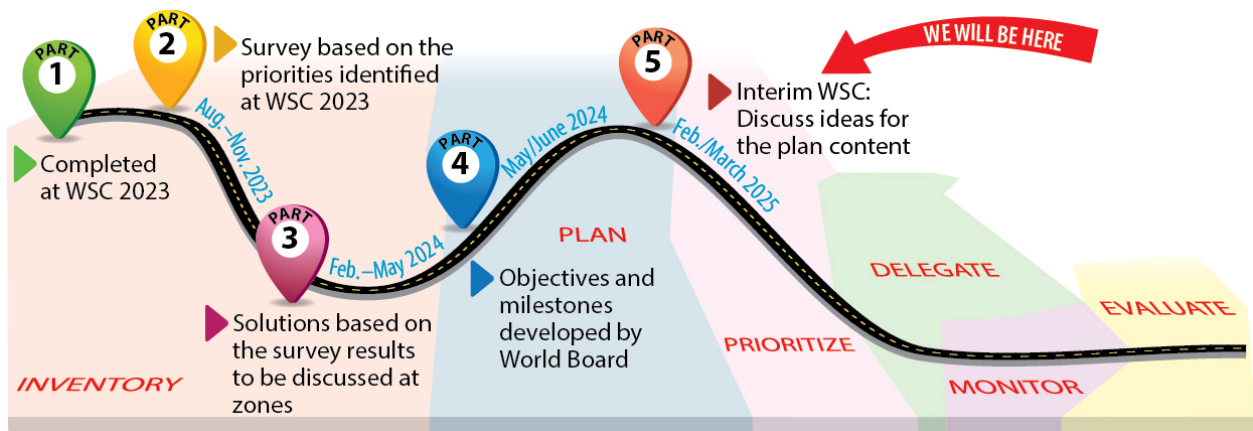


## February 2025 Report: Planning and the Interim WSC



***At the upcoming interim WSC meeting, we intend to take the next big steps in our strategic planning journey. This is a landmark in a process that is creative, collaborative, and grounded in the complex needs of those we serve.***

### ***To prepare us, this report***

- reviews our collective progress
- introduces the draft plan components
- previews the planning sessions at the interim WSC
- looks ahead at what's next
- includes the strategic plan draft (p. 6) and the zonal discussion ideas for solutions (p. 8)

The idea of planning can be off-putting for addicts. We can mistake it for projecting, or trying to control. In reality, planning allows us to live in the present while we prepare for what is to come. Planning allows us to proceed step by step, and to check our direction and our progress. The magic of NA comes from our spiritual connection to one another—the “as such” that ought never be organized. Planning our services supports our groups and frees them to set the stage for that magic.

We understand that “ought never be organized” doesn’t mean that we do what we do without any planning or predictability. Our meetings are at regular times and places; we create and maintain meeting schedules, websites, and phonelines. In order for us to grow and recover, we need some structure. Administration is not the same as governance, and the structures we create in service are not the kind of organization this Tradition addresses. We absolutely organize our service efforts, our meeting schedules, and our event calendars. What is never organized is the part that matters most: one addict helping another, reaching out and sharing from heart to heart. The wordless language of empathy is what makes NA work. Without that, the rest of what we do would be meaningless.

*Guiding Principles, Tradition Nine*

World Services has been engaged in strategic planning processes for more than 20 years. Each cycle, the World Board has put forward plans that tried to reflect the needs of NA as a whole, but this is the first time ever that the entire conference is working together to create a plan.

This new planning process is a paradigm shift. We have tried for decades to involve more conference participants in the planning process, but the result has never been what we'd hoped for. Until now.

The goal is a plan that may or may not include each of our particular pieces or passions, but that absolutely reflects our collective needs and priorities. Ideally, by the time the plan is drafted for approval at WSC 2026, all conference participants will feel heard, even if they do not see every one of their specific concerns prioritized in the plan. Together we are creating a symphony: Each instrument is vital, but they don't all play every note. The orchestra works together, each player to the best of their ability, to make music more vibrant than any individual instrument.

