



Notre Europe

ETUDES & RECHERCHES

Annual Report 2005

www.notre-europe.asso.fr

Table of contents

Foreword by the President	3	Notre Europe's Board	13
Notre Europe: Thinking a United Europe	4	Notre Europe's Team, a Wealth of Expertise	14
2005: A Major Turning Point	5	Financial Report 2005	15
2006: Celebrating a Decade of Innovative Thinking	9		



Foreword

2005 has been a watershed in the growth of **Notre Europe**. The association turned out an increased production in 2005. With new development and communication skills added to the team, **Notre Europe** now has a hard core of some ten research fellows and administrative staff.

We hope 2006 – tenth anniversary of our think tank – will confirm its position in the field of European applied research. Keeping abreast of the key dates in the 2006 Community calendar, **Notre Europe** aims to provide the quality long term analysis of core European issues which has been its hallmark from the start. Our research agenda for the coming months will mainly focus on the following issue areas:

How can greater awareness be promoted of what Europeans have in common, of what lies at the core of their union and of what constitutes the basis for the EU's role in the world?

Such understanding can help the EU better address the feeling of insecurity caused by globalisation driven mutations. The ever growing flow of goods, people, capital and data threaten European aptitudes to share in a common project. **Notre Europe** hopes to tackle this issue through a research programme on "European Identity: What Binds Us Together".

When and how do we ensure that economic performance and social justice go hand in hand? Through cross national comparisons and the evaluation of policies and success stories in the 25 member states, **Notre Europe** will work to define more precisely the possible contents of a social Europe.

Which steps will ensure that the requisite institutional reforms are set in train? **Notre Europe** will put forward further proposals.

How is European agriculture to meet the challenges posed by the evolution of world supply and demand after 2013? To answer the question, we will call upon an interdisciplinary team of economists, sociologists and other specialists to sift through the available data and pave the way for a forward-looking Common Agricultural policy.

The peoples of Europe are looking for new ways of interaction with their representatives; how, in this context, do we enable EU citizens to partake in deliberations which make sense of the EU's future? **Notre Europe** will provide a clarified methodology, and will seek to set up its own transnational civic deliberations.

Who is included in this (too) much talked about European "civil society"?

In the course of this year we will propose a reading grid which should shed light on this shifting concept.

What will forthcoming EU presidencies do?

The factors likely to influence the Finnish and German tenures will be explained through practical and strategic analysis.

What can be learnt from a comparison between US and EU administration of emissions trading systems?

In partnership with Columbia University, **Notre Europe** will take part in the evaluation of the system halfway through 2006.

Notre Europe intends to contribute relevant answers in 2006 to all these questions, and others that are currently being defined on matters related to security, enlargement, and immigration. As it has tried since its inception, the objective will be to understand and promote a united Europe. This first public annual report presents **Notre Europe's** programme for 2006 and beyond.

Tommaso Padoa-Schioppa
President



Notre Europe: Thinking a United Europe

Founded in 1996 by Jacques Delors, **Notre Europe** is a think tank dedicated to European unity. Its mission is to:

- **Produce analyses, perspectives and proposals leading to a closer union of the peoples of Europe**
- **Bring these analyses and proposals to the attention of decision makers and opinion leaders involved in European integration**
- **Foster the debate on all issues at stake in the Union along with the emergence of a European public space.**

The production of papers – essentially within our own team, but also calling on outside researchers and thinkers – and the organisation of consultations are at the heart of our activity. In this respect, **Notre Europe** is perceived by decision makers and academics as a significant contributor. It strives to sustain and increase its standing.

Notre Europe's analyses and proposals are all available free of charge from its website or its offices. They are generally available both in English and French, and in some cases in German.

Notre Europe takes a stand on all subjects seen as critical to the future of the European Union, through its President and its board of Directors.

Finally, **Notre Europe** is party to EPIN (European Policy Institutes Network) and works in partnership with other organisations.

2005: A Major Turning Point

2005 saw the publication of more than forty papers, analyses and articles. This output is structured around four key themes.

