

# STRATEGIC PLAN DIXI GROUP

**2024 — 2029**

**DiXi Group** is a Ukrainian think tank that has been working since 2008 with government officials, politicians, media, international partners and other stakeholders to advance Ukraine's energy sector modernisation and its future EU membership. Our vision is to institute irreversible reforms through sustainable development, decarbonisation, good governance, transparency and competition in the markets.

Ukraine's energy industry urgently requires further reforms to 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 of and advocate for 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 aim to expand into 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 for self-sufficiency by implementing commercial projects alongside non-profit projects while retaining influence on decision-making in the sector through our expert knowledge and professional work.

## ORGANISATION HISTORY

Founded in 2008 by four co-founders, DiXi Group has grown into a team of over 30 professionals. We began 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 transitioned to monitoring the state of affairs in the sector, studying the effectiveness of decision-making in the energy sector and analysing best practices of sector reform in other countries, including the EU. Gradually, we expanded our flagship topics into the implementation of the Extractive Industries Transparency Initiative (EITI) in Ukraine, monitoring and advocacy for 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 drafting and lobbying for legislation to create a gas and electricity market in Ukraine, a law on an independent energy regulator, and energy efficiency laws. DiXi Group was also instrumental in 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. To date, our think tank has contributed to the adoption of over 15 laws in the energy sector, with more underway.

The team actively cooperates with European think tanks to advocate 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, alongside other organisations, promoted 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 united by a common mission, vision and values, while achieving 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 [Kyiv School of Energy Policy](#) (KSEP), which aims to build the capacity of Ukrainians in the field of energy policy.

### The think tank's flagship products include:

- Analytical [materials](#)
- Energy Sector Transparency Index – [Ukrainian](#) and international
- A tool for evaluating the level of energy security – Energy Security Scoreboard
- [Energy Map](#) service – the largest database of official data
- «Energy Online» Mobile Application (available on [Google](#) and the [App Store](#))
- Online-price comparison tool – “[Gasoteka](#)”

## Mission:

**Cutting-edge solutions and fair rules in the energy and climate change fields.**

## Vision:

High-quality modelling of sustainable development, high transparency and fair competition, ensured by professional leaders, make positive changes irreversible. Ukraine is moving towards a climate-neutral economy as a member of the EU and is strengthening energy security in the region.

DiXi Group is an initiator and advocate of such changes, and is developing 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. DiXi Group is moving towards self-sufficiency by offering a portfolio of analytical products and services of both a non-profit and commercial nature. Our reputation as independent, unbiased experts will aid this transition.

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 investors and business representatives, seek our analysis and advice. Thanks to a developed network of contacts and direct communications, both in Ukraine and abroad, DiXi Group operates at a highly professional level. Clients and partners help us fulfil our mission.

## Values:

### Responsibility:

Diligent performance of tasks  
Meeting commitments, including deadlines  
Mutual support  
Proper task setting  
Integrity in analytical activities

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### Independence:

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

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### Work for results:

We focus on products, not processes  
Each product should be a driver of structural change, useful and applied  
The products meet quality standards: verified information, impartiality, no emotional assessments, convenient format  
Reasonable balance between the scope of tasks and human resources

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### 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

