

World Board Report

Introduction: *Finishing What We've Started Must Come First*



This report is directed to conference delegates from the World Board. We are also translating and sending copies of this report to alternate delegates, regions, and areas to assist with fellowship discussion. This report will update you on current activities and give you a preview of the January 2000 *Conference Agenda Report*. More importantly, we are also writing to ask you for your help. With this report, we hope to strengthen our partnership with our fellow conference participants to help the fellowship at WSC 2000 make informed choices about the priorities for NA World Services in the next conference cycle and beyond. We want to begin a discussion to help build a consensus answer to the question: *What are the immediate and longer-term priorities for NA World Services?* Our objective is to help all conference participants and the fellowship to discuss further that which is most vital to the continuation and growth of NA worldwide. We want you to consider and discuss the upcoming 2000 CAR in this broad context.

This report hopes to begin a dialogue about this issue that will culminate at the historic 25th meeting of NA's World Service Conference, to be held 30 April through 6 May 2000 in Woodland Hills, California, USA. As we reflect on what has taken place in Narcotics Anonymous since several of our earliest members came together at the first WSC meeting on the 13th day of November, 1976 in Ventura, California, we are profoundly grateful. We are forever thankful for the legacy we have inherited and which we see all around us—an immense number of accomplishments which have been passed down to us all. We summon the spirit and the energy and the goodwill and the dreams and the vision of all those who have participated in past conferences to pass this legacy on to us.

We hope, as our predecessors hoped, that our attempts to come together and help each other by sharing experience, strength, and hope will further our collective effort to carry the NA message to the still-suffering addict and strengthen our worldwide unity. We take these steps in partnership so that no addict seeking recovery anywhere need ever die from the horrors of addiction.

It is immensely fitting that this 25th meeting of the WSC comes upon us now, because this is truly an exciting and historic time in Narcotics Anonymous. We are very much in the middle of the most important and far-reaching reorganization of our service structure since the fellowship's first service manual, *The NA Tree*, was adopted by our World Service Board of Trustees nearly 25 years ago, making that first WSC meeting possible. The challenges facing us at this time are significant. We are still very much in the middle of a great transition. It has been a long and at times difficult process. While we can begin to see many of the benefits of our collective labor, we have not yet arrived at our destination.

We have come quite a distance from that jumping-off point at the WSC'98 when we let go and made a long-long-long-calculated leap of faith. Nearly all of us remember the many years of taking inventory of our world service structure, beginning anew and in earnest in 1993, which led to that leap. Some of us remember how the problems we tried to take stock of and solve in the 1990s had worsened with our dramatic growth over the course of the 1980s until the level of dysfunction, inefficiency, and conflict stopped us in our tracks in 1993 and forced us to take a serious look at ourselves.

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We have a long way to go before we finish implementing the decisions set in motion by the 1998 conference. Our transition is not nearing its end. Unfortunately, we are only at the end of the first phase and the beginning of a second phase, one that may be even more crucial and difficult. Next, we will be implementing both the two-year conference cycle and the board's committee system, two momentous and complicated components of the new system.

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Along the way, we all made the best of a bad system. We adapted *Twelve Concepts for NA Service* and a *Guide to Local Service* and accomplished much else that was good through the years. We finally became willing to try an entirely new way just 18 short months ago. When we summon our collective memory, we see that the efforts to improve and reorganize our world service structure have actually been continuous since 1976.

Our purpose today—our first, second, and third priority—is to continue building a strong and stable foundation for NA World Services. Together we hope to secure a foundation that will allow our world services to support and ensure the continuation and growth of NA worldwide for the next 25 years and beyond, to achieve each and every aspect of our Vision Statement. And we recall that we are striving not for more of the same, but rather for a structure that we see as improved not only by virtue of its newness or stability or efficiency. We seek a significant improvement in the quality of the services that our structure is able to deliver. *Change means we want different results.* The service foundation our predecessors created in the late 1970s and 1980s was successful in helping our fellowship reach the stage of growth and development we have achieved today at the threshold of a new century. And throughout this time, our most primary services, now called routine/basic services in the Unified Budget, have expanded and grown much more complex. With these basic services we have continued to serve the needs of the fellowship *without interruption throughout these years of inventory and transition.*

The legacy we have inherited is a sacred trust. We are temporary custodians for future generations, and we ask that you join with us not only in serving the interests of those you represent directly today, but NA as a whole and all those still-suffering addicts who haven't yet heard that there is another way to live. We believe we are recommending the next right thing to do, and we hope that you will help us navigate the course we have laid out. We need to communicate openly and honestly about our course of action. We hope that through dialogue we will come to consensus, and join together to lead the fellowship through this historic transition.

Our challenge is to let go of the way we approached world services in the 1980s so we can respond to the new dynamics Narcotics Anonymous faces today after two decades of phenomenal growth and change. If we do not, we may fail to respond to the complex problems of today and tomorrow. We must surrender our old mindset of world services and see today's reality, and we must also anticipate tomorrow's new set of issues and opportunities. If we do not do things differently, we will not achieve different results. We need a deepening of our worldwide unity and communication, and a strengthening of the ties that bind us together in the face of all the differences and forces which might otherwise tear us apart. We must recognize how the balance has shifted away from a project-oriented world service system. The accumulated conversion of two decades of past projects into today's routine services has resulted in a remarkable expansion and transformation of world service operations.

Our most immediate objective is to create a manageable workplan for the 2000-2002 conference cycle for both NAWS and for the fellowship. This will take shape concretely when we begin in January to put together a Unified Budget proposal for WSC 2000. We have not yet even begun to examine many of the details of this. However, we will be coming back to the 2002 WSC with proposed changes in the Unified Budget system based on our experience with its practical application.

Change is messy and unsettling—that is the reality we are living with now. While we have made a lot of progress in tearing down the old and have started to build a new foundation, that foundation is not finished and certainly has not settled. *We are not settled.* And we need your help and support to help lead the fellowship through this major transition, putting first things first and completing the new but not-so glamorous infrastructure creation work that is already underway.



A Whole New World: Look How Far We've Come Since the 1980s!

The magnitude of the change in Narcotics Anonymous and in NA World Services since the 1980s is great, yet the old model of world services still has a tremendous hold on us, even as the world rushes past us. World service projects (development of service delivery tools and compilation of experience in addressing fellowship problems) in the 1980's created a foundation for what we now call routine/basic services. There has been a tremendous expansion in the number and in the complexity of the delivery of these basic services. With the implementation of the board's committee system and the two-year conference cycle, "routine" services are on the verge of expanding yet again in the next phase of the transition. We'd like to paint a picture of NA World Services in the benchmark year of 1985, when the 10th WSC occurred, compared to today, illustrating the dramatic contrast with today's realities on the eve of the 25th WSC.

