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ПОСИЛЕННЯ РОЛІ РАД МОЛОДИХ ВЧЕНИХ ПРИ ОБЛАСНИХ ДЕРЖАВНИХ АДМІНІСТРАЦІЯХ В РОЗВИТКУ ІННОВАЦІЙНОЇ ДІЯЛЬНОСТІ НАУКОВИХ УСТАНОВ ТА ЗАКЛАДІВ ВИЩОЇ ОСВІТИ

Актуальність. В умовах викликів воєнного часу та повоєнного інноваційного відновлення економіки України застосування академічного потенціалу молодих вчених, зокрема членів Рад молодих вчених при обласних державних адміністраціях, сприяє розвитку вищої освіти та науки в регіонах України. Молоді вчені характеризуються адаптивністю до викликів сьогодення, вони легко освоюють нову інформацію, технології, мають інноваційні ідеї тощо. Маючи значний академічний потенціал у галузі вищої освіти та науки, молоді науковці, які входять до складу Рад молодих вчених при обласних державних адміністраціях, можуть більш ефективно його використовувати для економічного та суспільного розвитку країни, виступати лідерами думок та стимулювати молодих вчених регіону.

Мета та завдання. Метою дослідження є розробка підходів до посилення ролі Рад молодих вчених при обласних державних адміністраціях (на прикладі Одеської області) в розвитку інноваційної діяльності наукових установ та закладів вищої освіти Одещини. У дослідженні вирішено наступні наукові завдання:
– аналіз академічного потенціалу членів Ради молодих вчених при Одеській обласній державній адміністрації;
– надання пропозицій щодо посилення ролі Ради молодих вчених при Одеській обласній державній адміністрації в розвитку інноваційної діяльності наукових установ та закладів вищої освіти Одещини.

Матеріали та методи. Наведені у дослідженні матеріали засновані на аналізі законодавчої бази України, регіональних програм розвитку та аналізі проведенного опитування. У дослідженні використані теоретичні методи інституційного аналізу наукової діяльності, статистичні методи дослідження наукового потенціалу членів Ради молодих вчених при Одеській обласній державній адміністрації, методи соціологічного дослідження, когнітивного аналізу наукових абстракцій та узагальнень.

Результати. Результати дослідження показали, що члени Ради молодих вчених при Одеській обласній державній адміністрації мають значний академічний потенціал, який успішно реалізують. Проте, є низка стримувальних факторів: вкладання власних інвестицій; обмеженість доступу до сучасної науково-технічної інфраструктури, для реалізації інноваційного потенціалу; емоційне вигорання в період воєнного часу; перевантаженість завданнями, які не передбачені посадовими обов'язками та ін.
Лише 33 % членів Ради молодих вчених при Одеській обласній державній адміністрації мають зв’язок або співпрацю з бізнесом, але 82 % готові до такої співпраці.
На сьогодні Рада молодих вчених при Одеській обласній державній адміністрації функціонує відповідно до законодавчої бази, проте є низка аспектів, які потребують удосконалення:
- фінансування та ресурси – молодим вченим необхідна більша підтримка у формі грантів, стипендій та доступу до сучасної дослідницької інфраструктури;
- публікації та науковий обмін – розвиток наукового сетів, сприяння та заохочення до публікаційної активності у вітчизняних та міжнародних журналах, важливих для підвищення наукового рейтингу молодих вчених;
- науковий менеджмент – адаптація системи наукового менеджменту та підтримки інноваційних проєктів;
співпраця з бізнесом – налагодження співпраці з бізнесом та орієнтування наукових досліджень у напрямку потреб і цілей Стратегії розвитку Одеської області на період 2021-2027 роки.
Результати опитування показали, що 75 % членів РМВ при ОДА готові долучитися до групи інших вчених з метою написання проєктів та співпраці з бізнесом та мають при цьому інноваційні ідеї та пропозиції.

Висновки. В рамках даного дослідження вирішено наукове завдання з удосконалення підходу до формування адміністративного, функціонального та інформаційного зв'язків інституційної екосистеми Рад молодих вчених при обласних державних адміністраціях (на прикладі Одеської області).
В роботі запропоновано пропозиції щодо посилення ролі Рад молодих вчених при обласних державних адміністраціях в розвитку інноваційної діяльності щодо: посилення адміністративної, функціональної та інформаційної взаємодії в інституційній екосистемі Рад молодих вчених при обласних державних адміністраціях; залучення додаткових джерел фінансування молодих вчених; розробки пропозицій до Плану заходів на 2024-2027 роки з реалізації Стратегії розвитку Одеської області 2021-2027 рр.; запропоновано надати можливість заслуховувати щорічні пропозиції членів Ради молодих вчених при Одеській обласній державній адміністрації з трьома найбільш привабливими та важливими стартапами на Обласній науково-експертній ради при Одеській обласній державній адміністрації, які мають б рецензію до фінансування з коштів бюджету Одеської області.

Ключові слова: молоді вчені, Рада молодих вчених, Наукове товариство, академічний потенціал, Одеська область.

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STRENGTHENING THE ROLE OF COUNCILS OF YOUNG SCIENTISTS AT REGIONAL STATE ADMINISTRATIONS IN THE DEVELOPMENT OF INNOVATIVE ACTIVITIES OF SCIENTIFIC INSTITUTIONS AND UNIVERSITIES

Topicality. Given the challenges of wartime and the post-war innovative recovery of Ukraine’s economy, the use of the academic potential of young scientists, including members of the Councils of Young Scientists at regional state administrations, will contribute to the development of higher education and science in the regions of Ukraine. Young scientists are characterized by adaptability to the challenges of today, they easily master new information, technologies, have innovative ideas, etc. Having a significant academic potential in the field of higher education and science, young scientists who are members of the Councils of Young Scientists at regional state administrations can use it more effectively for the economic and social development of the country, act as opinion leaders and stimulate young scientists in the region.

Aim and tasks. The aim of the study is to develop approaches to strengthening the role of the Councils of Young Scientists at regional state administrations (on the example of Odesa region) in the development of innovative activities of scientific institutions and higher education institutions. The study solved the following scientific tasks:
- to analyze the academic potential of the members of the Council of Young Scientists at the Odesa Regional State Administration;
- to provide proposals for strengthening the role of the Council of Young Scientists at the Odesa Regional State Administration in the development of innovation in scientific institutions and higher education institutions of Odesa region.

