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**REGIONAL CONFERENCE ON WATER
SUPPLY AND SANITATION**

**Evaluation of the International Drinking
Water Supply and Sanitation Decade
and Projections towards the Year 2000**

Puerto Rico, 4-6 de September de 1990



**Social Valorization of the
Water & Sanitation Sector-
Action Proposal for the
Nineties**

**"SOCIAL VALORIZATION* OF THE WATER AND SANITATION SECTOR
- ACTION PROPOSAL FOR THE NINETIES-
Eng. Paulo Cezár Pinto**

Regional Conference, San Juan, 09/05/90

ABSTRACT

The problem is characterized, with emphasis on the need to foster communication, in the light of the difficulties associated with the isolation of the Sector. The present social, technical and political situation in Latin America is analyzed. A summary sectorial diagnosis is provided, for the purpose of better identifying the significance attributed to the Sector, internally and externally. The different components of a valorization program are explained, highlighting internal aspects, as well as the external factors that will propitiate the development of a valorization program. Intersectoral relations are analyzed ("expanded marketing" of the Sector) and evaluation mechanisms are commented upon. Lastly, a summary of a commented case study is provided pertaining the SV-Program for the Valorization of the Basic Sanitation Sector in Brazil.

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* Valorization in this paper means "to assign appropriate value."

**"REGIONAL CONFERENCE ON WATER SUPPLY DECADE EVALUATION AND
PROSPECTS FOR THE YEAR 2000"**

Specific Theme

**"Social Valorization of the Water and Sanitation Sector
- Action Proposal for the Nineties
Eng. Paulo César Pinto**

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Sanitation Decade. Firstly, the most predictable conclusion puts the blame on the population and the politicians, but not on the Sector, and ascribes the problem to "the slight importance assigned to the water and sanitation sector by the population at large and, particularly, by the politicians."

This description provides a clear idea of how evaluations are performed "outwards" rather than "inwards", i.e., "if the people do not understand how important we are for their health, and the politicians cannot appreciate the greatness of our work, we will have to do some self-promotion, in order to demonstrate our true worth."

Such an attitude, however, leads to a false dialogue and either sends us back to or perpetuates our isolation. There are no alternatives, and we must discover a way to carry on a dialogue, searching for and fostering participation opportunities. Within the new political context of Latin America, the process of democratization points to representativity as the result of dialogue -knowing how to speak out and how to listen- an essential condition for achieving positive results.

Thus, we are faced with a dilemma: we either engage in a difficult dialogue and take unequivocal attitudes - without mental reservations, however - or else become totally isolated, locked up in our own points of view. In order to build a new future, it is necessary to be courageous and to adopt a philosophy and a code of conduct that elicit consistent answers to controversial issues.

The Sector will undergo further change, in spite of our leaders. Neither the population nor the politicians are to blame for the inadequate priorities or for the performance of the Sector. It is essential that we assume our responsibilities and, undoubtedly, our great advantage, contradictory as it may seem, is precisely the enormous problem that the water and sanitation sector represents for the development of our countries, in terms of social advancement and higher standards of living.

The challenge is precisely this: to improve the dialogue, by first clarifying the problems, since sectoral activities will only take on their adequate dimension if they fulfill expectations, foster the debate on pending problems and do not conceal existing problems.

All our actions will take place in the scenario of the nineties, with growing political flexibility, enhanced awareness of environmental issues, increased willingness of the population to participate, more power in the hands of society, expanded national and international communication, unprecedented political and economic opening, and considerable decentralization of the decision-making process. The process will be demanded transparency, thus highlighting the need for improved public relations.

*"Social Valorization of the Water and Sanitation Sector
- Action Proposal for the Nineties"
Eng. Paulo César Pinto*

**I. CHARACTERIZATION OF THE PROBLEM -
WHERE DO WE STAND AND WHERE ARE WE HEDADED?**

We shall comment on the situation in Latin America and the Caribbean, although examples and diagnoses are not always easily identifiable. It is important, however, to characterize a very common situation and to point out, at the outset, that there are exceptions. We cannot talk about the Sector without considering the overall features of Latin America, the conditionings of underdevelopment, in other words, the market in which we operate.