Vision of Europe: Institutional Matters and the Ratification of the Constitutional Treaty

European institutions must be reinforced for our enlarged Europe to be effective and influential on the international stage. In the fraught and thorny context of the ratification of the new constitutional Treaty, this theme was recognised as needing urgent attention

A European think tank based in France, *Notre Europe* is also a reference in Brussels when it comes to understanding French issues. It was active in EPIN's "Constitutional Ratification Monitor" exercise and contributed to the French section of its publications. Two seminars funded by "Mission Europe" on "Referenda in Other Countries" (the cases of Britain and Spain) complemented these efforts. The

purpose was to highlight the European dimension of the French referendum campaign. In May a paper, produced with the Initiative and Referendum Institute Europe, offered an account of the economic social and political background to the Dutch referendum.

Conversely, *Notre Europe* was active in explaining the French context to its partners and to the European media, in the days directly preceding and following 29 May. In October 2005, we published an in depth study of the causes of the French No and the means to rise above this crisis. Finally, we organised in December 2005, a seminar on the institutional crisis as seen by the new Member States.

Besides the preparation of case statements for a Yes vote and rebuttal to the No, *Notre Europe* published Professor Oberdorff's scrutiny of the revision and ratification procedures of the Constitutional Treaty, an article by Brigid Laffan on the experience gained from the Irish referendum

on the Nice Treaty and a reflection conducted by Jean-Louis Arnaud on the vision of twelve French pioneers of European integration.

Notre Europe kept up the publication of its set pieces on the rotational presidency of the European Union Council in anticipation of Luxembourg, Britain and Austria's turns of duty.

Finally, *Notre Europe* has undertaken a research programme on the issue of "European Identity: What Brings Us Together". Spurred by the wave of criticism that has overcome Europe over the past few years, the issue of European identity has gradually gained prominence. It has become a key argument of those seeking absolute power for nation States. *Notre Europe* has decided to initiate a multidisciplinary project, which objective is to explore what Europeans share today (memories, ways of life, institutions, values, views of the world, aspirations, etc.). As outside perspectives are often

more perceptive than those from inside, *Notre Europe* will ask non-Europeans to contribute.

The project will last some 18 months. Its practical objective is to define the role and approach which should characterise the issue of identity in Europe's debates and activities, today and in the future. The idea is to show that the so-called absence of a European identity is misleading, and that this misconception is derived from an absolutist view of the nation state. The project will seek to highlight the extent of European's shared heritage. Finally, it will help understand to what extent the diversity that is the hallmark of the peoples of Europe is in itself an asset, and therefore an element of a shared identity.

A first framework seminar took place in November 2005. Opened by Jacques Delors, it brought together prominent European academics and politicians. The seminar focused on how the notion of European identity appeared throughout the EU construction process. This programme will continue until 2007.

European Democracy in Action

In partnership with the Institute of Political Studies in Grenoble, **Notre Europe** runs OVIDE, the Observatory of European Democratic Life. In this framework, we have published an analysis of the 2004 European elections on the eve of the French referendum, in May 2005. This collaboration will result in an annual publication on European democracy in the making.

Notre Europe is interested in the workings of representative democracy at the European level as well as at "intermediate" levels. In August 2005, we published a policy paper on inter parliamentary cooperation in the EU. In a study published in October 2005, **Notre Europe** addressed the role and potential of European think tanks. As a result, last October in Brussels, we set up under the EPIN umbrella, a "think tank task force" focusing on the transparency of their activities. This task force, instigated by **Notre Europe**, is destined to become a forum for reflection

and proposals on the role of think tanks in the existing European public space.

Democratic life today cannot be divorced from new participatory democracy formulae and stakeholders' direct association to public debate. **Notre Europe** was accordingly creative during the campaign on the constitutional Treaty: on Saturday 21 May, we organised an innovative civic debate. With support provided by the French Foreign Office, this debate targeted fifty odd undecided voters who completed a questionnaire before and after the workshop. It culminated in a meeting between the participants and a balanced panel of exponents of the 'Non' and of the 'Oui' (among whom Jacques Delors). A debriefing of this most instructive experiment and a wide ranging review of the instruments of participative democracy led to a broadening of this research. Finally, **Notre Europe** won a Socrates grant through which it will, from the end of 2005 to mid 2007, explore the issue of Deliberative Polling as an educational tool to promote active citizenship.