### **The Journey So Far**

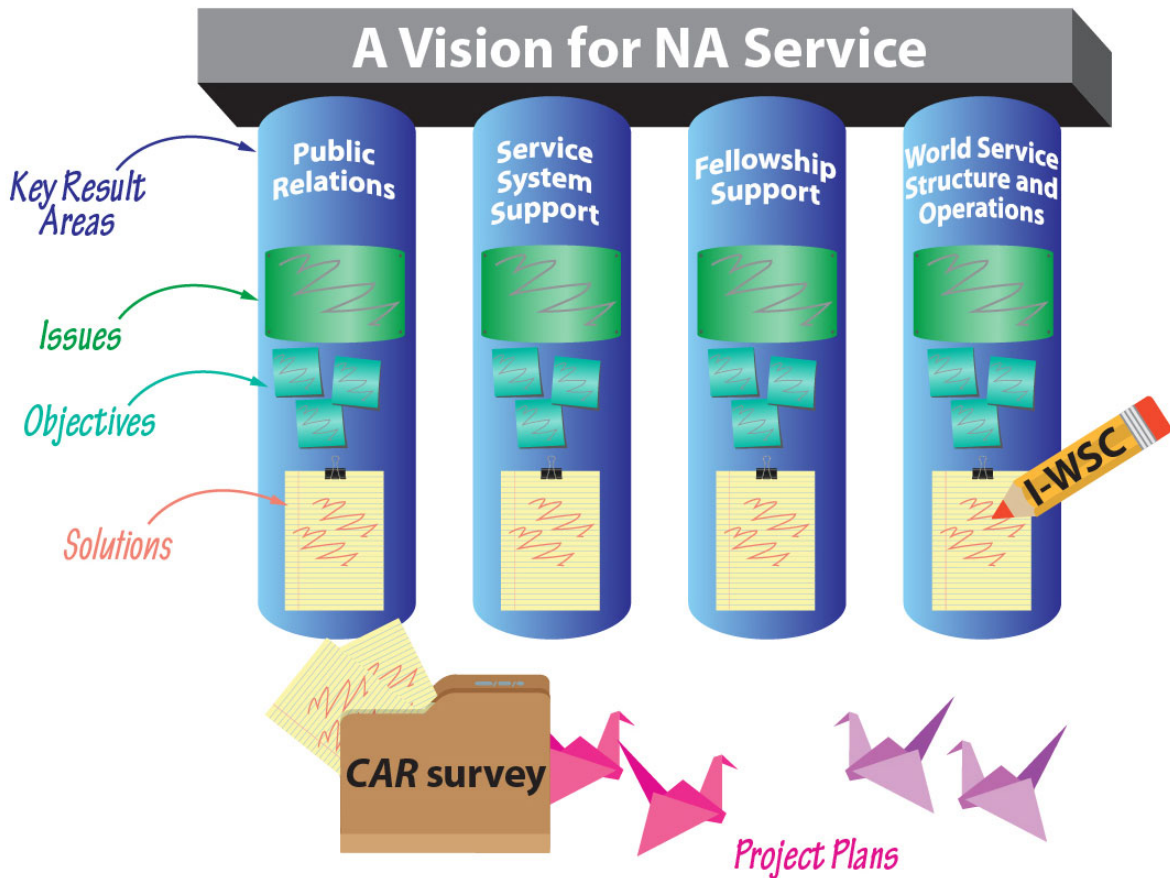
The 2023 World Service Conference planning sessions opened a door to the future, and we have walked through it together. Participants began an inventory process, identifying the factors that have the most potential to affect NA service. After the conference, delegates prioritized the factors through a survey. Then every zone in the world met to discuss the challenges raised by the factors, and possible solutions to those challenges. The roadmap diagram at the top of this report shows where we have been and where we are going. We traveled the first three milestones together; then the board took all of those discussion notes from the zonal workshops and used them to draft objectives for the strategic plan. The board also discussed some objectives related to World Services Structure and Operations. Now we will come back together to review that work.

The draft plan on page 6 has sprung from this collaborative work at the WSC, via survey, and at the workshops. The pages after the plan (beginning p. 8) show the relationship between the ideas for solutions discussed at zonal workshops and the objectives in the draft plan.

