



2017
REPORT

SUEZ'S Solidarity Commitment



OUR PARTNERS

1001fontaines	26		
ACF	18		
Acta Vista	52	Gevalor	39
ACTED	24, 31, 33	GK Savar	29
Action Emploi Réfugiés	57	Good Planet Foundation	41
Agence des Micro-Projets	20	Gret	28, 42
Agir pour l'École	63	Institut de France	72
Aide et Action	27	Institut de l'Engagement	65
Amor	41	Inter Aide	26
Aquassistance	34	La Cimade	52
Arozoaar	50	La Cravate Solidaire	49
ATD Quart Monde	48	LE BAL	67
Ateliers sans Frontières	53	LUKMEF	27
Bail pour Tous	51	Maison pour Rebondir	54
CEFREPADE	43	MORIJA	21
Casamance Amitié	23	Musée du quai Branly - Jacques Chirac	66
Culture prioritaire	63	Orchestre Symphonique	
DAA	22	Divertimento	62
Eau Vive	19, 21, 23, 40	ParisTech	
Eau & Vie	30	"SUEZ-Water for All" Chair	74
Emmaüs Cotentin	56	Péniche du Cœur	53
Friendship	33	Positive Planet International	38
		Promofemmes	55
		Puits du Désert	25
		Réjoué	56
		San Lorenzo	57
		Secours Catholique	
		Caritas France	29, 40
		SOS Sahel	22
		Triangle GH	25
		UNICEF	24
		Unis-Cités	64



1 improving access to essential services
for underprivileged populations in developing countries

- water and sanitation
STAKES p.16 PROJECTS p.18
- emergency humanitarian aid
STAKES p.32 PROJECTS p.33
- waste management
STAKES p.36 PROJECTS p.38



2 facilitating social inclusion through employment and training

- STAKES p.46
- PROJECTS p.48



3 reinforcing social cohesion through education, culture and sport

- STAKES p.60
- PROJECTS p.62



4 reinforcing expertise and boosting innovation

- STAKES p.70
- PROJECTS p.72

presentation of the Fondation SUEZ

Our combat against exclusion, by Jean-Louis Chaussade	p.5
In the words of our Administrators	p.6
The Fondation and its partners, a shared ambition and commitment	p.8
Combat exclusion by favoring inclusion	p.10
3 areas of intervention, 149 projects	p.12
Collaborative and committed governance	p.76
Thanks	p.78



1



2



4



5



6



7

2017 HIGHLIGHTS

- 1 Jean-Louis Chaussade appearing in "A But Non Lucratif" (not-for-profit basis), broadcast on BFM TV: "Access to water and sanitation is the founding stone for development. Our priority is to empower populations."
- 2 The Fondation and SUEZ Human Resources Department put in place a pilot initiative to accompany "The Commitment of Personnel". The project has the objective of reconciling the needs of associations and the expertise of Group personnel.
- 3 Birth of the Fondation SUEZ. the Board decided to award its support to 34 projects.
- 4 Jean-Yves Le Drian, Minister of Europe and Foreign Affairs, Jean-Louis Chaussade and Charles Chaumin, President of Aquassistance, sign a Partnership Agreement between the French Ministry for Europe and Foreign Affairs Crisis Centre, the Fondation SUEZ and Aquassistance.
- 5 The French Minister for Ecological and Inclusive Transition, Nicolas Hulot visiting the Ateliers Sans Frontières (94): the Fondation SUEZ present to support the Maison pour Rebondir.
- 6 Publication of the Mémento de l'Assainissement (Sanitation Handbook) by the Gret, a reference document supported by the Fondation which is designed to accelerate access to sanitation services in developing and transitioning countries.
- 7 The Fondation decides to provide emergency support to the Bangladeshi NGO Friendship International which works alongside Rohingyas populations.



Jean-Louis Chaussade

Chief Executive Officer of SUEZ, Chairman and Founder of the Fondation SUEZ

Our fight against exclusion

THE CHAIRMAN'S MESSAGE



Between 2011 and 2017, the Fonds SUEZ initiatives co-ordinated its action via partnerships with associations and partner NGOs in developing countries and in France, drawing support from the growing implication of Group personnel, jointly committed within the "Fonds Community". With an accumulated budget of 28 million euros over these seven years, the Fonds has backed projects which have enabled the lives of more than 5 million people to be improved in developing countries whilst here in France, more than 2,200 people who were far removed from employment, have been put back on the road to social reinsertion. Spurred on by these achievements, but determined to further reinforce our commitment to match the extent of needs, we created in 2017 the Fondation SUEZ, which will follow on from the Fonds with a single motto: "Combat exclusion by favoring inclusion."

Because it really is **a battle, and one which needs to be fought on all fronts of exclusion.** In developing countries, drinking water deprivation severely handicaps community and individual development, whilst a lack of sanitation particularly penalizes women and children: in 2017, **2.1 billion people still did not have access to safe drinking water in their homes** whilst 4.65 billion people had no access to safely-managed sanitation services. In France, exclusion reduces people to the status of "being without": without a job, without a home, without education, without training, without access to healthcare... All of these different deprivations inevitably tend to be cumulative and tend to accentuate discriminations to the detriment of social cohesion. Within such a context, **our commitment is essential.** Our responsibility as a company proceeds from this and comes within the Sustainable Development Goals set out in our Road Map and fixed by the

UN, which are to be achieved by the entire international community by 2030.

Our action is now focused on three aspects: in developing countries, an increased access to essential services (water, sanitation and waste management); in France, actions to encourage social insertion via employment and training and secondly, actions to promote social cohesion in the regions as part of a concern to anticipate and prevent social problems. In addition, at every level, our objective is to reinforce the expertise of all of the beneficiaries who in turn, are called upon to fully take charge of their progression.

WHILST OUR COMBAT IS AMBITIOUS, IT IS NOT UNREALISTIC

Because we are fully committed to a joint construction dynamic alongside our partners who are designing and implementing effective and sustainable solutions to meet the needs of the populations we support.

Because we are extremely attached to ensuring the involvement of local players in projects (inhabitants, institutions, local authorities) and to the long-term impacts of the actions undertaken to empower them. Because we are always careful to assess, capitalize on and circulate the results of the projects we accompany. Because lastly, and increasingly so, we are playing an incubator and accelerator role with respect to innovation.

The battle for social inclusion is underway and we are proud to have our place in it, alongside company personnel, project developers and the populations concerned. ●

Inclusion, co-construction and innovation



Bernard Guirkinger
Regional Delegate of SOS Group,
Eastern Region

“ Social and solidarity (SSE) and development aid projects have a common vision: to design and implement responses to fundamental needs which are not met, or which are poorly met, in order to sustainably improve people’s quality of life. This means that project developers are called on to invent new models capable of simultaneously creating social, economic and environmental impacts. They are therefore necessarily part of a joint construction and innovation dynamic which is firmly entrenched in the realities of the regions.



Marie Trelu-Kane
Chairwoman and Co-Founder of UNIS-CITE, Advisor to the Economic, Social and Environmental Council

“ Today, as shown by the enthusiasm of young people and our society for the “Civic Service”, now is the time for a society of commitment ... a society where everyone ” must do their part “.

“ The development of skills-based sponsorship within SUEZ Group is part of our social responsibility. On the one hand, it is a response to requests from associations, who require greater means or expertise to consolidate their projects; on the other hand, it offers personnel who so wish a chance to really get

involved in the company’s solidarity commitment. This free expertise, provided by our personnel and group experts in a spirit of mutual support which overrides traditional hierarchy, brings together extremely contrasting worlds to the benefit of all.

Because young people are our future and our most precious asset, it is essential to recognize, value and encourage their commitment, especially by opening the doors to businesses. To help them prepare future



Dominique Pin
Engineer of Arts and Manufactures

interviews, to welcome them for a business discovery, to support them and support them in their actions of solidarity, ... the Fondation SUEZ knows in this respect to be innovative and open to the integrality of its ecosystem.



A shared ambition and commitment



Emergency kits for refugees (ACF)



Art workshops to nurture children's awareness of art (Musée du Quai Branly-Jacques Chirac) and the diversity of cultures and civilizations.



Jobs which respond to needs which are not met in the region (ATD QuartMonde)



The Fondation SUEZ is extremely attached to the high quality of its partnerships. In your opinion, what are the stakes and factors of this success?



Myriam Bincaille
Managing Director of the Fondation SUEZ

“The mission of the Fondation SUEZ is ambitious and its success is necessarily based on the deployment of what I refer to as a “partner-based ecosystem”. Every project supported rallies all of the stakeholders for its duration. Populations, civil society organizations, institutional players... and SUEZ Group personnel, project assessors and referents, all of whom intervene within the context of skills-based sponsorship. This joint commitment is a determining factor and constitutes one of our selection criteria. It is this logic

which guides our relationships with our project developer partners. Trust, a common vision, the complementary nature of means and know-how: aside from financial support, we believe in the fruitfulness of sustained dialogue and support via expertise.



Thomas Ribemont
Chairman of Action Against Hunger

“If the heart of ACF’s mission is clearly to end world hunger, our combat is much more global and embraces all of the causes of famine: poverty, conflicts, epidemics, climate change, political

immobility... This approach concurs with the ambitions of the Fondation SUEZ which, namely thanks to programs to access essential services, is fighting for a more inclusive society. We are extremely attached to the quality of our partnership which, for the past 10 years now has enabled us to jointly respond to emergencies and be efficient in providing drinking water access to as many people as possible on a long-term basis.

34
new projects supported



Didier Goubert
Director of the solidarity company “Travailler et Apprendre Ensemble” which is part of ATD QuartMonde

“When we launched the “Zero long-term unemployment regions” program within the context of France’s regional experimental law aiming to tackle long-term unemployment, we needed the support of partners prepared to commit to an innovative experiment over several years. An experiment which, whilst constituting a source of hope, would require very careful implementation. By joining forces with us, the Fondation SUEZ has

placed its bet on the success of this social innovation program designed to boost employment in the regions and on its long-term integration into a legal framework.



Jérôme Bastianelli
Deputy CEO of the Musée Quai Branly-Jacques Chirac

“Cultural institutions have a proactive role to play with respect to cultural democratization. This belief constituted the basis for our idea to reverse the logic by organizing, via the “Ateliers Nomades” (Nomad Workshops), activities outside of the centre of Paris to go

and meet with people who don’t have a chance or the means to visit a museum, or to whom the thought never occurs. This initiative was very favorably received by the Fondation SUEZ – it comes within a shared desire to disrupt geographical and social barriers to the benefit of better social cohesion in the regions.

Myriam Bincaille

“With the integration of a new area of intervention, the Fondation SUEZ is now embracing a wider range of actions in favor of social inclusion in France. Projects which were supported when they first began are now being circulated and consolidated. We are playing an incubator role and the support we are providing to our partners is contributing towards changing the scale and spreading their initiatives, consequently increasing their social, economic, societal and environmental impacts. This is what our action is really about. ●

Since its creation, the Fonds SUEZ and the Fondation SUEZ have supported **Action Against Hunger** projects in Burkina Faso, Chad and Iraq, improving the living conditions and health of more than 130,000 people.

Zero Long-Term Unemployment Regions: in one year, 420 people were hired in the 10 employment-oriented companies created as part of this experiment.

The Jacques Chirac -Quai Branly Museum is a recipient of the first edition of the “Dare the Museum” Prize, which distinguishes museums committed to a proactive and innovative policy towards people in situations of exclusion or social and economic vulnerability.

Combat exclusion by favoring inclusion

The Fondation SUEZ is accompanying project developers – local associations and international NGOs – committed to the fight against exclusion in France and in developing countries. Benefitting from an annual budget of €4 million, the Fondation provides them with financial support and/ or the expertise and know-how of Group personnel who want to get involved via a skills-based sponsorship system.

Three areas of intervention

The Fondation's action comes within the achievement of the United Nations Sustainable Development Goals and are focused on three areas :



Access to essential services for underprivileged populations

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



Social insertion thanks to employment and training

The Fondation supports projects aiming to encourage the insertion or reinsertion of vulnerable persons by taking action on all fronts of exclusion: training, housing, employment, language, status...



Social cohesion thanks to education, culture and sport

The Fondation supports projects aiming to improve integration and community life in France by drawing support from education, culture and sport as levers of social cohesion permitting society to move away from a culture of "them" towards one of "us".

Tough principles for sustainable results...

Twice per year, the Fondation organizes a call for projects and selects applications according to a set of criteria designed to ensure project sustainability: qualification of the application, health and social impacts, technical relevance, implication of local agents and empowerment of populations, coherency with regional dynamics, project-end dynamics.

Within the context of a sustained dialogue with partner structures, every project accepted then benefits from long-term accompaniment, until its final evaluation.

The results are taken forward with a view to circulating know-how and replicating projects and within the context of post-project monitoring.

...and committed personnel

In response to the desire expressed by SUEZ personnel to make a commitment of solidarity, which is in line with Group policy to develop its actions in favor of the regions, in 2017 the Fondation and Group Human Resources and Communications Departments launched the "Personnel's Solidary Commitment" initiative. Within this context, solidarity missions are proposed to personnel who can spare some of their time or share their expertise. The objective is twofold: firstly, to make the accompaniment needs of partner associations better correspond to the capacities of voluntary personnel to respond to them and secondly, to enable personnel to experience a different means of professional involvement and to learn from these differences.

Helping beneficiaries to fully take charge of their own development

Annual budget of

€4M

66 NGOs and associations supported

3 areas of intervention **149** projects supported

Access to essential services

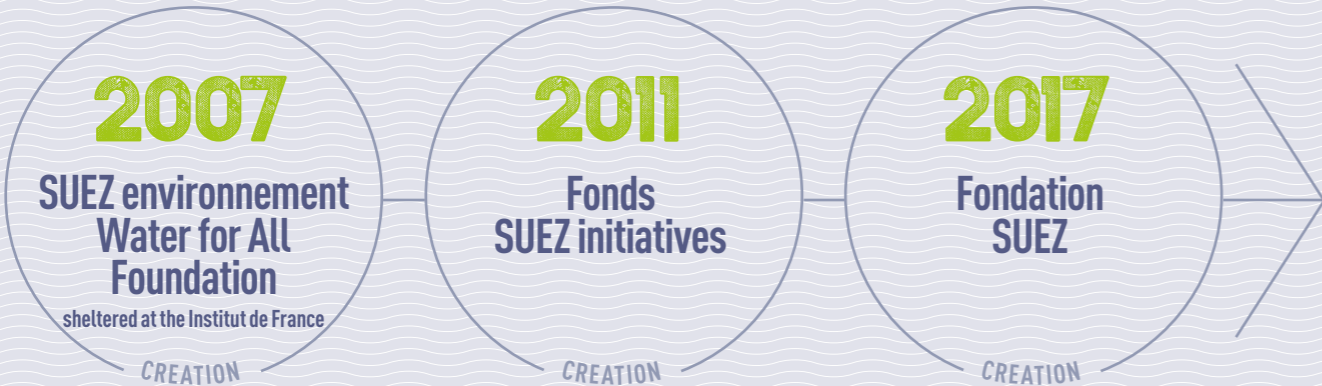
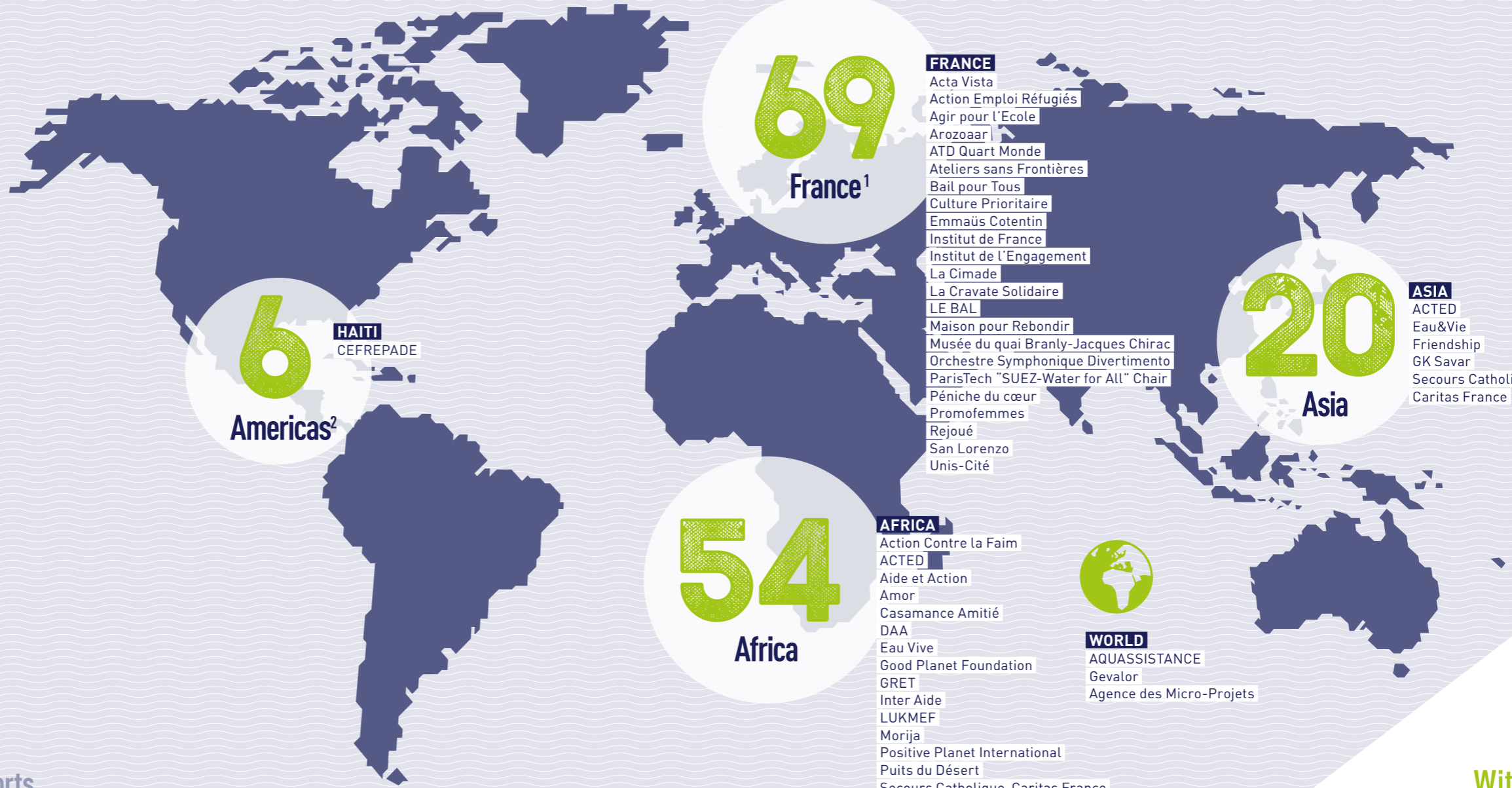
+5,000,000
inhabitants directly concerned

Social insertion through employment and training

+2,200
persons concerned

Social cohesion

+4,000
youngsters accompanied through education, culture and sports



1. Insertion and social cohesion
2. Including the Caribbean

SUEZ Group's commitment is reflected by the 7 foundations and 4 associations in place within the Group's subsidiaries all over the world which intervene in the fight

against exclusion, in favor of social equity, environmental protection and resource development, for a total sum of more than 13 million Euros.



