

DIXI GROUP'S
STRATEGIC PLAN

2023 — 2028

DiXi Group is a Ukrainian think tank that has been working in the energy sector since 2008. We cooperate with government officials, politicians, journalists and international partners to modernise the energy sector and Ukraine's future membership in the EU. Our vision is irreversible reforms through sustainable energy development, decarbonisation, good governance, transparency and competition in the markets.

Ukraine needs further energy reforms that will promote competition, consumer empowerment and integration with European energy markets. We propose a transition to green technologies and knowledge dissemination in these new markets. DiXi Group acts as an initiator and advocate of change, offering not only analytical products, but also training, media relations and more.

Our activities include analytics, advocacy, training and consulting for governments and investors to set new standards of governance in energy policy. We strive to become a group of organisations with established teams working in the areas of energy security, energy market integration, open energy data, energy journalism and training. DiXi Group strives to be self-sustaining by implementing commercial and non-profit projects, and maintains its influence on decision-making in the sector through its expert knowledge and professional work

HISTORY OF THE ORGANISATION

DiXi Group was founded in 2008 and has grown from four co-founders to a team of more than 20 people. We started by advocating for transparency, access to data, and countering Russian disinformation in the energy sector by creating the Ukrainian Energy website and publishing information materials on it and beyond.

As the government increased access to information about the energy sector, our team began to monitor the state of affairs in the sector, study the effectiveness of decision-making in the energy sector and analyse best practices of sector reform in other countries, including the EU. Gradually, our flagship topics became the implementation of the Extractive Industries Transparency Initiative (EITI) in Ukraine, monitoring and advocacy of Ukraine's commitments within the Energy Community, implementation of the Association Agreement, and subsequently, Ukraine's progress towards EU membership.

The DiXi Group team contributed to the drafting and advocacy of legislation to create a gas and electricity market in Ukraine, a law on an independent energy regulator, and laws in the field of energy efficiency. DiXi Group also fully supported the process of drafting and advocating for the implementation of the Transparency Initiative in Ukraine, which resulted in the adoption of the Law on Enhancing Transparency in the Extractive Industries. Our think tank has already contributed to the adoption of more than 15 laws in the energy sector and continues to do so.

Our team actively cooperates with European think tanks and advocates for strengthening the energy independence of not only Ukraine but also the EU. DiXi Group opposed the construction of such Russian projects as South Stream and Nord Stream 2 and, together with other organisations, advocated for the imposition of sanctions against Russia in the energy sector after the full-scale invasion in 2022.

DiXi Group aims to become a group of organisations that follow a common mission, vision and values, and achieve them in different ways. In addition to the think tank, DiXi Group has also created the Ukrainian Energy website, which operates as an independent media outlet in the sector, and the established the Kyiv School of Energy Policy, which aims to build the capacity of Ukrainians in the field of energy policy.

The flagship products of the think tank include:

- [Analytical papers](#)
- [Energy Sector Transparency Index](#) - Ukrainian and international
- Tool for assessing the level of energy security - [Energy Security Scoreboard](#)
- [Online map](#) of the energy sector
- Mobile application «Energy Online» (Available for download from [Google Play](#) and the [App Store](#)).
- Online tool for comparing prices «[Gazoteka](#)»

Mission:

We introduce the latest solutions and fair rules for affordable, high-quality and clean energy.

Values:

Responsibility:

Diligent performance of tasks
Compliance with obligations (including deadlines)
Mutual support
Setting the right objectives
Integrity in analytical work

Independence:

We have our own reasoned position
Impartial analysis (including not adjusting the results to the interests of the customer, taking the point of view of all parties)
Diversification of funding sources

Performance-based work:

We focus on products, not processes
Every product should serve as a catalyst for structural change, be practical, and have real-world applications
The products set quality standards (verified information, impartiality, no emotional assessments, convenient format)

Free competition:

We do not do anything that will distort free competition
Promoting competition in energy markets (against monopolies that abuse their position, for transparent, equal rules for all)
We implement the principle by example

Continuous improvement:

Training, professional development
Searching for and accepting new things
Search for new niches and areas
Refusal of non-working things

Vision:

The irreversibility of changes in the energy sector is ensured by clear modelling of sustainable development of the energy sector, a new generation of managers, high transparency and intense competition for consumers and quality of services in energy markets. Ukraine continues to reform its energy markets to promote competition and strengthen the role of consumers, as well as deeper integration with the European Union's energy market to ensure security in the region. The energy policy should include the transition to clean, green technologies of energy production, transformation, transmission and consumption.

