

Conference
Approval Track
WSC 2026: 3–9 May

Our Common Welfare



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2026 Conference Approval Track Material Introduction

The Conference Approval Track material, posted at na.org/conference, follows this introduction. Most of the items in the Conference Approval Track (CAT) are decided upon during the CAT-Related Discussion and Decisions session at the WSC. The exceptions are the motions related to proposed processes for WSC 2026; these will be introduced at the beginning of the CAR-Related Discussion and Decisions session because they are processes being proposed for use at the 2026 conference.

Included in the 2026 CAT are:

- This introduction, which includes a list of motions
- 2026–2029 proposed project plans
- 2026–2029 proposed budget and budget explanation
- WSC seating report including requests from regions and a report from the World Board
- Proposed processes for WSC
- 2026–2029 travel reimbursement policy
- A regional idea for consideration

In this introduction we very briefly summarize each component of the CAT. Please review the CAT components for all of the detail. The issues the conference will be deciding on are highlighted in blue to help draw your attention to the items for decision. The introduction concludes with a list of the motions the World Board will be offering related to CAT material.

2026–2029 proposed project plans

This cycle we are proposing ten projects:

- Fellowship Awareness and Engagement with PR Service
- Raising Public Awareness of NA
- New Recovery Informational Pamphlets
- Revising Existing Recovery Informational Pamphlets
- Issue Discussion Topics (IDTs)
- New and Revised Service Tools
- Safety and Belonging/Gender-Neutral Language
- DRT/MAT—Helping Members Take Root
- Generational and Cultural Diversity
- Three-Year Conference Cycle

The project plans section of the CAT explains the scope of the work. We have included the relevant strategic plan objective(s) and CAR Survey items within each plan. The WSC will determine the focus of the plans for new and revised IPs and service materials as well as for IDTs. The CAR survey results will help guide those decisions. For more information about the role of the CAR survey in shaping project plans, see the CAR Survey essay in the *Conference Agenda Report*, pp. 38–43. Participants will also be asked to prioritize the project plans by indicating high, medium, or low priority for each. This prioritization typically happens on the last day of the WSC.

Our plan is for all of the project work to be done virtually through a combination of focus groups, web meetings, surveys, and online input forms. After the WSC, we will update the Focus Group Volunteer Form posted in the Current Projects section of na.org/projects and encourage any interested member to fill it out. This approach to project work allows for much broader and more international participation and at the same time is more economical and nimbler than utilizing standing workgroups.

Decisions to be made: There will be an individual motion to pass each project plan. The conference will also decide the focus of the literature, service material, and Issue Discussion Topic projects using the CAR Survey results as a resource, as well as offering suggestions toward the other plans as WSC time allows.

2026–2029 proposed budget and budget explanation

The CAT material includes the proposed budget and a cover essay that explains the budget and the terminology and categories we use. This is the first three-year budget for decision by the WSC. The budget explanation essay should answer most general questions about the budget, and there is always time devoted at the conference and CP webinars to ask more specific questions. You can also email wb@na.org.

Decision to be made: There will be a motion to approve the 2026–2029 NAWS budget.

WSC seating report, including requests from regions, and an essay from the World Board

The 2025 Interim WSC passed a motion to not use a seating workgroup during the 2023–2026 cycle, and that seemed to work fine. Two regions applied for seating by the deadline, and this CAT material includes completed seating request forms from each of them, preceded by an introduction from the board. We also have included the policy on seating as it appears in *A Guide to World Services in NA (GWSNA)* as well as some background information and recent WSC decisions about seating.

As the introduction to the seating section explains, the World Board is not making any recommendations about seating for WSC 2026. We are, however, offering motions to seat the two regions that applied. If we did not do so, experience tells us that other conference participants would offer these motions. Including them in the list of CAT motions feels like a more efficient approach, and it gives conference participants more time to consider the motions.

Decisions to be made: The board is not making any recommendation to seat either region, but is including motions to seat the two regions that made their requests by the deadline so that the WSC can make these decisions.

Proposed processes for WSC

The board is offering two motions related to WSC processes on behalf of the WSC Cofacilitators. One motion proposes removing roll call votes from *GWSNA*. The other motion would formalize the process conference participants can use to reconsider a decision if new information comes to light.

In addition to these two CAT motions related to processes, this section of the CAT foreshadows some decisions conference participants may be asked to make during the Moving Forward session of the WSC. As the section explains, “Often, the WSC tries new processes for a cycle or a conference before deciding—typically in the Moving Forward session on the last day of the WSC—whether to adopt them on an ongoing basis. This allows the body to take things for a test drive and make any refinements before adopting new processes as ongoing

policy.” We know of three such processes the conference is currently ‘test driving’: the new CAR Survey process, including the fact that regions and zones submit ideas for service material, recovery literature, and Issue Discussion Topics as potential survey items rather than making motions to create project plans (see GWSNA pp. 20–21); decision making when a motion has consensus in an initial straw poll; and not using a seating workgroup. The first two of these are mentioned at the end of the Proposed Processes section of the CAT, and the third is mentioned at the end of the board’s introduction in the Seating Report section.

Decisions to be made: There will be two motions to decide on at the beginning of CAR-Related Discussion and Decisions, one to remove roll call votes and one to establish a process to reconsider a decision.

2026–2029 reimbursement policy

Each WSC approves the Travel Reimbursement Policy for the upcoming cycle, which is then included in *A Guide to World Services in NA*. The policy outlines what expenses are covered for NAWS travelers and related policies.

For the upcoming cycle, we are suggesting two main changes: First, all travelers will still need to fill out an expense report, but receipts will only be required if a traveler exceeds the daily meals and incidentals amount or for airfare or other transportation expenses and travel extras. Second, we are moving to using US government rates for meals and incidentals, which means less accounting backup is required. For travel within the US, the current rate per day for major cities is \$86 and for other localities is \$74. We are proposing using a rate of \$75 per day—a \$5 increase over the 2023–2026 rate. We are also asking that the World Board be afforded the latitude to raise rates before the next WSC, after reporting to conference participants, if such a decision seems necessary.

WSC 2026 will operate under the 2023–2026 reimbursement policy. Conference participants with questions about travel to the WSC can reach out to elaine@na.org.

Decision to be made: There will be a motion to adopt the 2026–2029 Reimbursement Policy.

Regional idea for consideration

Regions were able to submit material to be published with the CAT by the 3 January deadline. The Arizona Region has forwarded an idea for WSC consideration.

Thank you for your service to NA!

With gratitude,

Your World Board

Motion List

The World Board intends to offer the following 16 motions related to material in this CAT. They are all explained thoroughly in the pages that follow. These motions will all be decided on during the CAT-Related Discussion and Decisions session at the WSC except for Motions 19 and 20, which will be decided on at the beginning of the CAR-Related Discussion and Decisions session at the WSC because motion decisions relate to the discussion and decision-making processes that will be used throughout the conference.

Conference participants can offer amendments to the following motions or the CAR motions using the form posted on na.org/conference. The deadline is 3 March with the amendments needing to be in final form by 18 March.

Motion 6: To approve the project plan for Fellowship Awareness and Engagement with PR Service

Motion 7: To approve the project plan for Raising Public Awareness of NA

Motion 8: To approve the project plan for New Recovery Informational Pamphlets

Motion 9: To approve the project plan for Revising Existing Recovery Informational Pamphlets

Motion 10: To approve the project plan for Issue Discussion Topics (IDTs)

Motion 11: To approve the project plan for New and Revised Service Tools

Motion 12: To approve the project plan for Safety and Belonging/Gender-Neutral Language

Motion 13: To approve the project plan for DRT/MAT—Helping Members Take Root

Motion 14: To approve the project plan for Generational and Cultural Diversity

Motion 15: To approve the project plan for Three-Year Conference Cycle

Motion 16: To approve the 2026–2029 Narcotics Anonymous World Services, Inc., Budget

Note: The World Board is not making any recommendations about seating for WSC 2026, but is offering the following two motions to assist the WSC in conference decisions. Please see the WSC Seating Report section for further explanation.

Motion 17: To seat Afghanistan Region

Motion 18: To seat Region 10 Brazil

Note: Motions 19 and 20, while CAT motions, will be offered at the beginning of the CAR-Related Discussion and Decisions session of the WSC, as is typical of process motions that take effect immediately. That way, if the motions pass, the processes will be in place for decision making throughout the WSC.

Motion 19: To reflect current practice by removing “roll call votes” from GWSNA (pg. 68) beginning WSC 2026.
~~Roll call vote—Any member can request a roll call vote. Upon recognizing the request, the facilitator will ask the body. If the decision is in support of a roll call vote, the facilitator calls the name of each participant registered at the most recent roll call. When called, the participant responds by stating either “yes,” “no,” “abstain,” or “present and not voting.”~~

Intent: To remove an old process that is no longer needed for decision making.

Motion 20: To add the following language to *GWSNA* under WSC processes (pg. 67) as an option for reconsidering a decision, beginning WSC 2026:

12. A participant may request a decision to be reconsidered, during the same business session (CAR-related decisions, CAT-related decisions, etc.), provided that the participant was on the side reflected in the final decision and new information has been brought that was not available in the original discussion of the item for decision. The decision to reopen discussion on the item in question is at the discretion of the Cofacilitators.

Intent: To offer an opportunity for reconsidering a decision if new information comes to light.

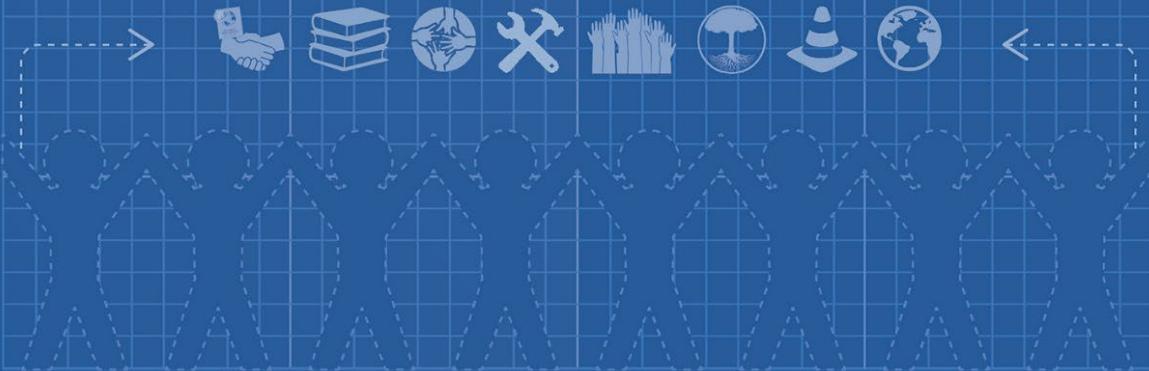
Motion 21: To adopt the 2026–2029 Reimbursement Policy.



Narcotics
Anonymous
World Services

Project Plans

2026–2029 Conference Cycle 







A Vision for NA Service

The logo for Narcotics Anonymous, featuring the letters 'NA' inside a circular emblem with a yellow and red border.

All of the efforts of Narcotics Anonymous are inspired by the primary purpose of our groups. Upon this common ground we stand committed.

Our vision is that one day:

-  Every addict in the world has the chance to experience our message in their own language and culture and find the opportunity for a new way of life;
-  Every member, inspired by the gift of recovery, experiences spiritual growth and fulfillment through service;
-  NA service bodies worldwide work together in a spirit of unity and cooperation to support the groups in carrying our message of recovery;
-  Narcotics Anonymous has universal recognition and respect as a viable program of recovery.

Honesty, trust, and goodwill are the foundation of our service efforts, all of which rely upon the guidance of a loving Higher Power.

Our Common Welfare

2026–2029 NAWS Project Plans

A Guide to World Services in NA directs the World Board “to develop project plans, which include budgets and timelines for all prospective non-routine World Services projects.” In keeping with the World Service Conference’s commitment to being a collaborative, discussion-based body, the project plans presented here invite conference involvement. In most cases, these project plans spring directly from the objectives in the NAWS Strategic Plan and the items conference participants prioritized to include in the *CAR* Survey. In the case of project plans for recovery literature, service material, and Issue Discussion Topics, the specific focus of these plans will be determined by the conference based on the work it prioritizes. We have taken this approach to these project plans since 2016. We look forward to the insights, collaboration, and compromise that we believe will result in both strong project plans and the most prudent use of limited resources.

As was the case last cycle, we are planning for no in-person workgroup meetings in the upcoming cycle. Work will be accomplished through virtual workgroups, open web meetings, online surveys for Fellowship input, and focus groups. We have benefitted greatly from virtual focus groups, which allow us to engage a broader and more diverse range of members than ever before. As a reminder, we have posted a focus group volunteer form on na.org/projects to cast the widest net possible for member involvement. After WSC 2026, we will update the form to reflect the help we anticipate we will need on projects and other work in the cycle ahead. All interested members are encouraged to fill it out. We also intend to continue posting—rather than mailing—drafts and project-related materials. The use of technology for meetings and information sharing means that project costs will largely be limited to opportunity costs. In other words, these projects do not have line items in the budget, but we still cannot do everything at once. There is a finite amount of time, energy, and attention and prioritizing some work means not doing other work.

The collaborative development of the 2026–2029 Strategic Plan and the 2026 *CAR* Survey makes these project plans different from those in past cycles. We have sought to reflect the priorities identified in both the strategic plan and the survey in the work described here. The final two NA World Service objectives—*Future of the World Convention* and *NAWS Sustainability*—are not included in these plans. Both are considered routine or essential services and represent ongoing responsibilities of the World Board; therefore, they do not require separate project plans. With that exception, all of the other objectives in the strategic plan are listed below within the corresponding projects. We have also reproduced the *CAR* Survey lists in the corresponding project plans to make it easier to see how the planning components fit together. As we continue to refine the new planning process, we hope to make the connection among these pieces—the NAWS Strategic Plan, the *CAR* Survey, and the project plans—more seamless. As in past cycles, we anticipate that the WSC will review the plans presented, identify priorities based on the *CAR* Survey (which will be specific focuses for some of the plans), and indicate the level of priority for each plan at WSC 2026.

During the 2023–2026 conference cycle, we undertook lots of project work. We revised IP #21, now titled *Staying Clean in Isolation*. A three-part revision of *H&I Basics* will be complete by the conference—with sections on Corrections, Treatment, and Committees. We drafted an outline for *Virtual Service Basics* and revised the *Group Business Meetings* service pamphlet. Workgroup meetings for the Future of the WSC Project helped frame conference participant web meetings and provide input to the World Board. We held numerous workshops and gathered input on four Issue Discussion Topics, and we continued attempts to increase Fellowship contributions as part of the Invest in Our Vision Project. All of this project-based activity is summarized after the project plans.

We also continued to organize web meetings for PR and H&I trusted servants as well as webinars open to any interested member, including a 24-hour Unity Day web meeting. Recordings from past open web meetings are posted on our [webinar](#) and [webinar archive page](#). Some Unity Day recovery shares are posted

on na.org/wcna. And of course, we held a World Convention in Washington, DC. The focus group volunteer form helped in almost all of these efforts as well as the overhaul of the na.org website, and more.

Alongside all of this work, the new strategic planning process we rolled out this cycle took up much of our focus. Delegate involvement significantly shaped the 2026–2029 Strategic Plan, which guides both the current and future focus of NA World Services’ efforts. The 2026 CAR essay on the plan describes the process in some detail. Building on that collaboration, we plan to take the next steps at WSC 2026 by asking delegates to begin developing the next conference cycle’s strategic plan and to evaluate the planning process initiated during this cycle.

The 2023 CAT was the first time none of the project plans had a corresponding line item in the proposed budget since they were planned to be accomplished virtually. The same is true this cycle. These efforts still require WSC direction and support, as well as a commitment of NA World Services human resources, including World Board and staff time. As in past cycles, we will form virtual workgroups for *Reaching Out* and other efforts as needed. Information about workgroups and opportunities for focus groups is typically shared with conference participants and other members through *NAWS News* and *NAWS Update* emails.

All of the projects listed below require collaboration between delegates and NA World Services throughout the cycle. We look forward to your input at every step and to continued progress in effective communication and cooperation between conferences.

The Conference Sets the Focus

In 2016, we adopted a then-new approach to project planning for recovery literature and service materials. General project plans were included in the Conference Approval Track, and the conference determined the specific focus of the work using CAR Survey results to help guide its decisions. This approach allows the conference to consider all possibilities side by side and make thoughtful choices about which efforts are most pressing. After ten years of using this method, we can confidently say that it has served us well. For more information, see the [Current Project Process and Status](#) document posted on na.org/planning.

We are hopeful that the CAR Survey results will again support the WSC in this process. WSC 2023 decided to try a new process to create the 2026 CAR Survey collaboratively. For the first time, members submitted ideas for the CAR Survey via an online form. The World Board collated and combined the hundreds of ideas that came in, and conference participants prioritized the lists of items, all of which are potential projects, to produce a more concise CAR Survey, something many members have asked for. The survey is included in the 2026 CAR and posted online at na.org/surveys. We are presenting plans that emerge from both the Strategic Plan and the CAR Survey. Conference participants invested considerable time in developing the strategic plan and identifying its objectives and potential solutions. These project plans outline how the work might proceed if the conference chooses to prioritize them. These project plans collectively, and in some cases, individually, describe more work than we can accomplish in one cycle. At WSC 2026, conference participants will be asked to prioritize the project plans through straw polls indicating high, medium, or low priority for each. This prioritization typically happens on the last day of the WSC. The prioritization straw polls set a general course for the work of the cycle, but as the cycle unfolds, staff capacity, Fellowship response, and other demands on resources may affect the work and can change plans. The board is responsible for overseeing the projects and keeps conference participants informed about progress and changes through conference participant web meetings, email and, *NAWS News*. These plans do not limit the conference’s ability to identify or prioritize additional work.



PUBLIC RELATIONS PROJECT PLANS

Although these two projects are about service material, which has its own project included here, they are focused in a particular area that remains a priority—improving our ability to strengthen our relationships with people who help addicts find NA. Robust public relations service efforts are a part of Fellowship development in every part of the world where NA is growing the most. Participants at WSC 2023 identified public relations as critical to our future, and the strategic plan lays out an ambitious plan of work. Just as public relations has its own key result area in the NAWS Strategic Plan, so do we dedicate project plans to PR.

The objectives and solutions below describe the focus of these two related but separate projects. While we acknowledge that there is more described here than we can accomplish in one cycle, we can make major progress together, and as with all of the project plans, the World Board will report on the work throughout the cycle. Given that conference participants were integral in developing the NAWS Strategic Plan, we expect that this work will be both approved and prioritized.

FELLOWSHIP AWARENESS AND ENGAGEMENT WITH PR SERVICE

The objective and solutions below outline the work possible in this project plan. They are excerpted from the NAWS Strategic Plan, which is Addendum B of the 2026 CAR. A related CAR Survey item is listed to help members see the connection between the survey and the project.

Issue: Credibility of NA

Objective 1: Raise Fellowship awareness of the importance of effective Public Relations in carrying our message, achieving our Vision and furthering Fellowship development.

Solutions:

- Create an internal, NA service campaign focused on the importance of engagement in public relations activities.
- Develop more Fellowship-facing PR training and tools to support member engagement in public relations.

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 PR needs. Objective #1 is focused on PR service within NA.

Related items from the 2026 CAR Survey

Revised Service Material

- Revise *PR Handbook*.

RAISING PUBLIC AWARENESS OF NA

The objective and solutions below outline the work possible in this project plan. They are excerpted from the NAWS Strategic Plan, which is Addendum B of the 2026 CAR.

Objective 2: Create PR tools for four target audiences, raising their awareness of NA as a viable program of recovery.

- General public (including families)
- Government (including criminal justice, policy)
- Addiction treatment
- Medical profession

Solutions:

- Create a PR campaign for each target audience.
- Update the pamphlet *NA: a Resource in Your Community*.
- Update presentations for professionals (clarifying NA's position on DRT/MAT and the spiritual nature of the program).

