

fondation
 **suez**

SUEZ'S SOLIDARITY
COMMITMENT

2018 REPORT

fighting
exclusion
promoting
social inclusion





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Three areas of intervention

As part of its objective to reach the United Nations Sustainable Development Goals, the Fondation is focusing its efforts on three lines of action:

The SUEZ corporate Foundation accompanies project developers – local associations and international NGOs – committed to the fight against exclusion in France and in developing countries.

With a €4M budget, the Fondation offers financial support and / or makes available the expertise and know-how of Group personnel who wish to make a commitment via skills-based sponsorship.



Access to essential services for underprivileged populations

The Fondation supports projects aiming to increase access to drinking water, sanitation and waste management services for underprivileged populations in developing countries, as much in rural areas as in peri-urban or informal districts.



Social inclusion thanks to employment and training

The Fondation supports projects aiming to encourage social inclusion or the re-integration into society of the most vulnerable individuals by taking action to combat exclusion on all fronts: training, housing, employment, language, status...



Social cohesion thanks to education, culture and sport

The Fondation supports projects designed to improve social integration and enable populations to live together in harmony in France, focusing on education, culture and sport as levers for social cohesion, encouraging society to move away from a situation of "them" towards a situation of "us".



Jean-Louis Chaussade
Chief Executive Officer of SUEZ, Chairman and Founder of the Fondation SUEZ

Taking action to promote social inclusion both in France and at a global level

Seventeen goals for a better world and a more sustainable future by 2030: such was the Road Map defined by the United Nations in 2015 – a heartfelt appeal to all: states, civil society, development protagonists, companies and each of us. This global effort, which clearly resonates with necessity, covers every aspect of development – health, the climate, energy, water, poverty, gender equality, biodiversity, economic prosperity as well as peace, agriculture, education etc... Conducting our businesses, both in France and at a global level, confronts us with the extent of these challenges on a daily basis and underpins the Fondation SUEZ's ever-increasing commitments.

Today, the Fondation's missions are guided by a single watchword: inclusion. Our aim is to create the conditions to enable all individuals, at a global level, whatever their origin, age, gender or social status, to live life to the full, serenely, with their loved ones, and the others, independently, and to occupy their rightful place in the society in which they live.

In developing countries, this is reflected by our support, both financially and via a provision of expertise and long-term accompaniment, for major NGOs such as international solidarity associations, who tirelessly work alongside

institutions, traditional and local authorities, local populations, to effectively and sustainably put in place the basic right of the most vulnerable to water, sanitation and waste management services. This also implies promoting and circulating innovations in the field, where they have a crucial role to play namely in the face of the demographic explosion affecting major cities, or the impacts of climate change with respect to water shortages, hydrological catastrophes and climate-related migration. This lastly incites us to help to reinforce the expertise of leaders and managers responsible for basic services, particularly in urban settings. It is a pledge that we have reaffirmed this year, alongside our partner, AgroParisTech.

In France, the Fondation's commitment constitutes a concrete reality at local level, put to the test by problems relating to education, employment, integration or welcoming refugees. Because exclusion is multi-dimensional and affects people from all walks of life - young people having broken away from society, those furthest from employment, youngsters and their families distanced from education and culture, women of foreign origin, The Fondation supports a multitude of initiatives, well-rooted in the field, which place readiness, innovation and impact at the heart of their action. In 2018, the Fondation committed to providing assistance to associations

putting in place new practices to further the social inclusion of refugee populations without neglecting host populations.

Our mission is ambitious and our fight to promote social inclusion encompasses a wide range of issues. The work of our partners is remarkable and we are proud to be able to contribute towards their actions and initiatives. As part of a dynamic of exchange, we are fully committed to ensuring that high-impact projects are shared and circulated. We are also extremely proud, and I would like to take this opportunity to thank them, of the implication of Group personnel, who offer their expertise and commitment to benefit projects both in France and in developing countries. In today's society, striving to achieve the common good should be everyone's priority: citizens, personnel, institutions, associations and companies. The Fondation SUEZ is working alongside all of these stakeholders to create a world in which everyone can live with dignity and serenity. ●

the fondation and its partners

A single common destiny



MYRIAM BINCAILLE
Managing Director
of the Fondation SUEZ

PHILIPPE LÉVÊQUE
Managing Director of CARE France

CHLOÉ SIMÉHA
Managing Director of the Red Cross,
Social Inclusion

CLAIRE DE MAZANCOURT
General Manager
of the Institut de l'Engagement



The Fondation SUEZ favors a partnership model based on trust and shared responsibilities.

Is this co-commitment the key to achieving the social inclusion of the most vulnerable?

MYRIAM BINCAILLE

The projects we support respond to vital stakes for our society and planet. This means that every time we give our support to a project developer, we are fully engaging our responsibility, alongside him and alongside the populations and stakeholders concerned. We are consequently shaping a "common destiny" based on trust and a pragmatic and compelling results requirement. This mobilization is based on the commitment of SUEZ's management, the motivation of all of the Foundation Board members, and the active involvement of personnel within the "Fondation community". On these solid bases, we are committed to often working hand-in-hand with our partners from the project design stage right through to its final assessment.

PHILIPPE LÉVÊQUE

The response to humanitarian emergencies, whether of natural or of human origin, constitutes an integral part of CARE's fight against poverty and injustice, in a context where crises are ever-increasing and where, unfortunately, a good deal of them are forgotten, or even swept under the carpet owing to a lack of media exposure. Our duty is to remain on high alert, ready to intervene in an emergency but also to pursue long-term reconstruction efforts. The Fondation SUEZ, which shares the same perception of humanitarian aid, provides us with both a great responsiveness in the face of emergency situations and regular, long-term support.

We are consequently shaping a "common destiny" based on trust and a pragmatic and compelling results requirement.

MYRIAM BINCAILLE

CLAIRE DE MAZANCOURT

The mission of the Institut de l'Engagement is to give young people who develop projects for the future (training, job seeking or business creation) the tools and the means to implement them. This accompaniment begins from the admission process, given that every applicant is invited to come and present his or her project and in exchange, benefits from advice to enable project consolidation, irrespective of whether or not he or she is then accepted at the Institut. This stage is decisive and its implementation is based on the voluntary commitment of our partners. Under the watchful and constructive eye of SUEZ personnel, who are part of the admission panel, the constraints barring the progression of these young people are lifted.

CHLOÉ SIMÉHA

At Capdife, a Red Cross social inclusion project dedicated to ecological

agri-market gardening, we don't just work the land, we also plant seeds, and namely seeds of hope. It is for this reason that we owe it to ourselves to continue to improve the quality of our pathways to integration within an innovation dynamic to help ensure the future empowerment and employability of individuals. With this in mind, the support given by the Fondation SUEZ to the market gardening business we have set up on the Valros site has a veritable leverage effect on the development of our structure and the subsequent successful integration of the people we accompany.

MYRIAM BINCAILLE

Our partners are all committed to the same battle: achieving the social inclusion of the most vulnerable, even if their fields of intervention, their forms of action, their means and their resources are extremely diverse. It is up to us to adapt our response to the specific nature of their

needs, whether in the form of skills based-sponsorship or financial support. For some, it will consist in accompanying the risk taken when an initiative is started-up, for others, in consolidating what already exists, or facilitating the circulation or change in scale of a project which has proven its worth...it's a fascinating challenge and no-one should be left by the wayside!

Under the watchful and constructive eye of SUEZ personnel, who are part of the admission panel, the constraints barring the progression of these young people are lifted.

CLAIRE DE MAZANCOURT



More than 400 members of personnel are part of the Fondation SUEZ community

The objectives of the Fondation SUEZ are close to SUEZ Group businesses and are firmly rooted in the company's values. Their implementation requires the implication of personnel, who give their time and offer their expertise to contribute towards projects in the form of voluntary work and / or skills-based sponsorship.

The "Fondation Community" consequently brings together some 400 members of personnel who actively contribute towards the good results of the projects supported.

For some, the assessors and the referents, this commitment is reflected by a responsibility for assessing projects upstream and monitoring them over the long-term. Almost 200 projects

have consequently benefited from the expertise of Group personnel.

For others, it consists in responding, in a very tangible way, to the needs expressed by associations: workshops on how to put together a CV for pro-integration associations, participation on panels, open days to discover company life, solidarity sales to the benefit of various structures... And for others, support for all Foundation activities, including administrative ones

Lastly, within the context of the partnership, for the AgroParisTech "SUEZ -Service Management" Chair, experts from SUEZ intervene in **training modules** or provide **coaching** missions for Chair auditors.

The Board of Directors is chaired by its Chairman – Founder, Jean-Louis Chaussade.

It is composed of 13 members, elected for a five year term: representatives from SUEZ, independent personalities qualified in the Fondation’s fields of intervention, and a personnel representative from within the Group.

The Board of Directors defines the Fondation’s strategy, adopts the budget and fixes the contents of the agenda.

It selects the projects to be backed from those pre-selected by the Fondation team and the assessors. It is supported by two different selection committees:

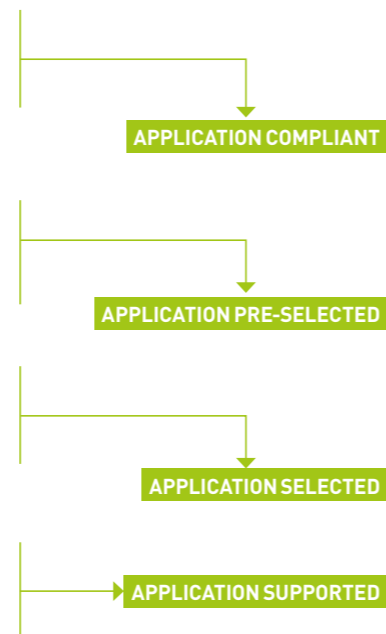
- **The Access to Essential Services and Insertion Selection Committee** composed of Frédérique Raoult, Bernard Guirkinger, Dominique Pin and Jean-Louis Chaussade.

- **The Social Cohesion Selection Committee** composed of Jean-Yves Larrouturou, Denys Neymon and Frédérique Raoult.

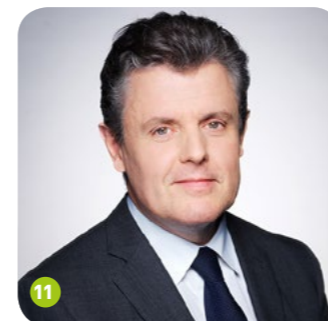
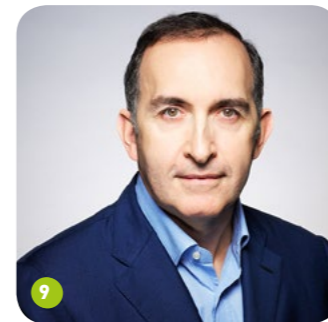
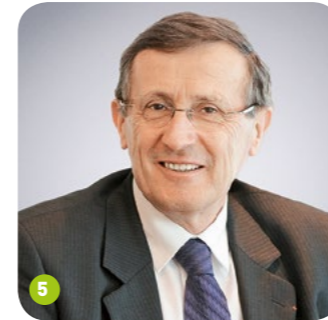
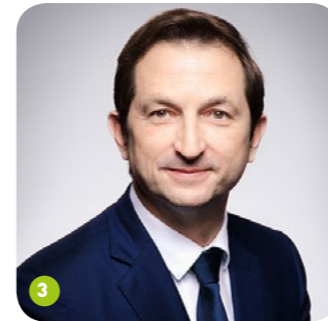
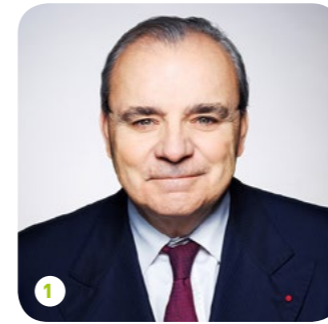
With the support of voluntary personnel, assessors and referents, the Fondation’s **permanent team** ensures the implementation and operational monitoring of the strategic orientations and decisions of the Board of Directors.

a selection process based on a wide range of expertise

- 1 Application received** and analyzed **by the Fondation team** to check its compliance with the Fondation SUEZ selection criteria
- 2 Application studied** and opinion issued **by internal or external assessors**, consulted according to their field of expertise
- 3 Examination and selection by the Board of Directors or the concerned Committees**
- 4 If positive response** Support and accompaniment of the project (funding and skills-based sponsorship)



composition of the Board of Directors



- 1 Jean-Louis Chaussade**
Chief Executive Officer of SUEZ, Chairman-Founder of the Fondation SUEZ
- 2 Frédérique Raoult**
Group Sustainable Development and Communications Director, Vice-Chairwoman of the Fondation SUEZ
- 3 Bertrand Camus**
Senior Executive Vice President in charge of Africa, the Middle East, India, Asia and Australia –Pacific
- 4 Axelle Davezac**
Executive Director of the Fondation de France
- 5 Bernard Guirkinger**
Regional Delegate of SOS Group, Eastern Region
- 6 Marie Trelle-Kane**
Chairwoman-Co-Founder of UNIS-CITE, Advisor to the Economic, Social and Environmental Council
- 7 Dominique Pin**
Engineer from the Ecole Centrale, Paris
- 8 Thanh Nghiem**
Founder of the Crazy Toad Movement and of the Angenius Institute
- 9 Jean-Marc Boursier**
Senior Executive Vice President in charge of Finances and Recycling and Recovery in Northern Europe
- 10 Marie-Ange Debon**
Senior Executive Vice President in charge of France, Italy and Central Europe
- 11 Jean-Yves Larrouturou**
Senior Executive Vice President of SUEZ in charge of Group transformation and General Secretary
- 12 Denys Neymon**
Chief Executive Officer of the Water and Waste Treatment Infrastructures Global Business Line
- 13 Franck Reinhold Von Essen**
Secretary of the European Works Council, Administrator of the Fondation SUEZ representing personnel



Developing countries

Access to essential services
more than 5,000,000 inhabitants directly concerned



France

Social insertion thanks to employment and training
more than 3,350 persons concerned



Social cohesion
more than 12,700 young people and their families accompanied in education, culture and sport

3 areas of intervention, 431 projects supported

including 254 Aquassistance projects



Données consolidées 2011 - 2017 - Sources : associations et ONG partenaires

Within SUEZ Group
8 foundations
4 associations

SUEZ Group's commitment is reflected by the 8 foundations and 4 associations in place within the Group's subsidiaries all over the world which intervene in the fight against exclusion, to encourage social equity, environmental protection and resource development, for a total sum of more than 13 million Euros.



