

**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.**

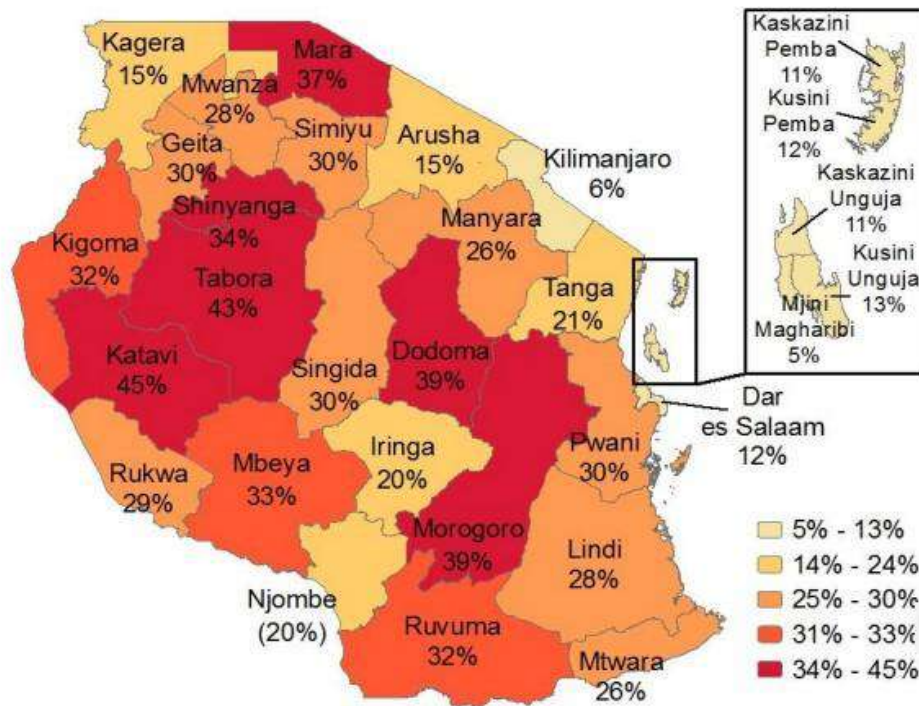
**We provide job opportunity to those young single mothers by manufacturing good quality sanitary pads, and donate them with reproductive health education to local schools.**



# 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



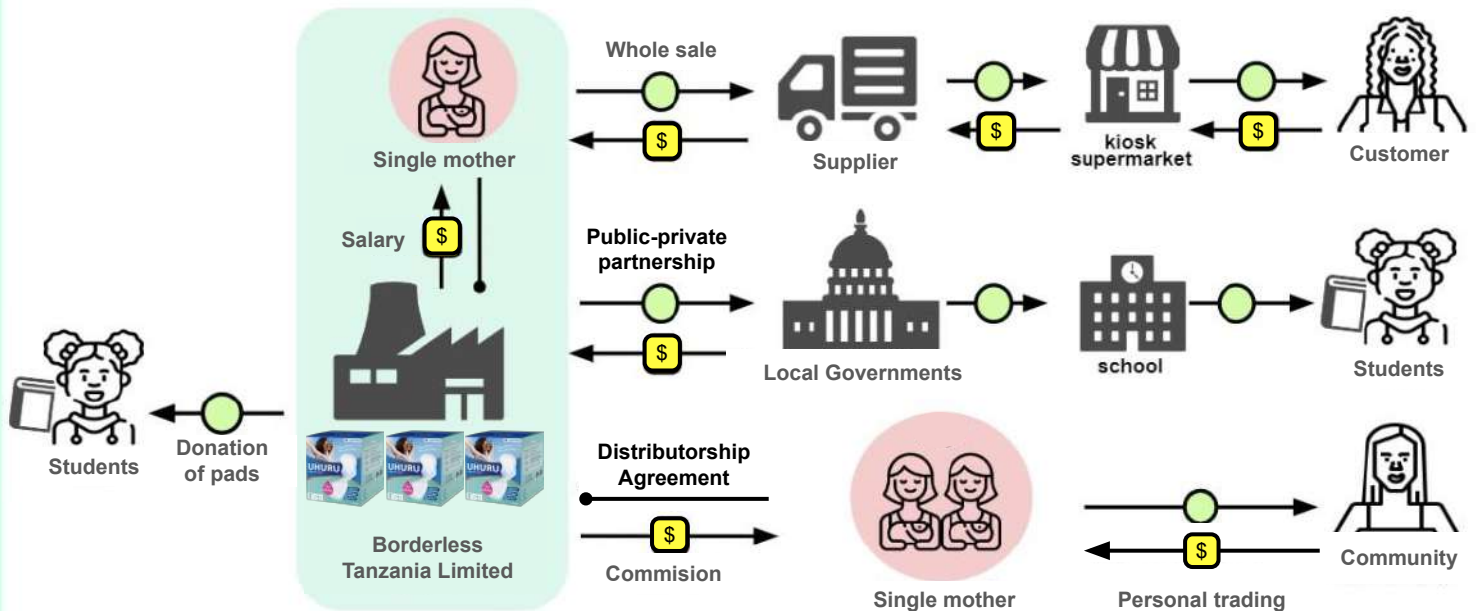
**We will build sanitary pad manufacturing small factories in various parts of Tanzania and manufacture and sell high quality sanitary pads for affordable price, using “locally produced and locally consumed models”.**

