

2026-2029 Collaborative Planning: Improvements to the Process and Cycle Calendar

We are recommending a change in terminology based on discussions at WSC 2026. Participants asked that we use more down-to-earth language and less jargon to describe planning. In response, we will now refer to the *Key Result Areas* as the *pillars* of the plan, and *objectives* will be described as *goals*. We will keep the term *solutions*.

As we discussed at WSC 2026, we plan to add a pillar for members and recovery literature to help create a stronger connection with the CAR Survey and better represent the needs of NA as a whole.

WSC 2026

Conference Participants adopted the 2026–2029 plan and began the process of creating the 2029–2032 plan by conducting an inventory: identifying factors, inside and outside of NA, that could affect our ability to carry the message. The factors prioritized by participants are listed on the following page.



WSC 2026 Motion #2 World Board

Motion To adopt the collaboratively created 2026–2029 NA World Services Strategic Plan contained in Addendum B. [See page 44 of this summary of decisions.]

Intent To approve the results of the collaborative planning that began at WSC 2023 and continued with zonal and conference participant involvement throughout this cycle.

Initial Straw Poll: 122-4-4-1 93.85% Consensus support

Motion adopted with results of Initial Straw Poll

Factors Prioritized by Participants at WSC 2026

POLL 1 – External Factors

Choose *THREE* of the factors *OUTSIDE* of NA (trends, issues, etc.) that will challenge or support us in pursuing our Vision.

ANSWER CHOICES	%	
1. Geopolitical dynamics	75%	100
2. Evolution of technology (AI, social media, lit access, security, etc.)	60%	81
3. Financial constraints (tariffs/cost, bitcoin, legal/tax implications, etc.)	40%	54
4. Generational/cultural differences	50%	67
5. Alternative programs (including harm reduction)	40%	53
6. Legalization of drugs including therapeutic uses and retail availability	22%	29
7. Impact of differences in healthcare systems/access	13%	18

POLL 2 – Internal Factors

Choose *THREE* of the factors *INSIDE* NA (trends, issues, etc.) that will challenge or support us in pursuing our Vision.

ANSWER CHOICES	%	
1. Development and organization of trusted servants (lack of foundation for trusted servant pipeline; generational expectations)	67%	90
2. Generational and cultural differences and gaps	43%	57
3. Establishment and integration of virtual NA	14%	19
4. Sense of safety, belonging, and welcomeness	43%	57
5. Redundancy and lack of understanding and cohesion and gaps in core services in the service system	22%	29
6. Disruption and bottleneck in flow of funds	29%	39
7. Lack of clear, consistent communication, messaging and NA language (used internally and externally)	30%	40
8. Lack of global perspective (diversity of issues, needs, etc.)	34%	46
9. Outside issues cause disruption, polarization internally	19%	25

Improvements to the process suggested at WSC 2026:

RDs would have liked an opportunity to discuss possible factors with their regions *before* the inventory sessions at the conference. (We provided notice in the CAR but did not call out the question like we did for Gender-Neutral Language and Taking Root.)

We called out the following question in color in the CAR: *The question participants will discuss at the WSC may be something like this: What issues, challenges, and needs do we need to address to be ready to serve the addict here today and who will be here in the future?*

It would not be difficult to include the same or similar question in the CAR Group Conscience Collection Sheet for 2029. We could label it something like: A question for delegates to discuss with their regions and zones: What issues, challenges, and needs do we need to address to be ready to serve the addict here today and who will be here in the future?

Since we are not suggesting a survey this cycle, we can easily send the entire summary of the planning process, once finalized, to CPs well before the zonal discussions.

We can include the questions we intend to ask at the zonal workshops. Last cycle those were: *How does this factor impact our ability to carry the message? What is the impact of this factor in our zone? What is the primary challenge that needs to be addressed?*

We can ask participants to send any Input they have to shape the zonal forum discussions before the October 2026 World Board meeting.

Assess the issues in the current plan to anticipate carryover to the new plan, and/or need for further discussion/analysis, etc....

Once we agree to the process for this cycle, this should be able to be accomplished at the October 2026 WB meeting.

Conference participants felt it was awkward to discuss solutions at the zonal workshops before setting objectives. They also hoped the process could be simplified.

We will simplify the focus of the zonal meetings, and integrate the solutions step later in the process.

Zonal meetings will be focused on delving into the implications of the issues, what does it look like locally—how does it show up; what changes would you like to see related to this (indirect way to get input on goals).