The process so far has illuminated so much:

- ✓ ... as part of the service system we have important, complementary, yet distinct roles to realize our Vision
- ✓ ... collaboration, including a deeper partnership with zones and delegates in creating the plan, is central to our First and Second Tradition and the key to more effectively carrying the message
- ✓ ... through crisis (COVID), we find ways to serve more effectively, plan together, and build greater ownership, inclusion, and engagement in our work.
- ✓ ...a true, unified effort includes discussions with 128 seated regions, 6 zones, and the World Board, and that takes time. Thank you all for your participation and involvement. It matters.

# 2026-2029 Strategic Plan



## The Draft Plan

The plan—on page 6 of this document—is a work in progress. These are the components of the plan:

- **Key Result Areas:** Major areas in which we need to focus our service efforts in order to realize A Vision for NA Service. Key Result Areas drive the work we do and open us to possibilities. These are the four pillars of the plan we build together. They will change very little, if at all, from cycle to cycle.
- **Issues:** These are the factors that conference participants collectively decided are most important to address this cycle.
- **Objectives:** Objectives are results! *What* we want to achieve in by the end of the planning cycle, as opposed to *how*. They give us a goal to aim for and help us develop solutions that make sense in our current circumstances.
- **Solutions:** Solutions are a path to achieving our objectives—*how* we intend to reach our goals. The solutions for the 2026–2029 plan have not been drafted yet. The next step after the interim WSC meeting is to draft these together.

The work we all did together at the zonal forums led to the objectives—our collective assessment of the challenges NA faces as a Fellowship, and what is most important to the Fellowship to address. The plan contains 16 big objectives that are being developed by the conference as a whole. Compared to 60 new business motions at a typical conference of the past, this has been a more inclusive and efficient process to determine where we need to focus action.

### **Continuing the Journey at the interim WSC**

Conference participants have already prioritized the issues in the plan and had extensive discussions about where to focus efforts to face these issues. The board drafted the objectives from the ideas in these zonal discussions. The interim WSC meeting is the opportunity to “check our work”—make sure we all agree that the objectives in the draft plan address the primary challenges or opportunities we want to address within each issue. If time permits, we will use the ideas from the zonal workshops (beginning on p. 8) as a resource to begin identifying possible solutions for the objectives. In other words, we will look at *what* we want to achieve in this cycle and start to refine the *how*.

WSC 2023 started something new, and zones, regions, and participants have devoted time and thought to discuss this together. With almost 300 conference participants (283 at last count), it takes a tremendous amount of conversation to build consensus. Collaboration with a group this large is highly unusual in any context: it is new to us, and rare in the world. This is the first time ever that the conference as a whole is constructing the World Services Strategic Plan. As they say, inclusion is not just being invited to the party; it’s being asked to dance.

The Interim WSC itself is a major component of the planning process. We’ve never done this before, and our success will depend in part on having time to make this work. The schedule calls for one day devoted to deciding on motions, and one day devoted to discussing the plan. If decision-making takes longer than a day (two sessions), there will not be enough time to get through all of the planning discussion. In that case, we may need to devote the April conference participant web meeting to further planning discussions. We all need to keep this in mind as we go through the decision-making process on Saturday. The paradigm shift we referred to at the beginning of this report requires a shift in perspective: decision-making is the least creative part of our collaboration, and increasing our efficiency at that process ensures that we have the time and opportunity to engage in a robust and meaningful discussion about the work ahead together.

### **What Happens Next?**

After the interim WSC, we will refine the solutions and priorities for action, using the zonal workshop discussion notes as a guide (see page 8). The time we will spend at the Interim WSC to be sure we have a clear list of understood objectives will allow us to draft solutions that help to reach or make progress on those objectives. We will find ways to gather and prioritize

participants' ideas, likely including surveys and conference participant web meetings leading up to August.

The *CAR* survey is one place we can identify some of those solutions. The *CAR* survey is also an important component of the planning process in making decisions about how to focus our efforts. The *CAR* survey results guide the conference in determining priorities for literature, service material, and Issue Discussion Topic projects. Members will have an opportunity to submit survey ideas March-May 2025. Delegates will develop and finalize the *CAR* Survey for the first time ever through e-poll and at the conference participant web meeting in August.

In this way, we will be able to collectively determine how to spend NA's resources and energy. Together we decide where within the service system action will be most appropriate and effective.