**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

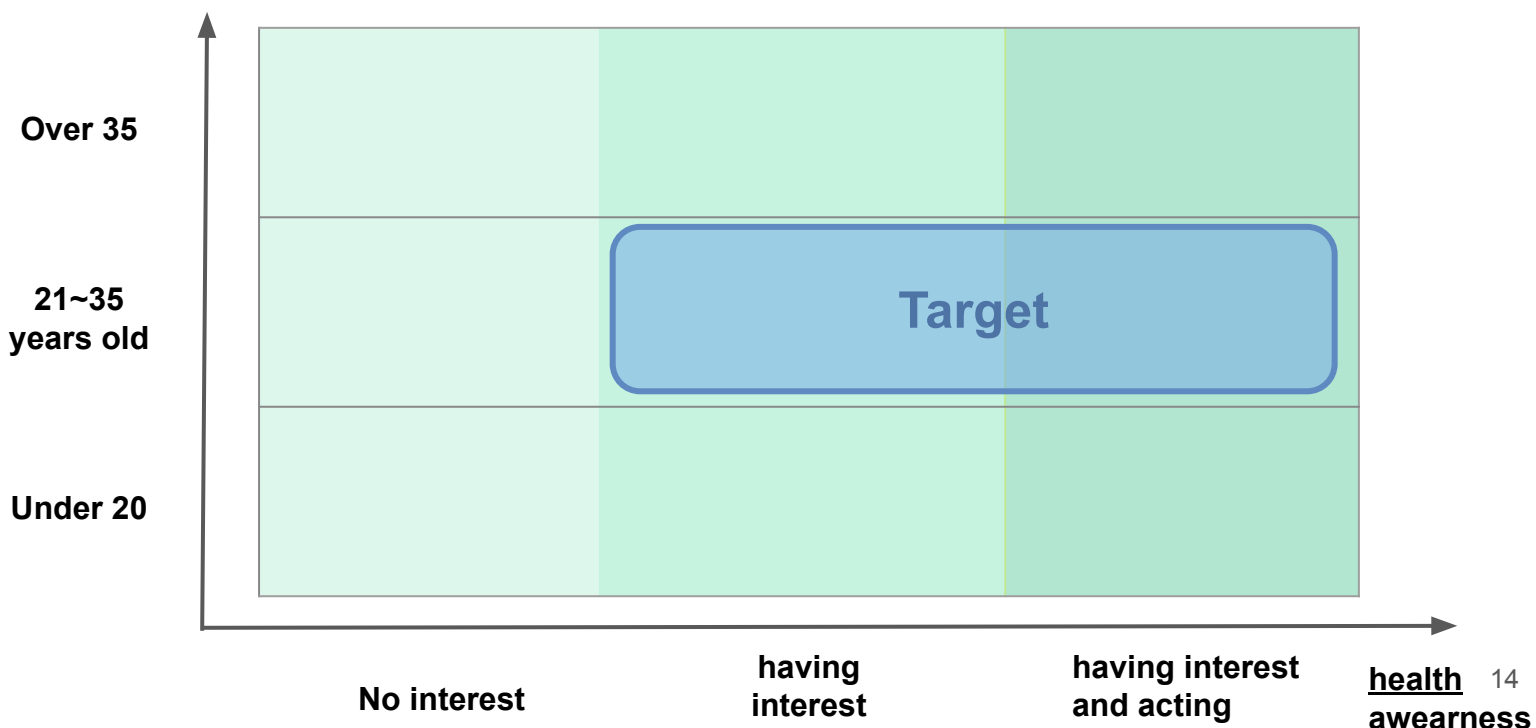
- High absorbency and quick-drying
- No chemicals such as menthol or fragrance are used

