



Dalhousie University

**FAXED**

International Ocean  
Institute



**FACSIMILE TRANSMISSION**

**To:** H.E. Ruud Lubbers  
c/o The Office of the Prime Minister of the Netherlands

**Fax:** 70 3365 386

**From:** Nicole F. Hegedus, Acting Coordinator, International Ocean Institute  
**Fax:** (1) 902 494 2034

**Date:** July 27, 1995  
**Page:** 1 of 5

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Dear Sir/Madam:

Would you be so kind to forward the following letter to His Excellency Ruud Lubbers? If you are unable to do so, could you please send this office his fax number so that we may forward this urgent document to His Excellency.

Thanking you in advance for your prompt attention to this request. I remain.

Yours sincerely,

*Nicole F. Hegedus*



Dalhousie University

International Ocean  
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## INDEPENDENT WORLD COMMISSION ON THE OCEANS

H.E. Ruud Lubbers  
Former Prime Minister  
Office of the Prime Minister  
The Hague, Netherlands

Dear Dr. Lubbers:

You should have received these days an official invitation from President Mario Soares of Portugal, the Chairman of our newly established Independent World Commission on the Oceans, inviting you to join the Commission and to participate in our first Plenary Session, on September 6, 7, and 8, at the United Nations University in Tokyo.

I am attaching today (a) a provisional agenda; and (b) some information on logistics which has been issued by the local organiser, INTERCOM. I hope that everything is clear.

You will note that you kindly should make your own travel arrangements, and that the air fare (business class) will be refunded in cash in Tokyo. You will also note that your expenses at the Westin Hotel in Tokyo are fully covered. However, if you prefer another hotel, you would be responsible for the difference in price between the Westin (23,000 Yen) and the Hotel of your choice. You should kindly advise Ms Masako Otsuka, INTERCOM, fax 81 3 3586 4706, of your decision as well as of your flight number and arrival time.

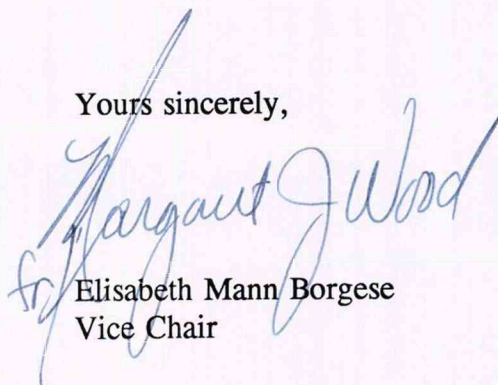
A set of documentation for the meeting will be sent within the next two weeks.

I very much hope it will be possible for you to join us in Tokyo. This first session of the Commission is of fundamental importance for the orientation and organisation of our work, and I am convinced that this Commission has a unique opportunity to offer a "vision" and make a long-term contribution to the making of a somewhat better world. But what we do today is decisive for the chances of realising the long-term vision. Ocean policy is being made this year and next year, and we are in an exceptionally good position to influence it. We need your help and cooperation.

The time between now and Tokyo is very short indeed, and I would be most grateful if you could let me know just as soon as possible whether you will be able to attend as I fervently hope.

With all good wishes,

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Elisabeth Mann Borgese". The signature is written in a cursive style with a large, sweeping initial "E".

Elisabeth Mann Borgese  
Vice Chair



# WORLD COMMISSION ON THE OCEANS

## FIRST PLENARY

### TOKYO, UNITED NATIONS UNIVERSITY

September 6 - 8, 1995

#### *Provisional Agenda*

#### *Wednesday, September 6*

09:30 - 13:00

Inauguration

Speakers:

Rector, UNU  
Chairman of Commission  
President, IOI  
Honourary President of First Plenary (Mr. Takeshita)  
Keynote Address

General Debate

15:00 - 18:30

Discussion on the mandate of the Commission and Issues to be considered by it.

#### *Thursday, September 7*

09:30 - 13:00

Discussion on content of final report, papers to be commissioned, and work-plan for 1995, 1996, and 1997.

15:00 - 18:30

Budget of Commission, Election of Treasurer, Approval of Information Message to UNGA 50.

#### *Friday, September 8*

09:30 - 13:00

Approval of guidelines for Interim Report to CDS, April 1996.

15:00 - 18:30

Adoption of final report of First Plenary

I. Flight:

1. Participants to the Plenary Meeting will be paid the Business Class airfare for the round trip between the participants' home Airport to Tokyo.
2. Arrangements for the air transportations including payment will be done with the responsibility of each committee members.
3. The air fare will be paid according to the cost written at the ticket cover in yen by cash in Tokyo during the session and the members will sign the receipts. Payment will include the round trip transportation cost of the bus between Narita and Tokyo.

