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The E3G Change Framework: From Tools to Outcomes

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Change is a messy, complex and uncomfortable process. A reactive stance often makes sense.

Pandolfo Petrucci, Lord of Siena, to Machiavelli (Florence, c. 1515):
'wishing to make as few mistakes as possible I conduct my government day by day and arrange my affairs hour by hour; because the times are more powerful than our brains'



Need to understand the real constraints on decision makers – not just assume they lack “political will”

Prescriptions put forward to address complex issues are often seen as unrealistic by decision makers



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	Sustainable Development “Ideal”	Practical Policy Makers’ View
Coherence	All policy should be integrated and coherent, both domestically and internationally	We have enough problems agreeing what to do internally without involving anybody else who will just obstruct action
Long term approaches	Policy should take a long term and preventative view and not just focus on short term reactive responses	We are overstretched just keeping day-to-day operations afloat, planning over the next budget period and reacting to events.
Managing uncertainty	Policies should consider the full range of possible uncertainties	More uncertainty is unhelpful and complicates decision making. What am I meant to do with it?
Systematic approaches	Polices should be designed in a systematic manner embracing and controlling all parts of the problem	Systematic proposals are overcomplicated and can never be implemented in the real world

Climate change cant be solved by “muddling through” or just adding more data



- Need changes in technological, economic and regulatory systems inside a specific timeframe
- The need to drive “intentional change” requires explicit understanding of drivers, constraints, blockages, uncertainties. More facts are seldom the only answer.
- The need to build new institutions between different policy communities means creating common frames of analysis, common strategies and aligned objectives

Need to incorporate the political into policy design rather than treating as a black box or deriding it as communications or “spin”



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“It ain’t what we do it’s the way that we do it – and that’s what gets results”

Fun Boy Three, 1981



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Good Policy Making is Design

- Outcome Based
- Fit for purpose in the time available
- Creative
- Synthetic
- Pragmatic - use all tools necessary for the job

A gap exists between academics/sectoral experts and “generalist” policy makers where policy design professionals should exist. The “politics of discipline” determine too many policy outcomes.



Doing the policy and politics together

Design the Politics....

- Bringing all necessary decision-makers together
- Focussing, framing and communicating choices
- Defining decision points and opportunities
- Analysing, building and animating winning coalitions

With the Policy

- Research and analysis
- Designing policy and institutional solutions
- Assembling necessary resources

**The right people, in the right place, at the right time with
the right choices in the right context**

Hard to turn into an organisational “process”