Materials and Methods. The materials presented in the study are based on the analysis of the legislative framework of Ukraine, regional development programs, and the analysis of the survey. The study used theoretical methods of institutional analysis of scientific activity, statistical methods of researching the scientific potential of members of the
Council of Young Scientists at the Odesa Regional State Administration, methods of sociological research, cognitive analysis of scientific abstractions and generalizations.

**Research results.** The results of the study showed that members of the Council of Young Scientists at the Odesa Regional State Administration have significant academic potential, which they successfully realize. However, there are a number of constraining factors: investing their own money; limited access to modern scientific and technical infrastructure to realize their innovative potential; emotional burnout during wartime; overloaded with tasks that are not part of their job description, etc.

Only 33% of the members of the Council of Young Scientists at the Odesa Regional State Administration have any connection or cooperation with business, but 82% are ready for such cooperation.

Today, the Council of Young Scientists at the Odesa Regional State Administration functions in accordance with the legal framework, but there are a number of aspects that need to be improved:

- Funding and resources - young scientists need more support in the form of grants, scholarships, and access to modern research infrastructure;
- Publications and scientific exchange - development of scientific networking, promotion and encouragement of publication activity in national and international journals important for raising the scientific ranking of young scientists;
- scientific management - improving the system of scientific management and support for innovative projects;
- cooperation with business - establishing cooperation with business and orienting scientific research towards the needs and goals of the Odesa Region Development Strategy for 2021-2027.

The results of the survey showed that 75% of the members of the RMC at the RSA are ready to join a group of other scientists to write projects and cooperate with business and have innovative ideas and suggestions.

**Conclusion.** This study solves the scientific task of improving the approach to the formation of administrative, functional and informational relations of the institutional ecosystem of the Councils of Young Scientists at regional state administrations (on the example of Odesa region).

The paper proposes proposals to strengthen the role of the Councils of Young Scientists at regional state administrations in the development of innovative activities regarding: strengthening administrative, functional and information interaction in the institutional ecosystem of the Councils of Young Scientists at regional state administrations; attracting additional sources of funding for young scientists; developing proposals for the Action Plan for 2024-2027 for the implementation of the Development Strategy of Odesa Region 2021-2027; proposing to provide an opportunity to hear annual proposals of members of the Councils of Young Scientists at regional state administrations.

**Keywords:** young scientists, Council of Young Scientists, Scientific Society, academic potential, Odesa region.

**Problem statement and its connection with important scientific and practical tasks.** In recent years, the strategy for the successful development of the national economic systems of leading countries has been closely linked to leadership in research and development, the emergence of new knowledge, the development of high-tech production and the creation of mass innovative products. According to the Strategy for the Development of the Innovation Sector for the Period up to 2030 (Order of the Cabinet of Ministers of Ukraine, 2019), the development of innovation potential is not only a path to dynamic development and success, but also a means of ensuring the security and sovereignty of the state, its competitiveness in the modern world.

According to the Global Innovation Index (2023), in 2018, Ukraine ranked 43rd in the ranking, the highest position in the last seven years, having improved by seven positions over the year, and in 2016, Ukraine rose by six points, due to a high innovation efficiency ratio - the ratio of the result to innovation resources.

Among the country's strengths are the following indicators: knowledge creation and research results, the ratio of patents by origin to gross domestic product at purchasing power parity, the ratio of utility models by origin to gross domestic product at purchasing power parity, computer software costs as a percentage of gross domestic product, and exports of information and communication services as a percentage of total trade. For example, according to the State Statistics Service of Ukraine, in 2017, the information technology sector's output accounted for more than 3% of gross domestic product, and the industry's total revenue was more than USD 3.5 billion, which is comparable to the output of the high-tech sector (Order of the Cabinet of Ministers of Ukraine, 2019).

The main barriers to innovation development in Ukraine include (Order of the Cabinet of Ministers of Ukraine, 2019):

- imperfect institutions, including the political, regulatory and business environment;
- underdeveloped infrastructure, including innovation infrastructure, as gross capital formation as a percentage of gross domestic product, indicators of environmental sustainability, accessibility and quality of e-government (use of information and communication technologies in combination with organizational changes and
application of new skills in public administration to implement public services and democratic processes) remain low.

According to the Development Strategy of Odesa Region for 2021-2027 (2020), Odesa region is a leader in the implementation of educational innovation projects. The key steps in the implementation of the state policy in the field of education in the Odesa region for the period up to 2027, which relate to higher education and research institutions, remain annual:
- ensuring that the region’s educational infrastructure meets the needs and demands of the population, taking into account the capacities of the region’s administrative and territorial units, the demand for professions and the tasks of Ukraine’s integration into the European educational space
- modernization of the educational, material and technical base of educational institutions;
- informatization of educational institutions;
- creating equal conditions for access to education in educational institutions, forming an educational space conducive to lifelong learning, increasing the professional competence of pedagogical staff in the region, improving the efficiency of the system of training and professional development of pedagogical and managerial staff (training of managers and pedagogical staff to work in the New Ukrainian School, development of academic exchanges between pedagogical and scientific and pedagogical staff).

The analysis of the academic potential and innovative activities of the members of the Council of Young Scientists at the Odesa Regional State Administration showed that one of the shortcomings is the imperfection of the types of connections - administrative, functional and informational.

The imperfection of administrative communication is the limited access to the administrative structure of the Odesa region. However, the main problem of integrating members of the Council of Young Scientists at the Odesa Regional State Administration into the regional innovation ecosystem is the lack of institutional tools, opportunities for financing youth startups from the regional business environment and grant support from the regional authorities, and the low level of communication and organizational skills of young scientists in the field of crowdsourcing and crowdfunding.

**Analysis of recent publications on the problem.** The problems of young people in science are increasingly attracting the attention of researchers. In 2000, the results of a sociological study «Youth in Science. The 1990s: A Sociological Study», which was carried out as part of the project of the State Foundation for Basic Research in Ukraine «Study of the Dynamics, Migration and Training of Young Researchers in the Institutes of the National Academy of Sciences of Ukraine during the Transformation Period» (Savel' yev, et al., 2000).