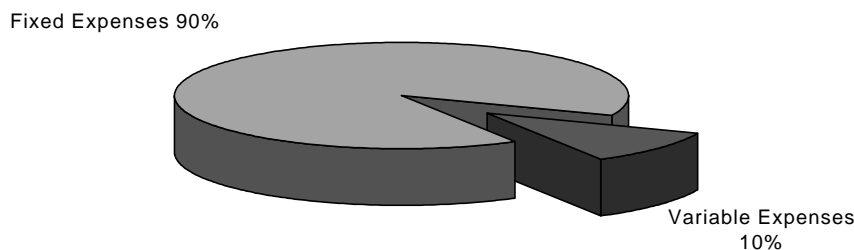
These comparisons, as dramatic as they are, only tell a small part of the whole story. In each case, there is an amazing change and increase not only in size but also in complexity. The sheer increase in the number of meetings and in our worldwide diversity (language/culture) has made both effective communications and building consensus much more complex. Or consider the world convention. The increasing size of the convention not only creates complex logistical challenges, but also we now must coordinate and plan simultaneously for multiple events years in advance on several continents. There have also been external changes outside of NA

that have created new challenges (examples include greater public awareness of and respect for NA, new Internet opportunities, the impact on fellowship growth of changes in the drug treatment industry and managed health care, new drug court challenges today, etc.)

We believe the experiences from the 1980s have caused conference participants to be more focused on the services that have been provided by conference committees and/or specialized projects. That's understandable. Project-oriented services have usually produced something tangible—new recovery or service material, a report, a motion in the *CAR*. Routine services on the other hand, are largely intangible. We believe there is a great need for conference participants to understand and balance attention between routine services and project-oriented service delivery. You are co-responsible with the board for overseeing routine/basic services. Our 1999 Annual Report is, as much as anything else, a 75+ page description not of project work, but rather the much larger array of routine/basic services which comprise the lion's share of NAWS operations.

The following pie chart of today's Unified Budget visually illustrates how dramatically big routine services, shown as fixed expenses, are compared to project or variable spending.

1999-2000 Unified Budget
\$5,648,838.90 Total NAWS Expense

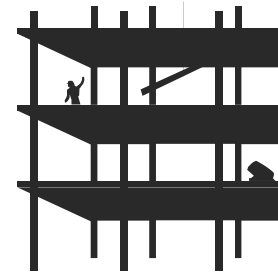


Fixed Expenses — -\$5,057,977 Variable Expenses — -\$590,880

See comparison table on next page

	Then	Now
Size and composition of the fellowship	Our 1986 World Directory listed 6,550 meetings in 35 countries. The WSO had reported 4,400 meetings to the 1985 WSC and gave a revised estimate of 2,200 for the prior year (1984).	Our 1999 Annual Report showed 27,149 meetings in 104 countries. 6,078 of these are outside of the USA.
Size and composition of the World Service Conference	The 1985 WSC minutes show 61 participants, of whom 42 represented regions from three (3) countries. 68% of conference participants were regions (2 to 1 ratio).	The 1999 WSC minutes show 110 participants, of whom 93 represented regions from 27 countries. 84% of conference participants were regions (5+ to 1 ratio).
The World Service Office	WSO operated from one makeshift location in Van Nuys, California and employed the equivalent of 9 people full time at the beginning of 1985 and 21 by the end of that year.	WSO is now head-quartered in Chatsworth, California and operates two branch offices, one in Canada and one in Europe. There are 44 full-time employees.
The World Convention	In 1985, a rotating host committee that had no formal accountability or budgetary relationship to either the WSC or WSO put on the world convention. In the 15 years of its existence, the annual world convention had never been held outside of the United States.	WCNA is now part of NAWS routine services, administered by the World Board and accountable to the WSC. The largest gathering of our members in history took place at WCNA-27 in California in 1998. The biannual convention now rotates worldwide, with the first ever world convention in Latin America coming in 2000.
Financial Budgetary Changes	The WSO and the WSC had separate budgets, and the WSC and the WSO had no control over the world convention budget or its finances. The WSC took over the world convention in 1986, forming the World Convention Corporation as a subsidiary of WSO. Income for the WSC for CY 1984-85 was \$45,681. Adjusted gross income for the WSO was \$818,045 for the 12 months ending December 1984.	The Unified Budget now combines what were three separate budgets for the WSC, the WSO, and the world convention. The 1999-2000 Unified Budget projected total income from all sources at \$5,935,387, of which \$489,000 was projected from fellowship donations. Actual 1999 income is still running ahead of budget projections and may approach \$7,000,000 for the fiscal year if current trends continue.
Translations	Recovery literature in English consisted of the Basic Text, the Little White Booklet and about a dozen information pamphlets. The WSO reported progress translating the White Booklet, the starter kit pamphlet, and five other IPs into German, French, Italian, and Spanish. The 1985 WSC approved the policy that was to guide translation efforts for years into the future.	Our 1999 Annual Report summarized the 264 total items that have now been translated into 19 different languages. WSO has communicated with local translation committees about 319 additional items which those committees are working on. Translations are pending in a total of 42 languages (23 of which have completed no published translations so far).
Unit Sales	As of WSC '85, NA had one book in one language which had sold 122,405 copies in its two years in print (36,741 copies the 1 st year and 85,664 the 2 nd year).	NA's four recovery books had sold 4,622,866 copies as of December 1998. 1999 annual units will be about 500,000 books (+/-) for the first time. Thus, we've now sold more than five million books since 1983.

Building a Strong and Stable Foundation



The process of change is on time and on schedule. We have come together as a board, formed a working partnership with WSO management and staff, and begun to build trust with our fellow conference participants and with the fellowship. We know that trust must be earned, and that while there appears to be a tremendous amount of confidence and goodwill at this stage of the transition, there is no substitute for good communication and a proven record of accomplishment and accountability. All these things take time. And when charting unknown territory, all of us may experience fear, uncertainty, and unsteadiness from time to time.

At WSC'98, when we unified the various administrative bodies into a single board, we expected to be able to administer world service operations more efficiently—and we've succeeded. However, this year has been difficult with three major *CAR*-driven projects on the old, short six-month timetable. Additionally, we've had the eleven other projects from WSC'99. Some have overlapped the schedule for the three *CAR* projects, while most of the others will begin in earnest in January 2000. Frankly, the pace has been tiring, and we never again want to see another year like this one! Although our workload has been heavy the number of board members has *not* in any way been a negative factor. It has not impaired our ability to accomplish the work we believed was essential to make it through the first phase of the transition and prepare for the second phase. We are confident that your reaction will be positive when we present the work we've accomplished this year at the WSC in May 2000. Even if you disagree about certain proposals or approaches, we are hopeful that you will share our increasing confidence in the new world service system. Your new World Board is fully and directly accountable to you, and we hope that will result in deeper trust throughout our fellowship.

We are about where we expected to be at this stage of the transition. We have proceeded cautiously and conservatively with most things. As the first World Board members in this new system, almost everything we do sets a precedent of one kind or another. We are determined to "get it right the first time." While most every experiment that sets a precedent can be re-evaluated and changed later on, we are ever mindful that it is human nature to continue in a familiar pattern, no matter how unsuccessful, than to change. Consider how long it took us to work up to making the changes we made at WSC'98.

