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KELI CRISTINA DE LIMA

Excellence in care begins with knowledge

PAGE 14

“My goal is to train professionals who do not simply follow memorised protocols, but who know how to think clinically, justify their decisions and act responsibly,” she says.

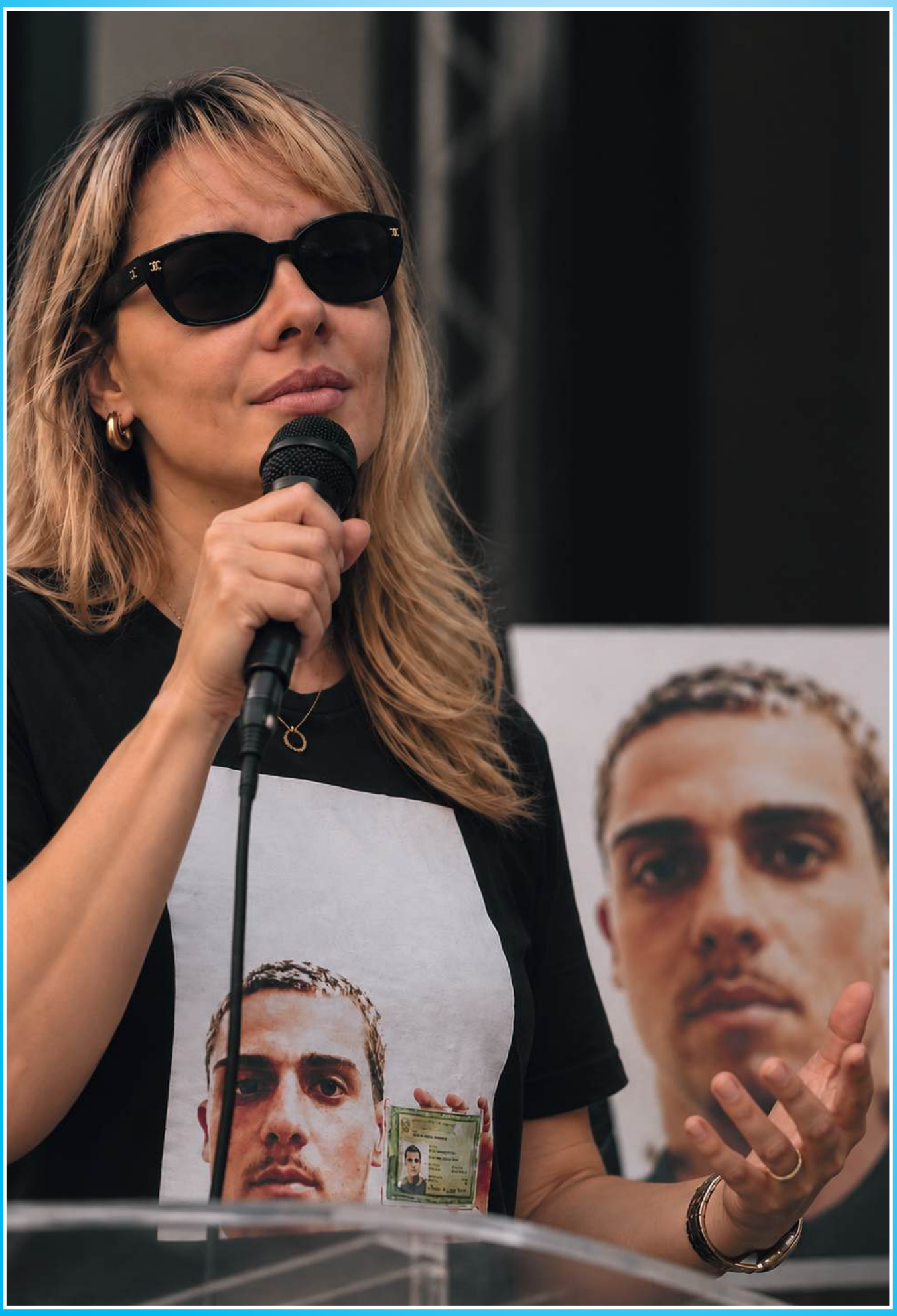
CARLA KALERA

A LIFE OF STORIES, COURAGE AND NEW PATHS

"I do not want to be remembered only for the difficult experiences I have faced, but for the legacy of humanity, respect and possibilities I hope to leave behind."

Some people find in writing a way to tell the story of the world. Others turn it into a space in which to understand their own existence, preserve memories and give expression to issues that do not always find a place in everyday conversations. For Carla Kalera, these dimensions go hand in hand. An entrepreneur, writer, fashion designer, yoga teacher, holistic therapist and student of Psychoanalysis, she has built a journey marked by diverse interests, creativity and a constant desire to develop projects with human and social significance.

Her story does not follow a simple path, nor does it seek to present an image of a perfect life. It is shaped by achievements, losses, difficult decisions, vulnerabilities and new beginnings. Carla believes that no person should be reduced to a single experience, however significant it may have been. For this reason, when she speaks about herself, she does not separate the woman who creates, studies and runs businesses from the woman who also faces personal and emotional challenges.



"I am a woman who has never accepted being defined by a single experience or a single role," she says.

This outlook is connected to the transparent way in which she addresses some of the most delicate stages of her life. Carla shares that she struggled with crack cocaine addiction, experienced a relapse and has now been free from the substance for three years. She also reveals that she lives with a diagnosis of severe depression and continues to receive treatment. She does not present these experiences as closed chapters, nor does she seek to construct a narrative of definitive recovery.

There are days when depression affects her energy and makes even simple activities particularly difficult. On others, she finds the strength to write, study, develop ideas and work on her projects. For her, one reality does not cancel out the other. It is possible to keep building, even when difficulties remain and still require attention and care.

This way of looking at her own life also influences the message she seeks to share with others: there is no need to have fully recovered from every experience in order to continue having dreams, talents and the desire to achieve something. Life does not happen only during periods of greatest strength, and a person's dignity should never depend on their ability to demonstrate happiness or productivity.

Writing occupies a special place in this journey. Carla describes herself as an occasional writer, recognising that certain experiences awakened the need to turn feelings into words. Writing became a way of expressing what she could not always communicate verbally, preserving memories and sharing reflections on the human condition.

Among the events that have most profoundly shaped her life is the death of her son, Lucas, in May 2022, one day before her 39th birthday. His loss changed her perception of time, relationships and existence. From that moment onwards, writing took on an even more intimate dimension, allowing her to find language for feelings that do not simply disappear with the passing of time.

Even so, Carla does not believe that every painful experience must be transformed into a mission or purpose. "Some forms of suffering simply need to be acknowledged, embraced and respected," she observes. Her position moves away from the idea that every difficult experience must immediately produce a positive lesson. There are moments when the most important thing is to allow people to experience what they feel, without pressuring them to present a recovery that does not reflect their reality.





work that explores human existence, loss, relationships, courage and the contradictions that are part of life.

In her interpretation, cowardice does not lie in feeling fear, acknowledging vulnerability or admitting that limitations exist. It can also be found in situations where people stop questioning injustice, avoid taking responsibility or abandon what they believe in. The book therefore seeks to encourage readers to reflect on their own choices and the way they decide to live.

Although motherhood and the loss of Lucas run through her writing, Carla does not want the book to be understood exclusively as an account of grief. Her interests are broader: to provoke thought, question behaviours and create space for conversations about subjects that are often avoided.

Her son's memory is also present in her social advocacy work. The defence of children's rights and the exposure of parental alienation are causes to which she attaches particular importance. Her experience as a mother has deepened her understanding of children's vulnerability in the face of family conflicts and of the responsibility adults have to create safe environments.

In her view, one of the greatest problems arises when disputes between adults take precedence over children's emotional needs. A child should never be placed in a position where they have to choose between people they love, nor should they be used as an instrument of revenge, pressure or conflict.

Carla argues that child protection must go beyond material needs. It is equally important to safeguard children's security, emotional well-being and right to grow up in an environment of respect. She considers it essential that institutions responsible for protecting minors are properly equipped to listen to children, taking into account their age, emotional condition and the circumstances of each situation.

When addressing parental alienation and family conflicts, she also emphasises the importance of responsible assessment, avoiding premature conclusions and never disregarding allegations of violence. The child's best interests, she maintains, must take precedence over adults' personal disputes.

Lucas's story represents an important dimension of her advocacy. Carla does not want her son to be remembered solely for the circumstances of his death or the records associated with the case. She wants to preserve his identity, his story and the person he was beyond the events that cut his life short.

It is from this desire that the documentary Quem Foi Lucas? — Antes do Silêncio Ecoar (Who Was Lucas? — Before the Silence Echoes) was also born. The project aims to present Lucas beyond police records and the circumstances of his death, giving space to his story and identity. At the same time, it follows Carla's search for answers and justice.

The initiative represents a way of using communication to preserve memory, question realities and bring the public closer to a story that should not be understood solely through its final moments.

Communication, in fact, plays an important role in her public engagement. Through writing, interviews, podcasts and audiovisual projects, she seeks to create spaces for dialogue about human and social issues. The podcast 2L emerged precisely from this desire to encourage listening and reflection, bringing together people with different experiences and areas of knowledge.

She believes that communication platforms can help bring society closer to realities that are not always known or understood. More than simply transmitting information, they should allow different perspectives to be heard and ensure that certain issues are no longer treated with silence or indifference.

This concern is also reflected in the way she shares women's stories. Carla seeks to give visibility to experiences of violence, abandonment, prejudice and emotional suffering, but considers it essential to respect each person's dignity and privacy. Not everything someone experiences needs to be





shared publicly, and the wishes of those telling their stories must always take precedence over the pursuit of an audience.

"Giving someone a voice does not mean speaking on their behalf. It means creating the conditions for each person to tell their own story," she explains.

This position demands responsibility, particularly when dealing with sensitive experiences. For Carla, it is important to understand that public exposure can have consequences and that another person's suffering should never become a promotional tool. The story belongs to the person who lived it, and they should decide what they wish to reveal.

She seeks to apply the same care to her own life. Speaking about substance addiction, depression or the loss of her son does not mean being obliged to disclose every personal feeling or event. Vulnerability can be shared without sacrificing privacy.

Among the projects that reflect her desire to contribute to society is Casa Lucas, an initiative conceived to create opportunities for support and the rebuilding of life paths for young people in vulnerable situations. The project represents a concrete expression of her desire to transform social concerns into opportunities for meaningful support.