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

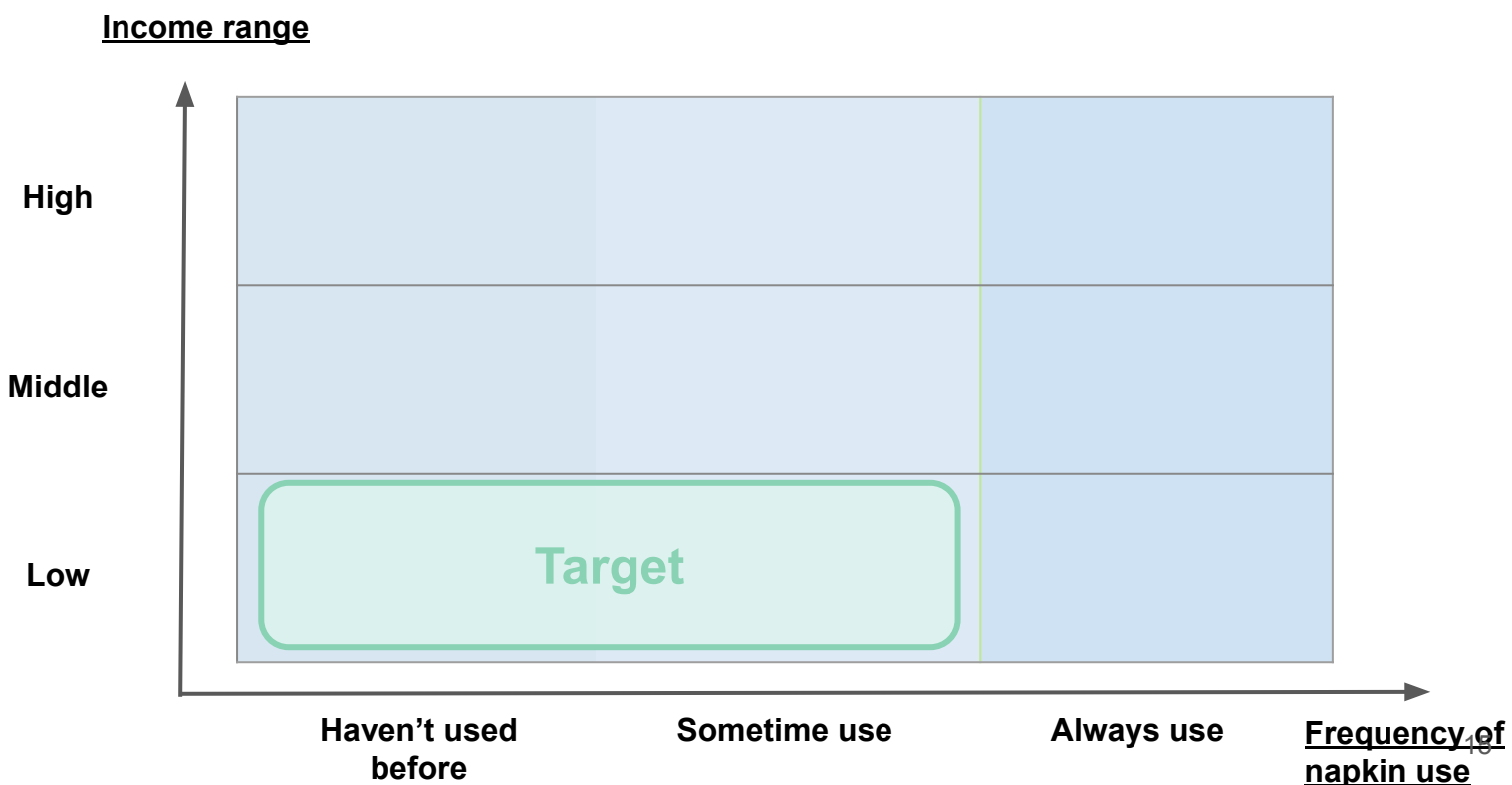
### **Purchased by low income earners**

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.

