

Annual report



2020



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This report can be downloaded at DiXi Group website (<http://dixigroup.org/en>)

Dear friends,



Few of us know such an atypical year as 2020 was. Disrupted personal communication, efforts to contain the spread of pandemic, economic crisis. What we needed the most during this period were creative solutions, positive mood and care about each other.

Like everywhere else, in 2020 the team of DiXi Group switched to working online. We held conferences, brainstormed new ideas and celebrated birthdays through the screens of our computers. And although it was very hard at times, we did not give up any initiative we planned and did not back off on any promise we made. Moreover, new activity formats inspired us for many unconventional ideas and projects.

The last year added new priorities for DiXi Group. Sharing the values and principles of the European Green Deal declared by the EU, our team included decarbonization, energy efficiency and ecologization of the Ukrainian energy sector to our further research plans

and advocacy campaigns. It also prompted DiXi Group to join Energy Policy Tracker, a global project of monitoring decarbonization policies.

The transition to online communication suggested that we should develop the education component more actively. Kyiv School of Energy Policy not only held several full training courses but also created a powerful network of alumni, winning the hearts of attendees in Ukraine and other Eastern Partnership countries. Similarly, the Energy Transparency Index went international as well, which in 2020 was applied not only to Ukraine but also to Georgia and Moldova.

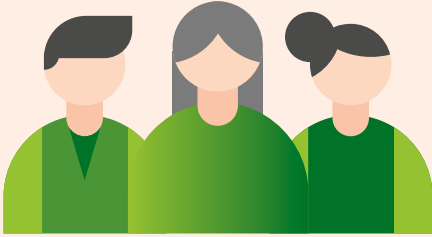
Our team remains devoted to the principles of development of energy markets and competition in these markets. In 2020, we launched a number of new products designed to help Ukrainians learn more about their supplier companies. We created Gasoteka tool for the gas market and presented

a ranking of suppliers for the electricity market. We hope that next year, these products will only increase in popularity.

The DiXi Group team is not only wonderful, bright and talented personalities who want to change our country for the better. They are also professionals who love what they do and know how to achieve results. Our experts, as well as our communications and financial teams and our junior colleagues, have proved that despite the difficulties of the year 2020, they can remain open, creative, professional people and achieve any goals in a team. We remain as optimistic as ever, and let the coming year help us carry through all our plans and initiatives.

Olena Paulenko
DiXi Group President

ABOUT



**DIXI GROUP
MISSION: IMPLEMENT
INNOVATIVE
SOLUTIONS AND
FAIR RULES FOR
AFFORDABLE, CLEAN,
HIGH-QUALITY
ENERGY.**

Ukraine needs reforms of energy markets to continue, for these reforms should promote competition, empower consumers, and facilitate in-depth integration with the EU energy market to guarantee energy security in the region. Finally, this policy must include transition to clean, “green” energy production, transformation, transmission and consumption technologies.

DiXi Group considers itself a driver of these changes and a safeguard against the reversal to old, corrupt practices.

KEY AREAS OF OUR ACTIVITY:



Analysis:

research and data analysis to make rational decisions;



Advocacy:

establishing new standards on governance in energy policy;



Training:

disseminating knowledge and best practices in new markets performance;



Consulting:

providing useful information to governments and investors.

OUR STRATEGIC GOALS BY 2023:

Improving transparency of the energy sector:

increasing the volume of information about the sector, published in a convenient and accessible format;

Competitive markets:

helping stakeholders (the government and companies) preserve and develop transparent, competitive electricity and gas markets integrated with the EU;

Empowering consumers:

developing the skills of using electricity and gas markets, and helping improve the government’s response to solve one of the most critical problems faced by consumers;

Organizational development:

turning DiXi Group into a financially and institutionally sustainable think tank and one of the EU partners in all neighborhood regions.

TEAM

**Olena Pavlenko**

President

Anton Antonenko

Vice President

Roman Nitsovykh

Research Director

Viktoriia Petrovych

Financial Director

Nataliia Budzan

Chief Accountant

Viktoriia Gurova

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Denys NazarenkoGeneral Manager for
Educational Programs**Viktor Chornysh**

Leading Supply Manager

Viktoriia TkachukManager for Consulting
Services in Consumer Relations**Bohdan Serebrennikov**Manager for Consulting
Services in Analytics**Olha Polunina**Manager for Consulting
Services in Sustainable
Development**Andrii Bilous**Manager for Consulting
Services in Open Data**Anastasiia Melnykova**

Conference Service Specialist

Halyna FilimonovaOrganizational Development
Specialist**Viktoriia Vasyliuk**

Supply Specialist

Serhii MazurenkoManagement and Promotion
Specialist**Oksana Ryabchun**Public and Media Relations
Specialist

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**Marc-Antoine
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2020 IN FACTS AND FIGURES

18



full-time employees

70+



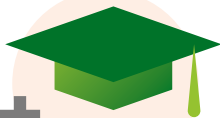
analytical products,
including 48 regular ones
(weekly analytical reports)

5



successfully held KSEP
courses "EU Energy
Markets for Ukraine's
Policy Makers"

300+



representatives of public
sector enjoyed training
at KSEP

300 000+

views of publications on DiXi Group
and Ukrainian Energy websites



600+



mentions of our experts
in media

7 000+



views of videos

1 000+



new readers of Ukrainian
Energy Facebook page

65



events organized by the
DiXi Group team

134



new datasets added
to the Online Energy
Sector Map

1 000+



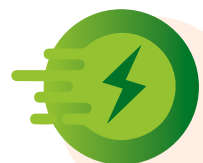
updates of the Online
Map datasets

91%



of data and the entire descriptive
content of the Online Map
available in English

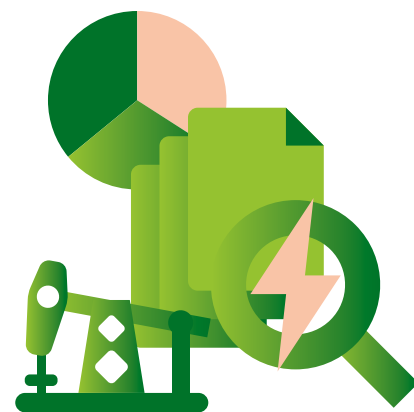
120 000+



users of the Energy Online
mobile app



IMPROVING TRANSPARENCY



Transparency and accountability in the energy sector has been among the priorities of DiXi Group activity since the foundation of our think tank. We firmly believe that this is the basis for efficient and effective operation, which can be achieved by developing

trust among the participants of energy markets, in particular, between companies and consumers.

