

# Transforming Ukraine. Foundation of the change

Annual Review · 2025



*Ukraine stands at a defining moment. The war has dismantled old economic and social patterns and with them, the inertia that has historically blocked systemic change. What is emerging in their place is something rarer: a country with a clear-eyed understanding of what needs to change, a society that has already demonstrated its capacity for transformation under the most extreme conditions, and a European integration trajectory that creates both the framework and the urgency for reforms.*

*The path to EU membership is not only a geopolitical project for Ukraine. It is a deep structural transformation of institutions, regulations, and governance. Ukraine needs a fundamentally different model: one built on its own values and societal strengths, aligned with European standards, and capable of delivering predictable, long-term results for its citizens and partners.*

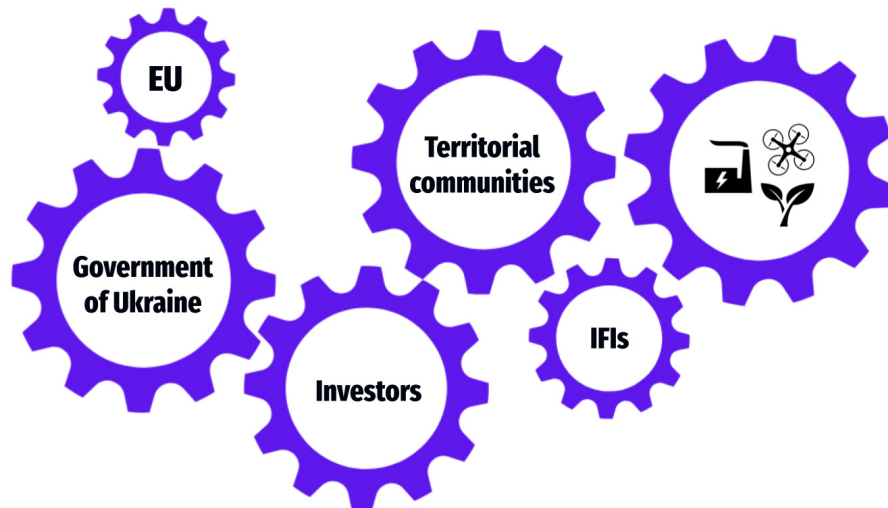
*UAFP works at the intersection of policy, investment, and community-driven change, translating strategic vision into concrete projects, evidence-based policy, and the partnerships that turn intent into delivery. This document presents what UAFP has built in 2025 and where it is headed in 2026.*

**The Ukraine Facility Platform was founded to make that transformation real.**

# Who we are

The Ukraine Facility Platform (UAFP) is an independent non-governmental organization operating across Ukraine and Europe. We work at the intersection of policy, investment, and community-driven transformation, facilitating Ukraine-EU strategic cooperation through concrete projects, evidence-based policy development, and high-level advocacy.

Our focus is on three critical sectors – energy, agrifood, and defence – and the regional development as a base milestone of the country's transformation.



# What we do

UAFP's work approach is built around four interdependent pillars:

- **Policies** – evidence-based regulatory analysis and recommendations that create predictable conditions for investment;
- **Projects** – scalable, investment-ready initiatives that validate solutions in practice;
- **Society Buy-in** – sustained engagement with communities, media, and civil society to build public legitimacy for change;
- **People4State** – building values-driven leadership capacity in public institutions.

Our practical instrument, developed by the UAFP team – **the Collaborative Effort Toolkit** – aligns the interests of government, communities, private businesses, IFIs, and European partners into shared, investable solutions.

# What we achieved in 2025

## Regions

Ukraine's mid-sized cities are where bottom-up transformation is most likely to take root. Most lack the technical capacity, reliable data, and long-term vision to attract investment. Yet cities hold the greatest potential for demonstrating that systemic change is possible. UAFF's regional programme bridges that gap: building the analytical foundation, institutional relationships, and investment-ready concepts that turn community potential into concrete projects.