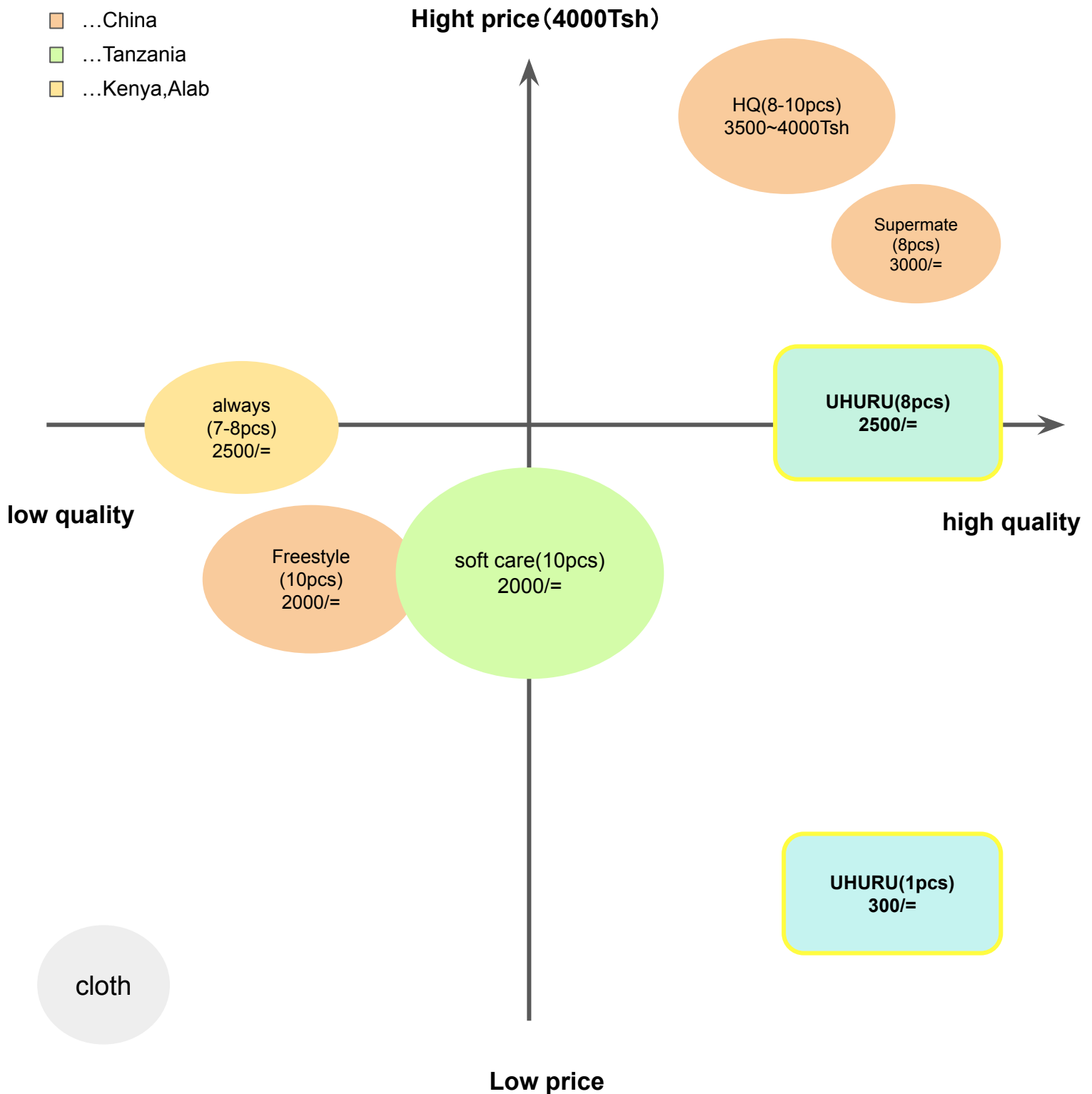
In addition, many students with such conditions often miss school for fear of being bullied for leaking blood or smelling their clothes and having risk of dropout of school.