II. Accomodations:

1. Rooms of the Westin Hotel in Tokyo will be reserved by the Japanese Commission. Westin Hotel has been built quite recently and it is located in the middle of new shopping area called Ebisu Garden Place. It is also located at a very convenient place for UNU. Breakfast included.
2. For those who want to stay at the hotels at their preference should claim about it to the Japanese Commission by 31 July and will receive ¥23,000 per night in cash in Tokyo. Nomura Tourist will arrange hotels in Tokyo, such as Hotel Okura, Hotel New Otani and others with a discount rate, if the participants are willing to pay for the additional charge.

III. Daily Expences:

1. We understand daily expences during the session will be born by each members of the committee.

Drs. R.F.M. LUBBERS

\*  
SECRETARIAAT:  
POSTBUS 114  
2920 AC KRIMPEN AAN DEN IJSSEL  
TELEFOON 01807-10333  
TELEFAX 01807-17059

RECEIVED AUG 03 1995

COPY

**International Ocean Institute**

attn. Nicole F. Hegedus

(fax 00 - 1 - 902 - 494 2034)

Ref. :  
RFML/A&R/434.

Datum :  
August 3, 1995.

Dear Madam,

Due to holidays I received your fax dated July 27, 1995 only today.  
I did not receive an invitation of President Soares.

It would be very difficult for me to come to Tokyo on such a short notice.  
In any case I have to be in The Netherlands on September 8th. (departing Tokyo Airport September 7th. at 18.30).

I could take a Sabena flight arriving at Tokyo Airport September 6th. at 08.55.

Is it useful to come, given my limited possibilities ?

Yours sincerely,

R.F.M. Lubbers.

*P/o. Ade Roo Weindorst (secr.)*





Dalhousie University

International Ocean  
Institute

**FAXED**



FACSIMILE TRANSMISSION

To: Dr. R.F.M. Lubbers  
FAX No: 31 1807 17059

From: Elisabeth Mann Borgese  
FAX No.: 1 902 868 2455

Date: 5 August, 1995

Subject: World Commission on the Oceans

Dear Dr. Lubbers,

I have just returned from abroad and find here your fax letter of August 3.

In the meantime, I imagine you have heard from President Soares.

It is difficult to give an advice! The trip is so very long for just one day! On the other hand, your presence would be most precious and helpful.

If you could make it, it would be preferable to arrive one day earlier. If you were to arrive at 08:55 at Tokyo Airport on September 6, you would miss the inaugural session where former Prime Minister Takeshita will give his keynote address. If you could arrive on September 5, and have the whole first day and half of the second day with us, that would make it most worthwhile, as far as we are concerned. But I fully realise that it would be tiresome for you.

It would be a great pleasure meeting you in Tokyo.

With all good wishes,

Yours very sincerely,

*Elisabeth Mann Borgese*

Drs. R.F.M. LUBBERS

SECRETARIAAT:  
POSTBUS 114  
2920 AC KRIMPEN AAN DEN IJSSEL  
TELEFOON 01807-10333  
TELEFAX 01807-17059

COPY

Dalhousie University  
International Ocean Institute  
Attn. Mrs. Elisabeth Mann Borgese  
(fax : 00 - 1 - 902 - 868 - 2455).

Ref.:  
RFML/RV/446.

Datum:  
14th. August 1995.

Subject : World Commission on the Oceans.

Dear Mrs. Elisabeth Mann Borgese,

Thank you for your fax dated 5. August 1995.

I have received now the letter of Mario Soares asking me to become member of the Commission.

Please let him know that I accept his invitation to do so.

Maybe you could inform me about the other names resp. members of the Commission.

About Tokyo I am still looking into the possibility to attend part of the meeting.

For the arrival there are two alternatives

a. to fly Tuesday 5th. September and arrive Wednesday 6th. September eta. 08.55.

Is this timely enough that morning?

Maybe our Japanese friends could assist me (I am travelling with only hand-luggage).

b. The alternative would be to arrive Wednesday 6th.

September eta. 07.45.

Would that be useful in terms of preparing (myself for) the meeting.

I'll have to fly back from Tokyo in my circumstance. Leaving Tuesday 7th. 18.30 hr.

On the 8th. of September I have to deliver an inaugural address at Tilburg University.

Ruud F.M. Lubbers.

