asks her to thank him for the physical relationship, and she doesn't have the money to pay him or know how to refuse, leading to her pregnancy.
- b. Girls from poor families are unable to pay the necessary expenses to attend school, so they obtain tuition money in exchange for working as maids at the homes of acquaintances and relatives. The man of the house asks them to have physical relations with him, and they are unable to refuse, leading to pregnancy.

② Lack of access to quality reproductive health education

- The taboo against teaching about the mechanics of pregnancy and contraceptive methods persists.
- Believes in contraceptive methods that have no scientific basis.
- Lack of life planning education and opportunities to be taught about sexual consent



How to solve this social problem —THE PROJECT OBJECTIVE



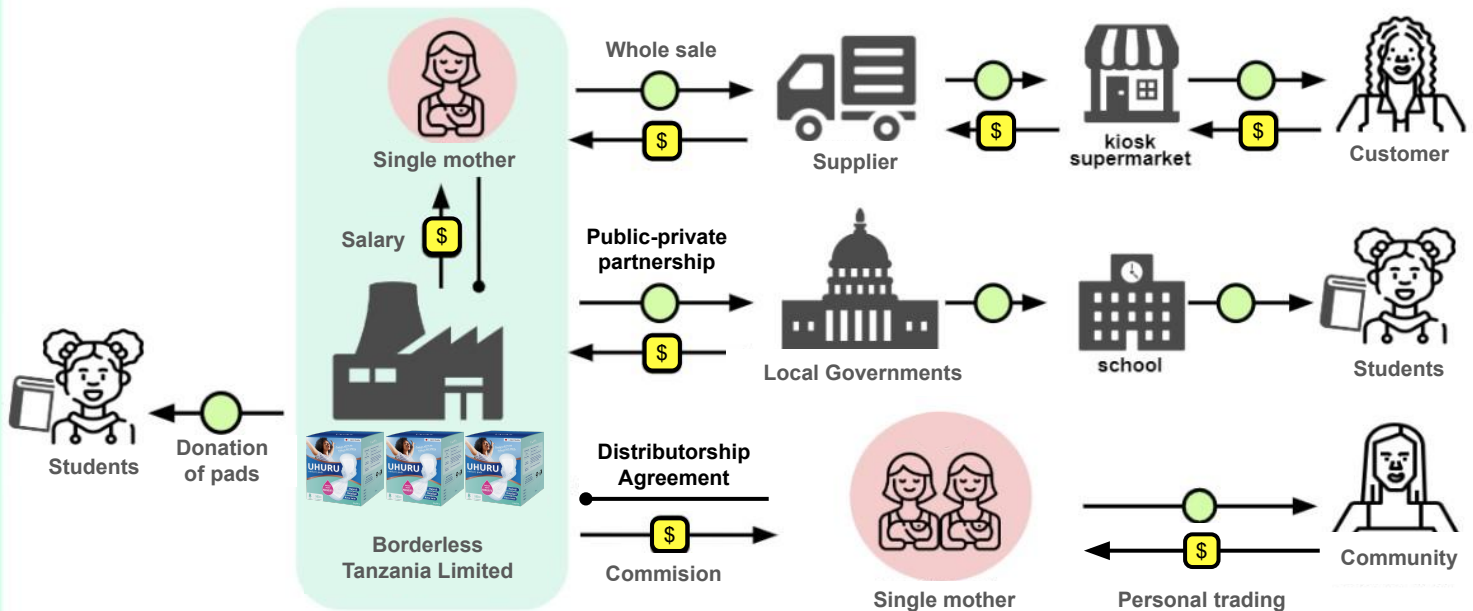
We will build sanitary pad manufacturing small factories in various parts of Tanzania and manufacture and sell high quality sanitary pads for affordable price, using “locally produced and locally consumed models”.

By providing job opportunity with childcare service, we will employ and support teenage single mothers at factories near where they are.

The effectiveness of this idea

- (1) It enable teenage mothers to work while living with their family by building factories in various places
- (2) It enable to prevent social isolation by creating communities of women who have the same experience in different parts of Tanzania.
- (3) It enable to hire many teenage mothers as manufacturer and supplier because sanitary pads are in constant demand nationwide as women need them every month.
- (4) It enable to be expanded nationwide because it does not require advanced skills and training and it can be completed in one day at the earliest.

How to solve this social problem —BUSINESS MODEL



Business model

(1) Wholesale and retail sales

To have contract with a supplier who deals only with Made in Tanzania products and sell through that supplier at kiosks and supermarkets. And supply and sell directly from the factory to retailers and supermarket.

(2) Door-to-door sales by single mothers

Door-to-door sales to women's communities, such as beauty salons, restaurants, and other workplaces with many women. Single mothers can have a fixed customer base every month and are paid by results.

(3) Partnership with government sectors

To have contract with local government to obtain budget for donating sanitary products and reproductive health education to school girls.

4P analysis

Product & Place

—Selling at supermarkets for middle- and high-income earners



Comparison of Absorption of UHURU pads and others

► <https://youtu.be/oQNOgAasUAE>

【UHURU sanitary pads】

High-Quality using Japanese technology.

Safely manufactured in Tanzania

Ultra-thin x Super absorbent

- Dries quickly and does not irritate the skin.
- Absorbs for more than 4 hours.
- No irritating chemicals.
- Ultra-thin and fashionable.
- Customer selling price
⇒ 2500Tsh for a pack of 8 pads

【Existing pads brand】

Poor-Quality or good quality with overpriced pads.

Manufactured overseas, and unable to trace under what circumstances they were manufactured.

- Poor absorption and dermatitis
- Not absorbable for a long time.
- Thick and will be known of wearing it.
- High quality brand price
⇒ 3500Tsh+ for a pack of 8 pads

Product & Place

—Selling at local shops for low-income earners



Same quality with
the packaged UHURU sanitary pads (8pads)

【UHURU pad 1pad】

Enable to purchase High-Quality
sanitary pad for only 300Tsh.

Positive effect

- Prevention of infection risk
- Free from leakage of menstrual blood and enable to continue study or work

【Existing pads brand】

No brand sells Cheaper sanitary
pads less than 1,000Tsh

Women who can not afford sanitary
pads should use alternative methods
such as rags, newspapers, sponges,
tissues.