WORLD
AQUASSISTANCE
Gevalor
Agence des Micro-Projets



Increasing access to essential services for underprivileged populations in developing countries



In villages or camps, in the Sahel as in many other countries, fetching water is ensured by women and children

+ THAN 750 CHILDREN LESS THAN FIVE YEARS OLD

die every day as a result of a diarrheal illness provoked by contaminated water, a lack of sanitation and poor hygiene.

UNICEF, 2018

The United Nations General Assembly has proclaimed 2018-2028 the International Decade for Action on the theme of "Water for Sustainable Development".

WATER COALITION,
World Water Day, March 22, 2018

For women and girls, collecting water in Sub-Saharan Africa represents approximately 40 billion hours of labor per year to the detriment of their health, safety, social and economic emancipation and for the youngest among them, their school attendance rate.

Global Education Monitoring Report,
Summary on Gender Equality, UNESCO 2018

In rural areas, access to water is extremely lacking

Eight years after the recognition of the Human Right to Drinking Water and Sanitation by the United Nations, the challenges remain immense in the face of the multitude of persons who still do not have access to these basic services. This lack of access has significant consequences at the level of nutrition, health, education, gender equality, the economy and the environment. In addition, water resources are highly impacted by climate change: **40% of the global population will face water shortages by 2050**, whilst others will be hit by flooding. Guaranteeing universal access to water and the effective management of water resources constitutes a major stake for the success of the Paris Climate Agreement and the achievement of the Sustainable Development Goals fixed by the United Nations with a view to ensuring a decent life for all by 2030.

ACCESS TO WATER AND SANITATION: A SAME NEED WITH DIFFERENT STAKES



Increasing access to essential services for underprivileged populations in developing countries

stakes





Access to water and sanitation is helping to emancipate women and educate children

In Sub-Saharan Africa, 13.5 million women and 3.4 million children spend up to several hours every day fetching water for domestic use. In this region of the world, women have primary responsibility for water and are the caretakers of hygiene in the home, making them both the first victims of water shortage and undeniably, the best qualified on the subject.

It is for this reason that it is essential to place women and children at the heart of projects for access to essential services.

POINTS OF VIEW



BERTRAND CAMUS
Senior Executive Vice President
in charge of Africa, the Middle East,
India, Asia and Australia - Pacific,
Administrator of the Fondation



CHRISTEL PERNET
Chairwoman of the Puits du Désert

Access to water, sanitation and waste management serves as a catalyst for progress and human development. It conditions access to health, education, the empowerment of women, and consequently, economic development. Increasing access to essential services therefore constitutes the major pre-requisite in the fight against poverty.

For more than 10 years now, we have partnered the Fondation SUEZ which finances the construction and rehabilitation of wells in Niger. Thanks to access to water, we have been able to begin to build schools, health centers and vegetable gardens...We are consequently slowly consolidating peace and prosperity in the region whilst reinforcing gender equality.



Family gardens to emancipate women

BANGLADESH / 2017-2019



Women are extremely implicated in projects

The association GK Savar, supported by a dedicated committee in France, is accompanying the development of poor rural areas in Bangladesh. Among its priorities: the professional training and emancipation of women, and in particular, support to create family gardens: growing vegetables and flowers, fruit trees, use of vermin-compost, basic notions of nutrition, development and water reservoir maintenance for irrigation, selling produce... On these bases, women are actively contributing towards food security in their villages, reinforcing their capacity to resist natural catastrophes and the effects of climate change whilst generating new income. In 2018, the program, which targets 6 villages, equating to 3,000 vulnerable families, directly benefitted one thousand women.

GK Savar has acquired extensive experience in the region of Bangladesh and is very knowledgeable on the topic. Monitoring by a local NGO guarantees good governance.

PIERRE PIERONNE
Technical Expert, SUEZ Water France, Project Referent



Access to water, a driver of socio-economic development and peace

NIGER / 2016-2019



Opening the way forward towards a better future for desert populations

The Air Mountains to the north of Agadez in Niger suffer from a multitude of vulnerability factors – geographical, climate-related, economic and political – which reinforce and build on each other at the risk of lastingly locking the region in a situation whereby it is drastically struggling to simply survive.

This was the context which, at the beginning of 2000, saw the creation of two associations, Les Puits du Désert in France and Tidène, its partner in Niger, with the objective of providing assistance to the most vulnerable Nomad and settled populations who, until this time, had never benefited from any external support.

The priority focus: access to water, with an ambitious objective: to build or rehabilitate 400 wells. Little by little, the scope of programs was extended to incorporate all

developmental dimensions: health, food security, education, economic activities... This is how, in 2013, following a request by veterans, eager to settle down in the region, the two associations embarked on the "Security and Development" project.

The Fondation SUEZ immediately responded to the appeal for help and today, the 2nd phase of the program, which spans the years 2016-2019, is providing for the construction of 5 village wells to bring water to 10,000 inhabitants and 5 market gardening wells.

For every village well created, a third party agreement is signed in order that the populations and village head appropriate the structure; a management committee responsible for maintenance and upkeep is put in place; lastly, sessions, hosted by

an itinerant theatre group, are organized to raise awareness regarding hygiene. And for every market gardening well rehabilitated, twenty or so vegetable gardens are created, offering food security to inhabitants and increasing their wealth, given that to date, certain farmers have seen a ten-fold increase in their incomes, thanks to the sale of their produce.

For every village well created, a third party agreement is signed in order that the populations and village head appropriate the structure; a management committee responsible for maintenance and upkeep is put in place; lastly, sessions are organized to raise awareness regarding hygiene

The program has a particular focus on women and girls, who have now been freed of the water chore, to the benefit of a better school attendance rate for some and the development of new income-generating activities for others, via the creation of cooperatives. Globally, the program is effectively contributing towards consolidating peace and stability in the region.

400 villagers and cattle farmers integrated into the projet

10,000 inhabitants





Women and children, the driving forces of hygiene awareness

SENEGAL / 2016-2019



Hygiene and environmental education tools

In the department of Mbacké in Senegal, open-air defecation still concerns almost half of the population. The consequences of this are disastrous: a high prevalence of diarrheal-related illnesses generating a significant rate of absenteeism in the workplace and a resulting fall in income for families; the rise in insecurity for women and children who have to go into the bush for privacy at the risk of being attacked; the impact on school absenteeism, especially for girls, who don't attend school for fear of needing to go to the toilet. At issue, the deficit of improved sanitation systems and the ignorance of families as regards good hygiene practices and the need to install a basic sanitation system for the good of their health.

awareness among inhabitants, put forward their case with traditional and local authorities in order to make sanitation a veritable stake and enable the poorest families to gain access to improved latrines via innovative sources of financing. As regards awareness-raising, the emphasis will be placed on women, who have primary responsibility for hygiene in villages, on teachers, with the introduction of "environmental education" and on children, via the creation of school clubs and the organization of competitions with the objective of making them more responsible with respect to hygiene issues.

Villager Committees from four communes in Mbacké, (Missirah, Sadio, Taif and Touba-Fall, equating to 30 villages and 40 schools), **have sought the support of the NGO Eau Vive, which is already extremely present in the field, in order to mobilize and raise**

30 villages have sought support from the NGO Eau Vive

40 schools involved



Water and sanitation for the clinic and the school

TOGO / 2017-2018 / new



Children's health is a priority

FIDEI has overseen the creation of a clinic for the 6,000 inhabitants in the area, along with a maternity unit and a health and prevention center.

Since 2015, the association FIDEI has been working on a program to provide access to education, water and healthcare in 3 isolated villages in Togo: Kountoum, Damando and Taouleba. The project began with the construction of boreholes, which considerably lessened the workload for women, and the construction of schools. In addition, FIDEI has overseen the creation of a dispensary for the area's 6,000 inhabitants, along with a maternity unit and a healthcare and prevention center.

A large part of the program is given over to training and awareness-raising as regards hygiene. In parallel, sanitation facilities have been built for the clinic and the primary school.

All of these actions should contribute towards reducing infant and child mortality rates and improving health thanks to risk prevention.



Towards solutions adapted to the socio-economic contexts of informal districts

In developing countries, high demographic growth, whether natural or the result of crises generating a massive influx of migrants or refugees, leads to the uncontrolled expansion of informal and precarious urban and peri-urban districts.

In these conditions, access to water and sanitation is extremely problematic – and all the more so given that the investments required to connect these districts to public services far exceed the means of both populations and municipal authorities.

The solution therefore lies in introducing basic mechanisms designed in the field and which are simple from a technical and institutional viewpoint, and which most importantly, take account of the particular socio-economic context by involving all of the stakeholders.

POINTS OF VIEW

DENYS NEYMON
Chief Executive Officer
of the Water and Waste
Treatment Infrastructures
Global Business Line
Administrator of the SUEZ Foundation



FRÉDÉRIC DE SAINT-SERNIN
Deputy General Manager
of ACTED



The Fondation is committed to validating the relevance of projects upstream, then assessing their performance in relation to the objectives sought and the expected results. Lastly, it measures the effective impacts on populations. This process is the key to ensuring the sustainability of the actions undertaken.

Beyond financial support, being a partner of the Fondation SUEZ means benefiting from a professional opinion regarding the relevance and effectiveness of the actions we undertake in the basic services sector, and possibly, from operational support in the form of skills-based sponsorship. This accompaniment in the field serves to consolidate the performance and sustainability of our projects.



Reinforcing services to guarantee stability

LEBANON / 2015-2018



Students and young people being made aware of water quality management at the North Lebanon Water Agency

The NGO ACTED has been present in Lebanon since 2006, namely with an operational base in the region of Akkar, which borders the North of the country and which, over recent years, has witnessed a massive influx of refugees fleeing the Syrian crisis, at the risk of endangering already fragile public services.

Akkar has witnessed a massive influx of refugees fleeing the Syrian crisis, at the risk of endangering already fragile public services

Needs in terms of water and sanitation are enormous, in particular in Dreb al AwSat, Naher el Istwan and Dreb el Gharbi, three municipal groupings which count some 23,000 people (17,500 Lebanese and 5,700 Syrians). To meet these needs, ACTED has intervened in putting infrastructure rehabilitation projects in place according to a community approach focused on improving the capacities of local authorities and making civil society more aware of how best to use water.



Lastingly improving access to water for populations in Pala

CHAD / 2016-2018



Access to water is transforming the lives of inhabitants

The town of Pala, which counts some 60 000 inhabitants, 46 600 of whom live in "urban" settings, has called on the NGO Eau Vive to support it in reinforcing its drinking water supply network which is marred by a combination of obstacles:

insufficient water production owing to a single borehole with an inadequate flow; under-equipment of the borehole station generating numerous breakdowns; storage capacities limited to 250m³ whilst needs are estimated to reach 1000m³/day. In 2018, Eau Vive began works to drill two additional boreholes in order to increase water production which will then permit the construction of storage infrastructures and the water network to be extended over almost 15 000 meters. In parallel, and in partnership with the Chadian Water Company, water user associations have been set up, as has a technical and financial monitoring system in order to improve service management. Thanks to these measures, a further 12 500 people will now have access to drinking water.

12,500

A further 12,500 people will now have access to drinking water.



A solution adapted to living conditions in the slums

BANGLADESH / 2017-2019



Women are stakeholders in putting services in place

Since 2010, the NGO Eau et Vie has been developing programs to access essential services in Bhashantek slum, which, as well as being economically viable, are adapted to the living conditions of inhabitants. Eau et Vie firstly draws support from SJP, a social enterprise which is responsible for building and maintaining water networks, supplying water and collecting payments. It is also backed by Water and Life (W&L), a local association which raises awareness regarding hygiene, trains brigades of voluntary firemen, supports the community and incubates new services.

In 2017, W&L launched a pilot project to rehabilitate latrines using a new technical solution which is both simple and compact: the Biofil system. The liquid part of latrine matter is filtered before infiltrating the soil or being transported towards the municipal sanitation network, whilst solid matter is retained and digested by worms in a container located above-ground, below the latrine. This technology significantly reduces the volume of waste to be stored and therefore, the

frequency with which septic tanks must be emptied, which is a crucial element in a district where infrastructures to collect and treat sludge from septic tanks are currently inexistent.

In 2017, W&L launched a pilot project to rehabilitate latrines using a new technical solution which is both simple and compact: the Biofil system.

Within the context of the project, a block of 9 Biofil latrines used by 100 people and an individual latrine for 5 people have been installed. In addition, the everyday management by the social enterprise (maintenance and shared billing) serves to guarantee project continuity. The results of the pilot project are satisfactory, and the system is now set to be extended within the slum with the construction of one hundred new latrines in 2019.



To reduce waterborne diseases, low-cost toilets

MADAGASCAR / 2016-2018



A franchise system to develop a network of stores

In 2012, only 14% of Malagasy households were equipped with hygienic, individual latrines, whilst 39% of the population practiced open-air defecation. At issue, the fact that households were unaware of the importance of having toilets in the household, a situation made worse by the fact that the equipment available on the market was too expensive, of poor quality and not adapted to expectations.

In the face of this situation, which provoked serious consequences for health and the environment, the Gret has rallied to develop a network of local stores, known as "sanimarchés" or Diotontolo in Malagasy.

The stores are managed by small, local operators who ensure the production, sale and installation of improved toilets at a low cost. They are accompanied by the Gret with respect to technical, financial and managerial aspects and as regards marketing: advertising campaigns on the radio and television, events in the field, commercial canvassing at the level of clients etc. And all



Improving the stability and resilience of Jordanian communities

JORDAN / 2018-2019 / new



Families are sensitized of the water proper use

The Syrian crisis has resulted in a massive influx of refugees in the border region of Irbid in Jordan, with dramatic consequences and a high risk of tensions between host communities and refugees.

