
Informação útil sobre Angola

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HOW TO INVEST IN ANGOLA

ANIP₂₀₁₄
ANGOLAN NATIONAL PRIVATE INVESTMENT AGENCY

THE ONE-STOP GOVERNMENT ENTITY FOR
PRIVATE INVESTMENT ISSUES

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**MARIA
LUÍSA
ABRANTES**
Secretary of State and
Chair of the Board
of Directors
CEO

ANIP / USA

Dear Investor,

Angola, with an attractive market of some 20.9 million consumers, is strategically located on the Atlantic coast of West Africa, where it acts as an open gateway to Southern and Central Africa by way of road and railroad networks.

Forming approximately 12% of Africa's hydrographic network, the country boasts very rich WATER RESOURCES, with good arable land and a vast potential in mineral resources.

Angola is currently "navigating" the turbulent waters of international economic turmoil with economic growth and stability, even though the Government is heavily engaged in financing the renovation and construction of basic infrastructure, as well as schools and hospitals.

The Angolan Government, working through the National Private Investment Agency-ANIP, which is the only accredited entity responsible for its private investment policy (national and FDI), is thoroughly committed to protecting every private investor wishing to invest in Angola.

HOW TO INVEST IN ANGOLA



ANIP MISSION AND MAIN ACTIVITIES

- Promote the Government's policy on foreign investment, agreements for technology imports, and perform any activities assigned to it by the Government in this matter;
- Coordinate, guide and oversee private investment in Angola;
- Promote the participation of the country in International Organizations at meetings on foreign investment and technology transfer issues;
- Undertake, either in Angola or abroad, promotional actions to attract those private investments that are most beneficial to the country's economy;
- Analyze direct investment proposals and/or technology import agreements, and grant the necessary legal authorizations;
- Intervene in evaluating, negotiating and monitoring every phase of private investment agreements;
- Advise and guide investors in the installation phase, particularly when in contact with other local entities;
- Keep a register of national companies with foreign capital, foreign investment operations, and of other capital operations of foreigners in national companies.



ANGOLA

GENERAL DATA

GEOGRAPHICAL LOCATION DATA: West Coast of Southern Africa

AREA: 1,246,700 km²; 1,650 km maritime frontier; 4,837 km land frontier

FRONTIER: by land 4,837 km; Congo, Democratic Republic of Congo, Zambia and Namibia; sea - 1,650 km Atlantic Ocean

CLIMATE: Tropical

AVERAGE AIR TEMPERATURE: 30°C (max), 17°C (min)

INHABITANTS: 20,900,000

CAPITAL: Luanda (more than 5,000,000 inhabitants)

ADMINISTRATIVE DIVISION: 18 Provinces

MAIN CITIES: Luanda, Benguela, Lobito, Lubango, Namibe and Cabinda

MAIN HARBORS: Luanda, Lobito and Namibe

MAIN AIRPORT: 4 de Fevereiro in Luanda

MAIN RIVERS: Kwanza, Cunene and Cubango

HIGHEST POINT: Moco Hill (2.620m) in Huambo

MAIN BEACHES: Ilha do Cabo, Palmeirinhas and Mussulo (Luanda); Baía Azul, Caota and Caotinha (Benguela); Restinga (Lobito); Miragens, Azul (Namibe)

LANGUAGE: Portuguese - official; Plus various local dialects: The main ones being Umbundu, Kimbundu, Kikongo, Fiote, Chokwé, etc

MAIN RELIGIONS: Catholic and Protestant

CURRENCY: Kwanza (Kz)

PRESIDENT: José Eduardo dos Santos

GOVERNMENT: Democracy led by MPLA

GENERAL GOALS FOR ECONOMIC POLICY

- Achieve and consolidate political stability;
- Maintain and consolidate current macro-economic stability;
- Improve productive and social infrastructures;
- Revive the production of national goods and services;
- Reform the administration of the State throughout the whole of national territory;
- Improve social services (Education and Health);

ECONOMIC POLICY ASSUMPTIONS:

- Annual oil production: **641.7** million barrels per year
- Oil price: **98** (USD/bbl)

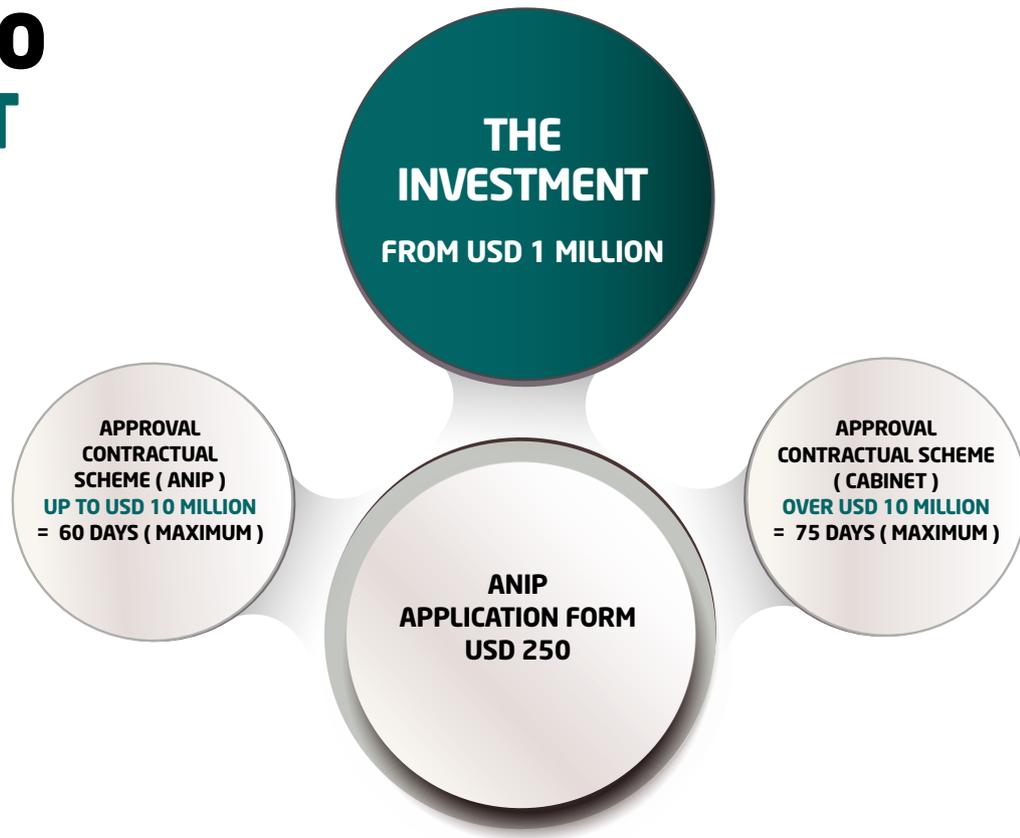
CURRENT GOALS:

- General rate of growth of GDP: **8%**
- Oil & Gas GVA growth rate: **9.7%**
- Non Oil & gas growth rate: **4.5%**
- Annual inflation rate between **7** and **9%**

MACROECONOMIC POLICY	2011	2012	2013	2014
ECONOMIC POLICY ASSUMPTIONS				
ANNUAL OIL PRODUCTION (Million Barrels)	605.9	657.3	673.5	641.7
OIL PRICE (USD / Barrel)	110.1	103.8	96	98
CURRENT GOALS				
GENERAL RATE OF GROWTH OF GDP %	3.9	8.1	5.1	8
NON - PETROLEUM GVA GROWTH RATE %	9.7	9.1	6.6	4.5
PETROLEUM GVA GROWTH RATE %	5.6	4.3	7.3	9.7
ANNUAL INFLATION RATE	11.4	9.02	9	7 to 9
FISCAL GOALS				
REVENUE	42.2	43.3	38.2	
EXPENDITURE	33.4	35.6	41.6	

GDP (2012): USD 114.12 BILLIONS
 GDP PER CAPITA (2012): USD 6,200 PER YEAR
 FOREIGN EXCHANGE RESERVES: USD 34.4 BILLION
 SOURCE: [HTTP://WWW.MINFIN.GV.AO/DOCS/DSPORCACORREN.HTM](http://www.minfin.gv.ao/docs/dsPORCACORREN.HTM)

HOW TO INVEST



EXCEPTION

Shares held by Private Companies, where the State owns 50% or more of the capital stock, are not considered as coming under the private investment regime.

REQUIRED DOCUMENTATION

1. Presentation of Proposal: Form (description, inventory of equipment and facility)
 - 1.1. Bylaws if investor is shareholder of already existing company
2. Draft Articles of Incorporation for Creation of Company
3. Certificate authorizing company name
4. Annual Financial Reports for the last 3 years - Investments in individual name
 - 4.1. Certificate of financial capacity
 - 4.2. Certified criminal record
5. Power of Attorney (if necessary)

AFTER APROVAL

ANIP - ISSUES CRIP AND SENDS COPIES TO:

- Central Bank (BNA), which authorizes foreign capital transactions
- Customs Authorities
- Regulatory Ministries

INVESTOR SHOULD:

- Register company
- Publish bylaws in State Gazette (Diário da República)
- Obtain business activity license (Ministry of Commerce)
- Register with tax authorities (Ministry of Finance)

DIVIDENDS

ZONE A

(Luanda, principal municipalities of Benguela, Lobito, Huíla and Cabinda)

- From USD 50 million – Transfer of Dividends upon 1st year
- From USD 10 million up to USD 50 million – Transfer of Dividends upon 2nd year

ZONE B

(Remaining municipalities of Benguela, Cabinda, Huíla, C. Norte, Bengo, Uíge, C. Sul, L. Norte and L. Sul)

- From USD 5 million – Dividend transfer upon 1st year
- From USD 1 million up to USD 5 million – Dividend Transfer upon 2nd year

ZONE C

(Huambo, Bié, Moxico, C. Cubango, Cunene, Namibe, Malanje and Zaire)

- To be negotiated

THE REPATRIATION OF DIVIDENDS DEPENDS ON:

1. Investment amount
2. Period of investment concession
3. Fiscal and Customs incentive rate percentages
4. Duration of investment
5. Socio-economic impact of the investment on reducing poverty

The rates of the dividends to be transferred are negotiated on a case-by-case basis and must be part of the investment articles of incorporation. Investors are responsible for maintaining all accounting records duly certified and up-to-date

TAX INCENTIVES

1. INCENTIVES ARE ALLOWED IN THE FOLLOWING AREAS

- Infrastructures (roads, railroads, highways, ports and airports)
- Industry (civil construction, manufacturing, tools, recycling, textiles, information and communications technologies, social housing)
- Transportation
- Agriculture and cattle breeding
- Energy and Water
- Telecommunications
- Fishing (boats, nets)
- Industrial hubs
- Free zones

2. INCENTIVES ARE ALSO GRANTED TO:

- Enhance the capacity of national productivity
- Encourage partnership between national and foreign investors
- Transfer technology and improve productivity
- Job creation
- Increase the country's Exports - and decrease its Imports to improve foreign currency reserves
- Help supply the Internal Market with goods and services under competitive conditions
- Promote technological development and local product quality
- Promote incorporation of national raw materials and add value to national products
- Rehabilitation, expansion and modernization of basic infrastructure.

REDUCTION OR EXEMPTION INCENTIVES ARE NOT AUTOMATIC The Corporate Tax System Exemption Rate Is 35%

TAX INCENTIVES				
ECONOMIC ZONES	CORPORATE TAX	CAPITAL GAINS TAX	PROPERTY TRANSFER TAX	CRITERIA FOR APPLYING MAXIMUM LIMITS
ZONE A Luanda, main municipalities of Benguela, Lobito, Huila and Cabinda	1 to 5 years	Up to 3 years	For the acquisition of land and real estate connected to the project	Investments ≥ USD 50 Million; investments which generate ≥ 500 jobs
ZONE B Remaining municipalities of Benguela, Cabinda, Huila, Kwanza Norte, Kwanza Sul, Bengo, Uíge, Luanda Norte and Luanda Sul	1 to 8 years	Up to 6 years		Investments ≥ USD 20 Million; investments which generate ≥ 500 jobs
ZONE C Huambo, Bié, Moxico, Kuando Kubango, Cunene, Namibe, Malange and Zaire	1 to 10 years	Up to 9 years		

IN ZONE C THE SUBCONTRACTS COULD ALSO BE ELIGIBLE FOR TAX EXEMPTION AND REDUCTION. THE TAX INCENTIVE IS GRANTED AFTER THE IMPLEMENTATION OF THE PROJECT AND AT LEAST 90% OF THE ESTIMATED WORK FORCE BEING IN PLACE. THE REDUCTION IN THE PERCENTAGE OF THE RATE OF TAX MAY NOT EXCEED 50%

RELATED LEGISLATION

- Basic Private Investment Law (LBIP - Law 20/11, of May 20, 2011, State Gazette N° 94, 1st series)
- Commercial Companies Law (Law 1/04, of February 13, 2004)

INVESTOR PROTECTION

- Access to courts and right to defense
- Monetary restitution in event of expropriation
- Private investments are not nationalized; but should this occur, the Government guarantees all investor rights
- The law guarantees professionalism, privacy and confidentiality
- Reciprocal Protection of Investment Agreements (based on Bilateral Cooperation Agreements).

INVESTMENT AREAS EXCLUSIVELY RESERVED FOR THE ANGOLAN GOVERNMENT

- Production, distribution and sale of military matériel
- Central Bank and national currency-related matters
- Ownership of seaports and airports
- Basic infrastructure for the national telecommunications network

SECTORS IN WHICH THE GOVERNMENT MUST BE A MAJORITY OR SENIOR PARTNER

- Local infrastructure, when part of the basic telecommunications system
- Postal Service

OBLIGATIONS

Under the terms of Decree N° 29/92 of July 3, 1992 and Executive Decree N° 23/93 of October 29, 1993 all foreign investors intending to carry out activities in Angola must register with the Ministry of Finance and obtain a tax identification number and card as of the date they begin operations.

Depending on the magnitude and kind of activity being undertaken in Angola, if foreign investors intend to establish a physical presence in the country, they can either choose to register as a representative office or establish a corporation or business entity under Angolan law.

REPRESENTATIVE OFFICE:

- A representative office is established for the sole purpose of looking out for the interests of the foreign firm it represents, following up on and providing assistance to that firm's business operations in Angola;
- A representative office has no independent legal authority to do business in its own name;
- It may have a maximum of 6 employees on its staff.
- Because this kind of organization is subject to a number of restrictions, it is not an advisable option for foreign investors wishing to engage in regular, long-term economic activities in Angola, or intending to make major investments.

BRANCH OFFICE:

- Branch offices are the most common form of representation for foreign firms in Angola, because they enable foreign investors to do business in Angola on the same terms and under the same conditions as firms legally established in Angola;
- A branch office lacks an independent legal identity, although it is considered a legal person and can go to court or be the target of legal action under certain circumstances.

CORPORATE OR BUSINESS ENTITIES ESTABLISHED UNDER ANGOLAN LAW:

- A corporate or business entity is a legal person whose objective is to do business;
- In Angola, foreign investors may choose from among five types of corporate or business entities established by law:

CORPORATIONS:

- Limited partnerships
- Limited co-partnerships
- General partnerships
- Limited co-partnerships by shares

For further information, see - Law N° 1/04, Diário da República N° 13

- Provisionally, any of the corporate or business entities established under Angolan law require several partners, but individual investors can also operate as a business in their own names under the terms of Angola's business law.



BUSINESS OPPORTUNITIES THE CONSTRUCTION AND INFRASTRUCTURE SECTORS

OVERVIEW

There is an urgent need for construction or rehabilitation of roads, houses, schools and industry.

Shortage of housing is a chronic problem that has led to widespread slum development, particularly in and around the capital, Luanda, a city built to sustain a population of 700,000 and now home to around 4 million people.

MAIN PLAYERS:

- Portuguese companies are well established in Angola's construction sector, the major players are Soares da Costa, Teixeira Duarte, and Mota/Engil. These companies have the greatest share of the market's construction contracts;
- The Brazilian Odebrecht group, already present in Angola in other areas for several years, has been positioning itself in the construction sector and is already winning contracts.
- The Chinese companies are new partners into this sector.

CONSTRUCTION MATERIALS:

With very little in the way of domestic materials production, construction companies in Angola currently have to import most of their own materials and equipment

INFRASTRUCTURES:

- Almost the entire road network, both primary and secondary, is in poor or very poor condition;
- Port infrastructures are operating below capacity because of obsolete equipment and outdated working practices;
- The railroad between Luanda/Malanje was restored (479km)
- The main airports require considerable upgrading and/or repairs;
- The urban water supply and drainage systems currently reach only a small proportion of the population, and the existing systems are in poor condition;
- The rural environment lacks infrastructure to support production and transportation;
- The housing stock is highly degraded and falls well short of demand. The challenge is to address this, and to cope with a population growth of 7% per year;
- The construction and construction materials market is in its infancy and therefore undeveloped.
- There is insufficient monitoring and quality control. Materials and know how are in short supply.

HOUSING PROJECTS

LUANDA SUL SELF-FINANCED URBAN INFRASTRUCTURE PROGRAM.

KILAMBA

This is a major new housing project to provide houses for 5,000 families, with supporting infrastructure, at a new site 20 kms to the south of Luanda.

NOVA VIDA

This US\$100m project will provide 2,448 housing units (flats and houses) on a 26 square km site located 18 kms south of Luanda airport.



AGOSTINHO NETO UNIVERSITY DEVELOPMENT

Work is underway on stage one of the US\$ 108.5m construction of the Luanda University campus. The campus is part of the state-run Agostinho Neto University, the country's only public higher education institution.



PROSPECTS

- Estimates obtained from government sources indicate that the cost of implementing the strategic construction and public works program is around US\$9.9 billion over the ten year period 2000-2009, which implies an annual expenditure of US\$990 million, equivalent to 11% of the country's GDP;
- Of the above US\$9.9 billion, rehabilitation of the transportation infrastructure (roads, railroads, bridges, airports) would consume more than half of the total at US\$5.3 billion, with the remaining US\$4.6 billion spent on social infrastructure projects such as schools, education, housing, urbanization.



NATIONAL URBANIZATION AND HOUSING PROGRAM (PNUH)

INVESTOR GUIDE

General rules on the incorporation of public-private partnerships within the scope of the national urbanization and housing program

1.INTRODUCTION

The imperatives of budgetary restraints, and avoiding a decrease in the quality of services because of them, are increasingly leading to recourse to private enterprise, recognized as being more efficient or with a greater capacity to provide the necessary resources for indispensable investments. That is how private companies have been gradually replacing public entities, with the privatizing of non-essential activities and their respective operators, in an effort to promote cooperation between public and private agents under various contractual forms.

Public-Private Partnerships (PPP) are part of a movement looking to come up with new contractual means of cooperation between government and the private sector.

In light of that, a public-private partnership is understood as being a contract or a series of contracts, by which means private entities, designated as private partners, undertake an obligation, in an enduring form, in relation to a public partner. In so doing, the development of an activity geared to meeting a collective need can be ensured, in which the financing and responsibility for the investment and its operation, in whole or in part, are assigned to a private partner.



From this standpoint, one of the essential elements defining the PPP concept is the sharing of risk. That is to say, its being shared between public entities and their private partners. That definition infers that the sharing of risks between public and private entities must be correlated to the capacity of each party to manage those risks and that they be identified with absolute clarity in the contract.

On the other hand, it must also be understood that the transferring of risk to the private sector must be real and significant. This also means that the creation of risks has to be avoided by the significant reduction of other existing ones not adequately justified. Likewise, it is understood that the risk of the financial unsustainability of a PPP, owing to causes not imputable to the public partner or by reason of force majeure, should be, as far as is possible, transferred to the private partner.

The initiative for a PPP can just as well come from the Public Partner as from the Private Partner. For the purposes of abiding by the following rules, there is no distinction between the entity, public or private, which takes up the initiative of incorporating a PPP.

2. ANGOLAN ACRONYMS

PNUH - National Urbanization and Housing Program

FFH - Housing Development Fund, an entity which is part of the PNUH Financing Mechanism

INH - National Institute of Housing

INE - National Institute of Statistics

LNEC - National Laboratory of Civil Engineering

MOU - Memorandum of Understanding

PPP/PNUH - Public-Private Partnerships set up within the scope of the PNUH

SFG/FFH - PNUH Financing Mechanism

SFG - Financial Management Company entrusted with management of the FFH, within the scope of the SFG/FFH

3. GENERAL RULES

RULE NO. 1

The purpose of the PPP/PNUHs is to set up real estate projects integrated into social housing programs.

1.1 All Real Estate Projects that simultaneously meet with the following conditions are classified as Social Housing Projects:

- They are earmarked for Needy Families and/or Conditionally Solvent Families.
- They are sold, or rented, by means of a contractualized (or agreed) pricing system.
- They are financed in whole or in part by budgetary grants (reimbursable or non-reimbursable).

1.2 To qualify as a PPP/PNUH, a Real Estate Project must:

- Create a new urban hub.
- Or, already have a strong impact on an existing urban sprawl.
- Or, be earmarked for the construction, or reconstruction, of the basic infrastructure network.

1.3 Real Estate Projects can also qualify as PPP/PNUHs when part of the aboveground construction is earmarked for sale at free market prices (Mixed Real Estate Projects) provided that:

- The Gross Area of that part of the construction does not exceed 40% of the Total Gross Area constructed above ground.
- 25% of Results Net of Taxes, generated by the area sold at free market prices, is retained in a Special Reserve earmarked to absorb an equivalent reduction in contractualized prices.

1.4 If, in a Mixed Real Estate Project included in a PPP/PNUH, the Gross Area of the construction earmarked for sale at free market prices exceeds 40% of the Total Gross Area constructed above ground, 50% of the Gross Operating Margin generated by free market prices, assignable pro rata to the construction in excess, shall be retained in the Special Reserve earmarked to absorb an equivalent reduction in contractualized prices.

RULE NO. 2

A real estate project intended to be incorporated as a PPP/PNUH must be fully specified, reasonably described and properly justified.

2.1 PPP/PNUHs can only be incorporated after the Real Estate Project(s) they wish to undertake have been approved.

2.2 Real Estate Projects that give rise to a PPP/PNUH must be accompanied by the following documents:

- Territorial Planning of location where they are to be constructed
- Integration with existing urban reality
- Urban animation envisaged
- Estimate of the additional load that will be exercised on existing basic infrastructure network
- Project Brief
- Marketing Plan [see: Rule 2.3]
- Contract Specifications [see: Rule 2.4]
- Main Contract Pricing System [see: Rule 2.5]
- Budgeting & Financial Backing [see: Rule 2.6]
- Control [see: Rule 2.7]
- Plans & Drawings

2.3 The Marketing Plan section must indicate:

- Real estate demand segments to be targeted by the Real Estate Project.
- Gross Area to be marketed per segment of the real estate demand target.
- The impact of Gross Area to be marketed in the real estate area making up the existing urban sprawl.
- The selling prices to be agreed (or contractualized) for areas earmarked for Social Housing.
- First estimate of the free market prices to be practiced, in relation to current prices on real estate market for similar Real Estate Projects.
- Sales modalities per segment of the real estate demand target.
- Major outlines of marketing campaign.
- Schedule for marketing campaign.

2.4 The Contract Specifications section must indicate:

- Construction technique to be adopted
- Description of main phases of construction project
- Scheduling of main phases of construction project (Timing Diagram, PERT, etc.).

2.5 Only the following Main Contract pricing systems are compatible with contractualized (or agreed) prices:

- Fixed (or firm) price contract
- Price series contract.

2.6 The Budgeting & Financial Backing section must indicate:

- Unit costs budgeted for main components of construction project.
- Progressive cost curve for construction project, financial significance vis-à-vis scheduling of construction project's main phases.
- 1st non-financial cash flow forecast for construction project.
- Sources of financing (distinguishing confirmed financing sources from sources yet to be negotiated).
- 1st financial cash flow forecast for construction project.
- 1st consolidated cash flow forecast with indication of funding requirements yet to be secured.
- Estimate of Cost of Capital to be invested.
- Estimate of Final Cost of Construction Project before commercial operation.
- Budget for commercial operation.
- Forecast Net Income Statement for Real Estate Project.

2.7 The Control section must indicate:

- Overseeing entity, if already selected, or statement of criteria that will be adopted in relation to its selection.
- Time monitoring model to be adopted and that of respective report.
- Cost control model to be adopted and that of respective report.

2.8 When the Territory Planning Schedule is approved, the range of variation for prices/m² (or standard prices) will be established for urban land or that suitable for urbanization:

- In urban centers
- In urban peripheries
- In urban expansion zones (peripheries suitable for urbanization)

RULE NO. 3

The risk attached to a real estate project incorporated as a PPP/PNUH should be equitably distributed between the public partner and the private partner(s).

3.1 In any PPP/PNUH, irrespective of the market segments to which it is geared, Profits and Losses must be properly calculated and fairly distributed between the Public Partner and the Private Partner(s).

3.2 The distribution of Results (Profits or Losses) obtained by a PPP/PNUH, between the Public Partner and the Private Partner(s), is performed in proportion to each Partner's contribution to the overall financial backing of the investment in the Real Estate Project.

3.3 In PPP/PNUHs, the Public Partner must always be the party exercising financial control of the investment and marketing of the Real Estate Projects.

3.4 PPP/PNUHs are prohibited from divesting lands, where their Real Estate Projects are to be constructed, in favor of third parties.

RULE NO. 4

In PPP/PNUHs, the counterparty risk must be adequately covered by formalized guarantees.

4.1 Qualification to bid in a public tender for a PPP/PNUH demands the presentation of a Bid Bond underwritten by an internationally-recognized Bank.

4.2 The award resulting from a public tender for a PPP/PNUH demands that the successful bidder, and potential contract awardee, presents a Performance Bond underwritten by an internationally-recognized Bank.

4.3 The definitive acceptance of the construction project adjudicated via a PPP/PNUH tender, demands that the contract awardee presents a Constructor's Civil Liability Guarantee underwritten by an internationally-recognized Bank.

RULE NO. 5

Except in the case of owner-construction, it is mandatory in PPP/PNUHs that the main contracts be awarded via public tenders.

RULE No. 6

Owner-construction is a PPP/PNUH modality whereby the supply of materials (and not the main contract) is awarded by public tender.

6.1 In owner-construction PPP/PNUHs, the Public Partner is the INH which undertakes the Technical Management and Oversight of the construction works.

6.2 In owner-construction PPP/PNUHs, the SFG is responsible for the financial control and respective report.

RULE NO. 7

The construction, restoration and/or remodeling of basic infrastructure networks, provided they are tariffed, can be undertaken by a PPP/PNUH.

RULE NO. 8

The sfg is responsible for the financial control and respective report of PPP/PNUHs.

8.1 In PPP/PNUHs, the SFG is responsible for:

- Assisting in the drawing up of a Project Dossier, on the aspects of: financing and risk (price risk, interest rate risk, foreign exchange risk and credit risk).
- Designing a financial control and report model, to which the Project must adhere.
- Managing budgetary grants (reimbursable and non-reimbursable) earmarked for the Real Estate Project.
- Taking financial control of the Construction Project (with the cooperation of the entity Overseeing the Construction Project).
- Organizing the Construction Project progress report (with the cooperation of the entity Overseeing the Construction Project).

