



dixigroup

ANALYTICS
ON DUTY

Annual report 2024



Dear Friends,

Like for most Ukrainians, 2024 was a year of expectations and struggle for DiXi Group's team. We all expected greater support for Ukraine after the elections in Europe and USA, a more difficult economic situation in Russia, and victory on the battlefield. We helped mitigate the consequences of attacks on energy infrastructure, advocated for stronger sanctions against Russian energy sector, and drew greater attention from international partners to Ukrainian issues.

In 2024, DiXi Group's team expanded, along with the scope of its work. The mission of our think tank now includes not only innovative solutions and fair rules in the energy sector but also in climate policy. To this end, we established the Green Transition Office and several new teams within the organization, which aim to develop and strengthen expertise in climate issues, green finance, and emission reduction. There has also been a significant increase in focus on communities in the reconstruction process – our organization launched several new projects to support local-level reforms in the energy sector, particularly in energy efficiency, etc. In 2024, ten communities, with the support of MATRA and the European Climate Foundation, developed their municipal energy plans.

Our flagship document last year was the National Energy and Climate Plan, which DiXi Group's team helped develop jointly with other experts and which was approved by the Cabinet of Ministers of Ukraine in June 2024. This document serves as a framework for all new government strategic documents – its goals must be considered and synchronized across other sectors. This year, our team would like to continue this tradition and prepare another strategic document for the country – this time in the mining sector.

Our team continued assisting the government in collecting and systematizing data on the energy sector's needs and necessary equipment support for companies and municipalities. Thanks to our experts, processing such data is currently automated and transparent for donors and beneficiaries. We also kept Ukrainians informed about the state of the energy sector, often debunking Russian myths and propaganda. The team advocating for stronger sanctions against Russia, not only participated in meetings and events last year but also conducted field visits to locations where Russians are developing their new energy facilities.

Last year, we did many things for the first time. For instance, we organized the so-called study trips for government officials and local communities to exchange experiences. We had never dealt with methane emissions before – but last year, we helped conduct research and present it at COP29 in Baku. For the first time, our Energy Transparency Index became part of Ukraine's assessment in achieving the Sustainable Development Goals. After several unsuccessful attempts over the years, our team, jointly with think tanks of RRR4U consortium, finally secured and hosted a dedicated discussion on Ukraine at the Annual Meeting of the IMF and the World Bank.

None of this would have been possible without an incredible team that works intensively for results. An essential part of our success formula is the support of our donors. In 2024, these included USAID, the European Union, the Great Britain, the International Renaissance Foundation, as well as the Embassy of the Netherlands and MATRA program, the European Climate Foundation, and LibMod. We are also grateful to our partners and all stakeholders who help promote and implement our ideas – fellow think tanks and non-government organizations, government and parliamentary representatives, journalists. Our greatest gratitude goes to military men, who keep Ukraine alive, united, and strong.

Olena Pavlenko,
President of DiXi Group

OUR DNA



MISSION

Innovative solutions and fair rules in energy and climate sector.



VISION

High-quality modeling of sustainable development, a high level of transparency, and fair competition, ensured by professional leaders, making positive changes irreversible. Ukraine is moving towards climate neutrality in its economy as an EU member while strengthening energy security in the region.

DiXi Group is an initiator and advocate for these changes and continuously develops its capabilities to achieve this vision.

In the future, DiXi Group is a network of organizations with established teams operating in these areas. The group is moving towards self-sufficiency by offering a portfolio of analytical products and services, both non-profit and commercial. This is strengthened by reputation of independent, unbiased experts.

DiXi Group maintains a strong influence on government decision-making, including through advocacy and policy recommendations. Decision-makers in the government and parliament, as well as business representatives (investors), proactively seek out analytics and consultations. Due to extensive network of contacts and direct communications both in Ukraine and internationally, DiXi Group fosters a high-level professional environment. Our clients and partners support us in fulfilling our mission.

Team

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President

Anton Antonenko
Vice President

Roman Nitsovych
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Victoria Petrovych
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Svitlana Reshetnikova
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Viktoriya Lipovkina
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Olha Antonovych
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Yana Zaliubovska
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Management Board



Volodymyr
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Andrii
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Svitlana
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Oleksii
Koshel



Oksana
Kuzenko

Supervisory Board



Janez
Kopac



Alan
Riley



Marc-Antoine
Eyl-Mazzega



Georg
Zachmann



Frank
Umbach



Keith
Smith

KEY ACHIEVEMENTS OF THE YEAR



DiXi Group's experts have contributed to the development of the National Energy and Climate Plan for the period up to 2030 (NECP), which was approved by the government on June 25, 2024



As part of monitoring of the NECP, the work has begun on preparing a national integrated report on the progress of implementation of relevant measures



The Energy Transparency Index has become one of indicators for achieving Sustainable Development Goal 7, Affordable and Clean Energy, in Ukraine



The National Energy and Utilities Regulatory Commission of Ukraine (NEURC) has adopted all our proposals when approving amendments to the Requirements to wholesale energy market integrity and transparency (as part of REMIT implementation)



Under the leadership of DiXi Group, 10 Ukrainian communities have developed draft municipal energy plans



Work has begun on drafting Ukraine's strategy for development of critical raw materials



The Kyiv School of Energy Policy (KSEP) has brought together over 500 participants, creating a platform for interaction between experts, representatives of communities, government bodies, and businesses



A nationwide social campaign has been launched to encourage Ukrainians to consume electricity rationally and enhance energy security



Thirty journalists of regional media outlets have been successfully trained in basic principles and approaches to green recovery



DiXi Group's experts have been repeatedly cited in the articles of The New York Times



The team has automated updates to the most popular market data on the Energy Map portal



Jointly with the NEURC, we have begun digitalization of two NEURC registers based on Diia.Engine



Prompt monitoring of availability and needs of generators has been conducted in more than 4,700 institutions



We have assisted the NEURC and UkrenergO in validating data on renewable energy generation facilities, and the share of records with accurate data has increased from 13% to 99%



The Ministry of Digital Transformation, with the support of DiXi Group, has updated the list of energy data required for publication



The AidEnergy database has collected and arranged data on the use of 58% of distributed equipment



The Green Transition Office has analyzed more than 1,300 private and public investment projects and concepts for compliance with green financing criteria. The selected projects have been recommended for inclusion in government investment initiatives



The international conference "Energy Security Dialogue" has been organized, gathering over 250 participants both offline and online under the slogan "Light Must Win"



Winter/Summer Outlooks has been launched, researching readiness of Ukraine's energy system for winter/summer period based on the ENTSO-E and ENT SOG methodologies

ANALYTICS ON DUTY

Weekly Digest

From the first days of Russia's full-scale aggression against Ukraine, DiXi Group's team adapted its analytical activities to wartime needs. The results included daily reviews "Russia's War Against Ukraine: Energy Dimension", which switched to a weekly format in March 2023. The product serves to inform a wide range of domestic and international stakeholders about key events and trends in Ukraine's energy sector during the war. As a result, both Ukrainians and international community have access to comprehensive and impartial analysis of the situation, allowing them to make informed decisions based on verified data and facts.

Weekly reviews are published every Monday in both Ukrainian and English. Their content has evolved according to audience needs. **The reviews are based on monitoring over 100 public sources, including government websites, energy companies, local government authorities, and others.** When preparing this product, experts process only publicly available information. In 2024, **48 issues were published**, the product's audience grew by 35% **to over 1,400 subscribers.** The audience includes representatives of governments of partner states, NATO, EBRD, IMF, OECD, World Bank, UNDP, European Commission, and European Networks of Transmission System Operators for Electricity and Gas (ENTSO-E and ENTSOG), etc. The team regularly receives positive feedback from users of the product as well as specific inquiries related to the thematic sections.

Additionally, the weekly digest serves as an example of synergy between various information and analytical products and activities of DiXi Group. When preparing the reviews, experts utilize data sets collected on the Energy Map service. In turn, monitoring within the weekly digest serves as a foundation for the development of other products, including regulatory impact assessments, various analytical materials (expert comments, articles, policy reviews), proposals for draft regulatory legal acts (RLAs), and other legislative initiatives, etc.

Supporting humanitarian assistance for energy sector and preparation for winter season

From the first days of the invasion, DiXi Group's experts joined the work of the Ministry of Energy and became

members of the working group on humanitarian assistance in the energy sector. We have not just been an external observer in this process but an integral participant of operational processes.