Thanks to the USAID Energy Sector Transparency project and support from the International Renaissance

Foundation and the European Union, we were able to collect, structure, and present important information about the electricity and gas markets, raise consumer awareness, and stimulate further competition among companies.



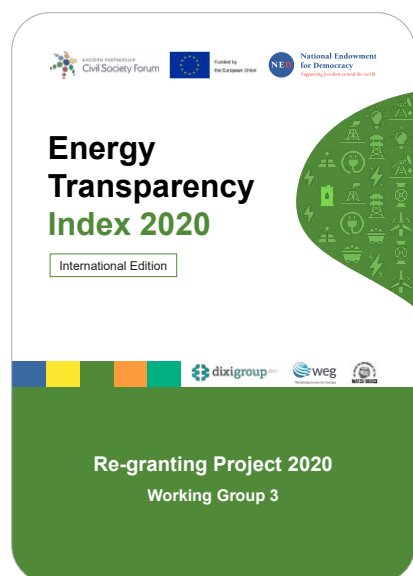
ENERGY TRANSPARENCY INDEX



The DiXi Group team continued to assess the sector's information openness and identify gaps using the **Energy Transparency Index**. The Index is a universal tool allowing to comprehensively assess and analyze transparency based on particular categories, criteria and markets, and to see the progress in dynamics and in comparison with other countries.

The 2020 assessment based on 210 indicators has revealed not only the progress comparing to 2019 (+10 points) but also the acceleration of this progress. Ukraine's final score was 58 of 100 possible, which indicates average transparency of the energy sector. A new aspect of this study was the assessment of public authorities' transparency.

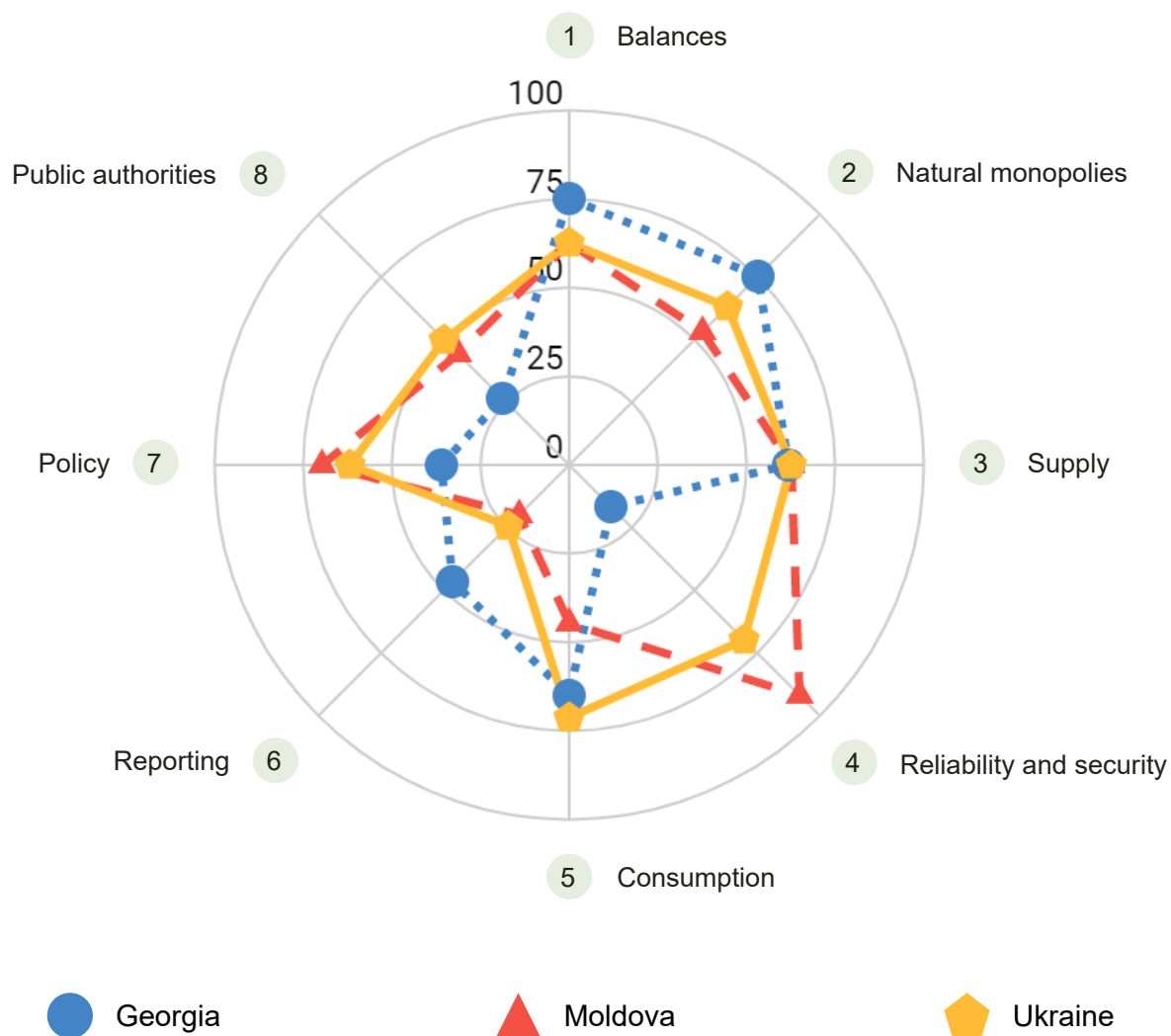




Category	Number of indicators	Score	Compared to 2019 Index	Grade	Characteristic
1. Energy balances	9	58	0	C–	Medium transparency
2. Natural monopolies	72	59	+13	C–	Medium transparency
3. Energy supply	33	58	+9	C–	Medium transparency
4. Reliability and security	15	53	+3	D+	Insufficient transparency
5. Consumption	34	68	+15	C+	Medium transparency
6. Reporting	12	35	+8	F	Unacceptable transparency
7. Policy	20	59	+3	C–	Medium transparency
8. Public authorities	15	56	+6	C–	Medium transparency
Total Index score	210	58	+10	C–	Medium transparency

In addition, in 2020 the Index went **international** for the first time. Working in partnership with the local think tanks WatchDog.MD and WEG, we adapted the methodology and made an assessment and comparative analysis of energy

sector transparency for Ukraine, Moldova and Georgia. Thanks to cooperation with partners, the Index helped us put together a clear and detailed picture of energy sectors in the three countries and provide relevant recommendations.