*Ruud F.M. Lubbers*



COMMISSION



Dalhousie University

International Ocean  
Institute



FAXED

FACSIMILE TRANSMISSION

To: Dr. Ruud F.M. Lubbers  
FAX No: 31 1807 17059

From: Elisabeth Mann Borgese  
FAX No.: 1 902 868 2455

Date: 14 August, 1995

Subject: Tokyo

My dear Dr. Lubbers,

Thank you for your fax received this morning. I am very happy indeed to see that things are going to work out.

I have requested Ms. Masako Otsuka of Intercom, Tokyo, who is making all the logistic arrangements, to get in touch with you so as to make the most convenient itinerary for you. It is a great strain to fly to Tokyo for such a short time!

Looking forward to meeting you there,

With all good wishes,

Yours sincerely,

*Elisabeth Mann Borgese*

Drs. R.F.M. LUBBERS

SECRETARIAAT:  
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2920 AC KRIMPEN AAN DEN IJSSEL  
TELEFOON 01807-10333  
TELEFAX 01807-17059

COPY

DALHOUSIE UNIVERSITY

International Ocean Institute

Attn. Mrs. Elisabeth Mann Borgese

(fax : 00 - 1 - 902 - 868 - 2455).

Ref.:  
RFML/RV/455.

Datum:  
16th. August 1995.

Dear Mrs. Elisabeth Mann Borgese,

To complete my fax of 14th. August:

To arrive already on the 5th, as you suggested,  
I would have to leave the Netherlands the 4th. at 7.25 n.m.  
But that very night I have an obligation which is difficult to  
cancel.

The next possibility then is to fly from Amsterdam the 5th. at  
10.45 a.m., via Frankfurt to Tokyo, arriving there the 6th. at  
07.45 a.m.

Travelling with only hand-luggage I could - I suppose - be  
present at the start of the meeting at 09.30 a.m.  
In that case I would have to fly back the 7th. at 6.30 p.m. via  
Hongkong to arrive in Amsterdam the 8th. at 06.05 a.m. (to  
deliver the same day at 4.00 p.m. an inaugural address at Tilburg  
University).

Are the documents available for the Tokyo meeting?  
If so please send them as soon as possible to me.  
I'll study them and then decide either to come or to send you  
only my written comments.

I hope to see you in Tokyo .

Beste regards,

Ruud F.M. Lubers.

*/s/ Ruud F.M. Lubers, sec.*

P.S. Do you have a faxnumber where to reach Ms. Masako Otsuka of  
Intercom.

COMMISSION ✓



Dalhousie University

International Ocean  
Institute



FACSIMILE TRANSMISSION

To: Dr. Ruud Lubbers  
FAX No:

From: Elisabeth Mann Borgese  
FAX No.: 1 902 868 2455

Date: 17 August, 1995

Subject: Tokyo

Dear Dr. Lubbers,

Thank you very much for your fax letter and for all your efforts.

The documentation is supposed to be distributed from Lisbon, and I have refaxed your letter to the President's office, with the request to send you the documentation as quickly as possible. In case you want to communicate directly with the President, his fax number is 351 1 363 6603. His phone number is 351 1 364 8846, and the name of his personal assistant is Dr. Mario Baptista Coelho.

I still very much hope to see you in Tokyo. This first "founding" session of the Commission is so important as it will give a direction to the whole process!

With all good wishes,

Yours sincerely,

*Elisabeth Mann Borgese*

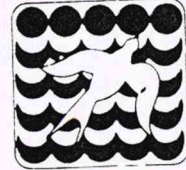




Dalhousie University

COPY

International Ocean  
Institute



FAXED

FACSIMILE TRANSMISSION

To: Dr. Ruud F.M. Lubbers  
FAX No: 31 1807 17059

From: Elisabeth Mann Borgese  
FAX No.: 1 902 868 2455

Date: 9 October, 1995

Subject: World Commission

Dear Ruud,

Thank you for your fax letter, just received. I have forwarded it to our Secretary-General, Ambassador Layashi Yaker, in Paris.

The exact new date for the first Plenary Session of our World Commission is December 13-15. I hope and pray that you will still be available at that time!

We will have the opportunity to discuss the Club of Rome during our stay in Tokyo, I hope.

And thanks very much for your kind words about my book. It is a bit of a strange book, but it does something that is not done in other books!

I hope that the Earth Charter will have a section on the Oceans (three quarters of the earth!). It is amazing that the oceans simply are missing in all the other reports on global governance!

Looking forward to seeing you in Tokyo,

Yours cordially,

*Elisabeth Mann Borgese*

Drs. R.F.M. LUBBERS

Secretariaat  
Industrieweg 2  
Postbus 114  
2920 AC Krimpen aan den IJssel  
Telefoon: (0) 180-51 03 33  
Telefax: (0) 180-51 70 59  
E-mail: him@box.nl

RECEIVED MAR 23 1998

**Dalhousie University**  
**Attn. Elisabeth Mann Borgese**

(fax 00 - 1 - 902 - 494-2034)

Ref. :  
RFML/AdR/125.