Both the most experienced scientists (B.A. Malitskyi, O.S. Popovych, I.E. Yehorov, L.P. Kavunenko, L.S. Lobanova, T.V. Honcharova and others) and young scientists (O.P. Kazmina, O.S. Vashulenko, V.Y. Gryga, N.S. Zinchenko and others) paid great attention to the study of the topic of scientific youth (Zhabin, et al., 2016). The collective monograph «The National Academy of Sciences of Ukraine: Problems of Development and Entry into the European Scientific Space» notes that, unlike the «crisis decade» (1992-1999), in 1999-2006 the number of young scientists in the institutes of the NAS of Ukraine increased and the number of PhDs under 35 years of age increased, but this did not change the trend of «aging of the NAS of Ukraine» (Onyshchenko, et al., 2007).

Statistical and sociological methods of science have been widely used in analyzing the problems of development of the scientific sphere of Ukraine, including «young science» in the studies of a number of authors (Malitsky, et al., 2014).

In recent years, the number of publications that have conducted sociological research by young scientists has increased, including the National Academy of Sciences of Ukraine (Zhabin, et al., 2016), assessing the impact of youth migration mobility on human potential (Bil, 2021), the formation of regional innovation systems for the development of the educational sector (Klyus & Sivochka, 2023), and others.

The paper (Kondratenko & Lutak, 2023) investigates the strategy of managing information and communication support of higher education institutions. The peculiarities of forming the potential of higher education institutions in Ukraine during the war and the post-war period are considered in (Batrak, & Tarasenko, 2023). The causes and consequences of the intellectual migration of human capital (Bayeva, 2023), the global process of digitalization (Musiyets & Ryabets, 2023) and the financing of research activities of young scientists in Ukraine (Polischchuk, et al., 2020, Rubel, et al., 2023), innovative development of Ukrainian regions (Burkynskyi, et al., 2021, Iermakova, et al., 2019) also remain relevant.

**Allocation of previously unsolved parts of the general problem.** The problems of regional
innovation development apply to a wide range of researchers and innovators, including young scientists. One of the elements of institutional support for the innovative activities of young scientists is the Councils of Young Scientists at government agencies, higher education institutions and research institutions. However, the effectiveness of their activities is directly related to the individual potential of young scientists for innovation and project activities, the ability to create innovative products in cooperation with business structures. This article presents a study of the innovative potential of young scientists in the Odesa region, which has not been studied until recently.

Formulation of research objectives (problem statement). The purpose of the research is to analyze the barriers to the formation and functioning of the innovative regional ecosystem of the Councils of Young Scientists at regional state administrations and to provide practical recommendations for strengthening the role of the Council of Young Scientists at the Odesa Regional State Administration in the development of innovative activities of young scientists in Odesa region.

Materials and Methods. The study collected information on the academic potential, innovation and barriers of young scientists who are members of the Council of Young Scientists at the Odesa Regional State Administration for a five-year period (from 2018 to 2022).

The method used to collect information was a sociological survey. To this end, a questionnaire was developed using survey administration software that is part of the free Google Docs Editors web editor offered by Google - Google Form.

A representative sample was selected for the statistical processing of information on the academic potential of the Council of Young Scientists at the Odesa Regional State Administration. The representativeness of the sample under study is based on several important principles aimed at ensuring the objectivity and reliability of the research results. The main principles of a representative sample include:

1. Random selection, which helps to avoid selective bias and ensures objectivity. The sample of this survey was not pre-determined or changed based on personal preferences. All survey respondents had an equal chance of being included in the Council of Young Scientists at Odesa Regional State Administration and, accordingly, in the sample. The updated composition of the council was formed by informing higher education institutions and research institutions of Odesa region through the Department of Education and Science at Odesa Regional State Administration, disseminating information by the Council of Young Scientists at Odesa Regional State Administration to the mailboxes of members of the Councils of Young Scientists and Scientific Societies of students, postgraduates, doctoral students and young scientists of Odesa region.

2. Representation. A representative sample should reflect the main characteristics of the target audience and include representatives of different groups, such as age, gender, region, social status, etc. Members of the Council of Young Scientists at the Odesa Regional State Administration (updated as of November 10, 2023 - 40 members), representatives of 11 research institutions and 17 higher education institutions of Odesa region took part in the survey. The analysis did not include 1 associate member who does not have the status of "young scientist" (a student of the first (bachelor's) level of higher education). It was found that the respondents have different age categories (from 25 to 38 years, the average age is 30 years), gender (67 % - women, 33 % - men) and scientific and pedagogical experience (from 1 to 15 years).

3. Sample size. The sample size should be large enough to ensure the reliability of the sociological research. The survey involved 100 % of the members of the Council of Young Scientists at Odesa Regional State Administration who have the status of «young scientists» (39 people).

The main goal of any representative sample in a survey is to ensure that the survey results can be generalized to the entire target audience without significant distortions or distortions. This sample covers the basic principles of a representative sample, so it can be assumed that the answers of the respondents reflect the main characteristics of the target audience.

An outline of the main results and their justification. «Academic potential» in this study was considered, according to the authors' definition, as an expression of the capacity and capabilities of a scientist, researcher, or educational institution to achieve high academic achievements, develop innovative research, and make a significant contribution to the scientific and educational spheres.

Academic potential may cover a number of key aspects: research, innovation, publication, educational, training, intellectual potential, potential for cooperation with business, potential for academic mobility, self-organization, etc. The analysis of the academic potential of the members of the Council of Young Scientists at Odesa
The members of the Council of Young Scientists at Odesa Regional State Administration who took part in the survey have the following educational and scientific degrees: 24% have a master's degree, 38% are students of the third level of higher education (graduate students or associate students of different years of study), 33% have a PhD or doctoral degree, and 2% have a doctorate. At the same time, 13% have the academic title of associate professor, 5% - professor and 8% - senior researcher.

Positions held by members of the Council of Young Scientists at the Odesa Regional State Administration:

- 21% - not working (postgraduate students),
- 21% - senior lecturers, 18% - junior researchers,
- 10% - associate professors, 8% - department assistants,
- 8% - researchers, 5% - senior researchers,
- 3% - chief specialists of the department,
- 3% - heads of the department,
- 3% - heads of the laboratory,
- 3% - postdocs,
- 3% - leading researchers,
- 3% - professors of the department,
- 3% - in the position of specialist.

