

Narcotics Anonymous World Services Fellowship Development Plan

“To plan and provide services and support which facilitate the continuation and growth of Narcotics Anonymous worldwide”

Background

Over the past years, the world services inventory/resolution process has confirmed a number of important things about service provision at the world level that trusted servants have known for a long time. Perhaps one of the most important things that our experience has demonstrated—and that the inventory has borne out—is that world services has lacked long-term strategies and goals. As a consequence, we have for many years often operated in a rather haphazard way in terms of acquiring and allocating resources, as well as developing any long-term strategies regarding fellowship growth and development. This lack of strategic planning, when coupled with a world service structure that was often at odds with itself both philosophically and practically, made for nearly universal frustration regarding world level service provision.

However, at WSC 1998, conference participants adopted a new world service system designed to address these shortcomings. The World Board system was adopted to address structural confusion and conflict. The Interim Committee forwarded the Fellowship Development Plan (FDP), as it was created by the Board of Trustees and the Board of Directors, to the new board in the hope of providing at least a beginning for addressing short-and long-term needs and a more comprehensive and responsible approach for the administration of world service activities.

What this means of course is that the FDP is no longer merely a “blueprint” for world services future activities, as this plan has been described in the past. In fact, the World Board has begun to *build* the structure called for in this blueprint—both in terms of ongoing development of internal processes, as well as in the projects that we have forwarded to the conference. Now a “living” document, this FDP will be updated and evaluated annually and will grow and develop with use. The activities described below are meant to keep us on track – but will also be expanded and changed when necessary. Perhaps most significantly, this plan intends to move world level service provision more deliberately into the spirit of our program's principles. According to our steps, traditions, and concepts, our program has a very tangible spiritual mandate—to carry our message to the addict who still suffers. It is the intent of the World Board and the FDP to assure that our fellowship's service structure supports this mandate as well.

Goal One

Increase and improve world services available financial resources

The objectives to reach this goal are:

1A. Achieving a ninety-day operating reserve by 2002.

- We are projecting a reserve fund of \$235,000 by June 2000. This is approximately 26% of the amount needed to attain this objective.

1B. Reducing the ratio of WSO personnel expense from 40.2% to 38% of WSO total sales (income less discounts) and the WSO cost of goods from 34.8% to 32% by 2001.

- For 1998, personnel expenses for the three branches of the WSO were 33% and cost of goods was 35.1%. This objective will need to be revised under the new unified system.

1C. Maintaining a contingency plan to address a downturn in WSO revenue of 7.5% or greater.

- We have a plan that was created in 1997.

1D. Maintaining sales and marketing plans that benefit the WSO and the end user.

- ◆ An annual review of product pricing
The last uniform price increase was a 10% increase in January 1996. An additional 5% uniform price increase was scheduled to take effect 1 January 1999, which we have postponed to 1 January 2000.
- ◆ An annual review of all sales policies
- ◆ An annual review of the marketing plan
A marketing plan was established in 1997 to reduce our reliance on a single customer. It is evaluated annually and has become a routine function of the WSO.
- ◆ The dissolution of all existing licensing agreements and reevaluation of all special agreements by June 1998.
 - ◆ This objective has been accomplished. Some continuing discussions with the effected communities are ongoing.
- ◆ Stringent adherence to the existing sales policy.
 - ◆ This objective has been accomplished.
- ◆ An increase in the efficiency of our literature distribution system.
- We have a plan to evaluate the sale policies as stated at the end of this goal.

1E. Finalizing and achieving conference approval on the implementation of a unified world services budget by WSC 1998.

- This objective has been accomplished.

1F. Clearly defining routine operations of world services.

- This is done on an annual basis and presented to the conference.

1G. Implementing a new fund flow system by December 1997.

- This objective has been accomplished by the adoption of *The Guide to Local Service* and the IP on *Self-Support*.

1H. To increase fellowship donations to world services an additional \$1,000,000 by the end of 2000.

Objective: To cover 25% of world services operational expenses by member contributions.

- This objective will require further discussion and attention if it is to be achieved.

GOAL ONE PROPOSED ACTIVITIES FOR 1999–2000

EVALUATION OF THE LITERATURE DISTRIBUTION SYSTEM PROJECT PLAN

PURPOSE: To analyze the effect on the fellowship's literature distribution system from the changes to the WSO Sales Policies. These changes began to take effect in January 1998 and are scheduled to be completed in July 2000.

