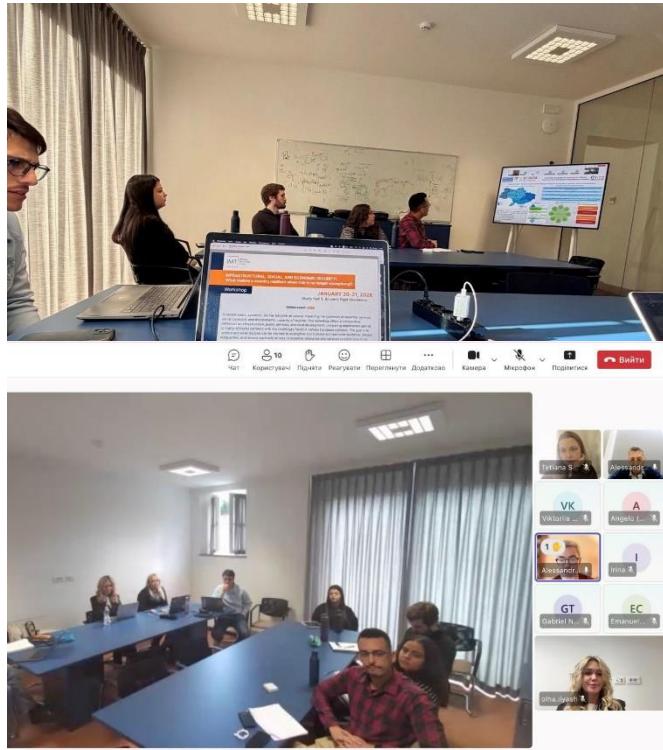


20-21 січня 2026 року представниці Науково-дослідного центру індустріальних проблем розвитку НАН України взяли участь у міжнародному воркшопі “*“Infrastructural, Social, and Economic Security: What makes a country resilient when risk is no longer exceptional?”*”, що відбувається на базі IMT School for Advanced Studies Lucca (Італія).



З доповідями виступили:

**Вікторія Хаустова**, директор, д.е.н., професорка – “**From Destruction to Reorientation: Industrial Change and Local Economic Resilience after War**”;

**Ольга Іляш**, д.е.н., професорка – “**Administrative Capacity, Human Resources, and Labour Market Pressures as Hidden Infrastructures of Municipal Resilience**”;

**Тетяна Салашенко**, д.е.н., ст. дослідниця – “**Delivery Capacities of Ukrainian Municipalities under War-Time Stress**”.

Two posters for the workshop. The top poster is for the "Workshop INFRASTRUCTURAL, SOCIAL, AND ECONOMIC SECURITY: What makes a country resilient when risk is no longer exceptional?" organized by IMT, SOBIGDATA, and the National Academy of Sciences of Ukraine. The bottom poster is for the specific presentation by Viktoriya Khaustova titled "From Destruction to Reorientation: Industrial Change and Local Economic Resilience after War". Both posters include logos for IMT, SOBIGDATA, and the National Academy of Sciences of Ukraine, as well as detailed text and graphs related to the workshop's theme.

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AL UNIVERSITĂȚII  
DE VERNADY

ALL IN ONE  
AHY

SOBIGDATA  
The new industrial architecture

STRUCTURAL, SOCIAL AND ECONOMIC SECURITY  
What makes a country resilient when it is no longer independent?

Workshop

JANUARY 20-21, 2028

Administrative Capacity, Human Resources, and Labour Market  
Pressures as Hidden Infrastructures of Municipal Resilience

Olha ILYASH,  
Doctor of Science (Economics), Professor

IMT  
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Structure of the presentation

1. Study background and design
2. Administrative capacity as hidden infrastructure
3. Human resources as hidden infrastructure
4. Digital capacity and smart integration
5. Administrative capacity and social gaps
6. Human resources under pressure
7. Digital integration and administrative resilience
8. IPD inflows and service demand shifts
9. Adapting to administrative resilience
10. Vacancy pressure and recruitment gaps
11. Social mismatch, gender, youth underrepresentation
12. From recruitment to retention
13. Policy responses and adaptive instruments
14. Cooperation with UNEDD and next steps

Study Design: Multi-Level Diagnostic of Municipal and HR Capacities

Map: September 2023, 30 urban UTCD areas + 4 rural UTCDs with detailed analysis of 30 involved in the study.