Confronted with a 40% rise in water demand, Action Against Hunger is overseeing a program to improve the resilience of 13,600 people in 5 communities: Mazar/Eben, Mazar/Dhaba, Mazar/Juhfiah, Mazar/Rehaha and Taybeh/Deir Esse'neh.

The project provides for the construction or rehabilitation of 22km of water pipes and, the rehabilitation of water and sanitation facilities in 10 public institutions and in 400 households. Inhabitants will be made aware of best practices with respect to hygiene and water conservation. Ten management committees will also be put in place to ensure the continuity of facilities.

22km

of water pipes rehabilitated or built within the context of the project.



Access to essential services is a crucial stake in vulnerable, rural areas

At a global level, access to water and sanitation services is progressing, although significant disparities still exist between countries and also within countries themselves, to the detriment of rural areas. Yet meeting the challenge of access to essential services is crucial in rural settings where distances to water points or health centers are far greater, where water also has to meet the needs of agriculture and cattle-farming and where the impact of climate variations constitutes a determining factor.

It is for this reason that, whether they are developed by major NGOs or small project developers, it is essential to back initiatives which involve and raise awareness among local stakeholders and populations in order to implement sustainable access to and long-term management of water and sanitation services.

POINTS OF VIEW

MARIE-ANGE DEBON

Senior Executive Vice President in charge of France, Italy and Central Europe Administrator of the SUEZ Foundation



VÉRONIQUE ANDRIEUX

Executive Director of Action Against Hunger



Increased access to water in rural areas significantly improves the conditions of women in terms of health, safety, education or access to income-generating activities, on the condition that they are stakeholders of the project. This constitutes a transverse dimension of the SDGs to which we are highly attentive.

Hunger does not simply boil down to a lack of food, it is the result of a set of factors: defective food supply and healthcare systems, lack of access to water and sanitation, conflicts, natural catastrophes, climate change, the status of women, education, poverty... The fight against hunger therefore needs to be globally approached, making programs to access essential services a determining factor.



Equipments adapted to demand

CHAD / 2018



Understanding the stakes of sanitation access

Within the context of support to improve the nutritional resilience of populations in the District of Mao, located in the desert region of Chad, **Action Against Hunger, alongside the ASRADD (Sahelian Association of Applied Research for Sustainable Development), is conducting a 3 year program (2015-2018) aiming to improve access to water, sanitation and hygiene.** The program firstly consists in having recourse to "social marketing" methods – diagnosis of health habits, market research, marketing strategy – to offer inhabitants equipment adapted to their expectations and means. The second stage consists in constituting, within civil society, a network responsible for raising awareness as regards nutrition and hygiene and lastly, rehabilitating boreholes and water points.

When asked "Who is responsible for sanitation in the household?", 95% of those questioned placed this responsibility on the mother as opposed to just 3% who attributed it to the father.

Survey conducted in 2016 among inhabitants of the District of Mao



An inclusive and participative approach at every level

BURKINA FASO / 2018-2019 **new**



Villagers are project stakeholders

Support for the "Sanya ka Yiriwa" project comes within the context of the agreement signed between the Fondation SUEZ and the Micro-Projects Agency

Since 2018 the association Kynarou, based in France, has been conducting the "Sanya ka Yiriwa" program with the objective of increasing access to water and sanitation services for the 3,000 inhabitants of the rural communes of Satiri and Koundougou in Burkina Faso, where the high motivation of local authorities comes up against the insufficiency - or even total lack - of equipment, poor technical and financial means and deficient management. At every stage of its implementation the program is based on an inclusive and participative approach aiming to incite villagers to take responsibility at the simplest level possible and to encourage the emergence of local expertise among stone masons, medical officers and craftsmen trained during the works.



Support for public water, sanitation and waste services

BURKINA FASO / 2018-2020 / **new**



Structural maintenance is a shared responsibility

The association Morija, committed to furthering the development of vulnerable populations in Sub-Saharan Africa since 1979, is overseeing a program to support public water, sanitation and waste services in 28 villages from the commune of Nobéré which counts some 60,000 inhabitants.

The program, which is set to span 3 years, began with a series of diagnostic surveys aiming to assess the knowledge, practices and needs of populations, as well as the level of acceptability of the actions and improvements proposed. On these bases, the project provides for the construction of 29 new boreholes and the rehabilitation of 20 structures, as well as the realization of 1,130 latrines and hand-washing systems for use by families.

As regards waste management, in response to the demand by the majority for the commune to put in place a centralized and paid waste collection system, a pilot program has installed waste collection skips at strategic points, as well as near to households in the commune's main town, along with the construction of a sorting center and a communal landfill.

The success of the program will depend on the will of populations to change behaviors and maintain these new facilities, which supposes the increased capacities of local stakeholders as well as the introduction of awareness-raising actions thanks to 66 trained and equipped hygiene promoters who will conduct collective or individual information sessions.

According to a survey conducted among 196 households and 80 businesses in the town of Nobéré: 79% of inhabitants and 84% of retailers are in favor of the introduction of a paid waste collection service.



Gravity-fed water supply systems, a system adapted to local constraints

ETHIOPIA / 2016-2018



Local user federations are extremely involved

Wolayita, Gamo Gofa and Dawro are isolated mountainous areas which are among the most highly populated rural zones in Ethiopia, creating the risk of recurrent food shortages. More than 90% of families make their living from agriculture on very small farms, possessing an average of between 2 and 3 heads of livestock. Access to water is therefore vital, both for inhabitants and for cattle and crops, with families spending valuable time fetching a very limited volume of water on a daily basis.

It is within this context that Interaide, the only rural hydraulic operator permanently present in the sector, is steering a project targeting the isolated communities of 7 districts, equating to 5 500 families who represent 33,000 new users. The first part of the project consists in developing water points and sanitation systems, along with the diffusion of hygiene-related messages. The second aspect provides support to local user federations in order to identify technical maintenance needs, manage revenue and

ensure the interface between users and maintenance service suppliers.

The structures developed are based on simple, sustainable and ecologically neutral technology which is easy to maintain and with an optimum cost-durability ratio.

The structures developed are based on simple, sustainable and ecologically neutral technology which is easy to maintain and with an optimum cost-durability ratio: gravity-fed water supply systems, which take water from emerging sources at mountain summits and direct it to water points, generally equipped with a fountain, a wash house and a water trough.



Maintenance, an essential service

MALAWI / 2016-2018



Rural communities are listening to experts

If, according to official sources, 84% of Malawi's rural population has access to a protected water point, this figure falls to 60% when we take account of the rate of structural breakdown, which reaches 33% on a national scale. At issue: rapid population growth and the geographical inequality of infrastructures placing high pressure on their good functioning – a pressure made worse by the fact that they often consist in manual pumps requiring regular maintenance (wear parts). To respond to this stake, **Interaide has been conducting a program backed by the Fondation SUEZ targeting rural communities in 9 districts in order to put in place good quality and affordable maintenance services at local level** and reinforce the capacities of local stakeholders in order to guarantee the continuity and independence of these services.

30%
of Malawi's population

will benefit from maintenance services permitting the long-term maintenance of water supply infrastructures.



Improving villagers' health

BURKINA FASO / 2018-2019 / new



Good quality water, healthier children

In the commune of Sangouléma, the NGO Solidarité Eau Sud is conducting a program to increase access to water, sanitation and hygiene, and consequently improve the health of villagers, who until now, had been forced to consume very poor quality water. Accustomed to open-air defecation, these two factors had a knock-on effect as regards poor work and school attendance rates and infant mortality. The second stage of the program focuses on supplying water to a health center (6,000 consultations per year) and to two hamlets which are particularly deprived of it (765 inhabitants). Water points supplying treated water will be created and family latrines and showers will be built.

This stage of the project also includes a series of accompanying measures and namely training to increase villagers' capacity to manage water and sanitation facilities. The involvement of the Village Development Committee, and more globally, the population as a whole, constitutes the key to ensuring the project's success.



Drinking water set to reach the network

INDONESIA / 2018-2019 / new

Owing to a lack of access to drinking water, the inhabitants of Urisa, a Papuan village in Indonesia which counts some 270 inhabitants, either make use of rainwater stored in individual tanks on the rooftops of houses, or, in the event of prolonged drought (as is increasingly the case), take out boats to collect spring water, located 9km upstream, at a high financial and environmental cost.

In the face of this situation and to protect the region's incredible biodiversity, **local authorities have sought assistance from the NGO HAMAP-Humanitaire and its technical partner Experts Solidaires in order to put in place a water catchment and filtration system along with a reservoir boasting private connections.** The NGO is drawing support from a solid network of local partners, some of whom provide technical assistance, others, their capacity to ensure good coordination and appropriation by villagers.

The inhabitants of Urisa either make use of rain water stored in tanks (...) or take out boats to collect spring water, located 9 km upstream.



A system which is simplifying the lives of inhabitants



A simple, cheap, innovative, sustainable and easily replicated system

THE PHILIPPINES / 2018-2019



Solid and sustainable infrastructures

The extremely poor region of Eastern Visayas in the Philippines, situated opposite the Pacific, was hit head on by "Super Typhoon Yolanda" which, in November 2013, caused the death of 7,000 people and destroyed one million homes. The humanitarian community was quick to rally, but owing to a lack of sufficient means, the rehabilitation of infrastructures, namely as regards sanitation, was cursory, with serious consequences for health.

ACTED Philippines intervened to put in place a simple, sustainable and cheap sanitation system in conjunction with a local social enterprise trained in collecting fecal matter from family latrines and transforming it into fertilizer. The project is based on a participative approach to encourage a long-term change in behavior.

This project enabled 90,000 vulnerable people living in the area to benefit from an effective and sustainable fecal matter treatment service at an affordable cost, eliminating the risks of open-air defecation and its resulting health and environmental hazards.



Adapting responses to humanitarian crises which abound and persist

The 2018 World Humanitarian Data and Trends (WHDT) published by the UN stresses the fact that "Between 2005 and 2017, the average length of crises with an active inter-agency appeal rose from four to seven years, while the number of active crises receiving an internationally-led response almost doubled from 16 to 30." These prolonged crises, often against a background of irresolvable conflict, affect entire communities, hit by phenomena such as massive population displacement or refugee influx, and endanger basic services: water and sanitation, health, education...

Within this context, cooperation between humanitarian agencies, development players and beneficiary populations is essential in order to reduce long-term vulnerability.

POINTS OF VIEW

FRANCK REINHOLD VON ESSEN

Secretary of the European Works Council, Administrator of the Fondation SUEZ representing personnel



CHARLOTTE PINET

Director of Development and Partnerships, UNHCR France



In the face of the sudden concentration of displaced or refugee populations following humanitarian crises, access to water and sanitation constitutes a leading and possibly the first priority. The Fondation SUEZ has the capacity to rapidly mobilize means to provide back-up in emergency situations.

At the end of 2018, the United Nations General Assembly adopted the Global Compact on Refugees, via which all countries undertake, in a non-binding manner, to the more equitable sharing of their responsibilities with respect to the 68.5 million people who have been forcibly displaced all over the world. Within this new context, the HCR plays a catalyst role with all of the stakeholders.



Tackling the refugee crisis in South Sudan

SOUTH SUDAN / 2018-2019 / new



The HCR is improving access to water in the camps

South Sudan is currently experiencing a major crisis with an influx of refugees and more than one third of its 12 million citizens displaced, more than 2 million of whom require urgent humanitarian aid. **The HCR (United Nations Refugee Agency) intervenes within camps, namely by improving, via a participative approach, access to water, hygiene and sanitation.** A better sustainable latrine coverage rate; borehole drilling; installation of rainwater collection systems and "tippy taps"; installation of waste and grey water management systems; distribution of hygiene kits; all means possible are put in place to lessen the impact of the crisis.

2 million

displaced citizens require urgent humanitarian aid



Immediate support for displaced persons at Salamiya camp

IRAQ / 2018 / new



A dramatic health situation at Salamiya camp

For the past year, teams from ACTED have been intervening at Salamiya camp in Iraq, which following the battle for Mosul, is now home for more than 8,300 displaced persons.

The SUEZ Foundation's support financed a set of targeted actions in response to priority needs: water, hygiene and sanitation, survival essentials: replacement of a pipeline and hundreds of defective taps, monthly dismantling of the camp's 240 extraction sumps, evacuation of sludge from the primary health center every 10 days, organization of solid waste collection, distribution of kits for babies, hygiene kits, household kits and bin bags. The NGO draws support from labor recruited within the camp in order to successfully carry out these actions.

275

hygiene kits distributed and 400 kits for baby



Fighting the cholera epidemic and water-related diseases

YEMEN / 2018



CARE is helping "forgotten" victims in Yemen

According to the 2018 figures of Yemen Humanitarian Needs Overview (YHNO), the number of persons currently requiring humanitarian assistance in Yemen stands at 22.2 million people, equating to 76% of the population, with one major problem: the lack of access to water and sanitation which, along with failing health systems and malnutrition, is generating a serious cholera epidemic and other water-related diseases. **In the face of this catastrophic situation, the NGO CARE is conducting an emergency program in the district of Al Buraiqeh (Aden Governorate) with the objective of preventing the prevalence of disease** by reinforcing water and sanitation structures upstream and conducting awareness-raising actions among the most vulnerable populations. The Fondation SUEZ supports the forgotten, or worse, ignored victims of crises and has consequently given emergency aid to one of the NGOs still present in this devastated country.

76%

 of Yemen's population

requires humanitarian assistance as regards access to water and sanitation



Supporting Bangladesh in the face of the Rohingyas crisis

BANGLADESH / 2017-2018



In the camps, survival depends on access to water

On August 27, 2017, following repeated persecution and violence, more than 700,000 Rohingyas fled Myanmar to seek refuge in Bangladesh. In the face of this exodus, host communities, the Bangladeshi government and NGOs have been forced to manage one of the most serious humanitarian crises ever. Thanks to significant support from the international community, local and international players were able to respond to the emergency needs of the biggest refugee camp in the world. **The Bangladeshi NGO Friendship has been intervening in the camp since October 2017, namely in more isolated areas, bringing assistance to some 150,000 Rohingyas.** Friendship has set up 13 clinics and 2 maternity units, sanitation and water access systems, lighting and post-trauma assistance centers, namely for women and children, enlisting the assistance of 380 people on site. With the help of the Fondation SUEZ, the NGO has also put in place a spectrophotometer in order to provide water treatment.

