

Conference  
Agenda Report  
WSC 2026: 3-9 May

# Our Common Welfare



50 years of the  
World Service Conference  
1976-2026

# *World Service Conference Mission Statement*



The World Service Conference brings all elements of NA World Services together to further the common welfare of NA. The WSC's mission is to unify NA worldwide by providing an event at which:

- ① Participants propose and gain fellowship consensus on initiatives that further the Vision for NA Service;
- ① The fellowship, through an exchange of experience, strength, and hope, collectively expresses itself on matters affecting Narcotics Anonymous as a whole;
- ① NA groups have a mechanism to guide and direct the activities of NA World Services;
- ① Participants ensure that the various elements of NA World Services are ultimately responsible to the groups they serve;
- ① Participants are inspired with the joy of selfless service, and the knowledge that our efforts make a difference.

*Our  
Common  
Welfare*

The strength of our mutual commitment to NA creates the unity that binds us together in spite of all that might divide us. The common welfare of NA depends on the continued growth and well-being of the fellowship in every corner of the world.

*It Works: How and Why, Tradition One*

# Conference Agenda Report

WSC 2026

3 - 9 May

Woodland Hills, California

**2026 Conference Agenda Report**  
**World Service Conference of Narcotics Anonymous**

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**na.org/conference**

**11/25**

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# *A Vision for NA Service*

The NA logo is a circular emblem with a dark brown background and a white border. Inside the circle, the letters 'NA' are written in a stylized, white, serif font. The logo is set against a yellow and red gradient background that matches the main title's design.

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*

# Our Common Welfare

## Hello from Your World Board

As we prepare once more to co-create the World Service Conference, the joy and anticipation of gathering in service is counterbalanced by the seriousness of the work that stands before us. This year *Our Common Welfare* is our theme; it is always our obligation. Now more than ever, perhaps, we look to the future with a sense of our collective duty to make sure NA is here 20, 30, 40 years from now—that we are growing, that addicts are able to find us and find their place as members just as we once did.

*It Works: How and Why* suggests that “one way to look at placing our common welfare first is to say that each of us is equally responsible for NA’s well-being. . . . As each individual member relies on the support of the fellowship for survival, so NA’s survival depends on its members.” When we come together in service, our shared sense of purpose, and our shared Vision for NA Service, fuel excitement and a sense of urgency: There is so much to do, and so many addicts desperately need our message RIGHT NOW. Against the backdrop of a world that seems more polarized every day, it could be easy to let that sense of urgency accelerate into panic.

Fortunately, we are guided by spiritual principles that keep us steady. “Like a lighthouse on the rocky shore, guiding us away from danger, the Twelve Traditions of Narcotics Anonymous help us navigate in accordance with our principles, our purpose, and our paths,” *Guiding Principles* reassures us. And so we take a breath and remember why we are here. Our ability to carry out our primary purpose depends on our common welfare, and our common welfare depends on our unity.



Perhaps the most important work of the World Service Conference is bringing us together from around the world to experience and expand our unity. “We greet each

other,” *It Works* tells us, “with the recognition reserved for survivors of the same nearly fatal catastrophe,” and from that first hug we feel the recognition, faith, and empathy that will bind us together. That grim and joyful bond also reflects some of our experience of the last several years as a conference, from the shutdowns through our long rebuilding. Our work now is to build an environment in which that survival is not an end but a beginning.

Our common welfare depends on our ability to work together, no matter what—to create an environment in which an addict, *any* addict, can find a new way to live. At this year’s conference, we are being asked to set aside our survival tools and dig into the creative action of the spirit. When we step out on faith we learn that Narcotics Anonymous is strong enough to hold us all. We consider together how to build a sustainable, nourishing, thriving Narcotics Anonymous, resilient enough for this changing world and steadfast enough to honor our timeless principles.

## Change Challenges Our Faith

The fact that the fellowship is alive is evidence that this program works, and that it’s still working. Our task is to trust that evidence more than our fear or our rigid beliefs of how it should be done. If we are doing it right, we will grow beyond what we know now—individually and as a group. When we have faith that our services really are guided by a loving Higher Power, we can let go and allow the process to unfold. Success comes when we work together toward a solution.

*Living Clean: The Journey Continues,*  
Chapter Seven

The world is changing. NA principles, our message, our one promise—these things don’t change. Our Traditions ensure that we have a stable spiritual foundation regardless of what is happening outside the doors of our meetings. Our guiding principles don’t change, but the ways we practice them do. Sometimes we jokingly call our longtime members “dinosaurs”—

but of course, dinosaurs are extinct. We know that to keep going we must keep growing. We want to find ways to be here for the duration without getting caught in the “tar pits” of complacency and rigidity. Evolution is a matter of adapting to present circumstances: “We begin to see more clearly what is real,” says the Basic Text, and we act accordingly.

It pains us to report that in many places NA growth is flat or declining; we are no longer able to pretend that it’s a local problem. When we confront the uncomfortable reality that what we are doing is not working, we become willing to change. We go through this in our personal recovery; in our life as a Fellowship also, we come to crossroads where change is the only way forward.

**Do we really want to be rid of our resentments, our anger, our fear? Many of us cling to our fears, doubts, self-loathing or hatred because there is a certain distorted security in familiar pain. It seems safer to embrace what we know than to let go of it for the unknown.**

**Basic Text,  
“Chapter Four: How It Works”**

In explaining the journey to becoming “entirely ready” in Step Six, the Basic Text describes the fear of change, of the unknown, that can hinder the progress of our recovery. That fear—of change, of letting go—can show up in our service efforts as well. This CAR asks us all to do some letting go, to be willing to talk about subjects that can be divisive, to be honest about our views, but also to be open-minded about how we can best help the newcomer walking in the door today, who may have different needs or concerns than we did when we were new. Sometimes we approach new members with an

attitude of “If I didn’t need it, you can’t have it.” The discussion questions in this CAR ask us to stretch beyond what we know and be willing to listen to each other with an open heart.

One thing we know about group conscience is that it is smarter than we are individually. This *Conference Agenda Report* is different from what many of us are used to: it asks us to talk through a number of questions not to get to a predetermined “yes or no” answer, but to tap into our experience, our wisdom, and our ability to be searching and fearless to find answers we may not yet have.

## **Collaboration Takes Discussion**

**Everybody has opinions on how to serve more effectively. When we each propose a different plan for any course of action, how do we choose among them? Who has the final say in our discussions? Our answer is that a loving God, the source of our unity, has the final say—the same Higher Power that guides our personal recovery.**

*It Works: How and Why, “Tradition Two”*

An effective plan and a discussion-based conference depend on the time and space to hear each other and build consensus.

Many discussions during WSC 2026 will be informed by your answers to the questions in the CAR. We are posting questions for any interested member or group to respond to until 1 April, and we’ll provide that input to conference participants to enhance their discussions on gender-neutral and inclusive language in NA literature and DRT/MAT and NA—helping members take root.

Answers to the CAR Survey and other input you forward to your delegate will help delegates launch the 2026–2029 NAWS Strategic Plan and begin framing the plan for the following cycle. We will have sessions at WSC 2026 to identify the factors we most need to address in the 2029–2032 plan, just as we did in 2023 to begin the process that resulted in the plan in this CAR.

Perhaps our literature process offers the best example of how we move forward: We begin with a broad survey, and then ask some more focused questions to gather input. That early

## As we say in the Planning section later in this CAR:

It's worth noting here that the three-year conference cycle was approved as a two-cycle trial (2023–2029). The 2029 World Service Conference will be asked whether to adopt a three-year cycle on an ongoing basis. Given the uncertainty of the conference cycle length after 2029, the board discussed whether to label the next strategic plan the 2029–2032 plan or to label it the 2029–203X plan. We decided on the former approach (2029–2032).

We will plan for three years, but if the three-year cycle isn't approved, we will have to go back to the drawing board. The collaborative planning process is contingent on a three-year cycle. In a body so large, international, and multilingual, we do not have the time for this much conversation, revision, and review—this much back-and-forth about each element of the plan—if we don't have three years.

“front end” input often changes the shape and thinking of a project. Once a draft is in place, we can adjust things, but it's harder to reimagine the project entirely. It's at the beginning of the project that collaborative creative action most directly shapes the output; the work at the end offers important fine-tuning, but the shaping happens in those beginning exchanges. So as we look forward we understand that our input is important when our ideas are broad and a little vague; it's here that we can most effectively be imaginative rather than corrective.

We have been evolving toward a discussion-based conference for many years, but often the number of motions before us overwhelmed our best intentions. The last time we had the opportunity to focus the CAR on discussions rather than motions was in 2006. We learned a lot that year, but we didn't have the tools we do now to create and maintain an ongoing conversation throughout the cycle.

Today our process is more interactive, more focused, and—we hope—easier to understand.

At our last conference, participants agreed to try two three-year cycles, and evaluate in 2029. In addition to giving all our projects a little more breathing room, this longer cycle—with a virtual interim conference in between, and regular conference participant meetings—has allowed us to begin the most collaborative, interactive, and ambitious planning process we have ever considered.

The same technologies that allowed us to stay connected during a time of crisis now offer us the opportunity to work together throughout the cycle—so the World Service Conference is an event, but also an ongoing, participatory service body that meets, creates, and makes decisions throughout the conference cycle. We are in the early stages of this experiment but already we can see a process that can be inclusive, transparent, and—dare we say?—nimble. As a conference we are working together to plan a future in which we are better able to act as stewards of our common welfare because we are able to think and act together, in unity, in real time.

## Looking Under the Hood

This *Conference Agenda Report* contains five motions. Three are from the World Board, and two are from regions. And they are very different from one another not only in content but in the kinds of discussions they are likely to generate. (Delegates: Please remember that the first straw poll on these motions will be somewhere around 18 April; plan to have a sense of your region or zone's conscience by then.)

The World Board is offering the revision of IP #21, *Staying Clean in Isolation*, for approval by the conference. You'll find the full text in Addendum A. There is a motion regarding the future of the World Convention. And there's the strategic plan, the subject of so much discussion this cycle. You'll find more on all these later

in the report. There is a regional motion from Arizona regarding literature on tablets for the incarcerated, and from South Florida calling for AI to replace human interpreters at the conference and on conference participant web meetings. The CAR discusses those as well.

Additionally, the CAR Survey contains ideas for literature projects, service projects, and Issue Discussion Topics that were submitted from across the Fellowship. Conference participants worked alongside the World Board to compile, sort, and prioritize these ideas. The method was more collaborative than anything we have tried before, and we learned a lot about how to do it better next time. More information follows; please be aware that the online version of the survey is randomized, which means the order in which the choices are displayed will change each time someone accesses the survey. We've numbered the choices this time to make it easier to keep track of your priorities.

Drawing from and extending the Issue Discussions that have been held this cycle, there are

two topics with questions for discussion in your local communities. Please note these are not motions, nor are they “yes or no” questions; we are asking for experience, strength, hope, and open-minded discussion as we consider together how to move forward. Any interested member can respond to the questions, which will be posted at [na.org/surveys](http://na.org/surveys), by 1 April. Again, we ask that regional and zonal discussions be completed before April as well, so we can assemble and distribute the results for conference participants to engender further discussion at the conference itself. The input on the IDTs this cycle made it very clear that we do not have consensus on these important issues; we are asking questions in the CAR to hear from local communities and hope your responses will help move the conversation when we gather.

If you are a conference participant, please pay special attention to the section of this CAR on Delegate Preparation. This report is loaded with vital information you need today and through the conference week.



## Looking Ahead: Conference Approval Track and Other Material

The *CAR* is one of three publications preliminary to the conference; the *CAT*, or Conference Approval Track material, and the *Conference Report* follow in sequence. The *CAT* is scheduled to be posted 3 February, and will include the proposed three-year budget, project plans, and any decisions that need to be made about WSC processes. The board will offer a couple of motions at the conference on behalf of the WSC Cofacilitators.

The *CAT* will include project plans for recovery literature, service material, and Issue Discussion Topics with focuses to be decided at the conference, guided by the *CAR* Survey and our discussions together. We anticipate other plans, including but not limited to a Public Relations project, the plan for the three-year conference cycle, a plan on gender-neutral and inclusive language, and more. This is very much still in development, which is why the *CAT* comes out so much later than the *CAR*—but we anticipate

that plans impacting the *Guide to Local Services* and the *Group Booklet* may be included as well.

The three-year budget will include details for the operation of the conference and the office for the cycle but will not include a budget for the proposed WCNA. Because we are still finalizing a possible site for the next World Convention, we cannot offer accurate figures yet. This is a circumstance we regret, but we will continue to keep the Fellowship and conference participants informed as decisions are made and a budget is drafted.

Finally, the *Conference Report* will be produced a few weeks before the conference itself, and will include a schedule of the week, a review of the input from the IDT and Step material surveys, and other information mostly pertaining to the logistics of the conference itself.

All conference publications and related material are posted on this webpage: [na.org/conference](http://na.org/conference). The essay that follows this introduction is intended to help conference participants—delegates and alternates—prepare for the WSC.

# Delegate Preparation for WSC 2026

This section of the CAR may be most relevant to conference participants—regional and zonal delegates and alternates. In the following pages, we will review some of the things that happen at each conference and some of our expectations for WSC 2026. We will also list some important deadlines.

*"Thank you for your dedication and vision. We are assured that you are well trained and understand our clear mission and the next generation will receive the results of the WSC's focus on modeling our future."*

*From 2008 "Dear Delegate" letters written by conference participants to delegates in the future.*

WSC 2026 will be the first in-person conference in three years, and marks the midpoint of the experiment to adopt a three-year conference cycle begun at WSC 2023. We hope to keep building on the experience of holding a truly hybrid WSC that began with one delegate and two alternates attending virtually in 2018 and by 2023 grew to 14 delegates and 25 alternates. We continue to look for ways to improve the WSC experience for all the delegates who are unable to join us in person.

Regardless of how we are attending this WSC, it remains true that the most important things to bring to the meeting are patience, goodwill, and a clear focus on what we are here to do—"to more successfully carry the message of recovery to the addict who still suffers."

Delegates and alternates do a massive amount of work throughout the cycle, and perhaps this has been truer in the time since WSC 2023 than in any other cycle as delegates around the world

participated in a collaborative strategic planning process for the first time. The 2026 WSC will see the culmination of this process as we adopt the 2026–2029 NAWS Strategic Plan and begin the process that will result in the plan that shapes our efforts after the 2029 WSC. There has been a tremendous amount of material to read, process, and discuss in meetings together. We want to express our gratitude to all of you for your persistence, dedication, and trust in this process.

Here are some things to look out for that you will need to pay attention to and complete:

## WSC 2026 Conference

### Registration and Housing Form

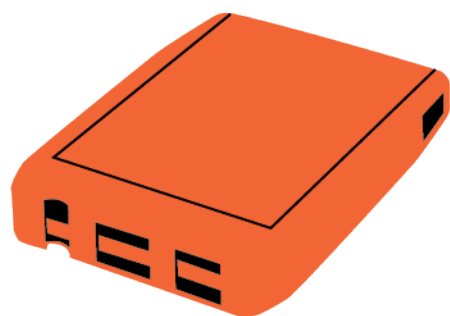
This form explains how to register for the conference, how to make hotel reservations, and how to request funding. It is posted on the WSC webpage: [na.org/conference](http://na.org/conference). **Please fill out the registration form as soon as possible, regardless of your visa status and whether you intend to attend in person or virtually.** If you need to make changes afterward, we will assist you. **All delegates and alternates must complete the form by 4 March 2026.**

### WSC Flights

Flights for funded participants to the WSC must be booked by March 2026. Details will be contained in the WSC 2026 Travel Memo, which will be sent to all conference participants and posted on the WSC webpage shortly after the CAR is published. Please review the content of the Travel Memo carefully and then book your flights as early as possible in order to get the lowest price.

### Regional Reports and Zonal Snapshots

The deadline for regional and zonal reports is 28 February 2026. We use the information from these reports to help plan conference sessions. They also serve as a historical record for the



future, help us to update the regional and zonal maps, and paint the best picture of NA service efforts worldwide that we know of. The regional reports we receive by the deadline are summarized and posted in their entirety along with the *Conference Report* on the WSC webpage. For the past several conferences, almost all seated regions submitted their reports by the deadline. Please help us to maintain this trend!

We also strongly encourage regions that are not seated to submit reports. Please reach out to the unseated regions in your zone and encourage them to participate.

We are once again asking that all regions use the online form to submit their reports. The software we use allows for forms to be partially filled out and then completed at a later date. If you choose this option, you will receive an email containing a link to the incomplete form. Once you submit the completed form, a copy will be emailed to you.

We also collect information from all the zones each cycle, but we use a different process. We reach out to each zone individually and ask for updates and any new information that is then published as the *Snapshot of the Zones*. (You can find the 2025 version at [na.org/zones](http://na.org/zones).)

We recognize that collecting all this information can be challenging. We encourage you to enlist the help of the other trusted servants in your region or zone and to start gathering the information as soon as possible. The information you provide will help paint a picture for the WSC of the Fellowship that we serve. Thank you in advance!

### CAR Survey

The *CAR Survey* is included in this *CAR* along with an explanatory essay and posted on the survey page ([na.org/survey](http://na.org/survey)) for any member to fill out. We also ask delegates to fill out the survey to reflect the conscience of their region or zone. We collate survey results from members and also from regions/zones. Both sets of results are reported side by side for conference participants to use when selecting priorities for recovery literature, service material, and Issue Discussion Topics. The *CAR Survey* results are



also always included in the appendices for the WSC minutes. The deadline for both members and regional/zonal responses is 1 April 2026.

**Other Surveys:** In addition to the *CAR Survey*, we are asking for conference participants to engage in discussions at their local workshops on two specific topics—DRT/MAT as It Relates to NA, and Gender-Neutral and Inclusive Language in NA Literature. We have drafted questions for each topic, located in later sections of this report, to help guide the conversation. Please provide us with your feedback by 1 April 2026 at [na.org/surveys](http://na.org/surveys). As with the *CAR Survey*, the input forms for these questions are open to any member to share their thoughts. We will compile the results to help guide discussions on these issues at WSC 2026.

### WSC Topics Survey

We will be surveying all participants to see what you want to discuss at WSC 2026. This will help us to create an agenda that is relevant and responsive to the needs of conference participants. We will email you when the survey is posted.

## **What Happens at the Conference?**

The conference marks the end of one planning cycle and the beginning of the next. As such, part of the job of participants is to approve the work that has been done since the last WSC and to help frame the work ahead. The beginning of the week is spent welcoming participants and then in *CAR*-related discussion and decisions. Throughout the week, there are presentations, discussions in small groups, and decision-making sessions. Toward the end of the week, the conference makes decisions about the budget and project plans for the cycle ahead and has discussions about new ideas.

We have not finalized plans for the conference week yet, but we know some of the items that will likely make up part of the agenda:

- A welcome session with introductions and time to hear from newly seated regions (WSC orientation will happen virtually in advance of the WSC).
- Sessions to begin framing the issues for the 2029–2032 NAWs Strategic Plan and to evaluate the processes used for developing the 2026–2029 plan.
- Reports from World Services and the Human Resource Panel.
- A presentation of the proposed budget and project plans for the cycle ahead, including a discussion of priorities identified in the CAR Survey.
- CAR- and CAT-related discussion and decisions.
- Discussions on DRT/MAT and Gender-Neutral literature framed around the responses received to the questions in the CAR.
- Invest in Our Vision with a focus on NAWs sustainability.
- Discussions of topics prioritized by delegates through a survey as time permits.
- Time and space for zones to meet if they wish.
- Zones have the option to submit short videos that are shown throughout the conference week.
- Elections for World Board, Human Resource Panel, and WSC Cofacilitators.
- Discussions of prioritized new ideas submitted at the WSC.
- Wrap-up session to review the work ahead and make any needed decisions.

We are still early in the planning process, and this list is not complete. The *Conference Report*, which will be released shortly before the WSC, will lay out the conference week in detail.

Most sessions at the WSC are 90 minutes long. Breaks are a half hour by necessity. This is the time it takes for over 300 members to take care

of their physical needs, grab a coffee, and/or run up to their room to pick up something they forgot. Lunch is 90 minutes for similar reasons. Since the WSC became truly hybrid, each day has four 90-minute sessions, so the conference week has time for 27–28 sessions.

## Getting Ready

Preparing for the World Service Conference is a huge job. Delegates and alternates must not only read the *CAR*, *CAT*, *Annual Report*, and *Conference Report*, they must also be able to explain the issues to others and gather the conscience of their regions and zones. We provide as many helpful tools as possible, including PowerPoints and videos summarizing the *CAR* material to help in workshops, which are posted on the conference page ([na.org/conference](http://na.org/conference)) as soon as possible after the *CAR* is published.

We also post details of any *CAR* and *CAT* workshops that the World Board has been asked to facilitate on the [conference page](#).

There are a couple of factors we wanted to be sure delegates are clear about. The first is that an initial straw poll will be taken for all *CAR* and *CAT* motions before the WSC meeting. That straw poll will be sometime after the WSC Orientation held virtually on 18 April, and conference participants will have 72 hours to respond. The initial straw poll is more important than ever because it will be a decision if any of the items have consensus. We mention this so that you can keep it in mind when planning your *CAR* workshops. Plan to have your conscience collected before 18 April. With the *CAR* being published a month earlier than ever before, there is still more time than ever to gather a conscience from your regions and zones.

The second factor is more of a reminder that, since 2016, delegates have had the option to submit ideas for inclusion in the *CAT* material and the *Conference Report* that they would like other conference participants to consider. This is not meant to be an



alternative mechanism for decision making, but rather to provide an opportunity to make an idea visible, to generate discussion, and to inspire others. The deadlines for this option are included here.

We will have orientation web meetings for both in-person and virtual conference participants, which we will record and make available to those who cannot attend. As with anything in NA, reaching out to more experienced members can be a huge help. If you are partnered with a more experienced delegate or alternate, they can help mentor you through “conference season.” If you attend a zonal meeting, ask other delegates about their experiences and get numbers and email addresses so you can ask questions. The WSC Participant Discourse discussion board is available to all CPs for questions and discussions as well. And don’t forget: You can always email the World Board at [worldboard@na.org](mailto:worldboard@na.org).

Again, we know it’s a lot to read and absorb. Reach out to us if we can help in any way. Thank you for your service!

**Enjoy the moments, feel the love. Take good care of yourself. Don’t forget to ask for help if you need it.**

*From 2008 “Dear Delegate” letters written by conference participants to delegates in the future.*

## **Important Deadlines: These are all listed at [na.org/dates](https://na.org/dates)**

**ASAP:** Register for the WSC.

**3 January 2026:** Deadline for submitting regional or zonal material for inclusion in the CAT.

**3 February 2026:** CAT material is posted.

**28 February 2026:** Deadline to submit regional reports and material from conference participants for the *Conference Report*.

**3 March 2026:** Deadline for amendments to CAR and CAT motions and seating motions.

**4 March 2026:** Conference registration, hotel arrangements, and funding requests must be received by this date. Please don’t wait until the deadline! We encourage you to register as soon as possible!

**March 2026:** Finalize flight arrangements for funded participants to the WSC.

**1 April 2026:** CAR Survey responses and discussion questions input from members and regions/zones are due.

**18 April 2026:** WSC orientation focused on WSC processes.

**After 18 April 2026:** Initial Straw Poll ePoll. CPs will have 72 hours to respond.

**TBD April 2026:** WSC orientation for virtual participants.

**April, shortly before the WSC:** *Conference Report* is published.

**3 May–9 May 2026:** The 37th World Service Conference!

**At the WSC:** New idea proposals (ideas that participants prioritize for discussion at the WSC) are submitted at the WSC itself. The *Conference Report* will contain all the deadlines during the conference week.