It is quite obvious that, in the last ten years, i.e., during the Decade for Water Supply and Sanitation, the gap in quality of life between First and Third World countries has widened, and this is true for Latin American and the Caribbean. The economic crisis, together with demographic growth and the concentration of a good part of the population in the cities, have led to social marginalization and to an enormous repressed demand for basic sanitation.

On the other hand, the various countries of the Region, unable to adequately solve their basic sanitation problems, began coping with new problems resulting from industrialization and the increase of polluting activities.

These countries, which have not as yet institutionalized basic sanitation issues, or the pollution of poverty, have to cope with serious environmental problems, supposedly caused by development, or the pollution of affluence. Therefore, ancient diseases, which seemed to have been overcome, coexist with new diseases which demand attention and new attitudes with regard to the environment.

A quick analysis of the world situation in 1990, in terms of the challenges we will have to face, reveal new, unforeseen frontiers, such as the opening of Eastern Europe, the Asian Market, the European Community Market, the integration of the USA and Canada, and the possible creation of an American market, involving the countries of the hemisphere.

Under such circumstances, which have been barely outlined, the road ahead of us becomes quite clear, as it will be built upon new foundations, that is, new frontiers shall be conquered, not no much on account of the energy spent but, rather, of gains in effectiveness and efficiency.

Before commenting on the diagnosis or the development of a program for the valorization of the Sector, it is essential to consider some aspects and conclusions of the national evaluations carried out in Latin American countries, as part of the activities of the Water Supply and

II. SECTORAL DIAGNOSIS - OUR REAL VALUE

We shall not concentrate our diagnosis on service coverage but, rather, on the institutional issue. Situations vary, but the Sector cannot be very different or have different performance from that of the other sectors in any given country. Furthermore, it is a fact that an overall mobilization of the countries of the Region and in any particular country, will influence the way in which the Sector is structured. My diagnosis is that the language which we have been using is inadequate and that we almost always "begged for resources and for attention." At almost all meetings and congresses we reach the conclusion that we need "additional financial resources to solve the serious basic sanitation problems."

In most cases, increased resources would generate "more waste" because of the lack of institutionalization, effectiveness and efficiency of interventions; in other words, the lack of continuity in the development of human resources, a managerial capability, technology, and so many other elements, all of which are essential to the judicious use of financial resources.

Our Sector must be presented as a solution for conflicts, for social problems. We should not be considered as a "problem," as consumers of scarce resources. We must lay stress on our capacity to contribute to national development.

We are not taking advantage of the opportunities for the population to gain a true appreciation of our Sector. It is a problem of "marketing" analysis rather than engineering. On the other hand, the flaws intrinsic to "engineering works" do not allow an adequate understanding of the objective of sectoral institutions/companies, which is to "meet the needs of users qualitatively and quantitatively."

As a rule, during the crisis associated with "water shortages," pollution due to concentrated waste waters, inefficient garbage collection, floods resulting from inadequate drainage, and all sorts of related problems, it is sectoral agencies and companies that minimize actual or potential problems. We must find an appropriate political approach to explain problems, in order to get closer to their solution. We must propose short, medium and long term suggestions, so as to avoid always being committed to immediate solutions, without any link to overall objectives and plans.

It is necessary to demonstrate the economic and social value of the Sector. It is not an easy task, but there are on-going processes that would allow us to at least make an attempt. As an initial suggestion, I propose that we develop the following methodology and compare the results from different countries, in order to perfect the mechanisms.

2.1 Proposed Exercise

In brief, the idea is to compare the Sector under certain conditions, in a given country. The location of the country is very important, so as to have a concrete reference. I propose that we limit ourselves to the following thematic areas: water supply, waste water collection and disposal, solid waste collection and final disposal, and urban drainage. We wish to compare the Actual Sector (State A), with its level of coverage and deficiencies, with the Potential Sector (State B), with full coverage, according to the parameters used in developed countries. The purpose is to prove that the investments required to go from State A to State B are economically and socially justifiable, since they represent prevention, or lower expenditures with disease and with environmental reclamation.

2.2 Determining State A (Actual) - Economic Value

There is a need to determine service coverage and to study the qualitative aspects pertaining to the final disposal of waste waters and solid wastes and to drainage. The economic significance of the Sector will become evident by either availability or absence. It is also necessary to investigate other aspects, such as:

- a) the economic value of the jobs created - human resources employed by the Sector, in public and private companies (consulting, civil works and equipment) and the Sector's job creating capacity;
- b) the economic value of materials and equipment for water and sewage systems, networks, treatment plants, pumping stations, garbage collection vehicles, etc. (yearly purchase level);
- c) the economic value of setting up facilities and maintaining them - the yearly cost of various products associated with water, sewage, solid wastes, and drainage systems.