Casa Lucas, the documentary, the book and her communication work have different approaches, but they share a common foundation: the promotion of human dignity. These initiatives seek to make room for stories, create opportunities and encourage a society that is more attentive to the needs of those facing difficult circumstances.

Naturally, developing projects of this nature requires more than determination. Carla acknowledges that one of her greatest challenges is managing the emotional weight of the causes she supports, particularly when they involve her son's death and other experiences of suffering. Depression also affects the pace at which she is able to carry out certain activities.

She does not hide the fact that there are periods when she needs to recognise her own limitations. Throughout her journey, she has learnt that she does not have to respond to every criticism, constantly justify her choices or prove that she is well in order to continue working. Public exposure brings different opinions, but preserving her dignity and respecting her emotional state remain priorities.

Her message about mental health is particularly clear: depression should not be treated as a lack of willpower, nor reduced to quick advice or motivational phrases. It is not enough to tell someone to leave the house, exercise, spend time with friends or think positively. The process can be long and painful, and may include relapses, requiring understanding, support and respect for each person's limitations.

Carla also addresses those who support people experiencing emotional distress, reminding them that their presence and support can make a difference. Asking for help is important, but creating conditions in which someone feels heard and accepted is also a collective responsibility.

When she looks to the future, she does not seek to leave behind an image of perfection or a story in which every difficulty has been overcome. She wants to build a legacy of humanity, respect and possibilities. She hopes her books will continue to provoke reflection, that the stories she shares will find readers capable of listening without judgement, and that her social projects will contribute to the lives of people who need opportunities.

To those going through difficult times, she offers a message drawn from her own experience: there is no single way to keep going, and no one needs to hide their pain to deserve respect. Recovery should not be romanticised or turned into a competition over who can demonstrate the greatest strength.

Having been free from crack cocaine for three years, while continuing to receive treatment for depression and developing projects across different fields, Carla Kalera presents a journey that does not seek to offer simple answers to complex problems. Instead, her story invites us to look beyond labels, recognise the importance of listening and understand that vulnerability is also part of the human experience.

Through writing, motherhood, communication and social advocacy, she continues to build paths that reflect what she believes in. She does not want her life to be defined by the pain she has endured, but neither does she feel the need to hide the marks that pain has left behind.

Because a life is not defined only by what has been lost or what has been overcome, but also by the ideas that continue to take shape, the people one seeks to reach and the possibilities one still chooses to build.

CRISTIANA DANIELA MONTEIRO

Bloom, an invitation to bloom again

There are moments when life demands so much from a woman that she ends up putting her own needs last. Between motherhood, family, professional responsibilities and social expectations, the time devoted to herself can become increasingly limited. It was from this reality, which she also recognises in her own experience, that Cristiana Daniela Teixeira Monteiro found the inspiration to create Bloom, a project designed to bring women closer to self-care, well-being and personal development.

Known to many simply as Daniela, she is Portuguese, a mother, entrepreneur and beauty specialist. Her story has been shaped by different life experiences and by living in countries such as Spain and Switzerland, environments that taught her to adapt, start afresh and discover new strengths. More than geographical changes, these experiences contributed to shaping a woman who values authenticity, empathy and the ability to keep growing.

Motherhood holds a special place in her journey. It has brought her a profound sense of love and responsibility, but also an awareness of how easily a woman can put herself second while trying to meet the needs of everyone around her. This realisation became one of the foundations of her connection with the world of beauty and well-being.

Throughout her professional journey, Daniela gradually developed a desire to help other women feel good about themselves. For her, caring for one's appearance can represent much more than an aesthetic concern: it can be an opportunity for reconnection, self-appreciation and renewed confidence. It is from this perspective that she seeks to bring external care together with inner well-being, respecting each woman's individuality and personal circumstances.

The phrase that accompanies her brand captures this philosophy: “Feel good in your own skin.” More than a message associated with beauty, it represents a way of looking at the relationship each person establishes with themselves.

It was also from this vision that Bloom was born. The project emerged from a desire to create a space where women could briefly step away from the fast pace of everyday life, take a breath and turn their attention back to their own needs. The idea gradually took shape through Daniela's personal experiences and her interactions with women who often take care of everyone else but struggle to find time for themselves.

One of the defining moments came on 8 March in Dübendorf, with the organisation of Bloom Day. The gathering brought together experiences centred on meditation, self-care, beauty and reflection, creating an atmosphere of sharing and connection among women.

The participants' response confirmed that there was room for something that could go beyond a one-off event. Seeing women become emotional, feel welcomed and establish new connections strengthened her conviction that Bloom could develop into a project with continuity and its own identity.

The official launch, scheduled for 22 November, therefore marks the beginning of a new chapter. Daniela intends to build an initiative that does not simply organise gatherings, but offers experiences capable of accompanying women throughout their journeys of discovery, growth and personal reconnection.

At the heart of this proposal is a simple but important idea: a woman does not need to have her entire life figured out to consider herself in full bloom. For Daniela, blooming means getting to know oneself better, respecting personal boundaries and allowing oneself to evolve without constantly living according to other people's expectations.



It is not about being happy every day, achieving every goal or presenting an image of a perfect life. It is about recognising that every woman has her own journey and that growth does not have to follow anyone else's pace.

This vision is also reflected in the way she approaches self-care. Daniela believes it is necessary to move away from the idea that looking after oneself is an act of selfishness or a reward that can only come after every responsibility has been fulfilled. In reality, that moment may never arrive unless a woman learns to recognise her own needs.

Self-care, she argues, does not have to involve major investments or complicated routines. It can begin with a few minutes of rest, an honest conversation, an activity one enjoys or the decision to ask for help. What matters most is understanding that each person deserves attention too.

“We should not have to wait until we are exhausted to recognise that we are also a priority.” This is the message that captures the essence of her reflection.



The relationship between inner well-being and outward appearance is another important dimension of her approach. Daniela believes that how a woman feels can influence the way she presents herself, makes decisions and relates to others. When confidence grows, that transformation can be reflected in her posture and in the way she occupies different spaces in life.

This does not mean that appearance determines someone's worth. On the contrary, her vision seeks to move away from that association. Looking after one's appearance can be an act of self-kindness and reconnection, provided it is not driven by pressure to conform to external standards. The aim is for every woman to feel comfortable with herself without losing her identity.

It is precisely this perspective that Daniela intends to bring to Bloom's activities. The project is expected to bring together gatherings and experiences centred on well-being, personal development and self-care through moments of reflection, sharing, relaxation practices, inspiring conversations and activities related to beauty and personal image.

The intention is to offer experiences that have a lasting impact on participants' everyday lives. It is not enough to create a pleasant atmosphere for a few hours; Daniela wants every woman to return home with new connections, a greater awareness of her own needs and at least one practical idea she can apply in her daily life.

The community dimension therefore plays a central role. Bloom aims to be a space where women feel seen, heard and welcomed, without having to hide their difficulties or present an idealised version of themselves. Sharing experiences can help them recognise common ground, learn from one another and realise that they are not alone in the challenges they face.

For Daniela, this connection can be particularly important in a daily routine where many women carry multiple responsibilities and feel they must find all the answers on their own. Creating opportunities for meeting and dialogue is also a way of reminding them that asking for support, setting boundaries and making time for themselves are legitimate choices.

The impact she hopes to achieve therefore goes beyond organising events. She intends to develop a community capable of encouraging small changes, strengthening confidence and opening the door to new beginnings. She does not seek to present Bloom as an immediate solution to every difficulty, but as an invitation to discover tools and experiences that can help each woman move forward at her own pace.

The message she offers to anyone who feels discouraged or believes they have missed their opportunity to start again reflects precisely this philosophy: there is no need to have all the answers before taking the first step. Sometimes, it is enough to begin slowly, recognise what one needs and accept that one's journey does not have to be the same as someone else's.

Looking to the future, Daniela hopes Bloom will grow without losing the essence behind its creation: welcoming women, fostering connections and creating experiences that allow them to place themselves at the centre of their own lives once again. The date of 22 November marks the official launch of a project that brings together personal experiences, sensitivity and a clear desire to contribute to women's well-being.

Her story and the creation of Bloom remind us that meaningful projects do not always emerge from large organisations. Some begin with a concern, a personal experience or the recognition of a need that deserves attention. In this case, the desire to create a space for other women also came from the understanding that no one should have to reach their breaking point before learning to care for themselves.

Because blooming does not mean having everything figured out. It means recognising one's worth, respecting one's own timing and allowing oneself to begin again whenever life calls for it.





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ADÉLIA MATSIMBE

Project Ela — When a personal story becomes a collective purpose



Some experiences change the way we look at life and compel us to discover a strength we never knew we possessed. For Adélia Matsimbe, receiving a breast cancer diagnosis in 2024 was one such moment. Between treatments, surgery, fear and uncertainty, she had to relearn how to relate to her own body and to a reality that profoundly changed her plans. Yet, amid that experience, a question emerged that would go on to transform her story: what if the pain she had endured could become an embrace for another woman? It was from this reflection that Project ELA was born, a social responsibility initiative by BellaModeladoras, created to welcome, care for and support women facing physical and emotional transformations.

Before becoming the founder of Project ELA, Adélia describes herself as a woman, wife, mother of three boys, entrepreneur and someone whose faith occupies a central place in the way she understands life. She believes that God can transform even the most difficult moments into opportunities to fulfil a greater purpose. This conviction acquired a particular meaning when, in 2024, she received her breast cancer diagnosis.

The news changed her priorities and the way she viewed the future. Treatments and surgery followed, alongside moments of vulnerability marked by questions and uncertainty. She had to confront not only the illness itself, but also the changes that affected her relationship with her body and her own identity.

Her recovery revealed a dimension that does not always receive the attention it deserves: what happens after treatment ends. When people celebrate a victory over the disease, they may forget that the recovery journey continues. The body changes, one's appearance is transformed and, for many women, learning to feel comfortable with what they see in the mirror again can represent a significant challenge.

Adélia experienced this reality. She understood that overcoming cancer did not automatically mean recovering everything that had changed within and around her. The experience led her to think about other women who might be going through similar situations, often without access to suitable products, information or support to help them deal with their new needs.

That was when she began to look at her own story differently. She could not change what she had experienced, but she could decide what to do with the knowledge and experience she had gained. The possibility of turning pain into an opportunity to help other women became a concrete source of motivation.

“What if my pain could become an embrace for another woman? What if what I went through could prevent someone else from feeling alone?” she asked herself.