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 and adopt any tools developed to address local needs. 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. Methods that were repeatedly mentioned were multimedia, videos, and materials created specifically for use in social media.



RECOVERY LITERATURE PROJECT PLANS

We learned a lot during the last cycle about how much we can accomplish when we leverage internet technology in project work. For the first time in NA history, we were able to work on a revision to an existing IP without a standing workgroup, and at the same time, we were able to expand participation, gathering members' ideas through focus groups and online input. We intend to do all of the work virtually for any literature and service material projects in this CAT—accomplishing work through surveys, input forms, webinars, and/or virtual workgroups or focus groups.

The CAR Survey includes the ideas for recovery literature, service material, and Issue Discussion Topics that were prioritized by conference participants. The conference will use survey results to help determine what to focus on in the projects here.

NEW RECOVERY INFORMATIONAL PAMPHLETS

Conference participants will determine the exact focus of this project plan, by selecting priorities from the CAR Survey items below or from related WSC discussions.

Ideas for four new IPs or booklets and two new books are included in the 2026 CAR Survey. Several of these ideas come from previous regional motions approved by the WSC. An IP for women in recovery is an idea for a project plan from a regional motion that passed in 2020. Drug replacement therapy/medication-assisted treatment (DRT/MAT) as it relates to NA is an idea from a regional motion passed in 2018 and then supported as an Issue Discussion Topic in 2020 and 2023. As we explain in the introduction to the 2026 CAR, there are always more ideas for projects than there are resources to accomplish them. That is why we utilize a survey to get a sense of members' priorities and to assist the conference in selecting the focus for literature and service material projects.

We will be asking WSC 2026 to prioritize possible topics for new IPs for this project, using the results of the CAR Survey as a resource in their decision making.

Whatever topics the conference chooses, we will begin with a survey to investigate what the Fellowship wants to see in an IP about the prioritized topic. After we survey the Fellowship about a potential piece of recovery literature, we typically create a workgroup for book-length pieces to work with the WB and staff to develop the piece. For IPs and booklets, we post that information for any interested member to join a focus group. When a draft is produced, we notify the Fellowship and post the draft for at least a 90-day Fellowship review and input period. The draft is revised based on the input received, and ultimately an approval draft is included in the CAR.

Because the focus of the IP is not yet defined, it's not practical to try to frame this project beyond those general parameters. All work will be accomplished virtually, so the only projected resource limitations will be in WB and staff time.

In a broad sense, some of the possible focuses for this project may address issues in the NAWS Strategic Plan such as Safety and Belonging or Medication-Assisted Treatment. We will provide a summary of the responses to this cycle's surveys, including the IDT survey on DRT/MAT as It Relates to NA: Helping Members Take Root, in the 2026 *Conference Report*, and discuss the results at the WSC. We also look forward to providing the input on this issue from the questions in the 2026 *CAR* that will be used to help frame discussions at WSC 2026. For now, we can say that the Fellowship does not seem to have a consensus on the issue of DRT/MAT beyond a shared recognition of the importance of the Third Tradition and the ideas already published in the PR pamphlet *Narcotics Anonymous and Persons Receiving Medication-Assisted Treatment*. (See the last set of links on this page, na.org/pr, for that pamphlet in seven languages.) Given that lack of consensus, we are not sure if the conference will want to prioritize this topic or choose something different from the list.

Related items from the 2026 CAR Survey

New Recovery Literature

- New IP/Booklet: Disruptive and Predatory Behavior. Ideas include how to identify behavior and create a safe environment.
- New IP/Booklet: Virtual Recovery. Ideas include getting clean on the screen, group booklet for online meetings, virtual membership and service basics, guidance for online meeting behavior.
- New book/workbook/study guide: 12 Concepts. Ideas include Concepts Working/Study Guide, Guiding Principles for Service Committees.
- New IP/Booklet: Women in Recovery. Ideas include carrying the message in male-dominated communities, women-centric issues such as motherhood, menopause, sharing experience.
- New Step Guide: Focused for more experienced members.
- New IP/Booklet: Welcoming Newcomers and Helping Them Stick and Stay. Ideas include what to do as a newcomer and how to treat the newcomer.
- No new recovery literature.

REVISING EXISTING RECOVERY INFORMATIONAL PAMPHLETS

Conference participants will determine the exact focus of this project plan, by selecting priorities from the *CAR* Survey items below or from related WSC discussions.

Addendum E of the 2026 *CAR* contains a list of all recovery and service materials published at NA World Services. The list includes the creation date, the last revision date, and the languages into which each piece is currently translated. Many IPs have never been revised or have not been touched in decades. In some cases this may be intentional, but for many of the pamphlets it seems to be more about our lack of commitment to review and/or revise existing materials.

Several IPs, booklets, and books are included as revision choices in the 2026 *CAR* Survey. We do not have the resources to take on a book-length revision project in the cycle ahead, but we continue to believe it's past time to update many of our IPs. We believe the process used for revising or updating IP #21, *Staying Clean in Isolation* was successful. It was our first IP revision in some time, so thank you to all who participated. If a new revision to an existing IP is selected, we would first survey the Fellowship, use that input to create a draft, post it on na.org for at least a 90-day Fellowship review

and input, revise the draft based on the input received, and ultimately have an approval draft in the next CAR.

Several entries in the 2026 CAR Survey would begin a process rather than revise a specific piece of literature in the upcoming cycle. These entries include revising Tradition Eleven to include “social media,” replacing references to God with Higher Power throughout our literature, and investigating changes and/or additional wording to NA literature from gender-specific language to gender-neutral and inclusive language. Because these items involve multiple pieces of literature and the possibility of revising Steps, Traditions, and/or Concepts, the process is more complex and requires more time for conversation and consensus building. The issue of gender-neutral language is covered in the Safety and Belonging/Gender-Neutral Language project plan.

We are asking WSC 2026 to choose at least one IP for revision this cycle.

Related items from the 2026 CAR Survey **Revised Recovery Literature**

- Update the booklet *Behind the Walls* (1990). Ideas include adding services available and staying clean on the outside.
- Revise Tradition Eleven to include “social media.”
- Update the Booklet *In Times of Illness* (2010). Ideas include add information on medical marijuana, therapeutic use of psychedelics, and clarity around prescribed medications.
- Revise the *Step Working Guides*. Ideas include fewer leading questions, fewer questions in Step One, more questions in Step Four, more encouragement to journal, streamline the process, and number the questions.
- Update IP #26 *Accessibility for Those with Additional Needs* (1998). Ideas include acknowledging current technologies and adding something about nonvisible disabilities.
- Replace references to God with Higher Power throughout our literature.
- Update IP #24 *Money Matters* (2010). Ideas include adding information on zonal forums and digital contributions.
- No revisions to recovery literature.



ISSUE DISCUSSION TOPICS (IDTs)

Conference participants will determine the exact focus of this project plan, by selecting priorities from the CAR Survey items below or from related WSC discussions.

Our experience with IDTs has changed and grown over time. IDTs have created the basis for many of our current service pamphlets (SPs), because they helped us to gather best practices from the Fellowship. Over the course of the last cycle, discussions on DRT/MAT as It Relates to NA and Gender-Neutral and Inclusive Language have helped us gather information to shape the essays and questions in the 2026 CAR.

We have also had Fellowship-wide discussions on Reimagining and Revitalizing Service and Disruptive and Predatory Behavior this cycle. The next steps with these topics can be seen in the CAR Survey and the strategic plan. Thank you to all who contributed input and helped us to better understand the Fellowship’s ideas and opinions about these issues. Again, summaries of the input for all of the IDTs will be in the 2026 *Conference Report*.

We encourage participants to think about what topics they believe we need to discuss and gather Fellowship-wide experience about when choosing the IDTs for the 2026–2029 cycle.

We plan to schedule time at WSC 2026 to begin framing the strategic plan for 2026–2029 as well as evaluating the process developed from 2023 to 2026. This discussion will take place before the IDT list is prioritized and may influence which topics the WSC wants to carry forward into the upcoming cycle. Participants will also have the results of the *CAR* Survey before they are asked to choose the IDTs for the cycle.

Because of the work done by conference participants on the strategic plan and *CAR* Survey this cycle, we can already identify several ideas, included in the *CAR* Survey list below or within the NAWS Strategic Plan, that may lend themselves to Fellowship-wide discussion and that seem to have delegate support. These include, but are not limited to, gender-neutral language, revising *A Guide to Local Services*, revising *The Group Booklet*, and revising the SP on *Disruptive and Violent Behavior* to include predatory behavior. Discussions will be held at WSC 2026 to decide whether we revise the current SP, develop a new IP, or continue to have discussions about the topic of disruptive and predatory behavior. We would need areas, regions, and zones to hold discussions to help to feed these projects, collecting the current experience of our Fellowship for any of these revisions to be effective.

Having a variety of IDTs that fit different needs and audiences makes sense to us. The conference often prioritizes topics related to itself, and we would urge participants to also think about group-focused topics that may be of broader interest to NA as a whole. Regardless of the topics selected, the World Board will be asking conference participants to help frame the focus of the IDTs for Fellowship discussion, and, as always, we will post session profiles and PowerPoints to assist in workshop efforts.

Related items from the 2026 *CAR* Survey

Issue Discussion Topics

- Attracting Members to Service.
- Decision-Making/Delegation. Ideas include consensus-based decision-making and responsibility and authority over NA services.
- Disruptive and Predatory Behavior. Ideas include safeguarding policies, aggression at service meetings, racism, sexual predation, creating a safe and inclusive environment, the line between legal and group decisions, use of cell phones, and children in meetings.
- Unity. Ideas include maintaining NA unity despite external politics.
- Helping Addicts Find Us. Ideas include use of technology to connect addicts with meetings and each other.
- Use of Funds, Fund Flow, and Fundraising. Ideas include 50/50 raffles, blockages in the flow of funds, anonymity in electronic funds.
- Social Media. Ideas include group use and social media as a PR tool.
- Retaining Oldtimers.



NEW AND REVISED SERVICE TOOLS

Conference participants will determine the exact focus of this project plan, by selecting priorities from the CAR Survey items below or from related WSC discussions. The objective and solutions are included here to help guide CPs in their decisions. They describe the goals we aim for this cycle and the work conference participants have identified they want World Services to undertake on behalf of NA. They are excerpted from the NAWS Strategic Plan, which is Addendum B of the 2026 CAR.

For the Service Tools Project, we are taking the same approach described for the two literature projects and the IDTs above. We are offering a general project plan here with the specific focus to be determined by participants at WSC 2026, using the CAR Survey results as a resource when making that determination.

There are 18 ideas for new and revised service material in the 2026 CAR Survey, and we have asked members to choose up to two in each category. We believe the majority of these topics would be covered by a revision to *A Guide to Local Service (GLS)*. That guide was approved in 2002, with minor revisions in 2014. Much has changed in NA in those 23 years, and we believe it is time for service material that contains current best practices and real experience from groups, areas, regions, and zones. The way we described it in the strategic plan under Objective 4 is:

Create a contemporary guide to service in NA to replace *A Guide to Local Service*. Consider a modular-based approach similar in format to the *Basics* series. Include guidance on how to incorporate virtual groups in the service system and information on zones. As resources are created, consider possible future alternative format versions of content (e.g., videos).

We think this revision should address much of what is covered in Objectives 3, 4, 5, and 6. As an example, you cannot have an effective service system without effective trusted servants. Revising *A Guide to Local Service* should address the issue of attracting, developing, and mentoring trusted servants throughout the system.

This would be a major undertaking, with four separate but related project focuses for each level of service (group, area, region, zone). It would take a commitment by all of us involved in NA service. Thankfully, we have heard from many zonal forums and regions that they are willing and eager to be more involved in project work. This project can only be successful with areas, regions, and zones holding local workshops and providing input and ideas for the development of this new material.

If *GLS* is prioritized by WSC 2026, we will also be asking that the *Group Booklet* be revised. The *Group Booklet*, which is included within *GLS*, is the foundation that establishes our principles for NA groups. It was created in 1990 and revised in 1997. If the *Group Booklet* is revised, it would follow the process for recovery literature because it is Fellowship- and not Conference-approved.

We recommend that we begin this process with discussions to capture NA group and area experience. Regions and zones could play a key role in helping to coordinate those conversations and gather that experience. Once a foundation is built, we can move onto regional and zonal experience as time and resources permit.

Issue: Impact of the Rise of Virtual NA

Objective 3: 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.

Solutions:

- Collect best practices for virtual groups and areas to participate in NA Services (e.g., global center service entity; existing geo-based system).

Issue: Lack of Cohesion in the Service System

Objective 4: 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.

Solutions:

- Create a contemporary guide to service in NA to replace *A Guide to Local Service*. Consider a modular-based approach similar in format to the *Basics* series. Include guidance on how to incorporate virtual groups in the service system and information on zones. As resources are created, consider possible future alternative format versions of content (e.g., videos).

Issue: Development and Organization of Trusted Servants

Objective 5: Through mentorship, training, and tools, increase continuity of service and inspire members of all ages and stages of recovery to be of service.

Solutions:

- Create messaging and tools to help existing trusted servants create an environment that inspires members to be of service, and establish a pipeline for developing trusted servants on an ongoing basis.
- Create mentoring guidance and resources to encourage younger members (in age and recovery) to be of service.

Issue: Disruption in the Flow of Funds

Objective 6: Create tools for groups and service bodies to offer convenient ways for members to contribute, and to facilitate and encourage the distribution of funds through all components of the service system.

Solutions:

- Create a resource for groups to use to navigate electronic contributions.
- Create messaging and resources around why we give, why it matters, and where it goes (e.g., Unity Day, webinars, social media, reading cards, etc.).

Issue: Safety and Belonging

Objective 7: Raise the level of consciousness regarding inclusiveness in our diverse Fellowship, 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.

Solutions:

- Update the service pamphlet or develop a new pamphlet on safety in NA and dealing with predatory behavior.
- Update the *Group Booklet* to add guidance about safety and inclusion.
- Create a tool to deal with disruptive or inappropriate behavior in virtual meetings.

Related items from the 2026 CAR Survey

New Service Material

- New service basics/service pamphlet: Mentorship in Service. Ideas include practical training and how to implement mentorship in service bodies.
- New service basics/service pamphlet: Fellowship Development. Ideas include best practices for outreach, what FD is, and guidelines for committees.
- New service basics/service pamphlet: Virtual Service. Ideas include guidelines for virtual platform, public relations, virtual areas and regions, connecting virtual groups to the service structure, virtual or hybrid service meetings.
- New service basics/service pamphlet: Social Media. Ideas include use of AI to do public relations work and application of the Traditions in social media.
- New service basics/service pamphlet: GSR Orientation/Workshop Guide.
- New service basics/service pamphlet: Group Inventory/ Group Pamphlet to Do Annual Review.
- New service basics/service pamphlet: Area Service Basics.
- New service basics/service pamphlet: Tools for Managing Electronic Funds for Groups and Service Bodies.
- New service basics/service pamphlet: Trusted Servant Development.
- New service basics/service pamphlet: PR Tools for Government/Criminal Justice.
- New service basics/service pamphlet: Service Collaboration at All Levels.
- New service basics/service pamphlet: Rotation and Continuity in Service.
- No new service material.

Related items from the 2026 CAR Survey

Revised Service Material

- Revise *A Guide to Local Service*. Ideas include create a contemporary set of service tools to replace *A Guide to Local Service*, delete outdated information, add information on rural/remote areas and regions, add information on zones, add more best practices.
- Revise *The Group Booklet*. Ideas include adding information on addressing predatory behavior, how to make members feel welcome, virtual NA, the importance of Traditions and Concepts study meetings, common needs meetings, expanded information on trusted servant roles.
- Revise *SP Disruptive and Violent Behavior*. Ideas include adding section on predatory behavior, addressing online meetings, adding text from the IDT.
- Revise *SP Social Media*. Ideas include adding information about online meetings, updating social networking guidance, including information on PR and H&I.
- Revise *H&I Handbook*.
- Revise *Planning Basics*.
- No revisions to service material.



SAFETY AND BELONGING/GENDER-NEUTRAL LANGUAGE

The objective and solution below outline the work possible in this project plan. They are excerpted from the NAWS Strategic Plan, which is Addendum B of the 2026 CAR. A related CAR Survey item is listed to help members see the connection between the survey and the project.

While most of what is covered in this objective is about new or revised tools, it is also more than that. Responses to the questions in the 2026 CAR and the discussions at WSC 2026 will help to frame our next steps with investigating changes and/or additional wording to NA literature from gender-specific language to gender-neutral and inclusive language.

Issue: Safety and Belonging

Objective 7: Raise the level of consciousness regarding inclusiveness in our diverse Fellowship, 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.

Solutions:

- Investigate changes and/or additional wording to NA literature from gender specific language to gender neutral and inclusive language.

The scope of this objective is broad and includes predatory behavior, gender neutral language, and more. Most projects for service material or recovery literature begin with some sort of Fellowship-wide survey to determine what members would like to see included or considered in the project. That way, the Fellowship as a whole helps to focus the ideas listed in the solutions in the strategic plan. The two topics referenced in the solutions above—dealing with disruptive and predatory behavior and gender-neutral and inclusive language in NA literature—were both selected as Issue Discussion Topics this cycle. The input on disruptive and predatory behavior pointed to much of what we need to address in new and/or revised material. The input on gender-neutral and inclusive language leads us to recommend a more focused discussion on the topic in the cycle ahead. The solutions proposed in this strategic plan include just some of the next steps that could be taken in the cycle ahead if prioritized.

Related items from the 2026 CAR Survey Revised Recovery Literature

- Gender-neutral language. Investigate changes and/or additional wording to NA literature from gender-specific language to gender-neutral and inclusive language.



DRT/MAT—HELPING MEMBERS TAKE ROOT

The objective and solution below outline the work possible in this project plan. They are excerpted from the NAWS Strategic Plan, which is Addendum B of the 2026 CAR. A related CAR Survey item is listed to help members see the connection between the survey and the project.

This issue is also very similar to the one above. Responses to the questions in the CAR and discussions at WSC 2026 will help determine our next steps with this topic.

Issue: Medication-Assisted Treatment

Objective 8: 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.

Solution:

- Develop resources for groups and workshops on how to make members and potential members feel welcomed.

The increasing and widespread use 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 the topic can be one of the most divisive in NA. While our members differ on a number of related issues, as a Fellowship 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. The input we have received contains numerous requests for a firm position to be taken and published with almost equally opposing perspectives. The World Board is happy to lead the discussion but our practice is to publish a reflection of our Fellowship’s experience. This objective is not a public relations objective; it is about Fellowship support and the culture within NA.

Related items from the 2026 CAR Survey

New Recovery Literature

- New IP/Booklet: DRT/MAT. Ideas include looking for a stand or position that is clear, defining clean or abstinence, clarifying who can serve, labeling this as an outside issue, saving lives and helping members take root, including personal experience, PR and MAT, other medical treatments—medical marijuana/psychedelics for therapy.



GENERATIONAL AND CULTURAL DIVERSITY

The objective and solutions below outline the work possible in this project plan. They are excerpted from the NAWS Strategic Plan, which is Addendum B of the 2026 CAR.

This objective is about taking a step to more effectively reach our members. It does not address every audience or every need but is merely a beginning. World Services is always making efforts to adapt and improve technology and communication, and this type of activity—adapting communication methods and technology—usually would not involve a project plan. Initiating our social media accounts was not part of a formal project plan, for instance. But we have included this project here in the interest of consistently paralleling the strategic plan objectives and the project plans.

Issue: Generational and Cultural Diversity

Objective 9: Continue to adapt communication methods and technology to meet a diverse membership’s preferences for engagement.

Solutions:

- Develop a strategic approach to communication that is intentionally designed to attract younger members and make communication easier to absorb and disseminate, using newer technology. Ideas include:
 - Gather input directly from younger members.
 - Implementing a messaging app, such as WhatsApp/Telegram as an official form of World Service communication
 - Utilizing infographics and videos to convey pieces of information in reports



THREE-YEAR CONFERENCE CYCLE

The objective and solution below outline the work possible in this project plan. They are excerpted from the NAWS Strategic Plan, which is Addendum B of the 2026 CAR. A related CAR Survey item is listed to help members see the connection between the survey and the project.