13

 clinics created

2

 maternity units set up



Voluntary personnel committed to furthering developmental assistance projects all over the world

68 active* projects in 22 countries :

64% in Africa
27% in Asia
5% in Middle East
5% in the Caribbean

78% Developmental assistance
15% Technical assistance
3% Emergency /post-emergency
2% Training
1% Audit / Evaluation

* to 31/12/2018

41 missions conducted

986 mission days

96 deployments

including

33 women

29 first-time participants



Volunteers providing technical assistance in the field

Created in 1994 on the initiative of Group personnel, Aquassistance is an international solidarity association, recognized as being of general interest, which mobilizes the voluntary expertise of active and retired SUEZ Group personnel. Its action is organized according to its three fields of expertise – water, sanitation and waste – based on two methods of intervention: emergency and post-emergency humanitarian aid and developmental assistance, either as part of an integrated approach or in the form of technical assistance.

The association always intervenes on the request of beneficiaries and within the context of close partnerships with other players from the sector: NGOs and humanitarian organizations, local authorities or public development aid agencies.

Aquassistance draws support from the expertise of its Operational Technical Committees (OTC) responsible for overseeing business sectors and capitalizing on and circulating know-how. The association is currently “branching out” via the creation of sister associations in the countries in which the Group is established: Morocco, Spain and eventually, the USA and India.

Over almost 25 years, Aquassistance has helped to provide drinking water to almost 2 million people and has improved the hygiene conditions of approximately 500,000 people thanks to interventions in sanitation and waste management.

Rohingyas: from emergency to post-emergency

BANGLADESH / 2018

In August 2017 and in just a few, short weeks, more than 700,000 Rohingyas, 55% of whom were children, sought refuge in Bangladesh, triggering a humanitarian crisis of unprecedented scale. Alongside Handicap International, Première Urgence Internationale (PUI) was among the first NGOs present in the camps. One year later, the crisis has moved from an acute emergency phase to a long, post-emergency phase, and PUI has decided to conduct an in-depth assessment of the needs of refugees and host communities. The NGO has sought the help of Aquassistance who has appointed 2 volunteers to reinforce WASH expertise (Water, Sanitation & Hygiene).

Thierry Maldonado, Project Manager with SUEZ Smart Solutions and one of the volunteers, describes the professionalism of this integrated approach: “At a strategic level, the organization is overseen in Dacca by the UNHCR, the IOM (International Organization for Migration) and the Bangladeshi government. At a sector-based level, based in the town of Cox’s Bazar*, Action Against Hunger, the UNICEF and the DPHE (Department of Public Health Engineering in Bangladesh) coordinate and centralize NGO actions relating to WASH issues. Every initiative or action is shared at the level of technical working groups which meet up every two weeks in Cox’s Bazar”.

*A host region for Rohingya refugees camps

Rallying to help victims of the tsunami in Indonesia

INDONESIA / 2018



Mobile facilities for disaster-stricken populations

Following the earthquake and tsunami that hit the region of Palu on the Island of Sulawesi on September 28, 2018, Indonesia launched an appeal for international aid, specifying that water purification equipment and electrical generators constituted an absolute priority given the potential risk of a health epidemic. Mobilized via the French Ministry for Europe and Foreign Affairs’ Crisis and Support Center, Aquassistance dispatched 2 mobile drinking water units in a civil security aircraft and sent out 2 volunteers who spent 3 weeks working alongside the local authorities and Action Against Hunger Indonesia, their on-site partner. Prior training for volunteers, targeted and coordinated actions and remote post-mission support all combined to ensure the success of this mission, which “inaugurated” the partnership signed in 2017 by the Fondation SUEZ and Aquassistance with the French Crisis and Support Center.

Emerging themes: sanitation and waste management

TOGO / 2018



Local communities involved in the project

Within the context of its Communal Development Plan, Vogan town hall (approximately 17,000 inhabitants) in Togo is embarking on a project to improve access to water, sanitation and waste management with the support of the association SEVES (Economically Viable Systems for Water in the South) and the SYCTOM, the metropolitan domestic waste agency in Ile-de-France. SEVES began with a set of technical and sociological surveys and then sought technical assistance from Aquassistance in 2018 in order to draft blueprints for liquid and solid sanitation treatment along with technical solutions and operator training. This innovative request (access to water usually constituting the “way in”) illustrates a better awareness of the stakes of sanitation, namely within the context of the SDGs.

In the same vein, waste management is now becoming a crucial question for local authorities in the South and Aquassistance’s expertise is increasingly solicited from the project design stage right up until the introduction of local management committees.

This diversification of requests along with a need for leading-edge expertise and the extension of missions constitute new and extremely stimulating commitment opportunities for volunteers.



In the words of the referent

A few days after setting up the unit in Sambo, we went back and were relieved to see everything was in good working order. Local populations had properly appropriated the facility and were very involved in its use.

MORGANE MORANSAIS
Aquassistance Volunteer, Head of the emergency mission in Palu.

Reinforcing waste management in developing countries



stakes

The global production of solid waste has practically doubled during the past ten years and under the combined effects of urban development and changing consumer habits, is set to reach 2.5 billion tons per year from 2025. This exponential increase constitutes a veritable threat to the environment and health and requires sustainable waste management to be introduced at every level: waste reduction at source level, better collection and sorting, increased recycling and recovery, better controlled landfills, development of outlets integrating the informal sector...

The challenges to be risen to are immense, and all the more so given that local authorities in developing countries do not always possess the necessary financial resources or expertise.

POINTS OF VIEW

JEAN-MARC BOURSIER

Senior Executive Vice President in charge of Finances and Recycling and Recovery in Northern Europe Administrator of the SUEZ Foundation



VÉRONIQUE FAYET
Chairwoman of the Secours Catholique



In the cities of the South which are confronted with accelerated urbanization dynamics, waste management is extremely problematic, a situation made worse by the fact that the sector is managed by a multitude of operators. The challenge is to create outlets capable of integrating and managing this wide variety of interests, means and forms of action, such as the informal sector, whose role is essential.

As a member of the Caritas International network, which is one of the biggest solidarity networks in the world, Secours Catholique – Caritas France accompagnies other Caritas branches at a global level by providing institutional, technical or financial support for their projects to promote social inclusion. This universal objective is central to its mission.

A landfill which is part of a communal waste management system



Taking action for better solid waste management in Developing Countries

FRANCE / 2018-2019



French local authorities are making a commitment thanks to the 1% waste scheme

September 2014 saw the enactment of the law authorizing local authorities to carry out international solidarity actions in the waste field, within the limit of 1% of the resources allocated to these budgets. These projects remain rare however, and are often little adapted to needs. **In response to this challenge, a consortium of associations, including GEVALOR, joined forces at the beginning of 2017 to launch the program "Taking Action to Improve Solid Waste Management in Developing Countries**

(PA-GDSI)", with three objectives: informing and involving French local authorities; accompanying the effective launch of 1% waste projects; providing local authorities and their partners with reliable information on the stakes of such projects as well as organizational, financial and technical solutions.

To begin with, the team drafted and circulated leaflets and information tools and worked on convincing regional authorities in Auvergne-Rhône-Alpes and Centre-Val de Loire of the

scheme's worth. In turn, this enabled the levers and blockages with respect to the 1% waste program to be identified: poor knowledge of the

Three objectives: to inform and involve French local authorities; to accompany the effective launch of 1% waste projects; to provide local authorities and their partners with reliable information on the stakes of such projects as well as organizational, financial and technical solutions.

stakes and / or political and financial brakes. Project partners have also made a commitment with 10 pilot local authorities in France in order to support their 1% waste strategy. In the Nouvelle Aquitaine region for example, certain local authorities have requested an accompaniment in partnering countries in the South, in order to better define their projects, whilst others have expressed a need for technical accompaniment or support in looking for financial or operational partners, or with respect to strategy in order to identify and mobilize partners.

Lastly, works have begun to draft technical sheets and documents to capitalize on waste management experiences in developing countries and a first guide on taking account of the informal sector in projects has recently been finalized. The Fondation SUEZ and the associated SUEZ experts are extremely attached to the high quality of work undertaken to promote the 1% waste scheme in order to launch consistent and realistic projects which will truly improve the living conditions of populations.



In the words of the referent

The Gevalor project is based on solid foundations in terms of tools, human means and management. The local partner, ENPRO, brings a long-term vision and 100% of its personnel are local.

SÉBASTIEN CHARLES

Technical Commercial Manager, SUEZ Organic, Project Referent Gevalor, Togo





Towards an economically viable global waste management system

SENEGAL / 2015-2018



Women are being made more aware of waste management

In 2011 in Senegal, **Caritas Kaolack embarked on the creation of a waste management system** for the 3 communes of Gandiaye, Kahone and Keur-Madiabel (35,000 inhabitants), which until then, had been used to throwing rubbish away onto the public highway owing to a lack of means and an incapacity to measure any potential harm to health and the environment. Installation of a cart-collection system, involvement of civil society stakeholders and local authorities, awareness-raising among inhabitants, creation of 3 landfills: the initial results are convincing. With the support of GEVALOR, Caritas Kaolack is now consolidating the system by placing the emphasis on waste sorting and recycling, firstly in order to finance the new system and those it employs and secondly, to reduce the end volume of waste sent to landfill.

181 civil society organizations have been created and structured to form environmental management bodies.

70%

is the target percentage as regards households subscribing to the collection system.



Giving support to local waste management operators

TOGO / 2017-2018 / new



Small operators are responsible for waste pre-collection

Management of the waste produced by the inhabitants of 3 districts in the 5th borough of Lomé (equating to 19,200 tons per year), is ensured via a two stage system: pre-collection, thanks to local operators who collect waste from subscriber-households and transport it to the composting site where a large proportion of it is recycled; followed by the collection of the remaining waste which is transported to the City's new landfill. To increase the number of subscribers and the payment rate, improve service quality, and lastly, consolidate the sustainability of the system, **GEVALOR is conducting an awareness-raising program targeting households, training pre-collectors to increase their capacities and supporting the entrepreneurial approach of the local operator ENPRO.**

To date, pre-collection and composting have permitted the volume of waste collected and landfilled to be reduced by 70%. The 3 pre-collectors and ENPRO employ between 70 and 80 people, 55 of whom are from underprivileged districts.

70%

reduction in waste collected and landfilled thanks to pre-collection services



Gaining the support and involvement of all stakeholders

CONGO / 2017-2018



A great ambition for the city of Dolisie

In Dolisie, a city counting some 100,000 inhabitants and affected by high demographic growth, **the GRET is steering the deployment of a waste collection system** which will eventually concern 60,000 inhabitants, most of whom live in informal districts.

The GRET is particularly emphasizing the need to train stakeholders (city hall, municipal council, departmental services, civil society) and involve them in making decisions on how to raise awareness among inhabitants, create jobs for young people affected by unemployment, and lastly, ensure the social and economic acceptance of the solutions proposed, which constitutes the key to the sustainability of the system.

It is with this in mind that a differentiated pre-collection system has been put in place, with trucks or carts depending on the technical specifications of the districts and the economic means of service users

60,000

Inhabitants will benefit from a waste collection system



A network of Eco-points for the city of Beira

MOZAMBIQUE / 2015-2018



Informal scavengers are part of the system

The Mozambican Recycling Association, AMOR, was founded in 2009 in order to organize and promote recycling in Mozambique, focusing its actions in four priority areas: infrastructure installation, awareness-raising among populations and lobbying with the government to ensure legislation progresses and lastly, the development of a viable economic model.

Among the program's achievements: the introduction of a network of "Eco-points" in Maputo and Matola, consisting in containers transformed into voluntary drop-off points for sorted recyclable waste, most of which is then purchased according to its weight. Schools are rewarded with educational and sports equipment according to the quantities of recyclable waste collected.

Spurred on by this experience, between 2015 and 2018, the association developed a similar program in Beira, the country's 3rd largest city which counts more than 600,000 inhabitants and produces 350 tons of waste every day. The project has a twofold objective: to open 5 economically viable Eco-points in 5 districts

It is interesting to see that the Eco-Points which have the best results are those which are overseen by a team dynamic enabling any eventual practical obstacles encountered to be overcome.

of Beira, managed by District Committees, and to increase awareness regarding recycling in 10 schools (20,000 children) with the installation of Eco-points within establishments. Lastly, within the context of an agreement signed with the local authority, AMOR has enabled the creation of a Transfer and Recycling Center now managed by a private corporation, first recyclable material buyer in the region and main customer of the Eco-points created. The key to the project's success lies in networking key players in the sector and implementing sustained support from the associations involved, in order to stimulate commitment.



Building a sustainable value chain

MADAGASCAR / 2018-2020 / new



A waste management outlet in precarious districts

A rapid increase in population along with saturated public service systems combine to make Antananarivo one of the most polluted cities in the world. To halt this scourge, **the NGO Positive Planet International (PPI) is conducting a project aiming to reinforce and develop the waste management system** in 30 precarious districts in the city (260,000 people). The approach also aims to consolidate the economic and social status of stakeholders from the outlet, offering them access to employment within a structured value chain and to a small health insurance scheme. The project involves the creation of micro-companies dedicated to solid waste recovery and the reinforcement of municipal structures for access to socio-economic services.

Approximately
4,500

people are benefiting from the health insurance scheme

6 small companies have been created in the solid waste recovery sector



facilitating social inclusion thanks to employment and training



Working to be more autonomous and regain dignity



THE FIGURE
+ THAN 8 MILLION PEOPLE
 in France currently live below the official poverty threshold which is fixed at €1015 per month, according to the INSEE*.