The answer began to take shape when she discovered a connection between this desire to help and the work she was already doing through BellaModeladoras, the brand she founded, which works directly with women's self-esteem and their relationship with their bodies.

For years, the company's activities had focused on helping women feel more confident through its products. However, following her experience with breast cancer, Adélia realised that there were needs requiring a different kind of attention. Women who have undergone a mastectomy, for example, may need garments adapted to their bodies, comfort and solutions that take into account the changes resulting from surgery.

More than simply making a product available, it was necessary to recognise a reality that does not end when a woman leaves hospital. Recovery also involves how each woman sees herself, how she feels and how she rebuilds her relationship with her own body.

It was in this context that Project ELA was born, a social responsibility initiative by BellaModeladoras, designed to support women facing physical and emotional transformations that affect their self-esteem, confidence and well-being.

The first practical response was the creation of the Sutiã Amparo, accompanied by the provision of 90 free units for women who have undergone mastectomies in Mozambique. The product was designed to address these women's specific needs, offering a solution adapted to their bodies while seeking to contribute to their comfort and self-esteem.



The initiative includes a registration process through BellaModeladoras' official channels, with the aim of identifying interested women, understanding their needs and organising the distribution of the available units in sizes S, M and L.

However, Adélia believes that the value of Project ELA should not be measured solely by the product it provides. The way each woman is welcomed and supported is an essential part of the initiative. She does not want someone to approach the project merely to fill in a form and receive a free item, but rather to find respect, sensitivity and understanding.

The name ELA reflects a broader vision of the female experience. Although its first phase is particularly focused on women who have undergone a mastectomy following breast cancer, the ambition is also to reach women facing endometriosis, other surgical procedures and conditions that require specific care.

For Adélia, ELA does not represent merely a health condition or a clinical experience. It represents a woman who, at some point in her life, has had to face a transformation that changed the way she sees herself and lives her life. Every story comes with its own needs: some women require material support, others need information, while others simply need a space where they can feel welcomed and supported.

It is precisely this vision that gives meaning to the project's motto: "Welcome. Care. Begin Again."

To welcome means to see a woman beyond her diagnosis, to listen to her story without judgement and to respect what she is going through. To care means turning that attention into concrete action by seeking solutions, providing suitable products and creating opportunities for support. Beginning again, in turn, represents a dimension particularly close to the founder's own experience.

"Beginning again does not always mean returning to who we were before. Sometimes, it means learning to live with a new reality, discovering a new version of ourselves and realising that we still have so much to live for," she says.

This message seeks to remind women that physical changes do not take away their worth, identity or femininity. The project does not promise to erase scars or eliminate every difficulty. Instead, it aims to help each woman recognise that she remains whole, valuable and deserving of love.

Turning this vision into a concrete initiative, however, required more than good intentions. It was necessary to consider the products, find solutions, mobilise resources, organise distribution and bring together people who believed in the cause. Adélia acknowledges that feeling the desire to help is one thing, while structuring a response capable of effectively reaching those in need is quite another.

The process also had a particular emotional dimension. Creating Project ELA meant revisiting a part of her own story and transforming an intimate experience into a collective initiative. Her family played an important role in this journey, as did the BellaModeladoras team, which embraced the proposal and understood that its mission went beyond the company's commercial activities.

Adélia also expresses her gratitude to her sister, Esperança Matsimbe, to Criss and to everyone who contributed to moving the project forward and making the launch event possible. She recognises that bringing an initiative of this nature to life depends on different forms of collaboration and that no one can address every need alone.

"A purpose may be born in one person's heart, but it is through many hands that it can transform lives," she observes.

The launch of Project ELA marked an important moment in this process. The gathering brought people together for sharing, awareness-raising and the presentation of the Sutiã Amparo. For the founder, it was particularly moving to realise that an idea born during a difficult period in her life was no longer hers alone and was beginning to be embraced by a community.





Nevertheless, she is keen to acknowledge that the initiative is still at an early stage. The 90 units of the Sutiã Amparo represent its first concrete commitment, and the priority is to ensure that they reach the women who need them. For this reason, she prefers not to present results that are still taking shape.

What she already considers significant is the beginning of a community built around a cause that deserves greater attention. In her view, the true success of Project ELA will not be determined by the number of people who attended its launch, but by the number of women it manages to reach and support.

The next steps involve strengthening the process of identifying beneficiaries and establishing partnerships with hospitals, healthcare professionals, associations and institutions working with women. The founder also intends to organise further opportunities for awareness-raising, sharing and information about changes in the female body following surgery and the importance of self-esteem during recovery.

In the long term, the project intends to expand its areas of activity, including needs related to endometriosis and other conditions that can affect women's quality of life. However, Adélia advocates responsible growth, supported by clear objectives and the genuine capacity to fulfil every commitment.

The dream is to make Project ELA a reference point for welcoming, solidarity and the empowerment of women in Mozambique. To achieve this, she extends an invitation to companies, institutions, healthcare professionals and individuals interested in supporting the initiative. More than donations, she considers partnerships, expertise, support networks and opportunities to be essential in expanding the project's reach.

Her message is also directed at women going through difficult times who, when faced with changes to their bodies, plans or even their identities, feel that they have lost part of their hope.

Adélia urges them not to give up on themselves. She reminds them that a diagnosis does not define a story, that a scar does not diminish a woman's beauty and that surgery does not take away her femininity. She recognises that there are days when finding strength seems difficult and that no one needs to be strong at every moment. Allowing oneself to receive help is also part of the process of beginning again.

Faith continues to be one of her main sources of inspiration. She believes that God can continue to write new stories even when someone feels that a particular chapter has come to an end. It was this conviction that helped her find new meaning in her own experience, and it is what she now seeks to share with other women.

By transforming her story into a social responsibility initiative, Adélia Matsimbe does not seek to erase the past or portray recovery as a simple journey. Instead, she has chosen to give her experience a meaning that extends beyond her own life. Project ELA was born from this decision: to recognise needs, create solutions and remind women that they continue to deserve care, respect and opportunities to rebuild their confidence in themselves.





“My story does not end with me,” she says. It is a statement that captures the collective dimension of her mission and her determination to transform a personal experience into a network of solidarity.

PROJECT ELA.
WE ARE ALL ELA!





HELGA BILAL

TURNING A NEED INTO A BUSINESS WITH PURPOSE

At the age of 30, Helga Patrícia Dimene Bilal, originally from the city of Maputo, is building a career at the intersection of entrepreneurship, food innovation and youth leadership, shaped by a personal experience that transformed her relationship with food. With a background in International Relations and Diplomacy, as well as experience in administration and finance, she found an opportunity in Delícias Sem Glúten to turn a health challenge into a business initiative aimed at addressing the needs of others. What began as an individual search for suitable food alternatives has become a project with ambitions to grow, develop its own raw materials and reach new markets.



Helga describes herself as a determined, resilient woman, driven by the desire to build something that means more than her own achievements. Throughout her journey, different experiences and responsibilities have taught her to adapt, identify opportunities and persevere in the face of difficulties. Alongside her business activities, she has also developed a path connected to youth leadership, cooperation and institutional engagement. She currently serves as Vice-President of the Kampfumo District Youth Council, a responsibility that reinforces her commitment to youth participation and the development of society.

For Helga, leadership is not simply about holding a position. It means taking responsibility, creating opportunities and helping others to grow. This is a perspective she seeks to bring to the different areas in which she works, from business management to youth participation initiatives.

The story of Delícias Sem Glúten, however, has deeply personal beginnings. Since childhood, Helga had experienced digestive problems which, for many years, had no clear explanation. She lived with symptoms and limitations without fully understanding their cause. At the age of 25, following a particularly serious health episode, she finally received a diagnosis outside Mozambique: coeliac disease.

The medical recommendation required a profound change in her diet, including the elimination of gluten and dairy products. From that moment onwards, what had once been part of her daily routine began to require greater attention, research and much more careful choices.

The challenge was not simply to remove certain ingredients from her meals. She needed to find alternatives that were safe, tasty and affordable, allowing her to continue enjoying foods that had always been part of her life. What seemed like a straightforward need revealed a much greater difficulty: the limited availability of suitable options on the market.

During this search, Helga began to realise that her situation was not unique. Other people faced similar difficulties, looking for products that met their dietary needs without compromising their enjoyment of food. This realisation led her to look at her own experience from a different perspective.

What had initially represented a personal limitation could also become an opportunity to create a solution for others.

That is how Delícias Sem Glúten was born, a business initiative dedicated to developing and providing gluten-free and lactose-free food alternatives. The brand began by addressing a need Helga understood first-hand, but gradually took on a broader purpose: giving consumers greater freedom of choice and developing products that make it easier to prepare a variety of recipes.



The transition from personal experience to entrepreneurship was not simply a matter of identifying a need. It required research, experimentation, learning and the ability to understand how an individual solution could be transformed into a product with market potential.

An important milestone in this development came in 2024, when Delícias Sem Glúten took part in the Orange Corners BIZZ programme and was recognised as its winner. The experience helped broaden Helga's business vision and reinforced her understanding that the company could grow beyond the direct production of food.

It was also during this process that she began exploring the development of its own raw materials, seeking to address the needs not only of end consumers but also of other small-scale producers and entrepreneurs in the food industry.

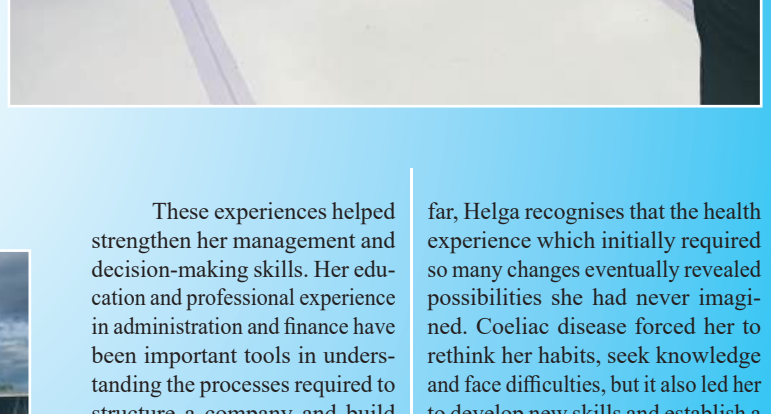
Among the solutions developed are gluten-free and lactose-free baking powder and Mix flours. The idea emerged from the need to have greater control over the ingredients used in food preparation and to provide alternatives that would make food production easier, whether at home or in small businesses.

