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Angola Business Briefing 2010 – presenting an integrated briefing, tool kit and executive development programme to bring home the cross-cultural business and personal diversity gaps between your home base and Angola – bridge the business diversity gap by applying straightforward, good-practice, business governance principles such as those contained in KING 111 (see below), interpreted at an ultra-cautious level <http://www.mondaq.com/article.asp?articleid=89812> and with multicultural criticality <http://www.nytimes.com/2010/01/10/business/10mba.html>.

This briefing, tool kit and executive development programme is not exhaustive - consult professionals before you head into meltdown!

Updated on 1 June 2010

New content since 14 January 2010:

US AG Holder on global anti-bribery and corruption partnership with OECD - "one of the great struggles of our time" – Obama - <http://www.justice.gov/ag/speeches/2010/ag-speech-100531.html>

Africa Progress Panel's Africa Progress Report 2010 – only the elites benefit – not the people [http://us-cdn.reamermedia.co.za/assets/articles/attachments/27768\\_executive\\_summary\\_apr2010\\_english.pdf](http://us-cdn.reamermedia.co.za/assets/articles/attachments/27768_executive_summary_apr2010_english.pdf)

OECD / AfDB African Economic Outlook 2010 Angola country profile (GRA says that the 2009 GDP was actually 2.7% and not negative as suggested by the AEO report)

<http://www.africaneconomicoutlook.org/en/countries/southern-africa/angola/>

IMF Review standby arrangement May 2010 request modification performance criteria:

<http://www.imf.org/external/pubs/ft/scr/2010/cr10143.pdf>

Angola's financial and economic policy undertakings to the IMF

<http://www.imf.org/External/NP/LOI/2010/ago/042610.pdf>

People from / visitors to Africa Continue To Bear The Burden Of Malaria

<http://www.medicalnewstoday.com/articles/188538.php>

IMF Angola standby arrangement review dated 10 May 2010

<http://www.imf.org/external/np/sec/pr/2010/pr10190.htm>

Angola climate stats <http://www.climatetemp.info/angola/>

Angola Development Directory 2010 <http://www.devdir.org/files/Angola.PDF>

TAAG orders two more Boeing 777-300s <http://boeing.mediaroom.com/index.php?s=43&item=1187>

Province of Luanda website <http://www.gpl.gv.ao/>

IIED on water for the peri-urban poor in post-conflict Angola <http://www.iied.org/pubs/pdfs/10577IIED.pdf>

European Commission on development cooperation with Angola

[http://ec.europa.eu/europeaid/how/evaluation/evaluation\\_reports/reports/2009/1267\\_vol1\\_en.pdf](http://ec.europa.eu/europeaid/how/evaluation/evaluation_reports/reports/2009/1267_vol1_en.pdf)

Civil society and forced removals <http://www.pambazuka.org/en/category/socialmovements/63739>

ACTSA – Angola Monitor issue 2/2010 <http://www.actsa.org/page-1430-Angola%20Monitor.html>

SA Council for Geoscience – mineral map of Angola

<http://www.geoscience.org.za/content/maps.htm#angola>

HRW on transparency and accountability in Angola

[http://www.hrw.org/sites/default/files/reports/angola0410webwcover\\_1.pdf](http://www.hrw.org/sites/default/files/reports/angola0410webwcover_1.pdf)

UNCTAD on the Angolan Investment Law <http://zunia.org/post/national-study-the-legal-framework-of-private-investments-in-the-republic-of-angola/>

See what the Australians have to say about travel to Angola at <http://www.smartraveller.gov.au/zw-cgi/view/Advice/Angola>

Having trouble with accommodation in Luanda – use the South African Rouxinol Guesthouse

<http://www.hotelrouxinol.com/>

EIA on Angola and Energy <http://www.eia.doe.gov/emeu/cabs/Angola/Background.html>

US Department of State background note on Angola March 2010

<http://www.state.gov/r/pa/ei/bgn/6619.htm>

FAO country briefs including Angola <http://www.fao.org/giews/countrybrief/index.jsp>

WTO trade stats 2009 including Angola

[http://www.wto.org/english/res\\_e/statis\\_e/its2009\\_e/its2009\\_e.pdf](http://www.wto.org/english/res_e/statis_e/its2009_e/its2009_e.pdf)