Cooperation, Competition and Solidarity: Socio-Economic Policies

As a result of the research of a select working party including external researchers, **Notre Europe** published in March 2005 a policy paper on the Lisbon strategy and the open method of coordination. This study highlighted twelve recommendations for a more effective strategy, taking into account every possible level of intervention. In response to a call for tender from the European Parliament, we also published, in February 2005, an analysis of the adjustment of the cohesion policies to an enlarged Europe and to the Lisbon and Gothenburg objectives.

Two more pieces on socio-economic issues caught the attention of decision makers and the media. The first, published in June 2005, set in the framework of EU budget negotiations, discussed the financial outlook for 2007-2013. Based on an analysis of the concept of "net national budgetary balances", it shows that the notion is groundless from a budgetary, economic, or political perspective. The second

addressed the social dimension. As **Notre Europe** has dedicated a significant part of its 2005 efforts to the issue of a "Social Europe", we have sought to inform the debate – hotly contended in France during the referendum campaign – on what it has been and what it is capable of being in a Europe of 25 members and more. To this end, **Notre Europe** brought together on several occasions a taskforce made up of specialists from several European countries. A first analysis came out in 2005 while an in-depth study in September 2005 came up with the possible strands for a new European social contract.

Europe and World Governance

Confronted with the challenges presented by globalisation, **Notre Europe** thinks that the EU has a paramount role to play. In this framework, our key publication took the form of a study, with the support of the Japan External Trade Organization (JETRO), on regional integration in East-Asia with the European experience in mind. We also published an analysis on the means used by the EU to promote democracy in the Middle East and in North- Africa.

2005 Publications

Visions of Europe

- ▶ **An Honest Broker in Difficult Times, Austria's Presidency of the European Union** – Dr Sonja Puntischer Riekman – 12 December 2005 [EN, DE]
- ▶ **The French "no" Vote on May 29, 2005: Understand, Act** – Gaëtane Ricard-Nihoul – October 2005 [FR, EN, DE]
- ▶ **Interparliamentary Co-operation in the European Union: Time for a New start?** – Morgan Larhant – August 2005 [FR]
- ▶ **The Best Laid Plans: Britain's Presidency of the Council of the European Union** – Anand Menon, Paul Riseborough – July 2005 [EN]
- ▶ **Why they Wanted Europe?** – Jean-Louis Arnaud – May 2005 [FR]
- ▶ **The First Dutch Referendum: a Pre-ballot Assessment** – Arji Nijeboer – May 2005 [EN]

- ▶ **Securing the « Yes ». From Nice I to Nice II** – Brigid Laffan, Adrian Langan – May 2005 [FR, EN]
- ▶ **Ratification and Revision of the Constitutional Treaty** – Henri Oberdorff – April 2005 [FR]
- ▶ **The Enlarged European Commission** – John Peterson – February 2005 [EN]

Europe and World Governance

- ▶ **Report on East Asian Integration: Opportunities and Obstacles for Enhanced Economic Co-operation** – Jean-Christophe Defraigne, Heribert Dieter, Richard Higgott, Pascal Lamy – 20 December 2005 [EN]

European Democracy in Action

- ▶ **Democratising European Democracy: Options for a Quality Inclusive and Transnational Deliberation?** – Stephen Boucher – November 2005 [FR, EN]
- ▶ **European Constitution and Deliberation: the Example of Deliberative Focus Groups ahead of the French Referendum of 29 May 2005** – Henri Monceau – November 2005 [FR, EN]
- ▶ **Towards a European Public Space? The June 2004 European Elections** – Céline Bélot, Bruno Cautrès – May 2005 [FR]