The plan will initially be presented to the Fellowship in the 2026 *CAR* (published October 2025) along with the *CAR* Survey, and then it will be published with resource allocation and a budget in January 2026 in the CAT. And then . . . implementation begins!

### **Blazing a Trail**

In a Fellowship as diverse and far-flung as NA, hearing all of the voices and collectively deciding on the work to do first to meet our common needs is more than a little challenging. This new planning process is working! We only hope we will have the full day—two sessions—at the interim WSC to take the next steps.

The process is cyclical. It restarts at WSC 2026, and we expect that it will be easier next cycle. Blazing a trail is harder than hiking on an established one.

We welcome feedback on how to improve the process next time.

# DRAFT 2026-2029 Strategic Plan

## Key Result Areas, Issues, and Objectives

### Key Result Area **Public Relations**

#### **Issue: Credibility of NA**

##### **Objectives**

1. Create PR training tools for four target audiences and raise awareness of their importance in the Fellowship.
  - a. General public (including families)
  - b. Government (including criminal justice, policy)
  - c. Addiction treatment
  - d. Medical profession
2. Raise addiction treatment professionals' awareness of NA and confidence in sending their clients to NA as a viable program of recovery.

### Key Result Area **Service System Support**

#### **Issue: Safety and Belonging**

##### **Objectives**

3. Raise the level of consciousness regarding diversity and inclusion, and develop tools to support groups in ensuring that all members and potential members feel safe, welcomed, and included at in-person and virtual meetings.

#### **Issue: Impact of the Rise of Virtual NA**

##### **Objectives**

4. Enhance the ability of virtual groups to fully participate in the service system and for their voices to be heard as part of the NA Fellowship's conscience.

#### **Issue: Lack of Cohesion in the Service System**

##### **Objectives**

5. Further the concept of collaboration within the service system and the understanding and appreciation of complementary roles and contributions to A Vision for NA Service.

#### **Issue: Development and Organization of Trusted Servants**

##### **Objectives**

6. Increase the interest of younger members in service.
7. Through mentorship, training, and tools, increase continuity of service delivery.

#### **Issue: Disruption in the Flow of Funds**

##### **Objectives**

8. Create tools for groups to offer convenient ways for members to contribute, and to ease and encourage the flow of funds through all components of the service system.

### Key Result Area **Fellowship Support**

#### **Issue: Harm Reduction**

##### **Objectives**

9. In the spirit of our Third Tradition, achieve a common understanding across the Fellowship of what it means to be an NA member and how to create the space for addicts to choose membership, regardless of how they found NA.

#### **Issue: Generational and Cultural Differences**

##### **Objectives**

10. Continue to update communication methods to meet younger members' preferences for engagement.

**Issue: Three-year Conference Cycle**

**Objectives**

11. Further refine and describe the three-year conference cycle, including major meetings, policies, process deadlines and guidelines.
12. Evaluate and define the collaborative planning process for ongoing implementation.

**Issue: Future of the World Convention**

**Objectives**

13. Create a financially sustainable model for the World Convention, in harmony with our Eleventh Concept, that meets the needs and expectations of the Fellowship in a changing world.

**Issue: NAWS Sustainability**

**Objectives**

14. Enhance NAWS' stability by diversifying revenue sources.
15. Evaluate and adjust activities at NA World Services to best support its roles and functions in a changing world.
16. Raise understanding of the need for and importance of adequate financial resources in carrying the message of recovery.

# Ideas for Solutions from Zonal Workshops

## Organized by Plan Objectives

These are the discussion notes from the zonal planning sessions held Feb-May 2024, sorted under which of the 16 objectives in the Strategic Plan they best address. Some ideas may “solve” or address more than one objective. Their placement is meant to be suggestive not prescriptive.