As we stated earlier, change is messy and unsettling. Although we are more than halfway through the transition with some things, with others we are only one-third of the way along in terms of settling in. For example, we are using the Unified Budget and the Process for Projects, but we are not settled with those things. We know that both delegates and the fellowship as a whole are confused about how the Process for Projects Policy approved at WSC'98 actually works. Sometimes we are confused, too. Under the Unified Budget policy, it isn't always one-hundred percent clear whether a given task is a routine service or something that requires a project plan. How expenses should be accounted for under the four broad Unified Budget categories—literature production and distribution, WSC support, fellowship development, and events—often involves choices about which reasonable people could easily disagree. The Unified Budget plan that we saw at WSC'98 looks very different now that we are actually working with it.

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• **A comprehensive approach to decision-making and better long-range planning were two important objectives of our reorganization of our service structure. We saw again more clearly the need for this while working on the Motion 21 project this year. We saw that we were trying to create a Ten-year Plan for recovery literature development in the abstract, not within the larger framework of short- and long-term priorities for NA World Services. And the workload and pace this year have illustrated the dangers of slipping back into our old insane ways of working.**
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First Things First: *Doing the Next Right Thing*

Creating and implementing the World Board committee system is a major part of the new system and it is still in its infancy, if not still in the womb. We advised the conference last year we would not be implementing the board's standing committees until 2000. We know that there were dissenting voices about this, including a couple of WB members who had doubts about the merits of this approach, but were persuaded to join in creating a consensus of the full board and WSO executive management on this point. As we reflect on our use of workgroups this year for both routine services and the new 1999 *CAR*-driven projects, we are all more certain that we made the right decision. We now have the experience of implementing the WB Executive Committee and using a number of workgroups with World Pool members to accomplish both high-priority projects and routine services (WCNA, the *NA Way Magazine*, *Reaching Out*, translations, etc.). We will build on this base of experience as we develop the committee system.

Work is still underway on the project to develop the board's internal guidelines, and as promised at WSC'99, this work-in-progress will not appear in the *CAR*. Instead, it will be sent to conference delegates for review 1 March 2000. These guidelines will reflect what we've learned in actually

implementing both the Executive Committee and our various routine service and project workgroups. We now have more practical experience, and we can easily translate that experience into a framework for our internal guidelines. This framework shows the relationships our subordinate entities have with one another and with the full board. And as we think about the next two years in concrete terms, we are confident that incorporating such practical experience into this first draft of our internal guidelines will serve the fellowship better in the long run than abstract guidelines would. Though it may frustrate the more anxious among us, our measured approach to implementation is the only responsible way for us to act. Now that we're beginning to plan the tasks and budgets for starting up our standing committees, we're even more convinced that whatever time we spend in careful consideration before doing something is only a fraction of the time we will save in the long run.

With 1998's decision to move to a two-year conference cycle at the end of WSC 2000, here again we can expect the settling in process of adjusting to this change to be a major feature of the next conference cycle. And our expectation is that it will be WSC 2004, not WSC 2002, before we—the board, the delegates, the

fellowship—will have settled in with these changes to a point of comfort. By this we mean the point where all elements of NA feel a sense of security, trust and confidence in the stability of the new world service system that we are all still very much trying to create. It will probably take at least this long to evaluate fairly what works well and what could be done in a better way.

Full implementation—especially the process of settling in with the changes now in process—will take even more time for everyone: the board, the Human Resource Panel, the WSC Co-Facilitators, the delegates, the area and regional service structure, and NA groups worldwide.

The World Board Itself Is Not Settled

As expected, after just eighteen months, the World Board is a long way from being settled. As individual board members, we are quite diverse. With a couple of members who are veterans of world services and a couple of members who feel very much like newcomers, the majority of us fall somewhere in between. As individuals, the settling in process is ongoing for each of us. And for the board as a whole, we are definitely in "early recovery" as we continue to try to break out of the box and shed our old ideas about world services. Our goal is to transform this new system to achieve the ideals of the WSC Vision Statement. To realize this goal, the full board will have to continue to discuss, review, and decide both philosophical and practical implications of all of the new policies, procedures, and precedents as the system evolves. We plan to pause and assess at each stage to determine if what we have done so far is working or needs to be refined. And we expect to continue to hear feedback from you at each step along the way.

The board itself is still under construction. Since six of our 18 members may rotate off the board at WSC 2000—unless each successfully stands for re-election—as many as

12 new board members could join us at WSC 2000. Consequently, we need to create an orientation system for new board members. This will be important not only for what may be an extraordinary number of board members who will need to be oriented in the next conference cycle, but also will set the precedent for future cycles where, even with a 24 member board, 1/3 of the board may rotate every two years.

Your help in finding new board members is crucial. Qualified leaders must step forward from the fellowship who have the willingness, resources, and qualifications needed to serve on the World Board. The conference must then skillfully choose qualified servants from those who stand for nomination at the 2000 WSC.

Establishing the World Pool as a Resource Will Take Time

We know that the Human Resource Panel is doing everything possible to build and develop the World Pool, and you will find a report on their activities at the end of this report. We will communicate our need for pool members to serve on our standing committees once we determine our requirements. We know the HRP is working hard to anticipate these needs so that talented future board members and WSC Co-Facilitators can be elected and committee members found. The World Pool is a fundamental component of the new system, and a very important channel for fellowship participation. Yet it will take time to build. It is reasonable to expect that building the World Pool will be a focal point during the next phase of our transition. Again, your help with this task is crucial.

We have learned that there is no substitute for making a personal, direct appeal to qualified members we know personally and asking them to submit their service resumés to the World Pool. We can make a million announcements in every NAWS publication, post the resumé form on the NAWS website, and stand up in every service meeting and forum and repeat the call for resumés—there is no substitute for approaching a qualified member one-on-one and putting a resumé in his or her hand with a personal appeal. We are asking all delegates to help us and the HRP by taking on the task for which we are co-responsible: *making the World Pool work!*

More Settling In: *Developing Working Relationships Between and Among the World Board, the HRP, and the WSC Co-Facilitators*

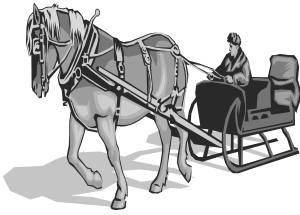
We have come a long way from the complex turf wars of the old world service system. Those with their short-term memory intact may remember the infamous Interim Committee thanklessly trying to bridge the three headed monster that was world services, with its dueling standing committee systems and the WSO squarely in the middle fighting fires and taking shots from all sides. Reorganizing and simplifying that old system has brought immense benefits we already experience every day, but of course the new system has not eliminated every possibility for conflict. We have reported previously that we have had conflicts and differences with both the HRP and the WSC Co-Facilitators, this conference cycle and last year. We have worked hard with both the HRP and the co-facilitators to improve communication and engage in frank, open, and honest dialogue where differences have existed. This is an ongoing process. We believe that there has been a normal settling in/adjustment process of clarifying our roles and responsibilities and coming to a common understanding about the scope of authority of each component of the new world service system, and the nature of the inter-relationships among elements. It takes time to build effective and trusting working relationships. We look forward to settling in to these relationships and solidifying the progress we have made so far.