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

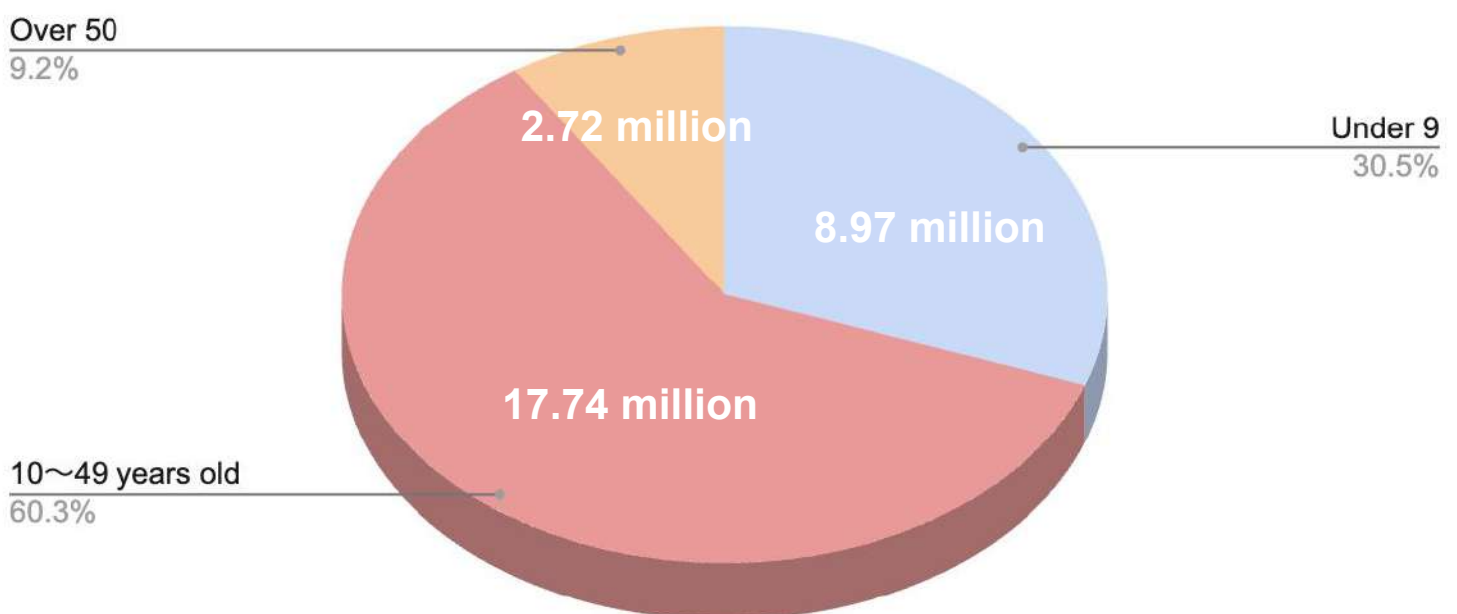


# Market scale

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

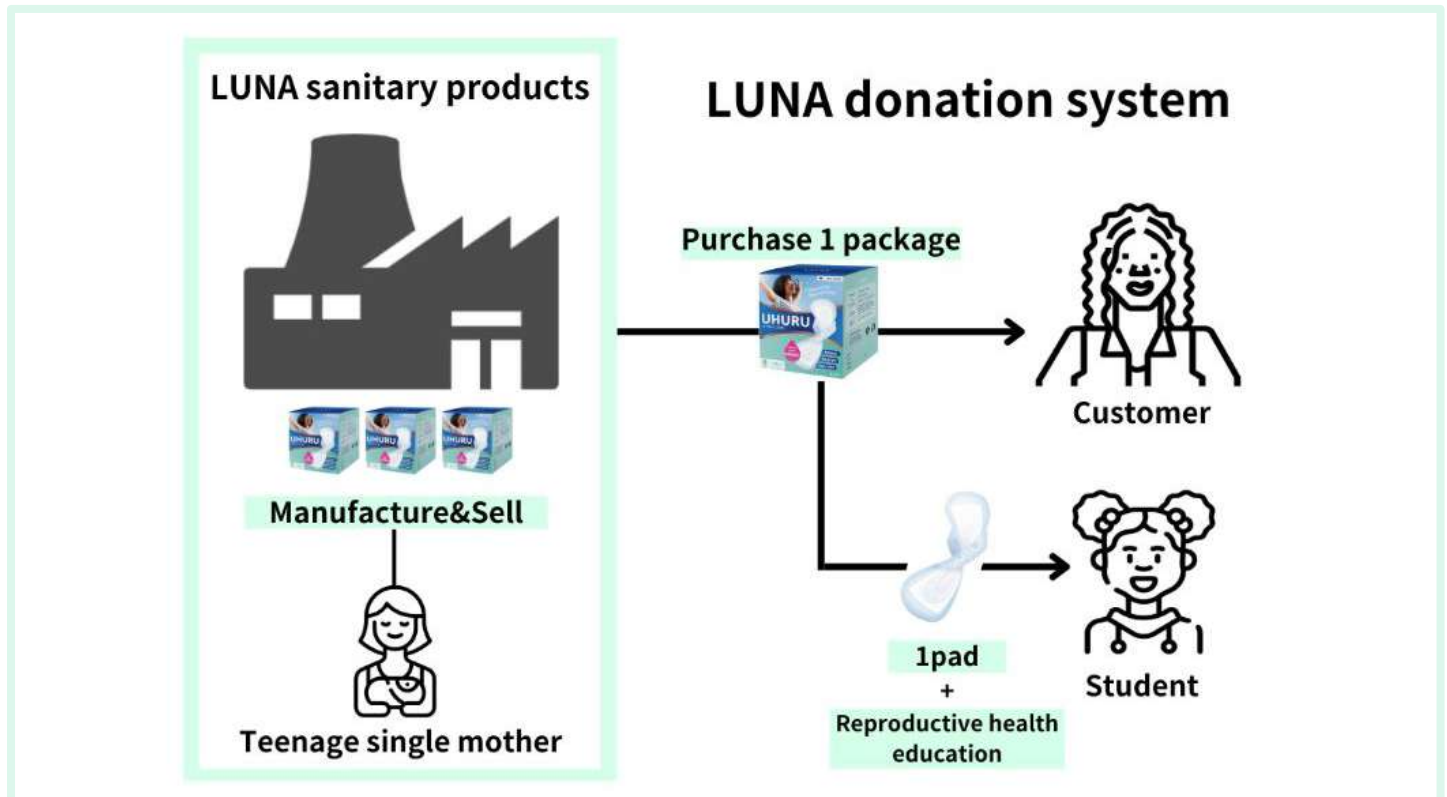
The number of packages of sanitary pads that can be manufactured in one factory is about 12,000 packages with 12 hours of operation time, so it is expected that the target of at least one factory in each province (31 locations) will be achieved if 2% market share is obtained.