Bad Effects

- Infection by germs or bacteria
- Being bullied and stopped going to school due to leaking or smelling menstrual blood

PRODUCTS COMPARISON

—Pricing

	UHURU	A Company	B Company	C Company	D Company
Brand					
Price	2,500Tsh	2,000Tsh	2,500Tsh	2,000Tsh	3,500Tsh
Pieces	8	10	7	10	8~10
Absorption	30ml ○ 60ml ○ 90ml ○	30ml △ 60ml × 90ml ×	30ml × 60ml × 90ml ×	30ml △ 60ml × 90ml ×	30ml ○ 60ml ○ 90ml ○
Fragrance	×	×	×	○	○

CUSTOMER REVIEW



I normally use cloth for my period because I tried many brands of pads and I got rashes with them. However, **this pad does not give me a rash** and I am amazed at how **it feels like I am not wearing anything** because of its thinness.

35 years old / Mamantilie



Before using this pad, I was worried if it would be absorbed well with this thinness, but **even on the second day, it is absorbed longer than what I normally use.** And I like it because I **can wear jeans even when I'm on my period.**

28 years old / restaurant waitress

Promotion



@sabasaba2023



Sticker for shop

- Participating Exhibition
- Promoting on local radio
- Promoting in front of the shelf of sanitary area in the supermarket
- Providing sticker for shop owner
- Visiting local market
- Providing flyer with sample pad
- Visiting schools



Market study

Segmentation and Targeting for 8pcs

Target

Purchased with trust by health-conscious people

Uhuru sanitary pads are trusted by women who have suffered health problems from using other companies' napkins because they reduce the risk of rashes and itching for the following reasons

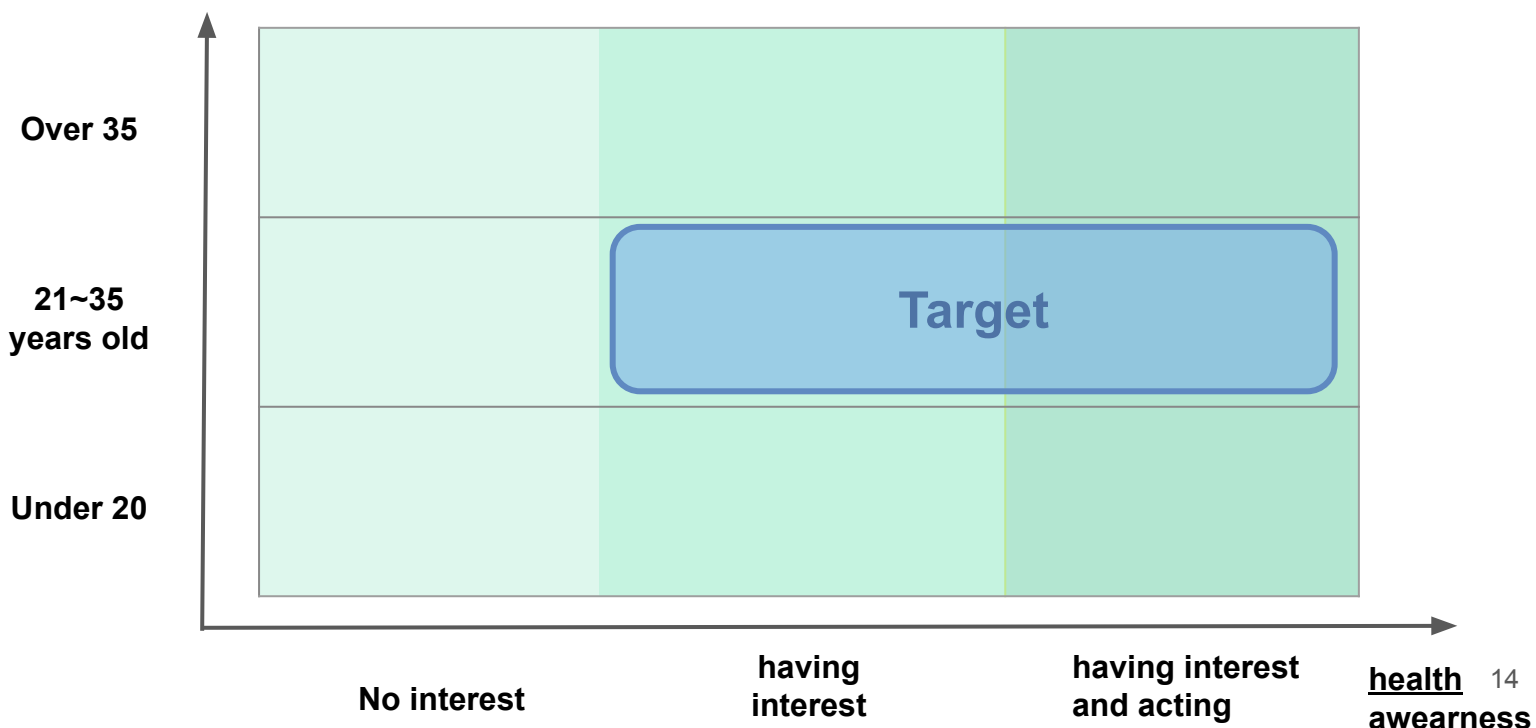
- High absorbency and quick-drying
- No chemicals such as menthol or fragrance are used

They are also trusted because they are manufactured in Tanzania and thoroughly checked by TMDA and TBS laboratories.

Women in their early 20s to early 30s

Many of them enjoy wearing skinny jeans and tight skirts, which are popular in Tanzania, and are attracted by the ultra-thinness of UHURU sanitary pads instead of “old style thick pads” which is visible.

Age range



Segmentation and Targeting for 1pc(s)

