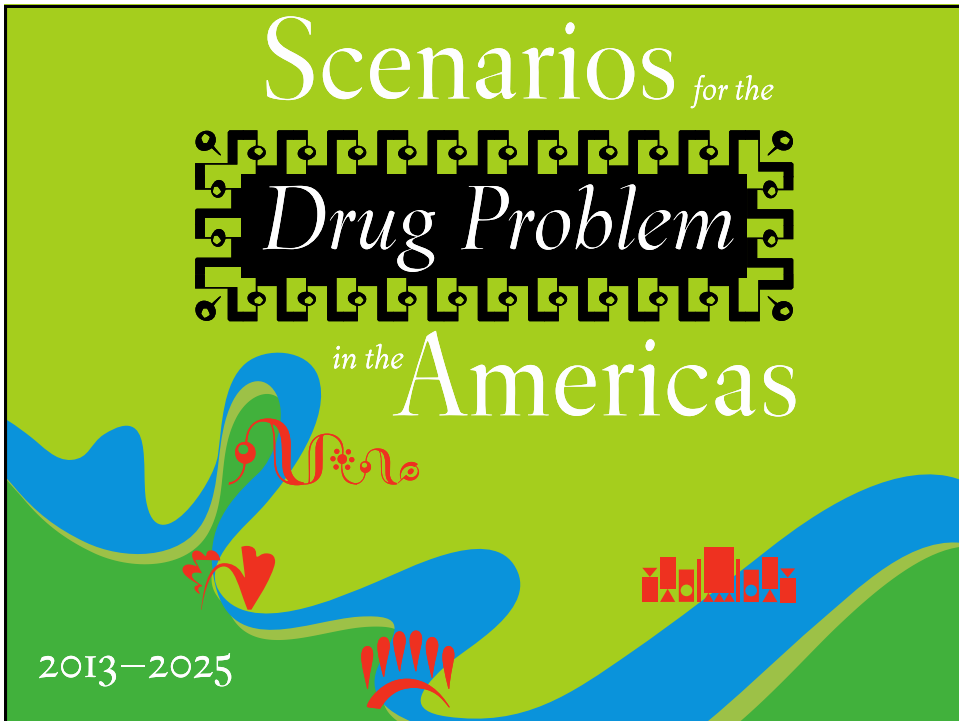


	<p>17th St. & Constitution Avenue N.W. Washington, D.C. 20006 United States of America</p>	<p>INTER-AMERICAN DRUG ABUSE CONTROL COMMISSION CICAD</p>
<p>Organization of American States</p>	<p>P. 202.458.3000 www.oas.org</p>	<p>Secretariat for Multidimensional Security</p>
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<p>SCENARIOS FOR THE DRUG PROBLEM IN THE AMERICAS ADAM KAHANE, REOS PARTNERS</p>		



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





Together



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:

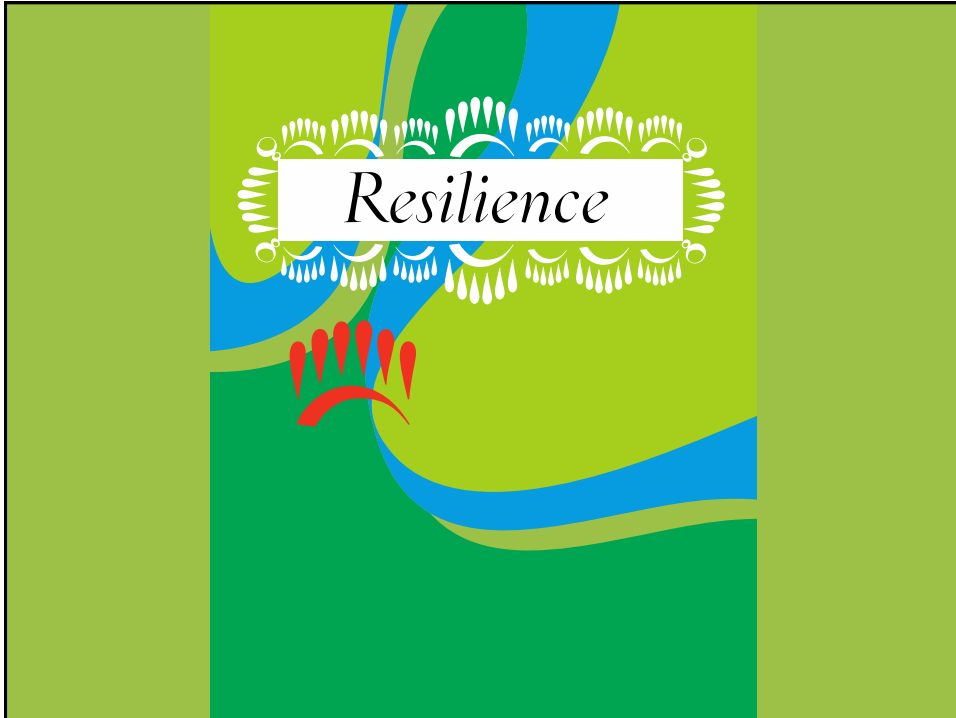
- Development of better drug policies through experimentation.
- Reallocation of resources from controlling drugs and drug users to preventing and treating problematic use.
- Shrinkage of some criminal markets and profits through regulation.