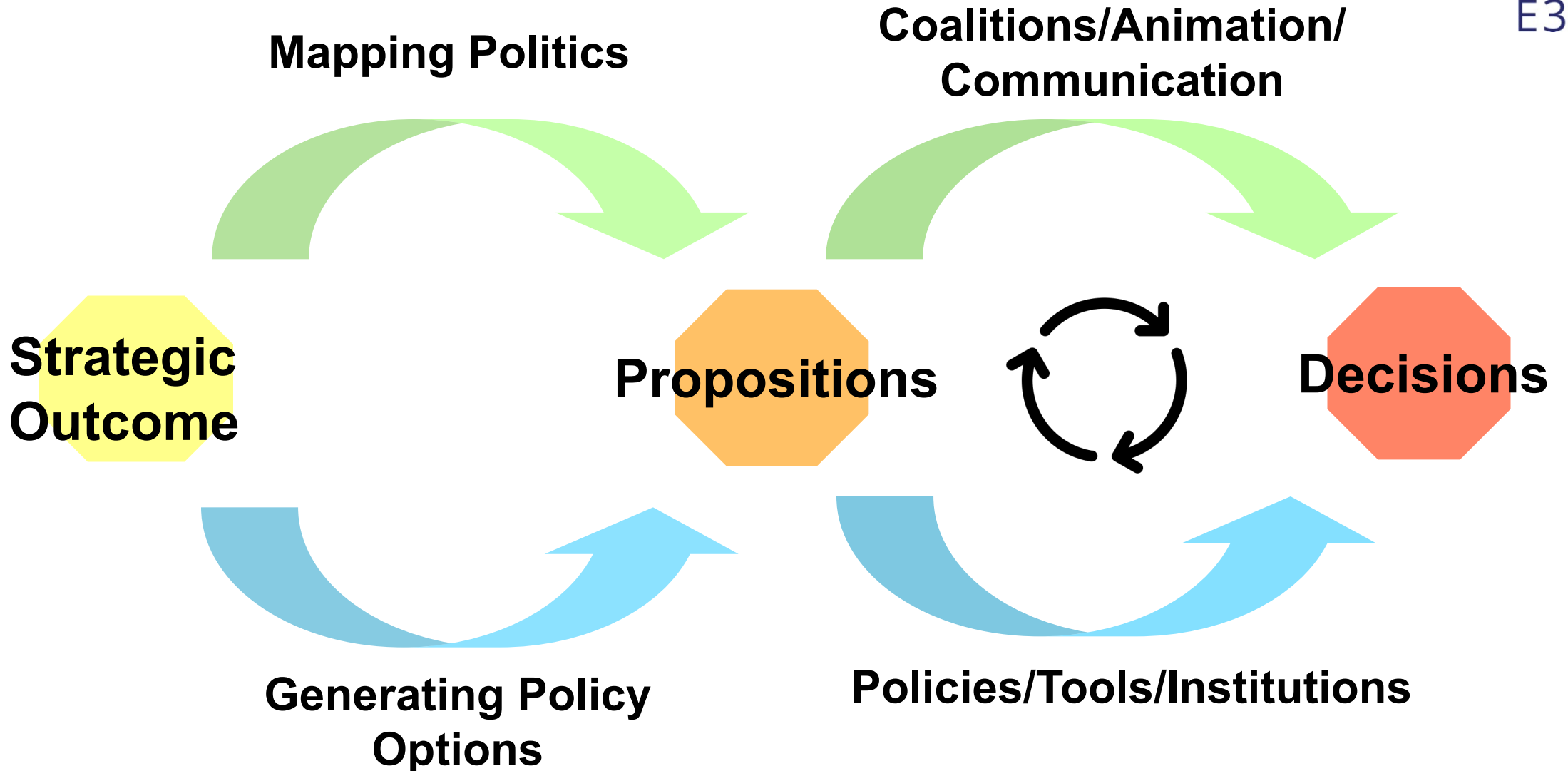
- Early years of E3G evolution resulted in large tensions between Founders over the balance of “planned” activity to drive specific outcomes and “reflexive” activity based on responding to political conversations and opportunities
- Fundamentally a argument over how E3G delivers its mission:
 - All NGOs are small so impact depends on leverage
 - Leverage comes from as much when you act and who you work with as what you say
 - Change is not linear – it is punctuated and unpredictable – but if you don’t have a plan you can’t build the capacity to deliver change
- Also an issue of E3G’s “business model”. How to explain to funders the need for flexibility? Funder often asked for full theories of change before E3G had the capacity to understand political landscape in sufficient detail. **Hard to raise “development” investment.**
- Danger of raising money for influencing strategies that **could never work no matter how well they are implemented** or became outdated.

The Change Framework and “Strategic Opportunism” was E3G’s institutional response

E3G Strategic Change Framework



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“Offline” Planned Activity

“Online” Responsive Activity



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Requires 5 core Competencies

1. Strategic Thinking and Analysis
2. Political Analysis, Coalition Building and Animating
3. Thought Leadership, Agenda Setting and Strategic Communication
4. Organisational Reform and Institution Building
5. Policy, Tool and Knowledge Development

Competencies in the Change Framework



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2. Political Analysis, Building & Animating Coalitions

3. Thought Leadership, Agenda Setting and Strategic Communication

1. Strategic Thinking & Analysis

Propositions

Decisions

4. Facilitating Organisational Change and Institution Building

5. Generating Policies, Tools and Methods

Low Carbon Zones: Piloting the transition to Chinese low carbon economy



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- Large scale regions committed to rapid **low carbon transformation**
- **Testing grounds** for regulatory, economic, trade and investment policies promoting the necessary scale of economic transformation for a low carbon future and a powerful **demonstration** of the viability of low carbon economy
- An **integrated approach** linking different sectors to achieve sustainable dev
- Driven by **strong Chinese leadership** and built on past success of SEZs
- International cooperation on technology, investment and capacity building focuses in these areas to **maximise impact**