8.2 In PPP/PNUHs, the FFH is responsible for Financing the investment in the Real Estate Project.

8.3 PPP/PNUHs are underpinned by the following principles:

- Good faith.
- Informed, committed, sensible and prudent governance.
- Absence of conflicts of interest (agency problems) between the PPP/PNUH, as a corporate entity, on the one hand, and the members of its Governing Bodies and its Senior Management, on the other.
- Accountability, with complete, comparable and timely presentation of accounts.

Luanda, November 2009

4. NOTES TO GENERAL RULES

4.1 ARISING OUT OF RULE NO. 1

NOTE 1

The disposable family income for housing is calculated by:

Adding

- The gross incomes, in cash or in kind, earned by each of the family's immediate members;

Deducting

- Direct taxes withheld at source.
- Compulsory contributions levied on gross incomes.
- Estimated cost for the Family Subsistence Budget to which it corresponds.
- Estimated cost of current expenditure on Education, Health and Transportation.

NOTE 2

The minimum disposable family income for housing is obtained by adding:

- The tariff corresponding to the standard consumption per person (distinguishing Adults from Children) of Utilities and Basic Sanitation (water, electricity, gas or other forms of fuel, sewage, urban waste collection, etc.) multiplied by the number of persons forming the immediate family.
- The standard costs for the conservation, maintenance and management (where insurance premiums include the property's "bare walls") of a home.

NOTE 3

The ine is responsible for calculating and periodically publishing:

- Estimate of the Family Subsistence Budget.
- Estimate of the Minimum Disposable Family Income for Housing.

NOTE 4

The inh is responsible for calculating and periodically publishing:

- The standard cost of the conservation and maintenance of a single-family house.
- The standard cost of the conservation and maintenance of a home in a multifamily (apartment) building.
- The standard cost of the management (including insurance premiums for property's "bare walls") of a home.

NOTE 5

A family is considered needy (in the PNUH's view) if its disposable family income for housing is lower than the minimum disposable family income for housing to which it corresponds.

NOTE 6

A family is considered conditionally solvent (in the PNUH's view) if its disposable family income for housing – albeit not being sufficient to entirely support the servicing of the debt incurred with the acquisition of one's own home at free-market real estate prices – enables it, even so, to pay off a significant portion of that capital debt and interest during the course of a period not exceeding 30 years.

NOTE 7

The gross operating margin is defined as:

Gross Sales (or Total Sales Invoiced)

LESS:

- Direct Marketing Expenditure
- Total Construction Cost

NOTE 8

The basic infrastructure network is formed by:

- Mains water pipelines
- Water reservoirs for public consumption
- Electricity grids (HV, MV and LV) and respective equipment (posts, lines, transformers, safety equipment, etc.), up to the point of entrance into private installation of Customer/Consumer.
- Gas networks and respective equipment (deposits, pipelines, safety equipment, etc.), up to the point of entrance into private installation of Customer/Consumer.
- Domestic sewage systems.
- Rainwater drainage systems.
- Industrial effluent treatment systems.
- Wastewater treatment plants, with the exception of plants earmarked to treat (neutralize, decant or purify) industrial effluents.
- Telecommunications networks, excluding local loops.
- Water and electrical energy networks, and systems for the collection and drainage of rainwater for use on public roads and in public parks and gardens.

NOTE 9

The following should be guaranteed by projects in general (real estate as well as industrial):

- The treatment (neutralization, decantation or purification) of industrial effluents and waste.
- Firefighting system.
- Local connections to basic infrastructure network.

NOTE 10

The basic infrastructure network is subject to tariffing.

NOTE 11

It is not desirable for ppp/pnuhs to be exclusively oriented toward real estate projects merely composed of residential construction.

NOTE 12

PPP/PNUHs should have as their goal real estate projects that create harmonious urban areas, well integrated into the existing urban sprawl and that favor urban animation. That means that those real estate projects should include:

- Areas for local trade.
- Areas for offices.
- Areas for social activities and community facilities.
- Green spaces.

NOTE 13

PPP/PNUHs must have an accounting model that enables the contribution of each housing-demand segment to be revealed in the final results of the real estate project(s) launched by them.

NOTE 14

The financial information prepared by ppp/pnuhs must be certified by accredited external auditors.

4.2 ARISING OUT OF RULE NO. 2

NOTE 1

This rule does not impede potential Public and Private Partners from collaborating early on in the development of a Real Estate Project and from negotiating the clauses to be written into the PPP/PNUH's articles of incorporation.

NOTE 2

The potential Public Partner's participation in the preparatory work of a Real Estate Project does not confer the potential Private Partner(s) with any exercisable right on same, or on the State.

NOTE 3

The potential Public Partner's participation in the preparatory work of a Real Estate Project must always be preceded by the signing of an MoU with the potential Private Partner(s), where the condition described in the previous Note [see: NOTE 2: immediately above] is expressly safeguarded.

NOTE 4

The Territorial Planning section must indicate:

- Occupation Index.
- Green Areas/Built Up Areas ratio.
- Surface Transportation Systems that will serve the Real Estate Project or be affected by it.
- Compatibilization Solutions regarding Real Estate Project with existing Surface Transportation Systems.
- Environmental Impact (or ecological footprint) of Real Estate Project.
- Measures that will be taken to lessen Environmental Impact.

NOTE 5

The Urban Integration section must indicate:

- Volumetric elements.
- Accessibilities.
- Modifications to be introduced into existing public transportation systems.

NOTE 6

The Urban Animation section must indicate:

- Description of social and leisure areas to be constructed, with an indication of the entity, or entities that will manage them.
- Description of types of facilities envisaged to support community, with an indication of the entity, or entities that will manage them.
- An indication as to whether or not proactive management of the Urban Animation is envisaged for when the Real Estate Project is completed - and, if so, who will be exercising it.

NOTE 7

To estimate the additional load on the basic infrastructure network, the parameters established by the LNEC and/or the INH for that purpose should be adopted. This section must contain a list of operations that will eventually involve negotiations with Suppliers of Utilities (Water, Electricity, Gas) and Service Providers (Firefighters, Sewage, Urban Waste Collection).

NOTE 8

The Marketing Program should be adjusted to updated demographic forecasts for the urban area where the Real Estate Project will be built.

NOTE 9

The Sales Modalities can be:

- Off-plan sales.
- Under-construction sales.
- Post-construction completion sales.

NOTE 10

Sales are taken to mean:

- Firm sale.
- Or conditional sale.
- Or rental.
- Or transfer to State's real estate pool.

NOTE 11

PPP/PNUHs should opt for the use of traditional construction materials.

NOTE 12

PPP/PNUHs should opt for the use of construction materials produced locally, instead of imported materials or those involving long distance transportation - whenever that option does not result in:

- Impairment of programmed quality.
- Increase in budgeted costs; and/or
- Extension of construction deadline.

NOTE 13

By definition, the PPP/PNUH is the Construction-Project Owner in the Main Contract to be awarded.

NOTE 14

The relative standardization of Real Estate Projects that will become PPP/PNUHs means it will be possible to draw up a single format for the Contract Specifications and to establish standard clauses.

NOTE 15

The INH is responsible for calculating the standard costs for the main contracts for a residential construction project and maintaining them updated.

NOTE 16

The standard costs for main contracts for a residential construction project may vary from Province to Province, or between Major Cities and small urban hubs.

NOTE 17

In a Real Estate Project to be realized within the scope of a PPP/PNUH, cost control will always be the SFG's responsibility [see: RULE N° 8).

NOTE 18

The report on time monitoring and on cost control is intended, jointly and simultaneously, for:

- The Construction-Project Owner (the PPP/PNUH).
- The CNUH.

NOTE 19

Urban peripheries are areas that are urbanized and reasonably integrated into the existing urban sprawl.

NOTE 20

Peripheries suitable for urbanization are areas that have not been urbanized and are not yet integrated (public transportation, infrastructure, etc.) into the existing urban sprawl.

NOTE 21

Special attention should be paid to Territorial Planning next to terrestrial borders, an indispensable condition for affirmation of sovereignty in an international context.

NOTE 22

It is customary for the standard prices of urban or urbanized land to vary from Province to Province, or between Major Cities and small urban hubs. In principle, standard prices will be established for:

- Luanda-city.
- Other major cities.
- Other cities.
- Other urban hubs.
- Remaining territory.

NOTE 23

The standard prices of urbanized land or land suitable for urbanization, and their respective revisions, are published and are freely available to the public.

NOTE 24

Standard prices are subject to periodic revision, and updating, by the CNUH, in accordance with a proposal from the INH.

4.3 ARISING OUT OF RULE NO. 3

NOTE 1

The risks that may occur in any Real Estate Project, resulting in a loss of assets by the PPP/PNUH and/or its Partners, are:

- Counterparty risk (the possibility of the Main Contractor, a Supplier and/or a Service Provider defaulting).
- Credit risk (the possibility of a contracted counterparty, to whom PPP/PNUH has made an advance on account, defaulting and not making restitution of same; or the possibility of a buyer defaulting on an area sold).
- Price risk (the possibility of prices on the real estate market recording an unexpected fall).
- Interest rate risk (the possibility of an unexpected variation in the nominal rate of interest provoking an increase in the cost effectiveness of the financing available to a PPP/PNUH).
- Foreign exchange risk (the possibility of an unexpected variation in the rate of exchange provoking an increase in the Investment's Total Cost, which cannot be reflected in selling prices).

NOTE 2

The distribution of Results of a PPP/PNUH should only take place after the accounts have been closed, audited and finally approved.

NOTE 3

All income earned by the Partners (both the Public Partner as well as Private Partners) from the PPP/PNUH, be it from works executed, supplies and/or services provided, except for remuneration from joint funds and the remunerations of the members of the Governing Bodies - whenever those works, supplies and/or services have not been awarded by public tender – are taken into account for the purpose of the equal distribution of Results.

NOTE 4

If, after incorporating the income earned by each of the Partners, the part which is allocated to any of them in the final distribution of Results is lower than the income already earned by same, that Partner must return the excess in favor of the other Partners.

NOTE 5

If the Real Estate Project provides any of the Partners with a guaranteed minimum return, irrespective of what transpires as regards the counterparty risk, credit risk, price risk, interest rate risk and/or foreign exchange risk - whenever that return is not derived from works, supplies and/or services awarded by public tender – it does not typify a true PPP/PNUH. Therefore, another corporate model should be adopted.

NOTE 6

Real Estate Projects, in which one of the partners undertakes, by way of a negotiable/contractual condition, the General Contractor's position from the start, do not constitute PPP/PNUHs.

NOTE 7

The overall financial backing of the investment in a Real Estate Project is formed by:

- Capital inflows
- Supplementary capital loans
- Loans
- Guarantees provided in favor of financing entities, irrespective of the overall period of the guaranteed financing operations.
- Guarantees provided in favor of suppliers and/or service providers.

NOTE 8

The periodic financing required to reinforce the investment's cash flow also counts in calculating the overall financial backing.

NOTE 9

The financial solution will never determine the success of a Real Estate Project (and, consequently, of the PPP/PNUH incorporated to achieve it) - but it can, quite easily, determine its failure.

NOTE 10

The financial solution can cause the failure of a Real Estate Project (and, consequently, of the PPP/PNUH incorporated to achieve it) in two circumstances:

- By not reinforcing the Investment's Cash Flow on time (cash flow crisis).
- By the cost of capital pitching the Real Estate Project out of the market.

NOTE 11

In exceptional cases, the land belonging to a PPP/PNUH can be sold to a third party, provided that all the following conditions occur concomitantly:

- The acquirer undertakes to build a Real Estate Project on such land.
- That construction must begin before a certain period elapses, which is established at the same time.
- The obligation to construct is safeguarded by a reversion clause in favor of the PPP/PNUH without right to compensation.
- The Public Partner retains the option (CALL option) of taking up a stake in the Capital Stock of the third party, acquirer.

NOTE 12

The Private Partner(s) retain a CALL option equal to that of the Public Partner.

NOTE 13

When the Public Partner takes up a stake in the Capital Stock of the third party, acquirer, that gives rise to a new PPP/PNUH.

4.4 ARISING OUT OF RULE No. 6

NOTE 1

The Oversight of a construction project on an owner-construction basis must be undertaken by an INH Department different from that which performs the Technical Management.

NOTE 2

In the INH organigram, the Departments of Technical Management and of Oversight must be hierarchically and operationally independent.



THE TRANSPORTATION SECTOR

OVERVIEW

In every economy, the transportation infrastructure and transportation system itself, incorporating the road, rail, aviation and shipping components as a whole, constitute the core sector underpinning any development process.

CURRENT SITUATION

- By August 2012, the following general results in terms of the Rehabilitation of Roads and Bridges had been achieved by the Program:

Roads

3,250 km up to 2008
4,579 km between 2008/2012
Totaling 7,829 km

Bridges

350 metal bridges erected
202 permanent concrete bridges



GENERAL OBSERVATIONS

- Overall Result & Assessment

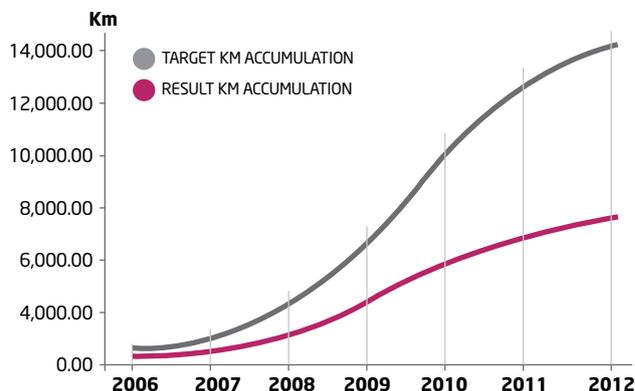
PROJECTS COMPLETED / TO BE COMPLETED IN 2013	PROVINCE	KM
Rehabilitation of Catete / Cabala / Muxima Highway	Bengo	42.00
Construction of Luanda Peripheral Toll Road - Phase 1c / Viana / Cacuaco	Luanda	20.40
Rehabilitation of Cuima / Gove Highway	Huambo	39.00
Rehabilitation of Benguela / Dombe Grande Highway	Benguela	48.00
Rehabilitation of Nzeto / Tomboco / Mbanza Congo Highway	Zaire	214.00
Rehabilitation of Menongue / Rio Longa Highway	K. Kubango	86.00
Rehabilitation of Lucala / Samba Cajú-Camabatela / Negage Highway	Uige	194.00
Rehabilitation of Ndalatando / Caxilo / Golungo Alto Highway	K. Norte	60.00
Rehabilitation of Namibe / Tômbwa Highway	Namibe	93.00
Rehabilitation of Caála / Ganda Highway	Huambo	124.00
Rehabilitation of Ganda / Catengue Highway	Benguela	119.00
Rehabilitation of Lubango / Tundavala / Huila Highway	Bié	25.00
Rehabilitation of Quarta Avenida 2nd Phase	Luanda	3.82
Construction of Luanda Toll Road - Phase 1d (Bridge Link Cacuaco) 2nd Phase	Luanda	0.12
Construction of Expressway - Luanda Viana Section 1, 2nd Phase	Luanda	8.00
Construction of Expressway - Luanda / Kifangondo Sections 1, 2nd Phase	Luanda	9.50
Construction of Expressway - Luanda Viana Section 3, 2nd Phase	Luanda	9.00
Construction of Luanda Peripheral Toll Road - Phase 1c Viana Cab. Link. Fut 2nd Phase	Luanda	41.00
Construction of Expressway - Luanda / Kinfangondo Section 2, 2nd Phase	Luanda	7.50
Rehab. of Capanda /A. Dondo-Section1 (Capanda / S.P.Quilemba / K. Norte Highway	Malanje	71.00
Complementary Prog. Toll Road Link / Futungo / Lar Patriota / Luanda	Luanda	8.17
Complementary Prog. Construction of Luanda Access Road - West (Nova Vida Project)	Luanda	5.00
Complementary Prog. Toll Road Link - Luanda / Uan / Sapu / Estrada do Golf	Luanda	8.40
Rehabilitation of Cabo Ledo / Muxima / Bengo Highway	Luanda	120.00
Rehabilitation of Maria Teresa / Caxilo / Bengo Highway	K. Norte	62.00
GRAND TOTAL		1,417.91

GENERAL OBSERVATIONS

- The overall result of the Program can be considered as completely satisfactory

YEAR	TARGET (km accumulated)	RESULT (km accumulated)	RESULT%
2006	400.00	322.00	80.50
2007	1,200.00	1,004.00	83.67
2008	4,500.00	3,250.00	72.22
2009	9,178.00	5,244.00	57.37
2010	11,428.00	6,404.00	56.04
2011	13,800.00	7,390.00	53.55
2012	15,100.00	7,829.00	51.85*

* Up to August 2012



CURRENT MINTRANS ISSUES

Plan 2013-2017

- Internal restructuring and reorganization of Ministry services
- Continuance of some insufficiency in terms of financial information and control of management in the public transportation sector
- Seaport sector still being relaunched
- Need to implement policies designed for intermodality of transportation and logistics platforms
- Implementation of transportation link to bordering countries within scope of SADC strategy
- Difficulty with management of projects in sector
- Low level of qualification, generally, of sector's human resources
- Absence of insurance for State assets (Aircraft, Trains, Buses)
- Need to better integrate strategy of all those involved in the aviation sector
- Heavy debts to ports, contracted by State institutions and private agents
- Low population density and vast dispersion of urban centers, with some degradation of infrastructure still remaining, as factors conditioning efficient availability of public transportation

PRINCIPAL MINTRANS POTENTIALITIES

Plan 2013-2017

- Relaunch of national maritime sector, both in terms of international and national maritime (coastal and river traffic) transportation
- Increase in demand due to national policies of regional expansion and cooperation (SADC, ECCAS), arising out of increased entrepreneurial activities
- Development of an aviation "hub" in Luanda
- Programs developed for territorial replanning and reform of local administrations have generated opportunities for the sector, justifying investments in new logistics platforms
- Institutional reform of rail sector and restart of commercial operation of railroads.

REFORMS & MEASURES IMPLEMENTED BY MINTRANS

Plan 2013-2017

- Completion of 1st phase of project to refound TAAG to remove it from the European Union blacklist
- Completion of new passenger embarkation and disembarkation terminals at Luanda, Lubango and Benguela airports
- Embarkation terminal at Catumbela airport totally rehabilitated and construction of new passenger terminals started
- Processes for re-founding ENANA and SÉCIL at final phase
- Equipment acquired to normalize functioning of INAVIC
- Studies completed for the National Plan for urban passenger transportation, inter-provincial and inter-municipal
- Buses distributed countrywide within scope of Government Program
- Taxi service introduced in cities earmarked by CAN 2010 (Cabinda, Luanda, Benguela and Huíla)
- Implementation of maintenance centers, and acquisition of spare parts and accessories for maintenance of buses distributed, already started
- Preparation of studies completed on Master Transportation Plans for Kuando Kubango, Moxico, Kwanza Norte, Malanje, Benguela, Huambo and Huíla
- 1,500 vehicles acquired and distributed to replace those destroyed during the war
- Completion of rehabilitation works inside Porto of Luanda
- Location of linkup point of CFB to the Republic of Zambia defined
- Acquisition process of locomotives, carriages and wagons started
- Studies on implementation of maritime terminals in Luanda completed
- Equipment acquired to improve operation of Soyo Port
- Approval of legislative reform of aviation, road and rail sectors, respectively
- Completion of technical, economic, financial, asset and public organization diagnosis of public companies belonging to Ministry of Transportation
- Completion of project for economic and financial monitoring of public sector companies
- Approval of basic merchant navy and ports law
- Construction process started on maritime terminals and terrestrial infrastructure to support maritime terminals
- Construction process started on bus terminals in Luanda
- Work restarted on new Luanda airport in Bom Jesus
- CFL rail travel to Malanje restarted
- CFB rail travel on Cubal/ Huambo/ Kuito stretches restarted
- CFM rail travel on Matala/ Menongue and Lubango/ Namibe stretches restarted
- Approval of acquisition process for resources and supportive equipment for mass transportation in Luanda - BRT

GENERAL MINTRANS GOALS

Area:Overall

Plan 2013-2017

Provide country with an integrated transportation network, capable of lining up with goals to develop the national and regional market, to facilitate the economic development process and boost basic territorial and population policies

SPECIFIC MINTRANS GOALS

Area: Overall

Plan 2013-2017

- Establish a system for training and qualification of staff working in infrastructure and transportation sectors, adapting professional skills and profiles to sectors' demands, by designing the implementation of professional training programs for mid- and upper-level staff, as well as developing programmed social responsibility initiatives, to be included in annual plans and budgets, in line with each company's possibilities
- Develop firm actions to bolster mindset in relation to the presentation of accounts in public companies in the sector, availability of information and control of timely management, and the introduction of systems for the strategic management of human resources, from the standpoint of the profitability of companies' corporate earnings and professionalization of their management
- Develop programs for preventive maintenance of all types of equipment made available to the Sector, in any branch, and the introduction of benchmark levels for conservation and guarantee of operational capacity during their useful life, as provided for by the respective manufacturer
- Consolidate the restructuring of the aviation sector, making operations of companies in the sector viable, completing the airport upgrade process and consolidating national aviation regulation to the level of the best international standards
- Complete sustained relaunch of maritime activity, on both international and national level, improving maritime safety and patrolling of Angolan coastal waters
- Complete rehabilitation of railroads, implementing their integration and consolidating the gradual relaunch of rail transportation
- Consolidate a structured public passenger transportation network
- Resolve origin of MINTRANS' external constraints

MINTRANS ACTION PLAN 2013-2017

Area: Training

POLICY MEASURES	ACTION PLAN	COMMENTS
1 Create Higher Institute of Management, Logistics and Transportation	a) Develop management institute model	
	b) Initiate and consolidate training process	
2 Maintain Training Plans in all public companies in Transportation Sector	a) Train aeronautical staff	
	b) Boost capacities and proficiency of Inavic	
	c) Professional training in rail companies	
	d) Train TCUL (Luanda Urban Public Transportation) personnel	
	e) Training and qualification of Ihsma staff	
	f) Boost capacities and proficiency of Incfa	
	g) Specialist training in sea search and rescue	
3 Create new schools and training centers	a) Construction of Angolan academy of aviation	
	b) Construction of professional training centers for Angolan railroads	
4 Conclude optimization and renewal program for Staff and Personnel in general throughout Sector	a) Conclusion of Voluntary Retirement of Staff Program	

MINTRANS ACTION PLAN 2013-2017

Area: Maritime-Ports

POLICY MEASURES	ACTION PLAN	COMMENTS
1 Construct Luanda Maritime Terminals and acquire respective catamarans (coastal traffic transportation)	a) Complete construction process of Terminals in Metropolitan Area of Luanda	
	b) Complete acquisition process of catamarans for Luanda	
2 Construct Maritime and Terrestrial Terminals countrywide	a) Complete studies on current conditions for construction of Terminals and launch respective tenders	
	b) Start construction on Maritime and Terrestrial terminals	
3 Create protection and safety conditions for maritime environment	a) Complete acquisition process of fast search-and-rescue speedboats	
	b) Complete acquisition process of patrol boats for patrolling and Multifunctional Tugs	
	c) Technical Projects Unit for system of control and management of ships' ballast water and sediments	
4 Maritime Hydrography and Signaling	a) Update hydrographic maps	
	b) Create Hydrographic Brigades	
	c) Acquisition of equipment for hydrographic activity	
5 Reposition Angolan international maritime transportation flag	a) Create partnerships for Sécil business activity in international maritime transportation	
	b) Realize goal to relaunch Sécil maritime transportation	
6 Improve maritime safety and navigation	a) Construction of new Barra do Dande port	
	b) Construction of new Cabinda port	
	c) Construction of new Porto Amboim port	
	d) Rehabilitation of Namibe and Lobito ports	
	e) Conclusion of process to equip and upgrade port authorities	
	f) Participation in regional coastguard process	
	g) Conclusion of process to remove abandoned ships and scrap metal in areas under jurisdiction of port authorities	

MINTRANS ACTION PLAN 2013-2017

Area: Railroads

POLICY MEASURES	ACTION PLAN	COMMENTS
1 Modify institutional model of Angola's railroads	a) Separate commercial operation network by company (1st phase)	
	b) Create national company for management of national rail infrastructure networks, medium- and long-term (2nd phase), with definition of business model for commercial operation of rail networks	
2 Operationalization of regular railroad transportation	a) Conclusion of rehabilitation process of lines on the 3 railroads	
	b) Construction of 2nd Luanda railroad line on Bungo/Baia stretch and respective overhead crossings	
	c) Start interconnection process of the 3 railroads	
	d) Recovery and/or construction of branch lines to large industries, mining complexes or power plants	
	e) Conclusion of rolling stock acquisition process (locomotives, carriages and wagons)	
	f) Acquisition of urban DMUs	
	g) Conclusion of workshop equipment acquisition process	
3 Find solutions for insuring rail equipment	a) Insure railroad resources	
4 Ascertain Results for Activities in current rail companies to enable creation of Infrastructure Management Companies	a) Consolidate process for creation of Analytical Accounting for Centers of Results/Business Units	
	b) Consolidate parameterization of computer systems	
	c) Transfer data to national management company of networks and infrastructure	
5 Create resources needed for protection of railroad company assets, avoiding illegal occupations	a) Start legalization process of railroad assets	
6 Prioritize link of CFB to the Republic of Zambia and CFM to Namibia	a) Complete studies and projects needed for link	
	b) Start construction of line, after agreement with Zambian and Namibian authorities	
7 Promote setting up of Multimodal Logistics Platforms along Railroad Lines	a) Construction of Malanje, Luau and other logistics platforms	

MINTRANS ACTION PLAN 2013-2017

Aviation Sector

POLICY MEASURES	ACTION PLAN	COMMENTS
1 Continue with construction of new Luanda Airport	a) Complete works on airport	
2 Complete Refounding of TAAG Program	a) Acquire new aircraft	
	b) Global alliance of partnerships in aerial transportation	
3 Initiate Refounding of ENANA Program	a) Consolidate refounding program for ENANA	
	b) Separate internal air traffic from airport management	
	c) Pass over responsibility for oversight of aerodromes and secondary airports to Provincial Governments	
4 Lay groundwork for real competition	a) Catering and handling services	
5 Increase aerial transportation mobility capability	a) Complete rehabilitation and upgrade of all main airports and aerodromes countrywide, and settle their debts	