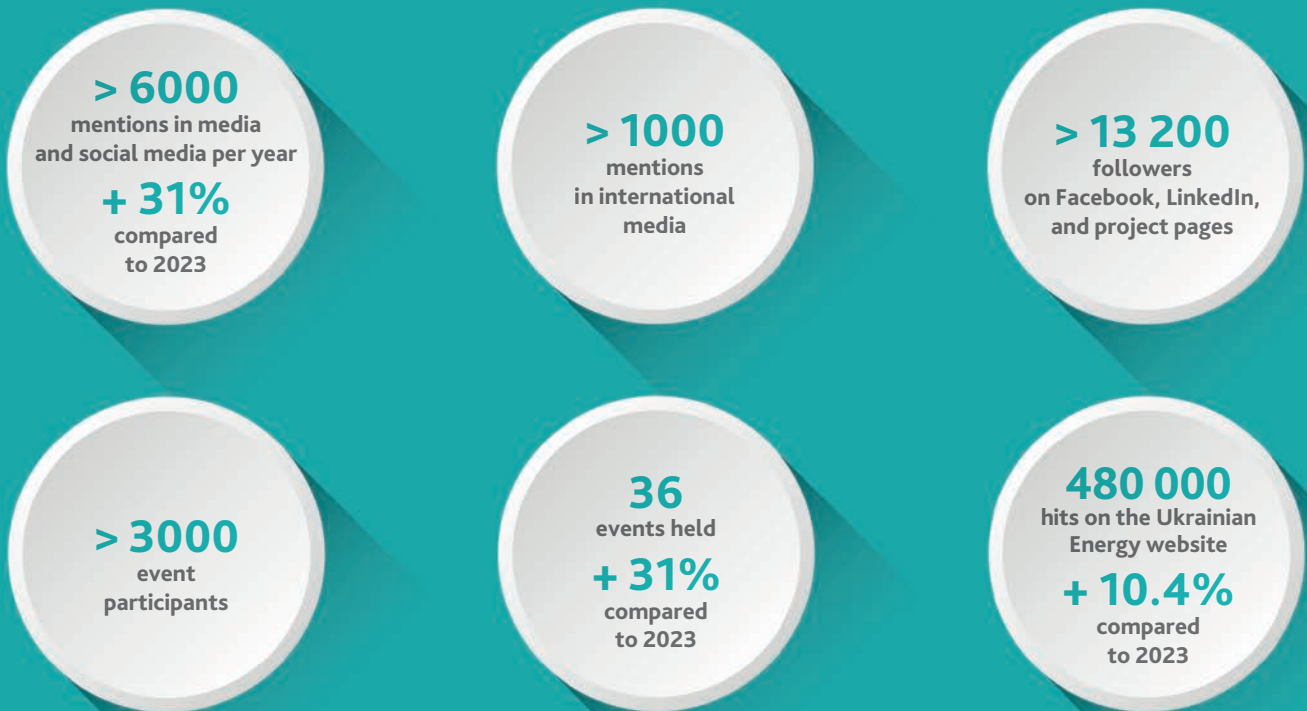
In 2024, significant attention was paid to transparency and verification of the assistance by beneficiaries. By the end of the year, data was collected on the usage of 58% of the distributed equipment, while another 16% is in the process clarification. The Ministry of Energy approved the mandatory reporting procedure, and the team participated in the preliminary verification of reviews for completeness and accuracy.

DiXi Group continues to work with the Ministry of Energy to develop the AidEnergy system, which has already become a key tool for coordinating humanitarian assistance for Ukraine's energy sector. The system has received a number of improvements and new functionalities, with our experts contributing to implementation thereof. The most important update is the introduction of the module related to the Energy Support Fund, which will facilitate interaction between energy companies, the Secretariat of the Energy Community, the procurement agent, and the Ministry.

Over the past year, the project team processed the results of 35 meetings of the working group using the algorithms, covering nearly 4,000 different equipment items. **Based on this, the team generated over 650 draft unique letters and more than 400 attachments thereto for beneficiaries (fuel and energy companies) with information on equipment distribution.** This has significantly accelerated dispatch of official correspondence from the Ministry of Energy to beneficiaries, thereby reducing the time spent for humanitarian assistance in logistics warehouses and increasing throughput capacity.

In the context of preparing for the 2024-2025 heating season, DiXi Group's experts joined working subgroups focusing on: 1) repair and restoration of energy infrastructure; 2) decentralized distributed generation; 3) backup power sources. **Regarding the third area, the team organized a comprehensive monitoring of the availability of backup generators at critical infrastructure facilities through online interaction with all regional military administrations.** The developed mechanism covers the needs of heat and water supply enterprises, medical and educational institutions, social facilities, and other essential sites – more than 4,700 institutions in total. Due to this, the Ministry of Economy receives real-time information about available and unmet needs for generators, enabling efficient coordination with international donors and Ukraine's partners.

COMMUNICATIONS



2024 was highly productive year for DiXi Group's communications at national, regional, and international levels. The team collaborated with the most reputable foreign media, sharing insights into the real situation in Ukraine's energy sector, which has endured Russia's massive attacks for three years of full-scale war. Additionally, DiXi Group's experts advocated for energy sanctions against the aggressor state at the international level.

In 2024, international media citing DiXi Group's experts included The New York Times, POLITICO, Foreign Policy, Le Monde, BBC News, Reuters, Voice of America, Euractiv, DW, Tagesspiegel, El Pais, and others.

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Among the topics covered by DiXi Group's team in the international media were:

- the state of Ukraine's energy system following Russia's massive attacks;

- readiness of Ukraine's energy system for the 2024/2025 heating season and possible scenarios for its progression;
- Ukraine's energy security and development of distributed generation;
- reducing the influence of Russian corporation Rosatom on the European market and imposing sanctions against it;
- Ukraine's sanctions against Lukoil and the need to stop the Russian oil transit;
- halting the Russian gas transit through Ukraine's gas transmission system;
- how Russia's attacks on the regions where nuclear power plants are situated threaten Ukraine's and Europe's nuclear safety;
- green recovery and decarbonization of Ukraine's energy sector.

At the national level, we also focused on assessing the likelihood and scale of power outages, approaches to rebuilding the energy sector based on green principles, and step-by-step decarbonization of the industry. At the regional level, we aimed to adapt energy sector recovery strategies to local contexts, leveraging our team's experience in working with communities and assisting in the development of their municipal energy plans. We collaborated with the United News telethon, BBC Ukraine, Suspilne TV, Channel 5, Espresso.TV channels, Economichna Pravda, NV, Forbes, The Page, Mind, Delo.ua periodicals, Ukrinform, Interfax-Ukraine agencies, and others. Overall, in 2024, DiXi Group reached an audience of over **180 million** according to consolidated media monitoring data for 2024.

Commenting to the leading national media



Sharing expertise in podcasts and YouTube projects



Communicating with international media about events and challenges in Ukraine

EL PAÍS

International



Valerii Pyndyk, head of a housing association board, on the roof of an apartment building where solar panels were installed in Kyiv, Ukraine, November 14, 2024. ALINA SMUTKO (REUTERS)



Zelenskiy said in mid-November that the country is in a better position to face this winter than the previous two. "Psychologically, the country is better prepared than in the first year of war, but last year we had more energy reserves than this year," explained Olena Pavlenko, president of the Dixi Group think tank, at a conference on energy security on Wednesday in Kyiv. Whether the winter ends up being more or less harsh will depend on temperatures, attacks on infrastructure, and the ability to stop them with anti-aircraft defenses and how quickly the damage can be repaired. In the worst-case scenario, Dixi Group estimates that the blackouts could last between 15 and 16 hours a day, compared to the current average of four to six hours.

Media training

DiXi Group's communication team, in collaboration with the Kyiv School of Energy Policy (KSEP), also held intensive programs for regional journalists highlighting the issues of green recovery, climate policy and energy reforms, while improving quality of the information space in Ukraine. **Thus, a two-day online training "How to Talk About Green Recovery" was attended by over 30 media representatives from different regions of Ukraine**, and the rest had an opportunity to access the recorded version.

Journalists learned about approaches to recovery and gained insights into the challenges that the energy and climate sectors will face in the coming years and how green recovery can contribute to addressing them. Additionally, media representatives familiarized themselves with the tools and opportunities available on the Energy Map portal, particularly data related to recovery and reconstruction. They also received practical advice on working with this data and effectively using it in their journalistic work.

As a result of the online training, the most active participants prepared materials for their respective media and information platforms: e.g., Hrechka periodical from Kropyvnytskyi, Misto TV and radio company from Khmelnytskyi, a newly created Pechera.info media outlet in Chernihiv.

Partnership development

We collaborated with the Secretariat of the Energy Community, the International Energy Agency, the Ministry of Energy of Ukraine, the Ministry of Economy of Ukraine, the Ministry of Environmental Protection and Natural Resources of Ukraine, Net Zero World, Starlight Media, Kyiv Independent, Rubryka, NGO "Ecoclub", etc.