Cooperation, Competition, Solidarity

- ▶ **Defining a New European Social Contract** – Marjorie Jouen, Catherine Palpant – October 2005 [FR, EN]
- ▶ **European Budget: the Poisonous Budget Rebate Debate** – Jacques Le Cacheux – June 2005 [FR, EN]
- ▶ **Social Europe in the Throes of Enlargement** – Marjorie Jouen, Catherine Palpant – June 2005 [FR, EN]
- ▶ **The Lisbon Strategy and the Open-method of Co-ordination** – Hugo De Sousa, Marjorie Jouen, Renaud Dehousse, Jean Gabolde, Robert Salais, Rolf-Ulrich Sprenger, Philippe Pochet, Stefan Collignon – April 2005 [FR, EN]
- ▶ **Adaptation of Cohesion Policy to the Enlarged Europe and the Lisbon and Gothenburg Objectives** – Marjorie Jouen – February 2005 [FR, EN]

Seminars 2005

- ▶ **The EU Institutional Crisis: By the Way... What Do the New Member States Think?**
Paris, 9 December 2005
- ▶ **Innovative Deliberation: "Focus on the Undecided"**
Paris, 21 May 2005
- ▶ **European Identity and European Integration**
Paris, 24 November 2005
- ▶ **Referenda in Others Countries: the Case of Great Britain**
Paris, 26 April 2005
- ▶ **Ideas, Influence and Transparency – What Think Tanks Can Learn and Contribute**
Brussels, 20-21 October 2005
- ▶ **Referenda in Other Countries: the Case of Spain**
Paris, 31 January 2005

- ▶ Paris, 24 November 2005



2006: Celebrating a Decade of Innovative Thinking

Notre Europe will sustain its output in 2006, and further its research activity, building on **five leading research programmes**.

A Preview of Notre Europe's Main Activities in 2006

Vision of Europe

The community approach, the deepening and enlargement of the European Union, and the European project are ongoing. We publish analyses and sound proposals with a view to clearing a path through the wealth of possible futures.

Whither Europe? Finding a way out of the crisis

Double unanimity, European convention, European referendum... **Notre Europe** will pave the way for institutional reforms to come.

Antiglobalists and Eurosceptics

What is the antiglobalists' stand on the EU? What are the links, in their theories, between Europe and globalisation? How are they organised at the European level? What is the profile of the militant antiglobalist?

Europe in 2020, the New Member States' Vision

"Old" and "new" Member States have got the wrong idea about each other. Interviewed by **Notre Europe**, some twenty thinkers from the ten new Member States tell us how they see Europe in 2020. Their varied points of view will cast new lights on our joint future.

European Identity: What Binds us Together

The Europeans' loss of confidence in the face of mutations brought on by ever growing flows of goods, people, money and data is a huge challenge for our societies.

Notre Europe wishes to understand these changes and draw the conclusions relevant to the EU through the study of four highly representative themes: food, ties to the land, solidarity, and European icons.



European Democracy in Action

Democracy is a daily pursuit. We believe that European integration is the business of every citizen, civil society actor and authority tier within the Union. *Notre Europe* is accordingly paving the way for a democratisation of European democracy.

European Democratic Life

This joint publication by *La Documentation française* and *Notre Europe* will help better understand what lies behind analyses of European opinion and will provide an in depth reading of the logics, discourse and profiles of European democracy's leading actors, active in transnational networks, NGOs, parties, trade unions...

A Pilot Study of European Civil Society

A recurring concept, European civil society is an unknown quantity. Through this pilot study carried out in Spain, Denmark, and Hungary, *Notre Europe* will develop the methodology required to obtain an overall snapshot of civil society, eventually embracing all EU states.

Council Presidencies

Notre Europe will pursue its crystal-gazing exercise with analyses of the rotational presidency of the EU Council: Austria, Finland, and Germany in 2006.

Politics: The Right or the Wrong Sort of Medicine for the EU?

Does the EU need more politically defined debates, brandishing arguments Member States' citizens could tag right or left along traditional party lines? How will the European question affect the French presidential campaign? *Notre Europe* will strive to open the debate and draw operational conclusions.