Developing these products required research, ingredient combinations, experimentation, performance testing and the refinement of formulations. The aim was to









achieve functional, practical solutions suitable for a variety of culinary uses.

The baking powder was designed as an alternative for baking and bread-making, while the Mix flours aim to simplify recipe preparation by reducing the need to purchase and combine several ingredients separately.

This investment represents an evolution in the company's strategy. By developing its own raw materials, Delícias Sem Glúten is exploring new commercial and supply opportunities, including the possibility of working with other businesses seeking differentiated solutions for the food industry.

For Helga, the importance of these products is directly linked to the needs they seek to address. Finding gluten-free raw materials that offer convenience and satisfactory results remains a challenge for many consumers. The brand therefore aims to combine functionality, quality and flavour, making food preparation easier without reducing the eating experience to the absence of certain ingredients.

Consumer feedback has been one of the main motivations for continuing to invest in improving these solutions. Knowing that the products help people with dietary restrictions prepare recipes and regain some freedom in their food choices is an especially meaningful aspect of the work being done.

The brand also seeks to reach consumers who, despite not having coeliac disease or other dietary restrictions, wish to diversify their diets and explore alternatives. This broader appeal allows the company to reach a wider audience and create new growth opportunities while maintaining the differentiation at the heart of the project.

However, developing food products for people who need to avoid certain ingredients involves an additional level of responsibility. Helga knows first-hand the challenges of living with a condition that requires permanent dietary care and understands that, for someone with coeliac disease, the absence of gluten is not simply a matter of preference.

Consumer trust therefore depends on the attention given to ingredient selection, formulations and preparation processes, including the necessary precautions to prevent the unintended presence of substances that should not be included in the products. Communication with customers also plays an important role, making it possible to understand their needs and identify areas for improvement.



Helga does not want Delícias Sem Glúten to be merely a brand that sells food products. She wants to build a company that understands the people it serves and works continuously to offer them quality alternatives. This sense of responsibility influences the way she approaches production, management and decisions about growth.

The challenges, meanwhile, have been numerous. Starting out in a market where there is still limited information and awareness about coeliac disease required an additional effort to explain the importance of certain dietary choices. Difficulties in sourcing suitable raw materials, carrying out tests, developing formulations, selecting packaging and managing production costs also marked the early stages.

With limited financial resources, she had to learn how to balance creativity with rigour, production capacity with financial management, and growth ambitions with the resources available. Building consumer trust was another significant challenge, particularly because the products are associated with health-related needs.

These experiences helped strengthen her management and decision-making skills. Her education and professional experience in administration and finance have been important tools in understanding the processes required to structure a company and build a sustainable business model.

Over time, Helga realised that the continuity of Delícias Sem Glúten would also depend on its ability to diversify its range, strengthen the brand's identity and develop new sales channels. Its digital presence, product presentation and the search for strategic partnerships have become part of this vision.

Her experience in youth leadership and institutional engagement has also reinforced the importance she places on connections. She believes that economic development also depends on the ability to establish partnerships, build collaborative networks and bring together people and organisations that can contribute to shared objectives.

The next chapter for Delícias Sem Glúten involves consolidating its position in the Mozambican market, strengthening production capacity and expanding distribution. The company intends to improve its packaging and product presentation processes, develop new food solutions and identify opportunities to collaborate with distributors, food industry businesses and institutions that support entrepreneurship.

International expansion is also part of her plans. Helga sees potential in African markets, where she believes similar needs to those that inspired the creation of the brand may exist. Her ambition is to establish Delícias Sem Glúten as a Mozambican company capable of developing raw materials and food solutions with the potential to reach other countries.

Looking back on the journey so far, Helga recognises that the health experience which initially required so many changes eventually revealed possibilities she had never imagined. Coeliac disease forced her to rethink her habits, seek knowledge and face difficulties, but it also led her to develop new skills and establish a company dedicated to helping others.

She does not believe that every difficulty must become a business, nor does she overlook the fact that building a company from a personal experience requires effort, perseverance and the ability to adapt. However, she believes that many of society's problems can give rise to solutions when someone decides to understand them and work towards resolving them.

At 30, Helga continues to build a journey that combines business initiative, civic participation and the desire to make an impact. Delícias Sem Glúten represents more than a response to her own needs: it is an opportunity to create value, develop differentiated products and open new paths in a market segment that still has room to grow.

Her story shows that a personal need can become the starting point for a collective solution. And that when experience becomes knowledge, and knowledge becomes action, what began as a challenge can open up new possibilities for many others.

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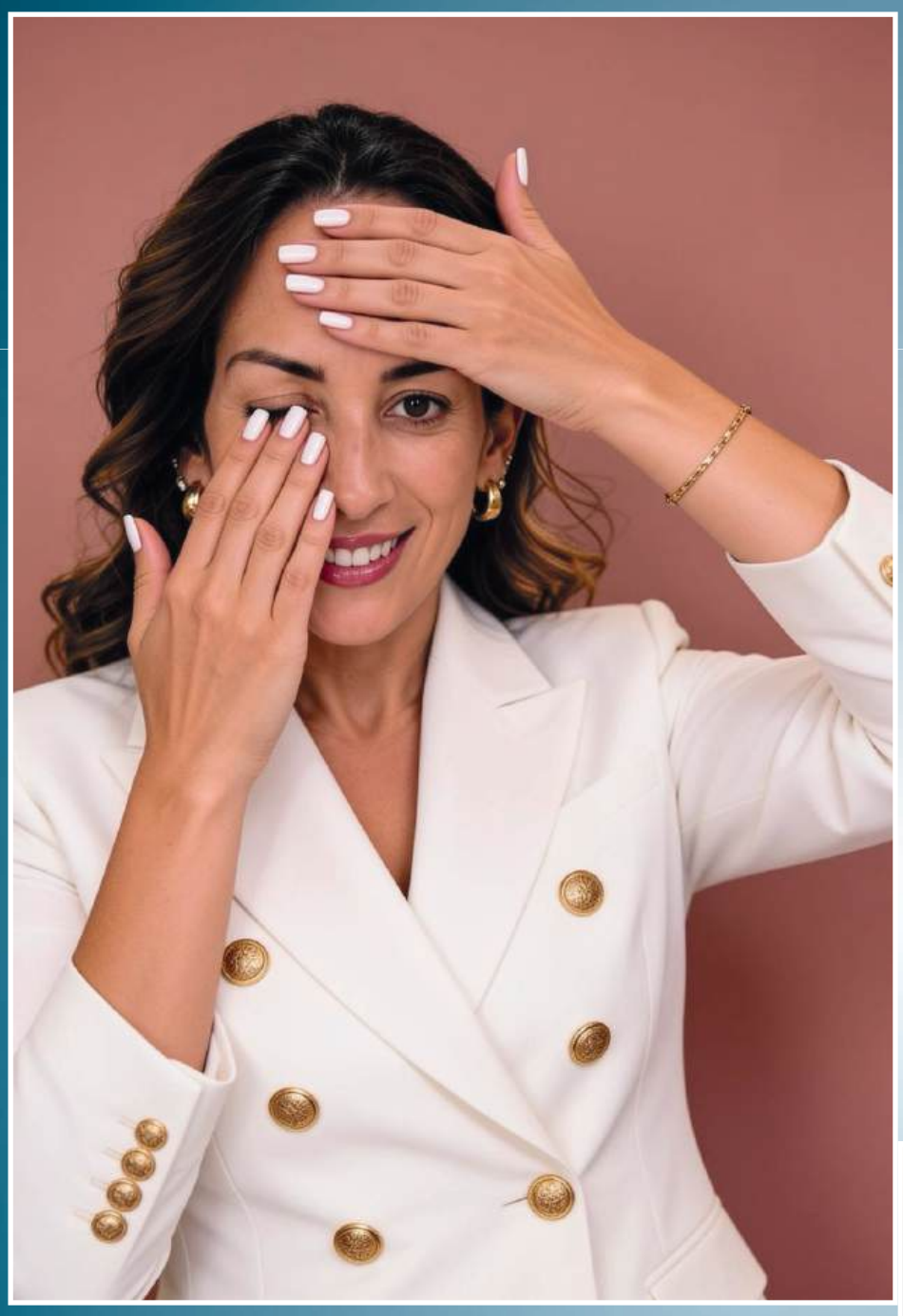
KELI CRISTINA DE LIMA

Excellence in care begins with knowledge



Recovery from plastic surgery does not end when a patient leaves the operating theatre. On the contrary, this marks the beginning of a stage that requires close monitoring, scientific knowledge, individualised follow-up and continuous attention to the body's responses. It is during this period, so often reduced to the idea of massages and aesthetic procedures, that nurse, international educator and mentor Keli Cristina de Lima has found her professional mission: to contribute to the training of specialists capable of understanding the healing process, recognising potential complications and providing care with greater responsibility and safety.

Her work stems from an observation developed throughout her professional experience: there is growing demand for professionals interested in working with patients who have undergone plastic surgery, but this demand is not always matched by the necessary clinical preparation. Knowing a technique, operating a piece of equipment or following a particular protocol does not, in itself, mean understanding the needs of someone recovering from surgery. This distinction lies at the heart of the educational work she carries out.

For Keli, her passion for Nursing and her awareness of the gaps in the market were decisive in turning individual experience into an opportunity to share knowledge. As she observed professionals wishing to work in this field, she identified difficulties related to the physiology of wound healing, clinical assessment, recognition of complications and patient safety.

She then realised that the knowledge she had acquired should not remain limited to her own practice. Training other professionals could help improve the quality of care and strengthen a culture of responsibility. This conviction gave rise to her goal of developing a teaching methodology based on the integration of scientific knowledge, professional experience and clinical reasoning.

Her approach is founded on a fundamental principle: surgery does not end when the patient leaves the operating theatre. Following the procedure, the body begins a series of complex processes involving tissue repair, wound healing and adaptation to the changes caused by surgery. This stage requires appropriate follow-up, observational skills and an understanding of the different stages of recovery.

In this context, nursing professionals play an important role through assessment, monitoring, health education, identification of warning signs and continuity of care, always within the scope of their professional competencies and in coordination with the medical team.

The challenge, Keli explains, lies in understanding that not every change observed during recovery necessarily represents a complication, but equally, not every sign should be considered normal. Distinguishing between normal physiological recovery and a situation requiring medical assessment demands preparation and clinical reasoning skills.