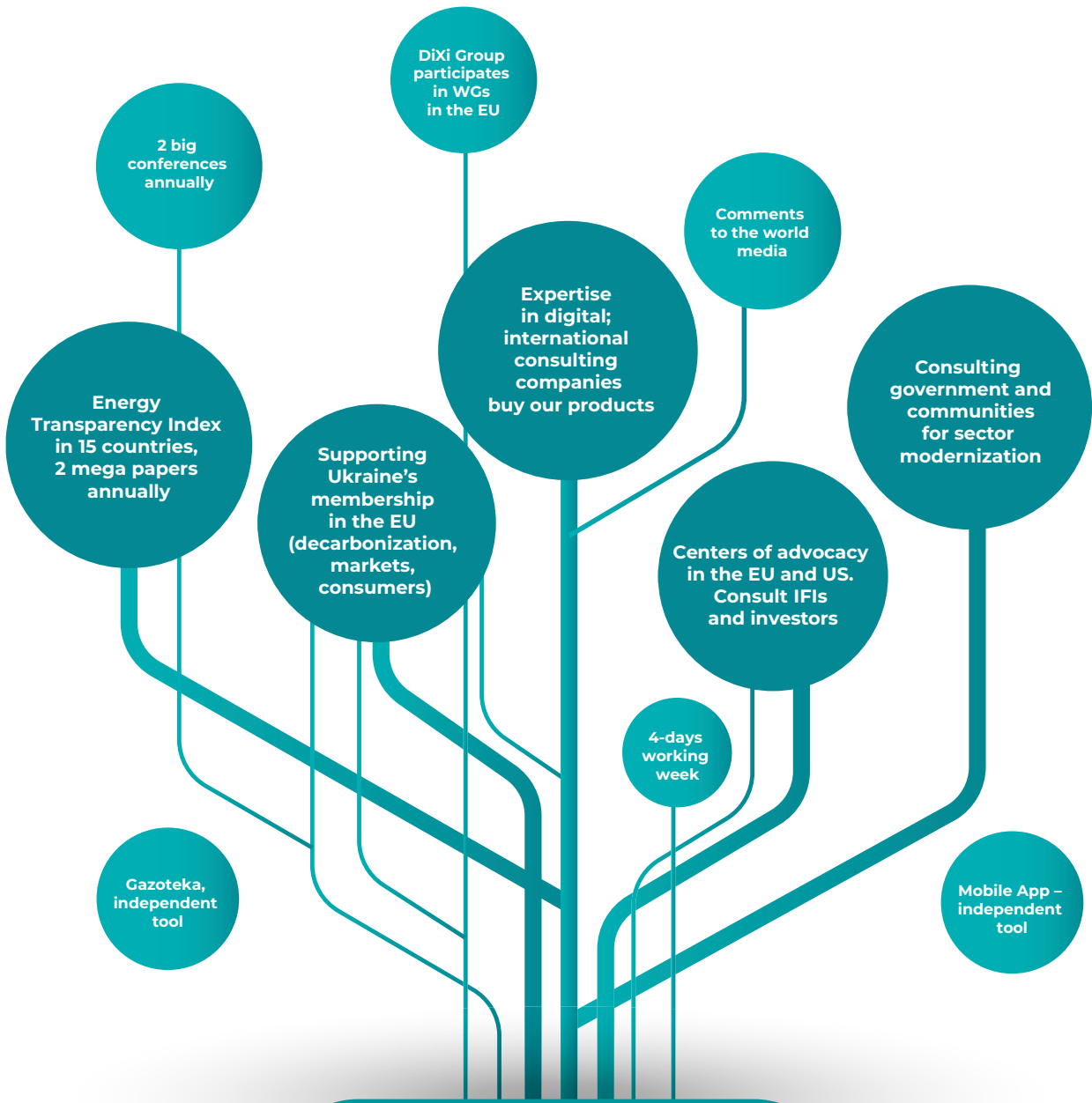
DiXi Group considers itself an initiator and advocate of such changes, and will develop its own capacities to achieve this vision.

In the future, DiXi Group will be a group of organisations with established teams working in these areas. The functions of strategic planning, communications, and marketing are combined at the head office level.

