



Integrated Country Strategy

Angola

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1. Chief of Mission Priorities

Angola is the second-largest oil producer in sub-Saharan Africa and has great potential for mineral wealth and agricultural production. It experienced a peaceful transition of government in 2017, when João Lourenço was elected President, after 38 years under the previous president. In the fifteen years since the decades-long civil war ended, Angola has remained peaceful and stable. It actively participates in regional economic and governance organizations, such as the Southern African Development Community and the African Union, and has contributed well-trained military forces to regional peace-keeping missions.

However, while likely to return to the upper medium-income country categorization, Angola suffers from postwar years of poor governance during which time the government invested relatively little of its oil sector wealth into health, education, and social services for its population of 29 million inhabitants. Landmines still plague many provinces, endangering lives and hampering economic development. Corruption is endemic. These factors contribute to Angola's low ranking for doing business, transparency and health.

A fair and transparent business environment is critical to President Lourenço's plan to diversify and build Angola's economy. Similarly, an improved business climate dovetails with Mission Luanda's goal to protect U.S. commercial interests and expand business opportunities for American companies. President Lourenço came into office facing an economy in crisis, largely attributed to corruption, weak financial systems, and an overdependence on the oil industry. Despite his positive steps to revamp investment laws and improve fiscal transparency, corruption remains pervasive and will not disappear overnight. It affects U.S. business interests as well as development-assistance programs, where we focus on building more effective resource management to combat malaria and HIV/Tuberculosis. Human capacity is another challenge for the Angolan government; government officials and private sector alike have low levels of higher education, and lack English language and technical skills. The President's ability to deliver on his pledges to reduce corruption and increase education and health expenditures will be key to Angola's success.

President Lourenço is actively seeking U.S. commercial partnerships and technical training as he expands Angola's economic relationships with industrialized countries and regional neighbors. To assist Angola meet its goals of improving its financial and governance systems, the U.S. supports technical assistance in regulatory adherence, financial transparency, and anti-corruption efforts. Through our technical assistance efforts, the U.S. can incentivize Angola's economy to grow inclusively, and create opportunities for U.S. exports. A robust economy and greater employment opportunities for Angola's citizens will reduce the space for transnational criminal organizations to operate and violent extremism to take hold in the country.

The President's Emergency Plan for AIDS Relief and the President's Malaria Initiative work in partnership with Angolan governmental organizations to reduce disease and save lives, leading to a more stable country that can grow and prosper. The U.S. Mission in Angola continues to shift away from programs that provide commodities to initiatives that strengthen systems. Angola will hold its first municipal elections in 2020, which, if successful, will

underscore the government's willingness to decentralize decision-making authority and control of precious state resources. President Lourenço has made public statements to promote freedom of speech and freedom of the press. Yet, civil society is underdeveloped, and at times, stifled in its efforts to check government abuses. Through our speakers, and leadership and exchange programs, we focus on youth in capacity building and expanding civil society's ability to contribute to a stronger future. Simultaneously, we use our law enforcement training opportunities to strengthen adherence to rule of law.

Through military cooperation, we encourage and enable Angola to play a stronger leadership role in regional peacekeeping. The 2017 U.S.-Angola Defense Cooperation memorandum of understanding enabled more open military-to-military dialogue, planning, and coordination. The initiative aims to strengthen the U.S.-Angolan military relationship, address Angolan defense priorities, and develop sustainable proficiency in areas of common interest, such as maritime safety and security, peacekeeping, humanitarian assistance and disaster relief, and medical readiness.

We will shape and expand our bilateral relationship through formal bilateral dialogues, ministerial level visits in both directions and memorandums of understanding to capture mutual interest in cooperation and capacity building. We plan to leverage consultations, speakers, exchange programs, and public private partnerships to build capacity across all sectors, and reinforce and strengthen our relationship.

2. Mission Strategic Framework

Mission Goal 1: *Angola adopts consistent and transparent investment and regulatory frameworks that lead to economic growth, contribute to the diversification of the Angolan economy, and result in greater commercial opportunities for U.S. companies.*

Mission Objective 1.1: **Angola reduces barriers to trade and investment.**

Mission Goal 2: *Angola promotes greater transparency, respect for human rights, and democratic principles in its ongoing political and social development.*

Mission Objective 2.1: **Responsiveness to citizens' needs strengthened. (CDCS DO 2)**

Mission Goal 3: *Angola maintains internal security and more effectively leads cooperative efforts that contribute to peace and regional security, and curbs illicit financial flows.*

Mission Objective 3.1: **Angola improves its ability to maintain its own security and to respond to crises while upholding professionalism, rule of law, and human rights.**

Mission Objective 3.2: **Angola increasingly expands its leadership and effectiveness in international and regional organizations.**

Mission Goal 4: *Angola advances its efforts to improve its health and education systems.*