33
projects



Awareness-raising and mobilizing actions are central to projects

**INCREASING ACCESS
TO ESSENTIAL SERVICES
FOR UNDERPRIVILEGED POPULATIONS
IN DEVELOPING COUNTRIES**



STAKES

Access to water and sanitation, a prerequisite for development

In 2016, the UN fixed 17 precise and ambitious SDGs (Sustainable Development Goals) with the objective of ensuring peace and prosperity for populations and the planet. SDG 6, which targets sustainable access to water and sanitation for all, constitutes a major stake in achieving all of the SDGs.

THE 2017 REPORT BY THE UN REVEALS INSUFFICIENT RESULTS

Since 2000 and via the UN, the international community has largely mobilized all stakeholders (institutions and governments, public and private operators, associative sector) in order to increase access to water and sanitation at a global level: promulgation of the Millennium Development Goals (MDGs) in 2000 and of SDGs in 2016, recognition of the right to water in 2010. However, according to the report published in July 2017 by the WHO and UNICEF, 2.1 billion people, equating to 30% of the world's population, still do not have access to a drinking water supply service in their homes and more alarming still, 4.5 billion people, equating to 60% of the world's population, do not benefit from a safely-managed sanitation service.



Véronique Fayet
Chairwoman of Secours Catholique-Caritas France

“At the Secours Catholique, we are convinced that it is essential to “join forces with the poorest populations in order to achieve a fairer, more fraternal society”. The dignity of the people we accompany and the effectiveness of the actions we undertake depend on this. In developing countries, precarity can only be fought if universal access to water and sanitation is guaranteed beforehand.

AN UNFAIR DISTRIBUTION OF THE WATER RESOURCE

Major geographical, socio-cultural and economic inequalities continue to exist between rural and urban areas, but also in small and large cities, where people surviving on low incomes in informal settlements generally have less access to improved water points than those who are better off economically.

RISKS OF WATER STRESS

According to the 2016 Global Risks Report published by the World Economic Forum, this situation is all the more worrying in that the tensions and crises linked to the water resource constitute one of the three most significant risks for the world in the 21st century. Owing to global warming and climate change, the UN predicts that in 2025, 1.8 billion people will live in regions affected by a real water shortage and that two thirds of the global population could be living in conditions of water stress.

“The achievement of the Sustainable Development Goals (SDGs) by 2030 and the fight against climate change require the mobilization of all, and namely of women who have a key role to play with regard to questions of health, education or economic development. With this in mind, all efforts undertaken to promote the empowerment of women constitute both objectives in their own right but also essential levers for progress.



Marie-Ange Debon
Senior Executive Vice President in charge of France, Italy and Central Europe, Administrator of the Fondation SUEZ

361,000
CHILDREN UNDER THE AGE OF FIVE

die every year from diarrheal diseases caused by an inadequate access to water, hygiene and sanitation

272
MILLION DAYS

of school are missed because of illnesses caused by a lack of sanitation facilities

Source: ONU



Access to water and sanitation, an important lever for the girls' education



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

“Over twenty years (1995-2015), the number of people with access to an “improved drinking water point” has increased by 2.3 billion. On the other hand, with respect to sanitation the results are far less conclusive to the extent that a lack of sanitation remains one of the leading causes of death in the world. It is urgent to take action as regards this major issue of public health and dignity.



CHAD 2015-2018

Creating demand to develop access to sanitation



The first stage: drilling village boreholes



Transitioning from a logic of assistance to a logic of appropriation



Mason training, a key element in the implementation of sanitation



A project lead by the inhabitants for the inhabitants

CHAD 2016-2018



Men and women, agents and decision-makers for their own development



The objective of Action Against Hunger (ACF) is to end world famine. Its programs consequently integrate all of the components of malnutrition, and namely access to water, hygiene and sanitation. Present for the past 30 years in the region of Kanem, Chad, the NGO is currently steering a project in the district of Mao, whose inhabitants, nomads and settled populations, live in great poverty.

For the 1st part of the project, which aims to rehabilitate 20 boreholes, works are carried out by a national company under the supervision of ACF and the Regional Delegation of Hydraulics. In parallel, actions are undertaken to raise awareness, rally and involve beneficiaries and key actors to all of the project implementation stages.

For the 2nd part, which aims to improve sanitary conditions, a social marketing approach has been adopted. This approach is based on commercial marketing tools to

accompany the behavioral changes hoped for within local communities, with the end objective being to move away from a logic of assistance towards a logic of appropriation and by doing so, to empower beneficiaries and to continue and multiply the gains via a virtuous circle phenomenon.

The process began in 2016 with an inventory of existing infrastructures and awareness-raising actions as regards questions of hygiene. This was followed by market research permitting the expectations of inhabitants to be identified and the products best able to meet these expectations in terms of means and resources. One of the fundamental stages, which is entrusted to a facilitator, is to instill a collective awareness as regards open-air defecation by explaining its dramatic consequences. This is why management Committees were created and trained. Thanks to this approach, the population of the Mao District can also learn and support the desired changes in behavior, using

“ With a demand-focused approach, which not only places the population as a beneficiary but also as a true project facilitator, the method selected by ACF guarantees the level of appropriation necessary for the real improvement of local sanitary conditions.

the means and resources it is able to provide. The next stage consists in collectively looking for solutions and taking ad hoc measures: purchasing, using and properly maintaining a sanitation facility with the objective of progressively abandoning open-air defecation. ◉



Aymeric Bajot
Project Manager, Department of Water Projects, SUEZ Group - Project Referent



An essential factor: involving populations in project realization

Eau Vive, initially founded in 1978 and which went on to become the Fédération Eau Vive Internationale in 2014, has set itself the mission of “enabling men and women, in the most underprivileged regions in Africa, to become the decision-makers and agents of their own development, and to ensure the continuity of the actions they undertake”. It is according to this approach that at the end of 2016, the association embarked on a 3 year project in Chad with the objective of improving access to drinking water for 46 600 inhabitants living in the peri-urban area of the commune of Pala, which suffers from an extremely insufficient infrastructure rate, generating unending queues at water points, poor management and extremely expensive water. The project’s objective is therefore to increase the rate of drinking water access from 44% to 71%.

The project is being introduced according to 3 complementary aspects. The 1st part consists in improving drinking water access

for 5 districts in Pala by creating new infrastructures to meet demand (a water tower, 2 new boreholes and 2 water treatment facilities) and by improving the energy supply network.

Part 2 of the project aims to increase the capacities of local water service agents in order to perpetuate the service, firstly by encouraging the creation of a communal consultation framework and secondly, by training and accompanying elected representatives and service technicians.

Lastly, the project’s 3rd part has the objective of putting in place an effective service management system at an affordable cost, which equates to accompanying the Commune in choosing its management mode and in studying the price of water, as well as training its agents (service technicians, operators, standpipe agents, repairmen etc) and putting in place tools to enable local monitoring and steering: Pala Town Hall, the Chadian Water Company

(STE) are responsible for putting in place, training and monitoring the Water User Associations (AUE) and conducting awareness-raising campaigns as regards hygiene and the good use of facilities. ◉



In Pala, inhabitants and associations are getting involved in the project



71% of access to drinking water objective
46,600 beneficiaries, inhabitants living in the peri-urban district of the commune of Pala

WORLD 2017-2019

NEW



A promising partnership for small project developers



All projects benefit from a long-term follow-up



Microprojects meant to scatter



In Nobéré, works to build and rehabilitate latrines are finished



The construction of a maternity unit in Burkina Faso, water purification for a village in Togo, biodegradable waste recovery in Madagascar: just a few of the small development projects locally initiated in response to the needs expressed by beneficiaries, agents of their own development, and overseen by small, international solidarity associations in France.

For this myriad of small project developers who carry out exemplary actions in the field with critical impacts for the living conditions of inhabitants (at a global cost of less than 150,000 euros), the Agency for Micro-Projects (AMP) offers financial support and accompaniment which ranges from initial training to assessing their achievements with the objective of later sharing and circulating projects. In this respect, the AMP, a program created in 1983 and supported by the MEAE (French Ministry of European and Foreign Affairs) and the AFD (French Development Agency), is a veritable "solidarity initiatives incubator."

“Given their small size and the low level of investment, it is easier for small projects to test innovative development solutions, namely in the sanitation field.”

Myriam Bincaille
Managing Director of the Fondation SUEZ

On May 16, 2017, the Agency for Micro Projects and the Fondation SUEZ signed a partnership agreement aiming to provide joint support to small projects in the field of access to drinking water, sanitation and waste management, to the upper limit of €57,000 per year.

The projects will be pre-selected on the AMP platform then on that of the Fondation SUEZ within the context of their respective calls for projects. This partnership, initiated prior to project start-up, will be formalized by the crea-



Small-sized projects but with decisive impact

tion of a joint steering committee which will monitor the progression of projects right up until their assessment in order to ensure the continuity of results.

For Myriam Bincaille, Managing Director of the Fondation SUEZ, this partnership is extremely promising: "Well-established locally, small projects take account of local specificities drawing support from the dynamics of proximity. Given their small size and the low level of investment, it is easier for small projects to test innova-

tive development solutions, namely in the sanitation field. This is one of the lessons we have learnt from the SUEZ - Institut de France Awards. Lastly, reproducibility, which is an important criterion in our selection process, can be far simpler within the context of small projects".

BURKINA FASO 2015-2017



Taking action on several fronts with respect to poverty



In 2015 in Burkina Faso, the NGO Morija embarked on the first phase of the Colibri Program in the peri-urban commune of Nobéré, located 100 km to the south of Ouagadougou. The commune counts some 60,000 inhabitants, 54% of whom are women with 48% under the age of 14. The Water-Sanitation-Hygiene part of the program, which has now been completed, has reached its objectives: with the support of Nobéré Town Hall and the involvement and training of Villager Development Committees and Water User Associations in the 28 villages concerned, 39 water points equipped with manual pumps have been built or rehabilitated, whilst 565 family latrines, 11 school latrines and

39 school hand-washing facilities have been installed. 66 builders from the villages have benefitted from training whilst 66 hygiene promoters and 65 trained teachers have conducted awareness-raising actions among women and children, the main vectors for change. Morija intervenes in Togo, Chad, Cameroon and Burkina Faso in projects focusing on nutrition, health, education, rural development and access to water and sanitation. They are aiming to improve the living conditions of inhabitants as well as their capacity to adapt to any difficult situations which may arise. The project has been successfully completed, improving the living conditions of inhabitants on a long-term basis.

MALI 2015-2017



Increasing awareness, training and rallying village communities

Within the context of the Drinking Water and Sanitation Support Program for Regional Local Authorities, the NGO Eau Vive is steering a project aiming to improve health and hygiene conditions for 65 000 inhabitants in 20 semi-urban and rural villages in the region of Koulikoro, Mali, one of the country's least well-equipped regions in terms of access to basic sanitation. The program is structured according to 3 aspects: the construction of 535 Sanplat family latrines with nozzles and 142 community toilet blocks: the increased expertise of sanitation agents, with the creation or overhauling of 100 local structures (Village Sanitation

Committees, Drinking Water User Associations, School Management Committees, School Hygiene Clubs and the Educating Mothers Association) trained to popularize best hygiene and sanitation practices, as well as training for 40 local builders; lastly, the implementation of awareness-raising campaigns targeting the general public via the media and theatre groups and a campaign aiming to eradicate open-air defecation using a Total Sanitation approach steered by the community. The combined implementation of these 3 lines for action serves to guarantee project continuity: given that water and sanitation problems are recurrent within communities, lo-

cal populations are particularly motivated to maintain equipment and continue to develop facilities thanks to the expertise they have acquired, namely drawing on the capacities of trained builders and hygienists.

535 family latrines
142 community toilet blocks



Women and children: key agents and leading beneficiaries

BURKINA FASO 2016-2017



Sustainable achievements thanks to an institutional and community-based approach



Builders receive training to ensure better communal project management

In Burkina Faso, the NGO SOS SAHEL is overseeing a project aiming to sustainably improve hygiene and sanitation practices and access to basic sanitation for populations from 12 rural communes in the Hauts Bassins and Boucle du Mouhoun regions. The populations concerned are 10,240 poverty-stricken households. To begin with, the first component aims at raising the awareness of the basic communities: production of teaching aids, organization of sessions and information campaigns in the villages, broadcasting of radio programs, etc. The operational phase of the project has begun, with activities designed to respond to 3 objectives.

Secondly, institutional anchoring thanks to the increased capacities of decentralized local authorities and technical services; community anchoring thanks to the creation of various groups responsible for hygiene and sanitation promotion actions: the Village Development Committees, the SANYATON or hygiene and sanitation clubs composed of men and women who have volunteered to raise awareness in villages, school clubs...

The last part of the project concerns infrastructural development, equating to 5,120 latrines and 1,500 sump pits as well as training for 92 builders.

At the level of the communes, project-related activities are being progressively appropriated resulting in better communal project management. ●

5,120 latrines

1,500 sump pits

92 trained builders



BURKINA FASO 2017-2018

NEW



Ouadalan Water, women have a central role in the project



"Boulis", a solution for everyday needs and market gardening

Extremely unfavorable physical and climatic conditions, so much so that the primary needs expressed by rural populations are access to water, which is extremely lacking, and access to sanitation, which is almost inexistent.

In the face of this emergency, the association DAA (Discover, Analyse, Act – Boulis-Sahel) has decided to take action to carry out a project aiming to lastingly secure drinking water access for 7,650 people, to develop access to sanitation for 3,700 people, to put in place integrated water resource management and to help to develop market garden-

ing activities for approximately 150 women, via the construction or rehabilitation of two water reservoirs, market gardening "boulis", which are the specialty of the association.

To begin, a study will be conducted in order to establish, alongside water agents, a strategic plan with precise objectives and monitoring indicators. ●



“In the long-term, the self-financing of these latrines by the community will permit integrated water resource management, thanks to their empowerment and independence resulting from market gardening activities.”

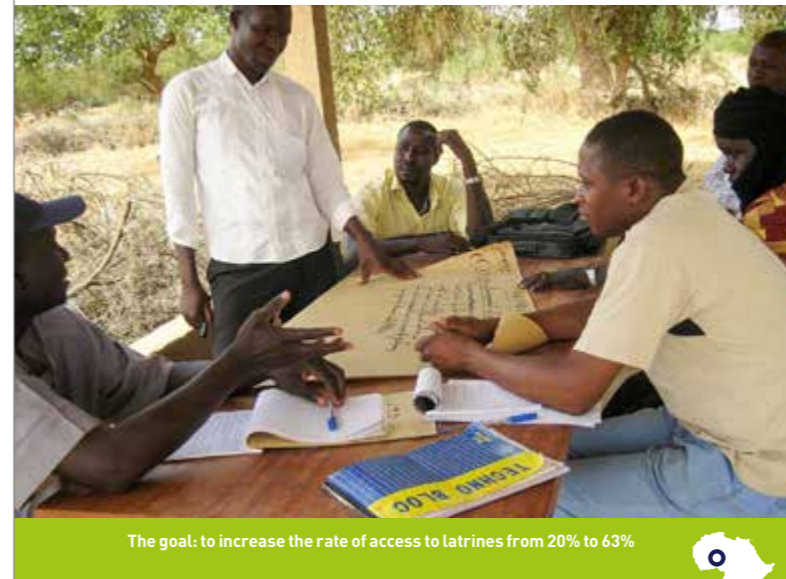


Pascal Vizier
Marketing Director,
SUEZ Water France,
Project Referent

BURKINA FASO 2014-2017



Encouraging sustainable appropriation by village communities



The goal: to increase the rate of access to latrines from 20% to 63%



Like everywhere in Burkina Faso, in the Hauts Bassins and Boucle du Mouhoun regions access to water and sanitation is extremely lacking, dependent on difficult physical and climatic conditions and confronted with a multitude of institutional, technical and financial constraints.

In response to this problem, in 2015 the NGO Eau Vive embarked on a program targeting 171 villages from 10 communes. The objective was to increase the rate of access to latrines from 20% to 63% (12,000 households equipped with family latrines, 500 with low-cost innovative toilets, 2,000 with a wastewater evacuation structures) whilst carrying out

awareness-raising actions on best hygiene and sanitation practices targeting 290,000 inhabitants from the sector. The program particularly focused on increasing the expertise of local agents: Village Development Council (CVD) members, inter-communal technicians, pupil-parent associations, mother-educator associations, hygienists, local builders.

All of the project agents will be trained with respect to project management, facility construction, access to water, or best hygiene and sanitation practices. It is the key to the sustainable appropriation of the project by local communities. ●

SENEGAL 2017-2018

NEW



Water for the Marakissa school complex



Successful cooperation between a village and committed volunteers

In 2009, a small group of doctors having carried out numerous humanitarian missions, some of them in obstetrics and gynecology, others in pediatric orthopedic surgery, discovered a clinic, a maternity unit and a home economics school in Mlomp, Casamance, all of which were maintained in extremely difficult conditions (no water or electricity) by two remarkable women. They decided to help them and created the association Casamance Amitié, whose objective was to provide water, electricity and medical expertise to isolated and disadvantaged African populations. In the village of Marakissa, the association is developing a project aiming to provide

drinking water to the school complex's 565 pupils and their teachers, an access which will be extended to village populations at a later date. Works include the installation of a pump at the nursery school, an electric pump, solar panels, piping and 4 standpipes along with an increase in borehole capacity. Connected toilets at the elementary school and the installation of piping and toilets at the high school will permit pupils, namely young girls, to attend school with peace of mind.