Transnational Deliberative Democracy

The stakeholders now look to modes of consultation and implication in decision-making that would complement those of representative democracy. With an ambitious pan-European project of deliberative consultation and an investigation of innovative deliberation approaches, *Notre Europe* will seek to define the standards required for quality transnational deliberations.



Cooperation, Competition, Solidarity

*"Competition that stimulates, co-operation that strengthens, and solidarity that unites" are, according to Jacques Delors, at the core of the European contract. Keeping faith in this vision, **Notre Europe** explores and puts forward innovative solutions to socio-economic and sustainable development problems.*

The European Employment Strategy (EES): An Instrument of Convergence for the New Member States?

The EES was designed to serve a 15 strong Union facing specific difficulties and enjoying a broad range of means to overcome them. Does this instrument offer its new Member States the prospect of genuine convergence? Does it still operate as an effective instrument serving the whole enlarged Union?

Intelligent Design: What the European Union Emissions Trading Scheme Can Learn from the U.S.

In cooperation with Columbia University's Environmental Policy programme, **Notre Europe** will assess the performance of the emission trading scheme in terms of its practical administration, using U.S. experiences as a useful counterpoint.

Integration models in various EU countries

Notre Europe will conduct a study in the second half of 2006 that will compare various integration models.

Economic Performance and Social Cohesion

Structural reforms are perceived as a necessary evil. They power growth and employment and may ease budgetary pressures and the debt, yet should they be carried out at the expense of the European social model? How is the Welfare State – one of Europe's major advances – to be accommodated with the necessary reforms which undermine it? We will produce an update on this major source of concern to Europeans.

What European Agricultural Policy after 2013?

The evaluations planned for 2006 on the basis of the guidelines adopted by the EU will call for a major overhaul of the common agricultural policy. **Notre Europe** will summarise foreseeable global developments likely to impact on European agriculture in order to come up with scenarios leading to a remodelled CAP beyond 2013.

Europe and Global Governance

The author of an original model of governance in an increasingly open world, the European Union has a major role to play on the international stage, especially as an advocate of global governance. We shall be party to the definition of this new role.

Reviving Relationships between Russia and the European Union

It is likely that at some stage, Russia will become an immediate neighbour of the EU. It is this perspective, a new relationship needs to be envisaged. Which shape could fresh Russo-European relations take?

Socio-Economic Cohesion in the Balkans: What should the EU do?

As Kosovo, Montenegro and Bosnia-Herzegovina will face historic decisions in 2006 in relation to the rest of the region, an assessment of EU action in the Balkans is warranted.

How, in particular, can it be made more effective? What will be the impact of Romanian and Bulgarian integration on EU policy in the region?

Economic and Political Integration in Latin America

South and Latin American

integration projects have stalled. Yet, many leaders and proposals still aspire to a "community of nations" in the region. *Notre Europe* will analyse the economic, social, and environmental impact of these efforts and will, on the strength of the experience of the EU, suggest a way forward.



The Board

The role of **Notre Europe**'s board is twofold: it manages the organisation, generates and directs its research and publication programmes. The Board also takes a collective stand on European issues.

Its members are:

PrEsident:

- ▶ Tommaso **Padoa-Schioppa**

Founding President:

- ▶ Jacques **Delors**

Treasurer:

- ▶ François **Lamoureux**,
Director general,
European Commission

- ▶ Joachim **Bitterlich**,
International affairs director
for Veolia Environnement,
formerly advisor to Helmut Kohl

- ▶ Jean-Louis **Bourlanges**,
Member of the European
Parliament

- ▶ Laurent **Cohen-Tanugi**,
International lawyer
specialised in European and
trans-atlantic affairs

- ▶ Renaud **Dehousse**,
Jean Monnet Professor, Director
of the Centre for European
Studies at the Institut d'Études
Politiques, Paris

- ▶ Charles **Fiterman**,
Former French government
minister, member of the French
Conseil Economique
et Social

- ▶ Jean **François-Poncet**,
Member of the Senate (France)