Additionally, DiXi Group served as an information and analytical partner for other organizations, including:

- Top Lead marketing agency, which invited us to contribute to the development of the second edition of the **infographic report "Russian-Ukrainian War: Environmental Impact"**;
- **Recovery Window media network**, with which we signed a memorandum of cooperation. The network includes 116 members and aims to transparently and effectively highlight the recovery of all affected regions;
- **Rubryka media outlet**, supporting the online event "SolutionsHub: Ukraine's Green Reconstruction".

Хочеш висвітлювати тему
зеленого відновлення
та відновлення власного
міста/ громади більш якісно?

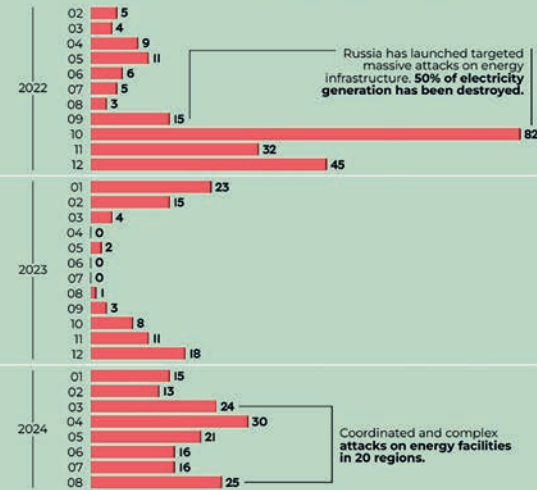
Проходь опитування та реєструйся на тренінги
для представників регіональних медіа України

The energy sector is heavily damaged

For more than two years, Russian attacks on Ukraine's energy facilities have caused substantial additional emissions, weakened the country's energy security, and left an enormous bill to rebuild its energy infrastructure yet again.

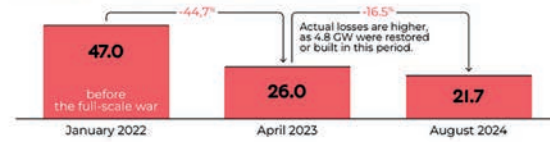
Attacks on energy facilities do not stop

The minimum estimate of the number of attacks on the energy infrastructure, 24.02.2022–31.08.2024



54% of the facilities destroyed by Russia

The power system capacity losses as a result of the full-scale war, as of 25.08.2024, GW



The role of RES is growing

Electricity production changes by generation type, %



Oksana Zuleva, Senior Open Data Expert at DiXi Group.
 Shelling of the Ukrainian power system in 2024 became systematic, focusing mainly on substations and thermal and hydro generation. Significant capacity losses emphasize the need to accelerate the development of distributed generation, including RES and flexible capacities, and increase their share in the energy balance.

Sources: DiXi Group, Energy Map, the Ministry of Energy, Ukrenergo, NEURC, the UN.

*The Ministry of Energy and NEURC distinguish HPPs and HSPs as separate types of generation according to their methodology, although hydropower is also a renewable energy source. RES — wind farms, solar power plants, biomass.

**CHPs and block stations.



Ukrainian Energy

In 2024, the team of Ukrainian Energy media outlet underwent a transformation and growth. In particular, the Editor-in-Chief was tasked with developing a new growth strategy and identifying opportunities for financial sustainability.

Due to team restructuring and an increase in high-quality analytical and news content, in 2024 the number of active visitors to the website increased by 21% compared to 2023. Additionally, over the year, the website gained more than 19,000 new users, and the number of hits on the website has also increased.

The average number of hits per user grew by 5.1%. The team continues to work on expanding its audience and aims to evolve into a full-fledged news platform with a thematic focus on energy, climate, environment, and utilities. The project plans to combine industry news with socio-political coverage.

Events

In 2024, DiXi Group's team organized 36 events, attracting a total of 3,074 participants both online and offline – 25% more than the previous year. Key target audiences for these events included government officials and representatives of state institutions; international energy organizations and foreign partners; energy companies and consulting firms specializing in ESG and decarbonization; members of the Parliament; journalists covering energy, economy, environment, and politics; Ukrainian NGOs working in energy, environmental protection, and sustainable development; all entities, interested in energy security, green transition, and climate policy. Approximately 20% of participants in DiXi Group's events were representatives of foreign audience.



SECURITY AND RESILIENCE

Energy security is one of 10 points of Peace Formula, which Ukraine considers the optimal platform for achieving a fair end to the war. Unfortunately, large-scale Russian attacks on energy infrastructure continued throughout 2024 as well, making energy security a key issue. DiXi Group's experts actively assessed the state of the energy system, forecasted the passage of summer and winter seasons, and initiated discussions on strengthening the security and resilience of Ukraine's energy system.

In the field of energy security and resilience, DiXi Group's team continuously assesses the state of Ukraine's energy system. In particular, an analysis of the results of the 2023/2024 wartime winter was conducted.

A separate focus was placed on the development of seasonal readiness assessments for the energy system –



Winter/Summer Outlooks. These materials evaluate key risks and highlight potential scenarios for ensuring energy security during wartime.

As part of DiXi Group's cooperation with foreign think tanks, a joint study with The Clingendael Institute "**Integration of Ukraine's Energy Sector into the EU: Building Stronger Ties for the Future**" was prepared and published. This study analyzes the transformation processes of Ukraine's energy sector and its integration opportunities with the European energy market.

Another joint work, "**Supporting Ukraine's Energy Sector: Keeping Ukraine's Accession to the EU in Sight**", was published in partnership with the Florence School of Regulation. The document was presented by DiXi Group's President Olena Pavlenko and expert, European Commissioner for Energy (2004-2010) Andris Piebalgs exclusively at the Energy Security Dialogue 2024.

The document details the challenges faced by Ukraine and offers a set of recommendations for effectively overcoming the energy crisis. In particular, the complexity of Ukraine's situation lies in the fact that urgent measures to supply backup generators and strengthen power grids must align with the European integration aspirations and path towards EU membership. To achieve this, institutional challenges must also be addressed, and also it is necessary to actively participate in the EU industrial initiatives, develop potential in the areas of renewable energy, battery production, and semiconductors, implement digital technologies (AI, blockchain, IoT) to optimize energy systems, etc.



On December 4, Kyiv hosted **Ukrainian Energy Security Dialogue 2024**, the organization's flagship annual event, under the slogan "**Light Must Win**". Among key topics of the conference were:

- Strategies to combat threats in the energy sector and risk mitigation;
- Measures to enhance the security and reliability of energy infrastructure and grids amid climate challenges;
- Cooperation with the EU countries: a joint action plan to strengthen energy security and resilience across the region;
- Collaboration within ENTSO-E: strengthening inter-

state connections, increasing and optimizing electricity imports;

- Solution generators: what Ukrainian enterprises and communities have done to endure winter and the lessons learned.

In 2024, DiXi Group's team significantly strengthened its advocacy efforts to counter Russian energy projects and the expansion of Russian influence in the energy and nuclear sectors. One of the advocacy directions focused on the intentions to produce nuclear fuel under a license from Russian company TVEL, a subsidiary of Rosatom, at the Framatome plant in Germany. DiXi Group's representatives held a series of advocacy meetings both in Ukraine and Germany, striving to prevent the expansion of EU countries' cooperation with Rosatom.



DiXi Group continues to monitor the efficiency of sanctions imposed on the Russian Federation in the energy sector and to develop new proposals and approaches to increase pressure on the aggressor country. Among other things, we have dedicated separate documents to nuclear security threats due to cooperation with Russia, countering Russian expansion on the market of small modular reactors, and proposals for lowering the price cap for Russian oil and petroleum products.

In partnership with experts from the South African Institute

of International Affairs, the Center for Sustainable Development and Stellenbosch University, the document "**Nuclear Safety During Military Invasion: The Ukraine-russia Case Study in support of the African Peace Mission and Ukraine's Peace Formula**" was prepared. It is one of three jointly developed by experts from South Africa and Ukraine to support the African Peace Mission and the Ukrainian Peace Formula. The brief was presented at the event before the African Union's summer semi-annual coordination meeting to strengthen support for Ukraine among African countries and international institutions.



OPEN DATA

Energy Map

Today, **Energy Map** is the largest database of official data on all energy sectors in Ukraine. The service consolidates 437 unique datasets from 33 Ukrainian and 7 European data providers, covering the entire energy cycle – from the extraction of primary resources to final consumption. Users gain access to fully processed, ready-to-use data that require no additional modifications.

The platform has been expanded with 30 new datasets related to energy efficiency, detailed data on electricity consumption and production, and integrated information from new providers, including the Pension Fund and the Prosecutor General's Office.