Angolan Presidency website <http://www.pr.ao/>

EIA Country Energy Analysis with Angola 2010 <http://tonto.eia.doe.gov/country/index.cfm>

WTO customs tariffs analysis online [http://www.wto.org/english/news\\_e/news10\\_e/tar\\_03feb10\\_e.htm](http://www.wto.org/english/news_e/news10_e/tar_03feb10_e.htm)

Spintelligent events – Angola May 2010 power and infrastructure – <http://www.spintelligent-events.com/ipad-africa/en/index.php>

New government as from 5 February 2010 / 16 March 2010

[http://www.portalangop.co.ao/motix/pt\\_pt/noticias/politica/2010/1/5/Presidente-Republica-nomeia-novo-elenco-governativo.3122a303-8dd6-4674-9d02-dabd40d6e09d.html](http://www.portalangop.co.ao/motix/pt_pt/noticias/politica/2010/1/5/Presidente-Republica-nomeia-novo-elenco-governativo.3122a303-8dd6-4674-9d02-dabd40d6e09d.html)

Reuters on lay-offs in the construction sector

<http://af.reuters.com/article/topNews/idAFJ0E6300L320100401?sp=true>

US Embassy Commercial information on Angola

[http://angola.usembassy.gov/commercial\\_information\\_on\\_angola.html](http://angola.usembassy.gov/commercial_information_on_angola.html)

- 1 Before you decide to go:
- a. Research the basics:
- i. At home e.g. South Africa – the basic documents:
1. The Corruption Act 2004  
<http://www.oecd.org/dataoecd/4/54/43288805.pdf> - carefully study this statement of acceptable and unacceptable business conduct, especially the extra-territoriality and reporting articles at the end.
  2. The Companies Act 2008  
<http://www.pmg.org.za/files/bills/090408a71-08.pdf> - carefully study the 20 pages of governance obligations in particular and especially the business judgement rule at article 76/4.
  3. King 111 2009 <http://african.ipapercms.dk/IOD/KINGIII/kingiiireport/> - carefully study all 149 principles in particular and especially the board composition and necessary expertise advice at page 25. Understand the “must / should” and “apply or explain” paradigms.
  4. See the text of the UK Corruption Bill / Act at <http://www.parliament.the-stationery-office.co.uk/pa/ld200607/ldbills/018/2007018.pdf>
  5. See the lay-person’s guide to the US Foreign Corrupt Practices Act (FCPA) at <http://www.justice.gov/criminal/fraud/docs/dojdocb.html>
- ii. Africa:
1. African views  
<http://www.africaneconomicoutlook.org/en/countries/southern-africa/> - compare the profiles of your home country and Angola.
  2. UNECA 2009 <http://www.uneca.org/era2009/> - compare your home country with the African circumstances and outlook.
  3. Non-African views - <http://www.imf.org/external/country/index.htm> - compare the profiles of your home country and Angola – the latest content on Angola at <http://www.imf.org/external/pubs/ft/scr/2009/cr09320.pdf> is of ultra-importance to your business decision-making.
  4. See also descriptions of the SDR-based standby facility that the IMF has provided to assist Angola to cope with the global economic crisis - 23 November 2009 at <http://www.imf.org/external/np/sec/pr/2009/pr09425.htm> and <http://www.imf.org/external/pubs/ft/survey/so/2009/car112309b.htm> ; Angola’s policies for 2010 are annexed to this LOI dated 2 November 2009 at <http://www.imf.org/External/NP/LOI/2009/ago/110309.pdf>
  5. Compare the human development of your home country with Angola at <http://hdr.undp.org/en/statistics/>
- iii. Angola:
1. Non-Angolan views <http://www.state.gov/p/af/ci/ao/> -
  2. Angolan views <http://investinangola.com/engDefault.asp>
  3. Angola Press Agency  
[http://www.portalangop.co.ao/motix/en\\_us/portal/capa/index.html](http://www.portalangop.co.ao/motix/en_us/portal/capa/index.html) - in English.
  4. Jornal de Angola <http://jornaldeangola.sapo.ao/> - in Portuguese.
  5. A civil society / activist’s view of Angola [http://makaangola.com/?cat=5\\_<=en-us](http://makaangola.com/?cat=5_<=en-us)
  6. Luanda, at the end of 2009 / early in 2010, remains the most expensive city in the world in which to live and work <http://www.eca-international.com/showpressrelease.aspx?ArticleID=7063> – scroll down to Luanda in city list and compare with your nearest home city.
  7. Understand the basics of the civil law system before you go [http://www.fjc.gov/public/pdf.nsf/lookup/CivilLaw.pdf/\\$file/CivilLaw.pdf](http://www.fjc.gov/public/pdf.nsf/lookup/CivilLaw.pdf/$file/CivilLaw.pdf) - presumption of guilt, rather than innocence; precedent / case law irrelevant.

