Scenarios for the Drug Problem in the Americas
2013–2025
Scenario Workshop Agenda

2:45 Objectives and agenda
3:00 Presentation of the scenarios
   Questions and answers
4:15 Break
4:30 Implications of the scenarios
6:30 Close

Mandate for These Scenarios

“We, the region’s leaders, held an invaluable discussion on the global drug problem. We agreed on the need to analyze the results of the current policy in the Americas and to explore new approaches to strengthen this struggle and to become more effective. We have issued the OAS a mandate to that end.”

—Chair of the Sixth Summit of the Americas, Juan Manuel Santos Calderón, President of the Republic of Colombia, Cartagena de Indias, April 15, 2012
The Usefulness of Scenarios

• Scenarios are stories about what is possible—about what could happen
• They provide a common framework and a language for exploratory dialogues about possible challenges, opportunities, options, and next steps

To Be Useful, Scenarios Must Be

• Relevant,
• Challenging,
• Credible, and
• Clear.
Scenarios are Not

- **Forecasts**: stories about what *will* happen
- **Recommendations**: stories about what *should* happen

How These Scenarios Were Constructed

- By a Scenario Team of 46 outstanding individuals
- From across the Americas
- Appointed by the OAS
- Drawing on the Analytical Report and 75 in-depth interviews
- Over 7 days during 2 intensive workshops
- Followed by participative writing of the report
- Supported by a Core Team from the Centro de Liderazgo y Gestión, Reos Partners, and the OAS
How These Scenarios Can Be Used

• To inform drug-related policy dialogues, debates, and decisions
• Involving governmental and non-governmental actors
• At scales from local to global
How These Scenarios Can Be Used

• Convene actors from across a given system
• Understand the four scenarios
• Explore:
  – The opportunities and challenges each scenario poses: “If this scenario occurred, what would it mean for us?”
  – The options each scenario presents: “If this scenario occurred, what could we do?”
  – Next steps: “Given these four possible futures, what shall we do now?”

The Four Scenarios

Together
Pathways
Resilience
Disruption
How ‘the drug problem’ is understood:
The drug problem is part of a larger insecurity problem, with weak state institutions unable to control organized crime and the violence and corruption it generates.
**Together**

The response that is attempted:

Strengthening the capacity of judicial and public safety institutions to ensure security, through greater professionalization, better partnering with citizens, new success indicators, and improved international cooperation.

**Together**

Opportunities presented by this response:

- Better citizen security.
- Increased credibility of state institutions supported by increased public confidence and taxation.
- Renewed hemispheric partnership.
Together

Challenges in implementing this response:

• Rebuilding state institutions in the face of opposition from entrenched interests.
• Weak, patchy, and lagging international cooperation.
• Balloon effect of criminal activities shifting to places with weaker institutions.

Pathways
Pathways

How ‘the drug problem’ is understood:
The problem is that the current regime for controlling drugs through criminal sanctions (especially arrests and incarceration of users and low-level dealers) is causing too much harm.

Pathways

The response that is attempted:
Trying out and learning from alternative legal and regulatory regimes, starting with cannabis.
Pathways

Opportunities presented by this response:
• Development of better drug policies through experimentation.
• Reallocation of resources from controlling drugs and drug users to preventing and treating problematic use.
• Shrinkage of some criminal markets and profits through regulation.

Pathways

Challenges in implementing this response:
• Managing the risks of experimentation, especially with transitioning from criminal to regulated markets (including possible increases in problematic use).
• Dealing with contraband and new inter-governmental tensions that result from differences in regimes between jurisdictions.
Resilience

How ‘the drug problem’ is understood:
The drug problem is a manifestation and magnifier of underlying social and economic dysfunctions that lead to violence and addiction.
Resilience

The response that is attempted:
Strengthening communities and improving public safety, health, education, and employment through bottom-up programs created by local governments, businesses, and non-governmental organizations.

Opportunities presented by this response:
- More inclusive, less violent, and healthier communities, which take an active role in fighting crime and drugs.
Resilience

Challenges in implementing this response:

• Insufficient resources and capacities of many local governmental and non-governmental organizations to address these problems.

• Lag time before this response reduces drug-related crime.
Disruption

How ‘the drug problem’ is understood:
The problem is that countries where drugs (especially cocaine) are produced and through which they transit are suffering unbearable and unfair costs.

Disruption

The response that is attempted:
Abandoning the fight in some countries against (or reaching an accommodation with) drug production within and transit through their territories
Disruption

Opportunities presented by this response:
• Reduced violence; increasing attention to domestic rather than international priorities.
• Freeing up of resources currently being spent on security and law enforcement.

Disruption

Challenges in implementing this response:
• Reduced enforcement, which allows the expansion of drug markets and profits.
• Possible capture of states by criminal organizations.
• Conflicts over violations of international treaties.
Comparison of the Scenarios

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Implications of Each Scenario

- Assume that this scenario is happening (regardless of whether you think it is probable or desirable)
- What opportunities do government leaders have?
- What challenges do government leaders face?
- What options do government leaders have—what could they do?