The paper analyzes the priority areas of science and technology development of the members of the Council of Young Scientists at the Odesa Regional State Administration in percentage terms. It was found that 50% are engaged in basic research on the most important problems of development of scientific, technical, socio-economic, socio-political, human potential to ensure Ukraine's competitiveness in the world and sustainable development of society and the state; 30% are researching life sciences, new technologies for the prevention and treatment of the most common diseases; 15% - rational use of natural resources; 5% - new substances and materials. The lowest priority areas are energy and energy efficiency (0%) and information and communication technologies (0%). The areas were selected in accordance with the Law of Ukraine «On Priority Areas of Science and Technology Development» (The Law of Ukraine, 2001).

The survey found that the members of the Council of Young Scientists at the Odesa Regional State Administration have significant research potential, which is confirmed by a significant number of publications of monographs, articles in the Scopus and Web of Science databases, and publications of articles included in the list of professional publications of Ukraine. Over the past 5 years, the publication activity of the surveyed young scientists who are members of the Society has the following indicators:

- in the Scopus scientometrics databases - 72 total number of publications of all members, 33 - maximum and 2 - average number of publications;
- on the Web of Science scientometrics databases - 22 total, 5 - maximum and 1 - average number of publications in the region;
- in professional publications of Ukraine - 157 total, 17 - maximum and 4 - average number of publications in the region;
- monographs - 26 total, 6 - maximum and 1 - average number of publications in the region.

According to the results of the survey, the Herfindahl Indexes of young scientists who are members of the Council of Young Scientists at the Odesa Regional State Administration have the following indicators:

- h-index in the Scopus database - 28 total for all members, 9 - maximum and 1 - average;
- h-index on the Web of Science database - 25 total, 9 - maximum and 1 - average;
- h-index in the Google Scholar database - 81 total, 13 - maximum and 2 - average.

As you know, the Hirsch Index is a statistical indicator used to determine the influence of scientists in a particular field or discipline. This h-index indicates the number of citations a particular publication has received. The Hirsch index is widely used in the academic environment to compare the impact of different scientific authors, and is often used to make decisions on academic positions, research grants, and generally recognize the scientific achievements of scientists.

33% of the members of the Council of Young Scientists at Odesa Regional State Administration have experience in writing and implementing research topics of the Ministry of Education and Science of Ukraine and/or the National Academy of Sciences of Ukraine with available funding, of which: 5% - managers, 8% - responsible executives, 31% - co-authors, 18% - have experience in submitting requests.

5% of the members of the Council of Young Scientists at the Odesa Regional State Administration are co-authors of research topics under contracts or grants (EU funding).

However, as a disadvantage, it can be noted that young scientists, members of the Council of Young Scientists at the Odesa Regional State Administration have not received funding from the National Research Foundation of Ukraine – 69% are not even familiar with the activities of the Foundation.

Only 33% of the members of the Council of Young Scientists at Odesa Regional State Administration have any connection or cooperation with business, but 82% are ready for such
cooperation.

75% of the members of the Council of Young Scientists at Odesa Regional State Administration are ready to join a team of other scientists to write projects and cooperate with business in the following areas:

- agronomy and modern technologies in this area, environmental assessment, expertise in agricultural business, sale of plant raw materials, seed material and scientific support, use of biological products in crop production;
- projects in the field of hydrometeorological services, urban hydrology, and adaptation to climate change;
- improving the environment, preserving nature reserves, and raising awareness of EU environmental directives;
- environmental protection and sustainable use of natural resources, waste management, energy efficiency;
- social issues: gender, women's leadership, anti-bullying, sex education;
- higher education, philology or language teaching methods, vocational training;
- commercial implementation of own scientific developments;
- kinetics, catalysis;
- tourism;
- land and sea transportation;
- comfortable urban space, creation of favorable recreational areas with health-improving qualities, creation of an inclusive space for the military who have been wounded;
- employment of military personnel who cannot return to their "normal" life due to injuries;
- use of modern building materials and products for construction, repair and restoration works - technological capabilities, legal implementation, economic efficiency, environmental safety;
- innovation and investment development of the regional economy, taxes, administrative activities, public administration, finance;
- navigation, training of seafarers, development of watercraft;
- legal affairs, etc.

The study showed that the members of the Council of Young Scientists at the Odesa Regional State Administration named after Mykola Ohrenych for Young Vocalists, Scholars of the Cabinet of Ministers of Ukraine for Young Scientists, Scholarships of the President of Ukraine for Young Scientists, Scholarships of the National Academy of Sciences of Ukraine, Scholarships for Young Scientists named after B.Ye. Paton, Scholarships of the Verkhovna Rada of Ukraine for the most talented young scientists, the annual award of the Odesa Regional Council to talented youth for personal achievements in various spheres of public life, scholarships of the Kalustian Young Scientists Competition of the I. I. Mechnikov ONU, a scholarship from the German DAAD project, and a scholarship of the Odesa Regional State Administration named after Mykola Ohrenych for young vocalists.

Over the past 5 years, the academic mobility of young scientists, including members of the Council of Young Scientists at the Odesa Regional State Administration, has increased through grant programs and scholarships from foreign partners: 31% have experience of internships abroad:

- European countries - Poland, Germany, Romania, Latvia, Lithuania, Bulgaria, Croatia, Czech Republic, Hungary, France, Spain, Italy, Turkey, and the United Kingdom);
- North America - the United States of America (USA).

At the same time, only 22% have experience of internships abroad (Germany), while the rest have done internships online. Most often, young scientists have completed internships in Poland and Germany. Unfortunately, according to the study, not all members of the Council of Young Scientists at the Odesa Regional State Administration (only 28%) are familiar with the opportunity to improve their qualifications at a postdoctoral research institution in Western Europe, America, or Australia after defending their dissertation, and only 5% of the respondents have used this opportunity.

The internship experience gained will certainly be converted into high-quality scientific results and will facilitate interaction with foreign young scientists.

Only 8% of the members of the Council of Young Scientists at the Odesa Regional State Administration have used crowdfunding platforms to find additional funding in the last 5 years. Crowdfunding platforms are a useful online resource that allows you to raise money for your projects, ideas, or initiatives by attracting funding from many people or a group of investors, usually through small amounts of money from each participant.
When considering innovation and technology transfer, it is first important to define the terms used in this study.

The definition of «innovation activity» was adopted in accordance with the Law of Ukraine «On Innovation Activity» (The Law of Ukraine, 2002), which states that «innovation activity is aimed at the use and commercialization of the results of scientific research and development and leads to the launch of new competitive goods and services».

