

**Kondrashova O. V. Developing the Model of Interaction Between Education, Government and Business**

The paper describes the educational market deregulation as well as the labor market deregulation. The necessity of creating a specific interaction between education, government and business as a way of solving the problem of misbalance in the labor market has been established.

The existing conditions of the labor market and the level of the professional training of students on the example of the specialty „Management” have been analyzed. The demand for the development of the national system of qualifications through cooperation between the educational sector and the labor market over the system of assessment of the qualifications of workers and graduates of educational establishments has been underlined.

The model of interaction between education, government and business has been proposed. The examples of fruitful cooperation between businesses, higher education institutions and the state have been given.

*Key words:* professional training, labor market, educational market, national system of qualifications, manager, competence.

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Рецензент – д. п. н., проф. Павленко О. О.

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**O. O. Pavlenko**

**IMPLEMENTATION OF THE INTERNATIONAL STANDARDS:  
CONCEPTUAL APPROACH**

**Introduction**

As ratified by the Policy Commission of the World Customs Organization (WCO) in June 2008 (document SP0273) the WCO Capacity Building Strategy stressed the need for identifying the existing demands of the WCO regional educational institutions to assist WCO Regional Offices for Capacity Building (ROCBs) in the development of regional training strategies. The Memorandum of Understanding (MoU) concerning the official establishment of the WCO Regional Training Centre (RTC) has been signed between the WCO and the State Customs Service of Ukraine on June 26, 2010 [1]. The Ukrainian Academy of Customs offers itself to the WCO to be the key element of the WCO regionalization strategy in the Europe Region. The valuable work that had been already initiated for the past few years by some of the Academy teams in respect with the Professional PICARD Standards has already shown the Academy's commitment towards WCO standards and international and regional Capacity Building initiatives [2].

On the basis of the existing experience [3] and in order to perform tasks of creating RTC in Ukraine the author has developed the Concept paper of the establishment of WCO RTC in Ukraine [4]. Its general provisions, main objectives and goals are described below.

**RTC Dnepropetrovsk MISSION**

Centre is an interdisciplinary educational and methodological centre of the academic level for the Europe Region as a WCO RTC that conducts training, continuous training, scientific researches in the sphere of customs business and that is aiming to become a Centre of Excellence at the regional and international levels in the field of customs business.

**RTC Dnepropetrovsk VISION**

It is a WCO Centre of the academic level and the pilot base for the WCO Europe Region on WCO standards implementation at the academic level and the implementation of the organizational development strategy and support of the Members. The academic RTC is based on three components: educational and methodical, scientific and organizational work.

**RTC Dnepropetrovsk STRATEGY**

The key aspect of the RTC's responsibilities is the combination of the practical realization of the ROCB training plan and the dissemination of the WCO training tools and standards available in a tailored regional version.

**RTC Dnepropetrovsk AIM**

The main aim of the RTC Dnepropetrovsk is promotion and support of the WCO policy implementation at the regional level; contributing to the rationalization of the regional training expertise through the development of regional training expertise and the expansion of the blended learning network; establishment of integrated training and continuous training system for customs officers under the auspices of the WCO and participating to establish a Europe Customs learning portal.

The development of a business case presenting the development axes of the RTCs has appeared as an essential step to achieve some major steps: 1) fostering the political support given to the RTC structure; 2) anticipating the required actions and resources to meet the WCO Capacity Building strategy and the Europe region needs; 3) securing potential donors in supporting the RTC's development and the implementation of the WCO Capacity Building strategy in Europe; 4) presenting a coordinated development scheme to the Europe Region ROCB and ensuring complementary action plans for EUR RTCs.

**Strategic objectives to build the capacities of the RTC of Dnepropetrovsk:** as stated in the WCO operational strategy for capacity building, the RTC's development shall target: the development of regionally relevant training; the development and maintenance of specialist trainer regional pools; the regional provision of specialist training; the development and support of the WCO's blended training programme; carrying out and joint coordination of the scientific researches.

The Academy supports the WCO Secretariat's opinion that the development of the RTC depends on the type of the structure that hosts the Regional Centre. The elements raised below are deeply tied to the status of the hosting structure. The RTC is hosted by the Ukrainian Academy of Customs and then gathers specificities, advantages and constraints that would differ of an independent body fully dedicated to the WCO Regional Centres. The basic elements have been considered in the tables 1 – 5.

