



**OAS** | **CICAD**




**INTER-AMERICAN DRUG ABUSE  
CONTROL COMMISSION  
CICAD**

**SIXTY-FIRST REGULAR SESSION**  
**April 24-26, 2017**  
**Washington, D.C.**

**OEA/Ser.L/XIV.2.61**  
**CICAD/doc.2313/17**  
**25 April 2017**  
**Original: Español**

**MODEL OF DECENTRALIZATION AND LOCAL MANAGEMENT OF DRUG POLICIES IN URUGUAY**



# Model of decentralization and local management of drug policies in Uruguay

“Transforming national drug policies into local level policies ”

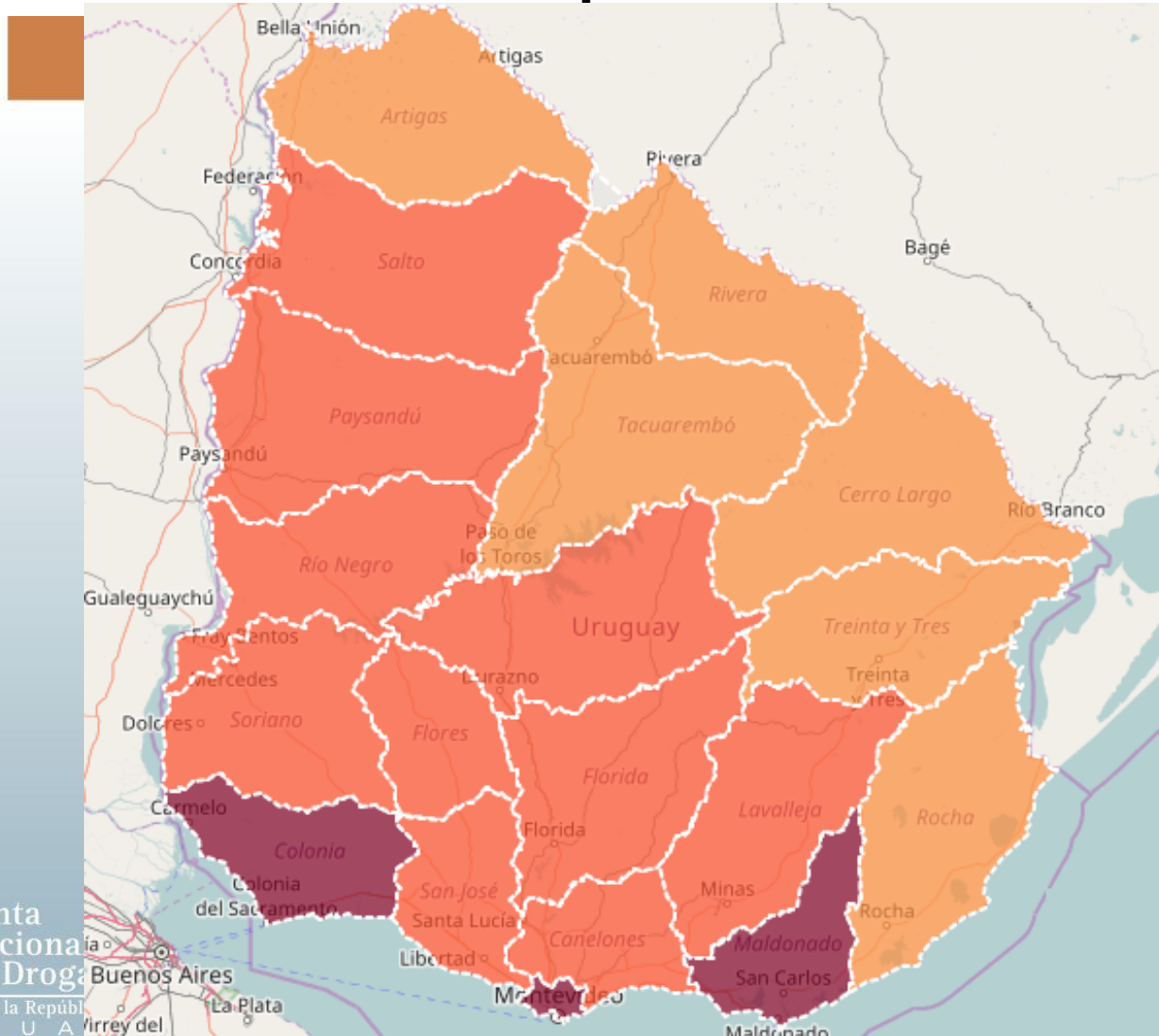
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**National Drug Council**