Other aspects are also worthy of evaluation through sectoral interfaces with the environment, water resources and, particularly, public health, urban development (housing, transportation), education, nutrition, etc.

2.3 Determining State B (potential)

Let us imagine a full coverage that is comparable with that of developed countries, within feasible limits. By means of adequate indicators and using data available in First World countries, coverage will be calculated on the basis of the population and other determining factors of the country being studied.

The same aspects in State A should be analyzed again. This time, however, we shall consider the human resources, materials and equipment which would be used to provide complete coverage, incremented by the investments that will be required on account of the vegetative growth of demand.

2.4 Difference between States A and B

Between the actual and the potential situations there is a difference which characterizes repressed demand, or the investment required for inducing sectoral changes. This value may be determined on the basis of the unit costs of investments in the four areas, including adequate final disposal of residual waters and solids.

Such investments shall be compared with other non-preventive expenditures, considering, for example:

- a) economic value of water and soil pollution - public health problems caused by environmental pollution and other problems such as increased water treatment costs, etc.;
- b) economic value of hospital beds occupied as a result of diseases attributed to lack of basic sanitation - hospital costs and costs associated to absenteeism (as regards the population not covered by the services).

Assuredly, these data are set forth in health and environmental reports, although they are not always too easily found. It is important to know that costs will always be quite evident, or waste will always be greater than the investments required to change the situation.

III. COMPONENTS OF A VALORIZATION PROGRAM

Before developing a Valorization Program, it is necessary to discuss the basis of practicable solutions, i.e., which is the society where we will work and the reality within which we will operate. There are certain unavoidable restrictions, since we cannot even imagine the parameters of a developed world being applied to our socially troubled cities. Sectoral effectiveness and efficiency will rest upon maintaining a good image that preserves basic principles but does not offend users by highlighting incongruences.

At this point, the analysis of the problem of sectoral valorization must be inserted into the overall context: nation, system, population, education, quality of life of the people. It is imperative to defend a scale of priorities which is compatible with the aforementioned values. Furthermore, as a basic issue, we must foster citizenship, as an ethical position which restricts

individualism and generates constructive attitudes. Thus, we will be able to encourage community participation and a dialogue between the Sector and the Community.

Just as an individual remains isolated, helpless, when he is not aware of his rights as a citizen, or when he does not practice his citizenship, the Sector, without and awareness of the adequate dimension of its roled within the larger context of the country, will attain, at the most, partial progress, with the added possibility of setbacks and aggravated conditions that will be more costly to the system.

The Sector may have political, social and economic answers to its problems and therein reside its foremost virtues and the "appeals" we should exploit. There is no party, system or normal specific situation which, for various reasons, does not wish to improve the quality of life; therefore, we believe it is unavoidable that the valorization program try to influence the national basic sanitation plan and the government plans, by considering, among other aspects:

- a) the issue of development and its strong relationship with the environment;
- b) social issues and their interrelations with public health and the various elements which have an impact on the quality of life;
- c) the real needs of cities, provinces and regions;
- d) the importance of calling upon the organized segments of society to act in all phases of the process;
- e) the establishment of differentiated financial mechanisms which may contribute to bringing about changes in the social indicators;
- f) an awareness that there is no "Santa Claus" and that the Sector must find self-sustaining mechanisms or else become incapable of institutionalizing the process;
- g) the importance of generating better information about the Sector as a whole and of creating positive and participatory attitudes;
- h) the need to establish internal awareness about and a modernization program for the Sector.

3.1 External Factors of Valorization

Most external factors were discussed above. Some are valid everywhere and under any circumstances. Others are only found in special occasions. The Sector should not strive for a

"centralizing model" in a decentralized society. It cannot be unyielding when the trend is towards flexibility.

It is believed that the world situation discourages dealing with "basic sanitation" as an isolated question. It is closely linked to environmental issues, urban development, public health. These factors enhanced the importance of the Sector and its ability to make a positive contribution to the improvement of the quality of life.

The rationale to be applied is that of the previous exercise, considering the extent to which basic sanitation has a positive influence, when it is available, and its negative impact, when it is absent or inadequate.