8. Access an English version of the Angolan Petroleum Law at <http://faolex.fao.org/docs/pdf/ang81903E.pdf> - According to the Petroleum Minister at end 2009 present reserves will last 15 years till 2025 at a pumping rate of 1900000 bls per day <http://www.macaub.com.mo/en/news.php?ID=8556>
9. Access an English version of the “Legal Regime of Foreign Citizens” (visas and work permits) and 66 other laws at <http://www.minint.gov.ao/LegislacaoTodos.aspx>
10. Access the National Directorate of Commerce website in Portuguese at <http://www.dnci.net/apresentacao/#> and comply better with the commercial regulations of the Angolan market.
11. Budget for your visit / engagement accordingly – do not appear to be a back-packer / skinflint trader / investor if that is not your intention.
12. Businesses of substance do better business with Angola than businesses “on the edge” with limited resources.
13. See the Bradt Guide to Angola website at <http://bradtangolaupdate.wordpress.com/>
14. Compare your home country trade profile with that of Angola at [http://www.wto.org/english/res\\_e/publications\\_e/trade\\_profiles09\\_e.htm](http://www.wto.org/english/res_e/publications_e/trade_profiles09_e.htm)
15. Compare your home country tariff profile with that of Angola at [http://www.wto.org/english/res\\_e/publications\\_e/world\\_tariff\\_profiles09\\_e.htm](http://www.wto.org/english/res_e/publications_e/world_tariff_profiles09_e.htm)
16. See South Africa’s trade with Angola according to a variety of criteria at <http://www.thedti.gov.za/econdb/raportt/rapmenu1.html>
17. Angola / Luanda - very detailed mapping of Angola and Greater Luanda street map – set default location as Angola – then use the map tools to zoom in, out and print <http://maps.google.com/>
18. Access and understand the 2009 Angolan budget using the information at <http://www.minfin.gv.ao/docs/dspSinteseGeralOGE2009.htm> bearing in mind that the budget expenditure was drastically pruned by up to 80% in respect of some budget items due to the USD liquidity crisis of 2009.
19. The Santos football club and the FESA <http://www.pambazuka.org/en/category/features/60707>
20. Refriango is the largest soft drink manufacturer in Angola and now expanding further [http://www.opais.net/pt/opais/?id=1551&det=7839&utm\\_medium=email&utm\\_source=Newsletter&utm\\_content=781461033&utm\\_campaign=NewsletterOPas04-12-09OJornaldaNovaAngola+\\_uihhyk&utm\\_term=Imprioliquido](http://www.opais.net/pt/opais/?id=1551&det=7839&utm_medium=email&utm_source=Newsletter&utm_content=781461033&utm_campaign=NewsletterOPas04-12-09OJornaldaNovaAngola+_uihhyk&utm_term=Imprioliquido)
21. TAAG is allowed back into European airspace under certain restrictions <http://europa.eu/rapid/pressReleasesAction.do?reference=IP/09/1831&format=HTML&aged=0&language=EN>
22. The Standard Bank “latest research” portal provides access to sound economic research on Angola <http://ws9.standardbank.co.za/sbrp/LatestResearch.do>
23. thedti in South Africa overview – inaccurate and dated <http://www.thedti.gov.za/econdb/raportt/angolaOverview.html>
24. The World Bank - Angola Investment Climate Assessment October 2007 - [http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2008/11/26/000333037\\_20081126224708/Rendered/PDF/443140ESW0P1011BOX0334076B01PUBLIC1.pdf](http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2008/11/26/000333037_20081126224708/Rendered/PDF/443140ESW0P1011BOX0334076B01PUBLIC1.pdf) / [http://siteresources.worldbank.org/INTAFRSUMAFTPS/Resources/ANGOLA\\_ICA\\_FINAL1.pdf](http://siteresources.worldbank.org/INTAFRSUMAFTPS/Resources/ANGOLA_ICA_FINAL1.pdf)
25. FAO on Angola 2006 <http://www.fao.org/docrep/009/j8081e/j8081e00.htm>
26. The African Lebanese connection – some big wholesalers <http://www.ustreas.gov/press/releases/tg149.htm>

