



STRATEGIC PLAN 2025 – 2030

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 EU candidacy. We believe in achieving decarbonisation and systemic reform through sustainable development, good governance, transparency and market competition.

Ukraine needs further energy reforms that empower consumers and promote competition and integration with European energy markets. We propose a transition to modern and clean technologies and enhanced knowledge-sharing in these new markets. DiXi Group acts as an initiator and advocate of change, offering not only analytical products, but also training, public relations and more.

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

ORGANISATION'S HISTORY

Founded in 2008 by four co-founders, DiXi Group has grown into a team of over 30 professionals. We started by advocating for transparency, open 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 expanded access to critical information, our team began to study the effectiveness of energy sector decision-making while analysing the most successful practices of sector reform in other countries, particularly in 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 drafting and advocating legislation to create a gas and electricity market in

Ukraine, adopt an independent energy regulator, and to improve 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 fifteen laws in the energy sector and continues to do so.

The team actively cooperates with European think tanks and advocates strengthening not just Ukraine's, but also Europe's wider energy independence. DiXi Group opposed the construction of Russian projects such as South Stream and Nord Stream 2 and, together with other organisations, advocated for the imposition of sanctions against Russia's energy sector after the full-scale invasion in 2022. DiXi Group is also one of the few organizations in the world that advocates sanctions against Russian nuclear energy.

As a think tank, the DiXi Group team strives to develop and implement practical initiatives that can help make the energy sector more transparent, modern and sustainable. We have successfully helped the government introduce digital registries to improve data collection and implement new technological solutions for district heating, electricity generation and grids management.

DiXi Group aims to become a collective of organisations all following a common mission, vision and values, striving to achieve them in different ways. In addition to the think tank, DiXi Group has also created the web platform [Ukrainian Energy](#), which operates as an independent media outlet in the sector, and the [Kyiv School of Energy Policy](#) (KSEP), which aims to train Ukrainians in the field of energy policy. We have also launched DiXi Compliance, a structure for improved budget management and recovery in the energy sector, and the [Green Transition Office](#), an independent advisory body under the Ministry of Economy of Ukraine, which helps implement reforms in the field of green transition, energy and climate policies of Ukraine.

The think tank's flagship products include:

- [Analytical materials](#)
- [Energy Sector Transparency Index – Ukrainian and international](#)
- [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 energy and climate

VALUES:

Responsibility:

- Performing tasks diligently
- Meeting commitments, including deadlines
- Mutual support
- Proper task-setting
- Integrity in analytical activities

Independence:

- We maintain a reasoned and independent position
- Impartial analysis, integrating all points of view rather than tailoring results to the interests of one customer
- Diversification of funding sources

Work for results:

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

Free competition:

- We do not advocate for anything that will distort competition
- Promoting competition in energy markets: against monopolies that abuse their position; we support transparent and equal rules for all
- We implement the principle by own example

Continuous improvement:

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

VISION:

A high level of transparency and fair competition, ensured by professional leaders and effective regulation, will make positive changes systemic and irreversible. Ukraine is moving towards a climate neutral economy as an EU candidate and is strengthening energy security in the region. The energy mix in Ukraine should contribute to the competitiveness of Ukrainian products.