April, 2017

# Uruguay

## Human Development Index

(URU 0,793 - 2014)



**Año**  
2011

**Capas**  
 Departamentos

**Legendas**  
Departamentos  
0.4 0.9

# Legal framework for decentralization

*“In the last 20 years, Uruguay has been building an institutional and normative framework linked to local development, decentralization and territorial management”.*

- **Law of Political Decentralization and Citizen Participation (18.567) in 2009**

Creation of the 89 municipalities at the country.

- **Decree 84/010 of February 25, 2010**

Creation of Departmental Drug Councils and Local Drug Councils.

- **Decree 387/012 of December 4, 2012**

Modification of Decree 84/010, adapting the legal framework of the Departmental and Local Councils.



## Model of decentralization and local management

*“Principle of equity: commitment to the achievement of human dignity and equity, incorporating socio-economic equity, gender, generations and territories”.*

- Process of devolution of drug policies of prevention, treatment and social integration.
- Regionalization of the country.
- Inter-institutionality.
- Inter-sectoriality.
- Articulation with Civil Society.
- Diversity - Complexity.

## National Drug Strategy 2016 - 2020

- Deepening the decentralization, devolution and regionalization of drug policy.
- Building policies from the local in conjunction with the national orientations.
- Strengthening of the Departmental Drug Councils and Local Drug Councils towards active participation in leadership, decision-making and operational feasibility of interventions.
- Articulation and commitment of the public institutions and fields of coordination present at the local level.



## Main Results

- 19 Departmental Drug Councils and 6 Local Councils
- Local Diagnostics – (SAVIA Program)
- Local Initiatives Fund
- Contest Funds and Awards
- National Care Network strengthened, National and regional Centers and *Ciudadela* Program.
- Joint Actions of Government Actors: “*Verano querido*”, “*Eventos cuidados*”, “*Cuídate y Cuídame*”, Free Pass.
- Local implementation of Prevention Programs (labor, community, educational and family approach) and Insertion (educational insertion, job training, internships)
- HR Training of the Departmental and Local Councils.



# Lessons learned 1

## *Challenges of decentralization*

*“There is a **heterogeneity** among the Dep. Drug Councils in terms of operation, involvement, commitments and products”. [p.84 - Luján y Mancebo, JND, 2016)*

- Diversity of Actors
- Diversity of approaches
- Difficulty in concretizing participation of some institutions
- Difficulties to coordinate with some systems, for example the Judicial sector.
- Rotation in referents, and lack of continuity in institutions.



## Lessons learned 2

### *Decentralization of decision-making*

#### Strain

*“between those who bet on policies based on the decentralization of actions and those who at the time of concretizing the implementation in the territory do not stimulate or enable **the autonomy necessary for a correct adaptation** of the interventions to the different contexts”*

[p.103 - Luján y Mancebo, JND, 2016)

## Lessons learned 3

### *Technical and political decision-making*

*“the Boards with a predominantly technical profile find difficulties implementing the National Estrategy in the territory in which they find themselves, finding themselves in a **vacuum of political accountability**. The presence of a political actor is important because of commitment and alignment with the objectives”*

[p.84 - Luján y Mancebo, JND, 2016)



## Lessons learned 4

### *Decentralization of the Drug Care Network*

*“important advances in the devolution of care and treatment centers have given dynamism to the Depart. Councils (JDD) and has won the **commitment of the local institutional actors** responsible for the success of the different programs. The JDD are in charge of the management of Ciudadelas programs as well as other projects that are financed from the National Secretariat*

[p.85 - Luján y Mancebo, JND, 2016)

## Lessons learned 5

### *“Ciudadela” Programs*

*“The installation of Ciudadela programs, counseling, diagnosis, treatment and referral of people with problematic drug use and their families, continues uninterrupted, with the goal of covering each of the departments of Uruguay. These centers **diversify the proposal of primary care** to the users, help them avoid transfers and facilitate their **stay in their communities**”*

[p. 7 - JND, 2015. Strategy against exclusion)

# *Thanks*

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