

IMPACT REPORT

2021 / 2022

ideialab

PEOPLE.
LEARNING.
IMPACT.





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We believe that **entrepreneurship has the power to transform the world** and make it a better, fairer, more inclusive and a more harmonious place.

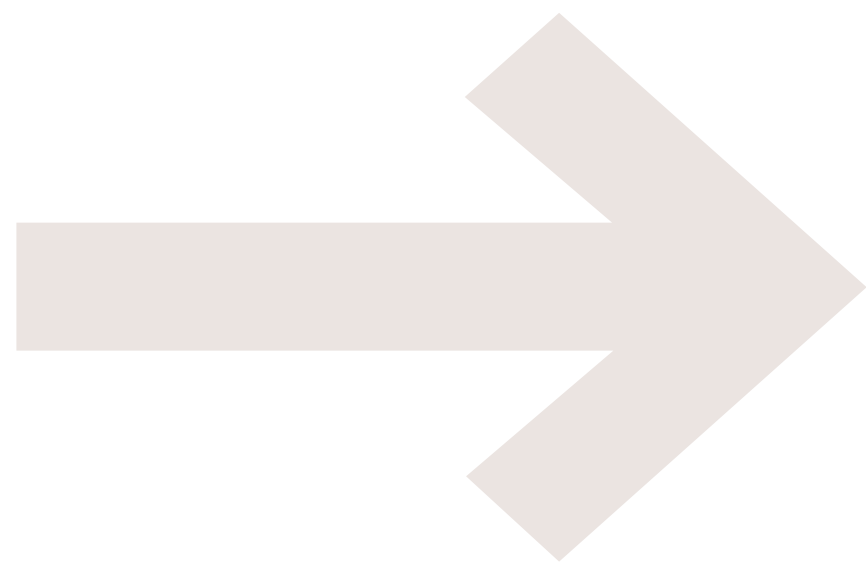
We believe in the potential of all people, their ideas and dreams and in the power that entrepreneurship has to transform their lives and that of everyone around them.

We believe in the positive impact that entrepreneurship has on building **sustainable businesses**, creating jobs, improving market dynamics and on the evolution of the economy.

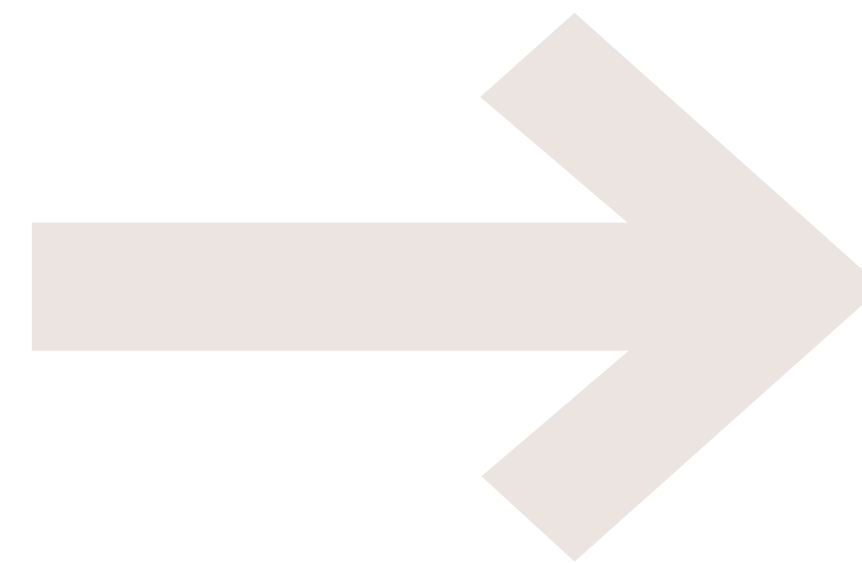
We empower people, accelerate learning and the growth of companies, and contribute to strengthening resilient, sustainable and inclusive ecosystems, societies and economies.



Stimulation

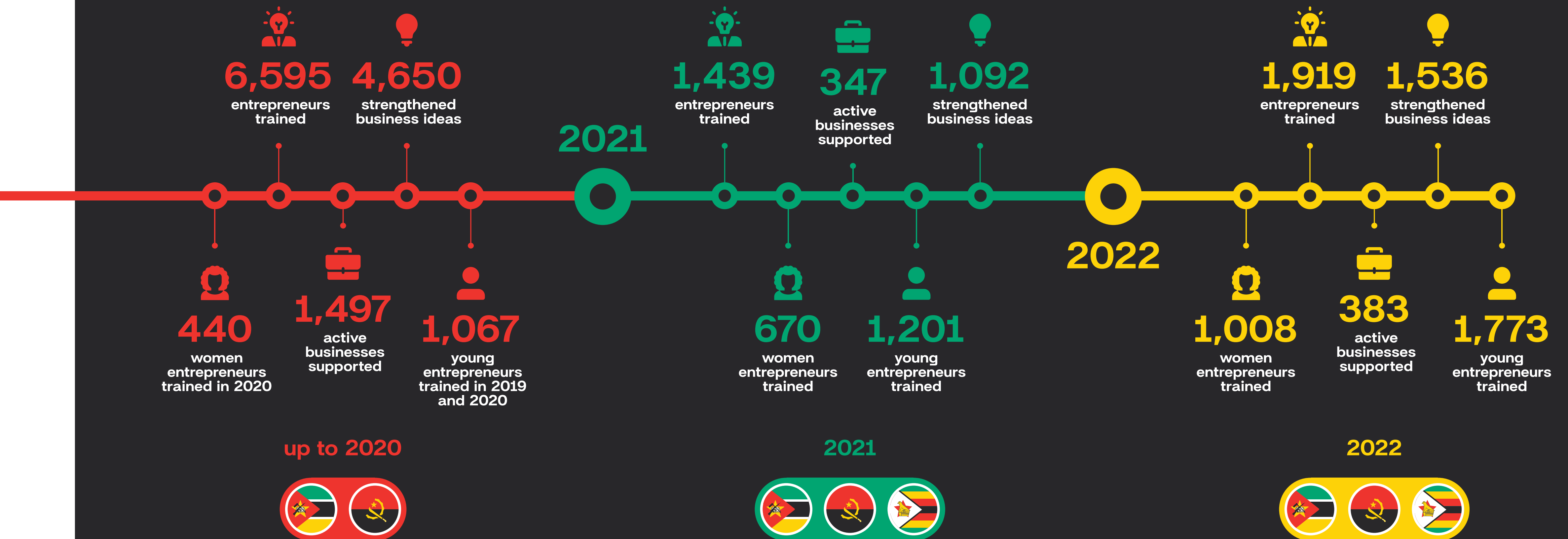


Activation



Acceleration

Overview



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Introduction

Entrepreneurship is a challenging journey and should be guided by purpose



By Sara Fakir and Tatiana Alves Pereira

2021 was a year of growth. We came from 2020 which was a year of adapting to the various versions of normal that were emerging and we entered the new year more committed to growing and intentionally setting challenges for ourselves that would force us to grow as an organization. We closed long-term partnerships for projects that began in 2022.

In 2022 we kicked-off ACREDITA EMPREGA, the Support for Employability program in the southern region of Mozambique by the Secretariat of State



for Youth and Employment, which is funded by the World Bank. This project aims to increase employability by awarding scholarships to **5000 young people aged 18 to 35 years** in the districts of Manhiça, KaMaxakeni, Matutuine, and Matola for technical and vocational courses or support services. The same initiative will, in a second phase, grant seed capital to **1000 young people** who will participate in a business idea competition. Agora Emprega, the Business Plans competition by The State Secretariat for Youth and Employment financed by the World Bank is also a project that we took part with great enthusiasm. This initiative is implemented in partnership with EY – Ernst & Young Limitada. Through these initiatives, we opened the door to cooperation with Government institutions on a larger scale than we have been doing before. The numbers of this project are bigger and so is the dimension of our impact.

Another important step taken in 2021 was the full acquisition of Femtech. This acceleration program for women, with micro and small active businesses has been a major flagship of ours. In Mozambique, we held nine editions and have up to date a network with more than 190 women entrepreneurs. Femtech has been implemented in Mozambique, Namibia, Tanzania, South Africa and ideialab also took the initiative to Angola in 2018. By acquiring Femtech, we accepted the challenge of scaling up the programme and taking it globally, this will happen

by boosting the growth of the Femmies network in Mozambique and connecting these women with the other alumni but also executing more editions in other geographies. Since 2022, and until next year, Femtech is integrated in a larger project called FEEP (Female Economic Empowerment Project) an initiative funded by the RVO with the Embassy of the Netherlands in Mozambique, that encompasses the implementation of Femtech, the Femmies Network, iCreate, Lionesses of Africa, and Conecta directed at SEJE and institutions involved in catalyzing female entrepreneurship locally.

When we decided to create ideialab in 2010, **we were guided by our shared life stories**, experiences, fears, enthusiasm and, mainly, by the idea that with the right support, dedication and tools, everyone can be an entrepreneur. ideialab comes from our ambition to ease the realization of dreams and use entrepreneurship as an engine to transform the lives of entrepreneurs and an entire society.

In the last two years we continued a journey of commitment to strengthening the ecosystem and sparking new dreams. We continuously overcame challenges with the support of various partners, friends, and a team that makes the achievement of the dream of an entrepreneurial country, a journey— certainly full of challenges but never lonely. We only got to where we are because we

were joined by people with similar dreams and contagious energy.

This Impact Report is our way to share the idea that everyone can be an entrepreneur. In the following pages, **we will show entrepreneurship's potential to transform people's lives**, the importance of strategic and continuous investment in entrepreneurship, and the relevance of creating a sustainable framework for social and economic transformation. We bring herein a handful of growth stories that need to continue to receive proper attention as they make up the largest slice of the Mozambican economy.

