

# Study on Innovative Alternative Development Approaches (IADA)

## Preliminary findings : Where does IADA fit?

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# Objectives and Scope



**Opportunities, viability and stakes** of IADA beyond traditional AD models and, rural contexts of illicit cultivation.

- Where to **situate innovations**?
- What are the **opportunities, practices and limits** of AD expansion to “non-traditional contexts”?
- What are the **conceptual and operational implications** for AD?



- ✓ **Mapping** and defining innovation and new terrains across LAC
- ✓ **Identifying innovative tools**, best practices, lessons learned (*design features, instruments, and implementation modalities*)
- ✓ **Systematizing current efforts** and emerging initiatives in LAC
- ✓ Providing **evidence-based orientations** to *inform, adjust and advance AD conceptualization and programming in “non-traditional”/innovative contexts*

# Analytical framework and assessment dimensions

Combination of socio-political tools of public policy analysis, and policy evaluation instruments

- Use of OECD- DAC criteria of development interventions evaluation (aligned with EU strategic priority 9.6 for 2021-2025)
- To increase the usefulness of this study for practitioners, potential interested implementers and donors.

## Qualitative and case-based dimension

- A: Urban settings and environments
- B: Border areas, vulnerable zones, and preventive actions
- C: Ethnic and indigenous territories
- D: Emerging legal medicinal cannabis or industrial hemp value chains and inclusive measures (notably of traditional farmers or small-scale farmers involved in illicit drug crop cultivation)

### RELEVANCE AND ADAPTABILITY

*Is IADA doing the right thing?*

### COHERENCE AND OVERLAPS

*How well does IADA fit?*

### INNOVATION AND EFFECTIVENESS

*To what extent and how IADA is achieving its objectives ?*

### RESULTS AND IMPACT

*What difference does IADA make?*

### INCLUSIVENESS AND PEOPLE-CENTERED DESIGN

*How IADA make sure no one is left behind?*

# Limitations



- ❑ **Availability, accessibility of information** in a limited timeframe
- ❑ **Limited coverage and scope** of available information by nature : ongoing reflection/initiatives, pilots
- ❑ **Comparability gaps** across the different case studies
- ❑ Variations of **contexts and progress**
- ❑ **Representativity** of interviewed stakeholders, beyond interested IADA parties
- ❑ **Access to field sites** – time, security...

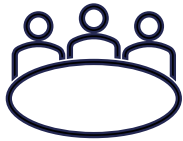
**Exploratory study based on a scoping review of current initiatives and reflections in LAC**

**No in-depth project evaluations nor impact assessments**

# Empirical strategy and Data collection tools



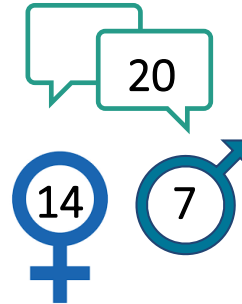
90 + Collection and review of policy and project documents when available (ToC, evaluations...)



Copolad III AD Working group - Policy Workshop, 29<sup>th</sup> September, Mexico City  
Peer-learning and brainstorming



More than 15 COPOLAD AD working group participants and learning partners (from Brazil, Bolivia, Colombia, Ecuador, El Salvador, Guatemala, Mexico, Panamá, Paraguay, Perú, Uruguay, Jamaica and Saint Vincent and the Grenadines) and international partners (UNODC, FIAPP, GIZ)



**Semi-direct interviews : key learning partners at national, regional and partners levels of 14 interested countries (outside field missions)**

- Brazil
  - Bolivia
  - Colombia
  - Ecuador
  - El Salvador
  - Guatemala
  - Jamaica
  - Mexico
  - Panamá
  - Paraguay
  - Perú
  - Saint Vincent and the Grenadines
  - Uruguay
  - Venezuela
- International partners: UNODC, UE Delegation in country
  - Key institutions: SENAD, CDESC, VCDI, Ministerio de Justicia y del Derecho, Colombia , Secretaría del Comité Interinstitucional de Drogas, Secretaría del Comité Interinstitucional de Drogas, Comisión Nacional Antidrogas, CONAPRED, DEVIDA, JND, SND, Cannabis Licensing Authority, SUNAD...