Again, we can distribute the questions and the planning process summary for this cycle ahead of the first zonal workshops.

Members asked for more Fellowship-friendly terminology (such as *collaborative planning*, rather than *strategic planning*).

This is addressed in the first paragraph of this document.

CPs wanted to be able to weigh in on all the issues, not just the ones assigned to their breakouts.

We split the factors between breakouts during web meetings in the interest of time. Each breakout group got some internal and some external factors, and everyone was encouraged to send additional input to the World Board. We can call out this opportunity again.

Participants wanted more time to weigh in and prioritize items for the *CAR* Survey as well as an additional CP webinar to discuss/vet the ideas for the Survey.

We have incorporated these ideas into the planning process outlined here.

There needs to be a better link between the *CAR* Survey and the Collaborative Plan.

We will organize the future *CAR* Survey ideas in relation to the plan goals and solutions for CP discussion. Adding a pillar for members/literature to the plan will provide a placeholder for recovery literature and perhaps some service material, as well as Issue Discussion Topics.

Participants asked for an easier explanation of the planning process and a smoother on ramp so those coming into the RD/ZD/AD role in the middle of the process can catch up. They also want tools to use to explain the process.

We will use na.org/planning to collect these reports and tools. A summary of the planning process like the one in this document will be the first posting for the cycle. We will also create a PowerPoint outlining the process We will attempt to simplify reporting during the cycle so that it's easier to follow along with the process. The reports from last cycle were, admittedly, complex and not always as well organized as they could be

Plan Execution: work on a system for Plan implementation—(delegation, monitoring, evaluating, reporting, and updating).

We need to continue to work on this.

WSC Collaborative Planning Timeline

2026 – 2029 Planning Cycle

Legend

World Board	Conference Participants	Zones	Milestone
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<i>Between WSC 2026 and Interim WSC 2027</i>	
WSC 2026	
World Board	Frames improvements to the process identified at WSC 2026 for inclusion in the planning process document and discussion with Conference Participants at a CP webinar.
Conference Participants and Zones Throughout the cycle	Help to advance the projects already identified for the 2026–2029 collaborative plan. Work together with the board to engage members, groups, and areas in the projects.
Conference Participants August - September 2026	Provide any additional thoughts about the planning process or factors to the World Board.
World Board October 2026	Assesses the issues in the current plan to anticipate carryover to the new plan, and/or need for further discussion/analysis. Update and additional information about the collaborative planning process for 2026–2029 will be finalized and released to Conference Participants by the end of 2026, along with the questions that will be asked at the zonal workshops.
Conference Participants November 2026- January 2027	Discuss the results of the WSC factor discussions with their regions and prepare to bring any input and feedback the Zonal Forums in 2027.
Zones February – May 2027	Meet and discuss the challenges raised by the factors CPs identified and prioritized. Discussions, facilitated by board members, will ask for more detail about how those factors or issues affect local NA communities and what changes members would like to see related to these factors.

World Board June 2027	Drafts goals (objectives) based on all zone discussion notes and also drafts World Services Structure and Operations goals (objectives).
Conference Participants August 2027	Finalize the goals at a (longer?) CP webinar. Time permitting, participants begin to develop ideas for solutions.
World Board	Solicits ideas from Conference Participants about solutions to prepare for the Interim WSC discussions. Could be post-webinar via email.
<i>Interim WSC — November 2027</i>	
Conference Participants November 2027	Review the issues and goals already identified and discuss solutions as well as CAR Survey ideas. CAR Survey ideas should be framed around the goals in the plan.
<i>Between Interim WSC 2027 and WSC 2029 (Further detail on dates and steps TBD)</i>	
World Board January 2028	Revises goals and drafts solutions based on Interim WSC discussions.
Conference Participants March & May 2028	Review draft plan and solutions and identify CAR Survey ideas. CAR survey ideas do not need to be finalized until July 2028. Conference Participants will have a final version to prioritize by then. Items that receive at least 25% will be on the final version of the CAR Survey.
World Board June & July 2028	Finalizes collaborative plan, CAR Survey, and other plans for the 2029 CAR to share with CPs.
Conference Participants August 2028	Review final collaborative plan, CAR Survey, and other plans for the 2029 CAR.
World Board September 2028	Makes any revisions based on CP discussions.
CAR Published — October 2028	
Conference Participants WSC 2029	Adopt the plan on behalf of their regions and zones.