The strength of the association lies in its proactiveness and proximity to local populations, enabling it to rapidly find solutions adapted to needs. ●



Thanks to the water tower, the lives of high school students have been transformed

IVORY COAST 2013-2017



Tackling insalubrity in precarious districts in Abidjan

A quick stroll through Kennedy Clouetcha district in Abobo shows the stark reality of the living conditions endured by inhabitants of deprived areas in Abidjan: exposure to water-borne illnesses owing to a lack of sanitation, absence of a reliable wastewater and domestic waste management system, chronic insalubrity in the streets...

In response to these needs and in partnership with the Pan-African Intergovernmental Agency for Access to Water and Sanitation in Africa (EAA), at the end of 2014 ACTED launched a 3 year program aiming to improve sanitary conditions in 3 precarious districts in Abidjan. The project put in place a complete and sustainable

sanitation system with the collection and management of excrements and the installation of more than 300 "Ecosan" latrines within households for 150 shared courtyards (equating to 13,500 people). A further 8 latrines were installed at a school complex welcoming 15,000 students, complete with hand-washing facilities, the evacuation and treatment of domestic wastewater thanks to the provision of 150 public wash houses and a Small Diameter Drainage Network (ReFaiD). The project also included assistance with waste pre-collection, the collection and treatment of sanitation matter by Very Small Companies, the training and equipment of 200 market gardeners as well as activities to

promote good hygiene practices among the 150 000 inhabitants. ●

300 latrines installed in households for...
150 shared courtyards, equating to...
13,500 beneficiaries



ACTED teams raising awareness among inhabitants in the field



Management committees training to take responsibility for the durability of infrastructures



TOGO 2016-2018



Children, the first victims of insalubrity

According to statistics, only 29% of schools in Togo are equipped with drinking water points whilst only 43% have toilets, a context which renders children extremely vulnerable, with diarrheal diseases remaining one of the leading causes of death. The situation is particularly dramatic in the Hauts Plateaux and Savane regions where the UNICEF is conducting a program to improve access to water, sanitation and hygiene for 4,500 pupils (2,340 girls and 2,160 boys) from 15 primary schools as well as for neighboring communities (equating to 4,000 adults).

The program provides for the construction of 15 boreholes equipped with either solar or manual pumps, as well as 30 toilet blocks and hand-washing facilities. Approximately 45 teachers, including 15 women, will be trained to give hygiene classes. The teaching bodies and school management committees will be involved in managing and maintaining water points. Lastly, a specificity of the UNICEF, 15 children's governments will be formed in schools to help manage infrastructures and consequently improve the educational environment. A means of making children more responsible and turning them into veritable agents for change. ●

30 toilet blocks
15 boreholes under construction
8,500 beneficiaries (including 4,500 schoolchildren)



UNICEF is deploying tools to make children more responsible

data from the Togolese government and UNICEF

SUDAN 2015-2017



Supporting local resilience

Triangle Génération Humanaire (TGH) first began its actions in West Darfur in June 2004 with a program to assist displaced persons, before progressively extending its works to encompass the entire area, namely opening permanent bases in isolated localities such as Bindizi and Um Dukhun.

As its interventions progressed in the water, hygiene and sanitation sectors, the NGO developed an approach geared towards the transition between emergency and development, based on the implementation of a process to pass responsibility onto populations as soon as the emergency infrastructures installed were up

and running. Management committees were created and trained on a technical and organizational level to enable them to eventually take responsibility for water management in its globality, from production and supply through to ensuring economic viability thanks to a system whereby water is paid for by the communities. According to the same logic, TGH began hygiene awareness-raising actions via mass meetings and identified and trained volunteers in facilitation, communication and awareness-raising methods. Such an approach permits a quick response to emergency humanitarian needs whilst enabling programs to thrive. ●



NIGER 2016-2019



Breaking the poverty and insecurity circle

The extremely tense situation in the Air Mountains, to the north of Agadez in Niger is fuelled by economic problems and political instability, with the risk of trapping populations within a vicious circle of poverty and insecurity. Rejecting this prospect, the association of "veterans" who have returned to their homes following conflicts in the region, have called on the Puits du Désert (the only association present in the sector) and its local partner NGO Tidène, to help them to develop economic activities enabling them to achieve stability. In response to their request, the Puits du Désert and Tidène, which

have been taking action in Niger for the past 15 years, are steering a project aiming to increase access to drinking water (and therefore reduce the prevalence of water-related illnesses) and to encourage market gardening crops to be grown in 5 villages, representing 10,000 people. On the program: the construction of 5 village wells, training management committees in how to disinfect the wells, raising awareness among populations as regards hygiene and training veterans to enable them to become market gardeners. Secondly, the construction of 20 market gardening wells to irrigate 60 gardens via an improved

irrigation network. Thanks to this project an entire region is committed to its development and to improving its living conditions, from an economic and social viewpoint, but also with respect to gender as a women's cooperative has been created whilst men are oriented towards agriculture. According to leaders, the sector is well on the way to becoming secured: "The beneficiaries are increasingly settling around the gardens and are creating new villages, consequently increasing needs in terms of educational, sanitary and hydraulic infrastructures." ●



Securing access to water in villages is the equivalent of securing the region



MALAWI 2016-2018



Maintenance of the water access infrastructure: a critical stake

In Malawi, the theoretical water coverage rate is in the region of 80%. In reality however, service operating rates are variable and are generally situated at around 60%. The reason: either the quasi absence of mechanisms permitting populations to manage structural maintenance independently, either the limited duration of water access programs obliges communes to solely focus on building infrastructures or local institutions do not have the expertise or the means to implement maintenance services.

Inter Aide has therefore developed specific maintenance services in

9 districts in the country (equating to 6 million inhabitants) focused on increasing the number of worker-repairmen networks and spare part retailers and improving the expertise of local, private and public agents. The idea is to draw support from the independent operators already in place and to help them to become more professional, better known and develop a viable economic activity permitting them to propose high quality products at a reasonable cost to service users. These actions are undertaken in conjunction with the water authorities in order to progressively transfer

sector-based coordination and expertise in terms of training, promoting and monitoring repairmen and retailers to them.

6 MILLION inhabitants concerned by the development of specific maintenance services



Worker-repairmen networks are on the rise in the country

MADAGASCAR 2014-2017



An entrepreneurial approach coupled with a social objective

The regions of Analanjiroro and Atsinanana on the Eastern coast of Madagascar are nicknamed the "disease regions" owing to the high prevalence of water-related illnesses, caused by poor water quality and the absence of sanitation. Supported by the Fondation SUEZ, since 2008 the NGO 1001fontaines, alongside the local NGO Ranontsika and local communities, have been developing a program aiming to create drinking water production facilities in villages which are managed by small, private and independent operators.

The approach adopted by 1001fontaines is based on engineering works which guarantee both the

creation of at least 2 viable sources of employment in every commune concerned – the social objective of the project, thanks to affordable prices and awareness-raising



Two viable sources of employment are created in every commune

campaigns – and the good quality of the water consumed thanks to a system whereby water is sold in jerry cans. The project is now in its 2nd phase for which the main objective is to consolidate the 10 facilities set up during the 1st phase and to create a support platform. Its second objective is to install 18 new facilities. In addition, the NGO 1001fontaines, attentive to the development of female entrepreneurship, currently counts 25% of women on its payroll at facilities. The satisfaction expressed by the communities and local authorities shows that the project corresponds to their needs and expectations in terms of combating insalubrity and ensuring good service quality.

“ A real water treatment and supply challenge exists. 100fontaines is providing a relevant solution which constitutes a valid alternative to putting in place a network.



Damien Plantier
Assistant Agency Manager,
Suez Water, France, Project Referent

GUINEA AND CAMEROON 2016-2017

A school, a health centre and a water point: three essential levers for rural development



The projects target schooled children and inhabitants of the sector



Access to water and health improvement are inseparable



Education constitutes the foundation for personal and collective development, good health ensures the well-being of families and drinking water has a direct positive effect on health and also avoids children, namely girls, having to complete time-consuming water fetching chores which keep them away from school: "A school, a health centre and a water point", these are the 3 areas of intervention of the Villages Program developed by the Orange Foundation. In 2017, the Fonds SUEZ initiatives and the Orange Foundation set up a partnership aiming to create synergies with respect to the village programs in place in Walia, Guinea and in Conakry and Bagou in Cameroon.

In Guinea, it is the NGO Aide et Action International which is overseeing the project: creation of a school in the sector of Tonya with 3 classrooms, 2 separate toilet blocks and the drilling of an improved well; reconstruction of the Walia health centre, drilling of a borehole equipped with a manual pump and 30 public toilets in Tonya. These actions will benefit the 150 children expected to attend the new school as well as 2000 inhabitants from the sector. "This new school will definitely increase the school attendance rate and will considerably reduce educational wastage as it will lessen the distance travelled by children from Tonya, Kissing, Bagnara and Koutaya", enthused Mangué Sylla, Prefectoral Director of Education at the inauguration ceremony on April 28, 2017.



The school's reception conditions increase the schooling rate.



In Cameroon, the first objective of the project, developed by the Cameroonian NGO LUKMEF (Martin Luther King Jr. Memorial Foundation), is to improve access to water and sanitation for schoolchildren and for all of the inhabitants of Bangou Carrefour (4 500 people) thanks to the construction of 2 boreholes and 2 separate toilet blocks with hand-washing facilities in the school and at the health centre. Its second objective is to train the parent-pupil association and the health committee on how to manage infrastructures. This partnership is set to continue into 2018 with a view to providing joint expertise and financial solutions.

MADAGASCAR 2016-2018



Selling sanitation at the level of local needs



Latrines can be purchased at sanitation markets



Latrines correspond to the demand and means of inhabitants

In 2010, the Gret, an NGO which has backed innovative initiatives to combat poverty since 1976, embarked on a program in Madagascar to increase the number of people equipped with improved latrines. The approach adopted, "sanitation marketing", which is on the increase in the development aid sector, consists in breaking with the doctrine of "need" to adopt a strategy based on "demand". The objective is to respond to the demand of households and incite them to invest in sustainable and hygienic latrines, whilst helping small local initiatives to develop a private products and services offer at an affordable cost which effectively corresponds to the needs and desires of the consumer-user.

On this basis, today in Madagascar, 32 toilet retailers known as "Diotontolo" have been created. These sanitation markets are both places where low-cost latrines and hygiene accessories are manufactured and spaces created to incite populations to purchase a toilet. The business is managed

“ This project is original and innovative at a socio-economic level. It goes beyond simply installing latrines – its added values lies in the idea of creating a wider business where entrepreneurship is a vector for development and access to sanitation. ”



Julien Batisse
Project Manager, SUEZ Water France
Project Referent



Awareness actions to make populations want to equip themselves with latrines

by local entrepreneurs who have already produced, sold and installed more than 8000 toilets used by more than 80 000 people in 25 different communes. Within the context of a social franchise, local operators (the franchisees) are backed by the Gret (the franchisor) with respect to technical, financial and management aspects and marketing actions: market survey, definition of a marketing strategy with events in the field, radio and television adverts and sales prospecting, design of an adapted marketing mix

(price, product, distribution). In 2017 the project was consolidated with the opening of new stores enabling a further 10 000 people to be reached and the creation of an independent local entity called on to progressively take over the role of franchisor from the Gret. This constitutes the pre-requisite for the sustainability of the system. ●

BANGLADESH 2013-2017



Pond sand filters : an effective, cheap and easy-to-use system



60 pond sand filters are providing drinking water to 15 000 people



In the Sundarbans region of Bangladesh, access to drinking water constitutes a major problem, with superficial water tables frequently containing brackish water, deeper water tables sometimes contaminated with arsenic and rare wells which are most often far away from villages. It is therefore the water from "ponds" (which do not dry out during the dry season) which constitutes the main resource near to housing, with all of the risks of infectious diseases that this entails owing to a lack of sterilization. The Bangladeshi NGO GK Savar, with backing from its French supporting committee, has therefore intro-

duced a campaign aiming to install 60 pond sand filters, which are effective, low-cost systems adapted to the local context and simple to maintain. The water, pumped from ponds, transits through beds of sand and crushed bricks placed inside cement and concrete compartments. Filtered water is then stocked and flows from taps which are accessible to all. These structures provide drinking water to 2900 households, equating to more than 15 000 people, in villages where GK also intervenes within the context of development programs (family gardens, farming cooperatives etc). ●

BANGLADESH 2014-2017



Water, sanitation and hygiene for 158,000 schoolchildren

In Bangladesh, where only 47.9% of adults are literate and barely 60% of children complete primary school, education constitutes a true priority. In the face of this situation, in 2012 Caritas Bangladesh, in conjunction with the Secours Catholique-Caritas France and with the support of the European Union, embarked on the Aloghar project which has permitted 1005 educational centers to be opened in order to welcome more than 158 000 children who have never attended or who have stopped attending school and who are either handicapped or from extremely poor families. The increase in water and sanitation access infrastructures at the

centers, implemented in conjunction with the regional authorities, constitutes an important aspect of the program. A set of actions to raise awareness as regards best hygiene practices has also been proposed to pupils, teachers and management committees. Families have benefited from sessions to increase their abilities in numerous domains: literacy, arithmetic, hygiene, nutrition, health of mothers, the rights of children, risk management...

The communities and their representatives are also directly involved via training on how to maintain infrastructures, how to relate to partners (authorities and

companies) or simply how to purchase soap, towels or sandals for children.

A multitude of actions that the communities have appropriated, with certain inhabitants even helping to finance infrastructures. ●



Access to water is a key element for the success of the Aloghar project



BANGLADESH 2017-2019

Services adapted to the resources and needs of inhabitants



An adapted economic model, an excellent rate of satisfaction and payment



The entire Bhashantek slum will be equipped by 2019

Since its creation in 2008, the NGO Eau & Vie has been successfully developing an innovative, sustainable and replicable approach to increase access to essential services (water, sanitation, waste, fire prevention) in precarious urban environments. They key to this know-how lies in the desire to put in place an economically viable service which is adapted to the reality of the living conditions endured by the families benefitting from it. To achieve this, Eau & Vie is drawing support from the creation of two local structures with complementary actions: a social enterprise (SJP) and a non-governmental organization (Eau & Vie) situated in the heart of the slums to be closer to inhabitants. Consequently, in the Bhashantek slum in Dhaka, where Eau & Vie has been established since 2010, the support of the Fondation has helped to make possible the construction of a secured drinking water network to which 1,735 families and 12 public places are now connected, which represents

1,735 families (and 12 public places) connected to the secured drinking water network equating to more than...

50% of the slum

more than 50% of the slum. The tariffs applied are much lower than those applied by illegal distributors. Payments, 95% of which are honored, are collected every week by a collection team composed of SJP personnel and residents from the slum. The Eau & Vie project also encompasses other domains: a domestic waste collection service launched in 2016, from which 609 households currently benefit, and the launch of a pilot project to rehabilitate latrines and which is in-

novative from a technical (use of Biofil vermi-composting technology) and managerial perspective (managed by SJP). This rehabilitation process will be extended to the entire slum in 2018. Eventually, every family will pay a combined bill for all of the services: water, domestic waste collection and access to toilets.

In parallel, the NGO Water & Life has undertaken numerous actions to consolidate the system: organization of consultation meetings with communities and leaders, organization of hygiene awareness-raising sessions targeting 5,288 people, namely women and children; realization of a cartography of toilets in the entire slum with a view to their rehabilitation; training and equipment of 110 voluntary firemen divided into 14 brigades. The project is currently in its 2nd phase of development (2017-2019) with the extension of the water network and its associated services to the entire Bhashantek slum. ●

“ The multi-dimensionality of the services proposed by this project is exemplary: access to drinking water, sanitation, fire protection, health and hygiene, waste... This constitutes a determining factor for its success. ”



Haohnien Pham
Project Manager, Water Projects Department, SUEZ Group, Project Referent



THE PHILIPPINES 2017-2018

A circular economy for better waste treatment



Mobile units to empty septic tanks



Collected fecal matter is transformed into agricultural fertilizer

Following the passage of Typhoon Haiyan which struck the Philippines in 2013, in the province of Western Samar the majority of water supply, sanitation and hygiene facilities were either damaged or destroyed. Since this time, local populations, who are among the poorest in the country, are struggling to recover from the catastrophe. The reconstruction of latrines and sanitation systems is not always on their list of priorities at the risk of generating or accentuating “harmful practices” which can pose a danger to health and the environment. It is within this context that ACTED, present in the Philippines since 2012 in projects associating emergency responses and long-term rehabilitation, is participating, alongside the UNICEF, in a program offering support to three communes affected by the typhoon (Guiuan, Salcedo and Mercedes) with the objective of improving the access of vulnerable populations to appropriate and long-term sanitation services. Their ambition is to then progressively extend the

mechanism to encompass neighboring municipalities until the entire province is covered, equating to 99,000 people. The program is particularly geared towards dealing with a problem which affects the entire area: the total absence, whether at the level of the authorities or other NGOs, of responses to the question of managing septic tanks which are at full capacity. As a solution, ACTED teams are drawing on the technical expertise of the Dutch NGO WASTE, which is a specialist in this domain, and is working in partnership with municipalities and the water management districts. Together, they are developing and testing a low-cost and economically viable system to manage fecal matter: mobile units to empty septic tanks, transformation of the fecal matter collected into agricultural fertilizer, development of a marketing strategy adapted to the resources and needs of local farmers. Eventually, the system will be transferred for management by a local company which will be trained and supported by ACTED and WASTE. In par-

allel, the program includes a set of actions to raise awareness among populations with respect to questions of hygiene and the economic, environmental and health stakes of waste treatment. ●



Information, awareness-raising, mobilization



After the typhoon, sanitation facilities need to be rebuilt





STAKES

Towards a convergence between emergency humanitarian aid and development projects

The spectacular increase in emergency humanitarian interventions combined with the inclusion of reduced risks and vulnerabilities in the SDGs is increasingly bringing the humanitarian and development sectors closer together.



Frédéric de Saint-Sernin
Deputy CEO, ACTED

“When a catastrophe occurs, whether it is of natural or human origin, the poorest populations are disproportionately affected. It is for this reason that catastrophe risk management (CRM) is essential. ACTED’s approach aims to regroup, within a holistic context, all of the activities, programs and measures which can be taken before, during and following a catastrophe with the objective of avoiding or reducing its impacts or recovering from the losses provoked by it.”

