

**GREENHILL ACADEMY**  
**S.5 TERM II 2024 HOLIDAY WORK**  
**ENTREPRENEURSHIP EDUCATION PAPER 3**

**SECTION: CASE STUDY**

**1. Read the case study below and answer the questions that follow.**

Born in the rural area of Mbale, Uganda, Andrew moved to Kampala on a half bursary to study 'A' Level. After his parents became unemployed, it was a hurdle to cater for his needs while at school. In 2008, at the age of 16, Andrew saw a market opportunity in creating paper bags. He decided to venture into an environmentally friendly project of paper bags production.

With no initial capital, Andrew cleaned the environment by collecting used plastic bottles and sold them to a recycling plant. After he had raised his initial seed capital of 36,000 shillings, he soon started making paper bags at a small scale while still in high school.

In 2010, Andrew registered his new company, Youth Entrepreneurial Link Investments (YELI). YELI is now the first local registered paper bags and envelope producing company in Uganda.

His business has grown to employ 14 people, the eldest of which is 53. YELI's customer base includes local hospitals, retail shops, road side traders, super markets and major flour manufacturing companies like Maganjo grain millers and Akamai Foods. YELI was the receipt of a shs.2,600,000 prize from the International Labour organisation for winning the business plan competition.

From his earnings, Andrew is able to pay for his bachelor's degree in Business Administration and even open up a distribution outlet of paper bags and envelopes for his mother to sell. In addition to managing his growing enterprise, Andrew has found time to train over 500 individuals, mostly young people on how to make paper bags through which 16 other projects have been set up. His personal goal was to employ 60 people by 2015 and set up a paper bag making plant in order to achieve a vision of a cleaner Africa.

Andrew now employs a total of 19 people and has diversified his line to include gift bags. He is the receipt of the 2012 FERD Award for the social entrepreneur of the year.

**Questions:**

- (a) Identify from the case study the entrepreneurial competencies Andrew possesses.
- (b) Outline any five characteristics of a social entrepreneur that Andrew possesses.
- (c) Give reasons why Andrew's business is a good business opportunity.
- (d) What benefits of social entrepreneurship are evidenced in Andrew's story?
- (e) Mention the management functions performed by Andrew in his business.
- (f) Advise Andrew on how to ensure sustainability of the business.

**END**