Among the essential areas of knowledge she identifies are anatomy, physiology, the inflammatory process and the mechanisms of wound healing. These are complemented by an understanding of conditions such as oedema, fibrosis, seroma and haematomas, as well as the recognition of changes in sensitivity, signs of infection and potential vascular complications.

Rather than simply memorising concepts, professionals need to understand how these phenomena relate to the recovery process and how they may influence decisions during patient follow-up. Individualised assessment is therefore one of the foundations of her methodology. Every patient has their own characteristics, has undergone a specific procedure and has clinical circumstances that must be considered before any approach is taken.

It is precisely this perspective that distinguishes her mentoring programme from training courses focused exclusively on performing procedures. Keli does not simply aim to teach a set of techniques, but to develop professionals who are capable of thinking critically, assessing patients and providing sound justification for their decisions.





Through the Método Cicatrização com Excelência® (Healing with Excellence Method), she seeks to communicate a broader understanding of post-operative care, integrating scientific knowledge, clinical reasoning, recognition of complications and an understanding of different therapeutic resources. The aim is for participants to complete the training with skills that go beyond obtaining a certificate: they should develop greater assessment capabilities, critical thinking and autonomy within the legal and professional limits of their practice.



"My goal is to train professionals who do not simply follow memorised protocols, but who know how to think clinically, justify their decisions and act responsibly," she says.

This concern is particularly important in a sector where post-operative care is still sometimes associated almost exclusively with massages and aesthetic interventions. From Keli's perspective, this interpretation overlooks the complexity of a stage involving the body's response to surgical trauma, tissue recovery, circulation, the lymphatic system and the different stages of healing.

The technical component requires an understanding of the indications, contraindications and limitations of the resources used. The clinical component involves recognising changes that may require medical assessment. There is also a human dimension which she considers inseparable from quality care.

A patient recovering from surgery may be physically and emotionally vulnerable, insecure or anxious. They are dealing with changes to their body, discomfort and expectations surrounding the outcome of the surgery. For this reason, care should not be limited to observing tissues or performing procedures. It requires active listening, clear communication, empathy and respect for each individual's circumstances.

Keli maintains that professional excellence depends on the integration of three pillars: scientific knowledge, technical competence and emotional intelligence. Mastering equipment and procedures is not enough when there is a lack of ability to listen, understand patients' needs and respect their limitations.

"Humanisation is not an addition to technical expertise. It is an integral part of quality care," she emphasises.

Safety is another principle that runs throughout her educational approach. One of the mistakes she seeks to address is the tendency to treat all patients in the same way, disregarding the type of surgery, recovery stage, clinical conditions and the surgeon's instructions.

The inappropriate application of techniques, the use of equipment without prior assessment, excessive pressure on recovering tissues and the dismissal of warning signs can compromise patient safety. Training must therefore prepare professionals to recognise situations that require attention and referral.

Among the signs she considers important to identify are severe or worsening pain, fever, increasing redness, the presence of discharge, changes in tissue colour or temperature and the sudden onset of oedema. She also draws attention to potentially serious situations, such as shortness of breath, chest pain or signs suggestive of thromboembolism, which require immediate referral for emergency medical care.

In this area, one of the messages she seeks to reinforce is that recognising the limits of one's professional practice does not demonstrate a lack of competence. On the contrary, it shows responsibility and an understanding of the importance of multidisciplinary work.

"Knowing when to refer a patient is also a professional skill," she argues.

Her mentoring programme therefore seeks to develop a professional approach in which patient safety takes precedence over the need to demonstrate technical expertise. A well-prepared specialist must know when to intervene, when to monitor, when to seek guidance and when to refer a situation for medical assessment. Responsibility does not mean trying to solve every problem, but recognising what requires the intervention of other professionals.





competencies she considers essential for a structured professional practice.

However, Keli understands that professional growth does not depend solely on acquiring technical knowledge. It is equally important to develop a mindset of continuous learning, the ability to communicate the value of one's work and an awareness of professional positioning in the market.

In an increasingly competitive sector, she believes professionals need to demonstrate competence, keep their knowledge up to date and build a reputation based on the quality of the services they provide. A certificate represents one stage of training, but the real distinction lies in the ability to transform what has been learnt into responsible decisions and consistent practice.

Her experience as an international educator reinforces this ambition. Keli believes that knowledge should know no borders and intends to expand the reach of her mentoring programme, strengthening the training of professionals in different countries. Portugal, Brazil and other international markets form part of her vision for growth, with the aim of bringing experiences closer together, sharing knowledge and contributing to the development of post-operative care standards.

More than simply expanding a training programme, she wants to contribute to a change in mindset regarding the importance of this stage of recovery. Her goal is for post-operative care to be recognised as a field that requires specific preparation, continuous professional development and strict respect for the scope of practice of each professional.

This mission is also reflected in the message she shares with those wishing to specialise in the field. Keli believes that investing in knowledge is one of the most important decisions anyone can make when building a solid career. Learning a technique or acquiring new equipment cannot replace an understanding of the principles that underpin each intervention.

Professionals need to know what they are doing, why they are doing it, when it should be done and, above all, when it should not be done. This ability to analyse, combined with ethics and responsibility, distinguishes a practice based on repeating procedures from one that is genuinely grounded in professional knowledge.

Throughout her career, Keli has sought to transform professional experience into a tool for collective development. In this sense, mentoring represents an opportunity to multiply knowledge, prepare professionals and help ensure that more patients receive informed and responsible care during a particularly important stage of their recovery.

The legacy she wishes to build is directly connected to professional education. She wants to help raise quality standards, strengthen specialist training and promote a culture in which safety, science and humanisation are inseparable elements of care.

Her message is clear: excellence does not come from shortcuts, nor is it built simply by learning new procedures. It requires study, experience, continuous development and a commitment to what truly matters.

Because, in post-operative care, excellence means understanding before intervening, recognising before acting and always placing the patient's safety and dignity at the centre of every decision.





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CÉLIA FERREIRA

Aura em Flor, an invitation to reconnect with your true essence

Célia Ferreira's connection with the world of well-being and holistic therapies emerged from a personal journey of self-discovery, transformation and the search for meaning. Originally from Portugal, with an educational and professional background in Modern Languages and Literatures, teaching and communication, she found in understanding human beings a dimension that would eventually guide her professional path. This discovery gave rise to Aura em Flor, a project that seeks to support people through processes of inner reconnection, awareness and personal growth.





Her story is marked by curiosity, observation and a desire to understand what lies beyond what is immediately visible. Communication and teaching allowed her to explore different forms of expression and knowledge, but it was her personal experience that brought her closer to deeper questions about emotions, behaviours, beliefs and the patterns that influence the way each person lives.

Throughout her life, certain moments led her to question ideas and behaviours she had previously taken for granted, encouraging her to seek answers within herself. This process opened the door to different therapeutic approaches and sparked an interest in deepening her knowledge so that she could put it at the service of others.

What began as an individual search gradually developed into a desire to support those who also feel the need to understand themselves better and discover new perspectives on their own stories. It was in this context that Aura em Flor emerged, a brand whose identity is deeply connected to Célia's family roots.

The origin of the name holds a particularly meaningful personal memory. The inspiration came from her grandfather Manuel, a special figure in her life, who would often tell her: “You are the flower of this house.” Those words stayed with her over the years and took on a different meaning when she decided to bring the project to life.

The flower came to represent life, growth and the ability to blossom, even after difficult experiences. More than an affectionate reference, it became the symbol of a philosophy that seeks to recognise each person's individuality and respect their own pace of transformation.

Aura em Flor was therefore created with the purpose of helping each person reconnect with their essence, recognise their own worth and question patterns and beliefs that may influence their relationship with themselves and others. The brand's motto captures this intention: “Return to your essence, return to yourself!”

The approach is based on the belief that every person has a unique story and that processes of self-discovery should not follow universal formulas. For this reason, Aura em Flor offers different approaches and tools, seeking to respond to the needs and stage of life of each person who turns to its services.

Among the experiences offered are Aura Reading, Therapeutic Reiki, Systemic Family Constellations, Numerology, Astrology and Intuitive and Therapeutic Tarot. The brand also provides guidance focused on working with the inner child, reflecting on emotional patterns and reconnecting with one's own essence.

Each approach makes it possible to explore different dimensions of individual experience, from family history and recurring behaviours to emotions and the way each person interprets the events in their life. The intention is to create opportunities for reflection and awareness, encouraging people to recognise patterns and discover new perspectives.

Célia believes that no single approach can meet everyone's needs. The diversity of human experiences requires attention to individuality and respect for each person's journey. She therefore seeks to adapt the tools she uses, rather than impose predetermined answers or solutions.

This perspective is also reflected in the way she understands the role of someone supporting a therapeutic process. Rather than assuming authority over another person's choices, she seeks to facilitate reflection and help each individual recognise their own resources.

The founder of Aura em Flor is careful to distinguish the work carried out by the brand from medical or psychological care. The therapies offered do not replace these professional services, although, in her view, they may complement a personal journey towards well-being and self-discovery.

The importance of this work becomes particularly evident when considering the relationship many people have with self-care. In everyday life, marked by responsibilities, professional demands and social expectations, setting aside time for oneself remains a challenge.



For Célia, self-care should not be understood merely as a moment of rest, a massage or a leisure activity. Above all, it is an attitude towards life and the ability to recognise that individual needs also deserve attention.

Society often encourages people to be productive, meet expectations and remain available to others. In this process, many end up ignoring their own limits, postponing their needs and suppressing their emotions. People learn to care for others and manage different responsibilities, but they do not always develop the same level of attention towards their relationship with themselves.

Self-care therefore requires a willingness to pause and listen. It involves recognising what is no longer good for us, reassessing choices, setting boundaries and understanding that we do not have to reach the point of exhaustion before valuing our own well-being.





This reflection lies at the heart of Aura em Flor's philosophy. The brand seeks to create a space where each person can express themselves without judgement and without the pressure of meeting external expectations. Trust, attentive listening and respect for individuality are fundamental elements of the relationship Célia wants to build with those who seek her support.

Her approach combines intuition, curiosity and questioning. She seeks to understand what may lie behind certain behaviours and to establish connections between present experiences and patterns that recur throughout life. The aim is not to provide ready-made answers, but to open up possibilities for reflection.

"My role is to support, facilitate and illuminate possibilities. The journey always belongs to the person walking it," she explains.

This way of working reflects a vision in which transformation is not imposed from the outside, but built by the individual through awareness of their own story, the questions they choose to ask and the choices they begin to see as possible.