**Table 1**  
**RTC Dnepropetrovsk capacities preliminary assessment: staff**

<b>Staff</b>
Number of staff devoted to the WCO RTC Management: <i>17 (Academy's Management), 2 (particularly RTC's Management)</i>
Number of staff devoted to the WCO RTC Administration: <i>2</i>
Language skills available: translation of documents, interpretation of events: <i>language skills are available because the staff can speak foreign languages. But as it has a very heavy workload it won't be able to handle big volumes of translation. There are no any interpreters in the staff schedule.</i>
The number of available trainers, their status and expertise level: <i>total – 176 (full-time staff), among them: 110 have the academic degree (Doctors, Professors - 19; PhD – 91, among them 18 persons are doctoral students), lecturers without academic degree – 66 (35 of them are working on Ph.D. theses)</i>
The number of hours they could spend developing/running the RTC: <i>as may be agreed from 2 to 20 hours per week</i>
These trainers' specialist subjects: <i>all WCO modules and WCO Professional Standards are covered.</i>
These trainers' language abilities: <i>Russian – 100% (all trainers), English – 20%, French – 10%, German – 4%, Polish – 4%.</i>

**Table 2**  
**RTC Dnepropetrovsk capacities preliminary assessment:  
teaching materials**

<b>Teaching materials</b>
The existing instructional materials and curricula, as well as the subjects covered: <i>As a national Academy, all Customs subjects are covered. Each subject, module have educational plan and educational and methodical provision.</i>
The existing review process based on the adoption of international standards: <i>Adaptation to the national needs, piloting, modification and implementation of the WCO Professional Standards.</i>
The existing library / reference center: - <i>Strong library stock: 101258 samples. Among them: 75015 – educational literature, 8072 – scientific literature. The largest library in Ukraine on customs matters: 709 book titles (8431 samples), more than 8245 periodical</i>

<p><i>publications (63 729 articles).</i></p> <ul style="list-style-type: none"> <li>- <i>Modern electronic catalogue hall (more than 75 thousand records) for 20 work seats with an access to the Internet + topical traditional catalogue.</i></li> <li>- <i>Available electronic informational resources.</i></li> <li>- <i>11 automatized work places for librarians (library automation system „IRBIS”).</i></li> <li>- <i>Participation in „Prydnipovs’k corporate catalogue” Project</i></li> </ul>
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**Table 3**

**RTC Dnepropetrovsk capacities preliminary assessment:  
Infrastructure / logistic**

<b>Infrastructure/Logistic</b>
<p>The infrastructure and material available (rooms, dormitory, computer workstations, library room, simulators, etc.): <i>3 buildings, 58 lecture rooms, practical exercise rooms – 22, training rooms with modern equipment – 3 (3 stationary multimedia complexes; 2 multimedia room with interactive board, 8 plasma display panels, multimedia projectors), language laboratories – 3, computer workstations – 8 (overall quantity of modern computers – 631), modern laboratories – 8, demonstration laboratories (start-up stage) – 3, library, assembly hall – 2, gym – 7, workout room - 2, dance hall – 1, shooting gallery - 1, medical facilities – 1, editing and publishing facilities – 1, canteen – 2 (for 260 seats), refreshment room – 2 (for 72 seats), dormitory – 3 (for 1296 persons, among them 25 places for the training participants or inexpensive hotel nearby).</i></p>
<p>Additional services that may be offered (interpretation, e-learning, video-conferencing, copying, etc.): <i>Material and technical base as well as human resources allow offering additional resources (except for video-conference) upon condition of additional (grant) financing.</i></p>
<p>The administrative capacities to handle WCO events set-up: <i>Sufficient (International Relations Department, Vehicle Operating Department, Customs Information Technologies Department, Editing and Publishing Department, 2 Foreign Languages Chares, General Service Department, Post-qualifying Education Institute, Front Office, Social and Psychological Researches Department, Ph.D. Studying and Scientific Department, 20 chairs).</i></p>

**Table 4**

**RTC Dnepropetrovsk capacities preliminary assessment:  
international background**

<b>International background</b>
<p>The current involvement in bilateral / sub-regional training activities (programmes, structures, etc.):</p> <ul style="list-style-type: none"> <li>- PICARD (Partnership In Customs Academic Research and Development),</li> <li>- INCU (International Network of Customs Universities),</li> <li>- Programs TRANSFORM, TEMPUS TACIC „Customs – 2”, „Customs – 4”,</li> </ul>