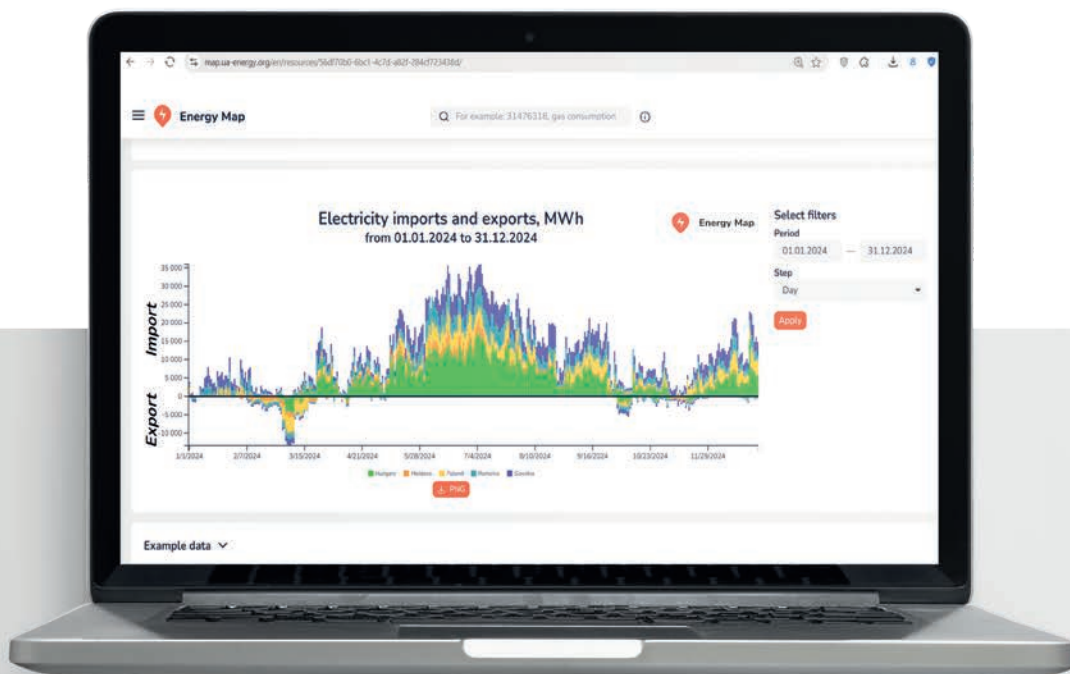
The portal features an English version, with all data translated into English, allowing users from all over the world to stay informed about Ukraine's energy sector, especially amid targeted missile attacks on energy infrastructure.

Additionally, Energy Map remains the only source of historical data that was removed from public access following the introduction of martial law on February 24, 2022.

The team has integrated an auto-update function, significantly increasing the frequency of updates to the most popular datasets and ensuring users have access to the latest information.

In 2024, Energy Map underwent a major upgrade, migrating to cloud services, which ensured stable access to information even during periods of power outages. Furthermore, for the most in-demand dataset – electricity imports and exports – the team has developed an interactive data visualization tool. This allows users to customize graphs based on specific parameters directly on the website, download them, and use them instantly for their needs.

The Energy Map team actively promotes the use of data to provide high-quality public awareness on complex energy issues. Over the past year, we have prepared 81 informational products, including analytical articles and new reports. The **article "In Two Years, Russia Has Carried Out 25 Massive Attacks on Ukraine's Energy Sector", was disseminated and published by over 20 media**, ranking among the most popular news resources in terms of views.



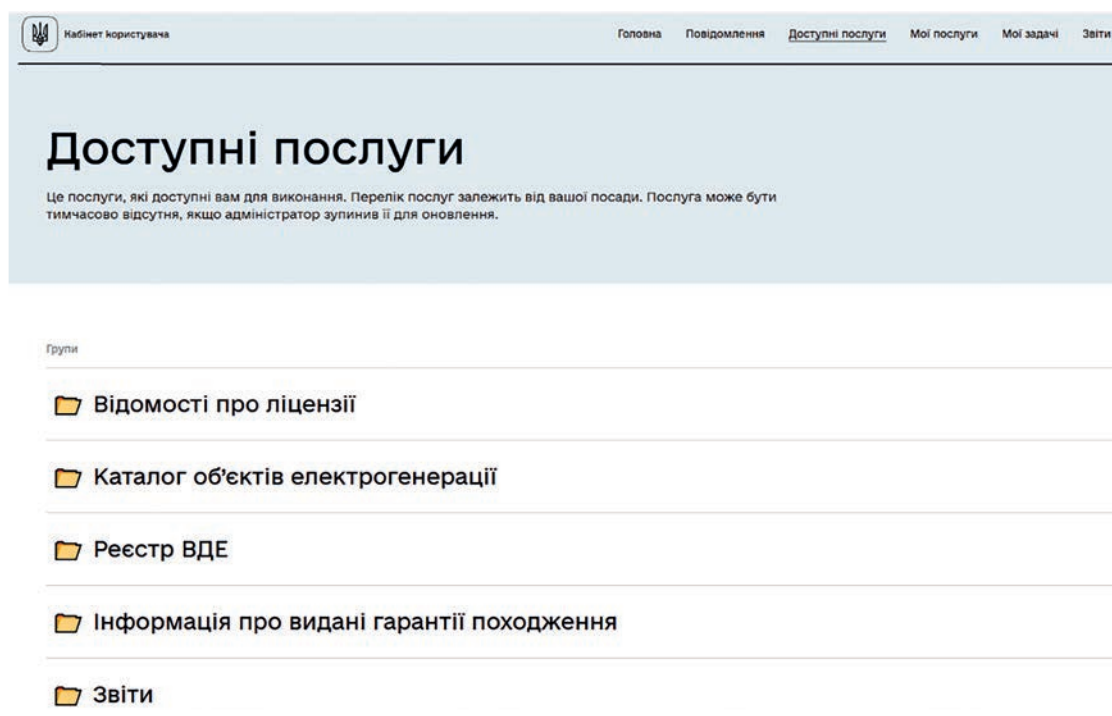
Open data

Unrestricted access to high-quality data for a broad range of users depends on the ability of providers to generate, collect, process, and publish that information. Based on our team's experience, in most cases, this remains a fully manual process, which affects data quality. Typos, mechanical errors and missing values are common challenges within datasets.

One of the key initiatives of the year was digitalization of two registers of the National Energy and Utilities Regulatory Commission (NEURC) using the Diia.Engine platform, which will allow for the creation of high-quality,

machine-readable datasets and their prompt publication.

In collaboration with NEURC, the team is digitizing the Register of electricity facilities and consumer installations (including active consumers) that use renewable energy sources for electricity production (RES Register). By the end of the year, the system was 94% completed, with a full launch planned for 2025. The digital RES Register marks a significant step in the development of renewable energy sources and acceleration of issuing guarantees of origin for green electricity.



The team, in collaboration with NEURC and Ukrenergo, worked to harmonize renewable energy data across Regulator's databases and Ukrenergo's DataHub, which serve as sources for the RES Register. A preliminary analysis conducted by DiXi Group's experts revealed that 70% of renewable energy facilities were entered into DataHub by distribution system operators, but only 13% had a matching installed capacity with NEURC data. Joint efforts significantly improved data quality, achieving 98% facility inclusion (excluding occupied areas) and 99% information matching as of December 2024.

Since the launch of the Wholesale Energy Market Participants Register, the team has been assisting NEURC with data maintenance, in particular, data consolidation, automatic error checks, and analysis. By the end of 2024, we had already agreed on the Terms of Refer-

ence for software development. The system will enable digitization of the inclusion and exclusion of participants in the register, which will significantly simplify the process for both applicants and Regulator's specialists. The system is expected to be launched in the first half of 2025.

Additionally, DiXi Group actively contributed to improving the indicators of Sustainable Development Goal (SDG) 7, Affordable and Clean Energy, adapting them to the needs of both Ukrainian and international users. We also participated in public consultations on amendments to the government resolution No. 835 on open data, with the Ministry of Digital Transformation adopting most of DiXi Group's recommendations. These changes will significantly update the list of data required for publication, making the energy sector information more accessible and useful to society.

COMPETITIVE MARKETS

Energy Transparency Index

Despite the ongoing war, DiXi Group continues to assess sectoral information transparency through the Energy Transparency Index of Ukraine. In March 2024, the second wartime and sixth overall edition of the Index was released. Over the years, the tool has evolved significantly, allowing readers not only to assess transparency and identify data disclosure gaps but also to estimate potential transparency levels if Index recommendations are implemented during the martial law period. This aims to motivate responsible authorities and companies to increase public disclosure while considering security concerns.

The 2023 assessment, based on 229 indicators, showed that progress in transparency is still possible despite the war. The final score was 41 out of 100 (+2 compared to 2022), reflecting a mixed trend in information openness: while some energy subsectors saw declines due to the war, others demonstrated progress. The Index results supported an advocacy campaign, which included preparation of detailed recommendations for NEURC, publishing [a series of articles on transparency issues](#), distribution of the Index's analytical report, and updating [the Index website](#), featuring Index assessments for 2018-2023. In 2024, the team redesigned the website, introducing a section on energy transparency during the wartime.