MINTRANS ACTION PLAN 2013-2017

Road Transportation Sector

POLICY MEASURES	ACTION PLAN	COMMENTS
1 Establish and implement a replanning program for transportation system in Provinces by way of Provincial Master Plans and a National Master Plan for Angola's Transportation System	a) Complete drawing up of provincial transportation master plans	
2 Stimulate, energize and motivate the setting up of a network of workshops	a) Complete missing identification of land in cities	
	b) Coordinate setting up of network of workshops	
3 Extend taxi network to entire country, motivating supportive programs for jobs and mobility	a) Complete program for that purpose	
4 Adopt measures leading to implementation of intermodal transportation (to improve people's mobility by way of intermodal terminals)	a) Construct bus terminals in every city in the country	
	b) Complete construction of bases and sub-bases in TCUL and ABAMAT	
	c) Implement workshop maintenance program	
	d) Acquire 1,000 minibuses for urban passenger transportation	
5 Consolidate system to control passenger traffic and resources	a) Through monthly recording of effective implementation of the national observatory system in DNTR (National Road Transportation Directorate)	
	b) Through monthly recording of effective implementation of TCUL ticketing system	
6 Create a system for fast, efficient and separate transportation	a) Acquire standard articulated and bi-articulated buses for mass transportation - BRT	
	b) Acquire support transportation equipment for BRT system	

MINTRANS ACTION PLAN 2013-2017

Other Entities

POLICY MEASURES	ACTION PLAN	COMMENTS
1 Resolution of bureaucratic, administrative and coordination issues with other entities	a) Turnaround all companies in sector	
	b) Define amount of subsidies given to bus operators	
	c) Redefine employee wages in railroad companies	
	d) Issue directives regarding accounting of assets acquired by Government (trains and aircraft)	
	e) Issue directives regarding accounting of funds given to companies within the scope of the PIP (Public Investment Plan)	
	f) Redefine customs duties for goods acquired for Government programs	
	g) Write off non-operational resources in TAAG, ENANA and CFA	
	h) Irregularities in execution of projects due to lack of completion of projects in other sectors	
	l) Regularize accounting difference between statutory capital and registered capital in corporate accounting	

I. Forecast for Passengers Transported by Transportation Sector Companies 2013 - 2017

Nº	NAME	2009	2010	2011	ESTIMATED 2012	2013	2014	2015	2016	2017
1	ETP/Cabinda	199,624	252,000	172,241	177,408	186,279	195,593	209,284	228,120	253,213
2	TCUL	20,496,635	26,561 390	39,605,031	40,397,132	41,609,046	42,441,226	43,290,051	45,454,554	48,636,372
3	CFB	392,621	389,303	125,405	156,756	235,134	376,215	639,566	1,151,218	2,302,436
4	CFL	3,558,211	2,880,627	2,861,475	3,004,549	3,154,776	3,375,611	3,713,172	4,270,147	5,124,177
5	CFM	96,058	21,865	0	0	506,880	608,256	790,733	1,107,026	1,660,539
6	TAAG	1,087,130	1,011,920	1,017,033	1,067,885	1,121,279	1,199,768	1,319,745	1,517,707	1,821,248

II. Forecast for Cargo Handled/ Transported by Transportation Sector Companies 2013 - 2017

Nº	NAME	2009	2010	2011	ESTIMATED 2012	2013	2014	2015	2016	2017
1	ETP/Cabinda	460	573	1,002	1,052	1,105	1,182	1,300	1,495	1,794
2	Unicarga	1,629,312	775,870	932,736	979,373	1,028,341	1,100,325	1,210,358	1,391,912	1,670,294
3	CFB	30	4	0	0	540,670	594,737	683,948	820,737	1,025,921
4	CFL	0	12,440	6,606	7,267	7,993	9,192	10,755	12,906	16,132
5	CFM	7,288	14,462	0	0	364,440	400,884	461,017	553,220	691,525
6	P.Cabinda	350,893	436,270	490,704	515,239	541,001	578,871	636,758	732,272	878,727
7	P.Soyo	44,813	246,414	240,634	252,666	265,299	283,870	312,257	359,095	430,915
8	P.Luanda	9,022,912	9,157,534	7,308,046	7,673,448	8,057,121	8,621,119	9,483,231	10,905,716	13,086,859
9	P.Lobito	2,462,084	2,396,427	2,792,054	2,931,657	3,078,240	3,293,716	3,623,088	4,166,551	4,999,861
10	FLNamibe	770,175	696,960	913,755	959,443	1,007,415	1,077,934	1,185,727	1,363,586	1,636,304
11	P.P.Amboim	111,709	130,444	240,667	262,700	265,335	283,909	312,300	359,145	430,974
12	TAAG	17,674	11,962	15,366	16,134	16,941	18,127	19,940	22,931	27,517

III. Job Creation in Transportation Sector Companies 2013 - 2017

JOB CREATION	2009	2010	2011	2012	2013	2014	2015	2016	2017
Transportation Sector	4,168	956	3,240	34,732	39,942	45,993	55,120	66,144	82,680



AGRICULTURAL AND LIVESTOCK SECTORS

OVERVIEW

The FAO estimates over three million hectares of arable land exist. There are also large areas for pasture, especially in the southern part of the country.



AREAS OF INTEREST IN EXISTENCE FOR PRIVATE INVESTMENT:

MAIN IRRIGATED AREAS

PROVINCES	ZONES / AREA (ha)	CROPS
BENGO	Bom Jesus / 1.300 Caxito / 3.000	Roots and tubercules, cereals, fruit and vegetables Roots and tubercules, cereals, fruit and vegetables
CABINDA	Vale do Yabi (Yaby Valley) / 5.000	Roots and tubercules, fruitiers, cattle breeding
KWANZA NORTE	Mucoso / 315 Lucala / 250	Roots and tubercules, cereals, horticultural crops Roots and tubercules, cereals, fruit and vegetables
LUANDA	Vale do Bengo Kiminha / Funda / 25.000	Roots and tubercules, cereals, fruit and vegetables
BENGUELA	Cavaco / 4.1 Catumbela / 4.5	Roots and tubercules, cereals, horti-fruitiers, tobacco Roots and tubercules, cereals, fruit and vegetables
HUÍLA	Humpata / 1.000 Matala / 3.000 Chibia / 1.000	Roots and tubercules, cereals, fruit and vegetables Roots and tubercules, cereals, fruit & vegetables, cattle breeding
NAMIBE	Carunjamba, Giraul, Bero and Curoca / 600	Grapes (wine) and citrines Tubercules, cereals horticultural crops, industrial crops, cattle breeding
CUNENE	Manquete Xangongo Quiteve/humbe (Ombandja) Cova do Leão (Kahama)	Tubercules, cereals horticultural crops, cattle breeding, olives

- Waterworks Maintenance & Management;
- Consultant Engineering ;
- All kinds of Production /Marketing Technical & Material Assistance;
- Agricultural Mechanization & Technical Assistance;
- Industrial Poultry Breeding;
- Cattle & Pig Breeding;



AGRICULTURAL PRODUCTION TARGETS

Taking into account the goals that guide the activities of the Ministry for Agriculture, Rural Development and Fisheries (MINADERP), the following tables show anticipated results of the strategy adopted by the ministry for the 2011-2012 period. The activities of MINADERP's different bodies seek to produce an increased supply of agricultural and fisheries products. The aim is to improve the living standards of Angolans by increasing the income of rural farmers and providing cheaper access to food, for which there is strong demand.

AGRICULTURAL PRODUCTION TARGETS BY AREA

CULTIVATED AREA (ha)	2009 CONFIRMED	2010 CONFIRMED	2011 CONFIRMED	2012 CONFIRMED
CEREALS	1,941,897	2,153,417	2,666,831	3,154,861
ROOT CROPS	1,258,528	1,374,260	1,574,501	1,594,577
LEGUMES	1,019,334	1,138,150	1,188,144	1,425,555
VEGETABLES	391,874	399,461	459,380	551,256
FRUIT	168,566	175,122	243,048	276,589
TOTAL	4,780,199	5,240,410		

SOURCE: GEPE

THE AGRICULTURAL SECTOR IN ANGOLA

CHALLENGES AND OPPORTUNITIES

In Angola, Agriculture is the country's second productive sector, coming immediately after oil and gas. Its importance is indisputable, not only because of its economic potential and opportunities, but also because a significant swathe of the population (about 60-70%) depends on it, since the sector ensures work and food for most of the Angolan population. Since 2002, when the Government started to focus on relaunching the Agricultural Sector, it has been intensified and structured in a progressive and effective manner. At the same time, the sector consolidates a strategic vision for development, which positions it as the engine for achieving the country's evenly balanced and sustainable development.

THE ENDING OF THE ARMED CONFLICT CONTRIBUTED DECISIVELY TO THE CLIMATE OF SOCIAL STABILITY AND ECONOMIC GROWTH WHICH THE COUNTRY IS CURRENTLY ENJOYING.

The present situation provides a major momentum, which must be urgently put to good use, since the groundwork has already been laid favoring private investment and the emergence of development dynamics. This also enables state intervention, when it comes to defining development policies and strategies, favoring the impact of the activities/actions of public institutions in various sectors, but mainly in those addressing the fight against poverty and hunger, and the development of rural communities.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>The current context of real economic growth</p> <p>Government Strategy encouraging private investment</p> <p>Diversity of edaphoclimatic conditions favorable to agricultural, livestock and forestry production</p> <p>Biodiversity and environmental quality (low level of pollution of soil, water and atmosphere)</p> <p>Open-mindedness and motivation in light of country's new socio-economic context</p> <p>Focus on training and support for emerging innovations in the rural domain (i.e., technical, technological and organizational)</p> <p>Environment favorable to public-private partnerships for development</p> <p>Capacity for agricultural, livestock and forestry production</p> <p>Existence of abundant water resources</p>	<p>Low level of specialization and capability of rural population</p> <p>National road-network coverage poor and in bad state of repair</p> <p>Support infrastructure for production, storage, rural roads, and irrigation, etc. highly rundown</p> <p>Breakdown in social cohesion</p> <p>Fragility of rural workforce</p> <p>Size of territory and dispersion of populational clusters (in some cases)</p> <p>Fragility owing to some public institutions having little experience</p> <p>Fragile entrepreneurial fabric, with little experience and low level of specialization</p> <p>Little advantage taken of potential of water resources for agricultural and livestock production</p>	<p>Internal market potential</p> <p>Momentum created by relaunch of sector's activity provides an opportunity to avoid mistakes, take advantage of the experiences of other places, and introduce technical, technological and organizational innovations</p> <p>Open-mindedness of country to innovation and latest ideas related to sustainable development</p> <p>External market increasingly open to agricultural, sustainable development and biodiversity concepts</p> <p>Natural conditions favorable to integrated production, taking advantage of functional dimension of agri-livestock and forestry production conducted within the concept of social responsibility, and of clean, integrated and sustainable development</p> <p>Country's huge productive potential in agricultural-forestry-pasturage terms, not only vis-à-vis intensive production but also with regard to organic/biological and/or extensive production</p> <p>Financial resources coming from oil and gas exploration and other mineral resources (diamonds)</p>	<p>HIV / AIDS threat</p> <p>National road-network coverage poor and in bad state of repair</p> <p>Effects of and threats from opening up to globalization</p> <p>Competition from neighboring countries whose primary sectors are more dynamic and developed (e.g. South Africa)</p> <p>Medium/long term response from sector-related activities</p> <p>Marketing structure underpinned by informal market and demographic</p> <p>Macrocephalia of major cities, favoring the external market</p> <p>Socio-cultural cohesion and regional asymmetries</p>

AGRICULTURAL SECTOR PROGRAMS

SUMMARY OF PROGRAMS AND THEIR GOALS FOR 2011-2012

1. Rural expansion and development program (PEDR)

- Increase family income
- Improve and organize rural community production systems
- Create and strengthen rural workers associations and cooperatives
- Increase production and productivity

2. National food security and nutrition program (PNSAN)

- Gradual reduction in food insecurity
- Combat hunger and poverty
- Reduce maternal and infant mortality caused by malnutrition
- Improve the living standards of rural communities

3. Agricultural campaign program

- Ensure the supply of production equipment and technical assistance to rural workers and small farmers
- Improve performance of food crops
- Increase production of marketable products

4. National seed production program

- Ensure the availability of cheap, good quality seeds
- Increase profitability of farming businesses
- Increase agricultural production
- Reduce seed imports

5. Beef cattle vaccination program

- Improve cattle health
- Prevent zoonoses; improve livestock rearing
- Increase meat production

6. Animal production support program

- Build and renovate veterinary service facilities
- Install refrigeration systems to store pharmaceuticals
- Build and renovate facilities for zoo assistance and control of rural workers' cattle
- Project to renovate staff training facilities
- Construction of slaughterhouse modules

7. Program for promoting agro-industrial centers

- Increase the contribution of small-scale irrigated agriculture to achieving the strategic goals of the agricultural sector: combatting poverty, guaranteeing food security and increasing the contribution of agriculture to GDP
- Gradual and sustainable transformation of Angolan agriculture into a sector that is competitive in the domestic, regional and international market

8. Commercial production and export support program

- Recuperate and develop the coffee sector
- Technical assistance for producers
- Support and expand the cultivation of Arabica coffee in the central plateau
- Revitalize coffee marketing channels and rural coffee markets
- Re-launch Palm tree cultivation
- Develop production and processing techniques; product development

9. Renovation and construction of irrigation systems

- Recuperate and expand irrigation and drainage systems and rural road networks; water storage facilities (weirs, dams etc)
- Promote small irrigated holdings as part of the irrigated farm sector to diversify the Angolan economy
- Support the intensification of agricultural production systems
- Promote access to land and water
- Create producer groups to promote the growth of essential services for new production sectors

10. Construction of mini hydro plants

- Promote the supply of energy in rural areas to enable agricultural production to achieve greater value added

11. Research and development restructuring program

- Develop and consolidate the agricultural research system

12. Plant and animal genetic resources program

- Produce and store plant and animal genetic resources



13. Program for conserving horticultural and fruit products

- Expand the commercial network in rural areas
- Strengthen rural commercial channels
- Enhance the value generated by production chains
- Increase the availability of horticultural and fruit products throughout the year

14. Post-harvest storage and loss reduction program

- Expand the commercial network in rural areas
- Strengthen rural commercial channels
- Enhance the value generated by production chains
- Increase the availability of cereals throughout the year

15. Program for improving the marketing of animal-based products

- Expand the commercial network in rural areas
- Strengthen rural commercial channels
- Enhance the value generated by production chains
- Increase the availability of meat throughout the year

16. Credit program for small and medium-sized agricultural producers

- Increase the credit available to rural farmers and traders through the African Development Bank and commercial banks

17. Micro-credit program for associations and cooperatives

- Increase the credit available to rural worker associations and cooperatives through the African Development Bank and commercial banks

18. Program for combatting desertification

- Combat desertification and soil erosion

19. National reserve for agriculture

- Set up a reserve fund for agriculture
- Ensure the implementation of strategic programs in the agricultural sector
- Improve access to land

20. Program for the sustainable management of natural resources

- Build support infrastructures for the forestry sector
- Build training centers for forestry technicians and inspectors
- Design, build and operate a network of forestry experimentation centers
- Strengthen forestry and animal inspection
- Sustainable management of forestry resources
- Reanimate and develop forestry business
- Design and launch of Forestry Fund
- Manage wild fauna and flora resources
- Repopulate forest areas
- Encourage beekeeping
- Encourage the production of non-timber forestry products

21. National rabies contingency and emergency program

- Control public veterinary health epidemics
- Reduce the number of deaths caused by rabies

22. National bird flu contingency and emergency program

- Control public veterinary health epidemics
- Reduce the number of deaths caused by bird flu

23. Food quality control program

- Reduce the number of cases of food poisoning
- Control the entry and exit of animal- and vegetable-based products
- Improve consumer protection services

24. Staff training and professional requalification program

- Improve the performance of agricultural technical staff
- Continuous training adapted to the needs of target groups
- Geographical diversification of training activities and diversification of target groups; build on exiting knowledge
- Monitor the impact of training to optimize results

25. Program for the installation of agricultural and forestry training centers

- Strengthen key MINAGRI departments, improving their capacity and providing them with instruments and mechanisms to support the sector successfully
- Develop service supply solutions adjusted to the needs of recipients

26. National agricultural census

- Improve the organization of agricultural statistics
- Structural survey of Angolan agriculture
- Improve systems for monitoring the agricultural sector

27. Forestry census

- Improve knowledge of Angola's forestry potential
- Inventory of existing forestry species

AGRI-LIVESTOCK & FORESTRY PRODUCTION



AGRICULTURAL PRODUCTION TARGETS BY CROP

CROP (Tonnes)	2009 CONFIRMED	2010 CONFIRMED	2011 PROJECTED	2012 PROJECTED
CEREALS	1,290,050	1,433,314	1,775,042	2,099,874.91
ROOT CROPS	14,371,700	18,411,072	19,228,331	21,362,675.28
LEGUMES	338,150	566,555	803,395	1,058,071.18
VEGETABLES	391,874	4,704,160	5,409,782.23	6,491,738.68
TROPICAL FRUITS	2,710,653	2,778,272	3,855,904	4,388,019.22

SOURCE: GEPE

MEAT PRODUCTION TARGETS PROJECTED MEAT PRODUCTION FOR THE NEXT FIVE YEARS

BEEF	2011	2012	2013	2014	2015
PER CAPITA CONSUMPTION (Kg)	4	4	4	4	4
PROJECTED CONSUMPTION	67,600	68,480	69,371	70,275	71,189
NATIONAL PRODUCTION (Tonnes)	50,329	51,537	52,774	54,040	55,337
DEFICIT (Tonnes)	17,271	16,943	16,598	16,234	15,852
CHICKEN	2011	2012	2013	2014	2015
PER CAPITA CONSUMPTION (Kg)	14	14	14	14	14
PROJECTED CONSUMPTION	236,600	239,680	242,800	245,961	249,163
NATIONAL PRODUCTION (Tonnes)	10,322	13,188	17,184	22,390	29,173
DEFICIT (Tonnes)	226,278	226,492	225,616	223,571	219,990
PORK	2011	2012	2013	2014	2015
PER CAPITA CONSUMPTION (Kg)	9,5	9,5	9,5	9,5	9,5
PROJECTED CONSUMPTION	160,381	162,469	164,584	166,726	168,897
NATIONAL PRODUCTION (Tonnes)	70,200	72,816	77,101	81,717	86,693
DEFICIT (Tonnes)	90,181	89,652	87,483	85,009	82,203

SOURCE: ANGOLAN MEAT PRODUCTION
RELAUNCH PROGRAM (MINADERP)

FORESTRY PRODUCTION TARGETS

PROJECTED FORESTRY PRODUCT PRODUCTION 2009-2012

FORESTRY PRODUCTS	2009 CONFIRMED	2010 CONFIRMED
TIMBER (M3)	90,476	37,889
CHARCOAL (Tonnes)	30,000	38,093
FIREWOOD (Bundles)	20,400	38,491

SOURCE: FORESTRY DEVELOPMENT INSTITUTE (IDF)

RURAL SECTOR TARGETS

The targets for the rural sector were established with regard to qualitative indicators on improvements in the social and economic conditions in which rural families live and are geared towards reducing poverty and supporting sustainable development.

IMPROVEMENTS IN THE SOCIAL AND ECONOMIC CONDITIONS OF RURAL FAMILIES

(1st quarter of 2010)

INDICATOR	PROJECT DIRECT SUPPORT ₂₀₁₀	PROJECT DIRECT SUPPORT ₂₀₁₁	PROJECT DIRECT SUPPORT ₂₀₁₂
IMPROVEMENT IN SOCIAL CONDITIONS	270,000 FAMILIES		
IMPROVEMENT IN FOOD SECURITY			
REVITALIZATION OF THE RURAL ECONOMY			

SOURCE: GEPE

LIVESTOCK PRODUCTION

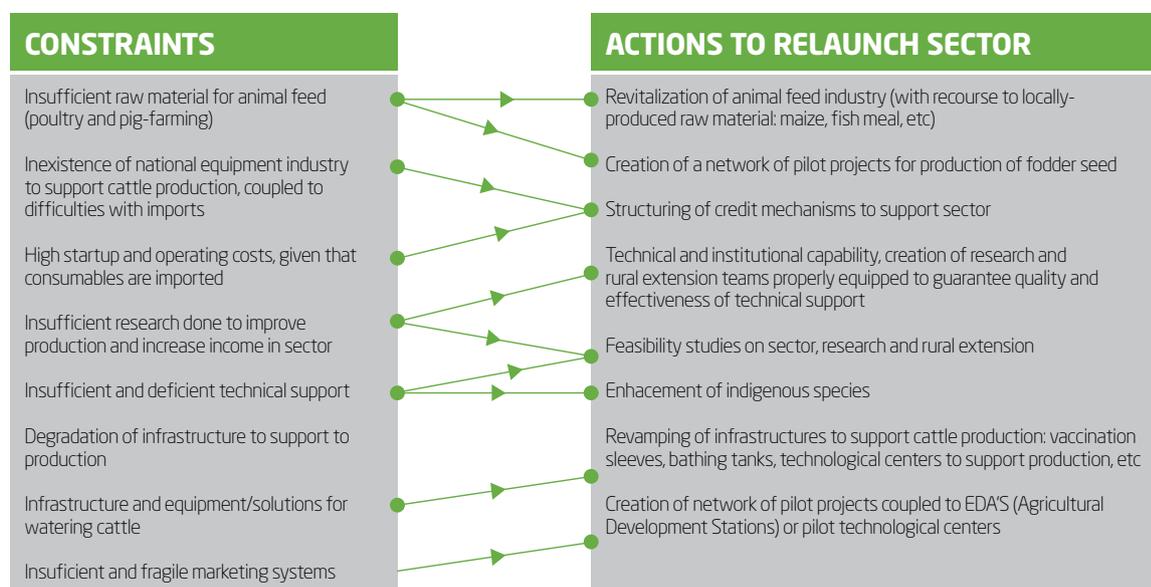
WITH REGARD TO SANITARY-CONTROL WORK, OF INTEREST ARE: VACCINATION CAMPAIGNS, ESPECIALLY FOR TRADITIONAL CATTLE FARMERS

CONSTRAINTS

- Insufficient raw material for animal feed (poultry and pig-farming)
- Inexistence of national equipment industry to support cattle production, coupled to difficulties with imports
- High startup and operating costs, given that consumables are imported
- Insufficient research done to improve production and increase income in sector
- Insufficient and deficient technical support
- Degradation of infrastructure to support to production
- Slaughter difficulties
- Fragile marketing systems



LIVESTOCK SUBSECTOR DEVELOPMENT STRATEGY



LIVESTOCK PRODUCTS BALANCE SHEET (FIGURES IN TONNES)

DESCRIPTION	2005			2006			2007			2008		
	REQUIRE	PROD	DEFICIT									
BEEF	135,530	8,730	126,800	135,530	12,204	123,326	135,530	13,790	121,740	135,530	15,583	119,947
LAMB & GOAT	105,266	5,420	99,846	105,266	9,153	96,113	105,266	10,526	94,740	105,266	12,421	92,845
PORK	108,423	13,600	94,823	108,423	22,882	85,541	108,423	26,314	82,109	108,423	30,261	78,162
CHICKEN	189,742	630	189,112	189,742	1,058	188,684	189,742	1,248	188,494	189,742	1,473	188,269
OTHER PRODUCTS												
MILK	192,000	804	191,196	192,000	1,356	190,644	192,000	2,125	189,875	192,000	4,125	187,675
EGGS	49,920	3,620	46,300	49,920	6,102	43,818	49,920	7,017	42,903	49,920	8,280	41,640
SKINS & HIDES	4,066	0	4,066	4,066	915	3,151	4,066	1,034	3,032	4,066	1,169	2,897
BOVINE ANIMALS (Used for farm work)	0	0	0	0	0	0	0	0	0	0	0	0

FIGURES FOR 2006/2008 PERIOD ARE ESTIMATES

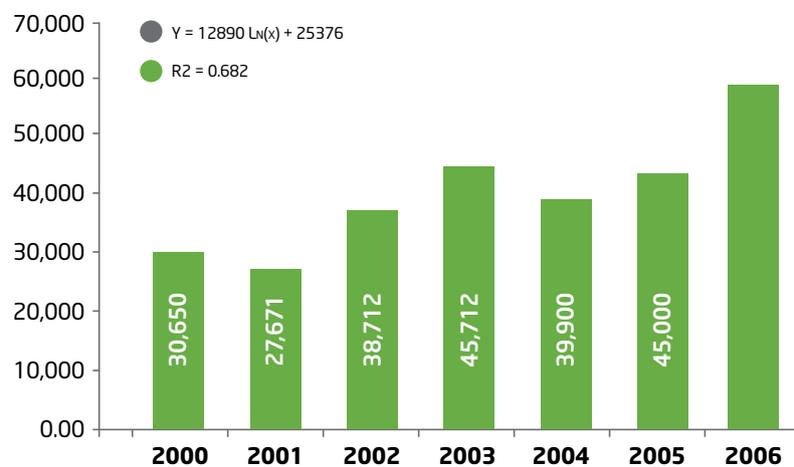


FORESTRY PRODUCTION

In spite of some positive indications of growth shown by the sector with regard to several investments in the field of semi-processing, mostly in the Province of Cabinda, levels of logging continue to be conditioned by adverse factors. These can be summarized as the decapitalization of forestry companies, lack of felling/cutting, transportation and processing equipment and the poor state of roads.

Log production for the year 2006 is estimated at 59,872m³, translating into an increase of 1.3% in relation to the previous year. Reforestation has led to the planting of 759 hectares. Beekeeping and its popularization is also actively encouraged..

BEHAVIOR OF TIMBER PRODUCTION (m³)



AGRICULTURAL RESEARCH

As of 2002, MINADER set in motion efforts to relaunch agricultural and veterinary research. The training of personnel and the upgrade/reequipment of research support infrastructures were made a priority. Within this context, bachelor degrees, master's and doctorates were given support. This issue is still a priority, since MINADER believes that the creation of a critical mass of national capabilities is essential, so as to address pressing needs in the field of research.

With regard to the upgrade of infrastructures, of note are the installation of the Directorate-General and Scientific Departments in Chianga (IIA Head Station in the Province of Huambo), the start up of activities at the Laboratory for Soils and Plants and the equipping of the Biotechnology, Seeds and Soils Laboratories at the Malanje Research and Training Center. As to veterinary research, of interest is the construction and/or revamping of Regional Veterinary Laboratories (Luanda, Cela and Lubango), Zootechnical Stations (Humpata and Caraculo), and the Waku Kungo National Center for Artificial Insemination. These actions have been accompanied by efforts aimed at repopulating Stations with animals, and the acquisition of equipment and reagents.

IRRIGATED PERIMETERS

Irrigation perimeters are viewed as being the focal points for concentrating resources and activities supporting development and the emergence of development dynamics. In other words, as clusters for rural development, bringing together and boosting investments in irrigation and in those sectors of activities directly and indirectly irrigation-related (agricultural industry, services, etc). Within this context, the dynamics of operating, energizing and stimulating irrigation perimeters takes on a prominent role in boosting intensive production. To address these concerns SOPIR, SA, a company with public capital, was created, which will be responsible for the management, maintenance and invigoration of enterprises linked to irrigated perimeters, as soon as their renovation and upgrade is completed.

