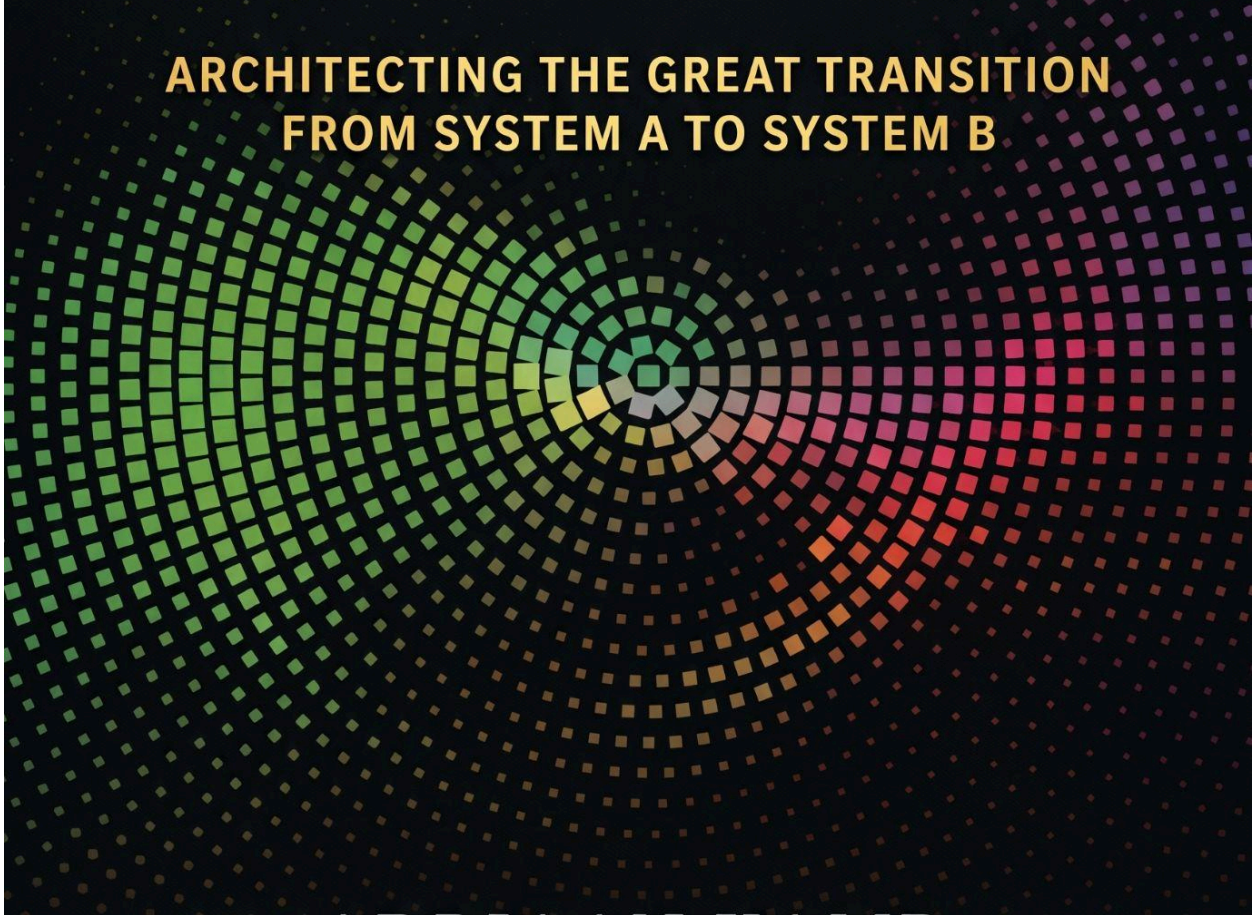
THE GREAT TRANSITION

99 THESES

FOR OUR GOOD FUTURE MAKING

A LEADERS' GUIDE

ARCHITECTING THE GREAT TRANSITION
FROM SYSTEM A TO SYSTEM B



FOUNDER ADRIAAN KAMP FIRST EDITION

With a Foreword by DR. JAGMOHAN SINGH

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Architecting the Great Transition
from System A to System B

A Leader's Guide

A strategic manifesto from the practice of Energy For One World (EFOW)

Founder: Adriaan Kamp | First Edition | 9 November 2026

And with a Foreword of Dr. Singh

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FOREWORD- by Dr. Singh

Grounding the Great Transition in Earth Realities

Having spent nearly four decades studying the Earth's subsurface and managing hydrocarbon exploration for a developing subcontinent, one learns an enduring truth: human systems must ultimately conform to geological and physical realities, never the reverse.