Target

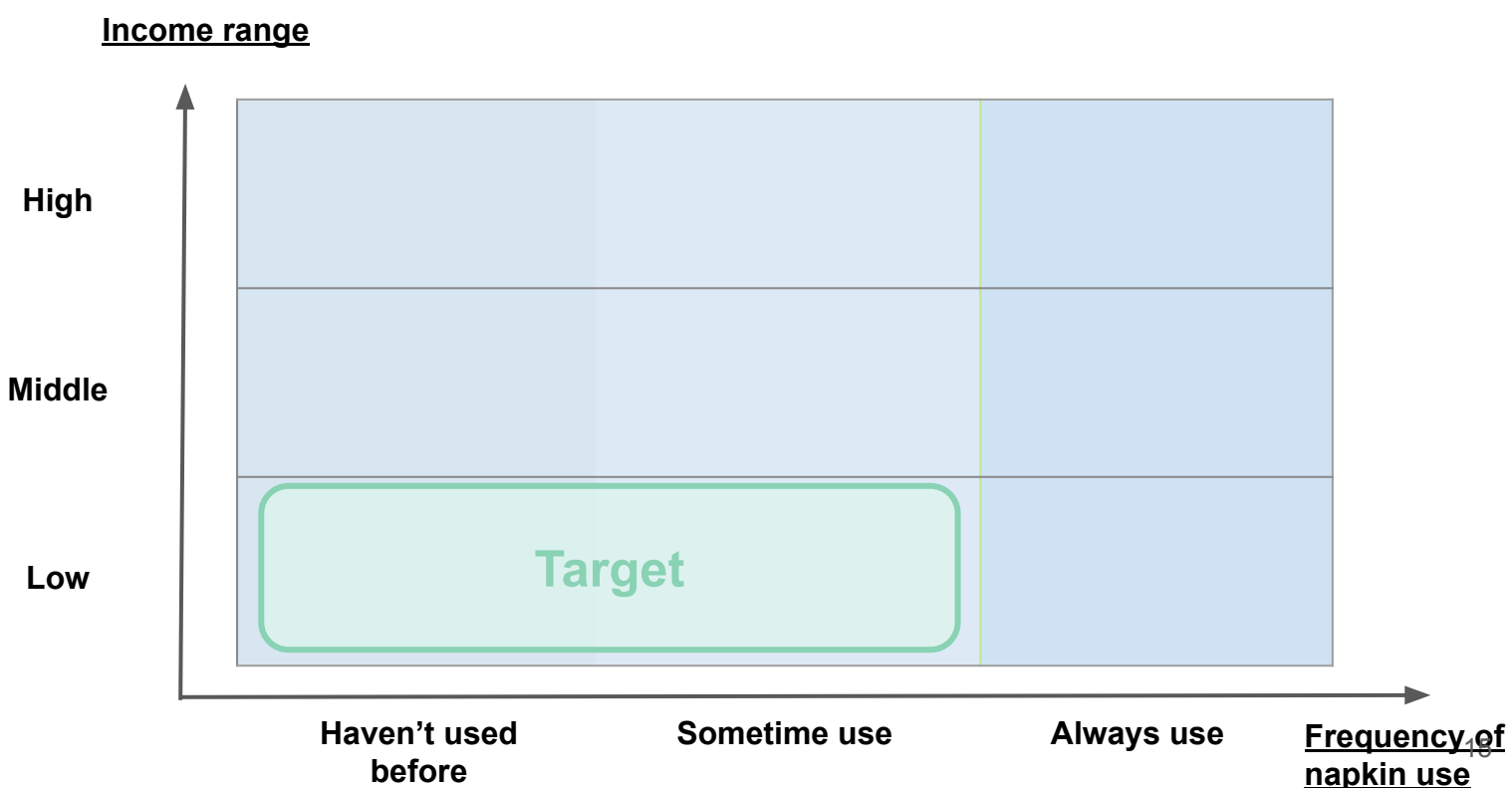
Purchased by low income earners

About 45% of Tanzania's population lives at the absolute poverty line and many of women in such a condition can not afford sanitary pads (about 2,000Tsh per one package of 8 pads)

Many of them substitute strips of cloth, tissues, newspapers, or sponges for sanitary napkins and contract infections as a result of unsanitary conditions. For example, they do not have water to wash their clothes until the menstrual blood stains are removed, or they dry their clothes in hidden places such as under bed mattresses because there is no place to hang them privately under the sunlight.

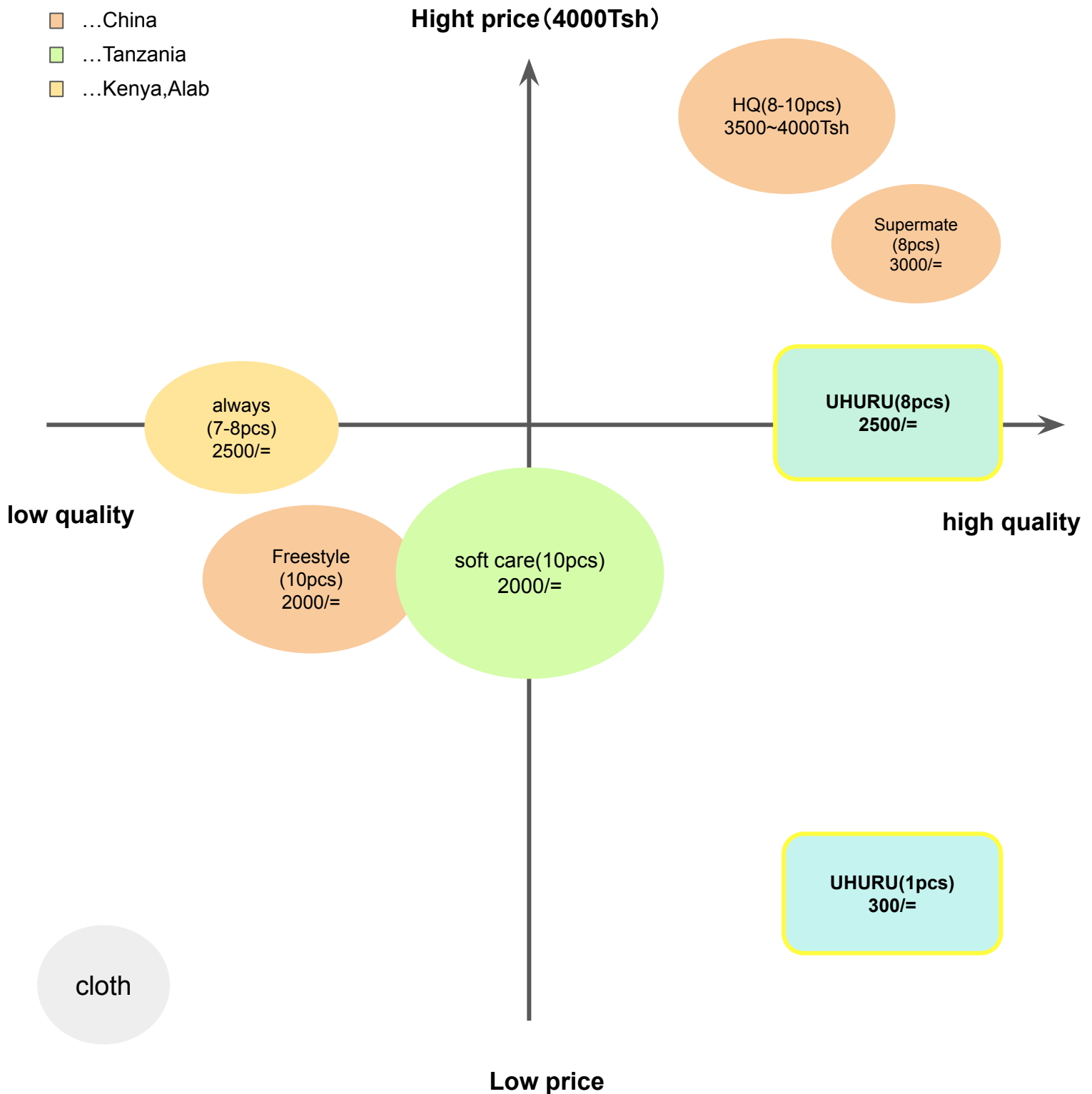
In addition, many students with such conditions often miss school for fear of being bullied for leaking blood or smelling their clothes and having risk of dropout of school.