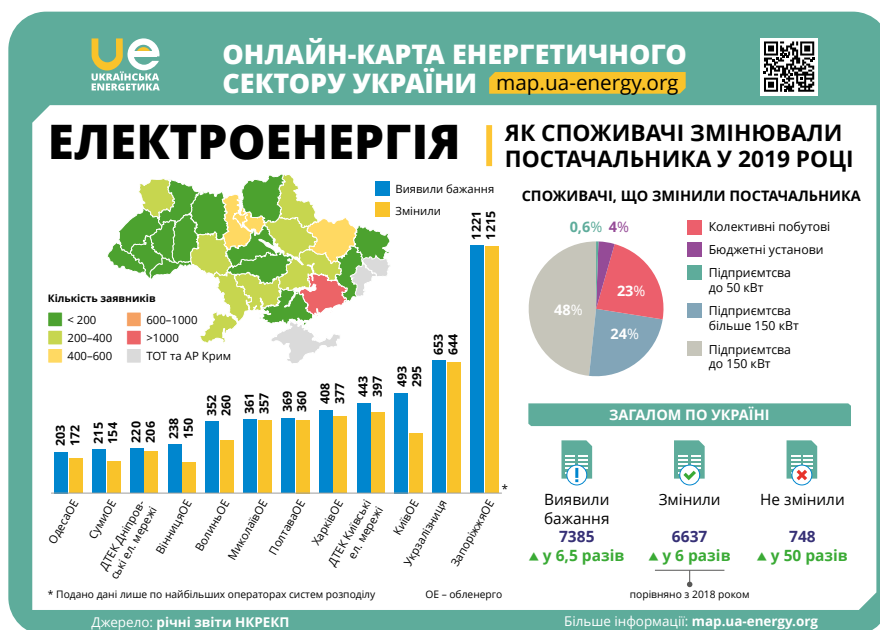
OPEN DATA



Transparency entails not only the opening of data collected or created by public authorities and other controllers but also ensuring adequate quality of this data. It means publication of data in relevant table formats and with sufficient detail and update frequency. In 2020, the DiXi Group team continued to work with public authorities (supporting data disclosure in a high-quality manner) and develop the Online Energy Sector Map (map.ua-energy.org/en), offering up-to-date information about the energy sector in one place.

Thanks to fruitful cooperation of our analysts with the NEURC, the updated [license registry](#) and the [registry of licensed business entities](#) became publicly available this year. This data is presented with better detail and higher frequency of updates – not once a month but immediately after any changes were filed. Another two datasets are currently in the development: a registry of electricity suppliers categorized by distribution system operators, and a registry of power plants categorized by power generation types and managing companies. They are expected to be disclosed in 2021.

The DiXi Group team continued to improve the Online Energy Sector Map. In 2020, the volume of data collected has substantially increased, comprising 259 unique datasets



available for downloading and use in a convenient table format. 41% of this data is updated once a month or more frequently. At the same time, we continued to present complex topics or data in the format of infographics

with accompanying explainers. This year, we released 16 materials of this kind on the Ukrainian Energy information portal.

RESPONSIBLE EXTRACTIVES



We work to make sure that the extractive sector becomes more transparent every year and the public at large have new instruments for monitoring. DiXi Group continues to contribute to the sector's transparency, in particular, via implementation of the Extractive Industries Transparency Initiative (EITI) Standard.

In 2020, our efforts helped ensure that UAEITI Report for 2017 is finally released, the bylaws required for implementation of the Ensuring Transparency in Extractive Industries Law are adopted, and reporting forms for companies and the rules of procedure of the EITI Multi-Stakeholder Group are approved. These important decisions were adopted by the Multi-Stakeholder Group chaired by DiXi Group President Olena Pavlenko.

Thanks to our efforts, a draft law amending certain legislative acts of Ukraine to ensure transparency of extractive industries was developed jointly with donors and the EITI National Secretariat. This draft law, which addresses gender aspects of reporting by extractive companies and the disclosure of extraction contracts, was submitted to the parliament by a number of MPs (registration No. 3790) and was endorsed by the Verkhovna Rada committees for Integration with the EU and for Energy and Utility Services.



We continued to support and enhance the Energy Transparency Association, which brings together civil society organizations for the purpose of promoting the ideas and values of transparency and sustainable development of communities in regions where extractive companies operate. Despite the pandemic-related restrictions, we were able to organize five trainings for the Association members (on communication technologies,

open data, storytelling, mediation, and gas market).

To support our partners, we helped the Association engage a coordinator (secretary) and a communications manager, and also a law firm to provide legal oversight to its activities. Development of our partners will allow to work efficiently in extractive communities and conduct a professional dialogue with public authorities and companies.





COMPETITIVE MARKETS

REFORMING THE EXTRACTIVE SECTOR



DiXi Group experts continued to contribute to transparency of tenders for production sharing agreements (PSAs). In particular, our specialists served as members of an expert group established by the Interagency Commission for PSAs to check the integrity of all investors who placed bids for three fields (Ichnianska, Okhtyrskaya and Hrunivska), thus helping ensure transparent and unbiased selection of the best offers. Our experts also participated in assessment of bids based on a developed methodology, helping the Interagency Commission make an objective and impartial decision.

We also provided support to the Ukrainian government by analyzing the best global practices of negotiating PSAs, and took part in developing a model PSA that was proposed to the government by expert community. Thanks to cooperation with ISLP, we organized two trainings by professional lawyers: one for members of the Interagency Commission for PSAs, devoted to extractive contracts negotiation techniques, and

the other for a broad range of stakeholders (the government, civil society, journalists), devoted to implementation and oversight of PSAs.