- Actions (more than 30 actions annually) with 28 international partners, including:
- United Nations Development Programme (UNDP),
- Peace Corps,
- US Embassy (Export Control and Border Security Program),
- The University of Chicago Argonne, LLC (Operator of Argonne National Laboratory) / the US Department of Energy (International Nonproliferation Export Control Program (INECP) and Commodity Identification Training (CIT),
- Participation in the Technical Expert Working Group (TEWG),
- Defense Threat Reduction Office in Ukraine / Defense Threat Reduction Agency (or DTRA) / the United States Department of Defense,
- Weapons of Mass Destruction-Proliferation Prevention Initiative (WMD-PPI) WMD – Proliferation Prevention Initiatives (land and maritime border assistance),
- EC-financed projects BOMMOLUK-2 and BOMMOLUK-3 (Improvement of Border Controls at the Moldova-Ukraine border) (European Union Border Assistance Mission to Moldova and Ukraine (EUBAM),
- Association douaniers solidaires par de la les frontieres / France (2002 – 2004), International training center Hidalgo (USA) (fight against smuggling seminars, 2003),
- Federal Law Enforcement Training Centre (FLETC) / USA,
- Center For International Legal Studies (CILS) / Salzburg, Austria (Visiting Professorships for Senior Lawyers Program, Visiting Professorships for Universities in Eastern Europe and CIS Republic),
- Company „Intel” (seminars-trainings),
- The international security and Anti-terror Institute (Switzerland)
- 17 higher educational establishments (actions by mutual agreements) etc.

**Table 5**

**RTC Dnepropetrovsk capacities preliminary assessment:**

**Blended Learning potential**

<b>Blended Learning potential</b>
The full availability of the WCO E-Learning Platform for WCO blended seminars: <i>The access to the old version is available, the access to the new version will be received after its modification. 28 lecturers received the passwords to the WCO modules after introductory seminar.</i>
The way the WCO programme has been disseminated and used to date: <i>1) Correlation between Academy’s Curricula and Professional standards for training and continuous training → piloting → adaptation and modification of Academy’s Curricula → approbation → implementation; 2) development of educational and methodical provision on the bases of international standards, WCO modules; 3) participation in the international Master’s program (Cross Border Researches Association).</i>

Complete Compatibility report with the existing distance programme up and running at the Academy: <i>yes</i> .
The team dedicated to the existing distance learning programme of the Academy and being in charge of the complete integration of the WCO programme and its smooth running / maintenance: <i>available</i> .
The access mode (Internet / Intranet) and the physical or practical limitations on regional dissemination: <i>Internet without any limitations, Intranet, server for hosting the e-learning programme, possibility of connection of all the computers into a single network of the Academy</i> .
Technical infrastructure: <i>Moodle developed in Linux using Apache, MySQL and PHP (LAMP platform), Windows XP/2000/2003 (WAMP), Solaris 10 (Sparc and x64), Mac OS X and Netware 6. Support for PostgreSQL, Oracle and Microsoft SQL Server is also available. Necessary hardware and software are available</i> .
Options for tailoring the WCO catalogue and modules: <i>It is necessary to receive software from the WCO</i> .
<b>PICARD Programme</b>
Status: - <i>Memorandum of Understanding with the WCO.</i> - <i>WCO Pilot higher educational establishment on Professional Standards implementation.</i> - <i>On the way to the WCO recognition.</i>
Future actions foreseen: - <i>Pool of experts-trainers.</i> - <i>International status of the scientific bulletin „Bulletin of the Ukrainian Academy of Customs” (“Bulletin of the RTC Dnepropetrovsk”) under the EuR Region ROCB auspices.</i> - <i>International Master’s Thesis competition.</i>

**Table 6**

**SWOT-ANALYSIS**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
Comprehensive Training infrastructure (classrooms, auditorium, equipment and operational simulations facilities, cafeteria, dormitory, sports halls, etc.). - Effective WCO relay (1 English-speaker team of 5 devoted to the International relations and RTC activities). - Pool of Customs Trainers - International Customs programmes	- Organizational challenges tied to the dual structure of the Academy and the Customs Service. - Lack of coordination (WCO/EUR/Dnepropetrovsk) due to the ROCB situation being not yet operational. - Lack of group experience of work in a project, drawing up the project for additional financing, experience of developing business plan for attraction the additional financing (the English version plan is not formed at a