Our journey of impact was only possible because we were always clear concerning our purpose: to equip entrepreneurs to use entrepreneurship as a **catalyst for transformation**. Our dream was so big that we welcomed an ever-growing team that expands yearly until we reach our current position. The last two years were, above all, are years of consolidation, and a confirmation of who we are and how we can continue to co-author stories of transformation and impact.

After all, everyone can be an entrepreneur





Road to Impact



2020: A year of challenges, achievements and the consolidation of our impact

It is not possible to talk about the journey of the last two years without mentioning the road traversed in 2020. In a year during which everyone was undoubtedly challenged by the pandemic's changing times, almost all of ideialab's plans, assumptions, and expectations were challenged. **But with great challenges come great opportunities to reflect, rethink and reinvent, and concluded 2020 celebrating:**




Creativity



Care



Courage



Commitment



Collaboration



Creativity

Maintaining our relevance and being able **to continue to have a positive impact on entrepreneurs has required an effort**– ours, that of our partners and customers– to shift programs into the digital world, review curricula, analyze formats, and adjust to the new reality, by exploring and bringing solutions.





Care

Internally, we made a renewed commitment to self-care and group care. Our internal culture and **the trust we have as a team have allowed us to continue to provide existing services**, even from afar, by transforming face-to-face training programs into a fully digital format.





Courage

The new scenario inspired us to look at this new reality as an impetus to launch old dreams and new approaches. **We had the courage to be a sharing space for Mozambican businesses,** contributing to their sustainability, innovation, and growth by accessing information and connections through the ecosystem. As a result, several live initiatives were launched through digital platforms and social networks.





Commitment

ideialab obtaining **two international awards**, a reassurance that we are on the right track and validation of the relevance of the goals we set out to achieve and the methodologies we selected. In 2020, we were on the list of the **Top 50 Africa Business Heroes** and were distinguished by the OD Network Award for our Organizational Excellence and Impact. These awards were an acknowledgment of our commitment to catalyzing the entrepreneurial ecosystem among entrepreneurs and SMEs and our implementation partners.





Collaboration

We envisage an **entrepreneurial world** where existent challenges are seen as opportunities, where people believe in themselves and have the **courage to innovate** and take the first step towards creating positive change; A world where there is room for a **collaborative spirit** and we can all contribute sustainably and more inclusively to the transformation of the entrepreneurial ecosystem.





Our Impact



**We can all be
entrepreneurs and
we can all contribute
to entrepreneurship**



OUR METHODOLOGY

Our role in how everybody can be an entrepreneur

Ever since our emergence in the Mozambican market in 2010, we have always instilled the message that **everybody can be an entrepreneur**. This message is present in all of our programs to stimulate, activate or accelerate and form the foundation of solutions that we co-create to catalyze entrepreneurship in Mozambique, Africa and the World.

The idea that everybody can be an entrepreneur is aligned with our philosophy and work methodology which is anchored in effectuation: a process whereby an entrepreneur identifies, defines and creates a market for their idea; develops a resource portfolio and a partnership network that is rooted in their reality (Sarasvathy, 1998). This is a tried and true methodology that propounds the idea

that entrepreneurship is a journey that can be traveled by anybody as long as they have the right tools to create resources and transform their ideas into sustainable businesses.

Growing together is part of our methodology, hence why we create spaces for joint reflection in all our programs so that each participant can contribute in a significant way to the growth of our entrepreneurial ecosystem.

Believing that everyone can be an entrepreneur also means contributing through our programs to lower barriers to knowledge, tools, spaces, and mentoring that are key to the implementation of ideas and businesses and for entrepreneurs, micro, small, and medium enterprises.

Hence, our methodology is constantly maturing and adapting to the needs of entrepreneurs and the ecosystem. Our active listening allows us to adapt our offering and enhance our responsiveness. We heard about limitations in the English language from several entrepreneurs and so we offered English for Business sessions, others mentioned the lack of workspaces and we opened the doors of **Orange Corners** for entrepreneurs to work; we heard that there was a lack of spaces for business promotion and we created one for business sharing at Compra

Nosso. In addition, to overcome the difficulties in registering and formalizing businesses we regularly invited partners such as the Single Service Desk and the Tax Authority to clarify these processes.

Entrepreneurs and MSMEs (Micro, Small and Medium-Sized Enterprises) are the backbone of our economy and have the potential to actively contribute to our country's growth and improve its positioning in the regional and global markets. Our experience shows that anyone can become an entrepreneur, achieve their potential and financial autonomy, overcome the challenges of the entrepreneurial journey, and contribute to the national economy through the co-creation of solutions and the coordinated involvement of all of the ecosystem's actors based on the different stages of growth of entrepreneurs: Stimulation, Activation, and Acceleration.



Stimulation

We support young people in taking their first step towards making a difference by demonstrating that entrepreneurship can be a pathway to generate positive impact in society.

Programs
SKILLS 2 LIVE
IDEATE
OCIF



Activation

We accompany entrepreneurs from their idea's creation to the consolidation of their business, share tools and transmit the skills that entrepreneurs need to launch innovative and sustainable startups.

Programs
CLIMATE LAUNCHPAD
MASTERCLASSES
BAZA
ICREATE GIZ
BIZ
DESCOLA
MAKE



Acceleration

We challenge entrepreneurs to elevate their business and strengthen their capacity to accelerate the growth of his/her/their MSME in a sustainable and innovative way.

Programs
TFSA
FEEP
APPROAD
ICREATE ENI
MOZGREEN
COMPRA NOSSO
AGORA EMPREGA
PUXAP
RESTART





There is a clear image of our ecosystem's growth; but are we all picturing it the same way?

The Mozambican and African entrepreneurial ecosystem is a living organism wherein new connections emerge all the time, ideas flourish, and new companies, products, solutions, and dreams are created. It is a testament to the fact that **everyone can be an entrepreneur** and many are in fact just that. However, a picture of a stagnant Africa is consistently disseminated and perpetuated.

According to the latest Africa #nofilter report, this image is excessively focused on the role of foreign governments and large foreign corporations, underappreciating the role of African youth, women, entrepreneurs, creative

businesses, smaller, successful African states, and the future potential of Africa in general. News coverage about young people in Africa has declined since 2017. Government, politics, and regulation dominate: About **54.5% of business news** in 2021 was framed through government actions and policies. So much so that even African media, when discussing business, also focuses more on government-related topics than those related to entrepreneurship. However, according to Richard Addy, in 2021, 8 of the 10 countries with the highest percentages of Google searches related to entrepreneurship and/or business worldwide are from African countries.

It is therefore imperative that we present other facts. How many of us know, for example, that:



The **African Continental Free Trade Area** is the **largest free trade** area in the world, having 55 participating countries and access to a combined Gross Domestic Product of \$3.4 trillion.



In 2021, African start-ups broke the record and raised **about 5 billion US dollars**, according to [Tage Kene-Okafor](#).



African countries rank in the top three spots for the **highest concentration of women entrepreneurs in the world** – Uganda (39.6%), Botswana (38.5%) and Ghana (36.5%), according to the 2020 Mastercard Index of Women Entrepreneurs (MIWE).



The Entrepreneurship and Industrialization Report by African Economic Outlook stated that **22% of Africa's working-age population launched new businesses** during the period 2011–2016 – the highest rate of any region globally.