UHURU sanitary pads will be chosen as alternative for them by providing high quality pads for 300Tsh only, and they will have opportunity for continue their studies.



Product Positioning

Provide low-cost, good quality
(absorbency + comfort) sanitary pads

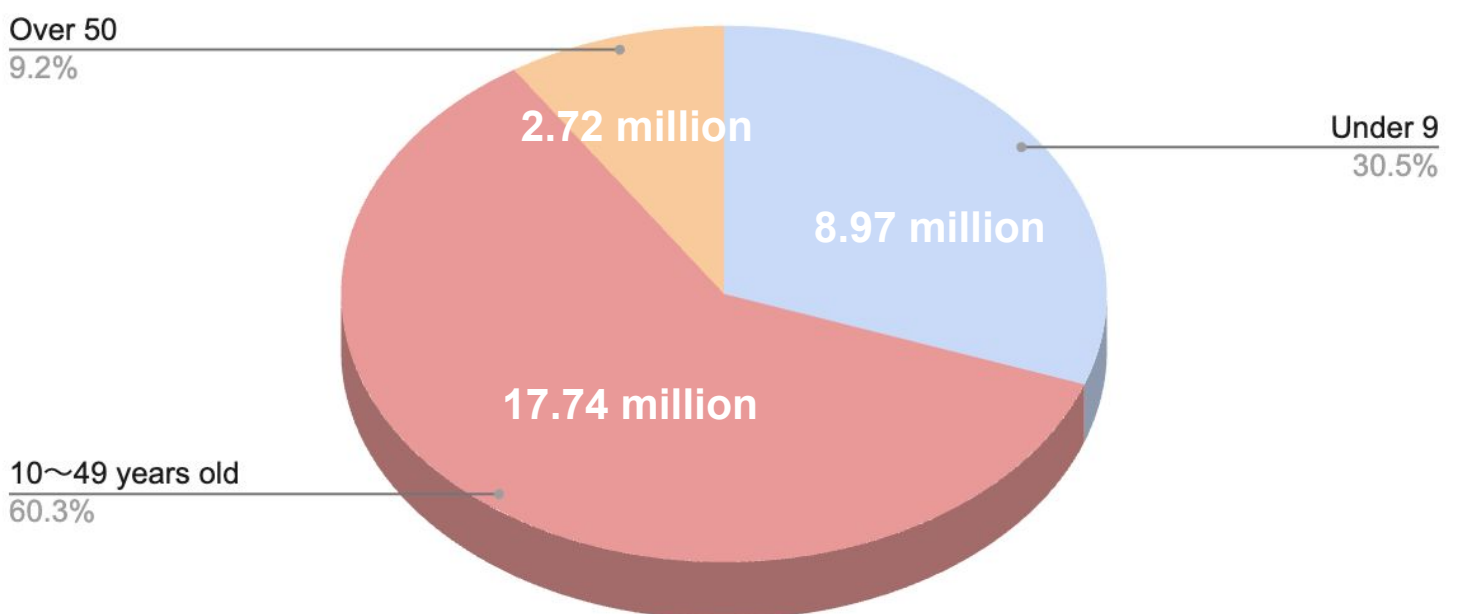


Market scale

The number of Tanzanian women in the age group with menstruation is 17.74 milion.

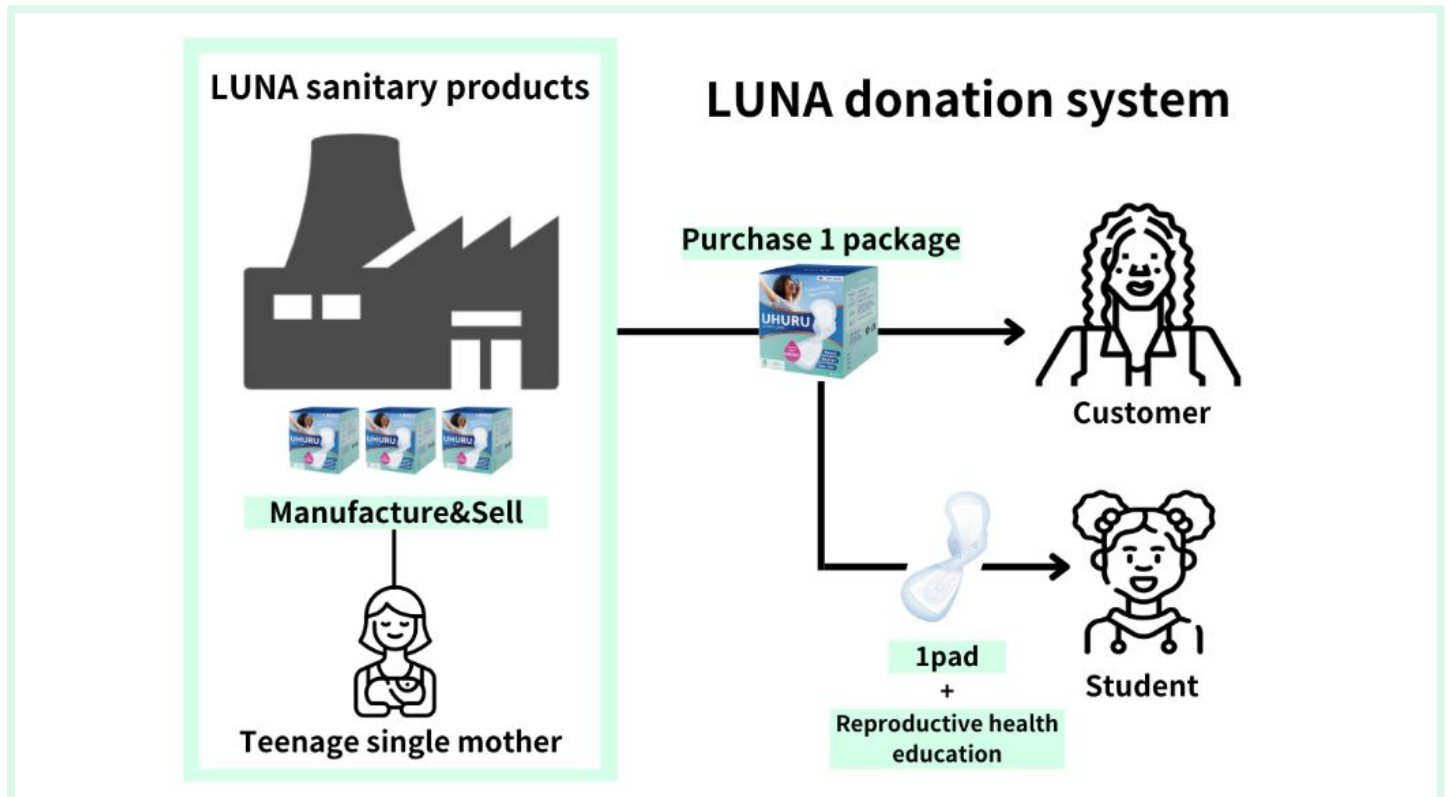
The number of packages of sanitary pads that can be manufactured in one factory is about 12,000 packages with 12 hours of operation time, so it is expected that the target of at least one factory in each province (31 locations) will be achieved if 2% market share is obtained.