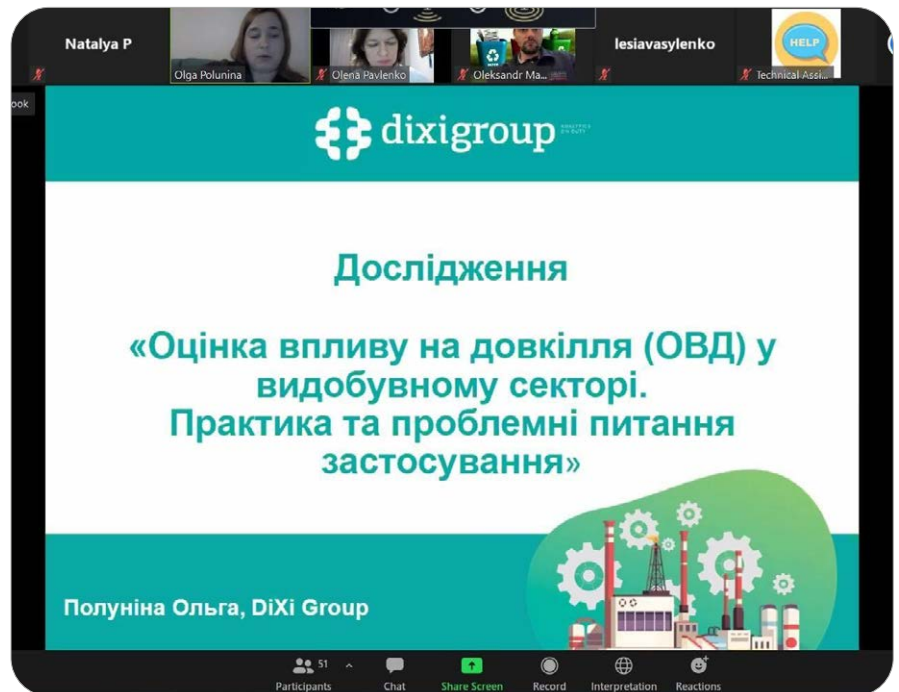
In 2020, we launched, as part of the USAID Energy Sector Transparency project, a long-term process of supporting reform of independent extractive regulator as one of the key elements of a free, transparent market of natural resources. Working with the State Service of Ukraine for Geology and Mineral Resources and the USAID Energy Security Project, DiXi Group developed a concept of reforming the upstream regulator and started working on implementation

of this concept. In particular, we are working, jointly with consultants, on developing legislation that would allow to create a powerful and independent upstream regulator on the basis of current organizational structure of the State Service for Geology and Mineral Resources and the subordinated state geological enterprises, institutions and organizations. In addition, we work closely with regulatory authorities of Canada, Mexico and Romania in this area, organizing round tables and other expert discussions of the future reform.



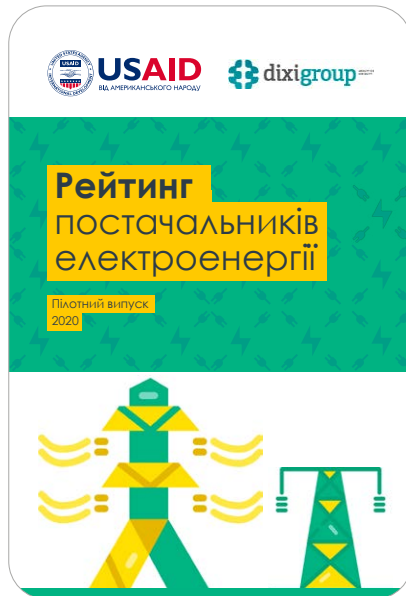
Our vision of a successful extractive sector includes sustainable development and interests of local communities concerning environmental protection. E.g., in 2020 we initiated and held the study *Environmental Impact Assessment (EIA) in the Extractive Sector. Practice and Problems in Implementation*, defined major challenges in the EIA procedure for extractive companies and the government, and promoted public dialogue on the search of solutions by organizing a round table in cooperation with the inter-faction union 'Energy and Environment'.

With the support from Heinrich Boell Foundation, DiXi Group experts analyzed, as part of the project "Budget-related aspects of the national policy on the closure of coal mines", the effectiveness of public financial support for the coal sector and the relation between this support and effective economic indicators, such as contribution to GDP, production output, share of coal in the energy balance, employment etc. Based on our analysis, we prepared recommendations on how to optimize budget planning in the coal sector.