### Key Result Area: **Public Relations**

#### **Issue: *Credibility of NA***

##### Objectives:

- 1. Create PR training tools for four target audiences and raise awareness of their importance in the Fellowship.**
  - a. General public (including families)
  - b. Government (including criminal justice, policy)
  - c. Addiction treatment
  - d. Medical profession

##### Ideas for Solutions from Zonal Workshops:

- a. More PR: posters, presentations, PSAs, PR with doctors and institutions. Consolidated but innovative, consistent, and ambitious PR campaigns.
  - b. Create a public facing clarification on what NA is and what it isn't. Draw from existing literature.
- 2. Raise addiction treatment professionals' awareness of NA and confidence in sending their clients to NA as a viable program of recovery.**

##### Ideas for Solutions from Zonal Workshops:

- a. Educate healthcare professionals – roundtable discussions, presentations in treatment, healthcare. Inform how NA is working on MAT issue and how we can collaborate.
- b. PR and direct outreach using the literature we already have -- what makes us different is that we offer a spiritual rather than medical solution. We need to clarify that and explain what it means.
- c. Have conversations/presentations with professionals about what NA does.

### Key Result Area: **Service System Support**

#### **Issue: *Safety and Belonging***

##### Objectives:



**3. Raise the level of consciousness regarding diversity and inclusion, and develop tools to support groups in ensuring that *all* members and potential members feel safe, welcomed, and included at in-person and virtual meetings.**

*Ideas for Solutions from Zonal Workshops:*

- a. Educate about our collective responsibility to create a protective environment. Focus more on conversation and less on publications. Include these topics in group inventories.
  - i. Work with the issue/theme in workshops to make the problem more visible.
  - ii. Workshops on “how to be an ally” so members became more self-conscious about their behavior.
  - iii. Discussions around the topic *before* something happens, understanding each member’s role in the decision to “remove” someone from NA—or the idea that we even have the right to remove someone.
  - iv. Establish a mechanism on how to report a trusted member or trusted servant if they are receiving any type of sexual insinuation or harassment from a member.
  - v. Do “Welcome and inclusion” workshops for newer members or those who have been referred from the courts.
  - vi. Also include in the workshop material how to welcome members that are DRT/MAT.
- b. Incorporating a Group Support Forum to provide direct support to groups that need help on these issues. Strengthening from the GSFs for service meetings so that they have more information and resources.
- c. Include in the group format suggestions that aim to preserve the atmosphere of recovery.
- d. Develop new literature about abusive behaviors. Help create service materials and help disseminate information.
  - i. Creation of a direct statement that clarifies and addresses the drastic impact inappropriate behavior can have both within our fellowship and externally. Adding a statement in the preamble or the format.
  - ii. Guidance for how to increase atmosphere of recovery in zoom meetings. Retain spiritual aspect of service online using traditions and concepts.
- e. Focus our service efforts on welcoming newcomers and compassionately welcoming relapsed members.
- f. Conduct service inventory to address all integration and inclusion issues.
- g. More women-only meetings.
- h. More open mindedness – especially with medication and mental health.
- i. More understanding by hearing others’ experiences.
- j. Ensuring someone is there to welcome everyone.

- k. We also need to take personal accountability.
  - i. Encourage sponsorship, work the steps, live by the principles (we are all the same).
- l. Learn about cultures and barriers for those missing from meetings. Speak to the missing addicts directly and ask them what would work. Or to the members who represent the missing addict groups and ask them what would work. And create unity in our communications.
- m. Environmental scan collecting data from all communities.

***Issue: Impact of the Rise of Virtual NA***

Objectives:

**4. Enhance the ability of virtual groups to fully participate in the service system and for their voices to be heard as part of the NA Fellowship's conscience.**

*Ideas for Solutions from Zonal Workshops:*

- a. Workshops and courses for chairing virtual meetings.
  - i. Training
  - ii. Creating training *videos* that encompass grassroots training of technology.
  - iii. Create a *manual* for using the technology responsibly containing information/guidelines on how to protect the anonymity of our members online. There are existing materials, but the idea is to make a guide aimed at service work.
  - iv. World Service *Guide* focused on virtual meetings.
  - v. Create a *service forum* to share and learn best practices with technology in NA.
- b. Updating the Guide to Local Services and Internal Procedure Guides to strengthen and support virtual meetings by connecting them to the service structure.
- c. Developing more online systems and vice versa – newer people who have no idea what in-person service is like. Contact online groups and invite them into the structure. Create events to invite members to experience connection.
- d. Good equipment
- e. Investing in resources and equipment for online groups. Welcome packages for online groups. Emails/Dropbox.
- f. Emphasize technology as a tool for development. It is important not to demonize the tool and instead use it for outreach and FD. To fulfill our primary purpose in our 5th tradition.
- g. FD offer tech support to those in need. More training.
- h. NA virtual tool other than Zoom that maybe NA can create as an app.
- i. Having the younger/newer members help with the technology, which exposes them to service. Having dedicated people to handle the online

and in-person parts of the meeting. Always have a point person or troubleshooter for trouble or issues.