According to the Law of Ukraine «On State Regulation of Activities in the Field of Technology Transfer» (The Law of Ukraine, 2006), «technology transfer is the transfer of technology formalized by concluding a bilateral or multilateral agreement between individuals and/or legal entities that establishes, changes or terminates property rights and obligations in relation to technology and/or its components».

The results of the survey showed that members of the Council of Young Scientists at the Odesa Regional State University are engaged in innovative activities in the scientific field. Examples of such activities are:

- Innovative activities in the field of construction - development of new methods for calculating building structures; application of optimized organizational and technological solutions for the restoration of buildings damaged as a result of military operations and terrorist acts;
- Innovative pedagogical activity - based on the comprehension of practical pedagogical experience, purposeful pedagogical activity focused on changing and developing the educational process in order to achieve better results, obtain new knowledge, and form a qualitatively different pedagogical practice. An innovative research topic can be considered the development of «smart» ports in the context of sustainable development; the use of modern pedagogical technology «Project Methods»; development of a model of risk-based management of scientific activities of a higher education institution within the framework of innovative programs; development of innovative solutions for education and vocational training (examples include the development of full-scale simulators for the implementation of production processes for industries associated with risks to human life and health);
- Innovative activities in medicine - development of new approaches to rehabilitation and improvement of existing ones; research on the impact of cyberspace on the psychological well-being of users;
- Innovative activities in the legislative sphere - development of a strategy for reforming customs legislation; development of new concepts and theories of economic development, their further practical implementation (the project «Strategy for Innovative Development of Odesa Region»); investigation of crimes during martial law;
- Innovative activities in the field of agrarian sciences - breeding new varieties and hybrids of plants (patents for new varieties and utility models have been obtained); application of the latest biological products in crop production; development and improvement of elements of technology for growing certain crops; creation of mobile applications for precision agriculture; creation of a training and operating STEM stand for growing biodiversity with augmented reality;
- Innovative activities in physical and mathematical sciences - use of interactive methods of research and analysis of results, application of new methods of solving mathematical problems; recognition of freight car numbers;
- Innovative activities in the field of environmental management - creation of new standards and expanded environmental assessment of water bodies; use of modern data processing and modeling tools; use of geographic information systems (GIS technologies) and remote sensing to obtain and visualize data (for example, creation of maps of flood zones during floods, maps of sea blooms, user-friendly SQL databases; creation of software for solving problems in hydrometeorology);
- Innovative activities in the field of military sciences - creation of «3D» weapons; improvement and development of modern methods, etc.

To solve scientific problems, young scientists, members of the Council of Young Scientists at the Odesa Regional State Administration, use various technologies and programs:

- Geographic information systems (GIS technologies) and remote sensing. They use geospatial tools for research, as well as mobile applications for data systematization and programs for processing large data sets (Data Science). Also, the use of virtual reality and applications for graphical display of research results.
- Innovation management based on ESG criteria: Implementation of modern management approaches that take into account environmental, social and corporate aspects;
- Innovative pedagogical technologies: the use of innovative methods in the educational process, including project technologies, information and STEM technologies, as well as methods of project activities;
- molecular biological research: use of modern methods, including next-generation genome sequencing and other molecular biological methods; use of nitrogen-fixing and phosphate-mobilizing bacteria strains for environmental research;
- software and engineering: use of various software systems, such as MS Project, AVK-5, COMPEX, for management and research. Use of innovative technologies for dismantling and restoration works, including the use of new construction materials and mechanization;
- analytical research methods: use of a gas chromatograph and modern physicochemical research methods, as well as integrated numerical models of atmospheric processes;
- measurement and testing tools for structures: use of updated equipment for testing and measurement;
- modeling, development and data collection programs: marine litter monitoring - application of modern methods for detection and identification of marine litter, including 2D FTIR Imaging and use of specialized applications such as Marine Litter Watch and Floating Litter Monitoring; use of software for modeling, forecasting and calculations in hydrometeorological research;
- Innovative research methods: development of new methods that combine physical and economic laws, as well as creation of models to improve the competitiveness of regions;
- innovations in IT and modern technologies: application of the latest frameworks and technologies, including artificial intelligence and innovative approaches;
- modern teaching and education methods: introduction of STEM education and methods of project-oriented management of scientific activities of higher education institutions;
- use of technologies for data analysis and security: use of HR technologies, risk assessment, behavioral security, leadership and personnel management.

It should be noted that most young scientists do not apply innovative technologies and use basic software from open platforms. Increasingly, scientists have begun to use artificial intelligence - GPT chat - in their research activities. Tools for video conferencing and online meetings such as Zoom and Google Meet, etc. are actively used, but, unfortunately, the vast majority of young scientists do not have access to modern scientific and technical infrastructure to realize their innovative potential.

According to a survey of members of the Council of Young Scientists at the Odesa Regional State Administration, technology transfer is an important mechanism for spreading innovation and stimulating economic development, and it can take place at different levels.

The study also analyzes the factors that help and hinder the publication activity of members of the Council of Young Scientists at the Odesa Regional State Administration.

The factors that help (motivate) to increase the publication activity of members of the Council of Young Scientists at the Odesa Regional State Administration are presented in Table 1.

<table>
<thead>
<tr>
<th>No.</th>
<th>Name of the factor</th>
<th>Description of the factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Striving to obtain academic degrees and titles.</td>
<td>Preparing for a dissertation defense and fulfilling the requirements for obtaining academic degrees and academic titles.</td>
</tr>
<tr>
<td>2.</td>
<td>International research projects with high funding.</td>
<td>Publication in peer-reviewed foreign journals, which opens up the possibility of participating in international research projects with significant financial resources.</td>
</tr>
<tr>
<td>3.</td>
<td>International cooperation.</td>
<td>The opportunity to collaborate with scientists from other countries and the desire to join the global scientific community.</td>
</tr>
<tr>
<td>4.</td>
<td>Promotion of scientific activity and social significance of research.</td>
<td>Promotion of scientific activity as a necessary component of personal development, development of the structural unit, and emphasis on the social significance of the research topic.</td>
</tr>
<tr>
<td>5.</td>
<td>Career development and competitiveness.</td>
<td>Requirements for the teacher's license conditions, individual plan, and other reporting that contribute to personal and institutional research ranking.</td>
</tr>
<tr>
<td>6.</td>
<td>An example for students and a desire to share knowledge.</td>
<td>Providing a role model for students, a desire to share scientific achievements and receive feedback.</td>
</tr>
<tr>
<td>7.</td>
<td>Financial support and bonuses.</td>
<td>Encouragement of the institution's administration through financial support and awards, funding for publications in Scopus and Web of Science databases, and publication of monographs.</td>
</tr>
</tbody>
</table>
Factors that prevent the increase of publication activity of members of the Council of Young Scientists at the Odesa Regional State Administration (barriers) are presented in Table 2.