Aura em Flor now aims to expand its reach and connect with people in different parts of the world, without losing the closeness and identity that shaped the project from the beginning. Its objectives include developing individual support sessions, as well as organising workshops, gatherings and shared experiences.

The themes she intends to explore further include family patterns, the inner child, relationships, self-worth, and one's relationship with money and abundance. She considers these subjects important for encouraging greater awareness of how people relate to themselves, to others and to the world around them.

Her ambition also includes establishing Aura em Flor as a recognised brand in the field of reconnecting with one's essence, while creating a community of people interested in personal growth and conscious transformation.

Looking back on her journey, Célia Ferreira presents Aura em Flor as an extension of a discovery that began with her own story. Personal experience sparked the search; knowledge allowed her to deepen that journey; and the desire to share what she had learned gave rise to a project that seeks to welcome different stories and needs.

Her message to those who do not yet know the brand is an invitation to reflect, without the pressure of having all the answers or knowing exactly where to begin. Recognising the desire for change can, in itself, be the first step towards building a more conscious relationship with oneself.

Because, for Célia Ferreira, blossoming does not mean having a perfect journey. It means finding the courage to reclaim one's voice, recognise one's worth and transform what no longer feels right.

ODETH MATOS

Going beyond limits and opening paths for other women

"I do not simply want to go further. I want my journey to enable other women to discover that they, too, can go beyond their limits." It is this conviction that gives Odeth Matos, 34, originally from Luanda, Angola, one of her main reasons to keep building her path. Between motherhood, professional experience in the banking sector and entrepreneurship, she has developed a vision of life founded on courage, determination and the desire to transform individual opportunities into paths that others can also follow.

Her identity is deeply connected to her Angolan roots and the early influences that shaped the way she understands the world. It was in Luanda that the values and experiences which continue to guide her choices took shape. Throughout her life, she has gone through different stages, some marked by achievements and others by challenges that required adaptability, resilience and the courage to start again.

Among the experiences that have contributed most to shaping the woman she is today, motherhood holds a special place. For Odeth, becoming a mother represented a profound transformation, allowing her to discover an inner strength she had not always imagined she possessed. This experience gave her a different understanding of responsibility, priorities and the ability to keep moving forward even in demanding circumstances.

Her time in the banking sector also played an important role in shaping her professional profile. It was in this environment that she developed skills such as discipline, a strong sense of responsibility, leadership and strategic thinking. These are lessons she now considers essential when facing the challenges of entrepreneurship and making more informed decisions.





Odeth sees herself as a woman who is constantly evolving. She does not define herself solely by the achievements she has attained, but also by the experiences she has had to overcome and the lessons she has drawn from each stage of her journey. This perspective has strengthened her conviction that circumstances should never definitively determine anyone's destiny.

It is also through this vision that she identifies with the theme "Beyond Limits — A Woman with Purpose, Vision and Legacy". For her, going beyond limits means refusing to allow fear, existing circumstances or society's expectations to establish boundaries around what a woman can achieve.

She believes that it is not necessary to have all the answers before starting, nor to know every stage of the journey in advance. Often, the first step is taken precisely when doubts and uncertainties still exist. What matters is recognising what one wants to build and finding the courage to move forward.

Living with purpose, in her view, means understanding the reasons behind one's choices and recognising that dreams can have an impact that goes beyond individual fulfilment. Success takes on a different dimension when it helps create opportunities, transform realities and inspire others.

This awareness accompanies her in the different areas of her life, from motherhood to entrepreneurship, including leadership and the projects she chooses to pursue. It is not simply about achieving specific goals, but about ensuring that the journey itself has meaning.

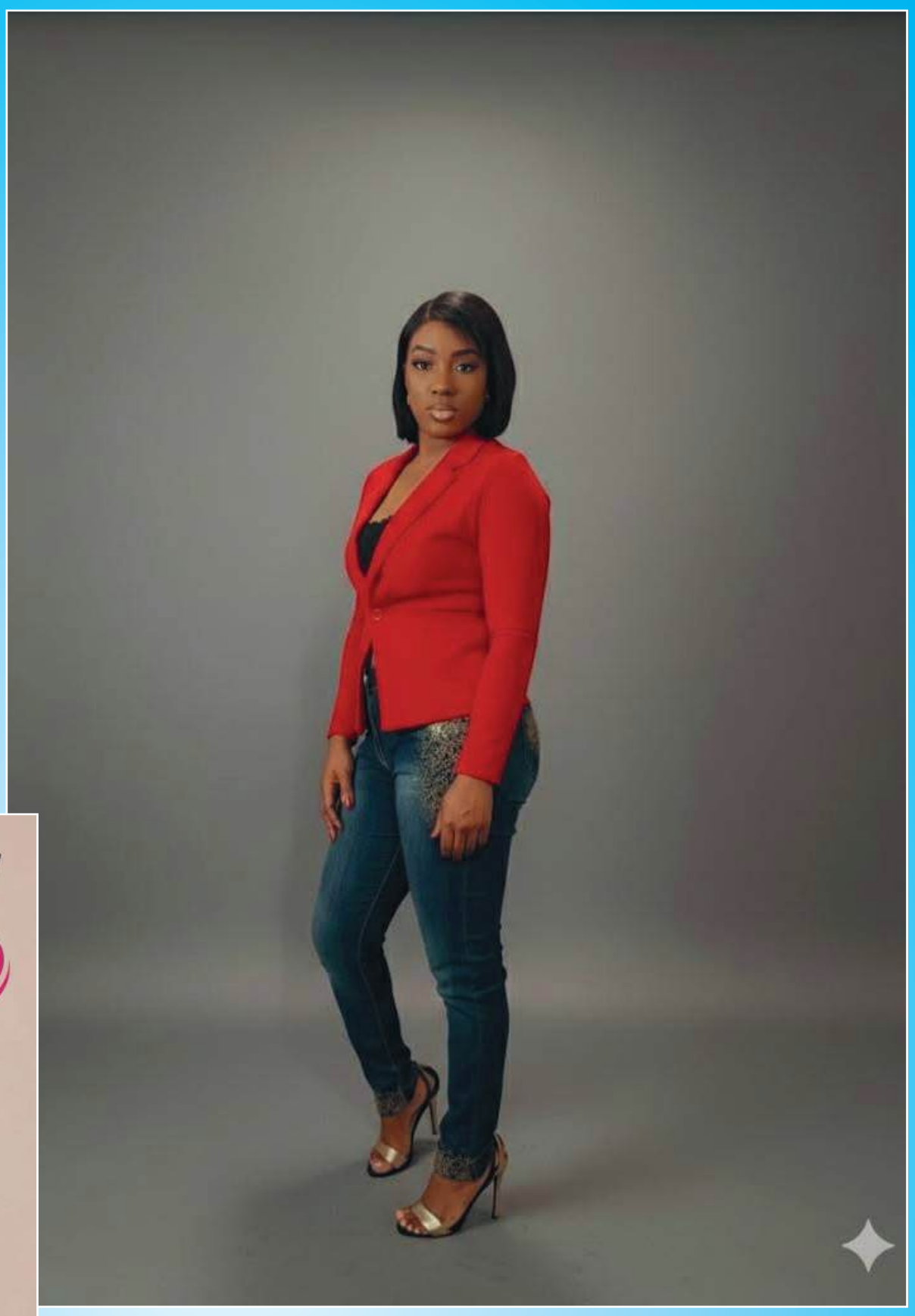
However, building an ambitious career does not mean being free from obstacles. One of the challenges she identifies was learning to maintain confidence in her own vision, even when results took longer than expected to reflect the effort invested. There are moments when dedication is considerable and conviction remains strong, yet opportunities do not emerge as quickly as desired.

Balancing family life, professional responsibilities and personal projects represents another demanding aspect of her journey. Being a mother, professional, entrepreneur and a woman with ambitions of her own requires managing responsibilities, reorganising priorities and making decisions that are not always easy.

to overcome. However, she believes that many of these experiences have helped strengthen her identity, develop maturity and clarify the direction she wishes to follow.

Vision and courage are therefore two fundamental elements in the way she understands the development of a woman's journey. The former makes it possible to identify opportunities and imagine new paths; the latter transforms those possibilities into concrete decisions and actions.

In her view, one of the ideas that still limits many women is the expectation that they must choose between motherhood, family, career and personal fulfilment, as though these aspects of life were incompatible. Odeth believes that every woman should have the freedom to develop her own definition of success, without feeling that she must sacrifice one part of her identity in order to develop another.





Throughout this process, she had to understand that not everyone shares the same vision and that not everyone will be willing to accompany another person's changes and growth. Nevertheless, one of her most important lessons has been not to allow the difficulties of a particular phase to become a reason to give up on herself.

Odeth does not seek to romanticise obstacles. She recognises that some experiences leave lasting marks and that not every challenge is easy

This freedom also requires independent thinking and taking responsibility for one's own choices. Listening to advice can be valuable, but knowing one's true essence and understanding what one wants to build are essential steps towards avoiding a life shaped by the judgement of others.

Courage, she adds, does not mean being free from fear. It means refusing to allow fear to become stronger than the desire to grow. This understanding supports her vision of a generation of women capable of recognising their own worth, occupying spaces with competence and building their own paths without depending on the approval of others.

However, Odeth's ambition does not end with individual achievements. Building a legacy occupies a central place in the way she envisions the future. For her, leaving a mark goes far beyond accumulating material possessions, titles or projects. It means making a positive contribution to other people's lives and helping create opportunities that can continue to produce results long after we are gone.

She would like her journey to be associated with the courage to begin, the ability to turn ideas into opportunities and the desire to open paths, particularly for women and young people. This vision is also reflected in the message she wants to pass on to her daughters: that dreams should not be limited by fear, provided they are supported by dedication, discipline and hard work.

She wants them to grow up aware of their worth, independent in their choices and courageous enough to build their own paths. More than simply offering advice, she hopes to leave them an example of determination and responsibility towards life.

Professionally and as an entrepreneur, she aspires to continue developing projects that bring cultures closer together, create opportunities and promote Angolan talent. She believes it is possible to be born in one country, develop skills in another and take one's identity into different markets without losing the roots that form part of one's story.

The coming years therefore represent an opportunity to consolidate her business activities, strengthen brands with an Angolan identity and build bridges between Angola, Portugal, Brazil and other international markets. She also intends to expand her involvement in initiatives related to leadership, entrepreneurship and women's development, contributing to greater access to knowledge, opportunities and the tools women need to bring their projects to life.