PROVINCES	PERIMETERS	AREA(Ha)
BENGO	BOM JESUS	1,300
	CAXITO	3,000
	KIMINHA/FUNDA	55,000
BENGO (Sub Total)		59,300
CABINDA	YABI VALLEY	5,000
KWANZA-NORTH	MUCOSO	315
	LUINGA	3,000
	LUCALA	250
KWANZA-NORTH (Sub Total)		3,585
LUANDA	BITA-SEQUEL	2,000
	KIKUXI	5,480
	BENGO VALLEY	2,000
LUANDA (Sub Total)		9,480
KWANZA-SOUTH	WACO KUNGO	10,600
BENGUELA	CAVACO	4,100
	DOMBE GRANDE	6,000
	CATUMBELA	4,500
BENGUELA (Sub Total)		14,600
HUILA	HUMPATA	1,000
	MATALA	6,000
	GANDJEIAS	2,000
HUILA (Sub Total)		9,000
MALANJE		411,000
NAMIBE	BERO & GIRAUÍ	600
CUNENE	COVA DE LEÃO	16,000
	MANQUETE/CALUEQUE	100,000
CUNENE (Sub Total)		116,000
KUANDO KUBANGO	MISSOMBO	1,200
	CALAL	70,200
KUANDO KUBANGO (Sub Total)		71,200
MOXICO	LUENA	1,000
	LUXHIA	5,000
MOXICO (Sub Total)		6,000
TOTAL		716,345

Geographical distribution of irrigated areas; irrigated perimeters considered are those being renovated, fully working and/or being planned.

BRIEF OUTLINE OF MAJOR ACTION PLANS FOR AGRI-LIVESTOCK, FORESTRY AND RURAL DEVELOPMENT

- Develop a structuring portfolio of public investments, geared to three components: i) recover and expand basic infrastructures to support production (irrigation channels, tertiary roads, etc); ii) formulate and put in place measures capable of creating conditions to attract private investment; iii) develop food crops by: a) creating capacities in the local farmer and private business subsectors, b) promoting access to productive natural resources; c) spreading and promoting production techniques and technologies, and d) structuring access to credit mechanisms for producers.
- Promote and support private investment to develop production groups with greater strategic importance, greater leverage effect on the rural economy and with better profitability thresholds, through incentives tied to technical support, support for the construction of infrastructures, and making it easier to acquire equipment for farms, etc.
- Organize and execute actions aimed at the production and spread of germplasm, address needs expressed by producers, considering, in every case, the need to supply certified seeds or propagules from a genetic and sanitary standpoint, adapted to their edaphoclimatological destinations and the availability of local inputs.
- Promote the development of trade in rural areas, seeking to replace commercial circuits between the countryside and city, by paying particular attention to the decisive function that ought to be played by infrastructures and support technologies in processing, storage and preservation with regard to product distribution channels.
- Increase forestry production, intensify and expand repopulation endeavors, enhance production of non-wood forest products and introduce new logics within the context of forestry production (biodiversity, conservation and renewal, as well as the rational management of natural resources).
- Reactivate the coffee sector, given its capital importance to the development of the primary sector, through the activation of development dynamics, underpinned by innovative mechanisms that enable the product's profitability thresholds to be improved and promote the stability of both the sector's and the economy's production systems.
- Within the scope of animal production, strategies point to the sector's relaunch by way of improving local breeds, combating endemics and epidemics, and the definition of appropriate solutions to extensive cattle breeding with regard to conditions imposed by Angola per se, and meeting with its strong tradition in the country's south.
- Execute actions planned in the Development Strategy for Rural Areas, the People and the Fight against Poverty, whose Strategic Pillars are:

DEVELOPMENT OF RURAL AREAS DEVELOPMENT OF FAMILY AND COMMERCIAL FARMING DEVELOPMENT AND REESTABLISHMENT OF AGRICULTURAL RESEARCH CAPABILITY

The goal is to create a network of projects linked by technological centers supporting the sector's development whereby, aside from actions directly promoted by the IDA, public and private sector partnerships are an integral part.

In conclusion,

And in light of the Potential of Angola's water and soil resources and the will of our People and the Government to rapidly make up for the time lost during the war years, we should like to call upon the Entrepreneurs of the American Agricultural Sector to create partnerships with the Government and the private sector within the scope of Agriculture-Forestry-Livestock Development, so that our country may occupy the place reserved for it within the AGOA framework.



“EXECUTIVE PROGRAM AND AGRIBUSINESS OPPORTUNITIES”

OVERVIEW

- Sector in recuperation
- Benefits of the national reconstruction in course
- National rural development program
- Irrigated areas under reconstruction
- Other facilities under reconstruction
- Agricultural research
- Employee training and skills improvement

SWOT ANALYSIS

STRENGTHS	WEAKNESS
Agrarian potential, genetic biodiversity, good climate	Low level of training and illiteracy of rural people
Water resources, large territory	Technical, technological, scientific and organizational delay
Many people live in rural areas and are involved in agricultural production	Facilities in bad conditions
Positive public policies, legal framework suitable to the sector's development	Medium-and long-term return of investments
More interest on the part of investors	Lack of experience of entrepreneurs

OPPORTUNITIES	THREATS
Internal market in development	Imported goods/subsidies/strengthness of the national currency
External market commodities/biofuels	Facilities degradation
Availability of new supporting financial resources	Regional and integration in SADC and globalization
Financial and technical international cooperation	Deficiency in marketing network
Facilities reconstruction	HIV/AIDS and other pandemic diseases

MAIN GOAL

TO PROMOTE THE SUSTAINABLE AND INTEGRATED DEVELOPMENT OF THE AGRICULTURAL AND RURAL SECTOR, TAKING AS A REFERENCE THE POTENTIAL OF NATURAL RESOURCES.

SPECIFIC GOAL

- Revitalizing and diversifying the rural economy
- Ensure land ownership
- Rehabilitation of infrastructures
- Improvement of the agricultural research system
- Facilitate access to credit and development of rural finance
- Organize the logistic and marketing network
- Promotion of priority clusters
- Foster public and private partnerships
- Promote sustainable management of natural resources

PROGRAMS

EE1

INTEGRATED RURAL DEVELOPMENT

RURAL DEVELOPMENT AND POVERTY REDUCTION PROGRAM

RURAL EXTENSION PROGRAM

NUTRITION AND FOOD SAFETY PROGRAM

EE2

PROMOTION OF AGRIBUSINESS

PROMOTION OF AGRI-INDUSTRIAL AREAS

ANIMAL HUSBANDRY PROGRAM

SUSTAINABLE EXPLORATION OF FORESTRY RESOURCES PROGRAM

COFFEE AND PALM OIL DEVELOPMENT PROGRAM

PROGRAM TO SUPPORT COMMERCIAL AGRICULTURE AND EXPORTS

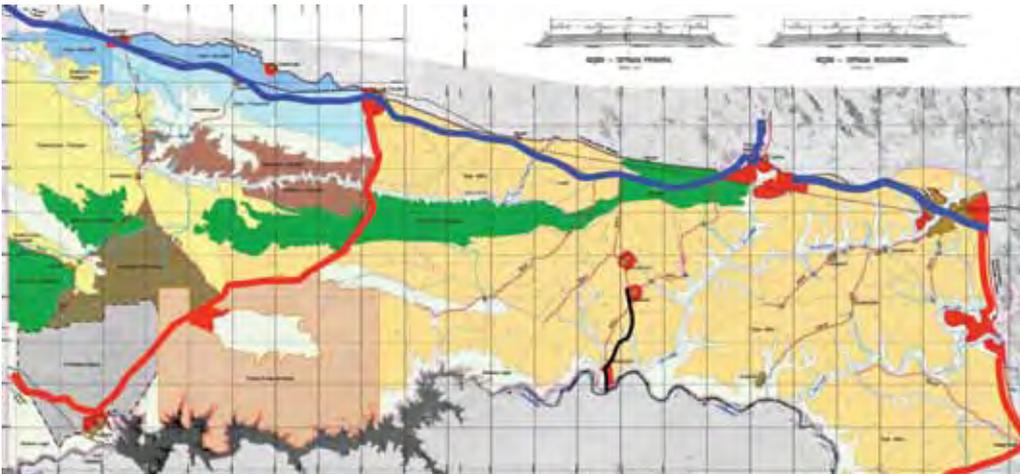
VETERINARY AND PHYTOSSANITARY REGULATIONS PROGRAM



WATER CAPTURING / PUMP STATION

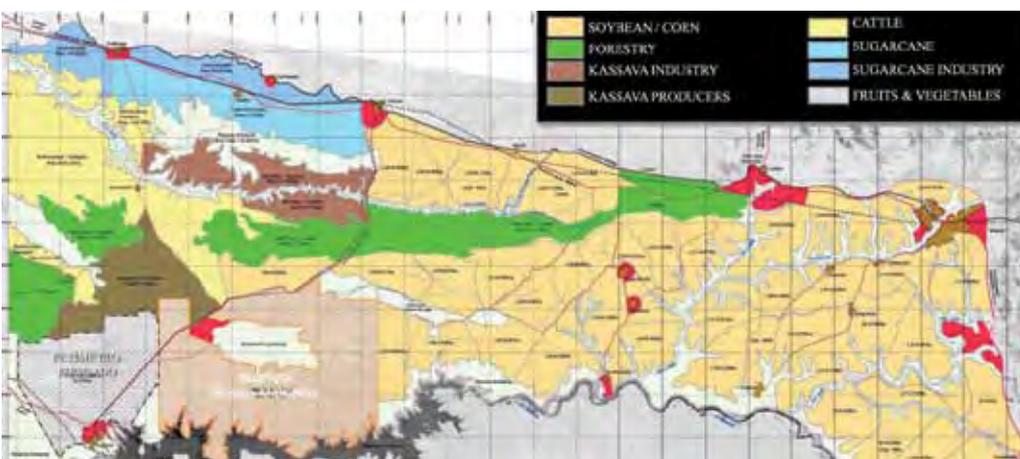
PUBLIC INVESTMENTS

Roads

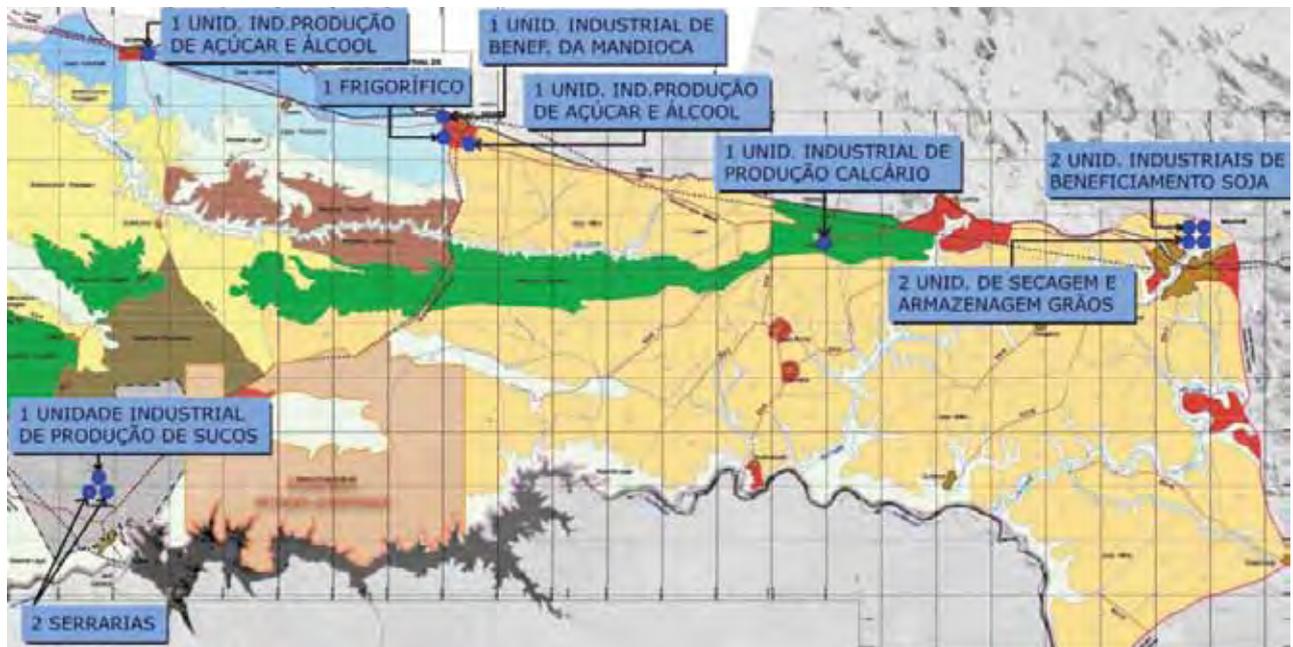


LAND UTILIZATION PROGRAM

Land Usage Map



LAND USAGE MAP



PRIVATE INVESTMENTS

DESTINATION	TOTAL INVESTMENT USD	PRODUCTION TONS	ANNUAL VALUE OF PRODUCTION	Nº JOBS CREATED
AGRICULTURAL SECTOR	276,700	2,106,130	335,012	56,112
INDUSTRIAL SECTOR	147,774	856,070	228,900	2,772
PRODUCTION SUPPORT UNITS	180,840			3,414
TOTAL	605,314	2,962,200	563,912	62,298

In: USD x 103

AREAS OF INTEREST FOR PRIVATE INVESTMENTS(I)

- Investments in plants for extraction, grinding and distribution of limestone, phosphates and other natural fertilizers
- Seed production for cereals
- Fertilizer industries
- Agri-industries for processing maize, palm oil, sugar, soybeans, cassava etc
- Storage and silos
- Plants producing tools and other agricultural equipment
- Agricultural mechanization
- Fruit production and processing
- Cattle production
- Industrial poultry breeding
- Animal feed production
- Biofuels production



COFFEE PRODUCTION

In Angola, the coffee productive chain is characterized, in its current phase, by an environment in which the tenuous recovery of plantations and the whole productive chain, after years of abandonment, calls for investment at all levels of the process.

CURRENT ANGOLAN COFFEE-GROWING PRODUCTIVE STRUCTURE

Coffee, being a perennial crop, is demanding as far as fixed assets are concerned (especially beneficiation machinery and equipment) and as the productive phase only starts three to four years after planting, the productive recovery process is very often a long one. However, when analyzing the last 10 years, we can see that production volumes have been increasing yearly as a result of the efforts that have been made, not only with regard to production and technical assistance, but also to marketing and industrialization.

Currently, the productive structure consists of some 50,000 registered producers. Of that universe, family farms account for 98%. For a better understanding, we present summarized data in Table 1.

ANGOLA'S COFFEE-PRODUCING REGIONS, CLASSES AND AREAS

PROVINCE	N° COFFEE GROWERS		AREA WITH COFFEE (ha)		TOTAL	
	Family Farms	Commercial Plantations	Family Farms	Commercial Plantations	Coffee Growers	Area (ha)
CABINDA	1,530	-	2,601	-	1,530	2,601
BENGO	2,018	50	3,945	1,000	2,068	4,945
K.SUL	6,643	272	11,293	5,440	6,915	16,733
K. NORTE	4,567	-	6,064	-	4,567	6,064
UÍGE	6,697	150	11,384	3,000	6,847	14,384
BENGUELA	730	-	1,190	-	730	1,190
HUAMBO	699	-	1,188	-	699	1,188
BIÉ	773	-	1,314	-	773	1,314
MALANJE	390	-	530	-	390	530
HUÍLA	370	-	490	-	370	490
TOTAL	24,889	472	39,999	9,440	25,361	49,439

In spite of the total cultivated area

Corresponding to some 50,000 hectares, it is important to emphasize that the area where coffee exists is much higher and covers some 550,000 hectares, registered in 1973. Just looking at that, we can understand the enormous potential that exists to grow coffee. In light of this, it would seem that investments directed at the rehabilitation of abandoned areas will be profitable.

Currently, coffee production is estimated at some 12,000 tonnes of commercial coffee, as shown by the data in Table 2

YEAR	PRODUCTION (TONNES)
2002	4000
2003	4125
2004	4572
2005	5241
2006	5895
2007	6982
2008	7050
2009	9220
2010	10758
2011	13210
2012*	11950

TABLE 2
BEHAVIOR OF PRODUCTION
(TONNES) OVER THE YEARS

*year of severe drought

POTENTIALITIES	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Soil and climate conditions favorable to the cultivation of coffee and oil palm.</p> <p>Peasant tradition for growing coffee</p> <p>Availability of arable land for cultivation of coffee and oil palm.</p> <p>Manifest interest of rural and business communities in participating in the coffee and palm oil business.</p> <p>Potential for Angolan coffee to attain high quality standards.</p>	<p>Advanced age of coffee and oil palm plantations.</p> <p>Uncoordinated marketing and rural market channels.</p> <p>Coffee processing industry in its early stages.</p> <p>Absence of palm oil processing and production industries.</p> <p>Lack of qualified personnel.</p> <p>Poor support infrastructure for R&D.</p> <p>High price of agricultural inputs.</p> <p>Hardly any mechanization of cultivation operations.</p>	<p>Attractive prices of coffee and palm oil on international market.</p> <p>Accessible loan policies for development of coffee and oil palm cultivation.</p> <p>Growing and intense search for Angolan coffee on international market.</p> <p>Major national roads and railroads rehabilitated and operational.</p> <p>Country as a brand, fashionable and of quality on an international level.</p>	<p>High production of coffee and palm oil in producing countries.</p> <p>High production costs in relation to producers.</p> <p>High indices of roasted coffee imports.</p> <p>High indices of palm oil imports.</p> <p>Subsidies and subsidized loan policies for coffee business in many countries.</p> <p>Poor state of tertiary roads.</p> <p>Rise in prices of factors of production.</p>

POTENTIAL AREAS OF INVESTMENT

The INCA medium-term plan consists of a series of programs to back the relaunch of coffee production in Angola to participate in the coffee-growing business and in the development of palm oil, aimed at achieving the following general goals:

- **Increase volumes of coffee produced;**
- **Revitalize coffee and palm oil marketing channels.**
- **Revitalize coffee and palm oil industries, (with the installation of hulling units, machinery for roasting and grinding coffee and substitute products, as well as the installation of machinery for palm oil extraction and byproducts) making them attractive, profitable, efficient and focused on profitability and competitiveness, as an engine to increase production and improve quality;**
- **Improve rural extension methodology and technical assistance for producers;**
- **Improve quality of coffees produced, by stimulating coffee-growing research and experimentation;**
- **Develop the cultivation of oil palm and cocoa.**

In the current state of Angola's development, the complexity of coffee's productive structure offers a financing opportunity that should be interconnected throughout the chain, so that it is capable of contributing to the improvement of production, internal marketing, and industrialization, together with experimentation, research and technical assistance.

Aside from institutional development aspects, the coffee sector's development strategies, for the current five-year period, consider the implementation of activities, by productive region and by chain level, as summarized below

- **Rehabilitation of coffee plantations**
- **Production of seedlings for coffee and shade plants**
- **Technical and management assistance**
- **Improvement in coffee quality**
- **Agriecological and economic zoning of coffee-producing regions**
- **Development of industrialization and export of coffee**
- **Coffee hulling units**
- **Institutional marketing of Angolan coffee**
- **Coffee research**

Location of future coffee roasting and grinding industries

Nº	Location / Province	Number of Plants
1	K.Sul	6
2	K.Norte	4
3	Bengo	4
4	Uíge	5
5	Cabinda	1
6	Huíla	2
7	Benguela	2
8	Huambo	1
9	Bié	1
10	Luanda	8

Hulling unit requirements and their location

Nº	Province	Quantity
1	K.Sul	29
2	K.Norte	15
3	Bengo	15
4	Uíge	25
5	Cabinda	9
6	Huíla	5
7	Benguela	6
8	Huambo	3
9	Bié	3

Hulling unit requirements and their location

RECOVERY AND DEVELOPMENT PROGRAM FOR COFFEE SECTOR OBJECTIVE INDICATORS

INDICATORS	Base Line	Targets				
	2012	2013	2014	2015	2016	2017
EAF (un)	24,889	38,929	59,159	128,390	203,869	248,450
EAE (un)	1,450	1,560	2,050	2,072	3,210	3,400
Coffee-growing area (ha.)	49,439	59,510	74,060	173,649	276,990	345,490
Commercial coffee production (tonnes)	11,750	17,225	25,795	32,965	37,240	45,305
Investments (1 million KZ)*	-	5,301.20	4,710.00	4,400.00	4,100.00	3,300.02

EAF - family farms; EAE - commercial farms / * - Total investment for 2013-2017 period is Kz 21.811.022.000

Program for production of seedlings for coffee and shade plants Objective Indicators

INDICATORS	Base Line	Targets				
	2012	2013	2014	2015	2016	2017
Production of quality seeds (Kg)	6,000	8,300	12,300	6,700	3,350	2,660
Setting up of nurseries (un)	1,110	1,670	2,466	1,350	670	535
Production of seedlings (1000 un)	15,000	25,000	37,000	20,000	10,000	8,000
Setting up of new plantations (ha.)	10,000	16,667	24,700	13,500	6,700	5,400
Investments (1,000 KZ)		625,000	925,000	500,000	250,000	200,000

The execution of this program is estimated at Kz 2.5 billion, with it being anticipated that planting done in the 1st year will start producing right away, when the program ends.

Program for technical assistance and revitalization of marketing

Objective Indicators

INDICATORS	Base Line	Targets				
	2012	2013	2014	2015	2016	2017
Hulling and specialized equipment	22	25	12	10	7	5
Creation of coffee associations and/or cooperatives (un)	380	450	480	550	420	600
Setting up of coffee-grower field schools (un)	50	65	81	86	52	92
Marketing of production (tonnes)	11,750	17,225	25,795	32,965	37,240	45,305
Coffee exports (tonnes)	3,210	13,780	19,346	23,075	22,344	24,918
Investments (1,000 KZ)		288,945	197,234	198,132	181,862	170,120

Research and experimentation program for coffee, oil palm and cocoa

INDICATORS	Base Line	Targets				
	2012	2013	2014	2015	2016	2017
Qualification and training (men)	6	25	52	59	47	38
Field studies and experiments		15	25	35	55	42
*Specialized material (un)						
Investments (1,000 kz)	84,742	152,425	186,326	242,613	92,122	51,210

*tractors and implements, pulpers, laboratories and similar resources

Program for industrialization of coffee

Objective Indicators

EQUIPMENT / UNITS	Targets				
	2013	2014	2015	2016	2017
Large-scale hullers (un)	5	15	20	15	20
Medium-scale hullers (un)	10	10	15	25	30
Small-scale hullers (un)	75	75	80	85	90
Large-scale roasting, grinding and packaging (un)	15	20	20	20	30
Medium-scale roasting, grinding and packaging (un)	50	55	60	65	70
Small-scale roasting, grinding and packaging (un)	70	75	80	85	90
Industrial complex for roasting and grinding coffee	1				1
Quantity of roasted coffee (tonnes)	3,445	6,449	9,890	14,896	20,387
Investments - 1,000 (kz)	696,150	436,050	392,350	530,400	620,545

2.6. Program for the development of palm oil and cocoa

INDICATORS	Base Line	Targets				
	2012	2013	2014	2015	2016	2017
Production of seedlings and technical assist.		356,500	713,000	1,069,500	1,426,000	3,565,000
Production of palm oil		5,000	7,130	16,042	28,520	35,650
Revenue (1,000 KZ)		3,565	7,130	16,042	28,520	35,650
Investments (1,000KZ)	2013	2014	2015	2016	2017	TOTAL
Boosting of Institutional Capability	672,404,400	51,000,000	51,000,000	51,000,000	51,000,000	876,404,400
Research Study Centers		81,600,000			0	81,600,000
Germplasm research banks	502,091,940				0	502,091,940
Production of seedlings - multiplication centers	84,722,220	169,444,440	254,166,660	338,888,880	423,611,100	1,270,833,300
Qualification and training	20,400,000		20,400,000		0	40,800,000
Technical assistance	153,000,000	153,000,000	153,000,000	153,000,000	153,000,000	765,000,000
Marketing and Industrialization	132,600,000	265,200,000	397,800,000	530,400,000	663,000,000	1,989,000,000
TOTAL INVESTMENTS	1,565,218,560	720,244,440	876,366,660	1,073,288,880	1,290,611,100	5,525,729,640

PROGRAMS	Budgets (1,000 AKZ)					
	2013	2014	2015	2016	2017	
Recovery and development program for coffee sector	5,301,000	4,710,000	4,400,000	4,100,000	3,300,020	
Program for production of seedlings for coffee and shade plants	625,000	925,000	500,000	250,000	200,000	
Program for technical assistance and revitalization of marketing	288,945	197,234	198,132	181,862	170,120	
Research and experimentation program for coffee and cocoa	152,425	186,326	242,613	92,122	51,210	
Program for industrialization of coffee	696,150	436,050	392,350	530,400	620,545	
Program for development of palm oil	1,565,219	720,245	876,367	1,073,289	1,290,611	
Total Investments (1,000 KZ)	8,628,739	7,174,855	6,609,462	6,227,673	5,632,506	
Overall Total (1,000 KZ)						34,273,235



FISHERIES SECTOR

BUSINESS OPPORTUNITY - FISHERIES

TYPE OF CATCH	2009	2010 ESTIMATE	2011 ESTIMATE	2012 ESTIMATE
DEMERSAL SPECIES (A)	77,197	76,249	76,249	76,249
BARRACUDA	496	1,046	1,046	1,046
LARGE EYE DENTEX	3,136	17,175	17,175	17,175
CROAKER	7,993	5,282	5,282	5,282
SCABBARD FISH	5,489	8,425	8,425	8,425
GROUPE	440	649	649	649
GRUNT	8,474	9,876	9,876	9,876
BIGEYE GRUNT	22,065	13,803	13,803	13,803
ANGOLA HAKE	3,594	2,436	2,436	2,436
CAPE HAKE	1,841	10,133	10,133	10,133
OTHER SPECIES	23,669	7,424	7,424	7,424
PELAGIC SPECIES (B)	534,869	259,869	259,869	259,869
HORSE MACKEREL	15,000	0	0	0
SARDINELLA	500,000	250,000	250,000	250,000
BRAZILIAN SARDINELLA	10,000	0	0	0
MACKEREL	8,000	8,000	8,000	8,000
OTHER SPECIES	1,869	1,869	1,869	1,869
CRUSTACEANS & MOLLUSCS (C)	2,600	4,552	4,552	4,552
SHRIMP	*	1,200	1,200	1,200
STRIPED	*	700	700	700
COASTAL PRAWN	*	52	52	52
CEPHALOPODS	1,400	1,400	1,400	1,400
CRAB	1,200	1,200	1,200	1,200
CONTINENTAL CATCH (D)			6,500	6,500
TOTAL (A+B+C+D)	614,166	340,670	347,170	347,170

* Shrimp, Striped Shrimp and Coastal Prawn are managed by fishing effort (a maximum of 23 bottom trawlers for shrimp and four semi-industrial vessels for coastal prawn)

PROCESSING AND DISTRIBUTION (TONNES)

PRODUCTS	2009	2010	2011	2012
FROZEN FISH	56,755	64,773	64,773	64,773
FRESH FISH	148,710	125,740	131,374	131,374
DRIED & SEMI DRIED FISH	39,309	6,709	81,501	42,454
CANNED FISH	72	144	1,720	6,680
FISH OIL & FISHMEAL	1,698	2,400	12,600	12,600
CRUSTACEANS	1,330	3,152	3,152	3,152
SALT	64,809	80,000	80,000	80,000

INVESTMENT IN THE PAST TWO YEARS (KWANZAS)

SECTOR	2008	2009
AGRICULTURE	2,022,529,448	6,207,009,763.80
FISHERIES	10,237,757,352.37	6,288,931,351.11
RURAL DEVELOPMENT		

Source: GEPE

EMPLOYMENT (JOBS GENERATED)

YEAR	2008	2009	2010	2011	2012
AGRICULTURE	677	712	7,832		
FISHERIES	48,948	12,000	5,280	13,410	13,410
RURAL DEVELOPMENT					

Source: GEPE

THE POTENTIAL FOR DEVELOPMENT

Angola possesses a natural potential for achieving levels of production capable of contributing to the harmonious development of its population.