Goal Two

Increase and improve world services' available Fellowship Development Tools—such as service handbooks, bulletins, manuals, and training materials—that address recovery- and service-related questions and concerns.

The objectives to reach this goal are:

2A. Developing a process to determine needed informational tools and bulletins to address fellowship issues.

2B. Creating a process for the selection, evaluation, creation, and distribution of bulletins to address fellowship issues.

2C. Creating informational tools that are needed and appropriate for Fellowship Development.

GOAL TWO PROPOSED ACTIVITIES FOR 1999-2000

PROCESS FOR SERVICE MATERIAL PROJECT PLAN

PURPOSE: To prepare for the 2000 *Conference Agenda Report* a detailed proposal for the creation and approval of service material. With the changes to the 1999 *Temporary Working Guide to the World Service Structure*, a process for approval of material no longer exists. This process will be created to address the changing needs of a worldwide fellowship.

PI HANDBOOK PROJECT PLAN

PURPOSE: To review all input received from the fellowship and to make recommendations to the conference on the completion of revisions to the *PI Handbook*.

TRAINING WORKBOOKS PROJECT PLAN

PURPOSE: To consider the work done by the previous World Service Board of Trustees and the Fellowship Development Plan on creating these tools and make recommendations to the conference on the material to be created.

THE TREASURER'S HANDBOOK PROJECT PLAN

PURPOSE: To review the *Treasurer's Handbook* and make recommendations to the conference on the revision of this material.

EVENTS HANDBOOK PROJECT PLAN

PURPOSE: To consider the work done by the previous World Convention Board and WSO staff to prepare for the creation of an events handbook to replace the existing convention handbook and make recommendations to the conference on the development of this handbook.

Goal Three

Increase and improve world services' retention of fellowship data.

The objectives to reach this goal are:

- 3A. Creating a procedure by 1999 to gather fellowship information annually in order to measure growth, service delivery, and general conditions.
- 3B. Designing an effective information management system by 2000.
 - An objective will be added to this goal that addresses the gathering and retention of NA's historical material.

GOAL THREE'S PROPOSED ACTIVITIES FOR 1999-2000

INFORMATION MANAGEMENT SYSTEM PROJECT PLAN

PURPOSE: To initiate the first phase of a comprehensive information management system for world services.

NEW DATABASE PROJECT PLAN

PURPOSE: To finalize a new database at the WSO.

HISTORY PROJECT PLAN

PURPOSE: To gather historical information from some of the longest standing members in NA while they are still available.

Goal Four

Increase and improve world services' available Human Resources.

The objectives to reach this goal are:

4A. Providing training and orientation for Trusted Servants and WSO Staff.

- This is an ongoing activity for WSO staff. Orientation for the World Board was begun this year and a training plan will have to be developed for new board members, committees and workgroups.

4B. Creating a process for the succession and continuity of Trusted Servants.

- This objective still needs to be addressed.

4C. Identifying resources to meet specialized needs.

- This list has been begun by the WSO for the past several years with almost constant additions and modifications. It is hoped that the successful implementation of the World Pool will add to the depth and diversity of this list.

4D. Developing a training and education program by the 1999-2000 conference year.

- This objective still needs to be addressed.

4E. Developing a human resources network by 2001.

- This objective will be accomplished by the successful implementation of the World Pool.

4F. Incorporating a training and education component into all of the Fellowship Development Plan goals.

- This objective still needs to be addressed.

Goal Five

Increase and improve planning for fellowship development activities and travel.

The objectives to reach this goal are:

5A. Effectively planning fellowship development activities.

This planning will include:

- ◆ Short- and long-term goals.
- ◆ Research and evaluation.
- ◆ Increased ongoing communications between world services and targeted communities.
- ◆ Scheduling, budget coordination, and follow-up activities.

5B. Creating a strategy for developmental trips.

This strategy will include:

- ◆ Criteria for prioritization.
 - ◆ Selection criteria.
 - ◆ Content.
 - ◆ Boundaries.
- The World Board is addressing both of these objectives.

Goal Six

Institute a quality assurance program at WSO.

The objectives to reach this goal are:

6A. Integrating a quality program with all necessary systems and training into the WSO by December 2001.

- The CTF will begin to identify some of these items. The WSO Management Team has prioritized the development of written standards.

Goal Seven

Enact the necessary structural changes to allow world services to become more effective.

- In addition to the changes that were adopted at WSC 1998 and are currently being implemented, the World Board is offering the following projects towards this goal.