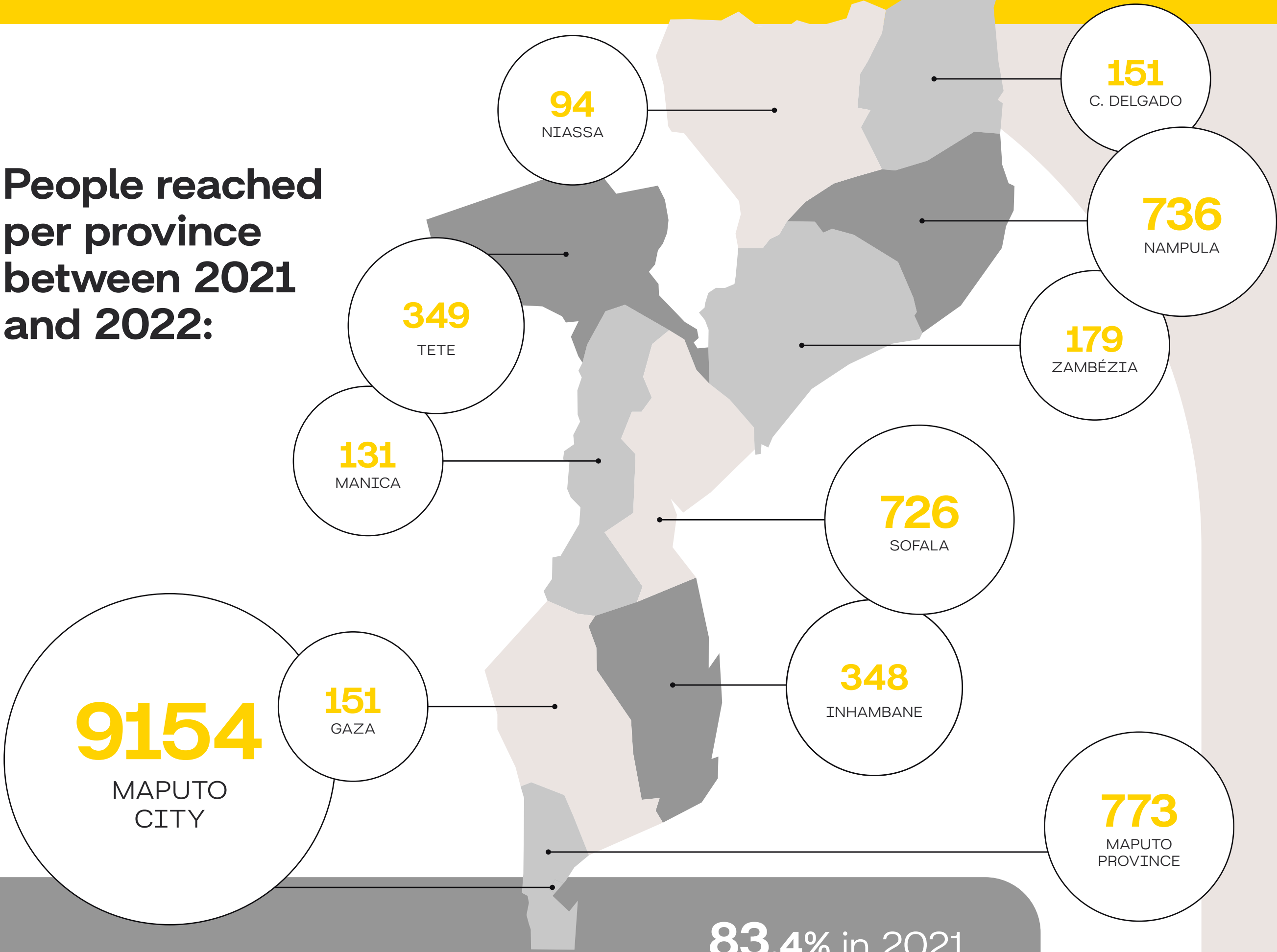


Africa has **the highest percentage of entrepreneurs among working-age adults**, according to the Tony Elumelu Foundation Report in partnership with Stanford University.



This economic effervescence is evident in ideialab’s track record. In the past two years, **the total number of applications across all of our programs in Mozambique and Angola has increased exponentially.** This, for us, represents the entrepreneurial community’s interest in our offering and a clear solutions-oriented focus that enables them to develop their skills and concretize their businesses. With the digitalization of a large part of the programs, we were able to get a significant percentage of applications from outside Maputo. For Orange Corners Maputo, for example, we reached as much

People reached per province between 2021 and 2022:



Percentage of young entrepreneurs trained by us

83.4% in 2021

92.0% in 2022

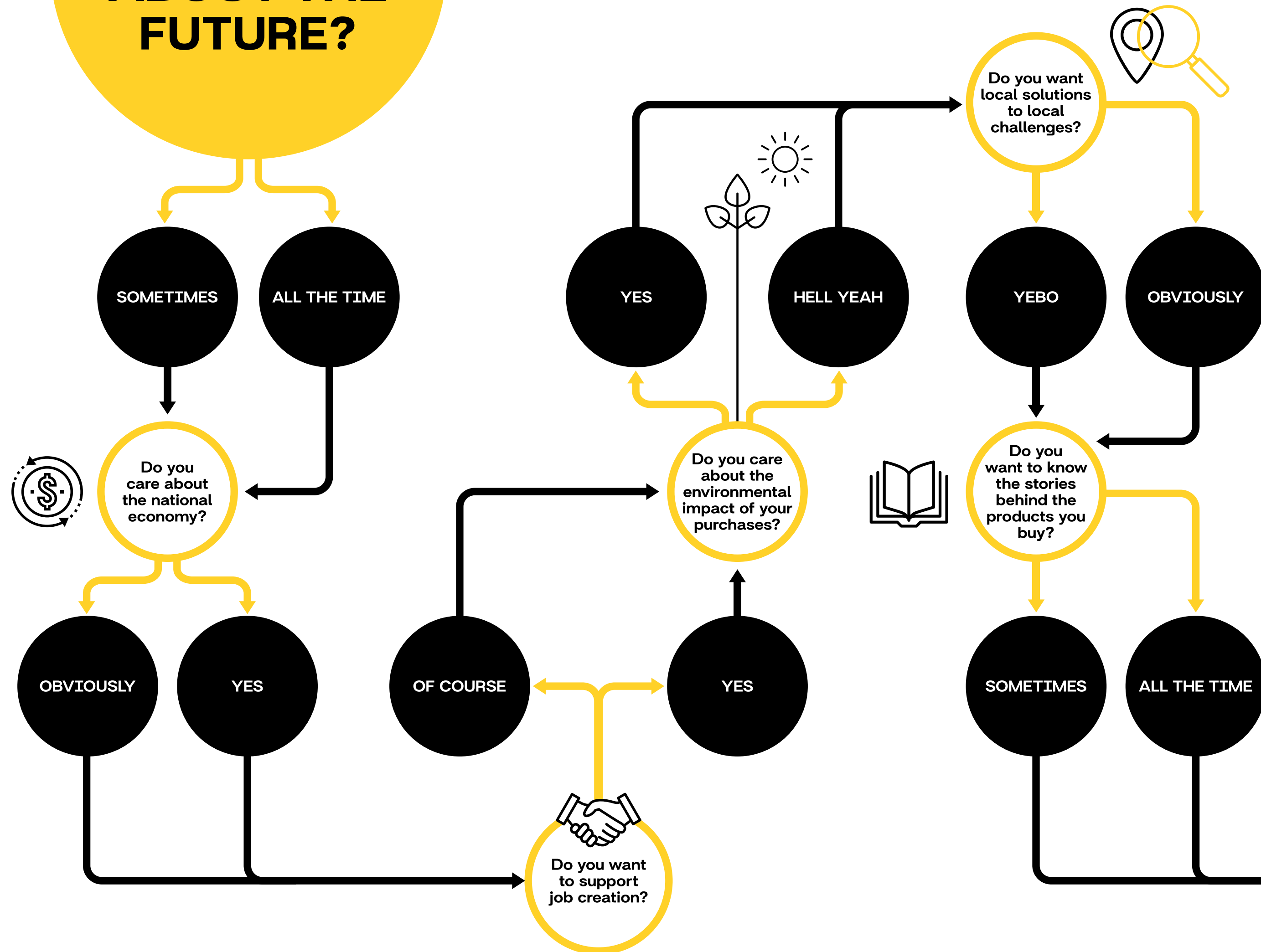
as 40%. This expansion of our reach is also a proliferation of the idea that everyone can be an entrepreneur.

The face of Mozambican entrepreneurship is getting younger. 83.4% of the entrepreneurs trained by us in 2021 were young people aged 18–35 and by 2022 the number of young people in our programmes has increased to 92%. Of the total 3358 entrepreneurs who attended our programs in 2021 and 2022, 50% were women.

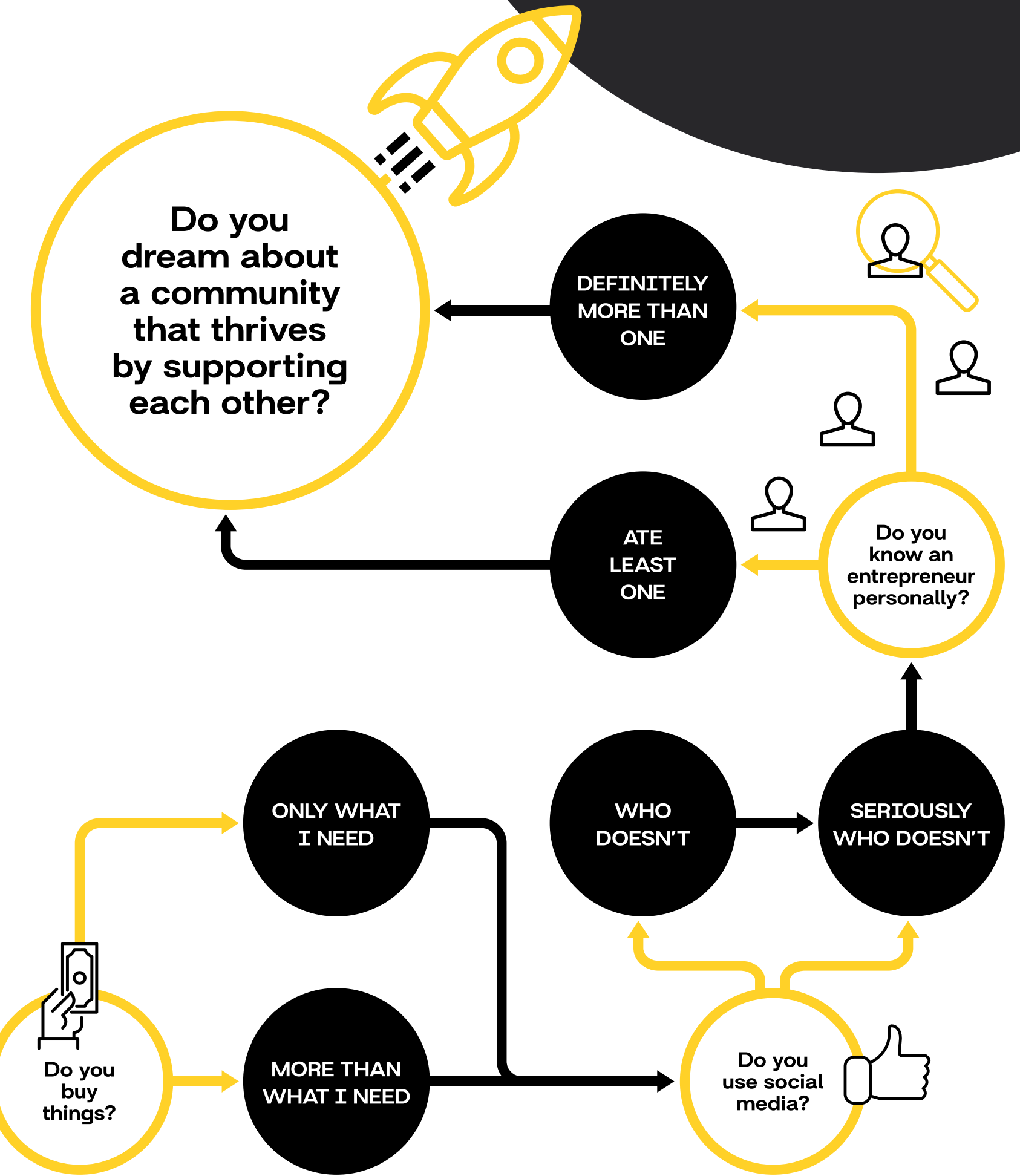
Potential channels for investment and appreciation in African SMEs and large enterprises are prevented from flowing in a way that fairly promotes African entrepreneurship when images of the inherent dynamism and creativity of African economies and the journey of entrepreneurial people and their contributions are not shared.