Hydrocarbons powered modern industrial civilisation and lifted hundreds of millions out of poverty. They gave societies high-density energy, industrial feedstocks, and mobility. But extraction from the crust has operated alongside a dangerous oversight—treating planetary boundary conditions, soil integrity, freshwater reserves, and atmospheric chemistry as cost-free sinks. As geoscientists and engineers, we know that every reservoir has its limits, every thermodynamic process has its costs, and natural systems do not negotiate with economic models or political communiqués.

Adriaan Kamp's 99 Theses for Our Good Future Making arrives at a pivotal juncture. Moving from the fragmented, short-term incentives of System A to the resilient, integrated architecture of System B is not an abstract ecological ambition; it is an engineering and civilisational necessity.
To make this transition viable in the real world, three principles are paramount:

Physical Systems Over Paper Mechanisms: Decarbonisation cannot happen through financial engineering, creative carbon accounting, or digital algorithms alone. It demands physical infrastructure: copper, rare earth minerals, high-voltage transmission corridors, large-scale storage, firm low-carbon power, and resilient distribution. The physics of electricity networks and the material intensity of renewable infrastructure require sober, hard-nosed planning.

Energy as the Currency of Human Dignity: For emerging nations across Asia and Africa, energy transition cannot mean energy rationing. Hundreds of millions of people still lack dependable electricity, and over two billion still cook with polluting fuels. Universal access to clean, affordable, and secure power is the non-negotiable bedrock of health, education, and productive enterprise. A transition that imposes de-industrialisation or trade barriers on the Global South lacks both ethical legitimacy and practical endurance.

Repurposing Legacy Capabilities, Not Abandoning Them: National Oil Companies and established energy enterprises hold unmatched subsurface insight, reservoir stewardship, offshore engineering, logistics networks, and capital-execution capabilities.

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System B cannot be built by writing off these institutions. It requires harnessing their technical depth for geothermal development, hydrogen transport, offshore wind, critical minerals, and safe decommissioning.

In these 99 theses, EFOW offers an architecture that bridges the boardrooms of the energy industry, the halls of public policy, and the ground-level realities of communities striving for a better life. It demands competence, candour, and conscience from leadership. The task before us in 2027 and beyond is to convert these theses into investable, physically grounded reality.

Dr. Jagmohan Singh
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EXECUTIVE FOREWORD

The world does not lack strategies, targets or declarations. It lacks sufficient coherence between the systems on which human prosperity depends.

Energy security, economic vitality, climate stability, ecological integrity, social opportunity and international peace are too often treated as separate portfolios. Yet they meet in the same physical world: in power stations and grids, mines and ports, farms and watersheds, factories and homes, public budgets and boardrooms. A decision in one domain can strengthen—or undermine—the others.

These 99 theses are an invitation to see that whole. They are written from the practice of Energy For One World (EFOW), drawing on the founder's experience in the international energy industry, the practice's published work and the public evidence cited in this edition. They do not claim that every question has one answer, or that a single institutional design can be transferred unchanged from one country to another. They argue that fragmented decision-making is no longer adequate to the scale and interdependence of the challenges before us.

The distinction between System A and System B is a working lens. System A describes patterns of short-termism, excessive resource dependence, fragmented governance and the externalisation of social and ecological costs. System B describes a direction of travel: a resilient, affordable, productive and ecologically responsible energy-economy that is governed with integrity and shared more fairly. Neither system is a label for a nation, a company or a technology. Most real economies contain elements of both.

The purpose of this manifesto is not to condemn an industry, a political tradition or a generation of leaders. It is to ask whether institutions are willing to learn, adapt and take responsibility for the consequences of their choices. The argument is demanding because the stakes are demanding. Its practical test is simple: can we turn insight into better decisions, investable programmes and measurable improvements in people's lives?

EFOW offers these theses as a basis for serious conversation—with public leaders, energy and industrial companies, investors, diplomats, researchers and communities. Disagreement is welcome. Evidence, candour and a willingness to work across boundaries are essential.