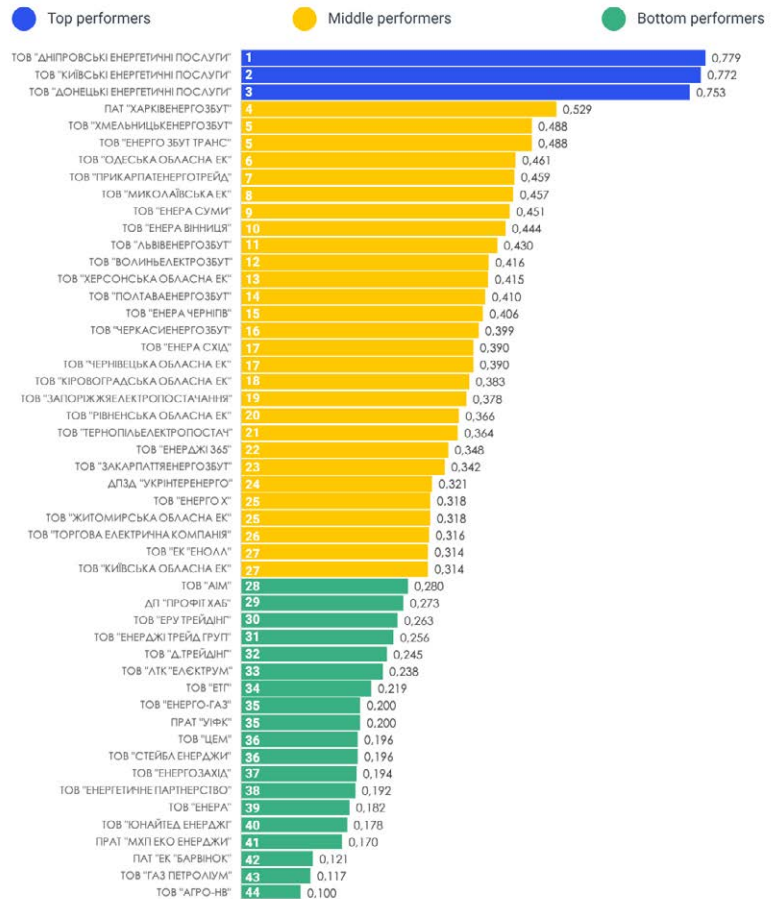


SUPPLIER RANKINGS



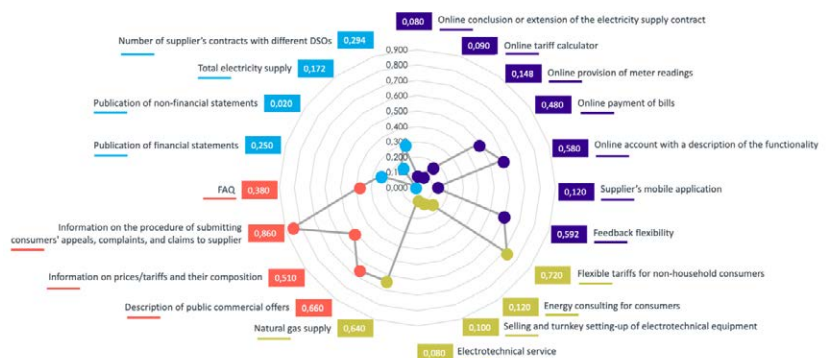
In order to intensify competition in the retail electricity and gas markets and help consumers with choosing a better supplier, we have developed ranking methodology. In 2020, we launched a pilot **electricity suppliers ranking** based on 20 indicators in Online Services; Commercial Offers; Consumer Awareness; and Transparency and Business Activity categories. Our assessment was based on monitoring of the suppliers' websites and data of the energy regulator (NEURC). Our plans for 2021 include development of a pilot ranking of gas suppliers and semiannual update of both products.

General ranking of suppliers



Ranking of electricity suppliers 2020. DiXi Group

Average ratings by indicators



Ranking of electricity suppliers 2020. DiXi Group

EUROPEAN INTEGRATION AND GREEN DEAL



The DiXi Group team continued to monitor Ukraine's progress in implementing the Ukraine-EU Association Agreement in energy and environment, given that previous achievements were highly appreciated by the stakeholders.

The implementation by Ukraine of the Annex XXVII to the Association Agreement, further implementation action plan and mechanism were the subject of an online discussion organized by DiXi Group in April 2020 with support of the Verkhovna Rada Committee for European Integration. DiXi Group experts were also engaged by OECD to monitor and assess the implementation of the Energy Strategy of Ukraine. We helped to create a methodological framework, and later, described and assessed in depth all 344 indicators.

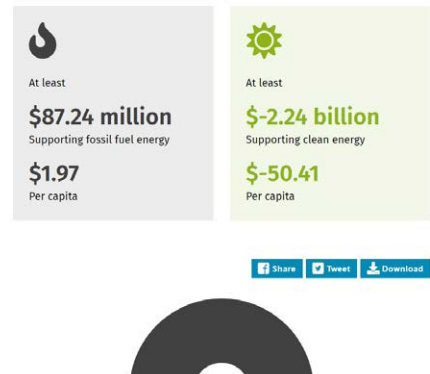
We continued to inform representatives of European institutions, embassies, agencies and think tanks about reforms. At the same time,

Ukraine

Since the beginning of the COVID19 pandemic in early 2020, Ukraine has committed at least USD -2.16 billion to supporting different energy types through new or amended policies, according to official government sources and other publicly available information. These public money commitments include:

- At least USD 98.92 million for **unconditional fossil fuels** through 15 policies (10 quantified and 5 unquantified)
- At least USD -11.68 million for **conditional fossil fuels** through 4 policies (2 quantified and 2 unquantified)
- At least USD -2.24 billion for **unconditional clean energy** through 12 policies (7 quantified and 5 unquantified)
- No public money commitments identified for **conditional clean energy**
- At least USD -5.39 million for **other energy** through 19 policies (1 quantified and 18 unquantified)

Updated: 3 March 2021



DiXi Group often had to stand up to defend the European integration course: our alerts concerned a parliamentary motion to the Constitutional Court, which could disrupt operation of the independent gas TSO, and the situation around the NEURC, which could pose a threat to the regulator's independence and stable operation. Our experts also analyzed the challenges faced by the country, and developed a position paper calling to restore a financially balanced support scheme for "green" energy. Another position paper concerned legislation that

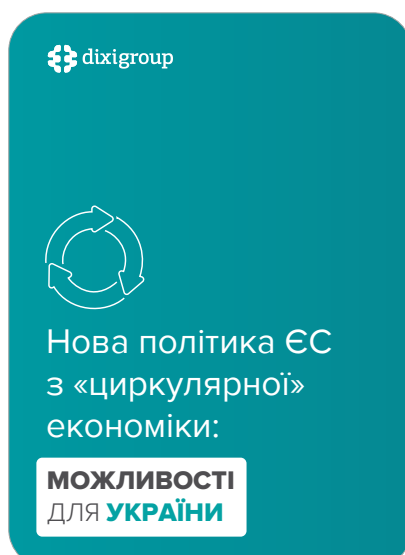
regulates housing and utility services, in particular, gas networks and heat metering.

DiXi Group becomes actively involved in climate policy, decarbonization of the energy sector and deployment of the European Green Deal. In particular, our experts were engaged in developing the draft Concept of Green Energy Transition by 2050, presented early this year, and another key document – the draft National Energy and Climate Plan by 2030. DiXi Group specialists also presented, jointly with partners and with support of the International Renaissance Foundation, a analytical document *European Green Deal: Opportunities and Threats to Ukraine*, organized hearings on the European Green Deal (jointly with the Verkhovna Rada Committee for Ukraine's Integration into the EU), and continued to advocate the creation of a clear action plan on Ukraine's joining this strategic course.





We devote separate attention to raising public awareness of the European Green Deal. For that purpose, DiXi Group has released policy briefs concerning the EU policies on **circular economy** and **industrial strategy** with the relevant recommendations for the government, **infographics** about the EU Hydrogen Strategy, and a **research** of investment opportunities opening for Ukraine (jointly with Zentrum Liberale Moderne). We also organized a **training** for civil servants “Green Deal: Peculiarities of Implementation in the EU and in Ukraine” with support of the British Embassy.



We are going to continue this work in 2021 as part of **EU4USociety** project “Promoting Ukraine’s participation in the European Green Deal in the fields of energy and environment”. The implementation of this project will allow for timely and effective diagnostics of harmonization of Ukraine and EU policies, and also, allow to raise awareness of the stakeholders – public authorities, civil society and businesses – of the European

Green Deal priorities and implementation status.

In addition, DiXi Group joined the **Energy Policy Tracker** platform that tracks changes in energy policies of G20 and a number of other countries, and in the public financial support for particular sectors of economy. Ukraine is now present on this platform as well, and DiXi Group experts continuously monitor the situation and update information.