Findings:

- Systematic review of statistics, institutional, managerial and social documents, of administrative, financial, and operational data, of IPD inflows, and service demand shifts.
- Diagnosis of administrative resilience and capacity, and identify areas for support.
- Diagnosis of human resources, administrative and infrastructural, and financial capacity (business activity, fiscal space for services).

Figure 1: IMTCA covered by the study on the map of Ukraine

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National Technical University of Ukraine  
“Igor Sikorsky Kyiv Polytechnic Institute”

УДЦ ІПР  
АНУ

SOBIGDATA<sup>jt</sup>  
ITALIAN RESEARCH INFRASTRUCTURE

INFRASTRUCTURAL, SOCIAL, AND ECONOMIC SECURITY:  
What makes a country resilient when risk is no longer exceptional?

Workshop

JANUARY 20-21, 2026

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Administrative Capacity, Human Resources, and Labour Market  
Pressures as Hidden Infrastructures of Municipal Resilience

Olha ILYASH,  
Doctor of Science (Economics), Professor



Service Delivery Capacities of Ukrainian Municipalities under War-Time Stress



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NATIONAL ACADEMY OF SCIENCES OF UKRAINE  
Research Center for Industrial Development Problems  
ДІПР  
НАУК

**INFRASTRUCTURAL, SOCIAL, AND ECONOMIC SECURITY:**  
What makes a country resilient when risk is no longer exceptional?

Workshop

# Service Delivery Capacities of Ukrainian Municipalities under War-Time Stress

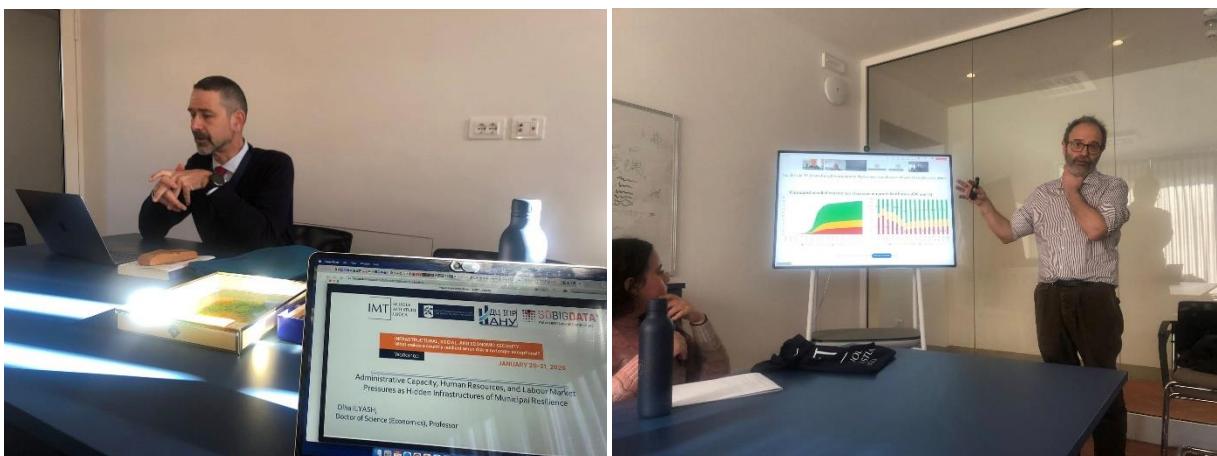
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**Tetiana Salashenko**  
Doctor of SciEconomics, Senior Researcher, Head of the Department of  
Industrial Politics and Energy Security

Lucca - 2026

19.01.2026, 22:55

Воркшоп був присвячений питанням стійкості держав і регіонів в умовах постійного ризику: резильєнції критичної інфраструктури, ролі публічних послуг і зайнятості, соціальної згуртованості, енергетичної безпеки та територіальних диспропорцій. У дискусіях також взяли участь колеги з європейських університетів Барі, Риму, Луки, Флоренції, Сієни, зокрема проф. Алессандро Рубіно, Габріель Наварро Тільйока, Емануеле Кало, Альфонсо Даміано, Стефано а відкриття воркшопу модерував проф. Массімо Ріккабоні.