Tanzanian Female Population by Age



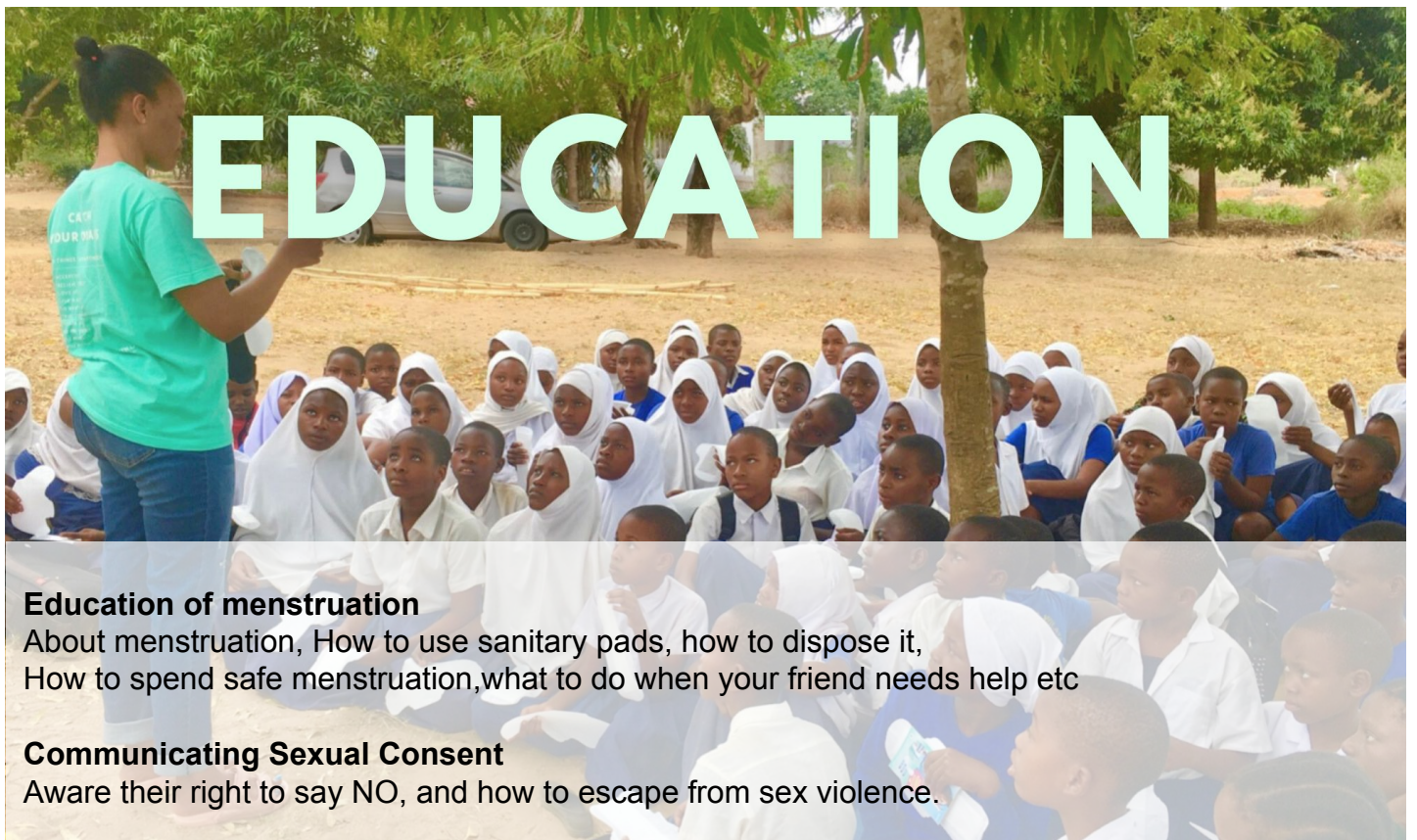
Social business model

—How we donate sanitary pads



We donate 1 pad to a local student for every package of UHURU sanitary pads a customer purchases.

Once we have collected enough pads for all the girls in each school through this donation system, we go to donate pads along with reproductive health education.



Education of menstruation

About menstruation, How to use sanitary pads, how to dispose it, How to spend safe menstruation, what to do when your friend needs help etc

Communicating Sexual Consent

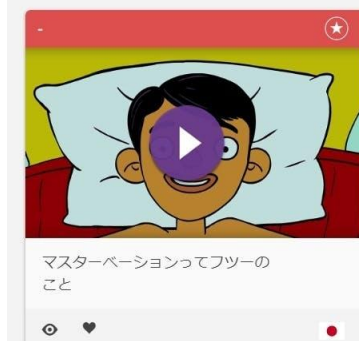
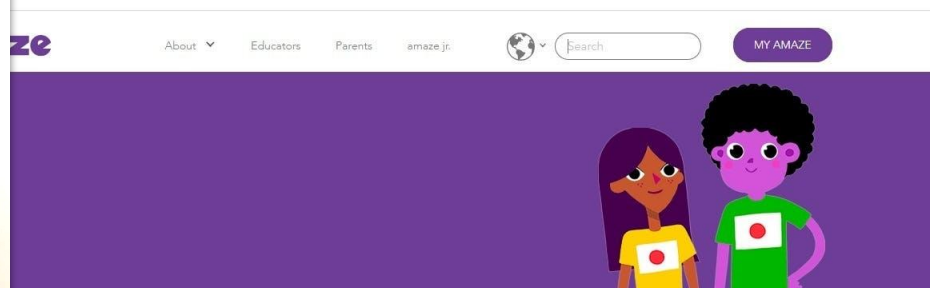
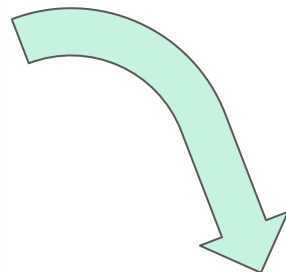
Aware their right to say NO, and how to escape from sex violence.

