

The Problems Faced Fighting Against Organized Crimes Globally and the Role and Effectiveness of Law Enforcement Training: The TADOC Case Study

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ABSTRACT

Organized crime groups which benefit from the opportunities of technology in a globalized world are involved in highly extensive cross border activities. A great many factors, such as economic instability, corruption, unemployment, lack of education, political vacuums and legal gaps, trigger organized crimes. It is both an individual and social problem, and has become a national and international safety threat.

The fields of activity of organized crime groups include: drug trafficking; migrant trafficking; historical artifact smuggling; cigarette and alcohol trafficking; trade in human beings; weapons and ammunition smuggling; money laundering and especially in recent years, in parallel with the technological developments, cyber-crimes.

Today, organized crimes threaten all countries. When one considers that the billions of dollars which are circulated by these crime groups exceed the annual budget of developing countries it is clear that they not only threaten security, but they can also damage a country's economic and social development. It is also clear that most countries cannot deal with cross-border organized crimes without cooperation. Combatting organized crime groups can be accomplished only by employing a multi-dimensional strategy and international cooperation.

However, the type of combat strategy required differs from country to country due to accompanying problems such as: a country's insufficient legislative framework, limited capacity and insufficiency of the police force in terms of personnel, budget, and

substructure, lack of coordination among the responsible institutions, insufficient numbers of contact persons for international combat purposes, and lack of qualified or educated personnel.

In this study the purpose was to identify and comprehend what the major concerns and problems are in dealing with organized crime by considering the perceptions of law enforcement officers and assessing how TADOC (Turkish International Academy against Drugs and Organized Crime) is conceptualizing these threats, and developing programs that meet the needs of the participants.

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LIST OF ABBREVIATIONS

ARQ	Annual Reports Questionnaire
BSEC	Member Countries of the Black Sea Economic Cooperation
CARICC	Central Asian Regional Information and Coordination Center
CBT	Computer Based Training
CEPOL	The European Police College
DCA	Tajikistan Drug Control Agency
DEA	Drug Enforcement Agency
DSS	Diplomatic Security Service
ECO	Economic Cooperation Organization
EDU	Europol Drug Unit
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction
ESPAD	European School Survey Project on Alcohol and other Drugs
EU	European Union
EUROPOL	European Police Office
EUROSTAT	Statistical Office of the European Communities
FO	UNODC Field Office
FBI	Federal Investigation Bureau
FLETC	Federal Law Enforcement Training Center
IACP	International Association of Chiefs of Police
ILEA	International Law Enforcement Academy
INL	Bureau for International Narcotics Control and Law Enforcement Affairs
IMF	International Monetary Fund
INCB	International Narcotics Control Board
INTERPOL	International Criminal Police Organization
IOs	International Organizations
JCO	Joint Custom Operations
JIT	Joint Investigation Team
KOM	Department of Anti-Smuggling and Organized Crime

KOMNET	KOM Intra-Net system used nationwide
MEPA	Central European Police College
NATO	North Atlantic Treaty Organization
NCR	NATO-Russia Council
NGO	Non-governmental organization
NIDA	National Institute of Drug Abuse (USA)
NSIC	The British National Service of Criminal Intelligence
NYPD	New York Police Department
OECD	Organization for Economic Co-operation and Development
ONDCP	Office of National Drug Control Policy (USA)
OSCE	Organization for Security Co-operation in Europe
PKK	Kurdistan Workers Party
POLNET	Turkish National Police Intra-Net system used nationwide.
SECI	Southeast European Cooperative Initiative
TADOC	Turkish International Academy against Drugs and Organized Crime
TIKA	Turkish International Cooperation & Development Agency
TIPS	Turkish Institute for Police Studies
TNP	Turkish National Police
TPA	Turkish Police Academy
UNICEF	United Nations Children's Fund
UNITAR	United Nations Institute for Training and Research
UNMIK	United Nations Mission in Kosovo
UNODC	United Nations Office on Drugs and Crime
USA	United States of America
WB	World Bank
WCO	World Customs Organization
WDR	World Drug Report
WHO	World Health Organization

CHAPTER 1: INTRODUCTION

Introduction

Globalization is a phenomenon that signifies, in most basic sense, the process of increasing transnational interaction and integration between peoples, cultures, states, and all sorts of entities around the world. Globalization has had unpredicted (positive and negative) repercussions almost in every domain of our lives, including the production of knowledge, the area of education and training.¹

Jones (2000) recognized the tension between globalization with a focus on global economic integration processes and internationalism, the promotion of global peace through intergovernmental relations, and how these tensions emerge in the educational policies of International Organizations (IOs) such as UNICEF, UNITAR, WB (World Bank). Funding sources of these IOs and educational policies reflect one dimension of globalization.²

Although globalization has a myriad of benefits and advantages, it also has negative effects, such as increased global terrorism; and the illegal drug trade with its related security problems that threaten societies globally. Because of these negative effects of globalization IOs are focusing on how they can help countries improve their internal security measures, which are in place for purposes of combatting security problems.

Yet, the ability to combat organized crimes globally varies among the different countries due to many problems such as insufficient legislation, insufficient police capacity as far as personnel, financial and sub structural conditions goes, a lack of coordination among institutions who are responsible for combating crimes, the lack of

¹ Cogburn D. L. “*Globalization, Knowledge, Education and Training in the Information Age*”. Centre for Information Society Development in Africa. Global Information Infrastructure Commission. Retrieved in December 10, 2010, from http://www.unesco.org/webworld/infoethics_2/eng/papers/paper_23.htm

² Stromquist N. P. and Monkman K. (2000). “*Education Integration and Contestation across Cultures*”, Published in the US by Rawman&Little Field Publisher, Inst. Page (VII-IX)

contact persons to fight organized crime globally and the lack of qualified and educated personnel. To improve the ability to combat the problem of organized crimes; international institutions and organizations are carrying out considerable research in order to guide, support and assist in capacity building of the enforcement system of various countries.

International organization's funding sources are providing an opportunity to create new training centers, institutional academies, transnational training activities and conferences for fighting against organized crimes, global terror, the illegal drug trade and other crimes. Cross training of the law enforcement officers in these international training centers improves knowledge and communication between countries, which leads countries to share their best practices for fighting organized crimes globally.

In addition, many developed countries have collaborated to improve their respective police training programs as part of their overall strategy to improve global development and for the protection of their national interest.³ Noel Gough explains the influence of globalization on curriculum theory and that transnational imaginary of cultural globalization is simultaneously represented in curriculum policies and school programs.⁴ At the end of these processes, police organizations start to share their experience, knowledge, information, training programs and curriculums. It is essential to enhance international cooperation between countries and to develop effective strategies, tactics and levels of professional competence and practical skills of personnel within various law enforcement agencies to enable them to better respond to the significant challenges posed by well-resourced and often organized criminals who adopt ever-changing methods in national and international criminal activities.⁵

³ Akgul Arif and Marenin Otwin (2007). "Global Development in Transnational Police Training" TADOC. *Understanding and Responding to Terrorism*. H. Durmaz, IOS Press. Page:84-98

⁴ Stromquist N. P. and Monkman K. (2000). "*Education Integration and Contestation across Cultures*", Published in th US by Rawman&Little Field Publisher, Inst. Page (VII-IX)

⁵ Bodur C. (2005). "The Role of TADOC in Law Enforcement Training in Responce to Transnational Organized Crime". *Istanbul Conference on Democracy&Global Security*. Turkish National Police, Department of Foreign Affairs. Ankara, Oncu Press, 2006. Page:621-627

Education and training also play an important role for drug users, prospective users, educators and law enforcement.⁶ Training has often been a major, if not the most important, aspect of police to police relations, either arranged directly from one police organization to another police organization or through national government programs.⁷

The most important issue for international training programs is the evaluation of the effectiveness of trainings. The training program evaluation and developing process will contribute to the successes of these centers.

The purpose of this study was to identify and comprehend what the major concerns and problems are with organized crimes by considering the perceptions of law enforcement officers and assessing whether TADOC (Turkish International Academy against Drugs and Organized Crime) is properly conceptualizing these threats, and developing programs that meet the needs of the participants. This was achieved by the identification of the perceptions of law enforcement officers involved in combating organized crimes and by examining the effectiveness of TADOC's training program for combating organized crimes. This examination was expected to provide insights into the problems and prospects for the role of law enforcement officers and their trainings in the global fight against organized crimes. The following provides some brief information about organized crimes and its control over the world, the role of the international and regional organizations and their training activities.

Problem Statement

Globalization is a multidimensional process, resulting from micro and macro level interactions of individuals and collectivities⁸. It involves additional governance, military, cultural, demographic, human rights, environmental dimensions as well as the world economy and technology. Moreover, as well as whatever may be happening 'globally' in

⁶ [Smith R. \(2010\). "Drug Enforcement Strategies" , Retrieved in november 19, 2010, from http://www.ehow.com/list_6888086_drug-enforcement-strategies.html#ixzz17NtcfMYm](http://www.ehow.com/list_6888086_drug-enforcement-strategies.html#ixzz17NtcfMYm)

⁷ Akgul Arif and Marenin Otwin (2007).

⁸ Rosenau, J.(2003). "*Distant Proximities Dynamics Beyond Globalization*" Princeton University Press, Princeton and Oxford, New Jersey.

any one of these dimensions, many analysts perceive that there are important local, country, regional, sub-regional, bilateral, city-to-city, and hegemonic patterns in the overall picture as well.⁹

There are two important reasons why people should make special efforts to understand globalization: Firstly, the process and the outcomes of globalization are transforming our lives and social, political, and economic institutions. Secondly, globalization has become so extensively used that sometimes it confuses reasonable thinking instead of enlightening and constraining thinking about the problems that globalization has brought.¹⁰

It is clear that today's globalized world is less dependent on traditional economic, cultural, social and political barriers. However, globalization doesn't mean that it always provides positive opportunities to societies. Globalization might sometimes deform and/or destroy our usual order.¹¹ No country in the world is exempt from the serious threats to its economic and governmental stability and community safety posed by the activities of organized crime groups and others who are involved in the trafficking of narcotics, weapons and people and the associated crimes of violence, money-laundering and corruption.¹²

Globalization has also introduced certain negative repercussions.¹³ One such problem is the global terrorism¹⁴. The amenities that globalization provided has directly

⁹ Ferguson, Y. and Mansbach, R. (2004). *“Remapping Global Politics, History's Revenge and Future Shock”* Cambridge University Press, United Kingdom.

¹⁰ Langhorne, R. (2001) *“The coming of globalization: its evolution and contemporary consequences”*. First Published by Palgrave Publishers Ltd. Houndmills

¹¹ Langhorne, R. (2006). *“The Essential of Global Politics”*. Hodder Arnold (Distributed in the U.S. by Oxford University Press), New York.

¹² Bodur C. (2005).

¹³ Goksel, N. (2005). *“Global Terror in the 21st Century”*. Global Security and Democracy Conference in Turkey.; Langhorne, R. (2006)

¹⁴Langhorne, R. (2004); Goksel, N. (2005)

or indirectly contributed to the spread of global terrorism. “Globalization is the latest stage in a long accumulation of technological advance which is giving human beings the ability to conduct their affairs across the world without reference to nationality, government, authority time of day or physical environment”¹⁵. As Langhorne described aptly, through the internet and other communication facilities terrorist organizations have gained influence that extends beyond national borders. Demarcations such as nationality and physical environment do not hinder Salafi terrorist organizations to get organized around a shared cause and imagined ideals. Globalization process led the terrorist organizations new capabilities. They use the internet for communication and propaganda purposes without much risk of getting identified by the intelligence and law enforcement agencies.¹⁶ Terrorist organizations such as Al-Qaida and the Islamic State of Iraq and the Levant (ISIL) do not seem to have any difficulty in finding new recruits and funding from all over the world.¹⁷ Moreover, such terror organizations do not operate through a strong central authority; they rather get organized through loosely connected individual cells that interact with each other through different methods that the globalization process have provided. Terror organizations also make use of increased national and regional resentments as foundation of their propaganda mechanism against the USA and the Western countries. The invasion of Iraq in 2003 by the USA and the Syrian Civil War that started in 2011 have been vivid examples for Salafi terrorist organizations’ incessant calls for war against the USA and other countries, which allied with the USA and the West.

As Dilbone (2015) argued, globalization also contributed to the rise of income inequality, particularly in developing countries with increased activities of multinational corporations. In many places around the world, specifically in developing countries, people blame the capitalist economic system and its chief agents and representors, namely the USA and the West, for the increased income inequality and the calamity that

¹⁵Langhorne, R. (2001)

¹⁶Ibid.

¹⁷ Raphaeli, N (2003). Financing Of Terrorism: Sources, Methods, and Channels. “*Terrorism and Political Violence*”, Vol.15, No.4,p.59-82

is associated with it.¹⁸ William (2012) suggested that the unsettling consequences of the increased income inequality led people to get involved in organized crimes as a coping mechanism.¹⁹

Moreover, as Antonio Maria Costa (2010) explained, the Executive Director of the UNODC emphasized, the globalization provided new opportunities for the organized crime groups and thus new challenges and threats for our society. Costa emphasized specifically the complicity between criminal groups and terrorist organizations.²⁰

As one of the results of globalization, drug trafficking is one example of an organized crime is a devastating actor that can disrupt the public order and slowly eradicate the structure of a society. According to M. Snarr and N. Snarr, there are good (such as diffusion of medical innovation) and bad aspects (increasing activity of transnational drug trafficking) of globalization. Illegal drugs have a very deep impact on individuals and society worldwide. Drugs affect the health, welfare and security of many individuals. Undeveloped or developing countries are particularly affected by drug trafficking, as well as by drug consumption, since they do not have enough resources to fight against drugs. However, all the countries in the world face this problem more or less, because of the cross border nature of this phenomenon.²¹

¹⁸ Dilbone, C. (2015). Multinational Corporations and Intrastate Economic Inequality: Consequences of Globalized Market Integration in Developing Countries. *International Review Spring 2015*, 32.

¹⁹ Williams Phil (2012). "How Globalization Affects Transnational Crime." *CFR.org*. Council on Foreign Relations, 30 May 2012. Web. <http://www.cfr.org/transnational-crime/globalization-affects-transnational-crime/p28403>

²⁰ Costa Antonio Maria (2010_ The Globalization of Crime A Transnational Organized Crime Threat Assessment https://www.unodc.org/documents/data-and-analysis/tocta/TOCTA_Report_2010_low_res.pdf

²¹ Snarr, M. and Snarr, N. (2005). "*Introduction Global Issues*". London: Lynne Rienner Publishers.

The transnational black market of illegal drug trade operates on four different levels; planting, producing, distributing and selling of the drugs. The process of globalization made the drug abuse even more complex and harmful. With the changing economic and political order around the world, a more rich class of drug addicts emerged. The convenience of easy communication and distribution in large scales that became possible with globalization process certainly led to the unprecedented growth of the illegal drug market. Besides, the global black market of drug trade made also available substances such as crack cocaine and methamphetamine that were previously available for only affluent drug users.²²

Organized crime groups and drug cartels survive because they have created huge commercial companies and have made major substantial economic investments. As a result of these financial activities, some important international organizations work together with states. To fight against these globalized organized crime groups and related drug trade activities, many new national and international organizations have been built and others have had their mandates expanded. For instance UNODC, the International Monetary Fund (IMF), the World Bank (WB), the Interpol, the Europol, the NATO and the OSCE were forced to develop new policies to combat organized crimes.

This should work similarly for a state's law enforcement agencies and their potential to communicate easily in the globalized world. But unfortunately this is not as easy as it looks, in general. The bureaucracy often slows down the cooperation process and makes the job of the law enforcement agencies more difficult. One of the positive developments is that the law enforcement agencies dealing with combating drugs seem to be more willing to cooperate with one another. This coalition and partnership is the best way to fight against global organized crimes. Cooperation between the DEA and the KOM²³ (Department of Anti-Smuggling and Organized Crime) might be a very good example in this context.

²² Interpol (2010). "About INTERPOL". Retrieved in September 16, 2010, from <http://www.interpol.int/public/icpo/default.asp>

²³ KOM is a Turkish acronym for the Department of Anti-Smuggling and Organized Crime. It is one of the departments of Turkish National Police, and responsible for fight against smuggling and organized crimes.

Given the increasing economic globalization and restructuring of the world's political and economic systems, and the requirements for knowledge and information within that system, the educational needs of the workforce (in terms of structure, function, curriculum and approach) at all levels, especially at the tertiary level, have changed. These educational requirements for the workforce of the future are extremely important. However, the systems developed for informal learning, specifically for adult learners to engage in life-long learning, are important as well.²⁴

Globalized education has introduced several new topics: training in higher education, culture, the environment, and multinational affairs. While education is gaining widespread attention it must acquire more support and must assess the impact of globalization on third world countries and on the interplay that is occurring between central and less developed countries on such modalities as adult education vocational education and higher education.²⁵

According to Martin Carnoy²⁶, there are three major effects of globalization on education. Firstly, the pressure to arrange new resources of funding (other than public funding) in order to decrease share of the public spending on education. Secondly, the rate of return to higher levels of education increases pressure to produce more secondary graduates qualified for tertiary education. Thirdly, international comparisons of educational systems encourage a focus on quality of education.²⁷ Globalization increases interaction and this creates opportunities for new learning.²⁸

Reciprocal training programs between law enforcement agencies different countries have a long history. Law enforcement officers have always sought to work with other

²⁴ Stromquist N. P. and Monkman K. (2000). *“Education Integration and Contestation across Cultures”*, Published in th US by Rawman&Little Field Publisher, Inst. Page (VII-IX)

²⁵ Ibid.

²⁶ Carnoy M. (2005). Globalization, educational trends and the open society. OSI Education Conference 2005: *“Education and Open Society: A Critical Look at New Perspectives and Demands”*
<http://www.international.ac.uk/resources/Open%20society%20Institute.pdf>

²⁷ Stromquist N. P. and Monkman K. (2000). *“Education Integration and Contestation across Cultures”*, Published in th US by Rawman&Little Field Publisher, Inst. Page (VII)

²⁸ Ibid. Page (IX)

police on solving particular cases; and have helped establish formal and informal liaisons with each other; and participated in a large number of transnational police organizations such as the IACP (International Association of Chiefs of Police) Interpol and Europol. In recent years, establishing international educational and training institutions has been a major focus of national governments, professional groups and regional, international and global agencies.²⁹ In addition, another developing trend is assisting other police organizations during UN peacekeeping and peace building processes such as peace keeping training in the peace keeping operations all around the world. For example The Police Academy³⁰ in Kosovo, started under NATO auspices, was created to help train new police forces in Kosovo to European professional standards with the OSCE (Organization of Security and Cooperation for Europe) and UNMIK (United Nations Mission in Kosovo).

The EU fulfilled a long standing ambition to create a European Police Command College³¹ (CEPOL), and this was established in 2000 by a decision of the European Council of Ministers³². Through a closer contact and interaction between senior police officers, CEPOL aims to increase cooperation against transnational crimes across European countries³³. In addition, during the EU process, twinning projects have provided an opportunity police candidates to study for one year in one country and a second year in another country in Europe. Nowadays many countries participate in visits and exchange programs; and set up formal teaching and training institutions and programs between police organizations.

The Nordic-Baltic Police Academy is a network of national police academies in the Nordic Countries (Denmark, Finland, Sweden, Norway and Iceland) which allows officer

²⁹ Akgul A. and Marenin O. (2007).

³⁰ More information about The Kosovo Police Academy can be reached at <http://www.eulex-kosovo.eu/en/news/000199.php>

³¹ More information about European Police Command College (CEPOL) can be reached at <http://www.cepola.eu/>

³² Akgul A. and Marenin O. (2007).

³³ European Police College CEPOL (2010). Retrieved in November 25, 2010, from <http://www.cepola.eu/>

ranked police to come together in common training programs.³⁴ In 2001, the responsible ministers of eight member countries (Germany, Austria, Poland, The Swiss Confederation, Slovakia, Slovenia, The Czech Republic, Hungary) of the Central European Police College signed a "Joint Declaration of Cooperation within the framework of the Central European Police College MEPA". The MEPA as a training institution is supported by all its members plans and organizes courses that are focused on practical work and current police requirements.³⁵ The police in Iraq are currently being trained in the Jordan Police Academy and many instructors from other countries work together.

International counter narcotics training is managed and funded by INL (Bureau for International Narcotics Control and Law Enforcement Affairs) and accomplished by U.S. Customs and Border Service, the DEA, and U.S. Coast Guard. Increasing the cooperation between U.S. and the foreign law enforcement agencies; enhancing the technical skills and infrastructure of the relevant foreign law enforcement agencies are among the major objectives of the INL.³⁶

The ILEAs (International Law Enforcement Academies) that provides both general and specialized trainings for managers of police units and other law enforcement agencies.³⁷ The ILEAs were founded in 1995 and operate under the administration of the United States Department of State Bureau of International Narcotics and Law Enforcement and Bureau of Diplomatic Security.³⁸

³⁴ Akgul A. and Marenin O. (2007).

³⁵ Central European Police College (MEPA). (2010). Retrieved in November 20, 2010, from <http://www.mepa.net/Englisch/ueberuns/Pages/Einf%e3%bchrung.aspx>

³⁶ United States Department of State Bureau for International Narcotics and Law Enforcement Affairs (2009). "*International Narcotics Control Strategy Report 2009*", Volume I Drug and Chemical Control. Page: 586-589

³⁷ United States Department of State *Bureau for International Narcotics and Law Enforcement Affairs* (2009).

³⁸ International Law Enforcement Academy Budapest (2010). "*General Information about ILEAs*". Retrieved in September 15, 2010, from <http://www.ilea.hu/en/index.php>

Currently, five ILEAs serve in different countries: in Roswell, New Mexico, USA³⁹; in Bangkok, Thailand⁴⁰; in Budapest, Hungary⁴¹; in Gaborone, Botswana⁴²; and in San Salvador, El Salvador. Various agencies, including FBI, DEA, DSS⁴³, FLETC and some others, participate in the ILEAS programs. The program include courses on subjects such as basic drug enforcement, criminal investigation, financial forensic techniques, trafficking in persons, small arm trafficking transnational investigations, document fraud etc.⁴⁴

The Turkish Police Academy (TPA) is another example of transnational police training. The TPA participates in the EU Youth and Education Programs and has signed agreements to exchange staff members and students between various education institutions through the Socrates/Erasmus Program.⁴⁵ Some of these institutions are

- Lyon 3 University
- General Jonas Zemaitis Military Academy, Lithuania
- Faculty of Criminal Justice and Security, Maribor University, Slovenia
- Police Academy, Czech Republic
- Salford University, England

³⁹International Law Enforcement Academy Roswell, NM (2010). “*Mission Statement*”. Retrieved in September 15, 2010, from <http://www.ilearoswell.com/>

⁴⁰ International Law Enforcement Academy Bangkok (2010). Retrieved in September 15, 2010, from <http://www.ileabangkok.com/>

⁴¹ International Law Enforcement Academy Budepest (2010). Retrieved in September 15, 2010, from <http://www.ilea.hu/en/>

⁴² International Law Enforcement Academy Gaborone (2010). Retrieved in September 15, 2010, from <http://www.ileagaborone.co.bw/>

⁴³US Department of State (2010). “*Buraeu of Diplomatic Security*”. Retrieved in November 20, 2010, from <http://www.state.gov/m/ds/>

⁴⁴International Law Enforcement Academy Gaborone (2010). “*Courses*”. Retrieved in September 15, 2010, from <http://www.ileagaborone.co.bw/Courses.htm>

⁴⁵ Turkish Police Academy (2010). “*Erasmus Education Programs*”. Retried in December 22, 2010, from <http://www.pa.edu.tr/index.php?pid=113>

Scholars from England, Lithuania, and Slovenia then lectured the Police Academy during different semesters and many other scholars and students visited the Police Academy for educational and research purposes. In 2010, 227 foreign students from 13 different countries (FYRO-Macedonia, Albania, Azerbaijan, Moldavia, Bosnia-Herzegovina, Palestine, Turkmenistan, Georgia, Jordan, Kyrgyzstan, Mongolia, Northern Cyprus, and Sudan) were studying at the Police Academy.⁴⁶

Cushner (2005) explains the importance of improving the capacity of law enforcement professionals to work across cultures. According to him, culture operates at the organizational level as well as the level of the individual.

“When thinking about inter-organizational work we begin to think about bridging cultures of institutions; bridging people who have typically worked from one cultural orientation within one organizational structure into close, intimate relationship with other.”⁴⁷

Transnational training of the law enforcement officers is of paramount importance in the fight against the illicit global drug trade. The institutions like DEA Academy, FBI Academy, National Defense Academy in the US and other law enforcement academies in the international arena like the International Law Enforcement Academy of Budapest and the TADOC Academy of Turkey are some of the most important actors. Most of these agencies have implemented comprehensive curriculums and accelerated programs to train the law enforcement officers in fighting against drugs. Thus, evaluation of these curricula and understanding the effectiveness of these programs became very important for the future of law enforcement training in the globalized world.

⁴⁶ Ibid.

⁴⁷ Cushner, K. (2005). “Improving the Capacity of Law Enforcement Professionals to Work Across Cultures”. *Global Security and Democracy Conference in Turkey*. Turkish National Police, Department of Foreign Affairs. Ankara, Oncu Press, 2006.

Purpose of the Study

The purpose of this study was to assess the main problems of countries in combating organized crimes and to help in developing procedures and methods of training for TADOC, by examining the perceptions of law enforcement officers involved in the global fight against organized crimes.

After explaining what kind of trainings are given to the law enforcement officers by agencies and international organizations in their fight against organized crime and illegal drug trade, this study examines the effectiveness of TADOC's organized crime and drug enforcement training on law enforcement officers. The main purpose of this study was to assess the main problems of countries in combating organized crime and to evaluate the effectiveness of TADOC's law enforcement training supported by comprehensive literature reviews.

Significance of the Study

Countries all over the world should coordinate to fight against organized crime. Through this cooperation, education and training activities that emerge can increase more awareness about this issue and aid the successful combat of organized crime internationally. Because law enforcement officers learn to about each other and work closely during these training and operations activities, it is possibly much easier for them to cooperate among themselves. They can create formal and informal communication networks and share information, experiences and intelligence. Hence, law enforcement agencies should be encouraged to gather together in an educational and training environment. This form of transnational training between different countries' law enforcement agencies can provide various opportunities for successfully conducting the global fight against illegal drug trading, and other crimes.

This present study has theoretical, methodological, and practical significance. First, this is the first study that examines the effectiveness of fighting against organized crimes globally together with the law enforcement officers and their perception on the subject; and secondly it highlights the importance of education and training through TADOC's training programs. In theory, these training institutions are supposed to

contribute to the crime fighting process by raising the awareness and knowledge level of the participants who are mostly constituted by members of various security forces working at the field. However, there are not enough empirical studies which test this assumption. In this regard this study is the first such example, at least for the TADOC programs, which empirically tests the effectiveness of such a training program.

Summary

Although globalization has many benefits and advantages, it also has negative effects on increased organized crime groups; and illegal drug trading and causes security problems that threaten societies globally.

Organized crime groups have created huge commercial companies and major substantial economic investments in the globalized world. Because of these negative effects of globalization IOs are focusing on how they can help countries improve internal security measures to counter these security problems. For this reason important international organizations work in collaboration with states. In order to counter these globalized organized crime groups, national and international organizations have been

developed for instance, UNODC, the International Monetary Fund (IMF), the World Bank (WB), the Interpol, the Europol, the NATO and the OSCE were forced to develop new policies.

The researcher hoped that by identifying the main problems countries encounter in combating organized crime, the data can be used to help develop better strategies and methods of training for TADOC, and to do this by examining the perceptions of law enforcement officers involved in the global fight against organized crimes.

CHAPTER 2: A GLOBAL OVERVIEW OF TRANSNATIONAL ORGANIZED CRIMES

Introduction

TOC (Transnational Organized Crime) encompasses different businesses such as drug trafficking, money laundering, trafficking in firearms, trafficking in human beings and other illegal criminal activities across national borders.⁴⁸

These criminal activities are generally connected to economic and developmental issues (Clinard and Abbott, 1973; Messner, 1982; Shelly, 1981). Crime alters population growth, migration, and urbanization.⁴⁹

With many technological improvements in the global world, organized crime groups have changed drastically over the last 30-40 years. They do not respect the security or regional stability of countries and act with criminal intent as they profit more from these activities than legal activities.

Organized crime groups, carrying out their illegal activities, use advanced methods and techniques. That is why, all too often, strong enforcement agencies are required. This can only be achieved by International Corporation.⁵⁰

The more globalization has increased the capacity of international trade, the more organized crime activities have varied. The conventional hierarchical order of organized crime groups has given a place to different networks for purposes of gaining new profitable markets. To give an example, a group which is carrying out drug trafficking is also doing business with other illegal links. Thereby, we see the connection of drug trafficking and other illegal activities which an organized crime group is involved in. To

⁴⁸ “UNODC and Organized Crime” retrieved in March 5, 2012 from <http://www.unodc.org/unodc/en/organized-crime/index.html>

⁴⁹ Friday P. C. (2005) Istanbul Conference on Democracy & Global Security, , Ph.D. p.495.

⁵⁰ “Turkish International Academy Against Drugs and Organized Crime” retrieved in March 4, 2012 from <http://www.tadoc.gov.tr/En/KonuDetay.asp?id=0&BKey=242>

combat this threat, the United Nations Convention against Transnational Organized Crime was signed in 2000, and has been a milestone in this respect.⁵¹

When we use the term “organized crime”, the term points to a process or method of committing crimes, not only the crime itself and the “process” involves danger and threat.

Crimes which are regionally restricted and confined have turned to a “beyond border” form due to globalization and the resulting economic interdependence of countries. Increased communication and information technologies have provided greater mobility for people, goods and services all over the world. Therefore, we cannot understand the term “organized crime” in the modern world, if we exclude its connection to globalization.⁵²

Typology of Organized Crime Groups

According to UNODC (2002), to understand the similarities and differences among the organized crime groups, a number of typologies have been developed. Hereby we arrive at a detailed concept of organized crime. These typologies also provide us with useful frameworks to better understand the type of organized crime groups that exist today.

Below are five typologies identified for categorizing the various organized crime groups. This classification does not help us in finding an answer to “what”, but to “how” these organized groups carry out their activities.

‘Standard Hierarchy’: These groups are characterized by strong internal discipline and a single leader with a clear hierarchy. The groups have a specific names associated with a social or ethnic identity and they do not hesitate to use violence as a means when they deem necessary. They use this over well-defined territory where they have control and authority.

⁵¹ Ibid.

⁵² UNODC (2002). Results of a pilot survey of forty selected organized criminal groups in sixteen countries, September 2002, p.2)

‘Regional Hierarchy’: These organized crime groups diverge into regional components where the command is instructed from the center by a single leader. The control is kept at a regional level. Their substructures occur in different regions where they are committed to the center. They engage in multiple activities and have a social and ethnic identity. The use of violence is a common characteristic.

‘Clustered Hierarchy’: Within the clustered hierarchy, there are a number of criminal groups, which are constructed like a typical governing arrangement. Such a clustered hierarchy has a stronger identity than the independent groups. Their formation is highly linked to a social and historical context. However, their numbers are rare when compared with other structures.

‘Core Group’: In this typology, criminal groups contain restricted number of members who are organized to conduct criminal activities. There is a core group and the network functions around it with small numbers of members which provides for better discipline. The core groups have almost no ethnic identity, neither do they have a name.

‘Criminal Network’: Such a network deals with illegal activities which are changing as groups. Success of such groups mostly depends on individual skills. Such skills and abilities show prominence in the network. In such a group, loyalties or ties of the members are probably the most important factor. The group in a criminal network seems independent, yet they have the same connection while organizing criminal activities. In the public, they are not known by any specific name. When their key members quit the group, they gather around the new members/individuals.⁵³

Organized Crimes & Drug Relations:

As mentioned before, transnational organized crime involves itself with different businesses such as drug trafficking and other illegal activities. To give an example, a group which is carrying out drug trafficking is also doing business with other illegal links. So, we

⁵³ UNODC (2002). Op cit., pp. 35-37.

see the connection between drug trafficking and other illegal businesses.⁵⁴ Yet, organized crime is observed in some terms, one of which is drug trafficking and smuggling.⁵⁵

The illicit drug trade consists of farming and cultivation, production, and distribution of the products. Even though the drug dealers are from one country, the manufacturing and selling of these can occur in another country. Drug cartels have no bounding borders or rules any longer, the technological developments today have given them the capacity to create threats all around the world. The international illicit drug trafficking organizations are known to forge close ties of cooperation with other illicit organizations in one or more countries for the sake of their mutual benefits. This indicates the need for countries/states to cooperate at least as closely as the criminal organizations do among themselves in order to expose and dismantle such organizations.