ENERGY SECURITY



In 2020, DiXi Group continued to work on opposing the Nord Stream 2 project. We reacted to important events in this context with information and analytical materials.

However, it wasn't all about threats only; we were actively working on enhancing Ukraine's energy security (in particular, security of gas supply and transit). Our team has issued policy briefs concerning the **prospects of gas supplies from Central Asia** and the **opportunities offered by the Southern Gas Corridor**, and the main conclusions and recommendations were discussed among experts and, after a follow-up finalization, provided to stakeholders in the government.

DiXi Group also worked on a pilot issue of the Energy Security Bulletin, which will address this matter comprehensively, from the standpoint of not just



Ukraine but the entire region. Our partner in preparation of this bulletin was the Polish consultancy ESPERIS.

In 2021, we will launch the project "Analytical support for Ukraine's foreign policy in the energy sector" with support of the International Renaissance Foundation. Following our analytical work (which will include at least 5 dedicated

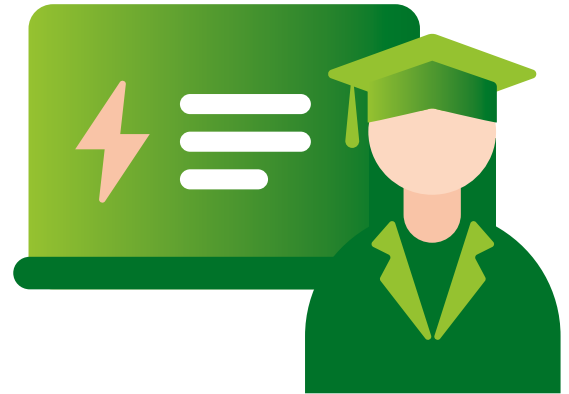


studies) and constructive cooperation with the Ministry of Foreign Affairs, we hope to be able to achieve a more active foreign policy, in particular, enhance European cooperation and bilateral relations with the countries of key importance for Ukraine's energy security.





KYIV SCHOOL OF ENERGY POLICY (KSEP)



civil servants and personnel of state-owned energy companies. Every time, we improved the program's format and added more and more practical activities. KSEP also organized, in a similar format of scholarship training, a large-scale bilingual online course for civil society representatives of the Eastern Partnership countries and a short closed training course on key provisions of the EU legislation on energy efficiency for members of the parliament and government officials of Ukraine.

After the preparations phase that stretched over the past few years, in 2020 the Kyiv School of Energy Policy (ksep.energy/en) finally became a fully-functional specialized educational platform, manifesting this feature quite vividly and effectively. Having received support from a number of international donors, including USAID, Federal Ministry for Economic Affairs and Energy (Germany), the European Commission and others, the KSEP team was able to develop and implement a

whole number of educational formats and programs. More than 300 representatives of the public sector enjoyed trainings on the KSEP platform.

First, beginning from the pilot course on EU Energy Law and Policy, which was held in emergency conditions at the outset of the global pandemic, our team has been consistently displaying a high level of quality and professionalism. It allowed them to organize an additional four classes under this program, which is intended for Ukrainian

The English for Energy Markets course (A1 level) became another unique product developed and launched by the KSEP specialists. The mastering of professional English will help Ukrainian expert and managerial community get closer to their colleagues in the European Union, and allow them to use numerous foreign sources. As of the end of the year, the KSEP team developed and launched a pilot group of the program at A1 (Beginner) level, and began developing

a course for B2 (Intermediate) level.

At the same time, the medium-term program “Strategic Transformations in Energy Markets”, developed and tested during 2020, will become KSEP’s most essential format. A balanced mix of theoretical knowledge and practical exercises, taught by renowned specialists and practical experts from the Ukrainian and European energy sectors, will allow the attendees, for the first time in Ukraine, to comprehensively master the knowledge of energy management, economics and business.

In particular, this program will feature the basics of energy policy, architecture of the electricity and gas markets, the purpose and methods of energy regulation, forces and factors of the energy economy,

basics of trading and pricing of energy products, innovative business models that will be applied in energy markets of the future, and many more.

Next year, KSEP will offer – both on scholarship basis and on commercial terms – participation in this program and in many other formats of high-quality training in the energy sector.





EMPOWERING CONSUMERS



GASOTEKA



ГАЗОТЕКА

ЯК ЦЕ ПРАЦЮЄ

ЦІНИ НА ГАЗ

Підписатися на оновлення

Газ дешевше? Газотека!

Порівнюй актуальні ціни на газ, змінюй постачальника онлайн та плати за газ до 40% менше. Доставка газу виконає облгаз.

Ваш поточний тариф

Я не знаю

Скільки кубів газу споживаєте щороку?

2500

м³ / рік

Знайти дешевше

On August 1, 2020, all household consumers became able to freely choose gas supplier and at what prices to buy gas. Companies became able to set the sale price on their own, and consumer choice became a measure of success of their commercial offers.

To help consumers, DiXi Group launched Gasoteka, the first service of comparing

commercial offers for gas in Ukraine (gasoteka.ua-energy.org).

Presently, this service (available on the Ukrainian Energy website) allows users to receive up-to-date information about offers from gas suppliers in a convenient form. It also allows to compare prices from over 60 companies and estimate potential annual savings from switching supplier.

In the future, the Gasoteka team is going to expand the service functions to ensure that the users are able to go through, and monitor, the entire procedure of switching a gas supplier.

MOBILE APP



As of today, the Energy Online mobile app, developed by DiXi Group with support of the NEURC and USAID, has more than 120,000 users. The app can be downloaded free of charge from Google Play or App Store.



DiXi Group is working on upgrading Energy Online to improve user experience, and on upgrading the app functions. So, stay tuned for more good news from us!

