

MERCADO (ANGOLA) · ANGOLA · PIPELINE

Angola launches PPP manual to unblock 16 stalled projects

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Angola's Ministry of Planning has published a procedural manual governing the preparation, assessment, and execution of public-private partnerships, in a direct attempt to unblock a national PPP portfolio of 16 projects that has so far produced zero executed deals. The manual is designed to give private investors a clear, rules-based framework and to improve project quality at a structural level — addressing what officials acknowledge is a credibility problem in Angola's project pipeline.

The Angolan government's admission is striking in its candour: 16 PPP projects are in the pipeline and not one has reached execution stage. The manual therefore represents a foundational intervention rather than an incremental refinement. By standardising how projects are prepared and appraised before they reach investors, Luanda is trying to close the gap between deal announcement and deal close — a gap that has repeatedly frustrated foreign capital in Angola's infrastructure sector.

For international service and investment companies tracking Angola, the publication of a PPP manual is a regulatory milestone rather than a transaction trigger. It signals that the government is attempting to institutionalise processes that previously lacked transparency and consistency. This matters because many of Angola's stalled PPPs sit across sectors — energy, transport, water, and logistics — where Norwegian and broader international firms have existing or prospective interests. A more legible regulatory environment reduces due-diligence friction and, in theory, accelerates the journey from MoU to bankable project.

Angola has been on a deliberate reform trajectory since the post-2017 administration sought to diversify the economy away from oil rents and attract foreign direct investment. The PPP framework is part of that broader push, which has also included licensing reforms in the hydrocarbons sector and efforts to restructure Sonangol. However, the gap between policy intent and project execution has remained wide, and the new manual is an acknowledgement that procedural ambiguity has been a significant barrier.

For companies assessing Angola exposure, the immediate implication is watchful engagement rather than procurement preparation. None of the 16 PPP projects has been awarded or contracted, and the manual itself does not constitute a tender or expression of interest. What it does provide is a more structured basis for early-stage dialogue with Angolan counterparts and a clearer sense of how future project preparation will be governed. Companies with business development teams active in Luanda should obtain the manual, map it against their target sectors, and use it as a conversation framework with the Ministry of Planning and relevant line ministries. The next meaningful signal to watch for is whether any of the 16 projects advances to a formal tender or feasibility stage under the new framework.

Why this matters to partners and clients of Saga

No contracts or tenders have been issued, so procurement outreach is premature. Norwegian service companies with Angola exposure should obtain and review the PPP manual to understand future project-structuring requirements, and use it as an entry point for relationship-building with the Ministry of Planning and relevant sector ministries. The priority action is monitoring: the first PPP to advance to formal feasibility or tender under the new framework will be the genuine commercial signal.

PARTNER ANGLES

- **Subsea/FPSO:** Track whether any of the 16 PPPs covers port, offshore logistics, or energy infrastructure that could require marine or subsea service contracts downstream.

- **Pipeline:** Angola's gas monetisation and domestic energy distribution ambitions make pipeline infrastructure a plausible PPP candidate; map the 16-project portfolio against known pipeline gaps once the list is published.
- **LNG:** Any PPP targeting LNG receiving or distribution infrastructure would represent a long-lead opportunity worth early engagement with the Ministry of Energy and the Ministry of Planning.
- **Drilling/Well Services:** If PPP frameworks extend to upstream service hubs or rig support facilities, Norwegian well-services firms should position early given Angola's ongoing deepwater drilling programme.
- **Service:** Project management and advisory firms can offer procedural support to Angolan project sponsors navigating the new PPP manual requirements, creating a legitimate market-entry angle ahead of construction or operational contracts.

[Original source: Mercado \(Angola\) →](#)

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