### Table 2. Factors hindering the publication activity of members of the Council of Young Scientists at the Odesa Regional State Administration

<table>
<thead>
<tr>
<th>No.</th>
<th>Name of the factor</th>
<th>Description of the factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Bureaucratization and redundancy of procedures.</td>
<td>Significant time spent on bureaucratic scientific reporting procedures, which can be perceived as unproductive, as well as the feeling that the published material is intended solely for formal purposes.</td>
</tr>
<tr>
<td>2.</td>
<td>Failure to understand the needs of scientists.</td>
<td>Frequent cases of misunderstanding of necessary and relevant research by government research customers, which leads to commissioning of projects that are not modern and innovative.</td>
</tr>
<tr>
<td>3.</td>
<td>Lack of qualified personnel.</td>
<td>Insufficient number of qualified personnel to optimize scientific work, as a result of staff reductions, which can lead to an increase in organizational, methodological, educational, and administrative work.</td>
</tr>
<tr>
<td>4.</td>
<td>Overtime and overwork.</td>
<td>Publication activity is reduced due to overtime, increased workload, work tasks that are not provided for by job responsibilities, stress and emotional stress caused by wartime conditions.</td>
</tr>
<tr>
<td>5.</td>
<td>Wasting time on the current stages of publishing activity.</td>
<td>Most of the time is spent on attracting funding for research and its publications, as well as on technical design.</td>
</tr>
<tr>
<td>6.</td>
<td>Difficulty in obtaining data.</td>
<td>Difficulty in obtaining data, low interest and support from colleagues after defending a dissertation, lack of vacancies for research and teaching at the department.</td>
</tr>
<tr>
<td>7.</td>
<td>Lack of a full-time job.</td>
<td>Not everyone has a full-time job to conduct research.</td>
</tr>
<tr>
<td>8.</td>
<td>Limited access to the Internet and the power grid.</td>
<td>Lack of access to high-speed and stable Internet at work, which complicates scientific work, as well as restrictions on access to the power grid caused by military operations.</td>
</tr>
<tr>
<td>9.</td>
<td>High cost of publications.</td>
<td>The high cost of publishing articles in foreign journals and paying conference fees.</td>
</tr>
<tr>
<td>10.</td>
<td>Low citation of domestic journals.</td>
<td>Most domestic journals have low citations.</td>
</tr>
<tr>
<td>11.</td>
<td>Lack of motivation for publication activity</td>
<td>Insufficient motivation and encouragement for scientists to publish.</td>
</tr>
<tr>
<td>12.</td>
<td>Language restrictions.</td>
<td>Low level of English language proficiency, which makes it difficult to publish in international journals.</td>
</tr>
<tr>
<td>13.</td>
<td>Limited access to data and resources.</td>
<td>Limited availability of raw data for research, complexity and limited laboratory research.</td>
</tr>
<tr>
<td>14.</td>
<td>Conflicts and &quot;parasitic&quot; attitude of colleagues.</td>
<td>Internal conflicts and unfavorable relationships with colleagues.</td>
</tr>
<tr>
<td>15.</td>
<td>Lack of access to scientific information.</td>
<td>Lack of access to free source information for research.</td>
</tr>
<tr>
<td>16.</td>
<td>Low level of salary.</td>
<td>Low salaries and the need for additional work.</td>
</tr>
<tr>
<td>17.</td>
<td>Limited sources and information.</td>
<td>Difficulty in finding the necessary sources and limited access to paid information.</td>
</tr>
<tr>
<td>18.</td>
<td>Bureaucracy and lack of support for young scientists in research.</td>
<td>Obstacles and bureaucratic restrictions in supporting the work of young scientists.</td>
</tr>
</tbody>
</table>

Source: development of Dokus A.O.
One of the main deterrents for members of the Council of Young Scientists at the Odesa Regional State Administration is investing their own money when writing scientific articles, projects, startups, and business trips.

The results showed that 10% of young scientists spend up to UAH 1 thousand per year, 46% from UAH 1 to 5 thousand, 13% from UAH 5 to 10 thousand, 10% from UAH 10 thousand and more, 3% attract investments, 3% receive funding from research institutions or higher education institutions, and 15% do not make their own investments.

The prevailing deterrent (barrier) is overwork, combining several positions, systematic unplanned tasks, chronic fatigue and emotional burnout during wartime.

The research applied a strategic analysis tool, the SWOT analysis, which is used to assess the internal and external factors that affect an organization, project, product, or any other area of activity. The SWOT analysis of the work of the Council of Young Scientists at the Odesa Regional State Administration helped to identify strengths and weaknesses, as well as opportunities and threats that may be faced (Table 3).

### Table 3.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expert community:</strong> The Council of Young Scientists at the Odesa Regional State Administration brings together young scientists from various fields of science, which creates opportunities for the exchange of experience and knowledge.</td>
<td><strong>Funding:</strong> Limited funding may limit the ability of the Council of Young Scientists at the Odesa Regional State Administration to implement projects and initiatives.</td>
</tr>
<tr>
<td><strong>Relations with the authorities:</strong> As a part of the regional state administration, the Council of Young Scientists at the Odesa Regional State Administration has the opportunity to influence decision-making in the field of education and science at the regional level.</td>
<td><strong>Staffing:</strong> The availability of qualified specialists at the Council of Young Scientists at Odesa Regional State Administration may be limited, which affects the quality of work.</td>
</tr>
<tr>
<td><strong>Project support:</strong> The Council of Young Scientists at the Odesa Regional State Administration can facilitate scientific and educational projects of young scientists in the region.</td>
<td></td>
</tr>
<tr>
<td><strong>Opportunities</strong></td>
<td><strong>Threats</strong></td>
</tr>
<tr>
<td><strong>Partnership with universities and research organizations:</strong> The Council of Young Scientists at Odesa Regional State Administration can develop partnerships with other educational and research institutions for joint projects and research.</td>
<td><strong>Policy changes:</strong> Changes in the political landscape can affect priorities and funding for education and science.</td>
</tr>
<tr>
<td><strong>Involvement of young scientists:</strong> The Council of Young Scientists at the Odesa Regional State Administration can facilitate the involvement of talented young scientists in regional projects and research, and promote their development.</td>
<td><strong>Competition for resources:</strong> Other sectors and institutions also compete for resources and support for their projects.</td>
</tr>
</tbody>
</table>

Source: development of Dokus A.O.