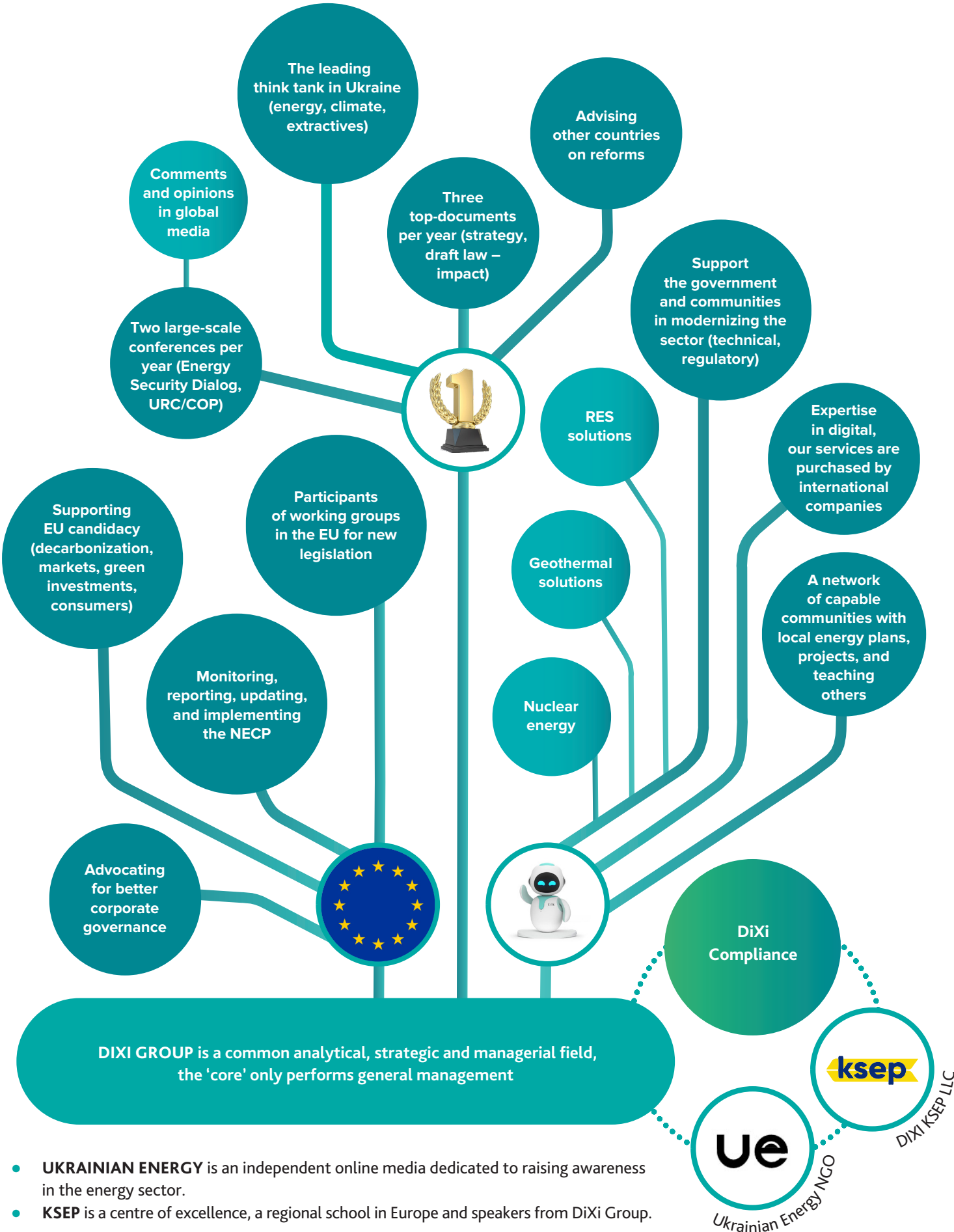
DiXi Group is an initiator and advocate of change, and is developing its own capabilities to achieve this vision. In the future, DiXi Group hopes to expand into a wider collective of organizations with established teams working in the different areas of energy sector planning and advocacy. DiXi Group is moving towards financial independence, offering a portfolio of analytical products and services for both non-profit and commercial purposes. We are trusted with a reputation for independent and unbiased expertise.

DiXi Group maintains a high level of influence on government decision-making through its advocacy and policy recommendations. Politicians, industry leaders, and investors address us for analysis and consulting. Thanks to a strong network developed both domestically and abroad, a highly professional environment is formed around DiXi Group. Clients and partners help fulfill our mission.



VISION IN 5 YEARS

WHO ARE WE IN 2030



The war in Ukraine has affected the economic and energy situation in the world. Russia's use of gas exports as a weapon against Europe has significantly increased energy prices in the EU, strengthened the influence of populist politicians and parties, and forced EU member states to reconsider their decarbonisation plans. Once again, the nuclear sector is increasing its role in the energy balances of various countries again. 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 made to take sides. Despite the fact that the Russian-Ukrainian war was one of the reasons for these global changes, Ukraine is still not a visible actor in the geopolitical arena in the energy sector.

Ukraine, a country at war, remains in a difficult energy situation. Despite the fact that the country has its own energy resources (natural gas, nuclear generation), the continuation of hostilities and constant attacks on its energy infrastructure has threatened stable heating seasons. To defend itself from Russia's actions, the Ukrainian government has started to withhold information about the energy sector, whilst increasing manual regulation and market influence. In the meantime, households continue to become poorer, with reduced ability to pay bills, which also affects liquidity in the energy markets. These difficult economic and political conditions deter investors from entering the Ukrainian market. Ukraine's 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 DiXi Group activities and development.

Achievements:

- DiXi Group is one of the few think tanks in Ukraine that has experience of implementing projects with a budget of over 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 2024, the team has experience of cooperation with the following partners: USAID, EU, International Renaissance Foundation,

Heinrich 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, Zentrum für die Liberale Moderne gGmbH (LibMod), Open Government Partnership Europe.

- DiXi Group was the first think tank to launch an overview of the situation in energy sector after the full-scale invasion – we started sending out a daily digest 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.
- In cooperation with DiXi Group, the Ministry of Energy has set up a system for collecting data from affected energy companies on immediate needs and equipment during a full-scale invasion.
- The think tank team has experience in collaborating with and providing commentaries to both Ukrainian and international media, such as the BBC, CNN, Associated Press, etc.
- Despite the mass closure of organizations following the termination of USAID projects, DiXi Group managed to continue its activity and maintain its team and priorities, thanks to the support of donors and partners.

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 recruited by international technical assistance projects, offering better conditions and salaries, and thus weakening these organisations.
- Various donor and partner requirements, combined with Ukrainian legislation, have led to a large increase in administrative staff and their workload.
- The challenges and needs of different areas of the energy sector are overlapping and becoming more urgent over time. This creates an increase in the number and scale of simultaneous needs.

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 advisory: providing useful information for governments and investors
- Advocacy: establishing new standards of governance in energy policy
- Developing tools to improve reforms
- Raising awareness
- Stakeholder education: disseminating knowledge and best practices throughout new markets
- Partnerships