AN INCREASE IN EMERGENCY HUMANITARIAN SITUATIONS

According to Stephen O’Brien, United Nations Under Secretary General for Humanitarian Affairs and Emergency Relief Coordinator, “humanitarian needs throughout the world reached an unprecedented level in 2017, owing to multiple natural catastrophes and violent conflicts.”

At a global level, more than 140 million people required humanitarian aid, and almost 70 million persons were displaced, half of whom were children. The human and economic cost of catastrophes is also increasing, and as the impacts of climate change intensify, these catastrophes are set to become more frequent and more severe. Humanitarian aid must therefore be reinforced despite growing insecurity, obstacles and the dangers posed in terms of humanitarian access.

RESILIENCE IS THE LINK BETWEEN EMERGENCY AND DEVELOPMENT

In 2017, the World Bank published a report showing that poverty is a factor of vulnerability in the face of catastrophes, whilst catastrophes serve to reinforce poverty. The report recommends the adoption by all countries of a set of resilience measures in order to be able to escape from the vicious poverty/ vulnerability circle in the face of risks.

In a similar way, insecurity and armed conflicts are very often both the cause and the consequence of poverty. Resilience, the capacity to overcome traumatic situations, creates the link between emergency humanitarian responses and development projects, the aim being to progressively achieve a more integrated approach capable of simultaneously responding to the short-, medium- and long-term needs of populations.



535 MILLION CHILDREN

(or one in four) live in countries affected by humanitarian emergency situations, at a global level

(source UNICEF)

22,2 BILLION DOLLARS

the sum solicited by the UN to finance its humanitarian programs in 2017



SOMALIA 2017



Fighting the food crisis in Somalia



Extreme drought and food insecurity in Ceel waaq



In 2017, several African countries and Yemen were hit by a major food crisis affecting almost 40 million people and which could rapidly get worse over coming months. The NGO ACTED has rallied its teams in response to this emergency, but also with respect to long-term support programs among populations in all of the countries affected: Kenya, Southern Sudan, Chad, Niger and Yemen. But most of all in Somalia and more particularly, Puntland, where a sixth season without rain is making the situation extremely difficult. According to the standards set out in the

Integrated Food Security Phase Classification (IPC), the region is classified as phase 4, in other words an “Emergency” as regards food insecurity. ACTED, one of the only humanitarian agencies present in the area has been intervening since 2016 from 2 bases, one in Garowe and one in the region of Sanaag. Humanitarian access is generally favorable thanks to a relatively stable local government. The programs put in place focus on access to basic services, namely water distribution via tanker trucks and borehole rehabilitation. ●

BANGLADESH 2017



Rohingya refugees in Bangladesh: an unprecedented crisis



Actions are focusing on 4 of the most remote camps



According to the United Nations, since August 25, 2017, almost 640,000 Rohingyas have sought sanctuary on the shores of Bangladesh, leaving the government, NGOs and local communities unable to provide them with even the bare necessities: shelter, water, food, clothing, emergency medical care etc. The NGO Friendship, which has many years of experience in Bangladesh, immediately rallied and in coordination with local authorities and the Bangladeshi army, decided to focus its actions on 4 camps which are among the most remote in the area, each harboring 75,000 refugees, namely women and children. Teams in the field are taking action on all fronts: nutritional support to

the most vulnerable populations ; emergency medical care (thanks to the establishment of 13 health clinics and 2 maternity units), malaria prevention, vaccination and immunization of children; “water and sanitation” support with the construction of drinking water wells for 100,000 Rohingyas, 200 latrines, 200 showers for women and the distribution of hygiene supplies; putting in place a long-term solution as regards electricity to ensure greater safety in the camps and lastly, psychosocial support. Needs are massive in the face of what the UN qualifies as “one of the worst humanitarian crises in recent history.” ●

“These populations are facing numerous risks at health (water, epidemics), food, safety and social unrest (potential conflicts with local populations who are also in dire straits) levels.”



Jean-Claude Séropian
Branch Manager,
International Department,
SUEZ Group,
Project Referent

WORLD

Aquassistance: a recognized solidarity commitment and expertise in the humanitarian sector



Village hydraulics, a core aspect of Aquassistance's make-up



The desire to provide expertise to help a worthy cause



The complexity of needs requires the intervention of competent experts

A MODEL WHICH IS ADAPTED AS BEST PRACTICES EVOLVE

In 1994, personnel from Lyonnaise des Eaux decided to head for Rwanda to supply drinking water to populations displaced during the civil war. A team of technicians, innovative, newly-developed equipment, a one-off intervention, the will to offer their expertise to help a worthy cause: it was according to this model of entrepreneurship that Aquassistance was born. Since its creation, the international solidarity association for current and retired SUEZ personnel, recognized to be of general interest, has carried out almost 40 emergency interventions following natural catastrophes or humanitarian crises and more than 350 development aid projects in the village hydraulics sector, then in the sanitation and waste fields, in more than 50 countries. Whilst the original impetus remains unchanged, the association has progressively redefined the scope and modes of its action, incorporating its added

value into a cooperation dynamic with other agents from the sector to the benefit of greater project sustainability.

COLLABORATION, COOPERATION, PARTNERSHIP: THE ESSENTIAL WATCHWORDS FOR A SUSTAINABLE APPROACH

Aquassistance's field of intervention is currently structured according to two aspects: development aid projects and emergency and post-emergency interventions, with an increased cooperation requirement, individual action no longer sufficing to meet needs.

Collaboration

Major NGOs such as the French Red Cross (CRF), Première Urgence Internationale (PUI), Action against Hunger (ACF) or Solidarités Internationales all solicit Aquassistance for multi-sector technical missions or missions to pool skills and expertise in the water, sanitation and waste fields. Consequently, in 2017,



Cooperation with various humanitarian agencies in the field

Aquassistance provided its expertise to the NGO Eau & Vie for projects to improve access to water, sanitation and waste management in the slums of Bangladesh, or to remotely accompany Solidarités International and PUI in their deep borehole projects in North Lebanese refugee camps. This partnership cooperation mode allows Aquassistance to

continue to contribute towards development projects, even when they are situated in areas which are too dangerous to risk sending out volunteers.

Cooperation

Aquassistance is an association which is active in implementing international cooperation actions between French and foreign

local authorities. In this capacity, it accompanies the French department of Yvelines and the commune of Aného in Togo in a program to implement a non-collective public sanitation service.

Partnership

In 2017, Aquassistance and the Fondation SUEZ signed a partnership agreement relating to the humanitarian operations carried out by the "Crisis and Support Center" of the French Ministry for European and Foreign Affairs and aiming to strengthen humanitarian intervention capacities by making available expertise or equipment in emergency situations.

THE PROFESSIONALIZATION OF HUMANITARIAN PROFESSIONS

Aquassistance is therefore aiming to reinforce its professionalism at every level: the increased professionalism of its forms of intervention with the systematic realization of an appraisal mission upstream of projects and a post-assessment mission on their completion. The increased

professionalism of teams of volunteers thanks to increasingly intensive and sophisticated training programs, greatly appreciated by the volunteers who can benefit from training within the context of the training credit awarded to personnel. Lastly, the rise of the 9 OTC (Operational Technical Committees) whose mission it is to capitalize and redistribute know-how, experiences and best practices, whilst ensuring technology monitoring and promoting innovation in all fields of intervention.

NEW PERSPECTIVES

Aquassistance's 2017-2019 strategic plan includes efforts to develop projects in South America, Central and Southern Africa and in the Indian sub-continent, with the support of sister associations in Spain, Morocco and the United States and by diversifying sources of co-financing, as well as trying to reinforce actions in France to increase and diversify the commitment possibilities for volunteers. ●

“Cooperation, increased professionalism, diversification: all development areas which serve to reinforce the social impact of Aquassistance's actions throughout the world.”



Philippe Folliasson
Delegate General of Aquassistance



IN
2017

92
ACTIVE
PROJECTS

in 23 countries:
Africa (75%)
Asia (15%)
Caribbean (10%)

37
MISSIONS

837
DAYS OF
MISSIONS

73
VOLUNTEERS
in the field
(17 women and 56 men)

91
VOLUNTEERS
LEFT FOR THE FIELD



STAKES

The challenges and opportunities of sustainable waste management in the South

In the face of the exponential increase in the volume of solid waste produced every year at a global level, it is urgent to put in place sustainable management outlets in order to counter environmental and health risks.

DEVELOP INTEGRATED OUTLETS BASED ON "PREVENTION-SORTING-RECYCLING-RECOVERY-REUSE"

Under the combined effects of rapid urbanization and economic development, the cities of the South are confronted with a spectacular increase in solid waste, which all too often ends up in open air, illegal and uncontrolled landfills. The creation of integrated solid waste management outlets has therefore become a key priority for municipalities.

However, this process comes up against a twofold obstacle: firstly, municipalities do not possess the financial resources or necessary expertise. Secondly, the good functioning of services requires coordination on the part of a multitude of agents – public, private, informal – connected to the different links of the chain (collection, sorting, recycling, recovery, landfilling...).

GET EVERYBODY TO WORK TOGETHER

The solution consequently resides in the establishment of public-private partnerships where private agents provide investment and expertise and public agents play a regulatory and project management role whilst structuring the regulatory framework.

One of the factors for the success of these mechanisms constitutes the integration of players from the informal outlet, whose contribution is essential. With this in mind, associations in the field and social entrepreneurs have a key role to play. Beyond all of these challenges, waste treatment can be a source of real economic opportunity which could serve to consolidate the viability of services.



“Today, cities in developing countries face a huge waste management problem, which has a consequent impact on the health of urban populations. The challenge is to support the municipalities as well as the formal and informal actors in a concerted implementation of long-term and financially sustainable solutions for the reduction, management and recovery of household waste.”



Jocelyne Delarue
Director of Gevalor

2.5
BILLION
TONS

Annual quantity of waste produced at a global level by 2025 (equating to a twofold increase over ten years)

15-20%

of waste produced is collected, sorted, recycled and recovered by people or small companies belonging to the informal sector

Source: World Bank



Hélène Valade
Sustainable Development Director, SUEZ

“Waste being too often disposed of in landfills that are not in compliance with regulations, still poses serious risks to the health of urban populations and the environment. It is urgent to develop more integrated and systematic approaches to the management, reduction and recovery of solid waste. They are an important lever for health, employment and the reduction of greenhouse gas emissions.”

In Gros-Morne, in Haïti, the Cefrepade cleans and rehabilitates a river bank.

MADAGASCAR 2017-2019

NEW



Creating an inclusive value chain for recyclable waste



An evolving organization that stays fragile



The pre-collectors convey to the dumpsters



An entire management service needs to be created



Informal workers are integrated into the value chain

Urban waste management constitutes a major health and environmental issue in the vulnerable districts of downtown Antananarivo (Madagascar) which find themselves faced with the combined effects of an uncontrolled demographic explosion and an extremely insufficient roadway system, hindered by its tiny, cramped streets which prevent the passage of municipal service trucks.

At the beginning of 2000, international organizations and backers turned their attentions to the problem by putting in place district associations, known as RF2, financed by an obligatory contribution from inhabitants and responsible for cleaning the streets and pre-collecting waste from households then depositing it in skips positioned on the main roads. It is then up to the SAMVA, the public urban sanitation operator in Antananarivo, to landfill this pre-collected waste.

In spite of several improvements, the system remains fragile, namely in terms of organizing recoverable waste collection, a task which remains totally informal and which is ensured by very vulnerable populations, including children, in the absence of any consideration for health, safety and basic human dignity.

In 2017, the NGO Positive Planet International (PPI) present in Madagascar since 2007 in programs to develop micro entrepreneurship, embarked on a project aiming to improve the living conditions of these populations. Firstly by integrating and structuring their activity according to a value chain for economically viable recyclable waste (pre-collectors, small sorting companies, purchasers of recycling materials) and secondly, by enabling them to access a small health insurance scheme and by contributing towards increasing the expertise of personnel from the CUA (Urban Community of Antananarivo) to ensure the so-

cio-economic accompaniment of these vulnerable populations via Social Action Centers.

The project, whose success requires the prior implementation of an inventory and a set of feasibility studies, should lead to the creation of 6 small companies, equating to 18 formal jobs, and

will also benefit 1,000 pre-collectors from the RF2s as well as their families and the inhabitants of the districts concerned.

“ The inhabitants of the capital produce around 250,000 tons of waste per year. According to the National Center for Environmental Research in Madagascar, 70% of this garbage could be transformed into compost.

6 small companies
18 formal jobs
1,000 pre-collectors from the RF2s (district associations)

FRANCE 2017-2018

NEW



1% waste: accompanying and raising awareness among regional authorities



An entire management service needs to be created



Informal workers are integrated into the value chain

Since July 2014, French regional authorities are able to allocate up to 1% of their domestic waste service budgets to international cooperation actions in the waste sector. This solidarity mechanism, known as “1% waste”, constitutes an extension of the Oudin-Santini law which, since 2005, applies to the water sector with proven benefits for countries in the South in terms of project financing, increased expertise for the organization and management of services and lastly, accompaniment for the institutional layout and steering of local public policies.

Local authorities clearly have a role to play and expertise to share given the severity of health, environmental and climate stakes and the high development potential of the circular economy linked to waste management in the countries concerned. However, like international institutions, they are struggling to get involved owing to a lack of infor-

mation, training and accompaniment in designing consistent, realistic and sustainable projects. It is within this context that Gevalor has set up a consortium with five partner associations which like themselves, possess a recognized experience in waste projects in the South, or a responsibility in monitoring the implementation of the 1% Waste.

Together they are leading the project “Promoting Actions for Waste Management in the South (PAGEDS) which has a twofold objective: the first, to rally French local authorities with respect to the 1% Waste via the realization of a leaflet and multimedia communication service and a personalized accompaniment proposal namely in two pilot regions; the second, to add to the knowledge and expertise of waste management agents in the South and their partners in the North via the production of a best practices guide, the organization of North-South meetings in the field and the introduction of

training programs and personalized accompaniment to formulate projects.



Better support the “waste” problem through decentralized cooperation

“ Even if the results of awareness-raising actions have yet to be proven, the project’s approach is original. In addition, the introduction of the 1% Waste deserves to be better mastered by local authorities in such a way as to make the organizations put in place in the South more professional.



Jean-Luc Martel
Senior Expert, Member of the Fondation Community, Project Referent



SENEGAL 2015-2018

Supporting municipalities in the fight against uncontrolled landfills

Supporting municipalities in the fight against uncontrolled landfills in Kahone, Gandiaye and Keur Madiable, 3 communes in the Kaolackau region south of Dakar, until recent-



Sorting, an essential link in the waste management chain

ly, inhabitants did not benefit from a waste management system or any awareness-raising actions on health and environmental stakes, to the extent that they typically threw waste onto the public highway, generating veritable uncontrolled landfills.

In 2011, with the support of the Secours Catholique- Caritas France, the NGO Caritas Kaolack, in view of its ten years of experience in the city of Kaolack, called on the municipalities of these three small towns to put in place an integrated waste collection, storage and treatment system along with actions to raise awareness among inhabitants and to increase the expertise of civil society organizations (CSO).

The results are convincing with a donkey and cart waste collection system for 1,532 households, the rudimentary development (fencing, sheds, first batches of waste for landfill) of 3 landfill sites between 2011 and 2015 and the active involvement of 181 CSOs.

In 2015 and following the necessary studies, the project entered an expansion and consolidation phase with the creation of 3 landfill cells (for final waste) and a good organization of sorting and recycling (in particular plastics, scrap metal but also compost...) permitting the collection circuit to be further developed and new collection operators to be recruited whilst reducing the end volume of waste to be landfilled.

“Owing to its solid establishment at municipal level, and with major links at regional and national level, this project places the focus on public health, the quality of the living environment and economic progress thanks to recycling and waste collection.”



Fabien Mainguy
Project Manager,
International Department,
SUEZ Group,
Project Referent

SENEGAL 2013-2017



Eau Vive and Aquassistance: an example of cooperation



Eight missions in the field to organize waste management

In 2012, the Senegalese commune of Koungeul was faced with an uncontrollable demographic explosion and a severe lack of expertise and means. The commune turned to the NGO Eau Vive in order to help it to formulate, finance and implement a vast program to improve sanitation encompassing several aspects: the increased expertise of local agents in managing sanitation, promotion of best hygiene and sanitation practices, the realization of community and family sanitation infrastructures, waste management. The objective was to improve hygiene conditions and salubrity and as a consequence, the living con-

ditions of some 24 000 inhabitants. Since 2013, the implementation of the “solid waste management” part of the project has benefited from technical support from Aquassistance, the SUEZ Group personnel NGO, whose volunteers completed 8 missions to accompany the commune during the project implementation phase. Following this success, the waste management program which began in two pilot districts, Escale and Mali, has now been extended to all of the commune’s 8 districts.

*data from the Togolese government and UNICEF

TOGO 2011-2017



Treating and recovering waste in Lomé



5,000 tons of waste are treated every year and 2/3 of the volume is recovered

Led by a consortium of three French associations, the GoodPlant Foundation, Gevalor and Etc Terra, the Africompost program aims to provide sustainable treatment solutions for waste in African cities.

In Lomé, Togo, the project is carried out in partnership with the commune which, in 2010, allocated a piece of land to install a composting plant which was linked to the global waste management system for which it is responsible, namely by ensuring the evacuation of sorting refuse. The local operator is ENPRO, a domestic waste collection and composting structure which since its creation in 1999, has significantly contributed towards the development of the project and

provides employment to economically vulnerable populations. To date, the platform treats 5,000 tons of waste per year whilst approximately 2/3 of incoming waste is recovered. The economic balance, and therefore the sustainability and passage to project implementation at scale, supposes an improvement of composting processes and the development of commercial outlets, two topics on which ENPRO has benefited from SUEZ’s expertise in the form of skills-based sponsorship. They also depend on the integration of the platform into the city’s waste management program, with payment per ton treated, a subject which is still under discussion.

MOZAMBIQUE 2015-2017



Towards sustainable waste management in Mozambique

The association AMOR was created in 2009 to sustainably promote and organize waste treatment and recovery in Mozambique, whilst giving underprivileged and excluded members of society a chance to work. Eight years later, AMOR has devised a constantly evolving mechanism whose success is based on four pillars, within the context of agreements with municipalities:

- the installation of infrastructures for waste sorting, collection and recycling via the training of associations and district committees, the project stakeholders

- raising awareness among the population (schools, universities, companies, public institutions and the private sector)
- the promotion of existing waste recovery activities and the development of innovative, value-creating activities
- the creation of an environment which encourages recycling, namely providing support to central government and local authorities to enable them to put in place legal and financial mechanisms.