THIS PRODUCT HELPS ELECTRICITY AND GAS CONSUMERS:



receive up-to-date information about current tariffs, and compare price offers;



check utility bills and request recalculation of utility charges;



evaluate the service of an energy company and find a better offer;



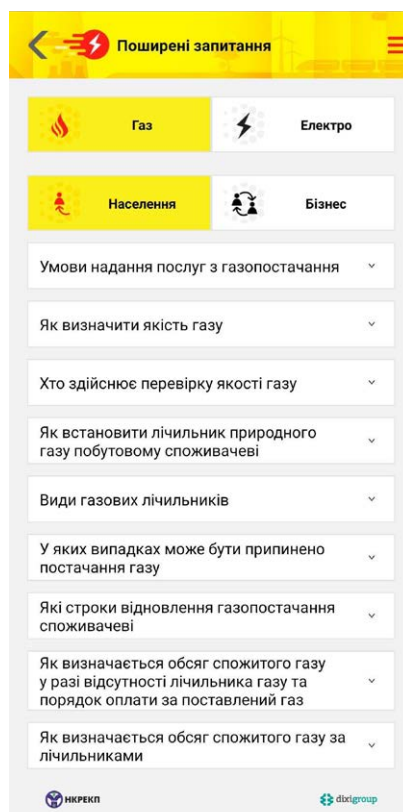
apply for a compensation if the service quality standards weren't met (with a CC to the NEURC);



place an inquiry with the network operator concerning improvement of investment program;



learn about important events in regions, and register for participation.



TRAINING AND RAISING AWARENESS OF ENERGY SECTOR



Working together with the NEURC, DiXi Group experts initiated, as part of the USAID Energy Sector Transparency project, a series of training webinars for journalists and energy consumers about key changes in the fields of energy and environment.

The first **webinar**, held on June 9, 2020, looked into the gas distribution tariff for household consumers, while the second **webinar** of September 8, 2020, was devoted to the liberalization of retail gas market in Ukraine and to the updated procedure of switching supplier. We also prepared a **brochure**, which provides answers to critically important questions from consumers: how to choose a supplier, where to look for offers, and what documents are required for that purpose.

More than 2,600 attendees and viewers of online videos of our webinars received access to professional expertise, found answers to important questions, understood the logic of market development, and formed own vision of the reform.



DiXi Group created even more information products for the Ukrainian consumers in cooperation with the NEURC, in particular:



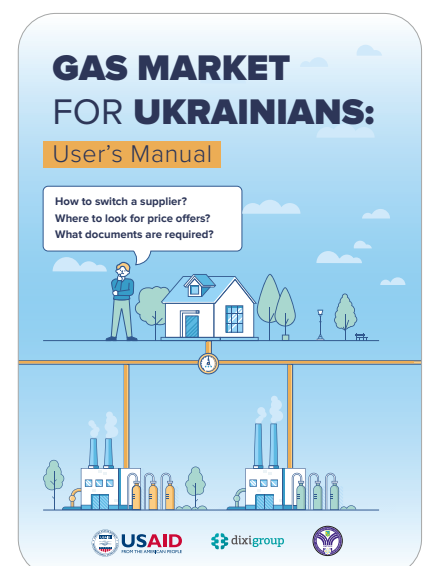
infographics “What consumers should know about PSO and changes in gas bills”



video “How the Cossacks have chosen a supplier”



video explainer “Why two gas bills”





METHODOLOGICAL RECOMMENDATIONS FOR JOURNALISTS



The methodological **brochure** issued by DiXi Group gives journalists an idea of how to create well-founded, professional investigative materials in the energy sector. In particular, what to start with, how to build a strategy the right way, where to look for information, how to verify the information collected and how to consolidate it into an interesting, multisided and detailed investigative report.

The brochure offers a step-by-step review of the main phases and strategy of investigation:

from the search of topic and formulation of a hypothesis to information analysis and verification of the hypothesis, and finally to the writing of investigative report.

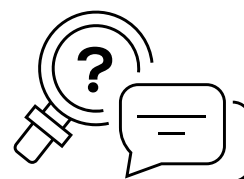
It also contains examples of investigations by various media, which could suggest new topics for investigation and serve as a benchmark of how information should be presented. To help investigative journalists in their work, the brochure additionally contains the lists of online resources and public information sources in the energy sector.

РОЗСЛІДУВАННЯ У СФЕРІ **ЕНЕРГЕТИКИ**



ЯК ПЕРЕТВОРИТИ ІДЕЮ
НА АРГУМЕНТОВАНИЙ ТЕКСТ

ОСНОВНІ ЕТАПИ РОЗСЛІДУВАННЯ



Усі розслідування будуються за попередньо визначеною схемою, яка включає наступні етапи:

Пошук теми і визначення можливості проведення розслідування
feasibility study

1



Оцінка зібраної інформації та плану розслідування

4



Перевірка отриманої інформації, остаточний аналіз

7



Побудова гіпотези

2



Збір інформації у свою чергу поділяється на два етапи: збір документів та проведення інтерв'ю 5

5



Написання власне розслідування

8



Планування самого розслідування етапи збору інформації та перевірки;

3



Заповнення прогалин

6



Реагування на коментарі до публікації

9



OUR COMMUNICATIONS



DiXi Group continued to successfully increase its presence in media space and influence the process of forming public opinion.

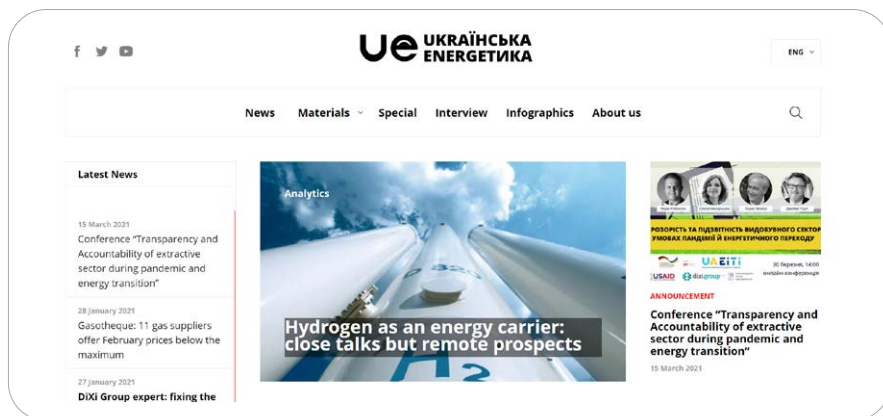
For the first time in its history, our think tank has published an English-language book by DiXi Group President Olena Pavlenko about the organization's advocacy experience: *Playing the Long Game: How Civil Society Can Lead Change*.