Most of what we hope to accomplish in the upcoming cycle is described in detail under Objective 10 of the 2026–2029 Strategic Plan. If this project is approved, we would work on all of the solutions listed below. This is another example of a project that NA World Services and the World Board cannot do alone. This will require time and energy from conference participants if we are to move forward together.

Issue: Three-Year Conference Cycle

Objective 10: Further refine and describe the three-year conference cycle, including major meetings, policies, planning process, deadlines, and guidelines, so that participants are able to make an educated decision about whether to adopt a three-year cycle on an on-going basis.

Solutions:

- Use the experience of the two-cycle experiment to draft proposed descriptions and guidelines for a three-year conference cycle and include in a draft of *GWSNA* for conference decision. Better define the interim WSC meeting and address how to best use the time during and in-between in-person conferences.
- Collect regional and zonal best practices adapting delegate terms to a three-year conference cycle.
- Evaluate and refine 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. 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. It directly involved zonal forums as well as conference participants throughout the process. We plan to continue to build on this experience. 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.

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 informed way. When the Fellowship made decisions to restructure World Services in 1998, they did so with the help of a draft of *A Guide to World Services* that detailed the changes the Fellowship was being asked to adopt. We anticipate a similar approach to the three-year cycle decisions. There is a lot of work to be done between now and 2029 to ensure the WSC can make an educated decision about the length of the conference cycle moving forward.



Status of Projects Adopted for the 2023–2026 Cycle

NEW RECOVERY INFORMATIONAL PAMPHLETS

In the *NAWS News* following WSC 2023, we reported:

Rather than drafting a new IP, the WSC decided to begin exploring a revision of *The NA Step Working Guides*. An edit or simplification of the *SWG* could satisfy three of the ideas that were prioritized in the *CAR* Survey:

- Step working guide aimed at members not new to working the Steps
- Step working booklet focused mainly on Steps 1–3, aimed primarily at new members and those in treatment and drug courts
- Revise and simplify the *Step Working Guides*

The board surveyed the Fellowship from July 2024 to March 2025. The survey was posted in 13 languages, and more than 7,500 members responded. There does not seem to be a clear consensus on whether to create new or revised material on working the Steps. Participants were asked to choose one of three options and none of the three had a majority response.

- A. Stick with the existing material about working the Steps, without any revision to the writing **26%**
- B. Revise *The NA Step Working Guides* **30%**
- C. Create additional, new material for working Steps **44%**

The *Conference Report*, which comes out shortly before the WSC, will include a full summary of the survey responses. (It's worth noting that the survey was posted before *The NA Survival Kit* was published, and having that resource available changes the landscape.)

REVISING EXISTING RECOVERY INFORMATIONAL PAMPHLETS

The WSC chose IP #21 as the focus of this project. The approval draft of the revised IP is included as Addendum A of the 2026 *CAR*, and the *CAR* essay explains the project in detail.

ISSUE DISCUSSION TOPICS (IDTs)

WSC 2023 chose four Issue Discussion Topics:

- Dealing with Disruptive and Predatory Behavior
- Gender-Neutral and Inclusive Language in NA Literature
- Reimagining and Revitalizing Service Committees (to further the reach of the NA message, improve communication, provide mentorship and training, and make service more attractive and accessible, learning from our experience of the past few years)
- DRT/MAT as It Relates to NA

Conference participants helped frame workshop materials, which are posted at na.org/idt. The board facilitated a number of workshops on the topics, and World Services had open web meetings on dealing with disruptive and predatory behavior and reimagining and revitalizing service committees. In response to many requests from the Fellowship, World Services posted a webpage on gender-neutral readings for NA groups: na.org/gender. Surveys on all four topics were posted for most of the cycle. Summaries of the survey responses will be included in the *Conference Report*.

All four of these topics inform the projects described here.

- Dealing with Disruptive and Predatory Behavior—See the Issue Discussion Topic Project Plan.
- Gender-Neutral and Inclusive Language in NA Literature—See the Safety and Belonging Project Plan.
- Reimagining and Revitalizing Service Committees—See the New and Revised Service Tools Project Plan.
- DRT/MAT as It Relates to NA—See the DRT/MAT—Helping Members Take Root Project Plan.

NEW AND REVISED SERVICE TOOLS

WSC 2023 prioritized four items for the New and Revised Service Tools Project Plan. While staffing shortages prevented us from making progress on a PR video, we have made good progress on the other three items. We posted an outline of Virtual Service Basics for review and are currently using the input on the outline and ideas from focus groups to draft a piece that we will post for review before the WSC. A review draft of the service pamphlet *Group Business Meetings* has been posted, and we should have a final version by WSC 2026. We are also at work on a three-part revision to H&I Basics. The first two parts (Corrections and Treatment) have been posted for review, and we expect to have the Committees draft posted before this CAT is published.

FUTURE OF THE WSC

The Future of the WSC was a workgroup comprised one member selected by each zone and Iran. The group met seven times online and discussed topics related to the three-year cycle, including planning, use of time at the WSC, the Interim WSC meeting, *CAR* motions, collaboration, and more. The group helped frame a conference participant web meeting and provided input and ideas to the board.

INVEST IN OUR VISION

The World Board and Business Plan Group functioned as the workgroup for this project, which was focused on increasing awareness of the need for contributions and fostering commitment to contribute to World Services. During this cycle, among other activities, we created a [NAWS Brochure](#) to help members learn more about the work done at NA World Services and held a 24-hour online Unity Day that featured regular messaging about contributions. At WCNA, we presented a workshop on the topic of funding services and created a small handout for Electronic Funds Best Practices. You can find that workshop and supporting handout at <https://na.org/idt/service-workshops/>.

While we have not seen the significant progress we had hoped to achieve through our many conversations and focused efforts from WCNA, Unity Day, and in communication throughout the cycle, we are still well ahead of pre-pandemic levels for contributions. In FY 2025 we received over \$2 million—an amount that is more than double FY 2020 and the annual average pre-pandemic. Nonetheless, we have a long way to go before World Services is self-supporting through member contributions. Guided by Objective 12 in the NAWS Strategic Plan, the board will continue these efforts to raise awareness.

Understanding the Proposed Budget for 2026–2029

Introduction

This introduction gives an overview of some of the significant trends in the budget we are proposing for the next three fiscal years, and it explains some of NAWS' basic budgeting terminology and practices. If this is your first experience looking at a NAWS budget proposal, you may find it helpful to read this introduction more than once. This document can be considered a road map for the budget proposal. Very little in this budget explanation changes from cycle to cycle.

We are offering a three-year budget to reflect current conference policy (through 2029). The length of the conference cycle in the future will be decided at WSC 2029.

To explain the proposed budget, it may be helpful to understand some key principles of accounting in the nonprofit sector. As you probably know, a budget forecasts the income and expenditures for a specific period. In this case, you'll be looking at the funds we anticipate receiving and spending over the course of the next three fiscal years: fiscal year (FY) 2027, which runs from 1 July 2026 through 30 June 2027; FY 2028, which runs from 1 July 2027 through 30 June 2028; and FY 2029, which runs from 1 July 2028 through 30 June 2029. Each fiscal year is named for the year in which it ends.

The budget covers the activities for all of World Services' branches and literature distribution centers including Chatsworth, Europe, Iran, Canada, and India.

Our budget projections are based largely on our experience. As you'll see, there's a direct relationship between the actual income and expenses of the previous two years and what we propose for the cycle ahead. These figures are reported side by side for easy comparison.

While a budget serves as an important administrative tool, it's also a plan of action, a reflection of our priorities, and a tool for coping with adverse situations, known and unknown. The NA World Services budget reflects the Fellowship's collective decision to use proceeds from literature sales to fund NA services worldwide. In previous years, savings on the production side have made it possible to continue to offer literature at reasonable prices while investing any excesses back into the vital work of translations, public relations, support for existing NA groups, members, service committees, and overall Fellowship development, to name a few of the core services NAWS provides and supports. You'll see these priorities in the budget that follows. We remain committed to keeping literature affordable, but the reality of drastic increases in production costs and the cost of delivering services has challenged us, resulting in the price increase that took effect on 1 January 2026. Fellowship contributions have helped tremendously. We expect that we will continue to experience production cost increases in the upcoming cycle.

In the draft budget proposal for 2026–2029, you will see fiscal years' 2024 and 2025 actual income and expenses in the first two columns. The income and expenses for 2024 are described in the *Annual Report*. At the time of this writing, we still do not have an approved audit for 2025, so the 2025 figures are labeled unaudited. We do not expect any significant changes in the final audited figures and expect to have an approved audit and the 2025 *Annual Report* released to you by WSC 2026.

The two previous fiscal years shown as actual income and expense—2024 and 2025—reflect our post-COVID reality. For fiscal year 2024, you will see \$675,362 excess revenue of cash activities only. For fiscal year 2025 you will see \$689,950 excess revenue for cash activities only. It was critical that we rebuild our reserves to prepare for major expenses we knew were coming. These major expenses include the costs to hold the in-person WSC 2026, update our computer infrastructure, navigate WCNA 39, replace a few staff positions, and shift to a more usable cloud-based financial enterprise. In so many ways, NA World Services had to reinvent itself operationally. We have been forced to do more with less, but doing so requires that we make some investments in our infrastructure so that we can continue to work smarter. We have learned some lessons from the COVID years

that, although painful, have been beneficial to the organization. Additional explanation can be found in the 2024 *Annual Report* and in other financial information provided to conference participants.

In trying to prepare for the budget each cycle, we conduct an evaluation of the previous two fiscal years' financial experience, the current economic situation of all the countries where NAWS has physical operations, and the general economic conditions in the countries where we distribute materials. We look for any trends or patterns in that information with an eye toward anticipating the future budget cycle financial experience. In some cases, that picture is not a rosy one. It often means that we have a demand for services that can, and often does, exceed our available income stream. That was the case in the pre-pandemic budget cycle when we anticipated a deficit budget for the first half of the cycle. Despite the fact that our expenses have often exceeded our income, we were able to accomplish all of the activity we budgeted for, as well as absorb increases in costs, thanks to a sufficient existing Operating Reserve. That reserve and the rapid reduction in staff allowed NA World Services to survive the global shutdown. We are again projecting a deficit for the third year of the cycle, but not for the overall three-year budget for the cycle ahead. While this is not a deficit budget for the cycle, it remains the case that the demand for services seems to be outstripping our income. It looks as though that will be true for the foreseeable future.

It is always important to remember that in a nonprofit organization like ours there will never be enough resources, both human and financial, to meet all of the needs of a global Fellowship in a timely fashion. There will often be times when communities are waiting for things to be accomplished. This is just the nature of the organization we serve. Resources are finite, but the need is infinite. We deeply appreciate the patience that NA members and communities have demonstrated in the past couple of years, and we want to assure you that we are working to get things done as soon as possible.

What Is Different in this Budget

It is our ongoing desire to improve the understanding and clarity of our financial statements. For this upcoming cycle we have moved WSO Iran Income and Expense and In House Production. The In House Production line item was previously under Literature Production & Distribution. It can now be found under Other Inventory Cost of Goods Sold, which more accurately describes this expense.

The income and expense for WSO Iran has been moved to the noncash items at the end of the budget, a practice we began with the 2025–2026 budget adopted at the Interim WSC. Since there is no legal means to transfer money out of Iran, this better reflects our reality. More details are captured under the line item descriptions later in this budget cover.

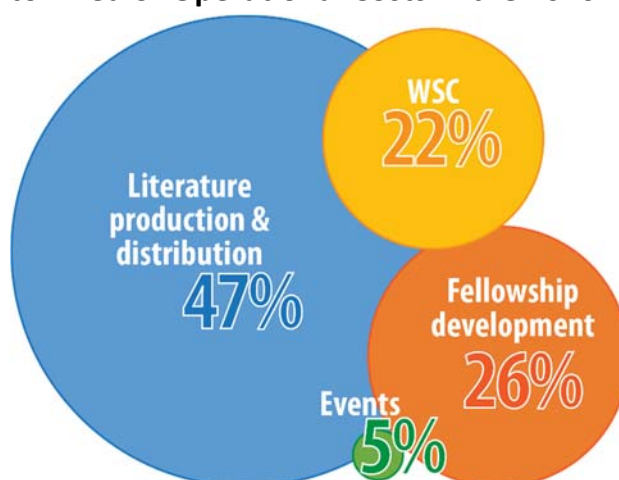
Fixed Costs Allocated Across Four Activity Areas

NA World Services' activities fall into four categories:

- Literature Production & Distribution
- World Service Conference (WSC) Support
- Fellowship Development
- Events

In preparing our three-year budget, we assign percentages to these categories based on the number of staff devoted to an activity, the approximate number of labor hours, and the amount of building space required. We forecast our budget for each of these areas based on these percentages and allocate our fixed operational expenses—costs that are ongoing, repeated, or regular—to each category proportionally. The total expenses for Accounting, Personnel, Overhead, and Technology are divided by these percentages and attributed to these expense areas in the budget.

Percentages Assigned to Fixed or Operational Costs in the 2026–2029 Budget



Operational Costs that We Allocate by these Proportions

Having estimated the proportion of effort (time, space, and resources) required by our four activity areas, we apply these proportions to four allocated expense categories: Accounting, Personnel, Overhead, and Technology. These expenses are needed for the day-to-day operations at NA World Services and are not easily assigned to a single function. In the budget that follows, you'll find a portion of each of these indirect costs assigned to the four activity areas according to the percentage established for the coming three-year cycle. These percentages are the same that were used for the previous cycle.

Fixed Allocated Operational Cost Categories

Accounting: This includes professional services for annual audits and random forensic spot checks; costs to have an audit committee, as required by the Sarbanes-Oxley Act; and other professional services associated with sound financial management.

Personnel: This reflects all wages and salaries, payroll taxes, health and workers' compensation insurance, training, recruitment, relocation, and retirement plan expenses associated with special workers at all five locations of the World Service Office. It also includes contract labor hired for specific purposes.

Overhead: This includes facility lease expenses, maintenance and repair, telephone, utilities, postage, auto service and lease, reproduction equipment, office expenses, general insurance, amortization, bad debts, depreciation, bank charges, and fees associated with the five locations of the World Service Office. Bank charges continue to rise as use of the online store and credit card sales increase.

Technology: This reflects the expense for information services, computer leases, software, supplies, software application upgrades and updates, equipment leases and repair, and service contracts. Expenses associated with maintaining the na.org website; the expenses associated with the database, online group data collection, and meeting information; and web and software fees for event registration are also included here.

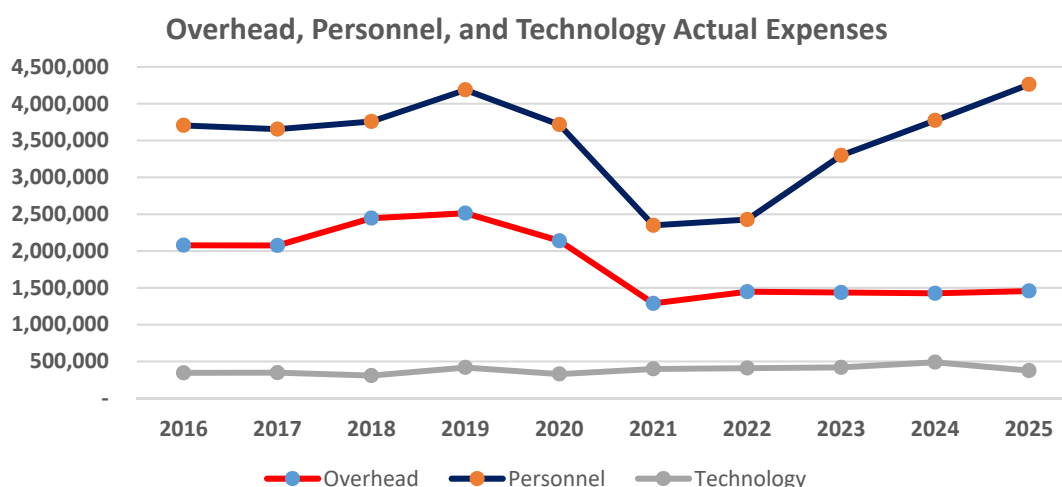
Operational Costs Allocated to the Four Allocated Expense Categories

Allocated Expense Category	Base Year Column D	Proposed for FY 2027	% Increase	Proposed for FY 2028	% Increase	Proposed for FY 2029	% Increase
ACCOUNTING	\$ 65,415	\$ 67,378	3%	\$ 69,399	3%	\$ 71,481	3%
PERSONNEL	\$ 4,017,193	\$ 4,499,256	12%	\$ 4,904,189	9%	\$ 5,198,441	6%
OVERHEAD	\$ 1,440,909	\$ 1,512,955	5%	\$ 1,588,602	5%	\$ 1,636,261	3%
TECHNOLOGY	\$ 432,532	\$ 454,159	5%	\$ 472,325	4%	\$ 491,218	4%

Allocated Expenses from FY 2024 and 2025

The chart below shows these expenses over time. The allocated expense for Accounting is low and not reflected in this chart.

We were able to rebuild some of our staff resources in 2023, 2024, and 2025, as this chart shows. At the same time, we have been able to maintain our reduction in overhead expenses. Technology expense has been remarkably consistent, even in the pandemic years. Given our increasing reliance on technology to effectively communicate, this seems quite an accomplishment. Following the chart is a brief description of what is captured in each category of allocated expenses.



Description of the Four Activity Areas

Literature Production & Distribution: During the pandemic, a greater percentage of World Services resources shifted to Literature Production & Distribution compared to years past. Prior to 2020, this percentage was typically budgeted in the 33–38% range, but when the global shutdowns came, most of our staffing and activity reductions were in the other three categories. Literature Production & Distribution has historically been the financial engine of NA World Services. We still apportion such a significant percentage of our fixed costs to Literature Production & Distribution because of the complexity of supporting our current catalog. We publish more titles in more languages than ever before, and the work required to get these items published increases each cycle. We produce literature currently in 61 languages. At the close of FY 2024, our catalog included 1,366 titles, and that number continues to increase. We provide a list in every CAR of all of the titles we publish and the various languages in which they are available.

As mentioned earlier, we have moved the line item for In House Production out of this category to Cost of Goods Sold, to more accurately reflect this expense.