## 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

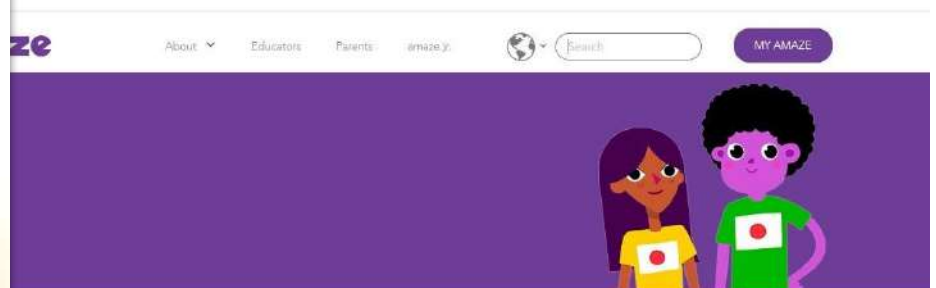
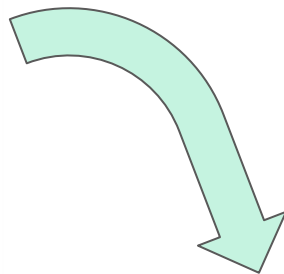
Aware their right to say NO, and how to escape from sex violence.

# Social business model

## —Another Approach for social problem

### Activities to prevent the next young pregnancy from UHURU packages

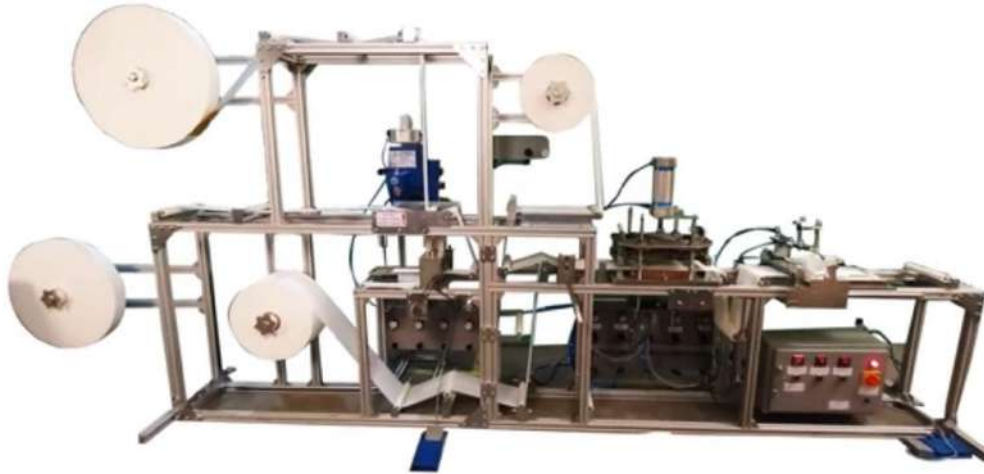
- Connect the QR code printed on the package to the connect the QR code printed on the package to the sex education animation (Swahili language in preparation)
- Include sex education illustrations
- ✂ Future plan : Include a help desk for students who have problems with unwanted pregnancies.



# **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.

### Investment cost and Usage

#### Initial investment

Tsh155,745,000

#### Usage

- (1)Set up the factory : Tsh107,100,000
- (2)Licenses : Tsh15,875,000
- (3)Delivery car : Tsh9,550,000
- (4)Initial Materials : Tsh17,375,000
- (5)Promotion : Tsh5,845,000