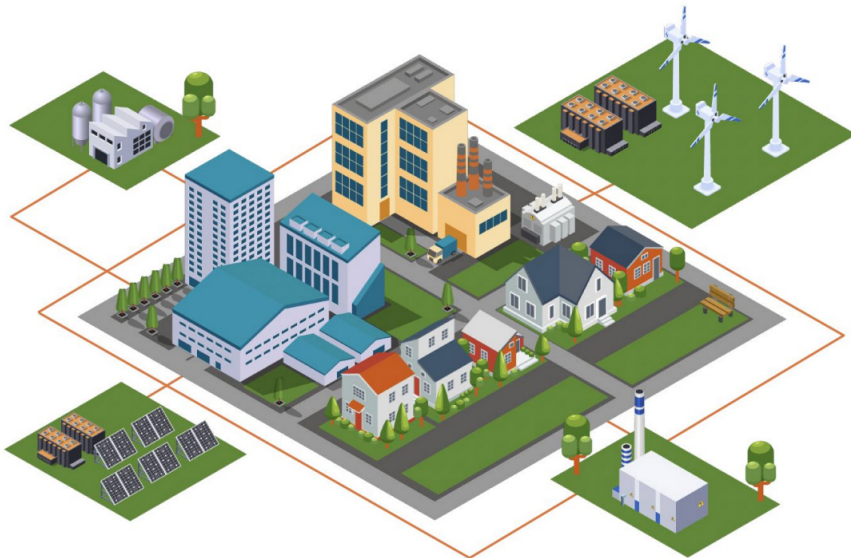


- UAFF experts screened **50 municipalities**, conducted dozens of on-site visits;
- Established active partnerships with **18 communities**;
- Identified the **list of communities** ready to move into full implementation;
- Developed a **Strategy of Community Development** – the framework for strengthening local capacity and mobilising private investment into essential infrastructure such as heating and water systems;
- Developed a policy paper **From emergency aid to system resilience** on fast-tracking municipal energy security by deploying new generation on existing municipal assets without waiting for greenfield development;
- Presented an investment-ready community energy concept to stakeholders in **Kyiv, Rome, Brussels, Berlin, and The Hague** – testing the model against local leaders, international investors, EU policymakers, and bilateral partners.

## Energy

Energy is the bedrock of Ukraine's economic resilience. With more than 60% of electricity generation capacity damaged or occupied, Ukraine faces both a crisis and a redesign imperative. It means that the old centralised model is no longer viable.

**UAFP's answer** is a community-centred mix of renewable and balancing technologies, tailored to regional electricity, heat and cold demand, structured to be investment-ready from the outset and commissioned within the shortest possible timeframe.



- UAFP experts developed an applied **decentralised energy model for a pilot Ukrainian city** – investment-ready, with technical, legal, and organisational structures in place, and designed as a template for replication across partner communities;
- Produced 4 policy papers: [Roots of corruption in Ukraine's energy sector](#), [Risks of the heating season 2025–2026](#), [the Energy Collaborative Effort Toolkit](#), and [an analysis of the draft law](#) on UA-EU energy markets integration;
- Produced a **Market Scan: Opportunities for Dutch Companies in Ukraine's Energy Sector** at the request of the Embassy of the Netherlands and presented to Dutch businesses during their study visit to Ukraine in January 2026; **partnerships** established with NedZero, ATM-Trade Management, and the Climate Water and Food Facility;
- **Attracted partners:** Berlin Economics, Clingendael, TNO, Green Deal Ukraine, Novovolynsk City Council.

## Agrifood

Agrifood accounts for 43% of Ukraine's export income, yet the sector remains dominated by bulk commodity exports with minimal processing, leaving the vast majority of value unrealised. **UAFP's work focuses** on shifting the sector toward higher value added and deeper integration into European markets, identifying the areas where Ukraine's comparative advantage aligns with EU strategic priorities around food security and supply chain resilience.

- UAFP experts identified **3 priority directions** for UA-EU cooperation: plant proteins, bioeconomy inputs, and healthy food systems;
- Published 2 policy papers: [Global Competitiveness and Strategic Autonomy of the EU and Ukraine through collaborative effort in the agrifood sector](#) – an analysis of how deeper cooperation can strengthen food security and Europe's strategic autonomy; and [«Roadmap» for](#)

### [transforming Ukraine's agricultural sector](#)

– developed with the University of Texas at Austin, in consultation with agricultural sector representatives from Ukraine and Poland, offering a comprehensive strategic framework built around four pillars: strengthening institutional capacity, rural development, climate change adaptation, and alignment with the EU agri-food strategy;

- Built a **vibrant community of agricultural experts and companies** across the EU and Ukraine, linking industry associations with the dual-use sector and forming a network of development-driven stakeholders;
- Conducted a **multi-level public engagement campaign** to communicate the need to rethink agribusiness models in light of climate change and European integration
- **Attracted partners:** European Commission, International Finance Corporation, The University of Texas at Austin, LBJ School, European Business Summits, CEPS, European Dairy Association, Ukrainian Food Manufacturers Alliance.

## Defence

Ukraine has become, through three years of high-intensity warfare, a laboratory for military technology, tactics, and industrial adaptation whose lessons are of direct relevance to every NATO member and EU state. UAFP's work is built around a consequential argument: Ukraine should not be a supplier of experience and human capital to European defence industries, but it should become a full industrial partner for Europe.