# Pricing Our Literature

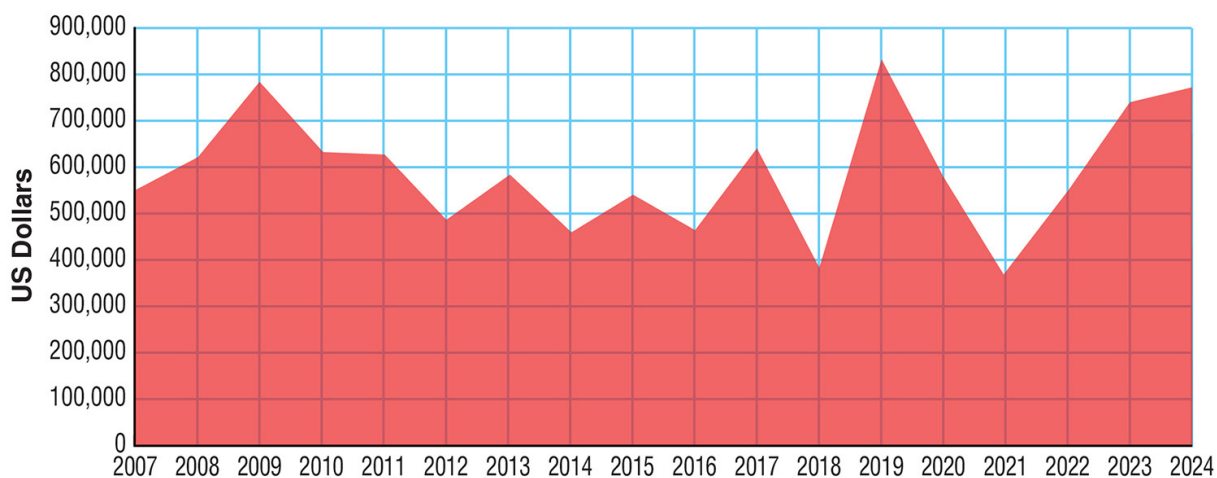
We know when we bring up the issue of money at almost every level of service, we often get negative reactions. However, as IPs #24 and #28 make clear, it is a necessary conversation. We need money to pay for the things that keep us moving forward as a Fellowship. All of us need money to pay rent in our meeting facilities, so addicts always have a place to come to. We need money to cover the costs of phonelines and websites so potential members and professionals can find us. We buy literature and often give it away, so newcomers have something to grasp onto in between meetings when they feel so alone against the disease. We use all our resources in an effort to fulfill our vision and carry the message to the addict who has yet to find us. While some may believe that one use of our monies is more spiritual than another, more often than not all of the possible expenses associated with carrying our message are spiritual and necessary for our continued service efforts. For example, initiatives that aim to engage members to work the Steps with incarcerated addicts, literature on inmate tablets, funding trusted servant service travel, and translating our message are different ways to use our resources that are sometimes seen as contrasting or competing for the same funds, but they are all motivated by the inherent responsibility and desire to more successfully carry the message of recovery to the addict who still suffers wherever they may be.

In 2023, despite rising costs, NA World Services chose not to raise prices on IPs, booklets, key-

tags, or chips in order to allow groups more time to recover from the global shutdown. And we said then we would not wait more than three years before adjusting prices as necessary. Due to the ongoing rise in costs World Services has faced and will continue to face in the coming cycle and beyond, we estimate a reduction of approximately \$671,000 annually in possible net income, across all categories of products. This was the driving force that led us to decide on a 15% uniform increase in the price of literature beginning 1 January 2026. This estimated erosion of net income refers only to literature sales. The impending price increase reflects the cumulative impact of rising costs across all our operations: printing, production, warehousing, logistics, and general operational expenses. WCNA 38 faced its own shortfall, and that experience was not included in the evaluations that informed the decision to raise prices. Gratefully, we have built cash reserves and the deficit from WCNA drew down on those reserves. We are always careful to learn from our experiences and have included more information dedicated to the future of the World Convention in a later section of this CAR.

World Services provides free and subsidized literature to incarcerated members and other members and communities in need. That amount was over three-quarters of a million dollars in the 2024 fiscal year (\$769,958) and has averaged \$635,639 annually over the last five years

**Cost to NAWS for Free & Subsidized Literature, 2007–2024**



and \$607,864 annually over the last ten years. In the most recent fiscal year, we provided over \$750,000 worth of free and subsidized literature, creating a three-year trend of well over \$700,000 per year. These figures include the cost of subsidizing or reducing the price of literature (often free), including direct expenses for shipping, customs, and duties, provided to a growing segment of our worldwide Fellowship. This number, each year, represents a large commitment—and also great need—for developmental support in our growing Fellowship. The *NAWS, Inc. Annual Report* that NA World Services publishes each year highlights this vital service. Past publications of this report can be found at [na.org/ar](http://na.org/ar).

We continue to post all IPs and booklets for free in over 60 languages at [na.org/literature](http://na.org/literature). We provide audio recordings of the Basic Text in twelve languages at [na.org/audio](http://na.org/audio), and we are working on posting audio versions of *An Introductory Guide to NA*. These resources are also made available on inmate tablets at no cost to over one million incarcerated addicts—and growing. The need for translations, audio materials, and resources for members with physical challenges continues to grow, requiring constant—and increasing—investments. Balancing the desire to provide free access to our materials and message with the sustainability of NA World Services is becoming an ever-greater challenge.

We rely on the sale of literature to primarily fund all these services; most of that weight is carried by the Fellowship in the US, and to some degree Europe and Canada. Furthermore, our longtime members often already have a physical book and possibly even the elit version, so it is the next person who comes in the door who has the need to purchase our literature. Simply put, newcomers are vital to literature sales, often with treatment centers or NA meetings providing them with the Basic Text. We know how often a book is bought for someone fresh through the door; it happens in meetings all over the globe.

However, as we have said before, the growth of the Fellowship in the United States has

been stagnant at best, and in more recent years declining. This is reflected in the numbers: As a result, we are not selling more literature but just remaining steady. In the last 20 years, from 2004 to 2024, income from the Basic Text,<sup>1</sup> which accounts for the lion's share of our literature sales, increased by \$33,444 (about 1.13%). Our overall expenses rose by \$1,261,703 (15%) in the same 20-year period. Our income from IPs and booklets fell 17.83% in those 20 years, likely due to what we provide digitally for free. In most cases for a business planning its near future, that would mean reduced services provided to the Fellowship by that income or raised prices to cover the deficits; for example, stopping the provision of free material to regain the income from those sales.

Other factors have a role here too. The rise of virtual NA means that physical IPs, booklets, keytags, and chips are not being distributed in an increasing number of groups. Virtual groups and service bodies generally don't have literature stockpiles. Digital access on inmate tablets draws from World Services, potential income that could have been made from our customers who supply correctional institutions, or H&I committees and other initiatives buying literature to place in institutions. Allowing free access to our IPs and booklets, audio versions of our literature, and the other previously mentioned digital avenues to read or hear our message reduces NAWS' annual revenue. Electronic literature offers a much wider potential distribution of our message but also lowers overall margins.

While we have seen an overall downturn in elit sales, with some small upswing from fiscal year 2023 to 2024, elit sales are a fraction of the numbers of physical copies sold. It is also important to note that the pricing for these books is based on a percentage of the price of the physical books and cannot be set higher due to restrictions set by the portal distributors of these products. Although it is often assumed that electronic books would be cheaper to produce, in reality the cost of goods is higher, with a significant portion of the earnings going to the commercial portal that distributes them.

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1. Gross income less costs of goods sold but not including discounts of approximately 21%.

## NA Meeting Counts

	2008	2010	2012	2014	2016	2018	2020	2023	Average Growth	Current percentage of Fellowship
Western Europe	2,557	2,664	2,820	3,038	3,282	3,591	3,918	4,487		6%
		4%	6%	8%	8%	9%	9%	15%	8%	
Iran	11,256	16,793	18,195	18,200	20,598	21,974	26,075	23,734		33%
		49%	8%	0%	13%	7%	19%	-9%	12%	
Middle-East	399	435	448	411	510	606	672	843		1%
		9%	3%	-8%	24%	19%	11%	25%	12%	
Africa	228	240	249	335	384	405	499	340		0.5%
		5%	4%	35%	15%	5%	23%	-32%	8%	
USA	25,613	26,881	27,804	27,317	27,375	27,677	27,005	23,511		33%
		5%	3%	-2%	0%	1%	-2%	-13%	-1%	
Canada	1,166	1,243	1,369	1,360	1,263	1,323	1,369	1,346		2%
		7%	10%	-1%	-7%	5%	3%	-2%	2%	
Central America	3,299	3,903	3,312	3,379	3,167	3,097	3,326	3,084		4%
		18%	-15%	2%	-6%	-2%	7%	-7%	0%	
South America	1,272	1,251	1,524	2,250	1,932	2,189	2,857	2,924		4%
		-2%	22%	48%	-14%	13%	31%	2%	14%	
Brazil	1,998	1,995	3,153	3,581	4,427	4,374	4,633	4,795		7%
		0%	58%	14%	24%	-1%	6%	3%	15%	
Eastern Europe	256	308	345	440	564	646	734	865		1%
		20%	12%	28%	28%	15%	14%	18%	19%	
Russia	340	523	909	1,042	1,657	2,072	2,726	3,904		5%
		54%	74%	15%	59%	25%	32%	43%	43%	
Asia Pacific	1,458	1,533	1,639	1,649	1,747	2,061	2,261	2,382		3%
		5%	7%	1%	6%	18%	10%	5%	7%	
Total Meetings	49,842	57,769	61,767	63,002	66,906	70,015	76,075	72,215		
		16%	7%	2%	6%	5%	9%	-5%	6%	

We are having an increasingly challenging time balancing this desire to provide free access to our materials and messages with the sustainability of NA World Services. The material we provide on the web and tablets for free (separate from free and subsidized literature given to communities) represents over one million dollars less in annual revenue. When coupled with our reduction of net operating income

due to rising costs, the only reason we have survived these last few years is partially due to the increase in direct contributions from NA members, groups, and service bodies. Without those contributions, either this impending price increase or decisions to cut some services provided would have already occurred. Direct contributions make a difference.

## We Have a Book!

The growth of NA since our infancy has had this underlying recurring theme: How do we do more with less? From the times of the WSO being stored in the houses and car trunks of our predecessors to the early days with our small storefront locations, we have somehow made do with what we had and were able to grow far beyond what many could even could even imagine. Over the many years, the conversation of how to fund all our efforts has been on the table. Before the approval of the Basic Text, the World Service Office was constantly under financial hardship. It would not be until the publication and release of the book in April 1983 that the office would see some growth and financial soundness. At the book's release a decision was made that the price of the book would be over two times the cost, with half being used for production of more books and half being used to fund the Fellowship support services provided by the WSO. The price was set at \$8.00, which, factoring in inflation on the US dollar over the last 40+ years, would equal over \$26.00 today.

After the publication of the Basic Text in April 1983, motions to lower the price of the text or produce lower-cost versions began by the next conference. Since 1983, there have been **19 motions** related to lowering the cost of the text or increasing the discounts either in the *Conference Agenda Report* and/or at the WSO itself. Time and again, the conference has defeated the motions, committed them, or declared them out of order. In a couple of cases, the motions died for lack of a second or were in the CAR but not introduced into formal business. Twice in the 1990s, the Swedish Region offered motions to raise the price of the Basic Text. World Services issued several reports dedicated to the issue in the 1980s and '90s and has addressed the topic in various communications over the decades, most recently in Bulletin #35 (posted on [na.org/fipt](http://na.org/fipt)).

Some of the push for a lower-cost text is fueled by an enduring distrust of World Services that gained momentum in the 1980s over decisions

about the Basic Text, which went through five editions and one revision in just over five years' time. The process of those revisions of the Basic Text was often contentious.

Despite the fact that these decisions were ultimately settled by the Fellowship, there are factions within NA that do not recognize their legitimacy. The Fellowship has repeatedly affirmed that NA World Services is the exclusive publisher and distributor of NA literature and the most recently published edition of the text is the only approved edition for use in NA meetings. Nonetheless, since the early 1980s, some members have published a version of the Basic Text cobbled together from the first ten chapters of the Third Edition Revised with the Fourth and Ninth Tradition essays from the Second Edition.<sup>2</sup> In efforts to offer cheaper versions, other members have printed different editions of Fellowship-approved literature or even archival versions. Others are creating low- or no-cost versions, made from quick, outside translations, and distributing them to developing communities. There is potential detriment from these outside, often machine, translations. The cultural and linguistic nuances that members provide when working together are especially critical in our Fellowship context. NA World Services works alongside communities helping them to develop their own translations, and in most cases, we provide those communities with literature at no cost. These efforts don't simply translate words—they convey the spiritual principles and recovery concepts that are central to our message.

Of course, many other members who ask about a lower-cost Basic Text simply want to be able to provide new members or potential members with a Basic Text as cheaply as possible. It is to these members we direct our explanations that the sale of literature to members and service bodies who can afford it funds free and subsidized literature for those who cannot.

One solution, created through conference action, to this ongoing call for a lower-price book, was to create *An Introductory Guide to NA*

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2. Bulletins #34 and #35 go into more detail about the history of the early editions of the Basic Text and this illicit literature production.

as an inexpensive introduction to NA literature. It contains ten IPs and the complete Basic Text chapter on the Twelve Steps. Priced at \$2.45 (beginning 1 January 2026), and available for free online, this is still a viable option for helping to get literature in wide distribution to members and potential members. We are also working on posting audio versions of *An Introductory Guide to NA* in English and Spanish at [na.org/audio](http://na.org/audio).

The Basic Text is already inexpensive compared to most books for sale today and relative to the initial price of the Basic Text itself. According to the US Bureau of Labor Statistics, \$8.00 in April 1983—the initial cost of the Basic Text—is equivalent to \$26.29 today (as of August 2025). In other words, at \$15.65, the Basic Text already is a *low-cost* book. It is also the source of the lion's share of World Services income. With 401,464 copies sold in fiscal year 2024, that makes up 39% of total books distributed. Since its initial publication in 1983, 13,405,012 copies of the Basic Text have been sold making up 51% of all books NA has sold, averaging 326,952 copies per year.

There is a significant impact on our sales volume when NA's copyrighted material is posted, reproduced, and distributed without permission. Such actions not only disregard decisions made by our Fellowship but also create challenges for NA World Services in reaching those who still need our message.

## What Is the Answer?

Stewardship is hard. As trusted servants we want to do what is best for our local service bodies and groups at home, as well as see our services delivered to our neighbors and beyond. Being frugal with our finances is one of the easiest ways to practice the stewardship we are entrusted with. NA World Services works hard to be fiscally responsible. Despite what the rumor mill may offer from time to time, there are no fancy junkets or personal planes. There are, however, many trusted servants and staff who sacrifice countless hours in support of our primary purpose. Unfortunately, social media can sometimes amplify voices that misrepresent NAWS, which can lead to confusion among those unfamiliar with our work. Groups may

struggle with a decision that seems to impede their efforts to carry a message of recovery, for instance, the need to increase the price of literature. It's easy to see something as harmful to our own backyard until we zoom out to consider what is necessary for the whole neighborhood or community—our common welfare. Not raising prices may mean that addicts elsewhere will suffer due to a reduction in services provided. Often it can be easy to criticize those decisions until we take a step back and a breath of empathy, and recognize that we are all striving for the same outcomes.

**One way to look at placing our common welfare first is to say that each of us is equally responsible for NA's well-being.**

*It Works: How and Why, Tradition One*

Like World Services, a considerable number of service bodies and groups have difficulty generating the funds necessary from the basket or direct contributions. Many service bodies and even various groups have a markup on the price of literature to generate income to offset the deficits from fund flow and the basket. Several communities are reliant upon this markup along with income generated from T-shirt sales or conventions and other events to fund efforts and pay the bills. As a Fellowship, it can be easy to allow this alternative source of income to create some complacency concerning self-support and direct contributions—shifting our reliance to these other avenues of income rather than the “hypothetical” funnel of fund flow from member to group and on to other levels of service.

For its entire history, World Services has relied on the sale of literature to fund services. Even when the WSC was a separate entity from the WSO, it had shortfalls in income that needed to be solved. In 1997, a 109-page report titled *A Financial History of the World Service Office of Narcotics Anonymous* detailed the same issues we still face today, calling out the need for the Fellowship to adjust in how we fund services

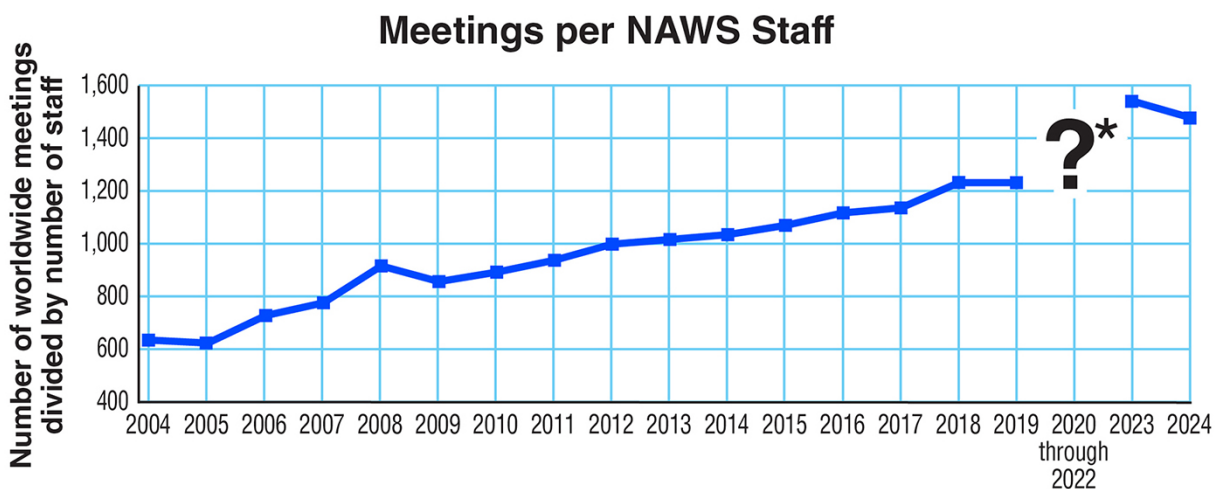
and shift from relying on income from literature sales to a more sustainable, self-supporting stream of direct contributions. In 1990, the departing office manager at the time wrote, “There are three solutions: cut WSO activity, increase prices, or receive direct contributions from members, groups, areas, and regions. I do not know what solution you will select, but failure to increase the funds available to meet the needs of addicts around the world dooms them to an early death. N.A. is the only antidote, and only you the member have the key to its use.” Our ongoing efforts to sound the alarm about the need to increase direct contributions have not yet yielded the results necessary to reduce our reliance on literature sales.

In 1987, a shorter report was issued on a similar topic, titled the *Report on Reducing the Price of the Basic Text*. In that report, it was stated that World Services had 38 staff in the US, three of whom were part-time or temporary, plus one open position. In 1987, there were 11,082 NA meetings worldwide, one NA book, and literature published in four languages. Today we have 37 staff in the US and literature distribution locations and additional staff in Europe, Iran, Canada, and India. As of WSC 2023, there were 72,215 meetings, seven NA books, and literature published in 58 languages. Considering this information, despite the inevitable rise in the cost of doing any business at all, we would say that World Services has done extremely well at maintaining its ability to “do more with less”

or at least do more without increasing staff. In 1987, there was one staff person to every 292 meetings, and today that ratio is 1 to 1,952 meetings—all of this in today’s world, where the ability to communicate with others is far easier and faster, and the desire for information greater than it was before.

We would love to be living in a different reality where most of our income comes from direct member, group, or service body contributions, but we do not. This decision to raise prices, cut services, or increase direct contributions will continue to come up unless we initiate a global shift in our thinking and belief about how to fund services in our Fellowship, especially World Services. We have made an effort to communicate the need for direct contributions. Those efforts, either with some short talks during the recent 24-hour virtual Unity Day or at WCNA 38 with our biggest audiences, have yielded more modest returns than we had hoped for.

We are extremely grateful for those who have risen to the call. Over the past several years many members, groups, and service bodies have been steady contributors to NA World Services. For the second and third time ever, the 2024 and 2025 (unaudited) fiscal years ended with just over two million in contributions from the Fellowship. As we said previously, without those contributions this would have been a much larger issue that arose sooner, so we are thankful. The impact has not gone unnoticed; however, the need still exists. With the new and



\*Due to the pandemic, we do not have accurate meeting numbers for 2020–2022

evolving collaborative planning process, we have a collective responsibility not only to outline the work to be done but also help fund the financial leg that it takes to ensure the work *can* be done. Perhaps we can all share the need as a call to action among each other and encourage our friends, our home groups, and our service committees to take the next steps. We shine in autonomy when we use the freedom granted to be creative; however, we forget that it isn't just our actions that affect NA as a whole, it is also our inaction. We are reminded that we are all a vital part of a much greater whole, and our common welfare must come first. Each part is responsible to make sure there is a place for the addict yet to come. It is time to start having this conversation with each other, our groups, and our service bodies about the need for a shift in fund flow. For the betterment of the Fellowship, it is imperative that collectively the efforts to fund services are met with the same passion as the need for those same services. Any member, group, or service body can make direct contributions at [na.org/contribute](http://na.org/contribute). We are grateful to those who have already acted. It is now a goal of World Services to increase the number of monthly recurring contributions to 3,000. This is a small step toward sustainability from direct contributions. At the time of this writing, that number is just under 1,000, with an average contribution amount of just over \$28.00. At that average, it would take more than 20,000 members to reach the goal of complete self-support. Members who share in the gift of recovery and have the ability can easily start a direct contribution and help be part of the solution—shifting us away from the reliance on literature to fund World Services.

## Our Common Welfare

*Welfare* is a word that's used more than it's understood. *Welfare* typically refers to our health, comfort, and well-being. Many definitions of this word also mention safety and happiness. When Tradition One suggests that our common welfare should come first, it's telling us that the well-being of the group should be more important than the desires of the individual. Together, as a Fellowship, we all share a common responsibility for each other and for the Fellowship that makes our personal recovery possible.

*Guiding Principles, Tradition One*

Again, we cannot begin to adequately express our gratitude to those who have answered our call for resources in a big way. Your efforts make a difference in making our message available! We just need to continue to do more because, as we have been saying for the last 20 years at least, our current income model (depending upon revenue from literature sales to pay for everything) is not sustainable.

## IP #21: *Staying Clean in Isolation*

In 2020, when the conference prioritized IP #21, *The Loner: Staying Clean in Isolation* for revision, we had no idea what was about to happen. As in any other cycle, the literature survey went out with the CAR in November of 2019. In March, before the conference, the global shutdown began. We had no idea at that time how long it would last or what its consequences would be. After the (virtual) conference, when we began our first survey on the subject and started collecting input, many members were staying clean in isolation for the first time. The nature of the emergency led the project to be shelved. It was reprioritized in 2023, and when we came back to it, our experience as a Fellowship had transformed.

We cannot overstate the auspicious timing of this project: Had we tried to write this any earlier (including in that first conference cycle), it would have been outdated before it was printed. The conference prioritization—and the unforeseen delay—meant that we could draw on resources and experiences that simply had not existed prior. Between 2020 and today, virtual meetings have become commonplace in our Fellowship, and our lives together have in some ways become more interconnected than ever. There are resources available for isolated members today that could not have been imagined when this IP was first drafted in the early 1980s.

At that time, in response to the growing number of letters that began pouring into the World Service Office from addicts around the world, the WSO created the Loner Group to put isolated

members in touch with one another. In order to preserve anonymity and protect members, a coding system was created so that members writing in could be placed in regular contact with one another as “pen pals” and long-distance sponsors. As you might imagine, the workload was overwhelming. Eventually two publications were created as a result: *Reaching Out*, for those incarcerated, and *Meeting by Mail*, for those isolated by distance, physical and mental health challenges, or other reasons, such as caregiving or military service, that kept people from being able to attend meetings in person.

From the beginning it was clear that those recovering in isolation were not necessarily “loners” but members who were isolated for various reasons. Some went on to create NA communities that are now thriving; others were able to maintain their recovery through hard times; still others came to understand the value and practice of long-distance sponsorship, writing or sending one another cassette tapes. The conference reached out to these members when it first created IP #21, and their experience was essential in that piece. The version that wound up on our tables after several revisions is a poignant reminder of those days, but included resources that no longer exist (*Meeting by Mail* went out of print in the late '90s) and did not include the resources—or the experience—of the many members who have found recovery away from physical meetings in the decades since.

We knew that in 2020. What we could not know or predict were the many ways in which circumstances would drive innovation in our Fellowship and beyond, the expanding pool of experience in isolation, or the increasing importance of this subject for so many of our members. From February to August 2022, we posted a survey. More than 500 responses from 33 countries and 45 states showed some surprising results: Less than 25% of those reporting isolation in recovery were experiencing it as a result of geographic isolation, and technology was rapidly shifting the landscape. We reported on this data in the [2023 Conference Report](#).



In the 2023–2026 cycle, we worked with the input previously collected, as well as the responses we received from a new request. World Services posted a volunteer form for members interested in project work and focus groups. We drew from the 85 members who had expressed interest in the subject on the volunteer form to invite those who had experience with isolation (beyond what we had all just been through) to join two focus groups—in total, about 35 members. In those virtual conversations, participants were asked to share their experience: what had led to their isolation, what made the experience of isolation difficult, what about the experience was transformative, and what tools or resources had helped them. Their input was beautiful, brilliant, and highly emotional. Some who were not able to participate or who had more to say sent written input, as well.

We heard from addicts around the world and had lovely conversations with a number of members who have aged into isolation, as well as those pioneering our message in new communities—some of whom are finding support and resources through the internet and some of whom are carrying the message beyond the reach of technology.

We retained the basic structure from the previous version of IP #21. One message we heard resoundingly in both the survey and focus groups was that there are many reasons beyond

geographic location that someone might find themselves in isolation, and whatever the reason, they don't much appreciate being called "loners" (especially since our Basic Text says that before coming to recovery some of us were "devious, frightened loners.") In response to this input, perhaps the biggest unforeseen change to the IP is to drop that stigmatizing word from the title. The revised IP #21, *Staying Clean in Isolation*, offers experience, strength, and hope from members isolated by distance, illness, caregiving, aging, and more—and provides a wealth of resources, from online meetings to guidance at na.org.