Mission Objective 4.1: **Health status and well-being of the population improved. (CDCS DO 1)**

Mission Objective 4.2: **Capacity of Angolan Armed Forces to provide health services during crises are strengthened.**

Mission Objective 4.3: **Angolan access to U.S. exchange programs is increased.**

Management Objective 1: *ICASS customer satisfaction is improved by adhering to universal service standards for both the embassy and residential environments by maintaining ICASS scores at the AF average or above.*

Management Objective 2: *Mission operations are improved by increasing the number of potential bidders on vacant positions in Luanda.*

3. Mission Goals and Objectives

Mission Goal 1: Angola adopts consistent and transparent investment and regulatory frameworks that lead to economic growth, contribute to the diversification of the Angolan economy, and result in greater commercial opportunities for U.S. companies.

Description and Linkages: Currently one of three Strategic Partners in Africa and the second largest petroleum producer in sub-Saharan Africa, Angola seeks to modernize and diversify from its petroleum-based, state-driven economy. Seeking to return to economic growth following a contraction after the global drop in oil prices, Angolan leadership has signaled a willingness to curtail corruption, broaden the tax base, decentralize decision making, and reduce regulatory obstacles and turn to the United States as its premier economic partner. This goal corresponds to National Security Strategy Pillar II to Promote American prosperity, Pillar IV to Advance American influence, and the Joint Strategic Plan objectives 2.1, to Promote American prosperity by advancing bilateral relationships and leveraging international institutions and agreements to open markets, secure commercial opportunities, and foster investment and innovation to contribute to U.S. job creation; objectives 2.3, to advance U.S. economic security by ensuring energy security, combating corruption, and promoting market-oriented economic and governance reforms; and to objectives 1.3, to counter instability, transnational crime, and violence that threaten U.S. interests by strengthening citizen-responsive governance, security, democracy, human rights, and rule of law.

Mission Objective 1.1: Angola reduces barriers to trade and investment.

Justification: Angola's diversification strategy prioritizes development of its agriculture, manufacturing, construction, infrastructure (transportation, energy, environment), and service sectors. These provide potential avenues for increased business opportunities for U.S. companies. Angolan exports like petroleum products, diamonds, and wood currently benefit from AGOA, and Angola would like to see increased exports of coffee, marble, and granite to the U.S. as well. Angola's economic diversification success depends on an improved business climate that is conducive to domestic and international investment as well as an environment that allows for free-flowing international trade. Angola's investment and regulatory framework poses extreme challenges to business. The World Bank ranking that places Angola 175th out of 189 countries in the 2017 Ease of Doing Business Report in a range of business areas, with Angola ranking lowest in the areas of resolving insolvency, enforcing contracts, and access to credit. Transparency International also ranks Angola among the bottom of its Corruption Perception Index at a level of 167 of 180 countries. The Mission will provide U.S. companies pursuing trade and investment in Angola with reliable details on economic, financial environment, and industry-specific trends critical to their business decision-making process. The Mission will also work to create and deepen partnerships to advance economic opportunity for Angolan youth through programs that build the

entrepreneurship ecosystem as well as strengthen the skill set of youth to compete in the 21st century workforce through digital literacy offerings.

Mission Goal 2: Angola promotes greater transparency, respect for human rights, and democratic principles in its ongoing political and social development.

Description and Linkages: President Lourenço has outlined ambitious plans to reform government institutions so that they are more accountable and responsive to the needs of the Angolan people. Lourenço packaged his reform agenda to Angolan citizens and the international community as a sharp departure from the pervasive official corruption and limited government accountability that defined his predecessor Jose Eduardo dos Santos' administration during its 38 years in power. The dos Santos legacy includes World Bank Worldwide Governance Indicators in the 20th percentile for government effectiveness, rule of law, and control of corruption. To improve government accountability and responsiveness, Lourenço has announced plans to hold Angola's first municipal elections beginning in 2020. If implemented properly, the municipal elections will allow for decentralized decision-making authority and increased local control over the allocation of precious state resources. Newly-elected municipal government officials will require capacity building to design and execute budgets, collect taxes, allocate resources, and engage with local constituents to prioritize needs. Lourenço has pledged to include civil society in the planning, holding of elections, and implementation phases of the local governments. This goal corresponds to the Joint Strategic Plan Objectives 3.1: Transition nations from assistance recipients to enduring diplomatic, economic, and security partners; 3.2: Engage international fora to further American values and foreign policy goals while seeking more equitable burden sharing; 3.3: Increase partnerships with the private sector and civil society organizations to mobilize support and resources and shape foreign public opinion.