- j. There are merits and demerits for both types of meetings. We are in a new generation and need to adapt— we simply can't forget about those who cannot attend physical meetings. Come up with a strategy to identify the balance -- virtual meetings are not a replacement, they are a venue.

***Issue: Lack of Cohesion in the Service System***

Objectives:

**5. Further the concept of collaboration within the service system and the understanding and appreciation of complementary roles and contributions to A Vision for NA Service.**

*Ideas for Solutions from Zonal Workshops:*

- a. The GTLS needs to reflect what our service system looks like. We're still trying to pop new things on an old format. The GTLS is very dated, especially after the PR Handbook etc. Many of us were raised on GLS, but this might not reflect our current situation.
- b. Our newer project-based rather than subcommittee approach is still unfamiliar to many.
- c. Look to IDT: Atmosphere of Recovery in Service – those of us who have experience have a responsibility to bring our recovery into every service meeting. How do we bring flexibility to our meetings? Having a conversation calling us in rather than calling you out.
- d. Creation of a video series for orientation for each service position.
- e. CBDM in action at all levels of service.
- f. Sharing information effectively and encouraging members to implement new ideas.
- g. Stewardship – experienced members bring in new members personally. Sponsors, newcomers, etc.
- h. Incorporating into the structure our love for NA, unity, transparency, and disagreeing without being disagreeable. We do it together not making them do it.
- i. Conduct a service inventory.
  - i. Initiate an Inventory of all levels of service structure for compliance with «A vision for NA service».

***Issue: Development and Organization of Trusted Servants***

Objectives:

**6. Increase the interest of younger members in service.**

*Ideas for Solutions from Zonal Workshops:*

- a. Be more passionate when communicating. Be clearer about our passion. Share what we got out of the position. Transfer enthusiasm. Have as much fun as possible.
- b. Theatrical play about service experience – recovery rap.
- c. Oldtimers – principles before personalities. CBDM in action on all levels of service.

**7. *Through mentorship, training, and tools, increase continuity of service delivery.***

*Ideas for Solutions from Zonal Workshops:*

- a. Use technology to make service efforts more effective. Presentations, videos, tutorials, interactive manuals that generate consistency in the information and that trusted servants can consult as support.
- b. Service exchanges with trusted servants from other regions or zones. Reaching out to experienced members from other zones to mentor on specific topics or service positions.
- c. Effective communication -- it's on delegates to facilitate communication between service bodies about what they do and how they can help.
- d. Trusted servant school. Teach to serve, train the server, and build the experience progressively. Conduct a seminar on the image of service in the structure.
- e. Workshops that emphasize learning how to accept people, recognizing that someone else may have a better idea.
- f. Bring awareness about how project-based service is an alternative to committee-based service – compare to ad-hoc type committees.
- g. Talent-to-task conversations on a widespread level. Service Fair (Job FAIR!).
- h. Encourage participation in less glamorous service. Broaden rotation throughout types of service.
- i. Make service fun. (Service Festival vs. Learning Day). Recruit with food.
- j. Compliment members being of service.
- k. Include a skills list in guidelines that speaks to NA members.
- l. Update guidelines to include VMB.
- m. Approach members directly that you feel are good candidates. Headhunt willing members.
- n. Integrate new and relapsed members and bringing them closer to service.

***Issue: Disruption in the Flow of Funds***

Objectives:

- 8. *Create tools for groups to offer convenient ways for members to contribute, and to ease and encourage the flow of funds through all components of the service system.***

*Ideas for Solutions from Zonal Workshops:*

- a. Universal virtual platform for the 7<sup>th</sup> tradition. Make it as easy as possible for someone to contribute. First develop what a virtual platform would look like and then develop virtual service platforms to develop literature or IP. Hold learning days or live training.
- b. Educate attendees on expenses that a virtual meeting incurs to promote contributions, remind members of the 7<sup>th</sup> tradition.
- c. Learning the transition to digital currency.