Building the Delegate/World Board Partnership

Given the sweeping scope of the changes set in motion at WSC'98, and the history of conflict at the conference over the years, we feel good about the new relationship we are forging with our fellow conference participants. We know that even more than with the HRP and the co-facilitators, we are engaged in a trust-building process and that there have been differing viewpoints and points of conflict and misunderstanding so far. We believe firmly in the Ninth Concept of NA Service: "All elements of our service structure have the responsibility to carefully consider all viewpoints in their decision-making processes." Accordingly, we always welcome a variety of viewpoints. We are not troubled by conflict that results from differing opinions and experiences because we believe there are always ways to work through our differences and learn to work together. We believe we can resolve conflicts in healthy ways that respect the viewpoints of all participants and lead to compromises that are in the best interests of the fellowship.

It sometimes seems, however, that it is the nature of our disease to fall into an "us versus them" mentality. We've made progress in this area, mainly through persistent individual and collective efforts to work the Sixth and Seventh Steps. *But all of the ghosts of the past have not completely faded from the scene.* We believe there is more progress to be made in realizing the vision of a discussion-based World Service Conference. We envision one where all of us, despite our differing roles and responsibilities, are able to avoid the old traps and habits of seeing ourselves in different camps at odds with each other. We all want only the best for Narcotics Anonymous, and we must keep that in mind.

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Back to the Future

One of the surest signs that change is hard and unsettling is the call we hear from some quarters to bring back aspects of the old system or revisit the decisions of past conferences.

From the Essay on Concept Nine, Twelve Concepts of NA Service booklet: "Concept Nine encourages us to continue to consult group conscience, even after a decision has already been made. If discussions are raised about a question already decided, the body is bound to hear those discussions. It may be that, based on such discussion, a service body will alter its earlier decision. However, if a past decision is questioned, discussion is well heard, and the decision still stands, the time comes for everyone to accept that decision and to cooperate wholeheartedly in its implementation. Half-hearted support of, or outright resistance to, such a decision runs contrary to our principles of surrender and acceptance. Once a decision has been made, reconsidered, and confirmed, we need to respect it, and go on about the business of serving our fellowship."

Most members of the board have had the privilege of serving as a Regional Delegate (or Regional Service Representative in years past). We understand the importance of faithfully representing the viewpoints and concerns of the NA community each delegate was elected to serve. We understand that it's often hard to balance that responsibility with what's equally important for all conference participants: to act in the best interests of NA as a whole. We have to be more than advocates of a single NA community's priorities. It is not an easy job to serve as a two-way channel of communication, faithfully carrying information in both directions without allowing our own personalities, preconceptions, and biases to distort the content of any intended communication. No matter how much recovery we have, personalities can test our principles. Serving as your region's delegate can be difficult and demanding. It offers both great rewards and an unlimited opportunity for hard work. NA communities elect only their most trusted and respected members, and we know how much you value that trust and respect. We have been where you are now, and you have put us where we are now.

We do have different roles and responsibilities than you have as delegates. Our focus must always be on what is best for NA as a whole. Our knowledge of the fellowship is informed by our participation as members in our local communities. We also benefit from our travels throughout the fellowship (which over the years is usually more extensive than the average delegate). But we do not have any local constituency. We are accountable to NA as a whole. We are advocates for NA as a whole and the addict who still suffers. And we have access to different kinds of information. We have a different perspective on this complex world service system because we learn how it works in its daily operations, not just how it functions at the annual WSC meeting. We read a minimum of several hundred pages of material every six weeks in conjunction with each board meeting and then we turn around and summarize it all for you as best we can in *NAWS News* and/or in longer reports like this one. The differences in our roles and responsibilities can be a breeding ground for conflict despite our best intentions. Perhaps by recognizing and talking about these issues we can work together for our common goal with greater mutual understanding.

This report is an effort to build and strengthen a partnership with delegates. As board members, we are leaders. We want to suggest to all Regional Delegates that, as fellow trusted servants, you are also leaders of change. We need your help to lead the fellowship through this transition in our service structure, much of which may sometimes seem far removed from the practical concerns of the average NA group and member.



The Fellowship Is Also Still Settling In

We believe all of the changes since WSC'98 have been somewhat unsettling for the fellowship itself, not just for us in world services. We know that there is fear and concern that fellowship participation or accountability will somehow be smaller in the new system, although the actual goal of the new system is to *increase* both effective fellowship participation and our accountability to the fellowship. We also know there can be apathy about service and the service structure at all levels, and that world services can sometimes seem irrelevant and far away from local concerns. A solid relationship of trust will take as much time to build here as it will with all the other relationships now under construction.

Although the fellowship approved the *Twelve Concepts for NA Service* in 1992, awareness of our newest set of principles is still growing. The meaning of these principles and the benefits to the groups and to the service structure at all levels are still being realized. Likewise, although *A Guide to Local Services in Narcotics Anonymous* was approved in 1996, implementation of aspects of the guide is still in progress in many communities. The implementation of the new fund-flow system is an ongoing process that has been gaining momentum since the conference approved the *Guide to Local Services*. More and more groups are becoming aware of the opportunity to make direct contributions to the regional and world levels of the service structure and how doing so promotes direct accountability. The approval of the *IP Self-Support: Principle and Practice* seems to be giving some additional momentum to this ongoing trend. The fellowship is continuing to discuss and experiment with all these new service concepts.

The impending change to a two-year conference cycle has already had some effect on regional service committees as they consider changing terms for delegates and alternates. We expect this change to continue affecting local service, though we can't foresee what exactly. We just don't know the impact of the proposed, experimental worldwide workshop system that is (in part) designed to maintain effective fellowship dialogue throughout the conference cycle. Considering alternatives to the custom of annual *CAR* workshops and annual post-conference regional assemblies is something that regions everywhere are beginning to confront. If the conference accepts our proposal for funding participants worldwide to the conference, this will also be another positive change to absorb.

For the last several years, most of our attention has been focused on changes in the conference structure. Even as the world-level transition continues, we see a need to focus on unmet needs and problems in local NA communities. These include long-standing and familiar difficulties as well as new issues that are emerging as our fellowship and the world change with the times. We need to hear what you think are the most pressing fellowship problems. Again, in all of these areas of unsettling change, the solution we see is a combination of improving fellowship communication about what's going on and allowing more time for all these changes to settle. For all of these reasons and more, we are cautioning against major new initiatives that could sidetrack these changes in progress. Examples include projects consuming the massive resources that would be required with the creation or revision of book-length pieces of recovery literature. A particular risk comes from especially large or complex projects that would require the attention of the entire fellowship and all of world services.

