

ABSTRACT

The Privatisation of Water Supply Companies

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The purpose of this thesis was to identify and explain the requirements for the successful privatization of water supply and waste water companies in middle-income countries. It was hypothesized that the successful privatization of these companies is accomplished when a proposed change management model is applied competently. Two Delphi and three Case Studies were conducted to examine this hypothesis. The objective of the first Delphi was to determine whether there was minimal justification for pursuing this research project as planned. The findings of this first study indicated that there was justification. The second Delphi was conducted to determine the merits and demerits of the proposed theoretical model; and the findings indicated that experts in the field seem to use a more limited change management model than the one proposed. The Case Studies that followed were conducted to determine: whether the privatization projects undertaken in Manila, Buenos Aires and Trinidad and Tobago (two concessions and a management contract) were successful; whether the proposed change management model was used, and if so, whether it was used competently; and whether this model could be used to explain the outcomes. Overall it was found that the privatization of water supply companies is likely to be undertaken using a limited change management model or none at all, and that the use of this limited model is the primary cause of failure. It was also found that the proposed change management model is likely to lead to success. In addition the findings formed the basis of an expanded change management model applicable to the privatization of water supply companies.

Keywords: Roland G. Baptiste; Privatisation; Change Management.