<ul style="list-style-type: none"> <li>- Customs curricula: different levels, initial and specialists training</li> <li>- Educational and methodological provision: different levels, initial and specialists training</li> <li>- Almost completed revision of curricula to address the Customs Union new technical requirements</li> <li>- Relationships already developed with RTC Moscow, Shanghai, Cross Border Research Association (CBRA), International Network of Customs Universities (INCU).</li> </ul>	<p>sufficient level).</p> <ul style="list-style-type: none"> <li>- Insufficient English-speaking competency of the Academy's managerial and teaching staff.</li> <li>- Long-term approval procedure with the State Customs Service of Ukraine.</li> <li>- Insufficient understanding of the RTC Dnepropetrovsk possibilities and specific tasks by the Academy's staff.</li> <li>- Initial stage of establishment the training ground for development the educational standards and activity standards (customs procedures).</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <p>WCO RTC Dnepropetrovsk a few steps forward:</p> <ul style="list-style-type: none"> <li>- WCO PICARD Certification of Customs Management programmes and leading EUR Network of Customs Universities.</li> <li>- Participation to the Leadership and Management Development programme (working groups, Russian-speaking delivery).</li> <li>- Setting an EUR Region Train-the-trainers coordinated quality criteria and programme.</li> <li>- WCO Accreditation of Expert-Trainers.</li> <li>- Becoming a EUR e-learning Center</li> <li>- Participating to a WCO Russian Language Customs Reference Center.</li> <li>- Exchanges with other RTCs / Universities.</li> <li>- Becoming the regional Library Centre: establishment the regional library stock on customs matters:             <ul style="list-style-type: none"> <li>- traditional (by means of cooperation with international institutions and by means of scientific elaborations exchange);</li> <li>- full-text electronic catalogue or min. annotated data-base of the publications on customs topics.</li> </ul> </li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>- Distrust of the region to the competency of the RTC which is not in the EU country.</li> <li>- Intricacy (operational efficiency, speed!), communication barriers.</li> <li>- Heavy workload on a small group of people, lack of wages for the RTC employees and lack of proper legislative regulation.</li> <li>- Lack of financial recourses for paying off the organizational work, interpreters' and trainers' work, purchasing modern equipment, etc.</li> <li>- Unrealized language plan (educational and methodical provision in Russian language, WCO modules translation) through the lack of financial recourses.</li> </ul>

**RTC development opportunities**

Enhancing the RTC capacities requires adopting a progressive approach defining development priorities and objectives to break down opportunities into a practical action plan. The working sessions enabled to define some of the key elements of a plan for the RTC Dnepropetrovsk to implement WCO standards and programmes.

The priorities set were fully in line with the Projects assigned to each EUR RTC. These functions were disseminated at the 2<sup>nd</sup> Europe Region Coordination Meeting in Skopje, March 2010. The information above is not exhaustive and shows some of the main initiatives to be undertaken. It presents the way for the RTC Dnepropetrovsk to meet the WCO regional strategy and its tools' implementation. This list shall be reviewed and corrected if needed to prioritize and focus more on the quick-wins and investments which will foster the existing resources and capacities.

**Regional Strategy 1: Regional coordination of RTC programmes**

**Standards / Tools / Programmes:** 1.1.) RTC Management, Training Delivery standards

**RTC's objectives/initiatives. RTC Management, Training Delivery standards:**

- implementing/promoting the political will and commitments;
- acquiring the appropriate coordination scheme and staffing;
- developing the internal/external communication channels;
- developing the regional standards of training delivery as a foundation of the blended learning.

**Regional Strategy 2: Implementation of WCO tools and standards**

**Standards/Tools/Programmes:** 2.1.) PICARD

**RTC's objectives/initiatives:**

- proceeding to the WCO Recognition;
- WCO PICARD Certification of Customs Management programmes and leading EUR Network of Customs Universities;
- developing cooperation with other regions;
- creating an INCU Europe Network.

**Standards / Tools / Programmes:** 2.2.) Leadership and Management Development (L&MD).

**RTC's objectives / initiatives:** Participating to the L&MD Working Group.

**Standards / Tools / Programmes:** 2.3.) E-learning.

**RTC's objectives / initiatives:**

- displaying the full WCO catalogue for WCO regional events;
- integrating the appropriate modules to the Academy distance programmes;
- conceiving further modules for the region.

**Standards / Tools / Programmes:** 2.4.) Library.



**RTC's objectives / initiatives:**

- creation and Maintenance of a WCO corner in the Library;
- participation in the Russian-speaking WCO Reference Centre;
- establishment of the regional Library Centre: traditional (by means of cooperation with international institutions and by means of scientific elaborations exchange); development of the electronic library on customs matters (full-text electronic catalogue or min. annotated data-base of the publications on customs topic);
- liaise with the Academy and INCU Researches.