3.2 Internal Sectoral Factors

At the onset, it is necessary to understand that we envisage the defense of ideas, of principles and not of errors based on "classism." In order for the Sector to be truly valued, we must not try to conceal its problems.

Thus, regardless of external variables, roots, cultures and daily problems, the different dimensions must not conflict with one another. It is important that the scale of values be consistent since, often enough, it is an inverted scale of values.

The user, the citizen, and the good quality of services must come first. The second objective is thematic valorization, the valorization of the Sector, because of its intrinsic value, but subordinated to the first priority. Thirdly comes the promotion of the State/Company which renders this public service.

We wish to set up a procedure, a mentality that values adequately basic sanitation services, with the corresponding and imperative response of the Sector, in terms of all the various aspects of effectiveness, efficiency and effectivity, particularly with regards to the Sector's relation with the population.

Internally, the Sector must be shaken up, since we need adequate responses and behaviors that bring about a positive attitude on the part of employees. Thus, we will be able to meet the demand for informations and for assertions required by the actions undertaken externally, in the search for valorization.

We must believe in and emphatically defend this idea, and we must be ready to face any challenges. It is necessary to foster a feeling of sectoral unity, a feeling that the Sector can make a substantial contribution to development.

Consequently, we believe that the internal awareness of the Sector must come simultaneously with, or even prior to, external mobilization. We cannot expect that the population will assign an adequate value to our Sector -saving water, for example- if we do not do likewise in our own homes, i.e., if "the toilets of the water company are dirty, with defective and leaky faucets;" if the yards of "urban cleaning" departments are semilly; if the garbage collection vehicles dirty the streets and are badly maintained.

The principle is valid under any circumstances and extremely obvious: in order to bring about changes, we must begin with ourselves and not blame "the politicians, who do not take things seriously enough, or the people, who are uneducated." That is nothing but excuses for our own failings.

We must value employees and their work, and try to meet all possible expectations, even if all of this is extremely difficult, particularly in view of the overall feeling of "dejection" which prevails in most Latin American countries.

Motivation results from the sum total of aspects which include various individual ingredients, over which we do not have much control, and collective determinants, also beyond our sphere of control. Between both extremes there is space for acting on the principle that being satisfied with one's work is an essential element in life.

3.3 Formulation of a Valorization Program

What we obviously envisage is that the basic sanitation Sector be adequately valued - feelingly and emphatically- by the population, within the "Latin American context" or within the "national context of a given country." This valorization cannot be artificial or attained on the basis of circumstantial aspects, otherwise it will be "a passing fancy" (transient phenomenon). Valorization must not be understood as a campaign but, rather, as permanent attitude and program.

There is no correct answer to a badly put question, since, at the outset, it is necessary to understand the true meaning or objective of the question. Thus, we could match the valorization of the Sector with the statement of the following problem: to design a basic sanitation plan which contemplates the following elements:

- improvement of the quality of life (and of public health);
- lessening of the negative impact on the environment;
- extension of social benefits to low-income populations;
- integration with urban development plans (transportation, housing) and with education;
- possibility of full coverage;

- maximization of investments and benefits, while minimizing per capita investments and all waste;
- financial self-sustainability, with a progressive decrease of non-refundable investments;
- consideration of basic sanitation as a production input (raw material) and as a Sector with a job-creating capacity (manpower-intensive);
- consideration of the Sector as a non-inflationary and no recessive element;
- capacity to marshal arguments in favor of solutions of political and economic issues: government, private enterprises and population.

As a rule, these are the main difficulties of the Sector in Latin America:

- Performance - usually without giving priority to the user.
- Social function - not characterized, contributing to the social marginalization of the poor.
- Coverage imbalance - increasing gap between demand and supply in more densely populated cities.
- Lack of institutionalization - with the appropriate participation of the various spheres of government (central, provincial and local).
- Lack of priority for basic sanitation in rural areas - assigning importance to consequences rather than causes.
- Lack of integration of basic sanitation actions - water, sewerage, solid wastes, urban drainage, and vector control (planning of isolated actions).
- Lack of sectoral integration - isolated actions in public health, urban development, water resources, and the environment; various issues in the agenda, but the Sector has not been able to absorb the modern spirit, the new links and relations.
- Lack of integration with development policies - plans and actions do not take into account other sectors which prevent a progressive improvement of the quality of life: health, nutrition, education, and the economy, as a whole.
- Lack of an appropriate internal attitude - to find new solutions, giving priority to the following issues:
 - . increased community participation;
 - . the operation of systems with regard to the works;