Despite her ambitions, there are elements she considers essential to preserve: her essence, her values, her family and her ability to keep dreaming. For Odeth, growth should not mean moving away from what truly matters, but finding ways to move forward without losing one's identity.

To women who recognise within themselves the desire to go further, she offers a message of encouragement to take action. There is no need to wait for the perfect moment, because it may never come. It is possible to begin with the resources available, the knowledge acquired and the courage each woman can find within herself today.

She believes that the fear of failure should never outweigh the possibility of achieving something meaningful, and that no woman should make her dreams smaller simply to make others feel more comfortable. A difficult phase does not represent the end of a story, just as an obstacle should never be mistaken for an absence of possibilities.

At 34, Odeth Matos presents a vision of the future in which personal fulfilment and collective impact go hand in hand. Her ambition is not limited to reaching new heights, but also includes contributing to a future in which other women can find the confidence to move forward.

Because going beyond one's own limits takes on an even greater meaning when the journey ceases to be merely an individual achievement and becomes an opportunity for other women to discover just how far they, too, can go.

YUDEL MAVIE

“WE WANT TO HELP CREATE 100 MOZAMBICAN COMPANIES”

Mozambique has young people with talent, skills and ideas capable of giving rise to meaningful businesses. However, between imagining a company and successfully setting it up, there is a journey that not everyone can undertake alone. The lack of guidance, limited access to the market, difficulties in establishing strategic connections and the absence of business support continue to constrain the development of many projects. It was in response to this reality that Yudel Mavie decided to establish CEM — Centro Empresarial de Moçambique (Mozambique Business Centre), an initiative that aims to connect young talent with business opportunities and contribute to building a new generation of national companies.

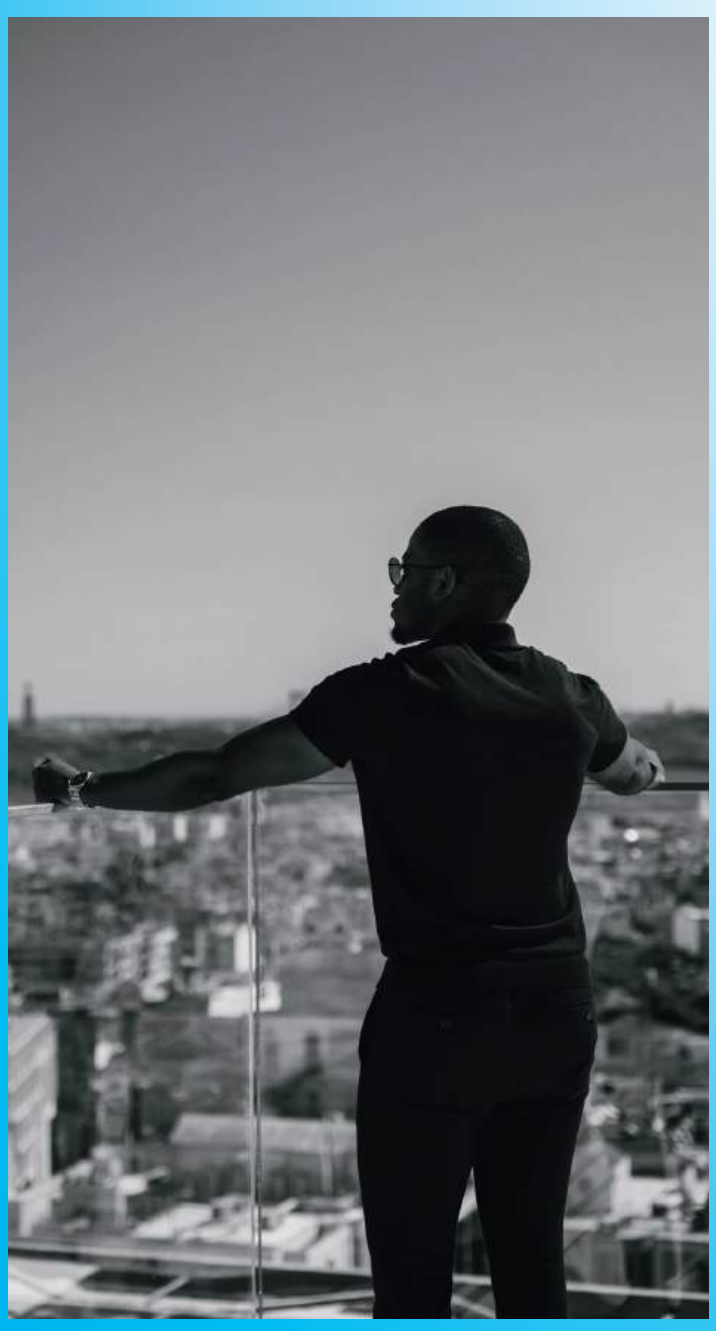
The idea emerged from a concern that developed throughout his entrepreneurial journey. Having met young people with outstanding skills, commercially interesting ideas and a genuine desire to become entrepreneurs, Yudel began to identify a recurring problem: many have the ability to create businesses but cannot find the necessary structure to turn their ideas into organised companies. Some do not know how to identify their first customers, while others struggle with pricing, cost structures, partnerships or gaining access to the right contacts.

In his view, Mozambique does not necessarily lack talent or creativity. The challenge lies primarily in transforming that potential into structured economic activity. In many cases, what young people need most is not immediate financing, but guidance, access, organisation and support with implementation.

“I do not want CEM to be just another organisation that talks about entrepreneurship. I want to build a structure that actively participates in the creation of businesses,” he says.

The initiative comes at a time when a new generation of Mozambicans is becoming increasingly informed, connected and ambitious. For Yudel, this energy needs to be channelled into building businesses capable of producing, selling, creating jobs and generating value for the national economy.





Among the main obstacles he identifies within the business ecosystem are the lack of guidance, difficulties in accessing markets and limitations in execution capacity. Financing, although important, is not a solution in itself. A young person may receive 500,000 meticais and still be left without a sustainable business six months later if they do not know how to identify customers, calculate production costs, set prices or manage financial resources.

On the other hand, there are young people with technical skills who could start generating revenue with relatively small investments, but who struggle to reach the right companies, contacts or commercial opportunities. These challenges are compounded by difficulties with formal registration and the lack of continuous support.

That is why Yudel advocates a change in the way entrepreneurship is supported in Mozambique. In his view, it is not enough to train young people, hand out certificates or organise business idea competitions. Entrepreneurs need to be supported until they are able to bring a product or service to market, secure customers and build sustainable businesses.

The CEM model is based on a five-stage methodology: Find, Evaluate, Approve, Prepare and Leverage. The process begins by identifying young people with promising skills or business ideas. This is followed by an assessment of the opportunity, the market, the entrepreneur's capabilities and the conditions required to turn the proposal into a viable economic activity.

Following selection, the organisation intends to work directly with project founders through regular meetings, ongoing communication and support in areas such as strategy, financial structuring, business development and partnership building.

The difference lies in the level of involvement it intends to assume. Rather than acting solely as an external consultancy, CEM seeks to participate in building businesses, helping to resolve challenges, opening doors and supporting the implementation of decisions.

In this initial phase, particular attention will be given to businesses that do not require substantial financial investment to get started. The intention is to identify what young people already know how to do, understand how those skills can address a market need and turn that knowledge into

a concrete commercial opportunity.

When selecting projects, the first criterion will be the entrepreneur themselves. For Yudel, an outstanding idea may fail if the person presenting it does not demonstrate commitment, discipline and the ability to execute. The assessment will also consider whether there is genuine demand for the product or service, commercial viability, costs, profit margins, growth potential and the resources required to launch the business.

Another important consideration will be understanding the specific value CEM can bring to the project. Yudel is not necessarily looking for the most complex ideas, but rather genuine opportunities and committed entrepreneurs whose businesses can be brought into operation.

He gives the example of a young person interested in producing customised flags. Instead of starting by investing in a factory, they could identify suppliers, develop a commercial offer and secure their first customers. From there, it would be possible to assess whether establishing their own production capacity is necessary. This approach demonstrates a commitment to sustainability from the outset: starting with available resources, validating demand and growing in line with identified opportunities.

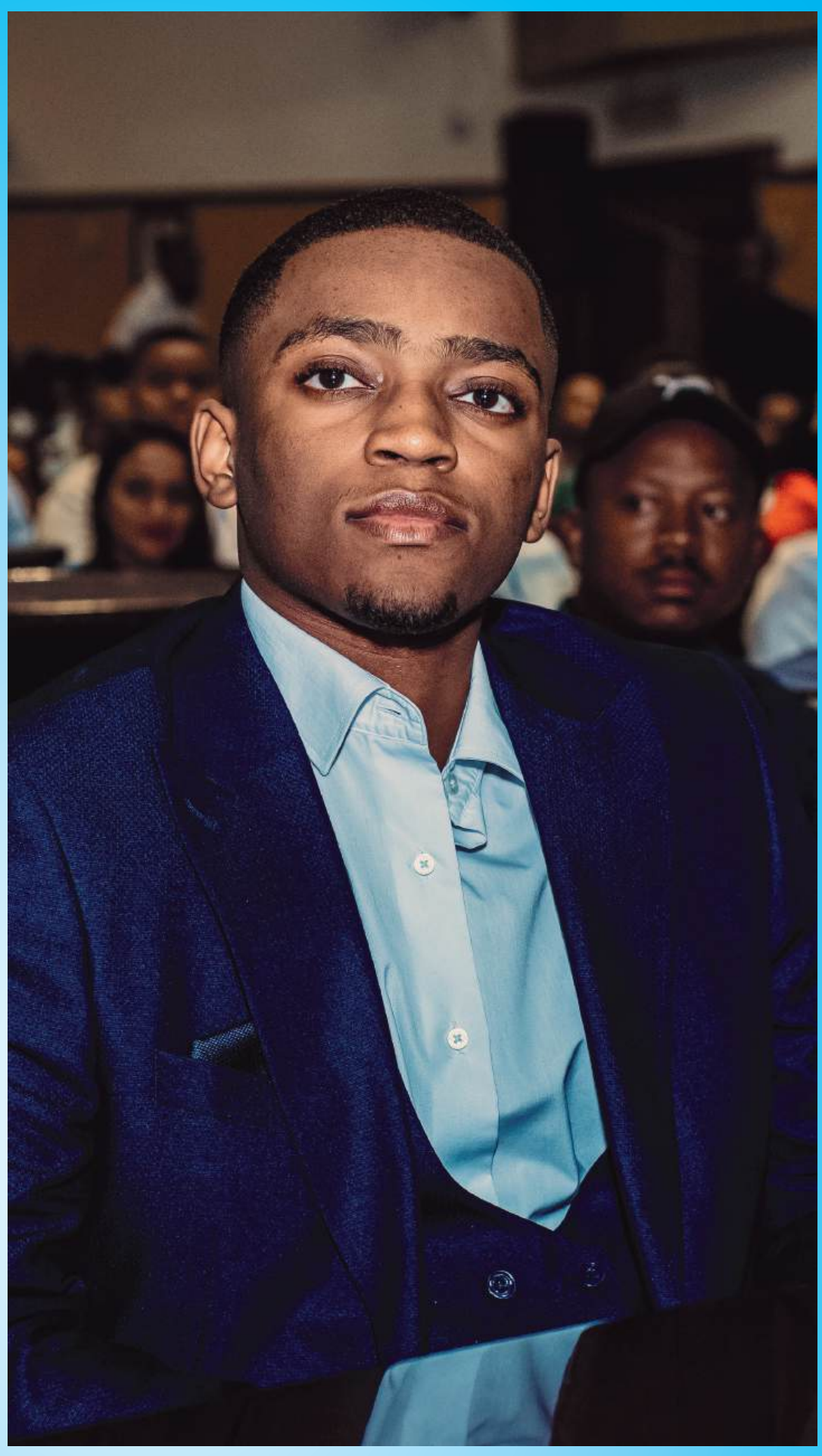
One of CEM's distinguishing features is its decision not to charge an entry fee to selected young entrepreneurs. Yudel believes that a lack of financial resources should not, in itself, prevent someone from receiving business support.