Favorable factors for the economic and social development of the country include: soils that are highly suitable for agriculture, biodiversity, climate and genetics; an abundance of water resources and natural biological and aquatic resources; and a significant proportion of the rural population whose main activities are directly related to agriculture production, livestock raising and fishing. At the same time, the Millennium Development Goals for global food production together with the competitive advantages of the agricultural sector in both domestic and overseas markets will provide opportunities for the sector's robust growth.

The significant potential of the sector will become more evident when the results of strategies currently underway become visible, as these will remove a number of vulnerabilities, including: the training of technicians, farmers, livestock breeders, boat owners and fishermen, as well as the renovation and new-building of infrastructures. This will make the sector more competitive and more capable of responding.

INDUSTRIAL SEGMENTS AND DEVELOPMENT POTENTIAL

1	CONVENTIONAL AND MECHANICAL SALTING AND DRYING
2	COLD STORAGE
3	FISHING NETS AND TACKLE
4	CANNED FISH, FISHMEAL, FISH OIL AND ANIMAL FEED
5	SALT IODIZATION
6	BOAT BUILDING AND REPAIR
7	MARICULTURE AND FISH FARMING
8	MECHANICAL ENGINEERING

FISHERIES PRODUCTION TARGETS

PROJECTED FISHERIES PRODUCTION 2009-2011

INDICATOR	2009 CONFIRMED	2010 CONFIRMED	2011 CONFIRMED
CATCH (TONNES)	272,262	182,660	261,619
DOMESTIC CONSUMPTION (Tonnes)	268,259	178,384	257,343
PER CAPITA CONSUMPTION (Kg)	5,100	13,430	13,410
JOBS	4,003	4,276	4,276

Source: GEPE

- Guaranteed sustainability of businesses based on fishery resources
- Improved fishing fleet performance and maintenance and repair capacity
- Improved staff training system
- Improved scientific and technological research
- Improved fisheries inspection
- Increased fishery and aquaculture production
- Improved fishing catch in volume and quality
- Improved processing, distribution and marketing of fishery products and iodized salt
- More jobs
- Increased employee earnings
- Lower imports of fishery products and salt

ANALYSIS OF THE STATUS OF RECENTLY IMPORTED VESSELS

As a first step, a quick survey is to be made of the status of recently imported vessels, including their home ports, equipment, and repair and maintenance needs. This survey will provide the basis for subsequent action, with investment being focused on the locations and specialities with the greatest needs.

TRAINING

A series of training initiatives with different timescales (short-, medium- and long-term), both in Angola and overseas and establishing the necessary conditions for training at the Deolinda Rodrigues (Benguela), Soconal (Luanda) and Enameg (Tômbwa) shipyards.

LANDING INFRASTRUCTURE

One of the most important factors for improving the operating capacity of the fleet relates to the possibilities for docking and landing. The installation and renovation of jetties at several coastal locations is a matter of urgency. In some cases, these installations could be incorporated into Artisanal Fishing Support Centers, given that they are particularly important for the artisanal and semi-industrial fleet. There will also be an occasional need to renovate industrial fishing docking and unloading facilities in ports that have received less state support, particularly those in the provinces of Namibe and Kwanza Sul. The decommissioning of the Camuxiba fishing terminal in Luanda requires the construction of a new fishing terminal in the Buraco area, the location earmarked for the fishery infrastructure in Luanda province. The Boavista fishing port and Carvão wharf also require urgent improvements, the latter earmarked for use by fisheries inspection and research vessels.

CONSTRUCTING AND IMPROVING BOAT REPAIR AND MAINTENANCE YARDS

Over the short term, the focus should be on improving the capacity for handling both wooden and glass-fibre vessels at existing yards, namely Soconal on Luanda island, Deolinda Rodrigues in Benguela and Enameg in Tômba. Although these yards are privately managed, they are part of the fisheries sector and, given the pressing need, contacts are being made with a view to increasing their operating capacity. A possible need for state investment in constructing new yards in Luanda, Benguela, Porto Amboim and Namibe, for which private management concessions would subsequently be granted, must also be taken into consideration, given



that the high construction costs involved would not attract private-sector investment. In the short term, one or two floating docks could be used for maintaining boats from the semi-industrial and industrial fleets.

Based on the results of the fleet survey, a quick assessment will be made of the existing capacities of each province and an investment plan drawn up for providing each province with the minimum necessary capacities for maintaining and repairing their existing fleets, drawing, as far as possible, on existing capacity. Other yards with sufficient means for adequately servicing the fleet should also be identified.

The assistance to be given to these yards could include technical support for their renovation, subsidized loans for acquiring equipment and spare parts and, where necessary, specialist staff training. The program should also include an agreement between one or more companies and Enatip for importing and distributing spare parts for the engines and other equipment most commonly used in Angola. Some of these companies should be located in Benguela and Namibe provinces.

SMALL REPAIR SHOPS IN ARTISANAL FISHING SUPPORT CENTERS

Small-scale artisanal fishing craft also need maintenance and repair services, but often lack the capacity to sail to boatyards or their owners decide that it is not profitable to carry out small repairs. To encourage the repair and maintenance of such vessels, support will be given for the installation of small workshops in existing or planned Artisanal Fishing Support Centers. The assistance provided for these facilities could include loans for acquiring tools as well as practical, on-the-spot training in the most common repair and maintenance procedures.

FISHING LINE, CABLE AND NET PLANTS

To operate successfully, the fishing industry needs large quantities of textile line and cable, 100% of which is currently imported. Domestic demand for these materials, which are also used by the agricultural and livestock-rearing sectors, and other marine components should justify the construction of one or more industrial units to produce them in Angola.

Contacts should be made with companies specialising in this area to assess ways of encouraging them to invest in Angola, with a view to the installation of one or more production units for supplying the domestic market.

ARTISANAL FISHING SUPPORT PROGRAM

Artisanal fishing has been the target of most government support programs. The fleet has been greatly expanded through the import of a large number of vessels and 10 Integrated Support Centers have already been built with finance from the African Development Bank.

However, these support centers are not yet fully operational, due to a lack of management capacity and human resources. It is also necessary to expand the support provided by the centers, or similar facilities, to many other regions.

Artisanal fishing cooperatives, another of the projects promoted by the sector, have also faced difficulties, mainly due to a lack of trained cooperative leaders and fishermen, as well as a lack of ongoing support.

The fish unloaded often fails to meet a desirable standard due to a lack of ice or post-catch processing, which has a negative impact on prices and, consequently, the incomes of fishermen.

INTEGRATED SUPPORT CENTERS

Another priority will be to promote the construction of Integrated Support Centers for Artisanal Fishing in the most deprived areas with a view to integrating different-sized centers, with the larger centers providing support for smaller centers in the same area, supplying ice and/or marketing their catches.

A study will also be made of the difficulties facing centers already in operation and individual plans drawn up for each of these centers to ensure the full re-launching of their operations.

ORGANIZING COOPERATIVES

Another measure will be to organize a support system for cooperatives, enlarging them and providing training in basic management techniques, in order to enhance their role in supporting and contributing to the organization of fishermen's associations.

PROGRAM FOR IMPROVING THE PROCESSING, DISTRIBUTION AND MARKETING OF FISH PRODUCTS AND IODIZED SALT

Fish is a highly perishable product that rapidly degrades, especially when it is not appropriately processed after being caught. With the exception of the Boavista Fishing Port (Luanda) and a few fishing terminals (private sector fisheries in Benguela and Namibe provinces), there are currently no support structures for the unloading and sale of fish to ensure that unloaded fish is maintained at appropriate levels of quality and hygiene. Most fish is sold on the beach or from the boats themselves in insalubrious conditions, adversely affecting its quality, increasing losses and reducing the price paid to the fishermen, who are forced to sell their catches within a short period.

A total of 364 truck/container loads of materials with a total cost of US\$36,701,658 have been imported for the transport of fishery and salted products with the aim of providing the private sector with adequate facilities, particularly trading depots. Some of this material has yet to receive customs clearance.

REFRIGERATION NETWORK

This is the sector where most progress has been made, the private sector in Benguela province having played an important role in the installation of modern depots with appropriate hygiene and health facilities at Baía Farta. The state financed the installation of seven cold-storage depots, five of them located in interior provinces, at a total cost of US\$30,583,070.53.

DRIED FISH PRODUCTION

A part of the fishing catch used to be set aside for producing dried or semi-dried fish. This product is greatly appreciated in many parts of Angola, particularly in rural areas, where it represents a large part of the animal protein in the diet of local populations. It is also an easy product to transport and store, even when only simple and limited means are available. However, the quality of this product is generally poor, resulting not only in a reduction in the price paid to producers, but also in its durability, as well as losses during production, storage and transportation. In general, the value added does not cover the cost of production.

Simple technical procedures that have already been tested in other African countries, such as drying ovens, have the potential to produce significant improvements in the quality and durability of these products, substantially reducing losses. The potential also exists for the partial mechanization of processing, which would help compensate for the lack of workers in this area (fish scalers and others). Because this business segment employs a large number of women, these job opportunities should be maintained. To this end, incentives are needed to encourage increased production of dried and semi-dried fish, products that are included in the rural commerce program.

CANNED FISH PRODUCTION

There is some tradition of canned fish production in the south of Angola, particularly in Namibe and Benguela provinces. An operational basis for this industry thus exists, creating the possibility of establishing public-private partnerships with some companies, namely Pestômbwa (Namibe), Mampeza and Atlântico (Benguela).

FISHMEAL AND FISH OIL PRODUCTION

Notwithstanding the priority of using fish for direct human consumption, there is also a need to set up plants to take commercial advantage of the waste products produced in fish processing and of species with a low commercial value, including seals. Angola was once a major producer of fishmeal, with production focused in Namibe province and some other units in Benguela, Kwanza-Sul and Luanda. Today, however, there is only one private-sector unit operating in Namibe (RJ). It has a daily production capacity of 30 tonnes and the potential to produce an average of 10,000 tonnes a year. It should be noted that fishmeal is a basic ingredient of feed for animals, including the feed used in aquaculture, and is a product for which demand in Angola is growing.

SALT PRODUCTION

Angola has suitable climate and soil conditions for the expansion of salt production and could achieve self-sufficiency in this area if incentives were introduced to encourage producers to make technological improvements and create the necessary settlements (workers and families) required. Annual salt production currently averages about 70,000 tonnes, of which only 50% is iodized. This is not enough to meet domestic requirements, which are estimated at about 120,000 tonnes a year, including requirements for cattle feed, as well as the dried-salt-fish and other food industries. Iodized salt is an appropriate product for combatting illnesses caused by a lack of iodine, which are still prevalent in Angola. Iodized salt is recommended not only for human consumption, but also for cattle and should be introduced into the food industry. The consumption of iodized salt in Angola remains significantly below the level recommended by UNICEF. Salt production should also be included in the program for substituting imported products.

CREATING A NETWORK OF WHOLESALE MARKETS

Wholesale fish markets need to be built in all of Angola's main fishing ports (Luanda, Porto Amboim, Benguela and Namibe) with branches in secondary ports to ensure that catches are unloaded and sold in salubrious conditions and to preserve the quality of the fish. A study should first be made into the best way of organising this service, taking into account that different unloading systems are currently used at every location. A company for marketing and distributing fish should be created that will also be responsible for constructing and operating the wholesale markets, as well as for the wholesale distribution of fish in Angola. In this context, a study should also be made into the role that EDIPESCA could play within a new concept of fish distribution.

IMPROVED SALTING AND DRYING PROCEDURES

To promote the introduction of improved technical procedures for producing dried and semi-dried fish, including the use of drying ovens, mechanical drying and the partial mechanization of processing, in partnership with the main producers, and to encourage the appearance of new operators in this field. The National Institute for Supporting Fishing Industries (INAIP) should play a key role in this process, particularly in regard to training processing workers and implementing awareness campaigns. The institute should be provided with the necessary human and technical capacity to do this - the construction and equipping of its headquarters and provincial branches being an urgent priority. In the short term, a survey of the situation should be made to define the support to be provided by the government (incentives) and to draw up a specific program for the production of dried and semi-dried fish that also takes into account how these products should be transported and marketed, how to encourage the development of consortiums and how to integrate the production of dried fish into the rural commerce program.

REFRIGERATION NETWORK

To continue the program for installing a refrigeration network by renovating existing cold-storage depots (Cabinda and Benguela) and installing new facilities, mainly in Kwanza Sul and Namibe provinces.

FISH CANNING INDUSTRY

To support the renovation of some fish canning plants (Petômbwa, Mampeza and Atlântico), which an economic and financial feasibility study shows to have the capacity to operate successfully. A survey of companies with the potential to become viable should be undertaken. A study should also be made into the different ways that these companies could be supported, including technical and management support, assistance in negotiating bank credit and special terms for hiring qualified technical and management staff. The private sector should also be encouraged to establish small, easily-managed fish canning units.

FISHMEAL AND FISH OIL PRODUCTION

To reactivate the company Empromar Kuroca in Namibe province through an external partnership for the production of fish oil and fishmeal, using seals as the principle raw material. To control the private-sector plant to be constructed in Benguela (Fresh Fish in Baía Farta). To encourage the creation of a network for taking commercial advantage of waste products to provide part of the raw material for these plants. To build a small unit in Kwanza-Sul (3,000 tonnes per year) in a public-private partnership. To build a raffia bag plant for packaging fishmeal and salt.

SALT PRODUCTION

To promote an increase in salt production by means of an incentive system and the training of interested parties, as well as demarcating and defining the coastal areas to be used for this activity in Benguela, Namibe, Kwanza Sul and Zaire provinces. To encourage salt iodization and to maintain the supply of potassium iodate, identifying local importers in Benguela, Namibe, Luanda and Kwanza Sul. To guarantee the distribution of iodized salt to the population through legislation on the obligatory sale of this product. To provide producers with technical support and, where necessary, subsidized loans for the acquisition of machinery and equipment for expanding production areas and supporting the hygienic processing and iodization of salt.

PACKAGING PLANTS

A cardboard-packaging plant in Benguela is the main packaging supplier for fishing companies. However, packaging for fish needs to be strengthened as the wet nature of the product making it susceptible to damage. Assistance should be given to this company to help it improve the quality of its packaging (granting of incentives). Two other plants, one in Luanda and the other in Namibe, should also be set up to increase the supply capacity for packaging.

AQUACULTURE DEVELOPMENT PROGRAM

Possessing rivers and natural lakes with a surface area of more than 6,000 km², Angola has a good potential for developing fresh water aquaculture, given that its native fauna includes species, such as tilapia and the African catfish, which are particularly suitable for this form of farming. Angola also has a strong domestic market capable of absorbing such products, which are part of the country's traditional diet.

The farming of these species is relatively simple, requires limited technical and financial means and could be an important complement to agricultural activities, as well as being developed on an industrial basis. Angola already has some experience in farming these species, which could be mobilized for the creation of larger projects and play an important role in reducing imports of tilapia. However, several commercial aquaculture projects recently failed due to logistical and/or operating difficulties, the main problem being a lack of plants producing feed.

Although extensive, the coast of Angola is very exposed and subject to maritime agitation. Developing fish farming in these conditions requires advanced technical solutions and high levels of investment, or considerable changes to coastal areas (such as mangrove swamps) that are ecologically important. Tests have already been carried out that indicate potential for farming bivalve molluscs, but this type of aquaculture requires highly efficient quality monitoring systems and a processing system that enables this highly perishable product to be conserved and marketed in a fresh condition.

PILOT AQUACULTURE PROJECTS IN INTERIOR WATERS

To ensure continuity of the Aquaculture Center projects in Benguela and Malanje, including the construction of a feed-producing plant on the basis of a public-private partnership. To promote business initiatives in Bengo, Kwanza Sul, Bié and Moxico which will draw on external financing.

To encourage communal aquaculture through the free distribution of fish fry for farming, training initiatives in rural areas and the use of improved drying and smoking techniques.

BIVALVE MOLLUSC AND SHRIMP AQUACULTURE PROJECTS

In the marine sector, bivalve mollusc and shrimp farming have been frequently identified as areas of great potential for Angola. The private sector should be encouraged to develop this business opportunity, which could be geared towards exports.

PROGRAM FOR IMPROVING TECHNICAL AND SCIENTIFIC TRAINING IN THE FISHERIES SECTOR

The Angolan fisheries sector is currently characterized by a marked lack of qualified staff. This shortage applies to every segment of the fishing industry, from fishing to processing, marketing and boat repair, and is the root cause of a large portion of the profitability and efficiency problems affecting the sector.

It is therefore essential to increase training at every level, that is, from the basic level of fishermen and ordinary workers through to senior management, including officers of the fishing fleet, processing technicians and managers of fishing companies.

In training, as in other areas, this action plan aims to combine the attainment of short-term improvements with the creation of a system that will produce sustained results over the medium and long terms. Based on this combined goal, the priority actions proposed for this two-year period are as follows:

FISHERIES EXPANSION PROGRAM

Give greater impetus to the action of the IPA and INAIP, creating a Fisheries Expansion system that includes basic training in areas such as Safety at Sea, Navigation, Fish Processing and Conserving, and Boat and Engine Maintenance, as well as basic small-scale economics. The short-term aim is to provide training in the major fishing centers mainly related to artisanal and semi-industrial fishing. Creating this system will require training trainers, preparing training material that is appropriate for the target trainees and coordinating the logistics with local fishing associations and cooperatives.

TRAINING SPECIALIZED SENIOR MANAGERS

In some areas where the need for specialized staff is immediate or pressing, it will not be possible to wait for the Angolan training institutions now being prepared, such as the Namibe Fishing Academy, to begin functioning. Consequently, senior management staff in specific areas, such as officers of fishery inspection vessels, and specialists in hydro-acoustics and oceanography, among others, should receive specialized training overseas. To this end, cooperation with Norway, Germany, Spain and South Africa should be reactivated.

IMPROVING ELEMENTARY AND HIGH SCHOOL EDUCATION IN FISHING AND AQUACULTURE

Construction and equipping of Cefopescas in Bengo (elementary education), the Benguela School Complex (elementary and high school education), the Hélder Neto School Complex in Namibe (elementary and high school education) and the Malanje Aquaculture School (elementary and high school education).

PROFESSIONAL TRAINING IN GENERAL SCHOOLS

In many fishing areas, there are high schools where professional training programs related to the fishing sector could be created. A partnership with the Ministry of Education could be established for the creation of a practical training program related to the fishing industry to be adopted in high schools in the main fishing centers, providing the students of these schools with a specialized-training component.

THE NAMIBE FISHING ACADEMY

It is hoped to complete construction of the Namibe Fishing Academy using Polish financing for Phase II of the project. This academy, which will focus on training senior technicians, should cover most advanced training needs in the fisheries sector over the medium to long term. It should also contribute to the training of technicians in related sectors, including, among others, the general foods sector, the merchant navy and the oil tanker sector, taking into account the teaching, technical and scientific material available.



THE TELECOMMUNICATIONS SECTOR

OVERVIEW

- Liberalization of Telecommunications Market (Regulatory Framework)
- Expansion in Telecommunications
- International Comparisons / ICT Development Index / e-Government Readiness
- Current Challenges

MINISTRY OF TELECOMMUNICATIONS AND INFORMATION TECHNOLOGIES

STUDIES, PLANNING & STATISTICS OFFICE

STATISTICAL DATA FOR 2009-2012

INDICATORS	2009	2010	2011	2012
LANDLINE NETWORK (ANGOLA TELECOM)				
N° of Users per year	116,962	149,257	137,397	172,530
Lines Installed	242,042	390,690	431,027	549,766
Main Lines Connected	116,962	14,257	137,397	172,530
Terminals Installed (Subscribers)	18,572	3,901	1,844	1,895
SUBSCRIBERS TO DATA SERVICE				
ADSL	113	2,236	5,136	4,061
N° of Users of Landline Phone Service	116,962	149,257	137,397	172,530
N° of DDI Lines on Landline Network	74,846	79,454	79,454	86,199
Landline Network Phone Lines	116,962	149,257	137,397	172,530
Teledensity of Landline Network %	0.67%	0.68%	0.74%	0.90%
UNITEL CELLULAR NETWORK				
N° of Users per year	5,487,087	6,149,581	7,454,989	8,681,150
Teledensity of Cellular Network in %	31.27%	33.99%	40.03%	45.25%
Cellular Network Phone Lines	5,487,087	6,149,581	7,454,989	8,681,150
MOVICEL CELLULAR NETWORK				
N° of Users per year	2,821,164	3,205,130	4,416,514	4,103,959
Teledensity of Cellular Network in %	16.08%	17.73%	23.71%	21.39%
Cellular Network Phone Lines	2,821,164	3,205,130	4,416,514	4,103,959
OVERALL TOTAL OF CELLULAR NETWORK INDICATORS				
N° of Users per year	8,308,251	9,354,711	11,871,503	12,785,109
Teledensity in %	47.35%	51.72%	63.74%	66.64%
Cellular Network Phone Lines	8,308,251	9,354,711	11,871,503	12,785,109



THE WATER SECTOR

Angola ranks second in Africa when it comes to water resources, with abundant rainfall in almost all the country.

- In 60% of Angola an average annual rainfall of some 1,000 mm is recorded.
- Only 42.6% of the population has access to potable water.
- 59.6% of the population has access to piped water
- It is worthwhile to see the cities' infrastructure, stretching grids, water treatment, supply and sewage system.



VISION WATER SECTOR

OVERVIEW

- Expansion of coverage or access levels of up to 100% in urban zones and 80% in rural areas
- Monitoring of quality of water
- Construction of small water-supply systems
- Community sanitation in suburban and rural areas
- Ensure integrated management of water resources for the protection of ecosystems and biodiversity

Investment Needed - 2013/2017 WATER

WATER SECTOR (AMOUNTS IN USD)	2013 / 2017	Subsequent Years	Total
Water Supply in Luanda	1,211,079,180	14,511,820	1,225,591,000
Construction of Bitá ETA System 4/Distribution System	500,000,000		500,000,000
Construction of Quilonga Grande ETA Adduction/ Distribution System	711,079,180	14,511,820	725,591,000
Expansion of Provincial Water Supply and Sanitation Systems	4,684,545,000	138,000,000	4,822,545,000
Provincial Capitals	2,710,000,000		2,710,000,000
Municipal Seats	1,412,545,000		1,412,545,000
Rural-PAT systems	562,000,000	138,000,000	700,000,000
Water Resources	53,400,000		53,400,000
Total - Water Sector	5,949,024,180	152,511,820	6,101,536,000



LUANDA SUPPLY SITUATION

Luanda’s public supply and water system, managed by EPAL EP consists of 3 reception facilities, 5 water treatment plants (ETAs), 12 distribution centers (CDs) and a 3,180 km supply network.

LUANDA	Pumping Capacity	State
Cassaque Capture & Pumping Station	5.28 m ³ /s	Yellow
Kifangondo ETA	1.62 m ² /s	Yellow
Candelabro ETA	0.7 m ³ /s	Green
South West Luanda ETA	2.5 m ³ /s	Yellow
South Luanda ETA	0.67 m ³ /s	Yellow
Kikuxi ETA	0.2 m ³ /s	Red

The systems installed in the other provincial capitals (17) are not large enough to meet current needs, and a program is now underway aimed at rehabilitating, renewing or expanding their capacities.

OTHER PROVINCES

SYSTEMS REHABILITATED AND IN OPERATIONAL STATE

Caxito, Malanje, N'Dalatando, Uíge, Dundo, Saurimo, Huambo, Kuito, Menongue, Benguela (Lobito, Catumbela and Baia Farta) and Cabinda

SYSTEMS REHABILITATED BUT OPERATIONAL STATE IS LIMITED

M'Banza Congo, Sumbe, Luena, Namibe and Lubango

SYSTEMS TO BE EXPANDED

N'Dalatando, Saurimo and Benguela (Lobito, Catumbela and Baia Farta)

SYSTEMS TO BE RENEWED OR SUBSTITUTED WITH NEW CATCHMENTS

Caxito, Malanje, Uíge, Dundo, Huambo, Kuito, Menongue, Cabinda, M'Banza Congo, Sumbe and Luena

Dam Capacities (MW)

KWANZA RIVER	2012	2017 (Proj.)
Capanda	520	520
Lauca		2069
Caculo-Cabaça		2047
Cambambe	180	960
Total	700	5596
CUNENE RIVER		
Gove	60	60
Matala	20	40
Jamba la mina		126
Jamba la Oma		50
Ruacaná	240	240
Total	320	516
OTHERS		
Luachimo (Lunda-Norte)	4	36
Chicapa (Lunda-Sul)	18	36
Chiumbe Dala (Lunda-Sul)		12
Mabubas (Bengo)	26	26
Lomaum (Benguela)	60	60
Total	108	170
Overall Total	1208	6282

Source: Ministry of Energy & Water

GOALS TO BE ACHIEVED

- “Water for All” Program (USD 650 million): to cover 80% of the water supply in rural areas.
- Construction of 5,000 new points and rehabilitation of 2,000 fountains.
- Provision of a per-capita minimum of 40 liters/day (fountains) and 70 liters/day (household water connections).
- Provide the 21 major hydrographic basins (43% of national territory) with integrated water resource management plans.
- In 2015, 20 million people will have access to sanitation, raising the proportion of people to 59% in rural areas and 81% in urban ones.
- The Biopio and Chicapa dams need to be rebuilt.
- A regional project for the Okavango River will cover an area of 323 square kilometers.
- 94.5% of the volume of water lies in Angola, with 2.9% in Namibia and 2.6% in Botswana.