- . the quality of services;
 - . researching and seeking compatible technologies;
 - . institutional development and the modernization of means (administration);
 - . human resource development and, particularly, management development.
- Lack of external policy decisions - to assign priority to the Sector, providing more attention and increased resources.
 - Lack of internal policy decisions - as a fundamental condition for eliciting external policy decisions.
 - Lack of sectoral valorization - as a consequence of all the aforementioned factors.

On the basis of these statements, it will be possible to design a sectoral valorization program, generic in nature, which considers as its main objective to elicit an adequate appreciation of basic sanitation services, by showing their importance for the quality of life, the enancement of man, their impact on health, on the economy, on education, etc., and tries to demonstrate, as a function of the country's present situation, the benefit/cost ratio of basic sanitation investments. The program must capitalize on the Sector's capacity to contribute to national development, both socially and economically.

The Program should contemplate:

- a) The Internal Public of the various organizations, for the purpose of inspiring adequate attitudes internally and externally (with users), training sectoral personnel so that they are better able to meet the increased demand for information, occurring as a result of the impact of the Program.
- b) Present and Potential Users of the systems, establishing a trust relationship as a result of operational improvements and a more adequate image of the Sector.
- c) Decision-making centers - at the various levels, whether in the government, associatons, federations, labor unions, organized groups in society, through lobbying, so that the Sector attains a more adequate political dimension and is able to legitimately influence pertinent decision-making.
- d) The population at large - obviously already considered, to a great extent, as the users, but on the basis of a different discourse.

Let us differentiate the aspects related to valorization from those of a valorization program. The latter involve a permanent attitude, which must be processed and disseminated

by the sectoral organizations, companies, professional staff, and teams. This attitude may be independent but it must be permanent.

A sectoral valorization program presupposes a joining of efforts of the different basic sanitation organizations around a specific purpose. The program, in this light, can be set up for a given period, provided it attains the foremost objective, which is a permanent attitude with regard to valorization.

In institutionalizing a valorization program, the following aspects must be considered.

- a) The establishment of a planning model, as well as a functional organizational chart, for the development of the program. The model must take into account not only the basic assumptions but also the importance of integration, the need for participation and the essentiality of coordination.
- b) The establishment of terms of reference, generic in nature, which consider objectives, target groups, linkages with other programs, integration and coordination activities, use of installed capacity, utilization of available experience, sectoral diagnosis, etc.
- c) The establishment of a working group and the definition of the actions to be developed by a "think-tank." Most actions must be decentralizing in nature. The coordinating group must implement actions that reach out beyond local frontiers.

Actions will be divided into:

- basic actions for structuring the program;
 - actions within the internal sphere and,
 - actions in the external sphere.
- d) The setting up of a program and establishment of basic rules, standards, financial resources, and human resources required.

In order to implement the program, it is necessary to hold a seminar on strategic planning, which would identify other issues, areas of interest, specific objectives, problems affecting objectives, program priorities and action plan.

IV. *ANALYSIS OF INTERSECTORAL RELATIONS - The "Expanded Marketing" of the Sector*

Strategic planning of "marketing" considers the product to be put on the market, its possibilities, vegetative demand, and stimulated demand. In our field, we must now discuss which is our product and how to go about fostering supply and demand.

In fact, our product is improved quality of life, through basic sanitation actions, integrated to other actions, such as housing, public transportation, health, nutrition, jobs/wages, leisure, etc. Consequently, basic sanitation is a mean and cannot be considered in isolation.

In each case, it will be necessary to draw a National Basic Sanitation Plan, according to the defined objectives and not favoring thematic aspects. In this paper, we will not deal with this issue but, rather, with the interfaces, the identification of the various sectors and the importance of basic sanitation for specific activities.

This second phase of "marketing" planning involves identifying the stimulated demand and determining to what extent it can contribute to a broadening of the market for our product and for basic sanitation actions.

In other words, it will be necessary to set up a matrix for the identification of the various sectors, their economic and social importance and the influence of basic sanitation on their performance. It is simply a matter of finding sales arguments and defining the strategy to be used in each case.