However, rewriting these stories and changing the narrative about entrepreneurship in **Africa goes beyond what is talked about in the news or written in reports.** Supporting and valuing entrepreneurship is a role that behooves all of us that the entire ecosystem grows and is reported through a more positive lens; that starts with the conscious decision to support an entrepreneur every day!

DO YOU OFTEN THINK ABOUT THE FUTURE?



SUPPORT AN ENTREPRENEUR





For us, the answer is always “support an entrepreneur”

And there are many ways to do this:



Next time you are doing shopping, **find a local business to buy from.**



If you use social media, take a moment **to share your favorite local products and services.**



If you are an established business professional, think about becoming a mentor to an entrepreneur or creating bridges to the entrepreneurial community **who can contribute to your supply chains.**



Do you have children? **Don't ask them what they want to be when they grow up,** ask them what business they could start.



The impact of investment on entrepreneurship through our PINKpreneurs

The idea of maximizing ideialab's impact determines the strategies, methods, and programs implemented and has led us to broaden our scope of work and to strategically form alliances with new partners. This focus on impact is consistently reflected in how we look at the ecosystem's challenges and opportunities in order to effectively respond to entrepreneurs' growth challenges, investing whenever possible in programs that empower this comprehensive vision of **impact on business, market access and entrepreneurs.**



In Business

Our actions and training programs are distributed throughout the entrepreneurial journey: from idea stimulation to activation and business acceleration. ideialab's 13-year experience has shown us that entrepreneurs and their businesses not only stay active, but also increase their number of employees, clients and sales after their time at ideialab.

With RESTART, before my business grew, I grew by changing and improving my mindset, constantly devising new plans, many of them not yet realized but already in the works. Yet, it helped my way of thinking, acting, and, especially, speaking (PITCH); I went in as a child and came out a WOMAN able to unlearn the difficulties and limiting beliefs and look for the opportunities in ways to grow.



SÍRIA TENENTE
reStart Participant



RESTART graduation ceremony



Síria Tenente's certification



“

The programme has contributed a lot to optimize my financial management skills, soft skills and market research. I feel I have been able to become a better professional and to prioritize what really matters for the development of my business.



MARDEL JUMA
iCreate Participant

”

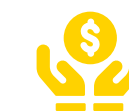


iCreate is an initiative created by Standard Bank in partnership with ideialab.

reStart is an UNITEL Angola's initiative implemented by ideialab and Acelera Angola.



iCreate graduation ceremony

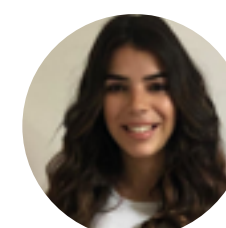


Market Access

Accessing new markets potentiates increased production and/or product quality. However, markets in countries like Mozambique are often fragmented, lack formal regulation and are extremely volatile. In the training process, we integrate different agents, stimulating access to networks and to potential partners and/or clients and we challenge entrepreneurs to evaluate their current business model. We invite them to reflect strategically on what can be done to increase their sales, improve distribution and access new markets in the specific context of their business.

“

iCreate is innovative and inspiring. It revolutionizes the way we see the company and the market in which we operate, and helps us find paths where we could only see obstacles.



JOANA VALENTE
iCreate Participant

”

“

I changed partners, which greatly improved the quality of the products I am selling. I have also improved the manner in which I interact with my target customers.

”



PAULINA J. VANDAVANDA
MAKE Participant

Despite the introduction of several government reforms – such as the Balcão de Atendimento Único (BAU) and the creation of simplified licensing and tax systems – business formalization remains limited. According to an impact study conducted three months after the training of micro transporters in the city of Nampula (in an initiative promoted by APPLoad and GIZ), **20% of participants registered their business in the period after the training**, thus contributing to greater formalization of entrepreneurship and direct contribution to the country's growth.



Market access also entails exposing products to the market, something that in 2021 became a larger program through **Compra Nosso**, a joint initiative by ideialab, Veludo and Mentol, and the Carlos Morgado Foundation focused on exposing Mozambican brands and promoting local consumption; increasing visibility and market access; and enhancing the responsiveness of SMEs and entrepreneurs through free online courses on relevant topics. In 2021, Compra Nosso reached more than **20,000 followers** on social networks, granted **235 certificates** in 5 online courses, and had an **attendance of over 9,000 people** at 5 webinars.



MAKE is an initiative by UNESCO implemented by Fundação Carlos Morgado, ideialab, Anima and Criamos.

#BAZA is a program at Orange Corners Maputo, an initiative by the Embassy of the Netherlands implemented by ideialab.

Virtual Ideate is an initiative by Standard Bank in partnership with ideialab.



MAKE program online meeting



Entrepreneurs

Entrepreneurs are at the core of our action and the real impact is to unlock their potential and embolden their processes of reinvention and perseverance; It means building their capacity to maintain confidence in and a commitment to their business. Ultimately, we cannot control this crisis or the next ones, but we can equip entrepreneurs to show resilience in the face of challenges. 2020 was a year when this resilience was particularly evident: **Our entrepreneurs showed a high level of confidence in their skills** which was reflected in a greater ability to see the pandemic's opportunities, and, in practice, to redesign their businesses, introduce new services and products, and/or improve their presence on digital platforms and alternative channels.

ideialab is constantly investing in mechanisms to understand its impact more rigorously and regularly. This was driven by the quest to understand how the tools and skills acquired during training have supported and continue to support entrepreneurs as they navigate their entrepreneurial journey.



The workshop greatly exceeded my expectations and I am looking forward to "going for it". I even got to know myself better through the workshop; I started to connect my passions to my projects and gained more confidence in them. I also made new friends and came up with some brilliant ideas. It was amazing how much I learnt and grew in just three days. Thank you so much for this wonderful opportunity!



GLÉDICE BIZA
#BAZA Participant



“

I loved everything; on the first and second days we didn't focus on our business right away which allowed me to have a broader view of business. The tools given, the schemes and techniques imparted by the mentors were excellent. They gave me the will to expand the business, to want more and to not limit my imagination. Believe me, **this was an event that is embedded in my journey** and is the beginning of a long path that I will follow persistently.

KELLY ALDINA ARMANDO
Virtual Ideate Participant

”



ENTREPRENEUR
Ancha Salvador

Anchaa's Gluten Free

Anchaa's Gluten Free is a brand created by Ancha Salvador, that is **dedicated to marketing gluten-free homemade products.**

The products are made from rice, cassava, sweet potato, and other ingredients. We make bread, cookies, snacks, cakes, flour, gluten-free yeast, and other products. Ancha had the added challenge of educating a public that is still very unaware about gluten and inherent allergies. ideialab came into her life right at the beginning

89%

of businesses are
active one year after
post-graduation

of her business.

According to her, with Femtech, she grew significantly, learnt what a company is, how to deal with the market, networked, realized that other entrepreneurs also seek market share, that she was not alone and that they share the same struggles. "It was a well-rounded learning experience for my growth and even today I use the tools that were made available during Femtech to run my business."





ENTREPRENEUR
Cidália Sixpence

From mukherista to warehouse owner

Cidália's story is one of grit and perseverance, and epitomizes the ability to transform a problem into an opportunity. Before starting her entrepreneurial journey, she was a "mukherista", dividing her time between her small business selling shrimp and a job. Step by step, her business grew and, with the profits from "xitique" and some support, she opened a grocery store and **established contracts with Coca-Cola**. Shortly after, she needed to increase her physical space and have a warehouse. Then, came a **contract**

with 2M. Attentive to the market, demand and opportunities, Cidália found solutions and focused her business where it could flourish: Garlic was one of her focuses- she considers herself the first woman to import garlic from China in 2011 and even imported a container every 15 days. Today, she owns a warehouse and four commercial spaces - a unisex hair salon, a grocery store, a boutique and a stationery store wherein she employs several employees. The experience at Femtech left her with several management skills related to

70%

of entrepreneurs create jobs through their businesses

58%

of women entrepreneurs create jobs through their businesses

Planning and Goal Fulfillment, through Cash-Flow Projection. **In addition to these more practical components**, Cidália claims to have left ideialab with "more learning and much more confidence in her business, with another look at human resources management... and definitely knowing how to take advantage of new opportunities that come along the way, mainly through the network of Femmies that has been a community of mutual support, inspiration, and sharing since 2016."



Mukherista is a mozambican informal worker who brings packages from South Africa to Mozambique.