Since 2020, the Index has had [an international version](#), comparing and ranking the energy sector transparency across Eastern and Central European countries. This aims to foster competition and encourage national governments to implement reforms. The third edition of the international Index for 2023, supported by Open Government Partnership (OGP), evaluated Ukraine, Georgia, Moldova and Romania. For the first time, it assessed government agencies responsible for data disclosure, in addition to energy markets. Predictably, Ukraine saw a significant decline in transparency due to war, dropping from 2nd to 4th place among the assessed countries due to wartime restrictions.

Regulatory Impact Assessment

In 2023, DiXi Group launched a new analytical activity – Regulatory Impact Assessment (RIA). This assessment represents the best European practice in lawmaking, public policy formation, regulation, and decision-making support.

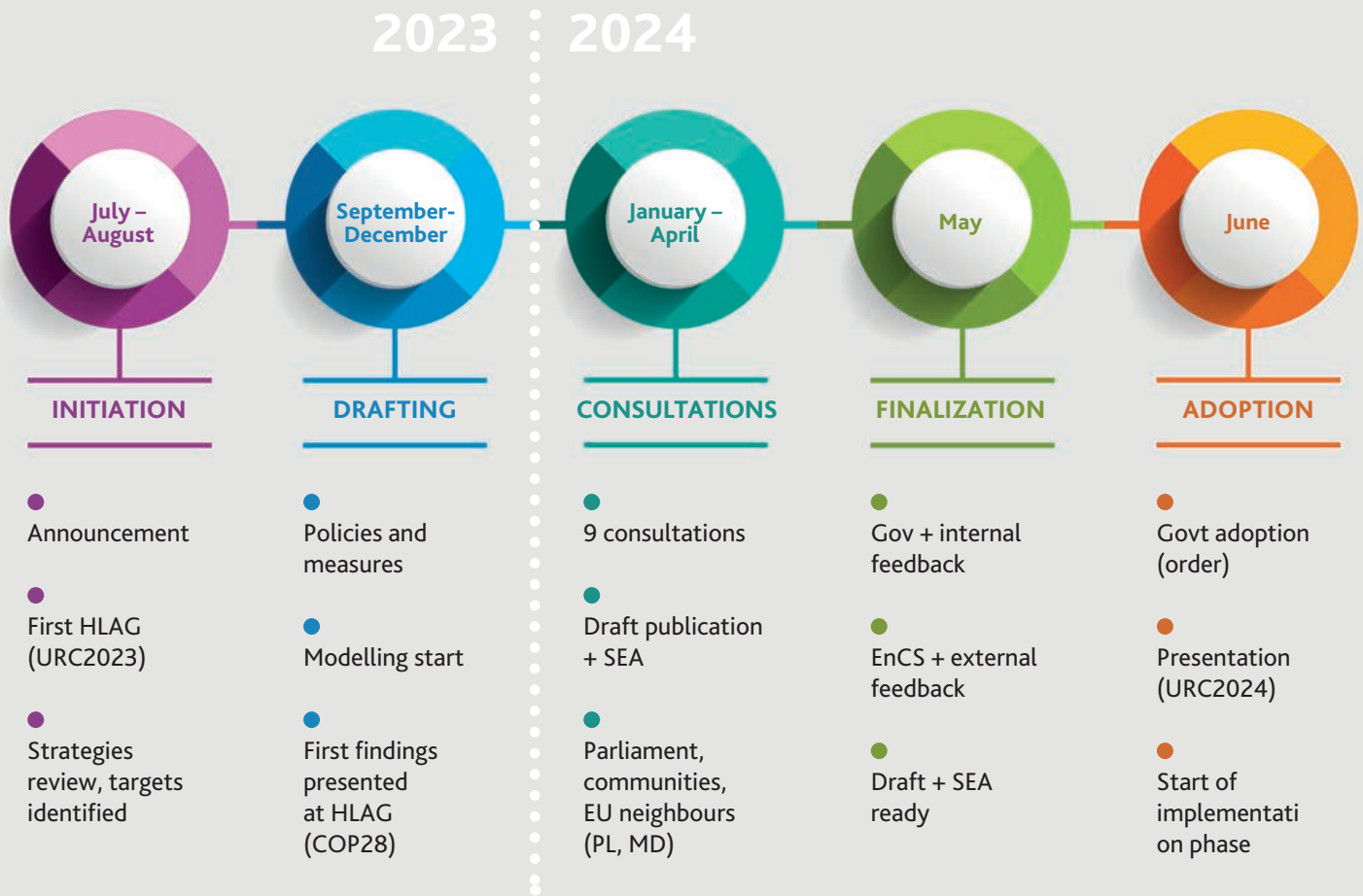
In 2024, DiXi Group analysts conducted an RIA study on achieving 100% commercial metering of natural gas consumption. The document includes a historical review of decision-making in this area, analysis of policy impacts on stakeholders (gas distribution system operators, consumers, etc.). Scenario-based calculations allowed us to determine how implementing a 100% metering within 1-3-5 years would affect gas distribution tariffs and formulate recommendations to stakeholders. DiXi Group's expert modeling showed that installing individual gas meters for all residential consumers within 5 years would not impose a significant financial burden on consumers and gas distribution operators.

National Energy and Climate Plan (NECP)

In 2024, DiXi Group's experts contributed to the development of one of the country's key policy documents – the [National Energy and Climate Plan for the period up to 2030 \(NECP\)](#). The Plan fulfills Ukraine's international commitments to the Energy Community and is a mandatory requirement for the EU accession. Its adoption was also [enshrined](#) as a key milestone in the Ukraine Plan for [Ukraine Facility](#).

The NECP was developed in strict compliance with Regulation (EU) 2018/1999 on Energy Union governance and climate action. Unlike EU member states, Ukraine had no prior experience with such plans. The process involved close collaboration and regular consultations with the European partners, in particular the Secretariat of the Energy Community, as well as with domestic stakeholders (central and local authorities, businesses and civil society). On June 25, 2024, the NECP [was approved](#) by the Cabinet of Ministers of Ukraine.

NECP development process



A key feature of Ukraine's NECP was its development in wartime conditions, which led to the destruction and damage of a significant part of critical energy infrastructure (power plants, electricity and gas networks, thermal facilities, etc.). Security concerns resulted in data restrictions, increasing uncertainty and making planning and forecasting more challenging. Despite these obstacles, the NECP was developed and approved in record time – less than a year.

The advantages of the NECP are its transparency and integrated approach. It consolidates Ukraine's energy and climate goals and objectives through 2030, outlining policies and measures for short-, medium-, and long-term implementation. To substantiate the policies and measures that Ukraine should implement, a team of experts conducted scenario-based modeling, the results of which confirmed that targets are achievable.

For government authorities, the NECP serves as a roadmap for implementing reforms. For investors, it is a signal regarding goals, policies, and regulations that the government will pursue. For external partners, it ensures policy predictability and the ability to monitor the reforms undertaken by Ukraine.

Of course, the NECP is not a static document and will be updated in accordance with the EU-defined procedure, taking into account war-related risks and changes in the internal and external environment. In particular, the Ukrainian government **plans** to prepare the proposals for updating the NECP by December 31, 2025. DiXi Group's experts are engaged in conducting independent quarterly monitoring of the NECP's implementation and will also contribute to its update.

SUSTAINABLE DEVELOPMENT

Communities engagement

With the support of the Government of the Netherlands (MATRA program) and the European Climate Foundation (ECF), DiXi Group continued implementation of the project to develop municipal energy plans (MEPs) for 10 selected communities, following green recovery principles while considering their energy needs and resource potential.

As part of the project, DiXi Group's experts conducted several educational initiatives – 3 seminars, 6 training sessions, and over 100 individual consultations. Throughout the year, participants received mentorship support from community representatives in drafting their MEPs.

During this period, two training sessions were held in:



Kyiv (April 2024)



Chortkiv (Ternopil region) (September 2024)



In October 2024, a **study trip** to the Netherlands was also organized for project participants, during which 15 meetings were held in 5 cities across the country.

The study trip provided Ukrainian communities with an opportunity to learn about best practices in implementing green solutions and energy efficiency policies of the Netherlands, as well as to stimulate interest in adopting energy-efficient solutions within their own communities.

During the training, community representatives gained comprehensive knowledge necessary for the development and further implementation of MEPs, in particular regarding Ukrainian and EU legislation in the field of energy efficiency, financial and other instruments for "green" recovery, institutional capacity building, energy auditing and energy management, local energy planning, etc.