**Regional Strategy 3: Development of Regional Training resources**

**Standards / Tools / Programmes:** 3.1.) Train-the-trainers.

**RTC's objectives/initiatives:**

- becoming a methodological centre;
- contributing to establish qualitative criteria and programs for trainers training in the Europe Region.

**Standards / Tools / Programmes:** 3.2.) WCO Accreditation of Expert-Trainers.

**RTC's objectives / initiatives:**

- coordinating the use of data base of expert-trainers for Europe region;
- enhancing the participation of European experts within the WCO Accreditation of expert-trainers programmes.

**Standards / Tools / Programmes:** 3.3.) Customs Reference Center. Center of Excellence.

**RTC's objectives/initiatives:**

- being an actor, active participant and creator of international standards;
- establishing qualitative criteria for regional training materials;
- WCO recognition and the following international implementation of the training materials criteria.

**Objectives and actions to build the capacities of the RTC Dnepropetrovsk**

This section has been fulfilled by the RTC Management in order to identify and define the concrete actions to be undertaken in the next future by the different RTC actors. It is necessary to consider the academic level and exclusiveness / singularity of the RTC Dnepropetrovsk. This fact has been taken into account while planning and it is reflected upon the significance, immensity, and range and task extent of the RTC. The following table gives an opportunity to fully review and re-draft everything that the RTC has started to put into the list of the exact actions, tasks, responsibilities, deliverables and schedule for the anticipated projects.

**I. Regional Coordination / Communication**

**RTC MANAGEMENT / RTC TRAINING DELIVERY STANDARDS**

**Objectives 1:** Implementing / promoting the political will and commitments.

*Action:* official RTC opening; developing RTC Training Standards; developing RTC Management Standards; participating in the Standards Development Working Group.

*Target audience:* WCO European Region, other RTCs, INCU Members.

*Lead time:* the first year of the RTC activity.

**Objectives 2:** Implementing/promoting the political will and commitments.

*Action:* according to the concept of the coordination / communication channels that was proposed by the RTC Skopje and the ROCB; presenting own propositions / ideas; improving the concept of the internal coordination channels of the RTC Dnepropetrovsk; approving different schemes of the RTC's staffing; solving the language problem (English courses for experts – developers of the modules, for trainers).

*Target audience:* WCO European Region, other RTCs, INCU Members.

*Lead time:* the first year of the RTC activity.

**Objectives 3:** Acquiring the appropriate coordination scheme and staffing.

*Action:* according to the concept of the coordination / communication channels that was proposed by the RTC Skopje and the ROCB; presenting own propositions / ideas; improving the concept of the internal coordination channels of the RTC Dnepropetrovsk; approving different schemes of the RTC's staffing; solving the language problem (English courses for experts – developers of the modules, for trainers).

*Target audience:* WCO European Region, other RTCs, INCU Members.

*Lead time:* the first year of the RTC activity.

**Objectives 4:** Developing the internal / external communication channels.

*Action:* improving the concept of the internal / external communication channels of the RTC Dnepropetrovsk; approval of the own propositions / ideas; regarding the internal / external communication channels with mass media: press-conferences; round tables; articles about the events in the departmental mass media, all Ukrainian magazine „Customs”, Academy's newspapers; presentations and news about the RTC activity on the RTC Academy's website, on the WCO ROCB regional website.

*Target audience:* WCO European Region, other RTCs, INCU Members other customs higher educational establishments, General public of Ukraine.

*Lead time:* continuously according to the Activity / event Plan.

## **II. Implementation of the WCO standards and Tools**

### **WCO PICARD PROGRAMME**

**Objectives 1:** Proceeding to the WCO Recognition of the Academy curricula.

*Action:* preparation and carrying out of the presentation on the WCO and other international standards implementation into the national standards experience; Curricula presentation; assistance in adaptation regional programs to the international Standards.

*Target audience:* customs officers – specialists, RTCs Network, INCU Members (particularly from European Region), other universities, educational centres, scientific and research establishments, customs administrations.

*Lead time:* the first year of the RTC activity.

**Objectives 2:** Developing cooperation with other Universities.

*Action:* inviting other universities to participate in the RTC seminars, scientific conferences, for publications in the RTC scientific bulletin or ROCB portal; developing visitor-lector programs.

*Target audience:* Academic Community, RTCs.

*Lead time:* the first year of the RTC activity.

**Objectives 3:** Leasing with the EUR Academic Community and INCU.

*Action:* creating the data base of the educational and scientific institutions in the sphere of customs business for Europe Region through the dissemination of the questionnaire with a help of customs administrations and EUR, RTCs, Network, INCU.