Since the last century, particularly after the Chinese opium epidemic in the early twentieth century, drug control has been an increasingly serious concern for the nations.⁵⁶ As a result, controlling drugs is a very important issue for international and regional organizations and states.

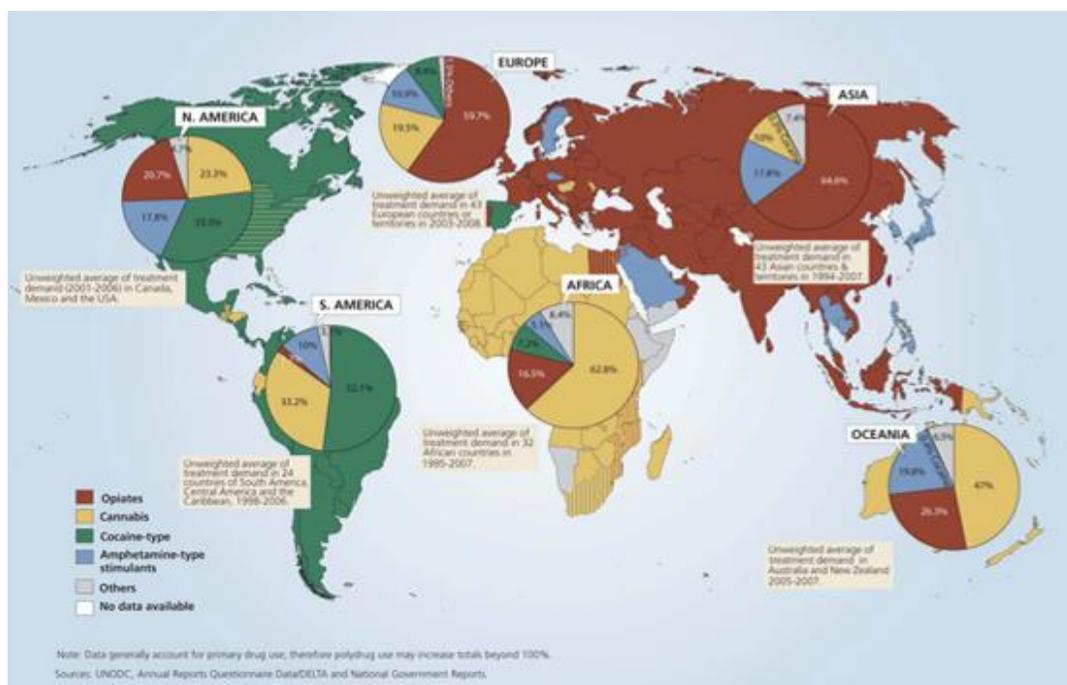
Figure 1. Map of Main Problem Drugs ⁵⁷

⁵⁴ Ibid.

⁵⁵ Peter, J and Hilger W. ‘Measures of Investigations in Cases of Organized Crime in the Criminal Process of Germany’ .page: 84. Retrieved in December 12, 2011, from http://www.unafei.or.jp/english/pdf/RS_No58/No58_11VE_Hilger2.pdf

⁵⁶ United Nations Office on Drugs and Crime (2009). “*UNODC Annual Report 2009*”, Retrieved in November 20, 2010, from <http://www.unodc.org/unodc/en/about-unodc/annual-report.html?ref=menutop>

⁵⁷Ibid.



The first step in the modern fight against drugs was taken in 1909 with the International Opium Conference held in Shanghai. In the report “A Century of International Drug Control” by the United Nations Office on Drugs and Crime (UNODC), it is stated that prior to the 1909 Shanghai Opium Commission, drugs were used as a commodity between countries, and that with the contribution of colonization, many countries generated a significant revenue for their treasury from production of narcotic substances.⁵⁸

As a result of the efforts carried through after 1909, the United Nations adopted the Single Convention on Narcotic Drugs in 1961. Besides the Single Convention, the 1971 Convention on Psychotropic Substances and the 1988 Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances have been the general framework of the international drug control system to this day.⁵⁹ Each of these conventions focuses on different dimensions of the drug issue and introduces specific liabilities on member

⁵⁸ Turkish National Police (2009). “*Department of Anti-Smuggling and Organized Crime (KOM) Report 2009*”. Retrieved in November 25, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=61&KKey=453>

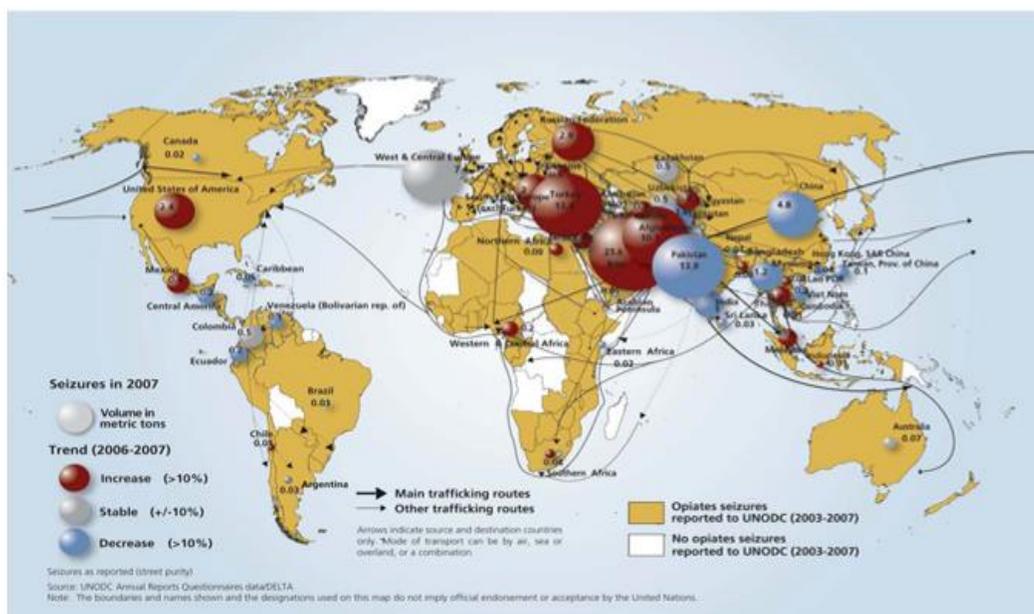
⁵⁹ United Nations Office on Drugs and Crime (2009). “*UNODC Annual Report 2009*”, Retrieved in November 20, 2010, from <http://www.unodc.org/unodc/en/about-unodc/annual-report.html?ref=menutop>

states. The 1961 Convention brought all conventions done since 1909 together under a single text, while the 1971 Convention focused more on arrangements related to chemical substances and precursor chemicals, while the 1988 Convention addressed new arrangements on miscellaneous issues also covering international cooperation. The reflections of these changes in the international arena onto the internal practices of countries were considerably diverse. The international paradigm change developed mostly in the direction of prohibition of use and traffic of narcotic substances, while many countries adopted vastly different policies, ranging from the liberal policies of countries like Netherlands to the zero-tolerance policies of Sweden. Policies adopted by countries that take a more tolerant approach to substance use also accept drug trafficking as a crime and fight against it. However, in such countries where use is tolerated, it is observed that the success in supply reduction is fairly low. On the other hand, it has been established that zero-tolerance policies are also likely to bring some negative consequences for addicts.⁶⁰

Figure 2. Map of Trafficking Heroin and Morphine⁶¹

⁶⁰ Turkish National Police (2009). “*Department of Anti-Smuggling and Organized Crime (KOM) Report 2009*”. Retrieved in November 25, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=61&KKey=453>

⁶¹ United Nations Office on Drugs and Crime (2009). “*UNODC Annual Report 2009*”, Retrieved in November 20, 2010, from <http://www.unodc.org/unodc/en/about-unodc/annual-report.html?ref=menutop>



In this argument the most important actors are States and IO's. States are responsible for building new constitutions to carry out bilateral and multilateral cooperation with other states. The United Nations and the other international and regional organizations also have a very important role to play, since this is where all the countries can come together to discuss security related issues.

Maria Costa, the Executive Director of United Nations Office on Drugs and Crime emphasizes that;

Transnational organized crime will never be stopped by drug legalization. Mafias coffers are equally nourished by the trafficking of arms, people and their organs, by counterfeiting and smuggling, racketeering and loan-sharking, kidnapping and piracy, and by violence against the environment (illegal logging, dumping of toxic waste, etc). The drug/crime trade-off argument, debated above, is no other than the pursuit of the old drug legalization agenda, persistently advocated by the pro-drug-lobby⁶²

McCaffrey (1996) who addressed the Drug Control Committee of the National District Attorneys Association in San Antonio, Texas, declared: "Drug use is common among the criminal offenders you deal with on a daily basis. It is also a driving cause of their criminal behavior."⁶³

⁶² Costa, A. M. (2009). United Nations Office on Drugs and Crime (UNODC), "World Drug Report 2009"

⁶³ High in the Heartland, supra note 5, at 29-30 (quoting Barry McCaffrey, Dir. of the Office of National Drug Control Policy (ONDCP) under President Bill Clinton from 1996 to 2001); see Barry R. McCaffrey, "General McCaffrey Speaks on Drug Control Strategy", THE PROSECUTOR, Mar.-Apr. 1998, at 33

As Tony Jefferson clarified: “We know that many boys with such a profile (young working-class, from a poor background, undereducated, unqualified, unemployed and bored) will neither commit burglary nor take drugs, that some will be drug users but not burglars, a minority will burgle, some taking drugs.”⁶⁴ Similarly, Visher, C.A.(2000) remarked: “Some drug users never begin committing crimes; some criminal never begin using drugs; and among those who engage in both behaviors, drug use typically begins at the same time or shortly after criminal activity. The drug-crime relationship may also differ depending on the extent of drug use and criminal activity”⁶⁵

Robert Agnew explains that drugs, like alcohol, impair self-control and abandonment of drug use may lead to frustration and anger. Drug use, then, may contribute to crime by reducing control and increasing strain. In particular, individuals on drugs may be more likely to (1) engage in behaviors that upset or provoke others; (2) take offense at the behavior of others; and (3) respond to provocations with violence—partly because they are less concerned with or aware of the costs of crime.⁶⁶

According to Visher, C.A. (2000) “experimentation with hard drugs or use of marijuana alone does not appear to lead to serious adult criminal activity. It is not drug use per se, but the frequency and intensity of drug use that is strongly related to serious, persistent, and frequent criminal behavior.”⁶⁷ Some scholars have suggested that “in order to reduce predatory crime, the drug laws, being criminogenic, should be repealed or, at least, that drug law enforcement should be radically cut back.”⁶⁸

⁶⁴ Jefferson T. (2002). “For a Psychosocial Criminology”. *CRITICAL CRIMINOLOGY: Issues, Debates, Challenges* . Page: 145, 157 eds. Kerry Carrington & Russell Hogg. Willan Pub.

⁶⁵ Visher,C.A.(2000). “*Career Criminals and Crime Control, in criminology: a contemporary handbook*” Page: 601, 608 (Joseph F. Sheley ed., 2000) (citing J. Chaiken and M. Chaiken, *Drugs and Predatory Crime, in Drugs and Crime 203-40* (M. Tonry & J. Wilson eds., Chicago: Univ. of Chicago Press 1990)).

⁶⁶ Agnew, Robert (2005). “*Juvenile Delinquency: Causes and Control*”, Second Edition Page: 209-10. Roxbury Publishing Co. Los Angeles, CA. United States

⁶⁷ Visher,C.A.(2000).

⁶⁸ Boyum & Kleiman. “*Alcohol and Other Drugs*”. Supra note 38, at 296; see BUXTON, supra note 28, Page: 143

Recognizing that there are a number of methodological concerns in the study of the drug-crime relationship, this study considers the first of three explanatory models for the Drug-crime relationship: (1) drug use leads to crime; (2) crime leads to drug use, and (3) the relationship is either casual or explained by a set of common motives.⁶⁹

⁶⁹ White H. R. & D.M. Gorman (2000). "*Dynamics of the Drug-Crime Relationship, in Criminal Justice 2000*", *The Nature of Crime: Continuity and Change* Page: 151-154

Table 1. Summary Table of the Relationship between Drugs and Crime⁷⁰

Drugs/crime relationship	Definition	Examples
Drug-defined offenses	Violations of laws prohibiting or regulating the possession, use, distribution, or manufacture of illegal drugs.	Drug possession or use. Marijuana cultivation. Methamphetamine production. Cocaine, heroin, or marijuana sales.
Drug-related offenses	Offenses to which a drug's pharmacologic effects contribute; offenses motivated by the user's need for money to support continued use; and offenses connected to drug distribution itself.	Violent behavior resulting from drug effects. Stealing to get money to buy drugs. Violence against rival drug dealers.
Drug-using lifestyle	A lifestyle in which the likelihood and frequency of involvement in illegal activity are increased because drug users may not participate in the legitimate economy and are exposed to situations that encourage crime.	A life orientation with an emphasis on short-term goals supported by illegal activities. Opportunities to offend resulting from contacts with offenders and illegal markets. Criminal skills learned from other offenders.

According to UNARQ (United Nations Annual Reports Questionnaires), the definition of Drug Law Offences is "Drug-law offences which are related to drug use and/or possession for use." and "Drug-related dealing/ trafficking/ production refers to drug law offences which are related to drug dealing and/or drug trafficking/smuggling and/or drug production or any other offence related to these types of illicit activities."⁷¹

⁷⁰ Executive Office of the President Office of National Drug Control Policy (ONDCP) (2000). "Drug Policy Information Clearinghouse Fact Sheet". Retrieved in November 25, 2010, from <http://www.whitehousedrugpolicy.gov>

⁷¹ United Nations Survey of Crime Trends and Operations of Criminal Justice Systems (2010). UNCTS Cited from "UNODC World Drug Report 2009". Online available from http://www.unodc.org/documents/wdr/WDR_2009/WDR2009_eng_web.pdf

Drug Law Offences definitions applied by European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) are: "Drug-law offences which are related to drug use and/or possession for use." and "Drug-related dealing/trafficking/production refers to drug law offences which are related to drug dealing and/or drug trafficking/smuggling and/or drug production or any other offence related to these types of illicit activities."⁷²

According to the Statistical Office of the European Communities (Eurostat), the definition of Drug-Trafficking is: "Drug-trafficking includes illegal possession, cultivation, production, supplying, transportation, importing, exporting, financing etc. of drug operations which are not solely in connection with personal use."⁷³

Organized Crime and Terrorism

A framework of policies was declared in Italy, Naples on 21-23 November 1994 at the World Ministerial Conference, which is the Political Declaration on Global Action Plan against Transnational Organized Crime. The declaration held in Italy on Global Action Plan against Transnational Organized Crime focused on how to combat organized crime through worldwide coordination and cooperation. The focal point was "the social and economic power of the organized crime groups, their laundering of economies and their using of violence and terror".⁷⁴ In short, violence and terror are basic characteristics of most of the organized crime groups.⁷⁵ The financial resources of terrorist organizations depends on illegal activities and particularly on illicit drug trafficking.⁷⁶

⁷² European Monitoring Centre for Drugs and Drug Addiction (EMCDDA).(2010) Retrieved in November 28, 2010, from www.unodc.org

⁷³ Eurostat (2009). *Statistical Office of the European Communities, Statistics in Focus*. Cited from UNODC, World Drug Report 2009

⁷⁴ Ibid.

⁷⁵ UNODC (2002). Op cit., pp. 23.

⁷⁶ Turkish National Police (2009). "Department of Anti-Smuggling and Organized Crime (KOM) Report 2009". Retrieved in November 25, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=61&KKey=453>

According to Rachel Ehrenfeld, terrorist organizations earn money in order to fund their operations. She demonstrates the methods of terrorist organizations for raising funds, including drug trade (narco-terror), state support, corruption, and fake charities. In order to show how terrorist organizations earn money and to demonstrate the financial depth of terrorist organizations, the author provides examples under the title of narco-terrorism, hawala, legitimate fronts, charities, and state sponsorship. For example, the author states that in Colombia, FARC obtains about \$300 million from drug trafficking. Next, she emphasizes the role of the drug trade for terrorists. In addition, the link between Al Qaeda and the drug trade has been revealed.⁷⁷ According to the author, the drug trade provides financial activities for terrorists, and is a factor in undermining the political structure. Ehrenfeld points out the necessity of cutting off the funds of terrorist organizations for overcoming terrorism. By providing huge profits, the drug trade is a lucrative way of raising funds.⁷⁸

Pino Arlacchi, the former UN Deputy Secretary General, who delivered the opening address at TADOC, pointed out that law enforcement agencies now realize that there is a link between terrorist organizations and drug trafficking, including such terrorist organization as the PKK (Kurdistan Workers Party)⁷⁹. Turkey has been the target of internal and external terrorist activities since the 1970s and 1980s. The country has spent enormous efforts to eliminate this threat. However, terrorism and organized crime as well as drug trafficking have been perceived as different activities and threats, and thus different policy initiatives have been pursued to counter them. Focusing on the linkages between the terrorism and organized crimes has emerged as a new perspective for all law enforcement agencies, including those in the US.⁸⁰ According to Hill and Ward, the PKK's budget is estimated to be more than \$ 120 million. The British National Service of

⁷⁷ Akgul A. and Marenin O. (2007).

⁷⁸ Ehrenfeld R. (2003). “*Funding Evil: How Terrorism Is Financed - and How to stop it Evil*”, Bonus Books, Chicago.

⁷⁹ BBC, Monitoring European, 2000, June 27 cited from Akgul Arif and Marenin Otwin (2007). “Global Development in Transnational Police Training: TADOC. “*Understanding and Responding to Terrorism*” H. Durmaz, IOS Press

⁸⁰ Akgul A. and Marenin O. (2007).

Criminal Intelligence (NSIC) reported that in early 1990s the PKK extorted about 2,5 million pounds from Turkish Immigrants and businesses. In addition, more than 50 Million DM were obtained from drug smuggling.⁸¹ The major funding source of PKK is derived from drug smuggling.⁸² The link between PKK/Kongra-Gel terrorist organization and drug trafficking has been persistently emphasized and focused at each platform and was confirmed by the USA in 2008.⁸³

Summary

The more globalization has increased the capacity of international trade, the more organized crime types have varied. The conventional hierarchical order of organized crime groups has given rise to different networks as a result of the new profitable markets.

In this section, five typologies categorized by UNODC for the various organized crime groups have been identified. These typologies also provide useful frameworks for helping us to better understand the type of organized crime groups. This classification does not help us uncover “what” but especially “how” the organized groups carry out their activities. These typologies are ‘Standard Hierarchy’, ‘Regional Hierarchy’, ‘Clustered Hierarchy’, ‘Core Group’, ‘Criminal Network. Again in this section, it is stated that transnational organized crime groups concern themselves with different businesses such as drug trafficking and other illegal activities in order to fund terrorist operations. Additionally, it emphasized that the financial resources of terrorist organizations depend on illegal activities and particularly on illicit drug trafficking. It indicated that some of the ways terrorist organizations earn money are through the drug trade (narco-terror), state support, corruption, and fake charities.

⁸¹S.D. Hill, R.H. Ward, (2002). “*Extremist Groups: An international compilation of terrorist organization, violent political groups, and issue-oriented militant movements.*” Huntsville: Sam Houston State University, cited from Akgul Arif and Marenin Otwin (2007). ‘Global Development in Transnational Police Training: TADOC. Understanding and Responding to Terrorism H. Durmaz, IOS Press

⁸² Akgul A. and Marenin O. (2007).

⁸³ Turkish National Police (2010). “*Department of Anti-Smuggling and Organized Crime Report 2008*” . Retrieved in November 25, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=61&KKey=453>

CHAPTER 3: GLOBAL®IONAL ACTORS AND THEIR TRAINING ACTIVITIES

Introduction

There are many global and regional actors who analyse and fight against organized crime worldwide. The United Nations Office on Drugs and Crime (UNODC, 2005) analysed and defined 40 organized crime groups and discovered that their main characteristics were use of violence (%80), corruption of law enforcement and judicial officers (%75) and integration into legitimate activities (%75). As analysed by the UNODC, these groups were also located at random, according to the experiences reported in the 2000 International Crime Victim Survey, in South East Europe, East Europe and Sub-Saharan Africa – which are the regions of rapid economic development and/or socio-political change.⁸⁴

UNODC

The United Nations has played a essential role in the fight against transnational organized crime in its specific roles. As Raphaeli stated, “terrorism today has a global reach both in terms of activities and its sources of funding.”⁸⁵ According to a UN report in 2003, the amount of money that illicit drug trade generated for the year 2003 (\$321.6 billion) was close 1% of total global commerce.^{86 87} For this reason UNODC, has been working together with other actors/organizations like the IMF, the World Bank, Interpol, Financial Action Task Forces, NATO, OSCE, Terrorism Working Group of the EU.

⁸⁴ Paul C. Friday, op cit., 500.

⁸⁵ Raphaeli, N (2003). Financing Of Terrorism: Sources, Methods, and Channels. “*Terrorism and Political Violence*”, Vol.15, No.4.p.59-82

⁸⁶ United Nations Office on Drugs and Crime (2009). “*Addiction, Crime and Insurgency: The Transnational Threat of Afghan Opium*”. Vienna: United Nations. <http://www.unodc.org/unodc/en/about-unodc/annual-report.html?ref=menutop>

⁸⁷ Pollard N. (2005). *Reuters*. Retrieved in November 15, 2010, from http://www.boston.com/news/world/europe/articles/2005/06/30/un_report_puts_worlds_illicit_drug_trade_at_estimated_321b/

The United Nations Office on Drugs and Crime (UNODC) is the watchdog of three major treaties, namely the 1961 Single Convention on Narcotic Drug, the 1971 Convention on Psychotropic Substances, and the 1988 the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances. The UNODC provides also legal mechanisms for enforcing the international drug control regime.⁸⁸

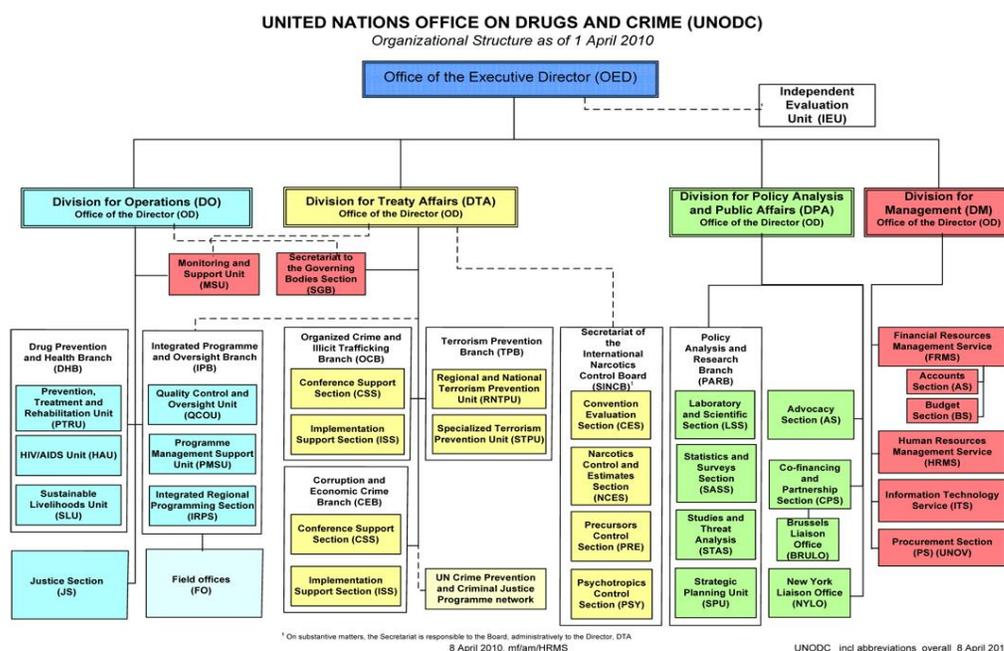
The UNODC's program are based on three major bases;

- Technical cooperation projects
- Research and analytical work to create a shared understanding of drugs and related crimes between countries
- Normative work in order to provide the effective implementation of the signed international treaties.⁸⁹

⁸⁸ United Nations Office on Drugs and Crime (2009). “*UNODC World Drug Report 2009*”, Vienna: United Nations. Retrieved in November 21, 2010, from <http://www.unodc.org/unodc/en/about-unodc/annual-report.html?ref=menutop>

⁸⁹ Ibid.

Figure 3. UNODC Organizational Structure 2010⁹⁰



The Anti-Organized Crime and Law Enforcement Unit within the Anti-Trafficking Section of UNODC provides technical assistance to the law enforcement agencies of the member states in order to help them enhance their capacity in the area struggle against drug trafficking and organized crime. To this end, the Unit has organized and oversaw many anti-organized crime and counter-narcotics projects. The Anti-Organized Crime and Law Enforcement Unit analyzes the Annual Report Questionnaires that are submitted by Member States and prepares regular reports. UNODC benefits from these reports to pinpoint trends in global drug trafficking and to make future forecasts for effective strategies.⁹¹

Establishment of a Central Asian Regional Information and Coordination Centre (CARICC)⁹²

⁹⁰ Ibid.

⁹¹ United Nations Office on Drugs and Crime (2010). “*Organized-crime&Law-enforcement*”. Retrieved in November 10, 2010, from <http://www.unodc.org/unodc/en/organized-crime/law-enforcement.html>

⁹² For more information please visit <http://www.caricc.org/>

At the face of the increased drug trafficking of Afghan opium and heroin through Central Asia during the past decade, the UNODC wanted to assist the law enforcement agencies of the Central Asian States. To this end, CARICC was established with a Memorandum of Understanding on sub-regional drug control and transnational cooperation between the Russian Federation, the Kyrgyz Republic, the Republic of Azerbaijan, Turkmenistan, the Republic of Kazakhstan, the Republic of Uzbekistan the Republic of Tajikistan, and UNODC in 1996.⁹³

Tajikistan Drug Control Agency (DCA)

With the direct assistance and support of the UNODC, Tajikistan's Drug Control Agency (DCA) was founded in 1999.⁹⁴ The initial intention of the organization is to strengthen, through the assistance and guidance of the UNODC, the capacity of the law enforcement agencies of Tajikistan, to enhance the cooperation between Tajik and Afghan law enforcement agencies, and to provide the successful implementation of international drug regime as promoted by the UNODC and other related international entities.⁹⁵

INTERPOL

As the world's largest international police organization, INTERPOL was established in 1923. With its 188 member states, the organization aims to strengthen international police co-operation to combat international crime.⁹⁶ International co-operation is a vital part of combating organized crimes. Although organized crime groups majorly engage in one illegal business, this does not mean that their locations are restricted in a specific territory. In most cases, the criminal groups extend across five or

⁹³ Central Asian Regional Informational and Coordination Center (2010). Retrieved in November 25, 2010, from http://www.caricc.org/index.php?option=com_content&task=view&id=1&Itemid=2

⁹⁴ United Nations Office on Drugs and Crime (2010). "Ten Years of Drug Control in Tajikistan". Retrieved in November 23, 2010, from <http://www.unodc.org/unodc/en/frontpage/2009/June/ten-years-of-drug-control-in-tajikistan.html>

⁹⁵ United Nations Office on Drugs and Crime (2010). "UNODC Annual Report 2010", Retrieved in November 27, 2010, from <http://www.unodc.org/unodc/en/about-unodc/annual-report.html>

⁹⁶ Interpol (2010). "About INTERPOL". Retrieved in September 16, 2010, from <http://www.interpol.int/public/icpo/default.asp>

more than five states.⁹⁷ That is why these combat efforts should be carried mutually with legal assistance; which means sharing of data, experiences and strategies. Right here, INTERPOL and EUROPOL emerge as the favourable organizations. Through these, international organisations coordination is sustained concerning the protection of data, sovereign rights and legal standards among countries.⁹⁸ These well-performing police organisations and professional law enforcement officers become more of an issue in fighting against organized crime.⁹⁹ Besides, INTERPOL helps states coordinate international drug related and other types of transnational criminal investigations.¹⁰⁰

Through the National Central Bureaus (NCBs) within the organization, INTERPOL tries hard to identify criminal organizations and new drug trafficking trends at national and international levels.

Some of the projects that the organization oversees are:

- **Project Drug@net** – tackles the growing area of drug trafficking via the Internet.
- **Project COCAF** – monitors commercial air routes trafficking cocaine between Africa and Europe. COCAF was initiated in 2006 and is believed to have contributed significantly to a marked decrease in trafficking between the two regions since mid-2008.
- **Project White flow** – the smuggling of bulk shipments of cocaine from South America to West Africa in private aircraft and sea freighters has revealed the prominent role played by organized crime groups. Project White flow aims to disrupt the supply routes, identify members of these criminal organizations and bring them to justice. Operation Cans, carried out in January 2009, co-ordinated the roles of police and magistrates in Europe and Nigeria and resulted in the arrest of two major cocaine traffickers in Nigeria.¹⁰¹

⁹⁷ UNODC (2002). *Results of a pilot survey of forty selected organized criminal groups in sixteen countries, September 2002*, p.24

⁹⁸ Peter, J and Hilger W. ‘Measures of Investigations in Cases of Organized Crime in the Criminal Process of Germany’ .page: 84. Retrieved in December 12, 2011, from http://www.unafei.or.jp/english/pdf/RS_No58/No58_11VE_Hilger2.pdf

⁹⁹ *Paul C. Friday, op cit., 503.*

¹⁰⁰ Ibid

¹⁰¹ Interpol (2010). “*Interpol and Drug Trafficking*”. Fact Sheet: COM/FS/2009-07/DCO-01, Retrieved in November 20, 2010, from <http://www.interpol.int/Public/Drugs/default.asp>

DEA (Drug Enforcement Administration)

Together with the FBI, the DEA is the responsible agency to enforce the domestic drug policy of the United States.¹⁰² Because the DEA is also responsible to pursue U.S. drug investigations abroad, it will be considered as an international law enforcement organization. DEA has 87 offices located in 63 countries around the worldwide.

DEA's International Training

The DEA's International Training Section (TRI) organizes training programs for host countries' law enforcement agencies since 1969.¹⁰³ The TRI the curricula of the programs is continuously updated in accordance with emerging trends in drug use and trafficking. The primary function of DEA's training programs is to upgrade the law enforcement capabilities of foreign law enforcement forces. Subjects of the programs include investigation techniques for drug related crimes, operational planning, intelligence gathering, surveillance techniques, analytical methods, undercover operations, etc.¹⁰⁴ The TRI also offers regional training programs that include participation of more than one country.

A few examples of these seminars and programs are¹⁰⁵;

- Basic Drug Enforcement Seminar
- Advanced Drug Enforcement Seminar
- Asset Forfeiture Training Program
- International Narcotics Enforcement Management Seminar (INEMS)
- Sensitive Investigative Unit (SIU) Training

¹⁰² United States Department of State Bureau for International Narcotics and Law Enforcement Affairs (2009). "*International Narcotics Control Strategy Report 2009*", Volume I Drug and Chemical Control. Page: 586-589

¹⁰³ Department of State Bureau for International Narcotics and Law Enforcement Affairs (2009). "*International Narcotics Control Strategy Report 2009*", Volume I Drug and Chemical Control. Page: 50

¹⁰⁴ Drug Enforcement Administration (DEA), (2010). "*DEA Training Programs*". Retrieved in November 15, 2010, from <http://www.justice.gov/dea/programs/training/part18.html>

¹⁰⁵ Ibid.

DEA has also specialized Training schools such as:

Narcotic Unit Commanders Course; Undercover Operations; Clandestine Laboratory Investigations; Precursor Chemical Diversion Investigations; Officer Safety and Survival; Airport Introduction Operations; Intelligence Collection and Analysis Methods; Asset Forfeiture/Financial/Money Laundering Investigations; Judicial, Maritime Smuggling and Forensic Chemist Seminar.¹⁰⁶

International Law Enforcement Academies

The International Law Enforcement Academy (ILEA) program was founded in 1995 in U.S. The ILEA program aims to develop a cooperative partnership between the law enforcement agencies of participating nations and the law enforcement agencies of the U.S. against international criminal activities and criminal organizations. Currently, ILEAs operate in Bangkok, Thailand, in Budapest, Hungary, in San Salvador, El Salvador, and in Gaborone, Botswana.¹⁰⁷ The ILEA curriculum focuses on two different domains. The first is the Law Enforcement Executive Development Program (LEED) and the second is Special Programs that focus on more technical aspects (capacity building, intelligence collection, investigation techniques, etc.) of combatting illegal drug trade.¹⁰⁸

Regional Actors and Their Training Activities;

European Union (EU)

The European Union provides criminals a fruitful environment for transnational illegal businesses. The Agreements, which established the European Community and the forthcoming Treaty of Maastricht grant full freedom and independence in the moving of capital, goods, services and people across the borders of the member-states.¹⁰⁹

¹⁰⁶ Ibid.