*French National Institute of Statistics and Economic Studies

THE FIGURE
4 MILLION PEOPLE
 lived in sub-standard accommodation or were homeless, in 2018 in France

Abbé Pierre Foundation

Giving people back their dignity, that's the secret.

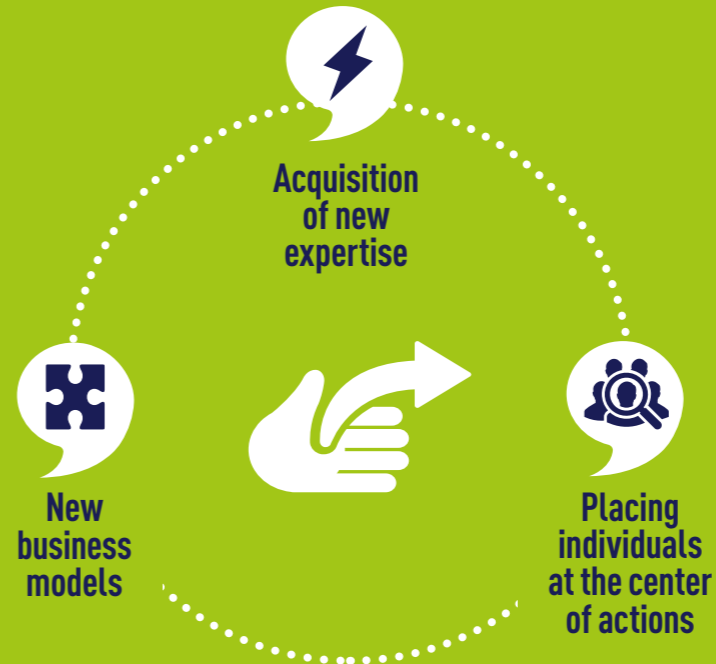
ABBÉ PIERRE,
 Founder of Emmaüs

A new profession for a new future

Over the past ten years, the number of people living beneath the poverty threshold in France has continued to rise. This financial precariousness draws those affected by it into a vicious circle of insecurity which impacts all aspects of everyday life: employment, housing, health, education, civic rights...at the risk of forcing its victims into situations of exclusion from which it is near impossible for them to extricate themselves. This situation is exacerbated by the fact that the pathways to integration are often complex, fragmented, and not adapted to the resources and needs of the vulnerable populations they address.

Associations therefore play a determining role by creating the link between public agents in the fight against poverty and exclusion and the populations concerned. Firmly established in local communities and extremely involved in the everyday realities faced by the most vulnerable, they have the capacity to put in place often innovative solutions which are adapted to the diversity of needs and are primarily focused on rebuilding people's lives.

DIFFERENT APPROACHES TO FIGHTING EXCLUSION



facilitating social inclusion thanks to employment and training

stakes



Innovating, experimenting, modeling

Put to the test by the realities of exclusion and the evolution of needs, social inclusion stakeholders are doing their utmost to take action in the field. They are consequently committed within a logic of experimentation and innovation and contribute towards the emergence of new models, whether at local or national level, via a dynamic to spread and integrate social inclusion initiatives into public policy.

Accompanying their risk-taking is essential in order to find more sustainable and faster solutions and more particularly, to enable them to change scale. This is the orientation followed by the Fondation SUEZ's in its support for highly innovative projects: inclusion via entrepreneurship backed by a micro-credit, rapprochement of companies and the populations furthest removed from them, such as refugees, long-term unemployed workers, social inclusion thanks to structures which help to secure employment, inclusive management....

POINTS OF VIEW



AXELLE DAVEZAC
Executive Director
of the Fondation de France,
Administrator
of the Fondation SUEZ

CHARLOTTE HOCHMAN
PLACE Founder

Our society reflects the fragility of certain segments of the population, but also shows collective signs of weakening. It is for this reason that it is urgent that we take action to encourage the emergence of new solidarity models and support those who have chosen to make a collective commitment towards building a more-inclusive society.

According to Antoine de Saint-Exupéry, "Being a man" consists in "feeling, by posing a stone, that we contribute to building the world." This conviction has inspired the pilot project Place, which seeks to immerse refugees and migrants in training programs and workshops as soon as they arrive in France, in order to enable them to prove their capacity to take on responsibilities, engage in a project and innovate. This constitutes a source of value creation for their host country.



Safeguarding the future of an atypical accommodation center in the heart of Paris

FRANCE / 2018-2019



The team from the Péniche du Coeur on bridge H24

Moored at the foot of the Jardin des Plantes since 1995, the only emergency accommodation center in Paris, the Péniche du Coeur, is a center created by the Restos du Coeur which welcomes single, adult, homeless men. Managed by approximately 170 volunteers and a team of employees (social and support work), the center provides those in need with meals, a bed and accompaniment on the road back to social inclusion over an average period of fourteen months. **At a time when emergency accommodation functions according to a "just-in-time" basis in Paris, ensuring that the 70 places on the Péniche continue to remain available is vital.** It does however require that facilities be upgraded to comply with health and environmental standards in force. Within the context of support from the Fondation and also thanks to skills-based sponsorship, two technical strategies are currently being studied and project management accompaniment is being put in place. The objective is to prepare the arrival of the next barge whose layout will enable better reception conditions and most importantly, the facility to be open 24/7.

1995 opening date of the Péniche du Coeur
170 volunteers



Boosting ambitious responses to long-term unemployed workers

FRANCE / 2017-2021



Activities which respond to local needs

In 2017, on the initiative of ATD Quart Monde and within the context of an experimental law, the "Zero Long-Term Unemployment Regions" program began. **The objective is to show, based on assessments, that it is possible, on the scale of a given territory, and without any additional cost to the local authority, to propose any long-term unemployed person who so wishes, a permanent employment contract according to a chosen timescale,** by developing and financing activities which respond to any local needs which are unmet.

In Villeurbanne (69), it's the "Booster de Saint-Jean" association which is developing the experiment alongside the EmerJean EBE

(pro-employment enterprise) which employs those concerned by the initiative.

A focal point of its action: the "useful groups" which bring together inhabitants, job seekers and personnel from EmerJean. The objective: to bring to the fore innovative ideas for useful works which can be carried out in the district, study their feasibility and then incubate the projects until they are implemented by EmerJean or by other local agents. For example: helping elderly residents who have difficulty walking, washing professional vehicles, table d'hôte for the district.... The system is based on the formalization of a group management method which is essential for the smooth running of activities and their subsequent deployment in other "Zero Long-Term Unemployment Regions".

In Jouques (13), the experiment is being led by the "Elan Jouques" EBE with 49 employees involved in five activity sectors linked to their particular domain of expertise: a second-hand goods recovery center, tourism, multi-services, agro-forestry and the carpentry workshop and management of the structure. The results are satisfactory given that almost all of the long-term job-seekers have now been hired, although one challenge remains: to ensure the continuity of an organization which is adapted to personnel as well as being effective in developing employment and a guarantor of financial balance.



In the words of the referent

Over a long-term basis, this project is financing jobs which are useful for the regions, which do not pose a competitive threat to local structures and which integrate those excluded from the world of work. It constitutes a significant social innovation.

CATHERINE SAVEY
Delegate General of the Terre d'Initiatives Solidaires Foundation
and Assistant Communications Manager, SUEZ Centre-Est, Project Referent



Spreading the "inclusive" company model

FRANCE / 2018-2019 / new



A workshop to pool and circulate best practices

In 2002, ATD Quart-Monde created TAE (Working and Learning Together), an experimental solidarity company with an economic viability objective associated with unprecedented principles: permanent employment contracts for all, the greatest possible diversity at the level of personnel and absolute refusal with respect to employee layoff.

Sixteen years later, TAE has become a veritable "inclusive company", ready to diffuse its best practices to all of the organizations who so wish. A welcome support for the ten Pro-Employment Enterprises (EBE) created in 2017 within the context of the "Zero Long-Term Unemployment Regions" experiment whose managers need to familiarize themselves with "inclusive management".

Alternating between visits in the field and collective learning and pooling workshops, the support of the Fondation is helping to consolidate the growth of these EBEs, namely by reducing manager turnover and giving them the same keys to successful management.



The ADIE, a pioneering institution for economic inclusion

FRANCE / 2018-2019 / new



The ADIE is accompanying small business creators in Seine-Saint-Denis

In 1989, Maria Nowak created the ADIE in order to develop micro-credit in France. Although based on a simple idea, it was completely unprecedented: to help the poorest populations to create their own companies, and therefore their own employment, by offering them what was unattainable: a bank loan and accompaniment. Today, loyal to this innovation dynamic, **the ADIE is developing local measures which are adapted to the high entrepreneurial potential of populations in situations of exclusion in Seine-Saint-Denis**, namely young people and women victims of multiple socio-cultural and economic brakes. Upstream, in partnership with local social agents, the "Becoming an Entrepreneur" program is helping applicants to formulate and put together their projects. Downstream, the "Solutions Workshops" propose extremely pragmatic tools to company creators in order to consolidate their companies.

136 beneficiaries supported by the Fondation SUEZ
including **65%** of women



Fostering refugee empowerment in Europe

FRANCE / 2017-2018 / new

Migration can constitute a developmental opportunity for Europe: such is the conviction of the PLACE network set up in 2017. **PLACE organizes "innovation laboratories" which bring together refugees or migrants from all walks of life and members of the host society who wish to accompany the initiative.** The objective is to incite migrants and refugees to create projects providing innovative responses to the problems they encounter, transforming them into economic agents who are integrated into their host



Migrants and refugees who want to create and innovate

country. The success of these workshops requires the deployment of an open collaboration culture, overseen by leaders, known as "catalysts" and who are migrants or refugees themselves who have been trained for this purpose. The network also organizes public talks aiming to make this other voice of migration heard, and convince future stakeholders of the worth of projects. This unique initiative, which is one of a kind, benefits from a rigorous monitoring and assessment system.



A 2.0 platform for refugee employment

FRANCE / 2017-2018 / new



Job seekers are discovering the AERé system

In order to encourage the economic insertion of refugees in France, the association AERé has created a platform which puts job-seeking refugees in touch with potential employers. To date however, there are no measures in place in France which systematically help companies to recruit refugees, whilst this is evidently the key to ensuring the success of the initiative. **The "AERé Company Mobilization" project, hailed at European level by the OECD and the HCR, serves to inform companies with respect to the terms and conditions of employing refugees**, making them aware of the benefits of diversity, helping them to put in place a company integration policy, encouraging them to make use of the AERé platform and playing a headhunter role for those who so request. Of the 26,428 adult asylum seekers accepted by France in 2016, between 10 and 15,000 were seeking employment. Over a five year timeframe, AERé has the ambition of meeting at least 50% of demand.

26,428

adult asylum seekers accepted by France in 2016



Acquiring expertise, the linchpin of long-term integration

Integration or re-integration mechanisms serve to encourage the psychological, social and professional re-motivation of individuals caught up in the vicious cycle of precariousness, marginalization and exclusion. Such mechanisms necessarily require the acquisition of expertise – either in the form of basic, transverse skills which come within the global accompaniment of the individual: self-esteem, language skills and a good understanding of socio-cultural codes, team work, and independence...or business-related skills which can be directly transferred onto the job market.

Organic vegetable production, urban agriculture, care services, recycling professions, whatever the domain, all of the projects supported by the Fondation SUEZ include these two aspects.

POINTS OF VIEW

BERNARD GUIRKINGER
Regional Delegate of SOS Group,
Eastern Region
Administrator of the SUEZ Foundation



FRÉDÉRIC LAUPRÈTRE
Director of Rail pour Tous



In order to be effective, the fight against social precariousness must be based on integration projects which are firmly established at local level, in other words, carried out in conjunction with local integration stakeholders and corresponding to the expectations of employers and the short- and medium-term expertise requirements for occupations experiencing manpower shortages.

The Ferme du Rail brings together marginalized individuals, who will be joined by horticultural students who, on site, develop a wide range of skills in the urban agricultural field. The expertise acquired is oriented towards ensuring the future employability of participants whilst reflecting the needs expressed by inhabitants and local associations. This helps to increase the motivation of individuals aiming to reintegrate the world of work.



For a truly successful socio-professional integration

FRANCE / 2017-2019



In December 2018, Promofemmes won the French Republic's Secularism Prize, which is awarded every year by the French Observatory on Secularism.

The objective of Bordeaux-based association Promofemmes is to support the integration of women of foreign origin, with a focus on a priority area: socio-professional integration. Following an assessment conducted in 2017, the association has changed its approach: for women who speak good French and with a good educational level, the association is orienting its training offer towards "Care for the Elderly" and "Hygiene and Early Childhood Care" by drawing increasing support from local partners and employers; for those women who are held back by considerable cultural and linguistic barriers, the association organizes collective workshops on themes such as "Discovering the world of employment in France", and offers them professional training to become "service agents". Lastly, all of the participants benefit from actions aiming to remove any brakes to employment: language learning, access to rights, separation with children etc. **In 2018, 90 women were given individual interviews and were monitored in their search for employment. 27 women successfully completed a training course; the majority of them have now found a job.**



A social inclusion garden in order reconcile excluded individuals with the world of work

FRANCE / 2017-2019



Every member of personnel benefits from personalized accompaniment

Created in May 2017, Arozoaar is a social inclusion project based at the Mont d'Or Farm in Le Thou (17) and oriented towards organic vegetable production. The site is a member of the Cocagne Network which regroups more than 100 gardens in France. **Arozoaar welcomes and accompanies those furthest from employment over a two year period, guiding them towards long-term employment or training resulting in a qualification.**

After having finalized the installation and equipment of the production site, the project now employs fourteen individuals in the process of integration. The results at the end of the first year are extremely promising: benefiting from a good local establishment, the association boasts a list of 100 customers, members of the association, who come and pick up their vegetable baskets on a weekly basis. Development potential is high, at the level of local residents but also with organic food stores, schools and local authorities, to the extent that supply is struggling to meet demand! "Our approach is to accompany and not just "make

The first Garden's mission is to provide a benevolent and positive framework that allows people to regain self-confidence and get back into a dynamic professional project.

room for someone". The Garden's key mission is to provide a caring and positive context which enables people to get their confidence back and re-motivate themselves with respect to a professional project. Almost half of our employees have undergone a negative (or even traumatic) professional experience and need to reconcile themselves with employment", explains one of the managers. On a daily basis, employees are supervised by a Crop Manager, an Instructor and a Socio-Professional Accompanier. Over the next two years, the objective is to reach a dynamic output rate of 50% with approximately 200 association members.