Social business model

—Another Approach for social problem

Activities to prevent the next young pregnancy from UHURU packages

- Connect the QR code printed on the package to the connect the QR code printed on the package to the sex education animation (Swahili language in preparation)
- Include sex education illustrations
- ✂ Future plan : Include a help desk for students who have problems with unwanted pregnancies.



Project financial and economic analysis

Investment

—Details of investment costs

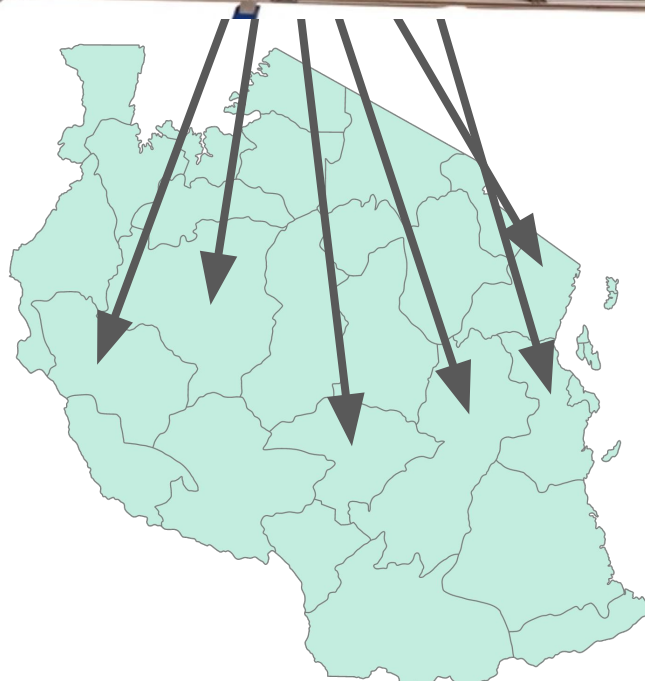
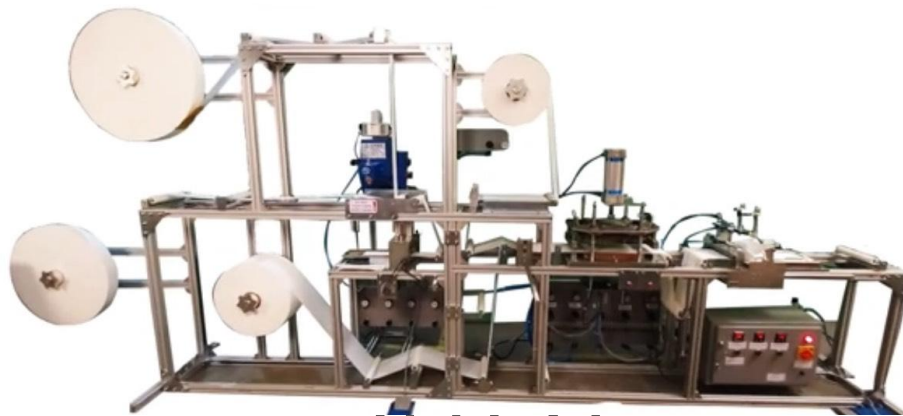
Specific sources of finance for the project

We have raised investment funds from BORDERLESS JAPAN Corporation, which invests in social entrepreneurs who set up social businesses to solve social problems around the world. Our company was capitalized as a wholly owned subsidiary of BORDERLESS JAPAN at the beginning.

Although the company is wholly owned by the parent company, there is no obligation to repay capital, and the articles of incorporation stipulate that shareholders shall not receive any dividends in excess of their investment.

Expansion plan

We are planning to establish a factory in each region in Tanzania. In period of first 5 years we will set up the 3 factories.



Expected employment generation

Number of employment in 3 factories: **81-159people+**

- Management: 6-10people at management level ×3factories=18-**30people**
- Production: 10-20people+ at production level ×3factories=30-**60people+**
- Sales: 10-20people ta sales and marketing level ×3factories=30-**60people**
- Drivers: 1-3people ×3factories=3-**9people**

Financial investment cost and Projections

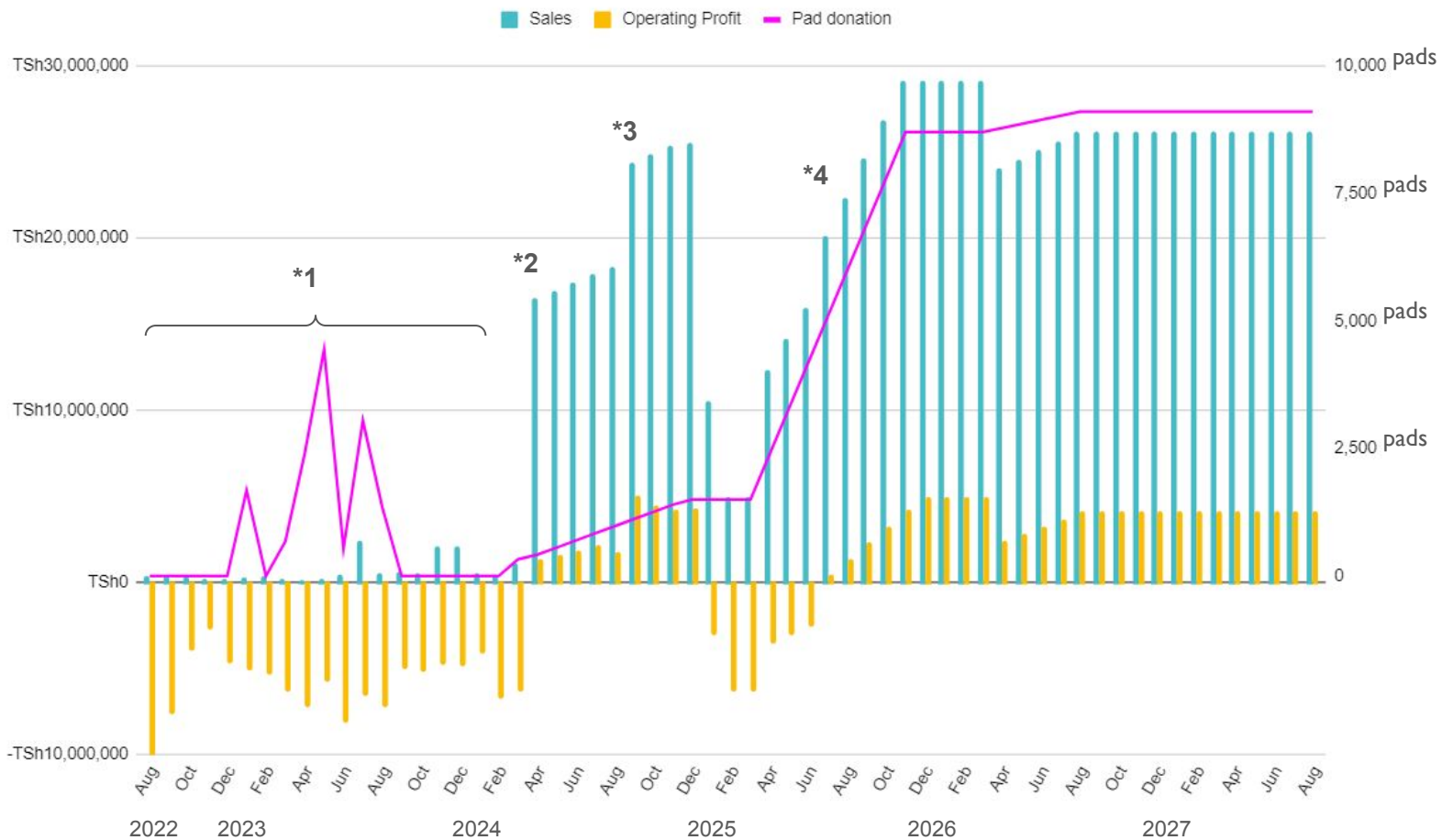
Since we started to set up the first factory from 2021, we invested \$119,446 and we are planning to invest \$1,519,761 for new 2 more factories in first 5 years and continuing until we will have one factory in each region in Tanzania.

