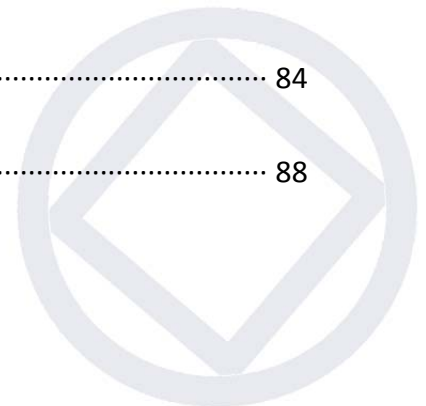


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# Service System Proposal Report

*In this Report*

A Brief Introduction .....	52
Foundational Principles for a Revitalized Service System	
The Group and Local Levels .....	56
Intermediate Bodies .....	64
State/National/Province Service Levels & Zones.....	67
WSC Seating .....	72
Service System Processes .....	74
Internal Communication	
Leadership	
Planning	
Decision-making	
Information Management	
Appendix 1	
<i>Functions of the LSU</i> .....	82
Appendix 2	
<i>Functions of the State/National/Province Service Body</i> .....	83
Appendix 3	
<i>Literature Distribution &amp; Fund Flow in a New Service System</i> .....	84
Appendix 4	
<i>Structural Examples</i> .....	88



This is a third draft of the World Board’s proposals about the service system. The first draft was released in August 2010. The second draft came out in March 2011, and the third draft was put together for this *Conference Agenda Report*. This proposal report forms the background for the resolutions and straw polls in the *Conference Agenda Report*. The resolutions stem from some of the basic principles that underpin these suggestions and the straw polls try to capture some of the specifics explained here. The votes on those items, together with the discussions at the conference, should give us a good sense of whether we have broad agreement among conference participants to move forward or not.

Some of the major changes since the second draft of these proposals include:

- Some of the background material was revised and moved to the essay in the body of the CAR itself
- References to second draft proposals were updated, and we added some references to where we are now in the process
- Some of the descriptions of the foundational principles were revised for clarity
- The two-track model of local services is more clearly the default or standard being proposed
- We’ve added the specification that service body boundaries are determined using a collaborative process
- Material on zones and literature distribution/fund flow was added
- We added diagrams to Appendix 3 (Philadelphia, Wisconsin, Brazil)

## A Brief Introduction

In the decades since the first NA meeting in October 1953, our fellowship has grown from a few groups in the suburbs of Los Angeles to a global fellowship of over 58,000 meetings every week. As we have grown, the services we provide to help the groups focus on their primary purpose have grown with us.

Today there are over 1,000 area service committees in well over 100 regions. In many ways, we are a picture of success. We are able to carry the message to so many addicts in so many places around the world. But it’s past time to take a holistic look at our service structure. We have been applying the same service system to an increasingly diverse set of circumstances, and in many cases, it’s not working as well as it could.

For years we have heard about the same challenges in local NA communities: ineffective communication, insufficient resources, frustrated trusted servants, and a poor atmosphere of recovery in our service meetings.

Results from two recent Issue Discussion Topics, *Infrastructure* and *Our Service System*, expressed these same struggles and the same goal—to better align our practices with our principles. Of course, for some of us the system we have is working, but for others it is not. **The proposals described in this report are offered in the hopes that they will improve service delivery throughout the system regardless of how well any particular body is or isn’t working.** The Service System Project, adopted at the 2008 World Service Conference as a four-year project and renewed at WSC 2010, was proposed as a way to begin to solve some of our problems. This report suggests some specific ideas for changes that could improve our ability to work together to carry the message and achieve our vision.

Our system was designed in the 1970s for a fellowship very different from the Narcotics Anonymous of today. Among other differences, we are:

- ❖ Larger, with over 58,000 meetings every week
- ❖ Present in more countries than ever before
- ❖ Living in societies that have a very different view of addiction and recovery than in the seventies

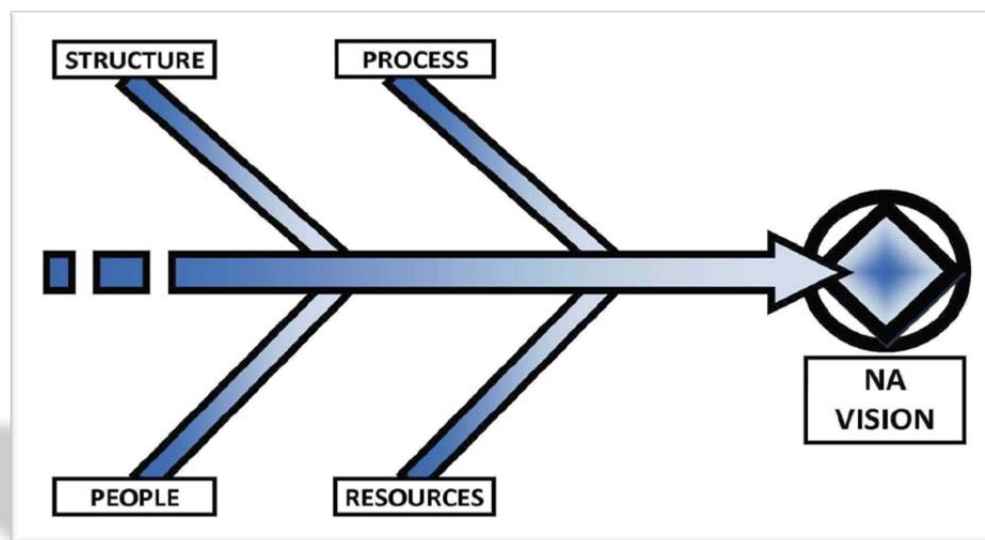
The inventory and subsequent restructuring of world services in the late 1990s helped NAWS become more effective on a global level, but until now we haven't taken a holistic look at how to improve the system on a local level. The structural part of the service system was created long before the introduction of the *Twelve Concepts for NA Service* in 1992. Our hope is that the proposed revisions to the service system will bring us closer to some of the principles expressed in the steps, traditions, and concepts.

The 2008 project plan explains that the first task is “to provide framed options and recommendations for discussion by the conference and the fellowship.” It's been more than a year since the first draft of these proposals was released in August 2010. We're now on the third draft of this report, and it's time to get a sense of whether the fellowship wants to transition into a new system, and to take a more formal pulse of the fellowship about some of the specific ideas in the proposals.

This degree of systemic change needs to be organized and coordinated on a global level. Practically speaking, there's no other way to create a system flexible enough to work in any NA community or to implement something that may affect regions throughout the world. The service system belongs to all of us, and cooperation and communication throughout the fellowship are essential for change to the system to take place. Nothing will change if we don't work together.

### The Basic Elements of a System

As we've reported repeatedly throughout the past several years, we have been thinking of the system in terms of four main components: **structure, process, resources, and people**. *All of these should work in harmony to achieve our primary purpose and realize our vision.*



In fact, it's impossible to completely separate “structural” from “process” ideas in these proposals. For instance, the creation of the group support unit (GSU), a body devoted solely to group needs, is both a structural and process idea. All of the structural ideas contained in

these proposals are grounded in ideas about these sorts of processes; this is a process-driven structure. Form follows function.

We know that changes to our processes, the way that we do things in NA service, may have the most profound effect on our success in delivering NA services. This draft of the proposals contains more ideas about processes than the first two drafts contained. Within the description of the local service unit (LSU), we outline some ideas about improving planning, leadership, and communication in local services. We also have included a set of principles that should guide the major processes:

- ❖ Leadership
- ❖ Communication
- ❖ Planning
- ❖ Decision-making
- ❖ Information management

Over the course of the next cycle, we look forward to developing more ideas together about how to put these principles into concrete practice.

### Foundational Principles for a Revitalized Service System

Because NA service must always be guided by spiritual principles, we spent many meetings talking about the fundamental principles that underpin a successful service system before we discussed structural change.

There are five principles that are foundational to our thinking and common to each of the structural changes proposed:



**Purpose-driven:** Each of the proposed service system units is designed to answer a specific need or group of needs, and the responsibilities of each unit should be clearly defined and understood.



**Group-focused:** The group support unit (GSU) focuses on aiding the groups in their efforts to carry our message.



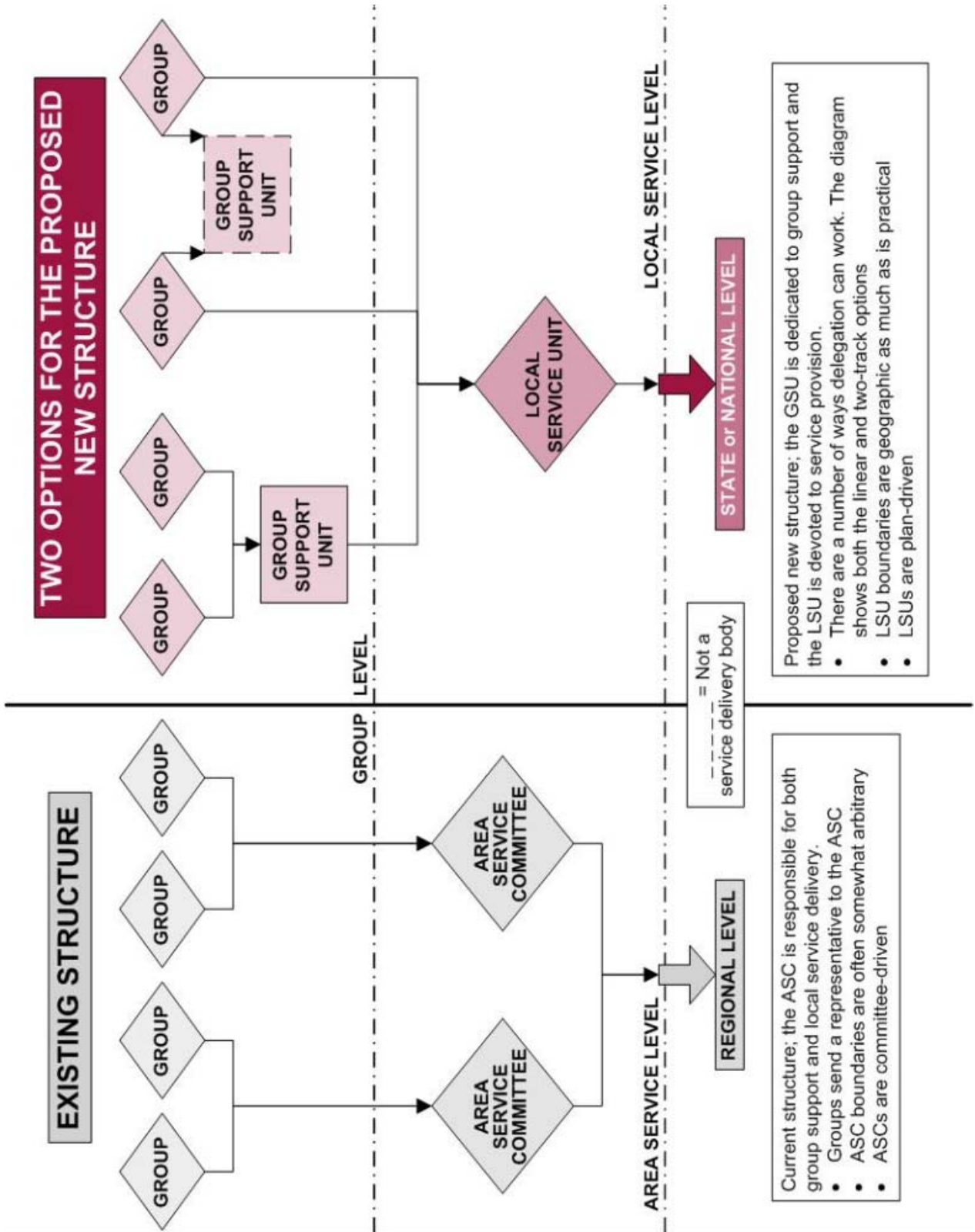
**Defined by geographic boundaries:** Following established geographic boundaries for our service bodies where practical will make it easier for professionals and the general public to find and communicate with us. It will also allow us to interface better with professional and legislative bodies.



**Collaborative:** Successful service provision depends on all the elements of a service system working together toward a common goal. Consensus-based decision making encourages collaborative efforts within service bodies. Communication and planning help service bodies cooperate and synchronize efforts both “vertically” and “horizontally” throughout the structure.



**Flexible:** We feel strongly that form should follow function and that communities need to have the flexibility to adapt the system in ways that work best for them. Structurally, that may be accomplished through optional service bodies, or “intermediate bodies,” which can answer specific needs if the general model of GSU-LSU-state/nation/province cannot accommodate distance, density, or language needs in a given community.



## The Groups and Local Levels

“Locally, most area service committees serve dual functions, offering both group support and direct service administration. A small area committee, while providing a forum in which groups can share their experience with one another, often has difficulty administering direct NA services. An especially large committee, on the other hand, may have plenty of money and manpower for direct service administration but be too large to accommodate the kind of sharing that its groups need to support one another.”

*A Guide to Local Services in Narcotics Anonymous, Page 70*

Since the early days of NA, our service manuals have described the ASC as responsible to both support groups and provide services. That dual purpose does not always work well in practice, however; often both focuses get slighted. The complexity of some of the services provided by the ASC prevent groups from receiving the time they need during an area meeting to raise issues that are affecting their ability to carry the message. This can lead to groups feeling that their needs are underserved.

To fulfill our fellowship’s primary purpose, the NA groups have joined together to create a structure which develops, coordinates, and maintains services on behalf of NA as a whole.

*Twelve Concepts for NA Service*  
First Concept

At times some ASCs also encounter difficulties when discussing the practicalities of providing complex services—such as negotiating hotel contracts for conventions and providing PR services to professional bodies—within a service meeting consisting of many members new to service. This can make decision-making difficult, causing the area’s trusted servants to feel frustrated and unrewarded, and new GSRs to feel confused and therefore disconnected from the process.