¹⁰⁷ Drug Enforcement Administration (DEA), (2010). “*DEA Training Programs*”. Retrieved in November 15, 2010, from <http://www.justice.gov/dea/programs/training/part18.html>

¹⁰⁸ International Law Enforcement Academy Gaborone (2010). “*History*”. Retrieved in September 15, 2010, from <http://www.ileagaborone.co.bw/History.htm>

¹⁰⁹ Ibid.

In Europe, organized crime is a threat to socio-economic life at the same time. In trying to combat this threat, the European Union organized units to intervene in cases of illegal businesses, such as trafficking in human beings, arms and drugs and economic and financial crimes, corruption and money laundering.¹¹⁰

The EU Drug Action Plan (2005-2008) and the EU Drugs Strategy (2005-2012) represent the main pillars of the EU anti-drug policy. The first objective of the EU is to “enhance effective law enforcement cooperation in the EU to counter drug production and trafficking” and the desired action is “to target criminal organizations and emerging threats, using an intelligence-led approach that prioritizes the criminal networks and markets that pose the most serious threats”.¹¹¹

The second objective is focused on achieving operations through the participation of all related law enforcement agencies, such as police and border and custom security services.¹¹²

With the intention of providing advanced level for senior police managers and customs officers, the EU established the European Police College (CEPOL). In order to build a shared understanding of drug issue, the CEPOL also invites liaison officers from non-EU countries to participate in the training programs.¹¹³

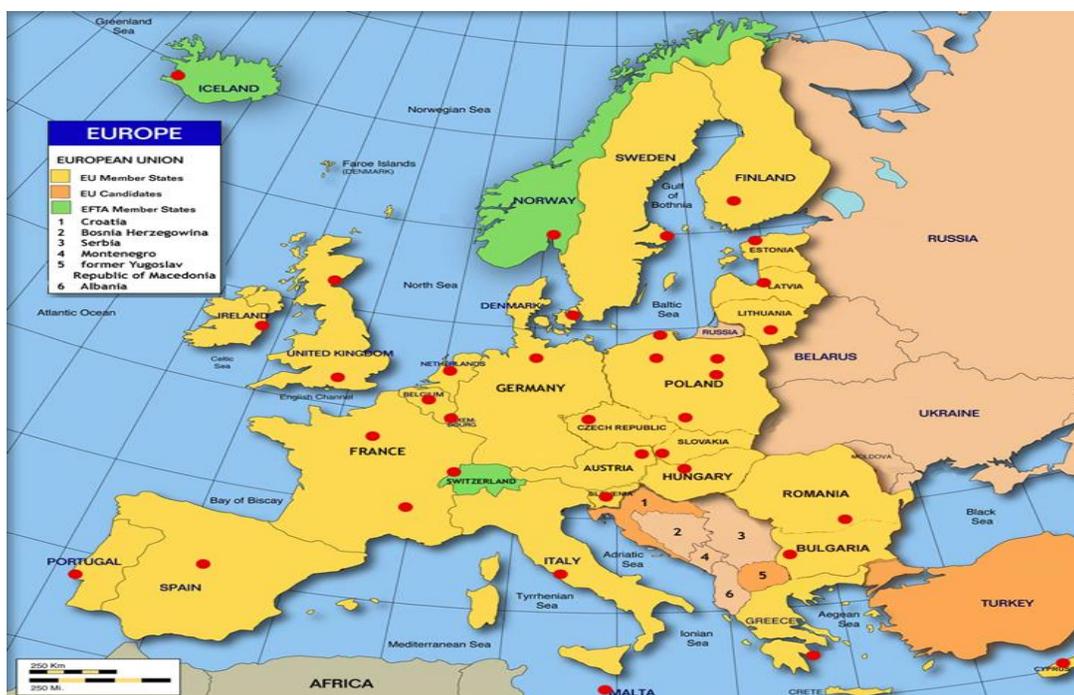
¹¹⁰ European Union (2012). “Fight against organized crime” retrieved in March 3, 2012, from http://europa.eu/legislation_summaries/justice_freedom_security/fight_against_organised_crime/index_en.htm

¹¹¹ European Council (2004). “*EU Drugs Strategy for the period 2005-2012*”. Brussels, 22 November 2004-15074/04 Retrieved in November 22, 2010, from http://europa.eu/legislation_summaries/justice_freedom_security/combating_drugs/c22569_en.htm

¹¹² Ibid.

¹¹³ Ibid.

Figure 4. Map of European Police Colleges¹¹⁴



EUROPOL

¹¹⁴ European Police Colleages (CEPOL) 2010. Retrieved in December 22, 2010, from <http://www.cepol.europa.eu/index.php?id=police-colleges-map>

Europol is the law enforcement organization of the European Union. It was established in 1999. In addition to 27 European Union member states, Norway, Canada, Australia, and the USA closely work with Europol.¹¹⁵

Throughout the years since its establishment, Europol has gained a significant experience in dealing with transnational crimes such as drug trafficking, trafficking in human beings, money laundering, cyber crimes, anti terrorism operations, etc.¹¹⁶

Besides its regular work and operations, Europol provide –in coordination with the CEPOL– training services for law enforcement agencies.¹¹⁷ In 2008 alone, Europol organized 200 training programs in which more than 3000 participants, from member and non-member states, attended.¹¹⁸

SECI

The Southeast European Cooperative Initiative Center for Combatting Transborder Crime (SECI) was established in 2000 with the participation of Bulgaria, Albania Bosnia and Herzegovina, Romania, Croatia, Greece, Hungary, Former Yugoslav Republic of Macedonia Montenegro, Slovenia, Moldova, Serbia, and Turkey. Its headquarters is situated in Bucharest, Romania, where customs and police liaison officers from 13 member states work together.¹¹⁹

Police and Customs liaison officers from 13 member states work together in direct cooperation by coordinating joint investigations and facilitating information

¹¹⁵ EUROPOL (2010). “*European Law Enforcement Agency*”. Retrieved in november 25, 2010, from <http://www.europol.europa.eu/index.asp?page=home&language=>

¹¹⁶ Council of the European Union (2010). “*Europol Review General report on Europol Activities*”. The Hague, 23 April 2010, File no:1423-25rl Annex:10099/10 Page: 29-34

¹¹⁷ EUROPOL (2006), “*Europol Drugs Report 2006*”, Retrieved in October 25, 2010, from www.europol.europa.eu/publications/Serious.../drugs2005.pdf

¹¹⁸ EUROPOL (2008), “*Europol Annual Report 2008*”, Retrieved in October 25, 2010, from <http://www.europol.europa.eu/index.asp?page=publications&language=>

¹¹⁹ Gunaydin, R. (2005). “The SECI Center Experience in Combating Global Terrorism”. “*Istanbul Conference on Democracy&Global Security*”. Turkish National Police, Department of Foreign Affairs. Ankara, Oncu Press, 2006. Page:631-634

exchange. In addition to the member states, there are 23 organizations, observers, and countries: UNODC, UNMIK, UNDP Romania, CARICC, EUBAM, Canada, Austria, Belgium Azerbaijan, Czech Republic, France, Spain, Israel, Georgia, Portugal Germany, Italy, Japan, the Netherlands, Slovakia, Ukraine, the United States of America, and the United Kingdom.¹²⁰ SECI's objectives are;

- Setting-up a mechanism based on enhanced law enforcement cooperation at national level to be used by the Parties in order to assist one each other, in preventing detecting, investigating, prosecuting and repressing trans-border crime.
- Support the field activities of the law enforcement officers
- Provide assistance to the Parties in order to harmonize their law enforcement legislation in respect to the EU requirements.
- Support national efforts in order to improve domestic cooperation between law enforcement agencies.
- Support the specialized "Task Forces"¹²¹

According to Gunaydin (2005), more than 3000 criminal investigations were assisted by the SECI Center and many cases were solved by joint operations. The SECI Center became a model for regional law enforcement cooperation for fighting trans-border organized crime in the region.¹²²

The CASE of TADOC

TADOC's Background

Being major beneficiaries of globalization and technological advancements, organized criminal groups have proliferated in the last decades. Highly motivated by the

¹²⁰ The SECI (2010). "*Regional Center for Combating Trans-border Crime*". Retrieved in November 25, 2010, from http://www.secicenter.org/p129/Brief_history

¹²¹ The SECI (2010). "*Regional Center for Combating Trans-border Crime*". Retrieved in November 21, 2010, from http://www.secicenter.org/p128/Mission_and_objectives

¹²² Gunaydin, R. (2005).

enormous lucrative illicit businesses, criminal organizations undermine national sovereignty and security and pose serious threats to regional stability and development.¹²³

Organized criminal groups, today, deploy the most complex and sophisticated methods in performing their illicit activities. Therefore, the need for well-trained and well equipped law enforcement agencies and agents is now greater than ever before. Besides, strong international cooperation is vital to achieve success in fight against organized crime.¹²⁴

Law enforcement agencies at the national and international level should work together effectively and efficiently to respond to different types of criminal activities. When they work together they have a better understand each other from different perspectives including structures, languages, work ethics, job culture and regulations. Signing international treaties keeps these organizations close to each other.

Law enforcement agencies send officers abroad for graduate level education. For instance more than a hundred police officers have been studying in post graduate degree programs, especially in the US and the other EU Countries. The Turkish National Police (TNP) aims to combine the theoretical experience of the American Law Enforcement Agencies with the practical experience of the Turkish National Police in their policing areas especially in the context of terrorism, organized crime, narcotics, intelligence and investigations. In addition, Turkish Police Officers are working in various UN Peace Keeping Missions and in the UN Secretariat. The Turkish Police Academy accepts students from other countries.¹²⁵

According to UNODC Reports Turkey has displayed success in her efforts in combating drug smuggling and organized crime and supported every single initiative to

¹²³Turkish National Police (2010). *TADOC'S Institutional Evaluation: "A Ten-Year Strategic Report"*. Law Enforcement Training Research Center, Ankara, Turkey

¹²⁴ Ibid.

¹²⁵ Gultekin, R. (2005). "Cooperation among Law Enforcement Agencies: TIPS". *"Global Security and Democracy Conference in Turkey"*. Turkish National Police, Department of Foreign Affairs. Ankara, Oncu Press, 2006.

create a paradigm in which she may continue her struggle in both national and international dimensions.¹²⁶

In collaboration with the Turkish Government, the UNODC established the Turkish International Academy against Drugs and Organized Crime (TADOC) in Ankara on 26th June 2000.¹²⁷ At national level, TADOC operates under Turkish National Police's Department of Anti-Smuggling and Organized Crimes. TADOC provides training programs in the field of combating drugs and transnational organized crime.¹²⁸

According to Bodur, TADOC's Mission is;

- To identify and meet the training needs of the national and international law enforcement agencies,
- To assist the development of modern training techniques,
- To conduct scientific research on drugs and organized crime,
- To contribute to enhance communication, cooperation, and coordination among the operational agencies of the regional countries.¹²⁹

TADOC's Training Programs

TADOC has conducted more than 300 international training programs with the participation of more than 5000 law enforcement officers from 63 countries since it was established in 2000.¹³⁰ The participants included law enforcement officers from the Balkan Countries, from the member states of the Black Sea Economic Cooperation. TADOC has provided trainings to staff from many countries with which Turkey has signed bilateral cooperation agreements and treaties.¹³¹

¹²⁶ Turkish National Police (2010). *TADOC'S Institutional Evaluation: "A Ten-Year Strategic Report"*. Law Enforcement Training Research Center, Ankara, Turkey

¹²⁷ Akgul A. and Marenin O. (2007).

¹²⁸ Turkish International Academy against Drugs and Organized Crime (TADOC). (2010). Retrieved in November 10, 2010, from <http://www.tadoc.gov.tr/en/KonuDetay.asp?id=0&BKey=242> and Turkish National Police (2010). Department of Anti-Smuggling and Organized Crime (KOM), Retrieved in November 13, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?id=6&BKey=44>

¹²⁹ Bodur C. (2005).

¹³⁰ Turkish International Academy against Drugs and Organized Crime (TADOC). (2010). Retrieved in November 10, 2010, from <http://www.tadoc.gov.tr/en/KonuDetay.asp?id=0&BKey=242>

¹³¹ Turkish National Police (2009). *"Department of Anti-Smuggling and Organized Crime (KOM) Report 2009"*. Retrieved in November 25, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=61&KKey=453>

National Training Programs

TADOC plans and conducts training programs for the personnel of the TNP, particularly for the law enforcement officers employed at the Department of Anti-Smuggling and Organized Crime (KOM).¹³²

International Training Programs

Organized criminal syndicates continuously develop new methods and strategies to circumvent the scrutiny of the law enforcement agencies. With the huge amount of profits from illegal criminal activities, the organized crime groups benefit effectively from the technological advancements and they employ very sophisticated and complex methods in performing their illegal activities. Thus, in order to effectively combat against national and international crime syndicates, it is utmost necessary to employ highly trained law enforcement officers at all levels of the desired international cooperation. Turkey is a transit country located at an important drug trafficking route between Asia and Europe, therefore Turkey is particularly susceptible to criminal activities of organized crime syndicates.¹³³ In order to contribute to the international initiative against transnational crime and to enhance Turkey's own national capacity, TADOC provides the following training programs on the international level¹³⁴:

1. Train the Trainer
2. Undercover Training
3. Operational Police Tactics
4. Clandestine Laboratories and Synthetic Drugs
5. Drug Law Enforcement
6. Anti-Money Laundering and Counter Financing of Terrorism
7. Investigative Interview and Interrogation

¹³² Turkish National Police (2010). Department of Anti-Smuggling and Organized Crime (KOM). (2010). "National and International TADOCs Trainings". Retrieved in November 16, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=226&KKey=375>

¹³³ Turkish National Police (2009). "Department of Anti-Smuggling and Organized Crime (KOM) Report 2009". Retrieved in November 25, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=61&KKey=453>

¹³⁴ Turkish International Academy against Drugs and Organized Crime (TADOC) (2010). Retrieved in November 24, 2010, from <http://www.tadoc.gov.tr/en/KonuDetay.asp?id=1&BKey=246>

8. Crime Intelligence Analysis
9. Surveillance Techniques
10. Drug Demand Reduction
11. Illegal Immigration and Human Trafficking
12. Organized Crime Investigations
13. Crisis Management and Hostage/Crisis Negotiation
14. Practical Training in Drug Search, Detection, and Identification

TADOC also pioneered regional cooperation initiatives together with other national and international partners. For instance, in 2008 TADOC implemented a project named “Fight against Drugs in Afghanistan and in the Central Asia”. This project was supported by the the Turkish International Cooperation & Development Agency (TIKA), the NATO-Russia Council (NRC), and the United Nations Office on Drugs and Crime (UNODC). Among the beneficiaries of the project were Turkmenistan, Kazakhstan, Tajikistan, Afghanistan, Uzbekistan, and Kyrgyzstan.¹³⁵

Computer Based Training

The Computer Based Training (CBT) has been in use at TADOC since September 2004.¹³⁶ In the CBT system used at TADOC; sound, graphics, animation and video clips are added to the informative texts about the subjects aimed for the training through a series of multimedia software applications. The resulting interactive lesson contents are called ‘modules’.¹³⁷

The modules created by the United Nations Office on Drugs and Crime with the contribution of experts of the matter based on their knowledge and experience are the basis of the training. The CBT modules have an important role to play particularly in transferring the knowledge and skills required by the personnel working in the field of anti-trafficking and related crimes. Providing services to the personnel in various

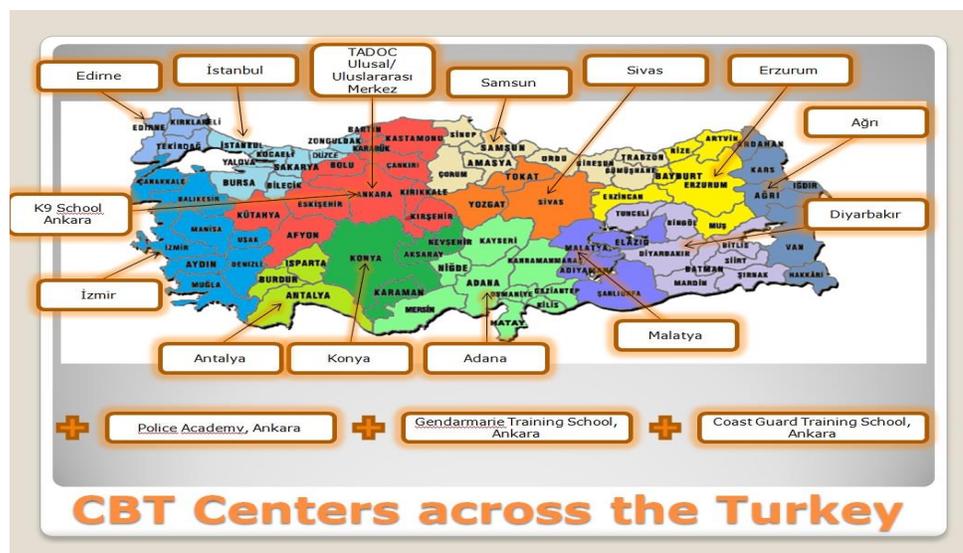
¹³⁵ Turkish National Police (2009). “*Department of Anti-Smuggling and Organized Crime (KOM) Report 2009*”. Retrieved in November 25, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=61&KKey=453>

¹³⁶ Turkish International Academy against Drugs and Organized Crime (TADOC) (2010). Retrieved in November 18, 2010, from <http://www.tadoc.gov.tr/en/KonuDetay.asp?id=2&BKey=247>

¹³⁷ Turkish National Police (2009). “*Department of Anti-Smuggling and Organized Crime (KOM) Report 2009*”. Page:94. Retrieved in November 25, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=61&KKey=453>

locations in relatively shorter time and utilizing fewer resources than in traditional trainings, the CBT program acts as an important tool in achieving anti-trafficking and organized crime policies of the KOM Department, and is available for use by all local and international law enforcement personnel that TADOC responds to.¹³⁸

Figure 5.Map of CBT Centers across the Turkey¹³⁹



Between the years 2004-2008, CBT modules have been translated into Turkish; a system for operating the software has been formed and rooms where more personnel can be trained on CBT have been allocated in certain centers. As a result of such activities, more than 10000 personnel were trained on CBT as of 2010.¹⁴⁰ In line with the target of increasing the number of personnel trained on CBT, discussions were conducted with the United Nations Office on Drugs and Crime (UNODC) and it was decided to transfer the

¹³⁸ Turkish National Police (2009). “*Department of Anti-Smuggling and Organized Crime (KOM) Report 2009*”. Page:94. Retrieved in November 25, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=61&KKey=453>

¹³⁹ Turkish International Academy against Drugs and Organized Crime (TADOC) 2010. Retrieved in November 15, 2010, from <http://www.tadoc.gov.tr/en/KonuDetay.asp?id=2&BKey=256>

¹⁴⁰ Turkish International Academy against Drugs and Organized Crime (TADOC) (2010). Retrieved in November 18, 2010, from <http://www.tadoc.gov.tr/en/KonuDetay.asp?id=2&BKey=247>

current computer based training system into the electronic environment and thereby transform it into an e-learning system.¹⁴¹

On the other hand, the activities of the CBT Division in the year 2008 focused on remote training in an intranet (POLNET)¹⁴² environment. Moreover a “Smart Class” practice was initiated in order to make use of technology. The Smart Class activity was aimed at transferring the classroom trainings at TADOC to all Department of Anti-Trafficking and Organized Crime units by live broadcasts on POLNET and allowing access to all the training materials on KOMNET.¹⁴³

TADOC’s Trainees

In addition to Turkish National Law Enforcement Agencies such as the police, gendarmerie, coast guard and customs officials, the countries, which have signed a bilateral security and cooperation agreement with Turkey and the regional countries listed below benefit from TADOC training programs.¹⁴⁴

Trainees include law enforcement personnel from BSEC (Member Countries Of The Black Sea Economic Cooperation) countries including, Armenia, Albania, Azerbaijan, Bulgaria, Greece, Georgia, Romania, Moldavia, Turkey, Russian Federation, and Ukraine; ECO (Member Countries Of The Economic Cooperation Organization) countries of Afghanistan, Azerbaijan, Iran, Kazakhstan, Kirghizstan, Pakistan, Tajikistan, Turkey, Turkmenistan, and Uzbekistan; and the Balkan Countries including Albania, Bosnia Herzegovina, Bulgaria, Croatia, Macedonia, Romania, and Slovenia.¹⁴⁵

TADOC’s Trainers

¹⁴¹ Turkish National Police (2009). “*Department of Anti-Smuggling and Organized Crime (KOM) Report 2009*”. Retrieved in November 25, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=61&KKey=453>

¹⁴² Turkish National Police Intra-Net system used nationwide.

¹⁴³ Turkish National Police (2009). “*Department of Anti-Smuggling and Organized Crime (KOM) Report 2009*”. Retrieved in November 25, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=61&KKey=453>

¹⁴⁴ Bodur C. (2005).

¹⁴⁵ Ibid.

TADOC employ more than 200 trainers who are experts on their specialized areas working for the Counter-smuggling and Organized Crime Department and its provincial units.¹⁴⁶ In addition, the heads of TADOC's Research Centers and the trainers of other National Law Enforcement Agencies such as the Gendarmerie, Coast Guard and Customs Officials are invited to TADOC training activities. Occasionally, TADOC also invites experts from various foreign law enforcement agencies, lecturers from universities, professional experts from different institutes, and judges and prosecutors from higher courts.¹⁴⁷

Moreover, for the Regional and National Specialized Training Programs, TADOC invites trainers from other countries, believed to have in-depth competency in the field of drugs and organized crime.¹⁴⁸

To qualify as a TADOC trainer, volunteered experts must have completed the “Train the Trainers” and “Training Program Development” programs to enhance their training skills so that they can use new ‘student-centered’ training methodologies. “TADOC Training Needs Analysis, Program Development, and Training Evaluation Section” monitor trainer performance to ensure that trainees are qualified and keep up the minimum standards for a professional trainer.¹⁴⁹

Research Centers

Organized crime research covers both a search for knowledge and direction; and serves as a contribution to the policy and practice literature. Research, however, has further implications for TADOC. Training programs at TADOC are informed and updated through scientific and evidence-based research, which provides TADOC and TADOC trainers with a broader vision and a multi-dimensional approach to the issues. Recognizing the

¹⁴⁶ Turkish International Academy against Drugs and Organized Crime (TADOC) (2010). Retrieved in November 19, 2010, from <http://www.tadoc.gov.tr/en/KonuDetay.asp?id=1&BKey=263>

¹⁴⁷ Turkish National Police (2010). *TADOC'S Institutional Evaluation: “A Ten-Year Strategic Report”*. Law Enforcement Training Research Center, Ankara, Turkey

¹⁴⁸ Bodur C. (2005).

¹⁴⁹ Turkish International Academy against Drugs and Organized Crime (TADOC) (2010). Retrieved in November 19, 2010, from <http://www.tadoc.gov.tr/en/KonuDetay.asp?id=1&BKey=263>

importance of research in the field of transnational organized crime, the TADOC Research Center was established in September, 2004. The functions of the TADOC Research Center include conducting evidence-based research and communicating the results of research, organizing or arranging conferences, seminars, and workshops, and publishing research results.¹⁵⁰

The center consists of six research units, each of which are engaged in the following research areas¹⁵¹:

- Organized Crime
- Drugs & Narcotics Crimes
- Economic Crimes
- Cyber Crimes
- Illegal Immigration & Human Trafficking
- Adult Training

Turkish Contribution to Global Fight against Organized Crimes

Organized crime syndicates closely follow economic and social developments in a country in order to decide on the best field of activity for themselves. From the very beginning, they showed their capacities in many criminal areas such as black marketing, gambling, prostitution, corruption and so on. As for the big cities, they located in those like Istanbul where there is advanced industry, economy and commercial life.¹⁵²

¹⁵⁰ Turkish International Academy against Drugs and Organized Crime (TADOC). (2010). Retrieved in November 20, 2010, from <http://www.tadoc.gov.tr/en/KonuDetay.asp?id=3&BKey=248>

¹⁵¹ Turkish National Police (2010). Department of Anti-Smuggling and Organized Crime (KOM). Retrieved in November 20, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=226&KKey=378>

¹⁵² KOM Report (2010). “*Turkish National Police, Department of Anti-Smuggling and Organized Crime* Retrieved in March 11, 2012, from http://www.kom.gov.tr/Tr/Dosyalar/Dosyalar/2010_Ingilizce.pdf

As developments in field of technology improved in the 1990's in Turkey, the professional combatting of organized crime groups, who had transformed themselves along with the changing conditions, was initiated by the KOM Department in 1998. From this period on, changes to the law which allowed a more rapid process of countering organized crimes, resulted in many organized crime groups that were apprehended and brought to justice.

In the last five years, 744 operations have been performed in the context of combating organized crime groups in which 12,111 suspects were involved. About 120 operations are carried out in 40 provinces annually. Among these criminal activities are threats, deprivation of liberty batteries, bid rigging plundering, manslaughter usury, collection of cheques and bonds, armed action, and blackmail.¹⁵³

Brief Information about Turkey and Its Geographical Position

With its strategic geographical location, Turkey connects the Caucasus, the Black Sea Region, the Middle East, the Balkans, and the Caspian. Turkey is considered a regional power with a population of over 75 million and covers an area of 780,580 sq. km. Turkey's economy is the world's 16th largest, with a gross domestic product (GDP) of around 900 billion USD. Turkey has been one of the world's most significant land bridges linking Europe, Asia, and Africa throughout history. Additionally, Turkey is surrounded by neighboring regions where years of political problems, terrorism, and unrest have shaped the political and social fabric of Turkish society.¹⁵⁴ Because of its geostrategic position, Turkey has dealt with domestic and transnational crimes including narcotics related crimes for decades.¹⁵⁵

¹⁵³ Ibid.

¹⁵⁴U.S. House of Representatives Committee on Homeland Security (2010). Retrieved in November 22, 2010, from <http://homeland.house.gov>

¹⁵⁵ World Bank (2010). "*Country Brief 2007, "List of countries by GDP,"* 2008 cited from Celik, Ahmet (2010). "Assessment of Post-deployment Reintegration Attitudes Among Turkish Police Peacekeepers and Its Associations with Organizational Commitments" Unpublished Ph.D. The State University of New Jersey, Rutgers. United States

Brief Information about the Turkish National Police and the Other Organized Crimes Enforcement Organizations

In today's world, distances are getting shorter in transport, communication and trade. Through developing technology and change, there emerge many opportunities for the interest of organized crime groups. In order to keep up with such swift world, the police should act and respond quickly and effectively for this fight with cooperation.

The Turkish National Police give utmost importance to international and regional cooperation's fighting against organized crimes. There is also special importance placed on training cooperation besides operational and tactical cooperation. So in order to strengthen the relations both for training and operations, the Academy of Turkey's Fight against Drugs and Organized Crimes (TADOC) has achieved its purpose by working with other organizations to combat these organized crimes.¹⁵⁶

The Department of Anti-Smuggling and Organized Crime of the Turkish National Police (TNP), Gendarmerie, and Coast Guard are organized under the Ministry of Interior and they all have anti-narcotics responsibilities in their area of jurisdiction. The TNP is responsible in cities and towns. The Gendarmerie, a paramilitary organization, responsible for all law enforcement issues in rural areas of the country. The TNP and the Gendarmerie work in close collaboration. The Under Secretariat of Customs is organized under the authority of a State Minister. The Directorate General of Customs Guards have eighteen regional directorates. The Ministry of Health is responsible for regulating and overseeing the importation of chemicals. MASAK is the financial intelligence unit under the authority of the Ministry of Finance and is responsible for investigating potential money laundering cases.¹⁵⁷

The Turkish National Police are geographically responsible inside the municipal

¹⁵⁶ KOM Report (2010). "*Turkish National Police, Department of Anti-Smuggling and Organized Crime*" Retrieved in March 11, 2012, from http://www.kom.gov.tr/Tr/Dosyalar/Dosyalar/2010_Ingilizce.pdf

¹⁵⁷ United States Department of State Bureau for International Narcotics and Law Enforcement Affairs (2009). "*International Narcotics Control Strategy Report 2009*", Volume I Drug and Chemical Control. Page:586-589

Boundaries, which constitute 8% of the entire territory of Turkey. In terms of population, the TNP is responsible for over 80% of all police related activities. The TNP's headquarters are located in the capital city of Turkey, Ankara, and it oversees all police activities throughout Turkey. Under this body, there are 81 city police departments with 834 police stations, 751 township police departments, 22 border gate police departments, and 18 free trade zone police directorates.¹⁵⁸ According to a TNP Performance Report, there were approximately 212,127 personnel working for the Turkish National Police at the time of the report. The human capital of the Turkish Police is composed of ranking police officers, non-ranking police officers, neighborhood watchmen and civil servants.¹⁵⁹

The KOM (Department of Anti-Smuggling and Organized Crime) is one the major departments in the TNP. The KOM Units undertake duties focused on combating smuggling and organized crime throughout Turkey and carry out their anti-smuggling and organized crime efforts within the framework of national and international cooperation under the scope of the powers conferred onto them by law. The KOM Department employs around 6300 expert personnel throughout Turkey.¹⁶⁰

Turkey and Fight against Organized Crimes

According to a recent KOM Report (2010) "Scaring, intimidation and suppression by means of applying threat, force and violence on a targeted person or group lie under the perception of the organized crime group defined as the mafia according to public language in Turkey. The final aim of violent actions including threats, shooting, injuring,

¹⁵⁸ Demir, I. (2008). "*An Analysis Of Shift Work In The Turkish National Police In Light Of Herzberg's Motivation Hygiene Theory*". Unpublished Ph.D., Sam Houston State University, United States -- Texas. Cited from Celik, Ahmet (2010). "Assessment Of Post-Deployment Reintegration Attitudes Among Turkish Police Peacekeepers And Its Associations With Organizational Commitment" Unpublished Ph.D. The State University of New Jersey, Rutgers. United States

¹⁵⁹ Turkish National Police (2010), "*TNP Performance Report 2010*" , Retrieved in December 26, 2010 from <http://www.egm.gov.tr/daire.personel.asp>

¹⁶⁰ Pek, A. (2009). "*Turkish National Police, Department of Anti-Smuggling and Organized Crime (KOM) Report 2009*". Retrieved in December 20, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=61&KKey=453>

kidnapping, deprivation of liberty and murder is to empower the organization and provide unfair benefits.”¹⁶¹

Mafia type organized crime groups try to corrupt the state authority, law, social security and the welfare of the citizens through threats and violence and this poses an important form danger to the public order and peace. Among the illegal activities of organized crime groups, drug trafficking is the major one, and one which also provides considerable financial profit.¹⁶²

Turkey is one of the main routes for the heroin flow from Asia to Europe. Local smugglers from Turkey and their international counterparts operate in close connection with other relevant branches, namely the laboratory owners and money launderers, of the illicit business of drug trade to maintain the flow of opiate to and from Turkey.¹⁶³ The biggest threat for Turkey and the region where it is located is the illegal opium production in Afghanistan, which accounts for more than 90% of all the illegal opium production of the world and the consequent heroin traffic into European countries.¹⁶⁴

The main route for the heroin and morphine base is from Afghanistan (occasionally through Pakistan) to Iran and from Iran to Turkey. Turkey is also a transit country for the flow of opiates and hashish that are smuggled from Afghanistan through Turkmenistan, Azerbaijan, and Georgia. Turkey is not only affected by opiates originating from Afghanistan, but also by European Union originated synthetic drugs, of which consumption and trafficking are widespread all over the world.¹⁶⁵ As the

¹⁶¹ KOM Report (2010).

¹⁶² Ibid.