Immersive training at agri-ecological farms

FRANCE / 2018-2019 / new



The "Fermes d'Avenir" are accelerating the agricultural transition

The association Fermes d'Avenir, which is committed to the agricultural transition, is planning to set up 25,000 small agri-ecological farms by 2030, and with this in mind, to recruit and train approximately 100,000 people. From this has been born the "Compagnonnage Réfugiés" program (Refugee Companionship), supported by the French Ministry of the Interior's Asylum Department and jointly put together by Fermes d'Avenir and the Solidarity Sector of SOS Group, which welcomes almost 2,000 refugees and migrants within its structures, 10% of whom claim to be "farmers" or "have farming experience". The "companions", accompanied by tutors, follow a one year training program during which they travel from farm to farm to learn about agri-ecological vegetable production whilst improving their mastery of the French language and socio-cultural codes. Lastly, on completion of the program, their expertise is recognized via a digital badge system known as "Open Badges".

100,000

people recruited and trained in agri-ecology by 2030



A virtuous model to further long-term employment

FRANCE / 2016-2018

Since 2012, the association "Rejoué" has overseen an original initiative with an effective environmental and social impact: **the principal is based on the collection/recovery/re-sale of old toys to offer people in situations of great precariousness integration pathways** towards long-term employment or training leading to a qualification. The association currently employs 30 people on integration programs, 60% of whom are women.



Recovering toys, a springboard towards employment

Training is structured around five professions: collection agent, sorting agent, recovery agent, quality control agent and salesperson, enabling individuals to acquire expertise specifically adapted to the needs of the job market. Since 2012, 115 people have benefited from the system, with 60% of participants going on to secure employment on completion of the program.

30

 employees in the integration process in 2018

115

 beneficiaries of the initiative since 2012


Urban agriculture, an open field to fight against precariousness

FRANCE / 2016-2019



Composting is the first activity put in place

The Ferme du Rail, based rue de l'Ourcq (20th district in Paris), came to be in 2016, within the context of the "Réinventer Paris" (Reinvent Paris) call for projects. **The project consists in housing, training and accompanying individuals in highly precarious situations towards long-term employment, within an open space dedicated to urban agriculture.**

Overseen by a team of jointly committed partners (developer, project manager, integration agents, local residents and associations...), the Ferme du Rail is planning to build a Social Reinsertion and Housing Center able to accommodate 15 people, a social student residence able to house 5 students, as well as a greenhouse, agricultural buildings and a restaurant, all of which will serve as supports for reinsertion activities. The project participants, all of whom are in highly precarious situations, are involved from the project construction stage and are then trained in urban agriculture and green space management, under the responsibility of the association Travail et Vie. In 2018, 8 FTE (Full-Time Equivalents) in integration benefited from the system. The first activity put into practice: composting, which ensures the voluntary and selective reduction of bio-waste for residents of the Ferme du Rail whilst encouraging the creation of fertile soil. This virtuous, open and local approach, complete with its circular economy model and expertise development, perfectly illustrates the spirit and end objective of the initiative.

The Fondation provides this project with both financial support and skills-based sponsorship at the level of soil decontamination and compost production.



In the words of the referent

This project is innovative and ambitious for the development of agri-ecology in France, as well as at the level of training and employment. In addition, it provides a response to the migratory stake.

FRÉDÉRIQUE GUILLIOD

Customers Expert Commercial Manager, SUEZ Eau France, Project Referent for the Fermes d'Avenir project



Beneficiaries are called on to become stakeholders of their own integration

The success of pathways to integration, or reintegration, obligatorily requires the active participation of the beneficiaries. This firstly supposes a human accompaniment, based on listening, compassion and trust, which considers each individual according to his or her own rhythm, desires and capacities.

It is on this basis that individuals can progressively rebuild themselves and project themselves into the future, taking responsibility for their progression towards integration and employment.

The projects supported by the Fondation SUEZ encourage the creation of constructive relationships, whether via tutoring or sponsorship systems, self-assessment or “candid” exchange initiatives with people living on the streets.

POINTS OF VIEW

MARIE TRELLU-KANE
Chairwoman-Co-Founder of UNIS-CITE, Advisor to the Economic, Social and Environmental Council Administrator of the SUEZ Foundation



RÉMI TRICARD,
Director of Emmaüs Défi

The people accompanied on the road to integration all arrive with their own stories to tell and their own particular weaknesses. That’s why no “ready-made” solution exists. Every pathway to integration, whilst coming within a context solidly oriented towards employability, must take account of the uniqueness of each individual. This is an essential point for the Fondation.

Our will is to lastingly give a place back to those who are highly excluded, which means adapting our responses to the extreme diversity of the people we welcome. Of course, operational injunctions are present, and whilst we put a good deal of effort into developing partnerships with companies or trying to ensure regulatory frameworks evolve, our inner compass remains the personalized accompaniment of each individual.



An added boost in the fight against employer discrimination

FRANCE / 2017-2018



In 2018, approximately 250 women participated in workshops, with a subsequent job interview success rate of 70%.

The Cravate Solidaire is an association which, in close partnership with integration structures, intervenes among jobseekers at the end of the chain, in other words, the moment at which they are ready to attend job interviews, but are lacking skills as regards interview codes: the right clothing and look, self-confidence or discourse. The association offers individual, enjoyable and compassionate workshops specifically designed for women, covering the following elements: **welcoming the applicant and exchanging on the brakes to securing employment, choosing, alongside an image coach, an appropriate outfit and make-up, simulated interview, professional photo shoot for the CV and as a souvenir of the workshop.** In 2018, approximately 250 women participated in the workshops with a subsequent job interview success rate of 70%. The support of the Fondation has served to provide accompaniment for 60 women.



Weaving their way towards a new life

FRANCE / 2018-2019 / new



Participants presenting their creations at a fashion show

According to estimates, more than 90% of prostitutes working the streets of France are of foreign origin and are generally under the grip of a pimp or organized prostitution rings. Trapped in a highly vulnerable and precarious situation, these women suffer from major problems: exposure to the risk of HIV/STIs, over-exposure to drugs and alcohol, depression, isolation, multiple forms of violence... **Helping them to escape this downward spiral is one of the missions of the**

“Aux Captifs de la Libération” association, which, for more than 35 years now, has gone out to meet with prostitutes on the streets of Paris in a climate of empathy and trust, with the objective of accompanying them on a progressive journey to get off the streets and reintegrate society via employment.

In 2017, the association started up a sewing workshop which welcomes one dozen young women three times per week. They acquire

sewing skills and little by little, get their confidence and self-esteem back, and find the strength to free themselves from trafficking networks. Training, which culminates in the organization of fashion shows to present their creations, is completed by French language classes, job-seeking preparation workshops, budgetary management and IT classes. “We can observe all of the benefits of a pre-professional and professional activity, as much for future professional integration as for the reconstruction process of the women themselves” commend the managers of the association.

More than 90% of prostitutes working the streets of France are of foreign origin, and are generally under the grip of a pimp or organized prostitution rings.



Learning a profession to break away from prostitution



In the words of the referent

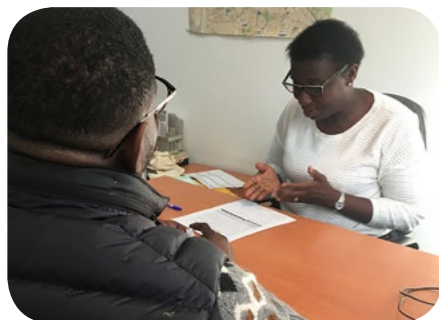
With an experience of almost 36 years, Aux Captifs de la Libération is recognized by its stakeholders for its professionalism and capacity to ensure project continuity.

ERIC DE LA GUERONNIÈRE,
Waste and Water Learning Director, SUEZ Group, Project Referent



From prison to employment, on the road to reconstruction

FRANCE / 2018-2019 / new



Listening to the needs of each applicant

To stop prisoners reoffending, which is all too often the case in France, Justice 2^e Chance (J2C) offers people recently released from prison or having come up before the courts, the chance to participate in an individualized reinsertion program which is adapted to their particular profile, with the support of a voluntary sponsor. The association works in partnership with the prison service and other local stakeholders, namely companies. Although far removed from the prison walls, their commitment is decisive. In 2019, J2C, which has been intervening in the departments of Paris (75) and Seine-Saint-Denis (93) since 2014, is preparing to extend the scope of its action to include the departments of the Yvelines (78), Hauts-de-Seine (92) and in the future, to the departments of Essonne (91) and Val-de-Marne (94), home to two of France's biggest prisons: Fleury-Mérogis and Fresnes. The objective is to accompany more than 200 candidates over the 6 departments by 2020.

60%

In France, more than 60% of people released from prison return within 5 years.



croix-rouge insertion
FONDÉ PAR LA CROIX-ROUGE FRANÇAISE

A solidarity orchard which is bearing its fruits

FRANCE / 2016-2021



A garden with a social, economic and environmental ambition

Croix-Rouge Insertion is a French Red Cross initiative to make developing employment at local level one of the major focuses in the fight against precariousness. In the department of the Hérault, it is the Croix-Rouge Insertion - Capdife ACI the ACI (Workshop and Integration Project) which has overseen the project since 2012, namely with the management of a project to grow organic vegetables in four gardens.

Today, Capdife is looking to diversify its activity by orienting its latest production site towards the short circuit sale of organic fruit, with a threefold social, environmental and economic objective. The social objective: on a yearly basis, to welcome approximately 130 employees on the road to integration by providing them with training leading to the qualification of multi-skilled worker, validated by a Professional Qualification Certificate, to offer them individualized social accompaniment, and lastly, to help them, where needs be, to create their

own business. The economic objective: to generate new income for Capdife and consequently ensure the continuity of its mission. Lastly, the environmental objective: to reintroduce biodiversity at local level and make inhabitants aware of the stakes linked to environmental preservation and sustainable food supply.

Employees in the process of integration are involved in all of the stages of implementing the action plan; this constitutes one of the keys to their personal reconstruction.

The department of the Hérault has an unemployment rate of 12.9% and a poverty rate of almost 20%.



Boosting the capacity of action for social inclusion

FRANCE / 2018-2019 / new



Some motivated candidates for their social inclusion

Since the summer of 2014, in the department of Indre-et-Loire, the Ordre de Malte France has assisted 273 newly arrived adults from the Near and Middle East with their housing, legal and administrative formalities. 250 of these adults have been recognized as refugees or beneficiaries of subsidiary protection by the OFPRA (French Office for the Protection of Refugees and Stateless Persons) and 197 of them are able to work. Often boosted by a veritable desire to integrate in the beginning, these populations find themselves confronted with numerous obstacles: a poor knowledge of the language and employment market, limited sociability networks, or the non-recognition of their diplomas and skills.

In 2018, the Indre-et-Loire delegation launched the ESP'AIR mechanism, a pathway towards employment which is structured according to three lines: the identification of the specific recruitment needs of companies and local integration structures; French language classes for people of foreign origin adapted to the professional needs of each candidate; lastly individual mentoring by volunteers from the Ordre de Malte: help with orientation, preparation for interviews, maintaining motivation, sharing networks and experience.

The persons accompanied are fully involved in the process, from identifying their career choices (...) to choosing the activities undertaken.

The persons accompanied are fully involved in the process, from identifying their career choices, based on a skills assessment, to choosing the activities undertaken within the context of mentoring or French classes. This constitutes one of the keys to ensuring the success of this integration pathway for the sixty refugees (25 women, 35 men) who are set to benefit from it.



In the words of the referent

The Ordre de Malte not only has the necessary experience, it also benefits from a strong, local network and its excellent knowledge of the field serves to further the integration of refugees in France.

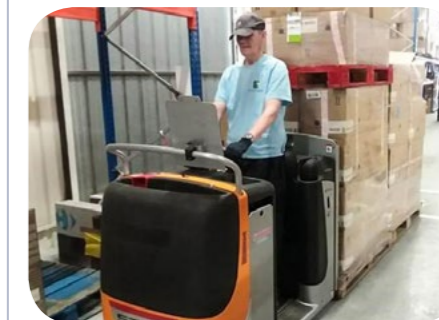
YESSIF KANKARTI
IS Project Manager, SUEZ Group, Project Referent



EMMAÜSDÉFI

Welcoming people irrespective of their situation and accompanying them towards employment

FRANCE / 2018-2019 / new



Employees training in logistics

Born in 2007, the association Emmaüs Défi, which follows in the footsteps of the Emmaüs movement, defines itself as a "social innovation laboratory" which experiments with and circulates new ways of combating major exclusion, whilst combining human and social accompaniment. At the heart of its action, an integration project which proposes to reintegrate people living in situations of extreme precariousness in order to progressively re-motivate them and rebuild their future thanks to employment (collection sorting, recovery and sale of second-hand goods).

In 2017, Emmaüs Défi created L'Equipage, a new integration enterprise dedicated to freight transport and "last mile" logistics, an activity sector where the demand for qualified personnel is extremely high in the Ile-de-France region.

2007 creation of Emmaüs Défi

2017 Emmaüs Défi creates L'Equipage

reinforcing
social cohesion
thanks to education,
culture and sport



Discovering other cultures
to open up to the rest of the
world and to the other



13.7%
OF CIVIC SERVICE VOLUNTEERS
are from priority districts coming under the Urban Policies, whilst 9.8% of the target population (15-24 years of age) live in these districts.

Civic Service Agency Report (2016 figures)

450,000
YOUNG PEOPLE, BETWEEN THE AGES OF 18 AND 24
had no qualifications or at most, only possessed the National Diploma and had not undergone any training during the past four weeks, in 2016.