THE POWER SECTOR



VISION ENERGY SECTOR

- Achieve self-sustainability: to reduce dependence on General State Budget vis-à-vis operating costs
- Complete implementation of Phase I of Energy Safety Plan in 2013: formalization of the setting up of new companies
- Tertiariation of non-nuclear activity services: reduction in marketing activity losses
- Increase rate of Angola's electrification: from 30% (current) to 60% (in upcoming 12 years).
- Establish public supply systems in 82 (of 166) municipal seats and 271 (of 531) communal seats.

INVESTMENT NEEDED - 2013/2017 ENERGY

ELECTRICAL ENERGY SECTOR (AMOUNTS IN USD)	2013 / 2017	Subsequent Years	Total
Electricity Projects	18,350,985,000	1,972,000,000	20,322,985,000
Production	12,417,362,000	1,949,999,000	14,367,361,000
Transportation/Distribution	5,933,623,000	22,001,000	5,955,624,000
Others	4,868,051,128	2,732,103,203	7,600,154,331
New Power Plants	102,821,380		102,821,380
Reinforce Thermal Demand Capacity (national)	1,140,000,000		1,140,000,000
Supply agri-industrial energy projects	285,992,500		285,992,500
Electrification of municipal and communal seats	3,339,237,248	2,732,103,203	6,071,340,451
Total - Electrical Energy Sector	23,219,036,128	4,704,103,203	27,923,139,331

SHORT-TERM PROJECTS

Production

- Rehabilitation and upgrade of production capacity of hydroelectric power plants (Cambambe and Gove)
- Construction of mini- hydroelectric plants (Chiumbe-Dala, in Moxico)
- Installation of gas turbines in Cabinda, Namibe, Dundo, Xagongo and Ondjiva

Distribution

- Rehabilitation of the transportation and distribution network (Luena, Ndalatando, Malanje, Menongue and Soyo)
- Completion of Capanda-Luanda lines
- Interconnection of Northern, Central and Southern electrical system
- Connection of the city of Uíge to the Northern system
- Electrification of urban centers
- Extending of electrification to rural areas (solar village project)

MEDIUM-TERM PROJECTS

- Completion of works on Cambambe (960 MW) and Laúca (2,000 MW) dams
- Construction of new hydroelectric power plants on the Kwanza river (Caculo-Cabaça)
- Increase in national generation capacity, by 2025, taking it from 1,000 MW to 9,000 MW (essentially for hydro and natural gas resources)
- Boosting of renewable energies
- Beneficial utilization of other endogenous resources, which can take on a complementary role
- Construction of large hydroelectric and natural gas combined cycle power plants

ENERGY PRODUCTION PROJECTS

Natural Gas

- Soyo power plant (2015): fired by LNG. Investment of USD 2.5 billion, with a capacity of 750 MW.

Wind

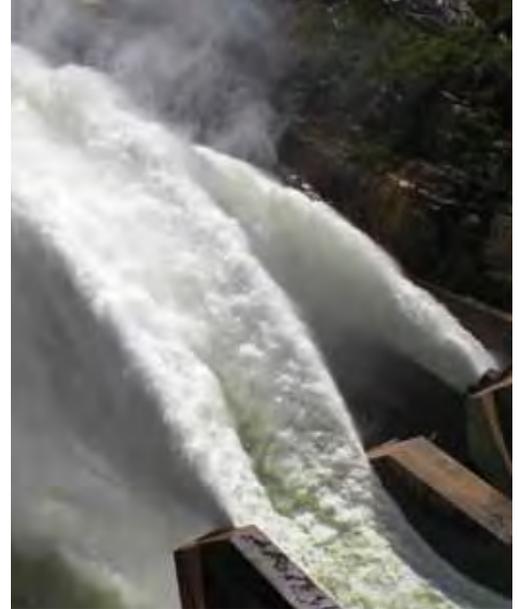
- Wind farm in Tombwa: the Namibe area boasts the most wind potential (5.2 m/second).
- Hybrid system (100 MW of wind power, solar - 4.2 MW, and thermal - 2 MW).

Solar

- Solar Village Project : solar panels in rural communities (1st phase: 18 villages, 2nd phase: 42 communes).

Biomass

- Project A: Beneficial utilization of central plateau forestry resources, along the Benguela railroad trajectory .
- Project B: Production of energy through combustion of solid waste.



Currently Operating Power Plants

LUANDA	MW	PROVINCES	MW
CFL	120	Namibe	20
Boavista	100	Lubango	80
Cazenga	100	Moxico	15
Benfica	40	Dundo	30
Morro Bento	40	Menongue	10
Km 9 Viana	40	Cabinda	70
Morro da luz	30	Bié	10
Quartéis	30	Cunene	10
Viana	18	Huambo	15
Total	538	Benguela	22
		Uíge	3
		Total	285

Source: Ministry of Energy & Water

Total Production Costs (USD/MWh)

INVESTMENTS NEEDED BY 2015 (USD BILLION)	
Angola LNG	2
Refining	8
Logistics	2
Retail	3
Total	15
PRIORITY TECHNOLOGIES (USD/MWH)	
CCGT	65
Gas	75
Coal	80
Hydro	95
COMPLEMENTARY TECHNOLOGIES (USD/MWH)	
Mini-hydro	140
Wind	155
Diesel	170
Biomass	210
Solar	320 - 425



THE MINING SECTOR

OVERVIEW

Angola has numerous mineral deposits, including diamonds, iron, gold, phosphates, manganese, copper, lead, zinc, tin, wolfram, tungsten/vanadium, titanium, chrome, beryllium, kaolin, quartz, gypsum, marble, granite and uranium.

The full extent of these resources has yet to be fully evaluated. Since independence mining activity has been limited to diamonds and, on a smaller scale, to the extraction of marble and granite.

The supply industry for mining activity is thus not well developed at all and, as with many other activities, companies that are now beginning to operate in Angola are sourcing equipment from South Africa.

PRECIOUS METALS

GOLD

The Maiombe region of Cabinda Province accounts for 90% of gold production in Angola.

There are other alluvial gold deposits in Cuanza Norte, Huila and Cunene Provinces.

PLATINUM

Platinum has been reported in association with norite complexes in the Cunene Complex in south-western Angola.

BASE METALS

Copper production has largely been obtained from the high-grade ore in the Tetelo-Mavoio Bembe region. Lead and zinc have also been recorded in this region.

Copper deposits of potential economic value occur in the coastal plain (e.g. the Cachoeiras and Loeto deposits) and copper of volcanic origin has been identified in the Menongue district of south-east Angola.

Vanadium has been mined at Lueca and Kinzo.

FERROUS METALS

IRON

Most iron mined in the past in Angola has come from the Cassinga Mine in Huila Province, where the high-grade portion of the reserve has been largely depleted.

A slump in global iron ore prices, coupled with the onset of the war when the rail link connecting the mine at Cassinga to the port of Moçãmedes (now Namibe) was destroyed, saw production end.

MANGANESE

Numerous small manganese deposits occur scattered throughout Angola. The most economically interesting of them is known as the Lucala manganese triangle, and is situated in Cuanza Norte and Malanje Provinces.

Numerous small manganese deposits occur in this region, concentrated in alluvial or near-surface deposits.

DIAMONDS

In Angola, both kimberlite and alluvial diamonds occur. Some 700 known kimberlites occur in Angola and are aligned in a northeast-south-west direction across the country.

The kimberlites vary in shape from rounded to elongated and diamond grade increases with depth. The Camafuca and Catoca kimberlites are the best known.

A number of kimberlite pipes occur in Lunda Norte Province. These include the economically interesting Camafuca, Camatchia and Camagico and Camatue pipes.

Most alluvial diamonds in Angola originate from the erosion of kimberlites. The Lunda Norte and Lunda Sul areas of north-eastern Angola host rich alluvial diamond fields.



INDUSTRIAL MINERALS

DECORATIVE STONE

Good quality red and black granites are exported from Angola. These rocks occur in Namibe and Huila Provinces in south-eastern Angola.

These provinces are also known for deposits of crystalline quartz and marble.

PHOSPHATES

Substantial phosphate resources have been found in Cabinda and Zaire Provinces.

KAOLIN

Kaolin has been found in Bengo, Huila, Bie and Uige Provinces.

CEMENT AND RAW MATERIALS

Although large volumes of limestone, sands, sandstone and clays occur, production has not been substantial.



MANUFACTURING INDUSTRY SECTOR

OVERVIEW

The agriculture-industrial sector, due to its productivity, contributed to place Angola among the most self-sufficient countries in basic products during the time before independence. Now the sector simply does not work, because agriculture no longer supplies its essential raw materials.



NATIONAL GOALS & PRIORITIES

(Law N° 11/08, of December 31, 2008, 2009 National Plan, D.R. 1st Series N° 246)

Based on the value-added of natural resources and the structural transformation of the national economy, the following activities constitute priorities:

- Reinforcement of mechanisms for the economic coordination of the different policies, within a guiding logic;
- Support for competitive substitution of imports and promotion of exports, by way of incentive systems and temporary protection of emerging industries;
- Support for rural economy ;
- Development of the following clusters: oil and natural gas, processing of foodstuffs, agri-industry, etc.
- Intensification of studies and/or programs preparatory to the launch of more substantial industrial investments, such as petrochemical (LNG, Oil Refining), new steel plants, aluminum and construction material industries .

GOALS 2013-2017

- Increase in natural resources' value chains.
- Upgrade of existing industrial equipment and accompanying promotion of industrial structure.
- Construction of a modern industrial segment, with cutting-edge technology and international competitiveness.
- Promotion of industrial development on a regional level, based on industrial development hubs and special economic zones
- Restructuring, legal regularization and privatization of State Industrial Enterprises.
- Reinforcement of the Institutional Capacity of the industrial sector and support for the development of the nation's private sector and corporate groups.
- Improvement of the industrial quality control process.

EXECUTIVE PROGRAM:

Major manufacturing industry projects

GOALS 2013

Starting point for relaunch of the manufacturing industry, aimed at confronting the effects of the economic crisis in our economy, to achieve the following goals:

- Increase manufacturing industry's contribution to GDP;
- Support competitive substitution of imports and encourage exports;
- Take advantage of country's immense agricultural, livestock and forestry potential;
- Galvanize civil construction and public works sector by increasing production of construction materials industry;
- Take advantage of opportunities arising out of petrochemical industry (LNG Project and Refining);
- Increase number of jobs in industrial sector;
- Create an environment of sustainability and regional equilibrium in the country's industrial development;
- Substantially improve the quality of production and stabilize the price of industrial products;
- Adjust and put in place financial mechanisms to support private national investment .

SUBPROGRAMS

SUBPROGRAM FOR THE CREATION OF INFRASTRUCTURE TO SUPPORT INDUSTRIAL DEVELOPMENT:

Projects for the Creation of Infrastructure for the setting up of industrial plants, with the construction of roads, sidewalks, sewerage systems and the putting in place of water, electricity, telecommunications and firefighting systems in the Industrial Development Hubs of:

- Viana
- Bom Jesus
- Lucala
- Fútila
- Catumbela
- Caála

Projects for the Construction of Industrial Condominiums in some of the Industrial Development Hubs planned for the country:

- Uige
- Soyo
- Dondo
- Kunje
- Matala

Drawing up of feasibility studies aimed at laying the infrastructural groundwork for the construction of the KASSINGA Industrial Development Hub.

Institutionalization and Continuation of the creation of infrastructure, with the construction of roads, sidewalks, sewerage systems and the putting in place of water, electricity, telecommunications and firefighting systems in the LUANDA-BENGO SPECIAL ECONOMIC ZONE.

SUBPROGRAM FOR COMPETITIVE SUBSTITUTION OF IMPORTS AND ENCOURAGEMENT OF EXPORTS

- AGRI-INDUSTRIES
- FOODSTUFFS INDUSTRY
- MILLING INDUSTRY
- BEVERAGE INDUSTRY
- PACKAGING INDUSTRY
- TANNING AND PELT INDUSTRY
- TEXTILE INDUSTRY
- PAPER INDUSTRY
- RUBBER INDUSTRY
- ELECTRICAL EQUIPMENT INDUSTRY
- CHEMICAL INDUSTRY
- LIGHT METAL AND METAL PRODUCTS
- CONSTRUCTION MATERIALS INDUSTRY
- AUTOMOTIVE INDUSTRY
- SUPPORT FOR AGRICULTURAL INDUSTRY
- AUXILIARY INDUSTRIES (Aluminum, Ammonia, Methanol, Urea, Pesticides, Ethylene, Polymers and Phosphoric Acid.)

SUBPROGRAM TO RECONSTITUTE HUMAN CAPITAL

SUBPROGRAM TO REINFORCE INSTITUTIONAL CAPACITY

IMPLEMENTATION OF EXECUTIVE PROGRAM

Implementation mechanisms & instruments

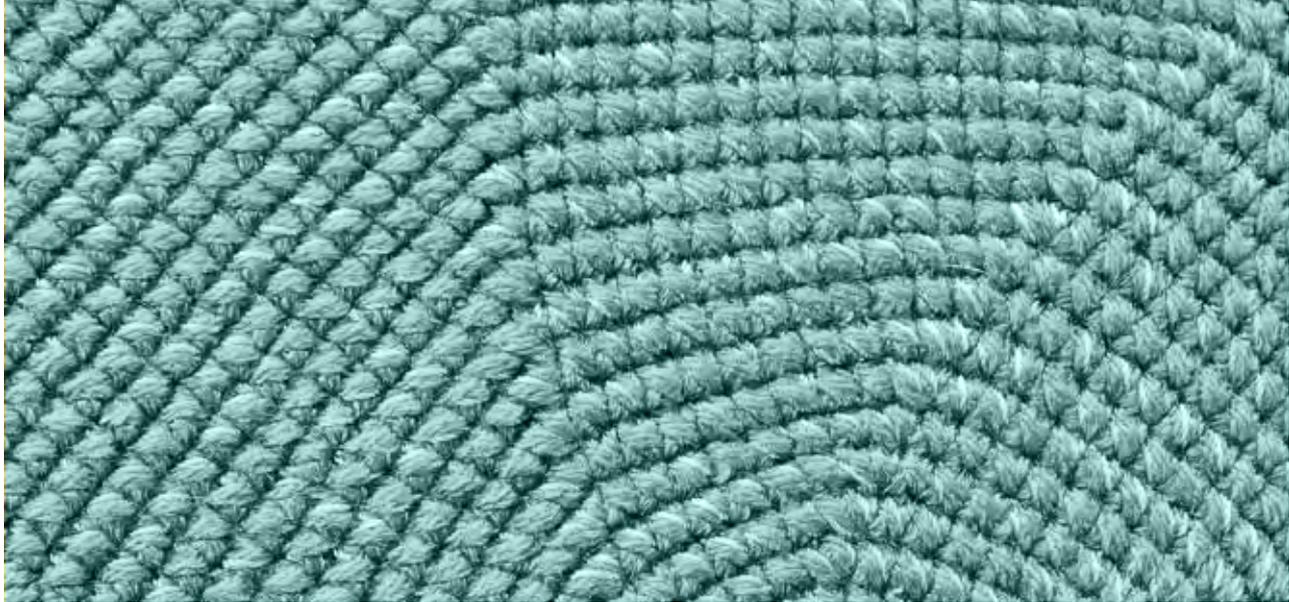
Mechanisms and Instruments already in place:

- Law on Tax and Customs Incentives for Private Investment
- New Customs Regulations
- Entrepreneurial Development Law
- Existence of a range of Commercial Banks
- International Financial Market
- Angolan Development Bank - BDA
- Entrepreneurial Development Fund
- Task Forces set up by the MIND

Subsequent actions to be developed:

- Establishment of protocols between the M.FIN/BDA/IDIA for operationalization of the Entrepreneurial Development Fund to finance industrial projects.
- Approval and Publication of Law on Credit Guarantees Company and Law on Counter Credit Guarantee Fund.
- Restructuring and/or privatization of industrial companies held by the State.

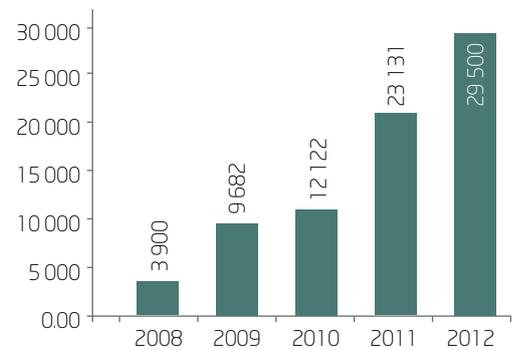
PRODUCTION OF BOOKS & SCHOOL MATERIAL



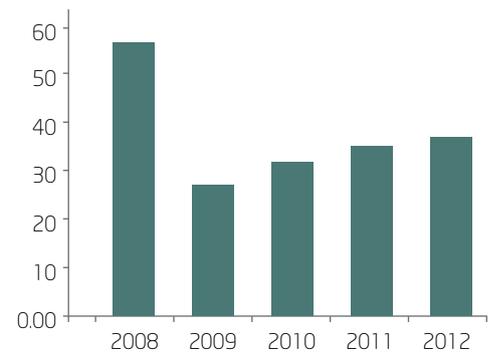
ADDITIONAL REQUIREMENTS

In order to put the executive program in place, the following actions are also necessary:

- Ongoing professional training of MIND employees and executive staff;
- Training of corporate workers, technicians and managers, through technical partnership with CINFOTEC;
- Upgrade and equipping of professional training centers attached to the MIND
- Reinforcement of capacity of response by institutes dependent on the MIND (IDIA, IANORQ & IAPI)
- Creation of Information Technologies for Industry Center;
- Creation of Institute for the Promotion of Exports, with the MINCO;
- Construction of New FILDA Facilities;
- Establishment of a Temporary Protection System for Emerging Industries, as of 2009.



● JOB CREATION



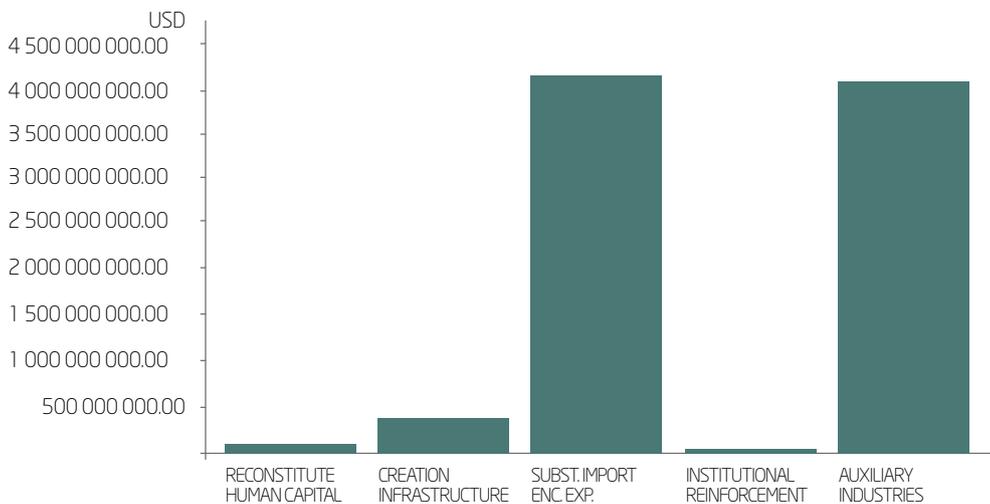
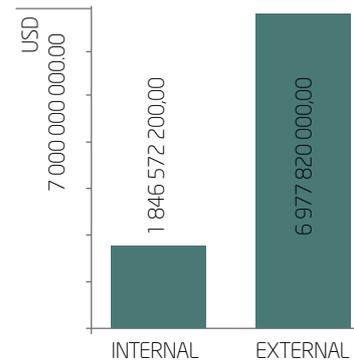
● GROWTH RATES

TARGETS

INDICATORS	2008	2009	2010	2011	2012
MANUFACTURING INDUSTRY'S ANNUAL GROWTH RATES	55.3	32.0	31.90	35.0	36.9
ESTIMATED JOB CREATION	3.900	9.682	12.127	23.131	29.500

BUDGET & FINANCING

SUBPROGRAM FOR THE RECONSTITUTION OF HUMAN CAPITAL	86 170 000.00
SUBPROGRAM FOR THE CREATION OF INFRASTRUCTURE TO SUPPORT INDUSTRIAL DEVELOPMENT	397 750 000.00
SUBPROGRAM FOR THE SUBSTITUTION OF IMPORTS AND ENCOURAGEMENT OF EXPORTS	4 112 360 000.00
SUBPROGRAM FOR INSTITUTIONAL REINFORCEMENT	71 262 200.00
AUXILIARY INDUSTRIES	4 022 850 000.00



ORIGIN OF PGR FUNDS	OVERALL TOTAL USD
A - INTERNAL SOURCES	
A.1 - GENERAL STATE BUDGET	164 842 200.00
A.2 - BANKING CREDIT WITH STATE GUARANTEES	1 681 730 000.00
SUB-TOTAL (A.1 + A.2 = A)	1 846 572 200.00
B - EXTERNAL SOURCES	6 843 820 000.00
SUB-TOTAL (B)	6 843 820 000.00
TOTAL (A + B)	8 690 392 200.00



THE OIL SECTOR

OVERVIEW

Angola is set to rank as the major oil producer among African countries very shortly. It is the most significant producer in Sub-Saharan Africa with an output of 2 million barrels per day.



THE REFINERY PROJECT

Much of the crude oil produced in Angola is of a light sweet quality and can be marketed to refiners around the world. However, a significant proportion of the new crude production in the next few years is expected to be heavy and acidic Kuito and Dalia. Due to the properties of these crude oils, they will have to be processed in a special upgrading refinery which has the appropriate equipment.

In order to monetize such crude to the maximum extent possible, the Angolan Government is proposing to develop a new refinery capable of processing this heavy acidic crude.

Preliminary studies show that the utilization of this kind of heavy acidic crude oil enhances the Refinery Project's profitability.

Currently, there is a 57,500 barrels per stream day (BPSD) refining capacity in Angola. The major refinery, having a capacity of 45,000 BPSD, is in Luanda, operated by TotalFinaElf which partially fulfills the demand for refined products in Angola.

The Malongo refinery, located in Cabinda Province has an approximate capacity of 12,500 BPSD and is essentially used to support oil activities in the region.

These refineries are not capable of processing heavy acidic crude oils, such as Kuito and Dalia. The capacity of the new refinery project is 200,000 barrels per day.

The Sociedade Nacional de Combustíveis de Angola, Empresa Pública (SONANGOL E.P.), principal promoter of the project, was created in 1976 as the national oil company of Angola. It is 100% owned by the State and serves as the business arm of the Angolan Government, being responsible for coordinating and controlling all oil and gas-related activities.

In this capacity, SONANGOL E.P. is currently leading the development activities for the New Refinery Project.

THE ANGOLAN LNG PROJECT

Along with oil production, around 1.2 BSCFD of associated gas is produced of which, 60% is flared.

The Flaring of associated gas represents a significant economic loss. Aside from which, combustion products make a major contribution to environmental damage.

A major project will be implemented to reverse the current situation.

The Angolan LNG Project will:

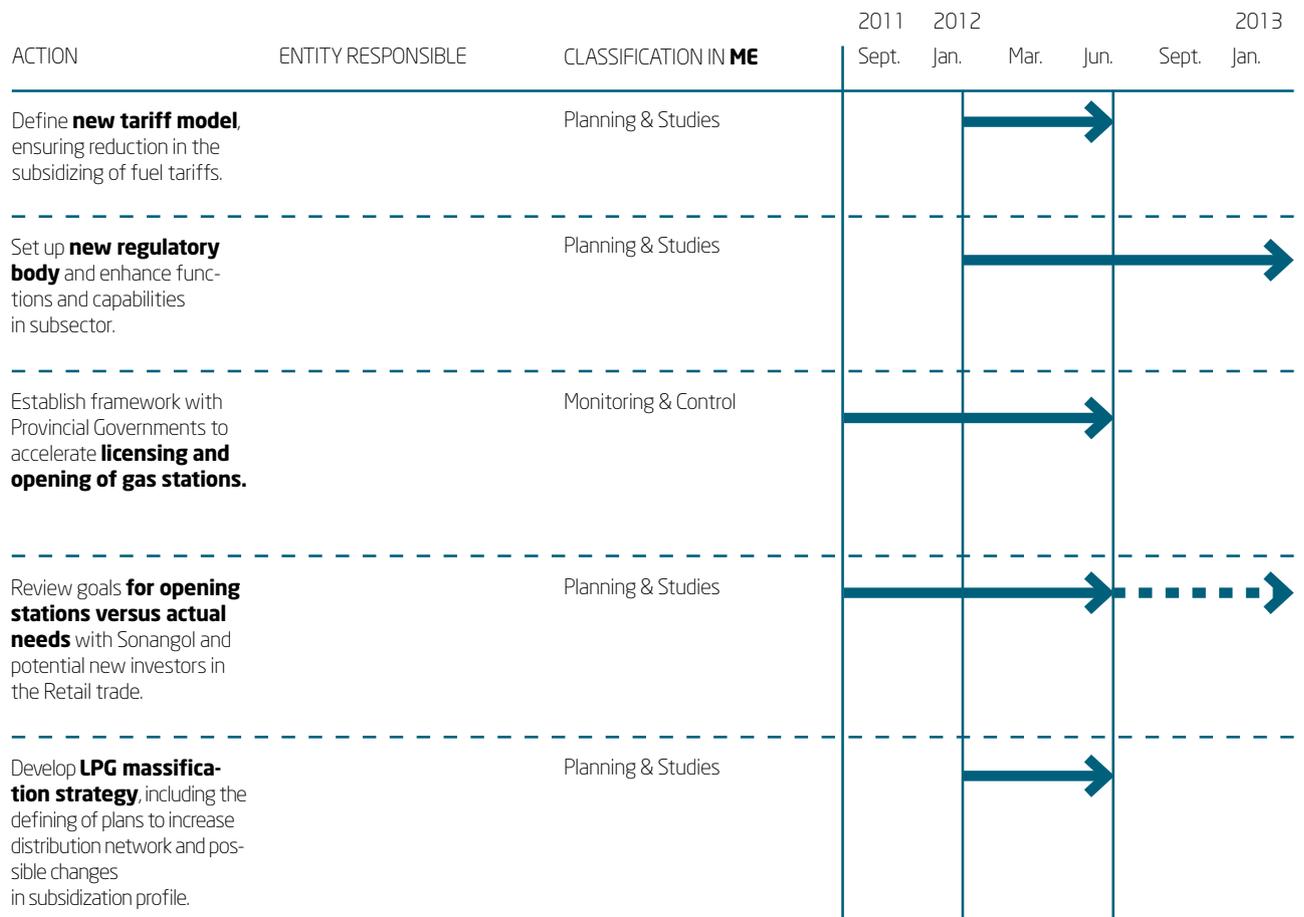
- Facilitate development of fields without flaring the associated gas.
- Generate revenues from a resource that used to be considered as a by-product in oil-related operations.
- Allow Sonangol to move into a new business area.
- Be an anchor project for future opportunities in gas utilization and industrial development.
- Generate new jobs opportunities for nationals.