There are times when we need NA desperately, and it's just not possible to get to a meeting. Whether we make contact online or by phone, whether we reach out or isolate, whether we build a new NA community around us or a new safe place within ourselves—the program is still with us, because it lives in us.

We are grateful to present the revised IP #21, *Staying Clean in Isolation*, for your approval.

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**Motion 1** Approve the revised IP #21, *Staying Clean in Isolation*, contained in Addendum A, as Fellowship-approved recovery literature to replace the current IP #21, *The Loner—Staying Clean in Isolation*.

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**Maker:** World Board

**Intent:** To update this IP originally approved in 1986 with current Fellowship experience.

**Financial Impact:** None at this time.

**Policy Affected:** None

# NA World Services Strategic Plan

It may be unfamiliar to many members, but the NAWS Strategic Plan isn't new. What is new is that you're being asked to adopt the plan. NA World Services has operated with a strategic plan for over 20 years. Every conference cycle, the plan is revised and renewed, and the priorities in the plan help shape the work ahead. In past cycles, the NAWS Strategic Plan has been included in the Conference Approval Track material. This is the first time it has been included in the *Conference Agenda Report* for Fellowship approval, and it's the first time the plan has been created by the conference as a whole.

At WSC 2023, the conference decided to approve a three-year cycle on a trial basis. (From 2000 to 2020 the conference cycle was two years.) The longer cycle has allowed the time for a truly collaborative planning process, including planning sessions at each zonal forum. All conference participants have been involved in every stage of co-creating the plan in Addendum B. The unprecedented level of conference participant (CP) involvement means this is a plan created collectively, representing the needs of NA as a whole.

Before we say anything else, we want to say THANK YOU—to the CPs who worked together

to make a collaborative plan possible, and to the members like you who are taking the time to read this essay, the plan, and this CAR and making the time to get involved in the process.

Creating and adopting the strategic plan collectively and collaboratively is part of a larger shift from a motion-driven service culture to one characterized by discussion and consensus-building. We've talked about this for decades now (reread the [2006 CAR](#) if you doubt that timeline), and after inching forward year by year, we are really seeing the fruit of our labors in this CAR with its strategic plan and discussion questions.

## What Is a Strategic Plan?

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

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

*Guiding Principles, Tradition Nine*

A strategic plan guides change. The vast majority of what World Services does is not covered in this plan. A massive amount of correspondence, phone calls, emails, translations, regular reports, web meetings, layout, production, shipping, copyrights, technology, workshops . . . goes on daily at World Services as part of our ongoing work. The goals and ideas contained in the plan relate to factors within and outside NA that we need to do a better job addressing. These objectives and solutions are about new initiatives and ideas that we would like to implement in addition to our ongoing work.

The plan covers only the cycle ahead of us. These solutions and objectives are simply pieces that we believe we can focus on now. That means that much of what is described represents first steps—what might get done in the next three years—not all of the possibilities. Countless other ideas could be included here; there is always much more to do than time and resources to accomplish the work.

Sometimes issues and objectives are carried forward from cycle to cycle, perhaps with slight revisions. Each cycle we attempt to make progress, but some goals are large and the solutions contained in the plan simply represent the incremental progress we believe we can make before the next WSC, based on what is prioritized. For instance, under the Issue *Generational and Cultural Diversity*, the solutions listed in this plan focus on younger members and newer technology. In the next cycle, the issue itself might remain the same, but the plan might include different objectives and/or solutions more focused on cultural, rather than generational, diversity.

In short, regardless of how much we might want to, we can't do everything at once. The strategic plan solutions focus on *what's next*.

## What's in the Plan

Reading through the 2026–2029 plan gives a window into some of the ways NA is evolving. There's much in the plan about carrying the message, collecting funds, and doing service in an online and hybrid environment; using technology to improve communication and connections; making sure addicts find a safe space to

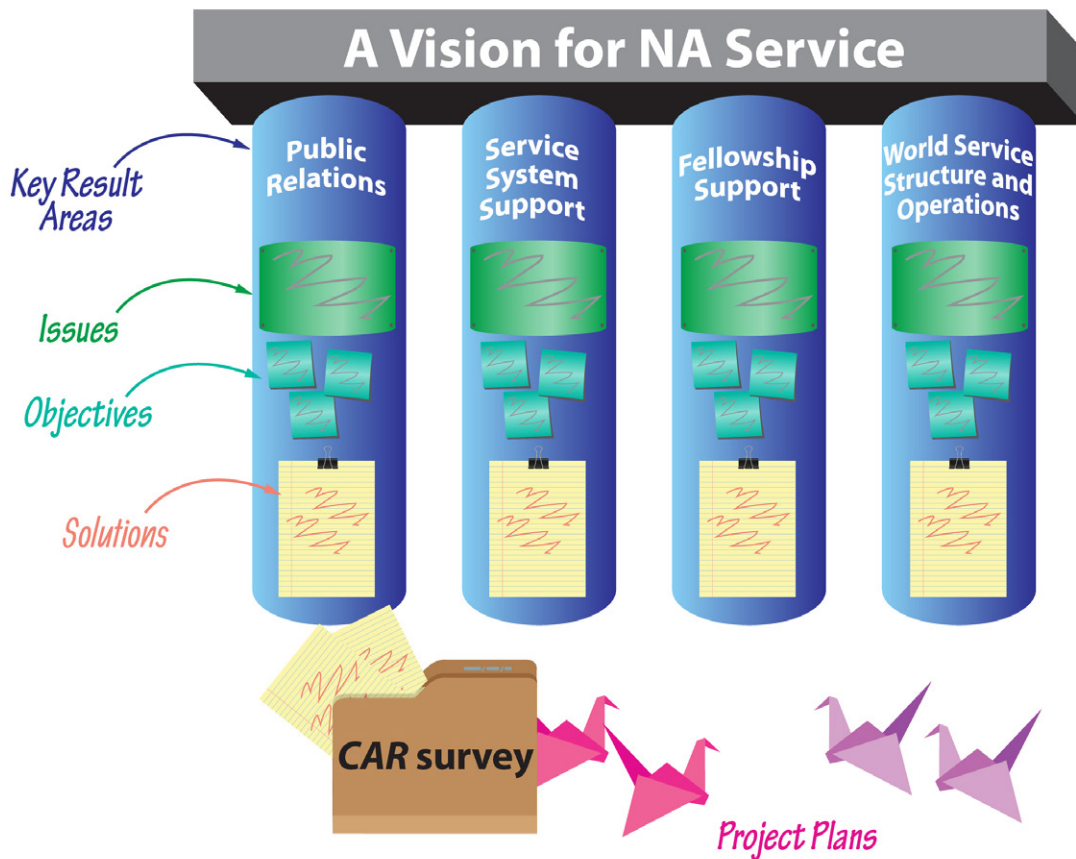
The principles that keep our Fellowship alive and free are universal, allowing us to be incredibly flexible. NA can flourish and thrive in cultures and contexts around the world. The Twelve Traditions are not negotiable, and that means they cannot be bought, bartered, traded on, or sold. That doesn't mean we are rigid, inflexible, or incapable of growth. Rather than seeing our Traditions as limiting, we come to understand that they point the way to freedom. Our guiding principles help us steer clear of pitfalls, allowing us continued growth and change.

*Guiding Principles*, Introduction

recover in NA regardless of treatment modalities that may be mandated or prescribed for them outside NA; and continuing to explore how to make our language inclusive so that every addict can find a home in NA.

Perhaps one of the most common questions from members new to service is *Why does \_\_\_\_\_ (fill in the blank) take so long?* NA does evolve, just not quickly! It's okay that we do not change quickly or that we are "behind." We are traditionalists by nature and practice. We don't need to be on the cutting edge of changes in technology; we just don't want to be so far behind that we're chiseling messages on pieces of stone.

There is always more included in the plan than we can do in a given cycle. We work on what has been prioritized first, and we communicate with conference participants about the work throughout the cycle.



## Terminology

Understanding the strategic plan means becoming familiar with the vocabulary. These are the components of the plan:

- **Key Result Areas:** Key result areas are the major areas in which we need to focus our service efforts in order to realize A Vision for NA Service. These are the four pillars of the plan we build together. They will change very little, if at all, from cycle to cycle.
- **Issues:** Issues are the factors that conference participants collectively decided are most important to address this cycle.
- **Objectives:** Objectives give us a goal to aim for and help us develop solutions that make sense in our current circumstances. They express *what* we want to achieve by the end of the planning cycle, as opposed to *how* we want to achieve it.
- **Solutions:** Solutions are paths to achieving our objectives. They are the work we want World Services to undertake on behalf of NA as a whole. Solutions don't have to include *everything* that might make progress on an objective, just the steps we want to take in the cycle ahead, if the project is prioritized. They explain broadly *how* we intend to reach our goals.
- **Project Plans:** The details of solutions, such as deliverables, timelines, media, etc., are contained in project plans.
- **Charge Forms:** Sometimes the details about how to administer a project plan are included in what we call *charge forms* that the World Board uses to give instructions to staff and volunteers working on a particular project. For instance, in the case of general projects for service material or recovery literature that are given specificity at the WSC, it's not possible to draft timelines or other specifics until the conference determines the focus of the project. (See the CAR Survey section below for more information on that process.)

We have included explanatory paragraphs throughout the plan to help address some of the questions and comments you may have and to clarify some of the thinking behind the content of the plan.

## The Planning Process

The process to create this plan began at WSC 2023. It's a process that's been dialogic—that is, the plan has been created by a back-and-forth dialog among service bodies—zones, the conference, the World Board—for more than two and a half years. The extra time in a three-year cycle allowed us to work together, as a conference, to create this plan. The planning section of the conference webpage contains reports on the progress from throughout the cycle: [na.org/planning](https://na.org/planning).

Here are the steps so far:

- Conference participants (CPs) begin an inventory, identifying factors, inside and outside of NA, that could affect our ability to carry the message—**WSC 2023**
- CPs prioritize those factors via survey—**after WSC 2023**
- Every zone in the world meets and discusses the challenges raised by the factors and possible solutions—**February through May 2024**
- World Board drafts objectives based on all those discussion notes and also drafts World Services Structure and Operations objectives—**June 2024**
- Conference participants discuss issues and objectives—**Interim WSC**
- World Board revises objectives based on CP discussions at the Interim WSC. World Board drafts solutions—**July 2025**
- Conference participants discuss solutions—**August CP web meeting**
- World Board revises solutions and finalizes draft of plan based on CP discussions—**September 2025**

At WSC 2026, delegates will be asked to adopt the plan on behalf of their regions and zones.

## Implementing the Plan

As we note above, the specifics of how to implement solutions are spelled out in project plans and “charge” sheets. The Conference Approval Track material contains the project plans that grow out of the NAWS Strategic Plan.

## CAR Survey

Within the project plans in the Conference Approval Track material are “blank” plans for recovery literature, service material, and Issue Discussion Topics. Since 2016, the results from the CAR Survey have guided conference participants to help select focuses for these projects.

These two streams of ideas—the CAR Survey and the strategic planning process—were created separately, and it's not always a seamless fit between the two. Nonetheless, they will ultimately need to come together to shape the work for the cycle.

For more information on the CAR Survey and project process, as well as a list of projects since 2016, see the Project Process and Status document posted in the planning section of the conference page. (Please note: the document was last updated July 2024. We will revise it again before WSC 2026.)

The conference is new to collaborative planning, and we will continue to refine the process. Evaluating and improving the planning process is one of the many things we'll discuss at WSC 2026. We would like to create a better link next cycle between the CAR Survey and the strategic plan. In the meantime, we have listed objective numbers next to each item in the CAR Survey to show the connection between the items in the CAR Survey and the strategic plan objectives. Sometimes the connection is clear, and in some cases it's a bit of a stretch.

## Collaborating on the Work

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.

We have been using virtual focus groups rather than standing workgroups to get work done, for the most part, because it's a cheaper, more flexible approach, and allows a greater diversity of participation. As their name implies, focus groups typically meet to discuss focused topics. During the 2023–2026 cycle, focus groups

helped us redesign the website, revise IP #21, put together drafts of *Virtual Service Basics* and *H&I Basics*, and much more.

Nonetheless, without regions' and zones' work on projects in the cycle ahead, we won't be successful. There's just too much to do. We've heard many suggestions from conference participants to revise *The Group Booklet* and/or *A Guide to Local Services in NA*, for instance. If those projects are approved, we will be asking zonal and regional bodies to participate in the projects by holding workshops, collecting best practices, and reviewing drafts. Making progress on most of the solutions in the plan depends upon collaboration from zones and regions. World Services is the distillation point for world-level projects because the board is the body elected by the conference, and the logistics of coordinating input from a Fellowship that speaks 105 languages and is located in 143 countries is more than a region or zone needs to undertake—not to mention the fact that zones and regions have their own work to do!

In fact, we hope that the NAWS Strategic Plan inspires local projects. There may be solutions that fit inside these objectives that can be addressed at local levels, and perhaps the plan will encourage more local service bodies to engage in their own planning. For instance, a number of conference participants suggested schools as a target audience for Objective 2. The board opted to focus the objective on the main sectors of the public that refer addicts to

NA and not to add any more audiences for this cycle, but perhaps some regions or zones will opt to focus their PR efforts on schools in the cycle ahead. That's just one example. We hope regions and zones are inspired to adapt some of the solutions for their local service efforts.

## WSC 2026

Throughout this cycle, we have illustrated the planning journey as a road trip we have been taking together, but in reality, the planning process is cyclical. Because planning is cyclical, we need to begin creating the next strategic plan even as we approve this one. At the 2026 World Service Conference, delegates will be asked to start that work, just as they started the planning process in 2023 to get here today. Having fewer motions in the CAR means more time at WSC 2026 for discussions, and some of those discussions will center around the factors in NA and the world around us that may most affect NA in the years ahead (2029–2032).

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?**

If that question sparks ideas for you, share them with your delegate or at your area or regional CAR workshop.



## Three Years

It's worth noting here that the three-year conference cycle was approved as a two-cycle trial (2023–2029). The 2029 World Service Conference will be asked whether to adopt a three-year cycle on an ongoing basis. Given the uncertainty of the conference cycle length after 2029, the board discussed whether to label the next strategic plan the 2029–2032 plan or to label it the 2029–203X plan. We decided on the former approach (2029–2032).

We will plan for three years, but if the three-year cycle isn't approved, we will have to go back to the drawing board. The collaborative planning process is contingent on a three-year cycle. In a body so large, international, and multilingual, we do not have the time for this much conversation, revision, and review—this much back and forth about each element of the plan—if we don't have at least three years.

## The Motion

The NAWS Strategic Plan is large and contains many details, but you're being asked to adopt it as a whole, rather than piece by piece. Your delegates worked together for years (literally) to make sure the plan outlines the work World Services most needs to undertake in the three years in front of us.

The plan may or may not include each of our particular passions, but it absolutely reflects our collective needs and priorities. We might each, as individuals (or groups or areas or regions), prefer different phrasing in one place

or another, or a slightly different emphasis in an objective or a solution, but rest assured, every bit of the plan has been discussed by conference participants—delegates, alternates, and the board. We have had many, many discussions to create this plan. This has truly been a consensus-based process. As *A Guide to World Services in NA* says, "Consensus is based on the belief that each person has some part of the truth and no one person has all of it (no matter how tempting it is to believe that we ourselves really know best!). The consensus process is what a group goes through to reach an agreement. It is how we manifest the idea 'together we can do what we cannot do alone' in a service setting" (from the *Decision Making at the WSC* section of [GWSNA](#)). And so, we are asking you to adopt this plan in the spirit of good faith with which it was created.

We are using the word *adopt* in the motion rather than *approve* because, while most members are seeing this for the first time, the plan has been created collectively over the course of years. We are asking the Fellowship to take ownership of something that your delegates have co-created on your behalf for our common welfare.

With almost 300 conference participants, it takes a tremendous amount of conversation to build consensus. Collaboration with a group this large is highly unusual in any context: It is new to us, and rare in the world. This is the first time ever that the conference as a whole is constructing the World Services Strategic Plan. As they say, *Inclusion is not just being invited to the party; it's being asked to dance*. So let's dance!

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**Motion 2** To adopt the collaboratively created 2026–2029 NA World Services Strategic Plan contained in Addendum B.

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**Maker:** World Board

**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.

**Policy Affected:** None.

# Looking Forward: World Convention of NA

## WCNA History

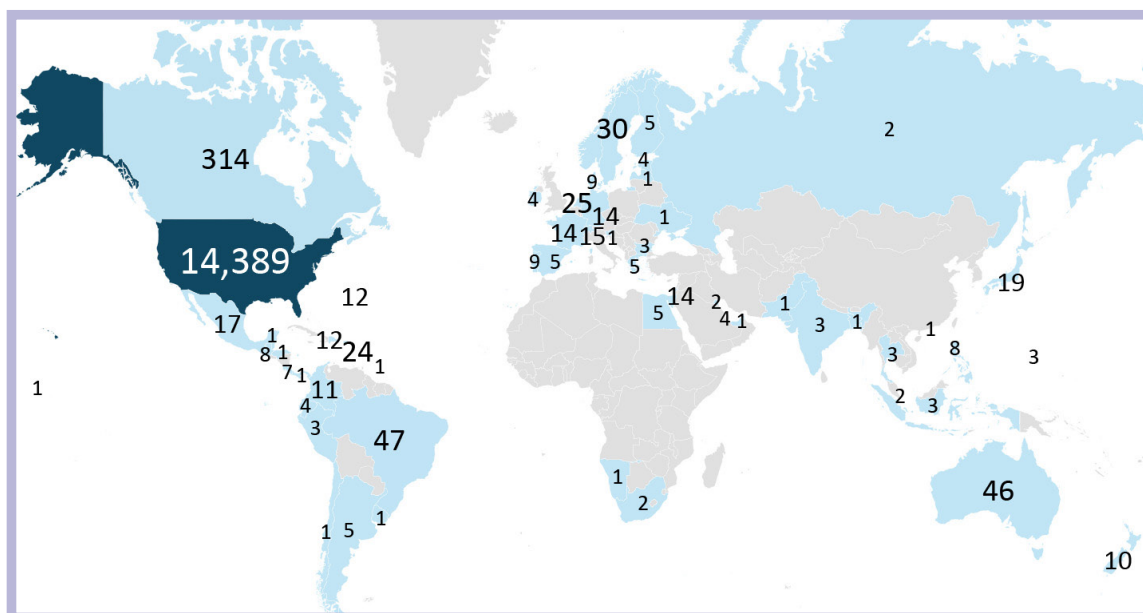
For over five decades, the World Convention has been a celebration of unity and recovery for the Fellowship. During the early years, when the population of our Fellowship was smaller in number and more concentrated in the southwestern US, the convention was very California-centric. It was not until the late 70s that the first World Convention would be held outside the borders of California, and not until WCNA 16 in 1986 that we would venture beyond the borders of the US. The 1980s were a vibrant time for NA, and WCNA was our expression of the diversity of our membership.

From 1971 to 1996, the World Convention was an annual event. In the mid-90s, the then-World Convention Corporation presented motions, which were adopted by the WSC, to create a new “zonal” rotation plan and change to a two-year schedule. The new plan would begin after WCNA 26 (St. Louis, Missouri). The ideal goal of this rotation plan was to increase worldwide participation by moving the convention outside North America every other convention. This came with its own set of challenges; chiefly, the World Convention had been primarily sup-

ported by members from North America, and rotating outside North America to other locations around the world was likely going to result in the convention being inaccessible to a large portion of the Fellowship. The rotation plan was then slightly altered, from nine zones to six, adding in two extra North American locations during the 1998 to 2009 timeframe.

Faced with ongoing challenges related to attendance, effective planning, and the financial bottom line, the World Board proposed a new rotation plan that was adopted at WSC 2012. This revised plan would alternate between US and non-US locations, with the convention being held every three years. This would mean that the convention would be held in North America every six years and outside North America every six years. With WCNA 34 and 35 already planned for San Diego and Philadelphia, this new rotation would begin with

More information on the history of WCNA can be found at [na.org/wcna](http://na.org/wcna).



The above chart depicts the number WCNA 38 pre-registrations by country.

WCNA 36, planned for the Central and South America zone. WCNA 36 was ultimately held in Rio de Janeiro.

With the exception of WCNA 32 in San Antonio, the trend for conventions held in North America was positive. Both WCNA 34 and 35 had good attendance and modest profits. The magic of WCNA 37 (Orlando), in 2018, was outstanding. That convention saw more than 21,000 in attendance and a substantial income of over a million dollars. This was largely due to the beneficial contract for meeting space and the level of attendance.

Prior to the global pandemic in 2020, NA World Services had planned for WCNA 38 to be held in Melbourne, Australia. After the global shutdown, the World Board discussed the situation with delegates and decided to try to postpone the convention for a year and reevaluate. When the situation was reevaluated, travel and health concerns from COVID, entwined with the strain on financial and human resources of NA World Services, made canceling the convention in Australia seem the most responsible action.

## Present

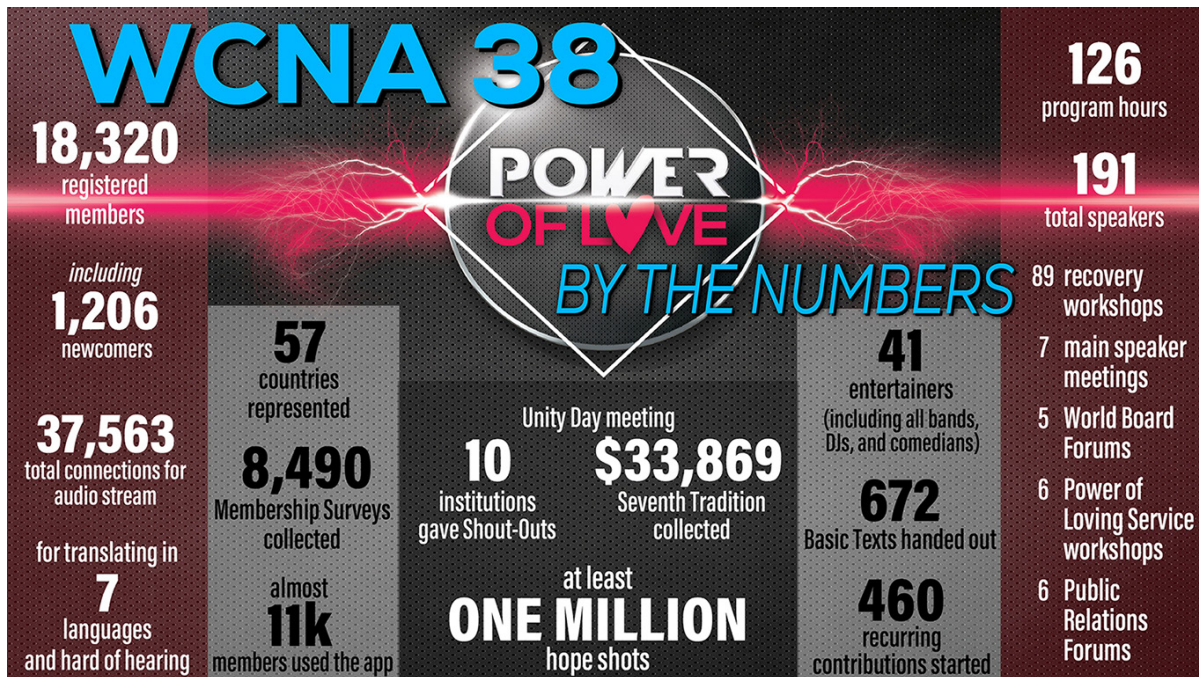
Going into WSC 2023, planning was underway for WCNA 38 to be held in 2024 in Washington, DC—a return to the location of WCNA 15 almost 40 years prior. However, World Ser-

VICES was still uncertain about the practicality of the rotation plan and what the future held. Current policy assumes a relatively stable set of circumstances. There is no provision for a world in which a global shutdown leads to the canceling of a convention and the skyrocketing of expenses associated with event planning. In response to unstable circumstances, the 2023 WSC approved a motion offered by the World Board to suspend the WCNA rotation policy after 2024, to allow time to research and determine what is possible and practical moving forward with the World Convention.

**Motion 8:** As a result of the COVID pandemic, to suspend the World Convention of NA (WCNA) rotation policy after 2024, to allow the World Board to determine what is possible and practical moving forward and then seek approval from conference participants.

**Maker:** World Board

**Intent:** Given the disruption in the rotation of WSC and WCNA that has already occurred, the increases in event costs, and the other changes brought about by the pandemic, to allow an evaluation by the World Board and approval by conference participants for what is possible and practical in the future.



One of the main things we learned from WCNA 38 in Washington, DC, is just how much the landscape has changed and how uncertain convention attendance can be. Based on the trends from the past two conventions in North America, the fact that there had not been a WCNA in six years, and that Washington, DC, is located within an easy drive of many of the most densely populated NA regions, it was reasonable to think that attendance had the potential to be even higher than in Orlando, and it made logical sense to plan accordingly. In most cases, past performance can be indicative of future outcomes, but that was not the case here, as we now know. We underestimated some of the ways that the pandemic had changed the Fellowship. Prior to the pandemic, many members only experienced the diversity of NA's membership by traveling to events, especially WCNA. With the rise of virtual NA, members today can experience our diversity from their phone by attending an online meeting anywhere in the world, any time of day. The option to stream main meetings for free and the uptick in other NA conventions and events likely played additional roles in members' choices to opt out of in-person atten-

dance in Washington, DC. There were a total of 37,563 connections to the eleven meetings that were offered to stream at WCNA 38.