CNESCO (French National Council for School System Evaluation)

The fight against inequalities begins with education; this is the challenge Europe must rise to.

TIBOR NAVRACSICS,
European Commissioner for Education, Culture, Youth and Sport

The Fondation supports projects to help young people

French society is suffering from a multitude of economic, cultural, social and local fractures which are ever-worsening, deepening the divide of differences and incomprehension between rich and poor, the elite and the people, the France of major cities and peripheral France...Within this worrying climate, we must not lose sight of the fact that "living together", in other words, the feeling of belonging to a community, constitutes the very basis of democracy.

Today's society has an imperative need to re-weave the ties of social cohesion, in order to give everybody the means to become a responsible citizen capable of interacting with his or her environment.

The vectors for this reconstruction are multiple: access to education and the fight against academic failure, which are essential conditions for equal opportunities for all; access to culture which permits the development of creativity, critical conscience, self-esteem, caring for others and global awareness.

CULTURE, EDUCATION AND SPORT: THREE LEVERS TO REINFORCE SOCIAL COHESION



reinforcing social cohesion thanks to education, culture and sport
stakes





Widening the scope of education to reduce unequal opportunities

The role of education is to transmit a set of values, knowledge and know-how to each individual in order to permit him or her to become a part of society in a satisfactory manner. However, experience shows that all too many young people are left by the wayside.

This means that we sometimes have to move away from the mainstream to develop different and innovative solutions which are better adapted to the specific nature of their difficulties.

The projects supported by the Fondation SUEZ are based on educational levers such as film-making, access to culture, solidarity commitments or the promotion of new learning methods to help reduce inequalities in access to education.

POINTS OF VIEW

DIANE DUFOUR
Director of LE BAL



CHRISTINE GENIN
Director of Culture Prioritaire



Teaching young people to keep a safe distance from images means working to develop their critical thinking as young citizens and to support them so that they become active, concerned, aware of the world around them.

It also means soliciting their aptitude to engage in exchanges, collective debates and thus to value their voice and their experience of difference.

Beyond the knowledge and learning base that pupils acquire in the education system, it is essential, in order to reduce inequalities, to enable them to discover the wide variety of professions available to them and open the way forward to the world of work. By expanding their prospects, we're helping them to find their way, to motivate themselves and to understand that they have an active role to play in society.



Helping young people to achieve educational and professional success

FRANCE / 2017-2018



A single selection criterion: motivation

Faced with an educational system which tends to reproduce social inequalities, **Culture Prioritaire is encouraging the access of young people from underprivileged backgrounds to the knowledge that they barely acquire (or don't acquire at all) at home or at school – general knowledge and a culture of professions – and which constitutes a determining factor for their future.**

In conjunction with local institutions and associations, Culture Prioritaire provides educational programs, adapted to the level of participants (from 9th to the 12th grade), to approximately 150 young people from schools in priority education zones in the North of Paris and Colombes (92), amounting to a total of 90 hours spread over the school year.

Youngsters alternate between interactive sessions, informal visits (museums, theatres, concerts, cinema, company visits, meetings with professionals) and, where needs be, individual monitoring. They also benefit from tools such as the "Voltaire" certificate in spelling and the "Pass Avenir" orientation assistance platform. All of these activities are assessed and readapted every year.



Learning to read well: all-important in avoiding academic failure

FRANCE / 2017-2019



An innovative learning method

According to the 2015 PISA report, in France, 20% of children leave primary school unable to read. Furthermore, 90% of these children are already in serious educational difficulty from the last year of nursery school. In the face of this observation, the association "Agir pour l'Ecole" is rallying to help pupils in difficulty escape the downward spiral of academic failure. With a single conviction: it is necessary to tackle the problem at source level, in other words, to spend the last year of nursery school and the first two years of primary school focusing on learning how to read well, as this constitutes the basis for all other learning. With this in mind, since 2011 the association has developed an innovative educational technique

based on the knowledge acquired from scientific research into education and cognitive psychology. And the results, which are regularly measured, have proved the technique's worth: in schools willing to follow the Agir Pour l'Ecole protocol, **the number of children in difficulty during the second year of primary school has fallen by between 30 and 50%.**

It is necessary (...) to spend the last year of nursery school and the first two years of primary school focusing on learning how to read well, as this constitutes the basis for all other learning.

The project is now entering a developmental phase with a view to its implementation in the REP and REP+ priority education zones in the local education authority of Lille, which count a large number of children in difficulty. Agir Pour l'Ecole now intervenes in 60 classes, namely in Calais and Boulogne-Sur-Mer, and will continue to be introduced at the start of the 2019/2020 school year. A progression which is based on the active involvement of local educational authorities and the increase in on-site accompaniment in order to work in close conjunction with teachers.



In the words of the referent

This project associates general knowledge and a culture of professions in order to encourage youngsters from priority districts to go onto higher education. It provides them with social reinforcement and cultural awareness.

BÉRENGÈRE VINCENT

Procurement Lawyer, SUEZ Group, Culture Prioritaire Project Referent



The "pedagogy of production" to help young school dropouts

FRANCE / 2017-2018



Trades suited to the territories

For the past 20 years, the AFEP, which is established in the region of Saint-Etienne, has proposed 2 year industrial training courses leading to a qualification in the metalwork and mechanics industries for youngsters between the ages of 14 and 18 having dropped out of school, and since 2017, in the more feminine technical textile and medical professions, of which Saint-Etienne has now become the French capital.

Thanks to partnerships with local companies welcoming specialized labor, workshops operate like veritable small companies where the relationship with the client implies stringent requirements and responsibility. The program's success rate is close to 100%, with participants either returning to the normal school system, beginning working life or embarking on an apprenticeship or another training course.

100%

success rate





Art work, a tool to further social cohesion

FRANCE / 2017-2018 / new



Children from rural areas are discovering art work

Created in 1991 on the initiative of the painter Gérard Garouste, and based on the conviction that art work can be a powerful lever in the fight against exclusion, La Source-La Guéroulde is an association targeting isolated and vulnerable young people from rural areas in the department of the Eure, which is economically depressed and where access to art and culture is extremely limited. The association offers art workshops and cultural, educational and leisure activities to children and adolescents, in close conjunction with their parents, with the objective of combating their isolation, stimulating their intellectual curiosity, developing their creative potential and by doing so, increasing their openness to the world, as well as their independence and self-confidence.

Art is essential for children's well-being, and, as it is practiced within the context of La Source, it constitutes an arm for these future citizens. Encouraging children to blossom and awakening their interest in art, equates to cultivating their sensitivity, imagination, intelligence, with the aim of turning them into people with both desires and ambition.

GÉRARD GAROUSTE
Painter and founder of La Source - La Guéroulde



Pointing the camera at social realities

FRANCE / 2017-2019



Filming at the Gennevilliers theatre (92) with youngsters from Paris, Saint-Ouen and Gennevilliers.

The Fabrique du Regard, an educational platform of LE BAL, is developing the "Que Faire" program in priority districts which invites groups of young people between the ages of 14 and 20 to spend one year filming their meetings with local inhabitants, the initiatives in place within their districts as well as their ideas to change society. The films will then be shown to enable their proposals to be known and confront them, via debates, with the reflections of local professionals: sociologists, social workers, politicians, researchers, urban planners, urban policy specialists etc.

The project draws support from the participation of artists and local institutions who are motivated to accompany the youngsters concerned: schools, cultural and associative structures, academies, urban policy coordinators, the DRAC (Regional Departments for Cultural Affairs)...
The objective is to get 20 localities involved by the end of 2019, resulting in 20 films being made.

In Montereau-Fault-Yonne (77), youngsters have made a film on the stereotypes linked to their district with Mali Arun. Alongside Clémentine Baert, a group of young people from districts in Paris, Saint-Ouen and Gennevilliers (75, 93 and 92) are working on the question of commitment. Accompanied by Loudigi Beltrame, pupils from La Courneuve (93) are filming images of friendship, whilst in Belleville (75), a group formed by LE BAL and local associations are pointing the camera at public spaces with Laurent Lacotte.



Showing of the film Les Espoirs (Hopes), realized by youngsters from Roubaix (59).



School drop-out minors get back on track

FRANCE / 2018-2019 / new



Committed youngsters who are once again looking towards the future

In France, every year approximately 98 000 pupils leave school with no qualifications. 38% of them are under the age of 18. Launched in 2012, on the initiative of the French Ministry of National Education, the Civic Service Agency and the association Unis-Cité, the Booster program aims to get youngsters back on track via Civic Service. In 2017-2018, this program accompanied 180 dropouts between the ages of 16 and 17, within the context of a block-release civic service program in 18 towns in France: over a 7 month period, participants spent 3 days per week carrying out Civic Service to make themselves useful to associations and get back in the saddle. The 2 remaining days were spent at school to fill in the gaps in their knowledge and discover training programs and professions.

In the 3 months following the program, 2 out of 3 youngsters were either in training or had returned to school (39%), or were in the process of beginning a training program (19%) or in employment (14%). Within the context of the support given by the Fondation

SUEZ to the Booster classes in Val d'Oise and Paris, 20 minors benefited from workshops explaining how to compile a CV and job application covering letter, days to discover various professions or, towards the end of their civic service, coaching with SUEZ personnel to practice promoting the wide range of skills acquired over the year. Following their civic service, 86% of participants had defined a project for the future.

Following their civic service, 85% of the 20 youngsters had defined a project for the future.

180

dropouts between the ages of 16 and 17 were accompanied by the program in 18 towns in France, in 2017-2018.



The commitment of young people, a springboard towards training and employment

FRANCE / 2017-2019 / new



The Universités de l'Engagement to unite civic service graduates

Every year in France, tens of thousands of young people decide to commit themselves to civic service or other voluntary actions. For many, this experience reveals hidden skills and motivates or re-motivates them to project themselves towards an ambitious future, beyond any educational, cultural, social, financial barriers or any handicap they may suffer from. For these youngsters, who are between 16 and 30 years old, the Institut de l'Engagement offers a complete, personalized accompaniment program (which includes financial support for certain) towards training, employment or company creation, as well as a collective accompaniment, by uniting civic service graduates and bringing them together at the Universités de l'Engagement. This accompaniment mobilizes more than 300 partners, training establishments, foundations, associations and local authorities, which share the Institut's desire to promote the commitment of young people.

3,100 successful candidates since 2012

2,000 volunteers to assist successful candidates



Placing culture within everyone's reach: a stake and a challenge

Article 27 of the Universal Declaration of Human Rights states that "everyone has the right to freely participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits." As a vector of openness, critical thinking and creativity development and a means of breaking away from isolation to the benefit of social ties, access to culture helps to bring about a more inclusive society. Unfortunately, numerous publics are extremely distanced, or even totally cut off from any form of culture, owing to their social and economic situation.

So how can we ensure that culture is within everyone's reach?

The projects supported by the Fondation SUEZ are rising to the challenge to enable people of all ages and backgrounds to discover the opera, different cultures from around the world, music...

POINTS OF VIEW

FRÉDÉRIQUE RAOULT
Group Sustainable Development and Communications Director, Vice-Chairwoman of the Fondation SUEZ



SARAH KONÉ
Artistic Director of La Maîtrise Populaire de L'Opéra Comique

Culture is a vector of personal development and social cohesion, as it contributes towards revealing skills, fostering self-esteem, developing shared references, encouraging citizen participation and understanding differences. It is for this reason that the Fondation SUEZ supports projects which are inclusive and universal as regards access to culture.

The Maîtrise Populaire de L'Opéra Comique is a human and artistic adventure which brings together young people from all geographical, social and cultural walks of life and unites them in the demanding task of learning the basics of music. By doing so, they discover a common language, a "harmony" which transcends differences and opens the way to greater social cohesion.



Bridges to lessen inequalities in the face of culture

FRANCE / 2018-2019 / new



Children from all backgrounds discovering music

The Opéra Comique, proud bearer of the double "diversity" and "professional equality between men and women" label, is making a commitment to build bridges with various publics who have a limited access to culture.

In 2016, the institution created the first Maîtrise Populaire, which trains more than one hundred children between the ages of 8 and 24 in the performing arts (singing, tap-dancing, dance, theatre), according to a schedule which fits around school. A unique training program in France, namely owing to its recruitment process which does not require any prior knowledge of music, it is consequently open to youngsters who are far removed from culture and seeks to encourage social diversity. A proportion of candidates are directly auditioned in schools, in the 15 REP classes (Priority Education Network) of the Paris, Versailles and Créteil education authorities.

Thanks to the Fondation SUEZ, the Opéra Comique accompanies those who would otherwise not have been selected, to introduce them to opera and enable them to benefit from a program to discover the performing arts, with the active participation of teachers and parents: singing workshops, visits to sites of interest and job discovery days, participation in rehearsals, meeting with an artist, shows...



When the museum calls in...

FRANCE / 2017-2018



The "nomad workshops" fascinate young children

Faithful to its vocation which positions it as the "Museum of Others and of the View of the Other", the **Quai Branly-Jacques Chirac Museum has set itself the ambition of displacing the limits of the museum, mowing down assumptions about cultural institutions and removing the obstacles which prevent visits.** An initiative which calls on the "Nomad Workshops", a system via which the museum travels beyond its walls and sets up elsewhere, to exhibit its works and put in place a wide range of activities, based on the active implication of numerous local relays: local authorities, schools, socio-educational associations or social stakeholders. In 2016, the "Nomad Workshops" set up for two years in six communes in Essonne (Greater Southern Paris): Bondoufle, Courcouronnes, Evry,

Lisses, Ris-Orangis and Villabé. The outcome was extremely positive with the project reaching almost 19 000 people, many of whom were school and pre-school children, who were able to benefit from a multitude of activities and namely the "Escapes": where according to a theme (Polynesia, West Africa, Latin America, the Far North and Japan), works are taken out of the museum for exhibition, along with art workshops, musical performances, conferences, cooking workshops, dancing displays or storytelling. In exchange, **the museum has welcomed almost 10 000 visitors, children and families, many of whom were visiting for the first time ever,** who were able to participate free of charge via schools, social structures or community recreational centers.