Energy For One World

Adriaan Kamp

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TABLE OF CONTENT

FOREWORD- by Dr. Singh 3

EXECUTIVE FOREWORD 4

TABLE OF CONTENT **5**

EXECUTIVE SUMMARY 6

PREFACE: THE ARCHITECTURE OF OUR LIVING TOGETHER 8

HOW TO READ SYSTEM A AND SYSTEM B 8

SECTION I: PLANETARY BOUNDARIES, EARTH REALITIES & SCIENTIFIC IMPERATIVES 9

SECTION II: THE PARIS FRAMEWORK, CLIMATE REALITIES & THE IMPLEMENTATION GAP 12

SECTION III: RE-ANCHORING THE UN SDGs & INSTITUTIONAL GOVERNANCE AT UN80 14

SECTION IV: THE GREAT ENERGY FORK: SYSTEM A VS. SYSTEM B ARCHITECTURE 16

SECTION V: BIG OIL, RESOURCE STEWARDSHIP & THE CORPORATE DUTY OF CARE 18

SECTION VI: GEOPOLITICAL REALPOLITIK & THE DECADE OF DIVERGENCE 22

SECTION VII: POWERING EUROPE, INFRASTRUCTURE & NATIONAL SYSTEM BLUEPRINTS 25

SECTION VIII: TECHNOLOGY, AI, ALGORITHMIC POWER & “SKIN IN THE GAME” 28

SECTION IX: CONSCIOUS LEADERSHIP, MORAL ORDER & GOOD FUTURE MAKING 30

SECTION X: CONVERSION, LOVE & GRATITUDE FOR OUR COMMON HOME 32

TEN LEADERSHIP COMMITMENTS 33

MISSION ENERGY FOR ONE WORLD FOUNDATION 34

ENDNOTES AND SOURCE REGISTER 35

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EXECUTIVE SUMMARY

The proposition

Humanity is entering a period in which several forms of systemic stress are converging: climate change, biodiversity loss, water and land pressure, energy insecurity, technological disruption, geopolitical rivalry, uneven development and institutional mistrust. None can be managed reliably in isolation. The central proposition of this manifesto is that durable prosperity requires a more coherent architecture for the relationship between energy, economy, ecology, society and governance.

The 99 theses move from diagnosis to direction. They challenge the assumption that the legacy arrangements of the late twentieth century can simply be extended through new targets, financial instruments or digital tools. They argue for a practical transition from **System A**—a pattern of fragmented incentives, short planning horizons and externalised costs—to **System B**, an organising framework for resilience, shared prosperity and responsible stewardship.

Six dimensions of System B

EFOW proposes that System B be assessed across six connected dimensions:

1. Energy security and affordability. Reliable, resilient energy services at prices households and productive industries can bear. Security includes diverse supply, robust networks, flexibility, storage, demand management, emergency preparedness and cyber resilience.
2. Economic vitality. Competitive and innovative businesses, productive infrastructure, sound public finances, skilled workforces and access to capital. A transition that weakens the productive base will struggle to sustain public consent.
3. Ecological integrity. Climate mitigation, adaptation, biodiversity, healthy soils, freshwater systems, oceans and responsible material use. Environmental limits are operating conditions, not optional externalities.
4. Social prosperity. Universal access to essential energy services, clean cooking, health, education, decent work, opportunity and a fair distribution of costs and benefits.
5. Geopolitical stability. Cooperative trade, diversified supply chains, secure corridors, resource diplomacy, regional partnerships and the management of strategic dependencies.
6. Responsible governance. Clear mandates, democratic legitimacy, transparent evidence, long-term planning, accountability, ethical corporate conduct and leadership in the public interest.

These six dimensions are not a mathematical formula or a claim that every objective can be maximised simultaneously. They are a proposed EFOW decision framework. Leaders must make trade-offs explicit, disclose who bears the costs, and show how decisions perform across all six dimensions.

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What the theses ask of decision-makers