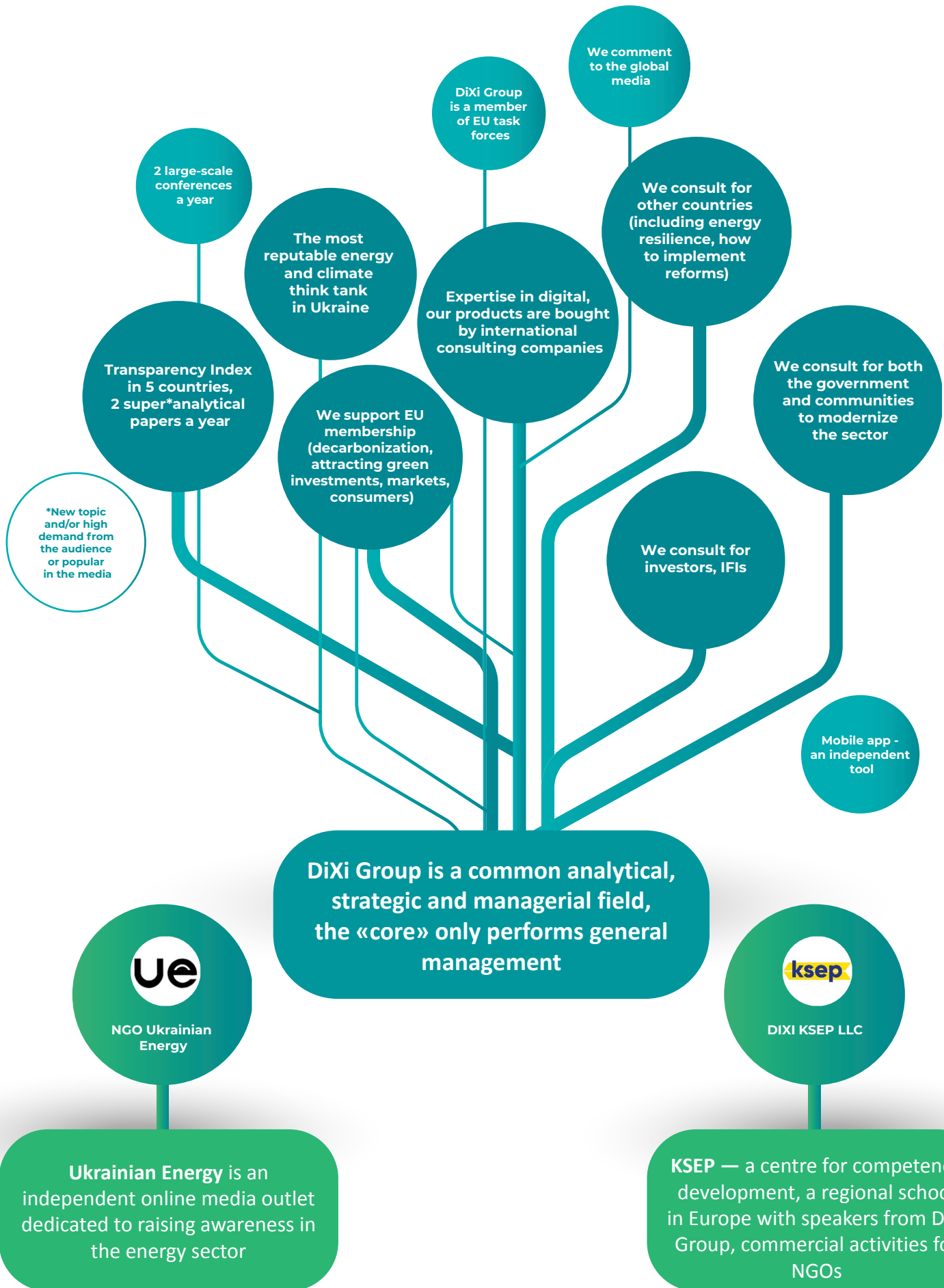
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### Continuous improvement:

Training, professional development  
Seeking and accepting new things  
Search for new niches and directions  
Rejection of non-viable solutions

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## VISION IN 5 YEARS



## Achievements and Challenges

The war in Ukraine has altered global economic and energy realities. Russia's use of gas as a weapon against Europe has caused a significant increase in energy prices in the EU, strengthening the influence of populist politicians and parties, and forcing 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 various countries. Against the backdrop of escalating sanctions against Russia, the world is becoming more polarised, with new geopolitical alliances being formed, and countries in Asia, Africa, and South America being forced to take sides. Despite the Russia-Ukraine war's role in these global changes, Ukraine is still not a visible actor in the geopolitical energy arena.

Ukraine, currently at war, remains in a difficult energy situation. Although the country possesses 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 is becoming 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 country's prospects in human capital are also deteriorating, with a large outflow of professionals abroad creating a demographic crisis which reduces the level of quality management in the sector.

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

### Achievements

- DiXi Group is one of the few think tanks in Ukraine with experience implementing projects worth more than USD 3 million.
- DiXi Group is one of the few think tanks in Ukraine to successfully pass the audit of the Big Four companies.
- DiXi Group has experience 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 2024, the team has experience cooperating with the following partners: USAID, EU, International Renaissance Foundation,

Böll Foundation, Konrad Adenauer Stiftung, EBRD, PWYP, European Climate Foundation, MATRA, Black Sea Trust for Regional Cooperation (GMF Fund), Government of the United Kingdom of Great Britain and Northern Ireland, World Bank, OECD, LibMod, Zentrum für die Liberale Moderne gGmbH, Open Government Partnership Europe.

- DiXi Group was the first centre to launch an energy sector overview after the start 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 complete and high-quality manner.
- Due 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 team has experience collaborating with and providing commentary to Ukrainian and international media outlets, such as BBC, CNN, Associated Press, and more.