Щиро дякуємо проф. Анжело Факкіні за запрошення, змістовну співпрацю та високий академічний рівень дискусії, а також усій команді IMT Lucca — за можливість представити український аналітичний досвід у міжнародному науковому середовищі.

Попереду серія воркшопів, тож бажаємо успішних виступів усій команді Центру!

**IMT SCUOLA ALTI STUDI LUCCA**

**INFRASTRUCTURAL, SOCIAL, AND ECONOMIC SECURITY:**  
What makes a country resilient when risk is no longer exceptional?

**Workshop** **JANUARY 20-21, 2026**  
Study Hall 5, Brunero Paoli Residence

**Online event HEBE**

In recent years, systemic risk has become structural, impacting the continuity of essential services, social cohesion, and the economic capacity of regions. This workshop offers a comparative reflection on infrastructure, public services, and local development, comparing experiences gained in highly stressful contexts with the challenges faced in various European contexts. The goal is to understand what lessons can be learned to strengthen institutional and territorial resilience, reduce inequalities, and ensure equitable access to essential resources and services in conditions of no longer exceptional risk.

- How can we ensure the continuity and reliability of critical infrastructure in contexts of ongoing risk?
- What is the role of public services, employment, and social cohesion in local resilience?
- How do energy poverty, environmental risk, and energy communities influence regional vulnerabilities?

**JANUARY 20th, 11:00 a.m. - 1:00 p.m.**

**PANEL 1** Opening: **Massimo Riccaboni** (IMT School for Advanced Studies Lucca)  
Interdependent systems: Electricity, water, telecommunications and transport infrastructure: how can continuous availability, reliability, and equitable access be ensured under permanent risk?  
**Tetiana Salashenko**, (Research Centre for Industrial Problems of Development of the National Academy of Sciences of Ukraine)  
*Service Delivery Capacities of Ukrainian Municipalities under War-Time Stress (ONLINE)*  
**Alessandro Rubino** (University of Bari, Jonian Department)  
*From Centralised Systems to Community Energy: Security, Equity and Governance*

**PANEL 2** Capacity building, enterprises and households.  
**Olha Ilyash** (National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute", Research Centre for Industrial Problems of Development of the National Academy of Sciences of Ukraine)  
*Administrative Capacity, Human Resources, and Labour Market Pressures as Hidden Infrastructures of Municipal Resilience*  
**Gabriel Navarro Tiloca** (IMT School for Advanced Studies Lucca and University of Florence)  
*Investigating Energy Poverty in Peripheral Contexts: A Case Study on Insular Geographies*

**Workshop** **JANUARY 20-21, 2026**  
Study Hall 5, Via Brunero Paoli Residence

**PANEL 3** Geographical fragmentation.  
**Viktoria Khaustova** (Research Centre for Industrial Problems of Development of the National Academy of Sciences of Ukraine)  
*From Destruction to Reorientation: Industrial Change and Local Economic Resilience after War*  
**Emanuele Calò** (IMT School for Advanced Studies Lucca)  
*What makes a region attractive? Multilayer Network Analysis of European Regional Flows (ONLINE)*  
**Closing remarks**

**JANUARY 21st, 11:00 a.m. - 1:00 p.m.**

Resilience on energy systems and security: infrastructural, and socio-economic aspects

**ROUND TABLE**

**Alessandro Rubino** (University of Bari, Jonian Department)  
**Olha Ilyash** (National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute", Research Centre for Industrial Problems of Development of the National Academy of Sciences of Ukraine)  
**Viktoria Khaustova** (Research Centre for Industrial Problems of Development of the National Academy of Sciences of Ukraine)  
**Alfonso Damiano** (University of Cagliari)