*Target audience:* educational and scientific institutions, funds, European Region programs that are active in the sphere of customs business.

*Lead time:* the first year of the RTC activity.

### **WCO LEADERSHIP AND MANAGEMENT DEVELOPMENT PROGRAMME**

**Objectives 1:** Participating to the Continuous upgrade of the WCO L&MD

*Action:* participating in the work conducted by the WCO Secretariat to provide the Membership with L&MD standard programmes; collecting the materials for teaching, for training kits and contributing to develop managerial training courses based on the international standards and tailored for the regional audience; collaborating with the Regional RTCs Network to prepare and submit the material to the WCO Secretariat and ROCB; printing and preparation of the electronic version of the trainer's kit and training course; approbation and piloting (phase 1 → recommendations → modification → phase 2 → recommendations → modification); using the training courses and trainer's kit; participate to the ROCB's efforts to define and develop regional marketing strategies for delivering the training courses.

*Target audience:* Regional experts Regional RTC Network (European Russian-speaking Region), INCU Members (particularly for Europe Region).

*Lead time:* according to the work schedule of the Working Group (1-3 years of the RTC activity).

**Objectives 2:** Delivering Russian-speaking WCO L&DM workshops.

*Action:* under the supervision of the ROCB, contributing to prepare and deliver the seminar-training with selected trainers; carrying out the organizational events on arranging regional seminars according to the ROCB.

*Target audience:* RTCs Regional Network (European Russian-speaking region), INCU Members (particularly of Europe Region), other universities, educational centers.

*Lead time:* according to the work schedule of the Working Group.

#### **WCO E-LEARNING PROGRAMME**

**Objectives 1:** Displaying the full WCO catalogue for WCO regional events

*Action:* detailed acquaintance of the Academy's experts with the WCO e-learning program, defining the perspective opportunities; range of seminars-presentations; collecting new materials of the WCO e-learning programs as a foundation for adapted propositions preparation.

*Target audience:* Customs officers – specialists RTCs Network (first of all European Russian-speaking region), INCU Members (particularly from European Region), other universities, educational centers.

*Lead time:* 1-3 years of the RTC activity.

**Objectives 2:** Integrating the appropriate modules to the Academy distance programmes.

*Action:* Defining the regional needs in thematic modules of the e-learning and according to the priorities: defining and integrating necessary modules into the Academy's curricula in the educational system and in the continuous training; solving the language problem: preparing the grant proposition for donors for the purpose of attracting financial assistance for translating the modules and for other needs in promotion of the e-learning program.

*Target audience:* Contingent of the Academy, Customs officers who undergo continuous training.

*Lead time:* according to the work schedule of the Working Group.

**Objectives 3:** Conceiving further modules for the region.

*Action:* study and adapt necessary modules starting from higher-priority to the regional needs; create authors' teams for conceiving further modules for the WCO Europe Region; solving the language problem (English courses for experts – developers of the modules, for trainers); preparation of the adapted propositions; collecting of the best regional experience on implementation of the WCO e-learning programs; creating the data base of the e-learning experts; piloting and approbation the concept of the e-learning (national level of the adapted propositions preparation → regional level).

*Target audience:* European Russian-speaking WCO Region.

*Lead time:* according to the work schedule of the Working Group.

**Objectives 4:** Conducting comparative research on the condition and perspectives of the e-learning implementation into the WCO Members Administrations.

*Action:* Conducting scientific research (collecting materials, analysis, analytics; preparing the scientific articles based on the results of research; presenting the results at the conferences; preparing analytical report on the condition and perspectives of the e-learning implementation into the WCO Members Administrations; preparing dissertation research on the subject.

*Target audience:* WCO Members.

*Lead time:* according to the work schedule of the Working Group.

**Objectives 5:** Creation and maintenance of a WCO corner Library and e-Library.

*Action:* establishment of the regional Library Centre: traditional (by means of cooperation with international institutions and by means of scientific elaborations exchange); development of the electronic library on customs matters (full-text electronic catalogue or min. annotated data-base of the publications on customs topics).

*Target audience:* WCO Members.

*Lead time:* according to the work schedule of the Working Group.

**Objectives 6:** Liaise with the Academy and INCU Researches. Joint coordination of the scientific direction (with RTC Moscow, RTC Skopje).