Datum :  
23 March 1998.

Elisabeth,

Sad news about the IWCO. It is really a pity you feel obliged to withdraw. Frankly I find it difficult to explain. After all the report is better than we feared. Is your decision really irreversible ?

Another reason to write you relates to your own report and the upcoming Halifax meeting.

Ricardo asked me to follow this on his behalf for the Club of Rome.

He sent me his copy of your draft. Do you want me to comment on it ?

Do you want me to come to Halifax and if so for what part (time) of the session.

Cordially yours,

  
Ruud Lubbers.

p.s. I hope and guess you had a good Black Sea meeting.





Dalhousie University

International Ocean  
Institute



FAXED

FACSIMILE TRANSMISSION

To: Dr. Ruud Lubbers  
 Fax: 31 189 51 70 59

From: Elisabeth Mann Borgese  
 Fax: 1 902 868 2455

Date: April 2, 1998

Subject: World Commission

My dear Ruud,

it is a melancholy story -- and a long one.

Against President Soares I have only one thing: and that is, that he left it entirely to Mario Ruivo to run this Commission like a petty Stalin, with his personal idiosyncrasies and revenges. Mario Ruivo hates the International Ocean Institute, and therefore, the historic fact, that this Commission was an initiative of the IOI, that we did all the preparatory work, raised all the initial funding, offered it to Soares on a silver platter -- and had quite a bit of convincing to do before he accepted -- all this is most ungraciously forgotten....

To my mind, things went wrong in Tokyo, with the establishment of a Secretariat in Geneva, with defined tasks, and the appointment of a "Coordinator" with undefined tasks and unlimited power. That was a two-headed monster and a prescription for failure, and I do think the whole noble, beautiful and important undertaking has been grossly mismanaged.

I wanted to resign many times, -- e.g., when Ruivo messed up the economic working group which was saved only through your efforts -- but did not do so because of my many friends on the Commission.

But when they single-handedly fired the Secretary-General, without consulting anybody, I thought that was the straw that broke the camel's back.



I do not want to discuss the merits or demerits of the Secretary General. It is the method that is unacceptable to me. And I don't want to bore you with details or with gossip, but the infrastructure of this Commission is a nest of vipers, a place of intrigues and lies and betrayals -- and I don't want to have anything to do with it.

I do appreciate the last-minute effort to produce something that is at least half-way decent, although the recommendations are still very weak, but while I am not heart-broken, not to have my name under this document, I am deeply sad and troubled by the whole thing

Since quality and success have little to do with each other, and since the world at large certainly is not interested in the internal intrigues of this Commission, I think it is still possible that the Report will be a great success -- and nothing would make me happier; but it will have to be *ohne mich* You will understand that I can't go back.

To have met you during this effort -- that alone makes that whole effort worth while, and I hope we will continue to cooperate, through the Club of Rome and otherwise.

This takes me to the second point of your letter:

Unfortunately the Bucharest meeting had to be postponed, if not cancelled, because at the last moment, it turned out that there was no money for the international air fares. Most unfortunate. Ricardo said something to the effect that we might devote a day in Budapest to a discussion of my report -- but that has not been confirmed as yet.

In the meantime I am proceeding with the revision, and, yes, of course, I would be most grateful for your comments, and if you could come to Halifax -- especially for the first day -- that would be splendid.

Since the Bucharest discussion did not take place, however, I am not at all sure whether there is time to go through the due process to bring the book out as a Report to the Club of Rome this year. However, theoretically it is still possible: I have to deliver my revised version in May to the UNU Press, if I want the book to

be ready by the end of November. If we had our COR discussion in Budapest, I could still incorporate additional changes on the galleys, and if the annual plenary of the CoR meets in November and approves the Report,, the subtitle "A Report to the Club of Rome" could still be inserted on the inside cover, and the presentation in Halifax could still take place -- but it is cutting it very very close, and perhaps it is not realistic. We may have to postpone the thing to next year (this is Ricardo's conviction).

I have already the UNU Press plus a German publisher on line-- and it is a little sad, not to get the book out during the Year of the Ocean, but I have become rather philosophical about all such things...

Thanks for your letter. It warmed my heart.

Yours as ever,

*Erasmus*



IDV/Lubbers

+ copy in

RES/IWCO

April 16, 1998

President Soares

## DRAFT LETTER

As promised to you I tried to convince Elisabeth Mann Borgese to stay on the Commission. However it was already too late. At some point I would like to inform you more accurately about my "reading" of what happened, but I prefer to do this "orally."