As a result of the performed work, with the support of DiXi Group's experts, the communities have developed draft MEPs, which are being prepared for public discussion, coordination with relevant regional councils, and further approval.



In the fall of 2024, DiXi Group, in collaboration with colleagues from NGO "Ecoclub" and several European organizations, with the participation of three Ukrainian communities (Zhytomyr, Nizhyn and Kalush), launched the implementation of the project "Addressing the Needs of clean Energy transition Willingness of Ukrainian cities Leveraging Innovative Financing Examples and measures" (ANEW-LIFE), which will run until 2027.

The goal of the project is to develop financial mechanisms for the implementation of energy efficiency measures in the Ukrainian communities, which will eventually address one of the main issues in the implementation of MEPs – insufficient funding for energy efficiency measures.

Sub-grants

Fifteen charitable and public organizations from various regions and cities of Ukraine became winners of the competition and received sub-grants under the project "Integration of sustainable development in Ukraine in accordance with the European Green Deal", implemented by a consortium of public organizations under the overall coordination of

DiXi Group and financial support of the European Union.

These projects demonstrate active participation of communities in creating an environmentally friendly environment and improving the quality of life in Ukrainian cities and villages.



- 01. Charitable Foundation "Caritas Poltava" (Poltava). The project for creation of ecological spaces "Green Fortress" involves planting 100 trees and 30 bushes.
- 02. Charitable Foundation "Radomyshl – Our Home" (Zhytomyr region, Radomyshl). The project created the "Alley of Friends" with solar benches and 60 sakura trees.
- 03. NGO "Coordinates of a Successful Community" (Khmelnyskyi region, Kamianets-Podilskyi district,

Nova Ushytsia). The project "LIFE of Generations – Sakura Alley for Nova Ushytsia Community" involves planting 70 sakura trees and installing solar benches for gadget charging.

- 04. NGO "Association for Support and Development of Homeowners' Associations (HOAs) and Self-Organization Bodies" (Volyn region, Lutsk). The project "Warm Water from the Sun for Children" involves installation of a solar water heating system at a children's sports and wellness complex.



- 05. NGO "Veteran Space UNCONQUERED of Krasnopilka Territorial Community" (Vinnytsia region, Haisyn district, Naraivka village). Project "The light of the unconquered" involves installation of a solar power plant for veterans' recreation area, as well as holding charity events to fund the project.
- 06. NGO "For the Development of Shpolianshchyna" (Cherkasy region, Zvenyhorod district, Shpola). Project "Green Lab: Create, Explore, Multiply, Preserve" expands the eco-educational space by involving children in the study of new plant species and cultivation methods.

- 07. NGO "FLOWERS OF VICTORY" (Kharkiv region, Bohodukhiv district, Valky town). The project "FLORAL FAIRY TALE" enhances the aesthetic appearance of the town square by planting over 280 perennial flowers, involving youth in maintaining flowerbeds.

- 08. NGO "Local Community Development" (Dnipropetrovsk region, Synelnyky district, Pershotravensk). The project "Greening the school area of Pershotravensk Lyceum No. 5 of the Pershotravensk Town Council" created a comfortable educational eco-space where pupils can gain practical experience in caring for plants.



09. NGO "ZeroWaste Ivano-Frankivsk" implemented the project "Compost. Save Frankivsk", involving the procurement of containers for organic waste and an electric bicycle for transportation.

10. NGO "ProLife Ukraine" implemented the project "MicroGreens for Children" in Buchach (Ternopil region, Chotrkiiv district, Buchach), which involved installation of hydroponic systems for growing microgreens, ensuring the ecological sustainability of school meals.

11. NGO "Strong Community" (Kirovohrad region, Kropyvnytskyi district, Bobrynets) implemented

the project "Sort, Save, Develop", which involves installation of garbage bins for separate waste collection and showcasing successful environmental initiatives, such as solar plant at water treatment station.

12. NGO "SOLIDARNIST YE" (Zakarpattia region, Rakhiv district, Velykyi Bychkiv) conducted the campaign "Sort – Save the Carpathians", which reached over 8,000 persons. The project involved cleaning the river and installation of garbage bins in the villages.

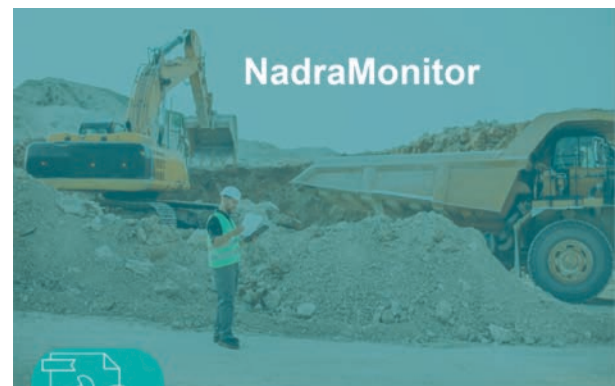
13. NGO "Center for European Integration of Slobozhanshchyna" in Trostianets town (Sumy region) introduced an effective waste collection and sorting system by installing containers for separate collection.

14. NGO "Center for Public Initiatives Eco-Impulse" (Poltava) implemented the eco-trail "Welcome to the Regional Landscape Park "Kremenchuk Floodplains", featuring a route with informational stands to popularize the natural heritage.

15. NGO "Svitanok" (Poltava region, Myloradove) implemented the project "Children in a Green Community" and created mini-botanical gardens in schools to enhance children's environmental education.

Extractive sector

DiXi Group launched a monthly format for monitoring changes in the Extractive sector NadraMonitor. The decision to switch to a monthly format instead of a weekly one was made to improve quality and depth of the analysis of events in the extractive sector, particularly concerning the authorization system, the sale of special permits for subsoil use through electronic auctions, and the analysis of regulatory changes in the sector. The transition to a new format allowed for more comprehensive and meaningful reviews.



Monitoring of permitting activities and changes in the regulation of extractive industries

December 2024



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DiXi Group's team initiated development of Ukraine's strategy in the field of critical and strategic minerals. This strategy will help ensure a sustainable development of strategic sectors of the economy, and create value-added chains within Ukraine, and enhance the country's competitiveness in the global supply chain.

In September 2024, a **seminar** titled "Strategic Pathways for Critical Minerals: Global Experience and Ukraine's Future" was held in Paris.

The event, organized by DiXi Group in collaboration with the International Energy Agency (IEA) and supported by USAID, brought together representatives from the governments of Ukraine and France, the U.S. Department of Energy, as well as Ukrainian and international experts.

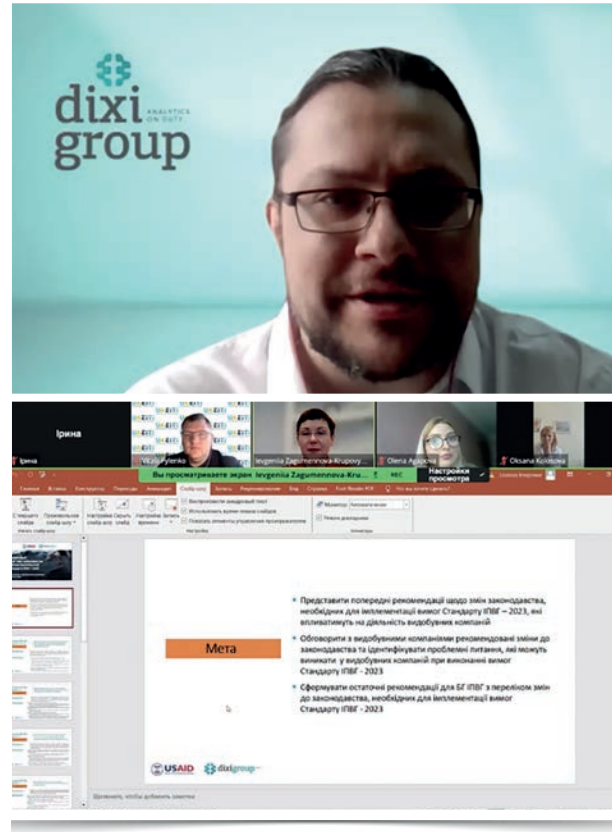
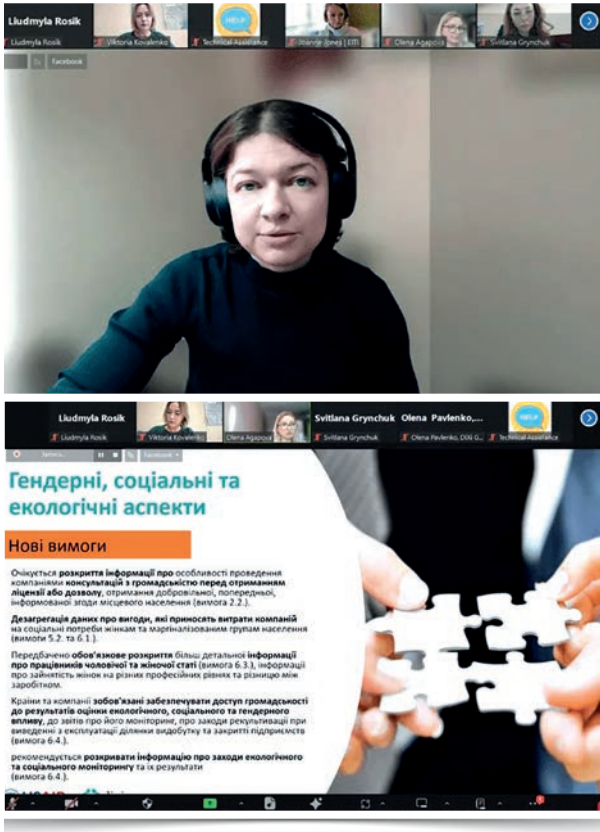
The seminar focused on the commencement of work on Ukraine's critical mineral strategy, aimed at ensuring transparency, sustainable development, and long-term economic growth.