In addition to financial strain in the current economy, other factors, such as lingering health and safety concerns, especially among our aging members, may have also contributed to the overall level of attendance in DC. WCNA 38 was planned for a projected attendance of 24,000, and just over 18,000 members registered. We are not the only organization faced with problems of predicting attendance. AA recently held their international convention with nearly half of what they had anticipated. With 21,000 attending the convention in Orlando six years prior, it seemed reasonable to anticipate that we might exceed that number. As was reported in the 2024 *Annual Report*, the bottom line for WCNA 38 reflects expenses over income of \$956,129. Thankfully, World Services' efforts to increase reserves helped us to be prepared for an unfavorable outcome. The work at hand has continued without major disruption; however, the outcome has had a significant influence on the discussions and decisions shaping the future of the convention.

<b>Final Financial Report for WCNA 38</b>					
<b>31-Mar-25</b>					
<b>EVENT-SPECIFIC as of March 31,2025</b>					
<b>EVENT-SPECIFIC INCOME</b>	<b>YTD ACTUAL</b>	<b>YTD BUDGET</b>	<b>VARIANCE</b>	<b>VARIANCE%</b>	<b>ANNUAL</b>
<b>WCNA-38 INCOME</b>					
REGISTRATION	\$ 3,031,586	\$ 4,261,000	\$ (1,229,414)	-29%	\$ 4,261,000
SPECIAL EVENTS	550,969	663,750	(112,781)	-17%	663,750
NEWCOMER DONATIONS	48,467	15,000	33,467	223%	15,000
MERCHANDISE	964,070	798,584	165,486	21%	798,584
OTHER SALES	328,764	242,765	85,999	35%	242,765
<b>Total Event-Specific Income</b>	<b>\$ 4,923,856</b>	<b>\$ 5,981,099</b>	<b>\$ (1,057,244)</b>	<b>-18%</b>	<b>\$ 5,981,099</b>
<b>EVENT-SPECIFIC EXPENSE</b>					
<b>WCNA-38 EXPENSE</b>					
REGISTRATION	\$ 2,381,281	\$ 2,463,000	\$ (81,719)	-3%	\$ 2,463,000
SPECIAL EVENTS	558,636	387,910	170,726	44%	387,910
PROGRAM	337,932	385,000	(47,068)	-12%	385,000
MERCHANDISE	834,506	399,292	435,214	109%	399,292
FACILITIES	1,376,584	900,000	476,584	53%	900,000
SUPPORT COMMITTEE	12,222	50,000	(37,778)	-76%	50,000
ADMINISTRATION	378,822	400,000	(21,178)	-5%	400,000
<b>Total Event-Specific Expense</b>	<b>\$ 5,879,984</b>	<b>\$ 4,985,202</b>	<b>\$ 894,782</b>	<b>18%</b>	<b>\$ 4,985,202</b>
<b>Total Event-Specific Excess Revenue/Expense</b>	<b>\$ (956,129)</b>	<b>\$ 995,897</b>	<b>\$ (1,952,026)</b>	<b>-196%</b>	<b>\$ 995,897</b>

## Future

The motion to suspend the current rotation policy of WCNA adopted at WSC 2023 gave World Services time to research and evaluate what would be practical moving forward. The motion stipulates that the board will seek approval from conference participants. It took most of the past 18 months to gather the information needed for the discussions and to reach consensus on what changes in policy made the most sense.

The proposed guidelines delegate more of the rotation and location decision-making responsibility to the World Board simply because so much is unknown—inside and outside NA. The conference industry as a whole is changing; our members' behavior is changing; and there is no way to predict what the landscape will look like years in the future.

In addition to the outcomes of past World Conventions, such as WCNA 38's shortfall, World Services considered many factors, such as market trends for event-related costs. Overall event expenses, especially expenses related to audio and video production—something we rely heavily upon—continue to climb. Rising costs and increasing complexity of international travel have to be taken into consideration, especially for events outside North America, given that most WCNA attendees, regardless of where the convention is held, typically are US members. When deciding upon recommendations about the future of the convention, the World Board discussed global political and economic climates, PR and FD benefits of the event, potential revenue or losses, size of the convention in both US and non-US locations, and more. In addition, NAWS opened a survey to see if there was a common theme of why NA members attend (or don't attend) WCNA. As expected, the majority of the 3,616 responding ranked costs of travel and other financial factors, as well as location, as the highest influencers on their decision of whether to attend. Nearly half of the responses received (48%) were from members who have never attended a WCNA. We will report more on the results from this survey in the *Conference Report* prior to WSC 2026.

One item where the World Board reached consensus was for each World Convention to be a revenue-neutral event. Although we have always hoped to be, at minimum, "revenue neutral," often the opportunities the event provides for public relations or Fellowship development have meant we were comfortable with expenses exceeding income if hosting was impactful on the community. Planning a convention that is budgetarily prudent, in the current conditions, may mean requiring capped attendance. One of the biggest challenges we have is not being able to estimate the number of people who are actually going to attend a convention, which makes it almost impossible to plan for effective facility use. One of the arguments we hear about this issue is that we are limiting a newcomer's opportunity to attend a meeting. There is nothing further from the truth. On top of having newcomer registrations available, in our current planning for facility use there are always meetings available that don't require registration in at least one or more of the neighboring facilities. Another idea that is being considered is creating a registration for the streamed meetings but keeping the WCNA Unity Day event free or low-cost.

There was also agreement to schedule the event for every five years rather than every three. It is believed that having the convention less frequently will make it a more special occurrence and allow our membership more time to plan. In addition to the benefit for members to be able to plan further ahead, it also gives the same extension on planning for World Services. Holding WCNA every five years, starting in 2028, means that we can celebrate the milestone anniversaries of NA—the 2028 convention will mark NA's 75th anniversary!



The final piece is the rotation plan. The old rotation plan, which aspired to hold every other WCNA outside North America, is no longer a practical framework for planning. The world is far too unpredictable, especially looking out over long periods of time. What seems to make the most sense is to remove the current Convention Zone Rotation Plan and delegate the decision making to the World Board. Sites will be considered that allow for rotation to the extent that is prudent and possible based upon the geopolitical and financial circumstances in the world at the time. The fact that we are now in the practice of having a conference participant webinar every two months allows for a dialogue with delegates from around the world in this process going forward. There is more about the process for deciding location in the Proposed World Convention Guidelines, located in Addendum C, under “Site Selection.” If approved, these guidelines will replace the current pages in *A Guide to World Services in NA*,

which you will find in Addendum D. World Services remains committed to a WORLD convention—we are a worldwide Fellowship—but it no longer seems possible or practical to determine a location so far in advance of planning the event. The modern world is far less consistent than it has been at any point during NA’s existence, which has made event planning much more challenging than ever before. As an example of our commitment to rotation, we intend to hold the 2028 convention in Europe; we are finalizing the location as we type this report.

As the Proposed Guidelines make clear, WCNA isn’t just a large event; it is a celebration of our unity, diversity, and recovery. NA World Services is committed to prudent planning, transparent communication, and global participation for the future of WCNA. Together, as a Fellowship, we look forward to many more World Conventions. We hope to see you in Europe in 2028!

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**Motion 3** To hold the World Convention of Narcotics Anonymous (WCNA) every 5 years, beginning in 2028. The location to be determined by the World Board based on fiscal and geographic considerations that lend themselves to, at minimum, a revenue-neutral event. (The specific changes to the WCNA Guidelines in *GWSNA* are shown in Addendum C.)

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**Maker:** World Board

**Intent:** To have guidelines for the World Convention (WCNA) that reflect the changing nature of large events worldwide and support the prudent use of Fellowship resources.

**Policy Affected:** The policy offered in Addendum C will replace the current WCNA guidelines in *GWSNA* (pages 46–48) shown in Addendum D.

# Gender-Neutral and Inclusive Language

The topic of gender-inclusive language stems from the fact that some significant populations of still-suffering addicts tell us they do not feel fully accepted or included in Narcotics Anonymous meetings. The question of how to make meetings more welcoming is not a new one. This passage from the 2008 CAR could have been written just as easily today:

*“One of the many beautiful aspects of NA is that our program works for any addict, regardless of . . . age, ethnicity, economic status, belief system, and so on. We are the ‘big tent’ fellowship. Our challenge is to communicate that to others. How can we better demonstrate to all of the people in our communities that we are an open and diverse fellowship? And what can we do to help all addicts feel equally comfortable in our rooms?”*

The specific issue of gender-neutral language has most recently been on the Fellowship’s radar for two conference cycles. A motion addressing this topic appeared in the 2020 CAR but was not taken up at WSC 2020 due to limitations imposed by the pandemic. In 2023, the WSC passed Motion 14: “To direct the World Board to create a project plan for consideration at the next WSC to investigate changes and/or additional wording to NA literature from gender specific language to gender neutral and inclusive language.”

Since then, conference participants have been working together to identify goals and solutions for inclusion in the NAWS Strategic Plan. Objective 7 of the plan is to “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.” One of the corresponding suggested solutions is “Investigate changes and/or additional wording to NA literature from gender-specific language to gender-neutral and inclusive language.”

Gender-neutral language in NA literature was also selected as an Issue Discussion Topic by the

2023 WSC, and we have had a survey posted throughout the cycle. Over 5,500 NA members took the opportunity to share their perspectives, and it is clear that many have strong feelings about this issue. Of the total respondents, 50% said they believed that changing the wording of NA literature to be gender inclusive would have a positive effect. About 45% did not support changing the literature. It seems apparent that we need more conversation as a Fellowship to build consensus on this issue, a conversation that will continue at WSC 2026. It’s worth noting that we received a lot of input from Russia, where current laws and political pressures have made issues related to gender and identity particularly fraught. In some respects, the responses from Russia may be related to or influenced by a different set of issues than the type of changes we are dealing with related to NA literature. When we set aside Russian responses, the balance shifts to 62% in support of gender-neutral changes to NA literature and 32% against. In a Fellowship as diverse and international as NA, making collective decisions can be challenging. We hope that clarifying the exact nature of the changes being considered and continuing the conversation about the issues will help us build consensus as a Fellowship. The 2026 *Conference Report* will include a compilation of the survey data on this Issue Discussion Topic.

When we talk about gender-neutral language, we are really discussing three separate things: the words we use to describe our members and potential members, the words we use to describe God, and the words of our Steps and Traditions. These three things should not be treated as a single question but addressed individually, as they impact NA’s literature differently and, in the case of the Steps and Traditions, require a different revision process. For WSC 2026 as a starting point, we intend to focus just on the language used to describe our members and potential members. The World Board will offer a project plan on this topic, as directed by Motion 14. This project plan will appear in the Conference

Approval Track (CAT) material to be published in February. While the 2025 Interim WSC determined that initiatives for new or revised recovery literature, service material, or IDTs were to be submitted via the CAR Survey rather than through motions, the project plan called for in Motion 14 does not fit into one of those categories. The motion asks for a project to investigate changes, not to do any immediate revisions; therefore, we are choosing to address it with its own project plan.

## What We Mean by Gender-Neutral Language as It Relates to Our Members and Potential Members

Some of the input not in support of making NA literature gender-neutral seemed to reflect some misunderstanding of what gender-neutral language actually means for our literature. A clear example can be seen in the first paragraph of IP #7, *Am I An Addict?*: “Very simply, an addict is a person whose life is controlled by drugs.” This differs from the wording in “Who Is An Addict?” in the Little White Book, commonly read at meetings, which reads, “Very simply, an addict is *a man or woman* whose life is controlled by drugs.”

The difference between “a man or woman” and “a person” may seem insignificant, and for

many of us, it is exactly that: difference without distinction. Yet for some addicts, it makes all the difference. Gender-neutral language smooths the path for identification in ways most members may not even notice. In fact, many are unaware that new NA literature has been written to be more gender neutral since 2012, with the publication of *Living Clean*.

At the 2023 WSC, the conference made the decision to revise A Vision for NA Service, changing the phrase “his or her own language and culture” to read “their own language and culture.” The motion (Motion #5) was met with consensus approval. The vision statement gets to the heart of what this discussion is all about: *Every* addict in the world has the chance to experience our message.

## Revising Our Text, Expanding Our Tent

For some members, the idea of altering our Basic Text raises concerns that NA might lose some of its time-honored strength. They worry about setting a precedent of revising literature any time someone dislikes how it is phrased. The prevailing view of those who gave input that they opposed changing the language was essentially “If it ain’t broke, don’t fix it.”

However, while the language of NA may not be “broken,” the simple truth is that it isn’t working for everyone. At NAWS, we hear more and more from members who feel excluded by the gendered language in our literature—especially the group readings, which are many addicts’ first exposure to what NA is all about. What’s more, a survey of members cannot capture the voice of the most vital population: suffering addicts who went to their first NA meeting, felt they didn’t belong, and never came back. The [2024 Membership Survey](#) indicates that members perceive their first NA meeting as very important. When asked what influenced them to stay in NA, 83% of *Membership Survey* respondents reported identification as a key component. We cannot discount those potential members who are missing from the conversation.

Looking at our history, we find that the Basic Text has been revised before for this exact reason: to

Did you know that any Fellowship-approved literature can be read at an NA meeting?

Instead of the conventional reading cards, some groups have shared other (*unaltered*) excerpts from NA texts that happen to be gender neutral. We have collected these ideas for other groups that wish to make their group readings more inclusive. Find them here [na.org/gender](http://na.org/gender) or email yours to [wb@na.org](mailto:wb@na.org).

expand the circle of addicts who feel welcome as members. The original chapter “How It Works” stated that “the only way to keep from getting or continuing a habit is not to take that first fix, pill, or drink.” As our Fellowship evolved and grew, some addicts spoke up. They didn’t relate to “that first fix, pill, or drink” because their using took some other form. It was clear that more inclusive language was needed to welcome more addicts into our Fellowship. The 1986 World Service Conference passed a motion to revise the Basic Text language to read, “The only way to keep from returning to active addiction is not to take that first drug.”

With this simple change, the sentence carries as much weight as it ever did. Nothing was lost, while for those who could not identify with the specific words “fix, pill, or drink,” a sense of acceptance and belonging was gained. A majority of survey respondents seem to believe that changing “a society of men and

women” to “a society of people” and so forth could have the same effect.

## Regardless Of

As we mature in our recovery, we learn to focus on our similarities, not our differences. But newcomers can have a tendency to home in on the differences, often viewing themselves as “terminally unique.” It is the spiritual principle of unity that guides us as we discuss the implications of altering our older literature to be more inclusive. Inclusive language doesn’t divide; rather, the opposite: We are a society of people. Our primary purpose is to carry the message to the addict who still suffers. Regardless of our personal beliefs, we all wish to make addicts everywhere feel welcome. Our common welfare should come first. The question of exactly what that looks like in action has sparked impassioned and thought-provoking discussions in workshops around the world.

## Discussion Question

At WSC 2026, conference participants will spend time discussing this issue. To help inform the discussion, please spend some time at your CAR workshop discussing this question, and provide us with your feedback by 1 April 2026 at [na.org/surveys](https://na.org/surveys).

For the purposes of these questions, we intend to focus on gender-neutral language in NA literature as described in the CAR essay—changes in the language that describes people (members and potential members), not language that describes a Higher Power. These changes in wording—from “men and women” to “people,” for instance—don’t change the meaning of the message in our literature; they allow more people to identify with it. Issues of the wording of our Steps and Traditions are for a future discussion.

**Given that we all want to provide a safe, welcoming, inclusive Fellowship where everyone can recover (regardless of . . . ), are we willing to explore these types of changes in our literature in order to carry the message more effectively? If not, why not?**

## ***DRT/MAT in NA: Helping Members Take Root***

In each of the Issue Discussion Topics (IDTs) this cycle, we have confronted issues that profoundly affect our life together in Narcotics Anonymous ([na.org/idt](http://na.org/idt)). At this World Service Conference, as we consider Our Common Welfare, we realize that our future depends on making sure that our message is clear and that the doors to Narcotics Anonymous are open to all addicts. The question of who comes to NA, how they find us, and whether they stay is, of course, important to all of us. We are in service because we love this Fellowship and mean for it to survive. The IDT Helping Members Take Root asked about what happens after addicts come through our doors, and how we can help people “stick and stay”—make the decision to become members of Narcotics Anonymous.

The input on this IDT was plentiful and emotional. The issue of medications used to treat addiction has been a wedge issue for more than 20 years, and many of us are deeply positional. Some of the input was hard to read because there was so much pain and passion in the responses. Among the more than 850 responses were many wise and thoughtful submissions covering a broad spectrum of perspectives. But one thing that stood out was the shared sense of hurt and urgency from these disparate positions. To many of us, it feels like an issue of survival, both for the addict suffering and for the Fellowship itself. And we are rarely at our most open-minded when we are fighting for our survival.

At this point, it appears that what we need most is to create an atmosphere of recovery

around the issue. There is a great deal of common ground, and on that ground we can build a new foundation for this conversation, beginning from our spiritual principles. In this polarized world, on this highly charged issue, can we agree for now to listen to one another with love, compassion, and a willingness to respect our opposing viewpoints?

In the years that we have been discussing this, the growth of NA in the US in particular has flattened or even declined. While our *Membership Survey* is often answered by more established members (we can't capture the voices of those who have left), we see our demographics lurching older: About half of our members are over 50, and 47% of our members have more than ten years clean. Our recent *Membership Survey* showed that the US has fewer members under 30, and fewer members who came to NA on medication for addiction, than the rest of the Fellowship. While treatment programs are expanding in the US, their relationship to NA has been less and less cooperative. While we are proud of our longtime members, we know that NA's future depends on those just getting started and those yet to come. Of those who do stay, 82% say they stay because of their identification with members and the welcome they felt: Making sure that newcomers find the opportunity to become longtime members is crucial.

At WCNA 38, the professionals at our PR sessions were frank about the reservations they had in referring addicts to NA. They told us clearly that they are hesitant largely because addicts being treated with medication for addiction had experienced a hostile or unwelcoming atmosphere at NA meetings. And a number of members, responding to this IDT, said that in our program of total honesty, they were advised—not only by clinicians but by other members and sponsors—not to share about the medications they were prescribed (and in some cases, legally mandated) to take. In too many places, we are not providing that vital welcome or a consistent



message of hope. And it seems we are creating an atmosphere where addicts are afraid to tell the truth.

Much as we might wish it were otherwise, the idea of treating our disease with medication does not seem to be going away; on the contrary, medical treatments are proliferating and becoming increasingly subtle. In many cases, it would be unlikely that we would know a member was engaged with such treatment unless they told us.

This challenge was, in some ways, the motivation for the current IDT: How can we help addicts coming in the door to stay in NA long enough to want what we have? How can we help addicts seeking recovery—who, at this point, may be hearing a very different message from professionals than they hear in NA—to choose our way of life? And can we make NA a welcoming environment for those addicts without compromising our integrity or our message?

We have been talking about one or another form of drug replacement therapy for many years. In the 1990s, the Board of Trustees issued a bulletin on the subject. In 2006, when we asked in an IDT “Who is missing from our meetings?” those on medication for addiction were acknowledged as a population we weren’t retaining. In 2012, we had an IDT on the Third Tradition, that the only requirement for membership is a desire to stop using. In 2014, we again found that this issue was a priority for discussion in an IDT called Welcoming All Members. In 2018, conference participants took the bull by the horns in an IDT called DRT/MAT as It Relates to Narcotics Anonymous; in 2023, that topic was reprised and expanded in DRT/MAT as It Relates to Narcotics Anonymous: Helping Members Take Root.



After many years and so much conversation, we are not closer to consensus on our response to a number of questions related to addiction medication. But we have made some progress. We do have consensus on some basic principles, like unity, welcome—and our message.

We have mostly come to agreement regarding the front door: We want to welcome anyone to Narcotics Anonymous, help them decide if they belong and find a way to “take root” here—that is to say, to become members and find a new way of life. But once those addicts are here, difficult questions arise, mostly around service and celebration. One of our members said it best in their response to the IDT (condensed slightly):

*The question of the newcomer attending NA for the first time—or even regularly attending meetings on MAT—is not the issue. Our Third Tradition is a settled question: We welcome everyone. This isn’t the exact dilemma we face as a Fellowship. The dilemma is not “are they members,” or “do they have the desire.” Someone is a “member” when they say they are, and that desire is an unmeasurable commodity. The question is, “Are our members who are on MAT considered clean and completely abstinent in accordance with the principles of NA?”*

This is not a casual disagreement. For many of us, it goes to the heart of our understanding of what Narcotics Anonymous is and what our recovery means. We cannot make light of this or pretend that the challenge is something we can gloss over. To say we are not in a position to solve it is to acknowledge the gravity of this for so many of our members. This is actually a matter of life and death: If we were to pick any side, addicts would leave and die. And to many of those whose positions are fixed, the answer seems clear and obvious.

If this were a readily solvable issue, we would have solved it years ago. When we started this conversation so many cycles ago, we thought that at some point we could come to a single answer: that the Fellowship would come to a single position on its definition of abstinence generally and its position on medication-based approaches to the disease of addiction.

In our history as a Fellowship, there have been key moments when we could not arrive at consensus around an issue. These moments have sometimes been marked by contention and disunity. As regards the issues around medication for addiction treatment, we find once again that we simply do not have consensus on whether a person taking medication to treat their addiction is “clean.” The answers we have offered in service pamphlets and bulletins have not resolved this in the minds and hearts of our members, and the consequences for addicts have sometimes been grave. But we believe we do have the tools today to live and recover with one another in unity and grace, despite differences in how we understand the program we all love.

Thinking about how we survive such a significant difference drives us to our spiritual principles. And that begins with admission and surrender.

We do have consensus that abstinence is integral to the NA program and to our message. It seems clear at this point that there is still not consensus among members on what exactly constitutes abstinence. Many of us have experience with needing medication in recovery for various reasons: We have addressed many of these issues in our booklet *In Times of Illness*, and in IP #30, *Mental Health in Recovery*. Although many of us consider medication to treat the disease of addiction an entirely separate category, as these medications change—no longer simply opioids or opiate blockers—it is increasingly difficult to find a line between one kind of medication and another.

It continues to be the case that we believe in abstinence, but members define and experience it differently, and the determination of what constitutes abstinence ultimately rests with the recovering addict, in communication with a sponsor and their Higher Power. Those of us who have experience needing medication during our recovery find that rigorous honesty and accountability are crucial to maintaining our recovery. In communication with our medical providers, our sponsor, and our HP, we try to make conscious and informed decisions that take us to the least medication for the shortest time to maintain our well-being; but our health and well-being are essential for our recovery, and medical interventions are sometimes part of that.

While this may be surprising to many of us, the surrender to this current reality brings a certain freedom—like any surrender. And like any surrender, the admission that we’re not getting closer to consensus frees us to approach this conversation differently. The diversity of perspectives on the topic of abstinence speaks to the diversity of approaches to recovery within our program. What we all know, however, is that the process works, and that we can trust the process to bring us to the truth, even if it takes a long time. But trusting the process is not a small task when we feel that the integrity of our group or our message is in question.

The challenge to NA of medication-driven treatment often gets framed through Traditions Three and Five, as we’ve seen in those previous IDTs. Tradition Three tells us that the only requirement for membership is a desire to stop using; *It Works* reminds us that “our task is to fan the flame of desire, not dampen it. Any addict who walks into a meeting, even a using addict, displays a level of willingness that cannot be discounted.” In the Issue Discussions directly and indirectly focused on the Third Tradition, we have confronted not only our opinions about different forms of treatment, but what *Guiding Principles* points out may be our reservations about each other.

**Each of us has a part to play in making NA groups welcoming to everyone. Doing so requires checking our reservations about the recovery of others. A newcomer may seem too young or too old, or too beaten down or not having lost enough; they may have done the wrong drug, or not used like we did; they may still be on parole, or take medication we have opinions about. . . . There is no model of the recovering addict, no profile of the addict who suffers, and no condition on membership besides desire—which is between the addict and their Higher Power.**

*Guiding Principles: The Spirit of Our Traditions, Tradition Three*

In Tradition Five, we consider our primary purpose, which is simply to carry the message that an addict, any addict, can stop using drugs, lose the desire to use, and find a new way to live. Our conversations about DRT/MAT remind us that when we are focused on carrying our message, we can surrender, to some degree, our desire to control those who hear it and allow people to come to an understanding in their own time.

And while these have been important conversations, it seems the challenge is actually in Tradition Two: We are afraid this question might “break” NA. Trusting that our Fellowship is resilient enough to survive our diversity asks us to step out in faith.

We have found some productive points of agreement. We want to acknowledge that we have continued to work together in unity over all of this time—decades—that we have been wrestling with this issue. Whatever we do next is not a new beginning, but a continuation of that work.