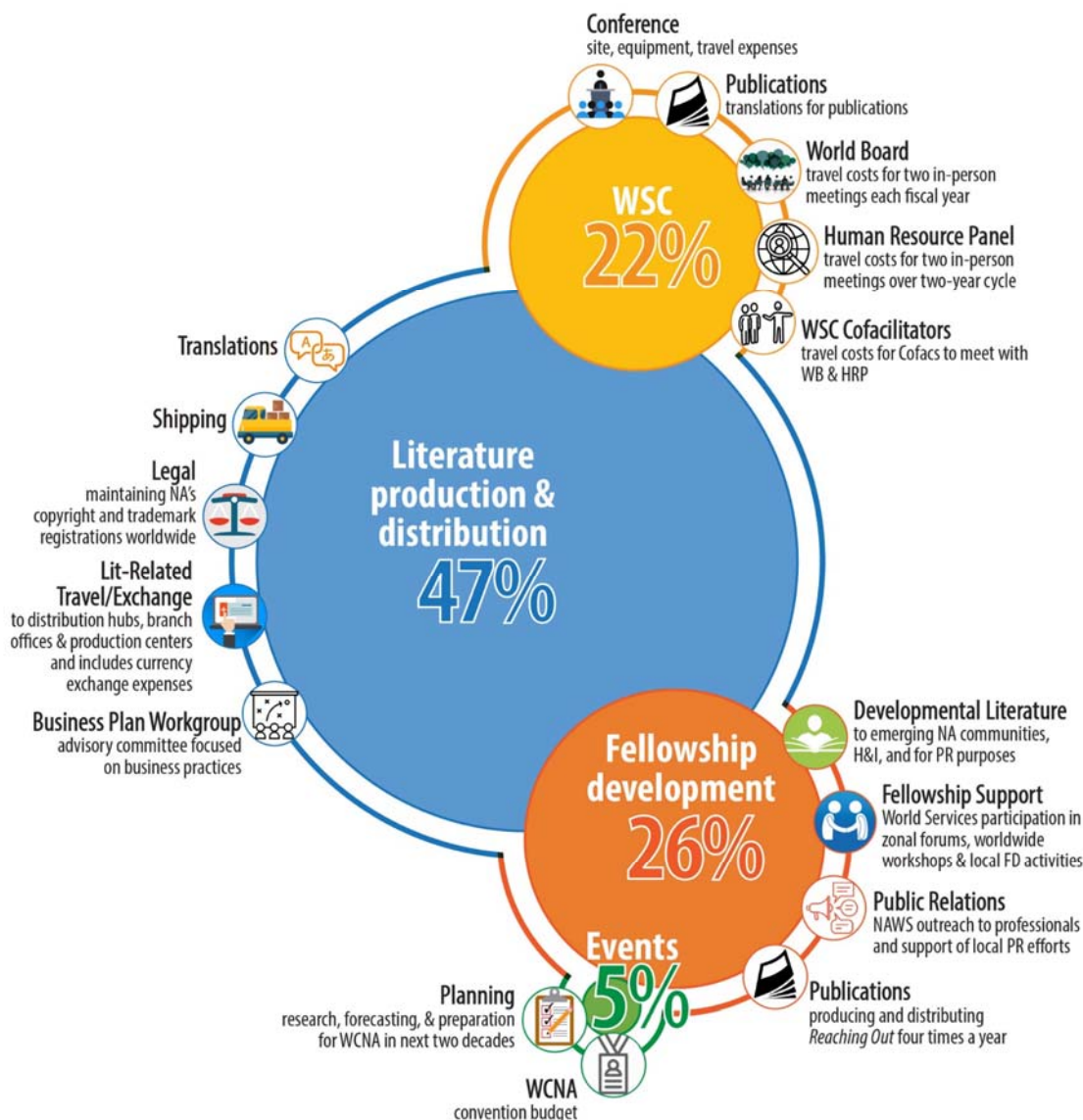
World Service Conference Support: WSC Support includes the expenses for the in-person and virtual meetings and all of the other expenses directly related to the WSC. This includes all expenses for the World Board, Human Resource Panel, WSC Cofacilitators, translation of conference- and board-related publications, and administration of conference-related projects. We have projected 22% of fixed expenses allocated for WSC Support in the 2026–2029 budget. This is similar to pre-COVID levels.

Fellowship Development: The FD activity area of the budget encompasses all of the other ways NA World Services supports the continuation and growth of NA worldwide. This budget area contains the direct support we're able to extend to individuals, groups, and service bodies, including a portion of what's spent to provide free and subsidized literature. It also includes public relations, translations of publications, travel,

Fellowship webinars, and workshop expenses. We've allocated 22% of the 2026–2029 budget for FD as we slowly rebuild, which is below the pre-pandemic levels.

Events: We're planning a World Convention for 2028, which will require significant time, effort, and resources. We also support various Fellowship events with materials and assistance. We are keeping the same 5% allocation for 2026–2029 that we had in the last several budgets. Activity in this area will be higher as we approach the World Convention, but 5% seems like a realistic average over the cycle.

Activity Areas of the NAWS Budget	Base Year Column D	Proposed for FY 2027	Proposed for FY 2028	Proposed for FY 2029
Literature Production & Distribution	\$ 3,035,324	\$ 3,374,334	\$ 3,593,049	\$ 3,772,210
World Service Conference Support	\$ 1,441,611	\$ 1,643,424	\$ 1,721,553	\$ 2,440,707
Fellowship Development	\$ 2,368,719	\$ 2,543,290	\$ 2,698,825	\$ 2,819,270
Events	\$ 353,357	\$ 334,187	\$ 366,726	\$ 385,320



Reading the Budget Itself

The preceding pages describe the frame of our budget—the four activity areas (Lit Production, WSC Support, FD, and Events) as well as the four categories of ongoing or allocated expenses (Accounting, Personnel, Overhead, and Technology), known as “fixed operational expenses” or “fixed costs,” that are distributed proportionally to the activity areas.

The following pages break down the details that affect the 2026–2029 proposed budget and what is contained in each line item in the budget and in our financial reports. At this point, it might be helpful to have the budget handy and follow along as this narrative explains what you’re looking at in each section. Again, think of this cover as a budget road map.

The proposed budget provides a lot of information about our proposals for the next three years. The first column gives you the category name, followed by a column with the audited FY 2024 actuals, a column with the unaudited FY 2025 actuals, and then a column titled Base Year that averages or annualizes those two years. The last four columns give you a proposal for fiscal year 2027, followed by 2028, then 2029, and then a total for the three-year cycle. We are using the annualized column (Base Year) as the basis for the 2027, 2028, and 2029 fiscal years, without adjustments, except where otherwise noted.

2026–2029 World Services Projected Income

Adjustments to Income Projections

We have projected a 2% increase in Fellowship contributions for each fiscal year of this budget. This may be aspirational, but our future depends on it!

We have also projected a 9% increase in FY 2027 for literature income and 2% for each following year. The 2026 15% price increase is the reason for the larger increase in the first fiscal year. Many local NA service offices stockpile literature before a price increase, which is why we did not project the full 15% increase. The 2% increase for the remaining years reflects our current reality of flat literature sales. We are projecting that our costs for these goods will increase 6% every year of the budget, clearly falling below our projected increase in sales and distribution.

RECOVERY LITERATURE—This category contains all of our Fellowship-approved recovery literature as defined under the *Fellowship Intellectual Property Trust*. A separate line item is shown for each book title. However, the line item for ePub books is a combination of all electronic literature sales. Other recovery literature income includes all Fellowship-approved pamphlets and booklets. This line item has continued to decrease as we make all informational pamphlets (IPs) and booklets available at no cost on na.org.

In addition to the increases described above, we have adjusted the income shown for *The NA Survival Kit*. The FY 2025 figures reflect sales in the first year this item was available which are typically artificially high. We entered a reduced number in the Base Year column for this item to better reflect current sales levels.

OTHER INVENTORY—This category includes keytags, medallions, and service materials, which are all shown as separate line items. We increased the number in the Base Year for Keytags and Chips to better reflect current sales levels. We see this as a healthy indicator of group activity.

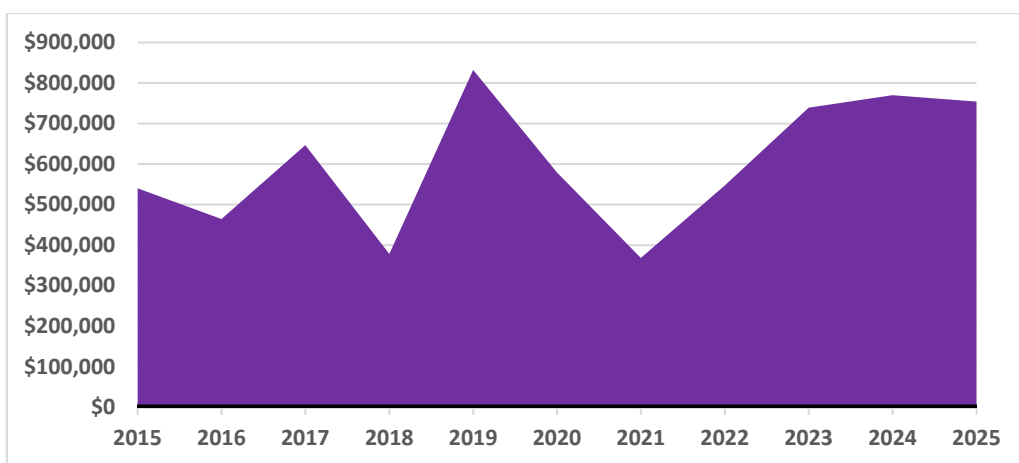
Shipping—This income is based on the estimated literature sales and the annualized actual income and expense.

Discounts—This is based on estimated literature sales and the projected discount level for those sales. The discount level varies based on the size of orders and whether the customer has a contract with us. (Our discount policy is posted at the bottom of this page: <https://na.org/purchase-na-literature/order-forms-and-discount-policy>.)

Developmental Subsidies & Allowances—This is the cost of subsidizing or reducing the price of literature (often free) provided to a growing segment of our worldwide Fellowship, including literature sent to new and developing communities, for disaster relief, and to incarcerated members. The number represents the value of literature provided directly from NA World Services only—the revenue impact to NAWS. Presently, to see the full value of this cost you have to add this amount to the line labeled Developmental Literature in the expense portion of the budget under Fellowship Development. The Developmental Literature amount includes the direct expenses for shipping, customs, and duties.

For FY 2024, this combined total was \$769,958. For FY 2025 it is \$754,054. We have attempted to stabilize our costs for this important service by printing in various alternative locations, such as Argentina, Brazil, Russia, and Egypt. These are locations where customs issues prevent us from getting literature to members reliably and in quantities sufficient to meet local demand. These are the only circumstances under which we consider licensing local printing. The Developmental Subsidies & Allowances figure does not include the free and subsidized literature distributed through these locations, a figure which is actually higher than the amounts captured here.

Free and Subsidized Literature 2015–2025



After these categories, you will see a subtotal for Gross Literature Income, meaning all funds received after discounts. To get to Net Income, you first have to deduct the cost of producing that literature.

Cost of Goods Sold (COGS)

To determine net income, we take what's described above and found on the first page of the actual budget (page 35 of the CAT itself) and subtract the cost of goods sold (COGS). COGS fall into two categories, as follows:

RECOVERY LITERATURE COGS—This section covers the costs of producing recovery literature—from the beginning of the manufacturing process to getting the produced items on our inventory shelves. Through staff efforts to source and stockpile materials using the most cost-effective and reliable manufacturing processes, we had previously avoided many of the cost of goods increases experienced by most publishers; however, all that has changed. The global shortage of paper products will continue to impact costs as the publishing world continues to change. The costs shown under COGS are directly tied to the quantities included under Income for each line item.

Again, the line items in Recovery Literature and Other Inventory reflect a 6% increase for each fiscal year. Increases in costs of goods have been drastic, but this is our best projection based on what we are aware of today.

OTHER INVENTORY COG—This section reflects the costs associated with items listed under Other Inventory Income in the previous section, primarily medallions, keytags, and service material.

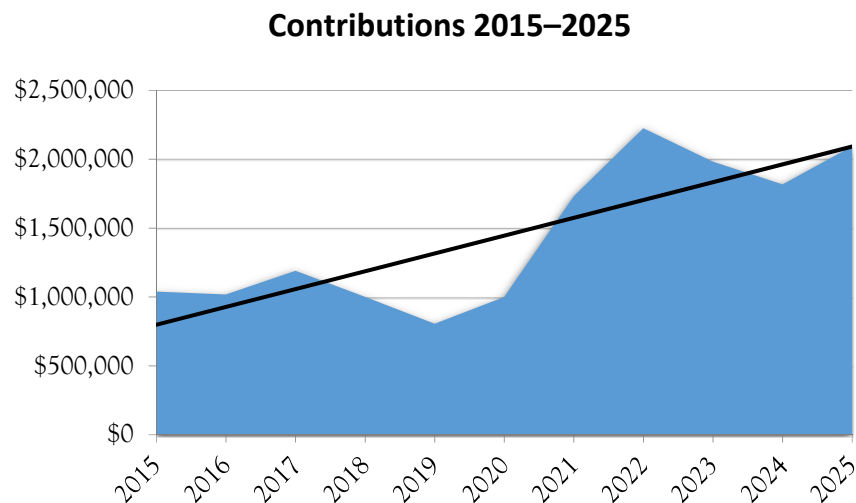
Translations—The majority of our translation expenses are not shown in this line item. This line item only covers the direct expense for translations of recovery and service material into languages other than English that is not already captured under the COGS for each specific project. Most of the expense for translating recovery and service material is under COGS for each specific project, and the translation expenses for periodicals are in the two-line items for Publications.

In House Production—This includes the lease for reproduction equipment to print most translated booklets and IPs, service materials, and publications. We reduced the base year amount because we have eliminated the lease on one of our in-house production machines for translated items. The funds spent for the items this equipment produced will be outsourced, like much of our inventory, and their cost will be reflected in COG.

Net Literature Income

At this point in the budget—on the second page (page 36 of the CAT), if you’re following along—you will see that we’ve calculated a subtotal for net literature income by taking the gross income and subtracting the costs associated with producing those goods (the COGS detailed on page two of the budget).

FELLOWSHIP CONTRIBUTIONS—We have a long history of talking about contributions, and the Fellowship responded in an unprecedented way beginning with the pandemic. The chart below shows what can happen when members understand the need and have the resolve to meet it. As we have stated repeatedly, we cannot thank everyone enough for this response. It was a result of members, groups, and service bodies around the world working together. Thank you all!



Now what? How do we keep the momentum going as other needs and priorities develop on a local level and expenses continue to rise? We do not have all of the answers, but plan to continue the conversation. We recognize that the need to increase funding of NA services through contributions exists throughout the NA service structure. This budget reflects a 2% increase in contributions for each fiscal year. That may be ambitious, but it is vital to our future.

The World Board will continue to prioritize this conversation, with the focus on how we invest in our vision—including all of the ways members support NA. As a Fellowship, we have demonstrated to ourselves that we can shift the collective mindset about self-support, and that cultural change can have a tremendous impact. Thank you all for your vigilance in helping us to move toward contributions as the main funding source for our services.

Licensed Vendor Payments, Interest, and Miscellaneous—Licensed Vendor Payments is income from licensing vendors, primarily for material that we do not produce at NAWS, in order to protect the Fellowship's trademarks. The income estimate is based on previous experience. The Interest income projected in the budget is less than the base year because of the reduction in cash on hand.

Operating Income

The final entry under Income takes in all that's been accounted for so far to calculate our total operating income for each year and the cycle.

2026–2029 World Services Projected Expense

The next sections of the proposed budget contain the expenses categorized under the four activity areas previously described—Lit Production & Distribution, WSC Support, Fellowship Development, and Events. We already covered the proposed increases in allocated expenses—Accounting, Personnel, Overhead, and Technology—on the third page of this budget explanation (page 25 of the CAT).

Most other expenses are calculated based on the Base Year, with a 3% increase each fiscal year. The exceptions or adjustments are noted below.

LITERATURE PRODUCTION & DISTRIBUTION—This section of the budget covers the expenses associated with distributing NA literature to Fellowship and non-Fellowship customers. Distribution occurs through the WSO in Chatsworth and its branches in Canada, Belgium, India, and Iran.

Fixed Operational Expense—This includes all Literature Production & Distribution costs that are not included under Total Cost of Goods Sold.

Business Plan Workgroup—This workgroup focuses on the routine business operations of NAWS and makes recommendations to the board on business matters. Additionally, a portion of this group fulfills the audit committee function, as required by law. This workgroup's function and expenses have been moved into fixed operations with the concurrence of the conference. This workgroup meets virtually, and one in-person meeting was added as a possibility for the upcoming cycle, if needed.

Legal—This is primarily the direct registration and legal expense associated with maintaining worldwide copyright and trademark registrations for Narcotics Anonymous, *The NA Way*, the NA Logo, the Group Logo, and the Service Symbol, as well as all recovery and service material. It may also include other direct costs to protect our intellectual property.

Literature Production & Distribution Travel & Exchange Expenses—This allocation allows us to interact directly with branch offices and literature production locations around the world, and includes currency exchange loss or gain. We used FY 2024 figures, rather than the Base Year, to forecast this line item as 2025 figures are abnormally low.

WORLD SERVICE CONFERENCE SUPPORT

Fixed Operational Expense—This section of the budget covers the expenses associated with support to all World Service Conference-related activities.

Publications—These are the expenses associated with translations of reports, primarily *NAWS News* and the *CAR*, as we are no longer producing and distributing paper reports. We slightly increased this number preparing for the work projected for 2026–2029.

World Service Conference—These are the expenses for the site and equipment needed for the event; funding for staff, World Board, WSC Cofacilitators, and the Human Resource Panel; and the travel

expense for what was 129 delegates from around the world at the last in-person WSC and is now 134 delegates. As the WSC becomes truly more hybrid, the audiovisual and technology expenses rise.

World Board—The World Board is scheduled to meet twice in person each fiscal year, a drastic reduction from pre-pandemic cycles, in which there were typically seven or eight meetings per two-year cycle. This line item also includes incidental expenses associated with the World Board. The World Board has met virtually almost each month since 2020, and the Executive Committee (EC) meets virtually every two weeks. An additional WB meeting is included in the 2029 FY to accommodate WCNA 39.

The Executive Committee continues to schedule their in-person meetings to coincide with a World Board meeting.

Human Resource Panel—This group is scheduled to meet in person once a year during the cycle to work on nominations. In the past, they have met five times per cycle. Part of one of their in-person meetings will be used for orientation and training. We have found that bringing people together in person early in the cycle allows the virtual meetings that follow to be more productive.

WSC Cofacilitators—The WSC Cofacilitators are scheduled to meet in person once or twice to prepare for the conference with the World Board and HRP.

FELLOWSHIP DEVELOPMENT

Fixed Operational Expense—This section of the budget covers the expenses associated with support to the Fellowship.

Publications—These are the projected expenses for producing, publishing, and distributing *Reaching Out* four times per year. Because it is designed to be distributed to incarcerated members, *Reaching Out* is our only publication that cannot exclusively be produced electronically.

Fellowship Support—This is World Services' face-to-face interaction with the Fellowship, primarily in workshops and forums. This includes interactions at zonal forums, workshops, and local Fellowship development activities, as well as funding for events such as the *Afri-can* Zonal Forum. The amount allocated to Fellowship Support in this budget is less than the funds spent in previous cycles, so although there will be some travel, many of our interactions will still need to be virtual.

The Base Year was increased for both Fellowship Support and Public Relations to reflect our commitment to supporting the Fellowship's needs, fulfilling our Vision statement, and supporting the work described in the 2026–2029 Strategic Plan. These funds are only spent if they are available.

Public Relations—This is the cost of NAWS' efforts aimed at furthering NA's primary purpose by making professionals in various fields aware that NA is a community resource for addicts. This includes NAWS' attendance at and participation in professional events and NAWS' cooperation with local PR events. These activities reach those who interact with addicts on a regular basis and the general public.

This line item also covers the cost to provide information about Narcotics Anonymous in various publications aimed toward professional fields such as corrections and treatment. Awareness of NA and NA recovery literature helps professionals connect addicts to the NA Fellowship.

Developmental Literature—This is the cost to distribute free literature to a growing number of developing NA communities, to hospitals and institutions, and for public relations purposes. The amount also includes the ever-increasing expenses for shipping, customs, and duties. To see the actual amounts, see the description for "Developmental Subsidies & Allowances" under the Income heading above.

EVENTS

Fixed Operational Expense—This section of the budget covers the fixed expenses to the Fellowship associated with event planning and support.

Future and Prior Conventions—These are the expenses associated with planning what in the past has been up to five conventions at any time. Given that we are proposing that WCNA be held less frequently, this line item was reduced.

If you are following along in the budget draft, at this point you will see the total expenses projected by fiscal year and for the cycle as well as the Excess Revenue/Expense for cash activities only. This proposed budget forecasts \$84,556 in excess revenue for the entire three years, which is very small net profit for the cycle. There are many line items in the budget that we have the discretion to only spend as and if funds are available.

Below Excess Revenue/Expense for cash activities only, we have added the following line item, which was previously reported in Overhead:

Amortization & Depreciation Expense—Amortization and depreciation are accounting practices to write off the cost and value of an asset over its useful life. Amortization is used for intangible items such as trademarks and copyrights, and depreciation is used for tangible assets such as equipment and furniture. Amortization and depreciation are noncash expenses required under generally accepted accounting principles (GAAP).