# Profit and Break-Even Point

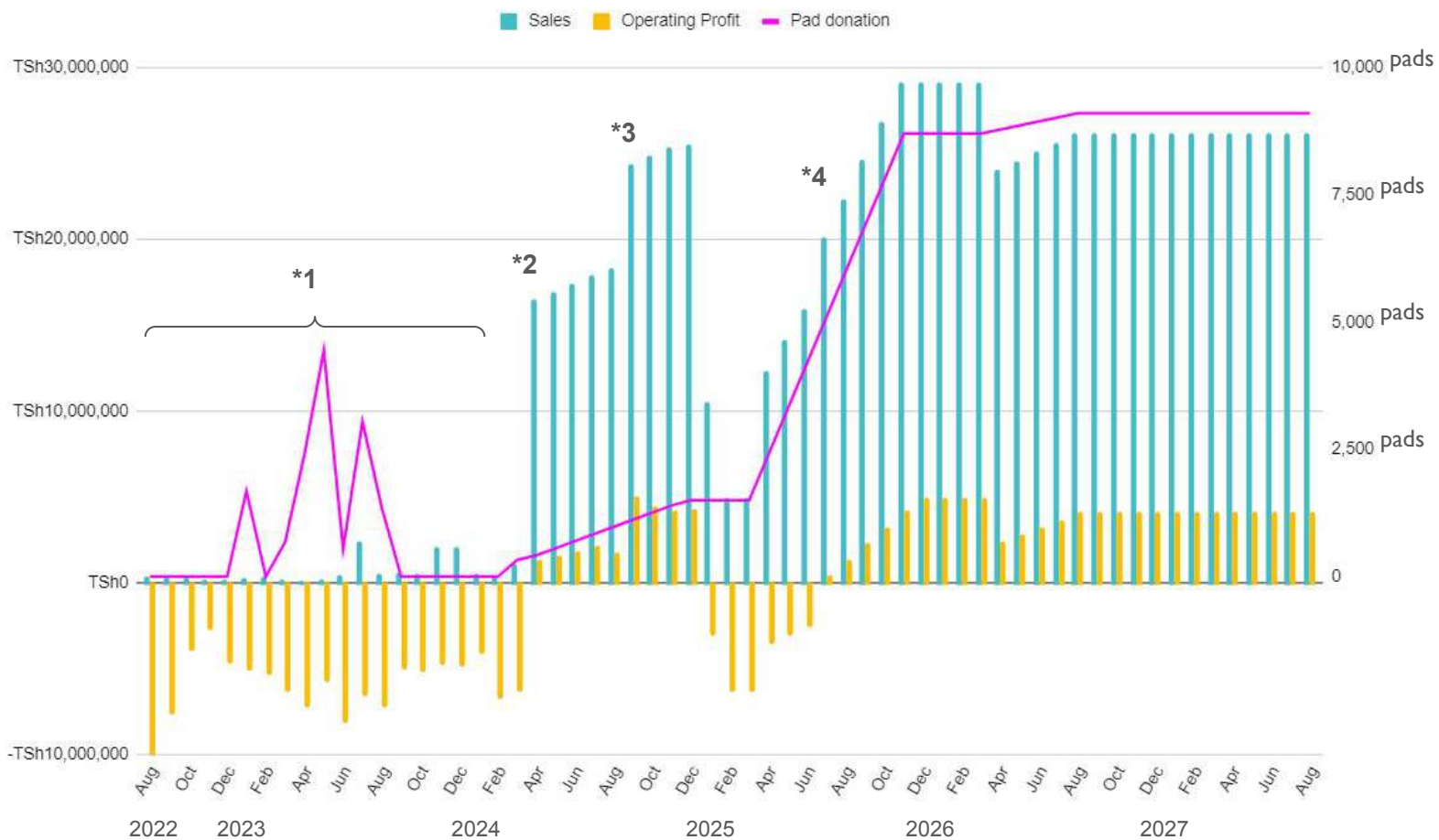
Variable costs	Cost price (Total )	TSh1,437
	Maerials	TSh504
	Import duty (TIC exempted)	TSh0
	Import taxes	TSh142
	Clearance cost	TSh55
	Shipping fee	TSh196
	Package	TSh177
	Inner bag	TSh20
	Dozen bag	TSh25
	Carton box	TSh45
	Direct labor cost	TSh153
	Donation	TSh119
	<b>Gross profit</b>	
<b>Gross margin</b>		<b>42.54%</b>
Other variable costs	Total	TSh86
	Sales Promotion (Personnel expenses)	TSh43
	Sales Promotion (Media)	TSh43
<b>Marginal profit</b>		<b>TSh978</b>
<b>Marginal profit (%)</b>		<b>39.11%</b>
<b>BEP(Break-Even Point) / Packages</b>		<b>8669</b>
		<b>TSh21,672,479</b>
Fixed cost	<b>Total</b>	<b>TSh8,475,500</b>
	Gasoline	TSh800,000
	Office rent	TSh500,000
	Utilities expense (electricity, water)	TSh280,000
	Employee benefits (lunch)	TSh360,000
	Communication expenses	TSh250,000
	Maintenance fee (car, machine)	TSh200,000
	Security cost (day and nighth)	TSh300,000
	advisory fee	TSh150,000
	other	TSh400,000
	Personnel expenses	TSh4,600,000
	Tax	TSh635,500