## Where We Have Consensus

In the description of our symbol in the Basic Text, we are told, “The outer circle denotes a universal and total program that has room within it for all manifestations of the recovering person.” Today, our vital and diverse program bears that out. And if we drill down into our beliefs across the Fellowship, there are many places where our differences of opinion and practice are great, yet we continue to recover together in unity.

- Our message is hope and the promise of freedom. We understand that, for many of us, total abstinence is not a first goal when we come in the door.
- In the words of one member, “Some of us circle the airport a long time before we come in for a landing.” Membership requires only a desire to stop using, and we don’t have classes of members. It is not our job to determine what someone takes or what their relationship to it is. It is our job to help the member answer that themselves, with guidance from their sponsor and Higher Power.
- We are forever nonprofessional, and in some ways as an organization, we opt out

of the conversation happening in the field of addiction treatment. We understand that addiction treatment is almost always about people in transition from active addiction to some form of recovery. NA’s approach doesn’t end with stability, but in so many ways begins here. We respect the professionals in the field and acknowledge that their approaches change over time and across disciplines. Our approach does not change. We are addicts seeking recovery together, and what we offer is a spiritual path in fellowship with others.

- Narcotics Anonymous is a spiritual program, a Fellowship of people, a program of action. It is not a science, nor is it engaged in the practice of science, although we are grateful for those researchers who have been able to reflect us back to ourselves through their lens.
- If we can bring people to NA and keep them here, our message is attractive enough that many ultimately want to be clean. Chasing them away before they get the message or after they have a tentative sense of membership is deadly. One elder member shared, “We’re treating [people on addiction medication] like [some early members of] AA treated us!” Stigmatizing members doesn’t get people clean, and it doesn’t change the thinking of treatment professionals. It just makes it harder for the message to get through.

The spiritual work of the program is its own progression. If we dig into the work, we will want to be clean. Our task is to trust that the work will get members where they need to be. We can see where these conversations bring us to the Traditions, but perhaps the answers ultimately rest in the Steps.



We can widen this conversation beyond a question of right or wrong and instead ask how we can invite people to experience membership in NA. We do have a common understanding of the importance of welcoming; we want to welcome anyone who struggles with the disease of addiction. And we want to hold space for that addict: to stay long enough to understand what abstinence is for them, and to be courageous enough to choose that for themselves—whether it takes them a day or a decade to get there. We know this when addicts are relapsing. We have a harder time being patient, it seems, when addicts are undergoing a medication-based treatment. Can we be so loving and embracing that people come to believe abstinence is possible for them?

## Changing the Narrative

Our diversity is our strength, not only with regard to demographics, but also in our approaches to recovery. This is not to say that our message is “watered down,” but that our experience is precisely this: Our Basic Text tells us, we come to an understanding of the program for ourselves, and with our diverse understandings we peacefully coexist in the spirit of our First Tradition. Though there are many things we don’t agree on, we share a message, a purpose, a program, and a set of principles that guide us through deep waters. Learning to live together in unity—without unanimity—asks us to practice equanimity.

It’s time for us to change the conversation with the understanding that our members do not agree with one another about MAT. Focusing on what we do agree on allows us to move forward. We may find that NA communities address issues of service and celebration differently from one another, just as we may find that some sponsors regard medication differently from one another. And maybe that’s okay. Meanwhile, we can reconfirm our consensus and focus our energy on welcoming addicts, supporting them, and retaining them to the point where they can come to an understanding for themselves.

In the process of asking how we help members take root in NA, we confirmed something vital: Our roots are already deep and intertwined. When “all manifestations of the recovering person” come together in unity, our symbol tells us, “The greater the base, (as we grow in unity in numbers and in fellowship) the broader the sides of the pyramid, and the higher the point of freedom.” We are grateful, in a moment when there is so much polarization around us, to be together in a Fellowship that has demonstrated such a powerful ability to stand together with all our differences. We look forward to continuing this conversation, acknowledging the unity we are already demonstrating and building on that to create a wider door, a broader base, and a greater understanding of how we grow from here.

We begin with some very basic questions seeking actual experience from local communities.

## Discussion Questions

At WSC 2026, conference participants will spend time discussing this issue. To help inform the discussion, please spend some time at your CAR workshop discussing these questions, and provide us with your feedback before 1 April 2026 at [na.org/surveys](https://na.org/surveys).

- **Does your group or area ask members whether they’re on MAT when they step up to celebrate or to serve? What do you do next?**
- **Given our differences, how can we foster unity and respect each member’s recovery process? How do we get past our personal reservations and help newer members take root in our local communities if their process differs from our own?**

# Literature, Service Material, and IDT Survey

The conference has used a survey in the *Conference Agenda Report* (CAR) to help guide participants in setting priorities for recovery literature, service material, and Issue Discussion Topics (IDTs) since 2016. The advantage of prioritizing in this way is that it allows the Fellowship and conference to think about all the ideas collectively next to each other. Voting on individual motions in isolation does not allow for consideration of the other ideas on the table, what might be most important to take on first, or how much we can reasonably expect to accomplish in a given cycle.

## How the Survey Is Constructed

This year, conference participants (CPs) did the central work to put together the CAR Survey. The 2025 Interim WSC passed a motion (#5)

*“To adopt for the current conference cycle only: The 2026 WSC will take a new step in Strategic Planning by using a revised process (described below) for the CAR Survey to consider ideas for recovery literature, service material, and Issue Discussion Topics. Instead of submitting motions for project plans to create specific pieces of service material, recovery literature, or IDTs for the 2026 Conference Agenda Report, conference participants will submit those ideas for possible inclusion in the 2026 CAR Survey.”*

The full details of the process and timeline approved at WSC 2023 are on page 21 of *A Guide to World Services in NA*: [na.org/gwsna](http://na.org/gwsna).

The intent was for conference participants to collaboratively create the CAR Survey casting as wide a net as possible to collect ideas for service material, recovery literature, or Issue Discussion Topics from CPs and any member of the Fellowship via an online form. The conference decided to start with a clean slate. The 2023 CAR Survey was distributed as a reference, but none of the ideas were automatically carried over unless a conference participant or other member requested it.

We received over 500 ideas, so the World Board combined similar ideas to create a shorter list of broader topics. For instance, we received six different pieces of input related to service material on Fellowship development. All of those ideas are captured in the survey entry “New service basics/service pamphlet: Fellowship Development. Ideas include best practices for outreach, what FD is, and guidelines for committees.”

This approach is in the spirit of consensus building, where you start with the broad ideas everyone can agree to and then develop specifics. Once the lists were compiled, conference participants went through two rounds of prioritization. In previous years, many members let us know they considered the lists too long, so CPs prioritized in order to create shorter lists. The end result is the lists you see that follow.

This is the first time we’ve used this process to create the CAR Survey. In previous years, we asked for submissions from members, but we did not have an online form. The World Board would consolidate and compile all of the ideas submitted and heard throughout the cycle, doing our best to represent the needs of the Fellowship. The result was a longer survey compiled from fewer ideas. We typically sent the draft survey to conference participants for input before publishing it in the CAR, but CPs did not prioritize the ideas and cull the list and were not involved in multiple reviews as they have been this cycle.

If the conference elects to continue the new process, it will surely improve. For instance, we know that conference participants would like a web meeting or some other kind of forum to discuss ideas early in the CAR Survey process. We were unable to schedule one this cycle, but perhaps doing so would improve the process next cycle. Another piece of input we heard a lot is to change the name CAR Survey to something more descriptive and attractive to members. We’ve collected some ideas, but none of the ideas we’ve heard so far capture the full breadth of the CAR Survey.

We look forward to talking together about what to do better next time, if the conference decides to implement the new process on an ongoing basis.

## What Happens to the CAR Survey Results

Most of the work of NA World Services is reasonably consistent from cycle to cycle—production, reporting, translations, shipping, sending literature to members and communities in need, PR web meetings, and so much more.

We also take on projects that are approved by the World Service Conference. Work on projects varies from cycle to cycle and is about meeting goals or accomplishing objectives. Most of that type of work is described in the NAWS Strategic Plan (Addendum B). Many of the solutions in the strategic plan give rise to project plans that are included in the Conference Approval Track material that is posted 90 days before the WSC on 3 February. The Conference Approval Track material is described briefly in the introduction to this CAR (see page 4).

Since 2016, the board has offered general project plans for recovery literature, service material, and Issue Discussion Topics without a specific focus. The CAR Survey results help guide the conference’s decisions about the focus for these projects.

As we explain in the Planning essay in this CAR (see pages 19–24), we have just started a new collaborative planning process, and the CAR Survey is not yet as well integrated into the process as we would hope. The CAR Survey and the NAWS Strategic Plan are, in essence, two different ways to show what work needs to be done in the upcoming cycle, and we need to find a way to make them “talk to each other” better. We look forward to a more seamless connection between the plan and the CAR Survey in future cycles. In the meantime, we have added a column to the CAR Survey that lists strategic plan objective numbers to show the connection between each item and the strategic plan objectives. Sometimes the connection is obvious, and in other cases it’s not such a smooth fit. We offer the objective numbers just to help you in your consideration as you prioritize items. We also have some thoughts in the introductions to each section on the following pages.

For more information about the CAR Survey and planning process, including the status of previous projects, see the Current Project Process and Status document posted in the planning section of the conference page, [na.org/planning](https://na.org/planning). As we are drafting this CAR (October 2025), the Project Status document has not been updated since July 2024. We hope to update it before the WSC.

## How to Fill Out the Survey

Every interested member is encouraged to fill out the survey, which is included here in the CAR and posted on [na.org/survey](https://na.org/survey). Pick two (2) items in each category. Please be aware that the online entries are randomized so the order will not be the same for you when you fill out the online survey as the order listed here. For that reason, we have numbered the lists. The numbers don’t indicate importance—they are simply a way to quickly identify each item. So if you have selected numbers 45 and 67 (the numbers don’t actually go this high!), you can look for those numbers when you fill out the survey online. Delegates should also fill out the survey at [na.org/survey](https://na.org/survey) with the conscience of their regions and zones.

We compile two sets of results—those from members and those from conference participants (seated regions and zones). The results are distributed at the World Service Conference (WSC) and included as an appendix in the conference minutes.

Please fill out the survey by 1 April 2026 so that we have time to compile your responses for the conference to consider.

When we each select priorities, ideally we’re considering not just personal preferences or the preferences of our group or area, but what would benefit the wide world of NA. Sometimes that means thinking about underserved or underrepresented populations. If everyone simply prioritized their own interests, IPs for “young addicts” or those with “additional needs” might never have been published. Also, keep in mind that we may not have time to do everything that’s prioritized! There are always more needs than resources. That’s the nature of what we do.

## Recovery Literature

A number of the items that follow have been the subject of ongoing Fellowship conversation and/or conference action.

Dealing with Disruptive and Predatory Behavior was an Issue Discussion Topic this past cycle, and Fellowship input clearly indicated a desire for new or revised material on the topic.

Another Issue Discussion Topic this cycle was DRT/MAT as It Relates to NA: Helping Members Take Root. As the essay on the topic in this *CAR* indicates, our Fellowship seems to be divided on this issue (see page 33). We intend to have a discussion at WSC 2026 on the topic, and we have posted a survey with discussion questions at [na.org/survey](https://na.org/survey).

Gender-Neutral and Inclusive Language in NA Literature was a third Issue Discussion Topic this past cycle, and again, the Fellowship does not seem to have consensus on this topic. As with DRT/MAT as It Relates to NA, we have included an essay and discussion questions in this *CAR* (see page 30) and intend to have a discussion at WSC 2026 on the topic. One of the project plans in the Conference Approval Track material will be on this topic, as directed by Motion #14 in 2023: “To direct the World Board to create a project plan for consideration at the next WSC to investigate changes and/or additional wording to NA literature from gender specific language to gender neutral and inclusive language.”

One more explanatory note: You may recall that the *CAR* Survey in 2023 contained a number of items related to new or revised Step material. One of the focuses the conference approved for the New and Revised Recovery Literature project plan was to survey the Fellowship to help determine what new or revised Step-related material members want to see. We did survey the Fellowship, and there seems to be no clear direction. Some members would like material for newcomers, some for longtimers, some for incarcerated members. Some members would like to see revisions to existing material. There is not a consensus. What’s more, we surveyed members before the NA Survival Kit was published, and that publication may satisfy some of the needs that members have expressed.

We hope, instead, to focus many of our efforts in the cycle ahead on revising service material—more on that in the next section of this survey.

The results of the survey on Step working materials will be reported in the *Conference Report*, as will summaries for the Issue Discussion Topics.

Please select up to two of the options in each category on the following pages to help the WSC set possible priorities for future work/project plans.

The right-hand column in the lists contains strategic plan objective numbers to show the connection between items in the *CAR* Survey and the NAWS Strategic Plan (Addendum B).

New Recovery Literature (choose up to 2)	Objective*
1. New IP/Booklet: Disruptive and Predatory Behavior. Ideas include how to identify behavior and create a safe environment.	7
2. 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.	3
3. New book/workbook/study guide: 12 Concepts. Ideas include Concepts Working/Study Guide, Guiding Principles for Service Committees.	4
4. 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.	8
5. New IP/Booklet: Women in Recovery. Ideas include carrying the message in male-dominated communities, women-centric issues such as motherhood, menopause, sharing experience.	7
6. New Step Guide: Focused for more experienced members.	7
7. 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.	7
8. No new recovery literature.	

\*Objectives are part of the NAWS Strategic Plan, which is included in Addendum B.

Revised Recovery Literature (choose up to 2)	Objective*
1. Update the booklet <i>Behind the Walls</i> (1990). Ideas include adding services available and staying clean on the outside.	7
2. Revise Tradition Eleven to include “social media.”	1
3. Update the Booklet <i>In Times of Illness</i> (2010). Ideas include add information on medical marijuana, therapeutic use of psychedelics, and clarity around prescribed medications.	8
4. Gender-neutral language. Investigate changes and/or additional wording to NA literature from gender-specific language to gender-neutral and inclusive language.	7
5. Revise the <i>Step Working Guides</i> . 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.	7
6. Update IP #26 <i>Accessibility for Those with Additional Needs</i> (1998). Ideas include acknowledging current technologies and adding something about nonvisible disabilities.	7
7. Replace references to God with Higher Power throughout our literature.	7
8. Update IP #24 <i>Money Matters</i> (2010). Ideas include adding information on zonal forums and digital contributions.	6
9. No revisions to recovery literature.	

\*Objectives are part of the NAWS Strategic Plan, which is included in Addendum B.

## Service Material

The fourth 2023–2026 Issue Discussion Topic was Reimagining and Revitalizing Service Committees. Fellowship input on the topic seems to point to updating *Planning Basics*, a suggestion that came up repeatedly.

In the introduction to the Recovery Literature section above, we explain: Dealing with Disruptive and Predatory Behavior was an Issue Discussion Topic this past cycle, and Fellowship input clearly indicated a desire for new or revised material on the topic.

While ideas for new service tools are valuable and we want to hear them, we also have a lot of very old service material that needs to be updated to reflect current experience and reality.

In the course of our collaborative planning this cycle, we heard repeatedly that revising *The Group Booklet* and *A Guide to Local Services* would make progress toward a number of objectives in our plan. If these items are prioritized, the board would work together with zones and regions to collect best practices from throughout the Fellowship so that the revised drafts would reflect what’s working in NA. This would take up much of our attention in the cycle ahead, but it is work that would meet many needs.

We have divided the service material section into ideas for new pieces and ideas for revisions, as we did for recovery literature. Please select up to two (2) of the options in each category on the following pages.

New Service Material (choose up to 2)		Objective*
1.	New service basics/service pamphlet: Mentorship in Service. Ideas include practical training and how to implement mentorship in service bodies.	5
2.	New service basics/service pamphlet: Fellowship Development. Ideas include best practices for outreach, what FD is, and guidelines for committees.	4
3.	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.	3
4.	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.	1
5.	New service basics/service pamphlet: GSR Orientation/Workshop Guide.	4
6.	New service basics/service pamphlet: Group Inventory/ Group Pamphlet to Do Annual Review.	4
7.	New service basics/service pamphlet: Area Service Basics.	4
8.	New service basics/service pamphlet: Tools for Managing Electronic Funds for Groups and Service Bodies.	6
9.	New service basics/service pamphlet: Trusted Servant Development.	5
10.	New service basics/service pamphlet: PR Tools for Government/Criminal Justice.	2
11.	New service basics/service pamphlet: Service Collaboration at All Levels.	4
12.	New service basics/service pamphlet: Rotation and Continuity in Service.	5
13.	No new service material.	

\*Objectives are part of the NAWS Strategic Plan, which is included in Addendum B.

Revised Service Material (choose up to 2)	Objective*
1. Revise <i>A Guide to Local Services</i> . Ideas include create a contemporary set of service tools to replace <i>A Guide to Local Services</i> , delete outdated information, add information on rural/remote areas and regions, add information on zones, add more best practices.	4
2. Revise <i>The Group Booklet</i> . 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.	7
3. Revise SP <i>Disruptive and Violent Behavior</i> . Ideas include adding section on predatory behavior, addressing online meetings, adding text from the IDT.	7
4. Revise SP <i>Social Media</i> . Ideas include adding information about online meetings, updating social networking guidance, including information on PR and H&I.	1
5. Revise <i>H&amp;I Handbook</i> .	1
6. Revise <i>PR Handbook</i> .	1
7. Revise <i>Planning Basics</i> .	4
8. No revisions to service material.	

\*Objectives are part of the NAWS Strategic Plan, which is included in Addendum B.

### Issue Discussion Topics

The Issue Discussion Topics are just that—issues that are discussed throughout the Fellowship in the time between conferences. The results of those discussions can contain some of NA’s best practices and have created the foundation for several service pamphlets and other tools and literature, including the Building Strong Home Groups worksheet, service pamphlets such as *Principles and Leadership in NA Service* and *Dis-*

*ruptive and Violent Behavior*, the *Money Matters* IP, and more.

Selecting up to two (2) of the options below will help the WSC select Issue Discussion Topics for the upcoming cycle.

**Again, please fill out the survey at [na.org/survey](http://na.org/survey) by 1 April 2026. Thank you for your help with this!**

Issue Discussion Topics (choose up to 2)	Objective*
1. Attracting Members to Service.	5
2. Decision Making/Delegation —Ideas include consensus-based decision making and responsibility and authority over NA services.	4
3. Disruptive & 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.	7
4. Unity —Ideas include maintaining NA unity despite external politics.	7
5. Helping Addicts Find Us —Ideas include use of technology to connect addicts with meetings and each other.	7
6. Use of Funds, Fund Flow, and Fundraising —Ideas include 50/50 raffles, blockages in the flow of funds, anonymity in electronic funds.	6
7. Social Media —ideas include group use and social media as a PR tool.	1
8. Retaining Oldtimers.	7

\*Objectives are part of the NAWS Strategic Plan, which is included in Addendum B.

# Regional Motions

Having two (2) motions from regions in this CAR is definitely not the norm for the WSC, but perhaps it's a sign of our shift toward a more collaborative and discussion-based conference. The entire conference co-created the strategic plan, for the first time in NA history, and the Interim WSC passed Motion 5 that decided, as an experiment, to include all ideas for new and revised recovery literature and service material in the CAR Survey so the ideas could be considered and prioritized next to each other rather than debated separately as CAR motions.

With just two (2) motions for discussion and decision, we anticipate this will make way for more time spent during the WSC for conference participants to talk together about issues that affect NA as a whole, adding time to work on honing and shaping the next steps in the collaborative planning efforts. There is more about the CAR Survey and NAWS Strategic Plan under those sections in this *Conference Agenda Report*.

## The Regional/Zonal Motion Process

The deadline to submit a draft motion to the CAR was 1 July 2025, with final draft by 3 August 2025. As of 1 July, there were nine (9) draft motions submitted. Over the course of the month, the board worked with the motion makers to help them get the motions "CAR-ready." *A Guide to World Services* ([na.org/gwsna](http://na.org/gwsna)) explains what makes a motion "CAR-ready" on pages 19–20.

As was the case this cycle, often the World Board enters discussions with the motion makers to reach solutions that do not require conference action. We reached several such agreements and explained that other ideas were already covered by items contained within the CAR Survey, with the end result being the two regional motions currently in this CAR.

Two (2) motions that were offered but were not in order at this WSC had to do with making changes to Tradition Eleven. Since we are in the experiment adopted by Motion 5, changes like this were to be submitted in the CAR Sur-

vey, and this idea was already included there. The motion makers agreed that the logical step was not to offer the motions since they were addressed in the CAR Survey.

Three (3) draft motions pertained to adding additional annual "special days." The motion adopted at the 2018 WSC that led to the creation of Sponsorship Day and Service Day authorized the World Board to define these "special days." With that understanding, the World Board and motion maker agreed that the decision about whether to add extra days could be handled without a motion in the CAR and a formal conference action. The board agreed to poll conference participants at some point after this WSC to see whether participants would like additional "special days."

One draft motion concerned an "affordable" one-day registration for WCNA. The World Board is responsible for pricing registration at WCNA and has taken the idea as input for the planning of future WCNAs.

Lastly, one agreement the board came to, with one region, in lieu of a motion concerned World Services' commitment to the uninterrupted supply of literature worldwide. Following this WSC, the board will create a literature distribution and sales policy that explains our current practices and will post the policy on [na.org](http://na.org).

All of these agreements are great examples of ways to collaborate with the World Board. Often ideas or concerns can be resolved without the need for a CAR motion. The World Board always encourages concerned members to reach out, via email to [wb@na.org](mailto:wb@na.org), to start a conversation. This can be done at any time during the cycle and does not have to wait until the deadlines for CAR motions preceding the WSC. In many situations, resolutions can be reached long before a motion is ever drafted.



## Regional Motions for WSC Consideration

**Motion 4** To direct the World Board to create a project plan for consideration at WSC 2029 to research and explore the opportunities and obstacles of providing booklength pieces of literature to the incarcerated, on tablets, in addition to the IPs and audio version of the Fifth Edition Basic Text that already exist on inmate tablets.

**Maker:** Arizona Region

**Co-makers:** Florida, Ohio, Northern California, Southern California, Sweden, UK, Utah

**Intent:** To give the Conference and Fellowship the ability to meaningfully discuss the opportunities and obstacles of making booklength pieces of literature available to the incarcerated on tablets.

**Rationale by Region:** Narcotics Anonymous exists to carry a message of hope and freedom to every addict seeking recovery, including our members behind the walls. As correctional systems increasingly transition from physical books to secure digital tablets, many incarcerated addicts are being cut off from booklength NA literature such as *Just for Today*, *It Works: How and Why*, and *Living Clean*. Without action, this shift threatens to limit access to the foundation of our message for some of our most isolated members.

Approving this motion would allow the World Board to develop a project plan exploring practical, principled ways to make our Fellowship's booklength literature available through prison tablet systems. This plan would examine logistical, legal, financial, and Fellowship-related issues, ensuring that any approach upholds the principles of self-support and preserves the integrity of NA's intellectual property, as outlined in the *Fellowship Intellectual Property Trust (FIPT)*.

Many incarcerated members already face disparities in literature access, depending on facility policies and geography. Exploring digital options would help the Fellowship respond to these inequities while adapting to a changing environment. It also presents an opportunity to strengthen our trusted servant relationships with correctional institutions, ensuring that NA literature remains accessible to those with limited financial resources.

By supporting this motion, the World Service Conference would affirm our commitment to carrying the message to all addicts, regardless of circumstance, and empower the World Board to be proactive, bringing back informed options for Fellowship review and approval.

**Financial Impact:** There is minimal cost in creating a project plan. The cost to NAWS would be in the project itself if the WSC were to adopt and prioritize the plan.

**Policy Affected:** None

**World Board Response:** The World Board shares the maker's commitment to ensuring that all addicts—including those who are incarcerated—have access to NA literature and the message of recovery. We recognize the shift from printed books to digital tablets in correctional systems offers both opportunities and challenges.

We believe this motion is unnecessary, as NA World Services is already engaged in ongoing efforts to make literature accessible in correctional facilities while upholding self-support and the integrity of the *Fellowship Intellectual Property Trust (FIPT)*. We currently work with vendors and departments to provide, at no cost, materials already available on [na.org](http://na.org). The Basic Text is available in twelve languages in audio, and IPs, booklets, and translated materials are accessible in 61 languages. *An Introductory Guide to NA*—with ten IPs and the Steps chapter from the Basic Text—is soon to be available in English and Spanish audio.

H&I trusted servants wanting more information on how to apply for inmate tablet access can visit [na.org/pr](http://na.org/pr).

Providing full-length books on tablets is not a simple solution. Correctional environments vary widely; many still require physical books. We do not contract with for-profit tablet companies that would charge for materials we provide for free. Our focus remains on accessibility, not commercialization.

It is important to recognize that NA World Services remains largely funded through literature sales, a considerable amount of which comes from initiatives to help incarcerated addicts. We make many resources freely available because we believe deeply in our mission; we must also ensure the sustainability of the services that allow us to carry that message worldwide.