¹⁶³ United States Department of State Bureau for International Narcotics and Law Enforcement Affairs (2009). “*International Narcotics Control Strategy Report 2009*”, Volume I Drug and Chemical Control. Page: 586-589

¹⁶⁴ Turkish National Police (2009). “*Department of Anti-Smuggling and Organized Crime (KOM) Report 2009*”. Page: 2. Retrieved in November 25, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=61&KKey=453>

¹⁶⁵ Turkish National Police (2008). “*Department of Anti-Smuggling and Organized Crime Report 2008*”. Retrieved in November 25, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=61&KKey=453> Page: 88

intelligence reports and investigations indicate, in addition to the frequently used Balkan Route to Western Europe, a northern route via Georgia, Russia, and Ukraine has become an alternative for the smugglers. Investigations shows that ferries that carry trucks from Turkey to Italy is another preferred method for the smugglers. Heroin shipped in the hidden compartments of the trucks are distributed from the Italian ports to different European countries.¹⁶⁶ Located on the Balkan Route as a transit country, Turkey made record seizures of heroin in the year 2006 and 2007. Comparing with the 25 European countries in 2006, the amount of seized heroin for Turkey is 10312 kg, whereas the amount for for EU countries was 6914 kg.¹⁶⁷

Turkey is also a destination country for ecstasy trafficking and has a transit position related the Captagon smuggling, that is on the increase recently worldwide. Since there is no consumption of Captagon in the country, all the Captagon brought from Eastern European countries by drug trafficking organizations transit to Middle East and Arabic countries over Turkey.¹⁶⁸ Cannabis is the most widely used and most seized narcotic substance in Turkey. Although users often cultivate the cannabis plant to meet their own needs, cannabis is still trafficked into Turkey from countries such as Iran and Syria. Moreover, South American cocaine is also brought into Turkey for consumption purposes by international crime organizations. This cocaine is usually carried by couriers and arrives at Turkish airports after transiting African and European countries.¹⁶⁹

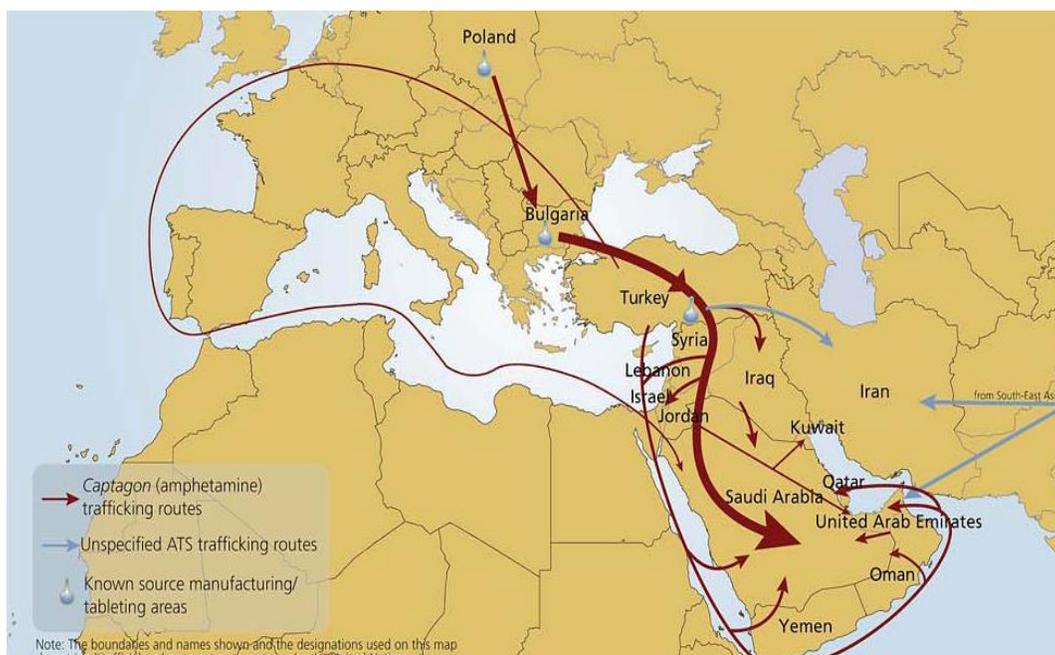
¹⁶⁶ United States Department of State *Bureau for International Narcotics and Law Enforcement Affairs (2009)*, International Narcotics Control Strategy Report 2009, Volume I Drug and Chemical Control, Page: 586-589

¹⁶⁷ Turkish National Police (2008). “*Department of Anti-Smuggling and Organized Crime Report 2008*” . Retrieved in November 25, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=61&KKey=453>

¹⁶⁸ Ibid.

¹⁶⁹ Turkish National Police (2009). “*Department of Anti-Smuggling and Organized Crime (KOM) Report 2009*” . Retrieved in November 25, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=61&KKey=453>

Figure 6. Map of Captagon Trafficking Routes¹⁷⁰



Turkey's fight against drugs focuses on two main targets. The first target is the internationally operating drug trafficking groups, and the second target is the local drug networks operating in the country. Another important element of Turkey's anti-drug efforts involves activities carried out against the income generated by terrorist organizations from trafficking and dealing in drugs.¹⁷¹

The terrorist organizations in Turkey are known to cooperate with illicit drug trafficking organizations in order to obtain financial support, and they ensure such financial support by way of their involvement at every stage of drug trafficking such as manufacturing, transportation, intermediation, sale, street dealership. In this context, the Turkish National Police conducted 353 illicit drug operations and apprehended 794 individuals detected to have relations with the terrorist organizations ASALA, TKP/ML and DHKP/C as well as PKK/KONGRA-GEL since the year 1984.¹⁷² The PKK has

¹⁷⁰ United Nations Office on Drugs and Crime (2009). "UNODC World Drug Report 2009", Vienna: United Nations. Retrieved in November 21, 2010, from <http://www.unodc.org/unodc/en/about-unodc/annual-report.html?ref=menutop>

¹⁷¹ Turkish National Police (2009). "Department of Anti-Smuggling and Organized Crime (KOM) Report 2009". Retrieved in November 25, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=61&KKey=453>

maintained a place as a sub-contractor of the international terror and drug dealer networks. It preserved interactions with several Middle Eastern, African, European, and Latin American terrorist groups as well as many drug traffickers PKK/KONGRA-GEL carries out its activities in Turkey and abroad for getting political support by misleading the public opinion in three main fields which are financing, propagation and recruiting new members through affiliated institutions and organizations that are also established abroad. Their activities are financed via drug and human trafficking from the Middle East to Europe.

The US Department of State Bureau of International Narcotic Matters published a report in 1992 called “International Narcotics Control Strategy”. This report indicated that PKK members control the European drug cartel. The amount of money gathered from this illicit activity is considerable, which exceeds hundreds of millions of U.S. Dollars¹⁷³

Turkey conducts large scale planned operations against domestic and international drug trafficking organizations’ in order to identify all the connections and cells (producers, suppliers, transporters, concealment place makers, dealers, buyers and financiers), and to arrest all the involved persons.¹⁷⁴ In addition, international organizations, law enforcement agencies and the other key players have become very sensitive in the fight against drug trade issue and have started to share more information with their counterparts, which can be considered a good sign for the global cooperation process.

Turkey is a party to the 1988 UN Drug Convention, the 1971 UN Convention on Psychotropic Substances, and the 1961 UN Single Convention, as amended by the 1972 Protocol. Turkey is also a party to the UN Convention against Corruption and the UN Convention against Transnational Organized Crime and its protocols on migrant

¹⁷² Turkish National Police (2008). “*Department of Anti-Smuggling and Organized Crime Report 2008*” . Retrieved in November 25, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=61&KKey=453>

¹⁷³ Yayla, S. and Teymur, S. (2006) “Turkey, Terrorism and the PKK-Kontra Gel”. The PKK Terrorism in Turkey”. “*TIPS Connections*”. September 2006

¹⁷⁴ Turkish National Police (2008). “*Department of Anti-Smuggling and Organized Crime Report 2008*” . Retrieved in November 25, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=61&KKey=453>

smuggling, trafficking in persons, and illegal manufacturing and trafficking in firearms. The U.S. and Turkey cooperate in law enforcement matters under a 1981 treaty on extradition and mutual assistance in legal matters.¹⁷⁵

As a result, Turkey works in contact with liaison officers, anti-drug units of countries with which Turkey has a Security and Cooperation Agreement, and international agencies and organizations operating in this area. Through these contact points, Turkey exchanges information and carries out international operations and controlled deliveries. These combat activities against drug trafficking organizations are also carried out against drug dealing street gangs that instigate our people to use drugs. In the second half of 2005, in line with a strategic decision taken by the Turkish National Police (TNP) Anti-Smuggling and Organized Crime Department (KOM), a policy of allocating the efforts to combat drugs more evenly throughout the country was adopted.¹⁷⁶

After Turkey became a member of the European Monitoring Center for Drugs and Drug Addiction (EMCDDA), its counterpart, Turkish Monitoring Center for Drugs and Drug Addiction (TUBIM) was established in Ankara. TUBIM is responsible for collecting data on drug use and addiction in Turkey and preparing reports based on the collected data and monitored trends. TUBIM also serves as focal point for the EMCDDA.¹⁷⁷

Summary

There are many global and regional actors who analyse and fight against organized crime. Education and training also play an important role for drug users, prospective users, educators and law enforcement. For this reason, international organization's

¹⁷⁵ United States Department of State *Bureau for International Narcotics and Law Enforcement Affairs (2009)*, International Narcotics Control Strategy Report 2009, Volume I Drug and Chemical Control. Page:586-589

¹⁷⁶ Turkish National Police (2010). "*Department of Anti-Smuggling and Organized Crime Report 2008*". Retrieved in November 25, 2010, from <http://www.kom.gov.tr/Tr/KonuDetay.asp?BKey=61&KKey=453>

¹⁷⁷ United States Department of State *Bureau for International Narcotics and Law Enforcement Affairs (2009)*, International Narcotics Control Strategy Report 2009, Volume I Drug and Chemical Control. Page:586-589

funding sources provide opportunities to create new training centers, institutional academies, transnational training activities and conferences to assist in the fight against organized crimes, global terror, and the illegal drug trade among other activities. The cross training of law enforcement officers in these international training centers has improved knowledge and communication between the participating countries, and leads countries to share their best practices to help fight organized crimes globally. In this chapter particularly UNODC, its related units and international and regional institutions or organizations such as Interpol, Europol, DEA, EU, SECI are evaluated in terms of their structure, politics and training facilities. Besides this, the international national training activities of TADOC have been evaluated and the *Turkish contribution to Global Fight against Organized Crimes has been discussed.*

CHAPTER 4: METHODOLOGY OF THE STUDY

Introduction

Organized crimes occur on a global level in today's world. This situation requires the fight against crime to also be active globally. However, this type of combat approach differs from country to country depending on the accompanying problems: These can include insufficient legislative frameworks of the country, as well as insufficiency of the capacity of the police in terms of personnel, insufficient budgets and substructures, lack of coordination among the responsible institutions, insufficient number of contact person for international combat, and lack of qualified or educated personnel.

These problems are asserted to be obstacle to effectively combatting organized crime. This study was designed to emphasize the validity of these claims through the data from respective people educated in TADOC, and from examining what is to be done.

In order to identify the major concerns with and the problematic areas in combating organized crimes on a global level (that is transnational organized crimes) the researcher tried to gather information on the following questions:

Research Question

Research Question 1: How is organized crime defined in the participants' countries?

Research Question 2: What are the main types of Organized Crimes in their jurisdictions (Trafficking and /or smuggling of drug, weapon, human, migrant, money laundering, IT crimes, Intellectual Property Rights (IPR) crimes, and etc.).

Research Question 3: Which type of organized crime groups' typology (Standard hierarchy, Regional hierarchy, Clustered hierarchy, Core group and Criminal network (UNODC, 2002)) is more widespread in their jurisdictions? (A detailed description of these typologies will be provided to the participants)

Research Question 4: Is there any ethnic pattern (i.e. ethnically homogeneous or multi-ethnic) in the OC groups in their jurisdictions?

Research Question 5: What is the main responsible entity for coordinating fighting organized crime in participants' countries (police, customs, military, or any specialized institution)?

Research Question 6: Is there a lack of coordination in fighting against organized crimes? If there is any, what is the ground?

Research Question 7: What are the negative results of lack of coordination?

Research Question 8: What are the main problems do participants face for fighting organized crimes in their jurisdictions? (Problems such as organizational structure, legislation, training, technical capability and etc.)

Research Question 9: Is there a sufficient legislation? Is there any lack concerning the legislation?

Research Question 10: Is legislation applied effectively?

Research Question 11: Are there any regional differences or local juridical varieties in fighting organized crimes?

Research Question 12: Is there a central authority or a state system? What are the advantages or disadvantages of this?

Research Question 13: How much is the budget for fighting organized crimes? Is it sufficient?

Research Question 14: If some extra budget is required, is it provided without difficulty?

Research Question 15: If some extra personnel are required, is it provided without difficulty?

Research Question 16: What should be the qualification and skills of the personnel required?

Research Question 17: What are the needs in terms of their technical capacity?

Research Question 18: Have they discovered any connection between organized crime groups and terrorism in their jurisdictions?

Research Question 19: Are there any organized crime groups that are carrying out drug relate crimes in their jurisdictions?

Research Question 20: Are these groups involved in any other types of organized crimes or do they only commit drug related crimes?

Research Question 21: How often do they need international or cross-national cooperation for fighting organized crimes in their jurisdictions?

Research Question 22: Do you have an international contact person such as police consultancies and etc.? Are Interpol, Europol and UNODC sufficient for this purpose?

Research Question 23: What should be done in order to improve the institutionalism concerning the national cooperation?

Research Question 24: Which international, regional or foreign training academies, such as TADOC, DEA, INTERPOL, and etc., does your agency participate to get training for fighting organized crimes?

Research Question 25: To what extent did TADOC's law enforcement training program improve knowledge and operational skills, and change attitudes on the process of fight against organized crimes?

Research Question 26: To what extent did the participants change their behavior when they go back to their workplace as a result of the TADOC's law enforcement trainings? (Such as starting similar training programs, implementation of new policies and etc.)

Research Question 27: How did these training programs affect the operational capability of the organization itself? Did it make any significant effect on the number of operations or the amount of drug seizures?

Methodology

Data Collection and Analysis

Collecting data is the most important component of any research study as scientists believe that science is not science if it is not quantitative.¹⁷⁸ Survey research may be the most appropriate method of observation in most social science disciplines and it is especially suitable when it is used to measure perceptions, the attitudes of people and unobservable information.¹⁷⁹ This research project tried to obtain answers to questions related to law enforcement officers' viewpoints, attitudes, and some other pieces of unobservable information; therefore a cross-sectional survey design was applied and deemed the most suitable model.

There are two methods of survey data collection; self-administered and interviewer administered survey approaches. Computerization has changed the traditional methods of survey data collection quite significantly¹⁸⁰. The computer-assisted interviewing approach is a recent innovation, and the computer-assisted self-interviewing (CASI) process in particular, provides privacy for the respondent and increases the respondents' willingness to make possibly embarrassing admissions.¹⁸¹

¹⁷⁸ Castro, C. A. (2003). Considerations When Conducting Psychological Research during Peacekeeping Missions: The Scientist and the Commander. In T. W. Britt & A. B. Adler (Eds.), *The Psychology of the Peacekeeper: Lessons from the Field*: Praeger Publishers.

¹⁷⁹ Ibid & Maxfield, K. G., & Babbie, E. (2001). *Research Methods in Criminology and Criminal Justice*: New York: Wadsworth Publishing.

¹⁸⁰ Maxfield, K. G., & Babbie, E. (2001).

¹⁸¹ Tourangeau, R., & Smith, T. W. (1996). Asking Sensitive Questions: The Impact of Data Collection Mode, Question Format, and Question Context. *Public Opinion Quarterly*, 60(2), 275-304.

A self-administered questionnaire provides some advantages over other forms of administration. First, the researcher spends less time on administration and questions larger numbers of people. This type of questionnaire was perceived as more anonymous and would therefore yield more accurate data on especially sensitive issues. Also, printed visual aids can be incorporated into the document if a self-administered questionnaire is used.

On the other hand, if questions are complicated and detailed interviewer-administered questionnaires may be appropriate, interviews conducted by interviewers can be conducted face to face or by telephone. Telephone interviews generally yield shorter answers than personal interviews. Interviewer-administered questionnaires also offer certain advantages. The questions and responses can be clarified, complex and open-ended questions can be included, and participation possibly increases by personal contacts. Besides, this type of questionnaire allows for probing for additional information.¹⁸²

Because of these advantages, self-administered questionnaires and interviewer administered questionnaires are used in this study.

The main data for the present study was collected in three ways:

1- Self-administered questionnaires

Self-administered questionnaires were sent to a sample of 151 respondents drawn from among officers who participated in service training program(s) in TADOC between 2006 and 2012. The data collected used an Internet-based and self-administered questionnaire. There were statements which explained the rules and regulations related to participation and desired responses of the law enforcement officers, on the front page of the survey.

¹⁸² WHO (1991). "Questionnaire design" Annex 4. Retrieved in 4 September 2012.

(http://www.who.int/foodsafety/publications/foodborne_disease/Annex_4.pdf)

Most of the processes of the questionnaire such as posting, delivery and collection were performed by means of the Internet.

In this study, officers who participated in service training program(s) in TADOC between 2006 and 2012 were listed according to their participation time and contact info. There were 500 names in that list. After listing the participants, the survey asked the participants if they wanted to contribute to this study or not by sending emails. 151 participants from different countries voluntarily accepted to participate in the study. Voluntary officers were invited to participate in a web-based self-administered questionnaire by an e-mail message since emailing is a more cost-effective and faster method of communication than other than possible procedures.

2- Pre-test and Post test

A pre-test and post-test was conducted among a sample of 128 respondents drawn from among officers who participated in service training program(s) in TADOC between 2011 and 2012. These 128 respondents were not same law enforcement officer who answered self-administrated questionnaire. This process aimed to detect changes in participants' knowledge level before and after the training using these pre-tests and post-tests.

3- In Depth Interviews

This took place through in-depth interviews conducted face-to-face and by telephone with 20 selected key persons from the countries whose law enforcement officials participated TADOC's training programs.

The survey questions were intended to measure the law enforcement officers' perceptions;

- how they assessed the main problems of countries in combating organized crimes and in developing training methods to combat these similar to those of TADOC,
- how they examined the perceptions of law enforcement officers in the global fight against organized crimes. For this research design, the

responses to the survey questions were ordered in both an open-ended and a close ended manner, and the questionnaires and survey items are presented in Appendix D. In addition to the scale questions, additional demographic and organizational questions were included as research instruments.

After explaining what kind of trainings are given to the law enforcement officers by agencies and international organizations in their fight against organized crimes and illegal drug trade, this study examined the effectiveness of TADOC's organized crime and drug enforcement training on law enforcement officers.

Data Collecting Strategies

Based on the common languages used in the countries of participants, the questionnaire was translated into Turkish, Russian and French. Then this self-administered questionnaire was sent to 151 voluntary law enforcement officers' e-mail addresses which were previously determined by the researcher. In addition to individual e-mailing to participants, the researcher sent messages and informed participants directly about the survey. The researcher sent follow-up e-mails three times, as indicated, and then stopped sending e-mail messages.

A self-administered questionnaire consisting of 10 closed-ended and 24 open-ended items was used as a research instrument.

In the first section of the questionnaire, the law enforcement officers were asked to provide information about their age, gender, rank, marital status, education level, experience etc. The second section of questionnaire was related to definitions and types of organized crimes, typology of organized crime and the units that fight organized crimes. The third section concerned the main problems of countries in combating organized crimes. Section four focused on the relationship between organized crimes, terror and illegal drug trafficking. Section five concerned the topic of national and international coordination in fighting with organized crimes. The final section of the questionnaire focused on international training institutions in fighting with organized crimes and the effects of TADOC's law enforcement training program within the

framework of improving knowledge and operational skills, changing attitudes on the process of fight against organized crimes and developing the operational capability of the organization itself.

Pre-test and post-tests were given to 128 respondents and this included 20 questions.

The first group of questions was about the knowledge of the participant of the international institutions and legislation about fighting against drug trafficking. The second group of questions concerned the relationship between organized crime and terrorism. The third group of questions was related to the organized crime groups' aims and structure. The fourth group of questions was related to criminal investigation, the investigation of organized crimes, and international organizations. The fifth group of questions was about constructional and legal differences between crime and organized crime.

Data Analysis Process

In this study, data was collected by means of a self-administered questionnaire, pre-test/post-tests and in-depth interviews with key persons. These key persons were mostly experienced managers who had worked in this field for a long time. The data was analyzed using a statistical computer software program, IBM SPSS Statistical Package Software for Windows. Using this software, those answers were coded and entered into a computer by the researcher, and then the descriptive statistics for each category of the questionnaire was documented. Open-ended questions were also cautiously coded in the same way and used to explain the results in quotes.

In order to address the research questions of this study, various statistical approaches were used. Initially, univariate analyses were applied so as to probe the descriptive measures of the variables and their associations. Descriptive statistics were used to sum up and organize the data as a useful form of demonstrating brief information about the characteristics of the population.¹⁸³ Descriptive statistics help us to measure the central tendency of variables, and those used in this study were the mean, median, and mode.

¹⁸³ Bachman, R., & Paternoster, R. (2004). *Statistics for criminology and criminal justice*: McGraw-Hill.

Besides, this, the use of descriptive data enabled the researcher to measure the distribution each variables by calculating its standard deviation.

Secondly, bivariate statistical analyses were conducted to determine the strength of the relationship between variables. Pearson correlation coefficients were calculated to investigate the magnitude and direction of relationship between variables. Other bivariate statistical correlation techniques such as Chi square, ANOVA or Pearson correlations were applied to address each research question.

Finally, information collected from the data sources was reviewed to provide a standardized, accurate, and valid explanation of the collected data. In order to acquire a set of clear and understandable findings, evaluative conclusions were drawn subsequent to the examination of the gathered data in the light of literature. Lastly, all conclusions, matters, considerations, were reported systematically. Also, the information collected from the in depth interviews were compared with the survey data.

The results of this study may help to enlighten others in the field about the problems of countries struggling with organized crime, and may help with the development of alternate training methods by TADOC for law enforcement officers, administrators, law enforcement and police organizations, and future researchers.

Validity and Reliability of the Research

The survey questions deployed in this questionnaire for collecting participant information were drawn from the Questionnaires on UNODC “Results of a pilot survey of forty selected organized criminal groups in sixteen countries research” study. By means of the questions derived from the literature review and from a great numbers of studies such as the above mentioned study it is aimed to better understand the current situation of organized crime as a law enforcement issue.

Human Subjects

There were no direct or indirect negative risks for the subjects in this research. Participation was completely voluntary, and the participants were not enforced to participate in the survey. Before starting the survey, an informed consent form including all necessary information related to the study was given to the participants in order to provide assurance.

Ultimate attention was showed in order to protect participant's privacy. The name of the participants was never asked and the survey did not include any identification marks about the participants. All responses were completely anonymous and were not used in a way that could identify the participants. Data files did not comprise any personal information which could reveal their identity. It is assumed the computer-assisted self-administered interviewing approach increased the reliability of the data. Since the purpose of the survey was to understand participants' perceptions about organized crime, confidentiality of the participants was very important in its attempt to obtain trustworthy and honest information from the participants.

Strengths and Limitations of the Study

According to scholars, there is no perfect research technique, however there are better ways to answer research questions and maximize internal and external validity of the research.¹⁸⁴ As in any research study, there are certain limitations and strengths, as was the case in this present study.

Strengths

First, the primary researcher of this project has been a ranking police officer of the TNP for 17 years. He has served in the United Nations Missions in Kosovo and in the United Nations Secretariat in New York between 2002 and 2009 as an officer. These

¹⁸⁴ Hagan, F. E. (2000). *Research Methods in Criminal Justice and Criminology*. Boston: Allyn&Bacon & Shadish, W. R., Cook, T. D., & Campbell, D. T. (2001). *Experimental and Quasiexperimental Designs for Generalized Causal Inference*: Houghton Mifflin.

experiences in the field gave him great opportunities during the data collections and analysis processes to use his extensive network and field experience.

Second, the study is unique and is the first in its field. There are no previous academic studies that have examined the main problems experienced by countries in combating organized crime and how to develop better methods of training to help TADOC in Turkey achieve its goals.

Third, this study's target population was about 151 individuals and the researcher tried to reach the entire population by using his extensive networking capacity in the international era. Therefore, the researcher had high expectations of a high response rate which is an additional strength of this study.

Fourth, the most important component of any research is to get reliable information from the participants. In order to increase reliability, the questionnaire conducted in this study was strictly confidential between researcher and the participants. The researcher was sure that all the information the participants supplied was kept confidential. In order to increase confidentiality for the respondent and the respondents' willingness to provide the information, this study was conducted using a computer-assisted self-interviewing (CASI) method.

Fifth, this study tried to use various data sources and sources of information. The researcher initially reviewed the current literature detailing the role of national and international institutions in the global fight against organized crime, the main problems fighting this, and methods of training and developing strategies to fight organized crimes. Second, official reports and statistical data collected on organized crime statistics in respondents' countries, on police reports, policy reports, UNODC reports and international agreements to which participant's countries are signatories were investigated. Third, a questionnaire was completed by national and international law enforcement officers who had participated in service training program(s) run by TADOC between 2006 and 2012. Fourth, the researcher conducted a pre-test and a post-test using a sample of 128 respondents drawn from among officers who had participated in service training program(s) in TADOC between 2011 and 2012. Fifth, in-depth interviews were

conducted with 20 selected key persons from the countries whose law enforcement officials participated in TADOC's training programs using face-to-face and telephone surveys.

Last but not least, the strength of this study is heightened by the use of expert opinion. The researcher kept in contact with a number of experts once the research began. The researcher conferred with several professional staff members from the Turkish National Police. Since they had been working for the TNP in the organized crime department for several years, they were able to give valuable advice and feedback on many aspects of the study.

Limitations

The research has several limitations. The first limitation of this study is its generalizability to other contexts because law enforcement agencies in different countries may implement different policies regarding the main problems of countries in combating organized crimes and developing methods of training such as those used by TADOC may differ widely in different contexts.

The second limitation of this study is the loss of meaning in the research instruments. This study mostly used research instruments developed in English. Research instruments were translated into Turkish, French and Russian, but there is always the possibility of a slight loss of meaning in the translation although the researcher is fluent in both in English and Turkish, and the translators are fluent in English, Turkish, Russian and French. The translated version of the questionnaire was reviewed by third parties in order to reduce limitations of the translation problems.

The third and another important limitation is possible prejudice by the researcher. The researcher's background as a police officer may create an occupational prejudice in such a study. It would be difficult to presume the researcher was unbiased, or able to maintain a completely objective stance throughout the study, however, because most the data collection tools (questionnaire, interview questions, and etc.) used in this study were obtained from those used in previous studies, the occupational bias of the researcher is reduced to some extent.

Lastly, the most important limitation of this study is its sole reliance on self-reported measures. However, the type of this study is exploratory and therefore it is appropriate to use surveys. The other methods such as interview and field observation were considered as research instruments, but because of similar limitation such as less in-depth responses, false reports, and memory attrition, the use of a survey method was deemed best.

In this study, the main focus was on trying to understand the perception of law enforcement officers. Law enforcement officers are also human beings and it is wrong to expect them to detect all factors at once, considering behaviors, attitudes, and beliefs. Therefore, the researcher was careful in analyzing the results of this study.

CHAPTER 5: FINDINGS AND ANALYSIS OF THE STUDY

Introduction

In this section; the subject's age, sex, marital status, professional time, rank, and professional status is described and their answers related to the research questions are interpreted.

Demographic Information Related to Participants

From Pakistan there were 32 respondents (21,19 %), from Turkey 26 respondents (17.22%), from Haiti 22 (14.57%), from Afghanistan 16 (10.60%), from TRNC 10 (6.62%) and from Romania there were 9 respondents (5.96%). 20 persons provided participants from Turkic Republics including Kyrgyzstan with 8 people (5,30%), Kazakhstan with 6 people (3, 97 %), Tajikistan, 6 people (3,97%). There were only 2 participants (1.32%) from England.

Turkey has signed a bilateral security and cooperation agreement with the regional countries listed below that benefit from TADOC training programs.

Trainees include law enforcement personnel from BSEC (Member Countries Of The Black Sea Economic Cooperation) countries including, Albania, Armenia, Azerbaijan, Bulgaria, Georgia, Greece, Moldavia, Romania, Russian Federation, Turkey, and Ukraine; ECO (Member Countries Of The Economic Cooperation Organization) countries of Afghanistan, Azerbaijan, Iran, Kazakhstan, Kyrgyzstan, Pakistan, Tajikistan, Turkey, Turkmenistan, and Uzbekistan; and the Balkan Countries including Albania, Bosnia Herzegovina, Bulgaria, Croatia, Macedonia, Romania, and Slovenia. Considering the trainings held by TADOC, many of the countries participating in these trainings are the countries that signed this agreement.

Table 2. The number of participants by country

Country	Number of Participants	%
Pakistan	32	21,19
Turkey	26	17,22
Haiti	22	14,57
Afghanistan	16	10,60
TRNC	10	6,62
Romania	9	5,96
Kyrgyzstan	8	5,30
USA	8	5,30
Kazakhstan	6	3,97
Libya	6	3,97
Tajikistan	6	3,97
England	2	1,32
Total	151	100

In Turkey and in other countries the majority of officers (84.1% of participants in this study) who fight crime in units in police departments etc. are mainly men, so this is consistent with this generalization that the present participants were mostly males.

Table 3. Educational Level of Participants

Country	Under graduate	Post graduate	PhD	Total
Afghanistan	3	13	0	16
Haiti	16	6	0	22
England	0	2	0	2
Kazakhstan	0	6	0	6
Kyrgyzstan	0	8	0	8
TRNC	4	4	2	10
Libya	4	2	0	6
Pakistan	8	20	4	32
Romania	5	3	1	9
Tajikistan		6		6
Turkey	13	10	3	26
USA		8		8
(empty)				
Total	53	88	10	151

All respondents had a bachelor's degree. 58% of respondents had a master's degree and 6% had their PhD. All participants from Kyrgyzstan, Tajikistan and USA had a post graduate degree and most of the Haitian respondents had an undergraduate degree. When looking at the responses to this question it was clear that the educational profile of the participants was very high.

Table 4. Current Position Participants

	Current position?
Afghanistan	16
No answer	8
Deputy commissioner	2
Narcotic police units	3
Practice of Law	3
Haiti	22
Central Directorate of the Judicial Police	2
Fight against Child trafficking	2
General Directorate of Security	2
Bureau of kidnapping	2
Criminal offenses office	4
Technical and scientific police office	6
Drug trafficking	2
Practice of Law	2
England	2
Law enforcement Consultants	2
Kazakhstan	6
Ministry of Internal Affair	3
The Agency for Combating Economic and Corruption Crimes	3
Kyrgyzstan	8
Ministry of Internal Affair	8
TRNC	10
Narcotics and trafficking prevention directorate	10
Libya	6
Libyan police	6
Pakistan	32
No answer	4
Pakistan border troops	2
ANF Pakistan	2
Anti-Narcotic Forces	2
Antiterrorism unit	2
Detective unit	2
HQ ANF PAKISTAN	2
Ministry of Interior (Pakistan)	3

Khyber Rifles (Fe) KPK-Pakistan	2
Pakistan	3
Pakistan Narcotic Units(ANF)	2
Pakistan PUNJAP police	2
Border patrol and anti-money laundering unit	2
Crime unit.	2
Romania	9
General Directorate for Countering the Organized Crime	9
Tajikistan	6
Ministry of Internal Affairs	3
Ministry of Internal Affairs	2
The Agency for Combating Economic and Corruption Crimes	1
Turkey	25
No answer	1
Ankara	2
Counter Smuggling and Organized Crime Department	16
Organized Crimes	2
Fighting with Organized Crimes	2
Deputy Section Chief	2
USA	8
DEA	2
NYPD	1
Organized Crimes	2
Police	3
General Total	151

In the table above, the units where the respondents perform actively in their countries are listed. This draws attention to the fact that, generally there are respondents from different organizations from each country. However, respondents from the UK, Kyrgyzstan, TRNC, Libya and Romania mostly represent a single institution.