- Start with the Earth system. Scientific assessments show that multiple planetary boundaries have been transgressed and that nature loss is weakening the foundations of food, water and economic security. The evidence must be represented accurately: for example, the 73% figure in WWF's Living Planet Index refers to the average decline in the size of monitored vertebrate wildlife populations between 1970 and 2020—not 73% of species becoming extinct.
- Treat 1.5°C as a vital reference, not a convenient forecast. The Paris Agreement's temperature goal remains important. Current policy and pledge projections are not aligned with it, and temporary overshoot has become more likely. That is a reason to accelerate emissions cuts and adaptation, not to abandon the goal.
- Build physical systems, not only policy narratives. Electricity grids, interconnectors, storage, flexible generation, nuclear power where chosen, renewable generation, industrial heat, clean fuels, efficiency and skilled delivery capacity must be planned together. Digitalisation and carbon markets can help; neither can substitute for infrastructure.
- Put access and fairness at the centre. Hundreds of millions of people still lack electricity and billions lack clean cooking. Africa's energy agenda is not only about generation: it is about productive use, local manufacturing, industrialisation, reliable networks, finance and national agency.
- Engage the whole energy industry.Investor-owned companies and national oil companies have different ownership, mandates and incentives. National oil companies remain central to production and reserves. A credible transition therefore requires company-by-company evidence, sovereign dialogue, diversification strategies and responsible decommissioning.
- Make corporate responsibility concrete. EFOW advances a normative proposition of a broader corporate Duty of Care to people, nature and future generations. This is not presented as a universal rule of existing company law. Current directors' duties vary by jurisdiction; the legal case must be made precisely, and the ethical case must be argued openly.
- Renew international cooperation.The United Nations, regional institutions, the European Union and other multilateral bodies need stronger implementation, legitimacy and accountability. EFOW's proposed regional councils are a design option for debate, not an existing UN mandate.
- Make technology answer to human purpose. Artificial intelligence and data centres require energy, water, networks and materials. Their benefits should be measured alongside their physical footprint, labour impacts, security implications and effects on democratic accountability.
- Recover the human purpose of leadership. Good Future Making is the practice of aligning competence with conscience: turning long-term responsibility into present-day choices, partnerships and delivery.

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The leadership test

System B is not a promise of frictionless transition. It must confront real choices: how to balance variable renewables with firm low-carbon power; how to provide flexibility and seasonal storage; how to use gas securely without creating unnecessary long-lived lock-in; where nuclear power is viable; how to reduce material intensity; how to protect communities affected by mines and infrastructure; how to finance networks; and how to keep energy affordable.

The ten Leadership Commitments at the end of this document turn the theses into questions that boards, ministries and institutions can use. They are intended to support scrutiny, not replace democratic decisions or country-specific engineering.

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PREFACE: THE ARCHITECTURE OF OUR LIVING TOGETHER

The period from 2020 to 2026 has exposed the limits of fragmented approaches to global development and energy. The pandemic, war, supply-chain disruption, inflation, climate extremes, rapid technological change and sharper geopolitical competition have tested the assumptions on which many post-war institutions and economic arrangements were built. The result has not been a single, uniform crisis, but a **Decade of Divergence**: countries and companies have responded with different priorities, capabilities and risk tolerances.

The slogans of this period—including “Build Back Better”, “the Great Reset” and “the Decade of Action”—have meant different things to different institutions and audiences. They have not, by themselves, produced a coherent settlement between energy security, economic development, climate action and social justice. The phrase “Great Reset” is used here descriptively for the debate that emerged after 2020; it is not an endorsement of any single institutional programme or a reference to conspiracy narratives. For the public title of this edition, EFOW chooses **Great Transition**: clearer, less encumbered and more directly connected to the work of building.

Senior leaders now face interacting decisions about geopolitical alignment, trade routes, energy supply, industrial competitiveness, ecological limits, public finance and digital infrastructure. Reactive measures remain necessary in emergencies, but they cannot substitute for long-range system design. The challenge is to connect strategic direction with the physical realities of delivery.

These theses update the foundational EFOW work developed around 2020 and the practice's publications and briefings through 2026. They draw on the founder's stated experience in international energy operations and advisory work, EFOW's own analysis, and external assessments from bodies including the IPCC, UNEP, IEA, IRENA, IPBES, the World Bank, the OECD and the Club of Rome. Where a proposition is an EFOW interpretation or proposal rather than an established finding, it is identified as such. Sources are listed in the endnotes; quantitative claims should be read with their stated dates, scope and definitions.

The document is a strategic manifesto, not a substitute for national energy plans, engineering studies, legal opinions or financial due diligence. Its purpose is to stimulate a more coherent conversation and to help leaders ask better questions before committing capital, policy or institutional authority.

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HOW TO READ SYSTEM A AND SYSTEM B