# Empirical strategy and Data collection tools



Case studies of innovative projects/ country policy initiatives by “non-traditional” terrains



Participatory approach - Meetings and interviews with representatives of final beneficiaries at local and population levels



Sources: Authors, Cooperativa Agraria Sonomoro del VRAEM, distrito de Pangoa. and Ámbito geográfico de la oficina zonal La Merced DEVIDA



Field visits - Peru, 3-7<sup>th</sup> Oct.

*Ethnic and indigenous territories*

## Governmental institutions and regional coordination offices

- HQ DEVIDA, Presidencia and Dirección de Articulación Territorial
- SERFOR
- Ministry of Culture, Management of Communities in situation of isolation Unit
- DEVIDA Regional Office - Oficina de coordinación Chanchamayo, Zonal LA MERCED (Distrito de Mazamari)

## 30+ representatives of final beneficiaries' communities of 11 productive organizations

- Central Ashaninka de Río Tambo – CART (Distrito Rio Tambo)
- Cooperativa Agraria Ashaninka Kemitto Sankori (Distrito Rio Tambo)
- Central Ashaninka de Río Ene – CARE (Distrito Rio Tambo)
- Cooperativa Agraria Kemitto Ene (Distrito Rio Tambo)
- Cooperativa Agraria Sonomoro del VRAEM Ltda.COAS (Distrito de Pangoa)
- Cooperativa Agraria Ashaninka y Nomatsiguenga con criterios ambientales Ltda. (Distrito de Mazamari)
- Cooperativa Agraria APROSAROCH Mazamari. Ltda (Distrito de Mazamari)
- Asociación de productores agroindustriales y servicios múltiples Huayna Picchu APASEM FOODS (Distrito de Perené)
- Asociación de productores agropecuarios de Cultivos Tropicales, ASPRAC (Distrito de Pichanaqui)
- Cooperativa agroindustrial Kivinaki (Distrito de Perené)
- Chanchamaya Highland Coffee, Productores y exportadore

# Empirical strategy and Data collection tools



## Field visit – Uruguay, 23-27 Oct.

*Inclusive cannabis markets and urban context*

**National actors:** Junta Nacional de Drogas y Secretaria, Observatorio Uruguayo de Drogas, IRRCA, Ministerio del interior, Instituto Nacional de las Mujeres, Fiscalías.

### In site visits:

- 3 main production sites of legal cannabis
- Authorized pharmacies
- Club cannábicos
- SATIVA enterprise project : 2 founders of Floralia brand



Sources: *Emprendimiento SATIVA, Ciudad de Migue; SJ Recuperar SAS, Medellín; Predio productivo beneficiario del PNIS, Puerto Caicedo - Vereda Remolino*



## Field visits – Colombia, 30<sup>th</sup> Oct – 6 Nov.

*Urban contexts; Borders areas; Ethnic and indigenous territories*

**National actors:** Ministerio de Justicia y del Derecho, Dirección de Sustitución de cultivos, Agencia de Renovación del Territorio.