But one thing is clear, she remains to have high esteem for you.

Taking that in consideration and with an eye on our common duty and interest to keep peace (Pacem in Maribus!). I take the liberty to suggest to you to take the following suggestion into consideration.

We as IWCO could insert in "The Oceans our Future" a few lines as follows:

Elisabeth Mann Borgese of the International Ocean Institute contributed also substantially to our work, which was important given her experience of decades with the Oceans. At the very same time she was working on a more comprehensive study "The Oceanic Circle" a report to the Club of Rome to be published half a year after. She congratulates us with our work and we wish her success with her report.

I realize that such a gesture is not easy for all of us, but I do think such an act of "statesmanship" will be appreciated.

I am entirely at your service in supporting this to our colleagues. I do think it is within your competence to take a decision but if you consider it to be appropriate to do so based on a suggestion and request of me to you, feel entirely free to follow the procedue you consider to be best.

Ruud Lubbers



Res/IWCO



Dalhousie University

FAXED

International Ocean Institute



FACSIMILE TRANSMISSION

To: Professor Ruud Lubbers  
 Fax: 617 496 6886

From: Elisabeth Mann Borgese  
 Fax: 1 902 868 2455

Date: April 19, 1998

Dear Ruud,

It is Sunday evening -- and I have just finished this very demanding job of revising the book! It took longer than I thought it would. I have used most of your suggestions.

While drafting the note of acknowledgment, I thought of your suggestion to Soares, and now I am proposing a counterpart which I could put into my book in good conscience. What do you think? If you think it opportune, I'll leave it in. If you think it should not be there, I'll take out that sentence. I am leaving tomorrow morning, but my office always knows where to reach me..

Warm regards,

**Acknowledgment**

This work is largely based on the work of the International Ocean Institute and the Club of Rome. In many ways it is a continuation of the work of the Independent World Commission on the Ocean, spelling out some of the recommendations which could only be hinted at in the Report of the Commission. It attempts to reflect the needs and aspirations of poor people and countries.

Special thanks are due to Ian McAllister for his invaluable help, especially in the sections dealing with economics, to Max Börlin and Scott Coffen-Smith who assisted with research on indicators and the economic value of the ocean, and to Orio Giarini and Ruud Lubbers, who reviewed the manuscript and made valuable suggestions which have been incorporated in the text.



Dalhousie University

International Ocean  
Institute



FAXED + 2 pp. from Jan  
Pronk (??-5-98)

FACSIMILE TRANSMISSION

COPY

To: Dr. Ruud Lubbers  
Fax No 31 180 517 059

From: Elisabeth Mann Borgese  
Fax No. 1 902 868 2455

Date: August 9, 1998

Subject: UNGA initiative

My dear Ruud,

Attached please find a letter from Jan Pronk. I don't know whether he wrote this on his own initiative or after talking to you.

To use the group of Friends of the ICWO is of course an excellent idea -- but who will do it and how? I am afraid ICWO is not disposed to advocate specific measures, I think this is sort of part of their *credo*; and what I have in mind is indeed a specific measure -- and one that I believe is needed!

Could you have a discussion on this question in Lisbon, the end of this month? Either on-stage or off-stage? It would be splendid if ICWO could take up this initiative and act. But somehow I am afraid it will not do that!

Do let me know.

All the very best -- I hope you are having a pleasant summer!

Yours as ever,

Elisabeth





## COPACABANA PALACE

Elisabeth,

I have to leave, ~~F~~!

- I have read your comments on WP/P.
  - It might be useful to learn about my informal note, as I handed it to Jean-Pierre
  - I happen to know Guanine <sup>we are</sup> <sub>colleague</sub> in the Executive Committee of the Club of Rome] if I can be of use at some point let me know.  
Success!
- Rued L.
- P.S. - "Institutional Framework" deserves attention as well!
- The ideas about [New] [Ocean-] economics could be put - visionary - in ~~it~~
- L



Note concerning WPD

COPACABANA PALACE

Title

The Oceans: Our common~~er~~ heritage.

I Description of the State of Art  
[+ history]  
- UNCLDS  
- UNCED.

II Objectives [Targets]  
- security  
- eradication - poverty \* equity  
- sustainable development | ecology

III Instruments  
- LHW [WGI]  
- Technology \* [including "access"]  
- N/S<sup>with</sup> South cooperation [capacity - building  
Finance !]  
- Public Awareness

IV A vision for the Future  
[A "holistic" and "appealing"  
summary]

\* ~~including~~: Food  
water  
energy.  
Rund Lubbers