We all want the same thing—to carry the message to the addict who still suffers—but our current structure seems to make this difficult at times. The aim of the Service System Project is to bring us closer to the ideals expressed in A Vision for NA Service. Revitalized and evolving local services are key parts of achieving this goal. We hope to:

- ❖ Increase the volume and effectiveness of services we can provide
- ❖ Make service a more rewarding process
- ❖ Increase unity throughout NA
- ❖ Improve NA’s reputation as a viable program of recovery

The proposed group support unit (GSU) and local service unit (LSU) divide the responsibilities of our current ASCs. *Each unit has one main focus: The GSU is devoted to group support and the LSU to providing local services.* In the language of our foundational principles, these are purpose-driven bodies, and having a better defined purpose increases the chance of each successfully fulfilling its responsibilities.

“NA, as such, ought never be organized, but we may create service boards or committees directly responsible to those they serve.”

Ninth Tradition

## The Group Support Unit – Carrying the Message



**Group-focused:** The group support unit (GSU) focuses on aiding the groups in their efforts to carry our message.

“The primary purpose of an NA group is to carry the message of recovery to the addict who still suffers. . . . The group is the primary vehicle by which our message is carried. It provides a setting in which a newcomer can identify with recovering addicts and find an atmosphere of recovery.”

*The Group Booklet, page 2*

The NA group will always be the single most effective way we as a fellowship carry the message. Many of our fellowship discussion topics over the last few conference cycles have centered on strengthening groups. All too often in our current service structure, however, groups feel unsupported, like they have nowhere to go to talk about the issues most immediately affecting them.

**“Each group has but one primary purpose—to carry the message to the addict who still suffers.”**

Fifth Tradition

The GSU is intended to help groups better carry the message within their meetings by separating out the group support function from the “business” of NA. The GSU gives groups the opportunity to share problems they may be encountering and to seek solutions from each other, while avoiding the distraction of discussions about complex services provided outside the group. By functioning as a discussion-based gathering of the local NA community, the GSU will offer an attractive alternative that complements the other more business-oriented service meetings.

The GSU is intended to be like a community or neighborhood gathering, not another level of service. Some of the kinds of things that happen at GSU meetings include:

- Informal training and mentoring
- Discussion of group issues, group sharing— no business
- Welcoming and outreach to new groups and members
- Orientation and introduction to service (recovery literature & service literature, traditions, concepts, etc.)
- Informal information sharing (e.g., upcoming events, LSU activities, new literature items, NAWs issues topics)
- Sending a delegate to the annual planning assembly
- In some instances or circumstances, GSUs may be asked to be involved in some service delivery (e.g., putting up PI flyers in the community)

### Size and Attendance

GSU attendance is open. Groups send a delegate and any interested member can come as well. In some cases, a community may decide to send a liaison from the LSU or to make a special effort to invite “veteran” service members or members with expertise in a particular area. Invitations are at the discretion of a local community; what is consistent is that groups send a trusted servant and that anyone who wants to attend is welcome. The GSU is intended to be a “neighborhood” sized body firmly rooted in its local recovery community. Typically a number of GSUs will be found within the geographic area of the LSU.



The LSU on the other hand has the focus of delivering services, and therefore is, where possible and practical, sized to conform with recognized boundaries such as counties, townships, and so on.

The GSU has a less formal atmosphere than found in many current service meetings. Structure and procedures should also be as informal as possible. The GSU meeting will not only assist groups, but will also serve to introduce new members to the basic principles of service. Our hope is that an improved atmosphere will encourage more members, both experienced and new, to attend and prepare them to serve at other service bodies.

### Administration of the GSU

There are a number of different options for administering a GSU. Recovery groups could take turns hosting the group support unit, or the LSU could play some part in administering or hosting the GSU, or there could be some sort of administrative component within the GSU itself. The key is to keep it simple, informal, and focused on group support rather than its own administration. There should be a format for the meeting but not much structure. In essence, it doesn't have to be much more or less formal than a recovery meeting. There should be a facilitator that can rotate or be a consistent person, whatever makes the most sense for the GSU and provides the least amount of administrative distraction.

Key challenges in our current structure	Key solutions provided by a GSU
Groups do not always receive help to deal with specific issues like drug court attendees in meetings.	Group support is its main focus.
Members are often unwilling or apathetic about service.	The GSU is an informal, discussion-based body, open to everyone interested in attending.
There is often a lack of NA unity and a common purpose.	The GSU increases unity within local NA communities by bringing groups together and strengthening their ability to carry the NA message.
Members are not always trained in the basics of service.	It offers an opportunity to introduce new members to service and help them learn about the basic principles of service. The GSU's open atmosphere ideally will help to empower, involve, and value each participant and assist them in their personal growth.

### Options for the GSU: Linear, Two-track, and Variations

In our first draft proposals we outlined two possible options for the relationship between the GSU and LSU: the two-track option and the linear option. These allow for groups to either send a delegate from their GSU to the LSU (the linear option), or send a delegate to both the GSU meeting and the LSU (the two-track option). Each community has different needs, and our thinking was that the linear model may fit one community better, but the two-track model might work better for another community, while some adaptation of the two may work best for a third. The more we have discussed how local services might function, however, particularly the idea of a quarterly LSU meeting with an annual planning assembly attended by all groups, the more the two-track model seems to make the most sense to us. For one thing it



will keep the focus in the GSU exclusively on group needs rather than the need to communicate ideas and decisions to and from the local service body. Also, with the LSU meeting quarterly it doesn't seem too burdensome for groups to send a delegate to both the GSU and LSU. In some cases as well, the GSU might meet every other month, in which case, groups would need to send a delegate to ten total meetings. Four LSU meetings and six GSU meetings is fewer than a monthly ASC which is the norm in many places now.

**Linear Option:** Nonetheless, the linear option may still make the most sense in some communities. This option makes the GSU a part of the "delegation stream" between the group and the rest of the NA service structure. The GSU would have the responsibility of selecting a delegate to attend the LSU. We call it the "delegation stream" because delegation (selecting a trusted servant to attend on behalf of the group or GSU) is what connects the group to the LSU, the LSU to the state/nation/province service body, and the state/nation/province body to the global level of NA. This is how the group's voice is heard and how it impacts the decision-making process. Resources and information flow back and forth across the delegation stream, and careful delegation allows for services to be accountable to groups.

The advantages to the linear model are that a group need only send a trusted servant to one body, the GSU. It's also possible that the GSU might function better as a kind of training ground or orientation to the sort of service provided at the LSU if it's within the delegation stream. This close connection to the LSU, however, is one of the disadvantages as well. It's more likely that the focus of the GSU would shift if the GSU were responsible to select a delegate and carry information back and forth from the LSU. Depending on how the LSU is set up and how communication functions in the community, it's also possible that the linear option may make the groups feel more distant from the LSU, the body that provides services on their behalf.

**Two-track Option:** In the two-track option, the group sends a delegate to both the GSU and the LSU. Perhaps the biggest advantage to this option is that the GSU would be able to focus solely on discussing group issues and would not need to send a delegate to the LSU. This would preserve the simplicity of the GSU meeting. The disadvantage, however, is that groups would also have to find a delegate to attend the LSU meeting, or ask the same person to attend both the GSU and the LSU. As we've already mentioned, if the LSU meeting is a planning conference that happens three or four times a year as outlined below, rather than a monthly or bimonthly meeting, it may be less daunting for groups to send a trusted servant to both the LSU and GSU. Certainly the decision whether to opt for a two-track or linear option should be made in relation to the whole system of service.

**Variations:** Some communities may decide to have GSU meetings less often (every other month instead of every month) to ease the strain on human resources. In most places, there will be several GSUs for each LSU, but in the case of small or rural communities, the populations may be roughly the same. In a rural part of a state where there are, for instance, eight meetings in a given county, those same eight meetings may gather to coordinate county-wide services and to discuss group needs. In these cases, communities may even decide to alternate GSU meetings and LSU meetings, or to devote the first half of a service meeting to the GSU and the second half to the LSU. It's important to note that this would be exceptional.

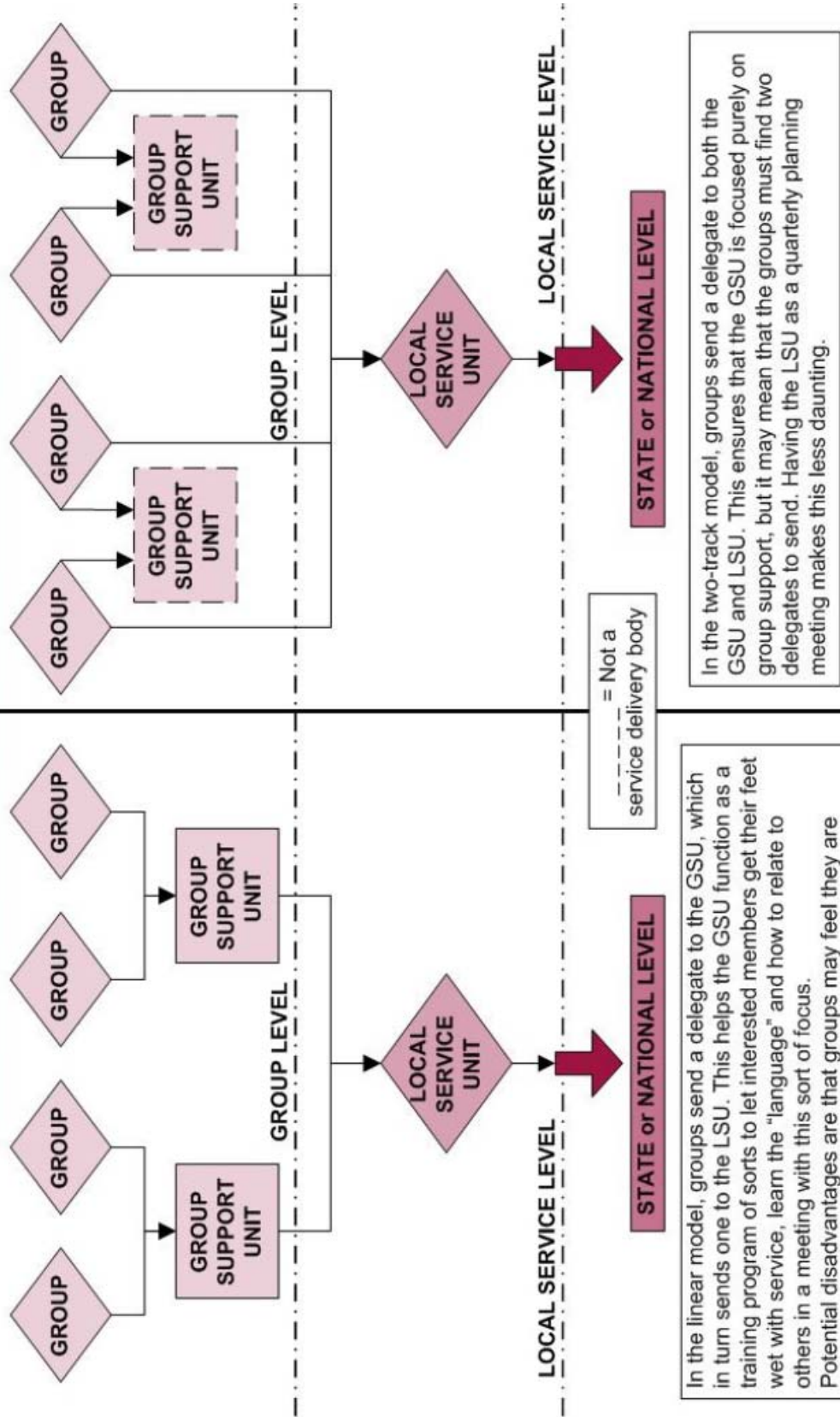
The final responsibility and authority for NA services rests with the NA groups.

*Twelve Concepts for NA Service  
Second Concept*

**PROPOSED NEW STRUCTURE**  
Linear Option

**PROPOSED NEW STRUCTURE**  
Two-track Option

One of the foundational principles of the proposals is flexibility. There are two different options for the configuration of groups, GSUs, and LSUs.



## The Local Service Unit – Effective Service Delivery



**Purpose-driven:** Each of the proposed service system units is designed to answer a specific need or group of needs, and the responsibilities of each unit should be clearly defined and understood.

The LSU is the “workhorse” of the service system with the responsibility of carrying the message outside of NA meetings. The greatest number of NA members is involved in services at this level. The LSU will have the responsibility to deliver the bulk of local services, and groups will remain responsible for funding services through contributions to the LSU.

The LSU would utilize a strategic planning process, and services would be delivered through a mix of project-based workgroups and ongoing or routine services (see below for some examples); as throughout the system, form should follow function. Wherever possible, decisions at the LSU will be made using a consensus-based process instead of motions, ideally making it a more inclusive and attractive service body. (For a list of LSU functions, see Appendix 1.)

Group conscience is the spiritual means by which we invite a loving God to influence our decisions.  
*Twelve Concepts for NA Service*  
Sixth Concept

A planning process allows for more effective use of our most precious resource—people. For one thing, utilizing a planning process and organizing service bodies according to geographic boundaries should reduce the amount of service duplication. Better planning would allow us to provide the same amount of services with less labor (fewer human-hours). Also, resource pools of experienced, qualified, and available members can be organized to provide the necessary human resources for projects and ongoing services. In this way, we can retain skilled and experienced members to be available for NA service. A service project with a short life span may be more attractive to members unable or unwilling to attend a subcommittee meeting every month for a year or more, but who may still have vital and useful experience to offer.



**Defined by geographic boundaries:** Following established geographic boundaries for our service bodies where practical will make it easier for professionals and the general public to find and communicate with us. It will also allow us to interface better with professional and legislative bodies.

## Size and Attendance

Wherever possible and practical, the LSU will conform to a recognized geographic boundary such as a county, town, or borough. In this way, the LSU will be best equipped to provide services within its community by connecting easily with professional and government bodies that interact most frequently with addicts. These sorts of established boundaries will make it easier for addicts to find our meetings, a crucial element of carrying our message. The borders of each LSU will be discussed and decided on through a collaborative process involving neighboring service bodies and the state/nation/province level. This will ensure the most rational boundaries within the state/nation/province as a whole and that all parts of the state/nation/province are served by the LSUs.

Ideally, the LSU will consist of members whose experience in service might better prepare them to deal with the sometimes complex issues encountered at this level. Attendance will be open to all, but the LSU is intended to be an efficient service body with a focus on planning

The NA groups delegate to the service structure the authority necessary to fulfill the responsibilities assigned to it.