**International partners:** UNODC regional office and local offices Puerto Asis, Putumayo.

**CSOs:** Fundación Ideas para la Paz.

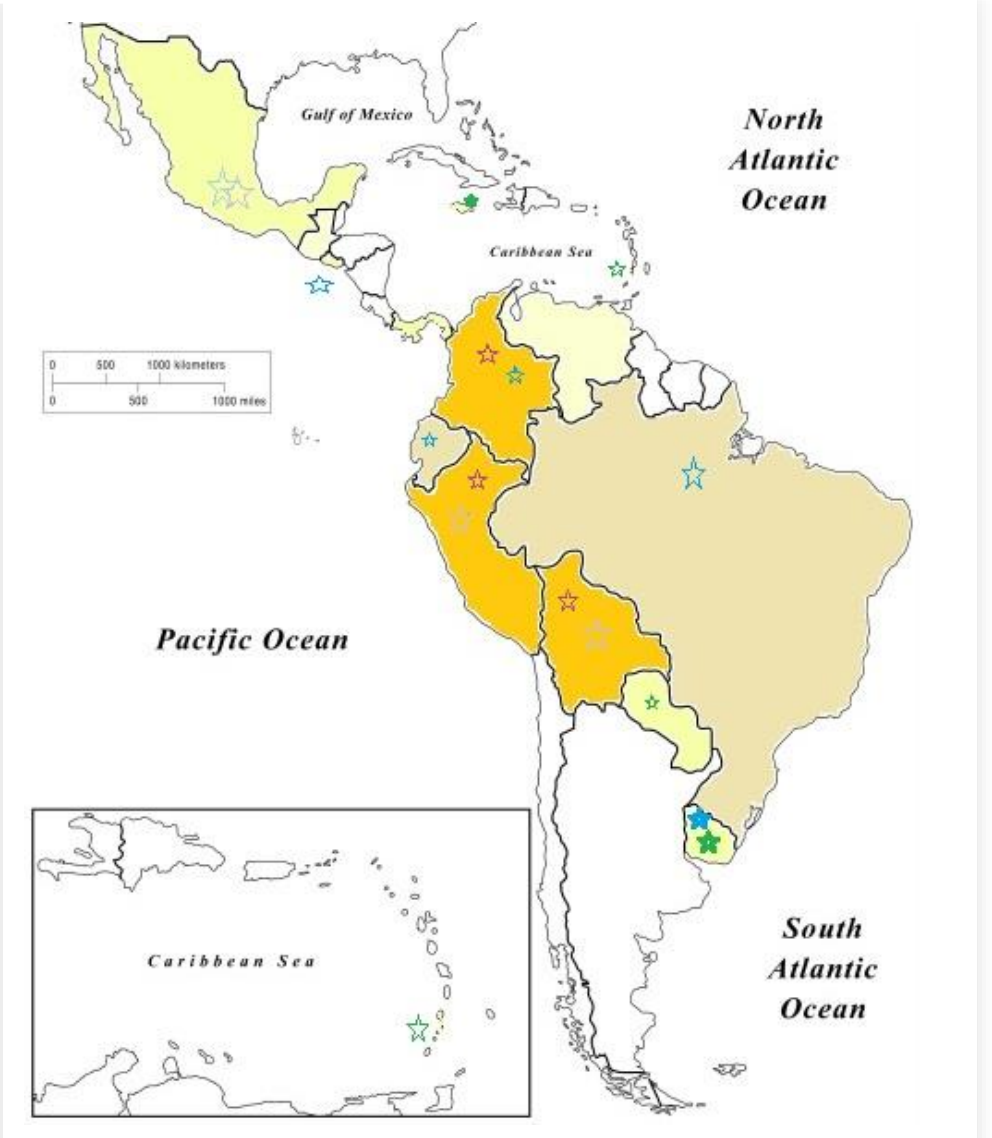
### In site visits :

- Medellín - Programa Proceso de formación en fortalecimiento económico con enfoque de género
  - Universidad cooperativa de Colombia instalaciones
  - Program beneficiaries, including youth involved in micro-trafficking
- Putumayo - Visita familias beneficiarias de componente de Proyecto Fortalecimiento productivo:
- Municipio de Puerto Caicedo - participantes PNIS
- Vereda Comuna Dos, participantes PNIS
- Municipio de Puerto Caicedo - Vereda Villa Flor, mujeres ex recolectoras de coca, proyecto MPTF. 3 negocios: Agro ferretería, Restaurante, and tienda
- Vereda Agua Negra

# Mapping « IADA » : Extended terrains of AD

“Terrains” = 4 intertwined layers of understanding

- [Territories]** Additional **interested countries** that were not “traditional” AD implementers
- [Contexts]** Multiple contexts of operationalization **outside “traditional settings” of rural areas of illicit cultivation**  
*Incl. urban settings, borders areas, conflict zones, various policy models*
- [Features]** **Diversification of traditional AD** implementation features  
*Incl. beneficiaries of ethnic and indigenous territories, gender...*
- [Social environment]** Socio-economic environments of **illicit supply activities beyond cultivation**  
*Incl. collection, supports, transit, micro-trafficking...*