In the words of the referent

Beyond its artistic missions, the Opera Comique has a strong social ambition : to open the opera's doors to a large public, in particular to students from deprived areas.

JEAN-MARC PIRIOU
Responsible for the Communication Mission, SUEZ Group, Maîtrise Populaire Project Referent



Using music to breach the cultural divide

FRANCE / 2017-2018 / new



Discovering the musical practice in Hauts-de-France

Created and directed since 1998 by Zahia Ziouani, the Symphony Orchestra and the Divertimento Academy combines high standards and artistic excellence with the desire to encourage access to culture for all, and by doing so, breaching the "cultural divide" and reinforcing social cohesion. This ambitious vision is put in place via the PAAC program (Artistic and Cultural Actions Path).

The objective is to oversee a cultural dynamic which rallies a multitude of local stakeholders around meaningful projects...

The objective is to oversee a cultural dynamic which rallies a multitude of local stakeholders (local authorities, social and cultural structures, schools, residents) around meaningful projects: musical awareness, collective music-making workshops, access to concerts and meetings with musicians.

In 2018, the program was successfully put in place in the Hauts-de-France region.



reinforcing
expertise
and boosting
innovation



Around Jean-Louis Chaussade
and Xavier Darcos, laureats
and Jury members



617
MILLION
YOUNG PEOPLE
lack basic literacy and mathematical skills, at a global level.
Facts and Figures, United Nations Organization

More than half
of all children who are
not enrolled in school
live in Sub-Saharan
Africa.
Facts and Figures, United Nations Organization

The SUEZ-AgroParisTech "General Management of Urban Water and Sanitation Services" Chair, to train the leaders of tomorrow

In the face of the challenges presented by access to essential services in developing countries, the United Nations Development Program (UNDP) underlines "the failings at the level of leadership and knowledge and shortcomings at the level of technical and managerial know-how." This observation is valid at all levels, from directors and managers of public, para-public and private services to local communities and structures.

Contributing towards reinforcing expertise, via partnerships and university training or expertise transfer processes in the field, constitutes an essential lever in ensuring a sustainable and inclusive access to water, sanitation and waste management.

In addition, it is essential to promote innovation to boost development, in other words, to support all project developers committed to technical, social, economic or organizational innovations. Their capacity to take risks, if accompanied in the long-term, constitutes a firm asset.

The development of human capital plays a decisive role in ending extreme poverty and reinforcing social inclusion.

WORLD BANK

reinforcing expertise and boosting innovation

stakes





The prizewinners receiving their awards at the Institut de France

Detecting, promoting, deploying and replicating innovative initiatives

POINTS OF VIEW

XAVIER DARCOS
Chancellor
of the Institut de France



THANH NGHIEM
Founder of the Crazy
Toad Movement and of
the Angenius Institute,
Administrator of the SUEZ
Foundation

In an ever-changing world, the Institut de France and the five Academies it regroups continue to serve as a think-tank whilst constituting a means of transmitting knowledge to the benefit of all. It is for this reason that for the past ten years, alongside SUEZ Group, we have taken great delight in organizing the SUEZ – Institut de France Awards which reward innovations designed to improve access to essential services in developing countries.

How can we address this global emergency? By committing ourselves to a new way of “living together”, which is tested and put into practice every day by “open innovation” agents, who nurture information-sharing and collaboration and are more than willing to cross boundaries. Encouraging, supporting and widely circulating their initiatives is essential in order to invent new solutions and give everybody the means to gain access to essential services.

July 2018: the 6th edition of the SUEZ- Institut de France Awards

Every two years, the SUEZ – Institut de France Awards reward projects and rights-free innovations which contribute towards developing water, sanitation and waste management services in developing countries.

At every edition, two Prizes are awarded: firstly, the “Access to Essential Services Prize”, of a value of €50 000, which rewards, in order to encourage its application in the field and enable its development and expansion, a technical, organizational, financial or social innovation which concerns knowledge circulation tools, developed by a non-profit organization. The second award, the “Social Entrepreneurship Prize”, of a value of €50 000, rewards an initiative developed by a social entrepreneur, which permits the development of economic activities generating employment and which have an impact on a social level, namely as regards deprived or vulnerable populations.

At the SUEZ-Institut de France prize-giving ceremony, which took place on Tuesday, July 3rd, 2018 in the Grande Salle des Séances at the Institut, the prize-winners were handed their trophies by Xavier Darcos, Chancellor of the Institut de France, and Jean-Louis Chaussade, Chief Executive Officer of SUEZ, Chairman-Founder of the Fondation SUEZ. Also present, the Moroccan Ambassador and the Advisor to the Ivory Coast Ambassador. Following this awards ceremony, the Fondation SUEZ undertakes to accompany and promote the winning innovations by circulating them at the level of their networks and presenting them at international water, sanitation and waste management events.

In Morocco, Dar Si Hmad is “harvesting” fog to provide water to villagers

MOROCCO



Nets capture condensed water from clouds

In south-western Morocco, in the villages of the Anti-Atlas, the climate is arid, rain is rare and the water table is essentially lacking the slightest drop of water. It is up to women and children to spend an average of four hours per day going backwards and forwards to draw water from wells.

From this situation was born the offbeat idea to **transform the fog frequently hanging over neighboring mountains into water, thanks to a technique developed twenty years ago in the Andes Mountains in Chile, which has proved its worth and which, in this project, includes an innovation to increase water capture: nets cast into the wind, known as “cloudfishers”**. The nets serve to collect water droplets formed from condensation when clouds collide with mountains; when the nets are too heavy, the droplets run into guttering which transports them, thanks to a filtering and

conveyance system, to the hamlets below. At the end of 2018, more than 123 households in 14 hamlets were set to benefit from this new source of drinking water, whilst excess water will be used for a new reforestation and oasis creation project in the valley. Lastly, women will gain precious time that they can put towards developing new economic activities. In addition, the project includes training for local inhabitants and the sharing of know-how with respect to water conveyance and installing the nets, at both national and international level. The association having developed the project, Dar Si Hmad, has been awarded the SUEZ-Institut de France “Access to Essential Services Prize”.

By the end of 2018, more than 123 households in fourteen hamlets should benefit from this drinking water, while excess water can be used for a new dynamic of reforestation and creation of an oasis in the valley.

A 2.0 inclusive and viable waste collection model



IVORY COAST



The informal sector is getting organized

The SUEZ-Institut de France “Social Entrepreneurship Prize” was awarded to **C+Propre-Colibra, a grouping of Franco-Ivorian start-ups which has perfected a solution aiming to organize and improve the waste pre-collection system entrusted to the informal sector.**

A system of points which can be exchanged for gifts (telephone credits, cosmetics etc) has been put in place to encourage sorting.

Via an application, subscriber households order specific and identifiable bags for domestic waste or sorting which they pay for using digital cash. An integrated geo-tracking service ensures optimum collection, carried out by pre-collectors who have become franchisees, and who used to work in an informal capacity. Lastly, a system of points which can be exchanged for gifts (telephone credits, cosmetics etc) has been put in place to encourage sorting. Sorted waste is then sent on to recovery outlets; only the remaining fraction is sent to landfill.

A prestigious leadership and management training institute for urban water and sanitation services

Combined technical and managerial training

In 2008 and in keeping with the Group's desire to guarantee access to essential services in developing countries via the transfer of know-how and the reinforcement of local expertise, the Fondation SUEZ joined forces with ParisTech, a leading research and higher education cluster, and the AFD (French Development Agency) to create the SUEZ ENVIRONMENT – ParisTech "Water For All" Chair.

Myriam Bincaille, Delegate General of the Fondation SUEZ, explains: **"Whilst prestigious technical and management institutes exist, there are very few which succeed in combining these two dimensions. When the Chair was created, there were no academic courses in place to train water and sanitation service managers. Achieving the Sustainable Development Goals (SDGs) requires an ability to think in the medium and long term, without neglecting the short term and human development stakes. the SUEZ-AgroParisTech "General Management of Urban Water and Sanitation Services" Chair is helping to reach these objectives"**. This twofold vocation is based on an observation shared by all of the partners: beyond financial investments or the quality of public governance, the success of water and sanitation services in developing countries depends on the professionalism of the outlet and the vision, courage and managerial skills of its leaders.



General Managers at the Optopville® game

Two types of training for leaders

After almost 10 years of existence, the new agreement signed in Autumn 2018 strengthens SUEZ's ambition to make the Chair an international reference in strategic service management training and puts in place reinforced governance in order to achieve this objective. **Today, within a context marked by accelerated urban growth, the challenges posed by climate change and its consequences on resources and oceans, SUEZ, the Fondation SUEZ and AgroParisTech are pursuing this partnership with the goal of becoming "a global reference in general management training for urban water and sanitation services."**

The SUEZ-AgroParisTech Chair is proposing two types of training for urban water and sanitation service managers from developing or transitioning countries. The first, which prepares candidates for the International Executive Master OpT, is designed for current

executives, potentially selected by their management to take on new leadership responsibilities, more directly oriented towards managing and overseeing change. Once admitted, candidates commit to a 14 month program, structured around a project, the realization of a strategic action plan aiming to improve drinking water and/ or sanitation service quality and better manage and save water resources within a given perimeter, a city or a region counting between 100 000 and several million inhabitants. Equipped with this Road Map, the auditors rotate between several months of training at the AgroParisTech campus in Montpellier, two trips back to their companies of origin and 3 weeks spent on a partner site in another country. The objective is that, step by step, they apply the expertise acquired, it then being up to their management to effectively take account of their recommendations.



147 auditors from 47 countries

Lastly, to boost their progress and their transformation into "leaders for change", auditors benefit from the support of a coach responsible for accompanying them in their personal development and strategic positioning. Every year the Chair takes in two new sets of candidates – one French speaking, the other English speaking - which count some forty auditors. In addition, former graduates can meet up within the "Chair Community", a platform which aims to encourage exchanges and the sharing of information and experiences.

Since 2016, the SUEZ-AgroParisTech "General Management of Urban Water and Sanitation Services" Chair also proposes 6 day seminars for Top Service Managers during which they are completely immersed in strategic issues thanks to an interactive and dynamic methodology and an accelerated confrontation with a real situation via the Optopville® simulator. "It's intensive, fun and revealing!" enthuses the creator of the concept, Jacques Bertrand. The most recent training programs took place at the end of 2018 in Abidjan for French speakers and in Colombo for their English speaking counterparts.

POINTS OF VIEW

Beyond the acquisition of knowledge and expertise, Master OpT training programs place the emphasis on the individual commitment of future water service managers who will need to be bold on their return to their countries in order to break with routine and generate a veritable change in order to further sustainable performance. This is the essence of the accompaniment we are offering them.

DOMINIQUE PIN
Engineer from
the École Centrale, Paris
Administrator
of the SUEZ Foundation



GILLES TRYSTRAM
General Director,
AgroParisTech



In poor countries, humanitarian accompaniment and public development aid remain necessary to improve access to drinking water and sanitation services for dispersed rural populations. However, in order to respond to growing urbanization and the constant expansion of enormous mega-cities, these countries need to learn to manage their own water and sanitation services in an effective manner. The managers of water and sanitation services in the urban centers of

these countries are the best positioned to define what equipment and infrastructures are needed, and then develop them, at their own pace, in keeping with their own social and economic structures. But it is our duty to provide them with the "tools" and offer them the technical know-how and expertise enabling them to boost their capacities. This is what the Chair has been striving to achieve for almost ten years now.



Myriam BINCAILLE, Delegate General, Muriel LEROY, Projects and Communications Manager, Béatrice ROZIE-PERIER, Administration - Projects Manager, would like to extend their sincere thanks to all of the members of the Fondation Community who offer their assistance, in the form of voluntary participation or skills-based sponsorship, and are consequently a part of this tremendous human and professional adventure!

H. Abdallah, L. Abel, M. Ablin, I-A. Abshir, A. Albaret, G. Altmeyerhenzien, P. Andrau, V. Antigny, J. Arnal, P. Aubert, B. Auclair, V. Audebeau, S. Auperin, L. Aureli, J-M. Aourousseau, A-L. Avril, P. Bachelery, J. Bachelet, M. Badie, A. Bajot, L. Baret, E. Baron, J. Barrault, H. Barthalan, I. Bartyna, L. Bastidas, J. Batisse, J-M. Battarel, I. Baudin, C. Bazalgette, J-P. Becue, R. Belaidouni, F. Belarbi, N. Benoist, C. Bergez, S. Berman, D. Bernard, Y. Berthelot, J. Bertrand, S. Besnault, J-L. Besset, M. Bignot, B. Billon-Aubert, S. Birard, P. Bizot, C. Blanc-Montmayeur, P. Blayac, C. Bloquet, L. Bo, N. Bokhoff, B. Bon, B. Bondoux, B. Bonello, Y. Bonhomme, H. Bonnel, R. Bonnard, C. Borralho, A. Botbol, L. Bouabbache, A-I. Boukary, B. Boula, G. Boulanger, C. Bourgougnon, R. Boutin, L. Bouzekri, F. Boyer, I. Bras, M-L. Bret, S. Briand, S. Bronnec, M. Brun, C. Buard, J. Bui, L. Bury, I. Calvez, A. Carbonel, R. Casalis, A. Cassin, N. Cavallini, I. Censi, S. Chadli, S. Charles, D. Charlot, C. Chaumin, J. Chaussade, C. Chevron, J. Chio, B. Colombo, A. Constantini, D. Conteau, S. Cornu, L. Couffignal, T-A. Cousin, E. Croguennec, G. Cros, N. Dargère, G. Darras, P. Dauthuille, S. de Almeida, L. de Bodman, C. de Champs, M-C. de Chezelles, J. de Montal, M. Debiais, P. Decourtray, R. Delacombe, B. Deleplancque, L. Delorme, F. Devred, T. Dhaou, M. Diouf, Z. Doquang, E. Dos Santos, E. Drouard, M. du Rostu, D. Deboeuf, S. Dubreil, J-P. Ducharne, A. Duchossoir, O. Duguay, S. Dupiot, P. Erbeta, T. Erk, M. Eyen, Y. Fagherazzi,

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