DiXi Group is moving towards self-sufficiency, generating at least 20-25% of its revenue from commercial projects. We offer a portfolio of products and services of both commercial and non-profit nature. Our reputation as independent, unbiased experts in the energy sector helps us to do so.

DiXi Group maintains a high level of influence on government decisions, including through advocacy and recommendations. Decision-makers in the government and parliament, as well as business representatives (investors), seek our analyses and advice. Thanks to a developed network of contacts and direct communications – both in Ukraine and internationally – DiXi Group has a highly professional environment. Clients and partners help us fulfil our mission.

OUR VISION: DIXI GROUP IN 5 YEARS



DiXi Group – common analytical, strategic and governance field



“Ukrainian Energy” – independent media, working on public awareness



KSEP – regional center of competence building in energy

STRATEGIC ANALYSIS

Achievements and challenges

The war in Ukraine has affected the economic and energy situation in the world. Russia's use of gas as a weapon against Europe has caused a significant increase in energy prices in the EU, strengthened the influence of populist politicians and parties, and forced EU member states to reconsider their decarbonisation plans. There are no longer any clear short-term plans to abandon fossil fuels, and the nuclear sector has begun to play a growing role in the energy mix of different countries. Against the backdrop of escalating sanctions against Russia, the world is becoming more polarised, new geopolitical alliances are being formed, and countries in Asia, Africa, and South America are forced to take sides. Despite the fact that the Ukrainian-Russian war was one of the reasons for these global changes, Ukraine is still not a visible actor in the geopolitical energy arena.

Ukraine, which is at war, remains in a difficult energy situation. Despite the fact that the country has its own energy resources (gas, nuclear generation), the ongoing hostilities pose threats to the heating season. To defend itself from Russia's actions, the Ukrainian government has started to withhold information about the energy sector, and has increased manual regulation and market influence. Meanwhile, the population continues to become poorer, with reduced ability to pay bills, which also affects liquidity in the energy markets. Difficult economic and political conditions deter investors from entering the Ukrainian market. The situation with human potential is also deteriorating, with a large outflow of professionals abroad and a demographic crisis reducing the level of quality management in the sector.

These changes affect the priorities of the DiXi Group think tank's activities and development.

Achievements

- DiXi Group is one of the few think tanks in Ukraine that has experience in implementing projects worth more than USD 3 million.
- DiXi Group is one of the few think tanks in Ukraine that has experience of successfully passing the audit of the Big Four companies
- DiXi Group has experience in implementing projects not only in Ukraine, but also in the Black Sea region, Central Asia, and North Africa
- Despite the war, DiXi Group continues to expand its list of partners and donors. As of 2023, the team has experience of cooperation with the following partners: USAID, EU, International Renaissance Foundation, Böll Foundation, Konrad Adenauer Foundation, EBRD, PWYP, European Climate Foundation, MATRA, Black Sea Trust for Regional Cooperation (GMF Fund), World Bank, OECD, LibMod
- DiXi Group was the first centre to launch a review of the situation in the energy sector after the outbreak of the large-scale invasion – we started sending out a daily digest of the situation in the first week of the hostilities
- Despite the hybrid format of work, the DiXi Group team continues to implement projects in a full and high-quality manner
- Thanks to DiXi Group's assistance in collecting data, UN Commission of Inquiry on Ukraine [recognised attacks](#) on energy infrastructure as a war crime
- Thanks to cooperation with DiXi Group, the Ministry of Energy has set up a system for collecting data from energy companies on immediate needs and equipment during a full-scale invasion
- The think tank's team has experience of cooperation and commenting to Ukrainian and international media, such as BBC, CNN, Associated Press, etc.

Challenges

- War, migration and the deteriorating economic situation have significantly reduced the number of professional energy experts in Ukraine, which prevents DiXi Group from rapidly expanding its team
- The growing activity of international donors and partners in Ukraine creates conditions where members of local think tanks and NGOs are drawn to work in international projects, offering better conditions and funds, and thus weakening the organisations themselves
- Various donor and partner requirements, combined with Ukrainian legislation, have led to a large increase in administrative staff and their workload
- Challenges and needs of different scales in the energy sector overlap and become more urgent in terms of time. This creates an increase in the number of simultaneous needs and their scale.