# Mapping « IADA » : Explored cases of applicability

VARIOUS PATHS/FORMS OF IMPLEMENTATION/  
COMMITMENTS

DIVERSE, BUILDING APPREHENSIONS OF IADA  
POTENTIALS

## Case A: Urban settings and environments

**Brazil (developing model)**

**Colombia (pilots)**

Uruguay (conceptualization)

Ecuador (conceptualization)

Panama (*Pilots, potential*)

*El Salvador (Potential)*

## Case B: Boarder areas, vulnerable zones, and preventive actions territories

**Colombia (Model enlarged)**

**Peru (Extended programming)**

Ecuador (Pilots, conceptualization)

*Venezuela (Potential)*

## Case C: Ethnic and indigenous territories

**Peru (optimized model)**

**Bolivia (optimized model)**

**Colombia (adjusting model)**

*Mexico (Potential)*

## Case D: Emerging legal medicinal cannabis or industrial hemp value chains

**Jamaica (Conceptualization, pilots)**

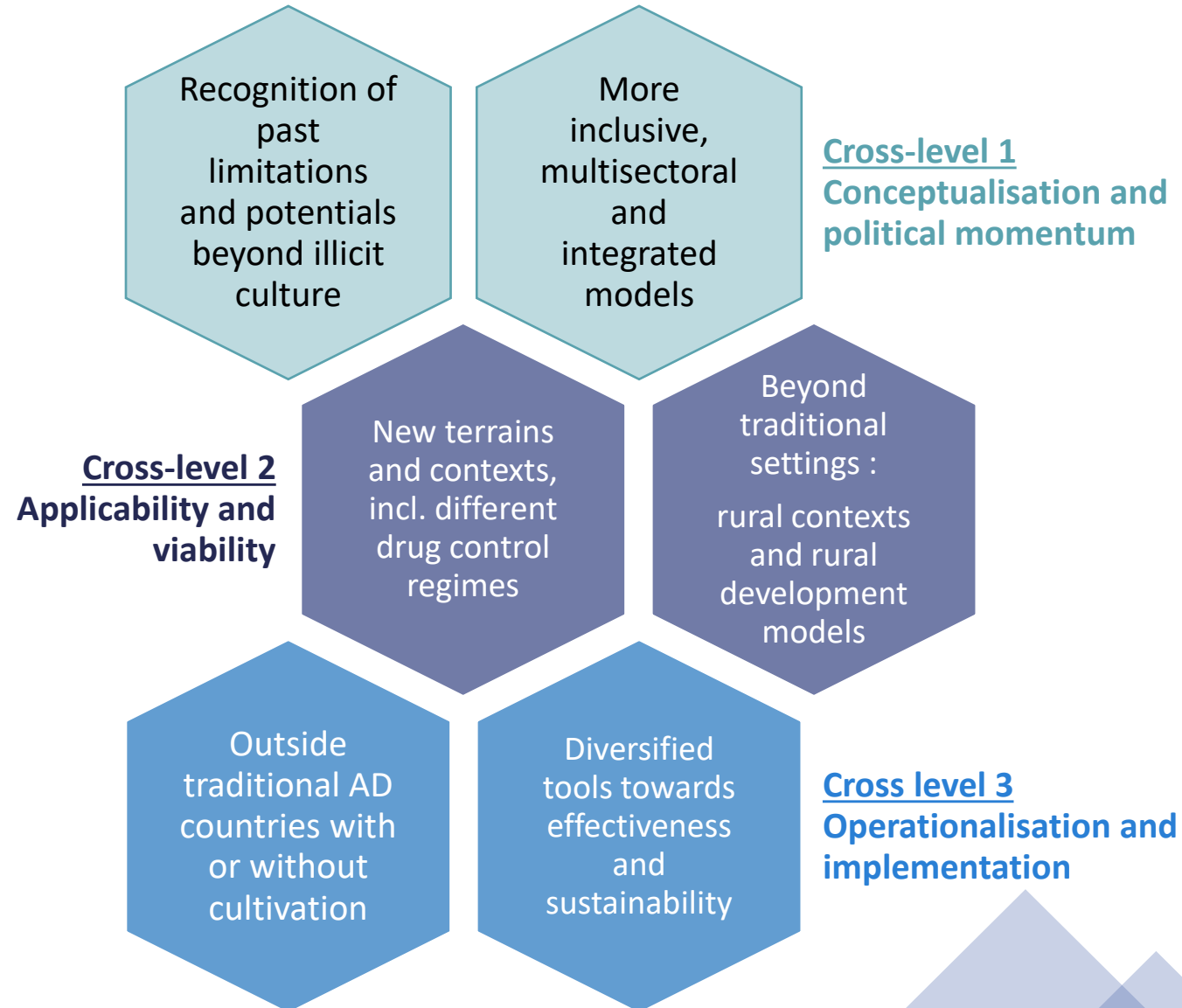
**Saint Vincent and the Grenadines  
(Conceptualization)**