On the basis of this model, the association has begun to set up a network of “Ecopoints”, former containers transformed into volun-

tary drop-off points for recyclable waste in Maputo and Matola, along with a Transfer and Recycling Centre in Vilankulo.

In 2016-2017 the association extended its activities to Beira, the 3rd largest city in the country, opening 5 Ecopoints managed in an economically viable manner by 5 trained district committees, as well as the implementation of awareness-raising activities in 10 schools in these districts, and the development of interactions between the schools and the Ecopoints. The project includes the insertion of low-income populations who have been equipped with tricycles in order to increase their waste collection capacity.



Collection “Ecopoints” are central to the mechanism

CONGO 2011-2017

NEW



Objective "Dolisie, zero waste!"



The service should affect 60,000 people by the end of 2018

Since 2000, the responsibility for waste collection in the Republic of Congo has been entrusted to local authorities who often possess insufficient material, financial, technical and human means in the face of the magnitude of the task. This is the case in Dolisie, the third largest city in the country (120,000 inhabitants) which suffers from growing insalubrity despite the stated determination of the municipality to combat this scourge. Between 2012 and 2015 the Gret, with the support of the Fonds SUEZ and Aquassistance, put in place a first collection service for 15 000 inhabitants. Spurred on by the great satisfaction expressed by inhabitants and having observed obvious improvements, in 2015 and within the context of the Gicod* project, the Gret decided to consolidate and extend the service to 60,000 inhabitants and namely the most underprivileged populations from peripheral districts. The project is structured according to three action principles: the reinforcement of technical and

management expertise for local authority agents; the organization of information, consultation and brainstorming meetings aiming to include the districts and agents from the sector in the development of solutions; the implementation of awareness-raising and communication campaigns targeting the 60,000 inhabitants benefiting from the new service. On this basis, a hybrid service with differentiated tariffs was chosen, with, on the one hand, a door-to-door collection service using a dump truck which travels along the main roads to collect waste from the biggest waste producers (markets, hotels, businesses, administrations etc) and clear public spaces (gutters, squares etc) and secondly, a home collection service carried out by pre-collection agents using a manual cart in 20 districts, who transport the waste to 4 domestic waste transit areas before it is evacuated by municipal machines to the city's landfill. This model, which is adapted to the different types of users and their economic means, has been validated by the authorities

“Elected representatives and technical services are extremely determined and the project’s means correspond to the objectives fixed: in addition, a presence and knowledge of the field, which have permitted solutions to be appropriated at local level, have given the GRET the means to improve the waste system.”



François Boyer
Waste Project Manager, SUEZ R&V France,
Project Referent



and local populations: this is the key to the continuity of the mechanism. Since June 2017, the pilot service, whose slogan is "Dolisie, zero waste!", provides services to 4 districts in the city. It is set to be extended to the remaining 16 districts to reach 60,000 inhabitants by the end of 2018. ●

*GICOD: Inclusive and joint waste management project, Dolisie



HAITI 2015-2017

NEW



Improving health and access to water



Local associations and young professionals working together



Waste management is getting organized in the Gros-Morne workshop area

The commune of Gros-Morne in Haiti, surrounded by mountains and crossed by flowing rivers, benefits from a protected natural environment. Like everywhere in Haiti, the 8 communes in Gros Morne suffer from a growing phenomenon of over-population. Increased deforestation, dried up water sources, a fall in agricultural production, rural exodus, waste management and sanitation problems: the difficulties are accumulating to the detriment of living conditions for its 150,000 inhabitants (40,000 of whom live in the city of Gros Morne itself).

To find appropriate solutions, in 2015 the AOG, the local farming community association, which counts 850 members, and the CEFREPADE, a multi-disciplinary association of experts and young professionals which accompanies developing countries in their access to better health and environmental conditions, jointly created the Gros Morne Workshop Area which carries out actions in the sectors of Grande-Plaine, Seillé,

David and the city of Gros Morne itself, in close cooperation with the populations concerned.

In Seillé, where access to water is extremely limited, the program includes the construction of a solar pumping system, 3 standpipes and 3 reservoirs. Every hamlet will then benefit from the introduction of a water supply committee responsible for monitoring and maintaining facilities. In David, the objective is to increase the supply of irrigation water, which is provided intermittently and in too low a quantity via solar pumps, by installing tanks permitting large quantities of water to be stored. Lastly, in Gros Morne, the project aims to support the local authority in its waste management strategy: introduction of a tax to enable the service to be financed; generalization of waste sorting into two flows (compostable / non compostable) at source level with the introduction of containers positioned throughout the city and the consolidation of a domestic pre-collection service on subscription; the construction of

a waste recovery centre and the progressive elimination of uncontrolled landfills is also planned.

Given the recurrent presence of the CEFREPADE and the AOG in Gros Morne, the project will benefit from long-term support and monitoring. ●



Finding solutions which suit the local context

“The development of the source and routing of water to the reservoirs will also allow villagers to access water for their domestic needs, cattle breeding and agriculture.”



Odile Oberti
Director of Storing Technical Center,
SUEZ Group - Project Referent





14
projects



5
new partners

The "Péniche du cœur" a welcome and accommodation center in central Paris

FACILITATING SOCIAL INCLUSION THROUGH EMPLOYMENT AND TRAINING



STAKES

Social innovation, a central component of actions to facilitate social inclusion

In 2013, the French Government launched the “multi-annual social inclusion and anti-poverty plan”. Four years later, a review reports that the level of poverty in France has stabilized without denying the long road ahead.

WHAT IS PRECARIETY?

Father Joseph Wresinski, founder of ATD Quart-Monde, defines precarity as “the absence of one or several sources of security, namely that of employment, enabling people and families to assume their professional, family and social obligations and to enjoy their fundamental rights. The resulting insecurity leads to great poverty, when it affects several areas of existence, when it becomes persistent, when it compromises the chances of re-assuming our responsibilities and reclaiming our rights, within a foreseeable future”.

A sign of the pervasiveness of precarity and the resulting risks: discrimination owing to precarity was incorporated into French law on June 14, 2016, following more than ten years of combat on behalf of the poorest populations.

“By relying on the initiatives of multiple local actors, it is possible to really support those who need them and to propose modalities to innovate, to no longer remain on a logic: a problem, a public, a device. We need integrated approaches. Many innovations already exist on the ground from associations working with people in precarious situations. But they are too poorly known and poorly valued.



Jean Marc Borello
President of the SOS Group

EXCLUSION, A MULTI-DIMENSIONAL REALITY

This notion of security affects every aspect of existence: employment, housing, health, education, civic rights... with the risk that the different types of precarity follow on from and mutually reinforce one another, consequently creating exclusion.

In its 2017 report, the Secours Catholique lists the main needs expressed by populations: a listening ear, help to obtain food or clothing, accommodation, mobility, help with administrative procedures, bank problems, leisure, health... **Because ready-made solutions to these multiple demands don't exist, insertion agents find themselves, alongside beneficiaries, within a “social innovation” approach, whose impact is constantly assessed, with a modeling and duplication objective.**



Thibaut Guilluy
Chief Executive Officer, ARES Group

“The Group ARES has the mission of helping people in major difficulty to gain access to employment and get back in the saddle by working in one of its social insertion companies for the time needed to rebuild their lives and stand on their own two feet. This supposes a veritable entrepreneurial culture and assumes economic models which are sufficiently solid and effective to be of use to strong social missions.

13.9 %

Rate of poverty in France in 2016

Source : INSEE, Simulated rate

5 MILLION

The number of people earning just 846 Euros per month in 2016 (equating to 50% of average income), the poverty threshold retained in France

Source : European Observatory of Inequalities

4 MILLION

The number of people who are homeless, poorly housed or with no housing of their own in 2017

Source : Abbé Pierre Foundation



With Acta Vista, learn restoration trades to reintegrate into society



Frédérique Raoult
Sustainable Development and Communications Director, SUEZ
Vice Chairwoman of the Fondation SUEZ

“The increase in the number of requests for support that we receive at the Fondation SUEZ confirms the role that companies need to play with the associations who are working in the field of social inclusion of the most vulnerable populations. In addition, this mission constitutes a growing expectation on the part of personnel to get involved, either individually or collectively, in solidarity actions, therefore contributing to actions in favor of the most vulnerable.

FRANCE 2017-2021

NEW



Ten pilot regions fighting long-term unemployment



"Zero Long-Term Unemployment Regions": a promising experiment



The association ELAN Jouques is steering the project in the Bouches du Rhône

Eliminating long-term unemployment – is it just a pipe dream? Yes, if we look at the typical pattern of employment in France which tends to dismiss approximately 2.4 million people on the margins of society whose level of productivity is not considered to be profitable enough. No, if we decide to adopt a more inclusive approach, established according to the needs and resources of each particular region. This is the gamble taken by ATD Quart Monde based on a threefold conviction: a multitude of needs which are not met exist, works useful for society but which nobody does because they are not directly profitable; all unemployed people have skills; the cost of "exclusion unemployment" is exorbitant, it would be much more productive to reallocate this sum to financing the employment of the unemployed. The "Zero Long-Term Unemployment Regions" project aims to prove this within the context of the experimental law of February 29, 2016. The principle: to create open-ended employment for all willing and unemployed persons

who have been alienated from employment for more than one year, by matching their desires and expertise with the needs which are not met but which are identified in the region. For this purpose, "Companies for Employment" are created, partly financed by the transfer of budgets which, until now, had been used to accompany the unemployed, and partly by the wealth created by the company itself. Ten regions are participating in the program, including Jouques, a commune in the Bouches du Rhône which counts 140 long-term unemployed people among its 4587 inhabitants. The project is developed by a local committee which mobilizes all of the stakeholders (elected representatives, employers, associations, employment agents) and its implementation is entrusted to the association ELAN Jouques with the objective of developing activities which do not compete with the market economy (for the moment: agro-forestry sector, tourism, recycling/reuse depots, multi-services) and create as many long-term jobs that are necessary in five years

time. The experiment has a significant period of time to measure the impacts on long-term unemployment and the economic and social development of the region. The target? Deployment on a national scale. ●

This type of company comes within the social and solidarity economy as defined by the law of July 31, 2014. It can take various legal forms (SA, SCOP, SCIC, association...) but its activities are not for profit.



Jobs which meet the needs not met in the region

Governance is one of the strong points of the project: local authorities, social inclusion organizations, economic and associative agents, involving the people concerned in project development. The experiment is aiming to permit the mechanism to be extended throughout France.



Brigitte Deleplancque
Diversity Project Manager, HRD, SUEZ Group

FRANCE 2017-2018

NEW



Learning the right behavior and dress code



A collective, solidarity project which is spreading in the regions



Its objective: fighting discrimination at job interviews



Whilst clothes don't make the man, they definitely help: it is this observation which drives the 350 volunteers of the Cravate Solidaire, an association created in Paris in 2012, which has set itself the mission of fighting appearance-related discrimination at job interviews. An initiative which is contributing towards the insertion or reinsertion of jobseekers actively seeking employment.

How? Firstly, by providing them with a business attire (suits, shoes, jackets, shirts, trousers, ties and accessories) collected from companies, textile retailers or the general public. Next, by helping them to gain confidence and better succeed their job interviews via participation in "helping hand" workshops which are fun, compassionate and individual. For two hours, the applicant works on his or her image

with a coach and two voluntary recruitment experts. With their help, he or she selects suitable clothing then thanks to a mock interview, learns the appropriate verbal and non-verbal codes and develops a discourse adapted to the requirement of the recruiter. The applicant leaves with the clothing selected, a professional photo for his or her CV, and a kit containing practical advice.

In 2017 and in partnership with local associations, the Cravate Solidaire started up a "Helping hand for women" formula, especially designed for women, who are the first victims of employment discrimination. The project is set to welcome 250 women over one year and given the results achieved in 2016, is expecting an interview success rate of 70%. ●



The association receiving an award at Paris' Social and Solidarity Economy (ESS) Trophies

This project allows a reconnection with the world of work, by drawing support from two sources: training for the interview but also advice on image. The high rate of success in terms of employment is encouraging.



Stéphanie Héraud
Development Manager, Societal Engineering Department, Maison pour Rebondir, Project Referent



FRANCE 2017-2019

An open and connected insertion project in a rural setting



The Arozoar Garden helps employees in insertion to rebuild their lives



Growing solidarity together



You need vegetables, they need a job: let's grow solidarity together." This sums up the mission of the "Jardins de Cocagne", a concept launched by Jean-Guy Henckel during the 1990s. The objective: to provide a place of social and professional reinsertion via organic market gardening for people in situations of exclusion or great vulnerability. And at the same time, to develop short distribution circuits in response to the growing enthusiasm of consumers for organic produce and lower the environmental footprint by reducing transport. Today, the Cocagne Network counts

one hundred or so member gardens throughout France which are drawing on its notoriety and operational expertise to expand. Among them, the brand new garden developed by the association Arozoar in Le Thou, a rural territory in the department of Charente-Maritime, at the confluence of the towns of La Rochelle, Rochefort and Surgères. At the heart of the project, the implementation of innovative synergies with the agricultural world, companies, other insertion structures and inhabitants. With a focus on the desire to give people on the road to reinsertion the best possible chance to rebuild their lives. With this in mind, the garden is located at the Mont d'Or Farm, a site already known for its organic farming and educational initiatives, and works in partnership with "La Couveuse 17"* which accompanies self-employed people in their company creation projects. The activity began in May 2017 and since then, the 9-man team have put in place the production tool and have begun growing vegetables which since the end of October, have been sold to 40 adherents



on a regular basis. The Jardin Arozoar eventually plans to employ fifteen or so people, 60% of whom will be women, and to supply weekly organic vegetables to approximately 500 people throughout the year. The progression of personnel, overseen by an individualized accompaniment, is based on the acquisition of extremely varied expertise, daily work as part of a team, group dynamics and gratifying exchanges with clients. ●

*specific system to accompany company creators which enables an entrepreneur "testing the market" to validate his project, to learn how to get started and to secure the development of his business within a legal framework.

“Arozoar is drawing on the expertise of the Jardins de Cocagne to respond to local stakes, which have everything to gain by welcoming an insertion structure.”



Ingrid Jaugey-Ndiaye
Assistant Sustainable Development & SER Director, SUEZ Water, France, Project Referent



FRANCE 2016-2019

NEW

The first urban polyculture and social insertion farm in Paris



At the end of 2014 and within the context of its call for projects to "Reinvent Paris", Paris City Hall launched an unprecedented challenge to creators from all over the world: to reinvent 23 sites in Paris with a view to turning them into city models for the future with respect to architecture, new uses, environmental innovation and co-construction. Among the winners "La Ferme du Rail", a project in place on the Ourcq-Jaurès site (19th district in Paris) by the socially responsible property company Réhabail, specialized in social insertion via the provision of accommodation, and co-steered by an experienced and committed project management team and a group of social insertion and solidarity agents.



The Ferme du Rail is "re-inventing Paris" rue de L'Ourcq (19th district)



The Ferme du Rail defines itself as the "first urban polyculture and social insertion farm in Paris". Its objective: to become a living and employment base which is extremely open and present in its neighborhood and which combines the socio-professional reinsertion of people in situations of great precarity with the implementation of environmentally-friendly urban farming based on a circular and solidarity economy model.



Michel Brun
Idf Nord Agency Director - Site and Polluted Soils Remediation, SUEZ RRI WS REMEDIATION France, Project Referent

“Beyond food production promoted via short circuits, there is the creation of biodiversity, or even compensatory measures with respect to development projects, the creation of areas offering an optimum quality of life in order to exchange, share and create social links.”

With this in mind, the site will host a community of horticultural students and people in the process of insertion trained in urban farming professions and associated services: short-circuit market gardening, waste collection and recovery, upkeep of green spaces, mushroom growing.

Upstream, the design of the site was guided by the objective of reducing environmental impacts at every stage: site decontamina-

tion, choice of materials and construction processes, vegetation on buildings... The specifications provide for the realization of 15 CHRS homes (Housing and Social Reinsertion Center) and 5 social residences for students, the building of agricultural premises and a production greenhouse including a restaurant able to seat 64 people which is open to the general public, as well as the creation of landscaped surfaces for farming.

The project has benefited from a significant contribution in terms of skills-based sponsorship from SUEZ personnel, with the intervention of Michel Brun, SUEZ Agency Director, Recycling & Recovery, IWS Remediation, who accompanied the association in steering the project with respect to soil remediation. ●

“The project was born from a desire expressed by local residents, district associations and the City of Paris. It corresponds to societal evolutions in terms of sustainable development, the social and circular economy: production and consumption on the site, composting of plant and domestic waste.”



Rémi Casalis
National Market Manager, Major Establishments, SUEZ Water France, Project Referent

FRANCE 2017



As close as possible to the needs of exiled populations



Advisory sessions to welcome, inform and accompany those in need



For several decades now, the Cimade has undertaken actions to facilitate the access, protection and advancement of rights for migrants and refugees. In Ile-de-France, the association draws support from a team of thirty volunteers whose role is to welcome people seeking asylum at socio-legal advisory sessions, provide them with information and accompany them in the long and complex administrative procedures they will need to complete in order to obtain refugee status and gain access to their fundamental rights (healthcare, health insurance, asylum-seeker

allowance, housing or even opening a bank account). Since the winter of 2015, the number of exiled populations is on the rise. Too often, they have no choice but to cast aground in makeshift camps where living conditions are extremely precarious and the question of access to rights is largely neglected. Within this context, the Cimade has decided to step up its action, firstly by increasing the number of volunteers at advisory sessions but also in camps or emergency shelters and secondly, by consolidating the impacts of its actions: elaboration and circulation of informa-

tion, training tools and documents, training of volunteers and other agents involved in welcoming migrants and refugees, awareness-raising among civil society as regards the reality of the situation, keeping an eye on the evolution of practices and the effective implementation of the rights of exiled persons.

Backed by the Fondation SUEZ, the Cimade is one of the associations which are part of "The solidarity commitment of personnel" pilot project with four skills-based sponsorship missions.