69%

of young entrepreneurs create jobs through their businesses



Cidália's warehouse



ENTREPRENEUR
Ércio Lopes

Tchaiane Agro Caju Plantações

Ércio is a 26-year-old young man who participated in the **iDeate business ideation program**, a Standard Bank initiative. He has a history of perseverance as well as creativity, co-founding Tchaiane Agro Caju Plantações, a company based in Nampula. His company is focused on the production and commercialization of cashew, as well as on the selling of other fruit trees, in a sustainable way. The young man recounted his journey: "I readjusted my target audience and started selling to registered companies. I was also able to understand the dynamics of the chestnut value chain. These two points

were seminal to the growth that Tchaiane experienced. Today I have loyal customers for years. In 2018, I had no negotiating power and was selling the nut for around 35 Meticaís/Kg; today I charge 70 Meticaís/Kg and thanks to this contract I have ease with financing. Before **I had 5 collaborators and since then 15 more joined**. What I'm most proud of is that we're able to support more and more local families that don't have other sources of sustainable income. We also created new sources of monetization. iDeate opened up my mind; I looked at the sources of waste and started creating cashew juice."

91%

of entrepreneurs whom
create jobs do so for
youth (18-35)

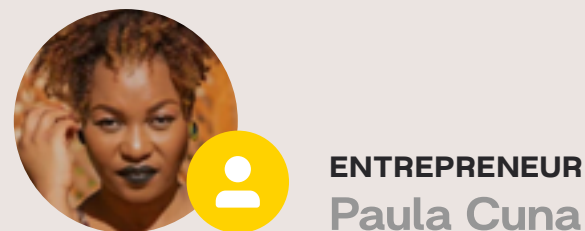
83%

of entrepreneurs
whom create jobs
do so for women

45%

of entrepreneurs hired
new collaborators
after having concluded
their training





ENTREPRENEUR
Paula Cuna

31%

of entrepreneurs
established
partnerships
with alumni

Uzuri Creations: Mozambican accessories and clothing

Paula Cuna is the founder of Uzuri Creations, a brand offering Mozambican accessories and clothing with a focus on incorporating "capulana", which was launched 7 years ago in 2015 as a way to uplift African beauty, especially from Mozambique, as a way to value our cultural symbols; one of them being the "capulana". She started with her first product: turbans, which is her best selling product today. However, with it came other products such as handbags, necklaces, bracelets, bandanas,

specific clothing, the list goes on. This need for innovation in the Mozambican market, be it with completely new offerings or with the creation of solutions for particular niches, is a clear survival strategy of many of our entrepreneurs: **60% of our interviewees corroborate that they created new products in the months following their time with ideialab and 81% improved their products.**

For Paula, participating in ideialab's program

allowed her to meet new people, join the Femmie network, and become more open to partnership opportunities.

Paula is part of the 28% of participants who established partnerships after going through a program at ideialab. Henceforth, Uzuri established various partnerships with celebrities to promote Uzuri as well as other partnerships and contracts with companies such as **Millennium Bim, Absa and Total.**



28%

of entrepreneurs
established
new partnerships



ENTREPRENEUR
Lourdes Waty

60%

of entrepreneurs
created new products

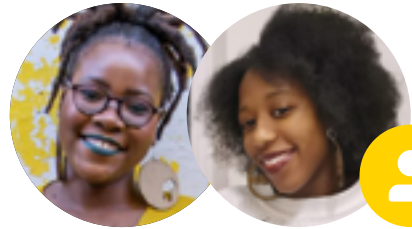
Sustainable growth of cities

Lourdes Waty is an excellent innovator, the **founder of Zero Waste Moz**, one of three national finalists of the Climate LaunchPad 2022. Zero Waste Moz contributes towards the sustainable growth of cities and spearheaded its trajectory with a proposal for composting in urban areas with a subscription and point-attributing system for more sustainable citizens who opted for eco-friendly services and products.

Like many of our PINKpreneurs, Lourdes

understood that Zero Waste Moz would have to introduce a groundbreaking assortment of products to Mozambique; products that supported our mission **to make sustainable living more accessible in Mozambique's large urban centers**. "We learnt how to present our ideas and that gave us the confidence to present them to partners and customers. We are now able to sell our products at globally recognized standards, started to think about broader horizons".





ENTREPRENEUR
Keysha Sumbane and Diana Simão

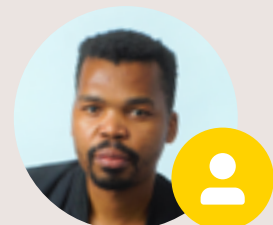
Baby D Cosmetics

80%
of entrepreneurs
improved their
products



Keysha Sumbane and Diana Simão are **childhood friends** who decided to start a **cosmetics brand** because of their shared passion. The two students **participated in the national final of ClimateLaunchpad 2021** with the Baby D Cosmetics business, a sustainable brand of artisanal cosmetic products for haircare and skincare. The main transformation of the business was in terms of its impact on the environment. These entrepreneurs shifted from a more aesthetic focus to an approach centered on environmental sustainability and expansion. When we spoke with the two, they shared their plan to enter the European market via Germany where one of them studies. "We gained a more dynamic view of our products and how we can really impact people's well-being. Now we are thinking about entering the German market and not just that of Mozambique", as the entrepreneurs mentioned.





ENTREPRENEUR
Castro Manganhela

Bricks made from recycled material



28%

of entrepreneurs
report that their
business is their main
source of income

53%

of entrepreneurs
report growth in
their revenue

Castro Manganhela is co-founder of BLACK BRICK MOZ, a small manufacturer of bricks made from recycled material which **reached the national final of ClimateLaunchpad 2021.**

The business had great ecological potential but limited profit generation and took advantage of the competition to clarify its target audience as well as validate its growth strategy. Currently, he believes that he has changed the way he sees the business and how he sets a price for his niche. Now he has more clarity on who will actually buy the bricks, uses this knowledge strategically, and knows how to make a profit through a clear production and distribution process that is simultaneously sustainable.

To us, these numbers are life stories replete with Pink Magic. They reflect the importance of co-building impact and co-creating a Mozambican and African entrepreneurial movement. They are living proof that everyone can be an entrepreneur!

59%

of entrepreneurs
report that they
gained more clients



Entrepreneurial Mozambique

From action to impact: Nurturing an entrepreneurial Mozambique

Entrepreneurship in Mozambique has evolved and is gaining more recognition from important actors who come to believe in its transformative potential. On this entrepreneurial journey and through entrepreneurship, we have left our footprint on the ecosystem, creating conditions for everyone to be able to pursue business. We map the ecosystem and identify viable partners for our projects' implementation. In the **iCreate** program, an initiative by Standard Bank supported by Eni in 2021 and implemented by ideialab, the 25 participating startups received tools developed by us but also had access to important institutions for the growth of their businesses. It was crucial for us to strengthen



partnerships with our mentors from INP, IPEME, Eni, and Technip to ensure the relevance of the content and to provide participants with nine Masterclasses on a variety of topics facilitated by Standard Bank. In 2022, three editions of iCreate were integrated in different programs, allowing us to train 64 other entrepreneurs. Our projects are guided by 13 years of experience, by the use of proven methodologies, by constant investment in innovation and the team, and also by an organizational culture that values sharing and promotes the construction of an internal collective memory based on the sharing and documentation of experiences and learning. Anyone who joins the ideialab team today finds out what lessons were learnt when we implemented the first **Femtech** in 2014, a female entrepreneurship initiative by ideialab, or when we decided to expand the inspirational journeys and created "**Quem Quer Ser Empreendedor**" in partnership with Acelera Angola with backing from the Embassy of the United States of America in Angola.

We have learnt as much from the market as we have contributed our lessons and Impact experiences to it. In 2021 and 2022 we delivered four editions of **RESTART** in Angola training 99 entrepreneurs. Restart is a UNITEL acceleration program implemented by Acelera Angola in partnership with ideialab focused on Angola's women entrepreneurs within the context of the COVID-19 pandemic. The co-creation of training content with Acelera Angola allowed for the expertise of those who are part of that context and who know the specific challenges that these entrepreneurs face.

When we think about all our initiatives, we have a goal bigger than the hours of a Workshop or bootcamp in mind. It is about increasing the capacity of each entrepreneur to contribute to the dynamism and innovation of their market.

In 2021, 46 new products were developed and tested by participants in the #BIZVII, and, in 2022, 54 new products were developed and introduced to the market six months after #BIZVIII incubation program at **Orange Corners**, an initiative of the Kingdom of the Netherlands in partnership with Heineken, Vodacom, Van Oord and Royal Haskoning and implemented by ideialab, which focuses on young entrepreneurs, from technical education and recent graduates of or current tertiary



#BIZ VII graduation ceremony



#BIZ VIII Graduation ceremony

students.

Additionally, ideialab started the implementation of the Orange Corners Innovation Fund (OCIF), an initiative of the Kingdom of the Netherlands. In Mozambique, the fund manager is Resilience Mozambique, with ideialab and GAPI as partners. OCIF is an add-on programme to the Orange Corners Maputo BIZ programme (OCM) aiming to support entrepreneurs graduating from BIZ to scale their businesses through the acceleration programme by preparing the entrepreneurs to apply for funding in the next phase. The first edition of the acceleration program took place from July to September 2022 with the participation of 19 entrepreneurs.

Through **MAKE**, we directly support entrepreneurs in the arts sector in the reconfiguration of their talent into a product or service that can generate income in a sustainable way. This movement emerged to promote the development of networks and advance entrepreneurship, innovation, and access to markets and opportunities in the creative industries sector of Mozambique and Africa. This initiative is part of a consortium between Fundação Carlos Morgado, ANIMA, ideialab and Criamoz, and is financed by UNESCO. MAKE has built a community of

artistic and creative entrepreneurs with much more confidence in the business potential of their offering. Through MAKE, 64 artists and creatives participated in workshops delivered by ideialab. The workshops were designed as an experience focused on solving challenges that allows entrepreneurs to rethink the way they have been approaching their creative activity. Five months after the last workshop, data collected shows that 80% of businesses are still active, 50% of active businesses reported an increase in the number of sales. MAKE's experience shows that having a strong set of skills and competencies can make a significant difference in an artist's ability to succeed in their chosen field.