We once offered PDFs of major titles online, but massive unauthorized distribution forced their removal. Audio materials, especially in Spanish, are now the most frequently accessed resources on inmate tablets. This has guided our recent recording projects.

As has been our practice for more than two decades, NAWS continues to provide free literature to incarcerated members upon request and offers a Basic Text after continued contact. We also recognize the importance of H&I efforts to carry meetings into facilities as well as reentry support, including helping members who receive addiction medication, to feel welcome in NA.

While digital tools will continue to evolve, our balanced approach—combining technology, human connection, and financial responsibility—remains the most effective way to carry our message. The motion's intent aligns with work already in progress at NA World Services.

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**Motion 5** To direct the World Board, to implement artificial intelligence (AI) interpretation solutions for WSC meetings (both in-person and virtual) to replace the current human live language interpretation.

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**Maker:** South Florida Region

**Co-makers:** Iran, UK, Nepal

**Intent:** To eliminate language barriers, ensuring that all voices are heard globally, enhancing our communication and time efficiency during business meetings. This initiative also aims to reduce the risk of human interpretation errors and potential absences during our sessions.

**Rationale by Region:** We would like to provide further clarification regarding the intent of this initiative. Our objective is to empower RDs and ADs whose primary language is not English, enabling them to articulate their perspectives more effectively in their native language during direct discussions. This will reduce the reliance on interpreters. Additionally, this approach aligns with our second concept: the service structure will seek guidance and resources from the groups, including spiritual guidance, which we regard as a matter of conscience in this context.

**Financial Impact:** The financial impact of implementing this technology is expected to be significant but has not yet been determined pending further analysis.

**Policy Affected:** None

**World Board Response:** World Services shares the goal of improving communication and participation at the World Service Conference (WSC), especially for members whose first language is not English. Removing barriers to participation is something we deeply value.

However, this motion would limit the conference's ability to adapt and make timely operational decisions. We support experimenting with new technologies to enhance accessibility and efficiency, but this motion mandates a specific tool—AI interpretation—to *replace* human interpreters. That replacement is the concern. Human interpreters, nearly always NA members, bring accuracy, cultural understanding, and a spiritual connection that technology cannot replicate. Replacing them would undermine effective communication at the WSC.

We've long held that WSC participants themselves are best positioned to test and decide on process changes, as noted in our 2023 CAR response: "Allowing participants to make decisions about

the processes that affect the WSC meeting is significantly more nimble than making these types of changes through the *CAR*.” Given how quickly technology evolves, flexibility is more practical than a rigid policy.

AI tools could be explored as supplements—not replacements—in smaller settings or between conferences, but mandating them now, without trials or research, is premature. WSC interpreters do far more than translate—they convey recovery concepts, emotional tones, and cultural nuances vital to understanding. They also help participants between sessions, ensuring two-way communication that AI cannot yet provide.

Conference discussions sometimes include sensitive matters. AI-based systems pose potential privacy risks and lack the understanding of NA’s Traditions that human interpreters bring. Current technology also struggles with accuracy, speed, and context—especially with our specialized recovery language.

The World Board supports continued exploration of new tools to aid communication, but not as mandated substitutes for human interpreters. The WSC’s success depends on flexibility, inclusivity, and spiritual connection—not automation. We encourage ongoing experimentation and dialogue at the conference level as technology continues to evolve.

# Motions, Survey, and Discussion Questions

## Group Conscience Collection Sheet

We created this sheet for you to collect responses on the *Conference Agenda Report* motions, survey, and discussion questions. The *CAR* is available for download from the conference webpage: [na.org/conference](http://na.org/conference). In addition to the motions and survey, the *CAR* contains essays with important relevant content. Summary videos of the *CAR* will be available at [na.org/conference](http://na.org/conference) soon after the release of the *CAR*.

MOTIONS				
#1	<p><b>Approve the revised IP #21, <i>Staying Clean in Isolation</i>, contained in Addendum A, as Fellowship-approved recovery literature to replace the current IP #21, <i>The Loner—Staying Clean in Isolation</i></b></p> <p>Maker: World Board</p> <p>Intent: To update this IP originally approved in 1986 with current Fellowship experience.</p> <p><i>For more information on this topic, see page 17 of the CAR.</i></p>	Yes	No	Abs
#2	<p><b>To adopt the collaboratively created 2026–2029 NA World Services Strategic Plan contained in Addendum B.</b></p> <p>Maker: World Board</p> <p>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.</p> <p><i>For more information on this topic, see page 19 of the CAR.</i></p>	Yes	No	Abs
#3	<p><b>To hold the World Convention of Narcotics Anonymous (WCNA) every 5 years, beginning in 2028. The location to be determined by the World Board based on fiscal and geographic considerations that lend themselves to, at minimum, a revenue-neutral event. (The specific changes to the WCNA Guidelines in <i>GWSNA</i> are shown in Addendum C.)</b></p> <p>Maker: World Board</p> <p>Intent: To have guidelines for the World Convention (WCNA) that reflect the changing nature of large events worldwide and support the prudent use of Fellowship resources.</p> <p><i>For more information on this topic, see page 25 of the CAR.</i></p>	Yes	No	Abs
#4	<p><b>To direct the World Board to create a project plan for consideration at WSC 2029 to research and explore the opportunities and obstacles of providing booklength pieces of literature to the incarcerated, on tablets, in addition to the IPs and audio version of the Fifth Edition Basic Text that already exist on inmate tablets.</b></p> <p>Maker: Arizona Region</p> <p>Co-makers: Florida, Ohio, Northern California, Southern California, Sweden, UK, Utah</p> <p>Intent: To give the Conference and Fellowship the ability to meaningfully discuss the opportunities and obstacles of making booklength pieces of literature available to the incarcerated on tablets.</p> <p><i>For more information on this topic, see page 45 of the CAR.</i></p>	Yes	No	Abs
#5	<p><b>To direct the World Board, to implement artificial intelligence (AI) interpretation solutions for WSC meetings (both in-person and virtual) to replace the current human live language interpretation.</b></p> <p>Maker: South Florida Region</p> <p>Co-makers: Iran, UK, Nepal</p> <p>Intent: To eliminate language barriers, ensuring that all voices are heard globally, enhancing our communication and time efficiency during business meetings. This initiative also aims to reduce the risk of human interpretation errors and potential absences during our sessions.</p> <p><i>For more information on this topic, see page 46 of the CAR.</i></p>	Yes	No	Abs

Members can fill out this survey online at [na.org/survey](https://na.org/survey) until 1 April 2026.

<b>NEW RECOVERY LITERATURE (choose up to 2)</b>	Objective*	
1. New IP/Booklet: Disruptive and Predatory Behavior. Ideas include how to identify behavior and create a safe environment.	7	
2. 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.	3	
3. New book/workbook/study guide: 12 Concepts. Ideas include Concepts Working/Study Guide, Guiding Principles for Service Committees.	4	
4. 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.	8	
5. New IP/Booklet: Women in Recovery. Ideas include carrying the message in male-dominated communities, women-centric issues such as motherhood, menopause, sharing experience.	7	
6. New Step Guide: Focused for more experienced members.	7	
7. 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.	7	
8. No new recovery literature.		

<b>REVISED RECOVERY LITERATURE (choose up to 2)</b>	Objective*	
1. Update the booklet <i>Behind the Walls</i> (1990). Ideas include adding services available and staying clean on the outside.	7	
2. Revise Tradition Eleven to include “social media.”	1	
3. Update the Booklet <i>In Times of Illness</i> (2010). Ideas include add information on medical marijuana, therapeutic use of psychedelics, and clarity around prescribed medications.	8	
4. Gender-neutral language. Investigate changes and/or additional wording to NA literature from gender-specific language to gender-neutral and inclusive language.	7	
5. Revise the <i>Step Working Guides</i> . 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.	7	
6. Update IP #26 <i>Accessibility for Those with Additional Needs</i> (1998). Ideas include acknowledging current technologies and adding something about nonvisible disabilities.	7	
7. Replace references to God with Higher Power throughout our literature.	7	
8. Update IP #24 <i>Money Matters</i> (2010). Ideas include adding information on zonal forums and digital contributions.	6	
9. No revisions to recovery literature.		

\*Objectives are part of the NAWS Strategic Plan, which is included in Addendum B.

Members can fill out this survey online at [na.org/survey](http://na.org/survey) until 1 April 2026.

<b>NEW SERVICE MATERIAL (choose up to 2)</b>		Objective*
1.	New service basics/service pamphlet: Mentorship in Service. Ideas include practical training and how to implement mentorship in service bodies.	5
2.	New service basics/service pamphlet: Fellowship Development. Ideas include best practices for outreach, what FD is, and guidelines for committees.	4
3.	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.	3
4.	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.	1
5.	New service basics/service pamphlet: GSR Orientation/Workshop Guide.	4
6.	New service basics/service pamphlet: Group Inventory/ Group Pamphlet to Do Annual Review.	4
7.	New service basics/service pamphlet: Area Service Basics.	4
8.	New service basics/service pamphlet: Tools for Managing Electronic Funds for Groups and Service Bodies.	6
9.	New service basics/service pamphlet: Trusted Servant Development.	5
10.	New service basics/service pamphlet: PR Tools for Government/Criminal Justice.	2
11.	New service basics/service pamphlet: Service Collaboration at All Levels.	4
12.	New service basics/service pamphlet: Rotation and Continuity in Service.	5
13.	No new service material.	

<b>REVISED SERVICE MATERIAL (choose up to 2)</b>		Objective*
1.	Revise <i>A Guide to Local Services</i> . Ideas include create a contemporary set of service tools to replace <i>A Guide to Local Services</i> , delete outdated information, add information on rural/remote areas and regions, add information on zones, add more best practices.	4
2.	Revise <i>The Group Booklet</i> . 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.	7
3.	Revise SP <i>Disruptive and Violent Behavior</i> . Ideas include adding section on predatory behavior, addressing online meetings, adding text from the IDT.	7
4.	Revise SP <i>Social Media</i> . Ideas include adding information about online meetings, updating social networking guidance, including information on PR and H&I.	1
5.	Revise <i>H&amp;I Handbook</i> .	1
6.	Revise <i>PR Handbook</i> .	1
7.	Revise <i>Planning Basics</i> .	4
8.	No revisions to service material.	

\*Objectives are part of the NAWS Strategic Plan, which is included in Addendum B.

Members can fill out this survey online at [na.org/survey](http://na.org/survey) until 1 April 2026.

<b>ISSUE DISCUSSION TOPICS (choose up to 2)</b>		Objective*
1.	Attracting Members to Service.	5
2.	Decision Making/Delegation—Ideas include consensus-based decision making and responsibility and authority over NA services.	4
3.	Disruptive & 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.	7
4.	Unity—Ideas include maintaining NA unity despite external politics.	7
5.	Helping Addicts Find Us—Ideas include use of technology to connect addicts with meetings and each other.	7
6.	Use of Funds, Fund Flow, and Fundraising—Ideas include 50/50 raffles, blockages in the flow of funds, anonymity in electronic funds.	6
7.	Social Media—ideas include group use and social media as a PR tool.	1
8.	Retaining Oldtimers.	7

\*Objectives are part of the NAWS Strategic Plan, which is included in Addendum B.

<b>DISCUSSION QUESTIONS</b>	
<i>You can fill out these questions separate from the CAR Survey at <a href="http://na.org/surveys">na.org/surveys</a>.</i>	
<b>Gender-Neutral and Inclusive Language</b>	<i>For more information on this topic, see page 30 of the CAR.</i>
<p>For the purposes of these questions, we intend to focus on gender-neutral language in NA literature as described in the <i>CAR</i> essay—changes in the language that describes people (members and potential members), not language that describes a Higher Power. These changes in wording—from “men and women” to “people,” for instance—don’t change the meaning of the message in our literature; they allow more people to identify with it. Issues of the wording of our Steps and Traditions are for a future discussion.</p> <p><b>Given that we all want to provide a safe, welcoming inclusive Fellowship where everyone can recover (regardless of . . . ), are we willing to explore these types of changes in our literature in order to carry the message more effectively? If not, why not?</b></p>	
<hr/>	
<b>DRT/MAT in NA: Helping Members Take Root</b>	<i>For more information on this topic, see page 33 of the CAR.</i>
<p>Does your group or area ask members if they’re on MAT when they step up to celebrate or to serve? What do you do next?</p>	
<hr/>	
<p>How can we foster unity and respect members’ recovery process given our differences? How do we get past our personal reservations and help newer members take root in our local communities?</p>	

# Glossary

## **Area Service Committee (ASC)**

The area committee is the primary means by which the services of a local NA community are administered. The ASC is composed of group service representatives (GSRs), administrative officers (chairperson, vice chairperson, secretary, treasurer), subcommittee chairpersons or project leaders, and the area's regional committee members (RCMs). The ASC elects its own officers, subcommittee chairpersons or project leaders, and RCMs.

## **Candidate Profile Report (CPR)**

A packet containing information (individual reports) on each candidate nominated by the Human Resource Panel for consideration for election by the WSC. These reports are intended to assist conference participants in their evaluations of candidates. They are confidential and meant for conference participants only.

## **CBDM**

Consensus-based decision making. Consensus refers to the consent of the group, meaning the willingness on the part of all members of a group to move forward with a decision. The conference uses a form of CBDM that is based on respect for all persons involved in the decision being considered but does not necessarily mean the final decision is unanimous. For decision-making purposes, consensus at the World Service Conference is defined as 80% of participants in agreement.

## **Conference Agenda Report (CAR)**

A publication that consists of business and issues that will be considered during the WSC meeting. The CAR is released a minimum of 180 days prior to the opening of the conference, with translated versions released a minimum of 150 days prior. The CAR, in all the languages in which it is published, is available at no charge on the web at [na.org/conference](http://na.org/conference).

## **Conference Approval Track (CAT)**

A term used to describe items posted for conference participants' consideration 90 days prior to the World Service Conference. Typically included are the WSC seating report, the draft budget, proposed project plans for the upcoming conference cycle, material being presented for consideration under the service material approval process, and any regional ideas submitted for conference consideration.

## **Conference-Approved**

There are three different approval tracks for NA material: Conference-approved, Fellowship-approved, and World Board-approved. Conference-approved material includes NA handbooks and service booklets that tend to convey NA's fundamental ideas about certain areas of service. These pieces may or may not have been sent out for review and input according to the specifics of the project plan presented to the WSC. Conference-approved material is included in the Conference Approval Track material for approval at the upcoming WSC, unless the board decides there is enough interest to include the material in the *Conference Agenda Report*. Both Conference-approved and World Board-approved materials are intended to show how to implement, or put into practice, the principles established by core NA philosophy and Fellowship-approved literature. (See the literature and service materials list in Addendum E for more information.)

## **Conference Cycle**

The years between World Service Conferences. For the current conference cycle, that refers to the three fiscal years running from 1 July 2023 to 30 June 2026.

## **Conference Participants (CPs)**

For the purposes of decision making, participants are defined as regional delegates, zonal delegates, and World Board members. Only delegates vote on items that have appeared in the *Conference Agenda Report*.

## **Conference Report (CR)**

This report is posted shortly before the World Service Conference to help participants prepare for the WSC. Regional reports are posted online along with the *Conference Report*, and delegates and regions may also have articles published.

## **DRT/MAT**

Stands for Drug Replacement Therapy / Medication-Assisted Treatment. One of the Issue Discussion Topics this cycle was DRT/MAT as It Relates to NA ([na.org/idt](http://na.org/idt)), and this CAR contains an essay and discussion questions on the topic. This terminology is no longer used by most providers, but it is language that is familiar to many NA members and trusted servants.

## **Fellowship-Approved**

As explained in *GWSNA*: “All NA recovery material is Fellowship-approved. This means that it is developed by NA World Services, sent out to the Fellowship for review and input, and ultimately sent out for approval by the Fellowship in the *Conference Agenda Report*. This applies to all recovery books, recovery booklets, and recovery pamphlets as well as material that establishes or changes philosophical position or NA principles.” (See the literature and service materials list in Addendum E for more information.)

## **Fellowship Development (FD)**

World Services engages in a large variety of activities that are directed to members and/or designed to help NA communities in their efforts to carry the NA message and to further our primary purpose and vision. This includes, but is certainly not limited to, holding web meetings and webinars on topics of Fellowship interest, publishing *Reaching Out*, participating in Fellowship workshops and in public relations activities, answering emails and calls from members, and providing free or reduced-cost literature for communities in need. We refer to all of this activity as Fellowship development, since that is its purpose. Some local service bodies have Fellowship development committees or workgroups as well.

## **Fellowship Intellectual Property Trust (FIPT)**

A legal trust that serves as custodian for NA’s recovery literature and logos (trademarks) approved by the Fellowship in April 1993. The *FIPT*’s purpose is to ensure that NA’s property is held in trust for all of NA and kept safe for members yet to come, in keeping with our primary purpose. The document creating the *FIPT* is called a *trust instrument*; it explains how NA’s literature and trademarks are managed and protected for the benefit of the Fellowship as a whole. For more information, see [na.org/fipt](http://na.org/fipt).

## **Future of the WSC**

Project approved at WSC 2023, focused on developing ideas about how a three-year conference cycle might work, including the vetting of *CAR* motions and the *CAR* Survey, determining what must be decided in person and what can be decided virtually, and improving communication between meetings.

## **Gender-Neutral Language**

In terms of the English language, gender neutral (or gender inclusive) means using words that do not refer to a specific sex or gender. For example, a gender-neutral approach in English would be to use the word “people,” “addicts,” or “members” instead of the phrase “men and women.” One of the IDTs for the 2023–2026 cycle explores what the effect might be if some parts of older NA literature were changed from gender-specific to gender-neutral language. And this CAR contains an essay and discussion questions on the topic.

## **Guide to Local Services in Narcotics Anonymous, A (GLS)**

A service handbook, approved in 1997, intended to serve as a resource for NA groups, areas, and regions and their subcommittees in establishing and providing local services.

## **Guide to World Services in Narcotics Anonymous, A (GWSNA)**

A compilation of policy decisions that have been approved by the World Service Conference, including WSC guidelines. See [na.org/gwsna](http://na.org/gwsna). The name was changed from *A Temporary Working Guide to Our World Service Structure* (TWGWSS) in 2002. TWGWSS, its precursor, was first published in 1983 as the temporary successor to the *NA Service Manual* (aka *The NA Tree*), which in turn was first published in 1976.

## **Human Resource Panel (HRP)**

Provides the World Service Conference with a list of qualified candidates for election to the World Board, the Human Resource Panel, and the WSC Cofacilitator positions. Consists of four members elected by the WSC. For more information on the process the HRP uses, see [na.org/hrp](http://na.org/hrp).

## **Hybrid**

Recovery or service meeting that has both in-person and remote attendees.

## **IP**

Acronym for informational pamphlet. See [na.org/ips](http://na.org/ips).

## **Issue Discussion Topics (IDTs)**

Specific topics that concern the Fellowship as a whole, to be discussed by the Fellowship during the conference cycle. For more information, see [na.org/idt](http://na.org/idt). IDTs are selected by the WSC, guided by the results of the CAR Survey.

## **Issues**

A component of the strategic plan, issues are the factors that conference participants collectively decided are most important to address this cycle.

## **Key Result Area (KRA)**

Key result areas are the major areas in which we need to focus our service efforts in order to realize A Vision for NA Service. These are the four pillars of the NAWS Strategic Plan and will change very little, if at all, from cycle to cycle.

## **NAWS**

Acronym for Narcotics Anonymous World Services.

## **NAWS Annual Report**

An annual publication providing an overview of NAWS activities and finances for each fiscal year.

## **NAWS News**

A newsletter posted by the World Board several times a year reporting on their current activities. Published in English, Farsi, French, German, Portuguese, Russian, and Spanish and posted at [na.org/newsnews](http://na.org/newsnews).

## **Objectives**

A component of the strategic plan, objectives give us a goal to aim for and help us develop solutions that make sense in our current circumstances. They express *what* we want to achieve by the end of the planning cycle, as opposed to *how* we want to achieve it.

## **Planning Inventory**

An inventory is part of a strategic planning process. Preliminary to the creation of our strategic plan each cycle, we look at internal and external factors that might influence the work we are able to accomplish or that we wish to take on or prioritize. Since WSC 2023, conference participants have begun this scan collectively at the WSC and then continued the process by survey following the conference.

## **Project Plan**

Developed by the World Board for all prospective, nonroutine World Service projects. Includes the proposed scope of the project, a budget, and a timeline. Included in the Conference Approval Track material as part of the budget and approved by participants at each conference.

## **Public Relations (PR)**

Creating and maintaining relationships with members, potential members, and the general public, including professionals, families, and loved ones, in an effort to more effectively carry the NA message of recovery.

## **RBZs**

The process by which regions, the World Board, or zones put forward candidates for nomination to World Service positions. These potential candidates are interviewed by the Human Resource Panel.

## **Reaching Out**

A quarterly World Services publication to help incarcerated addicts connect to the NA program and to enhance H&I efforts.

## **Regional Assembly**

A gathering of group service representatives (GSRs) and regional committee members (RCMs) conducted by the regional service committee, to discuss regional issues and those affecting NA worldwide, usually in preparation for the WSC meeting. The regional delegate is sometimes elected at the assembly.

## **Regional Delegate (RD)**

Attends the WSC as a voting participant from an NA region (or equivalent service body). Is responsible for helping with communication between the region and World Services throughout the conference cycle.

## **Regional Service Committee (RSC)**

A body that draws together the combined service experience of a number of adjoining areas for mutual support of and service to those areas. Composed of RCMs, the regional delegate, alternate delegate, and others as needed.

## **Service Pamphlets (SPs)**

Pamphlets intended for use as a resource for groups and service bodies covering some topics related to service in NA. These pamphlets are developed, released for a 90-day delegate review, and approved by the World Board, who can also revise them if the need arises. They are the board's best attempt at collecting some of the more successful practices in our Fellowship in dealing with sensitive or difficult topics. See [na.org/sps](http://na.org/sps).

## Solutions

A component of the strategic plan, solutions are paths to achieving our objectives. They are the work we want World Services to undertake on behalf of NA as a whole. Solutions don't have to include everything that might make progress on an objective, just the steps we might be able to take in the cycle ahead. They explain broadly how we intend to reach our goals.

## Strategic Plan

A long-term strategy for World Services to provide new or improved services and support that facilitates the continuation and growth of Narcotics Anonymous worldwide. The project plans typically stem from the objectives in the strategic plan. This cycle, conference participants collaborated on the creation of the NAWS Strategic Plan for the first time.

## Straw Poll (also see Vote)

A poll conducted to gauge the general sentiment of the conference toward a particular topic or idea. Initial straw polls of each motion and amendment are taken before the conference is in session. If an initial straw poll of an item shows consensus (at least 80% in favor or not in favor), that poll will be a decision. When motions or amendments do not have initial consensus, often they are straw polled more than once before a vote is taken. Straw polls are also used during the closing session of the conference to ensure that the conference has a common understanding of the week's decisions and discussions.

## Twelve Concepts for NA Service

Fundamental NA principles guiding our groups, boards, and committees in service affairs. Fellowship-approved in 1992; published as a self-titled booklet with essays and study questions. *The Twelve Concepts for NA Service* is posted at [na.org/literature](http://na.org/literature).

## Virtual Meeting

Any NA meeting that is not held in person. This includes meetings that meet online and via phones. See *Virtual Meeting Basics* posted on [na.org/virtual](http://na.org/virtual) for more information.

## Vision for NA Service, A

A view of what our services are striving to accomplish that serves to guide and inspire us. Approved unanimously by WSC 2010 after being included in that year's *Conference Agenda Report* and revised at WSC 2023.

## Vote

A vote happens when the body makes a decision on an item. See page 9 of *A Guide to World Services in NA* ([na.org/gwsna](http://na.org/gwsna)) for a list of decision-making sessions at the conference.

## Webinars/Web Meetings

Virtual meetings or workshops. Sometimes webinars consist of a presentation followed by questions and answers. Sometimes they are more interactive, in which case we refer to them as "web meetings." World Services hosts regular web meetings related to PR, H&I, regional service offices, and ongoing projects. Virtual workgroups also meet through web meetings, and the board holds web meetings for conference participants.

## Workgroups and Focus Groups

Small working bodies responsible to the World Board, created for a specific purpose. A Focus Group volunteer form is posted at the beginning of each cycle in the Current Projects section at [na.org/projects](http://na.org/projects)

## **World Board**

The World Board is the service board of the World Service Conference. The board provides support to the Fellowship of Narcotics Anonymous in the Fellowship's effort to carry the message of NA, and oversees the activities of NA World Services, including our primary service center, the World Service Office. The board also holds in trust for the NA Fellowship the rights for all its physical and intellectual properties (which include literature, logos, trademarks, and copyrights) in accordance with the will of the Fellowship as expressed through the delegates at the WSC.

## **World Board-Approved**

Service-related informational pamphlets and tools approved and published by the World Board after a 90-day delegate review period. This material contains practical experience gathered from the Fellowship about how to apply some of the principles contained in NA Fellowship- and Conference-approved material. (See the literature and service materials list in Addendum E for more information.)