Financial projections of Borderless Tanzania Limited estimates, or forecasts, of its financial performance at some point in the future while growing to its vision and mission.

The company forecasts businesses, expects metrics like revenue, expenses, profit, and cash flow to change over time as from 3-5 years as drawn here below

	2021~2023	2021~ 5years (3 factories)
Machines and Equipments / Plant	\$19,319.81	\$57,959.43
Materials	\$5,501.11	\$478,890.14
Insurance	\$477.33	\$13,365.16
Transportation	\$1,840.85	\$9,204.26
Licenses and Permits	\$6,334.53	\$28,739.66
Advertising and Promotions	\$2,210.66	\$19,161.81
Bank service charges and Transaction charges	\$525.16	\$5,776.76
Vehicles	\$3,818.62	\$210,000.64
Professional fees	\$715.99	\$7,875.89
Pre expenses	\$49,820.93	\$169,816.95
Tax and other payables	\$8,771.42	\$204,984.78
Port services	\$8,291.57	\$234,948.29
Office equipments and supplies	\$6,189.34	\$38,806.68
Lease payment / Building	\$2,386.63	\$39,379.47
Repairs and Maintenance	\$2,863.96	\$31,503.58
Salaries	\$26,252.98	\$288,782.82
Sales expenses	\$21,002.39	\$21,002.39
Others	\$2,943.52	\$20,286.40
TOTAL	\$169,267	\$1,880,485

Growth forecast for a first factory (×3 factories)



Background

*1 We have been faced extremely difficult condition with Corona pandemic while we started up our business with importation delay of machinery and materials (9 months delay).

Sales

*2 From April to December 2024, we execute a contract between us and UNFPA for the project of providing Menstrual Hygiene Management education and tools (sanitary pads) to Refugee camp in Kigoma and host community.

*3 One of application of Subsidy by association in Japan have been approved therefore we will provide health education and sanitary pads to more than 10,000 students in Kibaha area in Pwani and Korogwe area in Tanga from September 2024.

*4 Increase sales in supermarkets and local markets, and at the same time begin exporting to Japan. In addition, we will continue to apply for subsidies until sales channels are established.

Once we will finalize to establish the 3 factories and run them properly, the sales amount, the operating profit amount and pads donation amount will be 3 times more. It enable to reach up to **78,180,000Tsh of the sales** and, **12,121,888Tsh of the operating profit**, and **27,060 pads of the donation** amount.

Growth forecast for a first factory (×3 factories)

Donation of sanitary pads

We have donated 14,140 pads so far and it will be expanded, we will donate around 384,000 pads with UNFPA project, and 80,000 pads with Japanese association in 2024. Furthermore we plan to donate 109,200 pads per year by meeting sales goals as our forecast.



Profile of the investors



Borderless Japan Corporation (9899shares)

**President & Representative Director
Kazunari Taguchi**

Kazunari Taguchi has multiple experiences to establish 45 social enterprises since 2007, and has expertise of business start-up, marketing, business management fields.



Masayoshi Suzuki (1share)

**Borderless Japan Corporation
Vice president & Representative Director**

Masayoshi Suzuki has multiple experiences to establish 45 social enterprises since 2007 with Kazunari Taguchi, and has expertise of financing, and is managing “back up studio” which support human resources, accounting and legal affairs for all group companies.