FRANCE 2017



Men and stones: unveiled strengths and a new lease of life



At the Fort d'Entrecasteaux site in Marseille

Since 2003 at the Fort d'Entrecasteaux, the association Acta Vista is building an emblematic monument which overlooks the Port of Marseille, an original insertion project with social, environmental and heritage-related impacts. The principle is to permit those furthest from employment to benefit from training in heritage trades and skills in a real-life situation and, by doing so, to contribute towards restoring a classified historical monument in keeping with strict environmental standards and in line with extremely innovative eco-construction techniques. The project is carried out in close conjunction with the city of Marseille, owner of the building, structures to accompany participants towards employment, the French Architectural Review Board and the French

Regional Directorate of Cultural Affairs (DRAC) as well as the French Association of Professional Training for Adults (Afp), which certifies the acquisition of expertise by personnel at the end of their contract. The project benefits from the support of 8 instructor-journeymen and 3 project managers who every year, welcome 200 people recruited according to a single criterion: their motivation. Motivation to join a team, to respect a working rhythm and to acquire expertise. At the end of their contract, 9 out of 10 people are qualified, and 2 out of 3 find employment or go on to further training. With the support of SOS Group, according to the managers, the association is now in its spinning-out phase: "It's a strategic shift which gives a new scope to our project, without modifying its make-up or its particular know-how."

“ People don't necessarily find employment in the building trade afterwards: this proves the relevancy of this project. First and foremost, in addition to extremely satisfying technical training, the program ensures the social insertion of personnel ”



Isabelle Censi
Head of the Events and Partnerships Pole, Communications Department, SUEZ Group, Project Referent

FRANCE 2016-2017



A convivial moment, the first step towards social insertion



Emergency accommodation, respite for the homeless

Conviviality, selflessness, non-discrimination and respect for the individual, these are the values which, in the founding spirit of the Restaurants du Coeur, drive the teams of volunteers who, since 1995, welcome people in great difficulty every day of the year at the Péniche du Coeur, which is moored in the Saint Bernard Quay in Paris. Whilst the key objective is to give these people a moment of sharing a convivial moment with them, of reigniting the often fragile link they have with society, and lastly, offering them, with the support of a professional so-

cial team, individualized accompaniment towards reinsertion. Today, in a context marked by a significant imbalance between the emergency accommodation available in Paris and the demand of the homeless, 170 volunteers welcome around 70 people per day at the Péniche du Coeur. And the durations of stays are only getting longer (up to several years), owing to the ever-increasing difficulty of finding acceptable solutions. An extremely tense situation which has pushed managers to embark on a humanization project in order to perpetuate and improve this center located in the heart of Paris. The works,

which benefit from skills-based sponsorship from SUEZ, aim to no longer discharge black waters into the Seine, to make the operation of sanitary pumps more reliable and to overhaul the hot water production and supply system, especially at the level of the showers.

170 volunteers who welcome...
70 people every day

FRANCE 2015-2017



An innovative and effective insertion project

The social and solidarity economy should become the norm in France as in a world with limited resources, solidarity isn't an option": this conviction was expressed on October 23, 2017 by Nicolas Hulot, French Minister for Ecological and Inclusive Transition, at the inauguration of the new premises of the Ateliers Sans Frontières (ASF) in Bonneuil sur Marne (94). This event is the result of a two-fold company initiative by ASF, an association promoting social insertion thanks to economic activity, specialized in the recovery and recycling of IT equipment. The association provides work to 60 or so adults and young people, along with training and individualized accompaniment.

During recent months, ASF has successfully advocated with the Departmental Council for the proportion of funding for social insertion projects covered by the turnover they generate to be increased from 30 to 50%. This essential evolution has resulted in the consolidation of its economic model and does not affect the quality of the social project. Eventually, the objective is to generalize this change at a national level. Secondly, ASF has carried out actions to increase its operating income and take on an additional 10 to 15 members of personnel per year: increased professionalism of teams and tools, evolution of commercial strategy, reinforcement of the social project and spin-off actions with other structures.



ASF's new premises welcome 60 people in the social reinsertion process.

FRANCE 2017



The Maison pour Rebondir, a social innovation laboratory



Know-how which is called on to spread to other regions in France



A single objective: taking action to increase employment in the regions



Social, cultural and professional accompaniment



FRANCE 2017-2019



Better accompanying exiled women on the road to employment



The long road to employment for migrant women

In 2012 in Bordeaux, and with the support of the Fonds SUEZ initiatives, SUEZ Group created the Maison pour Rebondir, with a single objective in mind: to take action to boost employment throughout France, by creating innovative synergies between job-seekers, local employment and insertion agencies and SUEZ Group companies and their partners.

Three spheres of action are in place: firstly, the integration into SUEZ subsidiaries and partner companies of those furthest from employment: in 2017, 32 people joined the program, including 15 women who completed a sandwich course to qualify as electricians. Secondly, accompaniment for job-seekers in creating their own businesses, via the "J'entrepren's" program which every year, supports fifteen or so project developers. Thus, for the class of 2017, the fifth of its kind, Nadia created an agronomic analysis laboratory, whilst Annie developed a system to collect and reuse wine bottles. Lastly, since 2016, the Maison pour Rebondir has been help-

ing social entrepreneurs to develop their projects by integrating them into operational partnerships with SUEZ: collection and recycling of food oils with the Détritviores, or of cigarette butts with EcoMégots, changing of water meters with the Compagnons Bâisseurs, recovery of bulky waste with R3, or the fight against food waste with Elixir. In this sector, which is aiming to align employment and the circular economy, the possibilities are numerous. The Maison pour Rebondir also hosts innovative projects in favor of employment, such as the We-Job "co-search" platform in 2017, a new collective approach to seeking employment. Lastly, the team places associations such as TAPAJ, which offers odd jobs to young people living on the streets, in contact with SUEZ personnel who want to get involved in skills-based sponsorship missions. The Maison pour Rebondir is today entering a new phase, with the modeling and duplication of its know-how in other regions in France. It is therefore time for this pilot structure to take its autonomy from the Fondation SUEZ

and to begin to work alongside the Group by taking on its role as a social innovation and transformation division.

2012-17 ASSESSMENT

142 people have accessed long-term employment

45 companies created, equating to 57 jobs

5 services created with the SSE (9 direct jobs and 20 indirect jobs)

“As regards advice and training, more and more social entrepreneurs are joining the circular economy. By 2012, our objective is to contribute towards the creation of 1000 jobs via the development of environmental services with the social and solidarity economy in Europe.”



Erwin Faure
Assistant Director, Maison pour Rebondir, Bordeaux

In 1994, in the Saint Michel district of Bordeaux, which historically welcomes large flows of immigrants, the association Promofemmes was born. Its mission: to accompany the integration of women of foreign origin at a social, cultural and professional level. Over the years, the association has been able to progressively adjust and expand its scope of action to provide effective solutions to the needs of new members, who are now arriving from all over Bordeaux, and who are globally better trained, more independent and therefore have a better chance of finding a job.

Within this new context, in 2017 the emphasis was placed on socio-professional insertion, on the basis of a regional assessment which permitted needs to be clearly identified, and an internal assessment on the relevancy of the actions undertaken and the lines for improvement which can be envisaged. The accompaniment proposed to women is presented in the form of a "journey", structured

“The programs and training provided by Promofemmes are relevant as they enable women finding professional insertion difficult to be trained in professions facing recruitment difficulties, whilst involving the entire employer/ training body / public authority ecosystem.”



Benoît Bonello
Social Innovation Director, Maison pour Rebondir, Project Referent

around 3 complementary aspects: a case-by-case consideration of eventual brakes to employment and the solutions able to be found, namely via language learning and support for parents; a program including 4 pre-qualifying and qualifying training courses (services agent, assistance for the elderly, food hygiene, cleaning and childcare); workshops on job-seeking techniques, IT, the rights and duties of an employee, presentation of the services proposed by the Maison de l'Initiative et de l'Emploi (Initiative and Employment Structure).

To fulfill these missions, the team has recruited one part-term employee and a "French as a foreign language" service provider. It also benefits from the support of 8 volunteers. Lastly, the association is endeavoring to reinforce its partnerships with other employment and insertion agencies, training bodies and potential employers. Promofemmes is today the only association offering all of these possibilities to migrant women in the Bordeaux agglomeration.



A motivated team to help everyone reach their potential

FRANCE 2016-2017



A bicycle recycling center at Emmaüs Cotentin



The new repair-sales space inaugurated in October 2017

The Emmaüs Cotentin community, founded in 1970, today welcomes 30 active journeymen: resale of raw materials (scrap metal, cardboard, electronic and electric equipment waste) and resale of donations from private individuals or companies (clothing, furniture, toys, books, trinkets, electrical appliances...).

After finding itself in a delicate financial situation, in 2016 the association decided to launch a new activity, as its Chairwoman explains: "We receive a lot of bicycles which are sometimes in a pitiful

state. We often have to throw them away owing to a lack of technical means, whereas in reality, we have the human means to repair them."

This observation formed the basis for a project to create a repair-sales space which should permit the budget to balance itself out whilst providing journeymen with new expertise and a better working environment. Works began at the start of 2017 and the building was inaugurated on October 20th of the same year. In keeping with the vocation of Emmaüs, excluding the architectural and building costs, all of the work was

carried out by journeymen and volunteers.

Furthermore, this new recycling activity will enable numerous low-income families to acquire good quality bicycles at a low cost. Works have also permitted the sales space to be extended, in order to better welcome clients in the Cotentin region, this Community being the only one on the entire peninsula. ●



FRANCE 2016-2018



An exemplary association, a pioneer of the circular and solidarity economy



In 5 years, 33 tons of toys collected to be repaired and sold

In 2012, Claire Tournefier-Droual created the association Rejoué in order to collect, clean, reassemble and sell, at the lowest possible cost, new and second-hand toys whilst offering those furthest from employment a chance to get back on the road to reinsertion. 5 years later, she is one of the 9 ambassadors chosen by Nicolas Hulot, French Minister for Ecological and Inclusive Transition, to participate in the drafting of a circular economy road map, which is due to be published in March 2018.

The figures speak for themselves: since 2012, more than 60,000 toys have been sold to the general public and childcare professionals at a cost which is 2 times lower than that of new toys, whilst 88 people have been accompanied as part

of a personalized reinsertion program, 50% of whom have succeeded in reintegrating the world of work; in 2016, 4,000 members and 33 tons of toys were collected from private individuals and companies; in July 2017, the association moved to new premises spanning 2,000 m² in Vitry sur Seine...

Spurred on by this exponential success, the association is now working towards becoming the leader of a real toy reuse outlet and to duplicate its creative social-inclusion and local employment activity, which cannot be outsourced, all over France. ●

“ We are proud to be able to express, on a national scale, the challenges that the toy reuse sector represents and to be able to jointly find solutions in order to create the circular economy of tomorrow. ”

Claire Tournefier-Droual
Founder of Rejoué



FRANCE 2015-2017



On the road to reconstruction for young addicts



Teaching trades which are of use for both men and the community

Just one year ago, Antony, Sergio, Julien, Eduard and Jérôme were young addicts lost in the world of addiction and despairing that one day they'd manage to get better. Until the day they knocked on the door of the San Lorenzo association, whose mission it is to give hope and trust back to these lost souls, by offering them personalized accompaniment and the path back to reconstruction via work.

In agreement with their families and medical and legal professionals, the association offers young addicts the chance to participate

in community life at the Lourdes shelter, under the well-meaning supervision of older residents, themselves former addicts, with whom they can exchange within a climate of trust.

In 2016 the Lourdes shelter opened two workshops, one for woodwork, the other for green spaces, which every year, enable more than 30 residents to re-learn the demands of working life and acquire useful skills for their future reinsertion. These workshops are led by specialists who offer professional expertise and have experience in training and mentoring

youngsters. Lastly, the items produced by the woodwork workshop permit the shelter to be furnished: canteen tables, benches, bunk beds, cupboards; whilst the green spaces workshop contributes towards supplying vegetables to the community.

The economic continuity of the project is consequently ensured whilst young people can appreciate the value of their work first hand. ●



FRANCE 2017-2018

NEW



A platform to bridge the gap between refugees and their employers



An integration lever, an opportunity for the French economy

Launched at the beginning of 2016 in the form of a pilot project on Facebook, in just a few months, Action Emploi Réfugiés (AERé) has become the

reference platform in terms of refugee employment in France, with an active network of 2,500 members, and is now hoping to extend its services to other European

countries. Proof that the initiative is effectively and relevantly responding to a twofold need: that of refugees involved in the integration process and that of employers who are not very aware of the opportunities, recruitment procedures and benefits when hiring refugees.

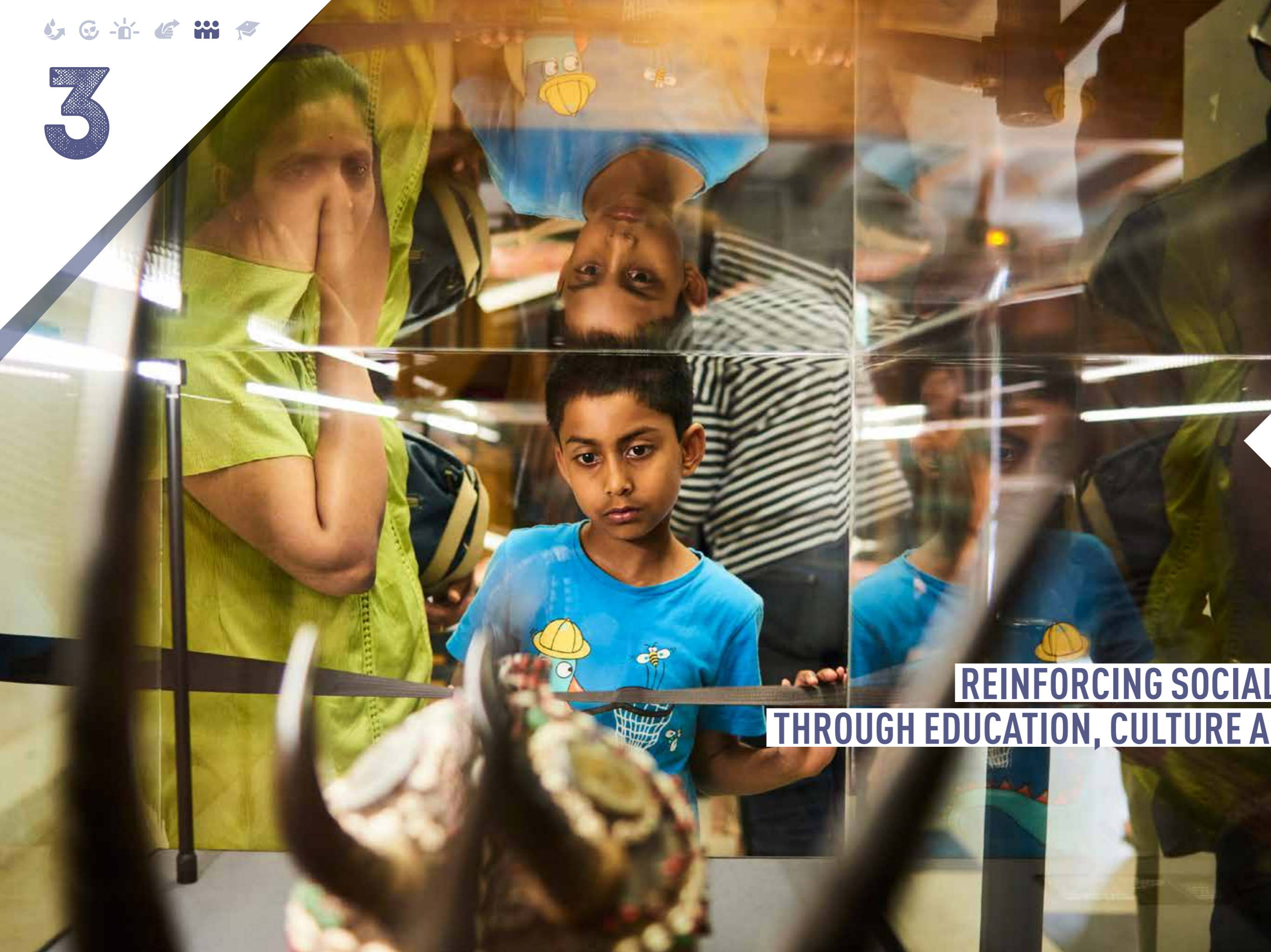
The principle: thanks to an original positioning between the public authorities, the associative eco-system, the social and solidarity economy and companies, statutory refugees and asylum seekers having received permission to work in France are placed in contact with potential employers.

The strategy is structured according to three areas: develop tools and services to place refugees and

companies in contact; carry out advocacy and communication actions targeting the general public, the media and employers to help give a positive image of refugees; carry out research projects enabling the positive consequences of professionally integrating refugees into the French economy and the contribution of new integration technologies to be measured.

Among the priorities, the AERé Company Mobilization initiative, which is unique to France for the moment, which specifically targets employers: production of information documents; organization of mobilization workshops; putting in place dedicated accompaniment policies; circulation of best practices; development of targeted partnerships with major recruiters. ●

3



7
projects



4
new partners

With the Nomadic Workshops of the Jacques Chirac-Quai Branly Museum, a wide range of activities is deployed on the territory, in close collaboration with local actors.

REINFORCING SOCIAL COHESION THROUGH EDUCATION, CULTURE AND SPORTS



STAKES

Creating the right conditions for greater social harmony

Numerous social disparities in French society are challenging its capacity to ensure its “social cohesion.” The objective is therefore to develop initiatives which make everybody responsible for achieving greater social harmony.

CO-COMMITMENT IS BOTH THE MEANS AND THE OBJECTIVE OF SOCIAL COHESION

The European Council defines social cohesion as “the capacity of a society to ensure the well-being of all of its members, by reducing disparities to a minimum and avoiding marginalization, to manage differences and divisions, and to give itself the means to ensure the social protection of all of its members.” This implies strengthening the social link for the entire population and more specifically, increasing the social inclusion of vulnerable persons. This cohesion objective necessarily requires actions on the part of the State but also the concrete, joint commitment of all social agents – public authorities, social partners, associations, citizens, companies – to projects put in place in the field.



Jean-Yves Larroutourou
Senior Executive Vice President, SUEZ Group, in charge of Group Transformation and General Secretary, Administrator of the Fondation SUEZ

“In 2017, the Fondation SUEZ embarked on a new field of intervention: to support initiatives encouraging social cohesion in the regions. This decision is based on the conviction that education, access to arts, culture and sports constitute effective tools in reducing inequalities and fighting discrimination and exclusion by permitting everyone to have a realistic dream, free of self-censorship.

