



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF HUMAN SCIENCE

DEPARTMENT OF SOCIAL SCIENCES

QUALIFICATION: BACHELOR OF PUBLIC MANAGEMENT HONOURS	
QUALIFICATION CODE: 08BPMH	LEVEL: 8
COURSE CODE: MIP82IS	COURSE NAME: MANAGEMENT OF INTEGRATED PARTNERSHIPS
SESSION: JANUARY 2019	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SUPPLEMENTARY / SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	MRS. MICHELLE MAREE
MODERATOR:	PROF. CHARLES KEYTER (UNAM)

INSTRUCTIONS	
<ol style="list-style-type: none">1. Answer any 4 (four) questions and number the questions clearly.2. Write neatly.3. As this is an <u>open book assessment</u>, you will need to display well-structured arguments that demonstrate your ability to apply, analyse, synthesise, compare and evaluate theory with practice.4. You are encouraged to read questions clearly, answer in the correct format and make use of examples to substantiate your answers.5. Refer to the <u>articles</u> in Annexure 1: "FOCAC seals funding for Hosea Kutako ... as Xi commits US\$60 billion to Africa development"	

PERMISSIBLE MATERIALS

Core Study Notes and Presentations: Unit 1-6

THIS QUESTION PAPER CONSISTS OF 4 PAGES (Including this front page)

PLEASE ANSWER ANY 4 (FOUR) QUESTIONS.

QUESTIONS REFER TO THE ARTICLE: "FOCAC seals funding for Hosea Kutako ... as Xi commits US\$60 billion to Africa development"

QUESTION 1

Write a short essay in which you critically discuss, (a) the elements that a Public Private partnership is based on and (b) the benefits that a PPP might hold for the extensive upgrades to the Hosea Kutako International airport.

(c) Share examples of successful PPPs in Namibia that you have studied to illustrate your answer. **(25)**

QUESTION 2

"Geingob, speaking in China on Sunday, said funding for the airport project was coming with a five-year grace period."

By looking at the article, a specific model for the PPP to upgrade the Hosea Kutako airport is suggested in this article. Identify the proposed model, discuss the key-features of that model and then critically evaluate whether the proposed model would be the most suitable given the situation. If not, motivate why an alternative model will be better suited. **(25)**

QUESTION 3

Rwandan President Paul Kagame, who currently chairs the African Union, also rallied behind China's involvement in Africa. "Africa is not a zero sum game. Our growing ties with China do not come at anyone's expense," he told the summit.

As an advisor to the PPP unit in the Ministry of Finance in Namibia, prepare a memorandum to the President of Namibia in which you motivate whether Namibia is prepared/not prepared for PPP with China. **(25)**

QUESTION 4

The Public Private Partnership Act 2017 (Act No. 4 of 2017) is based on the principles of "Probity and Transparency" and it is important that during the PPP life cycle these principles are upheld.

Develop core notes to the Chinese government in which you describe how the principles of "Probity and Transparency" should be applied in the establishment of a PPP between Namibia and China. **(25)**

QUESTION 5

Contract management defines the processes which direct parties to the contract in meeting their respective obligations with respect to service delivery and in turn facilitates the meeting of project objectives'. Given this definition, explain how a contract management plan would build capacity amongst the stakeholders in the upgrade of the Hosea Kutako airport. **(25)**

ANNEXURE 1

ARTICLE 1

FOCAC SEALS FUNDING FOR HOSEA KUTAKO ... AS XI COMMITS US\$60 BILLION TO AFRICA DEVELOPMENT

NEW ERA 6 September 2018, Edgar Brandt



WINDHOEK – The Namibian delegation attending the Forum on China-Africa Cooperation (FOCAC) Summit in Beijing is expected to put final touches of the deal allowing China to fund the upgrades of the Hosea Kutako International Airport outside Windhoek.

President Hage Geingob, who led the delegation to the summit that ends today, said the funding agreement culminated from the agreement in March, elevating China-Namibian relations to the level of comprehensive strategic partners.

Funding for the upgrade forms part of the US\$60 billion in new development financing for Africa pledged by Chinese President Xi Jinping in Beijing yesterday, despite increasing criticism of China's debt-heavy projects abroad.

Although this aid might come with economic and commercial conditions, President Xi yesterday told Geingob and his African peers that China's investments on the continent have "no political strings attached".

Geingob, speaking in China on Sunday, said funding for the airport project was coming with a five-year grace period.

It is not clear how much China has availed for the airport upgrade, but the World Bank, in a confidential report dated April 2018, estimated that government could spend anything between N\$2.7 billion and N\$5 billion to upgrade the Hosea Kutako International Airport.

Government previously cancelled a N\$7 billion tender, awarded to a Chinese company, for the same job.

Permanent Secretary in the Ministry of Works and Transport, Willem Goeiemann yesterday confirmed to New Era that even though funds have been made available to upgrade the HKIA, the contract for the much-anticipated project was not yet awarded.

This, he said, is expected to be finalised once President Geingob returns from the Beijing summit.

Hosea Kutako is the country's international airport, originally opened in 1964 under the South African administration. During an interview with New Era in March, former acting CEO of Namibia Airports Company (NAC), which manages Hosea Kutako, said the airport was originally designed to cater for 250 people only.

In 2015, it handled 800 000 passengers and 14 940 aircraft movements, NAC said. The airport caters for international, regional, domestic and chartered flights with a fire and rescue category of 9.

China now offers to fund the upgrade and expansion of the airport, at a time when Namibia strives to become a key entry point to the 300 million population SADC region.

China became Africa's largest trade partner in 2009, and the scale of bilateral trade has expanded rapidly ever since.

During his meeting with Geingob on Sunday, Xi said both countries needed to better align development strategies, promote infrastructure construction and production capacity cooperation within the frameworks of the Belt and Road Initiative and FOCAC.

Despite criticism against China's aid, South African President Cyril Ramaphosa defended China's involvement on the continent, saying FOCAC "refutes the view that a new colonialism is taking hold in Africa as our detractors would have us believe."

Rwandan President Paul Kagame, who currently chairs the African Union, also rallied behind China's involvement in Africa.

"Africa is not a zero sum game. Our growing ties with China do not come at anyone's expense," he told the summit.