Using the rationale of determining the interfaces, it is possible to provide some examples.

a) Activity: tourism

- Special projects could be established for cities with a highly developed tourist industry, with a view to improving the tourism infrastructure and, consequently, increasing revenues.

The project, obviously, must be developed jointly with the interested parties, expanding funding sources, possible by products, etc. Water supply companies could offer certificates of quality, etc., in order to attract tourists.

b) Activity: health control at frontiers

- Special projects to be developed with a view to international integration for the improvement of the basic sanitation infrastructure in cities and towns located along the frontiers.

c) Other possibilities are given below; the list is endless:

- historical town and monuments,
- new rural settlements (agriculture area),
- energy production from wastes,
- water reuse, etc.

The identification of interfaces must follow a research methodology, through the analysis of several instruments:

- the federal, state and local budget and its various aspects;
- national development plans and sectoral potential;
- structure and responsibilities of various agencies;
- market credit lines;
- industrial investments, raw materials, processes and wastes;
- the activities of non-governmental organizations, etc.

The identification of opportunities could be initiated with a "brain storm" process, with some basic principles which will make it possible to gather maximum input for later consistency analysis.

Interface analysis is based on the determination of our importance in the activities of other sectors.

V. *EVALUATION MECHANISMS*

Valorization has no deadline, since it is a permanent attitude. Nevertheless, it can be measured through its overall qualitative aspects and more obvious changes. However, it is essential to differentiate conjunctural change from real change. Only a case analysis can point out the progress made.

It is difficult to imagine overall indicators beyond those traditionally accepted, although some ideas could be tried, such as:

- a) basic sanitation/curative medicine investments ratio (per capita);
- b) loss of sectoral staff;
- c) consistency of the institutional model;
- d) performance of sectoral services and companies;
- e) sectoral dynamics, etc.

For years we have discussed sectoral valorization plans and complained about journalists because we never were news. This could be another indicator of valorization; both good and bad news about the Sector.

It would be interesting to evaluate the factors that influence news. We can hardly prevail over some of them: the event; form of analysis; promotion; contacts with the appropriate individuals; identification of points of interest for the community; identification of the specific interests of sources, newspaper editors (also TV, radio, etc.), newspaper publishing companies; the occurrence of priority events on the same date; the feeling at the time of the occurrence; the overall mood; the day of the week; the time of day; the mood of reports; etc.

Some factors are subjective, some are objective. We must know our limitations in order not to become unnecessarily frustrated. It is necessary that the daily routine, the conflicts of everyday life, and administrative or financial emergencies do not lead us to visions of immediate results. It is necessary that the overall dimensions be understood and assimilated.

Another factor which helps to assess valorization is citizens' demands and politicians campaign speeches.

VI. CASE STUDY: PROGRAM FOR THE VALORIZATION OF THE BASIC SANITATION SECTOR IN BRAZIL

In Brazil, there is a very interesting on-going experience. The considerable unstructuring of the Sector (1987/1990) created a number of difficulties, which triggered a joint effort on the part of nine sectoral organizations and led to the creation of the PVS - Program for the Valorization of the Basic Sanitation Sector.

Three of the nine organizations were linked to governmental agencies, five to private companies and one, ABES, is the Brazilian chapter of AIDIS, which defended and promoted the Program.

PVS used a series of principles which were discussed above; its planning model is shown in Figure 1. The Administrative Council was constituted by the sponsoring organizations and the Executive Secretariat coordinated the various areas (Figure 2).

PVS has been in operation for about twenty months and has attained some significant victories, one of which was influencing the plans of the new government and the fact that several PVS members are acting within the structure created for the Sector (the National Secretariat for Sanitation, in this case, means basic sanitation: water supply, waste water, solid waste and drainage in the Ministry of Social Action).

As a result of the priorities assigned (organization of the program, elaboration of the new institutional model, capitalization of the Sector, internal awareness and external mobilization), *the PVS focused its activities on actions connected with Congress, immediately after the new Constitution was promulgated, since many items still required regulation.*

PVS was able to submit a proposed model and a draft bill to Congress. Nevertheless, political circumstances did not permit its discussion by Congress and these documents are now being reviewed at PVS, with the assistance of governmental agencies. Other important actions are related to discussions about allocations to the Sector. In this area, the Program has certainly made some achievements, which contribute to the transparency of the criteria used in the appropriation of funds from the Employment Period Compensation Fund (in Brazil, FGTS).