*Twelve Concepts for NA Service*  
Third Concept

and service provision. The LSU will also serve as a communication and delegation link between the groups and the rest of the fellowship by sending a delegate to the state/national/province service body. Services will be delivered by a mixture of ongoing work and projects, each of which will have a coordinator who is a member of the LSU and reports to it. The LSU will also consist of quarterly or triannual planning conferences attended by delegates from the group and/or GSU, and of an administrative board with the responsibility to organize and facilitate the LSU meeting. The planning conferences may be attended by any interested members, with the level of participation being determined by the LSU itself using the principles in the traditions and concepts as guidance. The annual assembly should try to draw from as wide a range of experience as possible.

### LSU Composition

The local service unit is comprised of a local service board and a regular (three to four times a year) planning conference, including an annual planning assembly event.

“For our group purpose there is but one ultimate authority –  
a loving God as He may express Himself in our group conscience.  
Our leaders are but trusted servants; they do not govern.”

Second Tradition

#### Local Service Board (LSB):

- Includes chair, vice chair, treasurer, secretary, delegate(s), and service coordinators for essential services
- Meets monthly or as needed
- Oversees workgroups and routine services; coordinates the planning assemblies; develops budget and strategic plan for review, input, and approval by the planning conference; helps ensure established priorities are carried out; maintains external relationships; sends a delegate to the next level of service. (For a more complete list of LSU functions, see Appendix 1.)

Examples of routine services overseen by the board and/or coordinated by a committee:

- H&I panels
- Phonelines
- Literature supply
- Meeting lists

Examples of project-based services that would be formed as part of the strategic planning process:

- PR work such as having a booth at a professional event
- Fellowship activities like picnics and unity days
- Conventions
- Communications improvements like creating report templates or improving use of technology

**Planning Conference:**

- The conference consists of group and/or GSU delegates, LSB members, project coordinators, and interested members.
- It meets three to four times a year.
- The conference starts with an annual assembly (see below) to gather input and set planning goals. Planning conferences follow the stages of the planning cycle. They are used to prioritize, approve workgroups and a budget created by the LSB, monitor and report, change direction as necessary, evaluate service delivery, and elect the board.
- There may also be training sessions and a session for interfacing with the intermediate, or state/national, and world services levels (like a CAR workshop).
- As throughout the system, decisions will be made by consensus where possible.

**Annual Assembly:**

- The annual assembly is a planning event that gathers input from everyone to set service priorities (like our environmental scan on a world service level).
- It consists of everyone who attends the quarterly/triannual planning conference. All interested members are encouraged to attend.

Key challenges in our current structure	Key solutions provided by an LSU
Many members are unwilling to serve on subcommittees, meaning we have too few trusted servants.	Project-based service provision is more attractive to some members.
The atmosphere in some service meetings is off-putting.	Where possible, consensus-based decision making is used rather than motions.
Complex service decisions are often made by inexperienced trusted servants.	Separates “NA business” from group concerns, allowing the business to be carried out by members who may have already been exposed to the basics of service and received some service mentorship at the GSU.
Services are often duplicated or poorly prioritized.	A planning process together with collaboratively determined service body boundaries help eliminate duplication of services and clarifies priorities.

All members of a service body bear substantial responsibility for that body’s decisions and should be allowed to fully participate in its decision-making processes.  
*Twelve Concepts for NA Service*  
 Seventh Concept



## Intermediate Bodies



**Flexible:** We feel strongly that form should follow function and that communities need to have the flexibility to adapt the system in ways that work best for them. Structurally, that may be accomplished through optional service bodies, or “intermediate bodies,” which can answer specific needs if the general model of GSU-LSU-state/nation/province cannot accommodate distance, density, or language needs in a given community.

### Meeting the Needs of a Diverse Fellowship

One of the pieces of feedback we heard most consistently about the first draft proposals was that it was difficult to understand what was intended by the “intermediate bodies”—why were they proposed and what function do they fulfill?

Perhaps the simplest way to think of intermediate bodies is that they are created to meet needs of density or distance or language. In essence, they would span a gap between one level of service and the next in places where the NA community is densely populated, such as New York, or where the distances are great, such as Texas, or in places where the population is bilingual, such as Montreal.

In our existing system, some NA communities are rural and the population is spread out. Travel to service meetings can be prohibitive because of time and money. Other NA communities are very densely populated, and service bodies are large and difficult to manage. Our current structure presents a limited number of options for forming new service bodies to answer these issues. **Intermediate bodies are intended to help offer new ways to structure our services that best suit a community’s individual needs.** They occupy the space in between existing service bodies, like extra “pieces of the accordion” making it possible to maintain geographic boundaries within service bodies where practical but still accommodate variables of distance, density, and shared language.

Our service structure depends on the integrity and effectiveness of our communications.

*Twelve Concepts for NA Service  
Eight Concept*

Intermediate bodies are within the delegation stream. Primarily they serve to facilitate communications and share experience, although they may also deliver some services when appropriate. While it may be tempting to rename an existing service body an “intermediate body” to minimize the impact of restructuring, that’s not the intention of the proposals. A clear need must be established to create an intermediate body, and most communities will not have such a need.

Intermediate bodies would most commonly be created when a group of neighboring LSUs wants to come together to send a delegate to the state/national/province body. This may be a practical option for densely populated communities where attendance by a delegate from every LSU would make the state or national meeting too large and consume excessive resources. This may also help in large states, countries, or places where the community is largely rural with long distances between LSUs and the state or national service body meeting.

Intermediate bodies might also be formed when groups that speak a minority language wish to come together and connect with the larger NA community by sending a bilingual delegate to the LSU.

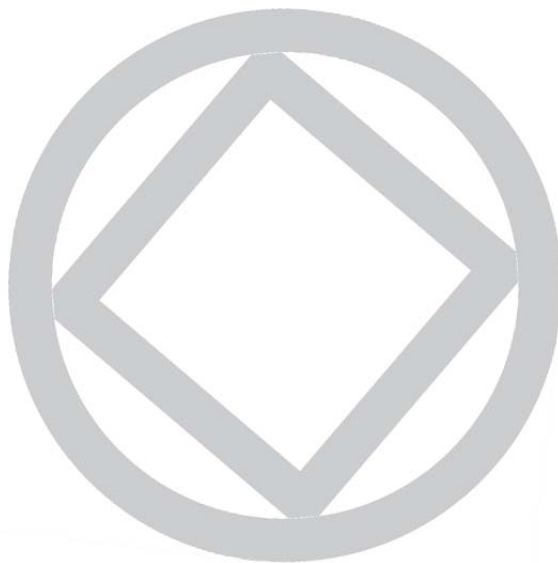
For each responsibility assigned to the service structure, a single point of decision and accountability should be clearly defined.  
*Twelve Concepts for NA Service  
 Fifth Concept*

Key challenges in our current structure	Key solutions provided by a GSU
Travel to service meetings is often challenging in large countries or states where the distances are large.	An intermediate body can function as a “way station” allowing several LSUs to meet and send a single delegate to the state, nation, or province.
Service meetings in densely populated areas are often too large.	Urban LSUs can form an intermediate body to send a single delegate to the state/nation/ province service body, saving resources and preventing the service body from being too large.

**Shared Service Body**

In our current system, some ASCs group together to share resources and deliver services with each other. A meeting list that covers more than one area is an example. A body of this type does not send a delegate on to the next level of service. Some communities have experienced accountability difficulties with service bodies of this type as they are essentially responsible to two different ASCs. We have not yet addressed this type of service as part of the project.

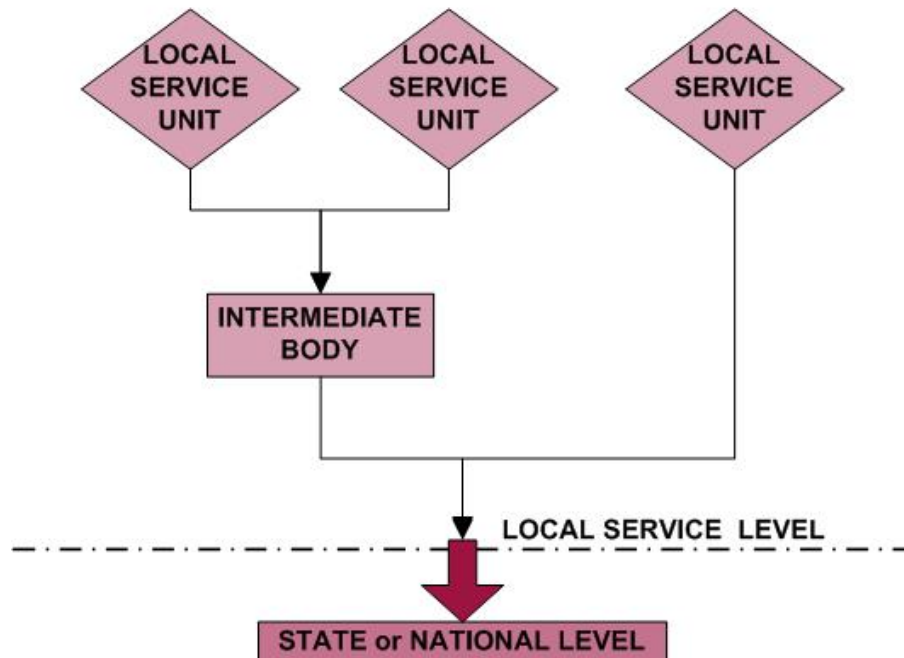
Intermediate bodies are not created to provide shared services outside of the delegation stream. They are not the same as zones, metros, or shared service bodies. We acknowledge the need to explain better how shared services will function in the new system. It may be that more deliberate service body boundaries will eliminate some need for shared service bodies. We hope that those of you who have experience with shared services will continue to share your ideas with us.





## PROPOSED NEW STRUCTURE Intermediate Body

The intermediate body is a flexible “accordion” piece to be inserted in the system where needed (because of density, distance, or other factors)



Where practical, several LSUs could send a delegate to the state or national body. Typically this would be to save travel resources, to keep the state or national body manageably sized, or to help minority language speakers participate with the wider NA community.

## State/National/Province Service Level & Zones



**Defined by geographic boundaries:** Following established geographic boundaries for our service bodies where practical will make it easier for professionals and the general public to find and communicate with us. It will also allow us to interface better with professional and legislative bodies.

### Making Better Boundaries

A service body at this level could consist of a recognized state, province, or country (or a number of these grouped together) following geographic boundaries that are already established in society. **For many communities this will not alter anything, while for others this will represent a fundamental change.**

The move from our current piecemeal structure of service body boundaries represents one of the major structural changes in the proposed revisions to the service system. If we, as a fellowship, decide to move forward with these changes, we will need to discuss how to most easily reunite some of our existing regions. We currently often structure ourselves according to personal desires, rather than the need to deliver services more effectively and better carry a message. Convenience, resentment, and inertia are frequently our guiding principles when deciding where to draw a boundary, or whether to maintain one. Services are, at times, directly impeded by some of the boundaries we are currently working with as a fellowship. For example, a service body that consists of only part of a state will not be able to interact as effectively with a statewide professional body as would a service body that consists of the whole state.

Fortunately, this is not the case for the majority of existing regions. More than half of the US states are comprised of a single region, and the vast majority of countries outside the US are similarly composed. While restructuring would be a significant challenge for some regions, most regions are already shaped by geographic boundaries.

**“Our common welfare should come first;  
personal recovery depends on NA unity.”**

First Tradition

One of the main aims of re-forming our boundaries is more effective public relations services, made possible when our service bodies match up with the professional and governmental bodies that interact with addicts. It will be much easier for the public and for potential members to find us and for us to communicate with them if we have more recognizable boundaries and names for our service bodies.

A body that follows an externally established boundary will also have the clear responsibility to try to provide services to all parts of the area it covers. Our current structure tends to focus service provision in the areas where NA already exists, rather than encouraging outreach and fellowship development.

While the LSU does provide the majority of local services, some service provision makes sense to coordinate on a statewide or national level—in particular, some public relations functions as well as coordination of some service provision at the LSU level. (See Appendix 2 for a more complete list of the functions of a service body at the state/national/province level.) Examples of these are:

- Interacting with statewide government and professional bodies
- Organizing assemblies and conventions
- Coordinating centralized resources like phonelines, websites, service offices, and liability and event insurance
- Providing a communication link between the WSC and local NA communities

As with the local service level, much of the actual service work will be carried out by a combination of project workgroups and coordinators for specific areas of service. Many of the services provided by a state, province, or national body would require specific skills, training, and experience outside what we all gain as recovering addicts. These are acquired through service and our professional lives, and are enhanced by qualities that we may naturally possess. Not all of us are suitable for every commitment within NA, but there is a commitment for every NA member.

### Size and Attendance



**Collaborative:** Successful service provision depends on all the elements of a service system working together toward a common goal. Consensus-based decision making encourages collaborative efforts within service bodies. Communication and planning help service bodies cooperate and synchronize efforts both “vertically” and “horizontally” throughout the structure.

The state/national/province service body will consist of delegates from the LSUs, an administrative body to organize and facilitate the meeting, any necessary service and project coordinators, and any interested members. As with the LSU, participation will be determined by the service body itself and decisions will be made by consensus whenever possible.

Typically this type of service body will consist of an entire state, province, or country. It’s important to note that the terms “state” and “province” may be applied to more than just US states and Canadian provinces. Some type of “state” approach to service bodies may be applicable to countries such as Brazil, Russia, Mexico, and India that currently have many meetings and multiple regions within their national borders. At the same time it may be practical to combine small states in places such as New England, for example. The principle of flexibility allows states, provinces, or nations to join together to form a single service unit if it makes sense in terms of service provision and use of resources. Also some border communities may be better served by joining a neighboring state, province, or country if doing so makes service provision more practical and is a more efficient use of resources. We know that the terms “state,” “nation,” and “province” could benefit from clarification: When is a state a state and a nation a nation? This is a level of definition that we have not yet discussed in detail.

Key challenges in our current structure	Key solutions provided by a state/ nation/province body
Unclear service body boundaries make public relations with state-, province-, or countrywide professional and government bodies difficult to coordinate.	Using existing geographic boundaries to establish service body boundaries makes communication with the public much easier and makes it easier for addicts to find NA.