During the year, our official website presented expert comments, analytical products,

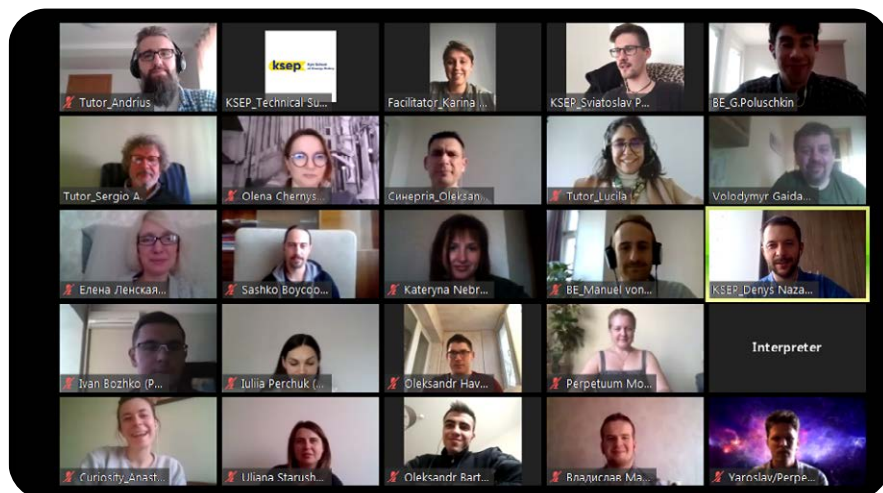
and more than 10 thematic varieties of infographics prepared on the basis of data analysis. They included, in particular, infographics about consumer complaints lodged via the Energy Online mobile app, about components of the gas price, about implementation of European legislation in the energy sector, about environmental impact assessment (EIA) in the extractive sector, a series of materials about the draft law implementing new requirements of the EITI Standard, a series of graphics

based on data from UAEITI reports, comparative data of the Forecasted Electricity Balance, and many more.

Statements, position papers, alerts, infographics, comments and brochures of DiXi Group provided the basis for many journalist publications. Overall, media mentioned our experts more than 600 times. We continued to increase the share of our own explanatory media materials: in the video format, in the form of journalist materials and infographics. To better deliver these tasks, DiXi Group and Ukrainian Energy websites were modernized.



Over the year, the Ukrainian Energy online platform, run by our organization, has achieved a greater popularity among the readers and increased its potential as a place for discussion and coverage of events taking place in the energy sector. It helps open important data, and also, explains the opportunities offered by energy markets to consumers.



E.g., we updated certain sections of our website, ran SEO for more effective dissemination of information materials, elected an editor and engaged new authors. It allowed us to increase the number of daily news, diversify the topics of materials, and devote special attention to covering the topics of utilities and renewable energy.

ORGANIZATIONAL DEVELOPMENT



The DiXi Group team is continuously working on self-improvement. Development of competencies, improvement of strategic, operational and financial management, achievement of strategic goals were assisted by the USAID Energy Sector Transparency project and the Think Tank Development Initiative for Ukraine, implemented by the International Renaissance Foundation in partnership with the Open Society Initiative for Europe (OSIFE) with financial support from the Embassy of Sweden to Ukraine.

We were able to deepen our knowledge in professional areas, create new products (alerts, position papers, policy briefs), and develop a new area of expertise: climate and environmental policy. Institutional support also helped KSEP to organize the first pilot course.

Institutional stability allowed our team to get quickly adapted to working in the conditions of pandemic and not to lose the pace. The transition to electronic document flow, both inside our organization and in the relationships with counterparties, has been accelerated. Despite the lockdown, the DiXi Group team has not only successfully organized the events planned for 2020 but also held a number of new ones, which became possible to organize in the online regime. A planned, several days-long offline event

was fully switched online in a record short time of only five days without any loss. Thanks to online broadcasts of our events on Facebook pages, the number of attendees has increased dozens of times.

Internationally, our advocacy visits gave way to participation in online events, which allowed to expand the geography of contacts and develop existing relations. Active consultations were held with representatives of the Energy Community Secretariat, the European Commission, diplomatic missions and international financial organizations. We developed cooperation with the Organization for Economic Cooperation and Development (OECD), the Florence School of Regulation, and a number of think tanks including Berlin Economics, REKK, Columbia Center on Sustainable Investment (CCSI), Natural Resource Governance Institute, International Senior Lawyers Project (ISLP), WEG and Expert Forum, and established contacts with WatchDog.MD, ESPERIS, and many other organizations.

DiXi Group also organized a series of webinars for members of Publish What You Pay (PWYP, an international coalition of civil society organizations), experts and civil servants. These webinars addressed a number of topics including change marketing, visual storytelling, environmental impact assessment and strategic

environmental assessment. Dozens of attendees from countries of Africa, Central and South-East Asia and hundreds of viewers of web broadcasts gained practical knowledge to advocate greater transparency and “greening” of extractive industries, and to promote sustainable development in general.

Our traditional advocacy event – DiXi Group Friends Reception – was also held in the online format. Together with our key donors and partners focusing on reforms in Ukraine’s energy sector, we summarized the achievements of 2020, shared our expectations of the coming year, and spoke about analytical activity and service products we launched for consumers. The “synchronization of watches” took the form of interactive surveys of the guests and comparison with forecasts of DiXi Group.

After the meeting, the participants and stakeholders received promo materials and the most popular analytical products developed by the DiXi Group team. Most of these promo materials were ordered from HANDCRAFTS by Orphans workshop, who spend all revenues on a social adaptation program for orphans, teaching them to become independent and helping to develop basic professional skills for the future independent life after the boarding school or children’s home.

INCOME AND EXPENDITURE STATEMENT FOR 2020

INCOME

thousand UAH

21 136.6

United States Agency for International Development (USAID)

3 721.3

International Renaissance Foundation

248.6

Secretariat of the Steering Committee of the Eastern Partnership Civil Society Forum

168.0

Heinrich Boell Foundation's Office in Ukraine

41.3

Private donations

TOTAL:

25 315.8

EXPENDITURES

thousand UAH

13 224.9

Payroll, single social contribution

9 586.8

Project expenses, procurement of services and goods

1 178.7

Office rent and utilities

338.4

Fixed assets, intangible assets and other tangible assets

270.4

Seminars, trainings, conferences, mentoring

117.5

Software and subscriptions

100.7

Office maintenance, telecommunications

100.9

Reserves, consumables

99.2

Bank services

15.9

Business trips (per diems, transportation, accommodation etc.)

TOTAL:

25 033.4

DONORS

IN 2020, WE WERE SUPPORTED BY:



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