SOCIAL COHESION REQUIRES ACCESS TO EDUCATION, CULTURE AND SPORT

Beyond or in addition to social accompaniment mechanisms for social insertion, projects to access to education, culture and sport are central to the social cohesion process. However, this is only true if the public targeted (young people from priority education zones, or having broken away from society, populations in situations of precarity or exclusion, regions eligible for Urban Regeneration Policy...) are no longer considered to be simple beneficiaries but project agents in their own right. This is the key for creating a feeling of belonging to the local authority, and helping them to emancipate themselves by developing their expertise, giving them reference points thanks to a better grasp on their environment and by nurturing their self esteem.

“Cultural and sporting practices and access to education and its reinforcement are founding elements of living together and achieving social cohesion. They permit youngsters in difficulty to get their self-confidence back and gain in autonomy, to discover a taste for collective or individual success, to learn to respect rules and other people, to open up to the world and consequently, to be better integrated into society.



Franck Reinhold Von Essen
Secretary of the European Works Council, Administrator of the Fondation SUEZ representing employees



14,5% School dropout rate, in other words the percentage of youngsters who do not manage to complete the second cycle of secondary education

16,6% Rate of youngsters unemployed and having dropped out of the educational system in France

26% of the adult French population declares that they trust other people

Source : Panorama of society, 2016, OECD 2016

A unique experience based on the discovery of the symphony orchestra



Zahia Ziouani
Conductor, Musical Director of the Divertimento Symphony Orchestra

“All the youngsters, whether in urban or rural environments, in community cultural centers, in major concert halls or even in prison, should be able to learn music and possibly play in an orchestra. It’s a means of enabling them to develop a critical sense, cultivate a collective spirit of solidarity, federating all forms of diversity and consequently making it easier to live together.

FRANCE 2017-2018

NEW

Orchestre
Symphonique
Divertimento

The Divertimento Symphony Orchestra confirms its commitment to community education



Divertimento Academy for young beginners or confirmed musicians



Discovering how to exceed their limits, boosting self-confidence

Since 1998, Zahia Ziouani, a young conductor of Franco-Algerian origin, has directed, with verve and zeal, the Divertimento Symphony Orchestra (OSD), a symphonic ensemble based in Seine-Saint-Denis, which brings together 70 professional musicians from Seine-Saint-Denis, Paris and the Ile de France region. The OSD performs an average of 40 concerts per year in Ile de France, at national level and abroad. It also constitutes a set of actions to raise awareness and teach music, namely via the Divertimento Academy, created in 2008, which welcomes several dozen young beginners or confirmed musicians every year.

In 2016, the OSD embarked on the PAAC project (Artistic and Cultural Actions Path) which aims to put in place its missions in the regions: to transmit a symphonic heritage to all publics, to reduce the social divide by reaching out to regions qualifying for France's Urban Regeneration Policy and

where culture is little or not at all present; to contribute towards reinforcing social cohesion by encouraging music-based exchanges between publics, generations and regions. The PAAC is undertaken in partnership with local authorities wishing to co-steer, within the context of a 3 year art residency, a multi-disciplinary educational path designed for inhabitants. Needs are identified by local authorities, then actions (awareness-raising, playing music within the context of the program organized by the Divertimento Academy, concerts open to all publics) are planned and put in place. Lastly, meetings are regularly organized with social, educational and cultural structures which constitute the local relays of the project in order to transmit the OSD teaching methods to them and consequently guarantee the autonomy of the project at the end of the 3 year residency.

As the project managers explain: "The PAAC consists in enabling target publics to enjoy a unique

experience based on the discovery of the symphony orchestra, the values of living together, of excelling, of self-confidence, of open-mindedness to change mentalities, to optimize social links and consequently boost the desire to enroll in an independent artistic practice...".



“ This original and fun approach, adapted to the populations targeted, aims as much to expand and boost the cultural field as to support key lessons – reading and writing – and values which can be circulated on quite a wide scale.



Isabelle Baudin
Research Engineer, SUEZ Group,
Project Referent

Culture
PRIORITAIRE

FRANCE 2016-2017

Taking action to break away from social determinism



In 2016/2017, the association welcomed 88 young people aged between 15 and 18

The knowledge and learning base provided by schools is not enough to ensure the educational and professional success of young people if it is not part of a motivating cultural and social environment. This is the conviction which drives the association Culture Prioritaire which since 2013, offers free extracurricular accompaniment to secondary school pupils from underprivileged environments in priority districts to the west of Paris. This accompaniment is organized in partnership with schools and social and associative agents. On the program for these youngsters aged between 15 and

18, 80 hours of collective and individual accompaniment alternating between interactive sessions led by professionals and extracurricular visits to museums, theatres, concerts, cinema clubs, visits to companies, meetings with professionals... More widely, the project aims to promote peaceful co-existence by welcoming youngsters from all origins. It provides young people with an essential network to enable them to obtain work placements and discover professions, and lastly, offers them motivating and encouraging prospects for the future. Families are not forgotten,

with a part of the project given over to assisting parents. In 2016-2017, Culture Prioritaire welcomed 88 young people, 80% of whom were already enrolled during previous years, consequently permitting long-term accompaniment. Among them for the first time, 11 final-year baccalaureat students, 10 of whom passed the exam with 8 winning places to attend the colleges of their choice and one of them accepted at the prestigious Sciences Po in Paris.



FRANCE 2017-2020

NEW

AGIR
POUR
L'ÉCOLE

Experimenting to overcome academic failure

According to the PISA 2015 Report, the French educational system is one of the most unequal in Europe, with 20% of pupils every year leaving school with no qualifications and significant disparities between regions, with particularly alarming results in REP and REP+ priority education zones. The main reason for this? The difficulties encountered by numerous children when learning to read, which constitutes the basis for all other learning.

Since 2011, the association Agir pour l'École has focused its efforts on fighting academic failure, turning to educational sciences to develop innovative educational methods for learning to read and to accompany teachers in putting them in place. The project was launched on a na-

tional level with a focus on priority zones in the Lille Education Authority where 60 classes are currently concerned, the objective being to be present in 500 classes all over France by September 2019. This implies strengthening links with education boards, increasing accompaniment in classes by hiring more educational assistants, testing and perfecting digital "machine learning" applications to provide children with increasingly sophisticated tools.

A key point: the deployment of the project is accompanied by a continuous assessment of the method, of its understanding by teachers and of its impacts on the progress made by children.



Using new methods to learn how to read

FRANCE 2016-2017



Re-motivating youngsters having dropped out of school



Young dropouts participate in extremely concrete assignments



In 2016/2017, the Booster program accompanied 260 youngsters



Since 1995, Unis-Cité, France's pioneering and specialist Civic Service association, has offered young people between the ages of 16 and 25, of all social and cultural origins and all educational levels, a chance to commit on a full-time basis and as part of a team, for between 6 and 9 months, to missions of general interest in France: the inter-generational link, sustainable development,

health education, citizenship, energy transition... In 2013 and in partnership with the National Education System, Unis-Cité launched the "Booster" program which is especially adapted to minors having dropped out of school, who are estimated to reach 98,000 every year in France, with 30,000 of them situated in Ile-de-France. The objective of this program is to help to get young people (16-

17 year olds) back into education thanks to a life experience of between 6 and 8 months, which every week alternates between 3 days of concrete civic service missions within associations (distributing meals to the homeless, visiting isolated elderly people, organization of sporting games for the handicapped...), carried out in teams alongside more independent adult volunteers and 2 days of individualized study provided by teachers in partner schools, where they can fill in the gaps in their knowledge and discover professions and training.

The program also includes days given over to preparing their future project, namely with CV workshops, professional coaching sessions and company visits, some of which are overseen by SUEZ personnel.

The stake of the initiative is three-fold: effectiveness: to permit young people, including those furthest from education, to return to learning, gain motivation

and project themselves into the future. Exemplarity: to encourage other structures to get involved in this stake by welcoming young dropouts for civic service missions. Modeling: eventually, to inspire a national public policy to stop youngsters dropping out of school via civic service.

In 2016-2017, the Booster program was put in place in thirteen regions all over France, including Paris, Seine-Saint-Denis and Val-d'Oise in Ile-de-France, to accompanying a total of 260 youngsters. ●

“ Until now, nobody wanted to trust me, but today I've met the right people. Unis-Cité gave me my chance and believed in me.

Hacène, aged 17



A generation which is making a commitment for the common good

FRANCE 2016-2017



A concrete and effective initiative to promote the commitment of young people



Companies are opening their doors to young people looking for a future



A single objective: to help young people to fully develop their potential

Every year, tens of thousands of young people devote their energies to general interest missions via the Civic Service or other voluntary commitments. These are memorable moments where young people can reveal their full potential: a capacity to take on responsibilities, new expertise, commitment, motivation... But because they come up against educational, cultural, social or financial barriers, the momentum built up during their period of commitment can be thwarted. It is this observation which in 2012, inspired the creation of the Institut de l'Engagement (Commitment Institute) by Martin Hirsch, an association which promotes the commitment of these youngsters, helps them to accomplish a project for the future which matches their potential, by opening doors which were previously closed to them. In 2016, the Institute welcomed 700 candidates, recruited thanks to the efforts of numerous volunteers from companies, the teaching and the associative environment. Several SUEZ Group employees took part in

“ The Institute means believing that everything's possible, then seeing that everything really is possible.

Estelle
Class of 2016



the admissions process within the context of the "Solidarity Commitment by Personnel" program. Admission criteria are the candidate's commitment, his or her high potential, the solidity of his or her project – return to education, search for employment, business creation – and the capacity of the Institute to remove the obstacles he /she is coming up against.

In 2016, the support of the Fondation SUEZ was awarded to 12 youngsters with no qualifications having carried out their Civic Service with Unis-Cité and looking to go back to training. They were accompanied on their journeys until the end of 2017: individual monitoring by a person entrusted with the task of accompanying them, sponsorship, setting up contacts, workshops and awareness-raising as regards the challenges of the contemporary world during Commitment Universities, student life. The Institut de l'Engagement calls on more than 300 partners, including 150 training establishments, companies and agencies providing support with business creation,

which promote the commitment of young people and open up their recruitment processes to them. And the results are there, with a 90% success rate among candidates in 2016: academic year validated, fixed-term employment contracts (6 months or more), permanent contracts or progression of the business creation project. ●

“ This partnership is closely linked to that in place between the Fondation SUEZ and Unis-Cité: to accompany unqualified youngsters, having carried out their civic service, on the road towards professional training.



Éric de la Gueronnière
Waste and Water Learning Director, SUEZ Group, Project Referent



FRANCE 2017-2018

NEW

The Nomadic Workshops: the museum traveling beyond its walls to meet the public



A rich program designed for the general public and school groups



Discovering previously unknown and inaccessible treasures



An initiative leading young people to question their role in society



Jointly producing and broadcasting a film

With the “Ateliers Nomades” system, the museum is projecting itself beyond its walls to meet the general public. Workshops, displacement and loan of artworks, evening events or conferences: a wide range of activities is in place in the region in close collaboration with local agents.

It was via the Maquis Cafés temporary art installation in 2011 that the Museum tested “beyond the walls” actions for the first time. Over several weeks, and on the occasion of the Dogon exhibition, the Museum travelled to Montreuil to meet with populations from the town which is home to the largest Malian community in France.

An initiative which sealed the creation of regular “beyond the walls” events: The “Ateliers Nomades”.

An innovative “beyond the walls” initiative of an unprecedented scale, the “Ateliers Nomades”

permit close relations to be woven with local authorities by investing all of the partner town’s cultural venues (media libraries, libraries, cultural centers etc). And to put in place a true link between the museum and the region, every town benefits from free shuttle services to come and discover art collections and mediation activities on site.

The first “Ateliers Nomades” were inaugurated in Cergy-Pontoise in 2013. In 2014, Clichy-Sous-Bois and Montfermeil welcomed the second edition of this novel cultural democratization system. The season 2015-2016 sealed the partnership between the museum and the two towns, with ongoing actions until the summer of 2016. Another example: since autumn 2016, the urban community of Greater Southern Paris has been hosting the 3rd major meeting of the “Ateliers Nomades”. A series of events and festivities have punctuated these two years of partnership with the communes of Bondoufle, Courcouronnes,

Evry, Lisses, Ris-Orangis and Villabé.

Spurred on by the previous editions, this new itinerancy has succeeded in getting itself on the agenda of local projects and programs, resulting in fabulous encounters between artwork col-

lections and local residents and highly positive visitor rates. More than 7,500 people have benefitted from the “Ateliers Nomades” during this first year, 4,375 of whom visited the Quai Branly Museum, many for the first time ever, thanks to the proposed shuttle service. ●



Workshops to make children more aware of art



FRANCE 2017-2019

NEW

Helping young people become “informed spectators”

In 2010, with the support of the City of Paris, Raymond Depardon and Diane Dufour gave a fresh lease of life to an old, disused Paris ballroom by creating “LE BAL”, an independent exhibition, production, edition, educational, meeting and debate space, dedicated to contemporary image in all of its forms: photos, videos, cinema, new media.

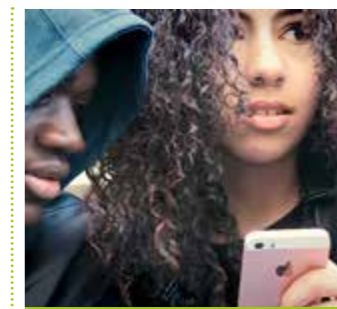
At the heart of the project, an educational hub “La Fabrique du Regard” which every year carries out in-depth projects with more than 2,000 young people, in conjunction with 150 elementary schools and secondary schools, classified as being in priority education zones in 13 different education authorities. The Fondation SUEZ is a partner of the “QueFaire” program developed with the General Commission for Equality in the Regions (CGET) and local agents involved in educational, cultural or social actions with youngsters. Between 2016 and 2019, 20 groups of youngsters aged between 14 and 20, from 20 districts concerned by France’s Urban Re-

generation Policy in Lille, Lyon and Ile de France will question the possibilities of the collective community. At a time when our societies are undergoing profound upheavals, when civil society is questioning its very foundations: what action should we take? How can we become a player in a collective story?

For every workshop, the educational initiative associates a reflection in images with a film production.

In three years time, this collection of 20 films will be broadcast at a local and national level. Every year, all of the films produced will be presented to participants, their parents and local residents in every region concerned with the objective of creating exchanges and debates around the productions.

A federating event will also be organized (study day dedicated to the project: presentation and analysis of films, exhibition of research works conducted by academics, sociologists, architects...). ●



Sharpening visual senses, analyzing impacts and their stakes

“Using art and the image in an educational project has an impact on young people. The twofold approach during workshops which associates “seeing” and “doing” guarantees an extremely illustrative educational process.”

13 education authorities
150 elementary and secondary schools classified as being in priority education zones
2,000 young people


 Catherine Pradels
Sustainable Development Director,
SUEZ R&V France – Project Referent

4



157
auditors from
47
countries



+160
applications received
since the creation
of the SUEZ-Institut
de France Awards

Share knowledge,
build capacities of leaders

REINFORCING EXPERTISE AND BOOSTING INNOVATION



STAKES

Promoting human capital to boost inclusive development

To achieve inclusive growth and offer sustainable socio-economic development possibilities to the greatest number of people, it is essential to take action on two levers for progress: training and innovation.

TRAINING A NEW GENERATION OF LEADERS

In April 2017, on the occasion of the publication of the Global Education Monitoring Report, Irina Bokova, Director General of the UNESCO, declared: "By giving access to and transmitting knowledge, expertise and essential fundamental values, higher education has become a cornerstone in achieving the Sustainable Development Goals (SDGs)." Access to higher education is therefore an important lever to consolidate inclusive growth in developing countries. With the objective of training "leaders", associating knowledge acquisition and managerial expertise with techniques and practices and a deep sense of commitment to serve their countries. The implication of all of the stakeholders, international institutions, states, companies, will enable this ambition to be more rapidly achieved.

ACCOMPANYING THE DYNAMICS OF INNOVATION

SDG number 9 associates sustainable development with innovation promotion. Whilst technological innovation is, in this sense, a determining factor, innovation born in the field, often on the initiative of small local entrepreneurs, is also a generator of human development: living conditions, sexual equality, health... As long as it is "inclusive" according to the procedures formalized by the bottom of the pyramid market: to co-develop, alongside "clients", solutions adapted to the needs they have expressed, integrating all of the stakeholders concerned (public authorities, local authorities, community organizations and civil society...), to provoke behavioral changes via social marketing methods and to experiment on a small scale before wider deployment.



Gilles Trystram
General Director of AgroParis Tech

“The ParisTech Chair “SUEZ - Water for All” is in line with the vocation of AgroParisTech, Institute of Life Sciences and Living Industries and Environment. The demographic, environmental and urban challenges that await us must be prepared by training and knowledge dissemination, supported by quality research. This partnership with SUEZ, a reference of the circular economy, illustrates our conviction of the essential collaboration between major schools and companies.

“All of the projects supported by the Fondation SUEZ include an initiative to transfer knowledge, expertise and operating and management practices to local communities and organizations for projects in the field, to executives and service managers via the programs developed by the “SUEZ-Water for All Chair”. This is the pre-requisite for sustainably improving access to essential services.



Denys Neymon
CEO of the Treatment Infrastructures Global Business Line, Administrator of the Fondation SUEZ



199.5 MILLION people living in informal neighborhoods in cities, in sub-Saharan Africa.
143 MILLION POTENTIAL MIGRANTS inside their own countries by 2050, after the aggravation of climate change

source ONU-Habitat | source : World Bank



Jean-Marc Boursier
Senior Executive Vice President in charge of Finance and Recycling and Recovery in Northern Europe, Administrator of the Fondation SUEZ

“The challenges of access to essential services in developing countries, like those of insertion and social cohesion in France, are of such complexity that today, it is essential to encourage emergence, development and the spread of innovative approaches and models. Serving as a point of convergence for numerous projects providing solutions, the Fondation SUEZ plays this innovation incubator and catalyzer role.

The “briketis” developed by Green Bio Energy, an eco-friendly and affordable fuel

WORLD 2009-2018

Rewarding individual initiatives with a view to multiplying their impacts



The Technical Commission, which brought together representatives of the Ministry of Europe and Foreign Affairs, the World Bank, AFD, INCO and SUEZ, for the 2017-2018 edition



The Mothers' Club is accompanying Togolese women towards empowerment

Created in 2009, the SUEZ-Institut de France Awards reward "innovations which contribute towards the development of water, sanitation and waste management services in developing countries." Every year, two Prizes to the value of €50,000 are awarded in two different domains:

- **The Access to Essential Services Prize** which rewards an applied research project resulting in an innovation, which can be technical, organizational, financial or social in nature or which concerns knowledge circulation tools, to enable its development and expansion in the field. The project must be submitted by a non-profit organization.