This means creating joint, NATO-approved tactical solutions embedded in European military doctrines, and advocating for Ukraine's integration into the European defence-industrial ecosystem on terms that reflect its actual contribution.

- UAFP experts launched the high level [EU-UA Strategic Defence Advisory Group](#), bringing together leading analysts from the Netherlands, Germany, France, Poland, Great Britain, and Ukraine to develop a strategic vision for joint UA-EU defence and design frameworks for assessing security risks. First meeting held in Lviv, November 2025;

- Published 3 policy papers on European deterrence and defence-industrial cooperation: [European and Ukrainian security at risk](#), [Options for 2026](#), [Between a hammer and an anvil](#).
- Launched a **dual-use sector study** identifying industries eligible for financing under the Ukraine Facility instrument;
- Developed a **Ukraine-Baltic cooperation model** for joint rapid-response tactical solutions, designed to scale across the entire Eastern NATO flank;
- Launched work on creating a **platform connecting Ukrainian defence companies** with European industry and NATO partners as the foundation for a future joint defence industrial base;
- **Attracted partners:** European Commission, Ministry of Defence of Latvia, IISS, GLOBSEC, Atlantic Council, Ukrainian Dual-Use Technology Cluster, The Ukrainian Council of Defence Industry.

## Network and Outreach

- **30 think-tank partnerships** across the EU and US, including TNO, GLOBSEC, Clingendael, CEPS, CSIS, Atlantic Council, IISS, Bruegel;
- **Government partnerships** spanning Germany, Belgium, France, the Netherlands, the United Kingdom, Poland, and the United States;
- **17 UAFP-hosted events** in 2025, including a side event at the Ukraine Recovery Conference in Rome;
- Participation in **12+ major international conferences**;
- **Media reach of 10M+**, with experts quoted in reputable Ukrainian and international media;
- Launched of the **UAFP.Live analytical podcast**.



Lana Zerkal during the UAFP conference in Rome (on the sidelines URC)



Olga Khoroshylova during European Defense & Security Summit



Oksana Zolotaryova and Olga Trafimtseva during European Business Summit

# Plans for 2026

## Energy and Regional Development

- Regional pre-feasibility studies across partner communities;
- Launch of regional investment competitions and private investments attraction;
- Policy work on grid connection reform, debt crisis, decentralised generation frameworks, and biomass potential.

## Defence

- Development of an intergovernmental legal framework for Ukraine-EU/NATO defence-industrial cooperation;
- Formalisation of the Ukraine–Baltic cooperation model for integrated rapid-response capabilities;
- Comprehensive dual-use capabilities analysis – turning fragmented knowledge into a coherent investment case.

## Agrifood and Regional Development

- Research into EU market needs and Ukraine's capabilities across three strategic sectors – proteins and processing, bioeconomy, and dual-use agri-technologies – where Ukrainian development can underpin Europe's strategic autonomy;
- Mapping of cooperation and integration models between Ukrainian producers and EU value chains in each sector;
- Continuation of analytical and preparatory groundwork, with piloting timelines to be confirmed based on readiness assessments and partner engagement.

# The Team

## Coordination Council



**Lana Zerkal**

one of the architects of the Ukraine–EU Association Agreement; former Deputy Minister of Foreign Affairs for European Integration (2014–2019)



**Kees Klompenhouwer**

former Dutch Ambassador to Ukraine (2013–2017)



**Hugues Mingarelli**

former EU Ambassador to Ukraine (2016–2019)

## Core team



**Roman Vybranovskyy**

Co-founder;  
advocacy  
and policy  
communications



**Victor Berezenko**

Co-founder;  
international law  
and strategic  
communications



**Vladyslav Radysh**

Strategic  
Development  
Advisor

## Sectoral leaders



**Oleksandr Vizir**

Energy & Climate  
sectoral Lead



**Olga Trofimtseva**

Agriculture &  
Biodiversity  
sectoral Lead



**Olga Khoroshylova**

Defence Industry  
sectoral Lead



**Olena Korotka**

Regional  
Development  
sectoral Lead

# Looking ahead

Ukraine's transformation is already underway. The foundations have been laid, the frameworks designed, the partnerships built, and the first projects proven viable in real conditions. What 2026 brings is the shift from design to delivery: concrete projects, investment-ready pipelines, and policy frameworks that move from paper to practice.

UAFP is positioned at the centre of that shift – with the analytical credibility, sectoral expertise, and transatlantic network to turn the current window of opportunity into durable, systemic change. For those who want to be part of building Ukraine's future – and Europe's resilience – the moment to engage is now.

Ukraine Facility Platform – UAFP  
2025 Report

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