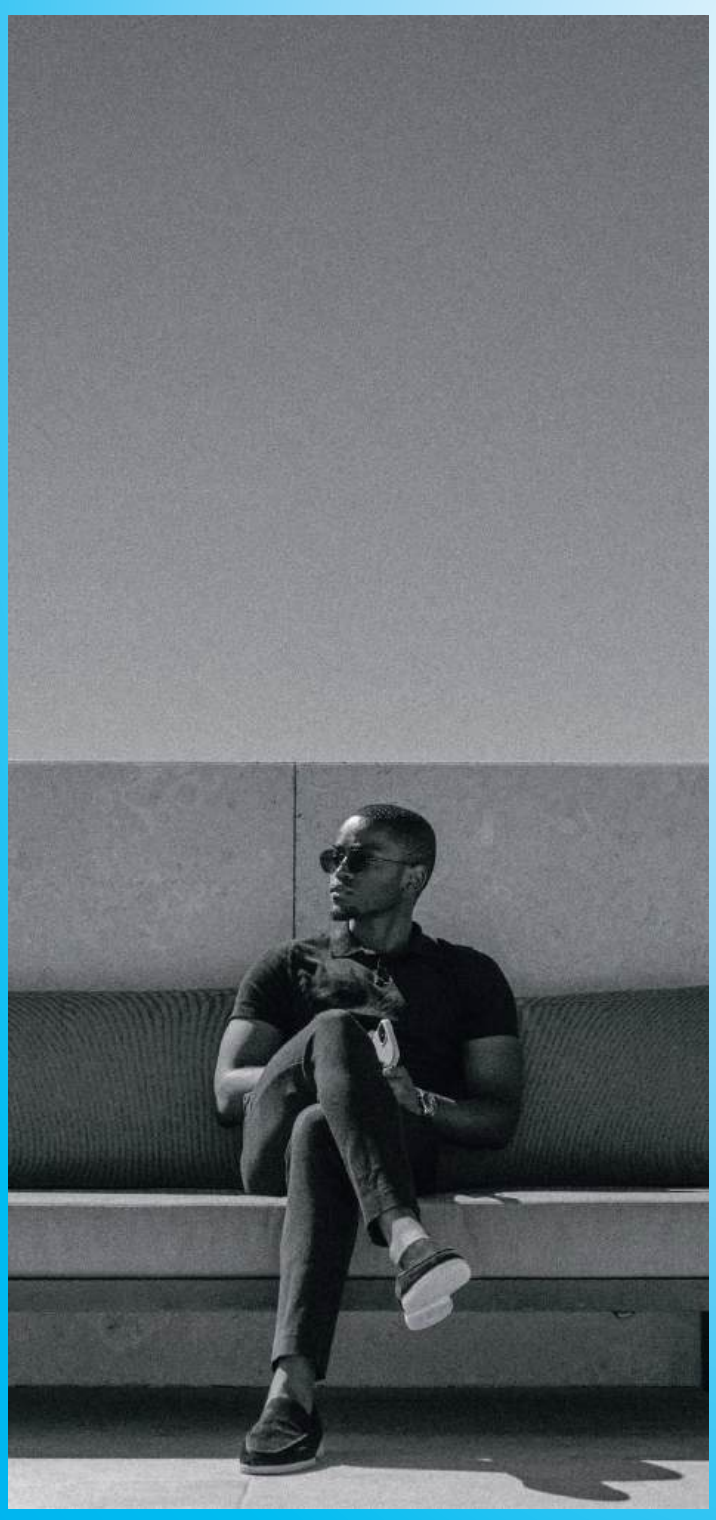
The initiative's financial sustainability is expected to come from its participation in the businesses it helps develop. Such participation will not be automatic; it should reflect CEM's actual involvement, the responsibilities assumed and the value added to the company, through transparent and formalised agreements.

The model therefore seeks to align the organisation's interests with the results of the businesses it supports. If CEM helps an entrepreneur build a solid company with revenue and growth potential, it may benefit from that success as a shareholder. This is a strategy that requires rigorous project selection, financial discipline and a sustainable operational structure.

However, turning ideas into businesses also requires access to markets and business relationships. Yudel places particular importance on strategic connections, recognising that access to the right customer, the right partner or the necessary information can significantly change the course of a business.

His experience has taught him, however, that having contacts does not necessarily mean having opportunities. It is essential to know how to present a proposal, demonstrate value and build professional relationships. For this reason, CEM intends to work with business associations, public institutions, private companies, development organisations and investors, seeking to identify concrete needs that can be addressed by the businesses in its portfolio.





Yudel's experience in business development and building corporate relationships is expected to form one of the foundations of this work. Rather than simply introducing young entrepreneurs to influential people, he aims to connect them with commercial opportunities that can generate customers, contracts, partnerships and new possibilities for growth.

The project's sectoral vision reflects the needs and potential of the Mozambican economy. Among the areas he considers particularly promising are agro-industry, the processing of local products, business services, technology, technical maintenance, light industry and the circular economy.

In agriculture, for example, he sees opportunities that go far beyond production, including processing, packaging, preservation, transport, distribution and marketing. In the construction, energy, mining and industrial sectors, he believes there are supply and service needs that could create opportunities for small domestic companies to participate.

His vision, however, is not limited to major economic sectors. He also believes in the potential of seemingly simple businesses. A young person providing maintenance services, producing customised materials, supplying products to companies or developing digital solutions can build a relevant business, provided they have the right organisation and market access.

This perspective is also connected to the experience gained through MOY Agency, an organisation that has been expanding its activities and is currently present in Mozambique, Portugal and South Africa, with projects across different sectors.

The agency's international expansion has been built through business development, contact with decision-makers, meetings and the development of proposals for companies in different markets. This process requires understanding new realities, adapting communication, recognising cultural differences and demonstrating the ability to respond to specific needs.

One of the main lessons from this journey has been understanding that a company's size should not limit its commercial ambitions. A relatively young organisation can present relevant solutions to major companies, provided it is prepared, operates professionally and has a clear value proposition.

This experience could directly benefit the businesses supported by CEM. The relationships developed across different markets and the knowledge acquired through MOY Agency could help identify partners, suppliers, potential customers and expansion opportunities for the companies that eventually join the project.

Looking ahead to 2027, MOY

Agency intends to consolidate its position as a strategic partner in communication, brand development and commercial growth for larger organisations. Priority areas include insurance, financial services, mining, energy, logistics and industry.

The ambition is to develop projects that go beyond the occasional production of content, integrating communication strategy, audiovisual production, digital campaigns, institutional positioning and business development initiatives. Yudel intends to take part in more complex projects, build lasting professional relationships and contribute to measurable results for clients.

The agency's international experience should also make it possible to introduce new perspectives on management, communication, business organisation and commercial relationships. For the entrepreneur, Mozambique has companies and professionals capable of competing with international organisations, but standards of execution must continue to improve.

Although they maintain their own identities and responsibilities, MOY Agency and CEM have complementary areas of activity. The commercial experience acquired through the agency can help prepare the entrepreneurs supported by the Business Centre, particularly in developing value propositions, market positioning and customer acquisition.

CEM's long-term vision is ambitious: to support the creation and growth of up to 100 Mozambican companies over the next five years. Yudel recognises that achieving this target will require operational capacity, resources, partners and tangible results. More important than the number itself, however, will be the quality of the businesses developed.

He wants to see young people who started with nothing more than an idea go on to lead formally established businesses, with customers, employees, revenue and the capacity to grow. He hopes that some of these companies will become employers, others will expand into the provinces, and some will succeed in entering international markets.

As for MOY Agency, he intends to continue strengthening its commercial presence, developing strategic partnerships and participating in relevant projects for national and international organisations. Ultimately, he sees both initiatives as expressions of a broader business vision: building organisations, creating opportunities and demonstrating that Mozambican young people have the ability to lead initiatives with an economic impact.



At the heart of this vision is an idea that goes beyond creating businesses of one's own. Yudel Mavie wants to help ensure that other young people also have the opportunity to build companies and develop their potential. In his view, success should not be measured solely by the organisations an entrepreneur manages to create for themselves, but also by the opportunities they open up for others.

"I do not want my journey to be judged only by the companies I have managed to create for myself, but also by the companies I have helped other people build," he says.

It is from this perspective that the target of 100 companies takes on its meaning. More than a number, it represents an ambition for economic transformation, in which young talent finds guidance, market access and the conditions needed to become sustainable business activity.

For Yudel Mavie, the future of entrepreneurship in Mozambique should not depend solely on the individual determination of those who wish to start a business. It requires structures, knowledge, strategic relationships and the ability to execute. It is precisely at this intersection between talent and opportunity that CEM seeks to establish its place: helping to turn ideas into companies and companies into new sources of value for Mozambique.

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ADÉLIA MATSIMBE

Project Ela — When a personal story becomes a collective purpose