There are often underserved areas in our current regions.	State/nation/province service bodies will be responsible for services that affect the whole of the state, ensuring that all areas are served.
Services such as websites are frequently duplicated, creating confusion in service provision and inefficient use of resources.	Having one service body to cover the state, nation, or province will help eliminate some of the duplication of efforts.

### Zones in a System of Service

The board has only had preliminary discussions about the possible roles of zones in a new service system. We are sharing the ideas here in part to get a sense of whether interested members of the fellowship agree.

Perhaps the most significant change the board discussed was the sense that, if zones are to be part of a *system* of service, they need some uniform standards both in terms of their composition and their roles. Are zones decision-making bodies, for instance? Should they decide things by consensus? Is there an administrative body at a zonal level? The answers to these questions vary greatly from zone to zone.

Currently, zones are self-determined bodies, but looking at them as part of a larger system, it makes sense to reexamine zones—to look at zonal boundaries and composition to see if it makes sense to consider changes in any or all of them. Rather than having self-determined boundaries, perhaps it makes sense for zonal boundaries and composition to be decided at the World Service Conference, since the conference can take a more holistic view of how NA communities around the world might best be served.

Similarly, zones perform a wide variety of different roles and accomplish a diverse span of tasks. Again, if zones are part of a purpose-driven system, we ought to be able to agree upon a purpose or set of purposes for the zones and perhaps some uniform practices. Because of their position in the structure, between world services and nations/states/provinces, zones present a great opportunity to share laterally across nations/states/provinces, and to receive information from and give information to NAWS. Formalizing the roles of zones may benefit all parts of a revised service system.

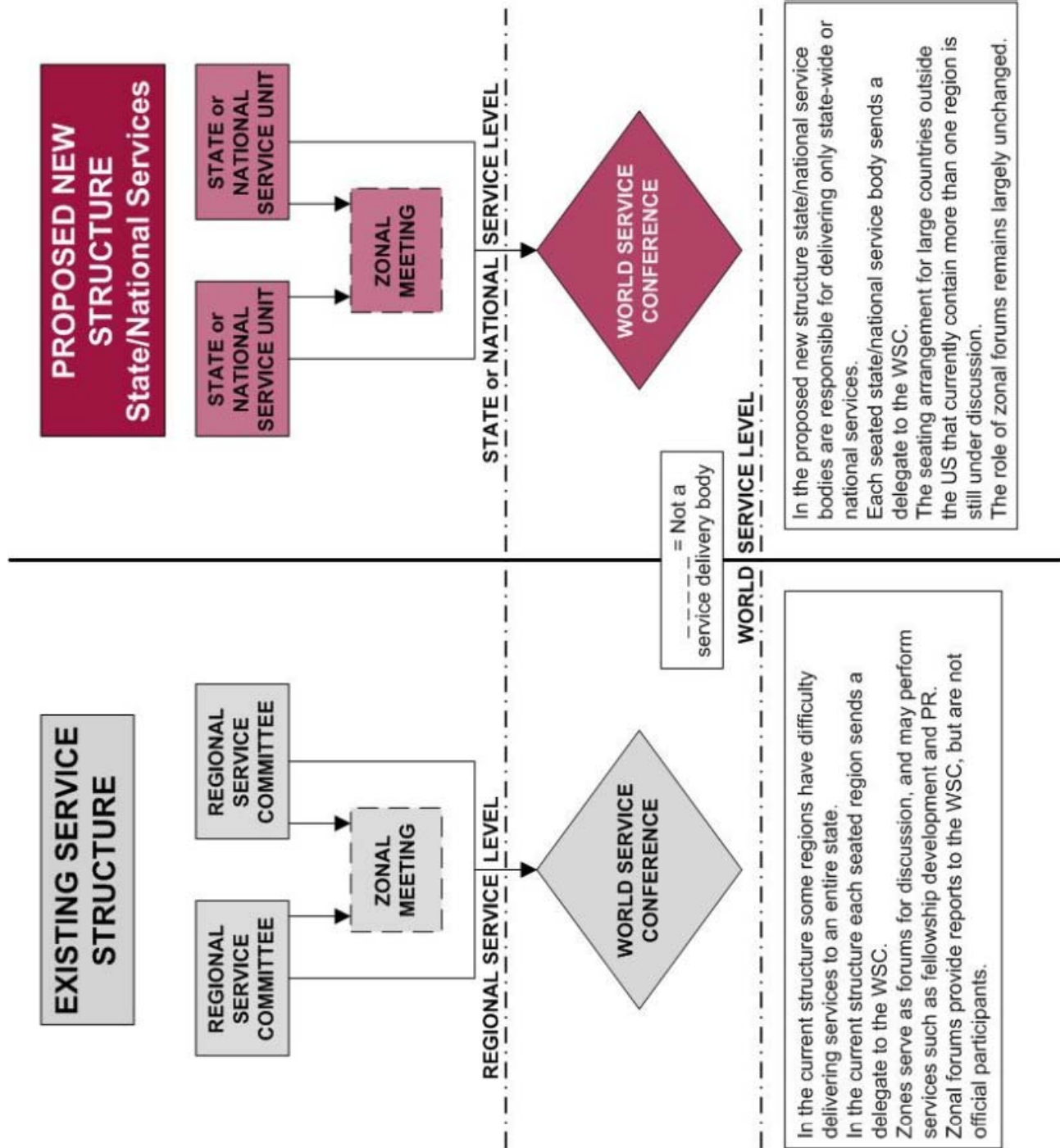
Among the possible roles that the board discussed are the following:

1. Fellowship development: Zones are well positioned to do fellowship development like PR support, outreach, and local community development. In some cases, zones may be well positioned to help meet PR needs on a federal level. Ideally, zones are well placed to have a broad and long vision. They also can facilitate pooling resources and meeting common needs such as the language needs that are currently met at the Latin American Zonal Forum (LAZF).
2. Leadership development: Because world services travels to zones that request a visit, it's an ideal place for NAWS to identify local leaders. Since there are "train the trainer" sessions and workshops at a zonal level, motivated members can get workshop materials and utilize those leadership qualities back home when they put on workshops. This is a place where leaders could be recognized and cultivated; training for delegates or those with positions at a state/national/province body could naturally take place at a zonal level.

3. Planning: Zones can function well to help spot trends and participate in scanning. Information could be collected at a zonal level to feed into an environmental scan at the world level and/or the state/national level. And of course, zones themselves would be plan-driven, as are all parts of an ideal service system.
4. Part of a fund-flow system: Currently zones are not part of the formal fund flow system in a regular sort of way. Ideally, there would be more definition and guidance about the way zones could fit into the fund flow.
5. Exchange of best practices: Many zones currently function well as a place where states or nations can gather to discuss what is working well for them. This role seems natural for zones where open forums or sharing sessions among state/nation/provinces already exist.
6. Point of connection—unity link: Zones form a unity link between geographically related communities, between larger and smaller communities, and between emerging and more developed communities, for instance. Their meetings are a place where unseated communities can feel part of a larger NA community, and more experienced members can stay involved in service. Because of zones' informal nature, it's relatively easy for interested members to attend and feel engaged.
7. Communication link: Zones' potential contribution to environmental scanning and their ability to function as a point of connection or a unity link both fit into their role as a communication forum. Zones are ideally positioned to facilitate the information flow to and from world services and from member state/country/provinces to other state/country/provinces. In addition, border communities may find it helpful to use zones as a way to communicate with their home state if they attend service meetings in the neighboring state. PR forums, Issue Discussion Topics, and other types of workshops at a zonal level could help the flow of communication. Communication from zone to zone may also be productive.

As we mention in the introduction to these proposals, we have talked about the possibility of a zonal seating option for the World Service Conference, but are not recommending that option at this time. Zonal representation would be difficult for zones with a less formal structure. Ideally zones in a new system might function more like an event such as the Florida Symposium or a worldwide workshop—holding workshops, acting in a training capacity, dealing with local service issues and partnering with NAWs. They can be a kind of information clearing house. The zones are good central points for coordination of NA services among NA service bodies. They can function to facilitate communication, coordination, information, and guidance.

Again, these ideas are all part of an ongoing discussion and don't represent final thoughts. The role of zones in the new system needs further discussion by the board and the fellowship as a whole. Should zones be more standardized in their roles? Should their composition be standardized or defined in some way? These are questions we will need to answer collectively. As with any part of the service system proposals, if you have ideas, please send them to the World Board: [worldboard@na.org](mailto:worldboard@na.org).



## WSC Seating

The question of how to determine who is seated at the WSC can arouse strong feelings. The belief that “you’re a region when you say you are” and are therefore entitled to a seat at the WSC is a part of our history and has underpinned the formation and seating of many current regions. As we have grown internationally and seated increasing numbers of regions, the shortcomings to our approach have become obvious. The unrestrained growth of the WSC creates a financial hardship and makes it difficult to facilitate such a large event.

Despite discussing these challenges for several cycles, we have so far been unable to create seating criteria that are applied uniformly and are fair and thorough. In an effort to move forward, and as part of the wider Service System Project, we offered two basic options for seating in the first draft proposals we released in 2010: a zonal seating option and a state/national/province seating option. After further discussions as a board and throughout the fellowship, we have determined to limit our recommendation to a state/national/province seating model at this time. We recognize that this model may have a shelf life due to the size of the WSC, and we will continue to be interested in exploring something like a “zonal” seating model (with the understanding that the “zones” as we now know them might need to be revamped to make such a model workable). At this time, however, state/nation/province seating seems most practical.

### State/National/Province Seating

Put simply, this model means that state/national/province service bodies would be seated at the WSC. Each body will elect a delegate to participate in the conference. This model allows us to continue to seat new NA communities while restricting the seating of new service bodies formed from division of already represented communities. The foundational principle of a flexible system allows for several smaller states or countries to continue to join together for the purpose of sending a delegate to the WSC, as well as provide services if it is more effective and efficient to do it this way.

Seating according to this criterion will not represent a difference for the majority of conference participants, but for those it does affect it will represent a significant change. Many of our current regions will have to re-form as single states. Hopefully meeting as an entire state, province, or country would also be seen as an opportunity to provide state-, province-, or countrywide services.

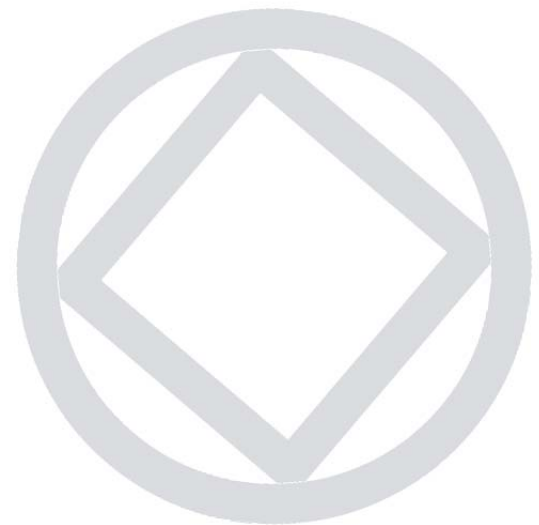
Using recognized, established geographic boundaries will give us a clear requirement upon which to base seating eligibility, and relieve us of at least part of the often emotionally based process of deciding who should, and should not, be seated.

We will still need to create some additional criteria for seating, including but not limited to better defining “state” and “nation” (see the previous section of this report). We expect we will need some way to deal with very large countries and groups of small countries that are closely associated with each other, for instance. In addition, we would expect to retain some kind of criteria requiring seated bodies to have a minimum amount of service provision experience.

Seating according to state/nation/province would slow the growth of the WSC. If there is a need to further reduce the size of the conference, no longer including alternates at the conference is one option that is not elaborated on here.



Key challenges in our current structure	Key solutions provided by seating proposal
<p>Growth of the WSC is not limited, creating resource and manageability problems.</p> <p>There are no consistently applied seating criteria.</p>	<p>An upper limit of seated communities is set by the number of existing state, national, and provincial bodies.</p> <p>Objective criteria are used to establish eligibility before any other criteria are examined, removing the personal element of seating decisions.</p>
<p>The lack of clear seating criteria is one factor that can encourage regional splits, which impacts our ability to deliver services and reach addicts.</p>	<p>State/nation/province seating will encourage regional reunification.</p>
<p>There is a perceived inequality between US and other countries.</p>	<p>The number of US delegates will be reduced.</p>



## Service System Processes

We have promised more information about processes in this revision of the Service System Proposals. Among the processes we have talked about are:

- Communication
- Leadership
- Planning
- Decision-making
- Information management

We have, over the course of the last few cycles, made significant progress in outlining some concrete changes for processes such as planning and decision-making. For instance, we have added material to the *Guide to World Services in Narcotics Anonymous* on consensus-based decision-making and we have continued to improve the World Service Conference in this regard. In terms of planning, we produced the Area Planning Tool and the Planning Basics guide. But in the case of other processes, perhaps most notably leadership and communication, the systemic changes needed are so fundamental and wide reaching, it seems wise to take a step back from concrete, detailed suggestions and come to a shared agreement on the principles of a healthy system.

The following sections outline some of those principles. If we can agree upon these as our fundamentals, we can begin to detail more of the specifics of how these processes will work in the system in the future.

### Internal Communication

Communication continues to be vexing throughout the NA service system. Our current system is antiquated in many ways and functions more as a delegation stream than a communication stream. The change from a passive to an active communication system will involve all aspects of the service system. Because so much work has been done recently on external communications (i.e., the *Public Relations Handbook*) we are focusing here on communication within NA.

Some principles that should guide communication in an effective service system (with some examples of possible ways to realize the principles):

**Collaborative:** Members need to have a sense of ownership.

- Rotate location of service meetings, a well-established successful practice used by some existing regions and areas.

**Reinforce the big picture:** Communications need to be better tied to vision and a cyclical planning cycle. Currently they are tied to representation and administrative detail.

- Make sure everyone has a sense of how the strategic plan relates to them.
- Emphasize the interconnectivity of our service delivery in the local community. Think global but act local.

**Responsive:** Groups have to be able to express their needs and be aware of what service bodies are doing on their behalf to answer these needs. Communication is a two-way

street. We must learn to “communicate out” better at all levels of service, to listen better and hear groups and members, and to improve tools for collecting information.

- Involve groups in the environmental scanning, prioritization, and evaluation phases of the planning process.