- ▶ Nicole **Gnesotto**,
Director, European Union
Institute for Security Studies

- ▶ Elisabeth **Guigou**,
Member of Parliament (France),
Former French government
minister

- ▶ Eneko **Landaburu**,
Director General,
European Commission

- ▶ Sophie-Caroline de **Margerie**,
Maître des requêtes (master)
at the Conseil d'État

- ▶ Jean **Nestor**,
Secretary General emeritus
Notre Europe

- ▶ Riccardo **Perissich**,
President of Telecom Italia
Media

- ▶ Jean **Pisani-Ferry**,
Director of BRUEGEL
(Brussels European and
Global Economic Laboratory)
and associate professor
at the University of Paris-
Dauphine

- ▶ Jean-Louis **Quermonne**,
Professor emeritus, Institut
d'études politiques, Grenoble

- ▶ Gaëtane **Ricard-Nihoul**,
Co-secretary general,
Notre Europe

- ▶ Maria João **Rodrigues**,
President of the European
Commission's Advisory
Group for Social Sciences

- ▶ Philippe **de Schoutheete**,
Belgium's Former Permanent
Representative to the
European Union, visiting
professor to the College
of Europe

- ▶ Christian **Stoffaës**,
Associate Professor at the
University Paris IX –
Dauphine, director of EDF's
General Inspectorate

- ▶ Christine **Verger**,
Chef de Cabinet to the
President of the
European Parliament

- ▶ Pascal **Lamy** est
Président d'honneur
(mais pas membre du
Conseil d'Administration)

Notre Europe: Our Team and Expertise

Tommaso PADOA-SCHIOPPA

President

- ▶ European Integration
- ▶ Economic and Monetary Union
- ▶ Financial affairs

IT FR EN

Tel. secr.: +33 (1) 44 58 97 90
tbuschek@notre-europe.asso.fr

Gaëtane RICARD-NIHOUL

Co-secretary general

- ▶ Institutions
- ▶ Democracy
- ▶ Education and culture

FR EN

Tel. secr.: +33 (1) 44 58 97 90
gricard-nihoul@notre-europe.asso.fr

Stephen BOUCHER

Co-secretary general

- ▶ Participative Democracy
- ▶ Think tanks
- ▶ Energy, transport

FR EN

Tel. dir.: +33 (1) 44 58 97 85
sboucher@notre-europe.asso.fr

Teresa BOMBA

Research fellow

- ▶ Economic and social affairs
- ▶ Lisbon strategy

PT EN FR

Tel. dir.: +33 (1) 44 58 97 89
tbomba@notre-europe.asso.fr

Bertrand de LARGENTAYE

Research fellow

- ▶ The EU in the world
- ▶ World governance
- ▶ Economy and trade
- ▶ External relations

FR EN ES

Tel. dir.: +33 (1) 44 58 97 88
bdelargentaye@notre-europe.asso.fr

Aziliz GOUZ

Research fellow

- ▶ European identities and values
- ▶ Civil society
- ▶ Political imaginaries
- ▶ Diasporas

FR EN

Tel. dir.: +33 (1) 44 58 97 84
agouez@notre-europe.asso.fr

Renaud DEHOUSSE

Scientific advisor

- ▶ European integration
- ▶ Liaison with academic/
research sectors

FR EN IT

Tel. secr.: +33 (1) 44 58 97 97
renaud.dehousse@sciences-po.fr

Alain DAUVERGNE

Advisor

- ▶ Institutions

FR EN

Tel. secr.: +33 (1) 44 58 97 97
a.dauvergne@caramail.com

Marjorie JOUEN

Advisor

- ▶ Structural and cohesion policies
- ▶ Rural development policy
- ▶ EU enlargement
- ▶ Regional development

FR EN

Tel. secr.: +33 (1) 44 58 97 97
mjouen@notre-europe.asso.fr

Pierre LEPETIT

Special advisor for development

- ▶ Market control and world
economics

FR EN

Tel. secr.: +33 (1) 44 58 97 97
plepetit@notre-europe.asso.fr

Henri MONCEAU

Project Leader - DiD ACT

- ▶ Participatory and translational
democracy
- ▶ EU political activity
- ▶ Education, training and
research policies
- ▶ Mobility and transport

