

June 2025 DRAFT 2026-2029 Strategic Plan Report

Issues, and Objectives revised after IWSC

NA World Services has used Strategic Planning to guide its efforts for over twenty years. This first deliberate three-year conference cycle has allowed us to work together with all conference participants in an unprecedented way to inventory NA's needs and challenges and begin to draft a plan that addresses those needs. We've taken many steps together along the way. Thank you to the hundreds of participants who have stayed involved from WSC 2023.

While this plan is the blueprint for NA World Services activity, we hope it also will inspire complementary efforts throughout the service system. To accomplish much of the work described in the plan, we will need ideas and input from the Fellowship and conference participants. There are also many local, regional, and zonal activities that could move these objectives forward.

The pillars of the plan are the four *key result areas*—*Public Relations, Service System Support, Fellowship Support, and World Services Structure and Operations*. Key result areas are the major areas where we are focusing our service efforts in order to realize A Vision for NA Service. These are the areas that NA World Services is routinely focused on in order to accomplish the responsibilities assigned to it. The key result areas, issues, and objectives are presented in no particular order, and the numbers and letters are only to identify each component and have no bearing on priority.

The *issues* listed here are the factors that conference participants collectively decided are most important to address this cycle.

The *objectives* are broad goals that will get us closer to achieving our Vision for NA Service and addressing the Issues. They describe *what* we want to achieve rather than *how*. The specifics of *how* to address the objectives will be identified in the solutions that will follow. Objectives are often expansive enough that often many possible solutions can fit under the umbrella of a particular objective. We will determine, together, as a conference, what to prioritize as possible solutions for each objective. Sometimes similar objectives remain in the strategic plan for a number of cycles with different solutions listed. The objectives below sprang from discussions during workshops at every zone, and have been revised based on conference participant input at the iWSC and board discussions. The plan includes more than can typically be accomplished in one cycle, as is always the case in our strategic plan. The solutions that will be identified under each objective will help us all to understand and build consensus on what we hope to accomplish in the 2026–2029 cycle.

This is how our new collaborative planning process has taken shape this cycle:

- WSC 2023 has a day of discussion to identify the main factors inside and outside NA that may affect our ability to achieve our vision
 - Conference participants prioritize the factors to winnow the list via survey
 - Workshops at every zone identify the challenges and solutions associated with each factor
 - The World Board drafts the plan's issues and objectives based on those discussions. The board also adds issues and objectives related to World Service Structure and Operations.
 - Conference participants review and give input on the draft issues and objectives in a day of discussion at the Interim WSC
 - Guided by that input, the World Board revises the issues and objectives and adds more explanation.
- ➔ YOU ARE HERE

Now we are sharing the revisions to the draft plan resulting from the Interim WSC discussions. It's possible that there may be further changes to the objectives motivated by discussions at the August conference participant web meeting, but this is not a "rough" draft. This is our (all conference

participants') best thinking about the plan so far. The discussions at the Interim WSC improved the plan. Thank you!

Next up are solutions! We reviewed the (many) ideas participants shared about how to approach meeting the plan's objectives. Those possible solutions were discussed at the zonal workshops and during the Interim WSC discussions. Using those ideas as a springboard, we began to put together possible solutions for each objective at our May board meeting. When we have a draft of the full plan, including solutions, we will send it to conference participants for discussion at the August conference participant web meeting, in a similar fashion as the Interim WSC discussions.

Ultimately, we hope for "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." ([Feb 2025 Planning Report](#))

Next cycle, we look forward to better incorporating the CAR Survey into the strategic plan. Because we are trying something new together and learning as we go, the process has not been seamless. We still need to find a way to incorporate the Issue Discussion Topics and new and revised recovery literature that the Fellowship may prioritize through the CAR survey if those items do not fit neatly into the strategic plan objectives or solutions;

Changes to the partial draft strategic plan arising from the Interim WSC Discussions

Conference participant discussions at the Interim WSC led to a number of changes to Issues and Objectives, reflected in red below. We also tried to clarify points of confusion or questions that arose in discussion by adding some explanatory text after each Issue.

Key Result Area: Public Relations

Issue: Credibility of NA

Objectives

- ~~1. Create PR training tools for four target audiences and~~ Raise Fellowship awareness of their importance of effective Public Relations in carrying our message, achieving our Vision and furthering Fellowship development. in the Fellowship.
- ~~1-2. Create PR tools for four target audiences:~~
 - 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.~~

These objectives are more than we can accomplish in one cycle and are a beginning rather than an exhaustive list of goals to meet NA's needs. After the discussions at the interim WSC, we created a new Objective #1 focused on PR service within NA. For Objective #2, while there are many other possible important target audiences, these four are the most common means by which addicts find NA. We hope local communities will identify their own targeted audiences. The term *tools* is used here to allow flexibility in determining what methods can effectively reach the identified audiences and easily be used by the Fellowship. We also deleted the objective about raising awareness among addiction treatment professionals because that goal is covered by Objective #2. .

Key Result Area: Service System Support

Issue: Safety and Belonging

Objectives

- ~~2.3.~~ Raise the level of consciousness regarding inclusiveness in our diverse Fellowship 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.