**Relevant:** Make communication more relevant to members.

- Give people tools to better process and distill information.
- “Push” information when possible, making it easier for people to receive rather than having to go find it.
- Make standardized, up-to-date, and easily updatable information (e.g., meeting lists and maps) available online through a central (state or country-level) website.

**Accessible:** Broaden the channels of communication. There should be additional ways to communicate aside from within the delegation stream.

- The LSU could have a “communications coordinator” that talks to all nodes in the system.
- Could better utilize technology: econferences, a social network of some kind, e-newsletters, cell technology including phone “apps,” podcasting for training modules and other communication needs, and so on.
- Could utilize local service conferences or assemblies as a way to better communicate. Instead of monthly meetings dominated by reports, planning conferences could be less frequent daylong events that include workshops and maybe even a speaker and dance, in addition to the planning activities for local service delivery.

**Clear:** Processes and roles should be clear and well-defined.

- Create a calendar for the planning cycle so trusted servants know better what is expected of them when it comes to delivering and receiving information. Such a calendar could include key dates for projects and events, such as projected review and input periods for literature projects and WCNA pre-registration dates. Individual communities could incorporate dates relevant to the services they provide on a local level.
- Synch planning cycles across the system.

**Targeted:** Communication should be better tailored to different “audiences”—we should better consider what we communicate, how, and to whom. Everyone doesn’t need (or want) to know everything. People should understand what the priorities are and how they pertain to their part.

- “Push” communication; don’t just have a passive communication stream.
- Build repositories of information and drive people to them.

**Consistent:** Yet, there should be some uniformity in how we communicate across the system.

- Utilize templates throughout the service system (e.g., for reports and newsletters).
- Archive communications.

**Coordinated:** The functions of training, oversight, and standards for communication need to be coordinated at each level of service. Currently those functions are not covered in any way.

- Oversee communication within a service body and train people in communication skills. (Could be a good way for experienced members to contribute.)

## Leadership

Four components of any leadership development system:

1. Identification
2. Development
3. Training
4. Coordination of talent

Principles that any effective leadership development system should embody (with some examples):

**Proactive:** More active leadership identification and development on a local level, including diligence in selecting members that have leadership qualities as outlined in the Fourth Concept.

- Methods of leadership identification (e.g., nominations) should not be exclusively self-selecting.

**Confidential:** Should use confidential, but not necessarily anonymous selection processes.

- Could use a database or pool.
- Could use a team of people on the state or local level to help identify leaders.

**Matches talent to task:** Use the different talents our members possess and find a place where they can best serve NA. Nurture people's best qualities rather than challenge them to prove themselves again and again.

- Utilize online service resumes in advance of elections. Could utilize a template like the World Pool Information Form that is adaptable to different levels of service or different communities.
- Utilize non-technological methods as well. Members can share about matching talent to task. Tailor strategies to the needs of different service bodies or levels. Online resumes may work better at the level of the state/nation/province where you would expect people with more service experience and who are used to complicated systems.
- Clearly explain the duties and qualifications for trusted servant positions.

**Egalitarian:** Values all service contributions not just those that have titles attached, and values people at all experience levels. Works to retain prior leaders.

- Award certificates of participation.
- Provide opportunities to learn and serve outside of formal positions.
- Formal positions are where people who can coordinate services should be in place. Ideally, many more people will be working at service than coordinating services.
- Prior leaders can serve in primary role in training or mentoring systems or in nominating committees.

**Scalable:** The training and mentoring aspects of the system can be adapted for different sized communities.

- Options with a range of sophistication could meet the needs of different communities and levels of service.

**Coordinated:** Different levels of the system work together to achieve a common goal. Communication should flow throughout the system.

- Training and recruitment can be performed on a local level but coordinated at the state level. State could roll out training modules or courses and LSUs could implement the training (train the trainer).
- Could have a state-level trusted servant or team who identifies local leaders if it's practical to do so.

**Accountable:** Effective delegation depends upon accountable leadership and decision-making. As articulated in our concepts, a single point of accountability and decision-making should be identified for each service responsibility.

**Cultivate members:** Improved training and mentoring results in needing fewer resources.

- Could use somewhat formal training modules or courses (possibly online) with standardized outlines and certificates given at the end.
- GSU could function to some degree as a training ground.
- Conduct orientation session for new trusted servants that includes the prior trusted servants rotating off to provide a warm transition of responsibilities instead of a cold handoff.
- Could make overlapping (e.g., 14-month) service terms the standard—need to improve “on the job” mentoring.”
- Could also create an additional informal mentoring opportunity by matching former trusted servants with newer or potential trusted servants.
- Establish clear expectations for performance and use self-evaluation tools and mid-term evaluation tools to determine how well we're fulfilling our commitments and where we can improve.

**Welcoming:** Should inspire people to serve and provide opportunity. It should be easy for members to serve by offering broad pathways into service with basic requirements that will not seem overwhelming. The homegroup level serves as the entry point to service. Service is valued as part of recovery and not something you “retire” from when your term ends.

## Planning

These third draft service system proposals offer some concrete ideas about how planning would take place in the system, particularly at the LSU level. Here we mention some of the principles that guide those processes. We have already made great progress in NA in improving our planning. This document is meant to compliment the material in both *Planning Basics* and the *Public Relations Handbook*.

### Planning before Personalities – Basic Principles of Planning

**Group-focused:** By gathering information on group issues from group trusted servants, group support meetings, and any other available sources, planning ensures the service system considers group needs.

**Fosters unity:** We increase our unity by cooperating to fulfill our common primary purpose. Tradition One, in *It Works: How and Why* explains, “Working together for our mutual well-being is a significant source of unity in Narcotics Anonymous.”

**Anonymous:** Anonymity means that each NA member is equal in their membership and opportunity to recover. Everyone's input is valued, and no one person knows as much as all of us do together. We can put this principle into action by using an objective planning process to provide direction to our service bodies. This direction comes from our combined experience rather than individual opinion.

**Collaborative:** Planning services is a task we work on together, embracing the ideals of anonymity and unity. Not only do we personally benefit from collaborating in NA service, but the services we provide benefit from our efforts when we work together.

**Proactive:** Ideally, planning is a proactive process intended to help us deal with issues before they become problems. Dealing with issues early on is often more effective both in terms of outcome and use of resources.

**Purpose-driven:** A clear understanding of purpose lends structure and direction to our service system. By clearly defining and prioritizing the needs to be addressed, and by clarifying the functions of each service body and the roles and responsibilities of the trusted servants involved, planning can help us to maintain a system that is responsive to our needs.

**Effective:** Planning helps to increase both the effectiveness and the efficiency of the services we can provide. It also helps us to better manage our fellowship's resources.

**Sustainable:** Action plans formed as a result of a regular strategic planning process need to take into account our available resources, both human and financial. Services should rely on a stable source of income, such as member contributions, rather than fundraising activities that are vulnerable to unforeseen circumstances.

**Consistent:** The depth and complexity of planning processes will vary according to the service body performing them. Whether planning takes place as part of our home group's inventory or the NAWS strategic plan, the same basic processes and principles apply.

**Inclusive:** An accessible planning process uses methods such as scanning and brainstorming, encouraging a broad base of participation and enabling all viewpoints and ideas to be heard. The principles of open-mindedness and tolerance also help us to consider all information and viewpoints carefully.

**Honest:** A key element of planning is regularly evaluating and measuring the services we deliver to help us determine where changes are required. These may be based on changes in requirements, available resources, or the external environment. Honesty also encourages flexibility and scalability when the need arises to modify our services.

## Decision-making

### **What Do We Really Mean By Decision-Making?**

Decision-making in NA can be as simple as an informal discussion among group members over changes to a meeting's format, or as complex as approving the NAWS budget and project plans for a service cycle. Whatever the scale of the decision, the same recovery principles guide the process. Decision-making is a collaborative effort. We work together to decide what is best for NA, both on the local level and for NA as a whole.

Decision-making usually involves more than a simple show of hands. Often the actual decision is just one stage of the process. We begin by gathering information and experience to help us make informed decisions. We then take the time to discuss ideas and share perspectives. By preparing in this way we can ensure that our decisions support our Vision Statement and are in harmony with our principles.

The process does not end once a decision is made. There is a responsibility to clearly communicate and explain the details of the decision to those who are affected by it. In this way we can honor the principle of accountability and help to ensure both trust and support for the decisions we make.

### **Basic Principles of Decision-Making (with some examples of how these can be realized)**

**Consensus-based:** “Consensus refers to the consent of the group, or, in other words, the willingness to move forward with a decision on the part of all members of a group, rather than a majority or a select group of representatives. . . . Consensus is based on the belief that each person has some part of the truth and no one person has all of it . . . The consensus process is what a group goes through to reach an agreement. It is how we manifest the idea “together we can do what we cannot do alone” in a service setting.” *A Guide to World Services in NA*, pages 8–9

**Trustworthy:** Without trust there is little chance that a decision-making process will be effective. How we achieve and nurture trust is dependent on certain key practices.

- Carefully select our trusted servants, paying attention to both personal qualities and relevant skills.
- Communicate the nature and implications of decisions clearly and fully, using a variety of methods.
- Provide opportunities for all members to participate in some way in the decision-making process.

**Accountable:** Service bodies are accountable to the groups that create and support them. This does not necessarily mean the groups must oversee every decision, but it does give groups the ability to exercise authority when necessary.

- Ensure a clear point of accountability is defined when making a decision to do something.
- Report clear explanations of decisions service bodies make to anyone affected.

**Practices delegation:** Although groups have the final authority over NA services, they must delegate to others the authority to serve in order for these services to be effectively carried out. This allows the groups to focus their attention on carrying the message in their meetings.

- Take care in selecting trusted servants, using the Fourth Concept essay as guidance.
- Allow time during any business meeting for delegates to report.

**Inclusive:** Ideally any decision-making process has a broad base of participation, ensuring that we consider all relevant experience, and that dominant members do not unduly influence decisions or monopolize the time available for participation.

- Conduct planning assemblies that allow widespread input on issues affecting NA.
- Utilize brainstorming to encourage input to be freely shared.
- Utilize small group discussions to allow quieter members’ voices to be heard.
- Use a consensus based process when practical in making decisions.
- Use secret/closed ballots when needed to encourage voting participants to participate freely without feeling influenced by others.



**Plan-driven:** Decisions should address our most pressing needs first. Planning helps connect our decisions with the bigger picture of NA services and helps us to work in harmony as a fellowship.

- Use an agreed-upon planning process.
- Prioritize service activities and consider decisions holistically.
- Take the time to ask, “Does this help us move towards the ideal expressed in our Vision Statement?”
- Create a strategic plan to help keep the main goals of a service body in focus.

**Sustainable:** When making decisions, we need to consider whether we have the resources to implement them on an ongoing basis.

- Create budgets so that financial implications are clear and ongoing commitments can be met.
- Determine what human resources are needed to fulfill decisions.

## Information Management

Information management is a general term for the process of dealing with the many types of information related to NA service. Improving the quality and availability of relevant information has the potential to positively affect almost every aspect of service.

The principles and practices of information management overlap with many of our other key processes, most notably communication and decision-making. The Ninth Concept essay offers this thought:

***An effective group conscience is a fully informed group conscience.***

### **Basic Functions of an Information Management System**

Most information management processes can generally be broken down into five key steps:

- 1.** Capture the information.
  - Take minutes.
  - Keep records of decisions.
  - Make summaries of experiences in service.
  - Gather service resources such as guidelines, trusted servant position descriptions, bulletins on specific topics, etc.
  - Perform an environmental scan to gather information for planning meetings—i.e., collect information such as group issues, financial information, and external and internal trends that may affect NA service.
- 2.** Manage the information.
  - Catalog or index individual pieces of information.
  - Update ongoing resources like meeting lists, trusted servants’ contact information, PR contacts and events, and calendars of fellowship events.
- 3.** Store the information.
  - Keep files in service offices or members’ homes, etc.
  - Maintain electronic archives on computers and websites.
  - Update databases regularly.

4. Preserve the information.
  - Scan hard copies of documents or flyers.
  - Preserve delicate or degradable materials.
  - Utilize back-up storage options, etc.
5. Deliver the information.
  - Maintain connections with other databases—e.g., a regional meeting directory.
  - Make information available when needed—e.g., online meeting lists.
  - Supply information to outside enterprises—e.g., facts about NA to media or treatment facilities, etc.

These procedures should be ongoing but will vary according to what is appropriate for different communities and service bodies. In general, information management will be most effective if it is a team process in which all trusted servants play some part, rather than the responsibility of a single member.

#### **Basic Principles of an Information Management System (with some examples of how these can be realized)**

**Accessible:** Information should be easily available when needed and capable of being shared.

- Create password-protected online archives for minutes and service material on centrally maintained websites.
- Provide orientation packs for new trusted servants.
- Use resource sharing facilities on centrally maintained websites (e.g., [www.na.org](http://www.na.org)) enabling different service bodies to share service material.
- Integrate information management and planning so that needs can be known in advance and the appropriate information made available. One such need would be the data collected during the environmental scanning stage of the planning cycle.

**Selective:** We tend to either save every sheet of paper created or throw it all away when a service commitment ends. A practical system decides what to preserve, considering long- and short-term needs, historical importance, and available storage requirements.

- Understand the legal requirements for how long financial information needs to be stored.
- Offer clear criteria to help determine historical importance.
- Evaluate the physical space and virtual space available.

**Current:** Wherever possible, information needs to be kept up to date.

- Date information in order to establish how old it is.
- Regularly inventory information stores.

**Consistent:** Consistent processes and formats should be used throughout the system in order to allow for widespread sharing of information from a broad range of sources.

- Develop reporting templates.
- Create consistent archiving procedures and criteria.