Definition of Organized Crimes

How is organized crime defined in participants' countries? (Research Question 1)

As Naylor argued, given the diversity of criminal organizations and their modus operandi, reaching a consensus about the definition of organized crime has been quite challenging. ¹⁸⁵ Albanese defined it as follows: “Organized crime is a continuing criminal enterprise that rationally works to profit from illicit activities; its continuing existence is maintained through the use of force, threats, monopoly control, and/or the corruption of public officials.” ¹⁸⁶

Table 5. Organized Crimes Definition Made by Participants

How organized crime is defined in your country?	Number of respondents' answer
Afghanistan	16
No answer	4
Illegal activities which two or more people carry out together in order to earn a specific profit	10
Crimes committed in an organized manner	2
Haiti	22
No answer	6
Illegal activities which require criminal proceeding	14
Crimes committed in an organized manner	2
England	2
Crimes committed in an organized manner	2
Kazakhstan	6
As in Turkey, As in the World	3
Crimes committed in an organized manner	1
Crime group which has global connections	2
Kyrgyzstan	8
As in Turkey, As in the World	3
Crimes committed in an organized manner	2
Crime group which has global connections	3
TRNC	10
Hierarchically structured illegal group	2

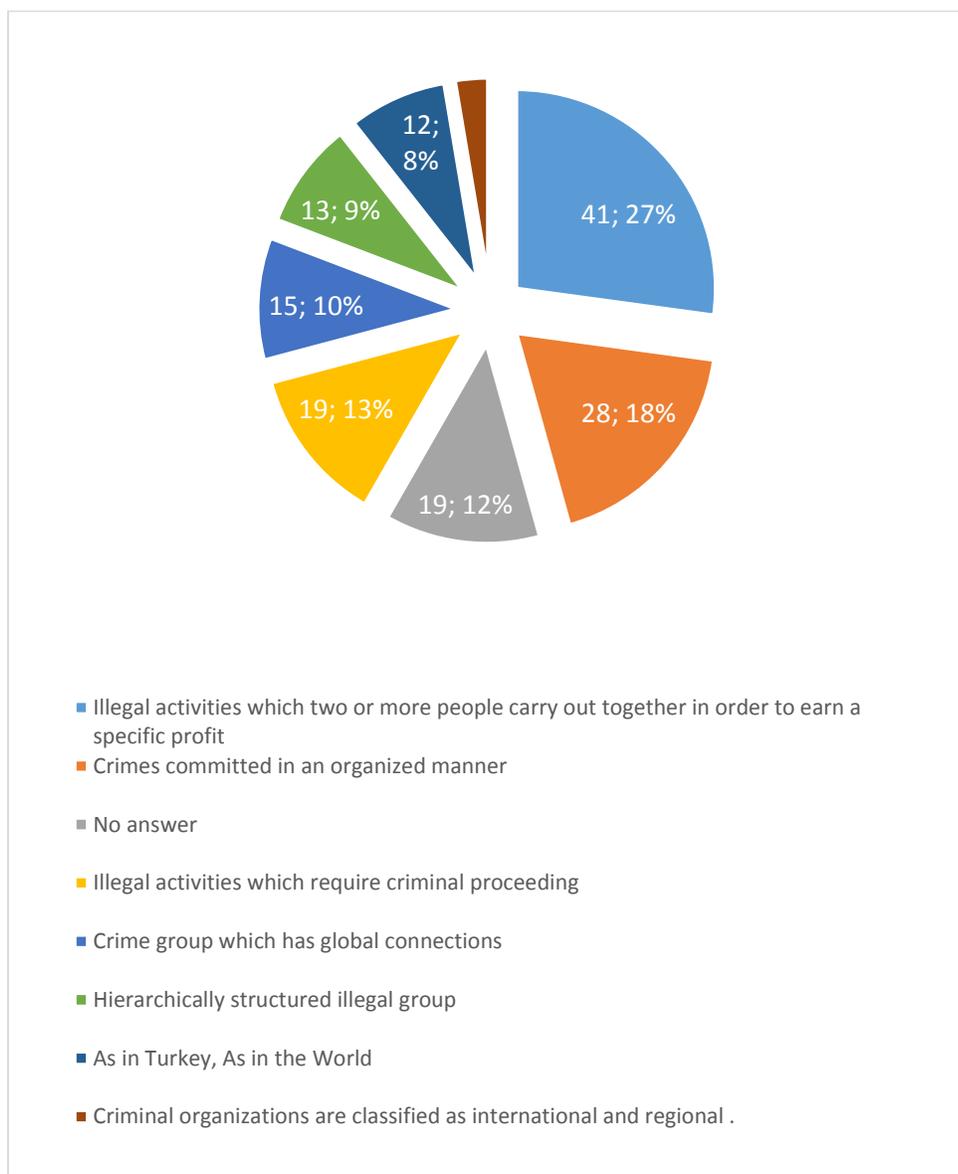
¹⁸⁵ Naylor.R.T (1994). “*Hot Money and the Politics of Dept*”. Montreal:Black Rose Books

¹⁸⁶ Albanese, J. S. (2000). The Causes of Organized Crime Do Criminals Organize Around Opportunities for Crime or Do Criminal Opportunities Create New Offenders?. *Journal of Contemporary Criminal Justice*, 16(4), 411.

Illegal activities which two or more people carry out together in order to earn a specific profit	4
Crimes committed in an organized manner	3
Crime group which has global connections	1
Libya	6
Illegal activities which require criminal proceeding	3
Crime group which has global connections	3
Pakistan	32
No answer	7
Illegal activities which two or more people carry out together in order to earn a specific profit	14
As in Turkey, As in the World	4
Crimes committed in an organized manner	7
Romania	9
Hierarchically structured illegal group	3
Illegal activities which two or more people carry out together in order to earn a specific profit	2
Crimes committed in an organized manner	2
Crime group which has global connections	1
Criminal organizations are classified as international and regional.	1
Tajikistan	6
As in Turkey, As in the World	2
Crimes committed in an organized manner	1
Crime group which has global connections	3
Turkey	26
No answer	2
Hierarchically structured illegal group	8
Illegal activities which two or more people carry out together in order to earn a specific profit	8
Illegal activities which require criminal proceeding	2
Crimes committed in an organized manner	4
Crime group which has global connections	2
USA	8
Illegal activities which two or more people carry out together in order to earn a specific profit	3
Crimes committed in an organized manner	2
Criminal organizations are classified as international and regional.	3
General Total	151

In the table above, results show how the respondents defined organized crimes according to their countries of origin. Although countries differ, it noteworthy that 27% of the participants chose to define the term as “Illegal activities which two or more people carry out together in order to earn a specific profit”.

Graphics 1. Definition of Organized Crimes



In this study; 27% of the respondents defined organized crimes as an illegal activity conducted by two or more people in order to obtain certain benefits; 18% defined this as crimes committed in an organized manner; 13%, as activities of criminal procedure; 10%, as transnational crimes; 9% as crimes of illegal organizations, which have a hierarchical structure. Three percent of respondents classified organized crimes as criminal institutions, international and national. Eight percent of respondents pointed out

that it is also defined in their countries as it is in Turkey or in the rest of the world. Twelve percent of participants did not answer this question.

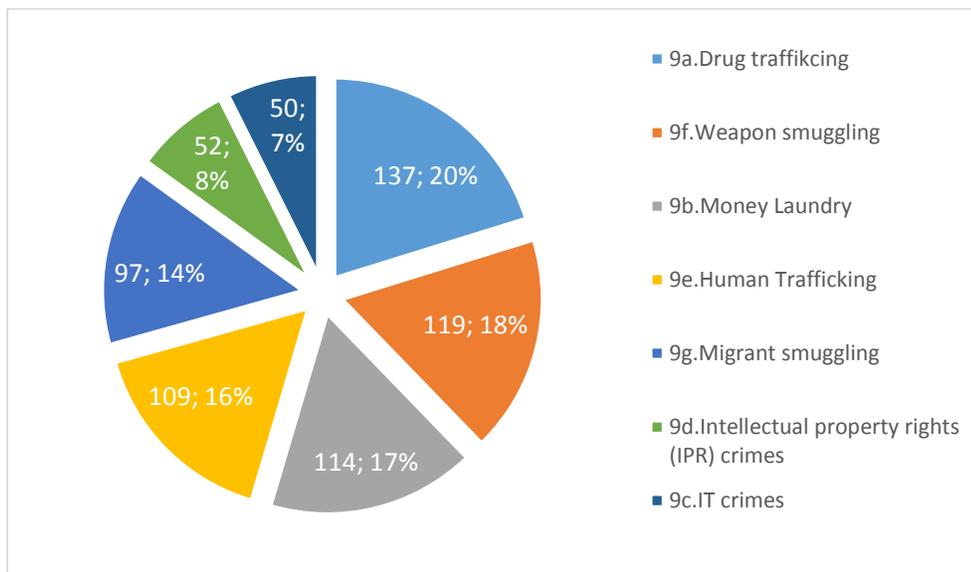
It is understood from the answers that respondents did not report any standard definition; instead they put forward different views of the definition of these crimes. Most of the 15 respondents defined organized crimes in a broader sense as national and international actions of crime groups within the hierarchy because of vertical settlement. According to the definition of the respondents, organized crime groups gain unfair economic benefits by means of violence, threats and intimidation. Herein the answers seem to reflect the knowledge and experience level of the key persons interviewed.

Organized Crime's Type

What are the main types of Organized Crimes in their jurisdictions (Trafficking and /or smuggling of drug, weapon, human, migrant, money laundering, IT crimes, Intellectual Property Rights (IPR) crimes, and etc.). (Research Question 2)

The main types of organized crimes were listed and the respondents were asked what kinds of organized crimes they had come across in their jurisdictions.

Graphics 2. Organized Crime's Type



In this respect, 20% of respondents said trafficking of drugs, 18% of them said weapons smuggling, 17% said money laundering, 16% said human trafficking, 14% said migrant smuggling, 8% said IPR crimes and 7% of them said IT crimes. Apart from the list, some participants referred to terror crimes.

Key persons expressed the view that they generally came across organized crimes such as drug trafficking, cybercrimes, weapon smuggling, human trafficking, and money laundering.

Organized Crime's Typology

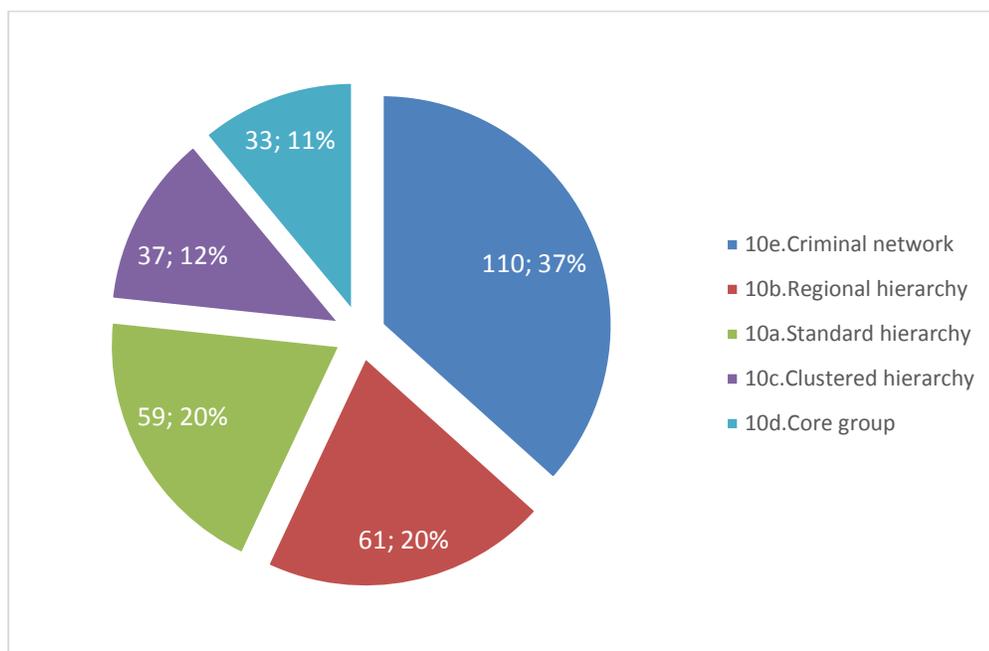
Which type of organized crime groups' typology (Standard hierarchy, Regional hierarchy, Clustered hierarchy, Core group and Criminal network (UNODC, 2002)) is more widespread in their jurisdictions? (A detailed description of these typologies was provided to the participants) (Research Question 3)

Typologies are important in providing greater detail to what is meant by the concept of transnational organized crime. The identification of different types of crimes provides more detail in this respect thus providing a clearer picture of what is entailed by the phenomenon of transnational organized crime. The identification of a series of typologies has important policy implications for law enforcement agencies. The identification of typologies provides a useful means to order the debate in this regard. In particular, the identification of typologies may also provide a useful training tool for law enforcement professionals. Typologies provide an important mechanism for sorting and monitoring transnational organized crime trends, by identifying which types are most common in which particular social context.¹⁸⁷

In this study, respondents were given an organized crime groups listing with 5 options and they pointed out those they came across in their jurisdictions.

¹⁸⁷ UNODC (2002). Op cit., pp. 35-37.

Graphics 3. Organized Crime’s Typology



In this regard, 37% of respondents selected criminal networks, 20% selected regional hierarchy, 20% selected standard hierarchy, and 12% selected clustered hierarchy, with 11% selecting core group.

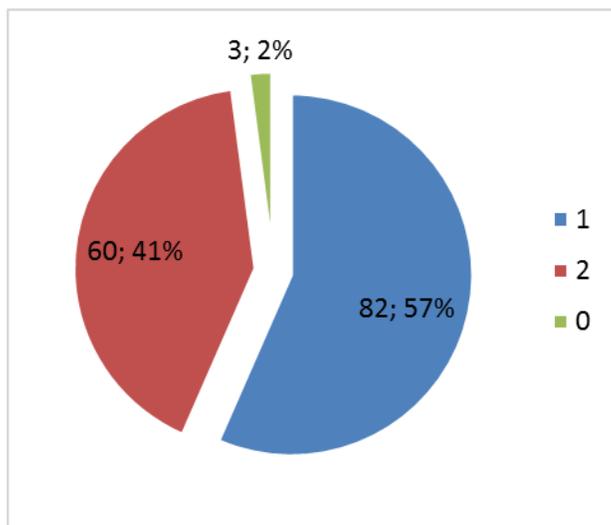
Most of the key persons interviewed, stated that criminal networks and the presence of a standard hierarchy was more common in their countries and clustered hierarchy groups were not common.

Organized Crime Groups’ Ethnic Pattern

Is there any ethnic pattern (i.e. ethnically homogeneous or multi-ethnic) in the OC groups in their jurisdictions? (Research Question 4)

Fifty seven percent of respondents said there were ethnic groups in their jurisdictions. Respondents mentioned the organizations in their own countries.

Graphics 4. Organized Crime Groups' Ethnic Pattern



Hereunder, the ethnical groups in countries are:
 Caribbean and Pakistani drug organizations in England,
 Roman mafia in Romania,
 Kurdish groups in Turkey,
 African and Caribbean groups, Mexicans, Chinese and Russian mafia, in America.

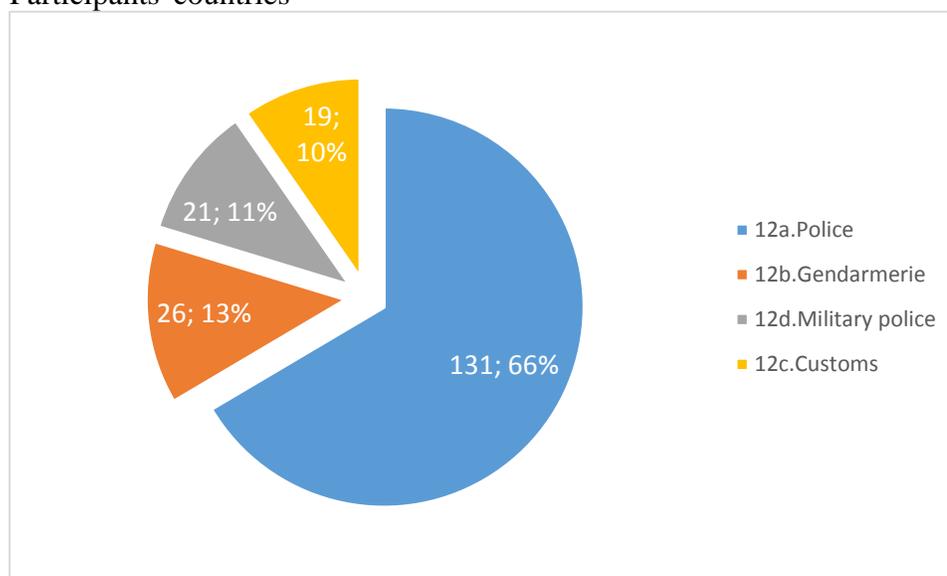
According to key persons from EU member countries, there are many crime groups in Europe and members of these crime groups come from non-European countries. In Germany; there are Italian, Albanian and Kurdish origin crime groups and in

Holland; there are African origin crime groups. Also, the key person from the US stated that in the US there are African, China, Mexican and Russian mafia organizations.

Main Responsible Entity for Coordinating Fighting Organized Crime in Participants' countries

What is the main responsible entity for coordinating fighting organized crime in participants' countries (police, customs, military, or any specialized institution)? (Research Question 5)

Graphics 5. Main Responsible Entity for Coordinating Fighting Organized Crime in Participants' countries



Sixty six percent of respondents indicated that the main responsible entities for coordinating fighting against organized crime were the Police, 13% Gendarmerie, 11% Military Police and 10% Customs personnel.

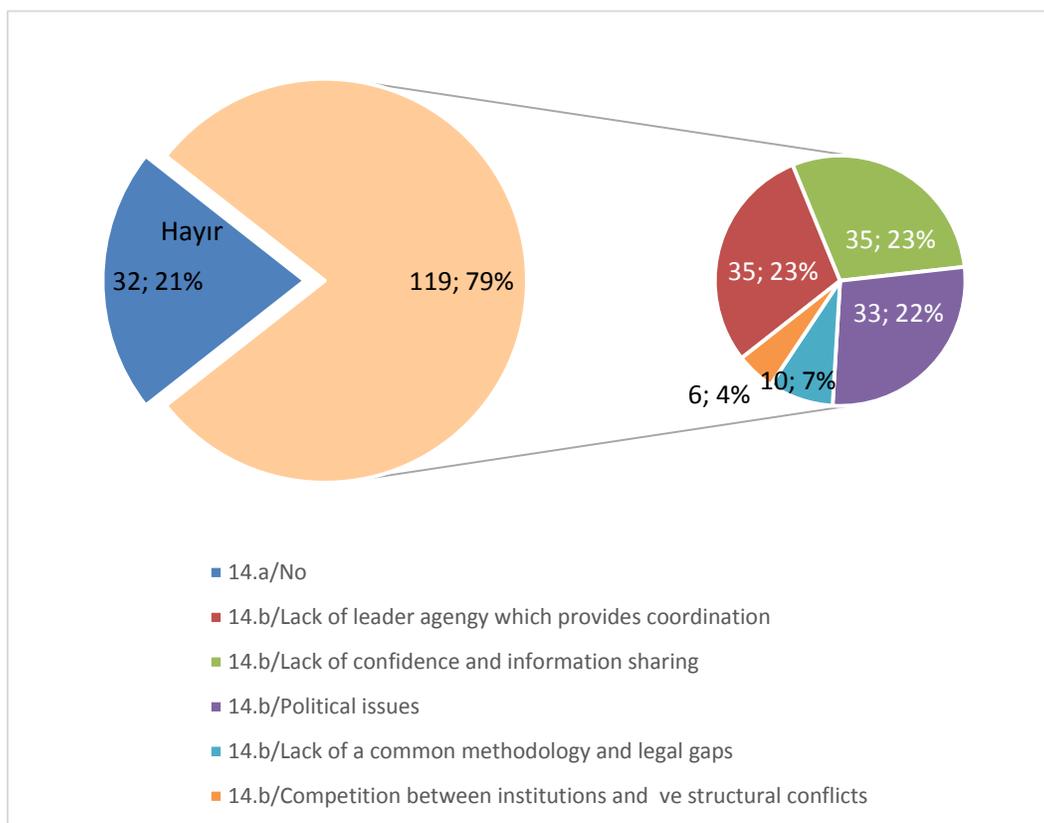
Key persons from EU member countries, except for France, emphasized the fact that the Police are the only responsible entity for fighting organized crimes. Key persons from the US stated that apart from the Police there are other organizations which play an active role in fighting organized crimes, such as the FBI and DEA. The Turkish participants

emphasized that in Turkey, the Police operate within the border of municipalities and the Gendarmerie are active in rural areas.

Lack of Coordination in Fighting against Organized Crimes

Is there a lack of coordination in fighting against organised crimes? If there is any, what is the ground? (Research Question 6)

Graphics 6. Lack of Coordination in Fighting against Organised Crimes



Seventy nine percent of participants stated that there was a lack of coordination in fighting organized crimes. According to 23% of respondents, the cause of this lack of coordination is the absence of a leadership entity, according to 23% the cause is lack of confidence and information sharing, 22% stated political issues, 7% stated there is a lack of common methodology and legal gaps and 4% responded by saying there was competition between the institutions.

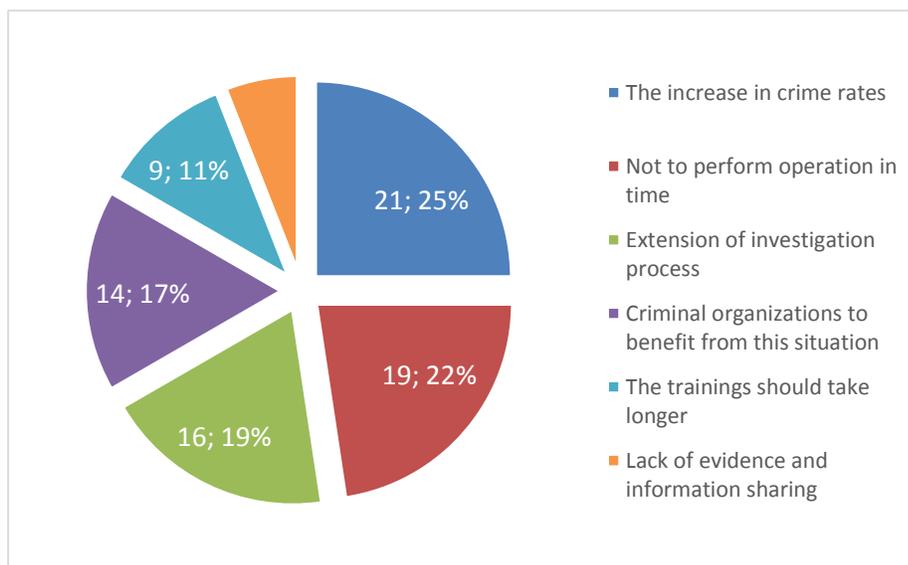
Key persons reviewed indicated that there is a lack of coordination in fighting organized crimes in parallel with the answers to the survey. Also they emphasized that

the cause of this lack of coordination is the absence of a leadership entity and inadequate information sharing.

Negative Results of Lack of Coordination

What are the negative results of lack of coordination? (Research Question 7)

Graphics 7. Negative Results of Lack of Coordination



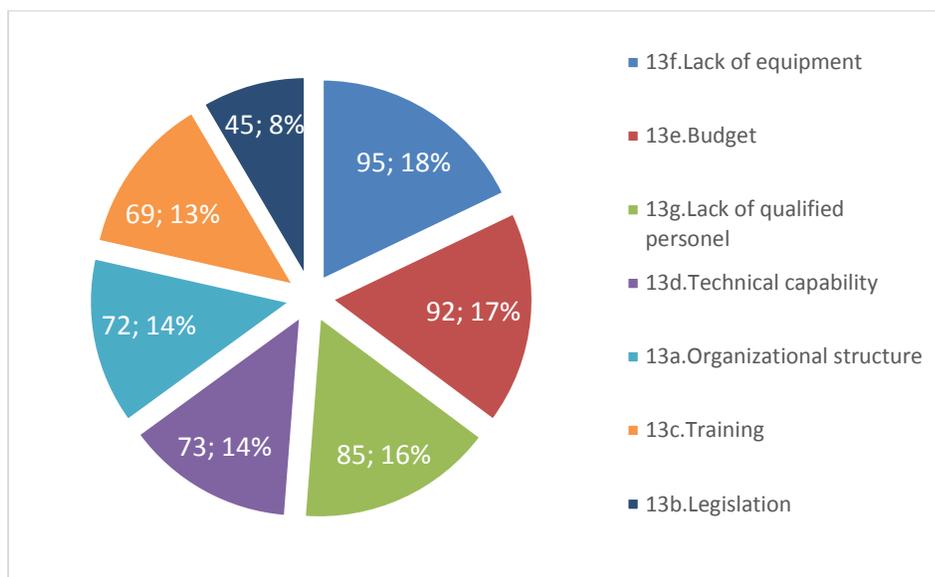
Twenty five percent of respondents indicated that crimes are increasing due to the lack of coordination in fighting these, 22% said that the operations in place are not performed on time, 19% said the inquiry process is too long, according to 17%, crime groups benefit from this situation and 6% of respondents said that there is no information sharing.

Most of the key persons stated that there was an increase in crime rates as a negative result of lack of coordination. Also they expressed the view that due to lack of information sharing necessary operations cannot always be implemented on time.

Main Problems which Participants Face during Fighting with Organized Crimes in their Jurisdictions

What are the main problems participants face in fighting organized crime in their jurisdictions? (Problems such as organizational structure, legislation, training, technical capability and etc.) (Research Question 8)

Graphics 8. Main Problems Participants Face in Fighting against Organized Crimes in their jurisdictions



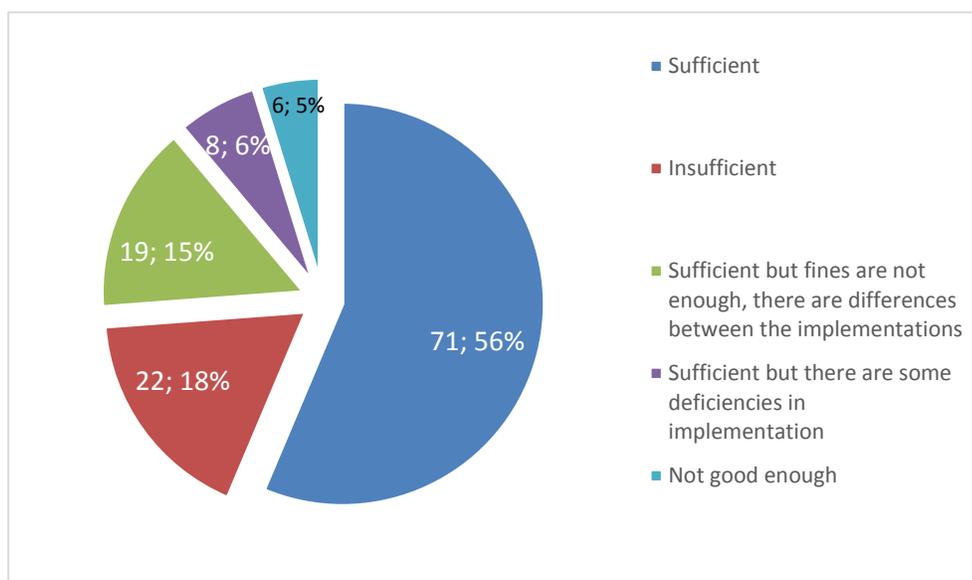
Eighteen percent of respondents stated that the main problem they faced during any intervention was the lack of equipment, according to 17% of them the main problem is budget, according to 16%, a lack of qualified personnel is an important issue, 14% of respondents said technical capability, 14%, said organizational structure. 13%, said that they met with problems resulting from training, and 8%, said they faced problems resulting from legislation.

Key persons mentioned the lack of trained personnel rather than the lack of equipment. They said that the laws are sufficient, but there are a lot of difficulties in the enforcement of these laws.

Sufficiency of Legislation

**Is there a sufficient legislation? Is there any lack concerning the legislation?
(Research Question 9)**

Graphics 9. Sufficiency of Legislation



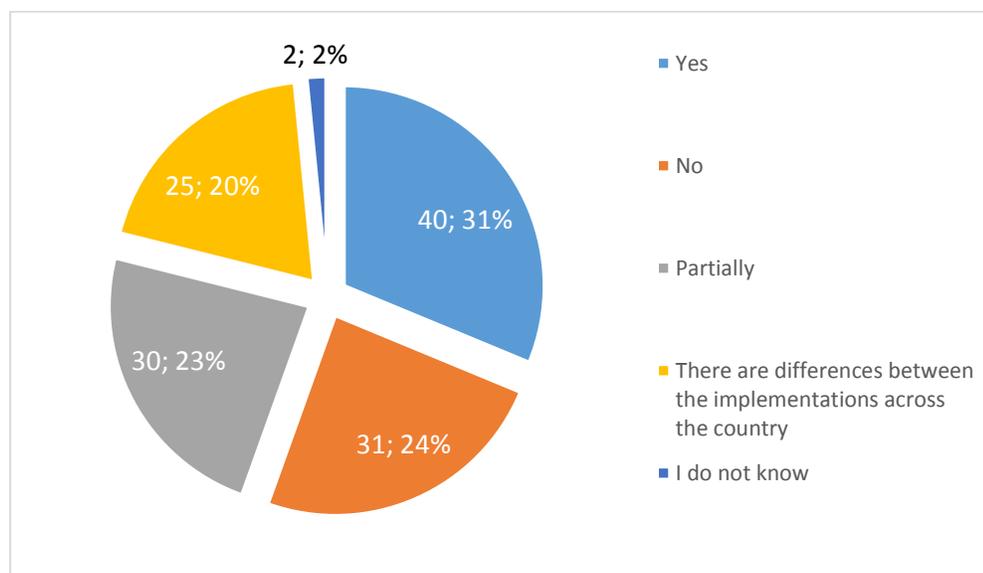
Fifty six percent of respondents indicated that their legislation was sufficient and 15% of them said that the legislation was sufficient, but there were differences in implementation, the fines were not sufficient. Six percent stated that the legislation was sufficient, but that there were deficiencies in implementation. Five percent pointed out that their legislation was not all that sufficient and 18% of them said that their legislation was insufficient.

Almost all key persons expressed the view that the legislation in place was sufficient; however there are deficiencies and differences in implementation, as reported in response to the survey.

Effectiveness of Legislation

Is legislation is applied effectively? (Research Question 10)

Graphics 10. Effectiveness of Legislation



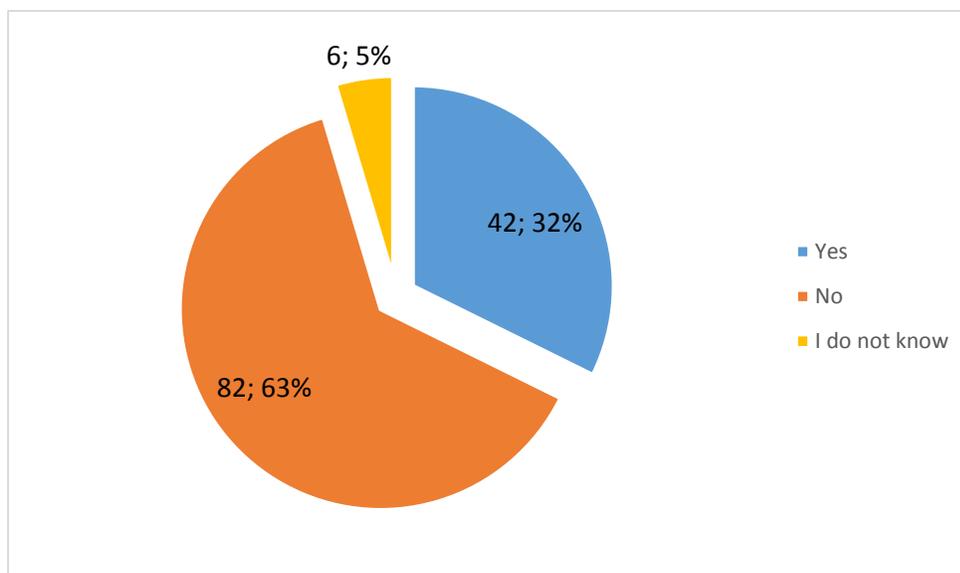
Thirty one percent of respondents who answered indicated that their legislation was implemented effectively and 23%, said it was implemented partially. Twenty percent said there were differences in implementation of the legislation and 24%, said it was not implemented effectively.

Almost all key persons participating in interviews stated that the legislation in place was implemented effectively, but in implementation there were often differences resulting from differences between judges and prosecutors.

Regional Differences or Local Juridical Varieties in Fighting Organized Crimes

Are there any regional differences or local juridical varieties in fighting organised crimes? (Research Question 11)

Graphics 11. Regional Differences or Local Juridical Varieties in Fighting Organised Crimes



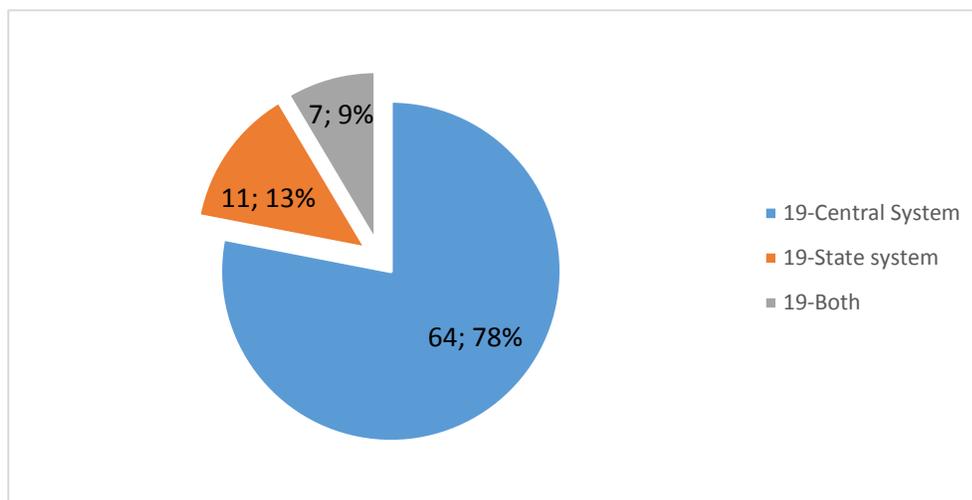
Thirty two percent of respondents who answered this question indicated that there were regional differences in fighting organized crimes and 63% of respondents stated that there was no difference.