The Nuts and Bolts of Implementing the Board's Standing Committees

Although we have said quite a bit about what it will mean to implement the board's standing committees during the next two years, the more we delve into the details of this task the larger the job seems to become. Although committee operations will fall under routine services in terms of Unified Budget funding, during the 2000-2002 conference cycle, the start-up phase will *not* be routine.

The board and executive management will have to address the staffing/hiring/budget issues related to starting-up the committees. The committees cannot be supported adequately with existing staff. Just staffing

basic services as they exist now is a challenge. This would be true even without the significant expansion of basic services that will occur with the implementation of the standing committees. Even greater demands would fall on staff resources with the addition of major new projects. We have not yet been able to restore the number of staff to what it was before the layoffs in 1997, yet the number of groups has increased eight percent since then. This is one major reason we've delayed implementing the committees until now.

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At several points in the 1980s, our delivery of basic services to the general fellowship suffered long delays due to our obligation to staff and coordinate the work of the WSC and its committees. Looking back from where we are now, with a Unified Budget and project plans that accurately describe what a project will cost both in dollars and human resources, it's hard to believe that our WSC used to approve—actually, to mandate—large numbers of projects without having any idea what they would cost. However, that's exactly what we did.

We became increasingly conscious of the fact that allowing a letter from a group or member to go unanswered for a month should be the rare exception rather than the rule, and for the past several years, we have consistently spoken up when proposed conference action threatened to overwhelm our basic services to the fellowship.

The same holds true now. Our current staff is barely able to keep pace with the constantly increasing demand for basic services. We will need to recruit and hire qualified staff to support the new committees.

We will have to have a series of discussions to make decisions about the basic structure of the committees and their relationship to one another and to the full board. Acting on recommendations from our Executive Committee, we will have to agree about which board members will serve on each committee, how many pool members will serve on each committee, the budget for each committee, and the schedule of board and committee meetings.

We will have to discuss and decide what specific work to assign to each committee and otherwise give direction to each committee about the overall priorities the board sees in each committee's area of responsibility. It is a major unfinished task to identify the total scope of work and focus of each of the proposed standing committees. Just the ongoing activity and the routine type of needs identified in the Fellowship Development Plan could keep committees and staff busy for the foreseeable future. From this follows what may be a still more difficult task of making choices about assigning identified tasks (basic services) to one standing committee versus another versus the full board.

Just as we spent most of the first year as a board familiarizing ourselves with our responsibilities and coming together as a group, the committee start-up plans need to allow for time for each committee to come together as a team. Each committee may need specific training. Each committee, like the full board, will have to consider carefully how it operates and functions as it sets precedents for future committee operations and creates procedures and protocols as it evolves.

This will take time. And with as much as half the full board undergoing this same process simultaneously, this will double the need to have a manageable pace and workload. New board members will likely be confronted with the task of orienting themselves to their responsibilities as board members and as committee members *at the same time*. The current board has continually challenged itself to "think out of the box" about the new committees. We want the new committees to be something better and different than what we had with the old system. We have a unique opportunity to create all these committees now from the ground up. We do not want to waste this priceless opportunity.

As each committee becomes oriented, each will have assigned work and direction from the full board. We expect, however, that each committee will begin to make its own assessment of priorities within its scope of responsibilities. We believe it is reasonable to think that there will be dialogue between and among the board and its committees, with recommendations for plans and goals coming back from the committees to the full board.

Everything Else Is Secondary: *Carryover and Impact of 14 Projects from 1999*

The impact from this year's 14 projects will in several cases carry over into the next conference cycle. In addition to all we have described, this will limit how many new projects the board can reasonably take on in the near future. This section briefly describes what is left over from this year's projects. A more detailed update about each of this year's projects also follows in the next section of this report.

Communications Task Force: We anticipate that there will be a large impact from the CTF project. However, at this

point, we just don't know what that will be. This project is intended to improve the communications foundation of our entire service effort. It is an infrastructure-building project, one that the board previously identified as having critical importance, because as our Eighth Concept reminds us—"Our service structure depends on the integrity and effectiveness of our communications."

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Motion 21: The Motion 21 project creates new work for the next conference cycle and beyond. At the very least, the comprehensive report that this project has created will serve as a template for the Publications Committee to guide its initial efforts. Of course, it will be up to the 2000 WSC to decide how recovery literature development work should be prioritized. However, when we consider all the projects that have been proposed and discussed since the 1980s, plus the never-ending stream of new ideas for recovery literature coming from the fellowship each year, we must acknowledge that there is an unlimited number of potential recovery literature projects that the fellowship and the conference could decide to initiate in future years.

Two-Year Conference Cycle Project: This will create new work. The proposed new worldwide workshop system will be a major experimental endeavor in the next conference cycle, consuming significant staff and board resources. If the workshop system is successful and useful, it would represent another expansion of routine services, following the familiar pattern of a specialized project generating a product or service that then becomes incorporated into NAWS delivery of routine/basic services thereafter.

Process for Service Material: Four of the 14 projects approved at WSC'99 were to determine what needs to be done to finish the development or revision of certain service handbooks. These include revisions of the handbooks for public information, hospitals and institutions, conventions, and the creation of a new training resource handbook. We know that many members, especially those involved in grass roots public information and H&I service, are deeply concerned about what the board is doing with these particular handbooks and in these areas of service. We hear questions about this all the time. We want to assure you that we have not forgotten about the handbooks. This year's Process for Service Material project has been designed to create a process whereby such future material can be developed and approved. This year's work was a vital first step that had to be accomplished in order to create a framework for the development of specific service material—more foundation-building. Our assessment of specific handbook needs will be accomplished between January and April of 2000. This is the time-frame we projected at WSC'99. We will report on this to the 2000

WSC as promised.

We understand that the standing PI and H&I conference committees provided a focal point for the many hundreds of local area and regional committees that actually deliver these services. We know this change is hard for many local communities to adjust to. We can only repeat that the board has carried on with giving direction to the WSO staff who assist these local committees. The board is continuing to work with staff to attend important national and international conferences where our presence and participation plays a critical role in furthering our worldwide public information effort to make Narcotics Anonymous known and respected. A number of these conferences and activities were described in the most recent *Annual Report*.

So, these four handbook assessment projects will create future work, although we cannot project the time-frame and method for developing these handbooks at this time because the evaluation has not been completed. We are well aware of the need and importance of these, and we know there is frustration that they have been sitting on the back burner for so many years. We have not forgotten. WSO staff hears every day about problems and issues that members and local committees do not find answers to in our existing service materials. Responding effectively to these requests for help has been and will continue to be part of our basic services. While we do not yet have the timely and effective service materials we know are needed acutely in several areas, a significant chunk of WSO resources are dedicated to answering the inquiries we receive every day by telephone, letter, email and in our face-to-face interactions with the fellowship at workshops and zonal forum meetings. The board and staff perform the same functions that were previously handled through various other boards, committees, and staff. You can access these services the same way you did when there were standing conference committees: contact the WSO.