This is followed by a Total Expense line and Excess Revenue/Expense without Iran.

WSO Iran

As stated earlier, because of the exchange rate mandated for reporting income and expense for WSO Iran, these figures are drastically misleading. Our Statement of Financial Position for FY 2025 shows \$421,326 as cash in Iran. With the available exchange rate, that number is actually \$19,337. That statement also reflects over five million in Inventory at WSO Iran—\$5,844,611, which is also far from reality. We continue to manage this branch to deliberately not create excess funds as they are not available outside of Iran. This branch is audited each year and is managed amazingly well. It is only because of the US accounting requirements that the numbers in our financial reports are so skewed.

You will now see the numbers for WSO Iran—Literature Income, Cost of Goods, and Expenses, as well as an Iran net. If we could report these more accurately we would!

As reported earlier, we have not included a budget for WCNA 39, since the location is still to be determined. We will communicate information about convention financials to conference participants as we progress.

Other Financial Notes

We are proposing that the meal and incidental allowance for travelers increase from \$70 to \$75. The allowance set by the US government for Los Angeles is up to \$86, with lower-cost locations currently at \$74. The proposed reimbursement policy for 2026–2029 is included in this Conference Approval Track material packet for consideration at the upcoming conference.

NARCOTICS ANONYMOUS WORLD SERVICES, INC.							
PROPOSED BUDGET FOR FISCAL YEARS 2027, 2028, and 2029							
	2023-24 Actual	2024-25 Actual	Base Year	Proposed July 2026 - June 2027	Proposed July 2027 - June 2028	Proposed July 2028 - June 2029	Cycle Total for Fiscal Years 2027 to 2029
	audited totals	unaudited totals					
INCOME							
RECOVERY LITERATURE INCOME							
BASIC TEXT: Hardcover English	\$1,867,012	\$1,887,244	\$1,877,128	\$2,046,070	\$2,086,991	\$2,128,731	\$6,261,792
BASIC TEXT: Translated	231,047	267,486	249,267	271,701	277,135	282,677	831,512
BASIC TEXT: Softcover	991,068	890,135	940,601	1,025,255	1,045,760	1,066,676	3,137,692
JUST FOR TODAY	814,059	783,237	798,648	870,526	887,937	905,696	2,664,159
IT WORKS: HOW & WHY	676,428	653,075	664,751	724,579	739,071	753,852	2,217,501
SPONSORSHIP BOOK	26,302	29,089	27,696	30,188	30,792	31,408	92,389
STEP WORKING GUIDES	879,547	861,706	870,627	948,983	967,963	987,322	2,904,268
LIVING CLEAN	428,159	397,375	412,767	449,916	458,914	468,092	1,376,923
GUIDING PRINCIPLES	149,768	153,830	151,799	165,461	168,770	172,146	506,377
A SPIRITUAL PRINCIPLE A DAY	395,336	326,822	361,079	393,576	401,448	409,477	1,204,500
NA SURVIVAL KIT	0	419,764	220,376	240,210	245,014	249,914	735,138
ePUB BOOKS	83,126	80,386	81,756	89,114	90,896	92,714	272,725
OTHER RECOVERY LITERATURE	1,192,476	1,203,112	1,197,794	1,305,596	1,331,708	1,358,342	3,995,645
Subtotal	\$7,734,329	\$7,953,262	\$7,843,795	\$8,561,176	\$8,732,399	\$8,907,047	\$26,200,622
OTHER INVENTORY INCOME							
MEDALLIONS	\$958,993	\$996,169	\$977,581	\$1,065,563	\$1,086,875	\$1,108,612	\$3,261,050
KEYTAGS & CHIPS	1,277,779	1,289,649	1,308,993	1,426,803	1,455,339	1,484,446	4,366,588
NON-FIPT INFORMATION BOOKLETS	8,280	8,730	8,505	9,271	9,456	9,645	28,373
SERVICE MATERIAL	169,551	177,671	173,611	189,236	193,021	196,882	579,139
SPECIALTY ITEMS	102,460	159,599	131,029	142,822	145,678	148,592	437,092
MIRACLES HAPPEN	19,726	19,334	19,530	21,288	21,714	22,148	65,149
Subtotal	2,536,791	2,651,152	2,593,971	2,854,983	2,912,083	2,970,325	8,737,391
SHIPPING	\$620,952	\$631,767	\$626,360	\$682,732	\$696,387	\$710,314	\$2,089,433
DISCOUNTS	(1,489,922)	(1,552,543)	(1,521,233)	(1,658,144)	(1,691,306)	(1,725,133)	(5,074,582)
DEVELOPMENTAL SUBSIDIES & ALLOWANCES	(205,817)	(256,251)	(231,034)	(251,827)	(256,863)	(262,001)	(770,691)
Subtotal	(\$1,074,787)	(\$1,177,027)	(\$1,125,907)	(\$1,227,238)	(\$1,251,783)	(\$1,276,819)	(\$3,755,841)
Gross Literature Income (less discounts)	9,196,332	9,427,388	9,311,860	10,188,920	10,392,699	10,600,553	31,182,172

	2023-24 Actual	2024-25 Actual	Base Year	Proposed July 2026 - June 2027	Proposed July 2027 - June 2028	Proposed July 2028 - June 2029	Cycle Total for Fiscal Years 2027 to 2029
RECOVERY LITERATURE COST OF GOODS SOLD							
BASIC TEXT: Hardcover English	\$411,740	\$431,033	\$421,386	\$446,669	\$473,470	\$501,878	\$1,422,017
BASIC TEXT: Translated	62,542	72,295	67,418	71,463	75,751	80,296	227,511
BASIC TEXT: Softcover	137,207	149,930	143,569	152,183	161,314	170,992	484,489
JUST FOR TODAY	121,136	119,902	120,519	127,750	135,415	143,540	406,704
IT WORKS: HOW & WHY	116,130	130,427	123,279	130,675	138,516	146,827	416,018
SPONSORSHIP BOOK	6,241	5,943	6,092	6,458	6,845	7,256	20,559
STEP WORKING GUIDES	120,488	135,568	128,028	135,710	143,852	152,484	432,046
LIVING CLEAN	87,618	89,087	88,353	93,654	99,273	105,229	298,156
GUIDING PRINCIPLES	20,515	18,758	19,636	20,815	22,063	23,387	66,265
A SPIRITUAL PRINCIPLE A DAY	40,776	46,620	43,698	46,320	49,099	52,045	147,463
NA SURVIVAL KIT	-	104,171	57,971	61,450	65,137	69,045	195,631
ePUB BOOKS	24,938	24,116	24,527	25,998	27,558	29,212	82,769
OTHER RECOVERY LITERATURE	271,338	365,440	318,389	337,493	357,742	379,207	1,074,442
Subtotal	1,420,669	1,693,289	1,556,979	1,656,637	1,756,035	1,861,397	5,274,069
OTHER INVENTORY COST OF GOODS SOLD							
MEDALLIONS	\$193,268	\$212,200	\$202,734	\$214,898	\$227,792	\$241,460	\$684,150
KEYTAGS & CHIPS	272,140	382,517	332,533	352,485	373,634	396,052	1,122,172
NON-FIPT INFORMATION BOOKLETS	1,790	1,574	1,682	1,783	1,890	2,003	5,675
SERVICE MATERIAL	49,616	65,903	57,760	61,225	64,899	68,793	194,917
SPECIALTY ITEMS	25,656	60,296	42,976	45,555	48,288	51,185	145,027
MIRACLES HAPPEN	4,565	7,240	5,902	6,256	6,632	7,030	19,918
Subtotal	\$547,035	\$729,730	\$643,587	\$682,202	\$723,134	\$766,522	\$2,171,859
IN HOUSE PRODUCTION	\$798,331	\$807,000	\$650,000	689,000	730,340	774,160	2,193,500
SHIPPING	637,816	588,429	613,123	649,910	688,904	730,239	2,069,053
TRANSLATIONS (not included in Cost of Goods)	25,983	50,902	38,442	40,749	43,194	45,786	129,728
INVENTORY ADJUSTMENT	1,023	154	589	0	0	0	-
Subtotal	\$1,463,154	\$1,446,486	\$1,302,154	\$1,379,659	\$1,462,438	\$1,550,185	\$4,392,282
Total Cost of Goods Sold	\$3,430,858	\$3,869,504	\$3,502,720	\$3,718,498	\$3,941,608	\$4,178,104	\$11,838,209
	=====	=====	=====	=====	=====	=====	=====
Net Literature Income	\$5,765,474	\$5,557,883	\$5,661,679	\$6,470,423	\$6,451,091	\$6,422,449	\$19,343,963

	2023-24 Actual	2024-25 Actual	Base Year	Proposed July 2026 - June 2027	Proposed July 2027 - June 2028	Proposed July 2028 - June 2029	Cycle Total for Fiscal Years 2027 to 2029
FELLOWSHIP CONTRIBUTIONS by donor type							
BREAKDOWN BY DONOR TYPE							
Members	\$322,472	\$798,376	\$560,424	\$571,633	\$583,065	\$594,727	\$1,749,424
Groups	234,204	127,749	180,977	184,596	188,288	192,054	564,938
Areas	231,007	206,093	218,550	222,921	227,380	231,927	682,228
Regions	932,504	833,379	882,942	900,600	918,612	936,985	2,756,198
Events/Conventions	12,103	35,388	23,745	24,220	24,705	25,199	74,123
Unity Day		34,071	17,035	17,376	17,723	18,078	53,177
Zonal & Other Forums	84,685	58,447	71,566	72,997	74,457	75,947	223,401
Total Contributions	\$1,816,975	\$2,093,503	\$1,955,239	\$1,994,344	\$2,034,231	\$2,074,915	\$6,103,490
Other Income							
LICENSED VENDOR PAYMENTS	\$53,810	\$50,050	\$51,930	\$50,000	\$50,000	\$50,000	\$150,000
INTEREST	75,556	157,421	116,488	60,000	60,000	60,000	\$180,000
MISCELLANEOUS	11,172	(7,367)	1,902	0	0	0	0
INTERBRANCH	2,195		0	0	0	0	0
Total Other Income	\$142,732	\$200,103	\$171,418	\$110,000	\$110,000	\$110,000	\$330,000
OPERATING INCOME (Not including event specific)	\$7,725,182	\$7,851,489	\$7,788,336	\$8,574,766	\$8,595,322	\$8,607,364	\$25,777,452

	2023-24 Actual	2024-25 Actual	Base Year	Proposed July 2026 - June 2027	Proposed July 2027 - June 2028	Proposed July 2028 - June 2029	Cycle Total for Fiscal Years 2027 to 2029
EXPENSE							
LITERATURE PRODUCTION & DISTRIBUTION							
FIXED OPERATIONAL EXPENSES							
BUSINESS PLAN WORKGROUP	0	0	0	25,000	0	0	25,000
LEGAL	119,011	152,305	135,658	139,728	143,919	148,237	431,884
LIT P&D TRAVEL AND EXCHANGE EXPENSES	138,745	62,831	100,788	138,745	142,907	147,195	428,847
ACCOUNTING	\$ 30,209	\$ 31,282	\$ 30,745	\$ 31,668	\$ 32,618	\$ 33,596	\$ 97,881
PERSONNEL (Includes amt budgeted to variable projects)	1,773,027	2,001,442	1,887,235	2,114,650	2,304,969	2,443,267	6,862,887
OVERHEAD	670,785	684,432	677,609	711,089	746,643	769,042	2,226,774
TECHNOLOGY	230,134	176,447	203,290	213,455	221,993	230,872	666,320
Total Literature Production & Distribution	\$2,961,910	\$3,108,739	\$3,035,324	\$3,374,334	\$3,593,049	\$3,772,210	\$10,739,593
WORLD SERVICE CONFERENCE SUPPORT							
FIXED OPERATIONAL EXPENSES							
PUBLICATIONS	\$3,311	\$766	\$2,039	\$10,000	\$10,300	\$10,609	\$30,909
WORLD SERVICE CONFERENCE IN PERSON MTG	1,527	1,062	1,294	60,000	30,000	600,000	690,000
WORLD BOARD	130,270	109,347	119,808	122,000	125,660	188,430	436,090
HUMAN RESOURCE PANEL	8,654	7,237	7,946	8,000	8,000	8,240	24,240
WSC COFACILITATORS	-	-	-	6,000	-	6,000	12,000
ACCOUNTING	\$ 14,140	14,642	\$ 14,391	14,823	15,268	15,726	\$ 45,817
PERSONNEL (Includes amt budgeted to variable projects)	830,086	938,182	884,134	989,836	1,078,922	1,143,657	3,212,415
OVERHEAD	313,311	320,373	316,842	332,850	349,493	359,977	1,042,320
TECHNOLOGY	107,722	82,592	95,157	99,915	103,911	108,068	311,894
Total World Service Conference Support	\$1,409,021	\$1,474,201	\$1,441,611	\$1,643,424	\$1,721,553	\$2,440,707	\$5,805,685

	2023-24 Actual	2024-25 Actual	Base Year	Proposed July 2026 - June 2027	Proposed July 2027 - June 2028	Proposed July 2028 - June 2029	Cycle Total for Fiscal Years 2027 to 2029
FELLOWSHIP DEVELOPMENT							
FIXED OPERATIONAL EXPENSES							
PUBLICATIONS	\$13,526	\$14,366	\$13,946	\$14,364	\$14,795	\$15,239	\$44,398
FELLOWSHIP SUPPORT	151,906	91,768	200,000	206,000	212,180	218,545	636,725
PUBLIC RELATIONS	55,431	64,232	75,000	77,250	79,568	81,955	238,772
DEVELOPMENTAL LITERATURE	564,141	497,803	530,972	546,901	563,308	580,208	1,690,417
ACCOUNTING	\$16,711	17,305	\$17,008	17,518	18,044	18,585	\$ 54,147
PERSONNEL (Includes amt budgeted to variable projects)	981,010	1,108,760	1,044,885	1,169,807	1,275,089	1,351,595	3,796,490
OVERHEAD	370,277	378,622	374,449	393,368	413,037	425,428	1,231,833
TECHNOLOGY	127,308	97,609	112,458	118,081	122,804	127,717	368,602
Total Fellowship Development	\$2,280,310	\$2,270,465	\$2,368,719	\$2,543,290	\$2,698,825	\$2,819,270	\$8,061,385
EVENTS							
FIXED OPERATIONAL EXPENSES							
FUTURE (AND PRIOR) CONVENTIONS	\$111,021	\$0	\$55,510	\$7,500	\$15,000	\$15,450	37,950
ACCOUNTING	\$3,214	3,328	\$3,271	3,369	3,470	3,574	\$ 10,413
PERSONNEL (Includes amt budgeted to variable projects)	188,656	213,223	200,939	224,963	245,209	259,922	730,094
OVERHEAD	71,207	72,812	72,009	75,648	79,430	81,813	236,891
TECHNOLOGY	24,482	18,771	21,627	22,708	23,616	24,561	70,885
Total Events	\$398,579	\$308,134	\$353,357	\$334,187	\$366,726	\$385,320	\$1,086,233
EXPENSE (For activity areas only)	\$7,049,819	\$7,161,539	\$7,105,679	\$7,895,235	\$8,380,153	\$9,417,507	\$25,692,896
EXCESS REVENUE/EXPENSE (Cash Activities only)	\$675,362	\$689,950	\$682,656	\$679,531	\$215,168	(\$810,143)	\$84,556

	2023-24 Actual	2024-25 Actual	Base Year	Proposed July 2026 - June 2027	Proposed July 2027 - June 2028	Proposed July 2028 - June 2029	Cycle Total for Fiscal Years 2027 to 2029
Non Cash Items							
<i>Depreciation and Amortization Expense</i>	253,362	266,401	259,882	375,000	\$386,250	\$397,838	\$1,159,088
TOTAL EXPENSE	\$7,303,182	\$7,427,940	\$7,365,561	\$8,270,235	\$8,766,403	\$9,815,345	\$26,851,984
EXCESS REVENUE/EXPENSE (without Iran)	\$ 422,000	\$ 423,549	\$ 422,775	\$ 304,531	\$ (171,082)	\$ (1,207,981)	\$ (1,074,531)
IRAN TOTALS							
LITERATURE INCOME	5,692,604	385,424	3,039,014	3,312,525	3,378,776	3,446,351	10,137,652
LITERATURE PRODUCTION Cost of Goods	(1,755,481)	(272,621)	(1,014,051)	(1,074,894)	(1,139,388)	(1,207,751)	(3,422,033)
LITERATURE DISTRIBUTION Expenses	(1,455,457)	(58,533)	(756,995)	(779,705)	(803,096)	(827,189)	(2,409,990)
<i>Iran Net</i>	2,481,666	54,270	1,267,968	1,457,926	1,436,292	1,411,411	4,305,630
EXCESS REVENUE/EXPENSE (Including Iran)	\$ 2,903,666	\$ 477,819	\$ 1,690,743	\$ 1,762,457	\$ 1,265,210	\$ 203,431	\$ 3,231,099
INCREASE (DECREASE) NET ASSETS	\$ 2,903,666	\$ 477,819	\$ 1,690,743	\$ 1,762,457	\$ 1,265,210	\$ 203,431	\$ 3,231,099
INCREASE (DECREASE) without IRAN	\$ 422,000	\$ 423,549	\$ 422,775	\$ 304,531	\$ (171,082)	\$ (1,207,981)	\$ (1,074,531)



To: WSC 2026 Participants
From: World Board
Date: 3 February 2026
Re: WSC Seating Requests

This report includes the following:

- A. Applications for seating at the 2026 WSC
- B. The completed Seating Request Form from each region
- C. Background and recent conference decisions regarding seating
- D. The Criteria for Seating New Regions at the WSC from [A Guide to World Services in NA](#)

A. Applications for Seating at the 2026 WSC

Two regions applied for conference seating by the 1 May 2025 deadline: Region 10 (Brazil) and Afghanistan.

Once the deadline had passed, we proceeded to gather information from them. Both regions provided the information and recent copies of their regional minutes in a timely fashion.

Motion #12	World Board
	To not utilize a seating workgroup for the 2023–2026 cycle. Intent: To attempt a simpler process for compiling seating information and recommendations.

Initial Straw Poll: 105-7-11-3 85% Consensus Support

Motion adopted with results of Initial Straw Poll

In accordance with Motion 12 passed at the 2025 Interim WSC, the World Board reviewed the material, and we determined that both regions meet the criteria for seating new regions from *A Guide to World Services in NA (GWSNA)*. The seating criteria are contained in Addendum D of this report. Part of the challenge with the criteria as they are currently formulated is that they are largely subjective and contain only one definite qualification to be seated—having been formed as a region and delivering services for at least three years before being eligible to request seating.

Previous seating reports have presented the challenge of engaging in a process of change as the conference continues to evolve, while at the same time dealing with the reality of the seating criteria contained in *GWSNA* that are now over 25 years old. This challenge has only increased with the decision made at the 2018 WSC to seat zonal delegates.

With our current reality in mind, the World Board has decided that the best course of action we can take is to adopt a neutral position and refrain from forwarding any recommendations for seating. As always, we are providing the material received from the Brazil 10 and Afghanistan regions for consideration by the conference.

Based on the experience from previous conference cycles, we would expect motions from conference participants to seat one, or both, of these regions. With that in mind, we have decided to include motions to seat each region in the Conference Approval Track (CAT) material. This does not represent a recommendation from the World Board to seat either region, it is simply a mechanism to allow the conference to make decisions. These motions are offered in the spirit of creating a more efficient process, and to give conference participants more time to consider them. We believe that this fulfills our responsibility to offer the necessary information to conference participants to aid in any decisions they may make.

As individual board members, we have different perspectives on some of the applications, but what we do agree on is that the current seating process is an ineffective system and the WSC needs to talk more about how the process could be revised. This is a discussion we need to have in the upcoming conference cycle.