The results of the SWOT analysis can be used to develop a strategy aimed at maximizing the strengths, using opportunities, managing weaknesses and minimizing threats to the activities of the Council of Young Scientists at the Odesa Regional State Administration.

However, in order to strengthen the role of the Council of Young Scientists at the Odesa Regional State Administration in the development of innovation, it is proposed to involve other departments and offices in its work, such as the Department of Finance, the Department of International Cooperation and Protocol, the Department of Economic Policy and Strategic Planning, the Department of Digital Development, Information Policy and Cyber Security.

This proposal is in line with the Law of Ukraine «On Scientific and Scientific-Technical Activity» (The Law of Ukraine, 2016), which states: «Representatives of the Council of Young Scientists are members of the supreme collegial governing body of the institution or authority under which the Council of Young Scientists is established». 
The proposed structure of administrative, functional and informational relations of the Council of Young Scientists at the Odesa Regional State Administration is shown in Fig. 1.

Administrative, functional, and informational ties can be strengthened by involving a representative from the Council of Young Scientists at the Odesa Regional State Administration in official meetings of the above departments and offices; delegating a representative (mentor) from each department to advise members of the Council of Young Scientists at the Odesa Regional State Administration.

An important issue is to strengthen cooperation with the Council of Young Scientists at the National Academy of Sciences of Ukraine, as today there is closer cooperation with the Council of Young Scientists at the Ministry of Education and Science of Ukraine.
It is also advisable to cooperate the Council of Young Scientists at the Odesa Regional State Administration with the Council of Rectors of Higher Education Institutions of the Odesa Region and the Southern Scientific Center of the National Academy of Sciences of Ukraine and the Ministry of Education and Science of Ukraine. Such cooperation can be realized through the signing of a cooperation agreement. An example is the signing in 2001 of the Agreement between the Odesa Regional State Administration and the Council of Rectors of Higher Education Institutions of the Odesa Region for 2001-2003 for the development of higher education, cooperation in the interests of socio-economic, scientific, technical, intellectual and cultural development of the Odesa region (Agreement between the Odesa Regional State Administration and the Council of Rectors of Higher Education Institutions of the Odesa Region, 2001).

The imperfection of functional and informational links is the oversaturation of information as a result of the creation of many local websites and social networks. There is no single platform that could unite young scientists, business, and regional authorities.

There is no single online platform (website) that would accumulate the achievements of the Council of Young Scientists at the Odesa Regional State Administration. The creation of a single platform in the form of a website of the Council of Young Scientists at the Odesa Regional State Administration could become a center of intellectual growth and innovation in the academic environment for young scientists. This initiative could unite and accumulate best practices, become a communication and information platform.

The unification of young scientists on one platform is becoming increasingly important, especially in wartime and post-war recovery, when the development of digitalization is in increasing demand.

The vector of digitalization of the work of the Council of Young Scientists at the Odesa Regional State Administration is in line with the state policy of digital transformation (Regulation of the Ministry of Digital Transformation of Ukraine, 2019) and the draft Strategy of Digital Transformation of Education and Science (The Concept of Digital Transformation of Education and Science for the period up to 2026, 2021).

This concept of digital transformation (The Concept of Digital Transformation of Education and Science for the period up to 2026, 2021) is aimed at optimizing and automating management and regulation processes in the field of education and science, including ensuring transparent and effective regulation of business entities, such as licensing of educational institutions, certification of scientific institutions and accreditation of educational programs, etc.

The website of the Council of Young Scientists at the Odesa Regional State Administration can have different levels of access:

- *open* - for all users;
- *closed blocks* (free of charge) - available to members of the Council of Young Scientists at Odesa Regional State Administration, business and government;
- *closed blocks* (paid) - available to everyone, including representatives of business and communities.

The website of the Council of Young Scientists at Odesa Regional State Administration is proposed to be developed according to the following structure:

- Training courses and seminars. Providing opportunities to participate in training programs and courses that will help students and young scientists expand their knowledge and skills in selected areas. Courses and seminars for businesses and communities on a paid basis.

- Scientific resources. Providing access to scientific journals, databases, libraries, and other resources that help in research and writing scientific papers.

- Research priorities. Research topics should be in line with the Strategy for the Development of Innovation in Ukraine until 2030 (Order of the Cabinet of Ministers of Ukraine, 2019), priority areas of science and technology development (The Law of Ukraine, 2001), restoration of Odesa region, regional development and spatial planning.

- Scientific advice. Providing advice and support to young scientists in conducting research, writing scientific papers and publications.

- A space for communication and cooperation. *Networking* - establishing and maintaining relationships with other scientists, government and business representatives to exchange information, experience, opportunities and resources to achieve common and personal goals and develop a career.

- Financial support. Search for grants, scholarships and other financial opportunities to support research and education.

- Information block. Useful links to current legislation, competitions, grants, projects, and opportunities from the National Research Foundation of Ukraine (Regulations on the National Research Foundation of Ukraine, 2018).

- A platform for finding partners, employers, and employees. Posting of vacant positions, resumes,
etc.

Calendar of events. Creating an event calendar has a number of advantages that will help you manage time and information effectively. The main purposes of creating an event calendar are: time planning and control, event organization, reminder of application deadlines, scientific and other events, collaboration and sharing, analysis and reports, goal achievement, information systematization, etc. These goals will help increase productivity and better time management, which is important for achieving personal, professional, and organizational goals.

Members of the Councils of Young Scientists at regional state administrations can attract additional sources of funding beyond state funding through the following methods and strategies:
- grants from foundations and organizations: many private and public foundations, as well as non-profit organizations, provide grants for research. To receive such grants, you need to submit applications and project proposals in accordance with their programs.