In 2024, we continued the work on the implementation of the Extractive Industries Transparency Initiative (EITI), including:

- On January 24, 2024, an analytical document **was presented** regarding the requirements of the **EITI 2023 Standard** and important changes that need to be implemented in Ukraine were identified.
- In April 2024, the team presented the updated EITI 2023 Standard for mining companies, with which proposed relevant amendments in the law. Participants discussed with companies their views on such amendments, possibilities for the implementation and fulfillment of mandatory and recommended requirements of the EITI 2023 Standard.
- Based on the results of previous consultations, DiXi Group's team developed a draft Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine on Ensuring Transparency in Extractive Industries", with relevant justifications (references to the requirements of the EITI 2023 Standard and other legislative requirements). The package of documents has now been reviewed with all stakeholders and submitted to the Ministry of Energy to begin the approval procedure.





The structure of the KPIs proposed by DIXI GROUP

1. Secretariat effectiveness indicators

- 1.1. Budget sufficiency
- 1.2. Board support effectiveness
- 1.3. Improvement of the EITI policy in accordance with strategic priorities
- 1.4. Percentage of successfully satisfied countries' requests for support
- 1.5. Countries' satisfaction with support
- 1.6. Usability & usefulness of IS policy documents
- 1.7. Policy development initiation dialogue
- 1.8. Learning and implementation support events
- 1.9. Management system enhancements

2. Country outcome and context indicators

- 2.1. Validation scores
- 2.2. Status change since previous Validations
- 2.3. Work Plan fulfillment
- 2.4. Countries' progress in implementing EITI strategic priorities
- 2.5. Validation procedure consistency
- 2.6. Validation cost

3. Global performance and stakeholder engagement

- 3.1. Financial contributions
- 3.2. Stakeholders' communication products
- 3.3. Compliance of supporting companies with EITI expectations
- 3.4. Dissemination & use of EITI data
- 3.5. Website content & traffic
- 3.6. Contributions to global debate (public speeches and thematic events dedicated to EITI)
- 3.7. Countries' EITI web portals
- 3.8. Progress on systematic disclosure of EITI data

At the global level, DiXi Group's experts developed a proposal for revision of the system of key performance indicators (KPI) for EITI, which was presented on March 4, 2024 at the meeting of the Governance and Oversight Committee of the Initiative's Interna-

tional Board. The proposal sets out criteria for a revised system for measuring the effectiveness and progress of the EITI. Such system is designed to align with the EITI's global goals, strategic priorities and objectives for a three-year period.

The **Green Transition Office** is an independent advisory body under the Ministry of Economy of Ukraine that supports the implementation of reforms in Ukraine's green transition, energy and climate policy. The Office operates with financial support from the UK Foreign, Commonwealth and Development Office and is implemented by DiXi Group.

The Office was established by the order of the Ministry of Economy No. 24210 dated 04.10.2024, and on November 8, 2024, during the conference "**Ukraine's Climate and Energy Policy in the Context of EU Accession**" it was officially presented.

During the event, First Deputy Prime Minister – Minister of Economy of Ukraine Yuliia Svyrydenko and Great Britain Ambassador to Ukraine Martin Harris officially signed a Memorandum of Understanding between the Ministry of Economy of Ukraine and the Great Britain for the implementation of the National Energy and Climate Plan for the period up to 2030, while the Office team presented the first results of their work.

The goal of the Green Transition Office is to create con-

ditions for the recovery and growth of Ukraine's economy through its green transformation, while ensuring the competitiveness of Ukrainian businesses. One of the Office's long-term priorities is to support Ukraine's accession to the EU.

The Office supports the Ministry of Economy in key aspects of implementing the green transition, including:

- Analyzing the current state, opportunities and risks for Ukraine's economy to develop state policies in the field of green transition;
- Facilitating and coordinating efforts to attract financing for Ukraine within the framework of green transition;
- Coordinating and monitoring the implementation of the National Energy and Climate Plan, as well as Ukraine's Plan for comprehensive reforms;
- Promoting the integration of ESG approaches in both public and private sectors for transparency, accountability, and investment attractiveness.



Supporting government policies in the field of green transition

The team has initiated sectoral research on decarbonization potential, focusing on the agriculture

and cement production industries. The ultimate goal is to develop a carbon budget for Ukraine. This initiative will help determine the potential and costs of reducing greenhouse gas emissions while identifying investment opportunities for Ukraine's economy.

Офіс Зеленого Переходу

Коефіцієнт викидів парникових газів для виробництва та споживання електроенергії

Аналітичне дослідження та опис методологічного підходу до розрахунку

Additionally, our team conducted an analytical and calculation-based study on the greenhouse gas emission factor for electricity production and consumption in Ukraine. For the first time in the last 15 years, GHG emissions per 1 kWh of electricity were calculated. The results can also be used by government agencies to assess emission reductions from the investment projects; support corporate accounting of greenhouse gas emissions in line with the GHG Protocol and reporting standards; as well as determine carbon footprint of products and comply with the EU Carbon Border Adjustment Mechanism (CBRM) reporting requirements.

Green finance

One of key results is the engagement of the Office team to participate in Ukraine Recovery Conference 2024. As part of the conference preparations, experts jointly with partners consolidated information on approximately 640 investment opportunities in Ukraine. Each potential investment was assessed for compliance with green finance criteria, and the results were presented at a dedicated parallel event.

Additionally, the Office team analyzed all funding requests in the unified public investment portfolio published by the Ministry of Economy, and identified projects aligned with sustainable finance principles. The identified list of green projects was recommended for inclusion in government investment initiatives requiring decarbonization and climate-neutral activities.

The DiXi Group team and experts of Green Transition Office worked on an initiative to reduce Ukraine's external debt burden through investments leveraging debt-for-climate and debt-for-nature swaps, with the support of the International Renaissance Foundation. After analyzing the external debt statistics, the key bilateral and multilateral creditors were identified. Additionally, research was conducted on creditor's declared climate and environmental commitments and their alignment with Ukraine's existing investment needs. As a result, recommendations were developed for the government regarding the prospects of conducting a debt relief transaction.

Monitoring the implementation of the NECP

The Green Transition Office, in cooperation with the Ministry of Economy of Ukraine, ensures the official implementation and monitoring of the National Energy and Climate Plan (NECP). This strategic document serves as the foundation for Ukraine's sustainable development until 2030 and the implementation of climate goals that align with the European standards.

Since October 2024, the work has begun on the preparation of the National Integrated Report on NECP Progress. Letters have been prepared and sent to relevant central executive authorities responsible for the implementation of policies outlined in the NECP to obtain, within their competence, the necessary input data for further report preparation. Working meetings were held with representatives of central executive authorities (CEAs) and the Secretariat of the Energy Community. A draft resolution of the Cabinet of Ministers of Ukraine was developed to define the inter-agency coordination procedure between CEAs regarding monitoring and reporting on NECP progress. The draft resolution received approval from CEAs and will soon be adopted by the government of Ukraine. **On December 16-17, 2024, a workshop was held with representatives of the Ministries and agencies to discuss the progress of policies and measures related to NECP implementation.**



Supporting Ukrainian businesses on their path to ESG standards

Environment, Social and Governance (ESG) is one of the key areas of the Green Transition Office. The main purpose of activities in this direction is to support all stakeholders, especially Ukrainian businesses, in aligning with the best global standards in this field.

In 2024, the Office prepared two important documents aimed at assisting Ukrainian companies in preparing reports in accordance with the **EU Corporate Sustainability Reporting Directive (CSRD)**. These documents have become a practical tool for businesses striving to integrate sustainability principles into their activities, ensuring transparency and trust among partners and investors.