## 27. Angolan public holidays 2010

[http://www.calendars.co.za/holidays/holidays\\_2010.htm](http://www.calendars.co.za/holidays/holidays_2010.htm)

### b. Awareness:

- i. Your personal and business conduct as you develop the Angolan market will reflect on all others attempting to do likewise.
- ii. Consult widely and especially the independent, experienced, knowledgeable and skilled consultants with Angola-specific expertise.
- iii. The cross cultural business diversity gap  
<http://www.doingbusiness.org/economyrankings/> - compare the positions and profiles of your home country and Angola.
- iv. Risk management <http://info.worldbank.org/governance/wqi/index.asp> - use the web tools to compare the positions and profiles of your home country and Angola.
- v. Background notes <http://www.state.gov/r/pa/ei/bgn/index.htm> - compare the facts and stats of your home country and Angola.
- vi. Angolan finance <http://www.gfmag.com/> - compare the financial status of your home country with that of Angola.
- vii. Nothing that you see or hear is quite what it may appear.
- viii. Expect nothing to go according to plan.
- ix. Do not plan your itinerary according to what you may be able to fit into the same period at home.
- x. Do not assume either that a government will be able to assist you in the event of need or that the information available on the websites listed in this paragraph is either comprehensive or accurate:
  1. See the website of the South African Embassy in Luanda at <http://www.sambangola.info/>
  2. See the website of the Angolan Embassy in London – no website apparently available for the Angolan Embassy in Pretoria - at <http://www.angola.org.uk/Default.aspx?IDM=1&IDL=1>
  3. See the official Angolan websites in Portuguese at <http://www.angola.gov.ao/>

- 2 The strategic direction to inquire into / enter into / exit from the Angolan market in good faith should derive from ultra-informed consideration by a Board that incorporates the necessary independent, non-executive, ultra-difficult market directorship expertise.
- 3 Do not rely on better bilateral political relations or struggle relationships to generate business or to reduce the risk of doing business.
- 4 All business judgements / decisions must take into consideration the possible effects of those judgements / decisions on all stakeholders including other foreign investors.
- 5 The Angolan government plans to liberalise the cement and fuels markets during 2010.
- 6 You could either trade with or invest into Angola or a combination of the two:
  - a. Trade:
    - i. Direct – to consumers – request Chamber assistance to identify a range of potential customers.
    - ii. Piggy-back on the procurement for large projects.
    - iii. SADC Trade protocol - [http://www.satradehub.org/assets/\\_files/Reports/Business\\_Guide\\_to\\_SADC\\_Protocol\\_on\\_Trade.pdf](http://www.satradehub.org/assets/_files/Reports/Business_Guide_to_SADC_Protocol_on_Trade.pdf)
    - iv. Via an agent / procurement office in South Africa:
      1. In South Africa – market your product/s through an agent that procures for Angolan entities and relieves you of much of the export burden.
      2. In Angola – through a local agent / distributor.
      3. Using the internet – ensure that your website appears on the internet in both English and Portuguese and that you have a Portuguese-speaker available to handle inquiries.
    - v. Contact the two main Angolan business associations direct:
      1. Chamber of Commerce and Industry of Angola (CCIA) at <http://www.ccia.ebonet.net/>
      2. Angolan Industrial Association (AIA) at <http://aiangola.net/>.