Example: submitting projects for funding from the United States Agency for International Development (USAID) (USAID, 2023):
- corporate sponsorship: companies can sponsor research that is relevant to their interests or needs. It is important to establish partnerships with corporations and develop projects that meet their goals.

Example: cooperation with communities, farmers, and entrepreneurs of Odesa region, the Agency for Regional Development of Odesa Region (Agency for Regional Development of Odesa Region, 2023);
- cooperation with other scientists and laboratories: joint research and projects with other scientists can include funding from their sources, as well as help share resources and knowledge.

Example: cooperation with foreign research and educational institutions that have the material base and funding;
- crowdfunding: some scientists use crowdfunding platforms to raise money for their research. This includes promoting their projects on well-known crowdfunding sites and raising money from the interested public.

Example: Crowdfunding platform «My City» (Crowdfunding platform «My City», 2023);
- patents and commercialization: if scientists develop new technologies or inventions, they can profit from patents and commercialization of their developments;
- training and consulting: some scientists act as consultants for companies, providing their knowledge and expertise on a commercial basis;

- philanthropy and charity: some individual philanthropists and charitable organizations may provide financial support for scientific research;
- commercial contracts and agreements with industry: commercial contracts with private companies or industry can lead to funding and development of joint projects;
- self-financing: sometimes researchers invest their own funds in their research, especially in the initial stages.

Based on the analysis of the legislative framework governing the work of the Councils of Young Scientists of Ukraine, the following proposals for its improvement are made.

The main planning document of the Odesa region is the Development Strategy of Odesa Region for 2021-2027 (2020). The Development Strategy of Odesa Region for 2021-2027 was developed on the basis of the Laws of Ukraine «On Local State Administrations», «On the Principles of State Regional Policy», the Methodology for Developing, Monitoring and Evaluating the Effectiveness of Regional Development Strategies and Action Plans for their Implementation, approved by the Order of the Ministry of Regional Development, Construction, Housing and Communal Services of Ukraine No. 79 dated March 31, 2016, registered with the Ministry of Justice of Ukraine on April 26, 2016, No. 632/28762 (Appendix).

The Cabinet of Ministers of Ukraine has amended the Procedure for Developing Regional Development Strategies and Action Plans for their Implementation, as well as Monitoring and Evaluating the Effectiveness of the Implementation
of the said Regional Strategies and Action Plans, approved by Resolution No. 959 dated November 14, 2018. These amendments provide for the application of smart specialization approaches to the preparation of regional development strategies.

In order to take into account the interests of regional development entities in the Strategy, the regional state administration established a steering committee and a working group to develop the Odesa Region Development Strategy for 2021-2027, which were approved by the order of the acting head of the regional state administration dated 01.07.2019 No. 796/A-2019 (Appendix to the «Odesa Region Development Strategy for 2021-2027», 2020).

The development of the Strategy is an important tool for establishing partnerships between the regional state administration, the regional council, research institutions, higher education institutions, NGOs, and businesses. This Strategy is the property of all stakeholders in order to ensure public support for the implementation of measures and projects from the Strategy Implementation Plan.

In 2020, a call for project ideas for the Action Plan for 2021-2023 to implement the Regional Development Strategy of Odesa Oblast for 2021-2027 was announced. The project ideas were analyzed and selected on a competitive basis by an expert group to select proposals for terms of reference for regional development projects to be included in the Action Plan for 2021-2023 for the implementation of the Strategy. Based on the results of this work, a catalog of terms of reference for regional development projects for the period up to 2023 was formed and sources and approximate amounts of their funding were identified. The best project ideas were included in the Action Plan for the implementation of the Strategy until 2027.

Given that funding for the projects of the Council of Young Scientists at the Odesa Regional State Administration and financial incentives for active young scientists in the Odesa region in general remains an urgent issue, it is proposed to include a number of projects of the Council of Young Scientists at the Odesa Regional State Administration in the Action Plan for 2024-2027. This initiative can be a stimulating factor and strengthen the competitiveness of young scientists in the region.

It is proposed to include the following projects in the Action Plan for 2024-2027:
- development and maintenance of the website of the Council of Young Scientists at the Odesa Regional State Administration;
- introduction of the scholarship «Best Young Scientist of Odesa Region»;
- launching the competition «Best Scientific Project of Odesa Region»;
- launching the competition «Best Startup of Odesa Region».

It is proposed to provide an opportunity to hear annual proposals of the members of the Council of Young Scientists at the Odesa Regional State Administration with the three most attractive and important startups at the Regional Scientific and Expert Council at the Odesa Regional State Administration, which would have a recommendation for funding from the budget of the Odesa region.

Conclusions and perspectives of further research. As a result of the study, the scientific task of improving the approach to the formation of administrative, functional and informational links of the institutional ecosystem of the Councils of Young Scientists at regional state administrations (on the example of Odesa region) was solved.

The members of the Council of Young Scientists at the Odesa Regional State Administration have significant academic potential, which they successfully realize. However, there are a number of constraining factors: investing their own money; limited access to modern scientific and technical infrastructure to realize their innovative potential; emotional burnout during wartime; overloaded with tasks that are not part of their job description, etc. Only 33 % of the members of the Council of Young Scientists at the Odesa Regional State Administration have any connection or cooperation with business, but 82 % are ready for such cooperation.

Today, the Council of Young Scientists at the Odesa Regional State Administration functions in accordance with the legal environment, but there are a number of aspects that need to be improved:
- funding and resources - young scientists need more support in the form of grants, scholarships and access to modern research infrastructure;
- publications and scientific exchange - development of scientific networking, promotion and encouragement of publication activity in national and international journals important for raising the scientific ranking of young scientists;
- scientific management - improving the system of scientific management and support for innovative projects;
- cooperation with business - establishing cooperation with business and orienting scientific research towards the needs and goals of the Odesa Region Development Strategy for 2021-2027.

The survey results showed that 75 % of the members of the Council of Young Scientists at the
Odesa Regional State Administration are ready to join groups of other scientists to write projects and cooperate with business and have innovative ideas and proposals.

To strengthen the role of the Young Scientists' Councils at regional state administrations in the development of innovation, it is proposed to strengthen administrative, functional and informational interaction in the institutional ecosystem of the Young Scientists' Councils at regional state administrations, to attract additional sources of funding for young scientists through crowdfunding mechanisms and to make proposals to the Action Plan for 2024-2027 for the implementation of the Odesa Oblast Development Strategy 2021-2027.

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