Also in the area of technologies, ideialab started in 2022 the implementation of the program **PUXAP** promoted by Vodacom Mozambique. The program aimed to contribute to the promotion of technological and digital entrepreneurship and to support the development of innovative businesses, with technological solutions focused on the Mozambican context, promoted by young people, and support their entry and/or strengthen their growth in the market.

Since 2019, we have been partners in the implementation of **ClimateLaunchpad**, a Climate

KIC initiative with support in Mozambique from the Irish Embassy, Irish Aid, The US Embassy in, The Ministry of Land and Environment, Ministry of Culture and Tourism, Gaia Consulting, Whatana Investment, The Mozambican Renewable Energy Association, and The Carlos Morgado Foundation. In 2021, we organized the African Regional Final of the competition which brought together 45 African Start-Ups from fifteen countries, and we promoted green business ideas focused on SDGs including, "Clean Water and Sanitation", "Clean and Affordable Energy", "Sustainable Cities and Communities" and "Climate Action". The three African regional finalists from Mozambique were ideas that represent the diversity, commitment, and innovation of green entrepreneurship. In 2021 and 2022 together, 102 green business ideas were submitted nationally and 30 startups were trained nationally.

FEED kicked off in 2021 and for the next 2 years offers us important opportunities to contribute to a more favorable environment to the increasing number of women who decide to invest in their businesses. On the one hand, it integrates the **Femtech**, a business acceleration program, recently acquired by ideialab and also integrates iCreate, both acceleration programs presenting complementary proposals for



Conecta workshop

different business stages. On the other hand, the project also contributes with capacity building to key bodies of the government of Mozambique working with entrepreneurship and youth supporting them to become stronger enablers of the entrepreneurial ecosystem, in particular for female entrepreneurs. In 2022, FEED trained 88 women entrepreneurs, of which 47 were trained with the Femtech acceleration program and 41 with iCreate and 35 Government officials in two ToT trainings.



Femtech graduation ceremony



















Program Data















Stimulation

Activation

Acceleration

Program											
	Training	Partner and/or Client	Where	Training Editions	Training Entrepreneurs	Accelerated Business	Number of Women	Number of Young	Specific Data		
2021	APpload		APpload	GIZ ED4	Nampula	1	72	72	4	30	At Femtech after 3 months: 15 femmies from Femtech 8 after 3 months hired 12 new employees and all are women and under 35 years old; 66.7% increased their clients portfolio; 83.3% increased their sales; 41.7% accessed new markets.
2021 / 2022	REstart		REstart	Unitel Acelera Angola	Angola	4	99	77	99	80	31 new products launched post-ReStart; 76.9% of participants created new customer segments; 38.5% of participants made new hires.
2021 / 2022	CLIMATE LAUNCHPAD		Climate Launchpad	Climate KIC Irish Aid Whatana Gaia Consulting AMER Fundação Carlos Morgado	Maputo, Gaza, Inhambane, Tete, Nampula and Manica	2	30	19	14	21	102 ideas submitted nationally; 44 startups selected; 30 startups trained nationally and 79 more had access to online training.
2021	MOZGREEN		MozGreen	Irish Embassy in Maputo	Tete, Manica, Nampula, Zambézia, Inhambane and Maputo	1	22	22	7	0	67% of respondents assumed they are confident and fulfilled entrepreneurs; 70% of participants have formalised their business; 40% are dedicating at least 20 hours of work per week to their business; 92% of respondents stay in touch with their MozGreen colleagues.
2021	MAKE		Entrepreneur or artist	IFCD/UNESCO Anima Fundação Carlos Morgado Criamos	Maputo City, Sofala, Cabo Delgado, Maputo Province, Nampula and Zambézia	4	75	30	33	45	80% businesses are still active; 50% of active businesses reported increase in the number of sales; 60% reported that the skills acquired help their business grow; 50% report continuing to use instruments and tools provided by the workshop.

<div> <div>Program</div> <div> <div>Training</div> <div>  <div>Partner and/or Client</div> </div> <div>  <div>Where</div> </div> <div>  <div>Training Editions</div> </div> <div>  <div>Training Entrepreneurs</div> </div> <div>  <div>Accelerated Business</div> </div> <div>  <div>Number of Women</div> </div> <div>  <div>Number of Young</div> </div> <div>  <div>Specific Data</div> </div> </div> </div>											
2021	COMPRA NOSSO		Success planning; quality management partnership management; branding; customer service; digital marketing finance for non-financial; commercial legality and taxation.	Embassy of Norway Veludo & Mentol FCM	Maputo City, Maputo Province, Sofala, Cabo Delgado, Niassa, Nampula, Zambézia, Gaza, Inhambane, Manica and Tete	7	272	96	141	95	9 campaign videos produced and disseminated reaching 100,000 people on social media; 20,363 followers; 9,209 attended 5 educational webinars.
2021 /2022	iCREATE	 	iCreate ENI iCreate GIZ	Standard Bank ENI	Cabo Delgado, Nampula, Manica, Inhambane, Maputo Province and Maputo City	2	98	50	53	58	4.8/5 programme satisfaction rate.
2021 /2022	ORANGE CORNERS MAPUTO "BIZ"		OCM BIZ	Heineken Van Oord Vodacom Royal Haskoning	Nampula, Tete, Inhambane, Gaza and Maputo	4	133	48	53	131	46 new products developed and introduced to the market; 97% report that OCM helped improve their "entrepreneurial spirit"; 3 companies hired their first employees, 2 of these owned by women.
2021 /2022	ORANGE CORNERS MAPUTO "DESCOLA"		OCM Descola	RVO Heineken Van Oord Vodacom Royal Haskoning	Nampula, Inhambane, Tete, Gaza and Maputo.	4	161	72	74	160	Descola received a total of 590 applications from all over the country in 2022.
2021 /2022	ORANGE CORNERS MAPUTO "BAZA"		OCM Baza	RVO Heineken Van Oord Vodacom Royal Haskoning	Nampula, Inhambane, Tete, Gaza and Maputo.	2	58	18	40	57	147 applications from all over the country in 2022.
2022	ORANGE CORNERS MAPUTO "OCIF"		OCIF	RVO Heineken Van Oord Vodacom Royal Haskoning	Maputo Province, Maputo City, Inhambane, Tete, Gaza and Nampula	1	19	19	4	15	68 applicatios from all over the country in 2022; 19 registered businesses; 12 entrepreneurs state that the business is their main source of income.
2021 /2022	ORANGE CORNERS MAPUTO "MASTERCLASSES"		OCM Masterclasses	RVO Heineken Van Oord Vodacom Royal Haskoning	Nampula, Inhambane, Tete, Gaza and Maputo.	7	743				Since the start of the programme over 3.000 people have attended the Masterclasses delivered by OCM partners and guests speakers.

<div> <div>Program</div> <div>Training</div> <div>  <div>Partner and/or Client</div> </div> <div>  <div>Where</div> </div> <div>  <div>Training Editions</div> </div> <div>  <div>Training Entrepreneurs</div> </div> <div>  <div>Accelerated Business</div> </div> <div>  <div>Number of Women</div> </div> <div>  <div>Number of Young</div> </div> <div>  <div>Specific Data</div> </div> </div>											
2021 / 2022	iDEATE		iDeate	Standard Bank Total GIZ	Maputo Province, Maputo City, Niassa, Cabo Delgado, Nampula, Tete, Sofala, Gaza and Zambézia	7	247	77	78	67	4.7/5 programme satisfaction rate.
2021	SKILLS 2 LIVE		Skills 2 Live	Young Africa	Maputo Province, Maputo City, Niassa, Cabo Delgado, Nampula, Tete, Sofala, Gaza and Zambézia	2	22	14	9	2	5/5 programme satisfaction rate.
2022	AGORA EMPREGA CPN		Technical training	SEJE World Bank Ernst & Young	Maputo Province, Maputo City, Nampula, Sofala, Inhambane, Tete, Cabo Delgado, Manica, Zambézia, Gaza and Niassa	1	312	106	40	106	Agora Emprega is a Business Plan Competition to create better opportunities for young entrepreneurs, implemented in the framework of the Emprega Programme.
2022	PUXAP		Puxap	Vodacom	Maputo Province, Maputo City and Inhambane	3	24	24	5	24	9 registered businesses.
2022	TRADE FORWARD SOUTHERN AFRICA		Trade Forward Southern Africa	FCDO UK DAI	Maputo City and Nampula	1	8	7	8	5	4 business talks organized as masterclasses where relevant organizations were invited to share their expertise and information with the participants.
2022	FEEP		Femtech iCreate Conecta Femmies Network	RVO	Maputo Province, Maputo City, Nampula, Sofala, Inhambane, Tete, Cabo Delgado, Manica, Zambézia, Gaza and Niassa	4	82	68	82	28	At Femtech after 3 months: 15 femmies from Femtech 8 after 3 months hired 12 new employees and all are women and under 35 years old; 66.7% increased their clients portfolio; 83.3% increased their sales; 41.7% accessed new markets.



Entrepreneurial Society

**An entrepreneurial
society cannot
be built by only one
of its members**

“

Believing that everyone can undertake a collective project implies inviting everyone to actively participate in the materialization of this dream and to add value to the different publics’ needs and stages of growth.