Analysis of ESG standards for Ukrainian business

Based on this research, two practical webinars (150+ participants) were held to clarify the stated topics and provide Ukrainian business representatives with more information regarding ESG standards for making relevant management decisions.

In 2024, the Green Transition Office carried out a thorough work to promote climate and energy reforms, actively facilitating information dissemination and strengthening expert dialogue. Thanks to close cooperation with the media, analytical platforms and civil so-



CSRD in Ukraine: the main thing for business

ciety organizations, key materials were published that highlighted important issues related to energy sector reform and climate policy. In total, over 200 publications appeared in national and international media. Special media attention was focused on the launch of the Green Transition Office, the presentation of Ukraine's ambitious climate plan at COP29, and the implementation of new tools to support business in the ESG and decarbonization areas.

Preliminary estimates indicate that information ac-

tivities within the project generated **over 50 million views**. This level of attention highlights a high public, business, and international interest in green transformation topics. This communication work has made a significant contribution to strengthening Ukraine's positions in global climate initiatives, promoting green

transformation, and raising awareness of the country's strategic goals.

In 2024, the Green Transition Office's team actively participated in numerous forums, conferences, and panel discussions.



Among key events of the year, it is worth noting participation in the UN Climate Change Conference COP29, which serves an international platform for discussing global climate challenges. At this event, the Green Transition Office's team presented Ukraine's achieve-

ments in climate policy and outlined further steps to implement commitments. Additionally, the team participated in other important events dedicated to energy reforms, the implementation of ESG approaches, and green transformation of the economy.

EMPOWERED CONSUMERS

Mobile application "Energy Online"

In 2024, DiXi Group's team began working on reengineering of the "Energy Online" mobile application, designed to empower consumers at the expense of digital technologies. Under coordination of the National Energy and Utilities Regulatory Commission of Ukraine, a working group was formed to develop changes and integrate them into the mobile application, with the involvement of DiXi Group representatives. The main goal of changes is to simplify communication between consumers, energy companies and the Regulator when issues arise, increase consumer awareness through an interactive assistant based on artificial intelligence, and enable feedback with the Regulator via a survey system. By the end of the year, technical requirements for changes to the mobile application were developed and agreed upon, forming the basis for the Terms of Reference for reengineering, which is being processed by the Regulator. The updated functionality will become available in 2025.



Improved regulation in the field of heat supply

In 2024, DiXi Group actively participated in the development of the draft Rules for the use of thermal energy within the framework of the working group created by the National Energy and Utilities Regulatory Commission of Ukraine. The goal of this work is to replace the existing resolution of the Cabinet of Ministers, which provisions have become outdated

and are not aligned with the latest amendments in the law. As of the end of the year, the draft Rules governing the relationships between producers, transporters and consumers of thermal energy were formed and are awaiting finalization and discussion procedures with stakeholders.

DiXi Group's team provided a number of its own proposals aimed at preventing monopolistic practices during network connections, promoting competition among thermal energy producers, and ensuring consumers' rights to fully utilize the potential of thermal energy. These proposals were successfully incorporated into the draft document. This is a prerequisite for the transition to low-temperature heat supply schedules and expanding the use of renewable energy sources and waste heat in district heating systems, which will allow consumers to receive high-quality, affordable and green thermal energy.



On May 15, 2024, DiXi Group in partnership with NGO "Ecoclub" held a conference "Reforming District Heating: Use of Heat Pumps". During the event, we discussed the following key topics:

- Modernization of district heating in current conditions and the post-war period;
- Opportunities for the implementation of geothermal solutions for decarbonization of heat supply;
- Implementation of the goals of the National Energy and Climate Plan.

International experts from the USA, Germany, Italy and Austria presented successful cases of using heat pumps and geothermal technologies. Participants from Ukrainian cities such as Zhytomyr, Cherkasy and Zviahel shared their practical experiences in reforming their heating systems.

Implementation of geothermal technologies

Introduction of energy-efficient solutions, including those based on renewable energy sources (RES), is a crucial step for Ukraine to successfully meet its commitments regarding climate neutrality. The use of geo-

thermal solutions in Ukraine will allow for the creation of highly efficient district heating systems based on RES and waste heat.

In order to study the experience of integrating installations that use surface (up to 200 meters deep) geothermal heat energy into district heating systems, in September 2024, at the initiative of DiXi Group, a study trip of the Ukrainian delegation to the USA took place. The delegation included representatives of government authorities, local self-government bodies, and heat supply companies. During the visit, the delegation visited facilities that use geothermal technologies for heat supply, as well as a number of U.S. government institutions.

Based on the results of the study trip, our team formed a working group to launch pilot projects for integration of geothermal technologies in the district heating systems of municipal heat supply companies in Lviv, Khmelnytskyi, and Cherkasy. These pilot projects are needed to assess investment needs, current expenses, operational features, and economic feasibility of implementing such technologies. Preliminary studies have been conducted, a concept for the integration of geothermal technologies has been developed and potential facilities for integration have been selected. Efforts are underway to find investors to develop a feasibility study (FS) for the selected facilities.



PROFESSIONAL COMMUNITY

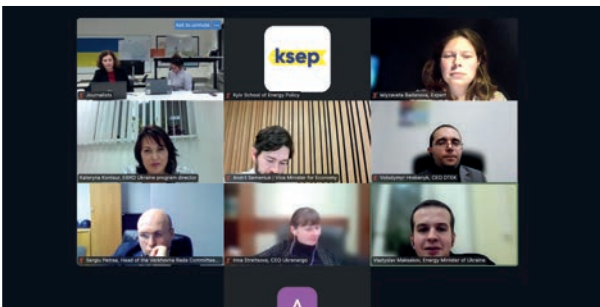
The Kyiv School of Energy Policy (KSEP) engaged another 500 participants, creating a platform for interaction between experts, representatives of communities, government bodies, and businesses

The team held numerous trainings and courses, in particular:

- The PRO Green Deal: Smart Cities program to increase the competencies of Ukrainian communities in energy planning and management, as a result of which 25 territorial communities received individual mentoring and developed the first versions of their municipal energy plans.
- The PRO Green Deal for Policymakers program, which resulted in 40 energy sector professionals from Ukraine and Moldova improving their knowledge and skills on European energy markets, regulatory mechanisms, energy security, energy and climate policies, data collection and modelling.
- Professional language courses English for Energy Markets, which were successfully completed by 35 specialists, improving their language skills in professional energy English;

- Trainings on counteracting disinformation in the nuclear sphere, webinars with CIR and VoxCheck experts, as well as a series of training seminars on the use of SAM and ReOPT tools, which were attended by more than 200 participants in total.
- An intensive training program for regional media outlets with the involvement of DiXi Group's experts, which was successfully completed by more than 30 participants, who improved their knowledge and skills on the basic principles and approaches to green recovery, the details of highlighting sustainable development and energy security.
- Professional intensive training on REMIT, mechanisms of its implementation and the role of key actors in ensuring market transparency and integrity for 25 representatives of the National Energy and Utilities Regulatory Commission of Ukraine.

Thanks to cooperation with international and national partners/projects, including Green Deal Ukraine, Florence School of Regulation, Forum Energii, etc., the KSEP team ensured high quality training materials and engaged leading experts in the training programs.



FINANCIAL REPORT

INCOME AND SPENDING STATEMENT FOR 2024		
UAH thousand	%	INCOME:
55,369.99	55.64	United States Agency for International Development (USAID)
22,441.56	22.55	Government of the United Kingdom of Great Britain and Northern Ireland
8,855.30	8.90	European Commission
6,310.77	6.34	International Renaissance Foundation
3,568.57	3.59	European Climate Foundation
1,229.77	1.24	European Climate, Infrastructure and Environment Executive Agency (CINEA)
1,166.31	1.17	Zentrum für die liberale Moderne gGmbH (LibMod)
349.61	0.35	Open Government Partnership Europe
91.17	0.09	Publish What You Pay
89.18	0.09	Passive income
50.00	0.05	Individuals
99,522.2	100.00	Total
UAH thousand	%	SPENDING:
15,022.46	35.29	Project expenses, payment for goods, works, services
18,532.83	43.53	Payroll, unified social tax
3,176.61	7.46	Other expenses (vacation reserve, exchange rate difference, depreciation)
2,135.19	5.02	Business trips (per diem, transportation, accommodation, etc.)
1,142.82	2.68	Office rent and utilities
280.84	0.66	Audit
239.05	0.56	Lawyer's services
1,084.94	2.55	Seminars, trainings, conferences, mentoring
148.55	0.35	Banking services
83.91	0.20	Inventories, perishable items, consumables
629.35	1.48	Office maintenance, telecommunication services
73.23	0.17	Accounting system maintenance, software purchases, subscriptions
21.64	0.05	Inventory maintenance and routine repairs
42,571.42	100.00	Total

SUPPORTERS





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