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.

Resilience



Opportunities presented by this response:

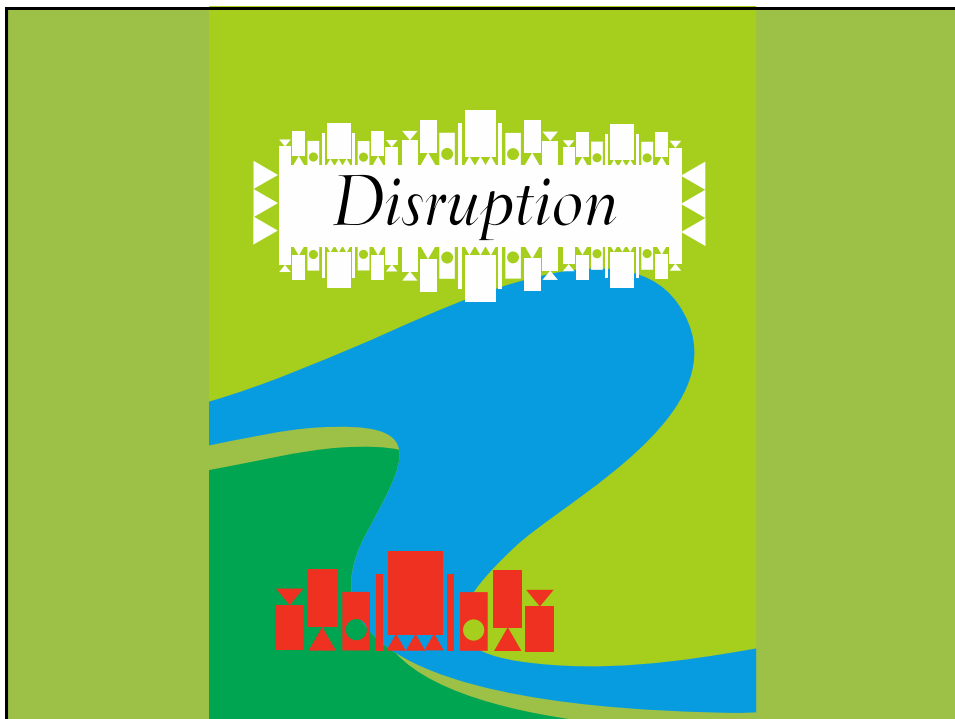
- More inclusive, less violent, and healthier communities, which take an active role in fighting crime and drugs.

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

	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	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	The drug problem is a manifestation and magnifier of underlying social and economic dysfunctions that lead to violence and addiction	The problem is that countries where drugs (especially cocaine) are produced and through which they transit are suffering unbearable and unfair costs
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	Trying out and learning from alternative legal and regulatory regimes, starting with cannabis	Strengthening communities and improving public safety, health, education, and employment through bottom-up programs created by local governments, businesses, and non-governmental organizations	Abandoning the fight in some countries against (or reaching an accommodation with) drug production within and transit through their territories
Opportunities presented by this response	Better citizen security; increased credibility of state institutions supported by increased public confidence and taxation; renewed hemispheric partnership	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	More inclusive, less violent, and healthier communities, which take an active role in fighting crime and drugs	Reduced violence; increasing attention to domestic rather than international priorities; freeing up of resources currently being spent on security and law enforcement
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	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	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	Reduced enforcement, which allows the expansion of drug markets and profits; possible capture of states by criminal organizations; conflicts over violations of international treaties

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?