*Uruguay (Pilots, Potential)*

*Paraguay (Potential)*

# Situating « Innovation »

## Evolutionary concept and scaled-up interventions



# IADA Opportunities and good practices

## RELEVANCE AND COHERENCE

### TRANSLATION OF AD LESSONS into recontextualised approaches

#### ❖ *Programming Trad. AD + IADA Conceptualisation*

- ✓ Aligned with **AD Guiding Principles**, UNGASS 2016 and DAIS Frameworks
- ✓ Aligned with **national drug control priorities**
- ✓ Prioritizing **territorial specificities and final beneficiaries needs/consultation**

### OPTIMIZED DESIGN /ADAPTIVE MODELS

Transforming conditions favoring **entry into the illicit drug supply chain** (including cultivation, trafficking, sales, transit...)

- ✓ From **substance-based to people-centered**
- ✓ Increased **focus on structural vulnerabilities**
- ✓ **Transition to a licit economy and more enabling social economy** - across the region

❖ *Intersectional approach* – Colombia, Peru

❖ *Integral development* – Bolivia

❖ *Productive models*

❖ *Capacity-building models*

❖ *Social-integration measures* – Uruguay, SVG..

❖ *Zona estrategicas de intervencion* – borders context

- ✓ Increase use of **evidence-based design tools**

❖ *Collective intervention* – Colombia

❖ *Territorial surveys w/ socio-economic diagnosis* – AD countries to newcomers (Venezuela, Mexico..)

*“Produce, share and prevent”*

*“From a vulnerable territory to a land of opportunities”*

*“Transform territories”*

*“Making regulated cannabis the new green gold”.*

### INCREASED COMPATIBILITIES

**Bridging gaps** between drug control and development objectives

- ✓ Food security and economic growth
- ✓ Rural development
- ✓ Market-driven approaches
- ✓ Environmental aspects – Colombia, Peru, Bolivia, Uruguay...
- ✓ Peace building agenda – Colombia
- ✓ Crime prevention and dispute resolution – governance aspect emerging
- ✓ Leaving no one behind
- ✓ SDGs

# INNOVATION AND EFFECTIVENESS

## Towards more efficient and inclusive operationalization instruments

### Optimized of AD good practices and principles

- Systematized knowledge attempts – Ex: DAS, Peru
- Diversification of products and activities
- Commercialization and competitiveness efforts
- Niche markets – Ex: Sacha Inshi
- Secured local markets
- International visibility and reach-out – Seals

### Operationalization mechanisms

- Community participation
- Technical teams and in-field presence continuity
- Private sector cooperation
- Joint programming with local actors
- Dedicated structure/cross-sectoral teams
- Emerging synergies – UNCTAD, FAO, Cross-sectoral reach out (JND-INMUJERES; Devida-Serfor...)

### New contexts aspects

- Capacity-building – Medellin + SVG
- Gender focus
- Family and community systems – Peru
- Protection systems – Brazil
- Educational services – El Salvador
- Emerging cross-cutting aspects:: deforestation



Pictures: Cooperativa Agraria Sonomoro del VRAEM Ltda.COAS Comité de damas (Perú); *Emprendimiento SATIVA (Uruguay)* Area de secado de Sacha inchi, ASPROAMAZONICAS, Putumayo y *Presentación de los productos de Museo Chocoternura en la Feria de las Flores de Medellín 2023.*



# IADA Risks and hindering factors

## CONCEPTUALIZATION

### **Dilution of AD concept**

– tendency to go beyond illicit supply chain measures

(Demand) Prevention, cannabis economic opportunities...