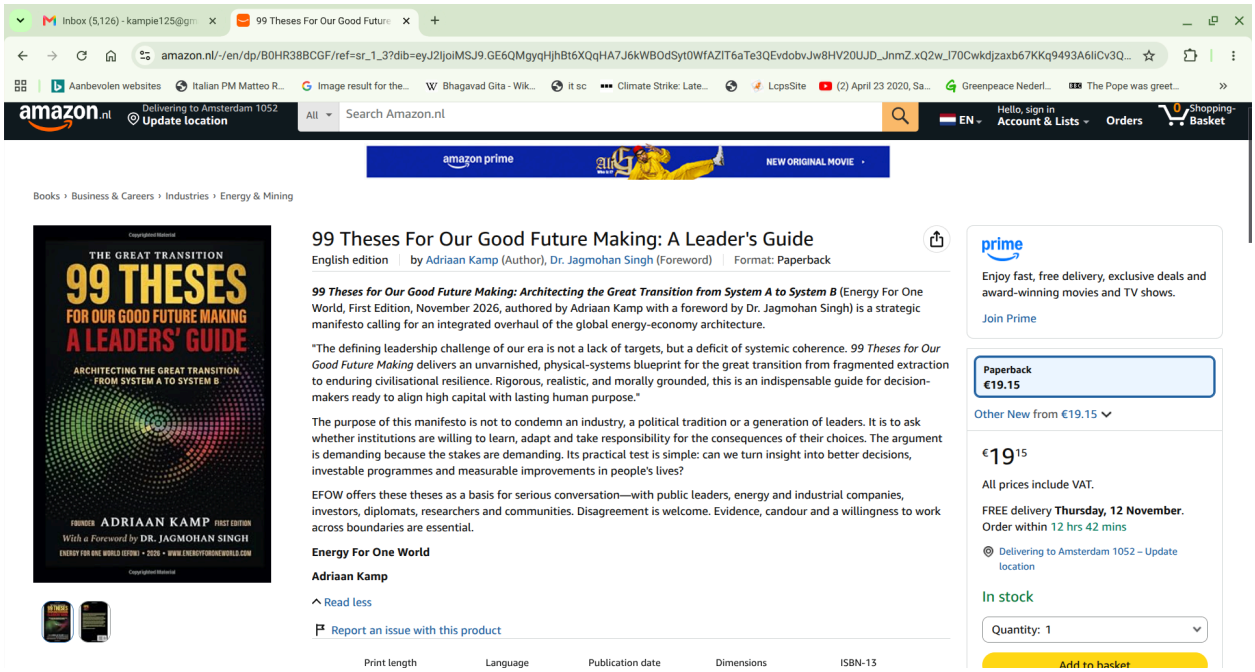
System A is EFOW's shorthand for a pattern of institutional and economic behaviour characterised by fragmented mandates, short-term incentives, excessive dependence on concentrated resources, weak accountability and the transfer of costs to communities, ecosystems or future generations.

System B is EFOW's proposed direction of travel: an integrated energy-economy architecture that is secure, affordable, productive, ecologically responsible, socially inclusive, geopolitically resilient and governed with integrity.

The distinction is analytical, not absolute. A country may combine world-leading renewable manufacturing with high emissions; a company may operate legacy hydrocarbon assets while investing in new infrastructure; a community may depend on central networks while developing local energy autonomy. The task is to understand the mix, identify lock-ins and make deliberate choices.

System B does not prescribe one technology mix for every geography. Solar, wind, hydro, geothermal, nuclear, sustainable bioenergy, storage, demand response, interconnection and low-carbon molecules each have different roles and constraints. Natural gas may contribute to security in some systems during transition, but methane leakage, price exposure, infrastructure lifetime and the risk of locking in emissions must be assessed. Direct electrification is generally preferred where it is efficient; hydrogen and synthetic fuels should be directed toward uses where direct alternatives are difficult or impractical.

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MIssion Energy For One World Foundation- Architecting our Good Futures

Energy For One World (EFOW) is a strategic mission dedicated to inspire and encourage transforming our global energy-economy architecture and leadership to meet UN Sustainable Development Goals.

Founded by Adriaan Kamp, the mission is to guide and inspire corporate leaders, political decision makers, and international organizations and based on a simple question, and ideal:

How do we fuel and provide energy to all people of this World, reliable, sustainably and in harmony (ie "stay out of trouble") ?

How do we create Energy-Economies "Free of Concerns"? For You, for Me. For the Whole Today, Tomorrow.

For the **2025-2026 campaign**, the mission focuses on the lessons learned over our "Decade of Action," and calls for a systemic shift from our current fragmented energy markets and models toward a better attuned, sustainable "System B"- for the century we are in.

We do not just observe the future, we help write it. By bridging the gap between conscious leadership, practical energy solutions, and the UN Sustainable Development Goals- we provide "the stepping stones" for a stable, prosperous, and peaceful world.

Through world-class speaker engagements, dedicated action teams, and visionary publications, we inspire forward-thinking leadership to turn high ideals into realities.

Let us shape tomorrow, today. Explore our body of work, book a consultation or speaker engagement, or join our mission for a better future.

MIssion Energy For One World Foundation is made possible by individual private donations and philanthropy.

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