## Expected employment generation

Number of employment per factory : 18people+

- Management : 4people
- Production : 10people+
- Sales : 2people
- Security : 2people

# Growth forecast



## 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.

## 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**

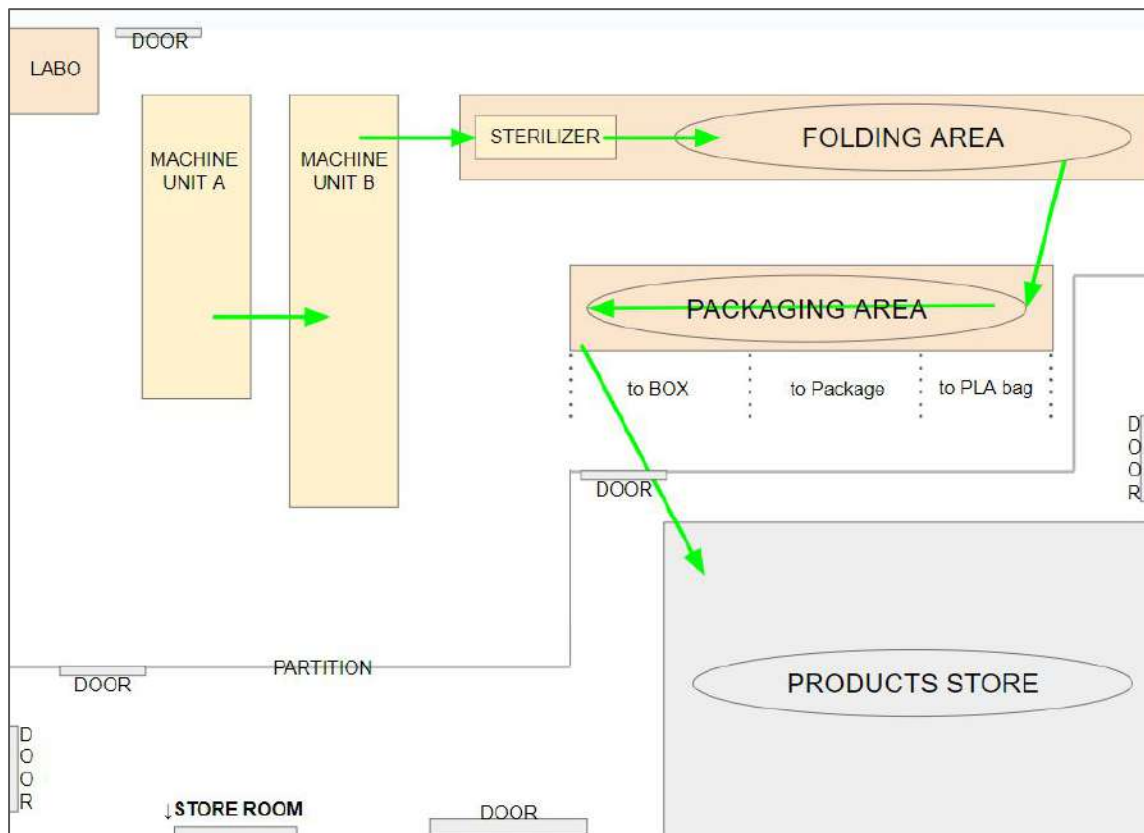
Worked for New Rural Children Foundation (NGO) as a Assistant Project coordinator and collaborated with JICA project from 2016 until 2021, and taught reproductive health education to more than 5,000 students in the project. Founded Borderless Tanzania Limited in 2021.



**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*  
Est. the Best! Think a Forer  
[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)

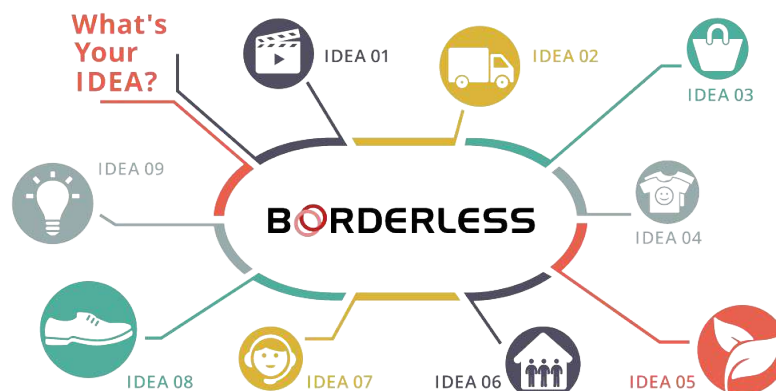
We create the job opportunities for refugees in Japan and teach them the technology of fixing computers.



**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