FR EN NL

Tel. secr.: +33 (1) 44 58 97 97
hmonceau@notre-europe.asso.fr

Christelle VASSEUR

Publications & Website Administrator

FR EN

Tel. dir.: + 33 (1) 44 58 97 92
cvasseur@notre-europe.asso.fr

Tamara BUSCHEK

PA to the President and
to the General Secretariat

DE EN FR BU

Tel. dir.: + 33 (1) 44 58 97 90
tbuschek@notre-europe.asso.fr

Ute GUDER

Administration

DE FR EN

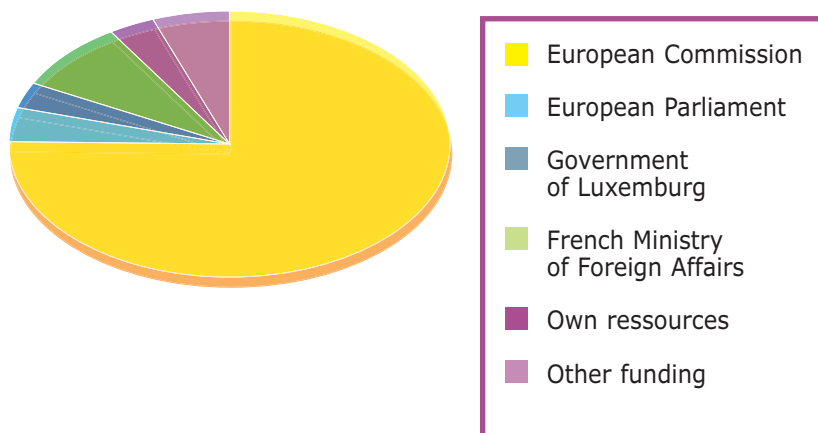
Tel. dir : + 33 (1) 44 58 97 97
uguder@notre-europe.asso.fr



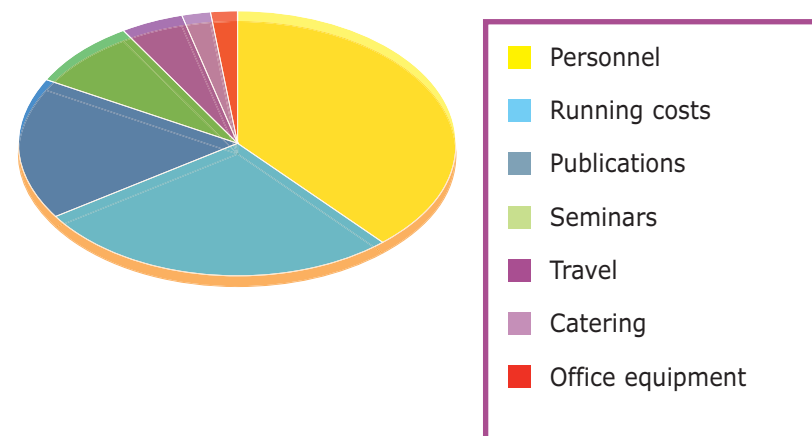
2005 Finances

Notre Europe's Budget for 2005: approximately € 797 000

Revenue



Expenditures





www.notre-europe.asso.fr

E-mail : info@notre-europe.asso.fr

41 boulevard des Capucines

75002 Paris – France

T + 33 1 44 58 97 97

F + 33 1 44 58 97 87



Education and culture

Notre Europe benefits from Community support allocated towards bodies working in the field of active European citizenship and promoting actions in this field.

Design by David Schürmann

© Notre Europe, January 2006

Photos : Cover and page 12 : © David Schürmann
Page 2 : © Airbus S.A.S. 2005-Photo by exm/H. Goussé-P. Masclet
Pages 10-11 : 2005 LicencePhoto.com © Meyroux F.
Page 15 : © Olivier Cahay