Dreaming of an entrepreneurial country is, more increasingly, a feasible dream and is starting to be seen as a valid proposal for the social and economic problems that affect our country, and as a solid alternative for people to take risks with courageous innovation. This is becoming a shared dream to an increasing extent.

In Mozambique, a significant proportion of our population, particularly those of working age, are young. We know that roughly **500,000 young people enter the job market each year and that only 14% of these will obtain jobs in the formal market or economy.** It’s crucial that we safeguard our ability to equip these young Mozambicans with entrepreneurial competencies and offer them other types of resources and help because, for many of them, the only real opportunity that they will have to generate income is the pursuit of business be it formally or informally. It is imperative that we actively engage youth in meaningful daily activities that are purposeful, allow them to earn money, and, as such, fill them with a sense of dignity that every human being has a right to. In this way, we can also prevent or reduce

negative social problems that result from unemployment such as crime, violence, and other mental and physical health problems. I believe that collaboration is key if we are to create a more friendly environment for entrepreneurship in Mozambique. Collaboration among all stakeholders in the entrepreneurial ecosystem such as the government, the private and public sectors, educational institutions, and capacity builders must exist. **Business people will prosper when policies and appropriate fiscal incentives are implemented;** financial help for capacity-building and other consultancy and support services are in place, and, last but not least importantly, business opportunities for SMEs are created. Nothing significant can be accomplished in silos or in isolation, however, together we can go far and

achieve more, economically. Therefore **I believe that collective work and a mutual goal of building an ecosystem that is healthy, empowering, and strong is fundamental.** This can be achieved by sharing information and pooling resources. In this way, our impact can be scaled up and opportunities become visible and accessible to anybody who are meant to benefit from them.



SASHA VIEIRA
Standard Bank Mozambique

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Having such a **young population is without a doubt a factor that can and should be seen as an opportunity for entrepreneurship and the socio-economic development** of our country. Entrepreneurship stimulates creation and innovation, and brings more options for solutions in the form of goods and services that can respond to local people's living needs in a practical way, fills niches in the market that are mostly inexistent or inaccessible, and greatly contributes to the generation of jobs and opportunities to create income and improve lives. With more Innovation and entrepreneurship, the economy of

a country is boosted, becomes more circular; more conscious; more environmentally responsible; and this also plays a very important role in climate action and the sustainable development of a country. in our country, in particular, entrepreneurship has a great social aspect and this promotes a more egalitarian economy and greater inclusion of people of lower income in supply chains and subsequently improved their living conditions vis-à-vis high rates of unemployment and poverty. In order to advance entrepreneurship in Mozambique, **we need to understand favorable policies' and access to financial incentives' favorable effect on entrepreneurs.** However, these incentives must come along with changes in behavior, proactiveness, and responsible action in the pursuit of solutions

that are accessible and respond to the particular problems and needs of the local context through an elevated eco-friendly lens. Our availability to take risks, letting creativity and innovation flow, and allowing for potential solutions to be tested also favors the entrepreneurial environment in the country. **We've made significant progress by taking risks and incentivizing new small entrepreneurial pursuits on our way to concretizing** a younger and greener entrepreneurial landscape in the country.



KOETI SERODIO
Irish Embassy

We increasingly need more connections with partners who are committed to taking Mozambican entrepreneurship to the next level and who want to share the mission of advocating for better conditions for innovation and collaboration between entrepreneurs and SMEs while proactively leveraging the impact of entrepreneurship through shared tools and knowledge with We increasingly need more connections with partners who are committed to taking Mozambican entrepreneurship to the next level and who want to share the mission of advocating for better conditions for innovation and collaboration between entrepreneurs and SMEs while proactively leveraging the impact of entrepreneurship through shared tools and knowledge with entrepreneurs. Aligning ideas and pathways is what catalyzing the entrepreneurial ecosystem entails.

“

Entrepreneurship is one of the key factors in the improvement of the standard of living of any country as it helps fill the employment gap by creating informal and formal business ventures. Furthermore, it provides insights into the existing needs of customers to provide goods and services that meet their needs which in turn contributes to improved lives for customers. Also, by paying taxes, businesses contribute to the nation’s development as their payments increase public funds that can be allocated towards investing in said development. It also drives the need for infrastructure by businesses, which frequently

leads to the development of basic infrastructure for needs such as access to transportation, communication networks, electricity, and water. **It is important to mention that each stakeholder– from the earliest to the more seasoned – plays a critical role in the improvement of this environment.** Looking at the role of business service providers, there is a need to strengthen their level of partnership by identifying more areas in which to create synergies. On the side of supporters, government and development partners, it is necessary to increase the level of investment, continuously improve the process of creating a new business, and work on regulating local innovative businesses. Looking at the role of mature companies, for example, existing multinationals, can provide

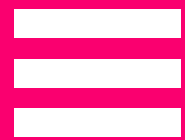
spaces for start-ups to use their facilities for research and development; provide access to mentors and coaches and assign senior professionals to young entrepreneurs. Finally, on the entrepreneurs’ side, **there is a need to continuously strengthen their critical skills** in areas such as developing a deep understanding of business model analysis, financial literacy, and the creation and management of strategic partnerships.



THIJS DE KLEIN
Resilience BV

”

Building an entrepreneurial Mozambique and the certainty that everyone can be an entrepreneur, results from greater knowledge of what entrepreneurship is and its challenges. There is no way to feel secure to undertake without a collective sense of appreciation of what is produced by and for Mozambicans, without access to financing, without ways of production flow, without clarification and simplification of legislation for formalizing business, without active listening to the market and entrepreneurs, without technology and knowledge transfer, and without sharing success stories.



Entrepreneurial Spirit





Living the entrepreneurial spirit inside ideialab

In the past two years we made a significant investment in the growth of our team by welcoming 14 new employees. More than numbers, we grew in terms of creating better working conditions and continued to invest in our ways of working.

Like most businesses, coming out of 2020 and adjusting to a post-pandemic world, we have mastered hybrid working. But in 2022, we also returned to the office (with new digital tools and new skills for better online working) and achieved quality certification (ISO 9001:2015) for our robust operations. This includes training of our internal Quality, Health and Safety team in the principles and rigorous criteria for processes that ensure client satisfaction,

transparent procurement and strong safeguarding across our programs. As our operation grows, we have put a lot of effort into more robust project and financial controls and in 2022, we began training and implementation of a new financial management system.

We developed and ran an internal Training-of-Trainers for all our Pink Team trainers and facilitators, and we have invested in robust digital tools to document learning, project management, processes and sustain our institutional memory.

We continue to be guided by the core values of the ideialab compass: Commitment, Care, Courage, Creativity and Collaboration. In 2021, the whole team did skills training around public speaking, storytelling and using our voice with courage. In both 2021 and 2022, we were part of working groups hosted by Youth Business International to integrate inclusivity and sustainability priorities in our business – this training has been valuable for us as we continue to challenge ourselves to be a socially responsible business, working for real impact.

Our commitment to horizontal leadership and collaborative ways of working continues, in 2022 with the implementation of monthly Sharing Moments (meetings to do deep-

dives into learnings from program implementation) and The Box, a process for collective troubleshooting and innovation.



