



## Four Years – Four Lessons

*Black Sea Security Forum – Special Meeting*

### Four Years of a Full-Scale War: What Worked, What Failed, What Comes Next

**Date:** February 23, 2026

**Location:** Odesa, Ukraine

#### Program (subject to change) – February 23, 2026

Arrival in Odesa

10:00-12:30 Side program visits (TBC) – *subject to change due to security reasons (optional)*

13:00-14:00 Registration, welcome coffee

14:00-14:15 **Opening remarks**

**Oleksii Goncharenko**, Member of Verkhovna Rada of Ukraine, Chairman of the Black Sea Security Forum

**Dr. Ihor Koval**, Mayor of Odesa a.i.

**Serhii Lysak**, head of Odesa military administration

14:15-15:30 **Panel Discussion 1: Innovation Wins Battles – Systems Win Wars**

*Ukraine proved that creativity can overturn military hierarchies – destroying a fleet without having one, redefining naval and drone warfare. But the next lesson was harsher: innovation without a system can hardly compete with mass, scale, and industrialization.*

1. **Roman Pohorilyi**, Co-founder, Deep State

2. **Maj. Gen. Andrii Kovalchuk**, Head of the Odesa Military Academy, Commander of Operational Command “South” (2021-2024)

3. **Dominic Nicholls**, Associate Editor, The Telegraph

4. **Amb. Kurt Volker**, Distinguished Fellow, CEPA, U.S. Special Envoy for Ukraine (2017-2019)

Moderator - **Dr. Hanna Shelest**, Security Program Director, Ukrainian Prism

15:30-16:00 Coffee break

16:00-17:15 **Panel Discussion 2: Alliances Matter – Until They Don't**

*Ukraine survived with its own resistance combined with partnerships and solidarity of its partners and allies. But four years of the full-scale war also revealed a harder truth: the global order is shifting, and ultimately every country is judged by its own strength.*

1. **Amb. Pavlo Klimkin**, Minister of Foreign Affairs of Ukraine (2014-2019)

2. **Amb. Valeriy Chalyi**, Ukraine's Ambassador to the United States (2015-2019)

3. **Amb. William Taylor**, Distinguished Fellow at Atlantic Council's Eurasia Center, former U.S. Ambassador to Ukraine

4. **Gianni Vernetti**, Former Senator and Undersecretary of Foreign Affairs of Italy

Moderator - **Dominic Nicholls**, Associate Editor, The Telegraph

17:15-17:30 **Closing remarks**

18:00-20:00 **Closing reception**