Almost all key persons participating in interviews stated that in fighting organized crime, there are no regional differences and they used terminology similar to the answers of the survey.

Countries Management System of Participants

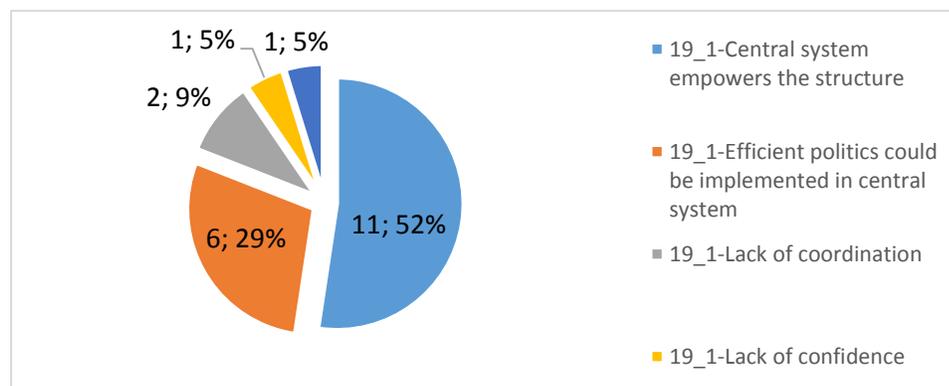
Is there a central authority or a state system? What are the advantages or disadvantages of it? (Research Question 12)

Graphics 12. Countries Management System of Participants



Seventy eight percent of respondents answered this question by selecting central authority, 13% selected state system and 9% selected both central and state system.

Graphics 13. Advantages or Disadvantages of the Central Authority/State System



Some respondents presented opinions about the advantages and disadvantages of the prevailing systems. Fifty two percent of respondents indicated that a central system

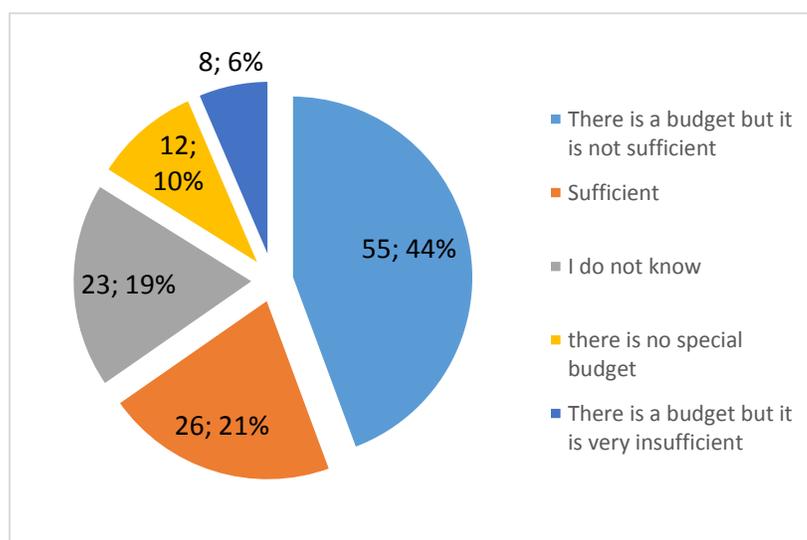
empowers the structure while 29% pointed out that efficient politics could be implemented in a central system.

Most of the key persons participating in the interviews stated that in their country there was a centralized management system, not a state system, except for the participants from Germany, the USA and Pakistan. The participants from the countries where there is a central system advocate that in their countries bureaucracy is faster and fosters more ready coordination. But the other participants argued that the state system empowers the fight with organized crimes.

Budget for Fighting Organized Crimes

How much is the budget for fighting organised crimes? Is it sufficient? (Research Question 13)

Graphics 14. Budget for Fighting Organised Crimes



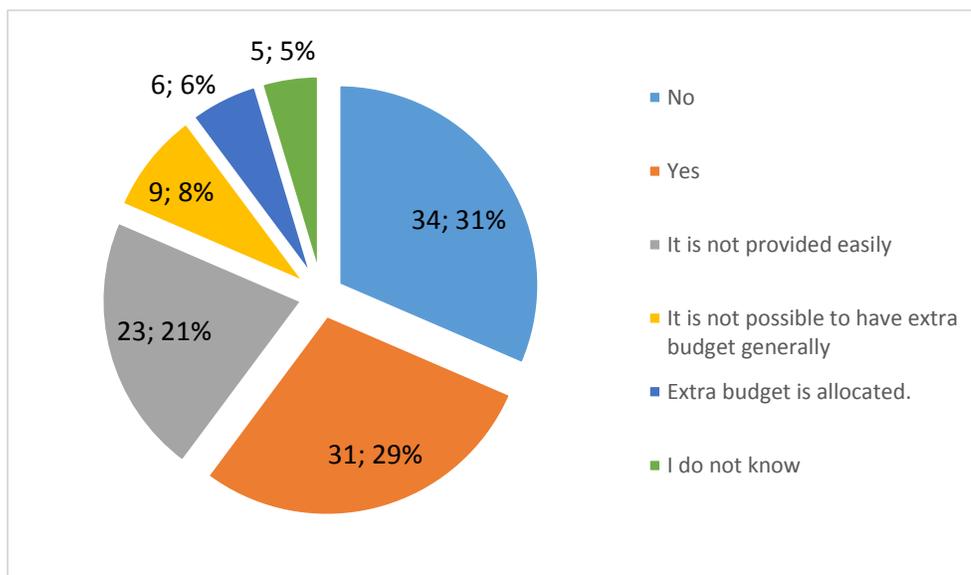
Twenty one percent of participants indicated that there was a budget for fighting organized crimes and the budget was sufficient, and 44%, pointed out that there was an insufficient budget, while 6% indicated the budget was very insufficient. Ten percent said there was no private budget for fighting organized crimes. Nineteen percent said that they did not know.

Most of the key persons participating in interviews pointed out that there is a budget, but in order to be more effective in fighting with organized crimes an additional budget is necessary.

Availability of Budget

If some extra budget is required, is it provided without difficulty? (Research Question 14)

Graphics 15. Availability of Budget



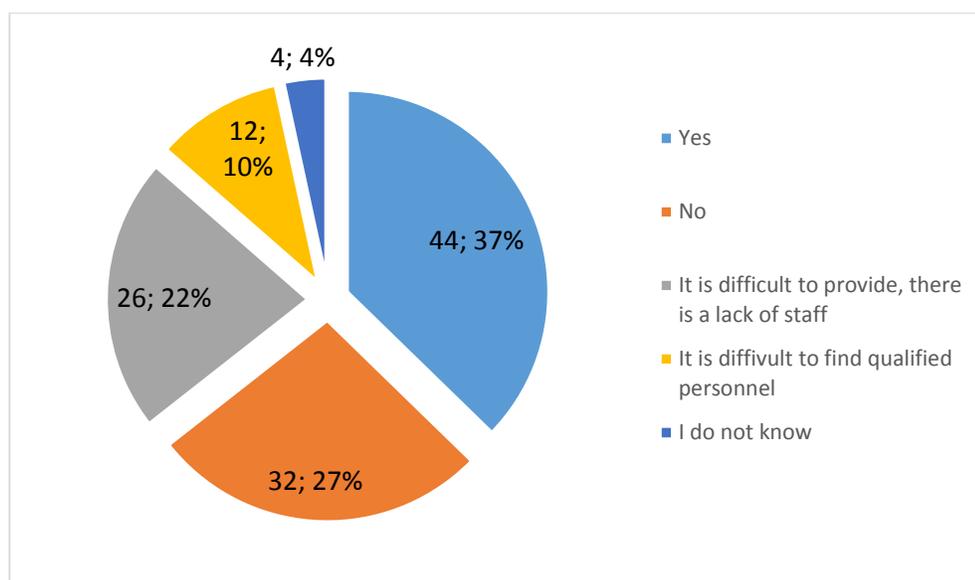
Thirty one percent of participants stated that an additional budget could be provided, but with difficulty, while 29% of them stated it could be provided without difficulty. 21% indicated that it was not provided very easily, but with difficulty.

Most of the key persons participating in interviews stated that it is not difficult to have an extra budget if the necessity for this, as well as the legal reasons are expressed properly. However, a key informant from Pakistan pointed out that there are problems related to extra budget requests and it is very difficult to provide an extra budget.

Deployment of Personnel in Fighting against Organized Crimes

If some extra personnel are required, is it provided without difficulty? (Research Question 15)

Graphics 16. Deployment of Personnel in Fighting against Organized Crimes



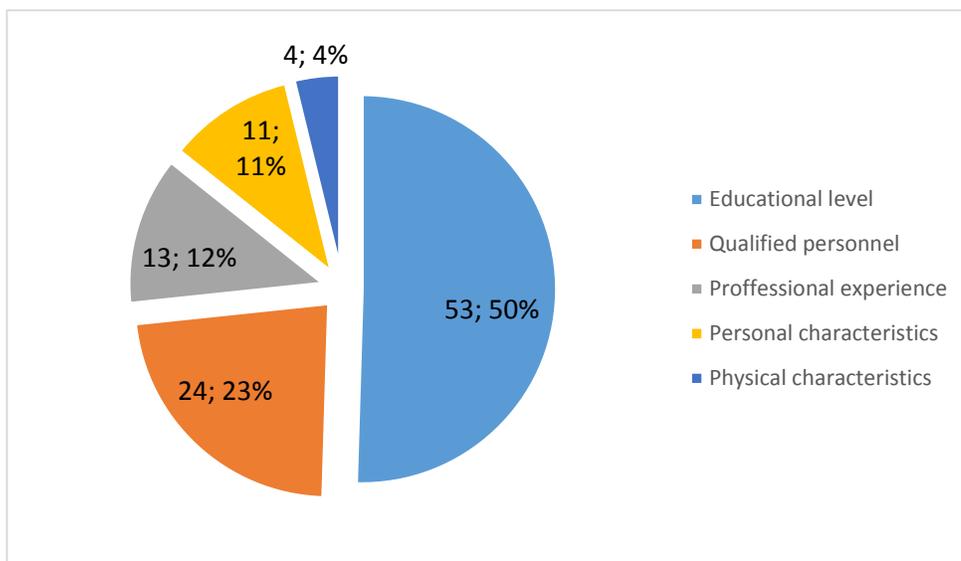
Thirty seven percent of respondents pointed out those extra personnel could be provided without difficulty, while 27% of them indicated that it was not provided. 22%, indicated that extra personnel could be provided with difficulty due to lack of personnel, while 10% said that due to qualifications of personnel it could not be provided.

Most of the key persons participating in interviews indicated that providing extra personnel was not difficult, but it was difficult to find qualified personnel to work in specifically combatting organized crimes. According to these key persons, the employee profile of organized crime fighting departments should be very high; otherwise the effectiveness of the fight will decrease.

Qualification and Skills of the Personnel Required

What should be the qualification and skills of the personnel required? (Research Question 16)

Graphics 17. Qualification and Skills of the Personnel Required



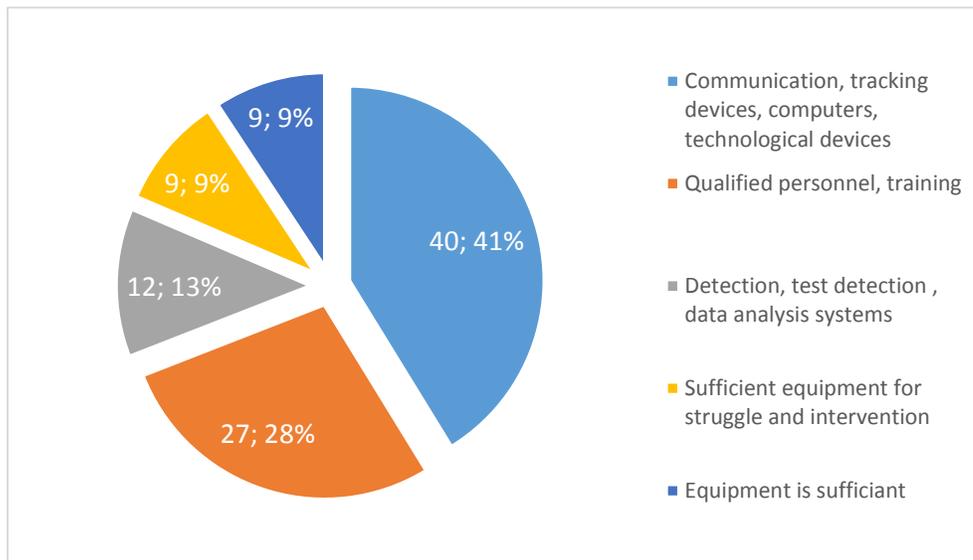
Fifty percent of respondents indicated that they take into consideration the education level of the personnel, 23%, said qualifications, 12%, answered professional experience, 11%, said personal characteristics, while 4% stated physical characteristics.

Unlike the answers of respondents, key persons said that they take into consideration first the age, professional experience and physical characteristics of the personnel. Among the staff who meet these standards the most trained ones are selected. And they also emphasized that a new and inexperienced police officer should not be appointed to organized crimes departments directly.

Technical Capacity Requirement

What are the needs as the technical capacity? (Research Question 17)

Graphics 18. Technical Capacity Requirement



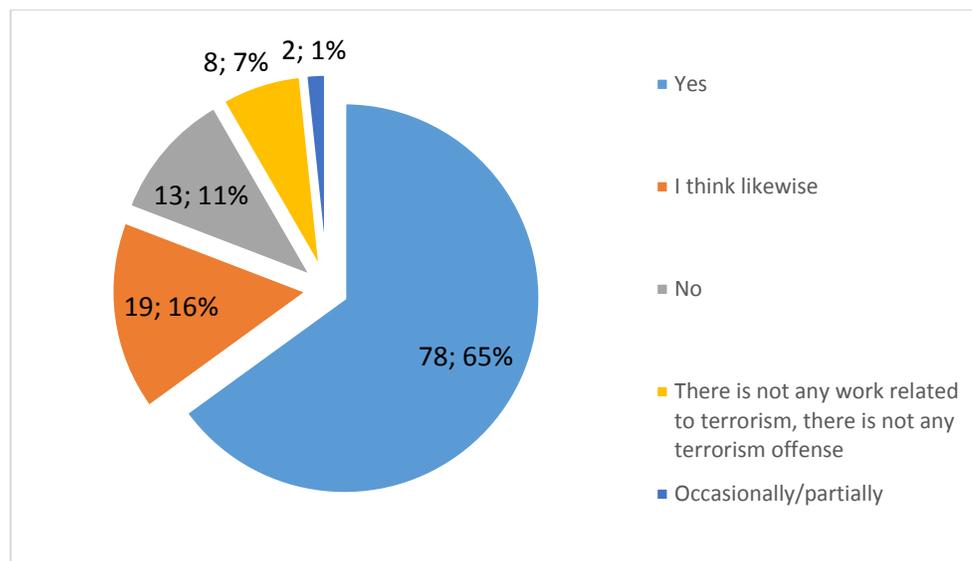
Forty one percent of respondents stated that communication, trackers, computer and technical equipment were required; 13% of them stated that they needed detection, test defining and data analyse systems, and 9%, said they needed sufficient equipment, while 28% said they needed qualified personnel and trainings.

Most of the key persons participating in interviews stated that, first it is necessary to have an improved data system and analyse programs in order to produce good analyses. Secondly, they needed computers, necessary observation and communication equipment. Also, they emphasized that experts in the field of statistics were needed.

Connection between Organized Crime Groups and Terrorism

Have they discovered any connection between organized crime groups and terrorism in their jurisdictions? (Research Question 18)

Graphics 19. Connection between Organized Crime Groups and Terrorism



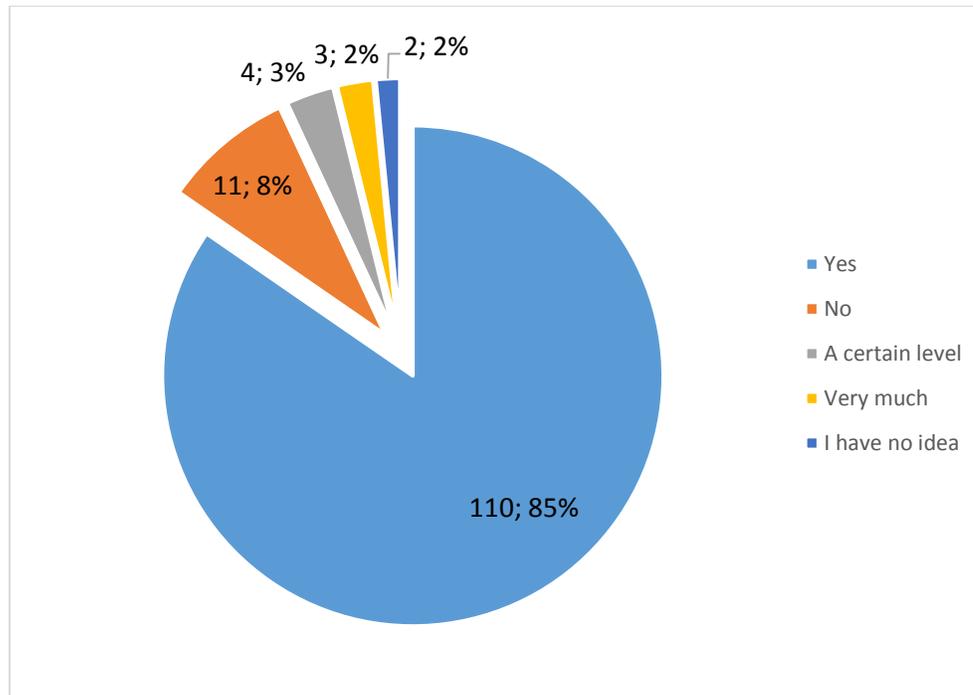
Approximately 79.4% of participants answered this question, and 65% of the respondents indicated that their jurisdiction identified a connection between organized crime groups and terrorism, while 11% indicated this was not identified by jurisdictions. Sixteen percent pointed out that they thought there was a relationship between organized crime groups and terrorism and 7% said that they did not have any study about terrorism; there was no terror offence in their countries.

Most of the key persons participating in the interviews stated that for financing terrorism some specific organized crime types are used, such as drug trafficking, human trafficking or cybercrimes, so there is a connection between organized crimes and terrorism.

Organized Crime Groups' Connection with Drug Related Crimes

Are there any organized crime groups that are carrying out drug related crimes in their jurisdictions? (Research Question 19)

Graphics 20. Organized Crime Groups' Connection with Drug Related Crimes



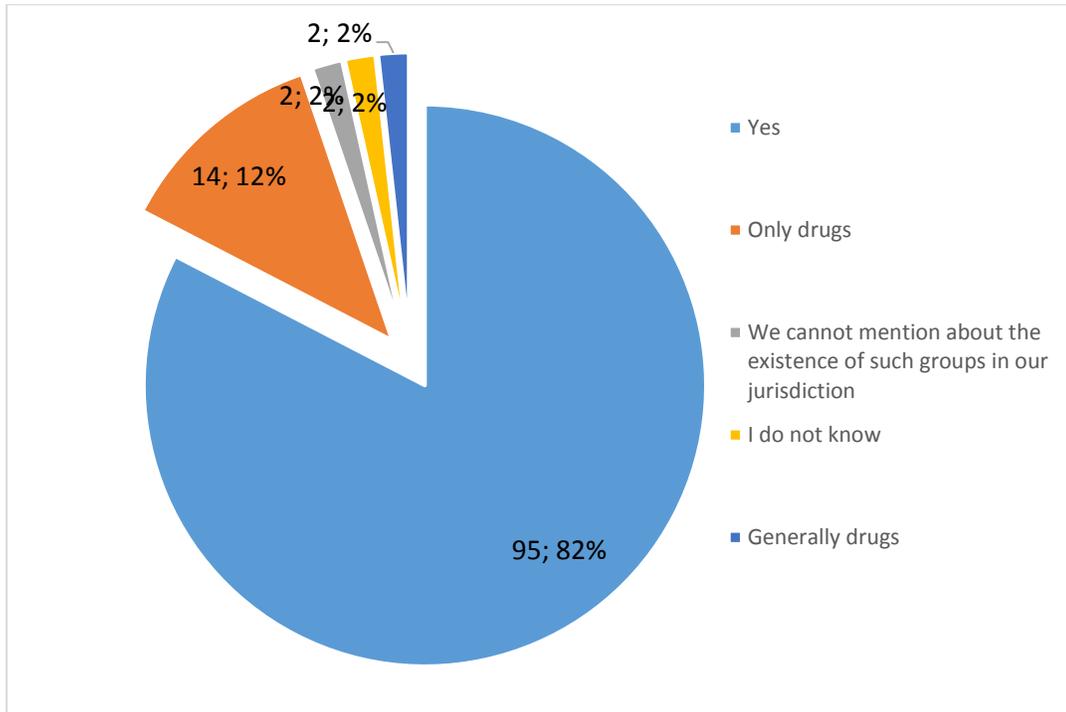
Eighty five percent of respondents indicated that in their jurisdictions organized crime groups had a relationship between drugs, 3% said there was a relationship at a certain level, and 2% said there was a strong connection between them, while 8% said there was no connection.

Most of the key persons interviewed stated that drug trafficking was an organized crime in their jurisdictions because it is difficult to sell drugs individually. Also, most of the organized crime groups had ties with drug trafficking, because it was the easiest and fastest way to earn money.

Organized Crime Groups' Connection with Drug Related Crimes or any other organized crime types

Do these groups involve any other types of organized crimes or do they commit only drug related crimes? (Research Question 20)

Graphics 21. Organized Crime Groups' Connection with Drug Related Crimes or any other organized crime types



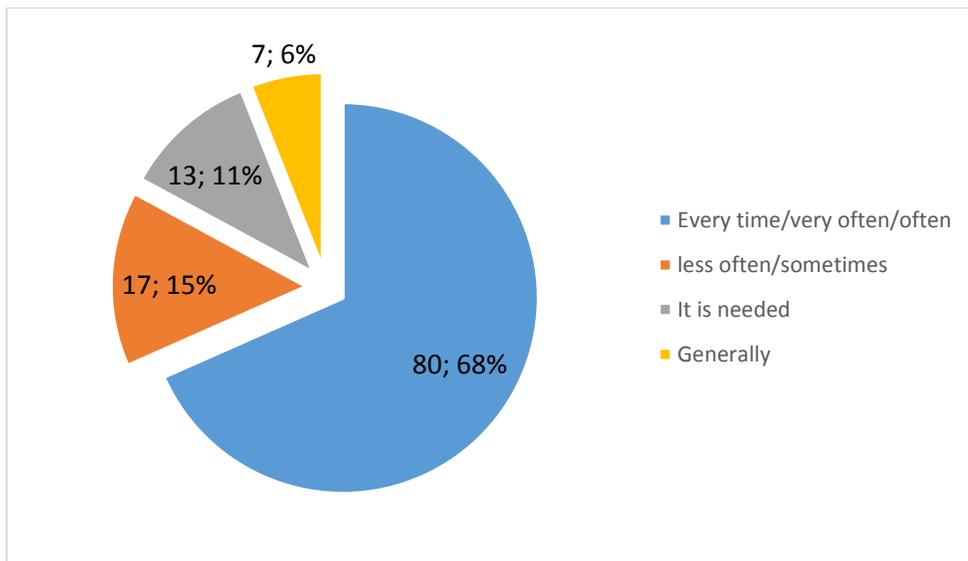
Eighty two percent of the respondents stated that organized crime groups were involved in another crime types except narcotics. While 2% of them said that they were connected to narcotic crimes generally, 12% of them said that they were involved only in narcotic crimes.

Most of the key person participating expressed the view that organized crime groups do not deal solely with drug trafficking. They turn to crimes where they can make a profit easily. However, participants indicated that cyber-crime groups generally do not deal with drug trafficking.

International or Cross-National Cooperation Necessity

How often do they need international or cross-national cooperation for fighting organized crimes in their jurisdictions? (Research Question 21)

Graphics 22. International or Cross-National Cooperation Necessity



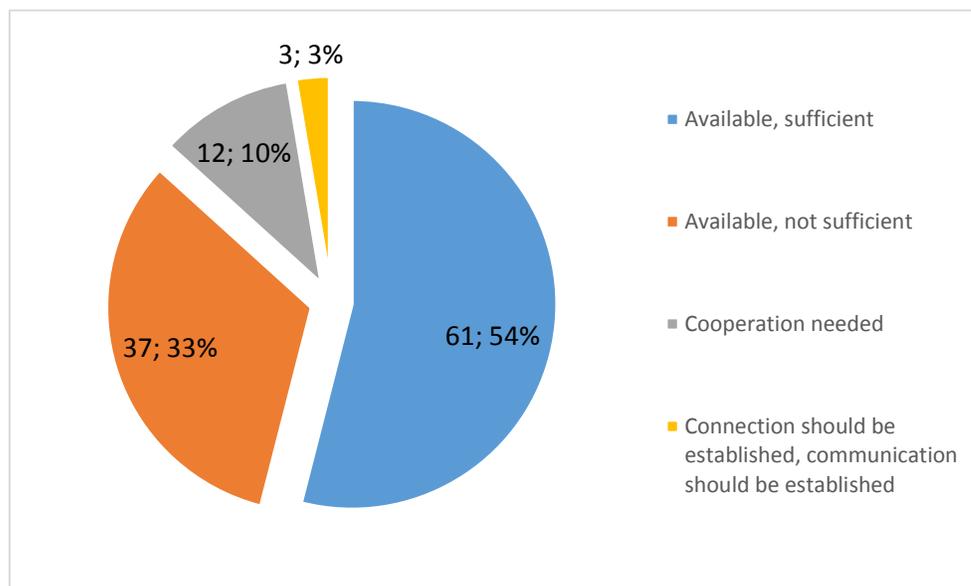
Sixty eight percent of respondents indicated that they always (very often/ often) needed international cooperation in their fight against organized crimes, while 6%, needed it generally. Fifteen percent pointed out that they sometimes needed international cooperation.

All of the key persons participating in the interviews stated that they needed international and cross-national cooperation to fight organized crimes in their jurisdictions. Organized crime groups generally transfer their illegal income to foreign countries to launder the money, so in order to monitor these transfers, international cooperation is needed.

Sufficiency of Interpol, Europol and UNODC and International Contact Person

Do you have an international contact person such as police consultancies and etc.? Are Interpol, Europol and UNODC sufficient for this purpose? (Research Question 22)

Graphics 23. Sufficiency of Interpol, Europol, UNODC and International Contact Person



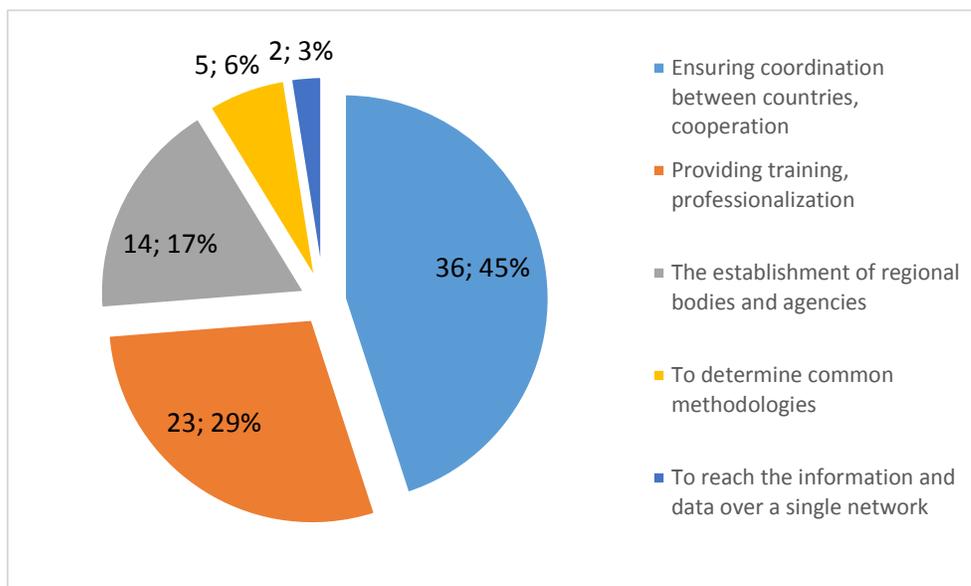
In answer to this question, 54% of respondents indicated that they had an international contact person who provided international connections and Interpol, Europol and UNODC were sufficient for this purpose, while 33% of them said they had connections, however Interpol, Europol and UNODC were not sufficient. Ten percent said that it was necessary to provide more extensive connections and cooperation.

All of the key persons pointed out that they had connections between international and cross-national agencies, such as Interpol, Europol and UNODC; and that they carried out procedures directly with these agencies. However, since bureaucratic procedures cause a loss of time it is often difficult to attain the necessary information on time, so they need more effective and dynamic agencies for fighting organized crimes.

Improving the Institutionalism for National Cooperation

What should be done in order to improve the institutionalism concerning the national cooperation? (Research Question 23)

Graphics 24. Improving the Institutionalism for National Cooperation



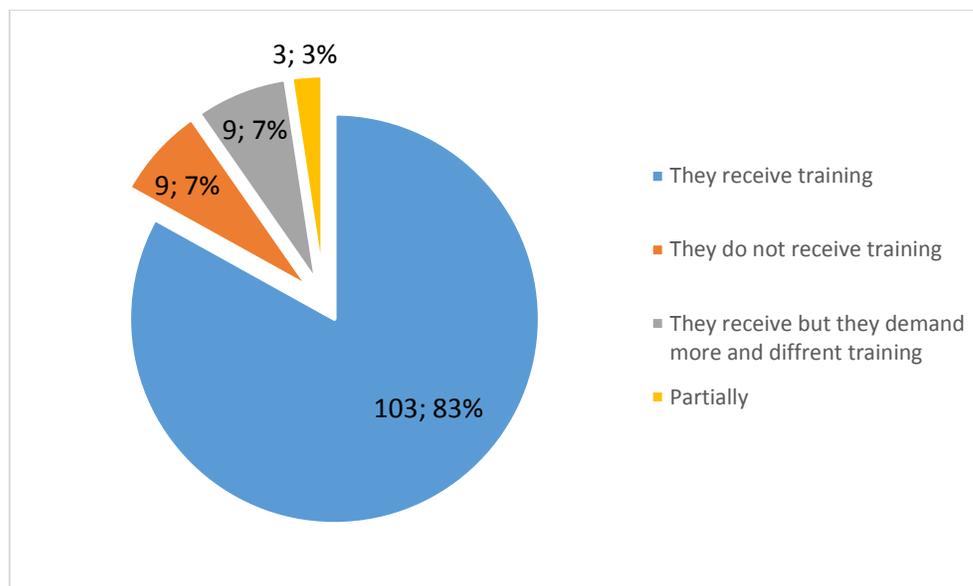
In order to develop institutionalism within the framework of international cooperation; 45% of respondents indicated that coordination and cooperation between countries was necessary, 29%, indicated professionalism through education was necessary, 17% said regional institutions and representatives was necessary, 6%, pointed out that a common methodology was necessary and 3%, indicated that accession to data by means of a unique network was necessary.

Most of the key persons stated that it was especially necessary to develop close relationships with borderlands in order to provide international coordination for purposes of fighting organized crimes effectively. They emphasized that in order to develop this form of cooperation within the body of embassy buildings in every country an office of police departments should be established. Also expressed by the key persons was that business visits, workshops, common training programmes could help in developing this form of cooperation by means of sharing best practices.