Mission Objective 2.1: Government's ability to provide for citizens' needs strengthened. (CDCS DO 2)

Justification: The Mission will continue to use the Strategic Partnership Dialogue framework, with its High Level Dialogue and its cross-sector dialogues and programs, to build greater government capacity to provide effective services and ensure government accountability to the Angolan public, including at the municipal level. At the same time, the Mission will continue to work with civil society to promote stronger leadership and advocacy as civil society engages to keep President João Lourenço's reform agenda on course. The Political/Economic and Public Affairs sections will work closely with USAID, Commerce, and DAO to develop activities in focused on combatting corruption and promoting good governance and respect for the rule of law. Our programs will focus on leveraging other sources of funding, partnerships, or in-kind resources to provide training and technical assistance and facilitate Angolan participation in exchange programs in the United States.

The Mission also will continue to advocate for funding in the areas of democracy and good governance. Concerning adoptions, the Department's goal as the U.S. Central Authority for the Hague Adoption Convention is to support intercountry adoption as a viable option for children in need of permanency. For Angola, this objective is two-fold: encourage greater cooperation between Angola and the United States to ensure adoptions to and from Angola are possible and proceed smoothly; and encourage Angola to engage in multilateral efforts to support and preserve intercountry adoption as a viable option for children in need of permanency. Limiting solutions for orphans in need of permanent homes can lead to less effective child welfare systems and contributes to poorer outcomes overall for some of Angola's most vulnerable children. Engaging Angola's authorities on cooperative efforts to support safer, more transparent intercountry adoption options supports U.S. citizen parents seeking to adopt relatives in Angola.

Mission Goal 3: Angola maintains internal security and more effectively leads cooperation efforts that contribute to peace and regional security, and curbs illicit financial flows.

Description and Linkages: Although still dominated by Russian, Cuban and Chinese military influence, Angola has recently begun establishing security cooperation relationships with non-traditional Western partners. The historic U.S.-Angola Defense Cooperation MOU signed in May 2017 has enabled more open military-to-military dialogue, planning and coordination with AFRICOM. Current security cooperation programs are intended to strengthen the U.S.-Angolan military partnership, address Angolan defense priorities, and develop sustainable proficiency in areas of common interest, such as maritime safety and security, peacekeeping and civil-military operations, humanitarian assistance and disaster relief, medical readiness, tackling illicit financial flows, and English language programs.

This goal supports the specific following AFRICOM lines of effort: Priority 1 – Strengthen Partner Networks; and Priority 2 – Enhance Partner Capability, including Priority 2.2 – Counter Illicit Trafficking, which is a specific area of future U.S.-Angola security cooperation.

Mission Objective 3.1: Angola improves its ability to maintain its own security and to respond to crises while upholding professionalism, rule of law and human rights.

Justification: The Angolan Armed Forces are among the largest, best equipped, and best funded militaries in Africa. As they undergo significant transformation and modernization, it is imperative that they are professional and capable, and aligned in support of U.S. regional security interests. Concerning accepting citizens ordered removed from the United States, as outlined in Sections 5 and 12 of Executive Order 13768, the U.S. government believes that under international law every state is obliged to accept the return of all its nationals that another state seeks to expel, remove, or

deport. It is imperative that countries identified by ICE as Uncooperative or At Risk of Non-Compliance make significant efforts to: 1) issue travel documents within the International Civil Aviation Organization (ICAO) standard of 30 days; 2) agree to accept the physical return of their nationals by commercial and charter flights, as appropriate; 3) agree to conduct interviews to confirm nationality, as appropriate; and, 4) develop an enduring and consistent system through which ICE officials can work directly with consular officials in the United States to obtain travel documents expeditiously for nationals subject to orders of removal.

Mission Objective 3.2: Angola increasingly expands its leadership and effectiveness in international and regional organizations.

Justification: Angola is a strategic, continental influencer, and it has the potential to exercise positive leadership in support of regional peace and security through multilateral organizations such as the African Union, South African Development Community, Economic Community of Central African States, and the International Conference of the Great Lakes Region.

Mission Goal 4: Angola advances its efforts to improve its health and education systems.

Description and Linkages: Angola faces a number of challenges in regard to its health and education systems. Among the chief concerns in the health sector are a lack of data for decision making, poor governance, an overly centralized and inadequately resourced health system. Plans for the decentralization of the health system were rolled out in 2015 but were aborted due to the government not allocating funding; these plans have never been revisited. Inadequate allocation of resources drives officials to procure poor quality drugs and medical supplies, while unqualified personnel are made responsible for health systems. Companies in the United States and other nations resist investing in Angola because of the absence of fiscal and budget transparency, the counting of donor contributions as country contributions, and the lack of adherence to international norms in the financial, legal, and regulatory sectors. Like in health, if the Angolan state budget is any indication, the government does not prioritize education. A large number of school-aged children find it difficult to enroll in primary and secondary school because of a lack of space, and the number of registered teachers does not meet the increasing demand of this young country. English also continues to be a barrier. Poor English-language instruction in secondary education continues to make it difficult to recruit suitable candidates for many U.S. government programs requiring proficiency in English.