- vi. Goods and services exported can include technologies and related expertise.
- vii. Financing of this trade can be obtained locally in Angola.
- viii. How to conduct a trader survey – general guidance  
[http://documents.wfp.org/stellent/groups/public/documents/manual\\_guide\\_proced/wfp210589.pdf](http://documents.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp210589.pdf)

b. Investment:

- i. Through an agreed cooperation arrangement with a carefully selected local entrepreneur with a verifiable track record of adding measurable value – at a distance – if required perhaps via a repayable loan arrangement. The Angolan is the investor in this case and the investor obtains his product and perhaps some financial support through you.
- ii. Through the ANIP investment one-stop-shop:
  - 1. Small investment of between USD 100000 and USD 500000 – fast-tracked by ANIP and operational quickly provided that all bureaucracy is in order.
  - 2. Big investment over USD 5 million – you may have to wait for Cabinet approval for 12 to 18 months or longer after submission of the proposal and endorsement by ANIP.
- iii. The content of the investment contract will define your relationship with the Angolan government for the duration of the business. Make absolutely sure that all contingencies are covered in the business plan / contract including all dimensions necessary for the effective control of your investment. Failure in this area is often the source of one's difficulties later on.
- iv. Financing of this investment can be obtained locally in Angola.
- c. Expect the trade or investment goalposts to be moved once or more times after apparently concluding a deal. Minimise this threat by chronicling all meetings in English and Portuguese immediately after each meeting and sharing the records with your interlocutors immediately.
- d. Negotiate consensually rather than adversarially.
- e. Compare Angola's investment climate against your home investment climate at <http://www.state.gov/e/eeb/rls/othr/ics/2009/index.htm> or <http://www.unctad.org/Templates/Webflyer.asp?intItemID=1397&docID=12171>

7 Before you leave:

- a. Plan ahead - apply for your visa / work permit well in advance and, when you have it in hand, check the details entered for accuracy of dates entered and the photograph to confirm that it is your photo that has been pasted into the visa.
- b. Confirm no visit arrangements and incur no financial obligations before you have your visa / work permit in hand. Failure to follow this advice may result in the forfeiture of sometimes substantial deposits made on over-priced accommodation and transport.
- c. For a visa the wait might be several weeks / for a work permit the wait may be several months and you might then be told at the last minute that the Angolan authorities do not like your pattern of visits.
- d. If this pattern of visits does not suit the Angolan authorities you may be limited to as few as two visits annually unless you apply for a work permit.
- e. If you expect to visit Angola frequently you rather need to ensure that the invitation obtained from your host expressly requests that you be issued with a visa valid for multiple entries for the period required – up to 24 months. Your application to the consular authorities of Angola in your country of residence should also make the multiple entries and duration requirement very clear.
- f. The cross cultural **personal** diversity gap  
<http://wwwnc.cdc.gov/travel/destinations/list.aspx> - compare the health profiles of your home country and Angola. Take all the preventive and protective advice.
- g. There are literally hundreds of recreational and leisure diversions available in Angola.
- h. Prevention is better than cure.
- i. Road accidents are the single greatest threat to your physical security in Angola – you simply must include provision for “medevac” insurance in the cover that you buy with your air ticket.
- j. Baggage – pack everything in a single, regulation, carry-on cabin bag that weighs less than the permitted maximum.