### 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 incentivises members of local think tanks and NGOs to work for international projects, which offer better conditions and funds, thus weakening local organisations.
- Various donor and partner requirements, combined with Ukrainian legislation, have led to a large increase in administrative staff and their workload.
- Significant overlap between the challenges and needs across projects of different scales within the energy sector increases project urgency. This creates an increase in the number of simultaneous needs and their scale.

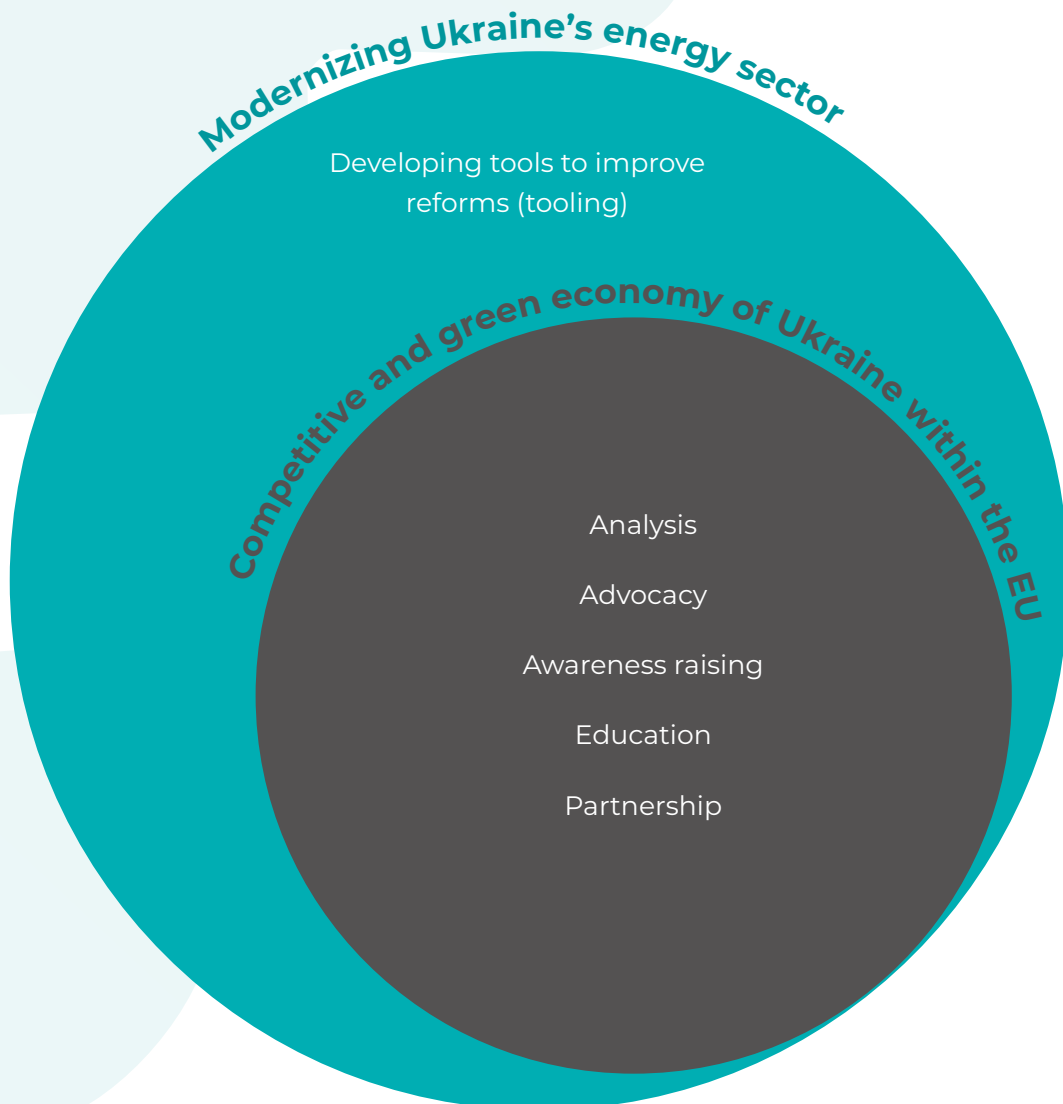
## GOALS AND STRATEGIES

### Organisation's goals:

- Modernising Ukraine's energy sector
- Competitive and green economy of Ukraine within the EU

### We achieve this through the following strategies:

- Policy analysis and advising: providing useful information for governments and investors
- Advocacy: establishing new standards of governance in energy policy
- Developing tools to improve reforms (tooling)
- Raising awareness
- Stakeholder education: disseminating knowledge and best practices in new markets
- Partnership



**DIXIGROUP.ORG**

Link to the Strategic Plan