*Action:* attracting to participation in the conferences, seminars; attracting to the publications: in the publications of the WCO, RTC Network and INCU Members, in the scientific publications of the RTC / Academy; receiving certification under the WCO auspices of the ROCB and RTC Dnepropetrovsk scientific bulletin; submitting the new format, content and advance copy of the printed bulletin for approval; creating WCO e-journal under the auspices of the ROCB; establishing and carrying out an international Master's Theses on customs business competition: preparation period (development and approval of the regulatory framework including Competition Provision with ROCB Network and RTCs), searching donors for covering the expenses for awarding the winners; creating the Supervisory Board.

*Target audience:* WCO Members (particularly European Region), RTCs Network, Academic Community, PICARD participants, CBRA, general (scientific) public.

*Lead time:* according to the work schedule of the Working Group.

## **DEVELOPMENT OF REGIONAL TRAINING RESOURCES**

**Objectives 1:** Train-the-trainers in the region.

*Actions:* developing the EUR Region project of "Pool of EUR Region experts"; defining with the ROCB the progressive steps to build the capacities (expertise, training, language issue); creating the data base of the customs educational establishments; creating the data base of the available educational and scientific materials; contributing to the ROCB efforts to identify the

experts meeting the international standards; developing the motivation for the customs administrations / customs higher educational establishments regarding assigning the experts; Identifying the language issue: English / Russian; preparing the project for grant financing of the WCO Standards translation, improvement the English-speaking competencies of the expert-trainers.

*Target audience:* WCO Secretariat, European RTCs Network, customs administrations, RTC Network, INCU Members, other universities, educational centers, scientific and research establishments.

*Lead time:* according to the work schedule of the Working Group.

**Objectives 2:** Participating and hosting Regional Accreditation of Expert-Trainers.

*Actions:* Implementing the WCO Standards for the EUR Region (criteria): for experts, for holding the training, for educational materials preparation; organizing and participating to the seminar set up with the WCO; preparing, approving, disseminating evaluation procedured for expert-trainers; coordinating the regional use of the WCO experts database for developing educational materials, for carrying out the training, for identification the needs (scientists); identifying the experts categories to participate to the regional initiatives (trainer, specialist on developing the educational materials, scientist); solving the language problem (English courses for experts – developers of the modules, for trainers); coordinating with the ROCB the training development on building uping the trainers' techniques for the experts (trainings for trainers) in preparation to the WCO Accreditation.

*Target audience:* WCO Secretariat, European RTCs Network, customs administrations, RTC Network, INCU Members, other universities, educational centers, scientific and research establishments.

*Lead time:* according to the work schedule of the Working Group.

**Objectives 3:** Participating actively to the WCO standards upgrade (becoming Customs Reference Center - Center of Excellence). Developing, approbation, piloting and implementation of the Standards into the preparation of the educational manuals in the sphere of customs business.

*Actions:* participating in the Working Group on developing the Standards; Participating in the WCO Standards development (the outgoing structural and logical scheme should be put into the foundation of it excluding the national specificity); collaborating with the WCO to prepare and carry out seminars on: Standards development, curricula, training methods, presentation on WCO and other international standards implementation into the national standards experience; approbation of the WCO Standards on the experimental groups (national contingent); creation the educational manuals „World Customs History”, “International Customs Law” on the bases of the Standards by the international authors' teams under the coordination of ROCB; give coverage to the excellent experience on Standards implementation in the English version of the RTC (Bulletin of the Ukrainian Academy of Customs) bulletin.

*Target audience:* WCO Secretariat, European RTCs Network, customs administrations, RTC Network, INCU Members, other universities, educational centers, scientific and research establishments.

*Lead time:* according to the work schedule of the Working Group.

**Objectives 4:** Establishing the Customs training ground of the European standard.

*Actions:* developing the concept of the WCO RTC training ground simulation; preparing a business plan for establishing the Customs training ground of the European standard; establishing / building the Customs training ground of the European standard.

*Target audience:* WCO Secretariat, European RTCs Network, customs administrations, RTC Network, INCU Members, other universities, educational centers, scientific and research establishments.

*Lead time:* according to the work schedule of the Working Group.

**Budget.** During the first year of the RTC Dnepropetrovsk its activity will be provided by the Academy's staff. The equipment and the financial expenses in regards to the maintenance of the RTC will be provided by means of the Academy's special features and international grant support. The RTC business plan with detailed budgeting for the purpose of attracting donors will be developed during the first year of the RTC's activity.