*Appendix 1***Functions of the LSU**

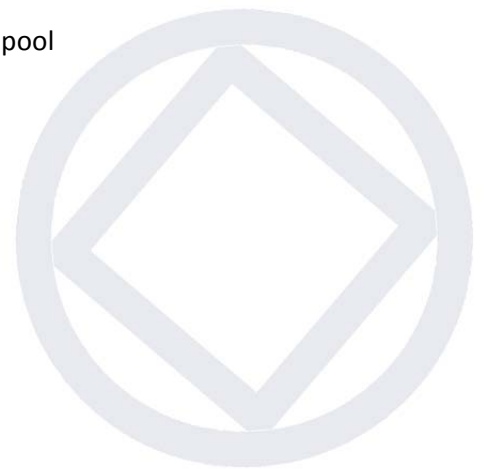
The LSU may do some or all of the following:

- Provide training, including orientation, mentoring, and leadership development
- Serve as a communication and accountability link
- Plan, including developing strategic plans and action plans
- Provide GSU support, possibly including
  - Facilitation
  - Support, both personal and/or financial
- Administer its own affairs, such as facilitating meetings, renting space, setting agendas, etc.
- Put on fellowship events such as conventions, learning days, and CAR workshops
- Coordinate translation work—local dialects in multilingual countries, or service resource translation for sharing with other LSUs
- Conduct PR, including
  - Institutional liaison
  - PI events
- Coordinate human resources, such as a human resource pool
- Oversee financial resources
- Participate in fellowship development and support, including outreach to isolated NA communities
- Maintain a meeting list
- Distribute literature to groups
- Elect a delegate to the state/national/province body

*Appendix 2***Functions of the State/National/Province  
Service Body**

The roles of this body are again flexible according to local need. Some of the tasks the state/national/province body could undertake include:

- Performing large-scale PR on the state or national level
- Assisting local services, e.g., helping local H&I by working with the state or national corrections department
- Planning, including
  - Environmental scanning
  - Creating action plans
  - Assisting local planning efforts
- Training
- Serving as a communication link to disseminate information, especially to and from the global level
- Upholding legal responsibilities, e.g., maintaining some form of legal identity such as a legal association
- Maintaining a service office with multiple functions such as literature supply
- Holding conventions/events, with a project-based structure rather than a standing committee
- Performing outreach/fellowship development and nurturing emerging communities
- Maintaining information technology, including a website, discussion groups, and a meeting database
- Handling archiving and information management
- Coordinating human resources, such as a human resource pool
- Overseeing financial resources
- Coordinating translations
- Electing a delegate to the global body



### Appendix 3

## Literature Distribution and Fund Flow in a New Service System

Our ideas about literature distribution and fund flow in a new service system are still preliminary, but we want to share our thinking thus far so that members have an idea of how a literature distribution system and fund flow might work in a restructured service system. We plan to continue discussing these issues and we may have more information or ideas before the next conference.

In this report we will outline a range of ideas about how groups could obtain literature and contribute funds in a new system using methods that are similar to the methods we use now. The “best” solutions for fund flow and literature distribution are those that will most easily put literature in the hands of addicts who need it and ensure that funds reach the bodies that deliver services. Currently groups use a variety of methods to purchase literature and that variance may not change in a new system. We need to ensure the availability and reliability of literature and funds in a new system. We’ve tried to offer information here to help communities think through what method or combination of methods might work best for them, and in that spirit, have included some questions to consider.

### The Challenge with the Proposed System

The proposals currently describe two different bodies on a local level. One body is smaller and informal and is devoted exclusively to directly addressing group needs. The group support unit would function as a forum where members of groups come together to discuss their struggles and successes and mutually support one another. The second local body, the local service unit, is larger than the group support unit; several GSUs would make up an LSU. The LSU would provide most local services. It would be comprised of a board that meets monthly and oversees the day-to-day administration of ongoing services and projects, and a quarterly planning assembly where group and GSU delegates gather to create a plan, elect trusted servants, and monitor progress on goals, among other tasks.

The challenge in the proposed system is that neither of these two bodies is, perhaps, ideal as a literature distribution point or a place to collect financial contributions. To distribute literature and accept contributions at the GSU would involve some level of money handling and administration, both of which may undermine the informal character of the meeting. On the other hand, while the LSU may be better suited to literature distribution and accepting contributions, it only meets quarterly, and most groups are used to buying literature and making a financial contribution to their area service committee monthly.

### Present Practices

When we began thinking about how groups would get their literature, the dilemma outlined above seemed, while not insurmountable, certainly very grave. After we started researching current practices, we realized that monthly literature distribution at a local service body may be the norm, but it’s far from the rule. We *already* employ a wide range of strategies to distribute literature and contribute funds to service bodies. According to the regional reports submitted for WSC 2010, many areas and regions buy their literature from NAWS, while others purchase from regional service offices, and a few buy from an area service office or area “store.”

The variety of places groups get their literature varies even more widely. While many of us may be used to the ASC as the distribution point for literature, anyone who has been to an ASC recently knows that many groups do not attend an area meeting regularly. Those groups are already purchasing their literature elsewhere. What's more, many ASCs don't make a practice of distributing literature at all. Currently, a very large number of groups order directly from a regional office or from world services. Most groups contribute money to an ASC when they purchase literature, but many make a financial contribution less often or not at all. Some groups contribute money through electronic means, and an increasing number of groups financially contribute to region and world services as well as their ASC.

It seems that whatever changes are made in the service system in the years ahead, we want to make sure that groups continue to have flexibility in how they can obtain literature and contribute financially to service bodies.

### Possible Ways for Groups to Get Literature and Contribute Funds in a New System

#### **Attend the LSU quarterly planning assembly**

This method is convenient in that groups would already be sending a delegate to the quarterly assembly. In this option, that delegate would also be responsible to carry the literature order and make the group's financial contribution to the LSU. The disadvantage to this method is, as mentioned above, that it would mean literature gets ordered and money is contributed quarterly rather than monthly. It necessitates good planning—in many cases, better than we have now. It also means that groups would have to hold more funds than they may be accustomed to holding. If, however, a group can anticipate its literature needs well enough, a monthly financial contribution could still be made via post or electronically even if literature is only ordered quarterly.

#### **Stop by the LSU board meetings**

While the planning assemblies would happen three or four times a year, the LSU board would meet monthly. In some cases, those meetings might take place electronically, but probably in most cases they would be face to face. The board could take time during the monthly meeting to fill literature orders and take financial contributions from groups. If desired, the board could even have a designated literature coordinator or workgroup so that the board as a whole wouldn't need to stop business to distribute literature and collect contributions. Ordering from the local service board would mean that groups would need to send a delegate or other trusted servant just for that purpose during months that the LSU planning assembly didn't take place. Nonetheless, for many groups this may be a convenient option.

#### **Utilize the GSUs to consolidate orders**

Groups could consolidate orders through the GSU and then either order directly from NAWS or from an RSO. If orders were placed in advance, the literature could be distributed at the GSU. The disadvantage to this method is that it necessitates money handling and some degree of business at the GSU which ideally would be an informal body free of business and finance. Were that to be the case, however, it could function as a sort of trusted servant training opportunity for members of the GSU. Another drawback of this method is it doesn't address how groups contribute financially to the LSU. If groups are bringing a contribution to the LSU, it could still happen quarterly. Nonetheless, for some GSUs, particularly those comprised of rural groups for whom travel to the local service body is challenging, this might be the most practical option.

**Have the LSU distribute literature and collect financial contributions at the GSU**

Groups could invite the LSU to come to the GSU to take group contributions and fill literature orders. This would mean that transactions would occur at the GSU, but the responsibility for the business and finances would remain at the LSU. The trusted servant handling the money and literature would be elected at the LSU level. This might be a practical option in places with relatively short distances between the LSU and GSU and a relatively small number of GSUs. In places with many GSUs it could, however, place a burden upon the LSU.

**Order electronically from a local service office or NAWS**

Many groups already order online from a service office or equivalent, or from NAWS. In a new system, those groups may want to continue ordering electronically and others may want to consider doing so as well. The disadvantage to this method is that it would mean more small orders getting filled by service offices or world services and that's not always the most efficient way to distribute literature. Also, it would mean that groups need access to a means of electronic payment and as in the first option above, would either need to make contributions to the LSU quarterly or could make them electronically more frequently. It's worth mentioning that some of our service materials, such as the Treasurer's Handbook, are badly in need of revision. The practicalities they recommend, such as ensuring that each group has a dual signature bank account, may not necessarily be up to date—in fact, electronic fund transfers can actually be considered more secure—but the principle of oversight is timeless. Regardless of the method a group uses to purchase literature and contribute financially, accurate records should be kept and receipts filed for reference.

**Questions Groups May Want to Ask Themselves**

As groups try to figure out what method of ordering literature and making financial contributions makes the most sense for them, they may want to ask these questions:

- How often do you want to buy literature and make financial contributions (e.g. monthly, quarterly)?
- Would distributing literature and collecting contributions impact the informal nature of your GSU significantly?
- What proximity do you have to existing literature outlets and/or service bodies where you can make a contribution?
- Do you have an electronic means of ordering literature and making contributions?

The above ideas tackle the issue of group financial contributions to the local service bodies to varying degrees. Groups will still need to determine how to best contribute to state or national services as well as world services (and possibly for the administration of an intermediate body in the cases where one exists). This suggests that groups may need to look into electronic means of making contributions, and of course, this same method could be used to order literature electronically if a group determined to do so. In some cases, service bodies may want to encourage use of a contributions portal, either through their bank's e-commerce services or through a separate service. As technology becomes more available and easier to implement, this option may become more practical in many places.



## Conclusion

As we've said, the board will continue to discuss this issue and may have further recommendations as it gets closer to the conference, or perhaps during the next cycle as part of a transition project, if one is approved. What is clear is that there are a number of possible means for groups to get literature in the proposed service system. For many groups, particularly those outside the US, this may not represent a change from their current practices. It may be that the best option is simply to outline the range of options groups have to order literature and make financial contributions to their local service body and help them figure out the method that makes the most sense. We will report any new thoughts about these issues if our ideas develop further, as we have with all aspects of the service system project. Watch [www.na.org/servicesystem](http://www.na.org/servicesystem) for the latest updates.



## Appendix 4

# Structural Examples

This appendix is intended to offer examples of how these proposals could possibly work in different types of NA communities. The examples are offered to give a sense of what these abstract ideas would look like if concretely applied. **They do not** represent a mandate for these communities or any others, and **are not** proposals to be voted on. The actual reality of how any given community may look if it restructured could be very different from these examples. They should be used to aid a creative discussion on ideas for improving local service delivery.

We have chosen to use specific examples of NA communities – Philadelphia, Wisconsin, and Brazil – as examples. They have been chosen because they represent very different NA environments: Philadelphia is an urban community in a densely populated state, Wisconsin is a state with a great deal of rural space (and the unusual consideration that part of another state, Michigan’s Upper Peninsula, is more convenient to Wisconsin), and Brazil is a large country that currently contains many meetings and more than one region. Another part of the reason for choosing these examples is that each of these locations has members of the workgroup and/or the board living there, so we hoped the examples might benefit from their experience as residents in these communities.

We have not repeated all the information from the main body of the report in this appendix—that is, to avoid repetition we have not defined “local service unit” or “planning assembly.” We are assuming that anyone reading these appendices will have already read the main body of the report and will have a basic understanding of the various components of the proposals.

### Services in an Urban Environment: Philadelphia

We chose Philadelphia as an example for this type of NA environment. Again, this is just an example – similar environments can be found in many major cities around the world. How Philadelphia would actually look if restructured may differ from the ideas outlined here.

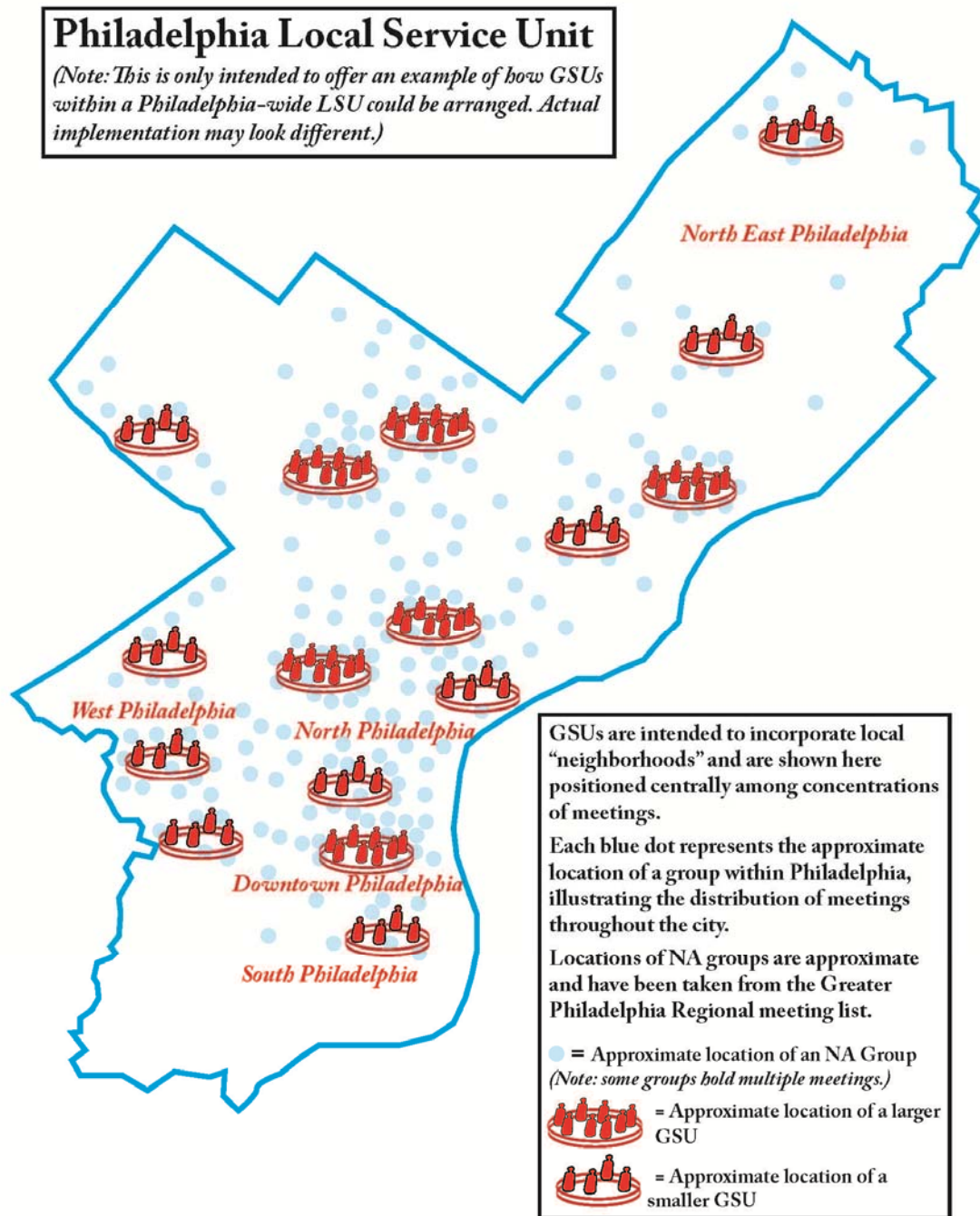
The City of Philadelphia and its surrounding counties are currently served by the Greater Philadelphia Region, which contains an estimated 315 groups holding over 445 meetings per week, and the Eastern Pennsylvania Region, which contains an estimated 100 groups holding around 100 meetings per week. Currently these regions consist of 15 ASCs. (These figures are taken from the NAWS database.) It is estimated that there are about 175 meetings in the City of Philadelphia. There are currently six ASCs within the city boundaries.