Any New Projects/Services Must Be Balanced Against All of the Above

If we had a project moratorium for ten years, NA World Services routine services would still keep us all busy. In addition, more than ten years worth of potential projects have already been proposed. We are not suggesting a moratorium, but we will have to make careful choices and prioritize what is most important to the continuation and growth of NA worldwide. We believe the existing Fellowship Development Plan can continue to serve as a template against which all new project ideas can be considered and measured to see if and how those long-range strategic goals match up. This section provides an update on certain important routine services and makes a number of important announcements. We will also give you a recap of all of the 1999 projects, previewing what you can expect to see in the *CAR* and why.

Fellowship Development An Overview

In this section we want to address the ever-changing and ever-expanding environment of NA World Services. Before continuing, we would like to remind everyone of the overall goal of the Fellowship Development Plan: "To plan and provide services and support which facilitate the continuation and growth of Narcotics Anonymous worldwide." This is, of course, the very foundation of all that we do in world services. The following is the list of individual goals that outline the FDP. For a more detailed description of the goals listed below, please refer to the Fellowship Development Plan.

- ◆ **Goal One** – Increase and improve world services available financial resources.
- ◆ **Goal Two** – Increase and improve world services available fellowship development tools—such as service handbooks, bulletins, manuals, and training materials—that address recovery- and service-related questions and concerns.
- ◆ **Goal Three** – Increase and improve world services retention of fellowship data.
- ◆ **Goal Four** – Increase and improve world services available human resources.
- ◆ **Goal Five** – Increase and improve planning for fellowship development activities and travel.
- ◆ **Goal Six** – Institute a quality assurance program at WSO.
- ◆ **Goal Seven** – Enact the necessary structural changes to allow world services to become more effective.
- ◆ **Goal Eight** – Improve world services written and face-to-face communication with the fellowship.

Carrying Our Message Globally: *Translations and Travel*

Each of the above goals can be seen in action, in one form or another, with the various services NAWS provides. This year alone, we completed and published translations of 16 items in seven languages and reviewed the existing translations of the entire inventory of German literature. We also surveyed all known local translation committees to find out what items they are currently working on, and we prepared the groundwork for many other books and booklets that are scheduled for completion in the not-so-distant future. We are currently coordinating the work on seven book- and booklet-length pieces. These items include the complete French Basic Text (with Book Two to be published for the first time with all original French-language stories); the Brazilian *Just For Today*; the Norwegian Basic Text (Book

One only); the Portuguese *Just For Today*; the Castilian-Spanish *NA Step Working Guides*; the Swedish Little White Booklet (with original Swedish-language stories); and the Russian Basic Text, which includes a translation of 18 of the English-language stories from Book Two.

Many of our fellowship development trips over the past year to other countries where NA is still a struggling dream have yielded hopeful and positive results. Our attendance at various professional events has placed Narcotics Anonymous in a more respected position among members of the substance-abuse treatment community.



Communications:

Our long-term goals for communicating will be based on the information we receive from the CTF focus groups now being held around the fellowship and through the feedback of members who contact the office for assistance and information. During our most recent meeting with the CTF, we received an overview from the facilitators of the focus groups held in Calgary and Philadelphia. The groups were formed according to the criteria we developed (a cross-section of members from within the local NA community in the selected locations). The information gleaned from each focus group will be collected by the CTF after all the focus groups have been completed. The CTF will then compile all of the data and present it to us for review.

Meanwhile, the WSO staff is tracking phone calls and correspondence coming into the office. Each appropriate area of the office is using tracking forms for a two-week period to identify the nature of the call/correspondence, who the call/correspondence is from, the turnaround time necessary to respond effectively, and the action taken. Members of the CTF will then follow up on selected calls and correspondence to assess customer satisfaction with the process as well as the effectiveness of the communication.

During its February and March meetings, the CTF will develop a communications problem profile from all of the information gathered and will begin to develop recommendations for solutions to the identified problems. The CTF will then present our full board with a report that includes the CTF's informational assessment and recommendations for new communication standards to be implemented at the beginning of the new conference cycle. In addition, a report will be prepared for WSC 2000.

We want to open as many doors as possible in order to make our written communications accessible to everyone who wants to be informed about NA services and products. As you may recall, the CTF identified periodicals as its number-one priority. Since our largest vehicle of communication lies in our periodicals and reports, making them friendlier and more readable will help keep the avenues open for more members to hear and read about who we are and what we do. We believe we are on the right track with this, but we continue to need your feedback.

We are continuing to work to establish a more effective communications network between the fellowship and world services. This is an arduous task that requires willingness and effort from all involved. We do not expect to be able to form the intricacies of communicating with each other on such new and different levels in just one conference cycle. As the old adage states, all good things take time. In the short term, we have begun to change our reporting style, as seen with our Annual Report. It is intended to speak to all our members, be comprehensive, and convey the essential details.

Making Way for the 21st Century: *The WSO Database and Website*

Big news! We are installing our new database! This database will allow us access into the many technological areas now available and help bring us up to date with contemporary information management standards. Most of all, this is a tangible example of our number-one priority—effective communication. One of the many challenges our fellowship has faced is how to stay current in a world that is constantly changing—especially with the advances made in technology over the past decade. Since our explosive growth in the eighties, we have been struggling to keep up with the ever-increasing numbers, names, locations, and other significant data of all the new groups, meetings, areas, and regions from around the world. We have, over the years, compiled an extensive database of information but until now had no way to access it in an easy, user-friendly manner. The many features of this database will enhance the quality of the services we now provide, as well as ensure that NAWS can continue to produce these

services for many years to come. In addition to this exciting news, all of our systems at the WSO have been upgraded and we will meet the deadline for Y2K compliance.

WSO staff is being trained to operate the new database efficiently. We are expecting to go live "in house" early in December. Sometime in 2000, we will initiate the portion of the database that will be accessible through our website. This includes: an online meeting directory with the capacity for designated service bodies to update information for groups, areas, and regions; the ability to register for world service events online; and an online shopping cart component. *(continued on next page)*



We need your help!

NAWS has created a new page on our website for NA events. Any NA group or service committee who has an event coming up or who has previously submitted information about their event should go to the new events calendar and enter their information. Some existing information is already there and we will keep both calendars on line until we know that our new page works effectively. Please help us make this work!

We hope that everyone has been familiarizing themselves with our website—www.na.org. This site offers a wealth of information: a listing of NA events around the world, the *NA Way Magazine* and *NAWS News*, bulletins from the former board of trustees, products available through the WSO, editorial archives, reports, and information for the professional and the general public, and more. We've just recently added our conference participant discussion board—a place where conference participants can have an ongoing dialogue, and others have the ability to view the postings. This is a new component for us and one that conference participants will be asked to evaluate at WSC 2000.