## **World Service Conference (WSC)**

The conference is both an entity and an event—the coming together of the NA Fellowship from around the globe. It consists of regional and zonal delegates, the members of the World Board, and the executive director of the World Service Office who meet to discuss questions of significance to the Fellowship of Narcotics Anonymous. The World Service Conference is the one point in our structure where the voice of NA as a whole can be heard regarding issues and concerns affecting our worldwide Fellowship. The conference is a vehicle for Fellowship communication and unity, a forum where our common welfare is itself the business of the meeting.

## **World Service Office (WSO)**

The name of the physical location of the primary worldwide service center for NA World Services. The headquarters is located in Chatsworth (Los Angeles), California, USA, with branch facilities in Canada, Belgium, Iran, and India. The WSO prints, stocks, and sells NA Fellowship-, World Board-, and Conference-approved literature, service handbooks, and other materials; provides support for NA groups and communities; and serves as a clearinghouse for information about NA. “The basic purposes of our world services are communication, coordination, information, and guidance.” (*GWSNA*, p. 2)

## **WSC Cofacilitator(s)**

Two individuals who preside over the CAR- and CAT-related Discussion and Decisions sessions of the World Service Conference. Elected by the World Service Conference.

## **Zonal Delegate (ZD)**

Attends the WSC as a voting participant from an existing NA zone with two or more unseated regions or communities. Is responsible for helping with communication between the zone and World Services throughout the conference cycle. If a zone is ineligible to have a delegate who attends the WSC, two zonal contacts may be included in conference participants' web meetings, eblasts, and other communication between the face-to-face meetings of the WSC.

## **Zonal Forums**

Service-oriented sharing and/or business sessions composed of multiple regions that provide means by which NA communities can communicate, cooperate, and grow with one another.

# ***Addendum A***

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## **IP #21, Staying Clean in Isolation**

## Introduction

*Every time I feel like I am all alone, I remember that there are others in the Fellowship who also feel alone, possibly in the same exact moment.*

Narcotics Anonymous is a program of connection—some people even say NA stands for “never alone.” Most of us, at some point in our recovery, have experienced deep loneliness and isolation. Even when we are emotionally, physically, or geographically alone, we can stay clean and find a new way to live.

There are many reasons we may be isolated: We may live far from any NA meetings or lack transportation to get there. Our physical health can limit us. We may be caring for children or others who cannot be left alone. We may be working long hours or on the road; we may be displaced, or in a job or living situation we cannot easily leave. Yet if the NA message has found us, we can find our way to the message.

Our recovery in NA includes both connection to others and connection to a Power greater than ourselves. At different times in our recovery we build bridges from isolation to connection in different ways. Our Basic Text reminds us that “there is no model of the recovering addict,” and our experience has shown that we can stay clean and recover from the disease of addiction “no matter what.”

More than ever before, we have resources to stay in touch, participate, work Steps, and be of service, regardless of physical, geographical, or other limitations. Some of us have experienced total isolation where no communication with others was possible. The program of Narcotics Anonymous gave us tools to get through those times, too. Being honest about our circumstances, open-minded about what can work for us, and willing to try new ways of thinking about our program allows us to experience our isolation as an opportunity rather than an obstacle.

## Addiction and Isolation

Addiction is a disease that thrives in isolation. We experience isolation when we are distanced from NA members, even when we have been part of an NA community for a long time. Isolation can manifest physically, emotionally, or spiritually.

For the member who finds NA online or in print and cannot attend meetings in person, virtual meetings and long-distance sponsorship may feel “normal.” But for an addict who becomes isolated after having long been part of an in-person NA community, the same experience may feel profoundly alienating.

Some of us may live far from in-person meetings, and we may be in a position to bring NA into our local community by starting meetings; others of us cannot attend meetings in person for other reasons, even if they’re nearby. Regardless of our specific circumstance, we all need to stay clean no matter what. NA is here for us when we are struggling. Seeking NA through virtual meetings or social media, calling people we’ve met at meetings or events, even writing letters allows us to connect with other members who believe in us and want to help us in our recovery. We build our “we” and help others feel included by making a phone call, sharing a link or a piece of literature, or offering a ride. Even a small gesture that helps someone feel seen and recognized—remembering someone’s name, or inviting them to fellowship after the meeting—can make all the difference.

There are times when we can’t reach another addict in recovery. One member spent their first winter clean in a remote wilderness. She shared, “In the stillness I came to know that I’m part of the world. I’m part of something bigger than me. At night, in pain, I would think, *There are others out there feeling what I’m feeling and staying clean.* In the day I could watch the trees and know I’m alive just like they are. It’s a clarity that hasn’t left me.”

We all have tools we can use if we want to stay clean. NA literature is available to us online or by mail. We may reach out by phone or online, find our way to a virtual meeting, or share with an individual

member. NA members are here to help us. For many of us, staying clean in isolation deepens a relationship with a Power greater than ourselves. A time of isolation provides an opportunity to dive deep into stepwork with a sponsor and into the study of our guiding principles. Inventory work might help us understand our isolation differently and find some new solutions or deeper acceptance. That's not to say it's easy.

### **Crisis**

Some NA members find themselves isolated when caring for a sick or disabled loved one. The combination of being isolated, in a state of "high alert," and feeling like the only one going through something so difficult can be deeply challenging. "My husband was in intensive care, and I was at a hospital in a strange town where I didn't know anyone," a member shared. "In that time, I noticed I could pay attention to the miracles all around us. Every breath is a miracle. When someone is really sick it's easier to see that."

There are times when we need NA desperately, and it's just not possible to get to a meeting. Whether we make contact online or by phone, whether we reach out or isolate, whether we build a new NA community around us or a new safe place within ourselves—the program is still with us, because it lives in us.

Relapse or destructive action in a time of hardship can wake up our disease and create more problems, distracting us and those around us from the crisis at hand. In contrast, when we stay clean, we can show up with grace and fortitude we may not even know we possess. Our Basic Text reminds us, "No matter how painful life's tragedies can be for us, one thing is clear, we must not use, no matter what!" Our experience has shown that if we put forth even half the effort to stay clean that we did to use, we have an excellent chance of maintaining our recovery. We may find a deeper relationship with a Power greater than ourselves, a strength we didn't know we had, a kind of courage that perhaps we admired in others but never imagined for ourselves. When we reach out for help, we begin to grow.

Our Basic Text reminds us that "We are not responsible for our disease, but we are responsible for our recovery." Even when we are isolated, we can find ways and means to connect: in person, virtually, or through prayer and meditation. A variety of resources are available in addition to virtual meetings: Recovery literature is available online; there are audio recordings of the Basic Text in a variety of languages; many local websites have recordings of speakers at meetings or conventions. These can be indispensable tools for learning and growing wherever we are. Local or zonal websites often have links to virtual events, recordings, and more.

Recovery in NA is a process that transforms our experience into tools for helping others. Sometimes it's as simple as being able to share with another member, "I've been through that, and I stayed clean." And sometimes surviving a hard time clean gives us access to a whole new depth of empathy and understanding. Over time, the same conditions that create our isolation can become a factor in our experience of unity.

### **Reaching Out for Help**

How many times have we heard people say things like "An addict alone is in bad company," or "NA means Never Alone, Never Again"? When we are isolated we may reflect bitterly on these statements, without considering the ways we might find that sense of belonging we need so desperately. Many members who experienced isolation due to illness or aging shared feelings of frustration. "My big beautiful life in recovery was ripped out from under me and nothing prepared me for it," said one member. "I needed people to reach out to me to let me know I was still important to my NA community," shared another. We may want to believe people know how we feel or what we need, but in fact we need to tell them. Reaching out can be especially difficult when we are in pain. A member shared, "Drowning people make no sound. Offering a hand can be the most important thing we do."

Some of us are isolated from the technologies that might make reaching out easier. When we are incarcerated, or in places that are very remote or without electricity, we find different ways to connect. Even for those of us who are comfortable with new technologies, old-fashioned letter writing and phone calls can be indispensable tools. The publication *Reaching Out* is available by mail or on tablets to many addicts who are incarcerated. You can always write or email the NA World Service Office at the address listed among the resources at the end of this pamphlet. The personal stories in the Basic Text, the White Booklet, and the White Booklet Anniversary Edition allow us to learn from members' experience. Some local NA communities have outreach committees dedicated to helping members in isolated areas or who are homebound. If we anticipate a period of isolation, we can prepare by gathering resources to carry us through. Many Hospitals & Institutions committees provide links between incarcerated members and someone outside who can provide guidance and support through the Steps.

### **Starting an NA Meeting**

Recovering in isolation can motivate us to start meetings. We may feel unprepared or unqualified, but all we really need is willingness. *The Group Booklet, Serving NA in Rural and Isolated Communities*, and the webpage on how to start a meeting all offer information and inspiration. You can receive a Group Starter Kit from your local service body or from NA World Services. (Follow the link to "How to Start an NA Meeting" at the end of this IP for more information.)

Members from other NA communities are often willing to come help or support the effort. Even so, it takes patience to sit in a room regularly and wait for people to come. Consistency is key. So is getting the word out! Whether the meeting location is posted on community bulletin boards or on local social media, or you reach out to treatment organizations in your community, the meeting will not grow unless people know where to find it. In the story "A Quiet Satisfaction" in our Basic Text, a member who helped start NA in his community shared about the time spent holding space for the meeting: "It renews my commitment every time I find myself alone in a room—although most meetings, these days, have a minimum of four members (and sometimes even twenty)."

If we are isolated by language, starting a meeting in our language may help carry the message to others in the community. Although it takes patience and commitment, there is no joy quite like seeing NA take off in a community. Our gratitude speaks—and often it says exactly what we need to hear to make it another day.

### **Virtual NA and the Addict in Isolation**

Virtual NA has changed the experience of isolation for many NA members. An older member shared, "I had chronic illness and over 40 years clean. I needed to matter. Being online allowed me to be of service again, to feel connected." A member in a very rural country shared gratitude that "technology makes connection possible even in very remote areas. Even when the internet doesn't work so well it's good enough to reach out and ask for help." There are many members now whose whole experience with the NA Fellowship is online, including being of service. When we are open-minded about what will work for us, we often find that we have what we need—even when it's not exactly what we want or expect. Online and telephone meetings have allowed NA to come to many of our members who cannot come to NA in person. Some people note that reaching out is different online, though: Conversation before and after the meeting isn't quite the same, and we might have to ask people to "hang out" virtually or be open to a phone call before we feel quite ready. Reaching out is always an act of courage, and feeling like we are "a part of" takes effort even in person. When we are willing to take a risk and ask for help, we help the person we are asking as much as ourselves.

Virtual NA allows us to find meetings anytime we like—and it also extends our reach in finding people with whom we can identify. When we feel isolated or apart from meetings even though they may

be physically accessible, virtual meetings can provide a sanctuary and a fresh perspective. Some of us readily find community, sponsorship, opportunities to be of service, and a sense of belonging online. For others, feeling at home or even paying attention in online meetings can be a challenge. Just as at in-person meetings, don't leave five minutes before the miracle! It can take effort to adapt to new circumstances and technologies, but our lives depend on our willingness.

### **The Value of Sharing**

Narcotics Anonymous is a program of Twelve Steps and Twelve Traditions designed to help addicts find recovery, regardless of where they may be. By practicing these spiritual principles, we can achieve freedom from active addiction whether or not we are in contact with others. But our Basic Text tells us that "the heart of NA beats when two addicts share their recovery." So we get creative and find ways to share with another addict in person, by mail, by phone, or online.

For some of us, isolation is not about geography or illness. Some of us have a hard time being around people at all; sometimes struggles with mental health or other issues can make the experience of in-person meetings too stressful. Some members share that a bad breakup or other relationship difficulties in the rooms make it hard to keep coming back, even when they desperately want what NA has to offer. Our identity or our opinions may isolate us from our community—either in reality or in our minds. One way or another a rupture happens and, as a member shared, "I suddenly found myself on an island." One member caught in a violent relationship shared that while going to meetings in person was out of the question, virtual meetings provided a lifeline. "I can get to meetings when I'm at work, or when I'm alone in the house. I have a sponsor online and we're working on a plan to get free."

Language and culture issues often intersect, and it's possible that even when we can understand some of the words, we can feel unwelcome or afraid to share when a meeting is in a language other than our own. Finding a way to share and participate diminishes the feeling of isolation and may even offer a new experience of unity. We may discover that NA is bigger than we thought, and that our experience is not unique—even when we feel very alone.

### **Living the Program**

For some people, being isolated means learning deeper lessons about anonymity: "In the military, my calls and emails were all monitored. They couldn't know about my NA membership, and my NA people couldn't know where I was or what I was doing. Hearing a familiar voice sometimes had to be enough; I'd hold on till I was on leave and I could get to a meeting. I didn't know if I could stay clean that way, but I learned I could. Sometimes I'd be holding on for that next meeting, but I knew it would come." Perseverance and faith grow with practice. We come to see that NA lives inside us. It's not a product we consume or even a place we go, although our home group may be central to our experience of connection. As we practice the program we create it, experience it, and see it transform our lives even when we cannot speak it out loud.

Other members have found that being geographically isolated from an NA community created an opportunity to be more vocal and visible about their experience. Being an example to people who have never encountered recovery before can be a powerful way we carry the message. "I learned that I could bring my recovery to wherever I was," a member shared. "I could be of service wherever I was. I try to remember that I could be the only Basic Text someone will see." Almost everyone knows somebody who has struggled with addiction, and so many people in the world have lost someone to our disease. Sadly, not enough people know that recovery is possible. When we live the program of Narcotics Anonymous, just being ourselves can carry a powerful message.

"NA taught me how to connect. Being isolated taught me I can identify with people beyond NA. Sharing from the heart, meeting the people around us where they are, looking for the places I could

be of service: These skills translate into the larger world, and I can get the benefits even when I'm not around my Fellowship." Another member shared, "Staying clean in isolation is not a contradiction. It affirms what I've lived: that clarity can be forged in silence, that counsel can be found in the digital glow of a night meeting, and that the will to live can return."

Our Basic Text tells us that "NA is like a lifeboat in a sea of isolation, hopelessness and destructive chaos." Because isolation and alienation are so much a part of active addiction, feeling isolated when we are in recovery can be painfully familiar. Yet the experience can be very different—and that difference has the potential to be transformative. Our relationship to ourselves, our Higher Power, and the world around us has changed. There are people who believe in us and want to help us in our recovery. We have spiritual principles to guide us as we navigate through the storms life sometimes brings. The storms don't define our experience, but how we weather them does. We can stay clean in isolation—and find in our experience a new or renewed strength in our spirituality and our commitment to recovery. Just for today, we have nothing to fear.

### Resources

There are many resources at our website, [na.org](http://na.org).

Find NA literature to read or listen to online or to purchase at:

[na.org/literature](http://na.org/literature)

[na.org/elit](http://na.org/elit)

[na.org/webstore](http://na.org/webstore)

[na.org/audio](http://na.org/audio)

[na.org/asl](http://na.org/asl)

[na.org/daily-meditations](http://na.org/daily-meditations)

Find meetings and resources to start meetings at:

[na.org/meetingsearch](http://na.org/meetingsearch)

[na.org/virtualmeetings](http://na.org/virtualmeetings)

[na.org/how-to-start-a-meeting](http://na.org/how-to-start-a-meeting)

[na.org/virtual](http://na.org/virtual)

[na.org/rural](http://na.org/rural) offers guidance and tools for those serving in rural and isolated communities.

For information about goings-on in Narcotics Anonymous as a whole, or to get involved in service, check:

[na.org/subscribe](http://na.org/subscribe)

[na.org/newsnews](http://na.org/newsnews)

social media:

Facebook: @naworldservices

Instagram: @narcoticsanonymous

Of, by, and for incarcerated NA members, the quarterly publication *Reaching Out* is available here:

[na.org/reachingout](http://na.org/reachingout)

Mailing address: NA World Service Office, PO Box 9999, Van Nuys, CA 91409

# Addendum B

## NA World Services Strategic Plan



## NA World Services 2026–2029 Strategic Plan

It may be unfamiliar to many members, but the NAWS Strategic Plan isn't new. NA World Services has operated with a strategic plan for over 20 years. Every conference cycle, the plan is revised and renewed, the new plan has been included in the Conference Approval Track material, and the priorities in the plan help shape the work ahead. This is the first time the NAWS Strategic Plan has been included in the *Conference Agenda Report* for Fellowship approval, and it's the first time the plan has been created by the conference as a whole.

At WSC 2023, the conference decided to approve a three-year cycle on a trial basis. (From 2000 to 2020 the conference cycle was two years.) The longer cycle has allowed the time for a truly collaborative planning process. The Fellowship's delegates (and alternates) have been involved in every stage of co-creating this plan. The unprecedented level of conference participant (CP) involvement means this is a plan created collectively, representing the needs of NA as a whole.

### The components of the plan:

- **Key Result Areas:** Key result areas are the major areas in which we need to focus our service efforts in order to realize A Vision for NA Service. These are the four pillars of the plan we build together. They will change very little, if at all, from cycle to cycle.
- **Issues:** Issues are the factors that conference participants collectively decided are most important to address this cycle.
- **Objectives:** Objectives give us a goal to aim for and help us develop solutions that make sense in our current circumstances. They express *what* we want to achieve by the end of the planning cycle, as opposed to *how*.
- **Solutions:** Solutions are paths to achieving our objectives. They are the work we want World Services to undertake on behalf of NA as a whole. Solutions don't have to include *everything* that might make progress on an objective, just the steps we want to take in the cycle ahead, if the project is prioritized. They explain broadly *how* we intend to reach our goals.
- **Explanatory Paragraphs:** We have included explanatory paragraphs throughout the plan to help address some of the questions and comments you may have and to clarify some of the thinking behind the content of the plan.
- **Project Plans:** The details of solutions, such as deliverables, timelines, media, etc., are contained in project plans.

The plan may or may not include each of our particular passions, but it absolutely reflects our collective needs and priorities. We might each, as individuals (or groups or areas or regions), prefer different phrasing in one place or another, or a slightly different emphasis in an objective or a solution, but rest assured, every bit of the plan has been discussed by conference participants—delegates, alternates, and the board. We have had many, many discussions to create this plan. This has truly been a consensus-based process. As *A Guide to World Services* says, "Consensus is based on the belief that each person has some part of the truth and no one person has all of it (no matter how tempting it is to believe that we ourselves really know best!). The consensus process is what a group goes through to reach an agreement. It is how we manifest the idea 'together we can do what we cannot do alone' in a service setting" (from the Decision Making at the WSC section of *GWSNA*). And so, we offer this plan in the spirit of good faith with which it was created.

For more information on the plan and planning process, please see the essay in the body of this Conference Agenda Report.

# 2026–2029 NA World Services Strategic Plan

## Key Result Area: PUBLIC RELATIONS

A Vision for NA Service looks forward to a time when “Narcotics Anonymous has universal recognition and respect as a viable program of recovery.” This key result area is in service of that aspiration. According to the [NA Membership Survey](#), almost 40% of NA members find their way to the program from a treatment program or counseling agency, and another 17% get here through the criminal justice system. The better our PR efforts are, the more chance addicts who need us will get referred to us.

### Issue: Credibility of NA

**Objective 1:** Raise internal 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.

**Objective 2:** Create PR tools for four target external 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).

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. 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.

## Key Result Area: SERVICE SYSTEM SUPPORT

Our vision describes a future when “NA service bodies worldwide work together in a spirit of unity and cooperation to support the groups in carrying our message of recovery” and “every member, inspired by the gift of recovery, experiences spiritual growth and fulfillment through service.” Service System Support is all about improving our connections and unity and attracting members to get involved and stay involved.

### 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.

**Solution:**

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

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

### 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.

**Solution:**

- 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).

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

## 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.

Mentioned frequently by participants was the benefit of finding ways to attract past and current trusted servants to a mentorship role that includes encouraging newer members to get involved. We look forward to the day when the aspiration expressed in A Vision for NA Service is realized and “Every member, inspired by the gift of recovery, experiences spiritual growth and fulfillment through service.” In our recent [NA Membership Survey](#), members stating they held no service position increased by 22%. Here, as throughout the plan, we are aware that members would like to see more video resources. The specifics of *how* to accomplish the prioritized solutions will be included in project plans that are developed.

## 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.).

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

## Key Result Area: FELLOWSHIP SUPPORT

“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.” This key result area is about doing the work to ensure that any addict who finds NA feels safe, respected, and valued enough to stay and welcome those who come in after them.

## 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.
- 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.
- See solution under Objective 8.

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.

### **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.

### **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:
  - Gathering 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

Objective #9's solutions are not intended to address all cultural or generational differences. It is one step in adapting to a changing world. The strategic plan is revised each conference cycle, and some issues and objectives remain on the plan for more than one cycle. There are many ideas for reaching out to other populations and communities, such as older members, indigenous members, and veterans, to name just a few. Future strategic plans can draw on these ideas, depending on the direction chosen by conference participants. The term *communication methods* includes not just the vehicle of communication but the type of content, language used, etc.

## Key Result Area: WORLD SERVICE STRUCTURE AND OPERATIONS

NA World Services is a corporation with a spiritual mission and charitable purpose. This key result area is about balancing World Services' fiscal responsibility with NA's spiritual principles. The NAWS Sustainability issue is the responsibility of the World Board and the executive management of the World Service Office.

### 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 ongoing 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 between in-person conferences.
- Collect regional and zonal best practices in 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 involves 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 that 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.

## Issue: Future of the World Convention

**Objective 11:** Create a financially sustainable model for the World Convention (WCNA), in harmony with our Eleventh Concept, that meets the needs and expectations of the global Fellowship in a changing world.

**Solutions:**

- Hold WCNA every five years, with flexible rotation of locations and possible attendance cap.
- Explore methods to require financial contributions by virtual attendees.

The World Convention is a global celebration of recovery that the World Board is responsible for planning and administering, given the scale and nature of the event. The World Board is offering a recommendation about WCNA in the 2026 CAR that includes the desire to plan a revenue-neutral event. Planning large events has become increasingly more challenging; being locked into a zone for the location and not being able to anticipate the number of attendees exacerbates the challenges. The solutions above are all in service of fiscal responsibility. We expect the recommendation in this CAR to be only a beginning as we all learn and adapt to what is both possible and serves the Fellowship.

## Issue: NAWS Sustainability

**Objective 12:** Building on Objective 6, raise understanding of the need for and importance of adequate financial resources in carrying the NA message of recovery.

**Solutions:**

- Send quarterly “thank you” messaging to financial contributors with links to social media content.
- Encourage showing of Fellowship development videos at events and conventions throughout the service system.

**Objective 13:** Continue to evaluate and adjust activities at NA World Services to best support its roles and functions in a changing world.

**Solutions:**

- Continue to respond flexibly and responsibly to the realities of a changing world in operating the business of NAWS.
- Continue use of focus groups as a flexible means to be more inclusive and accountable in seeking member input and engagement.

Objective #12 is a continuation of our ongoing goal to raise Fellowship awareness of the importance and challenges of financial sustainability at NAWS under our current practices. An important piece of that is how Fellowship contributions help us carry the message, and the need for ongoing support.

Objective #13 is an acknowledgement that NA World Services has had the most dramatic resource changes in its history from the pandemic. We have evaluated and adjusted since 2020 and will continue to do so in order for our Fellowship’s primary service center to be as effective and responsive as possible. This requires evaluating existing programs and practices and adjusting to a changing world both within and outside of NA.

# ***Addendum C***

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## **Proposed World Convention Guidelines** *for A Guide to World Services in NA*

# WORLD CONVENTION GUIDELINES

## Purpose

Unity is the foundation of everything we do in Narcotics Anonymous, and the World Convention of Narcotics Anonymous (WCNA) is a living expression of that principle. This event brings together members from around the world to celebrate recovery from the disease of addiction.

Just as our symbol makes space for every manifestation of the recovering addict, WCNA highlights the extraordinary diversity, wisdom, and spirit of our Fellowship as we rise together in freedom. It is a chance for NA members to share the joy, hope, and freedom found in recovery.

Beyond being a powerful experience for members, WCNA also serves as a unique opportunity for public relations—allowing professionals, local communities, and the wider world to witness firsthand that “an addict, any addict, can stop using drugs, lose the desire to use, and find a new way to live.”

WCNA is ultimately a celebration of our Fellowship: a vibrant, growing, international community united in carrying a message of hope to the still-suffering addict.

## World Convention Zone Rotation Plan

Beginning in 2028, WCNA will be held every five years. The 2028 convention, which will mark NA’s 75th anniversary, will be hosted in Europe. After that, the event will be scheduled to be held every five years. As world conditions allow, the event will rotate, with the World Board responsible for considering locations. (See below for more information.)

Traditionally, WCNA has been scheduled on the first weekend in September, coinciding with the Labor Day holiday in the USA. However, the World Board retains the right to set the convention dates as appropriate for each event.