Training Related to Fighting Organized Crimes

Which international, regional or foreign training academies, such as TADOC, DEA, INTERPOL, and etc., does your agency participate to get training for fighting organized crimes? (Research Question 24)

Graphics 25. Training related to Fighting Organized Crimes



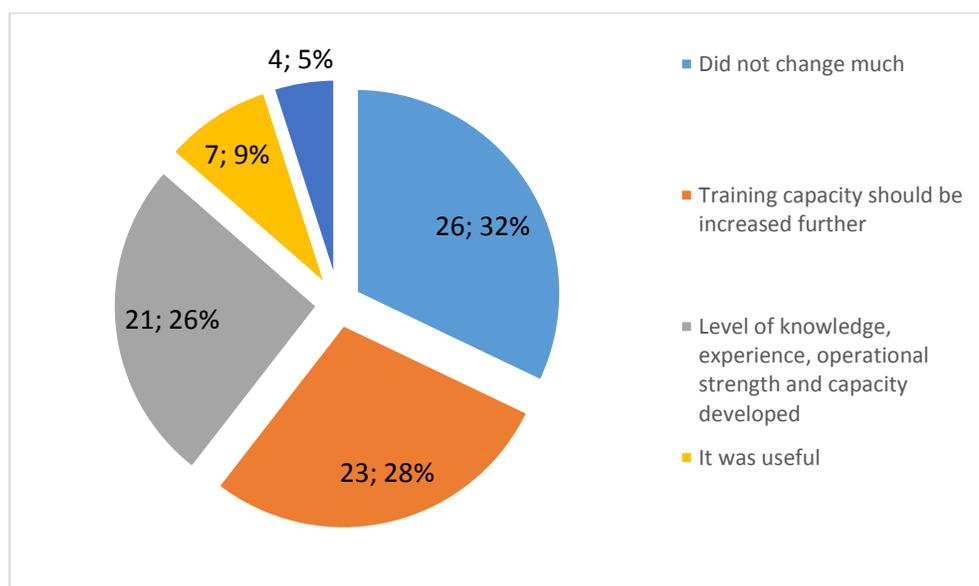
As regards training, 83% of respondents pointed out that they received education, 3% of them said they received education partially and 7% of them said that they did not receive any education. Another 7% of the respondents indicated that they had received education, but they expected further and different education programs.

Most of the key persons stated that they had received vocational training from international agencies for fighting organized crimes effectively. All key persons participating had attended a lot of international training activities as they were high level directors. However, they emphasized that these trainings are limited and insufficient for other low level officers. To send staff to foreign countries for trainings is expensive, so it is more logical to organize internal courses and invite experts from foreign countries.

Effects of TADOC's Law Enforcement Training Program on Operational Skills, and Change Attitudes on the Process of Fight against Organized Crimes

To what extent did TADOC's law enforcement training program improve knowledge and operational skills, and change attitudes on the process of fight against organized crimes? (Research Question 25)

Graphics 26. Effects of TADOC's law enforcement training program on operational skills, and change attitudes on the process of fight against organized crimes



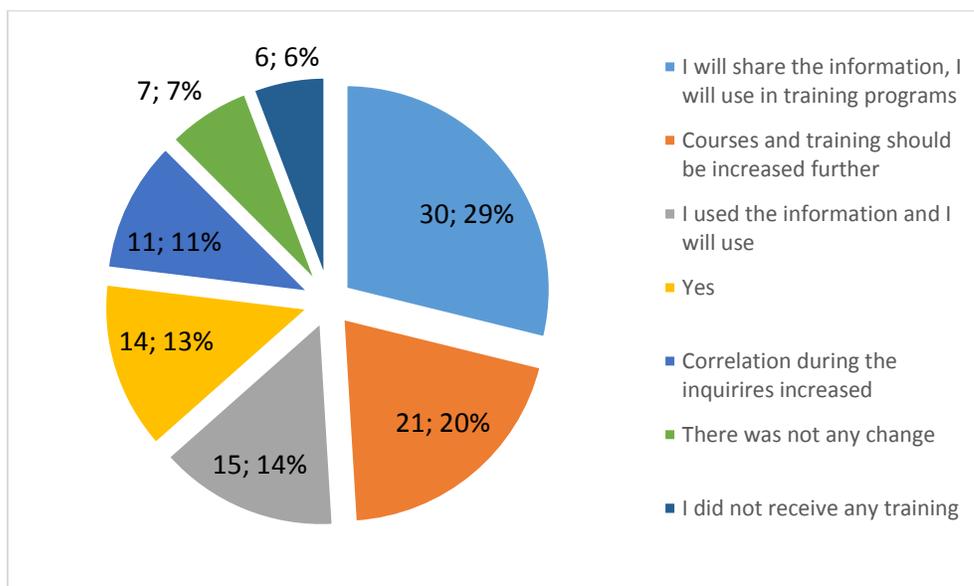
Regarding the effects of TADOC training, 32% of respondents indicated that there was no change in their habits. While 26% of them stated that their knowledge level, experience, operation power and capacity improved, 9% of them said that the education was useful and 5% of them stated that they would understand the benefits of the education during the operations. And 28% of them stated that their education capacity should be enhanced.

Almost all key persons stated that by means of TADOC trainings regarding organize crimes their knowledge level increased. Besides they said that it was good to see best practices and achievements related to fighting with organized crimes in Turkey. It was pointed out that Turkey is the most effective country among European countries in terms of conducting successful drug capture operations.

Effects of TADOC's Law Enforcement Trainings on Participants Behaviors

To what extent did the participants change their behavior when they go back to their workplace as a result of the TADOC's law enforcement trainings? (Such as starting similar training programs, implementation of new policies and etc.) (Research Question 26)

Graphics 27. Effects of TADOC's Law Enforcement Trainings on Participants Behaviors



In terms of the effects of TADOC'S training, 29% of respondents indicated that they would share and use the information they obtained during the education, 14% who had received education previously said that they had already used the information, 11% pointed out that these trainings increased their collaboration ability during inquiries, while 7% said there was no change in their habits. Twenty percent stated that the number of trainings should be increased.

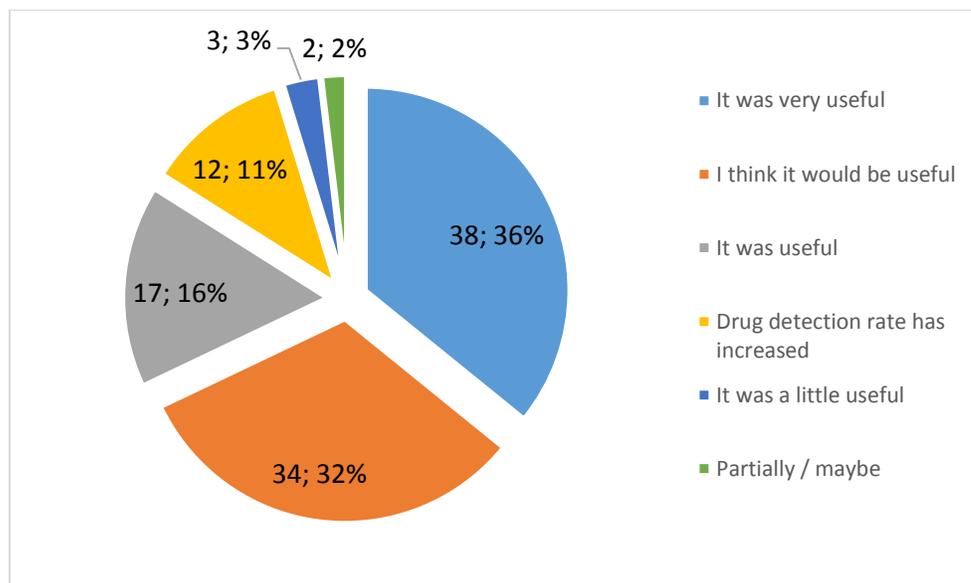
Most of the key persons pointed out that these trainings were beneficial for them because they had developed a different perspective. Positive changes had been seen in

low level officers' behaviours. Also, the key person from Pakistan said that these trainings had increased motivation of low level officers.

Effects of Training Programs on Operational Capability of the Organization

How did these training programs affect the operational capability of the organization itself? Did it make any significant effect on the number of operations or the amount of drug seizures? (Research Question 27)

Graphics 28. Effects of Training Programs on Operational Capability of the Organization.



In this question, respondents evaluated the effect of training programs. According to 36% of the respondents, the trainings were very useful; according to 16% of them, they were useful. 32% of the respondents indicated that these trainings will be useful in the future. 2%, said the trainings were partially useful and 3%.stated they were slightly useful. 11% of the participants indicated that the amount of drug seizures increased.

The key personnel from Africa, Balkans and Asia stated that these trainings were beneficial for increasing the operational strength of their organizations. They also observed that there was a visible rise in staff success rate and this rise affected their drug operations positively.

Performance Status of TADOC Training Participants according to Pre-Tests and Post-Test Results

In this section 20 questions were asked of 128 trainees using a pre-test and a post-test approach. The topics that were asked were related to: international institutions and legislation about fighting against drug trafficking; the relationship between organized crime and terrorism; evaluations of the structure, purposes and types of organized crime groups; criminal investigations, the investigation of organized crime and international institutions; structural, juridical differences between crimes in general, and organized crime. The analyses related to the answers are shown in the table below. If the answers of pre-test and post-test are compared it is seen that the TADOC trainings affected the success of the participants positively. This means that the training creates awareness and it affects knowledge level positively.

Table 6. Descriptive Analysis of the Participants' Pre and Posttests Scores

		Pretest score	Posttest score
N	Valid	128	128
	Missing	0	0
Mean		11,7813	17,7500
Median		12,0000	18,0000
Mode		12,00	17,00
Std. Deviation		1,95596	1,56738
Minimum		8,00	15,00
Maximum		16,00	20,00

Table 6 shows the results of the pre and post- test values, and shows that the pre-test average score is 11.78, whereas the average of the results obtained in the post- test period showed an increase and became 17.75. As shown, the minimum score of the pre-test was 8 and this rose to 15, on the other hand the maximum pre- test score of 16 increased to 20 points. A paired test analysis was conducted order to test whether these increases in exam results were significant or not.

Table 7. Results of Paired T Test of Participants' Pre and Post Test Scores

Pair 1	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	99% Confidence Interval of the Difference				
				Lower	Upper			
Posttest score – pretest score	5,96875	2,04646	,18088	5,49572	6,44178	32,998	127	,000

Research question: Is there any difference in marks awareness of TADOC's training participation?

Hypotheses:

The 'null hypothesis' might be:

H0: There is no difference in mean pre- and post-marks awareness of TADOC's training participants

And an 'alternative hypothesis' might be:

H1: There is a difference in mean pre- and post-marks awareness of TADOC's training participants.

There is strong evidence ($t = 32.998$, $p < 0.01$) that the awareness of TADOC's training participants is raised. In this data set, the training improved the trainees' scores, on average, by approximately 2 points. Of course, if we were to take other samples of marks, we could get a 'mean paired difference' in marks different from 2.05. This is why it is important to look at the 99% Confidence Interval (99% CI).

If we were to do this experiment 100 times, 99 times the **true value** for the difference would be in the 99% confidence interval. In our case, the 99% CI is from 5.5 to 6.4.

Table 8. Results of Paired T Test of Participants' Partial Pre and Post Test Scores

		Paired Differences							
					95% Confidence Interval of the Difference				
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper	T	df	Sig. (2-tailed)
Pair 1	drug_fighting_post - drug_fighting_pre	,84375	1,00735	,08904	,66756	1,01994	9,476	127	,000
Pair 2	org_terror_post - org_terror_pre	,78125	,65132	,05757	,66733	,89517	13,571	127	,000
Pair 3	org_cri_str_post - org_cri_str_pre	1,62500	,96392	,08520	1,45641	1,79359	19,073	127	,000
Pair 4	international_institutions_post - international_institutions_pre	1,46875	1,20326	,10635	1,25829	1,67921	13,810	127	,000
Pair 5	structural_difference_post - structural_difference_pre	1,25000	1,22956	,10868	1,03494	1,46506	11,502	127	,000

Table 8 represents the partial scores of the participants. That is the survey/test questions were divided into 5 major groups. The first group represents the questions that test the knowledge of the participant about the international institutions and legislation about fighting against drug trafficking. When we compare these pre and posttests the results indicate that there is a statistically significant difference between the pre and

posttests. This result provides strong evidence ($t = 9,48$, $p < 0.01$) that the awareness of TADOC's training participants about international institutions and legislation about fighting against drug trafficking is raised. In this data set, training improved marks, on average, by approximately 1 point.

The second group's questions are related to the "relationship between organized crime and terrorism". The results from these questions show that the course increased awareness and the knowledge level of participants.

When we compare the pre and posttests, the results indicate that there is a statistically significant difference between the pre and posttests. This result provides strong evidence ($t = 13,57$, $p < 0.01$) that the awareness of TADOC's training participants about the relationship between organized crime groups and terrorist groups is raised. In this data set, training improved scores, on average, by approximately 1 point.

The third group of questions was related to "evaluation of structure, purposes and types of organized crime groups". The results from this set of questions show that the course increased the awareness and knowledge level of the participants. When we compare the pre and posttests, the results indicate that there is a statistically significant difference between the pre and posttests. This result provides strong evidence ($t = 19,01$, $p < 0.01$) that the awareness of TADOC's training participants about "structure, purposes and types of organized crime groups" is raised. In this data set, training improved scores, on average, by approximately 1 point.

The fourth group of questions was related to "criminal investigation, the investigation of organized crime and international institutions". The results from this questions show that the course increased awareness and knowledge level of participants. When we compare the pre and posttests the results indicate a statistically significant difference between the pre and posttests. This result provides strong evidence ($t = 13,81$, $p < 0.01$) that the awareness of TADOC's training participants about "criminal investigation, and the investigation of organized crime and international institutions" is raised. In this data set, training improved scores, on average, by approximately 1 point.

The fifth group of questions was related to “structural, juridical differences between crime and organized crime”. The results from this set of questions showed that the course increased the awareness and knowledge level of the participants. When we compare the pre and posttests the results, there is a statistically significant difference between the pre and posttests. This result provides strong evidence ($t = 11,50$, $p < 0.01$) that the awareness of TADOC’s training participants about “structural, juridical differences between crime and organized crime” is increased. In this data set, training improved scores, on average, by approximately 1 point.

Table 9. Comparison Between Countries Based on Income Level¹⁸⁸

REGION	Lack of Coordination	Main Problems	Sufficiency of Legislation	Budget	Sufficiency of Interpol and UNODC	How to improve institutionalism for National Cooperation	Sufficiency TADOC's Training Programs
Low income countries	Yes	budget, technical capability	insufficient	very insufficient	not very sufficient	by establishing regional bodies and agencies	very sufficient
Lower-Middle Income countries	Yes	budget, technical capability	sufficient but there are differences between implementations	not sufficient	not very sufficient	by providing training and professionalization	very sufficient
Upper-Middle Income Countries	Yes	training, technical capability	sufficient	not sufficient	sufficient	by determining common methodologies	sufficient but training capacity and training program have to be increased
High Income Countries	No	organizational structure	sufficient	sufficient	sufficient	by reaching the information and	useful but the program is not very sufficient

¹⁸⁸ World Bank (2015). Country and Lending Groups. Retrieved in September 29, 2015, from <http://data.worldbank.org/about/country-and-lending-groups>

data over a single
network

In a further analysis of the responses of the participants, this study created a subgroup based on the income level among the countries of the participants. For this purpose, this study benefitted from the classification of the World Bank. World Bank classifies countries' economies according to their income level with using World Bank Atlas method. According to this classification, countries belong to a group of low-income (\$ 1.045 or less), lower-middle income (\$1.046 to \$4.125), upper-middle income (\$4.126 to \$12.735), and high income (\$ 12.736 or more) countries.¹⁸⁹ In this research Afghanistan and Haiti defined as low income, Kyrgyz Republic, Pakistan and Tajikistan defined lower-middle income, Azerbaijan, Kazakhstan, Libya, Romania, Turkey and Turkmenistan defined upper-middle income and UK and USA defined high income economies.

The analysis based on the income levels of the countries that participants belonged, several points should be highlighted.

Interestingly regarding the question of ‘‘lack of coordination, contrary to the countries from other income groups, participants from high income countries expressed no problem with the level of coordination. This is mainly because of their high percentage of representation in international organizations through which cooperation channels is maintained. Besides, high income countries usually appoint liaison officers who facilitate coordination in host countries.

For, low income and middle income countries budget and technical capability are the main problems for international cooperation.

Regarding the question of ‘‘ sufficiency of TADOC`s training programs’’ and ‘‘how to improve institutionalism’’ participants from different income stated different

¹⁸⁹ World Bank (2015). Country and Lending Groups. Retrieved in September 29, 2015, from <http://data.worldbank.org/about/country-and-lending-groups>

points. About the ‘‘sufficiency of Interpol, Europol and UNODC’’ participants from low income and lower-middle income countries stated that cooperation was not sufficient; whereas the participants from high income countries found it ‘‘sufficient. This finding might be an indication of the problem that low income and lower-middle income countries might not be adequately benefitting from existing channels of international cooperation. The underlying reason of this point should be further examined. While participants from high income countries consider TADOC’s trainings ‘‘useful but not sufficient’’ (probably because of their high level of technical and vocational education and training) participants from low income and lower-middle income countries find trainings ‘‘very sufficient’’. Based on these responses, one can conclude that TADOC’s trainings are particularly useful and beneficial for the low income and lower-middle income countries. For the question of ‘‘how to improve institutionalism for national cooperation’’ the participants from low income countries expressed the need to establish regional bodies and agencies. This point clearly correlates with the point as indicated earlier, that low income countries do not benefit from existing channels of cooperation.

Table 10. Summary of Findings

Research Question	Findings
How is organized crime defined in participant countries? (RQ 1)	According to 27% of the respondents organised crime is “an illegal activity conducted by two or more people convening with the purpose of deriving benefit”.
What are the main types of Organized Crimes in their jurisdictions? (RQ 2)	Arms trafficking, money laundering, human trafficking, immigrant trafficking and cybercrimes and drug trafficking.
Which type of organized crime groups’ typology is more widespread in their jurisdictions? (RQ 3)	The 37% of the respondents replied with crime network, 20% with regional hierarchy, %20 selected standard hierarchy, 12% with clustered hierarchy and 11% with core group.
Is there any ethnic pattern (i.e. ethnically homogeneous or multi-ethnic) in the OC groups in their jurisdictions? (RQ 4)	Vast majority of the respondents (57%) stated that ethnic groups exist within their jurisdiction.
What is the main responsible entity for coordinating fighting organized crime in	According to 66% of the respondents the main responsible entity for fighting organised crimes is the police.

participant countries? (RQ 5)	
Is there a lack of coordination in fighting against organised crimes? (RQ 6)	Vast majority of respondents (79%) stated that there is a lack of coordination.
What are the negative results of lack of coordination? (RQ 7)	Increase in crimes (25%), non-execution of operations in due times, extension of inquiry process.
What is the main problems do respondents face for fighting organized crimes in their jurisdictions? (RQ 8)	Equipment insufficiency during response (18%), budget insufficiency (17%), lack of trained personnel (16%), technical incompetence (14%), deficient organisational structure (14%), lack of training (13%).
Is there a sufficient legislation? Is there any lack concerning the legislation? Is legislation applied effectively? (RQ 9-11)	The 56% of the participants pointed out that their related legislations are sufficient. The 31% of the respondents stated that they were effectively implemented while 23% of them stated that they were partially implemented.
Are there any regional differences or local juridical varieties in fighting organised crimes? (RQ11)	32% of the participants stated that there are regional differences while 63% stated that there are no differences
Is there a central authority or a state system? What are the advantages or	A great majority of the respondents (78%) stated that their country is governed with a central system.

disadvantages of it? (Research Question 12)	
How much is the budget for fighting organised crimes? Is it sufficient? (RQ 13)	A great majority of the respondents expressed that a budget exists.
If some extra budget is required, is it provided without difficulty? (RQ14)	While 52% of the respondents stated that an extra budget is not provided with ease, 29% of them stated that it is provided without any difficulties.
If some extra personnel are required, is it provided without difficulty? (RQ 15)	Large majority of the respondents stated that the request for additional personnel is met, while the remaining group stated that it is not immediately provided.
What should be the qualification and skills of the personnel required? (RQ 16)	Large proportion of participants (50%) stated that the education level of the personnel is an important qualification.
What are the needs as the technical capacity? (R Q 17)	According to 41% of the participants; communications, trackers, computers and technical devices.
Have they discovered any connection between organized crime groups and terrorism in their jurisdictions? (RQ18)	65% of the participants stated that there is a connection between organised crime groups and terrorism.
Are there any organized crime groups that are carrying out drug related crimes in	A great majority of the respondents (85%) indicated a connection between organised crime syndicates and drugs.

<p>their jurisdictions? Do these groups involve any other types of organized crimes or do they commit only drug related crimes? (RQ 19-20)</p>	
<p>How often do they need international or cross-national cooperation for fighting organized crimes in their jurisdictions? Do you have an international contact person such as police consultancies and etc.? (RQ 21-22)</p>	<p>A great majority of participants (68%) stated that they are always in need of international cooperation. While 54% of the respondents stated that they have international contact personnel and Interpol, Europol and UNODC are sufficient for international cooperation.</p>
<p>What should be done in order to improve the institutionalism concerning the national cooperation? (RQ 23)</p>	<p>45% of the respondents stated the need towards the further development of cooperation and specifically cross-national coordination.</p>
<p>Which international, regional or foreign training academies, such as TADOC, DEA, INTERPOL, and etc., does your agency participate to get training for fighting</p>	<p>A great majority of the respondents (83%) stated that they have received training from an organisation providing international training.</p>

<p>organized crimes? (RQ 24)</p>	
<p>To what extent did TADOC's law enforcement training program improved knowledge and operational skills, and change attitudes on the process of fight against organized crimes? To what extent did the respondents change their behaviour when they go back to their workplace as a result of the TADOC's law enforcement trainings? (RQ 25-26)</p>	<p>A large proportion of study participants (%35) stated an increase on their knowledge level, experiences, operational effectiveness and capacities while another group (32%) stated no significant change in their habits.</p>
<p>How did these training programs affect the operational capability of the organization itself? Did it make any significant effect on the number of operations or the amount of drug seizures? (RQ 27)</p>	<p>A large percentage of participants (52%) expressed that this training is very useful while the remaining stated that they believe it will be useful.</p>

Summary of Results and Findings

In accordance with the research questions that have been tested and the results of the descriptive statistics, frequencies and regression analyses have been presented in this chapter.

In this study, Pakistan is the country which has the highest participant rate (21.19%), the participant rate is also high from Turkey (17.22%), and from Haiti (14.57%).

The results of the descriptive statistical analyses showed that the majority of participants (84.1%) were male and (39.07%) were between 31 and 40 years old and (55%) of the respondents were married. All respondents held at least a Bachelor's degree and (58%) of respondents had Master's degree and (6%) of them had completed their PhD. All respondents from Kazakhstan, Kyrgyzstan, Tajikistan and USA had at least 16 years' work experience. Respondents were mostly (28%) high level managers and middle level managers (25%).

The majority of the respondents (27%) within this study defined organised crimes as "an illegal activity conducted by two or more people convening with the purpose of deriving benefit". The vast majority of the respondents (82%) stated that ethnic groups existed within their jurisdiction. Sixty six percent of the respondents stated that the main responsible entity for fighting organised crimes within their countries was the police organization in their jurisdiction. The majority of respondents (79%) stated that there was a lack of coordination in their countries in fighting against organised crimes. The respondents specified the problems they face while fighting organized crimes as equipment insufficiencies during a required response (18%), budget insufficiencies (17%), lack of trained personnel (16%), technical incompetence (14%), deficient organisational structure (14%), lack of training (13%), and problems arising from legislation (8%). A great majority of the study participants (65%) stated that there is a connection between organized crime groups and terrorism. A great majority of the respondents (85%) indicated a connection between organized crime syndicates and drugs within their jurisdictions.

A great majority of the respondents (83%) stated that they have received training from an organization providing international training. A large proportion of study

participants (35%) stated an increase on their knowledge level, experiences, operational effectiveness and capacities while another group (32%) stated no significant change in their habits after TADOC training. A large percentage of study participants (52%) expressed the view that this training was very useful for increasing the operational capability of their organisation.

CHAPTER 6: DISCUSSION, IMPLICATIONS, and CONCLUSION

Introduction

The present study was conducted in order to assess the main problems of countries in combating organized crimes and to help developing better ways and methods to carry out TADOC training, by examining the perceptions of law enforcement officers in the global fight against organized crimes.

The researcher developed 27 research questions and 5 significant factors including main problems of countries in combating organized crimes and to help developing ways to combat these. These were; (1) Definitions and types of organized crimes, typology of organized crime and the units who fight with organized crimes. (2) The main problems of countries in combating organized crimes. (3) Focus on relationship between organized crimes, terror and illegal drug trafficking. (4) National and international coordination in fighting against organized crimes and (5) International training institutions in fighting with organized crimes and the effects of TADOC's law enforcement training program within the framework of improving knowledge and operational skills, and changing attitudes on the process of fight against organized crimes, developing operational capability of the organization itself.

The details of the statistics and the magnitudes of the influences were discussed in the previous chapter. In this final chapter, the key findings of the study will be discussed. Then the potential implications for both policy and research will be taken into consideration.

DISCUSSIONS

Despite the fact that there is not an agreed upon definition of organized crime in literature, Naylor's description of the subject is noteworthy:

...organized crime groups differ from other crime groups in that they specialize in enterprises as opposed to predatory crimes, have a durable hierarchical structure and employ

systemic violence and corruption, obtain abnormally high rates of return relative to other criminal organizations, and extend their activities into the legal economy. ¹⁹⁰

As consisted with the literature, respondent in this study emphasized different aspects of the phenomenon in their definition. The majority of the respondents (27%) within this study defined organized crimes as “an illegal activity conducted by two or more people convening with the purpose of deriving benefit”. When the answers provided to the questionnaires are reviewed, it can be observed that the respondents tended to highlight the term by specifying different aspects of the definition rather than by providing a standard definition. Most of the 15 participants with whom interviews were carried out, on the other hand, defined organised crimes in a more extensive sense. This also reflects the level of knowledge and experience of key persons with whom interviews were conducted. All in all, the study revealed that, despite a standard definition, there is a shared understanding of “organized crime” among the members of law enforcement agencies from different countries.

In terms of the main problems that law enforcement agencies face on national level, a significant proportion of the participants emphasized the lack of budgets and qualified personnel. It is also noteworthy that the key persons believe that more budget allocation might contribute to the effectiveness of their struggle against organized crime. Besides, as indicated by some key participants, they do not have any difficulty in acquiring extra budget when legal and judiciary justifications are suitably provided. Then, it might be useful in trainings to touch upon effective ways of reaching out to decision makers in governments to provide extra support (budgetary or otherwise) for combatting organized crime.

Another problem that participants emphasized is the need for qualified personnel for the organized crime departments that are considered specialized units. Given the fact that recruiting qualified personnel (with both theoretical knowledge and practical in-field experience) for organized crime departments takes a long time, effective training

¹⁹⁰ Naylor.R.T (1994). “*Hot Money and the Politics of Dept*”. Montreal:Black Rose Books.

programmes (on national and international level) might considerably facilitate the recruitment process for this purpose. To this end, besides the international training institutions, such as TADOC, nations might share their experience on specialized in-job training programs.

Moreover, although some participant suggested that there are differences and deficiencies in their implementation, the majority of the participants of this study (56%) pointed out that their related legislations are sufficient.

The deterrent effect of the technological developments in the prevention of organised crimes, even though not having a direct and absolute effect, has been put forth in many studies. Despite of the existence of this deterrent effect towards crimes, it sets the ground for the discovery of advanced trafficking techniques by criminals who have occupationalised such crimes.¹⁹¹ For this reason, the utilisation of technological developments in the fight against crimes is one of the issues that should be prioritised. Most of the participants (41%) of this study, as well, explained the need for better communications, trackers, computers and technical devices. Besides, most of the key persons expressed the need for an appropriate data system and analysis programmes in order to conduct accurate analyses and also expert personnel capable of conducting analyses and conversant with statistics.

Several points on the types of organized crimes and its relationship with terrorism and drug trafficking are noteworthy. The participants of the study identified arms trafficking, money laundering, human trafficking, immigrant trafficking and cybercrimes however particularly with drug trafficking as the types of organised crimes which exist within their regions. The fact that respondents mentioned terror crimes, apart from the aforementioned types, has attracted attention. A great majority of the study participants (65%) stated that there is a connection between organized crime groups and terrorism while the remaining participants pointed out that such a connection could not be detected or that terrorism does not exist in their countries. Most of the key persons stated that

¹⁹¹ Shelley, L. (2006). Trafficking in Nuclear Materials: Criminals and Terrorists, *Global Crime*, 7 (3-4). Pp. 544-560

terrorism requires money for its financing and that provision of such financing can be possible through types of organised crimes which provide high incomes. Besides, a great majority of the respondents (85%) indicated a connection between organized crime syndicates and drugs within their jurisdictions. Most of the interviewed key persons, on the other hand, pointed out that drug trafficking is completely carried out in an organized manner and that individual trafficking and sale of drugs would be difficult. Moreover, they also put forth that as it is the easiest and most profitable method of making money, most of the crime syndicates have connections with drug trafficking. It is also interesting that as suggested by some key participants, organized crime groups involved in cybercrimes, IT crimes, etc. are not engaged in drug trafficking.

The vast majority of the respondents (82%) stated that ethnic groups exist within their jurisdiction. This point requires further study. Understanding the socio-cultural and political conditions with a focus on how those pertinent ethnic groups are positioned in the larger society might help authorities deal more effectively with organized crimes.

The study also revealed that there is a lack of coordination in most countries (of the participants) in fighting against organized crimes. Sixty six percent of the respondents stated that the main responsible entity for fighting organised crimes within their countries is the police, while the remaining entities were expressed as gendarmerie, military police and customs officials. While the most common reason for this lack of coordination was expressed to be the nonexistence of a leader institution establishing the coordination, other reasons were stated to be the lack of trust and knowledge sharing, political issues, the nonexistence of a common methodology in fighting crimes and legal deficiencies, competition, and structural conflicts amongst entities. The respondents expressed the negative effects of lack of coordination as increased rates of observed crimes (25%), non-execution of operations in due time, prolonged extension of the inquiry process, crime organisations benefiting from this situation and a reduction in knowledge sharing.

Organized crime syndicates carry out their activities in cooperation with crime groups from different countries for types of crimes such as narcotics trafficking,

substance trafficking, human and cigarette trafficking.¹⁹² In the recent years it has been witnessed that crime groups from many groups have been operating in collaboration with other groups for the aforementioned types of trafficking. This situation has also obligated the cooperation of anti-crime institutions.¹⁹³ The belief towards international cooperation being an essential necessity is gaining ground with each passing day as the countries have been experiencing the undeniable truth that success in fight against crime groups on a national level is not possible without cooperation on a transnational level.¹⁹⁴ Many countries have expressed their gaps in this struggle against these crime groups and have especially emphasised the importance of the capacity of personnel functioning in areas of law and law enforcement.¹⁹⁵ The legal differences between countries in fighting organized crimes adversely reflects on the fight against crimes. The inconsistencies in laws or regulations play a preventive role for law enforcement entities, however, there are no obstacles in terms of the cooperation of cross-border crime organizations. In various countries crime organizations merge around common interests and perform collaborative activities, and seem more functional when compared to law enforcement entities. The minimisation of legal differences between countries will certainly have a positive effect.

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In line with the literature, a great majority of participants of this study, stated that they are always (very often/often) in need of international cooperation in the fight against organized crimes while all of the key persons expressed that they absolutely require international or cross-national cooperation within their jurisdictions in the fight against organized crimes. While a large proportion of the respondents (54%) stated that they have international contact personnel and that Interpol, Europol and UNODC are sufficient for

¹⁹² Williams, P. (2001). Organizing Transnational Crime: Networks, Markets and Hierarchies, In P. Williams and D. Vlassis (Eds.) *Combatting Transnational Crime: Concepts, Activities, and Responses* (pp. 57-87). New York: Routledge

¹⁹³ Chatterjee, J. (2005). The Changing Structure of organized Crime Groups. *Ottawa: Royal Canadian Mounted Police*, 28 December 2010. <http://dsp-psd.pwgsc.gc.ca/Collection/PS64-9-2005e.pdf>

¹⁹⁴ Bruggeman, W. (2001). International Law Enforcement Co-operation: A Critical Assessment, *European Journal on Criminal Policy and Research*, pp.283-290

¹⁹⁵ Williams and Savano. (1996). *The United Nations and Transnational Organized Crime*. London: Frank Cass.&Co.Ltd.

¹⁹⁶ Schloenhardt. A. (2005). Transnational organized crime and International Law, *Criminal Law Journey*, 22, pp.340-354

purposes of international cooperation, another significant proportion of respondents (33%), on the other hand, pointed out that Interpol, Europol and UNODC are not sufficient for this said purpose. All of the interviewed key persons stated that they have international or cross-national cooperation connections with organizations such as Interpol, Europol and UNODC for fighting against organized crimes within their jurisdiction, that they directly carry out their professions and activities with these organizations and that they have personnel appointed within the body of these organizations. However, they also expressed the need towards having organizations which are more effective in fighting against organized crimes and are able to act quickly.