GOAL SEVEN'S PROPOSED ACTIVITIES FOR 1999-2000

INTERNAL WORLD BOARD PROCESSES AND PROCEDURES PROJECT PLAN

PURPOSE: To prepare for the 2000 *Conference Agenda Report* a written set of internal procedures for the World Board, its committees and workgroups.

TWO YEAR WORLD SERVICE CONFERENCE CYCLE PROJECT PLAN

PURPOSE: To prepare for the 2000 *Conference Agenda Report* a detailed proposal that includes all changes to world service policy and practice effected by changing to a two year World Service Conference cycle. At WSC 1998, a motion was adopted to implement a two-year conference cycle beginning at the end of WSC 2000.

Goal Eight

Improve world services' written and face-to-face communication with the fellowship.

The objectives to reach this goal are:

8A. Establishing communication standards that address the following critical issues:

- ◆ Education and Training of Staff and Trusted Servants.
- ◆ Technology Planning and Utilization.
- ◆ Relationship of Management and Leadership.
- ◆ Relationship with Membership and Service Structure.
- ◆ Translations.

8B. Developing a protocol for standardized responses to fellowship inquiries that includes acceptable response times.

- These two objectives will be addressed by the CTF project described below.

8C. Creating a quarterly consolidated publication for world services by June 1997.

- This objective was accomplished with the new *NA Way* magazine.

8D. Creating a fellowship-wide interactive workshop system by 1999 - 2000.

- This will be addressed in conjunction with the two-year conference cycle project.

GOAL EIGHT'S PROPOSED ACTIVITIES FOR 1999-2000

COMMUNICATIONS TASK FORCE PROJECT PLAN

PURPOSE: To assess current world services' communications and to implement a plan that will improve future communications.

Goal Nine

I identify new recovery material(s) needed by the fellowship and develop a plan for their creation by 1999.

The objectives to reach this goal are:

9A. Creating a process for the development of new recovery material.

GOAL NINE'S PROPOSED ACTIVITIES FOR 1999-2000

MOTION 21 PROJECT PLAN

PURPOSE: To prepare for the 2000 Conference Agenda Report a comprehensive report for the creation and revision of Fellowship Approved literature over the course of the next five to ten years.

Goal Ten

Develop and maintain strategies that further our public relations philosophy, objectives, and activities.

Public Relations Philosophy

Narcotics Anonymous is a worldwide organization whose primary purpose is to help any individual stop using drugs. Our message is that an addict, any addict, can stop using drugs and find a new way to live. We cooperate with the public by providing information about NA and our program of recovery. We seek to increase the

awareness of NA's existence by providing services, presentations, media exposure, and printed materials.

Our public relations activities can be evaluated against the following objectives:

1. Help the still-suffering addict find the NA program.
2. Develop and present a positive image of the NA program to society-at-large.
3. Cultivate and maintain cooperative relationships with professionals.
4. Help clarify the role of NA as a resource in the community.
5. Ensure that all our public relations activities are in keeping with the principles of our Twelve Traditions.

The objectives to reach this goal are:

10A. All current strategies and activities, as well as future public relations plans must address the following issues:

- ◆ Orientation of trusted servants and staff.
- ◆ Professional events.
- ◆ Tools for service and recovery information.
- ◆ General Informational Services (internet, CSA,PSA).
- ◆ Training and coordination with fellowship.
- ◆ Well planned, quality presentations.
- ◆ Increased public visibility.
- ◆ Networking and liaisons with professionals.
- ◆ Data collection/surveys, internally controlled.
- ◆ Tools for local fellowships' PR efforts.
- ◆ Tools for local fellowships when approached by professionals, in particular researchers.
- ◆ Follow-up.
- This objective is being addressed by current plans for attendance at professional events.

Conclusion

Perhaps the crucial thing to remember about this document is that it represents something that we, as a fellowship, have never had before: a comprehensive, coherent long-term plan for fellowship development and service provision at the world level. When our Basic Text was published in 1983, and the revenue that its sales began to generate made an increasing provision of fellowship services possible, NA world services hit the ground running. We had so much time to make up for, and so much needed to be accomplished that we never really had the time to stop and address exactly how and why we were providing those services. Now we have finally taken the time to begin to develop long-term goals and strategies for world level service provision. In this sense, the Fellowship Development Plan is symbolic of our growing maturity as a worldwide, self-supporting and self-governing fellowship of recovering addicts. We have come a long way.