- k. Clothing – hat, tropical weight suit / jacket and tie to meet senior business / political leaders – jeans and T shirt to visit the traditional markets and the musseques – otherwise smart casual. Rain gear during the period October to April.
  - l. Valuables – leave anything that you would prefer not to lose at home.
  - m. Business promotional materials including business cards – hardcopy and soft copy - in Portuguese if you wish to access the wider Angolan market.
  - n. Is your website accessible in Portuguese – with a Portuguese-speaking contact person identified with mobile number?
  - o. Plan to stay long enough to complete the envisaged tasks – rule of thumb is multiply the estimated days required at home for the same tasks by 3 to 4. Consider the effects of traffic congestion on your movements within greater Luanda.
  - p. Accommodation – hundreds of more expensive and less expensive accommodation establishments – details from the Chamber.
  - q. Transport – many options – some more expensive; many less expensive.
  - r. No Portuguese? Use your own interpreter that knows your industry and your terminology. If absolutely necessary engage a qualified interpreter in Angola – pay the total daily fee (up to USD 500 per day) plus provision for airtime and transport, up front and make provision for at least 8 hours of preparatory interaction with the interpreter.
  - s. Do not believe any thing said to you about what is and what is not permitted in Angola until you see it in the government gazette – virtually every document that you need for your ongoing due diligence exercise is publicly available in Angola.
  - t. Every attempt at mobilising “influence” must take account of the possible consequences for all stakeholders. Retainers paid to holders of high public office and excessive gratuities and “speed fees” disbursed to holders of lower public office may not only fail to deliver the intended intervention but may also be interpreted as bribes by a court of law. Bribing holders of public office is ultra-high risk behaviour and illegal in both Angolan law and in the laws of most home countries. If you have business relationships with certain other countries their laws may also apply to your dealings with Angola.
  - u. Some Angolans might take an apparently laissez faire, non-compliant approach to the law – foreigners dare not emulate this – Angolan law presumes your guilt!
  - v. See President dos Santos’ November 2009 “zero tolerance of corruption” view at <http://news.bbc.co.uk/2/hi/africa/8372735.stm> and [http://www.google.com/hostednews/afp/article/ALeqM5jAh5sHwqxRGh4JUIQ\\_wDd5ZnasOQ](http://www.google.com/hostednews/afp/article/ALeqM5jAh5sHwqxRGh4JUIQ_wDd5ZnasOQ) - say NO to corruption!
- 8 Travelling to Angola – wide range of air, land and sea routes and airlines now available including from Cape Town.
- 9 Arrival and transfer to accommodation – show your yellow fever inoculation certificate and complete and hand in the H1N1 flu declaration that is available in the arrivals hall – arrange all accommodation and transfers / transport beforehand.
- 10 Declare the import of foreign currency in cash in excess of USD 5000.
- 11 Select all accommodation and transfers / transport in accordance with the image that you wish to / need to convey to the Angolan market. Image of substance or back-packer? Worthy of attention or disdain?
- 12 Communication – switch off your mobile phone data service before connecting to the Angolan service provider.
- 13 Alerting your interlocutors to your arrival – immediately upon arrival inform your Angolan interlocutors by mobile phone that you have arrived and where you are staying so that they can convert the pencil entries in their diaries into confirmed entries.
- 14 Angola does not follow IFRS financial reporting principles.
- 15 Recruit Angolans from the Angolan diaspora for your Angola-related business through:
- a. CA Global Recruitment: <http://www.caglobal.co.za/> ; [eugenio@caglobal.co.za](mailto:eugenio@caglobal.co.za)
  - b. Global Career Company: [http://www.globalcareercompany.com/content/content\\_651.aspx](http://www.globalcareercompany.com/content/content_651.aspx) ; [jose.barbosa@globalcc.net](mailto:jose.barbosa@globalcc.net) ; [rose.taljaard@globalcc.net](mailto:rose.taljaard@globalcc.net) or
  - c. Elite International Careers: <http://www.eliteinternationalcareers.com/> ; [miguel.vieira@eliteic.net](mailto:miguel.vieira@eliteic.net)