Furthermore, the participants, with whom interviews were conducted, stated that the establishment of their own police departments within the body of embassy of each country and appointment of experienced personnel to these departments would enhance the aforementioned cooperation. In addition, it was stated that frequent occupational visits, joint trainings and workshops would increase cooperation regarding the field and would establish platforms through which best practices could be shared.

In respect to the role of international training institutions in fighting with organized crimes and the effects of TADOC's law enforcement training program, most of the interviewed key persons expressed the view that the training which they received had been useful in practice and that they had gained a different perspective. It was pointed out that positive changes had been observed particularly in the behaviours of low grade staff. Furthermore, the key person from Pakistan, who participated in the interview, emphasized the development of motivation in low ranking officers who attended the course. A large percentage of study participants (52%) expressed the view that this training was very useful for the operational capability of their organisations, while the remaining stated that they believed it would be useful. Particularly the key persons from Africa, Balkans and Asia, who were interviewed, stated that the trainings, which they have received, are and will be of great use for enhancing the operational capability of their organisations. In addition, they evaluated that there has been an increase in the success rate of these personnel following the course and this increase had a positive effect on the seized drugs rates and success of the operations.

A large proportion of study participants (35%) stated they had experienced an increase in their knowledge level, experiences, operational effectiveness and capacities while another group (32%) stated no significant change in their habits. Almost all of the interviewed key persons remarked that the trainings which they received at TADOC regarding fighting against organized crimes had enhanced their level of knowledge. Additionally, they also stated that to witness the success and best practices of Turkey in her fight against organized crimes influenced them, besides Turkey's leader status in Europe regarding the rate of seizing drugs has been stated to be an indicator of her success within this field. Moreover, a large proportion of the respondents (29%) stated that they would, following the training, share the information they obtained from the training and would use this in training programs while the remaining respondents pointed out that they already had been implementing these ideas, which they had obtained, and continued to implement them. Apart from the aforementioned facts, the respondents expressed the necessity of increasing such trainings and courses.

POLICY IMPLICATIONS

This research revealed several important findings that can be used by the Turkish Police and other Law Enforcement Organizations. Being a member of the Turkish National Police Organization, the researcher also experienced some difficulties especially regarding the discretion of decision makers in the police force. The study has provided an opportunity for the researcher, along with many others, to methodologically explain what he has personally experienced and to produce several policy implications. Based on these findings, the fighting organized crimes policy for the Turkish Police would no longer depend on personal vision, experiences and prejudices, but on scientific findings. The research has suggested some findings, together with some policy implications, for officials from international organizations as well. In the light of those findings, listed below in Table 11 are some of the major policy implications:

Table 11. Major Policy Implications

Implication Type	Implication
Implications for International Organizations	<p>Definition of Global Organized crime</p> <p>Fortification of structures of international organisations</p> <p>Reinforcement of International Cooperation</p> <p>Pursuing new tendencies and Developments in Fight Against Organised Crimes</p> <p>Establishment of global training centres</p>
Implications for Countries	<p>Making Legal Arrangements</p> <p>Making Financial arrangements</p> <p>Sufficient Budget</p> <p>Designation and Coordination of National Authority</p>
Implications for Law Enforcement Organization	<p>Organized crime fighting units in countries</p> <p>Utilisation of technological developments</p>

Implications for Future Research	<p>Increasing In-Service Trainings</p> <p>Employment of qualified personnel</p> <p>Future Research is Necessary in order to</p> <p>Generalize this research</p>
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Implications for International Organizations

Definition of Global Organised Crimes

Questionnaire and interview participants suggested the need to establish a global lead agency which would be applicable to all countries who want to combat Organized Crime by using the resources of International Institutions and Organizations, particularly by the United Nations.

Fortification of Structures of International Organisations

Approximately 1/3 of the questionnaire participants stated that Interpol, Europol and UNODC are not sufficient in the fight against organised crimes. The interviewed participants expressed the view that connections for international or cross-national cooperation exist in the fight against organized crime, however, the bureaucracy takes up a lot of time in relations to these organizations and obtaining the information on time takes months, on occasions, therefore there is a need towards developing organizations which could be more effective and could act more rapidly in the fight against organized crimes. In this regard, the common view of both questionnaire and interview participants was the necessity to fortify the structures of international organisations.

Reinforcement of International Cooperation

Sixty eight percent of respondents stated that they were always (very often/often) in need of international cooperation in the fight against organised crimes. Furthermore interview participants suggested many proposals such as the establishment of international training centre courses, regional formations and agencies and the development of international cooperation by designing a methodology for the fight against common organised crimes. Apart from the aforementioned facts, there is a requirement concerning the reinforcement of international cooperation for the tracking of the money transfers of organised crime syndicates to other countries in order to launder the income which they have obtained through illegal actions.

A great majority of the interviewed key persons stated the necessity of establishing close relations in order to ensure international coordination, particularly with border countries in order to be effective in fighting against organised crimes in their jurisdictions. Especially the establishment of one's own police departments within the body of the embassy of each country and an appointment of experienced personnel to these departments would enhance the aforementioned cooperation. In addition, it was stated that frequent occupational visits, joint training and workshops would increase cooperation regarding the field and would establish platforms through which best practices can be shared. Additionally the Establishment of Middle-Eastern Countries Law Enforcement Cooperation Organisation is one of the most significant suggestions within this study.

Pursuing New Tendencies and Developments in Fight against Organised Crimes

It has become clear that in order to fight organized crime groups efficiently, new strategies to deal with new trends or criminal tendencies are required.¹⁹⁷ The areas which transnational organized crime groups operate in are clearly not limited. Criminal groups involved in drug and arms trafficking for many years have turned towards to other areas of crime such as the organ trade, antiquities cigarette trafficking and human trafficking. For this reason, a great majority of the interviewed key persons suggested that new

¹⁹⁷ Verfaillie, K. and Beken, T.M. (2008) "*Proactive policing and the assessment of organised crime*", Policing: An International Journal of Police Strategies & Management, Vol. 31 Iss: 4, pp.534 - 552

tendencies should be monitored and deficient policies should be strengthened in order to prevent the expansion of organized crime groups and the scope of their working fields.

Establishment of Global Training Centres

A large proportion of survey and interview participants stated they experienced an increase in their level of knowledge, as well as their experiences, operational capabilities and capacities after receiving trainings from global and multinational training centres. In addition, almost all of the interviewed key persons pointed out that the trainings, which they have received from TADOC, increased their level of knowledge regarding the fight against organised crimes. Furthermore, they also stated that to witness the success and best practices of Turkey in her fight against organised crimes influenced them. Also Turkey's leader status in Europe regarding the rate of seizing drugs has been stated to be an indicator of her success within this field. Within this framework, it was suggested that organisations which provide training such as DEA, FBI academy and TADOC should increase the capacity of the trainings provided and should also generalise these trainings to various geographical areas such as Africa, Balkans, etc.

Implications for Countries

Making Legal Arrangements

Most of the interviewed key persons stated that laws were sufficient, but that many difficulties exist in their implementation. Almost all of the interviewed key persons expressed, the view that similar to the answers provided for the questionnaires, that the legislation is rather sufficient, but there are differences and deficiencies in its implementation. Regarding this matter, the reason for the differences in implementation was stated to arise out of the role played by judges and district attorneys and the importance of the existence of specially trained judges and district attorneys on matters which are very complex and trans boundary crimes such as organised crimes were emphasised. However, the respondents also underlined the importance of an effective law for an effective fight.

Making Financial Arrangements

According to the evaluations of the interviewed participants, the incomes of organised crime syndicates gained from crimes should be analysed and emphasis should be placed on financial arrangements in accordance with the obtained results. In this global struggle, new precautions are required to counter systems such as “hawala” etc. which are used in underground banking operations by crime syndicates. Banks, which are known as offshore banks and are utilised by organised crime syndicates in order to launder the crime revenues should be located and studies towards limiting the capacities of the aforementioned and financial institutions should be conducted. Studies regarding the monitoring and tracking of suspicious financing transactions made on national and/or international level should be carried out. Financial transactions made in the name of the leader and members of organisations which are proven guilty should be tracked and if possible prevented.

Providing a Sufficient Budget for an Effective Struggle

Almost 60% of the respondents stated that they have budgets in order to fight against organised crimes, but these are insufficient. Most of the interviewed key persons also used similar statements to those replies provided the questionnaires, and pointed out that their budgets are not sufficient and that the fight against organised crimes could be more effectively conducted if these were more sufficient.

Designation and Coordination of National Authority

Seventy nine percent of the questionnaire respondents expressed the view that a deficiency in coordination exists regarding the fight against organised crimes. Respondents link this deficiency in coordination to the nonexistence of a leader organisation which could ensure coordination. The vast majority of the interviewed key persons, in parallel with the replies given to the same questionnaire, pointed out that there is a deficiency in coordination in relation to the fight against organised crimes and the reason for such a deficiency is the nonexistence of a leader organisation and insufficient

sharing of knowledge. It is suggested through this study to establish a leader organisation for the singlehanded management of fight against organised crimes.

Implications for Law Enforcement Organization

Organised crime fighting units in countries

A large proportion of the participants of this study stated that the organised crime fighting units are law enforcement organisations. In various countries, however, more than one law enforcement organisation was reported to be active regarding this matter. The respondents stated that the work schedules of organised crime fighting unit or units should be stated clearly.

Utilisation of Technological Developments

Most of the key persons interviewed expressed the need for better data system and analysis programmes and secondarily for computers, necessary tracking and communications devices in order to conduct reliable analyses. In addition, it was also stated that there is an urgent need for expert personnel who are capable of conducting such analyses and are conversant with the statistics this type of analysis requires.

Increasing In-Service Trainings

Fifty percent of respondents who provided an answer to this question stated that they take the education level of the personnel to be requested into consideration while 23% of the respondents stated that the qualifications of the personnel are evaluated.

In contrast to the answers provided to the questionnaires, most of the interviewed key persons stated that they primarily take the age, occupational experience and physical characteristics of the personnel to be requested and then the education level of those who

meet the aforementioned requirements and that they, under no circumstances, directly appoint a beginner police officer, with no occupational experience to units fighting against organised crimes. Regarding the matter, the suggestions made by both the participants of questionnaires and interviews will help render the fight against organised crimes to be more efficient as a consequence of increasing in-service trainings.

Employment of Qualified Personnel

Most of the key persons, who participated in the survey, mentioned the lack of qualified personnel rather than of equipment and expressed the need towards qualified personnel.

Most of the interviewed key persons, on the other hand, stated that there were not many difficulties in the procurement of additional personnel, however, the officer profile for fighting against organised crimes should be outstanding or otherwise the effectiveness of the said struggle would diminish. Additionally they also stated that finding qualified personnel is rather difficult and involves a certain time span, which can be expressed in years, given the required need to gain experience and receive certain trainings. For this matter, expert personnel should not often be appointed to other units and importance should be placed upon specialisation.

Implications for Future Research

Detailed preparations were carried out in developing the survey in an effort to better understand the problems encountered in the global struggle against organised crimes and their solution and recommendations. This involved the generation of the questionnaire forms and an interview table. However, there are many subjects not addressed or touched regarding the topic of this study. This matter, specifically, should be seen as a high priority topic among a list of related subjects that must be tackled by academicians in Turkey. It is of great importance for both universities in Turkey and TNP and TADOC to frequently conduct similar studies or to provide support for studies on this topic which are being conducted.

RESULTS

Together with the effect of the globalisation, organised crimes have become one of the most important security issues of today's world and have transformed into cross-national crimes. These crimes, which are not just about the security of a single country, but of several countries or as a matter of fact a common issue for the whole world, where there are increasing numbers of crime groups and victims.

Victims of global crimes are also located within a wide range. For instance; vulnerable groups such as children and women can suffer from human trafficking; youngsters attending primary and high schools who are poisoned with various narcotic substances from drug trafficking; governments, companies and individuals who suffer from cybercrimes or money laundering crimes. Various dimensions of this victimhood become evident through the impairment of physical integrity on some occasions or through millions of dollars or equivalent degrees of financial damages on other occasions.

Organised crime syndicates, which were established around the world and have been globalizing for 20-30 years and continue to operate, have expanded abroad due to reasons such as the improved ability to expedite goods and the ease of communications and many transportation channels, reformation of borders and have been transformed into international organisations with illegal connections established between countries. This transformation, with the effect of the convenience provided by visual, auditory, written or electronic mass media, have brought into existence a more professional and flexible structuring form and cooperation model, which operates with a corporation logic and is structured quite differently from mafia type organisations which are based on cultural ties which we have been accustomed to.

The better understanding of, and more accurate information on activities, organisational structures and underlying motivation of the cross-border organised groups, which can emerge with new research methods and new actors with each passing day is a

must. There are many issues to be tackled on a national and international level in the fight against organised crimes. In order to prevent such issues from becoming a reality requires, cooperation and coordination of States, support of international organisations to the said cooperation on an international level, and particularly a better legal structure and effective struggle through law enforcement organisations, on the national level.

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APPENDICIES

APPENDIX A: Questionnaire Informed Consent Form of the Research Project

Questionnaire Informed Consent Form of the Research Project Questionnaire Informed Consent Form

You are invited to participate in a research study that is being conducted by Fatih VURSAVAS, who is a Doctoral Student of Division of Global Affairs, Newark-New Jersey-USA. The purpose of this study is to assess the main problems of countries in combating organized crimes and to help developing ways and methods of training as for TADOC, examining the perceptions of law enforcement officers in global fight against organized crimes.

In order to qualify for this study, you must be active or retired police officers who had participated in at least one multinational TADOC's training governed by Turkish National Police. We anticipate that between 300 people will participate in this study. If you are a qualified person and decide to participate to this research, you will be asked to fill a 20 question pre test-post test and survey consisting of total 34 questions with 10 closed-ended and 24 open-ended items. This questionnaire is easy to fill out and takes about 15-20 minutes to complete. Some of the questions are answered by checking one of the answers. If you do not find the exact answer that reflects your opinion, check the one that comes closest to it. Questionnaire is not a test, so there is no right answer for any question. The only right answer is your opinion. So, it is important that you be as honest as you can in answering the questions.

There is no foreseeable direct or indirect risk to the participants, and no direct benefits to the participants but this research is an opportunity for participants to make a significant contribution to the Turkish National Police (TNP) and its contribution to multinational police training and training centers through revealing your perception on the subject.

Participation in this study is voluntary. Refusal to participate will involve no penalty or loss of benefits to which you are otherwise entitled. The alternative to participate in this study is to not participate. What this means is that you can decide to not participate. You are free to withdraw from the study at any time, at no penalty. Withdrawal from the study will in no way prejudice your future interactions with the personnel administering or supervising the study, or with Rutgers University.

Information gathered from you will be stored in a website and after the data gathered it will be deleted from the website. We will not ask you to write your names. All names will be anonymous. Data files will not contain potentially identifying information.

By submission of this questionnaire you have read and understood the above information, have had any questions answered satisfactorily, and you willingly consent to participate in this study. If you have any questions about the study or study procedures, you may contact me by email at vursavas@pegasus.rutgers.edu, or you can contact my study coordinator, Dr. Leslie Kennedy by email (kennedy@newark.rutgers.edu), or by phone at +1 (973)-353-3310.

If you have any questions about your rights as a research subject, you may contact the IRB Department Rutgers University at:

Rutgers University, the State University of New Jersey
Institutional Review Board for the Protection of Human Subjects
Office of Research and Sponsored Programs
3 Rutgers Plaza, New Brunswick, NJ 08901-8559
Tel: 732-932-0150 ext. 2104
Email: humansubjects@orsp.rutgers.edu

APPENDIX B: Informed Consent Form for Interview

You are invited to participate in a research study that is being conducted by Fatih VURSAVAS, who is a PhD Student in the Division of Global Affairs at Rutgers University. The purpose of this research is to determine major concerns for law enforcement officers about organized crimes after their training in TADOC.

Approximately ten (10) subjects between the ages of 25 and 65 years old will participate in the study, and each individual's participation will last approximately 45 minutes.

Participation in this study will involve the following:

- 1-review of the informed consent form,
- 2-responding questions about it, if any,
- 3-signing the consent form,
- 4-giving general information about yourself,
- 4-responding open-ended questions asked to you.

This research is confidential. The research records will include some information about you and this information will be stored in such a manner that some linkage between your identity and the response in the research exists. Some of the information collected about you includes your name, position, agency affiliation, experience within the Organized Crimes Departments, and experience within the law enforcement agencies you work in. Please note that we will keep this information confidential by limiting individual's access to the research data and keeping it in a secure location. Your name will be replaced with a pseudonym. I will have list of pseudonyms that matches the real names of all participants. I will keep list of pseudonyms separate from the dataset. So that confidentiality will strictly be maintained.

The research team and the Institutional Review Board at Rutgers University are the only parties that will be allowed to see the data, except as may be required by law. If a report of this study is published, or the results are presented at a professional conference, only group results will be stated. All study data will be kept for three years.

There are no foreseeable risks to participation in this study. You will not have direct or indirect benefits from this study, except for quietude of contributing literature on organized crimes.

Participation in this study is voluntary. You may choose not to participate, and you may withdraw at any time during the study procedures without any penalty to you. In addition, you may choose not to answer any questions with which you are not comfortable.

If you have any questions about the study or study procedures, you may contact me at (at (Division of Global Affairs, Rutgers, the State University of New Jersey, 190 University Ave. Engelhard Hall, Newark, NJ, 07102. My email is vursavas@pegasus.rutgers.edu and phone number is 1 551 574 05 79. And you can also contact my advisor Dr. Leslie Kennedy School of Criminal Justice, Rutgers University, 123 Washington Street, Newark, NJ, 07102. Tel: 973-353-3310. Email kennedy@andromeda.rutgers.edu .

If you have any questions about your rights as a research subject, you may contact the IRB Administrator at Rutgers University at:

Rutgers University, the State University of New Jersey

Institutional Review Board for the Protection of Human Subjects

Office of Research and Sponsored Programs

3 Rutgers Plaza

New Brunswick, NJ 08901-8559

Tel: 732-932-0150 ext. 2104

Email: humansubjects@orsp.rutgers.edu

You will be given a copy of this consent form for your records.

Sign below if you agree to participate in this research study:

Subject (Print) _____

Subject Signature _____ Date _____

Principal Investigator Signature _____ Date _____

APPENDIX C: Audiotape Addendum to Consent Form

You have already agreed to participate in a research study entitled: “The Problems Faced Fighting against Organized Crimes Globally and the Role and Effectiveness of Law Enforcement Training: The TADOC Case Study”, conducted by Fatih VURSAVAS. You are asked for your permission to allow us to audiotape (sound), as part of that research study. You do not have to agree to be recorded in order to participate in the main part of the study.

The recording(s) will be used for analysis by the researcher. The recording(s) will include your name as the only identifier. The recording(s) will be stored in a locked file cabinet and linked with a code to subjects' identity; and will be destroyed after three years of completion of this research.

Your signature on this form grants the investigator named above permission to record you as described above during participation in the above-referenced study. The investigator will not use the recording(s) for any other reason than that/those stated in the consent form without your written permission.

You will be given a copy of this consent form for your records.

Sign below if you agree to be audio-taped during the interviews in this research study:

Subject (Print) _____

Subject Signature _____ Date _____

Principal Investigator Signature _____ Date _____

APPENDIX D: Pre-test / Post-test of the Research Project

1. Which of the followings is an international organization under UN fighting against organized crimes globally?

- a. UNICEF
- b. UNDP
- c. UNIFEM
- d. UNODC**
- e. UNITAR

2. Which of the followings does not deal with fighting against drugs?

- a. SECI
- b. NATO
- c. EMCDDA
- d. UNECE**
- e. EUROPOL

3. Which of the followings is one of the methods for man-made data collection used in the units of fighting against smuggling and organized crimes?

- a. Assistant intelligence officer
- b. Spy
- c. Data source (informer)**
- d. X person
- e. None

4. Which of the followings is not included in formation of criminal organizations?

- a. Relationship
- b. Ideologic basis
- c. Citizenship
- d. Economic basis
- e. Cultural basis**

5. Which of the followings is correct concerning the ways and methods to persue in fighting against benefit oriented criminal organizations?

- a. Crime evidence – operation – arrest – imprisonment – conditions in prison
- b. Detection of crime – operation and arrest – court phases – imprisonment – post imprisonment
- c. Operation – arrest – imprisonment – prison conditions – post imprisonment
- d. Pre-crime – detection of crime – crime evidence – operation and arrest – imprisonment – post imprisonment**
- e. Pre-crime – detection of crime – operation and arrest – imprisonment – post imprisonment

6. In the meeting of the European Working Group Fighting against Organized Crimes held in Leipzig March 28-31, 1996 it is mentioned that if to talk about the existence of a crime, there should be some basic criteria. Which of the followings is one of those criteria?

- a. A hierarchical structure which comes together to get an undeserved gain
- b. A gain with crime and laundering of illicit Money
- c. Using of methods like violence and treat
- d. To influence in state and private sector
- e. All

7. The most important feature of criminal organizations from terrorist organizations is to have Together with them besides undeserved gain which is the first objective.

- a. State officers
- b. Politicians
- c. Media
- d. Businessman
- e. All**

8. Which of the followings is among the factors which provide basis for the organized crimes?

- a. Ideologue structures
- b. Change of regimes
- c. Deficiencies of law
- d. Bribery
- e. All**

9. Which of the followings is among the causes in organized crimes which increases the punishment?

- a. Hierarchical structure
- b. Durability
- c. Being of at least three people
- d. Being weaponed**

e.All

10. Which of the followings is the last objective for the organized crimes to achieve?

- a. Accomplishing all the Works via the name of the leader
- b. Earning Money of high amounts
- c. Constructing a party
- d. Being legal with laundering of the amount from crime**
- e. All

11. Which of the followings is the common feature of work fields of organized crimes?

- a. Being easy and having much gain
- b. Being uncontrolled
- c. Being deficient within law
- d. Being business fields available for monopoly and cartel
- e. All**

12. Which of the followings is one of the fields that criminal organizations work?

- a. Public tenders
- b. Transportation
- c. Collection of checks and bonds
- d. Human trade
- e. All**

13. Which of the followings is characteristic feature of benefit oriented of organized crimes?

- a. Being adaptable to technologic, social, legal and economic changes easily
- b. Available structure for all of the common initiative
- c. Considering each type of authority gap for pecuniary advantage
- d. Changing of the leadership from father to son, brother, relative or citizen
- e. All**

14. Which of the followings is the common feature which benefits oriented criminal organizations and terrorist organizations share?

- a. Both organizations use violence in their activities; earn income from drug and weapon smuggling**
- b. Both organizations are political
- c. Aim of both organizations is to provide undeserved gain
- d. Aim of both organizations is to subvert the state and change the regime
- e. Both organizations have legal activities. They have no illegal activities.

15. Which of the followings shows that a crime has the feature of transboundary crime?

- a. Committing of the crime within various states
- b. Committing of the crime within a state but the phases for preparation, planning, administration or control within another state
- c. Getting involved in crime of an organized crime which carries criminal activities within various states despite being committed in only one state
- d. Committing the crime in one state, yet; important effects seen in other states
- e. All**

16. Which of the followings is among the differences of “classical crime investigations” and “organizational crime investigations”?

- a. Different combating method and strategies
- b. Different levels of influencing the society and victim
- c. Different type of criminal act
- d. Different methods in prosecuting authorities
- e. All**

17. Which of the followings is one of the common fields of activities of criminal organizations?

- a. Being easy and having much gain
- b. Being uncontrolled
- c. Being deficient within law
- d. Being business fields available for monopoly and cartel
- e. All**

18. A criminal organization adopts the fields which makes much profit for them. Which of the followings is not the type of such a crime?

- a. Conspire to rig the bid
- b. Human trafficking
- c. Tax fraud**
- d. Drug smuggling
- e. Usury

19. Which of the followings is among the factors which grounds basis for organized crimes?

- a. Ideologist structures
- b. Change of regimes
- c. Deficiencies of law
- d. Bribery

e.All

20. Which of the followings is not one of the agreements combatting against drugs?

a. 1909- Shanghai Opium Convention

b. 1931- Geneva Opium Convention

c. 1961- United Nations Single Convention

d. 1988 United Nations Convention of Smuggling of Drugs and Psychotrope Substances

e. 1986 Afghanistan Opium Convention

APPENDIX E: Questionnaire**The Problems Faced Fighting Against Organized Crimes Globally and the Role and Effectiveness of Law Enforcement Training: The TADOC Case Study****Questionnaire**

1. What is your Gender?

a. Male

b. Female

2. What is your age?

3. What is your marital status?

a. Single

b. Married

c. Divorced

d. Widow

3. What is the level of your education?

a. Less than 12 years

b. High school

c. Higher education

d. Master degree

e. Doctoral/JD Degree

4. For how many years have you been serving as a sworn police officer?

Please specify.....

5. What is your current rank?

a. Line officer (non rank)

b. Lower management (sergeant, lieutenant, captain)

- c.Middle management (superintendent, assistant division director)
- d.Upper management (chief of police, deputy chief, division director)

6.What is your current unit?

Please specify.....

7.How is organized crime defined in your country?

Comments:

8.What are the main types of Organized Crimes in your jurisdiction?

- a.Trafficking of drug
- b.Money laundering
- c.IT crimes
- d.Intellectual Property Rights (IPR) crimes
- e.Human Trafficking
- f.Weapon Smuggling
- g.Migrant Smuggling
- i.Other.....

9.Which type of organized crime groups' typology is more widespread in tyour jurisdiction?

- a.Standard hierarchy
- b.Regional hierarchy
- c.Clustered hierarchy
- d.Core group
- e.Criminal network
- f.Other, please specify

10. Is there any ethnic pattern (i.e. ethnically homogeneous or multi-ethnic) in the OC groups in your jurisdiction ?

a. Yes

b. No

If yes, please specify.....

11. What is the main responsible entity for coordinating fighting organized crime in your country (police, customs, military, or any specialized institution)?

a. Police

b. Gendarmerie

c. Customs

d. Military Police

e. Other, please specify

12. What are the main problems do participants face for fighting organized crimes in your jurisdiction?

a. Organizational structure

b. Legislation

c. Training

d. Technical capability

e. Budget

f. Lack of equipment

g. Lack of qualified personnel

h. Other, please specify

13. Is there a lack of coordination in fighting against organized crimes?

a. Yes

b. No

If there is any, what is the reason?

Comments:

14. What are the negative results of lack of coordination?

Comments:

15. Is there a sufficient legislation? Is there any lack concerning the legislation?

Comments:

16. Is legislation is applied effectively?

Comments:

17. Are there any regional differences or local juridical varieties in fighting organized crimes?

Comments:

18.Is there a central authority or a state system? What are the advantages or disadvantages of it?

Comments:

19.How much is the budget for fighting organized crimes? Is it sufficient?

Comments:

20.If some extra budget is required, is it provided without difficulty?

Comments:

21.If some extra personnel are required, is it provided without difficulty?

Comments:

22.What should be the qualification and skills of the personnel required?

Comments:

23.What are the needs as the technical capacity?

Comments:

24.Have they discovered any connection between organized crime groups and terrorism in your jurisdiction?

Comments:

25.Are there any organized crime groups that are carrying out drug relate crimes in your jurisdiction?

Comments:

26. Do these groups involve any other types of organized crimes or do they commit only drug related crimes?

Comments:

27. How often do they need international or cross-national cooperation for fighting organized crimes in your jurisdiction?

Comments:

28. Do you have an international contact person such as police consultancies and etc.? Are Interpol, Europol and UNODC sufficient for this purpose?

Comments:

29. What should be done in order to improve the institutionalism concerning the national cooperation?

Comments:

30. Which international, regional or foreign training academies, such as TADOC, DEA, INTERPOL, and etc., does your agency participate to get training for fighting organized crimes?

Comments:

31. To what extent did TADOC's law enforcement training program improve knowledge and operational skills, and change attitudes on the process of fight against organized crimes?

Comments:

32. To what extent have you changed your behavior when you go back to your workplace as a result of the TADOC's law enforcement training? (Such as starting similar training programs, implementation of new policies and etc.)

Comments:

33.How did these training programs affect the operational capability of the organization itself? Did it make any significant effect on the number of operations or the amount of drug seizures?

Comments:

APPENDIX F: Interview Questions

1. What are the main types of Organized Crimes in your jurisdiction? Which type of organized crime groups' typology is more widespread in to your jurisdiction? Is there any ethnic pattern (i.e. ethnically homogeneous or multi-ethnic) in the OC groups in your jurisdiction?
2. What is the main responsible entity for coordinating fighting organized crime in your country (police, customs, military, or any specialized institution)?
3. What are the main problems do participants face for fighting organized crimes in your jurisdiction? Is there a lack of coordination in fighting against organized crimes? In addition, what are the negative results of lack of coordination?
4. Is there a sufficient legislation? Is there any lack concerning the legislation? Is legislation is applied effectively?
5. Are there any regional differences or local juridical varieties in fighting organized crimes? Is there a central authority or a state system? What are the advantages or disadvantages of it?
6. How much is the budget for fighting organized crimes? Is it sufficient? If some extra budget is required, is it provided without difficulty?
7. If some extra personnel are required, is it provided without difficulty? What should be the qualification and skills of the personnel required? What are the needs as the technical capacity?
8. Have you discovered any connection between organized crime groups and terrorism in your jurisdiction?
9. Are there any organized crime groups that are carrying out drug relate crimes in your jurisdiction? Do these groups involve any other types of organized crimes or do they commit only drug related crimes? Do these groups involve any other types of organized crimes or do they commit only drug related crimes?

10. Do you have an international contact person such as police consultancies and etc.? Are Interpol, Europol and UNODC sufficient for this purpose? What should be done in order to improve the institutionalism concerning the national cooperation?

11. Which international, regional or foreign training academies, such as TADOC, DEA, INTERPOL, and etc., does your agency participate to get training for fighting organized crimes?

12. To what extent did TADOC's law enforcement training program improve knowledge and operational skills, and change attitudes on the process of fight against organized crimes?

APPENDIX G: IRB Approval

RUTGERS UNIVERSITY
Office of Research and Sponsored Programs
ASB III, 3 Rutgers Plaza, Cook Campus
New Brunswick, NJ 08901

August 14, 2012

P.I. Name: Vursavas
Protocol #: 13-054M

Fatih Vursavas
 School of Criminal Justice
 Engelhardt Hall
 190 University Ave
 Newark Campus

Dear Fatih Vursavas:

(Initial / Amendment / Continuation / Continuation w/ Amendment)

Protocol Title: "The Problems Faced Fighting Against Organized Crimes Globally and the Role and Effectiveness of Law Enforcement Training: The TADOC Case Study"

This is to advise you that the above-referenced study has been presented to the Institutional Review Board for the Protection of Human Subjects in Research, and the following action was taken subject to the conditions and explanations provided below:

Approval Date:	8/7/2012	Expiration Date:	8/6/2013
Expedited Category:	7	Approved # of Subject(s):	315

This approval is based on the assumption that the materials you submitted to the Office of Research and Sponsored Programs (ORSP) contain a complete and accurate description of the ways in which human subjects are involved in your research. The following conditions apply:

- **This Approval**-The research will be conducted according to the most recent version of the protocol that was submitted. **This approval is valid ONLY for the dates listed above;**
- **Reporting**-ORSP must be immediately informed of any injuries to subjects that occur and/or problems that arise, in the course of your research;
- **Modifications**-Any proposed changes **MUST** be submitted to the IRB as an amendment for review and approval prior to implementation;
- **Consent Form(s)**-Each person who signs a consent document will be given a copy of that document, if you are using such documents in your research. The Principal Investigator must retain all signed documents for at least three years after the conclusion of the research;
- **Continuing Review**-You should receive a courtesy e-mail renewal notice for a Request for Continuing Review before the expiration of this project's approval. However, it is your responsibility to ensure that an application for continuing review has been submitted to the IRB for review and approval prior to the expiration date to extend the approval period;

Additional Notes: Expedited Approval per 45 CFR 46.110

Failure to comply with these conditions will result in withdrawal of this approval.

Please note that the IRB has the authority to observe, or have a third party observe, the consent process or the research itself. The Federal-wide Assurance (FWA) number for the Rutgers University IRB is FWA00003913; this number may be requested on funding applications or by collaborators.

Respectfully yours,


Sheryl Goldberg
 Director of Office of Research and Sponsored Programs
 gibel@grants.rutgers.edu

cc: Leslie Kennedy