The potential exists to enhance capacities for data analytics through partner-led training at all levels of the health system. Leveraging U.S. government expertise through USAID and the Centers for Disease Control and Prevention, and using strategic partnerships with private-sector associates such as the Angolan mobile phone company Unitel, will help ensure the country's health management information system (HMIS) captures real-time data for decision making. The Mission plans to foster strategic partnerships to boost access to U.S. government-sponsored English language offerings, increase the number of U.S. exchanges, and develop ties between Angolan and U.S. educational and research institutions. Angolan political parties and political leaders are expected to focus more on health and education systems during the run-up to local elections that are scheduled for 2020. By 2021, the Angolan government will reduce its reliance on donor resources as its income increases, but will continue to require U.S. government support in developing and implementing reforms of its onerous bureaucracy, especially in the health sector. Such reforms will increase opportunities for U.S. companies to invest in the health and life sciences sectors.

The strategy is linked to State-USAID Joint Strategy Goal 2 (Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation); Strategic Objective 2.2: Promote healthy, educated and productive populations in partner countries to drive inclusive and sustainable development, open new markets and support U.S. prosperity and security objectives.

Mission Objective 4.1: Health status and well-being of the population improved. (CDCS DO 1)

Justification: Healthy women and children are among the best indicators of national stability and progress. By working with the Government of the Republic of Angola (GRA) and local private sector and non-governmental partners to strengthen the Angolan health system, we will build and maintain resilience and security for the U.S. and other regions around the world. Some of the high-impact interventions Angola needs to strengthen its health systems are: improved capacity to use data for decision making; upgraded capacity to plan for decentralization and financing of services; and transferring skills in procurement and supply chain management, for example ensuring drugs and medical supplies are procured at global prices and delivered to facilities when they are needed.

The Angolan government increasingly relies on donors to fill gaps in its healthcare system. At the same time, donor contributions from external sources such as the Global Fund for AIDS, TB and Malaria, the European Union, and the private sector, are trending downward. Training will strengthen the country's health management information system (HMIS) that will capture real-time data for decision making. Furthermore, data analytics will be enhanced at all levels of the health system to enable rapid detection of, and coordinated responses to, disease outbreaks.

In addition, the DOD is working to build capacity for the Angolan military to effectively respond and provide timely and appropriate responses during health and humanitarian crises.

Mission Objective 4.2: Capacity of Angolan Armed Forces to provide health services during crises are strengthened.

Justification: The Angolan Armed Forces provide health care to much of the civilian population in remote areas, and are an instrumental part of the Angolan national response plan during health crises by providing critical capabilities and logistics support to mitigate serious public health issues and outbreaks of contagious diseases. The Office of Security Cooperation is engaged in planning with the Angolan Military Medical Service to develop its rapid response capability to highly contagious diseases. This includes multi-year training sessions, exercises and courses to promote improved understanding of processes and procedures and practical, hands-on training to build Angolan capacity and capability to respond to health disasters. While the DOD is the lead on these projects, the medical engagements are supported by USAID and CDC. Security cooperation efforts are supported by AFRICOM's Line of Efforts Priority 2.7 – Foreign Humanitarian Assistance, and Priority 2.8 – Infectious Disease Control.

Mission Objective 4.3: Angolan access to U.S. exchange programs is increased.

Justification: Angola is steadily increasing its participation in key U.S. government leadership and education exchange initiatives, yet falls short of equal representation when compared to its SADC-countries peers, because of the lack of English language proficiency among young, qualified professionals and the dearth of relationships between Angolan and U.S. institutes of higher learning and research organizations. Through the establishment of new, targeted partnerships with government offices, private sector actors, universities, and non-governmental organizations, the Mission plans to boost access to U.S. government English language offerings, increase the number of exchanges, and develop ties between Angolan and U.S. educational and research institutions.

4. Management Objectives

Management Objective 1: ICASS customer satisfaction is improved by adhering to universal service standards for both the embassy and residential environments by maintaining ICASS scores at the AF average or above.

Justification: Consistently meeting or exceeding ICASS service standards will ensure customer satisfaction, improve post morale, and allow staff to perform at their highest potential.

Management Objective 2: Mission operations are improved by increasing the number of potential bidders on vacant positions in Luanda.

Justification: Mission Luanda is a traditionally hard-to-fill post that has suffered from a low number of bidders and gaps in staffing. It is critical to recast the current narrative of a “post-conflict” environment to one of the third-largest economy in Africa, change and new governance, and highlight the country’s importance as one of only three strategic partners of the United States on the continent. Increasing the number of potential bidders will improve post’s access to the most talented individuals necessary to address the critical work of the mission.