We agree, as a board, that reviewing the seating material without the use of a workgroup worked fine this cycle, and we intend to offer a motion in the Moving Forward session of the WSC to make this ongoing policy.

B. Completed Seating Requests from each Region

The next 20 pages contain the requests from the two regions.

***Please note: If you do not have precise figures for some of the questions here but can give a close estimate, approximations are fine.*

Seating Questions (from *A Guide to World Services in NA*)

Why do you want to become a conference participant?

To learn new experiences and share them within our newly established service structure.

Participating in the conference also motivates our members, as it helps them feel part of a global initiative.

Do you believe that the voice of your NA community is not currently being heard at the WSC? If so, why?

Our NA community's voice is being heard, but having a seat and participating in person can bring new hope to our NA community.

Do you believe your community has enough NA service and recovery experience to be a positive contributor to the global decision-making process for the Fellowship? If so, explain how.

Our community may not have extensive service or recovery experience, but as a remote NA community that has faced unique challenges, it can still contribute meaningfully to the decision-making process.

How will participation at the conference benefit your local NA community?

Participation in the conference will benefit our local NA community by connecting us with the global Fellowship, exposing us to new ideas, best practices, and successful service models from around the world. It will inspire and motivate our members by showing them that they are part of a worldwide movement. The knowledge and experience gained from the conference will help us improve our local services, strengthen our recovery efforts, and address our unique challenges more effectively. It will also empower our members by giving them a sense of belonging and purpose in the broader NA community.

Please tell us about any other regional information or comments regarding the region's experience with the seating process.

Our region is relatively new to the seating process, and while we may still be gaining experience, we are committed to learning and growing through active participation. The process itself has encouraged us to strengthen our internal structure, increase communication among local areas, and build greater unity. It has also given us a deeper understanding of how the global Fellowship functions and the importance of each region's voice. Although challenges remain, particularly due to limited resources and geographical distance, our experience so far has been encouraging and has motivated us to continue engaging in the global decision-making process.

Does your region represent all of the groups/meetings in your NA community?

Yes, our region makes every effort to represent all NA groups and meetings within our community. We strive to maintain open communication with each group, encourage participation in regional service, and ensure that every group's voice is heard in our decision-making processes.

Regional formation and history

Does the region conform to established geographic boundaries, equivalent to state, territorial, provincial, or national boundaries, as recommended in *A Guide to World Services*? If not, why?

Our region mostly aligns with established geographic boundaries, such as provincial or national borders, to facilitate organized service and clear representation. However, due to unique local circumstances—such as population distribution, accessibility, or community needs—there are some exceptions where boundaries have been adjusted to better serve our NA groups. These adjustments help ensure all members receive appropriate support and that service efforts remain effective despite geographical challenges.

If any part of the region was previously part of another region, what was the reason for the division?
No, our current region has not previously been part of another region.

Please briefly describe the division process.

Our region has not been divided.

When was your region formed?

Our region was formed in 2012. Since then, we have been working to build a strong community, improve our services, and support recovery efforts within our area.

When did the region begin to administer services?

Our region was administering services in 2012.

What year did NA recovery meetings begin in the region?

The first recovery meeting in our region began in 2010.

Please provide copies of notes/minutes from your last three RSC meetings (in English only, if possible).

Facts about your Region

Name of Region: Afghanistan

Name of Regional Delegate Rahmat Ulla

Name of Alternate Delegate Ahmad Suhrab

How long is the RD term in your region? Every 2 Years

How many areas are in the region? (Please include virtual areas)

1. Herat Area
2. Kabul Area
3. Ghazni Area

How many groups are in the region? (Please include groups that only meet virtually)

How many meetings take place each week in the region? (Please include virtual meetings)

100 Meetings

How many H&I panels take place each week in the region? (Please count panels facilitated by all service bodies, not just the RSC, and those that are virtual.)

12 H&I panels take place each week

Does it seem as though the number of members in your region has been growing, shrinking, or staying the same since WSC 2023? ☒ growing ☐ shrinking ☐ staying the same

Budget

What percentage of your RSC's annual budget comes from group and area contributions?

What percentage comes from conventions and events?

What percentage comes from literature sales? 0%

Groups contribute 20% of funds to a general fund to pay for services in the region. Regional trusted servants pay for travel, taxi fares, and food from their own money. Currently, our region's treasury is about \$100.

What was the total amount of money contributed by the region to your zonal forum during your last fiscal year?

The total amount contributed by our region to the zonal forum during the last fiscal year was \$300.

Your Regional Service Structure

How often does your RSC meet face-to-face? *(Number of meetings per year)*

0 Meetings Per year

How often does your RSC meet virtually? *(Number of meetings per year)*

12 Meetings Per Year

How often does your regional admin body meet virtually? *(Number of meetings per year)*

4 Meetings Per Year

If your RSC is meeting face-to-face, does it do so in the same place each time? ☐ yes ☒ no?

If no, please explain.

Our regional meetings are held online via Zoom

Does your region have a regional office? ☐ yes ☒ no

Does your region have a regional convention? (Please include virtual events) ☐ yes ☒ no

If the event is still face-to-face, is attendance: ☐ Increasing ☐ Decreasing ☒ Staying the same

What committees or workgroups do you have at your RSC?

☐ Convention/Events

☒ FD/Outreach

☒ H&I

☐ Human Resources

☒ Literature distribution

☒ Literature Review

☒ Phonline

☒ PR/PI

☐ Project Based Workgroups

☐ Regional Service Office

☐ Translations

☒ Website

☐ Youth

☐ Other, please specify _____

Are any of these workgroups/committees new since the last WSC? ☒ Yes ☐ No

If yes, which ones?

Website

Does your RSC use Consensus Based Decision Making (CBDM) to reach decisions? ☒ yes ☐ no

Do any of your areas use CBDM to reach decisions? ☒ yes ☐ no

Comments about how that works

Service Delivery & Best Practices

Are fellowship development (FD) or outreach efforts provided within your region? ☒ Yes ☐ No

If yes, please describe these efforts. If you have an FD or outreach workgroup/committee, please describe this.

In our region, fellowship development and outreach efforts are active. We conduct workshops to educate members about NA service structure, traditions, and personal recovery. Outreach activities focus on connecting with isolated or new communities where NA is not yet fully established. These efforts are mostly carried out by dedicated volunteers under the guidance of the regional service

body. Although we do not have a formal outreach committee, a small team takes responsibility for planning and delivering these efforts as needed.

Has your region discussed where NA does not exist in your region? ☒ Yes ☐ No

What kind of training and mentoring efforts take place in your region and/or its areas?

Describe what kind of planning your region and/or its areas utilize.

Our region uses basic service planning focused on local needs, mostly through discussions during RSC meetings.

Does your region or its areas have any shared services with other service bodies? ☐ Yes ☒ No

If yes, please describe these efforts.

We don't have any of these

If you have had any particular successes with communication strategies in your region and/or its areas please share them.

Yes, in our region, the use of WhatsApp groups and Telegram channels has improved communication between members and different areas. Additionally, holding regular online meetings, especially during the COVID-19 pandemic, has greatly helped maintain connection and coordination among members. These methods have enabled faster information sharing and more effective collaboration among members.

If you have had any particular successes with utilizing technology in new ways within your region and/or areas please share them.

Yes, our region has successfully utilized technology in several new ways. We have implemented virtual meeting platforms like Zoom to connect members across different areas, which has increased participation significantly. We also use social media and messaging apps to share announcements and resources quickly. Additionally, digital tools for service coordination and document sharing have improved efficiency and collaboration within our region.

Please describe the different types of public relations efforts (PR/PI) carried out in your region

In our region, public relations and public information efforts include:

- **Distributing informational pamphlets and flyers about NA and its services in community centers, clinics, and hospitals.**
- **Hosting informational booths at local health fairs and community events to raise awareness about addiction recovery.**
- **Maintaining active social media channels to provide updates, share recovery stories, and connect with the wider community.**
- **Organizing outreach workshops aimed at educating the public about addiction and the support NA offers.**

How many statewide/national conferences per year do the PR/PI committees in your region and areas participate in/exhibit at?

Usually, the PR/PI committees in our region and areas participate in or exhibit at one to two major statewide or national conferences per year.

Does your region have any type of NA phoneline or a helpline? ☒ Yes ☐ No

If yes, please describe these efforts.

Yes, our region has an NA helpline that operates to provide support and information to those seeking help. The helpline is staffed by volunteers who are available to answer calls and guide individuals to local meetings and resources.

Do you have a regional website? ☒ Yes ☐ No If yes, please include the URL <https://naafg.org/?p=3078>

If yes, do you keep your meeting information updated on the website? ☒ Yes ☐ No

Reaching Decisions on WSC Issues

Has your region hosted CAR workshops? ☐ Yes ☒ No

If yes, please describe these efforts, such as number of workshops and average attendance

We are aware of three main methods for reaching a conscience on motions in the CAR:

- A tally of votes on each motion **or**
- At a community gathering where the motions are discussed and voted on **or**
- It is left to the delegate's discretion.

Which of these methods does your community use to reach a conscience on the CAR? (Please check one only. **If your community uses more than one, please indicate the main method and use the "Other" option to provide further details.**)

- ☐ Tally—one vote per Area ☐ Tally—one vote per group ☐ Tally—one vote per member
- ☐ Other tally, please describe.....
- ☐ Discussion and vote by GSRs at regional workshop/assembly
- ☐ Discussion and vote by RCMs at RSC meeting
- ☐ Other community gathering, please describe.....
- ☐ Delegate decisions to the RD/AD
- ☐ Other, please describe.....

Does your region discuss the parts of the CAR not related to motions? ☐ Yes ☒ No

If yes, please describe these efforts.....

Does your region engage in gathering a conscience for CAT material? ☐ Yes ☒ No

If yes, please describe these efforts.....

Innovations and Challenges

What subject generated the most interest and discussion in your region over the past conference cycle?

The subject that generated the most interest and discussion in our region over the past conference cycle was the development and implementation of new outreach strategies to connect with isolated members and communities. Many members actively participated in conversations about how to expand NA's presence and improve access to recovery resources, especially through virtual platforms.

Please describe the most significant challenge your region has faced since WSC 2023

shortage of literature, and the absence of official registration for the fellowship. Currently, our activities are carried out under the authority of a single letter. Another major issue is the lack of trusted servants. Additionally, due to government policies and restrictions, we are unable to activate certain service committees.

Please describe some highlights or successes your region has experienced since WSC 2023

Since the WSC 2023, our region has experienced significant successes. An increase in the number of recovery meetings and more active member participation have been among the key achievements. Additionally, the effective use of technology for holding online meetings has helped maintain connections among members and allowed more people to access the meetings. Furthermore, collaborative efforts with other service bodies and organizing educational workshops have contributed to the development and strengthening of our fellowship.

We are exchanging experiences with the Iranian region and the Iranian region provides us with 200 copies of Behboodi magazine for free every quarter and the Mashhad Deh area also provides us with 100 copies of Rah Mishtar magazine for free every quarter.

Taking the association's activity away from the current government. Launching an official website. Last year, we had more than 2,000 calls from the WhatsApp platform due to the deportation of many Afghans from inside Iran. We posted it on the site and guided sympathizers to meetings. Our second major achievement was launching a meeting for women on the Zoom platform, which we could not have in-person meetings for women due to our current policies. But in this online meeting, more than 20 women from inside Afghanistan are participating in the meeting.

What additional information would you like to share with other conference participants?

Afghanistan is a remote and underdeveloped country, and our young NA community faces many challenges. We hope that with the support of the World Services, we can spread the NA message throughout Afghanistan.



WSC 2026 Seating Request Form

Region 10 Brazil

***Please note: If you do not have precise figures for some of the questions here but can give a close estimate, approximations are fine.*

Seating Questions (from *A Guide to World Services in NA*)

Why do you want to become a conference participant?

Looking at the WSC as the heart of NA's global service structure, the participation of each region is vital for this heart to beat fully and healthily. Region 10 Brazil believes it has the experience and development necessary to become a participant in the Conference and to contribute to NA World Services and our worldwide Fellowship. Furthermore, our region encompasses a vast geographical area in Brazil, including the states of Mato Grosso do Sul and São Paulo. Since its formation, the region has been committed to serving within its geography while respecting boundaries and maintaining excellent relationships with neighboring regions.

Do you believe that the voice of your NA community is not currently being heard at the WSC? If so, why?

The fellowship in Region 10 Brazil demonstrates significant interest and engagement in NA's global matters. We actively follow the World Service Conference agenda and seek to participate through the channel available to unseated regions: communication and representation via the Zonal Delegate. This shows we are connected and eager to contribute.

However, representation through a Zonal Delegate—while a vital link—does not allow the unique and detailed voice of Region 10 Brazil to be conveyed with the same clarity and impact as that of a region with its own seat. The local service particularities, the specific challenges overcome, and the lessons learned in Mato Grosso do Sul and the interior of São Paulo—a notably growing area—are crucial pieces of information that may be diluted or generalized when presented at a broader level.

Therefore, while the voice of the region reaches World Services, it is not heard directly at the Conference with the strength and specificity needed to fully inform decisions. Having its own seat at the WSC is essential to ensure that the rich and evolving experience of Region 10 Brazil contributes directly and unequivocally to the deliberations of our global Fellowship.

Do you believe your community has enough NA service and recovery experience to be a positive contributor to the global decision-making process for the Fellowship? If so, explain how.

Yes, we believe that the NA community in Region 10 Brazil has, to a sufficient degree, the service and recovery experience necessary to make a constructive contribution to

the decision-making process at the World Service Conference.

Our belief is based on the fact that we have members with clean time who dedicate themselves to service with sincerity and consistency. They have been learning to apply our Recovery and Service Principles through daily practice in our groups, Areas, and Regional subcommittees.

These service activities—organizing regional meetings, working on subcommittees, holding local and regional events—have given us hands-on learning about the challenges and the joys of carrying the NA message. The growth our Region has experienced is a clear indication that these efforts have been effective in reaching more addicts in need of recovery.

It is this simple experience of “It Works: How and Why” that we would like to share at the Conference. We believe that by sharing the lessons we’ve learned—and, at the same time, listening closely to the service experiences of members from other parts of the world—we can contribute to a broader group conscience and to decisions that better serve the NA Fellowship as a whole, always guided by our Principles.

We have seen our ASCs grow from 6 to 8, our groups increase from 55 to 88, and the number of weekly meetings rise from 187 to 304 between 2021 and today.

These service activities—organizing regional meetings, working on subcommittees, holding local and regional events such as our Regional Service Forum, where the Fellowship gathered to discuss service issues, and our Regional Convention in Olímpia/SP, which brought together over 250 members in recovery and service, a true demonstration of the vitality of our community—have provided us with practical lessons about the challenges and the joys of carrying the NA message.

Photos from the Regional Service Forums:





How will participation at the conference benefit your local NA community?

Participation in the Conference is not only about the region contributing to the whole, but also about how the whole strengthens the region and its parts. For the Region 10 Brazil, having a seat at the WSC means:

1, Direct and Updated Access to Information: Its delegates will be the primary channel for bringing back to the Regional Assemblies, ASCs, and groups the discussions, decisions, and new materials that are approved or in development at the world level. This ensures that the Fellowship in Region 10 Brazil is always informed about what is happening in NA globally—from new literature to service policies and resources.

2, Sharing of Global Experiences: The Conference is a melting pot of service experiences from different cultures and realities. Delegates from Region 10 Brazil will be able to listen to and learn from the solutions other regions have found for common challenges (such as growth, outreach, service in remote areas, etc.). These lessons can be adapted and applied locally, enhancing the effectiveness of H&I, PR, Outreach, Helpline services, and support to groups within the region.

3, Strengthening the Sense of Global Belonging: Active participation in the Conference tangibly connects the Region 10 Brazil community to our global Fellowship. Knowing that their region is represented and contributing inspires confidence and engagement among local members and trusted servants, reinforcing that they are part of something much greater. This can energize service at all levels within the region.

4, Alignment with Global Conscience: By participating in the deliberations and group conscience of the WSC, Region 10 Brazil will gain a deeper understanding of the “why” behind global decisions. This facilitates implementation and alignment with world service guidance at the regional and local levels, fostering unity of purpose in NA.

In essence, the benefits that return are knowledge, validated practical experience, enhanced resources, and a strengthened sense of global unity. All of this ultimately aims to help the groups in Region 10 Brazil more effectively fulfill our primary purpose: to carry the message of recovery to the addict who still suffers in their area.

Please tell us about any other regional information or comments regarding the region's experience with the seating process.

The Region has members who previously served in the Region HOW Brazil and were involved in its WSC seating process, bringing valuable experience to our current delegates and other regional trusted servants regarding the procedures outlined in the GWSNA and at the WSC. Additionally, our RD was present at the most recent WSC in 2023. In summary, our region is part of a service body made up of willing members.

Does your region represent all of the groups/meetings in your NA community?

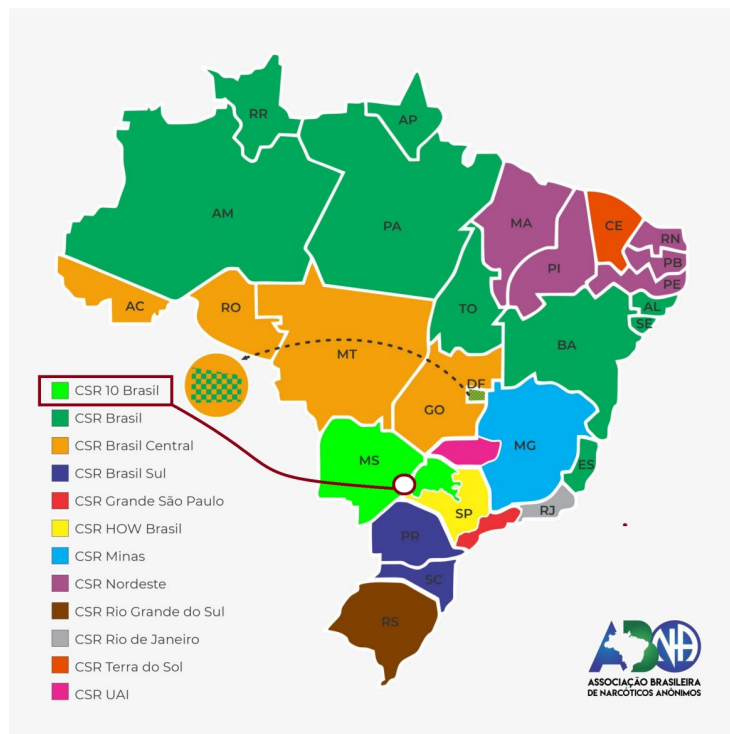
Yes

Regional formation and history

Does the region conform to established geographic boundaries, equivalent to state, territorial, provincial, or national boundaries, as recommended in A Guide to World Services? If not, why?

Yes, the region covers the entire geography of the State of Mato Grosso do Sul, where Public Relations efforts are carried out with the appropriate agencies and authorities. The part of the region that encompasses the interior of the State of São Paulo conducts its Public Relations efforts in unity, as part of the State Committee, together with the Region How Brazil and Region Grande São Paulo.

The map below represents our location:



If any part of the region was previously part of another region, what was the reason for the division? Please briefly describe the division process.

The existence of the Region 10 Brazil is the result of a project initiated by the Region HOW Brasil. The goal was to create “Nucleus” composed of nearby areas. This intermediate structure aimed to bring neighboring areas closer together to share efforts and develop NA locally, while also serving as a more economical means of communication—reducing the distances representatives had to travel to attend Regional Assemblies.

Many regions in Brazil were born from nucleus projects, and Region 10 Brazil was the first to emerge from the unification of two such nucleus. The workgroup responsible for forming the region conducted a feasibility study and presented it to the Region HOW Brazil and the interested areas, receiving full support for the formation of the Region 10 Brazil.

When was your region formed?

October 16, 2021.

When did the region begin to administer services?

Since the formation of the Region and previously with the nucleus .

What year did NA recovery meetings begin in the region? 1994.