Figure 1.
PVS - VALORIZATION PROGRAM OF THE BASIC SANITATION SECTOR
PLANNING MODEL
-Brazil

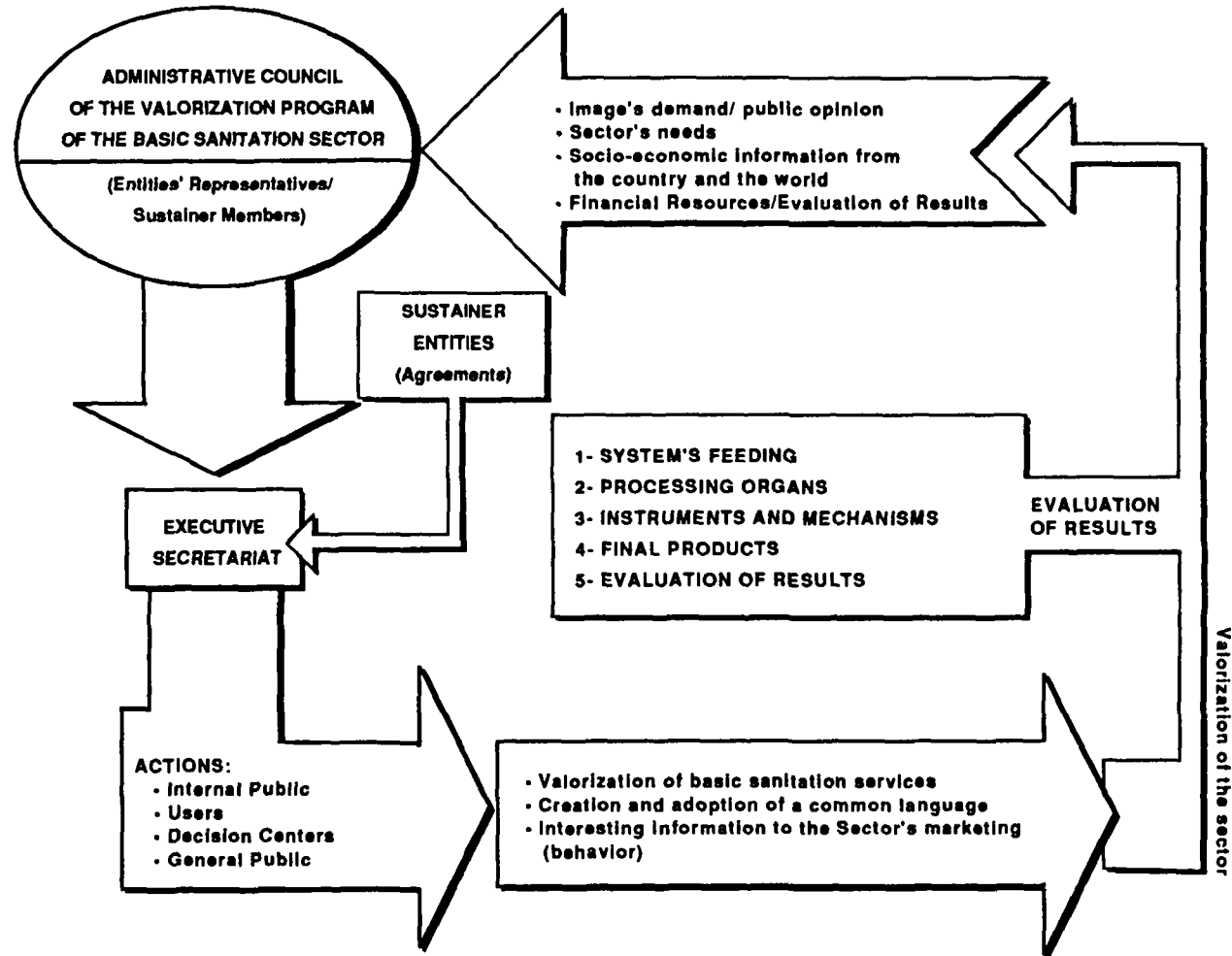


Figure 2.
PVS - VALORIZATION PROGRAM OF THE BASIC
SANITATION SECTOR
OUTLINE OF THE FRAMEWORK