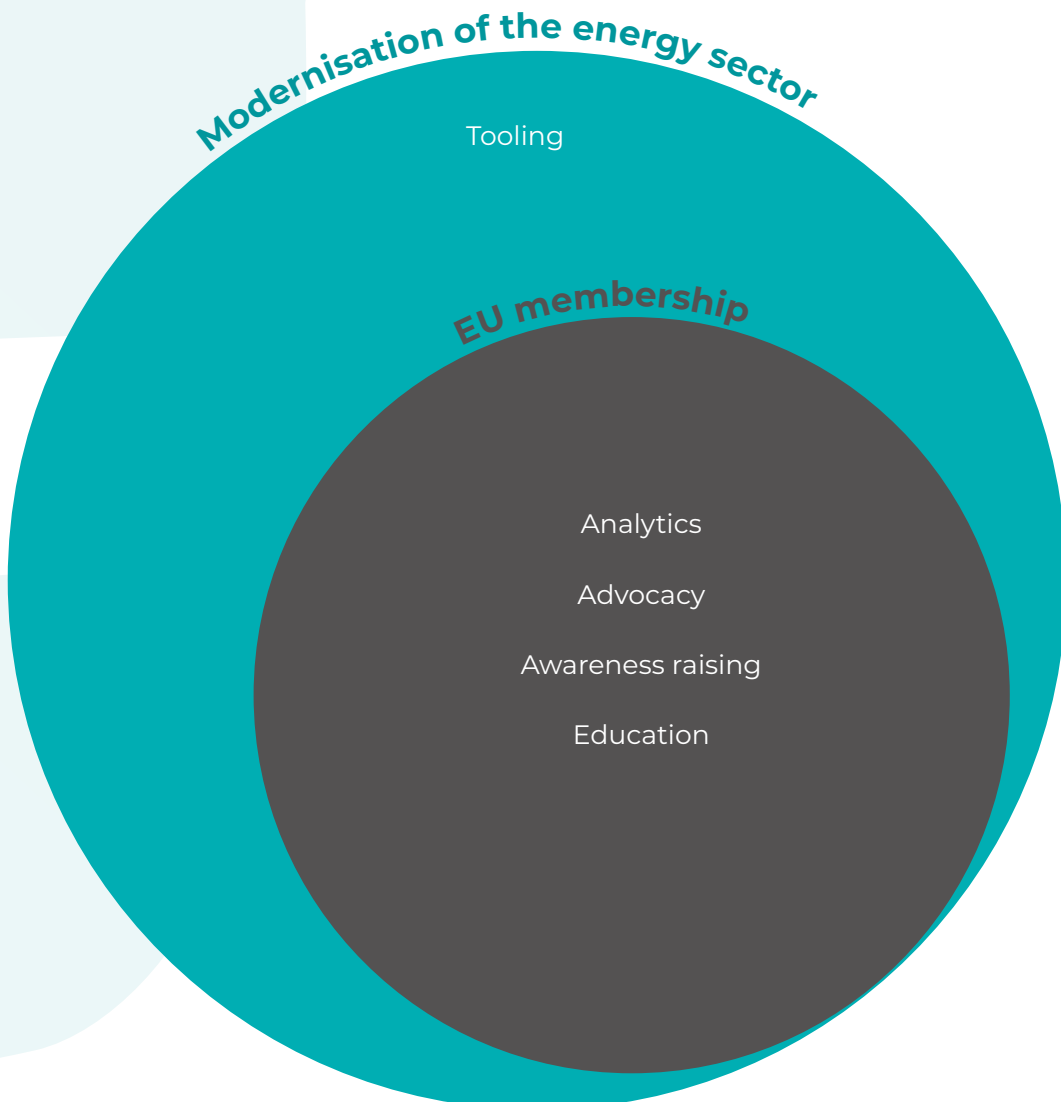
GOALS AND STRATEGIES

Goals of the organisation:

- Modernising Ukraine's energy sector
- Ukraine's membership in the EU

We achieve this through the following strategies:

- Policy advisory: providing useful information for governments and investors;
- Advocacy: promoting new standards of governance in energy policy;
- Developing tools to improve reforms (tooling);
- Raising public awareness;
- Stakeholders education: disseminating knowledge and best practices in new markets.



[DIXIGROUP.ORG](https://dixigroup.org)

[Link to the Strategic Plan](#)