Predatory behavior is part of what this objective hopes to address, but the scope is much broader than just that.

Issue: Impact of the Rise of Virtual NA

Objectives

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

WSC 2023 made a decision by consensus that an NA meeting that meets regularly in person or virtually can choose to be an NA group if they meet the criteria described in *The Group Booklet*, including the six points for an NA group, and are consistent with NA philosophy as expressed in our Traditions. We now have to discover exactly what that will require, largely based on our collective experience. Our service system was initially developed based on geographical location, and enfranchising virtual groups may require creativity and adaptability.

Issue: Lack of Cohesion in the Service System

Objectives

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

Planning can definitely help these efforts, and we intend to continue improving collaboration with zones. This objective is about *furthering the concept of collaboration* rather than simply *increasing collaboration*, however, because, while NA World Services can model and encourage collaboration through efforts like planning and development of new tools, much of the actual coordination and collaboration will be accomplished locally. (Development of new tools to replace GLS could help to capture our current successes.)

Issue: Development and Organization of Trusted Servants

Objectives

- ~~6. —Increase the interest of younger members in service.~~
- ~~7.6.~~ Through mentorship, training, and tools, increase continuity of service delivery and inspire members of all ages and stages of recovery to be of service.

Mentioned frequently by participants was the benefit of finding ways to attract past and current trusted servants to a mentorship role which includes encouraging newer members to get involved.

This had originally been two separate objectives initially, but discussion seemed to indicate that the objectives are really interconnected.

Issue: Disruption In the Flow of Funds

Objectives

- ~~8.7.~~ Create tools for groups and service bodies to offer convenient ways for members to contribute, and to ease-facilitate and encourage the flow of funds through all components of the service system.

This objective addresses both fund flow in general and the increased prevalence of electronic funds. Conference participants at WSC 2023 identified these challenges with financial resources as a Fellowship

wide issue. _

Key Result Area: Fellowship Support

Issue: Harm Reduction Medication-Assisted Treatment

Objectives

- ~~98~~. 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.

The increasing popularity of medication-assisted treatment means more and more addicts are reaching NA without an understanding of what “the desire to stop using” might mean for them. We have been discussing drug replacement therapy and medication-assisted treatment and NA for a number of years now, and while our members differ on a number of issues, we do seem to have consensus on the principle of the Third Tradition and the need to welcome addicts and give them the space to choose NA membership if they wish to. This objective is not a public relations objective; it is about Fellowship support and the culture within NA.

Issue: Generational and Cultural Differences Diversity

Objectives

- ~~109~~. Continue to ~~update~~ adapt communication methods and technology to meet ~~younger members'~~ diverse membership's preferences for engagement.

Objective #9 does not address all cultural or generational differences. It is one step in adapting to a changing world. The term *communication methods* includes not just the vehicle of communication but the type of content, language used, etc.

Key Result Area: World Services Structure and Operations

Issue: Three-year Conference Cycle

Objectives

- ~~1110~~. Further refine and describe the three-year conference cycle, including major meetings, policies, planning process, deadlines and guidelines.

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

Objective #10 represents the World Board's commitment to offer a comprehensive picture of a three-year conference cycle for consideration at WSC 2029. A three-year conference cycle seems an effective way to plan our work together, be fiscally responsible, make decisions, and perhaps more importantly, do more between conferences that serves our Fellowship. In 2029 conference participants will have to choose whether to continue a three-year cycle, and this objective is intended to help them be able to make that decision in an educated informed way. Our current planning process is the most collaborative process in our history and has worked well because of the use of technology and a three-year conference cycle. WSC 2026 will be evaluating the efforts of this cycle and offering ideas for the future. We had initially created a separate objective addressed just to the planning process, but it is so connected to the three-year cycle, we folded the two objectives together.

There were some suggestions from conference participants to add an objective about improving connection in a three-year cycle or aligning local service bodies with a three-year cycle. We believe both of these goals are part of the collaboration and coordination spoken of in Objective #5.

Issue: Future of the World Convention

Objectives

- ~~1113~~. Create a financially sustainable model for the World Convention (WCNA), in harmony with our Eleventh Concept, that meets the needs and expectations of the Fellowship in a changing world.

The World Board will be offering a recommendation about WCNA in the 2026 CAR. We expect that to only be a beginning as we all learn and adapt to what is both possible and serves the Fellowship.

Issue: NAWS Sustainability

Objectives

- ~~124. Building on Objective 7, raise understanding of the need for and importance of adequate financial resources in carrying the NA message of recovery.- Enhance NAWS' stability by diversifying revenue sources.~~
- ~~135. Continue to E~~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.~~

Objective #12 is a continuation of our ongoing goal to raise Fellowship awareness of how Fellowship contributions help us carry the message, and the need for ongoing support.

Objective #13 is an acknowledgement that NA World Services has had the most dramatic resource changes in its history from the pandemic. We have evaluated and adjusted since 2020 and will continue to do so in order for our Fellowship's primary service center to be as effective and responsive as possible.