- **The Social Entrepreneurship Prize** which rewards an initiative developed by a social entrepreneur, which generates employment and which has an impact on an economic and social level, namely as regards deprived or vulnerable populations.



The "briquetis" developed by Green Bio Energy, an eco-friendly and affordable fuel

In both cases, the selection criteria for the applications submitted are identical: the project must be innovative, viable, sustainable, reproducible, rights free and include institutions and local populations in its design and implementation.

The call for applications for the 2017-2018 Awards was closed on January 15, 2018. A pre-selection is carried out by teams from the Fondation and the Institut de France; pre-selected projects are then submitted to the Technical Commission which puts forward approximately five applications to the Jury.

This year, the prizes will be awarded during an official ceremony at the Institut de France in July, under the joint chairmanship of Xavier Darcos, Chancellor of the Institut de France, and Jean-Louis Chaussade, Chairman of the Fondation SUEZ. ●

After five editions of the SUEZ-Institut de France Awards, what is your assessment of it and what lessons have been learnt?

“ **Dominique Pin**
Administrator of the Fondation

As a member of the Technical Commission and an observer on the Jury, I am struck by the profusion, diversity and quality of the applications submitted which reveal the energy and investment of project developers, both small and large, to help the most vulnerable. Every year we receive forty or so applications from which we pre-select one dozen. And because they are in direct contact with the realities of the field, all of these associations and social entrepreneurs develop highly innovative solutions, sometimes with very few means.

“ **David Teillet**
Administrative Services Director, Institut de France

The projects we reward always contain an inclusive dimension, in other words, they are designed

and implemented in conjunction and cooperation with all of the stakeholders, including the most vulnerable – this is one of our selection criteria. I'm thinking for example about the 2012 prize-winning project the "Club des Mères" developed by the French Red Cross in Togo which aimed to draw support from women to facilitate the appropriation and management by local populations of new hydraulic infrastructures. We are convinced that this community and institutional establishment holds the key to project continuity.

“ **Muriel Leroy**
Project Manager, Fondation SUEZ

The Awards effectively reward pioneers, innovators, and we can see that, quite often, they are one step ahead on topics which are increasingly on the agenda. I'm

namely referring to the challenges of climate change or the depletion of natural resources. We have rewarded several initiatives such as Green Bio Energy in 2012 or Cajouvalor in 2016, which developed processes to transform waste into energy; these are effective levers for reducing Greenhouse Gas emissions and lessening our dependency on fossil fuels.

“ **Louis de Genouillac**
Communications Manager, Institut de France

Another important point: if we reward a particular project, it's because we consider that it is exemplary and that it deserves to be promoted and replicated to benefit as many people as possible. It is for this reason that we ask that projects are rights free, and we are extremely attentive to the presentational quality of successful projects which can be

accessed in the form of videos and technical sheets on the Awards website. Sharing know-how is an accelerator for change, and we want to contribute towards this.

“ **David Teillet**
Administrative Services Director, Institut de France

We now have enough hindsight to measure the impact of the Awards we give, and when we question prize winners in the years following their award, we are impressed to see the leverage effect that our helping hand has given to the development and expansion of their projects. These results are extremely encouraging and serve to confirm the merit and usefulness of our initiative.



WORLD 2013-2018

A unique training path for water and sanitation service leaders



The Master Executive has helped defining strategic action plans for more than 150 cities



Stimulating and innovating educational tools



The 38 auditors of the 2017/2018 Takashi ASANO promotion received their diploma at the SUEZ headquarters

At the beginning of 2016, the SDGs (Sustainable Development Goals) fixed by the UN came into force, with SDG6 which aims to "guarantee access to water and sanitation for all and to ensure the sustainable management of water resources" representing a considerable challenge for public or private service operators in developing countries. With the support of the French Development Agency, 2009 saw the creation of the ParisTech "SUEZ-Water for All" Chair, on the joint initiative of ParisTech, AgroParisTech, MINES ParisTech, SUEZ and the Fonds SUEZ initiatives and in response to the desire to contribute towards increasing the expertise of managers at the head of these services.

"Come and increase your expertise in order to prepare for the transformation of your companies and their move towards excellence and efficiency over the next fifteen years."

This is the proposal made to candidates applying to the "Water for All" Chair, who are all confirmed professionals, known as "executives", holding positions in urban water and sanitation service companies in emerging or developing countries. Their missions as future managers clearly come within a dynamic of change, which requires the acquisition of three types of expertise, central to the Water for All International Executive Master qualification for which the course prepares them: knowing how to make a diagnosis of the services situation and develop the strategies to achieve technical, social and financial excellence; knowing how to oversee change in public or delegated service companies with sustainable management methods; knowing how to define and proceed with a dynamic of reforms on the scale of the service in a large city, region or country.

FROM PROBLEMS TO SOLUTIONS: A COMPREHENSIVE EDUCATIONAL PATH

"The benefit of this training is that auditors arrive with a problem and leave not only with new skills, but also with solutions", explains Myriam Bincaille, Delegate General of the Fondation SUEZ.

This goal, which can be put into practice directly, is based on an innovative pedagogy which combines, over a period of 14 months, academic training in Montpellier,

field trips to international partner sites, missions in the field in their own companies, short- and long-term strategic projects and experience sharing with other auditors on the same training course. The guiding thread is the drafting, by the auditor, of a 3 part strategic plan (Diagnosis - Strategy - Actions) aiming to improve service quality in the urban area assigned to his management, which can count between 100,000 and several million inhabitants. In parallel,

Whether in the long-term or on a daily basis, the management of a water or sanitation service requires a global approach and concrete actions. Transmitting visions for the future and

management focuses to personnel in the field, projecting them into the future with confidence and company spirit, is a veritable profession which merits dedicated training.

Myriam Bincaille
Managing Director of the Fondation SUEZ

every auditor is accompanied by a coach who helps him to develop his personal potential and leadership aptitude.

STRATEGIC MANAGEMENT IN ACTION

In August 2016, the ParisTech "SUEZ-Water for All" Chair launched a new training course focused on strategic management and specifically designed for General and Service Managers. These sessions, which bring together fifteen or so participants over 5-8 days, include academic training and practical modules via a "strategic simulator" and a "serious game" which over three days, places the key players of the "strategic universe" in interaction, calling on them to cooperate with a view to improving services: the General Manager, authorities and financial institutions, civil society and clients and company personnel are all involved. The objective: to understand how the

success of an action plan can only be guaranteed if this cooperation is in place, however complex it might be, from the design stage right through to implementation.

Investing in better training to more numerous human resources that direct water services certainly leads to a higher return on investment than infrastructure. More than experts or good technicians, the professionals we train are also able to enter into a long-term strategic approach, to infuse their vision and drive change to achieve the goals of this great human adventure: water and sanitation for all.

Jean-Antoine Faby
Director of the Water for All Chair

Several sessions have already taken place in French, whilst sessions in English began at the end of 2017, in Ho Chi Minh City (Vietnam) and in Cairo, Egypt.



SINCE
2009

157
FRENCH AND ENGLISH
SPEAKING
AUDITORS
from almost 40 countries

150
CITIES
equipped with action plans
for a 15 to 20-year
duration

104
MILLION
INHABITANTS
will benefit from
these action plans

2017-2018
PROMOTION

38
AUDITORS

Collaborative and committed governance

The Fondation SUEZ is governed according to a partnership model which favors the complementary nature of resources, expertise and intervention modes for the successful co-development of projects.

The Board of Directors

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

It is composed of 13 members, selected for a 5 year term: representatives from SUEZ, independent personalities

It meets twice a year and selects the supported projects among those submitted, after a previous instruction by a community of evaluators and committees of the Foundation.

It is supported by two different selection committees:

- The “Access to Essential Services and Insertion” Selection Committee, which intervenes in the domains of increasing access to essential services as well as on projects aiming to strengthen the

social link, in particular in underprivileged urban districts in France, via the professional insertion and social accompaniment of persons in difficulty.

It is composed of: Frédérique Raoult, Bernard Guirkinge, Dominique Pin and Jean-Louis Chaussade.

- The “Social Cohesion” Selection Committee, which intervenes in the field of regional development and cohesion, for projects which are scientific, educational, social, sporting, cultural and artistic, as well as projects to raise awareness and take action in favor of environmental preservation and biodiversity.

It is composed of: Jean-Yves Larroutou, Denys Neymon and Frédérique Raoult.



The permanent team

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

The Fondation community

The Fondation community brings together all SUEZ personnel who offer their time and expertise to contribute towards projects, either as volunteers or in the form of skills-based sponsorship.

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 Jean-Marc Boursier
Senior Executive Vice President in charge of Recycling and Recovery in Europe, SUEZ Group

4 Bertrand Camus
Senior Executive Vice President, Water Europe and Chief Executive Officer, Water France, SUEZ Group

5 Axelle Davezac
Executive Director of the Fondation de France, Administrator of the Fondation SUEZ, nominated on April 12th, 2018

6 Marie-Ange Debon*
Senior Executive Vice President in charge of the International Division, SUEZ Group

7 Bernard Guirkinge
Regional Delegate of SOS Group, Eastern Region

8 Jean-Yves Larroutou
Senior Executive Vice President, SUEZ Group, General Secretary

9 Denys Neymon
CEO of the Treatment Infrastructures Global Business Line

10 Dominique Pin
Engineer of Arts and Manufactures

11 Franck Reinhold Von Essen
Secretary of the European Company Committee, Personnel Representative Director, SUEZ Group

12 Marie Trelle-Kane
Chairwoman-Co-Founder of UNIS-CITE, Advisor to the Economic, Social and Environmental Council

13 Appointment in the coming

* Member of the Investment Review Board

Myriam BINCAILLE, Managing Director, Agatta CONSTANTINI, Project Officer, Muriel LEROY, Projects and Communications Manager, Béatrice ROZIE-PERIER, Administration, Projects and Communications Officer, 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, M. Ablin, F. Aguesse, O. Ahidar, P. Alexandre, V. Antigny, V. Audebeau, M. Aupetitgendre, JM. Arousseau, A. Avril, J. Bachelet, P. Bachelery, M. Badie, A. Bajot, S. Barbezier, L. Barlet, J. Barrault, H. Barthalan, L. Bastidas, J. Batisse, JM. Battarel, I. Baudin, A. Bauzone, C. Bazalgette, JP. Becue, R. Belaidouni, F. Belarbi, N. Bendaoudi, C. Bergez, S. Berman, D. Bernard, J. Bertrand, S. Besnault, JL. Besset, M. Bignot, S. Birard, P. Bizot, M. Blanc, C. Blanc-Montmayeur, P. Blayac, L. Bo, B. Bon, S. Bondoux, H. Bonnel, B. Bonello, Y. Bonhomme, F. Boronat, C. Borralho, A. Botbol, G. Boulanger, L. Boumahdi, C. Bourgougnon, JM. Boursier, L. Bouzekri, F. Boyer, I. Bras, S. Briand, M. Brun, C. Buard, J. Bui, R. Casalis, A. Carbonel, R. Casalis, C. Caucat, N. Cavallini, I. Censi, S. Chadli, S. Charles, C. Chaumin, C. Chevron, J. Chio, JC. Clermont, B. Colombo, D. Conteau, S. Cornu, L. Couffignal, M. Coulon, TA. Cousin, G. Cros, N. Dargère, G. Darras, S. De Almeida, L. de Bodman, E. de la Gueronnière, J. del Castillo, M. Debiais, P. Decourtray, B. Deleplancque,

L. Delorme, J. de Montal, A. Denis, T. Dhaou, P. Dautuille, G. d'Hoop, Z. Do-Quang, E. Dos Santos, E. Drouard, S. Dubreil, O. Duguay, S. Dupiot, M. du Rostu, P. Erbetta, T. Erk, Y. Fagherazzi, E. Faure, G. Fay, S. Faye-Lufade, M. Ferjoux, MJ. Fernandez-Mendy, T. Ferrand, C. Fidelaïne, A. Filali Meknassi, S. Fontaine, P. Folliasson, V. Fournier, V. Fremin, C. Fuvelle, AC. Gadonnet, P. Gaillard, T. Gaillard, D. Gaillardo, B. Garnier, V. Garnreiter, L. Gaudichaud, A. Gauthier, F. Gautron, C. Gayraud, L. Gelie, D. Geoffroy, L. Gestin, S. Ghannem, C. Girbeau, P. Gislette, L. Gobille, O. Godard, MC. Gout, O. Grandgirard, J. Gribenski, AL. Grout, F. Guenerin, LG. Guerra, C. Guiden, P. Guiffant, L. Guiraud, J. Guittet, JP. Harry, M. Hayet, F. Henrion, S. Heraud, T. Hernandez, S. Heuclin, N. Houel, MO. Hure-Dubot, M. Hurtrez, R. Hurvy, L. lungmann, F. Jacq, P. Jacq, C. Jacquis, V. Jamin, B. Janicijevic, M. Jasson, I. Jaugey-Ndiaye, C. July, M. Kacimi, Y. Kankarti, J. Karaoui, S. Kechit, A. Kyriacos, S. Klecha, J. Labre, N. Labry, F. Labussière, V. Lagrange, C. Lambert, J. Launay, P. Laurent, M. Laux-Chalancon, S. Le Bronnec,

A. Le Moan, P. Lemoine, A. Le Texier, J. Leclerc, A. Lecuona, F. Lefeuvre, P. Lemoine, P. Leon, F. Le Quesne, L. Lesage, Y. Lesty, C. Leterrier, N. Levy, E. Lincot, X. Litrico, S. Lombard, M. Lopez, JF. Loret, JM. Lotthé, H. Louvet, D. Lucente, C. Macombe, H. Madiec, A. Magné, F. Mainguy, L. Malcorpi, J. Mallevalle, J. Manem, D. Mangin d'Ouinca, P. Mappa, N. Mariette, B. Marilhet, C. Marion, JJ. Marsaly, JL. Martel, L. Martin, M. Martin, S. Martin, Al. Masfaraud, A. Mattecatt, JP. Maugendre, S. Maurel, S. Mazan, S. Mediouni, B. Melliez, M. Menard, A. Merceron, F. Mestre, A. Mezzoue, A. Michels, S. Moliere, P. Monnier, J. Moreau, S. Morin, K. Mouhaddab, D. Moulin, M. Mouroux, R. Muniz, S. Nait Kaci, I. Nauffle, B. Négrier, P. Nello, JF. Neuville, B. Nhäïli, L.J. Noyel, O. Oberti, K. Odeh, P. Odievre, D. Ogeron, T. Ohayon, E. Oppeneau, J. Ouaicha, H. Parent, N. Parinaud Gouedard, JB. Parnaudeau, S. Payenneville, E. Pellet, M. Perez-Nicolas, J. Petelet, F. Petitpain-Perrin, S. Peytavi, H. Pham, V. Pham, P. Piéronne, V. Piazza, D. Pin, P. Pina, E. Piolat, JM. Piriou, S. Planchon, D. Plantier, E. Pomar, JM. Ponte, A. Pouliquen, PY. Pouliquen, C. Pradels, C. Prompsy,

I. Quinque, D. Ricros, H. Rigolot, JP. Rizza, JF. Robin, C. Rocher, B. Rodallec, M. Rodriguez, R. Rondot, C. Rossi, M. Rouez, S. Rous, JM. Rousseau, A. Rovera, M. Russeau, P. Sacareau, K. Said, C. Savey, J. Sayegh, J. Scheidecker, JL. Schnitzler, M. Schoonheere, C. Scius, H. Sedkaoui, E. Senante, JC. Seropian, R. Serra, M. Simon, D. Sinapah, H. Siréna, JL. Sonnier, A. Suarez, P. Swyngedau, F. Taillard, C. Tavelet, C. Tassin, C. Tieu, L. Tiret, A. Toupet, A. Tricaud, H. Valade, B. Vanden Bossche, N. Vanderstichel, F. Van Rijckevorsel, E. Vaucois, G. Vayson, T. Veith, S. Venot, M. Versini, F. Vias, D. Vienne, F. Vigier, B. Vincent, S. Vinsot, MC. Vivant, RI. Virgilio-Venancio, P. Vizier, A. Vonbank, L. Voisin, M. Wu, S. Zariatti.



Publication Director: Myriam Bincaille, Publication Manager: Muriel Leroy –Publication : Anne Cormier / Dimitri Dubreucq - www.epeus.fr

Photo credits : © SUEZ, S. de Bourgies, De Poorter, M. Bertrand, A. de Cadoual, T. Béhuret, Capa Pictures/Oliver, J. Luth, A. Delenne, 1001fontaines-Acted-Action Contre la Fam/Florian Serex-Atemac-Aide et Action-AJJC-Amor-AMREF
Aiguassissance-Ateliers Sans Frontières-Atouts Cours-Care-DeRepaide-Croix-Rouge Française/Jean-Luc Luyssen-Culture Prioritaire-Découvrir Analyse/Agri-Eau Vive-Eau et Vie -Emmaüs Colenlin-Fondation 2^e Chance-Friendship-GX Sewer
Fondation GoodPlanet-Gret-Institut de l'Engagement-Internatide-La Chaîne de l'Espoir-La Cimade/ABellamy-Lukmei-Maison Pour Rebondir-Médecins Sans Frontières/Auréli Baumeil/Silas Adamou-Morija-Chaire ParisTech- « SUEZ-Eau pour Tous »
/Sabine de Rozières-Musée du quai Branly - Jacques Chirac/C. Zannettiacci-Péniche du Cœur/Solarge Gautier (patisseries solidaires)/Première Urgence 1^{er}-Institut de France/S. de Rozières-Promodèmes-Puits du Désert-Rain Drop-Rejoue
Réseau Cécagne-Rolary-San Lorenzo-Secours Catholique-SOS Saïel-Triangle GH-Unicef-Unis-Cité. Avril 2018.
Ce document est imprimé sur du papier certifié par le Forest Stewardship Council (FSC)™ par un imprimeur éco-responsable ayant obtenu le label Imprim'Vert. Impression : E3 Expansion



Tour CB21 - 16, Place de l'Iris - 92040 Paris / La Défense - France
fondation-suez@suez.com

www.suez.com/en/Who-we-are/A-committed-group

www.fondation-suez-realizations.fr www.prix-initiatives.com