The new events calendar on our website will eventually replace the existing calendar. The new calendar will provide more complete information on local NA conventions and events. You will be able to input much more information about your event than before. Members looking to attend events will be able to search by dates and/or locations for upcoming events. Events can now be posted years ahead of time. If area and regional convention committees will input information about their event as soon as they sign a contract, other nearby events will be able to avoid scheduling conflicts. New events entered into the calendar will be automatically added to the *NA Way Magazine* calendar in accordance with space and editorial limitations.

With the technology of the Internet comes a responsibility each and every member of Narcotics Anonymous must bear—the protection of the fellowship's intellectual properties, which are our literature and our trademarks. Because of the magnitude and uniqueness of this medium, the Internet is largely unregulated. We want to remind everyone who "surfs the net" that an unauthorized copy made electronically by downloading from a website, *any website*, is subject to a charge of copyright infringement just as it would be if photocopied or reprinted without permission. Despite our previous reporting about this issue, there are still a few sites that continue to use the NA name and continue to place copyrighted Narcotics Anonymous literature on the Internet. By doing this, the danger of unauthorized alterations to the electronic copies increases dramatically. We can suffer serious consequences if we fail to uphold the protection called for in the Fellowship Intellectual Property Trust by losing the *right* to protect our copyrights and trademarks. Our vigilance is needed and we must work together if this type of abuse is to be stopped.

Literature Production and Distribution: *An Inventory Update*

We are pleased to report that we have been able to respond to several of the ideas that have been submitted to us over the last year. The results are that we are currently in production for medallions in French and Spanish for years one through twenty and expect them to be available early in 2000. The Brazilian and Portuguese fellowships are currently in discussion about specific wording on the medallions. When their discussions are complete, we also plan to produce medallions in Portuguese.

A large-print version of the English-language *It Works* is also in production and should be available by the end of 1999. At our November meeting we authorized production of the Basic Text in PDF format on CD. This is an experiment for us and we plan to have this in inventory sometime during the first four months of next year.

We plan to approach production of new items like the CD version of the Basic Text in a slightly different way. In the past, once a new version of an item was approved by the board, it remained in inventory virtually forever, regardless of demand or lack of demand from the fellowship. In the future, we plan to approve new versions of inventory items for one-time production. In applying this same practice to some of our existing non-standard inventory items, you can expect announcements in the future of our plans to discontinue production of some of these items. It is not a prudent use of the fellowships resources to continue to carry items in inventory that have an extremely limited appeal to the fellowship. This policy will, of course, not apply to recovery and service items approved by the World Service Conference.



World Convention Updates: *A Celebration of Our Recovery*



The preparations for WCNA-28 to be held in Cartagena, Colombia, 31 August – 3 September 2000 continue at full tilt! Travel and lodging negotiations have recently been completed and, depending on your location, we will offer either complete travel packages (including air, hotel, ground transportation, and taxes) or land-only packages (including hotel, ground transportation, and taxes).

Beginning 1 January 2000 members departing from North America, Mexico, Puerto Rico, Europe, and the Asia-Pacific Rim will be able to purchase their packages through Par Avion Travel located in the USA by phone, fax, mail, or through their interactive web site, www.paravion-inc.com. Members departing from locations throughout Central and South America will be able to purchase land packages and in some cases full packages through Gema Tours located in Cartagena, Colombia.

In the spirit of working to plan a convention that truly represents our global fellowship, we want to make this a special event. This world convention presents a unique opportunity to interact with a large portion of the growing Latin American NA community. In order to make the convention as affordable as possible to the largest number of members, we always try to consider the varied financial realities of our members. We typically contract with a variety of hotels that offer different degrees of accommodation and prices. For many members, the only opportunity to attend a world convention may be when it is located within driving distance.

This will be the first world convention held in Latin America and we are working hard to keep this convention affordable to our members there. Planning a world convention outside North America always presents us with challenges in trying to deal with the complexities of logistics, language, and culture. In Latin America, we are sometimes quite challenged by the economic conditions of both our members and the surrounding communities. To help overcome these challenges, we have taken two immediate actions that differ from our typical approach to planning a world convention. First, we have negotiated special economical packages at hotels other than our official hotels. Second, we have designated the Saturday night event following the main meeting as a free event (included in the price of registration) so that members can all be together and celebrate our unity as a fellowship.

Our goal is to try to have a convention that is as multilingual as possible within the constraints of logistics and available human resources. We are currently developing two program committee workgroups under the direction of our full board. These workgroups will assist in identifying possible speakers and topics for recovery meetings. One group is working to identify speakers from throughout Latin America. The other group is identifying speakers from the rest of the world. Our current plan is to provide simultaneous translations for all main meetings and up to three concurrently running workshops in English, Portuguese, and Spanish. We also plan to provide translations

equipment to members who speak other languages based on availability as we have done at past world conventions.

We recently published our first WCNA-28 convention newsletter in three languages—Portuguese, Spanish, and English. The newsletter is available by contacting the WSO or on our web site. The convention registration flyer will be mailed around the first of the year and will be available in English, Spanish, and Portuguese. The flyer will also be an insert in the April and July 2000 issues of the *NA Way Magazine* and on our website.

Colombia does not require a visa for entry into the country. The entry requirement is simply a valid passport. There is no limitation on entry for a criminal history of any kind, but Colombia will refuse entry to anyone with a current outstanding warrant for arrest.

We continue to monitor the civil unrest in Colombia, and to date have found no such activity in or near the city of Cartagena. We assure you that we have no intention of exposing our members to unnecessary risks and will keep you informed about this issue. We look forward to seeing many of you for a truly unique experience in Cartagena!

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Our site-selection process for WCNA-31—to be held in the Asia-Pacific zone in the year 2005—has been completed. We spent 18 months researching sites, and considered bids from both Sydney and Melbourne in Australia; Delhi, India; Christchurch, New Zealand; and Honolulu, Hawaii before making a final decision on the site for this event. We want to thank the members in each of the locations considered for their willingness to supply a host committee and for the hospitality and fellowship they extended during our site visits. After careful consideration we chose Honolulu, Hawaii as the site for WCNA-31, which is scheduled for 1-4 September 2005. The convention will be held at the new Hawaii Convention Center with the beach-front Hilton Hawaiian Village serving as the headquarters hotel. We congratulate the Hawaii region and look forward to working with them in planning this event.

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Mark your calendars!

WCNA-28 -	Cartagena, Colombia	31 August – 3 September 2000
WCNA-29 -	Atlanta, Georgia,	4 – 7 July 2002
WCNA-30 - commemorating the 50 th birthday of our fellowship	San Diego, California	3 – 6 July 2003
WCNA-31 –	Honolulu, Hawaii	1 – 4 September 2005

World Service Financial Update

Our first quarter financials indicate that we are holding steady with our first Unified Budget projections. No unexpected surprises, no early trends that tell us we are anything but on course to meet our budget commitments through the rest of the year. Several of the projects we approved are nearing completion or implementation; services are being provided, funds are going into savings, and income is exceeding expense. In December 1998, our prudent reserve would have covered only 5.1 days of operating expenses. As of September 1999, our reserve goal for the year, \$435,000, had been met and exceeded by \$11,000. This reserve figure would cover more than 30 days of operating expenses, a third of the way to our goal of achieving a 90-day reserve fund of \$1.4 million.