Profile of the directors



**William Christopher Gama
Borderless Tanzania Limited
President & Representative Director**

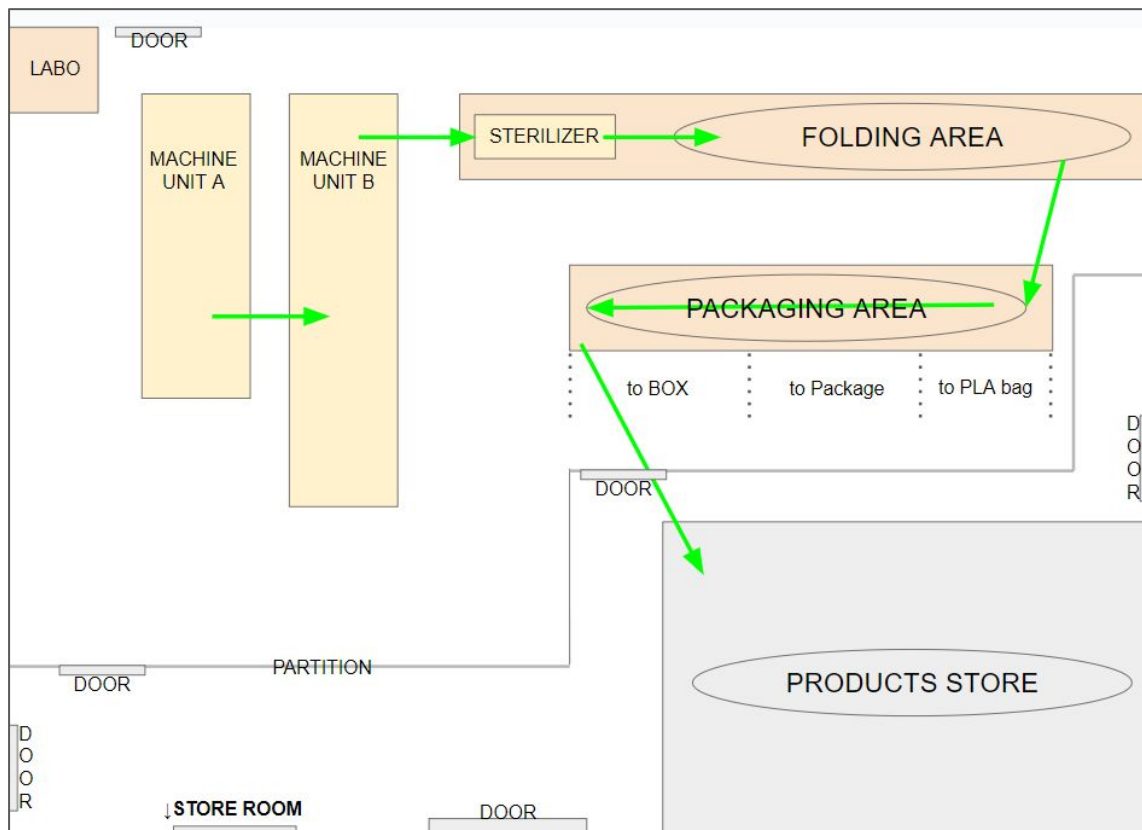
Worked for New Rural Children Foundation (NGO) as a Assistant Project coordinator and collaborated with JICA project from 2016 until 2021, and taught reproductive health education to more than 5,000 students in the project. Founded Borderless Tanzania Limited in 2021.



**Moana Kikuchi
Borderless Tanzania Limited
President & Representative Director**

Joined Borderless Japan Corporation as a new graduate in 2020. Supported to launch “Hachidori Denryoku”, a natural resource energy business in Borderless Japan, and “Musubiba” a Japanese language online school. Founded Borderless Tanzania Limited in 2021 with the aim of create job opportunity for young single mothers who dropped out of school.

Production process



Process of making pads

① MAKING CORE USING MACHINE UNIT A

Materials used : SAP Sheet, Airlaid, Construction Glue

Fill the core machine management sheet (Appendix 1) to trace material number, name of core producer, date of production, number of productions and rejections.

② ASSEMBLING BACK SHEET AND CORE AND TOP SHEET USING MACHINE UNIT B BY HEATING AND EMBOSSING

Materials used : 3 Combo Back sheet, Core, Construction Glue, Non woven Top sheet

Fill the pad machine management sheet (Appendix 2) to trace material number, core number, name of core producer, date of production, number of productions and rejections.

③ STERILIZING PADS BY UV TORCH STERILIZER

Put pads on the belt of sterilizer one by one.

④ FOLDING PADS MANUALLY

Fold pads by sterilized hands by alcohol sanitizer.

⑤ PACKING PADS TO PLASTIC BAG

Put 8 pieces of pads in a plastic bag and sealing with hot sealer machine.

⑥ PACKING PLA-PACKED PADS TO PAPER BOX PACKAGING

Put a packed pads in a paper box packaging stamped with date of manufacturing, date of expiration, and Batch number.

Production capacity

1min=8pads (maximum) × 60min = 480pads/h

480pads×8h (work time) = 3840pads/day

3840pads×20days (work day) = 76,800pads = 9600packages

Social Impact by 2023

Total number of people reproductive health education provided: 3,518



Number of sanitary pads donated: 14,140 pads



Borderless Japan Corporation (Parent Company)

BORDERLESS

JAPAN

<https://www.borderless-global.com/>

Community Share Wallet

Start-up support
• Start-up funds
• Marketing
• Web / IT

Back-up support
• Accounting
• Legal

 BUSINESS LEATHER FACTORY
[link](#)

Haruulala
organic
[link](#)

Borderless Tanzania Limited

Alphajiri
Eat the Best! Thank a Farmer
[link](#)

 zeropc
[link](#)

45 companies in 15 countries as group company of Borderless Japan Corporation

We increase sales in proportion to solving social problems.

Furthermore generate surplus profit, offer them to Community Share Wallet, and invest in new social businesses.

At the time of registration, all shares will be owned by Borderless Japan (shares can be repurchased). No returns to shareholders are required. Instead, 1% of sales will be donated to a joint fund for the next social business that is created.

The purpose of the Company (Parent company)

Borderless Tanzania Limited is a social enterprise and one of the group companies of **Borderless Japan Corporation**.

Borderless Japan Corporation is the platform for social entrepreneurs who are willing to change the world better.

In order to solve social problems in the world such as poverty, environmental problems, refugee issue etc..., we create “social businesses” with unique business ideas since 2007.

Borderless Japan Corporation runs 45 business in 15 countries right now (2022) and we have an annual sales of 55.4 million USD and approximately 1,500 employees as group total.

Introduction of Some of our group companies↓



BLJ Bangladesh Co.
(Leather goods brand)

We create the job opportunities for people with disability or single mothers in Bangladesh.



Peopleport Co.
(Eco-friendly PC brand)

We create the job opportunities for refugees in Japan and teach them the technology of fixing computers.



Hachidori-Denryoku
(Electric power retail business)

We prevent global warming by selling natural energy that does not contain CO2.

Borderless Japan Corporation invests the start-up fund on entrepreneurs willing to create new social business and will give the backup support for these entrepreneurs in order for them to concentrate on their business and change the society with their unique ideas in the shortest time.



The startup fund comes from our “community share wallet”.

After our projects become profitable, we put surplus profit into this community share wallet in order to support the next entrepreneurs.

Business Development Steps

~ February 2025

Create a model that can run on its own with operating income of at least 15% by February 2025



March 2025 ~

Expand to a second location and beyond. Establish at least one sanitary pad factory in each regions (31 regions).

Sales

- Joint project with UNFPA in 2024
- Anticipated orders from Kibaha town council
- Sales in supermarkets
- Exporting to Japan

Social impact

- Start of life skills training for employees
- Enhancement of welfare benefits (Maid allowance, housing allowance, scholarship for returning to school etc.)
- Shift to biodegradable materials
- Donate more than 100,000pads every year for local school girls

Sales

- Joint project with Government sector
- Sales in supermarkets in each region
- Exporting to other African countries

Social impact

- Employs 500 people in the sanitary pads business
- Cooperation with NGOs which are supporting young single mothers by providing shelters
- Establishment of new shelters
- Establishment of a free consultation hotline for young ladies
- Donate more than 3,000,000pads every year for local school girls