### **Conclusion**

The conceptual approaches to the implementation of international standards in the field of customs affairs are characterized worldwide by unification, which is evident in the establishment of unified mechanisms of modernization in the different regions of the world. Regional Training Centre of the World Customs Organization for Europe Region established on the base of the Ukrainian Academy of Customs is one of such mechanisms of capacity building of Customs administrations in the region. The conceptual approaches to the implementation of international standards in the field of customs affairs in a particular region/country are presented through the mission, goals, objectives and structure of each of the Regional Training Centre of the World Customs Organization. The Concept paper of RTCs reflects the World Customs Organization Capacity Building Strategy of Customs administrations as well as defines the directions of the development of partnership between the Regional Training Centers worldwide and the World Customs Organization in the field of Customs academic researches and development, trainings. The goals and objectives are directly dependent on the level of development of Customs administrations and their Customs educational establishments.

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**Павленко О. О. Імплементация міжнародних стандартів: концептуальний підхід**

У статті представлено один з механізмів інституційного розвитку митних служб – Регіональний навчальний центр Всесвітньої митної організації для європейського регіону, який розбудовано на базі Академії митної служби України.

Через місію, цілі, завдання, структуру Регіонального навчального центру Всесвітньої митної організації представлені як концептуальні підходи до імплементации в Україні міжнародних стандартів в галузі митної справи, так і стратегія Всесвітньої митної організації щодо модернізації митних служб; напрямки розбудови партнерства між Академією та Всесвітньою митною організацією в галузі досліджень і підготовки кадрів.

*Ключові слова:* інституційний розвиток, механізми, митна служба, концептуальний підхід, імплементация, міжнародні стандарти, стратегія.

**Павленко Е. А. Имплементация международных стандартов: концептуальный подход**

В статье представлено один из механизмов институционального развития таможенных служб – Региональный учебный центр (РУЦ) Всемирной таможенной организации (ВТамО) для европейского региона, который был создан на базе Академии таможенной службы Украины. Через миссию, цели, задачи и структуру РУЦ ВТамО представлены концептуальные подходы к имплементации в Украине международных стандартов в сфере таможенного дела, стратегия ВТамО по модернизации таможенных служб, направления развития партнерства между Академией и ВТамО организации в сфере исследований и подготовки кадров.

*Ключевые слова:* институциональное развитие, механизмы, таможенная служба, концептуальный подход, имплементация, международные стандарты, стратегия, ВТамО, РУЦ.

**Pavlenko O. A. Implementation of the International Standarts: Conceptual Approach**

This paper presents one of the mechanisms of capacity building of Customs administrations – Regional Training Centre of the World Customs Organization for Europe Region, which was established on the base of the Ukrainian Academy of Customs.



Both the conceptual approaches to the implementation of international standards in the field of customs affairs in Ukraine and the World Customs Organization Capacity Building Strategy of Customs administrations have been considered through the mission, goals, objectives and structure of the Regional Training Centre of the World Customs Organization; the areas of the development of partnership between the Ukrainian Academy of Customs and the World Customs Organization in the field of customs academic researches and development, trainings have been determined.

It is noted that the conceptual approaches to the implementation of international standards in the field of customs affairs are characterized worldwide by unification, which is evident in the establishment of unified mechanisms of modernization in the different regions of the world.

*Key words:* capacity building, mechanism, customs administrations, conceptual approach, implementation, international standards, strategy, World Customs Organization, Regional Training Centre.

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**Л. Ф. Панченко**

### **ІМОВІРНІСНИЙ СКЛАДНИК ІНФОРМАЦІЙНО-ОСВІТНЬОГО СЕРЕДОВИЩА УНІВЕРСИТЕТУ**

Управління через середовище, за допомогою середовища придатніше для таких тонких явищ, якими є процеси творчості, процеси освоєння інновацій у сучасному університеті. Зацікавлення вчених викликає ймовірнісний ірраціональний, „стихіальний”, хаотичний, синергетичний компонент педагогічного середовища [5; 6].

Питання самоорганізації, необхідного хаосу розглядаються в дослідженнях В. Буданова, С. Курдюмова та ін. Подієвий підхід у відношенні до виховуючого простору навчального закладу вивчається Н. Селівановою [9]. Стихіальність в освіті є предметом дослідження О. Лобка, Ю. Мануйлова, І. Сулими, Р. Кассіної та ін. [1; 3 – 6]. У той же час залишаються недостатньо розробленими питання, пов’язані з імовірнісним компонентом інформаційно-освітнього середовища університету, питання підтримки розвитку педагога в ньому.

*Мета статті:* виявити сутнісні характеристики імовірнісного складника інформаційно-освітнього середовища університету.

„Усі ми – на побутовому рівні – звикли думати, що хаос – це погано: безлад, нічого не доброго чекай. А саме останнім часом наука