ACTION PLAN PRIORITIES OIL & NATURAL GAS SUBSECTOR

ACTION	ENTITY RESPONSIBLE	CLASSIFICATION IN ME	2011		2012		2013	
			Sept.	Jan.	Mar.	Jun.	Sept.	Jan.
Ensure Angolanization of upstream sector, defining a plan for upgrade of management capabilities and integration of projects in Sonangol's deep waters .	Ministry of Oil/Sonangol	Monitoring & Control/ Planning & Studies	→					
Assess opportunity to establish a transitional period for the development of regulatory system for upstream concessions .	Ministries of Oil and of Finance/Sonangol	Planning & Studies	→					
Assess ideal pace for extraction of crude oil to maximize wealth created for the country.	Ministries of Oil and of Economy/Sonangol	Planning & Studies	→					
Define regulatory system for natural gas .	Ministry of Oil	Planning & Studies	→					
Put in place increased refining capacity , developing integrated outlook on investments and ensuring optimization of investment and deadline compliance .	Sonangol	Monitoring & Control	→					



ACTION	ENTITY RESPONSIBLE	CLASSIFICATION IN ME	2011		2012		2013	
			Sept.	Jan.	Mar.	Jun.	Sept.	Jan.
Complete short-term logistics projects (e.g. pipelines and railroads)	Sonangol	Monitoring & Control	[Solid arrow from Sept 2011 to Jun 2012]					
Review storage investment plan, underpinned by rationalization of strategic reserve requirements.	Ministry of Oil /Sonangol	Planning & Studies	[Solid arrow from Sept 2011 to Jun 2012]					
Assess economic feasibility of alternative transportation modes for oil derivatives (pipeline network).	Ministry of Oil /Sonangol	Planning & Studies	[Solid arrow from Jan 2012 to Jun 2012]					
Rapidly implement the liberalization-of-market process (establishing a new legislative and regulatory framework based on previously defined guidelines)	Ministry of Oil	Monitoring & Control	[Dashed arrow from Sept 2011 to Jan 2013, labeled UNDERWAY]					





TOURISM **HOSPITALITY** **AND SERVICES**

TOURISM

Angola is potentially a country ripe for the development of the tourism sector, offering the following:

- 1,650 km. of coastline, a long summer season and beautiful, natural sandy-beaches with excellent conditions for swimming and water sports;
- Rich and varied fauna with a system of parks and natural reservations;
- Fantastically beautiful, poster-inspiring, landscapes boasting mountains and waterfalls;
- Rivers with waterfalls, rapids, and lakes - some navigable.

National game parks and natural reserves constitute hubs of attraction for investment.

PROTECTED AREAS IN ANGOLA

NATIONAL PARKS & NATURAL RESERVES

NAME	PROVINCE	AREA (KM ²)	MAIN SPECIES
QUISSAMA NATIONAL PARK	BENGO	9 960	MANATEE, RED PALANCA, PACAÇA
BIKUJAR NATIONAL PARK	MALANJE	630	BLACK GIANT PALANCA RED PALANCA
KANGANDALA NATIONAL PARK	HUÍLA	7 900	ELEPHANT, BUFFALO
IONA NATIONAL PARK	NAMIBE	15 150	ZEBRAS, GUELENGUE LION, OSTRICH
KAMEIA NATIONAL PARK	MOXICO	14 450	CACU, GNU
MUPA NATIONAL PARK	CUNENE	6 600	GIRAFFE, CAHOMA
CHIMALAVERA NATIONAL PARK	BENGUELA	100	CABRA DE LEQUE
LUANDO NATIONAL RESERVE	MALENGUE/BIE	8 280	BLACK GIANT PALANCA
ILHÉU NATURAL BIRD RESERVE	LUANDA	2	MIGRATORY BIRDS
MOÇAMEDES NATIONAL RESERVE	NAMIBE	4 450	OSTRICH, CABRA DE LEQUE
MAVINGA NATIONAL RESERVE	KUANDO KUBANGO	5 950	ELEPHANT, PALANCA SOUTH-WESTERN PALANCA
LUJANA NATIONAL RESERVE	KUANDO KUBANGO	8 400	ELEPHANT, PALANCA
BUFFALO NATIONAL RESERVE	BENGUELA	400	SOUTH-WESTERN PALANCA RHINO, BLACK BUFFALO

HOSPITALITY

About 50% of the hospitality sector's infrastructure needs to be revamped. Of 105 hotels of varying categories, less than half are active, and even so, these are all located along the country's coastal areas.

TOURISM MASTER PLAN - COORDINATION & IMPLEMENTATION

IMPLEMENTATION OVERVIEW

The implementation of Angola's Tourism Master Plan will consist of two elements and three stages, as follows:

Institutional Element

aimed at upgrading both central and provincial Public organizations and reinforcing the alignment of sectorial policies and actions.

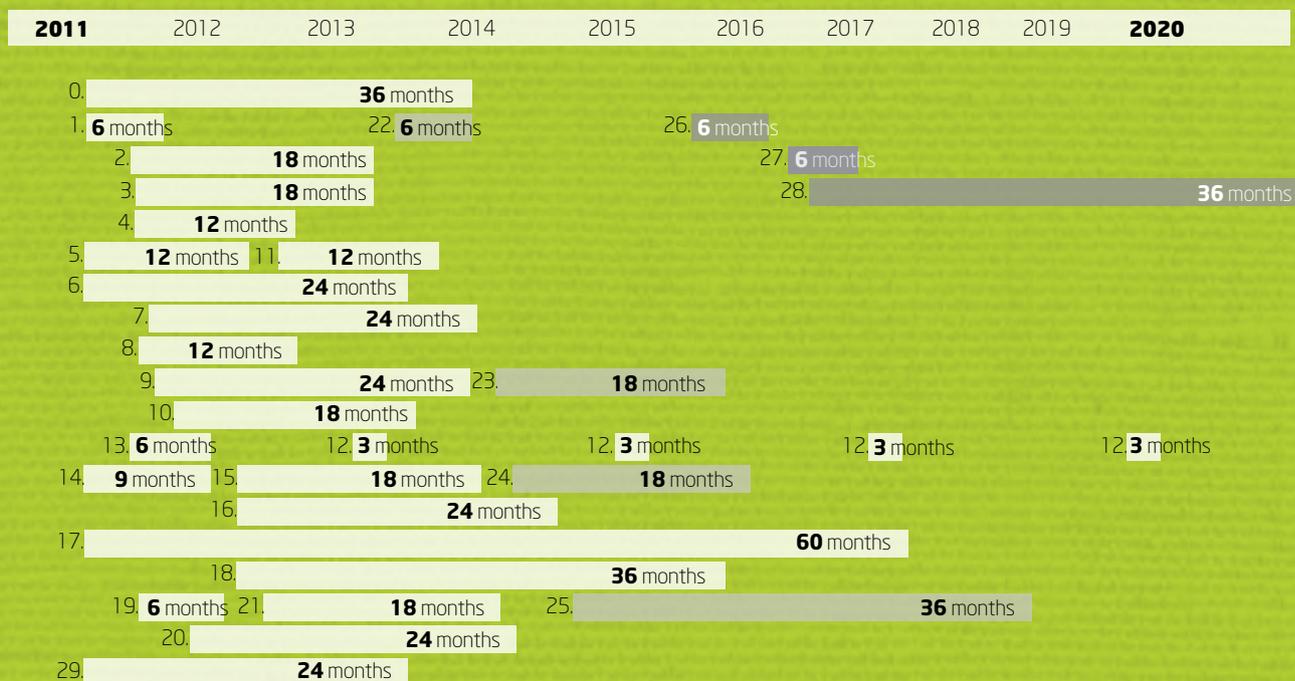
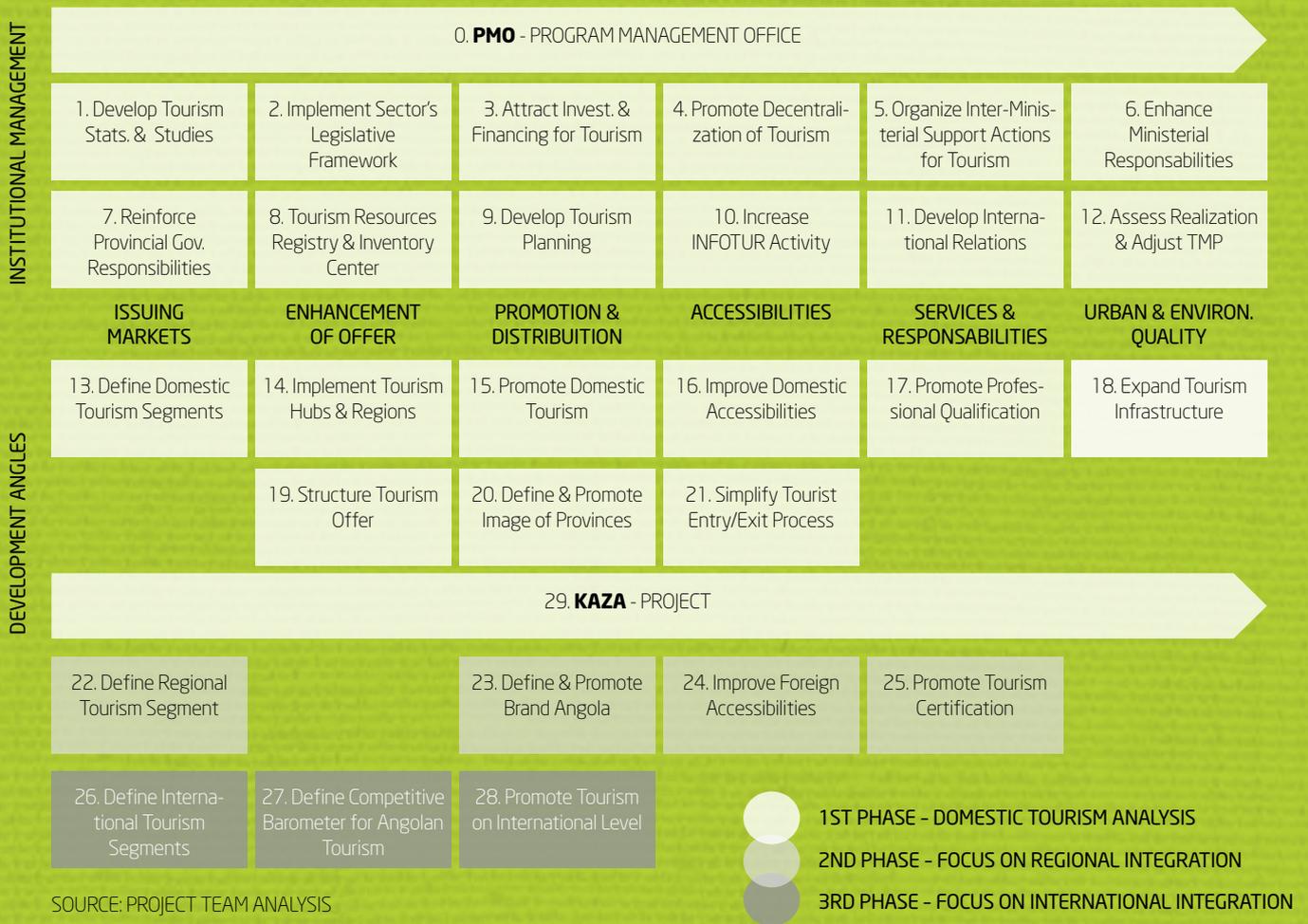
Stages

Aimed at laying the groundwork for getting tourism, development, training and image under way, while involving private sector.

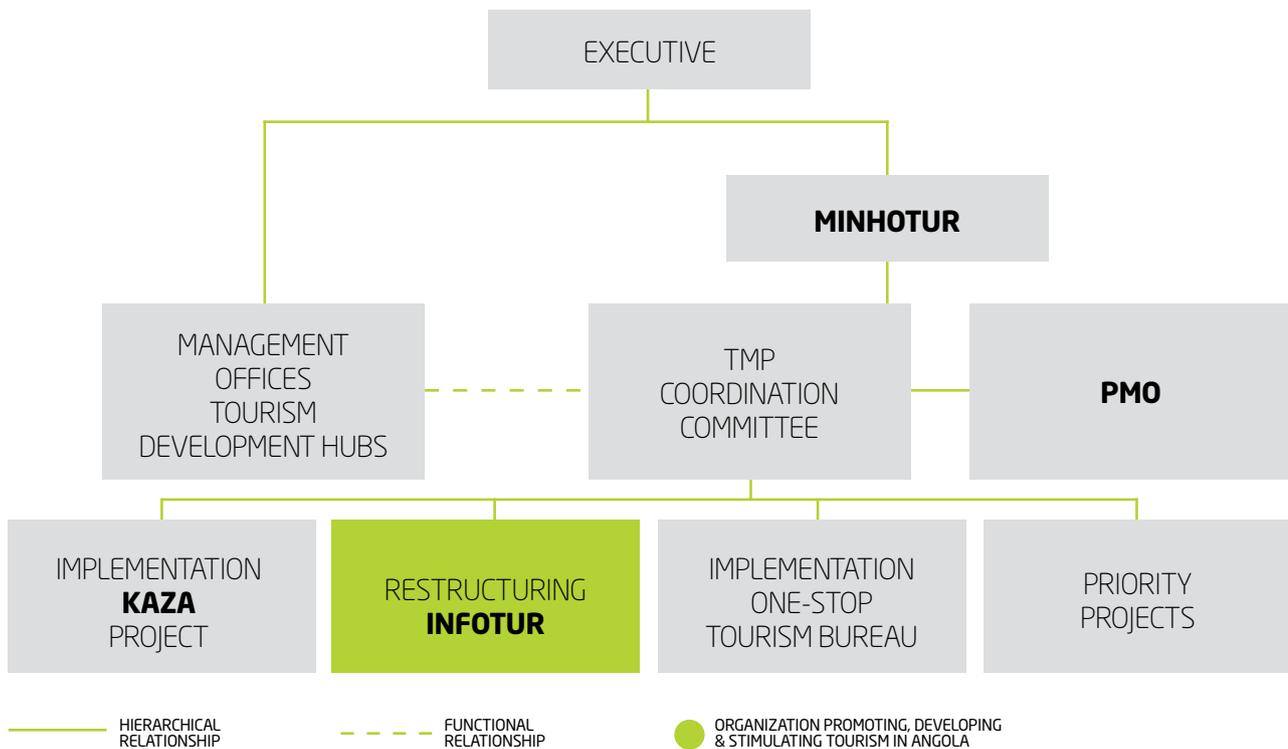
1. **SECTORIAL ALIGNMENT**
2. **INVOLVEMENT OF PROVINCES & OPERATORS**
3. **REVISION OF LEGISLATIVE PACKAGE**
4. **ICRT - CENTUR**
5. **REINFORCEMENT OF MINHOTUR**

TARGETS	2013	2015	2020
	DOMESTIC	REGIONAL	INTERNATIONAL
REVENUE			4.7 MILLION USD
TOURISTS			4.6 MILLION
JOBBS			1 MILLION
% GDP			3.2%
BRAND	NATIONAL	BRAND ANGOLA	

OVERALL TOURISM PROGRAM - 2011 / 2012



COORDINATION



EXECUTIVE

- Approve National Tourism Strategy and define sectorial policies
- Set up investments in sector
- Set up and formalize Tourism Development Hubs

MINHOTUR

- Apply Executive guidelines and policies
- Promote interministerial coordination
- Manage and enhance institutional support organizations for sector

TMP COORDINATION COMMITTEE

- Coordinate and report implementation of TMP
- Manage priorities and interconnected aspects in implementation of TMP
- Implement a TMP communication plan

INFOTUR RESTRUCTURING

- Committee
- Reorganize and boost refunding of INFOTUR
- Promote development and stimulation of Tourism in Angola
- Develop Angolan Tourism image

KAZA IMPLEMENTATION COMMITTEE

Implement Angolan element of KAZA Project

Monitor demining process in the region

Monitor region's integrated development

ONE-STOP TOURISM BUREAU IMPLEMENTATION COMMITTEE

Centralize issuing of permits and licenses process

Control operators' processes and promote decentralization

Implementation of CENTUR – Tourist Information Center

TOURISM DEVELOPMENT HUBS

Approve Urbanization and Detailed Plans for Hubs

Attract investment and promote entrepreneurial development of Hubs

Put in place control and report mechanisms for their activity

SERVICES AND IMPLEMENTATION PROJECTS MUST:

Involve drawing up of Preliminary General Specifications;

Involve execution of public tenders;

Comply with rules governing contracting of services by the state, pursuant to

Law N° 20/10 of September 6, 2010.

ACTION PLAN PRIORITIES

COMPLETION OF INFOTUR HOTELS

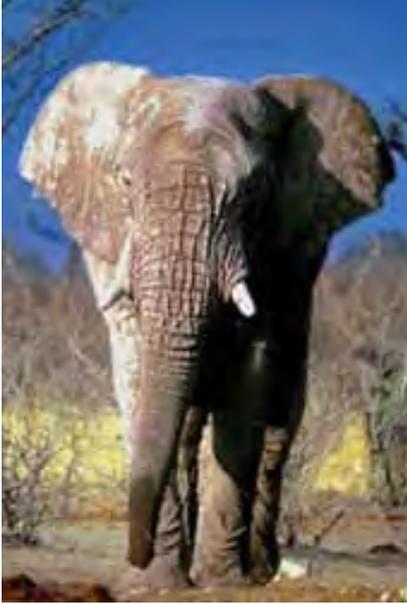
THE INFOTUR HOTELS (FORMERLY - CAN HOTELS) PROCESS NEEDS TO BE RESOLVED URGENTLY, IN ORDER TO PROTECT THE INVESTMENT MADE AND TO RELIEVE THE STATE OF THE BURDEN OF COMPLETING CONSTRUCTION.

CURRENT SITUATION

1. A pre-agreement exists with EximBank of China and MINFIN for payment of the cost of the works. Process sent to the Presidency of the Republic.
2. Two scenarios were identified regarding other financing sources, with the process passing to the private sphere.

ITEM	INITIAL	PAID	OUTSTANDING	%
PROJECTS	1 050 000.00	315 000.00	735 000.00	70.0%
WORKS	1 324 667 738.00	21 533 578.40	1 109 333 159.60	83.7%
INSPECTION	7 450 000.00	2 235 000.00	5 215 000.00	70.0%
TOTAL	1 409 667 738.00	24 083 578.40	1 166 883 159.60	82.9%

AMOUNTS IN USD



COMPLETION OF INFOTUR HOTELS

IT WILL BE UP TO MINHOTUR TO DEFINE THE SCENARIO APPLICABLE TO EACH HOTEL UNIT, SINCE APPROPRIATE SOLUTIONS MAY BE SPECIFIC.

SCENARIO I

- INFOTUR retains a stake (equivalent to 30% of investment already executed), as a source of future income and assigns operation to private investors who would finance the remaining 70% for their completion.
- The private partner must be selected via public tender.
- Private investors will have a concession period in which to recover their investment, according to business case defined by INFOTUR.
- Private investors carry out operation and management of hotel unit.
- Operating costs will be audited and benchmarked by INFOTUR.
- Profits are shared with INFOTUR in proportion to capital invested.
- Real estate assets are owned by INFOTUR.
- There is the possibility of a purchase option on real estate assets for private investors.

COMPLETION OF INFOTUR HOTELS

IT WILL BE UP TO MINHOTUR TO DEFINE THE SCENARIO APPLICABLE TO EACH HOTEL UNIT, SINCE APPROPRIATE SOLUTIONS MAY BE SPECIFIC.

SCENARIO II

- INFOTUR sells its stake (currently 30%) and assigns operation to private investors who would finance the remaining 70% for their completion.
- The private partner must be selected via public tender.
- Private investors carry out operation and management of hotel unit.
- Real estate assets become private property.

COMPLETION OF INFOTUR HOTELS

IT WILL BE UP TO MINHOTUR TO DEFINE THE SCENARIO APPLICABLE TO EACH HOTEL UNIT, SINCE APPROPRIATE SOLUTIONS MAY BE SPECIFIC.

SCENARIO III

- INFOTUR finances remaining investment (70% outstanding).
- The private partner must be selected via public tender.
- Private investors carry out operation and management of hotel unit, by means of a management contract and pre-established price list.
- INFOTUR should promote social tourism.
- Real estate assets are owned by INFOTUR.

COMPLETION OF HOTEL SCHOOLS

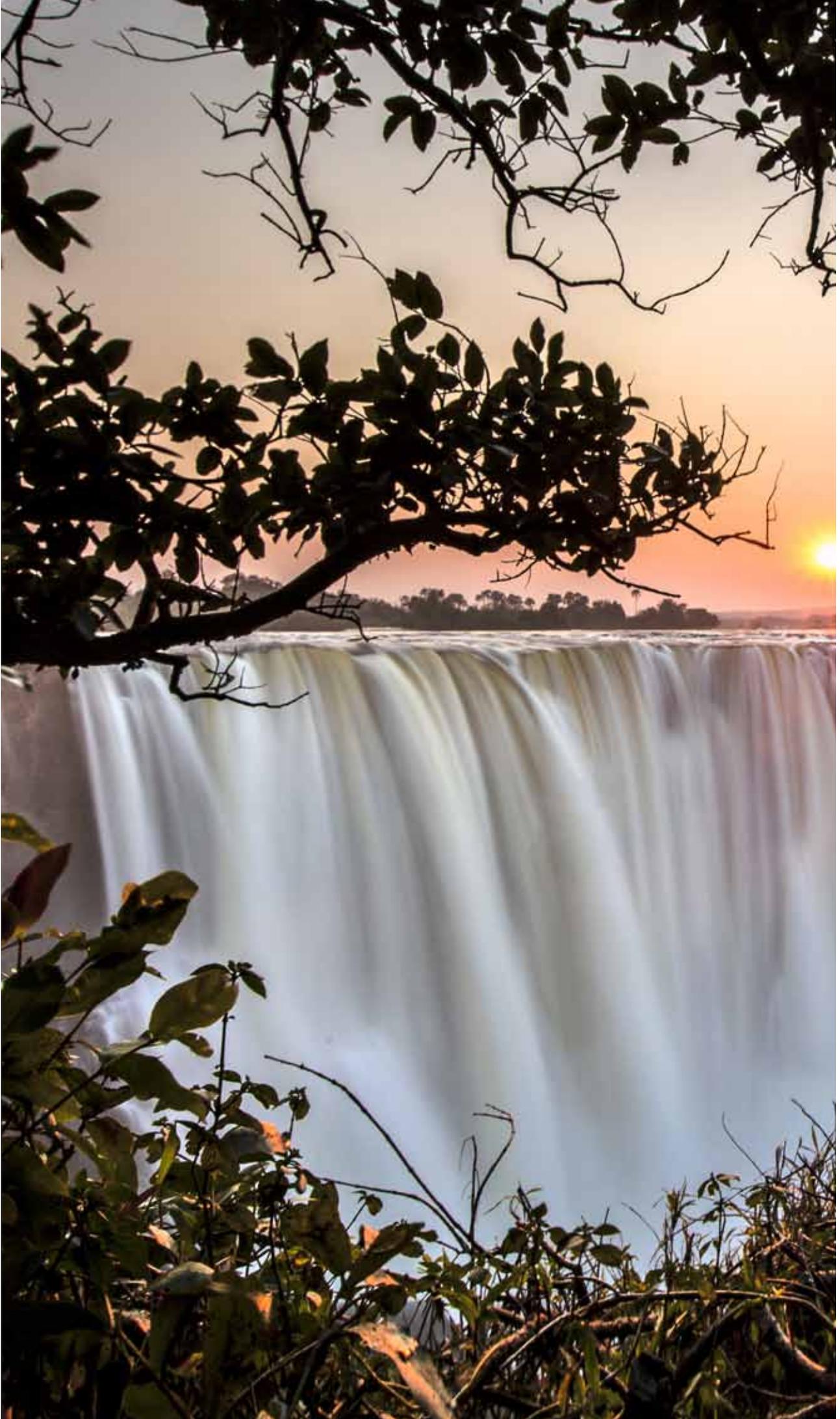
THE INFOTUR HOTELS (FORMERLY - CAN HOTELS) PROCESS NEEDS TO BE RESOLVED URGENTLY, IN ORDER TO PROTECT THE INVESTMENT MADE AND TO RELIEVE THE STATE OF THE BURDEN OF COMPLETING CONSTRUCTION.

CURRENT SITUATION

1. Works and Inspection should be paid out of ROT (Regular Treasury Revenues).
2. Management of Hotel Schools will involve a Public Tender.
3. INFOTUR owns assets.
4. Hotel Schools must be developed on a Management Model.

ITEM	INITIAL	PAID	OUTSTANDING	%
WORKS	16 845 000.00	5 053 500.00	11 791 500.00	70.0%
INSPECTION	800 000.00	240 000.00	560 000.00	70.0%
TOTAL	17 645 000.00	5 293 500.00	12 351 500.00	70.0%

AMOUNTS IN USD



PUBLIC INVESTMENT PROGRAM (PIP) 2012

THE DRAWING UP OF PIP 2012 INCLUDED PROGRAMS AND PROJECTS PROPOSED BY MINHOTUR IN ACCORDANCE WITH STRATEGY DEFINED FOR THE TOURISM SECTOR IN ANGOLA.

CURRENT SITUATION

1. Approval by Permanent Committee of Council of Ministers of 12/10 of Tourism Master Plan.
2. PIP 2012 does not take into account requirements (priority actions defined).
3. Does not enable laying of groundwork needed to achieve goals defined and adopted as 2011-2020 strategy.