## Site Selection

The World Board is committed to planning conventions that highlight the global nature of NA while ensuring the prudent use of Fellowship funds. Sites will be considered that allow for rotation to the extent that is prudent and possible based upon the current geopolitical and financial circumstances in the world, while at the same time remaining, at a minimum, “revenue neutral.” Planning an event where income covers expense may require capping attendance. Given the rising costs and increasing complexity of international travel for large events, the greatest flexibility in selecting locations is essential.

A rigid rotation plan established far in advance would make this impractical and create a framework that may not be possible. When the site selection process begins for a convention, the World Board will notify the Fellowship through NAWS publications and report the continent(s) under consideration for that event. Regions and zones may also request that the board consider a specific city by sending an email to [wb@na.org](mailto:wb@na.org). All proposed sites will be subject to the standard site selection process, which typically uses external resources to facilitate the initial site consideration.

The World Board is responsible for researching, negotiating, and approving all potential sites. The planning timeline may vary depending on the event. Eligible cities will be contacted with a standardized request for proposal (RFP), allowing for evaluation of feasibility, cost, and capacity. Based on these studies, cities may be identified for negotiation. Reports on these negotiations are developed for board review, after which the board makes a final decision or continues negotiations as needed. Final decisions are reported to the Fellowship.

Prudent planning requires that the board establish and communicate event capacity in advance. It also means some sites may be eliminated due to excessive cost or feasibility.

## WCNA Workgroup

While the World Board holds ultimate responsibility for WCNA, the WCNA Workgroup plays an essential supporting role. Its purpose is to assist the board in specific areas of planning and implementation by providing input, volunteers, and other support.

The World Board, through World Services, sets the direction and focus for each convention and provides the WCNA Workgroup with a clear list of responsibilities.

### **An Expression of Fellowship Unity**

The World Board, with the support of the WCNA Workgroup and the Fellowship as a whole, strives to ensure that each World Convention is more than a large event. It is a manifestation of our spiritual principles, showing how addicts from every background can come together in recovery, celebrate freedom from active addiction, and carry a message of hope to still-suffering addicts.

WCNA is one of the most visible expressions of our Fellowship's unity, diversity, and recovery. Through prudent planning, transparent communication, and global participation, WCNA continues to serve as a beacon of hope for addicts everywhere.

# ***Addendum D***

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## **Current World Convention Guidelines in *A Guide to World Services in NA***

# WORLD CONVENTION GUIDELINES

## Purpose

The primary purpose of the World Convention of Narcotics Anonymous (WCNA) is to provide a special celebration of our recovery, a reflection of our diversity, and a demonstration of our unity.

## World Convention Zone Rotation Plan

As a result of the following motion passed at WSC 2023, this rotation plan is suspended until a new decision can be made:

**Motion #8:** As a result of the COVID pandemic, to suspend the World Convention of NA (WCNA) rotation policy after 2024, to allow the World Board to determine what is possible and practical moving forward and then seek approval from conference participants.

Historically, the World Convention has usually been held the first weekend in September, which is the Labor Day holiday weekend in the USA. However, the World Board retains the right to set the date of the World Convention as appropriate. WCNA will be held every three years.

Year	Zone	Actual Site
2024	North America	Washington, DC 29 August–1 September 2024
2027	Europe	
2030	North America	
2033	Central and South America	

The current rotation plan will either continue or a new rotation plan will be presented to the conference in sufficient time for planning for the site of the 2036 World Convention.

There are zones in North America, Asia-Pacific-Middle East-Africa, Europe, and Central and South America. Rotation for WCNA is based on every other convention being held outside of North America.

## Site Selection for the World Convention

During the initial phase of the site selection process for a particular zone, the Board notifies the Fellowship through world service publications that the site selection process has begun. The cities that are being considered are reported. Any region also has the ability to request that the WB consider a specific city in their region. All such cities will be subject to the site selection process as described in these guidelines.

The World Board considers many factors during the site selection process. The potential effect of a world convention on the local NA community, the desire and ability of the local community to host a world convention, and the sites of previous world conventions are all important considerations. Other factors that are considered during the site selection process are the availability of facilities for convention activities, aspects of the city that add a unique local flavor to the convention, and anything else that would make the overall package more attractive to our members.

The World Board has the responsibility to research, negotiate, and approve all potential sites for the World Convention. The planning period for the World Convention will vary from zone to zone. The first step in the selection process is to identify and list all cities in the zone that meet the following ideal, standardized criteria:

### For USA and Canadian cities

- One million population in the metropolitan area.
- One hundred groups/meetings in the region.
- International airport.
- Sufficient number of hotel rooms and meeting space available for time needed.

### For all other cities

- A half million population in the metropolitan area.
- Fifty groups/meetings in the region/NA community.
- Twenty-five groups/meetings in the city itself.
- International airport.
- Sufficient number of hotel rooms and meeting space available for time needed.

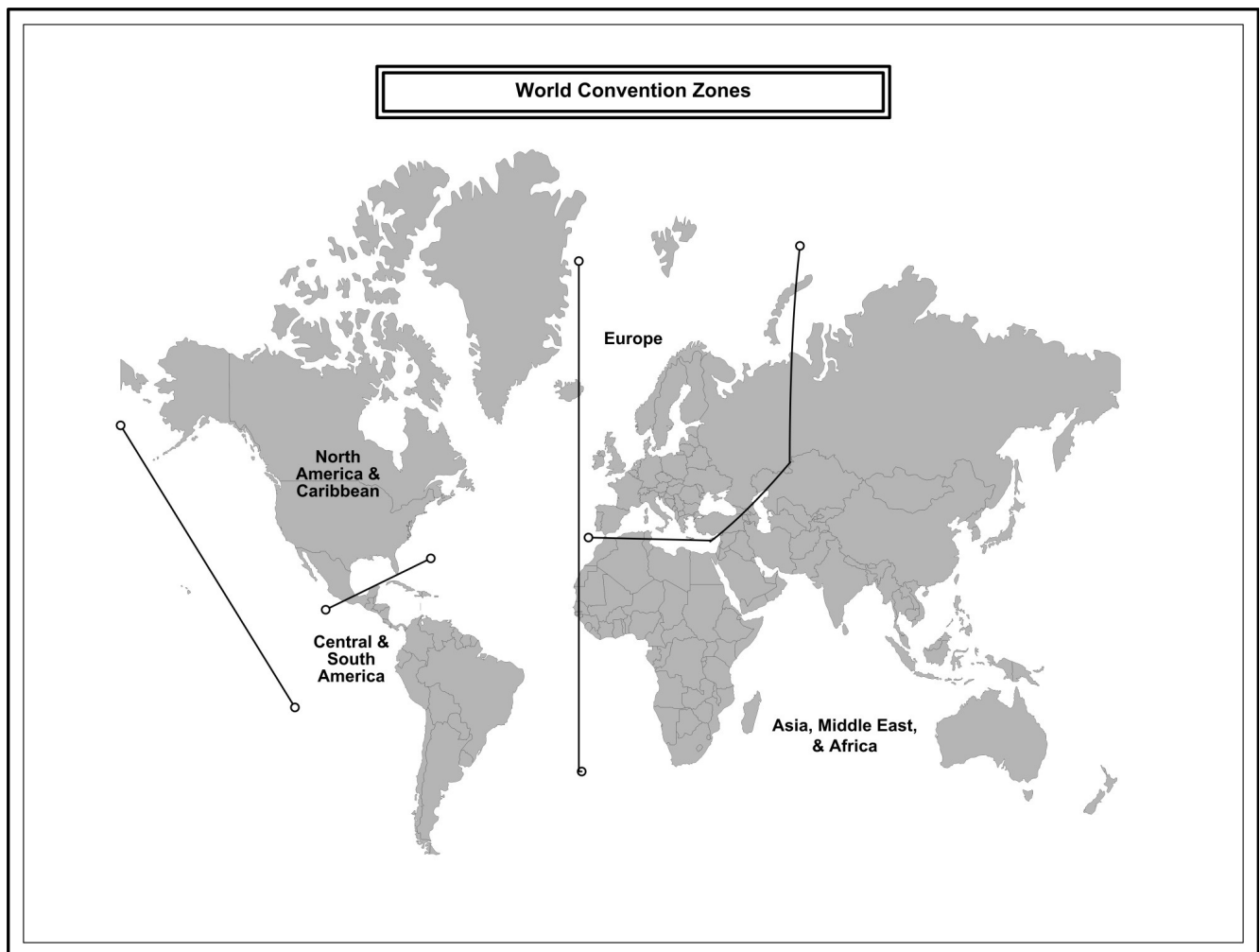
The initial list of eligible cities is then reviewed by the Board in light of achieving the objectives of the corporation and the anticipated needs of the event. A feasibility study of the remaining cities is then conducted. Based on this study, cities are identified for negotiations, and reports on these negotiations are developed for review by the World Board. The Board then makes its final decision or conducts further negotiations until a final decision is made and reported to the Fellowship.

### WCNA Workgroup

#### Purpose

Although the World Board has the responsibility for the World Convention, the WCNA Workgroup plays an important role in its success. The purpose of the WCNA Workgroup is to support the World Board in specific areas of planning and implementation by providing input, volunteers, and assistance.

The direction and focus is set by World Services. The World Board will provide each WCNA Workgroup with a list of its responsibilities.



# *Addendum E*

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## **List of Published Materials Showing Categories and Translations**

# Current List of Published Materials

Item	Fellowship Approved Recovery Material	Conference Approved	WB Approval and CP Review	Date of First Publication & Last Revision Date	Number of Languages	Languages Published
						as of 24 October 2025
Basic Text	X			1983/2008	39	AF, AR, BG, BM, BR, CH, CR, DK, EN, FA, FI, GE, HE, HI, HU, ID, IS, IT, JP, LT, NL, NR, PB, PL, PO, SP, SW, TU, FR, GR, TH, LV, RU, FL, NE, KN, SH, KA, TA
Just For Today	X			1992/2008	20	EN, SW, SP, RU, PO, NR, LT, JP, IT, HI, HE, GE, FR, FA, DK, PB, FI, GR, TU, LV
It Works: How and Why	X			1993	22	EN, SW, SP, PO, PL, NR, JP, IT, HI, HE, GE, FR, FI, FA, DK, PB, AR, LT, HU, RU, NL, LV
Introductory Guide to NA	X			1992	23	EN, HU, PB, CR, DK, FA, FL, FI, FR, AR, GR, TU, IT, LT, NL, NR, PL, SP, SW, GE, AF, ID, RU
White Booklet	X			1976/1983	31	EN, JP, AN, ASL, BE, PB, FA, FL, FR, GE, GR, AF, IT, KO, LT, MT, NR, PO, RU, SL, SP, SW, TU, HI, IS, KA, KN, TA, AR, ZU, UA
The Group Booklet	X			1990/2000	15	EN, SP, RU, PO, PL, NR, LT, IT, HU, HE, GE, FR, FA, DK, PB
Twelve Concepts for NA Service	X			1992	16	EN, SW, SP, RU, PO, PL, NR, LT, IT, HU, GE, FR, FA, PB, GR, JP
Miracles Happen		CA		1998/2002	4	EN, FA, PB, SP
Behind the Walls	X			1990	16	EN, SW, SP, RU, PO, PL, NR, LT, JP, IT, HU, GE, FA, PB, SL, FR
In Times of Illness	X			1992/2010	13	EN, SP, PO, NR, IT, HE, GE, FR, FA, DK, RU, PB, SW
Working Step Four in NA	X			1988	20	EN, SP, RU, PO, PL, NR, MP, LT, IT, HU, GE, FR, FI, FA, DK, PB, SW, TU, TA, HI
The Narcotics Anonymous Step Working Guides	X			1998	20	EN, IT, PB, DK, FA, FI, FR, HE, AR, HU, SW, JP, LT, NR, PL, PO, RU, SP, HI, LV
Sponsorship	X			2004	10	EN, SP, RU, NR, IT, GE, FR, FA, PB, JP
Living Clean	X			2012	16	EN, SW, SP, RU, NR, IT, FA, PL, HU, GR, PB, LV, DK, JP, LT, FR
Guiding Principles	X			2016	7	EN, FA, SP, HU, IT, PB, RU
60th Anniversary White Book	X			2022	1	EN
A Spiritual Principle a Day	X			2022	3	EN, FA, SP
NA Survival Kit	X			2024	4	EN, SP, PB, SW
IP #1, Who, What, How, and Why	X			1976/1986	61	EN, FI, LV, KN, JP, IT, ID, IS, HU, HI, HE, GR, AF, FR, MT, FL, FA, ET, DK, CR, CH, BG, PB, BE, AR, AN, GE, SP, OR, SR, CS, CT, KO, AM, UR, UA, TU, TH, TA, LT, SH, BM, SL, SK, RU, PA, PO, PL, NR, NE, NL, MP, ZU, SW, BN, KA, ASL, SI, AZ, KK, RO
IP #2, The Group (IP)	X			1976/1998	33	EN, MP, PB, CR, DK, FA, FL, FI, FR, GE, HE, ID, AF, LT, KO, NL, NR, PL, PO, RU, SL, SP, SW, TH, UA, IT, ZU, AR, TU, TA, HI, SK, AZ
IP #5, Another Look	X			1985/1992	41	EN, FA, HU, HI, GR, GE, FR, AF, FL, JP, DK, CR, CH, PB, AN, AR, FI, PO, KO, UA, TU, TH, SW, SP, ID, RU, IT, PL, NR, NL, LT, LV, CT, SL, IS, KA, NE, TA, BN, SK, AZ
IP #6, Recovery & Release	X			1976/1986	49	EN, AN, FL, AR, HU, HI, HE, GR, GE, IT, JP, FA, DK, CR, CH, BG, PB, BE, FR, RU, CT, KO, UA, TU, TH, SW, ID, SL, ZU, PO, PL, NE, NL, NR, MP, LT, SP, BM, KN, TA, IS, AF, KA, LV, BN, CS, SK, AZ
IP #7, Am I an Addict?	X			1983/1988	55	EN, FL, JP, IT, ID, IS, HU, HI, HE, GR, GE, AF, FI, LT, FA, ET, AN, DK, CR, CH, BG, PB, BE, AR, FR, SL, OR, CT, KO, UR, UA, TU, TH, TA, SW, KN, SP, LV, SK, RU, PO, PL, NR, NE, NL, MP, BM, ZU, SH, BN, KA, CS, SR, RO, AZ
IP #8, Just For Today (IP)	X			1983	47	EN, FA, ID, IS, HU, HI, GR, GE, FR, AN, FL, LV, DK, CR, CH, BG, PB, BE, AR, FI, PO, KO, UA, TU, TH, SW, SH, SP, IT, RU, JP, PL, NR, NE, NL, MP, BM, LT, CT, SL, TA, AF, KA, BN, CS, SK, AZ
IP #9, Living the Program	X			1983	36	EN, KN, AN, BE, PB, DK, FA, FI, FR, GE, HE, HI, HU, AF, IT, TU, LT, MP, NL, NE, NR, PL, PO, RU, SP, SW, TH, IS, AR, ZU, TA, BN, UA, ID, SK, BG

Item	Fellowship Approved Recovery Material	Conference Approved	WB Approval and CP Review	Date of First Publication & Last Revision Date	Number of Languages	Languages Published
						as of 24 October 2025
IP #11, Sponsorship	X			1983/2004	45	EN, FA, HU, HI, HE, GR, GE, FR, AF, FL, JP, ET, DK, CR, CH, PB, AR, AN, FI, PL, KO, UA, TU, TH, SW, SP, SL, ID, PO, IT, NR, NE, NL, MP, LT, LV, CT, RU, TA, IS, BM, SK, PL, BG, CS
IP #12, Triangle of Self-Obsession	X			1983	35	EN, IT, AN, AR, PB, BG, DK, FA, FI, FR, GE, HE, AF, HU, TH, LV, LT, MP, NL, NR, PL, PO, RU, SK, SP, SW, HI, TU, ID, KA, NE, TA, BN, UA, CS
IP #13, By Young Addicts, for Young Addicts	X			2008	28	EN, LT, PB, DK, FA, FI, FR, GE, HE, HU, AN, IT, KO, NL, NR, PL, PO, RU, SP, SW, TH, TU, IS, AR, TA, GR, UA, SK
IP #14, One Addict's Experience...	X			1983/1992	42	EN, FL, AN, IS, HU, GR, GE, IT, FI, JP, FA, DK, CR, CH, PB, AR, FR, PO, KO, UA, TU, TH, SW, ID, RU, CT, PL, NR, NL, MP, LT, LV, SP, SL, AF, BM, NE, TA, BN, CS, HI, SK
IP #15, PI and the NA Member	X			1991	28	EN, MP, BE, PB, DK, FA, FR, GE, HU, IS, AN, LT, TH, NL, NE, NR, PL, PO, RU, SP, SW, IT, TU, AF, TA, BN, UA, CS
IP #16, For the Newcomer	X			1983	49	EN, FL, AN, ID, IS, HU, HI, HE, GR, GE, JP, FI, KN, FA, ET, DK, CR, CH, PB, BE, AR, FR, PO, CT, KO, UA, TU, TH, SW, SH, SP, IT, RU, ZU, PL, NR, NE, NL, MP, BM, LT, LV, SL, TA, AF, KA, SK, CS, BG
IP #17, For Those in Treatment	X			1991	17	EN, SW, SP, RU, PO, PL, NR, LT, IT, ID, HU, GE, FA, DK, PB, FR, NE
IP #19, Self-Acceptance	X			1985	46	EN, FL, AN, HU, HI, HE, GR, GE, IT, FI, JP, FA, DK, CR, CH, BG, PB, AR, FR, PO, KO, UA, TU, SW, SH, SP, ID, RU, CT, PL, NR, NE, NL, MP, LT, LV, SL, IS, AF, BM, BN, KA, TA, SK, CS, BE
IP #20, H&I and the NA Member	X			1986/2001	24	EN, LT, PB, DK, FA, FR, GE, HU, IS, AN, LV, SW, MP, NL, NE, NR, PL, RU, SP, IT, AF, TA, BN, ID
IP #21, The Loner	X			1986	16	EN, SW, SP, RU, PO, PL, NR, IT, HU, GE, FI, FA, PB, BM, AR, TA
IP #22, Welcome to NA	X			1986/1987	44	EN, FA, AF, IS, HU, HI, HE, GR, GE, FR, IT, FL, JP, DK, CR, CH, BG, PB, BE, AR, AN, FI, PO, CT, KO, UA, TU, TH, SW, SH, SP, ID, RU, ZU, PL, NR, NE, NL, MP, BM, LT, LV, SL, TA
IP #23, Staying Clean on the Outside	X			1987/1988	39	EN, FL, HU, HI, GR, GE, AN, FI, LV, FA, DK, CR, CH, PB, AR, FR, PO, KO, UA, TU, TH, SW, SP, IT, RU, JP, PL, NR, NL, BM, LT, CT, SL, ID, IS, AF, NE, TA, BN
IP #24, Money Matters: Self-Support in NA	X			2010	24	EN, IT, AN, AR, PB, DK, FA, FI, FR, GE, HU, SW, LT, MP, NL, NR, PL, PO, RU, SP, HE, LT, AF, UA
IP #26, Accessibility for Those with Additional Needs	X			1998	15	EN, SP, RU, NR, IT, GE, FA, DK, PB, FI, FR, HU, SW, AR, PL
IP #27, For Parents or Guardians of Young People in NA	X			2008	20	EN, TU, SP, RU, PL, NR, NL, IT, HU, GE, FR, FA, DK, PB, PO, FI, TA, ID, AR, LT
IP #28, Funding NA Services		CA#		2010	19	EN, TU, SP, RU, PO, PL, NR, NE, NL, IT, GE, FR, FA, DK, PB, AR, AF, HU, SW
IP #29, An Introduction to NA Meetings	X		SP in 2008	2014	21	EN, TU, SP, RU, PO, PL, NR, IT, HE, DK, CH, PB, AR, AF, JP, FA, TH, FI, FR, HU, SW
IP #30, Mental Health in Recovery	X			2020	12	EN, DK, FA, FI, FR, HU, ID, PB, SP, SW, PL, RU
<b>Public Relations Material</b>						
NA: A Resource in Your Community*		CA		1991/2025	16	EN, TU, SW, SP, RU, PO, PL, NR, LT, IT, FR, FA, BG, PB, FI, TA
Narcotics Anonymous and Persons Receiving Medication-Assisted Treatment			X	2016	9	EN, DK, SP, SW, FA, NR, IT, RU, FR
Membership Survey**			X	2006/2025	11	EN, SW, SP, PL, IT, ID, HU, GE, FR, PB, FA
Information about NA**			X	2006/2025	19	EN, CT, SW, SP, NR, IT, ID, HU, GR, GE, FR, CH, AR, FA, PB, PL, SL, FI, RU
European Membership Survey**			X	2010/2025	1	EN
Russian Membership Survey**			X	2019	1	RU

Item	Fellowship Approved Recovery Material	Conference Approved	WB Approval and CP Review	Date of First Publication & Last Revision Date	Number of Languages	Languages Published
						as of 24 October 2025
<b>Service Tools</b>						
Hospitals & Institutions Handbook		CA#		1987/1989	2	EN, FA
A Guide to World Services in NA		CA#		2000/2018	2	EN, SP
A Guide to Local Services in NA		CA#		1997	4	EN, GE, SP, FA
Public Relations Handbook		CA#		2006	4	EN, SP, FA, PB
Literature Committee Handbook		CA#		1983/1987	1	EN
Handbook for NA Newsletters		CA#		1985	1	EN
A Guide to Phoneline Service		CA#		1986	2	EN, FA
Treasurer's Handbook		CA#		1985/2003	3	EN, IT, SP (DRAFT)
Group Treasurer's Workbook		CA#		1988, 2003	3	EN, LT, SP
Outreach Resource Information		CA#		1998	1	EN
Institutional Group Guide		CA#		1998	2	EN, PB
Additional Needs Resource Information		CA#		1998	1	EN
Group Business Meetings, SP			X	2007	16	EN, SW, SP, PO, PL, NR, IT, HE, FR, FA, FI, RU, AR, HU, PB, TU
Group Trusted Servants: Roles and Responsibilities, SP			X	2007	16	EN, SW, SP, RU, PO, NR, LT, IT, FR, FI, FA, PB, AR, HU, TU, RU
Disruptive and Violent Behavior, SP			X	2007	21	EN, IT, PB, FA, FI, FR, GE, AR, HE, SW, LT, NR, PL, PO, RU, SP, GR, DK, HU, TU, ID
NA Groups and Medication, SP			X	2007	16	EN, SW, SP, PO, NR, IT, HU, HE, GR, GE, FR, FI, FA, DK, RU, PL
Principles and Leadership in NA Service, SP			X	2008	10	EN, SP, NR, IT, GE, FA, PL, RU, FR, SW
Social Media and Our Guiding Principles, SP			X	2011	14	EN, SP, RU, PO, NR, IT, GE, FR, FI, DK, FA, PL, PB, HU
PR Basics			X	2010	7	EN, GE, SP, PB, FA, SW, PL
H&I Basics			X	2010	4	EN, GE, SP, PB
Translations Basics			X	1999/2018	3	EN, SP (draft), FR
Phoneline Basics			X	2018	3	EN, SP, FA
Planning Basics			X	2011	3	EN, SP, FA
Local Service Toolbox • CBDM Basics • Serving NA in Rural & Isolated Communities • GSR Basics • Virtual Meeting Basics			X	2018 2019/2025 2020 2022/2024	6 2 4 6	EN, NR, FA, IT, PL, SP EN, SP EN, SP, FA, IT EN, SP, FA, FR, HU, IT
Conventions & Events Toolbox • The Program Committee and Developing the Program • Money Management • Contracts and Negotiations			X	2018 2019 2020	2 2 2	EN, SP EN, SP EN, SP

Code	Language
AF	Afrikaans
AM	Amharic
AN	Anglicized
AR	Arabic
ASL	American Sign Language
AZ	Azerbaijani
BE	Bengali
BG	Bulgarian
BM	Bahasa Melayu
BN	Bengali/Bangladesh
BR	Braille
CH	Chinese
CR	Croatian
CS	Czech
CT	Chinese Traditional
DK	Danish
EN	English
ET	Estonian
FA	Farsi
FI	Finnish
FL	Filipino
FR	French
GE	German
GR	Greek
HE	Hebrew
HI	Hindi
HU	Hungarian
ID	Indonesian
IS	Icelandic
IT	Italian
JP	Japanese
KA	Georgian
KK	Kazakh
KN	Kannada
KO	Korean
LT	Lithuanian
LV	Latvian
MP	Manipuri
MT	Maltese
NE	Nepali
NL	Nederlands
NR	Norwegian
OR	Odia
PA	Punjabi
PB	Portuguese/Brazil
PL	Polish
PO	Portuguese
RO	Romanian
RU	Russian
SH	Swahili
SI	Sinhala
SK	Slovak
SL	Slovenian
SP	Spanish
SR	Serbian
SW	Swedish
TA	Tamil
TH	Thai
TU	Turkish
UA	Ukrainian
UR	Urdu
ZU	Zulu

\* Statistics and local information for these items can be amended with notification to NAWWS. These items are routinely updated with

WB approval and without CP review.

+ Items approved with only WB approval

# Indicates "adaptable" for local needs in translations