- Complementarities vs. integration

### **Policy coherence and realistic articulations vs. long-term ambitions**

Supply-reduction tools, conditionalities, law enforcement and development

Comprehensive and balanced drug policies

Converging criminalities and territorial vulnerabilities

Territorial development and access

Sustainable development ambition

Political economy aspects

## DESIGN

### **Theoretical focus vs. Theory of change centered**

Clear definition of alternatives and objectives

Clear definition of beneficiaries

ex: inclusive legal cannabis economies

### **Diverse levels of institutionalization**

Limited integration of IADA within a clear national strategies or policy outside drug strategies

Dedicated team/time/structure vs. spread/niched within drug control ones, when they exist

### **Integrated M&E**

## OPERATIONALIZATION

### **Limited scope, volume and long-term IADA**

Trust across political board and with beneficiaries' communities

**Resources** – funding, human resources, expertise/evidence-building

**Institutional memory** and systematization of knowledge from the ground

National ownership and **political buy-in**

**Cross-sectoral coordination beyond drug policy**

**Multi-dimensional impact assessments** (social, economic, environmental and political results)

# Emerging lessons for IADA development in the future

## Case A: Urban settings and environments

Translating AD principles to illicit supply activities at micro-level  
Definition of vulnerabilities and risks of entering illicit economy  
Building resilience capacities - “Urban peace”  
Harm management approach

## Case B: Boarder areas, vulnerable zones, and preventive actions territories

Political economy perspective  
Articulation security and development responses  
Context-tailored approach  
Long term engagement – “peace building agendas”

## Emerging lessons to develop IADA

## Case C: Ethnic and indigenous territories

Socialization mechanisms  
Joint agreement and trust building  
Bottom-up processes more impactful and trusted  
Learning from other sectors

## Case D: Emerging legal medicinal cannabis or industrial hemp value chains

Inclusiveness focus vs. economy development logic  
Alternative to be defined yet  
Limited integration into regulated schemes design  
Market study –niche risks and opportunities

# A turning tide : Implications for future of AD



AD as a dynamic concept in constant flux

Clear potentials to adjust and update AD conceptual contours

*In LAC contexts and beyond*

➤ **To better fit-for-purpose as a development-based measure to provide viable and inclusive alternatives to people involved in /affected by or at risks of being involved in /affected by illicit drug trade beyond rural contexts and illicit cultivation focus**

➤ **An umbrella for expanding the toolbox for dealing with root causes/enabling drivers of illicit drug-supply activities in a territorially-based manner**

➤ **Viable policy entry point/sequence/phase of inclusive, integrated, development-oriented options to areas/communities affected or at risks of being affected by illicit drugs supply activities**

# Operationalization implications and opportunities

## Conceptual level

**Being clear and realistic**

**IADA cannot do it all !**

**Technical/Research agenda**

**Socio-econ. + political economy analysis incl. governance**

**Multi-dimensional reading**

**Drugs and converging crimes**

**Role of technical experts, academia, CSOs....**

**Inter-sectoral knowledge building**

**International/regional exchanges**

**National capacity building on AD**

**Bringing development actors in**

## Programmatic level

**Break with automatism and siloes**

**Inter-sectoral organizational platforms**

**Co-production approach to IADA  
Map, learn, use, innovate from what works across relevant sectors**

**Institutionnalisation  
Policy and Structure**

**Elevate into national, regional, international agendas ( Copolad, CND, EU, sectoral forums..)**

**Integrated within both drug strategies and national development policies**

**Theory of change vs theory focus  
Harm management approach  
Drugs as cross-cutting issue**

## Operationalization level

**AD principles and tools optimization**

**HRG - Leaving no one behind tools**

**Evaluation metrics**

**Identify vulnerabilities**

**Territorial and target groups (not. Regulated substances)**

**Build on resources, synergies and practices across relevant sectors**

**Political actors and champions  
Private sector**

**Development actors and drug control**

**Innovation labs**

**Policy coherence and funding**

**Climate finance  
SDGs smart financing**



# *Thank you for your attention*

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