#### The Urban GSU

Ideally GSUs will consist of a manageable and productive number of groups. This should be small enough to avoid the excessive expense of renting a large facility, but large enough to draw in the experience needed to make the GSU effective. For instance a GSU may consist of members from around 10-15 groups, as well as any other interested members. In the more densely populated parts of Philadelphia (for example the Inner City ASC in North Philadelphia) this number may be higher, and in the less dense suburban areas it may be lower.

Each GSU will consist of the groups from a Philadelphia “neighborhood.” In some cases we may see groups with a common language come together from across the entire city in a GSU that encompasses a wider geographical area than a neighborhood. For instance, currently

there are a number of Spanish-speaking groups in Philadelphia that might want to form a GSU. It could be that there will be around 16 GSUs in the city of Philadelphia.



Whenever possible and practical, the borders of a service body should correspond to those recognized in society at large—cities, counties, and states—so that addicts seeking recovery and the main organizations that interact with addicts can more easily find us. It may also be helpful to remember that clearly naming a service body so that its boundaries are understood by those outside of NA is desirable.

The most desirable outcome for Philadelphia could be to form one large LSU that encompasses the boundaries of the city and provides the majority of local services. This could reduce the costs and service duplication associated with the current structure of six ASCs, and enable the more efficient coordination and delivery of citywide services. Again, this is just one example of how these proposals **might** look if concretely applied.

Philadelphia has many independent treatment facilities that are not governed by any central citywide authority in the same way that correctional or medical services are. The Philadelphia LSU could provide services to these facilities by training volunteers, supplying literature for presentations, and maintaining relationships with the facility's staff. The LSU could connect with groups through the LSU delegates to inform members of the need for volunteers and to offer ways for members to get involved.

The section of these proposals devoted to the LSU explains that the LSU is comprised of a local service board and a regular planning conference. In the case of Philadelphia this would mean that the local service board would meet monthly to oversee ongoing services and projects. The entire LSU would meet for planning conferences three or four times a year, with one of these being an annual planning assembly. These three or four meetings would have group and/or GCU delegates in attendance, along with the service board, project coordinators, ongoing service coordinators, and interested members. The exact arrangement for participation would be up to the LSU itself and would most likely depend on whether the Philadelphia groups adopt the linear or two-track option, as that would greatly influence the number of trusted servants attending. Any interested members would be especially encouraged to attend the annual planning assembly.

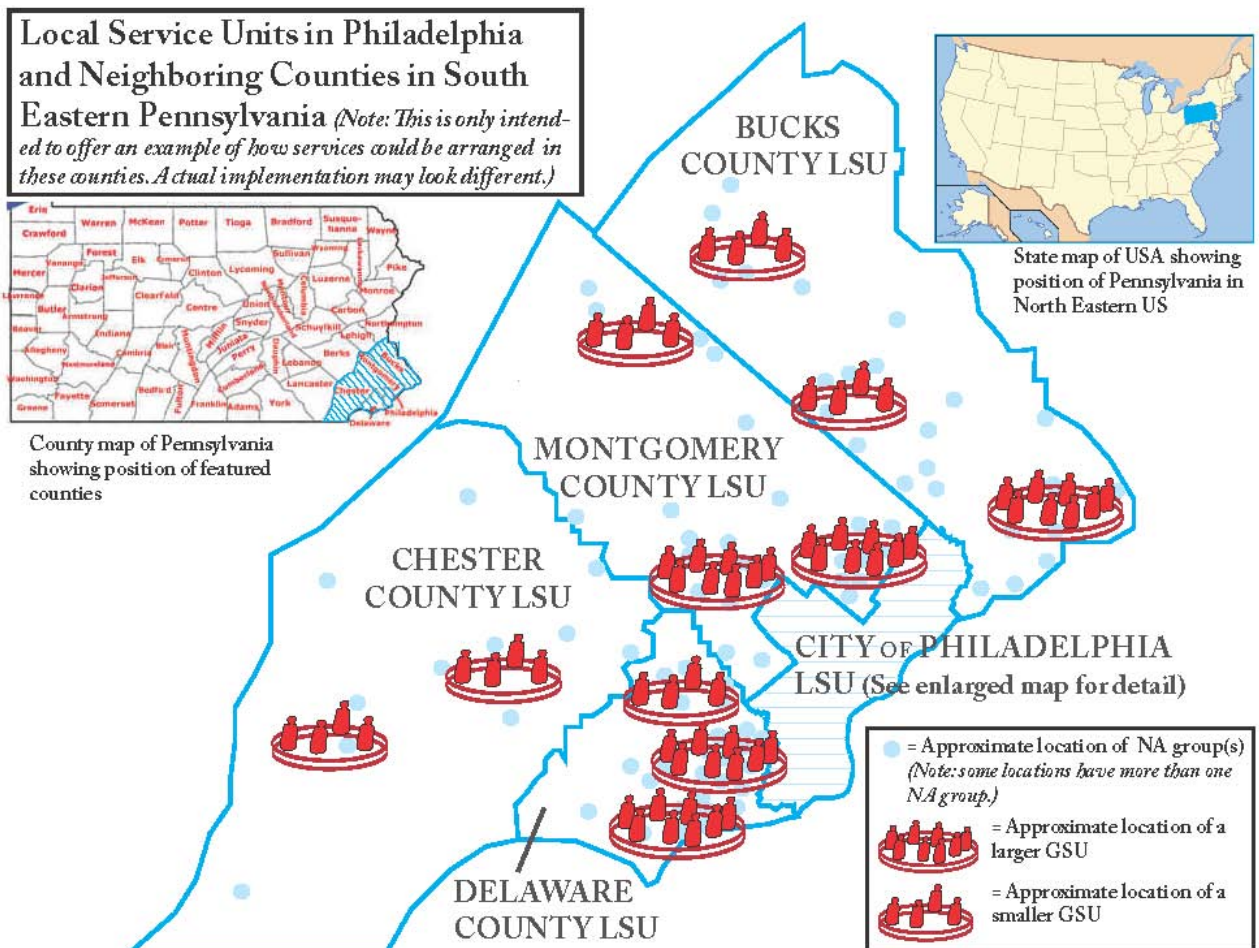
If the size of the planning conference proves to be challenging, one additional possibility for Philadelphia could be to form an intermediate body that covers part of the city, and that would sit in between the groups and the LSU in the delegation stream. This may help to reduce the number of attendees at the Philadelphia LSU making it more manageably sized. It should be noted, however, that the LSU structure of regular planning meetings and separate board meetings is capable of dealing with larger numbers of participants than the current ASC structure.

Some of the services the Philadelphia LSU could provide are:

- ❖ Public relations with the city government
- ❖ Public relations with citywide correctional authorities, as well as facilitating services such as security clearance for volunteers
- ❖ Coordinating the planning of services in Philadelphia and sharing best practices and resources
- ❖ Running a citywide phoneline
- ❖ Producing a citywide (or broader) meeting list
- ❖ Holding a Philadelphia convention
- ❖ Maintaining relationships and providing PR services to local treatment facilities, including supplying literature and gathering trained volunteers for presentations
- ❖ Facilitating local H&I services by publicizing vacant panels, supplying literature for panels, and gathering volunteers
- ❖ Acting as a communication link between groups and the rest of the service structure

The Philadelphia LSU may also be responsible for sending delegates to the statewide Pennsylvania service meeting.

The city of Philadelphia is surrounded by the more rural counties of Chester, Delaware, Montgomery, and Berks. These are currently part of the existing Greater Philadelphia and Eastern Pennsylvania regions, but do not fall within the boundaries of the City of Philadelphia. The number of groups in these counties ranges between approximately 35 and 60. These counties would be encouraged to form their own local service bodies. These would probably consist of a single LSU and 2-3 GSUs for each county. In more rural parts of Pennsylvania it may make sense for an LSU to consist of more than one neighboring county.



## Services in an Rural State: Wisconsin

Wisconsin is a state with large rural areas and scattered urban centers, with the greatest concentration of meetings found in the city of Milwaukee. Once again, this is just an example offered to stimulate discussion about how application of the ideas in the proposals *could* work in a similar environment.

There are currently around 380 groups served by 16 areas in the Wisconsin region. (These figures are taken from the NAWS database.) Much of the neighboring state of Michigan's Upper Peninsula is part of the Wisconsin region as it is contiguous to Wisconsin and not to the rest of Michigan. There are also groups situated in northern Illinois and north-eastern Minnesota within the Wisconsin region.

Groups are sparser in the south-western and northern parts of Wisconsin and more concentrated in the south-eastern part. There are 72 counties in Wisconsin, some of which have no NA meetings. Groups either form clumps around sizable towns or are individually scattered across rural areas, often along major roads. It is common for there to be considerable distance between rural groups. Wisconsin also has a regional service office in Oshkosh.

### **Urban Areas**

NA groups in Wisconsin are most dense in the Milwaukee area, and the four neighborhoods in the north, south, east, and west sides of the City of Milwaukee, along with the city center, could form natural boundaries for GSUs. It's reasonable to expect there could be a total of between eight and ten GSUs in Milwaukee County.

Milwaukee is currently served by two ASCs containing around 80 meetings combined. These two ASCs share a meeting list, helpline, and website. It would seem to be practical for a single local service unit covering the County of Milwaukee to continue providing these services, which could be arranged along similar lines to the Philadelphia example.

The Milwaukee ASC also attracts a handful of groups from neighboring Waukesha County. Whether these groups would choose to continue to receive services along with groups in Milwaukee County would depend on what is most practical for them. Waukesha County might also choose to form an LSU if that were a productive option in terms of service provision, or they might defer this decision until later. Similar situations can be found around the other urban centers of Wisconsin and cities in other states and countries as well.

### **Rural Areas**

The LSU will be the main provider of services in rural areas of Wisconsin just as in its urban areas. A largely rural LSU would typically be based wherever there is a concentration of NA meetings, much as our current areas are. Rural LSUs will be composed of varying numbers of counties depending on the density of NA groups within the community. Some could be composed of a few counties, while others, for instance in northern Wisconsin, could consist of a greater number as well as possibly meetings on Native lands. As throughout the system, it is intended that the LSU conforms to recognized boundaries in order to more easily interact with countywide professional and governmental bodies. The basic format would most likely be the same for rural LSUs as it is for those in urban areas, with a series of planning meetings three or more times a year and more frequent meetings of the local service board. As the system is designed to be flexible, each LSU has the option to meet less often if that is appropriate for its resources and workload or to rotate meeting venues if desired.

Rural groups may particularly benefit from the connection a GSU offers. The Waukesha County groups would appear to be a natural example of a GSU, although geographical distance and number of groups could determine if more than one GSU would be formed in the county. It may not be necessary for a GSU to conform to county lines at all as their service delivery role is directed towards its member groups rather than any external body. It could be that groups from neighboring towns that are in different counties could meet as a single GSU. Again local conditions will determine what is practical and sensible. Other groups that are further from more densely populated parts of the state would still form GSUs and meet together whenever possible and practical. GSU meetings could rotate between groups or could happen in a convenient central location, or some combination of the two.

How rural groups choose to participate in the LSU is for them to decide, but may be influenced by factors such as available resources and distance. For some groups the linear model or use of an intermediate body may provide a solution to many of the resource challenges they currently face in attending area meetings, while other groups at the LSU may choose to utilize the two-track model.

Although the LSU provides the majority of local services, it is also true that sometimes rural groups in Wisconsin facilitate services, such as local PI, because the nearest service body is too distant to do it effectively. The reality is that isolated rural communities may continue to satisfy these immediate service needs themselves. Participation in a GSU may make that service delivery easier. The LSU will also be available to help coordinate, give advice, and supply resources. Providing services should not distract a rural GSU from its primary role of group support. Service provision by a GSU should be the exception rather than the norm. GSUs are not intended to become mini-ASCs or LSUs.

### **Statewide Services**

The service system proposals suggest that the state of Wisconsin would be served by a state/national/province service body. This does not represent any significant change from the boundaries of the current Wisconsin Region, except for the Upper Peninsula area of Michigan and some groups and service bodies close to Wisconsin's borders. It may be that these groups could continue to receive support for the local services they deliver from Wisconsin, while also receiving the benefits that their home state service bodies provide, such as improved statewide PR and access to regional websites and helplines. Practical and productive arrangements for border communities are one of the aspects of these proposals that need further discussion.

Wisconsin currently has a statewide helpline that directs calls to individual areas, a regional website with links to area sites, and a statewide meeting search facility. Wisconsin has also been able to deliver an effective program of PR work consisting of, in part, regular attendance at a number of professional events. The regional PR committee in Wisconsin assists local areas with resources for professional conferences as well, and helps with local meeting lists. These successful services can continue to be provided by the Wisconsin State service body.