Please provide copies of notes/minutes from your last three RSC meetings (in English only, if possible).

We attached our last three minutes in English.

Facts about your Region

Name of Region

10 Brazil

Name of Regional Delegate

Jonas L

Name of Alternate Delegate

Otávio

How long is the RD term in your region?

3 years

How many areas are in the region? (Please include virtual areas)

8 Areas

How many groups are in the region? (Please include groups that only meet virtually)

89 groups

How many meetings take place each week in the region? (Please include virtual meetings)

304 weekly meetings

How many H&I panels take place each week in the region? (Please count panels facilitated by all service bodies, not just the RSC, and those that are virtual.)

We hold an average of 12 H&I panels weekly.

Does it seem as though the number of members in your region has been growing, shrinking, or staying the same since WSC 2023?

Growing

Budget

What percentage of your RSC's annual budget comes from group and area contributions?

40%

What percentage comes from conventions and events?

60%

What percentage comes from literature sales?

0%

What was the total amount of money contributed by the region to your zonal forum during your last fiscal year?

R\$ 4,800.00, with monthly contributions of R\$ 400.00 approved in the budget proposal.

Your Regional Service Structure

How often does your RSC meet face-to-face? (*Number of meetings per year*)

Twice a year

How often does your RSC meet virtually? (*Number of meetings per year*)

Twice a year for general service topics

Twice a year for Delegates and RCMs for national and world service topics

How often does your regional admin body meet virtually? (*Number of meetings per year*)

Four times a year

If your RSC is meeting face-to-face, does it do so in the same place each time? If no, please explain.

Yes

Does your region have a regional office?

Yes

Does your region have a regional convention? (Please include virtual events)

Yes. In 2024, we held a regional convention in the city of Olímpia/SP, with the participation of 250 people from all areas of our Region, as well as members from other Regions in Brazil and from ABNA. All members of the regional committee and the areas were involved in promoting the event, selling promotional materials, and managing registrations. The convention was a success, and we were able to achieve a positive net balance of approximately R\$40,000, which was transferred to the Region's fund to support service activities.

Photos from the Convention:



If the event is still face-to-face, is attendance: ☒ Increasing ☐ Decreasing ☐ Staying the same What committees or workgroups do you have at your RSC?

- | | | |
|---|--|--|
| <input checked="" type="checkbox"/> Convention/Events | <input checked="" type="checkbox"/> FD/Outreach | <input checked="" type="checkbox"/> H&I |
| <input type="checkbox"/> Human Resources | <input type="checkbox"/> Literature distribution | <input type="checkbox"/> Literature Review |
| <input checked="" type="checkbox"/> Phoneline | <input checked="" type="checkbox"/> PR/PI | <input checked="" type="checkbox"/> Project Based workgroups |
| <input checked="" type="checkbox"/> Regional Service Office | <input type="checkbox"/> Translations | <input checked="" type="checkbox"/> Website |
| <input type="checkbox"/> Youth <input type="checkbox"/> Other, please specify | | |

Are any of these workgroups/committees new since the last WSC? If yes, which ones?

No

Does your RSC use Consensus Based Decision Making (CBDM) to reach decisions?

Yes

Do any of your areas use CBDM to reach decisions?

Yes

Comments about how that works in the region.

At the beginning of each new proposal that requires deliberation, the facilitator asks if there is consensus on the matter. Discussions begin when there is disagreement, as we place value on listening to the minority.

Service Delivery & Best Practices

Are fellowship development (FD) or outreach efforts provided within your region?

Yes

If yes, please describe these efforts. If you have an FD or outreach workgroup/committee, please describe this.

Our region has an active Outreach subcommittee with participation in all areas, in order to understand the reality and challenges of each one and provide the most effective support. The regional Outreach team takes part in meetings with the area subcommittees to offer assistance. We also participate in Local Action Forums, which help strengthen the Fellowship in local areas.

Has your region discussed where NA does not exist in your region?

Yes. We are constantly discussing how to develop NA in cities that do not yet have groups or have only a few. Through mapping efforts based on Helpline data and statistics on cities without an NA presence, direct outreach and sponsorship actions are carried out to help open new groups and establish NA in those locations. One example of this was the Local Action Forum held in the city of Presidente Prudente/SP in 2024—a region in the state of São Paulo with few NA groups—which greatly supported the growth of the Fellowship there.

What kind of training and mentoring efforts take place in your region and/or its areas?

PR Training, H&I Training, 132 Helpline Training, Outreach Training, Workshops on the WSC Issue Discussion Topics (IDTs). At every regional plenary, we hold workshops on topics aimed at improving the development of groups and subcommittees. These include small group discussions and the development of solutions to challenges faced in our areas.

Describe what kind of planning your region and/or its areas utilize.

We use regional planning aligned with the cycle between the RSC and the ASCs, with a defined meeting calendar and financial budget for the cycle. This planning includes all service efforts and regional events, such as the Regional Service Forum and the Regional Convention. In addition, we also strive to support the areas in planning their events and service efforts in order to better carry the message to the addict who still

suffers.

In summary, we focus our planning on the following steps:

- Calendars synchronized with World and National-level actions
- Annual Budget Proposal
- Contribution goals for ABNA

Does your region or its areas have any shared services with other service bodies? If yes, please describe these efforts.

The 132 Helpline (a toll-free number for callers) is a phone line that serves multiple regions of Brazil, and our region is part of this effort. We are also part of the State PR Committee, along with the Region HOW Brazil and Region Grande São Paulo. We participate in national H&I meetings together with other regions across Brazil. We take part in various Local Action Forums held in other regions to support the development of the Fellowship in less established areas. Additionally, members from our region serve at the national level within ABNA.

If you have had any particular successes with communication strategies in your region and/or its areas please share them.

Yes, we have had success with several communication strategies between the Region and the Areas. We strive to maintain regular meetings to review the progress of services and present accountability reports on completed activities. A key priority for us is always to listen to all points of view during the decision-making process. We practice the Eighth Concept by keeping communication channels open between regional trusted servants and the Regional Committee Members (RCMs) who represent the Areas.

In our workshops for presenting the CAR (Conference Agenda Report), we make an effort to explain all the motions in detail and to gather votes from the Areas clearly and effectively. Additionally, we work to ensure that the Areas are consistently equipped with the necessary materials and resources to properly carry out PR, H&I, Outreach, and Helpline services.

If you have had any particular success with utilizing technology in new ways within your region and/or areas please share them.

Yes, we have been successful in using certain technologies to improve communication and the efficiency of our services. We use a WhatsApp communication group to facilitate quick and direct contact among trusted servants at all levels of service. Additionally, we maintain an annual Zoom subscription, which allows us to hold virtual meetings consistently and ensure effective communication regardless of the geographic distances within our region. We also keep all our meeting minutes and reports available on the national website: <https://abna.na.org.br/csr-10-brasil>.

Please describe the different types of public relations efforts (PR/PI) carried out in your region.

In our region, Public Relations (PR) efforts are diverse, and we strive to coordinate them as effectively as possible. Periodically, we provide the Areas with outreach materials such as pamphlets, posters, banners, stickers, and vests to support local PR work. We ask the Areas to inform us about the activities carried out and how these materials are being used, so we can monitor and support the process.

We also have a visual identity manual that helps us maintain consistency across all our designs, ensuring uniform communication. We held Regional Service Forums in 2021 and 2023, as well as Regional Subcommittee Gatherings (formerly known as Local Action Forums), where we promote the study of service manuals—such as the Helpline Handbook—to strengthen our services.

We've developed specific projects, such as reaching out to local health departments in certain municipalities to better understand local realities and then delegating follow-up to the Areas. We also seek contact with authorities from different sectors, always with the support of the local subcommittees.

All our Areas actively participate in the annual PR Week, organizing a variety of activities such as public information meetings, presentations at forums and health departments, literature distribution, and poster placements. Furthermore, we are part of a statewide PR committee alongside neighboring regions (HOW and Grande São Paulo), collaborating on state-level service efforts.

[VID-20240629-WA0071.mp4 - Google Drive](#)

How many statewide/national conferences per year do the PR/PI committees in your region and areas participate in/exhibit at?

Below is a chronological history of public conferences involving professionals with ongoing active interactions, where experiences of cooperation between Narcotics Anonymous and society were shared:

- *Local Action Forum (Campo Grande - 2018)**
- *Local Action Forum (Santos - 2019)**
- *Local Action Forum (Sorriso/MT - 2020)**
- *Local Action Forum (Campinas - 2021)**
- *Local Action Forum (Jundiaí/SP - 2021)**
- Local Action Forum (Santos/SP - 2022)
- National Service Conference (Campo Grande/MS - 2024)
- Local Action Forum (Sorocaba/SP - 2024)
- Brazilian Convention (Aracruz/ES - 2025)

- Central Brazil Forum (Caldas Novas/GO - 2025)
- Public Meeting – Pantanal ASC (Campo Grande/MS - 2025)

For the year 2025, we are following a plan to hold six meetings of this kind.

**The events listed in italics were activities carried out by Public Relations members prior to the foundation of the Brazil Region 10. These were organized by local service bodies.*

Note 1: Since 2020, we have held one hybrid interaction per year involving professionals with ongoing active engagement. These events, which share experiences of cooperation between NA and society, are hosted through the virtual platform of ABNA (Associação Brasileira de Narcóticos Anônimos).

Note 2: Public presentations involving professionals with passive engagement (Q&A format) occur more frequently, reaching up to 100 presentations per year.

Does your region have any type of NA phoneline or a helpline? If yes, please describe these efforts.

Yes, our region participates in NA's national Helpline service in Brazil, which operates through the toll-free number 132. Within our region, there are extensions of this helpline in 5 of our Area Service Committees (ASCs). In these locations, volunteer members (phone responders) from the area subcommittees handle calls from those who reach out to us. We also contribute monthly with a donation of R\$400.00 to the national Helpline structure, helping to keep this vital service running.

Do you have a regional website? If yes, please include the URL

Yes. Although we do not have an independent, standalone website for Region 10 Brazil, we use the national Narcotics Anonymous Brazil website, maintained by the Brazilian NA Association (ABNA). This main website—Narcotics Anonymous Brazil [ABNA Website](http://www.na.org.br) (www.na.org.br)—serves the entire NA community in the country. Within it, we have a dedicated page for the services and information related to our Region 10 Brazil, which can be accessed at <https://abna.na.org.br/csr-10-brasil>.

If yes, do you keep your meeting information updated on the website?

Yes. [ABNA Website](http://www.na.org.br) (www.na.org.br)

Reaching Decisions on WSC Issues

Has your region hosted CAR workshops? If yes, please describe these efforts, such as number of workshops and average attendance.

Yes, our region organizes workshops to discuss the CAR (Conference Agenda Report). For the 2023 WSC, we held an in-person workshop. The goal was to explain the CAR motions, engage all our Area Service Committees (ASCs), build regional group conscience, and vote on the motions.

For the 2025 WSC Interim Meeting, we held a virtual workshop. In that session, we presented the motions and the planning session and voted on the motions during the virtual meeting.

These workshops are our efforts to ensure that our region's voice is considered in the discussions and decisions of the WSC.

We are aware of three main methods for reaching a conscience on motions in the CAR:

- A tally of votes on each motion or
- At a community gathering where the motions are discussed and voted on or
- It is left to the delegate's discretion.

Which of these methods does your community use to reach a conscience on the CAR? (Please check one only. **If your community uses more than one, please indicate the main method and use the "Other" option to provide further details.**)

☐ Tally—one vote per Area ☒ Tally—one vote per group ☐ Tally—one vote per member

☐ Other tally, please describe.....

☒ Discussion and vote by GSRs at regional workshop/assembly

☐ Discussion and vote by RCMs at RSC meeting

☐ Other community gathering, please describe.....

☐ Delegate decisions to the RD/AD

☐ Other, please describe.

Does your region discuss the parts of the CAR not related to motions? If yes, please describe these efforts.

Yes, we make a point of studying all parts of the CAR, not just the motions. We firmly believe that the Conference Agenda Report is an extremely rich and essential document for our connection with the worldwide fellowship. Limiting our study to only the decision-making parts (motions) would mean missing a valuable opportunity for learning and growth. The reports, project updates, financial information, and discussions about the challenges and successes of World Services—all of this provides us with a full picture of the work being done on behalf of NA globally. Understanding this context helps us develop a more informed group conscience, better grasp the implications of decisions, and truly feel a part of the collective effort to carry the message. That's why we share all of this information with the groups, so everyone has the opportunity to connect with World Services in its entirety.

Does your region engage in gathering a conscience for CAT material? If yes, please describe these efforts.

Yes, our region makes an effort to gather a conscience on the CAT (Conference

Approval Track) material. Just as we do with the CAR, we seek to gather the conscience of our areas regarding the CAT materials. We strive to explain everything in detail, and the process is supported by translated documents provided by our Literature Translation Committee. We also receive and use a translated PowerPoint presentation of the CAR/CAT to support our studies and discussions on these materials.

Innovations and Challenges

What subject generated the most interest and discussion in your region over the past conference cycle?

In the last conference cycle, the topics that generated the most interest and discussion in our region were the Issue Discussion Topics (IDTs) on “Disruptive and Predatory Behavior” and “Gender-Neutral and Inclusive Language in NA Literature.” These themes strongly engaged our members and service committees.

Please describe the most significant challenge your region has faced since WSC 2023.

Since the WSC 2023, the most significant challenge our region has faced was, without a doubt, hosting the VI National Service Conference (CNS) of Narcotics Anonymous in 2024, in Campo Grande, Mato Grosso do Sul.

Organizing an event of this magnitude—which brought together hundreds of members from various regions of Brazil and even from other countries—required tremendous planning, logistics, and commitment from our entire regional service body.

It was a major responsibility, heightened by the confirmed presence of World Services, including a representative from the World Board, as well as the Latin American Zonal Forum (FZLA).

We consider that this challenge was successfully met, contributing to the development of NA services on a national level and strengthening our connection with the worldwide fellowship.

Photos from the CNS 2024 in Campo Grande, Mato Grosso do Sul:





Please describe some highlights or successes your region has experienced since WSC 2023.

We were able to fulfill our budget proposal.

We fully executed our activity calendar.

We were represented at all national events, including the II Brazilian Narcotics Anonymous Convention in March 2025.

We successfully established communication with all regions of Brazil and with neighboring countries that share borders with our region—Bolivia and Paraguay.

What additional information would you like to share with other conference participants?

Throughout this report, we have sought to present an accurate overview of the development, activities, and the spirit of service that drives Region 10 Brazil. However, it is important to emphasize that the number of tasks, local initiatives, service meetings, outreach efforts, and actions focused on our primary purpose since WSC 2023 (and, in fact, since our formation) is vast, and it would be impossible to exhaustively detail each one of them in this document.

Therefore, we make ourselves fully available to the participants of the World Service Conference for any further clarifications that may be necessary. We are ready to answer questions and provide more information that can help in understanding our journey and our readiness to serve as a full member of the WSC.

Jonas L - Regional Delegate

Otávio - Alternate Regional Delegate

C. Background and Recent Conference Decisions Regarding Seating

Seating at the WSC is an issue that has challenged successive conferences over the years. One of the consequences of our success as a Fellowship is that as NA has grown, the conference has become larger and increasingly expensive, to the point where its sustainability and effectiveness are threatened.

The Criteria for Recognition of New Conference Participants were created in 2000 as a part of a larger set of conference policy changes, including a two-year conference cycle and the WSC funding of delegates' attendance. The idea was that if the WSC was going to fund regional delegates, there needed to be some sort of criteria in place for conference participants. This policy quickly proved ineffective, however. In an effort to draft a policy that could adequately deal with the diversity of our Fellowship, we ended up with very few objective criteria. The seating process does not seem to adequately consider the needs of either the conference or the regions applying for seating. Without an effective policy in place, and with a growing need to consider the size and the cost of the WSC while also continuing to welcome new NA communities to the table, conference decisions related to seating have become increasingly emotional and difficult.

Included below are the specific seating-related decisions since the 2008 conference.

WSC 2008 passed by voice vote the following motion adopting a moratorium on the consideration of regions resulting from a regional split for two conference cycles. That motion was:

To place a moratorium on the current Criteria for Recognition of New Conference Participants from *A Guide to World Services in NA* until WSC 2012. The World Board would continue to make recommendations to the conference in 2010 and 2012 concerning regions that did not result from a division of a Conference seated community.

All conference motions take effect at the close of the WSC at which they are adopted, so the moratorium came into effect at the end of WSC 2008.

Seven regions—Egypt, El Salvador, Nepal, Nicaragua, Poland, North Carolina, and Southern Brazil—were seated at WSC 2008.

WSC 2010 considered the following amendment to the moratorium, which failed by a standing vote of 80-40-1-0 (yes-no-abstain-present not voting). (The amendment required a two-thirds majority of voting members to pass, in this case, 81.)

To revise the conditions of the moratorium adopted at WSC 2008 as follows:

To place a moratorium on the current *Criteria for Recognition of New Conference Participants* from *A Guide to World Services in NA* until WSC 2012. ~~The World Board would continue to make recommendations to the conference in 2010 and 2012 concerning regions that did not result from a division of a conference seated community.~~ No regions will be considered for seating at WSC 2012.

Intent: To allow the Conference time to discuss WSC seating and the attendant policies without the added consideration of new regions requesting seating for this one conference only.

Two regions were seated at WSC 2010—Lithuania and Denmark.

WSC 2012 considered the following questions about seating:

Do you support the WB recommendation to not consider any region for seating at WSC 2014?
Straw poll results: 41 in favor, 55 opposed

Continue the spirit of the existing moratorium for one cycle? (Do not consider regions resulting from a split.) Straw poll results: 73 in favor, 20 opposed

This resolution from the 2012 *Conference Agenda Report* was passed:

Resolution 8: To Approve in Principle: State/national/province boundaries are the primary criterion for seating consideration at the World Service Conference.

Carried by standing vote: 60-46-1-3 (yes-no-abstain-present not voting)

No regions were seated at WSC 2012.

Two World Board motions in the 2014 *Conference Agenda Report* to discontinue participation by alternate delegates and cease the automatic funding of a delegate from every seated region were offered as a means of controlling both the cost and the size of the WSC. Neither of these motions was supported.

One region—Quisqueyana—was seated at the 2014 conference.

Three regions were seated at WSC 2016—Grande São Paulo, HOW, and Rio de Janeiro.

Three regions were seated at the 2018 WSC—Mexico Occidente, Netherlands, and Ukraine. This conference also passed the following motion to create zonal delegates with the same voting and funding privileges as regional delegates:

That any Zonal Forum with two or more zonally seated regions or communities that are not seated at the World Service Conference, may choose to send one Zonal Delegate to the World Service Conference to represent those regions or communities.

Intent: To provide representation at the World Service Conference for the numerous unseated NA communities around the world.

Strong support: 85-26-1-2 (yes-no-abstain-present not voting)

Two regions were seated at WSC 2020—Minas and North-West Russia.

The 2020 conference also passed this motion to pause seating any new zones:

To pause zonal seating by not considering seating requests from zones formed after WSC 2018 until after zonal seating criteria or a process for zonal seating is established by the WSC.

Intent: To give the WSC an opportunity to experience zones as Conference participants before making further decisions about zonal seating.

Strong support: 98-20-8-3 (yes-no-abstain-present not voting)

Five regions were seated at the 2023 WSC: Brazil Central, Iran Region 1, Nordeste Brazil, Rio Grande do Sul (Brazil), and Thailand.

The 2025 Interim WSC passed this motion:

To not utilize a seating workgroup for the 2023–2026 cycle.

Intent: To attempt a simpler process for compiling seating information and recommendations.

Consensus support: 105-7-11-3 (yes-no-abstain-present not voting)

D. Criteria for Seating New Regions at the WSC

The information in this section is excerpted from pages 33–34 of [A Guide to World Services in NA](#).