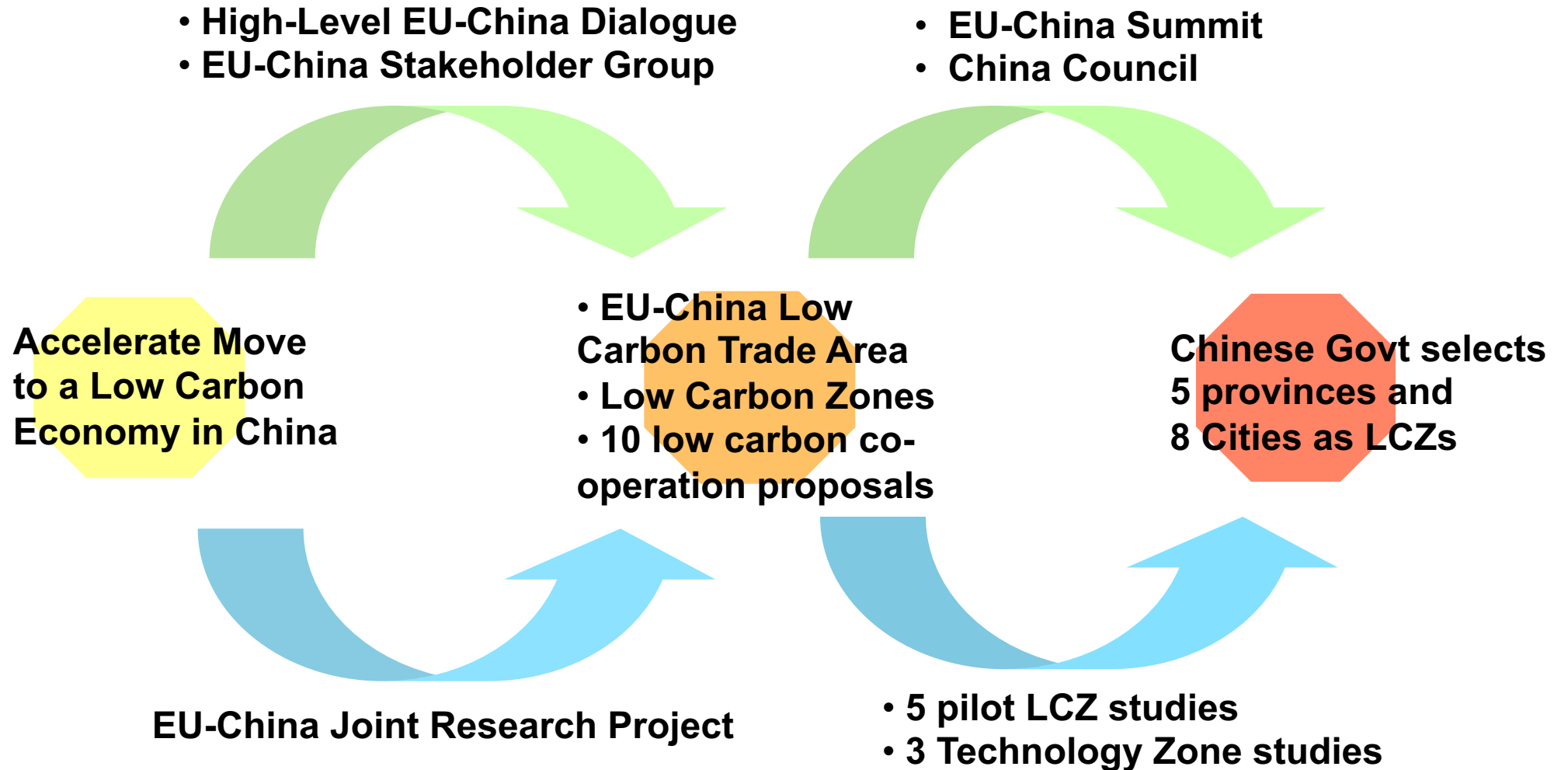
Why LCZs?

- Emerged as key transformational proposal from E3G created EU-China research consortium in 2007
- Critical insight that most efforts to deliver strong EU-China cooperation required stronger and more innovative local governance
- The impossibility of delivering this at a national-scale led to focus on regional development models
- The successful example of Special Economic Zones gave a political economy and administrative model familiar to the Chinese

LCZs have the potential to rapidly accelerate progress in areas of potential co-operation in transport, infrastructure, housing , power, industry and adaptation



Low Carbon Zone Change Process





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Institutionalising Climate Risk & Security

- Climate security has been a core focus of E3G from before its foundation. E3G initiated & supported first UN Security Council debate in 2007.
- E3G produced a [seminal report](#) working with security planners on how to treat climate change as a national security issue (or emergency) in 2010.
- Despite many climate security initiatives in the UK, US, EU and Africa the **process of integrating climate risk into mainstream national security and policy systems stalled in 2010s.**
- This is one major reason why national & international responses to climate science lack the clarity, urgency and capacity necessary to drive change fast enough on mitigation and adaptation

E3G decided to focus on engaging UN systematically on climate risk & security



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**How much risk
will you take?**

CLIMATE CHANGE POSES A DIRECT THREAT TO THE UN'S MISSION

1945: THE UN'S FOUNDING MISSION



Maintain
International
Peace and
Security



Uphold
International Law



Deliver
Humanitarian Aid



Promote
Sustainable
Development



Protect
Human Rights

EMERGING GLOBAL RISKS



Climate
Impacts



Mass
Urbanisation



Widening
Inequality



Political
Instability



Demographic
Shifts



Resource
Pressures

2015: A NEW MANDATE FOR CHANGE

Paris
Climate
Agreement

Agenda
2030 for
Sustainable
Development

Sendai
Framework
for Disaster
Risk Reduction

BY 2020: REFORM

YES

Maintain peace,
rights and security

- 1 Allocate responsibility
for managing climate
risk in each UN institution
- 2 Climate stress test
each UN institution