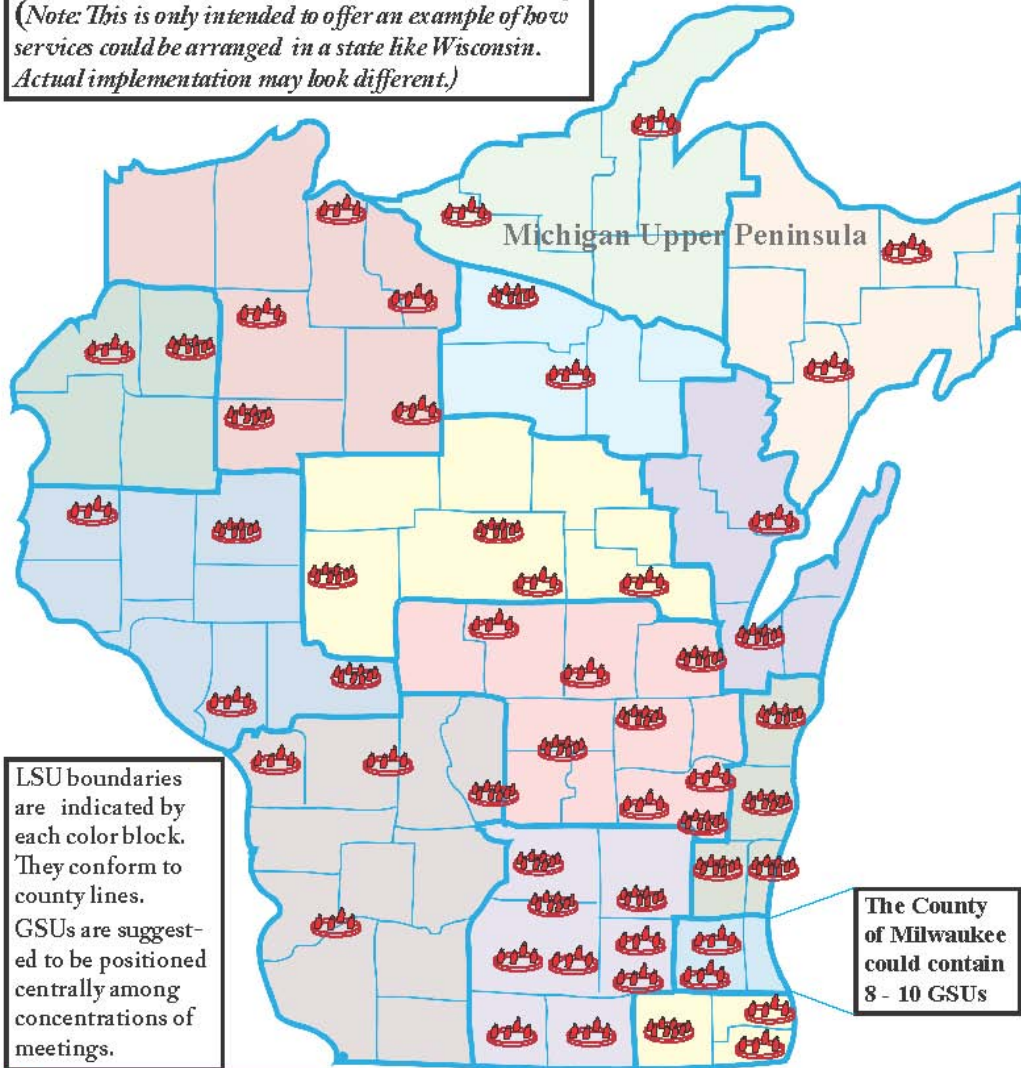
The Wisconsin service body would be formed of LSU delegates and a "state service board" to plan and administer ongoing services and projects. The frequency of this body's meetings could be determined locally. Statewide services may follow the same general pattern as the LSU, with a series of planning meetings with LSU delegates and the state service board in attendance, along with separate meetings of the service board. However, fewer services are



administered at the statewide level so the majority of projects would most likely involve statewide public relations and service to LSUs such as training.

### Wisconsin State Service Body

*(Note: This is only intended to offer an example of how services could be arranged in a state like Wisconsin. Actual implementation may look different.)*





LSU boundaries are indicated by each color block. They conform to county lines. GSUs are suggested to be positioned centrally among concentrations of meetings.

The County of Milwaukee could contain 8 - 10 GSUs



State map of USA showing position of Wisconsin and Michigan's Upper Peninsula in the upper midwest of the US

 = Approximate location of a larger GSU  
 = Approximate location of a smaller GSU

## Services in a Large, Densely Populated Country: Brazil

Brazil has one of the largest concentrations of NA meetings outside the US and Iran. We wanted to provide an example of how a country outside the US might apply these proposals and Brazil's size and large NA population made it seem like a good place to focus. **Once again, this is an example of how the proposals could work and is intended to aid discussion and the sharing of ideas. It is not a model to be voted on.**

Brazil is the fifth largest country in the world and is divided into 26 states and a Federal District containing the nation's capital of Brasilia. The country's states can be grouped into five regions, which have no political or administrative role and are primarily used for statistical purposes and for allocating federal funds to development projects. Generally Brazilian states have less independence than the state governments of the US.

In addition to the state and federal government, the Brazilian Federation also consists of 5,564 Municipalities. These Municipalities are subdivisions of each of the states, but also have autonomous local governments with the power to approve local laws and collect taxes. All judicial powers, however, are organized at the state and federal level. The number of municipalities in each state varies from 15 to 853.

Brazil is a hugely diverse country, ranging from the vast and sparsely populated forests of the Amazon basin in the north, to São Paulo in the south, one of the world's largest cities. Although Brazil is racially and culturally diverse it has one common language. There is a wide range of approved NA literature available in Portuguese or Brazilian Portuguese, as well as publications such as *NAWS News* and *The NA Way*.

Brazil contains over 2,750 meetings serviced by over 60 ASCs. In some cases, concentrations of ASCs in Brazil formed bodies known as "nucleos." These had clearly defined roles and requirements and were designed as part of a project that offered options for the division of the original single Brazil Region. Nucleos were designed to represent ASCs at the region and to provide services to them. In some cases these nucleos have proven to be the seeds for the formation of regions within Brazil. They have had varying levels of effectiveness, but do seem to have provided an opportunity for groups of ASCs to transition into regions while giving them time to re-evaluate their needs and capabilities.

Currently Brazil has six regions, two of which are seated at the WSC. There is a single service office in Rio de Janeiro that is responsible for printing literature locally and distributing it to the Brazilian regions. Most of these regions have their own offices that take care of distributing literature to ASCs and groups.

### **Rural Areas**

Services for rural groups in Brazil could be arranged along the same lines as those in rural Wisconsin, with groups forming GSUs for mutual support, and receiving services from LSUs. Again, groups would have the choice to use the linear or two-track option for the GSU, as well as the choice of which groups they form GSUs with. As with Wisconsin, the composition of LSUs would vary according to meeting density and distances between groups.

### **Urban Areas**

Services in the urban areas of Brazil would most likely happen in much the same way as those in Philadelphia and urban Wisconsin. Some of the larger cities contain very large NA populations—São Paulo and its suburbs have a population of nearly 20 million people and almost 400 meetings per week. Given the number of meetings in São Paulo, the use of

intermediate bodies may help keep the LSU meeting at a reasonable size. Groups that experience difficulty in attending the LSU meeting also have the opportunity to use the linear option for the GSU in the same way as groups in Philadelphia and Wisconsin do.

### **State/National/Province Service Bodies**

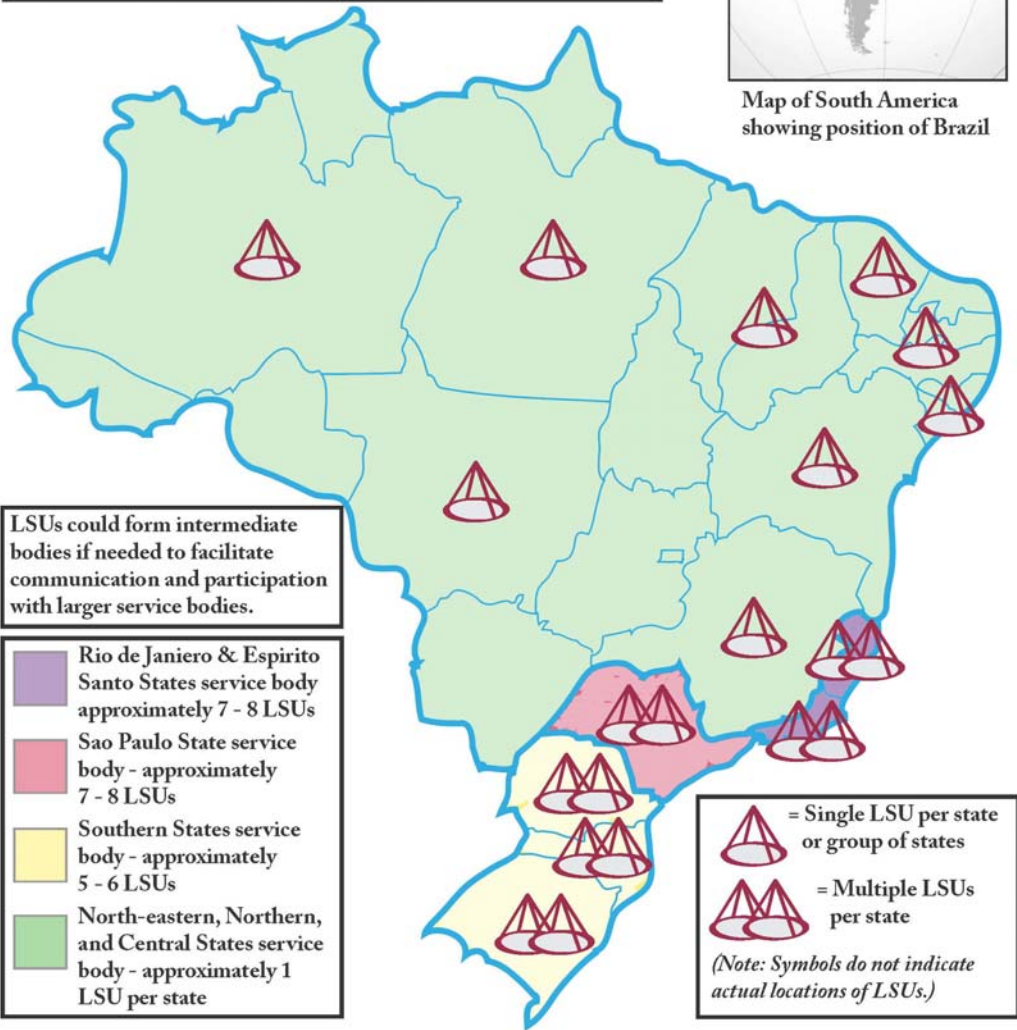
Service bodies that conform to recognized boundaries are encouraged by the proposals. The current six regions of Brazil could potentially be reorganized into four state/national/province service bodies along these lines:

1. **São Paulo:** The state of São Paulo (the capital of which is the city of São Paulo) currently has two regions, Grande São Paulo and HOW. These have 26 ASCs and 1,200 meetings per week between them. With the use of intermediate bodies if necessary, these could be reformed into around seven to eight LSUs, and a single state/national/province service body. The members are well known to each other and are currently sharing some services so redefining the existing regions in the state of São Paulo could be achievable.
2. **Rio de Janeiro/Espirito Santo:** The Rio region was formed in May 2009, having been a Nucleo for about six years, and covers the state of Rio de Janeiro. Originally Rio was part of the larger Brazil region. The Rio region has 15 areas and 200 groups holding more than 500 meetings a week across the state, with the greatest concentration located in urban areas. The state of Rio de Janeiro could also contain more than one LSU, and could also join with the neighboring state of Espirito Santo to form a single state/national/province service body with around seven to eight LSUs.
3. **Southern Brazil:** The current South Brazil Region consists of the states of Paraná and Santa Catarina, and most of the areas in Rio Grande do Sul. A couple of Rio Grande do Sul's areas have recently split off to become a separate region. [The original draft of the CAR mistakenly said that all of Rio Grande do Sul had split off to become a separate region. Our apologies for the mistake.] One possible arrangement is to combine these three states into a single state/national/province service body. Each state could contain multiple LSUs.
4. The remaining states in the central, northern, and north-eastern parts of Brazil currently form the Brazil Region. Many of these states are sparsely populated or currently have small NA populations. Some of these states will be able to form single LSUs that provide services within their borders. Others could combine to form LSUs that serve multiple states in a similar way to the rural areas of Wisconsin. All of these states could be grouped into a single state/national/province service body. Intermediate bodies may help the more geographically distant LSUs connect with the state/national/province service body.

**Brazilian National Services**  
*(Note: This is only intended to offer an example of how services could be arranged in a country like Brazil. Actual implementation may look different.)*  
 Brazil could possibly be divided into four service bodies formed of groups of states (with the exception of Sao Paulo State that would form a service body by itself). The boundaries for these are indicated by each color block.  
 More densely populated states may contain multiple LSUs. Less densely populated states may contain only one LSU, or may combine with other states to form a single LSU.



Map of South America showing position of Brazil



**National Services**

Providing services on a national level in a country the size of Brazil presents some logistical challenges. The Brazilian regions have recently formed the Brazilian Zonal Forum, which meets three times a year at different regional meetings and holds workshops on different NA topics. It consists of delegates from the six Brazilian regions and an administrative body made up of a chair, vice-chair, treasurer, and secretary. Their travel is funded by donations from the regions.

The four reorganized state service bodies may connect with the Brazilian Zonal Forum body by sending delegates in the same way as the current regions do.

The Brazilian Zonal Forum is quite new and is actively discussing its future role, whether it is that of a sharing body or a service provision body. It may be that it eventually occupies a position somewhere in between these roles and could provide a platform for the provision of national services, making it the state/national/province service body suggested by the proposals. The possible tasks for a Brazil-wide body include:

- Helping the Rio service office to coordinate the supply of literature for the groups in Brazil
- PR with government agencies
- Strategic planning
- The sharing of resources between different NA communities in Brazil
- Coordinating translations in Brazil
- A Brazilian national convention

If a countrywide service delivery body formed, it could utilize a similar process of planning and meetings as the Wisconsin service body.

### **WSC Seating**

At this time, it has not been decided which bodies from large countries like Brazil will be seated at the WSC. While most or many countries outside the US will just have one nationwide service body, some places like Brazil (or Mexico, India, and Russia) may have more than one service body consisting of multiple LSUs within their borders, using state boundaries or combinations of states to form seated bodies. It is not clear at this time whether the state/national/province service bodies in Brazil or some sort of service body covering the nation as a whole, like the current Brazilian Zonal Forum, would be responsible for sending delegates to the WSCs.