- d. Subject all recruits to integrity testing before appointment using specialist integrity assurance services such as those offered by <http://www.ipacrisk.co.za/> and maintain integrity levels by applying integrity training continuously.
- 16 Meeting your safety / security / protocol obligations:
- a. At home – advise your home DFA and / or DTI of your intention to travel to Angola.
  - b. In Angola – register before you arrive with ROSA or your home country equivalent [https://www.foreign.gov.za/TIBCO%20iProcess%20Client%20\(ASP\)/StaffDFA/Custom/ROSA/start.aspx](https://www.foreign.gov.za/TIBCO%20iProcess%20Client%20(ASP)/StaffDFA/Custom/ROSA/start.aspx) - and advise your country Embassy in Luanda of your presence in country with itinerary and contact details.
  - c. Pay your respects early on to the appropriate national / provincial / municipal / commune leadership.
  - d. Remain alert at all times.
  - e. See the US, Canadian, Australian and UK travel advisories at [http://travel.state.gov/travel/cis\\_pa\\_tw/cis/cis\\_1765.html](http://travel.state.gov/travel/cis_pa_tw/cis/cis_1765.html) , [http://canadaonline.about.com/gi/o.htm?zi=1/XJ&zTi=1&sdn=canadaonline&cdn=newsissues&tm=15&f=10&su=p649.3.336.ip&tt=2&bt=0&bts=0&zu=http://www.voyage.gc.ca/countries\\_pays/menu-eng.asp](http://canadaonline.about.com/gi/o.htm?zi=1/XJ&zTi=1&sdn=canadaonline&cdn=newsissues&tm=15&f=10&su=p649.3.336.ip&tt=2&bt=0&bts=0&zu=http://www.voyage.gc.ca/countries_pays/menu-eng.asp) <http://www.smartraveller.gov.au/zw-cgi/view/Advice/> and <http://www.fco.gov.uk/en/travel-and-living-abroad/travel-advice-by-country/> and compare your home country with Angola using every one of them.
  - f. See the OSAC report on your home country and compare it with that on Angola at <https://www.osac.gov/Reports/report.cfm?contentID=99431>
- 17 Interacting with:
- a. Locals:
    - i. Know your customer – ultra-level knowledge / ultra-level due diligence / ultra-level due care = good faith
    - ii. Know your partner – ultra-level knowledge / ultra-level due diligence / ultra-level due care = good faith
  - b. Know your expats – ultra-level knowledge / ultra-level due diligence / ultra-level due care = good faith engagement.
  - c. Apply a mutual full disclosure approach to meet the ultra-transparent risk mitigation imperative.
  - d. See this website for an example of the new Angolan transparency at <http://www.comissaoconstitucional.ao/> - the constitutional consultations.
  - e. See another website manifesting the new Angolan transparency at [http://angolanainternet.ao/com\\_mineira/](http://angolanainternet.ao/com_mineira/) - the new Mining Code consultations.
- 18 Immediate follow-up – confirm your understanding of the proceedings of your interactions in writing, in Portuguese, immediately after meetings.
- 19 Request copies of all documentation starting with their articles of incorporation from your Angolan business partners and offer the same in return. If they offer the articles of a Sociedade Anónima (or S.A.) request a confidential statement of the full names and addresses with mobile phone numbers of all owners to make an ultra-level due diligence inquiry possible – immediate and unquestioning compliance with this request may suggest that the Angolan party has nothing to hide about the nature and numbers of the ownership. Also invite your interlocutor in writing to keep you up-to-date about any changes that might take place regarding the ownership, for the entire duration of the business relationship.
- 20 Neither a Board nor a Director in Angolan company law can, even remotely, be compared to the Board and Director in most modern corporate governance regimes. Make no assumptions concerning the roles and obligations of Boards and Directors in Angola without trustworthy, external, independent governance advice.
- 21 Transfer back to airport – arrange ahead of time.
- 22 Economy class passengers may purchase access to the business / first class departure lounge in Luanda for USD 20.
- 23 The export of Kwanza notes is not permitted – Kwanza notes may be confiscated upon departure.
- 24 Arrival back in your home country – show your yellow fever inoculation certificate and declare any Angolan phyto-sanitary-related activity engaged in such as visits to agricultural projects or collection or possession of bio-samples. You may be searched for undeclared, prohibited bio-materials.

- 25 Monitor your health for unusual symptoms for several weeks after returning home and, if necessary, tell your Doctor that you have recently visited tropical Africa.
- 26 Some parasitic infections, such as the hook-worm that is common in Angola, require multiple doses of de-worming medication to clear.
- 27 Considered follow-up – follow-up visit within 8 to 12 weeks if you want your interlocutors to remember you and thus not waste the money spent on the present trip. Emails and faxes sent into the ether may never be heard of again! The high impact, person-to-person approach works best in the Angolan market. Road shows and trade missions are not recommended for the Angolan market.
- 28 A good guide to doing business with Angola is the Guia BPI Angola <http://rep.bancobpi.pt/RepMultimedia/getMultimedia.asp?channel=Multimedia%20-%20BBPI%20-%20SegEmpresas%20-%20Oferta&content=BPI%20Angola%20-%20Guia%20BPI%20Angola> – only available in Portuguese however. Not the best for business risk identification or risk management – best risk mitigation practice is to abide by the principles of a best practice corporate governance statement, such as KING 111, and to retain both professional risk management services and good legal services, from the outset.
- 29 Do not expect too many Angolans to understand the ethical dimensions of either conflict of interest or insider trading.

To inquire further:

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