Will the new
Secretary
General make
the UN system
**climate
resilient?**

NO

Global risks
and climate
impacts
undermine UN
successes

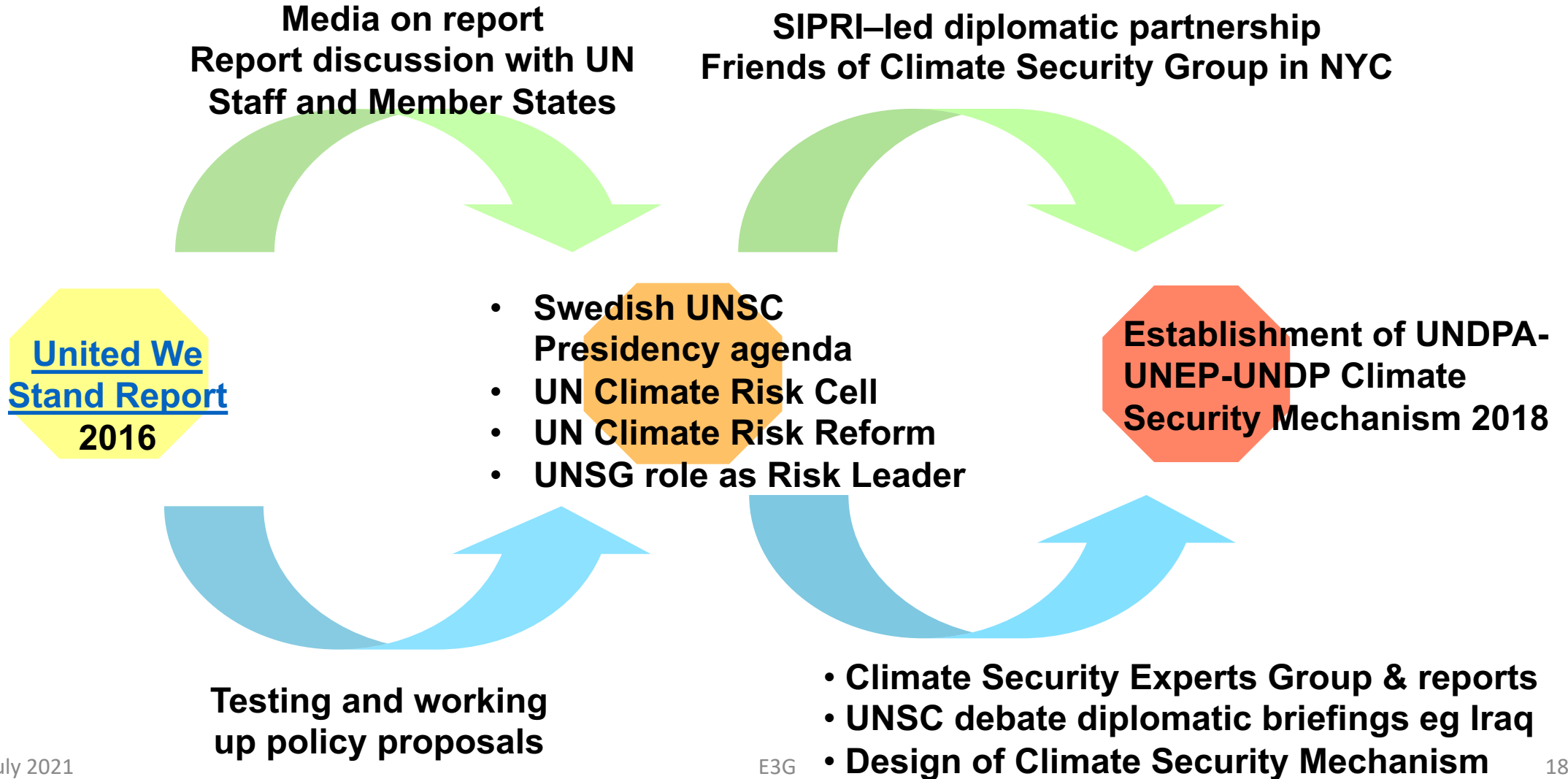


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UN Climate Security Mechanism



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Simplicity not Simplistic

“I would not give a fig for the simplicity this side of complexity. However, I would give my life for the simplicity on the other side of complexity”

Oliver Wendell Holmes