**Key Result Area: Fellowship Support**

**Issue: Harm Reduction**

Objectives:

- 9. ***In the spirit of our Third Tradition, achieve a common understanding across the Fellowship of what it means to be an NA member and how to create the space for addicts to choose membership, regardless of how they found NA.***

Ideas for Solutions from Zonal Workshops:

- a. Focusing on carrying a clear NA message rather than being diverted.
- b. Have a group inventory to assess how your group welcomes members. Are areas welcoming members on DRT? Have conversations and educate members on the area level. Tradition studies/workshops have helped with welcoming members.
- c. Educate our members—what does the NA program mean precisely; and this is NA’s approach, which doesn’t mean that other approaches are wrong. Webinar on explaining how NA is different from a treatment center.
- d. Make our language more precise around abstinence.
- e. Informative pieces related to the clarity of message placed within the meeting space.
- f. Revise clarity statement to not exclude people.
- g. Having a clear message in publication that can be used for the Fellowship regarding the stance of complete abstinence. Clarifying the message about DRT/MAT as it relates to abstinence. Address who can share, who can serve, and who can celebrate clean time.
- h. IP “What is NA Clean?” – something simple and clear that already comes from our literature that has a firm stance. Members’ personal stories regarding their ESH in the IP.
- i. Communicate that “our goal” for the member on DRT/MAT is for them to find complete abstinence while being inclusive and help them understand why they are different.
- j. Value our clean time and not take for granted. More knowledge that harm reduction isn’t only about methadone/suboxone. Awareness of harm reduction to prevent closed-mindedness.

- k. Members continue to show up and carry our message of abstinence. Even if only one person hears the message and ceases DRT, we've succeeded in carrying the message.
- l. Inclusivity, open-mindedness, encouraging members with experience getting and staying clean, share how they did it.
- m. Better communication about what already exists.
- n. Encourage members to live the Steps and Traditions. How members treat other members by developing workshops on Steps, Traditions, Mentorship, Sponsorship particularly in a service setting.

***Issue: Generational and Cultural Differences***

Objectives:

**10. Continue to update communication methods to meet younger members' preferences for engagement.**

*Ideas for Solutions from Zonal Workshops:*

- a. Have technology 'experts' discuss, educate and weigh in on zonal level.
- b. Asking younger members to "reverse mentor" older members, especially as it comes to technology (Making reels and videos about service to post to social media, have area webpages include "help wanted" page and an interactive page about service)
- c. Create discussion groups instead of "workshops."
- d. Invite/include younger members in positions of responsibility.
- e. More effective presentation style at WSC. PowerPoints & flow diagrams vs bulleted lists. Focus on interactivity and involvement. It has made the info easier to share after the fact and disseminate to the fellowship.

*Other ideas for solutions related to this Issue (not connected to Objectives):*

- Pick up and reach out to oldtimers as well as newcomers (rides, phone calls, etc.)/ Helpline capturing who needs additional help/Outreach to find out who is missing. Educating the oldtimers that the new technology does work and that we need them to share their experience.

**Key Result Area: World Service Structure and Operations**

Note: Zones were not tasked with discussing solutions to the objectives under the final Key Result Area, *World Service Structure and Operations*. These objectives are part of the WB's responsibilities in their role as trusted servants elected by the WSC as a whole.

***Issue: Three-Year Conference Cycle***

Objectives:

**11. Further refine and describe the three-year conference cycle, including major meetings, policies, process deadlines and guidelines.**

**12. Evaluate and define the collaborative planning process for ongoing implementation.**

*Issue: Future of the World Convention*

Objectives:

**13. Create a financially sustainable model for the World Convention, in harmony with our Eleventh Concept, that meets the needs and expectations of the Fellowship in a changing world.**

*Issue: NAWS Sustainability*

Objectives:

**14. Enhance NAWS' stability by diversifying revenue sources.**

**15. Evaluate and adjust activities at NA World Services to best support its roles and functions in a changing world.**

**16. Raise understanding of the need for and importance of adequate financial resources in carrying the message of recovery.**