2017

4 PROGRAMS
20,887,607.00 MZN

2018

5 PROGRAMS
31,623,828.00 MZN

2019

10 PROGRAMS
29,479,989.00 MZN

2020

7 PROGRAMS
42,347,463.00 MZN

2021

5 PROGRAMS
49,376,062.00 MZN

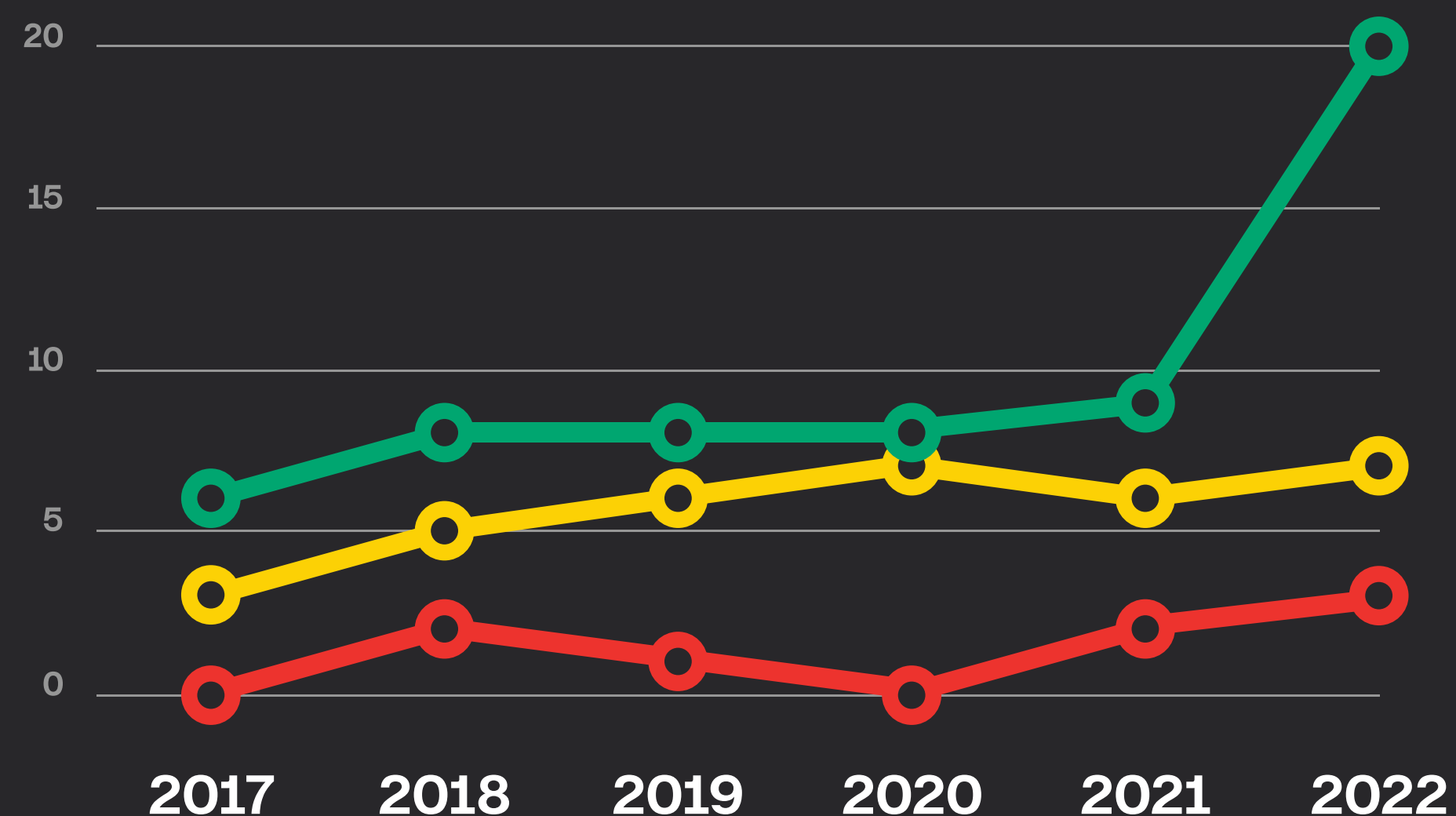
2022

10 PROGRAMS
84,600,127.52 MZN

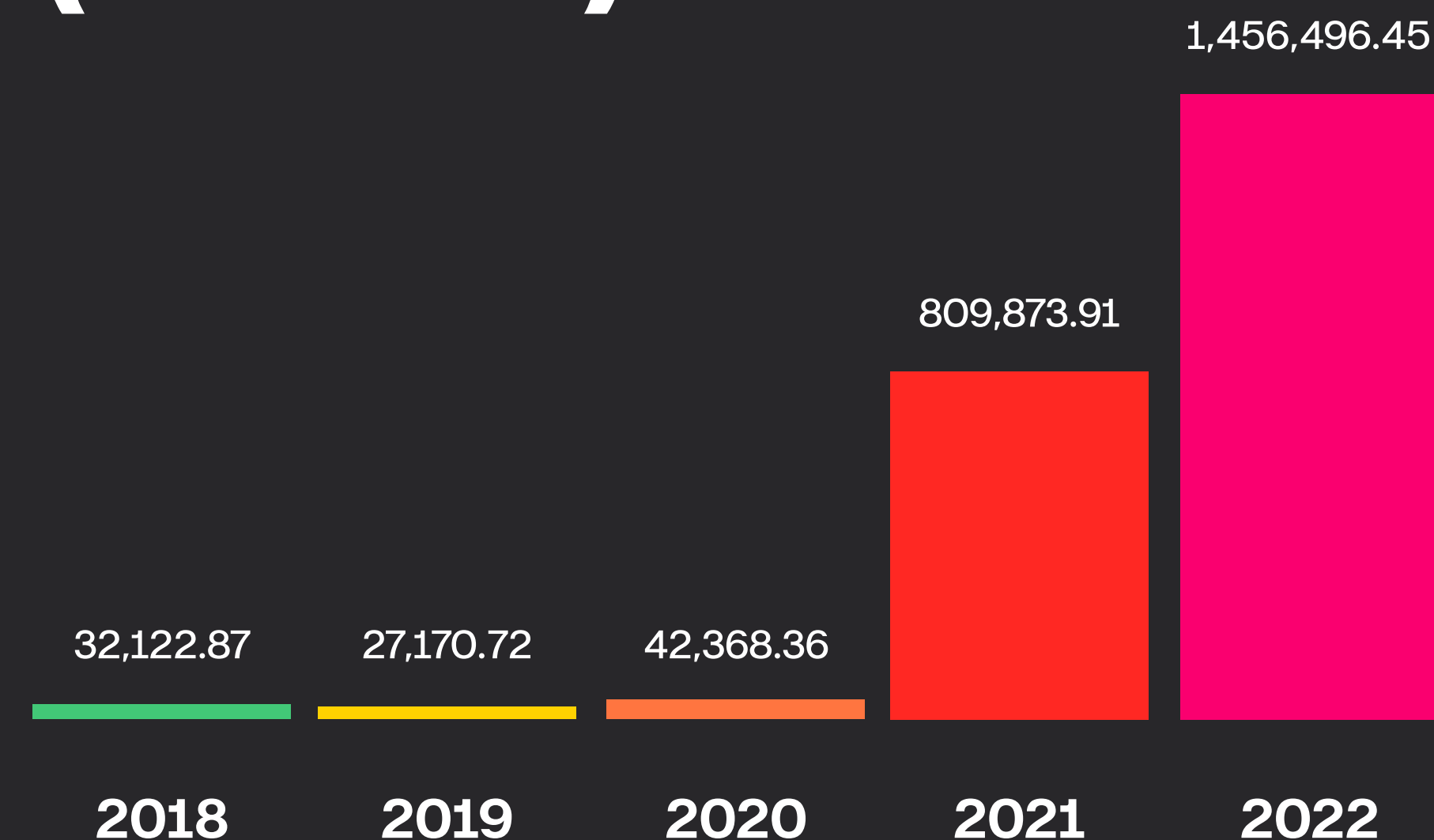
**Growth over
the years**

Team growth

○ Staff
 ○ Consultants
 ○ Interns



Investment in digitalization (MZN)





Conclusion



The future holds a journey of continuous coordinated growth

The future will be increasingly digital. "Boost Academy" is an initiative by ideialab implemented with the European Union's support for 48 months. "Boost Academy" will be a business executive academy created to support the development of management and leadership skills, leverage talent and the growth of people, teams and businesses.

We challenge entrepreneurs not to get complacent on their entrepreneurial journey, and the same is true for us as we look ahead. We are standing on some strong foundations and huge achievements that we are immensely proud of... with that in mind, now more than ever, we know that we have to stay committed to the journey and not get distracted by the successes.

We stay committed to our principles: people matter, learning matters and impact matters. These are our constant guide as we continue to strengthen our team, ways of working, methods and results as a key priority for 2023 and the future. **In the year ahead:**

- **We have set up** a dedicated Learning and Innovation team, whose mandate is to assure the consistency in quality that the world has come to expect from our programs, and also to push us to innovate in the training and tools that we share with entrepreneurs.
- **We are taking time** to consolidate our planning and internal processes by investing in training for our team – both in leadership and management skills, and also continued development of our skills as trainers, facilitators and business advisors.
- **We will be delivering** bigger programs, impacting more young people across the country – in 2023, one of our planned programs is going to reach 3500 people. This is more entrepreneurs than we have trained in the 2021 and 2022 combined.

As we look ahead, we continue to prioritize sustainable growth, and to live the entrepreneurial spirit inside our own business everyday, guided by what we know to be true:

that people, learning and impact matter. And that ideialab will continue to make a difference because of that. **We are not standing still.**



To us, the future is to continue to broaden our perspectives and direct actions towards an increasingly tangible impact. The dream that everyone can be an entrepreneur is not utopian but a strategically designed plan that we have been implementing with the collaboration of several clients such as:



Your time changed the life of an entrepreneur

Mentors

Eliana Silva
Ruben Morgado
Khiuri Zucula
Mulweli Rebelo
Alexandre Santos
Maíra Pereira
Ricardo Pereira
Pedro Ferreira
Vicente Siteo
Miguel Joia
Tania Pinho
Cristina Azinhal

Filipe Marques

Ilka Saide
Hélica Tondo
Yumara Samade
Sofia Aboobacar

Judges

Pablo Ribeiro
Celma Costa
Thandi Pinto
Matilde Muocha
Oluwatosin Ajide
Faraji Emily

Akufuna Muyunda

Monde Zuma
Esther Nyanzi
Amandine De Rosnay
Anandha Ponnampalam
Chris Loker
Amr Selem
Sarah Diouri
Janeiro Avelino
Ernest Muwamba
Ahmed Bastawy
João Gomes
Aldo Tembe

Milva Santos

Leonor Gomes
Sandra Dias
Nuno Soares
Mayra Pereira
Mody Maleiane
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Shaista de Araujo
Denise Keyser
Rose Cerqueira
Anila Mussa
Djamila de Sousa

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Walter Simbine
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Sarah Owusu
Denise Sultane

Gércia Sequeira

Pedro Mendes
Matateu Ubisse
Kathy de Araujo
Sandra Dias
Marlene de Sousa
Amarildo Malhope
Vicente Siteo
Lério Cunha
Pedro Mendes
Anila Mussa
Patricia Vasco

Masterclass/Talk

Alcy Caluamba
Eugénio Santana
Farha Abdula
Yuri Mendes
Marta Uatela
Karina Jamal
João Graça
Ivan Muhambe
Matateu Ubisse
Taibo Bacar
Dércio Parker
Ian Zaqueu

Gaspar Buque

Mate Straetmans
Marlene de Sousa
Filipa Neves
Nelsa Machenguane
Steven Moll
Casper Canton
Elisio Massangele
Cristina Azinhal
Rosita Novele
Sazia Sousa
Paula Cuna
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Leonor Assunção

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Thank you!

ideialab

PEOPLE.
LEARNING.
IMPACT.