When WSC 2008 approved a moratorium on this conference policy until after WSC 2012, the policy was removed from this Guide. When straw polled, WSC 2012 supported (73-20) continuing the spirit of the moratorium for one more conference cycle, until WSC 2014. The 2014 and 2016 conferences made no formal decisions about the seating policy though there were a series of discussions at the conferences focused on the future of the WSC.

With the WSC 2018 decision to seat zonal delegates from zones with two or more regions that are not seated at the WSC, criteria for the recognition of zones will need to be developed. WSC 2020 decided “To pause zonal seating by not considering seating requests from zones formed after WSC 2018 until after zonal seating criteria or a process for zonal seating is established by the WSC.” (Motion 28) The policy included in this Guide is unchanged from 2008 when the Conference passed the seating moratorium.

If you need more information, please contact the World Board.

1. A new region is eligible to apply for recognition as a conference participant after having functioned as a service body for at least three years. For regions forming out of an already existing region, the newly formed region has to have functioned as a separate body for at least three years.
2. New regions should conform to established geographic boundaries, equivalent to state, territorial, provincial, or national boundaries, unless there are certain conditions to the contrary. A region forming out of an already existing region may be seated at the conference by demonstrating that it meets the specific conditions that necessitate separation. From time to time, local service delivery needs arise in existing regions that result in the establishment of multiple regions. These circumstances should be reserved for situations caused as a result of large NA populations, great geographic distances, or such diversity of language or custom so as to impede effective, direct communication between the service committee and the Fellowship.
3. A region that meets these criteria may then initiate its request to be recognized as a conference participant by submitting a letter of intent to the World Board not less than one year before a World Service Conference.
4. Upon receiving notification from the region, the World Board will request that the region provide information on the current and past history of the service delivery within the region. The Board will inform the region of the type of information that should be submitted.
5. If the region is forming out of an already existing region, the new region should also provide information as to the nature of the extraordinary circumstances that precipitated the formation of the new region, and summarize the consideration and decision-making processes used to create the new region. This statement should also address what special circumstances exist that would preclude the new region from continuing to have its voice heard at the conference by simply participating in some form of shared services (regional assemblies, workshops, or any form of participation in collecting group conscience) with the old region.
6. All regions will also be asked to answer questions such as:
 - Why do you want to become a conference participant?
 - Do you believe that the voice of your NA community is not currently being heard at the WSC? If so, why?
 - Do you believe your community has enough NA service and recovery experience to be a positive contributor to the global decision-making process for the Fellowship? If so, explain how.
 - Will participation at the conference affect your local NA community? If so, how?

- Do you believe that your region adds a voice or a value to the conference that does not exist in the current conference body?

Note: The 2025 interim WSC passed the following motion with consensus, and item #7 below has been revised accordingly for the 2023–2026 cycle.

Motion #12: To not utilize a seating workgroup for the 2023–2026 cycle

Intent: To attempt a simpler process for compiling seating information and recommendations.

7. The World Board reviews the information provided ~~using a group of conference participants—World Board members and regional delegates—as a workgroup, who are involved throughout this process,~~ while working directly with the region to obtain any further information. Interactions between the Board, ~~its workgroup,~~ and the region may continue until the Board is satisfied that it has collected all the information needed. The Board, ~~with the assistance of the workgroup involved,~~ will produce a final report with recommendations for the upcoming conference. The requesting region will see the report before it is distributed to conference participants and may include any additional information it believes is relevant for the conference to consider. A report of the information will then be distributed to conference participants prior to the WSC. Due to the complex nature of regional development, each application is considered on a case-by-case basis, rather than through some arbitrary criteria that establish minimum sizes and structure of regions in order to address local service issues.
8. Upon the presentation of information to the WSC, the conference will consider the request. Formal recognition as a conference participant requires a new business proposal to pass with a two-thirds vote of approval by the conference. There is no need for the region to be present at the conference at which their request is being considered and funding for attendance will not be provided.
9. The addition of the new region will take effect upon the close of the World Service Conference at which its application is approved. Upon approval, the newly recognized region's delegate is automatically funded to the next WSC.

Proposed Process Changes for WSC

Over the last decade the conference has seen many changes, including refining how we use consensus-based decision making and integrating new technology to aid the conference. A more discussion-based conference has been a goal of the WSC for almost as many years as we have had a World Service Conference. The changes brought about in the late 1990s have helped set us on track to where we are today. Slowly and purposefully the WSC has made adjustments along the way, some that worked well and some that needed refining to make them fit just right.

Every conference, participants make decisions about WSC processes. These proposed process changes are usually included in the CAT because they are not things that directly concern groups, but they are decided on at the beginning of the CAR-Related Discussion and Decisions session so that the new processes can be utilized in that session.

Because the cofacilitators are not able to make motions, the board is presenting two motions to change conference policy on their behalf for consideration at this WSC. One is for the removal of the use of roll-call votes. The other motion is to formalize the process a conference participant can use to ask for a decision to be reconsidered.

We also want to alert conference participants about a couple of potential process-related decisions that may be offered in the Moving Forward session at the end of the WSC.

Roll Call Votes

With the modernized electronic decision making tools in place at today's conference, the use of a roll call vote seems antiquated. A roll call slows down decision making and takes away from time better spent in discussion. As the size of the WSC grows and the body continues to evolve to a discussion-based conference, it becomes more and more important to be prudent with the body's time.

The roll call vote has been used minimally at the WSC since 2000. The last roll call vote was done at the 2008 WSC and used one time. (The process was also used one time in 2006 and two times in 2004.) Since we have had electronic voting, there has not been a roll call vote. Electronic voting gives an exact count of members voting yes, no, abstain, or present not voting for every item up for decision, whereas in the past voice votes or standing votes were more difficult to get accurate results with. Electronic voting gives an accurate representation of those participating in each vote. While we do not track how one conference participant may have voted, we can see that their vote was cast, and we have accurate numbers for every decision. Roll call votes are an artifact from parliamentary procedure and are not a valuable tool in consensus-based decision making.

Motion: To reflect current practice by removing "roll call votes" from GWSNA (pg. 68) beginning WSC 2026.

~~Roll call vote—Any member can request a roll call vote. Upon recognizing the request, the facilitator will ask the body. If the decision is in support of a roll call vote, the facilitator calls the name of each participant registered at the most recent roll call. When~~

~~called, the participant responds by stating either “yes,” “no,” “abstain,” or “present and not voting.”~~

Intent: To remove an old process that is no longer needed for decision making.

Reconsidering a Decision

There are times when, after a motion is decided by the conference, new information may come to light. An opportunity to reconsider a previous decision aligns with our Ninth Concept and the principle of considering all viewpoints in our decision-making process. While this option may appear at first glance to be a step back toward parliamentary procedure, we believe it has the ability to have a useful outcome for the WSC. The option to reopen discussion is at the discretion of the Cofacilitators, and their decision can always be appealed by the body. Giving the Cofacilitators the discretion needed ensures that this tool will have a rightful place and not be misused.

Here is an example of how this might be used: A motion passes with consensus. A small majority objects. Later in the same business session, new information arises that makes it clear that there are errors in the motion’s rationale. Participant A, who was not one of the objectors, requests reconsideration, and the Cofacilitator reopens discussion on the motion.

Another example of an inappropriate request to reconsider would be in the same situation, instead of having new information, Participant A requests reconsideration, arguing they have “thought about it more and now disagree.” The Cofacilitator denies the request because no new information was introduced.

Motion: To add the following language to GWSNA under WSC processes (pg. 67) as an option for reconsidering a decision, beginning WSC 2026:

12. A participant may request a decision to be reconsidered, during the same business session (CAR-related decisions, CAT-related decisions, etc.), provided that the participant was on the side reflected in the final decision and new information has been brought that was not available in the original discussion of the item for decision. The decision to reopen discussion on the item in question is at the discretion of the Cofacilitators.

Intent: To offer an opportunity for reconsidering a decision if new information comes to light.

Potential Moving Forward Decisions

Often, the WSC tries new processes for a cycle or a conference before deciding—typically in the Moving Forward session on the last day of the WSC—whether to adopt them on an ongoing basis. This allows the body to take things for a test drive and make any refinements before adopting new processes as ongoing policy.

The 2025 Interim WSC passed two motions about WSC processes that are currently being tested. One of those motions was about the CAR Survey Process (see page 21 of *A Guide to World Services in NA*). As we have repeatedly reported, the CAR Survey is one part of a new planning process that launched at WSC 2023. The World Board will be discussing that process, including the CAR Survey, sharing impressions of what went well and ideas for improvements,

and the WSC as a whole will evaluate the process as well. We anticipate that discussion and evaluation will help shape a proposal about the *CAR* Survey to put before the body in the Moving Forward session.

The other “test drive” motion passed at the 2025 Interim WSC was about decision making for motions. Motion 1 from the 2025 Interim WSC read, “To adopt for the 2025 Interim WSC and the 2026 WSC only: If a motion has consensus in an initial straw poll (that’s 80% or more in support or not in support), the Cofacilitators will announce the results as a final decision.”

As written, these motions are in effect for WSC 2026, and like many other processes we have tried, if they go well, motions to adopt these processes on an ongoing basis will be made on the closing day of the WSC.

PROPOSED TRAVEL REIMBURSEMENT POLICY

CONFERENCE CYCLE 2026–2029

There are two main changes from previous cycles' Travel Reimbursement Policy:

First, all travelers will still need to fill out an expense report, but receipts will only be required if a traveler exceeds the daily meals and incidentals amount or for airfare or other transportation expenses and travel extras. NAWS-funded travelers to the WSC will also receive ride share vouchers to cover their airport transfer from the airport to the hotel and return.

Second, we are moving to using US government rates for meals and incidentals. For travel within the US, the current rate per day for major cities is \$86 and for other localities is \$74. We are proposing using a rate of \$75 per day—a \$5 increase over the 2023–2026 rates. Using these rates means less accounting backup is required. We are also asking that the World Board (WB) be afforded the latitude to raise rates before the next WSC, after reporting to conference participants if such a decision seems necessary. Using these rates is consistent with our current practices for international travel and mileage rates and requires much less recordkeeping.

More information on the policy in general and each of these changes follows. This policy will take effect on 1 July 2026 if adopted.

[Note: The text above is cover material information and not part of what will be put in *GWSNA*.]

PROPOSED TRAVEL REIMBURSEMENT POLICY

CONFERENCE CYCLE 2026–2029

Following you will find the World Services Travel Guidelines. You should attempt to familiarize yourself with this document. The most commonly asked questions are addressed here.

Seven Basic Rules to Keep in Mind

1. All requests for reimbursements and accounting for advances must be submitted on an Expense Report form. A copy is included, and this form can also be accessed on the conference participant portal (cpportal.na.org).
2. All reimbursement requests must be submitted no later than 60 days after the last travel day of a trip or event. With the reduced paperwork required as a result of the new practice of using meal and incidental rates, most forms for conference travel should be able to be submitted at the end of the WSC.
3. You will only be reimbursed for travel expenses on the days you were scheduled to travel to and from an event or to attend the event. International travelers will frequently need an extra day prior to an event. This is anticipated. All other extensions must receive prior approval on a case-by-case basis, or they will not be reimbursed.
4. Requests should include a receipt, when possible, for non-meal-related reimbursable items if the total expense exceeds the per diem for the event.
5. Send all original documents (including receipts if necessary) to the WSO.
6. Travel expenses are typically reimbursable for portal-to-portal expenses.
7. Phone calls and other incidental expenses should normally be covered by the per diem.

MEALS AND INCIDENTALS

Maximum meal and incidental expenses will be provided at a rate of \$75 US per day (including travel days). You may spend more than \$75 on some days and less on other days, but the per diem seems to cover most reasonable meals and incidental expenses for the span of your travel.

This amount is based on, but below, the Meals and Incidental Expenses (M&IE) rate provided by the US government. Using this rate as the basis provides for a per diem for meal and incidental expenses without receipts or detailed accounting being required. Given the length of the conference cycle, in order to ensure the per diem will adequately cover travelers' needs, the World Board is able to change the rate during the cycle with notification to conference participants. This will only occur if it seems necessary.

If you are traveling outside the US, you will be notified prior to departure of the approved daily Meals and Incidentals per diem for the particular location to which you are traveling. This is the maximum you will be advanced/reimbursed for meals and incidental expenses. It is not necessary to save or turn in your receipts unless you have travel expenses that you need covered or you exceed this amount.

TRAVEL

You must turn in receipts for all travel expenses if they exceed the per diem. Airfare, ride share, cab fare, shuttle service, mileage, and other ground transportation, as well as parking and tolls, are reimbursable. If normal receipts are unavailable, a handwritten, signed receipt must be included. It is generally expected that the most economical means of transportation safely available will be used. Occasionally, travelers may wish to pool their resources and rent a car. This can frequently save money; however, in most cases this must receive prior approval. Please note that when using your own car, you must include your odometer reading from the point of origin to the point of destination and the purpose of the trip on the reimbursement request. This reimbursement request will serve as the necessary receipt for mileage reimbursement. The reimbursable mileage rate for 2026 is \$0.725 per mile. These rates change each year and are established by the IRS.

For meetings held at the WSO-Chatsworth and the WSC, an economy ride share—Uber (UberX, UberXL for more than one traveler at a time, or WAV) or Lyft (Lyft or shared Lyft)—to the Warner Center Marriott can be reimbursed with receipts. Travelers will receive vouchers for Uber to and from the airport prior to travel. We will not reimburse the extra cost of UberBlack or Uber or Lyft Lux rides. If you choose to use something other than a basic Uber or Lyft, ground transportation that exceeds the amount of an economy Uber or Lyft requires prior approval.

Travel Reservations Procedure

Air transportation will be reserved through the WSO or its agent whenever possible. Travelers making reservations through their own travel agents must email a copy of their itinerary to the WSO at the time the ticket is booked. All travelers are required to make their travel arrangements at least 21 days prior to the scheduled travel. In cases where this is not possible, travelers must request special consideration for their travel by notifying the WSO prior to the 21-day deadline. Separate deadlines are established for the WSC due to the number of travelers.

SAMPLE EXPENSE REPORT

The following scenario is provided as an example: Sam (could be Samantha) Delegate is funded to attend the World Service Conference in Woodland Hills, CA, for ten days. Sam purchases airline tickets (after checking with the WSO travel agent for a quoted rate) from a local travel agent. (*Note:* In most cases, the WSO travel agent will be the least expensive. A local agent or personal purchase should only be utilized as a means to secure a lower fare.) Sam then drives to the airport (27 miles from home) and parks at the economy parking lot. Usually, the hotel room is booked by NAWS. The ride share to the hotel costs \$14.00,

and Sam tips the driver \$2.00. Sam attends the WSC, sharing a lot of recovery and service experience; returns to the airport by ride share (\$16 with tip); and flies home. The parking bill is \$21. Sam saves all receipts. An advance of \$750 was requested and granted. The meals and incidentals allowance is \$75/day. What is reimbursable, and how does Sam fill out a request?

Refer to the sample request attached.

- Airfare—yes, with receipt and itinerary emailed to the WSO.
- Drive to airport—yes; the beginning and ending odometer readings and the purpose of the trip must be provided. Compute mileage at \$0.725 per mile ($27 \times \$0.725 = \19.58) each way.
- Uber (with tip)—yes, with receipt if exceeding the daily per diem.
- Meals—maximum meals and incidentals allowance is \$75 per day (includes travel days); no receipts needed.
- Hotel—yes, with receipt. *Note:* WSC rooms for funded travelers are organized by World Services. Only room rate and tax are reimbursable; anything else charged to your room (movies, phone calls, etc.) is your responsibility. Single accommodations may be planned to accommodate travelers from different time zones and/or those with individual personal issues such as snoring. This must be approved by World Services and may not be done by the individual traveler.
- Parking—yes, with receipt.

Fill out the Expense Report as shown and submit to the WSO.

After approval, the balance of Sam's request (after deducting the \$750 advance) is handled while onsite at the WSC or will be mailed in the form of a check on the next weekly run. Because Sam filled out the request correctly and included the proper documentation (receipts), within a week (two at the most) Sam has been reimbursed for the above expenses. Other arrangements will be made for travelers outside the US.

PER DIEM ADVANCES

If you receive an advance, you **MUST** submit a signed expense form, even if no money is due you. This is done to account for the funds. Include any unused funds.

A WORD TO THE WISE

If, after reading the World Service Travel Guidelines and this document, you are uncertain about a particular item and whether or not it is or would be reimbursable, please contact the WSO for clarification. A good rule of thumb to use is this: If something is not addressed clearly in the World Service Travel Guidelines, it most likely will require prior approval if you plan to request reimbursement. As with all policies, there are times when travelers may need to seek an exception. The World Board Executive Committee has the ability to consider these requests on a case-by-case basis.

We hope this has been helpful. Again, please submit your requests as soon as possible; this will help you be reimbursed more quickly and greatly aid in the administration of our travel budget.

Reimbursement for Non-Travel Trusted Servant Expenses

Most expenses incurred in order to fulfill your service commitment are reimbursable. All require receipts and must be submitted within 90 days of purchase (in the case of supplies) or date of bill (phone/fax).

Communications Policy

The IRS does not allow personal phone calls as a reimbursable expense. Only telephone calls that are directly related to a specific business purpose are a reimbursable expense. Telephone, internet, and fax expenses incurred by World Service trusted servants in the course of authorized or necessary World Service business are reimbursable using the following procedure.

- ◆ Allocations are determined by project, activity, or assignment. These allocations will be for monthly expenditures unless otherwise authorized.
- ◆ All phone and internet expenses must be substantiated.
- ◆ Individuals' expenses should be submitted to the WSO each month or as a bill is available.
- ◆ If you have been approved by World Services to install a dedicated line for internet, the installation and the monthly line charge are reimbursable (with receipts) or, in some cases, may be directly billed to NAWS. These connections are provided to ensure reliable communications with World Services.

Miscellaneous

Any other expenses incurred that you believe should be reimbursed should be submitted as "other" on an Expense Report with receipt(s) included.

Sample Expense Report

Name: Sam Service Date of Request: 1 May 2029
 Event/Purpose: World Service Conference Dates of Travel: 20-29 April 2029
 Location: Woodland Hills CA, USA

Maximum meals and incidentals allowance is \$75 per day.
 10 Days x \$75.00 = Total advanced \$750.00

Description		Notes	Amount
Total spent on meals and incidentals			\$600.00
Other expenses		Parking and ride share	\$86.00
Other expenses		Mileage	\$39.16
Other expenses		Airfare (receipts included or sent to NAWS)	\$292.00
Other expenses			
		Subtotal	\$1,017.16
		Advance Provided	\$750.00
		Funds returned to NAWS or Funds owed to traveler	\$267.16
Make & Model of Vehicle	2006 Prius	License Number	123XXX
Odometer reading at beginning of trip	62300	Odometer reading at end of trip	62354

I hereby certify the above is true and correct.

Signed _____ Date _____
 Approved _____ Date _____

NA WORLD SERVICES EXPENSE REPORT

(This form can be accessed on the conference participant portal cpportal.na.org.)

Name: _____ Date of Request: _____
Event/Purpose: _____ Dates of Travel: _____
Location: _____

Maximum meals and incidentals allowance is \$75 per day.
of Days x \$75.00 = Total advanced _____

Description	Notes	Amount
Total spent on meals and incidentals		
Other expenses		
Other expenses		
Other expenses		
Other expenses		
	Subtotal	
	Advance Provided	
	Funds returned to NAWS or Funds owed to traveler	
Make & Model of Vehicle		License Number
Odometer reading at beginning of trip		Odometer reading at end of trip

I hereby certify the above is true and correct.

Signed _____ Date _____
Approved _____ Date _____

Idea for Posting with the CAT Material from the Arizona Region

Idea/Request:

to allow NAWS Staff Time and Materials to clearly account for Subsidized & Free Literature to the underserved communities compared to incarcerated members in the annual report. Including the line item number for Cost of Goods vs Retail value.

Intent:

to fully inform the Groups and Members how donated Subsidized & Free Literature is accounted for by NAWS. So, the Groups can make informed decisions on NAWS budgets.

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