PIP 2012 - PRIORITY PROJECTS

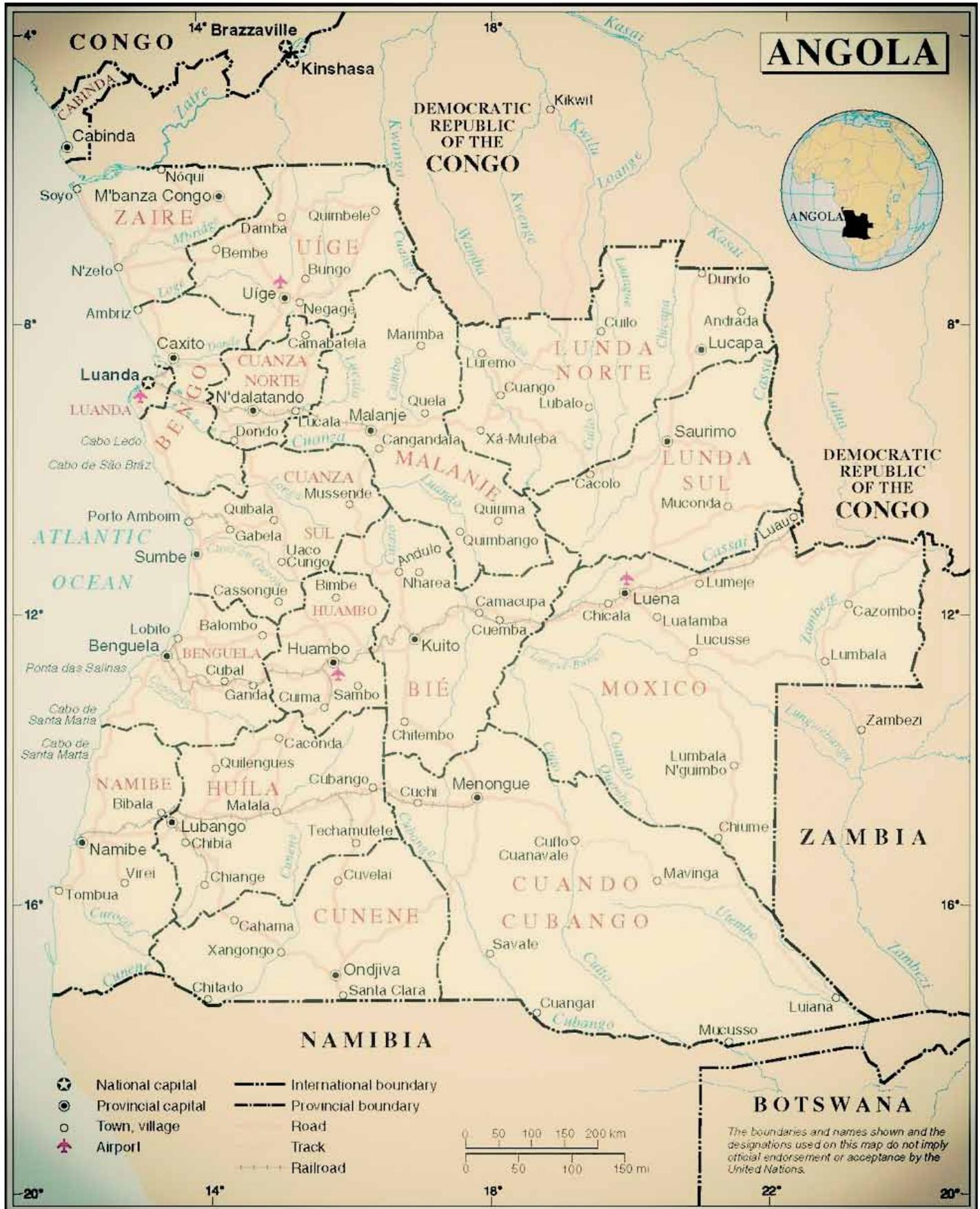
1. PMO - PROGRAM OFFICE [P0]	36 months	3,150,000
2. REVIEW AND DEVELOP TOURISM STATISTICS [P1]	6 months	490,000
3. IMPLEMENT LEGAL FRAMEWORK FOR SECTOR [P2]	18 months	730,000
4. IMPLEMENT TOURISM DEVELOPMENT FUND [P3]	18 months	730,000
5. DEVELOP POLICIES AND ORGANIZE ACTIONS AT INTERMINISTERIAL LEVEL [P5]	12 months	970,000
6. REINFORCE MINHOTUR RESPONSIBILITIES [P6]	24 months	3,900,000
7. DEVELOP INVENTORY AND REGISTER OF TOURISM RESOURCES [P8]	12 months	970,000
8. DEFINE DOMESTIC TOURISM SEGMENTS [P13]	6 months	500,000
9. SUPPORT FOR IMPLEMENTATION OF TOURISM HUBS AND REGIONS [P14]	12 months	1,100,000
10. PROMOTE PROFESSIONAL QUALIFICATION [P17]	60 months	2,000,000
11. TECHNICAL SUPPORT FOR IMPLEMENTATION OF KAZA PROJECT [P29]	12 months	1,000,000
TOTAL INVESTMENT 2012		15 540 000
		AMOUNTS IN USD

SUMMARY OF INVESTMENTS TO BE MADE	REQUIREMENT	REQUIREMENT
1. LIABILITIES UNDERTAKEN	JAN 2012	148 256 410.12

STRUCTURAL PROJECTS

1. TOURISM DEVELOPMENT HUBS (PHASE I OF III)	JAN 2012	20 000 000.00
2. TOURISM DEVELOPMENT FUND	JUN 2012	60 000 000.00
3. TRAINING & QUALIFICATION OF SECTOR (PHASE I OF V)	JUN 2012	12 000 000.00
4. DEVELOPMENT OF SOCIAL TOURISM (PHASE I OF V)	JUN 2012	5 000 000.00
5. PROMOTION OF DOMESTIC TOURISM (PHASE I OF III)	JUN 2012	3 000 000.00
		100 000 000.00
INVESTMENT IN TOURISM - OVERALL TOTAL		248 256 410.12
		AMOUNTS IN USD

INSIDE ANGOLA





THE PROVINCE OF **LUANDA**

Luanda, the capital city of the Republic of Angola, has a tropical climate with two seasons: the rainy seasons being January to May and September to December and the dry season between June and August. The average temperature is 25°C. Covering an area of 2,257km² Luanda occupies 1% of national territory, is 60 meters above sea level, being home to the country's primary industrial park and second major port.



THE PROVINCE OF **BENGO**

The main advantage this province offers to visitors is its proximity to Luanda, Angola's capital. Caxito is the province's capital city, which occupies an area of 33,016 km². Located 60km² from Luanda, it has a tropical, dry climate with an average temperature of 25°C, March being the hottest month (33°C) and July being the coldest (17°C). Its main municipalities are Dande, Arnbriz, Icolo, Bengo, Muxima and Nambuagongo. Other important places are Cabo Ledo, Lagoa do Panguila, Porto Kipiri and Funda. Its main economic activity is agriculture.



THE PROVINCE OF **BENGUELA**

Famous for its beaches, Benguela is situated on the coast in the center of Angola. It boasts a tremendous geographical diversity and owes its name to the Benguela cold stream which runs from Antarctica, creating a special environment for a great variety of fish. Its location makes Benguela an important connection between the country's different regions.

Benguela is Angola's second industrial park. The province's main cities are Benguela, Lobito, where Angola's major port is located and Baía Farta.



THE PROVINCE OF **CABINDA**

Cabinda has been a city since May 28, 1956. It lies 209 m above sea level. Its people are of Bakongo origin, composed of the following ethnic groups: Bawoyo, Baongo, Babaling, Bassundi, Bavili and Bacotche. Cabinda, occupying an area of 7,270 km², has four municipalities: Cabinda, Cacongo, Buco-Zau and Belize. It has an equatorial climate, the average temperature being 25°C, with an altitude of 209 meters.

The mainstay of the province's revenue is derived from oil and timber.



THE PROVINCE OF **KWANZA SOUTH**

Founded in 1769 at the mouth of the River Ngunza by Dom Francisco Inocência de Sousa Coutinho, at that time General Governor of Angola. Sumbe is the capital city of Kuanza Sul, which extends over 55,660 km². The province extends over mountainous areas and plains with a varied relief. Although the municipalities of Sumbe and Port Amboim are located at an altitude of between zero and 500 meters, most of the province is between 1,000 and 15,000 meters high. Fishing is its major economic activity.



THE PROVINCE OF **NAMIBE**

This is Angola's leading fishing center. The province of Namibe is named after the desert which occupies most of its area. It is famous worldwide for a rare plant which is found here, the *Welwitschia Mirabilis*. Its capital lies in an enormous bay which deadens the fury of the Atlantic waves, creating some of the finest beaches in the world. The Moçâmedes railroad (CFM) departs from the port of Namibe, connecting the coastline to the Jamba iron mines in Huíla. Its main cities are Namibe and Tômbwa.



THE PROVINCE OF **HUÍLA**

Lubango is the capital city of the province of Huíla, spread over an area of 75,002 km². Its main municipalities are Quilengues, Lubango, Humpata, Chibia, Chiange, Quipungo, Caluquembe, Caconda, Chicomba, Matala, Iamba, Chipindo and Kuvango. The municipality of Humpata, where the first colonies were set up, has great tourism potential, due to the natural beauty of the area. The Fenda do Alto Bambi, the Cristo Rei Belvedere, the Barragens (Dams) das Neves boast other spots which are an absolute must for the tourist. Its major economic activities are agriculture and rearing livestock.



THE PROVINCE OF **ZAIRE**

The river Congo runs along the frontier between this province in northern Angola and the Democratic Republic of the Congo, which separates the enclave of Cabinda from the rest of Angola. To the east, the province of Zaire is flanked by Uíge, to the south, by Bengo and to the west by the Atlantic Ocean.

The lush vegetation oscillates between forest and savannah. The main agricultural product is manioc, but its agreeable climate also favors the farming of coffee, citrus fruits, sisal and other fruits. Traditional fishing methods are practised along the coast and there are a great number of salt flats at N'Zeto.

However, the oil industry provides this province with its greatest source of wealth.



THE PROVINCE OF **UÍGE**

Located 345 km from Luanda, and covering an area of 58,698 km², its population is estimated at 800,000 inhabitants, with its main economic activity being agriculture. Uíge was the heartland of Angola's coffee production during the colonial era. In those days the province was divided into vast roças (plantations) by the Portuguese, who found the soil and climate ideal for growing Robusta coffee.



THE PROVINCE OF **HUAMBO**

The capital city of this province, which covers an area of 34, 270 km², bears the same name. Its main economic activity is agriculture. Paiva Couceiro was the first specialist to study the Huambo region and he arrived at the conclusion that it has all the conditions needed to accommodate urban centers, due to its excellent climate, geographical position, conditions favorable for agriculture, a good hydrographic grid, friendly population and network of rivers for fishing and swimming. Before independence Huambo had the country's the third industrial park.



THE PROVINCE OF **KWANZA NORTH**

Located 248 km east of Luanda is N'dalatando, the capital of the province of Kwanza Norte, which is flanked by Bengo to the west, Uige to the north, Malanje to the east and Kwanza Sul to the south. This region is characterized by plains and forests and has a tropical, humid climate, with an average temperature of between 22 and 24°C. The province covers an area of 24 110 km² and has 13 municipalities. The reason why the main industrial complex is in Cambambe is due to the fact that it has the largest hydro-electric dam in Angola, which supplies water to the northern provinces and Luanda. Kwanza Norte also has various mineral resources, such as copper, iron, manganese and diamonds.



THE PROVINCE OF **KUANDO KUBANGO**

Kuando Kubango is the second largest province in Angola, after Moxico. It is situated in the south-west of the country and borders on the provinces of Bié and Moxico to the north, with Huíla and Cunene to the west, with Moxico and the Republic of Zambia to the east and the Republic of Namibia to the south.

The city of Menongue was founded on the banks of the River Kuebe and due to the tremendous efforts of its inhabitants, offers the visitor an architectural beauty which is second to none, apart from breathtaking landscapes which can be seen at the amazing Dório Cambambe Dam, eight kilometers outside the city, the River Kuebe swimming pool, the zoo and the Trade Fair in the city center. It occupies an area of 1 99,049 km² and the population lives mainly off agriculture.



THE PROVINCE OF **BIÉ**

Bié is a vast plain spread over an area of 70,314 km², in the shape of a heart, located at the geographical center of Angola, in the municipality of Kamacupa, where the colonial power set up a statue of Christ the King. To the north, the province is flanked by Malanje; to the north-east, Lunda Sul; to the east, Moxico; to the south-west, Huíla; to the east, Huambo; to the north-west, Kwanza Sul and to the south, the province of Kuando Kubango. Its main economic activity is agriculture.



THE PROVINCE OF **LUNDA SOUTH**

The province of Lunda Sul (area 77,637 km²) was founded by Decree Law N° 48/78, of the then Revolutionary Council which divided Lunda into two provinces, Lunda Norte and Lunda Sul. In prehistoric times, Cassai Sul was the place where emigrants from the Lunda-Tchokwe Empire settled and Zona Cucumbi, Mona Quimbundo, Sueji and Itengo were the areas where the first military penetration by the Portuguese took place. Its main economic activities nowadays are agriculture and mineral extraction. The main foodstuffs are manioc, com, sweet potato and yam. Other activities are handicrafts, fishing, and panning for diamonds.



THE PROVINCE OF **LUNDA NORTH**

This province, covering 102,783 km², borders on the Democratic Republic of Congo to the north, with Malanje to the east and with Lunda Sul to the south. A series of rivers and tributaries of the River Zaire cross the province from south to north, providing Lunda Norte with great potential by way of its water resources. A feature of these waterways are major diamond deposits, which are an important source of wealth for the province.



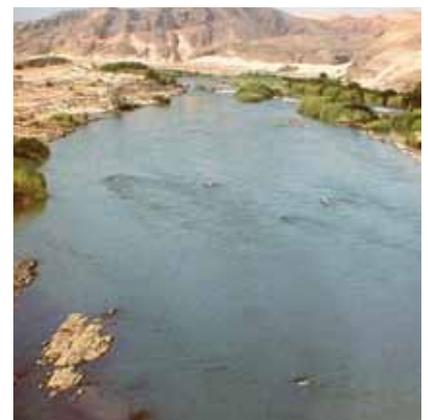
THE PROVINCE OF **MALANJE**

Malanje has a great number of tourist attractions, such as the Pedras Negras de Pungo Andongo, Morro do Bongo, Mesa da Rainha Ginga (Queen Ginga's Table), among others. Agriculture is its main economic activity, with the main ingredients of the local diet being kizaca, usse, game, kihanza, ginguinga, which are always accompanied by manioc or porridge. There are three handicraft production centers in Malanje, in the municipalities of Marimba, Quirima and Massango, which make baskets, sofás, dolls, seives, pestles and mortars and the hats of the sobas, or chiefs, called kijunga, wooden combs, pipes and many other articles.



THE PROVINCE OF **MOXICO**

Luena is the capital of Moxico, which occupies an area of 223,023 km². Its main economic activity is agriculture, in a region where its people tend to live off hunting, fishing and subsistence agriculture. There is also a variety of handicraft, in pottery, fibers and sculpture. Coal, Copper, Manganese, Diamonds, Iron, Gold, Wolframite, Tin and Molybdenum, Uranium, Lignite can be found in the province.



THE PROVINCE OF **CUNENE**

Ondjiva is the capital city of this province situated in the south of Angola, which has a dry tropical climate, with its main economic activities being agriculture and cattle rearing. The province of Cunene, founded on July 10, 1970, has a population of 487,687, of Koysan origin, most of whom live in rural communities.

CONTACTS

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www.bankeve.com - Banco Regional do Keve
www.nexus.ao - NeXus - Angolan Internet Ombudsman
www.netangola.com - NetAngola - Angolan Internet Ombudsman
www.snet.co.ao - Snet - Angolan Internet Services Ombudsman
www.angobusca.com - Angolan Search & Information Portal
www.abseicforum.com - Angola Business, Social, Economic, Industrial, and Cultural Forum
www.mca.gov - Millennium Challenge Corporation
www.agoa.gov - African Growth and Opportunity Act
www.netangola.com/afi - Angolan Fiscal Association
www.imf.org/external/country/AGO/index.htm - Angola and the IMF
www.cplp.org/paises/paises.html - CPLP - Community of Portuguese-speaking Countries
www.ccia.ebonet.net/english/main.html - Angola Chamber of Commerce and Industry
www.aia-filda.com - Angola Industrial Association
www2.ebonet.net/gpl/index.htm - Luanda On-Line

www.luanda-roteiro.com - Luanda Roteiro
www.benguela.net - Benguela On-Line
www.netangola.com/kuanza-sul/ - Kuanza Sul On-Line
www.classificados-angola.com - Angolan Classified Ads On-Line
www.jornaldeangola.com - Jornal de Angola
www.angolapress-angop.ao - Angola Press
www.angolaenergy.com - Angola Offshore
www.lobito.com - Angola News
www.tpa.ao - TPA On-line
www.rna.ao - Angolan National Radio
www.ibinda.com - Cabinda Digital
www.lemeridien-luanda.com - Hotel Le Meridien - Luanda
www.hoteltivoli.com - Hotel Tivoli - Luanda
www.netangola.com/hforum/ - Hotel Forum
www.netangola.com/hcontinental/ - Hotel Continental
www.geocities.com/hotel_avenida/ - Hotel Avenida
www.royal-prestige.net - Royal Prestige Luanda Chauffeurs
weather.yahoo.com/regional/AOXX.html - Angola Weather (Yahoo)
www.fesa.og.ao - Eduardo dos Santos Foundation
www.focoa-angola.org - Friends of Children of Angola
www.aeaf.org - Angola Educational Assistance Fund
www.kissama.org - Kissama National Park Fund
www.oaang.org - Angolan Bar Association
www.inacom.og.ao - National Institute of Telecommunications
www.angolatelecom.com - Angola Telecom
www.taag-airlines.com - Taag Air Lines of Angola
www.sonangol.co.ao - Sonangol Web Site
www.sonangol-usa.com - Sonangol USA ("SONUSA")
www.sonils.co.ao SONILS - Sonangol Integrated Logistic Services
www.sonairsarl.com - Sonair
www.endiama-angola.com - Endiama - Empresa Nacional de Diamantes de Angola
www.catoca.com - Sociedade Mineira de Catoca, Lda
www.chevron.com - Crude Oil Marketing
www.cca.ws - Commercial Communications Associates
www.inacom.og.ao - Inacom On-line
www.planad.co.ao - Planad On-line
www.orey.com/angola/english - Orey Angola
www.toangola.com - Angolan Job Portal

ACADEMIC INSTITUTIONS

www.avu.org - African Virtual University

www.ucan.edu - Catholic University of Angola

www.ist.utl.pt - Instituto Superior Técnico de Lisboa

csis.org/africa/angola.html - Center for Strategic and International Studies -CSIS

www.ndu.edu/inss/strforum/h6.html - Woodrow Wilson Center

INTERNATIONAL BUSINESS, SMALL BUSINESS, WORLD TRADE

www.houston.org - Houston Chamber of Commerce

www.usachamber.com/houston - Houston (Texas) Chamber of Commerce

www.greatermiami.com - Greater Miami Chamber of Commerce

www.corpwatch.org - Education and activism, issues on human rights, labor rights and environmental justice

www.networkinggroups.com - Chambers of Commerce in the Metropolitan area around Washington D.C.

www.us-angola.org - US - Angola Chamber of Commerce

www.ibrooklyn.com - Brooklyn Chamber of Commerce (New York)

www.worldchambers.com - Network of Chambers of Commerce

www.unctf.org/mfmatters - MicroFinance

www.traderoots.org - Trade with all countries in the world is what will keep our global economy strong. After the events of September 11th it is evident that those countries that we trade with are those that are our friends. Opening trade barriers will lead to peace among nations.

www.calchamber.com - The goal of the California Chamber of Commerce is to serve as a resource and advocate for California employers. We have more than 100 years of experience helping California business do business. Representing more than 13,000 companies of all types and sizes, the California Chamber is one of the state's largest broad-based non-profit organizations.

www.flchamber.com - By working with local chambers of commerce across Florida, the Federation develops member benefits packages with substantial cost savings promoting new member growth and retention. The Federation also maximizes the collective strength of the participating chambers in the legislative process by providing them with information on key business issues and developing grassroots support when needed.

www.gccc.com - The Greater Cincinnati Chamber of Commerce is an organization of nearly 7,000 businesses in the eight-county Greater Cincinnati area of Southwestern Ohio, Northern Kentucky, and Southeastern Indiana. The Chamber works to enhance the economic vitality and quality of life, providing a wide array of programs, products and services that benefit the bottom line for members and others.

www.elpaso.org - The Greater El Paso Chamber of Commerce, the primary advocate for El Paso's business community, is dedicated to building a strong economy and improving the quality of life in our regional, bi-national community.

www.kcchamber.com - There are a few things you should know about us. The Greater Kansas City Chamber of Commerce is the oldest, largest business organization serving the bistate area. Specifically, we encompass 47 staffers, an executive committee and board of directors serving and working with over 2,400 member companies in our bistate region.

www.lascruces.org - The Chamber's mission is achieved through the efforts of many volunteers, board members, and a professional fulltime staff of four, working together to make the Las Cruces business community better than ever. The work of the Chamber is divided into six divisions: Finance and Audit, Member Services, Marketing and Communications, Business Development, Governmental Affairs, and a newly added division, Special Events and Fund Raising.

www.greaterlouisville.com - Greater Louisville Inc., Metro Chamber of Commerce (KY)

www.rnychamber.com - Greater Rochester Metro Chamber of Commerce (NY)

www.wacochamber.com - Greater Waco Chamber of Commerce (TX)

www.intrade.org - The International Trade Alliance is an economic development organization of the Spokane Region. Our mission is to develop and expand international markets and trade for businesses while enhancing the image and competitiveness of the region as an international community with global attitude, awareness and communication strategies.

www.orangeny.org - The Chamber of Commerce of Orange County, Inc. is an organization of business and professional men and women who have joined together to promote the commercial and civic progress of our community. The Chamber's mission is to be recognized as the region's leading organization committed to building a strong, unified business community.

www.johnsoncitytn.com - Johnson City/Jonesborough/Washington County Chamber of Commerce (TN)

www.myjaxchamber.com - Jacksonville Chamber of Commerce (FL)

www.naita.org - The North Alabama International Trade Association (NAITA) was created in the early 80's by forward thinking individuals

in the Madison County Commission, namely Chairman Mike Gillespie, Ms. Peggy Barnard, and Ms. Anne Burkett.

www.mobilechamber.com - Mobile Chamber of Commerce (AL)

www.naperville.net - Naperville Area Chamber of Commerce (IL)

www.gnofn.org - New Orleans Chamber of Commerce (LA)

www.norcalwtc.org - The Northern California World Trade Center (NCWTC), located in the Capital City, serves as the regions premier international business development resource. Licensed by the World Trade Center Association (WTCA) in New York City, the NCWTC is affiliated with an international network of over 500,000 WTC members and 350 centers around the world.

www.nkychamber.com - Northern Kentucky is a vibrant region with great job opportunities, exciting visitor attractions and an exceptional quality of life. The Northern Kentucky Chamber of Commerce is the largest business organization in our region. Our members are actively involved in every aspect of our community.

www.orlando.org - The Orlando Regional Chamber of Commerce, Florida's largest Chamber with more than 8,500 member businesses, is the region's largest pro-business advocate. A wide range of outstanding business programs for members is offered throughout the seven county region.

www.winchesterva.org - The Winchester/Frederick County Chamber serves over 1,200 members, representing 40,000 employees. The Chamber supports economic development in our region by representing the interests of business in the government arena.

www.sdc.org - Socorro Chamber of Commerce (NM)

www.unctf.org/mfmatters Microfinance MATTERS, the bi-monthly web publication from the United Nations Capital Development Fund

BUSINESS

www.cnctek.com - Web Database - provides database software to manage the information on the web site, methods to port the data stored on a PC database to the web site at a minimum cost. Set up and manage an on line members database with log in, log out and accounts management.

www.chamberbiz.com - Small business, resource offering news and educational information

www.usatrade.gov - Assistance to help business export goods and services to markets worldwide. They have also global listings of trade events and information on international trade research.

www.buyusa.com - Learn more about this unique e-marketplace created by the U.S. Department of Commerce and IBM.

www.interprest.com - Interprest Automation Inc

INTERNATIONAL FINANCIAL INSTITUTIONS

www.miga.org - Established in 1995 as part of the Multilateral Investment Guarantee Agency (MIGA) mandate to enhance foreign direct investment (FDI) in developing regions, the Investment Promotion Network (IPAnet) is the leading international investment-specific portal website providing free access to online foreign investment and privatization resources. Angola is a member of MIGA.

www.opic.gov - OPIC's mission is "to mobilize and facilitate the participation of United States private capital and skills in the economic and social development of less developed countries and areas, and countries in transition from nonmarket to market economies, thereby complementing the development assistance objectives..."

www.imf.org - The IMF is an international organization of 183 member countries, established to promote international monetary cooperation, exchange stability, and orderly exchange arrangements; to foster economic growth and high levels of employment; and to provide temporary financial assistance.

www.worldbank.org - The World Bank Group is one of the world's largest sources of development assistance. In Fiscal Year 2001, the institution provided more than US\$17 billion in loans to its client countries. It works in more than 100 developing economies with the primary focus of helping the poorest people and the poorest countries.

www.tda.gov - The U.S. Trade and Development Agency assists in the creation of jobs for Americans by helping U.S. companies pursue overseas business opportunities. Through the funding of feasibility studies, orientation visits, specialized training grants, business workshops, and various forms of technical assistance, we enable American businesses to compete for infrastructure and industrial projects in middle-income and developing countries.

ANGOLAN COMPANIES

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 Av. Che Guevara, 184- 195 – Luanda
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 Tels: 330404/325350 Fax: 332488
 E-mail: sistec@netangola.com
 Filiais: Benguela, Lobito, Lubango, Huambo, Cabinda, Sumbe e
 Gabela. www.sistec.co.ao

ECIL
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 Tel: 311236 Fax: 310417
 Rua Comandante Valódia, nº 238 – Luanda
 Tel: 449458
 E-mail: ecil@ecilangola.com
 Estilo a seu alcance, lar e escritório

SOCOGREL
 Rua Américo Boa Vida, nº 59 – Luanda
 Tel: 398791 Fax: 398792
 E-mail: socogrel@snet.co.ao
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 Hospitalares

ABÍLIO DE AMORIM E FILHOS, Lda
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 E-mail: a.amorim@ebonet.net
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 transformação. Serrados. Caixilharia. Paletes e Mobiliário

SML - Sociedade Mineira de Lucapa
 Av. Lenin, nº 10 – Luanda
 Tel: 371284 Fax: 398752
 E-mail: sml@ebonet.net
 Prospecção, Pesquisa, Exploração e Comercialização de Diamantes

EMBAL – Indústria de Embalagens Metálicas, SARL.
 Rua do Farol das Lagostas, km 1 CP 1580 – Cacuaco – Luanda
 Tels: 840139/840087 Fax: 840716 TM: 091500420
 E-mail: embal@netangola.com
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 etc

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 E-mail: tecnometal@ebonet.net
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 Rua Luis ya Kwanga, nº 135 - R/c Zona 13
 Bairro Sambizanga - Luanda
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 TM. 091515609

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 Rua Major Kanhangulo, nº29 - Luanda
 Tel. 333285 Fax. 338179

SOCOGRÁFICA – Sociedade Comer. E Gráfica de Angola, Lda
 Rua Santa Bárbara – Bairro do Kinanga – CP 6998 – Luanda
 Tel: 350357 Fax: 351556
 E-mail: socografica@co.ao
 Trabalhos Gráficos

SDM-Sociedade de Desenv. Mineiro de Angola, SARL
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 Dunem "Loy", S/N
 Bloco D- Luanda Sul
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 E-mail: stinfo@sdm.net
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 de Angola

SOCOLAS – Sociedade Industrial de Colas, Lda
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Km 7, Estrada de Cacuo, CP 1499
Tel. 840071
Fax. 840109
E-mail. teno.daf@snet.co.ao

ENSA - Seguros de Angola, Sarl
Av. 4 de Fevereiro nº.93 CP 5778 Luanda
Tel. 671671 / 332948 / 332990 / 332991
Fax. 671672
E-mail: segurado@ebsa.co.ao

BCI - Banco Comércio e Indústria
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