A lot of hard work brings us to this point—years of planning, cost-cutting, and goal-setting. Facing a reduction in services in 1997, we embraced new sales policies to recapture income from discounts and presented ourselves in new markets. We began a system of planning our services by matching our service needs to our resource projections. And it has worked, to the point where we are now able to scale back or delay some of our previous plans, like the periodic increase to literature prices. We are now able to delay this for another year due to the success of other measures.

The bright picture our current financial situation provides affords us the latitude to make better and more effective planning decisions. Implementing new technology, for instance, has often been done piece by piece as pressing needs dictated, rather than through a comprehensive evaluation which takes both short- and long-term challenges into consideration. The latter approach is certainly much more efficient and has resulted in successful preparations for Y2K, a new database system, and new Internet capabilities. Careful financial planning will be essential to continue as we face

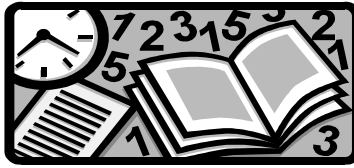
our newest challenge on the horizon, moving from a twelve to twenty-four month budget system. This new system will require us to present the budget differently and plan for adequate contingencies.

One objective of the Fellowship Development Plan goal to increase resources that deserves more attention is the one that encourages us to move away from the heavy reliance we have on sales revenue and event income and towards more reliance on fellowship donations at all levels of the service structure. As the FDP reminds us, "Short-term goals to increase revenue and establish an operating reserve such as those outlined in the WSO Business Plan will help, but will probably not be sufficient to meet future needs. A renewed reliance on member support in the form of direct donations will also move us closer to the kind of self-support discussed in our traditions as well as in the principles outlined in our concepts for service." The objective calls for an increase in fellowship donations to world services by \$1,000,000.00.

We have not yet had the time to take this objective and map out a strategy to energize fellowship support of this objective. However, it is becoming increasingly more evident that we must act sooner rather than later. We need your ideas and comments on how to make this a successful effort in the future.



Review of the Three *CAR* Projects Process for Approval of Service Material, Two-year Conference Cycle, and Motion 21



All three of these projects were approved at WSC'99. The workgroups completed their work in only three meetings: June, August, and November. The input to the workgroups' material that we received from conference participants, particularly at the world service meeting, has been invaluable. Most of the input was positive in nature, with a number of thoughtful suggestions offered. In this next section, we will present an update to the material released for each of the projects in September so that you will be better prepared for the 2000 *CAR*. The workgroups have toiled under an almost impossible and inconceivable timeline, and the board is now ready to present, what we believe, are comprehensive proposals that will ensure our ability to meet the goals of each project. We would like to take this opportunity to thank everyone involved in these projects for their willingness, commitment, determination, and professionalism while working at such break-neck, full-throttle speed. In every way, these groups have exemplified the spiritual principles inherent in the phrase, "together we can."

This was our first run at using workgroups that include non-board members to develop projects. As we reported in June, the condition of the World Pool at the time and the timeline for these projects prevented us from utilizing the HRP and the World Pool. We tried to stay within the spirit of what the World Pool was intended to be and bring in a mix of people. We will be able to utilize the HRP for the remainder of our projects that call for additional members from the World Pool. We are eagerly anticipating the feedback from the non-board members who participated in the workgroups. Their experience and comments will provide much of the foundation for our standing committee start-up plans.

For one, this process reinforced the importance of good planning. With the pace of work this year, in an attempt to put both the new system in place and use the system to produce work product at the same time, the communications between the workgroups and the workgroups and the board could have been improved. In retrospect, while the encouragement to the workgroups to be creative and forward-thinking was helpful, it would have also been useful to have had a frank discussion about what the real limitations were to the work. We believe it is critical at this stage to openly discuss the lessons learned, and continue to examine and refine our processes based upon this kind of experience.

We would like to offer a special thank you on behalf of the board to all of the members who participated in these projects. The non-board members who participated were: Ron H, Steve R, and Susan B on the Process for Approval of Service Material workgroup; Mary C-V, and Gordon C on the Two-Year Conference Cycle workgroup; and Andrea L, Henrik S, and Jim B on the Motion 21 workgroup.

We would also like to take this opportunity to thank you, the fellowship. We received input from several members of the fellowship in addition to the input from participants at the world service meeting and WSO staff. All of your support, feedback, concerns, and questions were indispensable to our efforts. We have heard your heartfelt input.

Process for Approval of Service Material

INTRODUCTION

This project was approved at WSC'99, and we began work in June 1999. The pace was fast, and the work turned out to be more difficult than we expected. With the help of the WSO staff, we prepared for the first meeting and started work immediately. Below is a description of the proposal we will present in the 2000 CAR, along with comments on how we began, what happened along the way, and some of what we learned.

WHAT IS SERVICE MATERIAL

Service material is any NAWS product that is intended to assist members, groups, service boards, or committees of NA in performing NA service. The most obvious examples are handbooks and service guides. Other examples include information pamphlets, bulletins, and articles produced by the World Board, and non-written material such as audio or video tapes. Some forms that service materials will take may not have been thought of yet. The critical points in defining service material for our purposes in this project are: it is produced and distributed by NAWS; it is intended to aid various elements of the fellowship in performing NA services. We have historically used the term "service materials" in contrast with "recovery materials," which are intended as an aid to NA members in understanding and/or applying our recovery principles in their lives.

THREE CATEGORIES OF SERVICE MATERIAL

This proposal breaks service materials into three categories, and proposes a separate approval track for each. These categories are:

- ◆ Fellowship-Approved materials—intended primarily for use by groups and members.
- ◆ Conference-Approved materials—intended primarily for use by service committees.
- ◆ Board-Approved materials—such as bulletins, articles, and presentation papers.

These definitions are not new, but as you will see below, some of our proposals for how the approval tracks differ for each of these categories are new.

WHY IS THIS PROPOSAL NEEDED

Why do we need a new process for the approval of service materials? The Fellowship Development Plan says it best in Goal Two: "Increase and improve world services available fellowship development tools—such as service handbooks, bulletins, manuals, and training materials—that address recovery-and-service-related questions and concerns." Obviously we need a process by which to accomplish this goal. Prior to WSC'98, there were three processes in the *Temporary Working Guide to Our World Service Structure* for approval of service material. All three were removed when the world service structure changed, and at this point there is no approval process in place for major items. The only service material for which there is an approval process remaining is Board-Approved material (see above description). We need an approval process based on our new structure.

There are other factors that influenced this project. One is the Two-Year Conference Cycle. Beginning in 2000, the World Service Conference will meet every other year rather than every year. If a project plan is developed for a given piece of service material during one conference cycle, and it is then presented at the next conference for prioritization, and then it is produced and put up for approval at the *following* conference, the process will take years. While this may be perfectly appropriate for many projects, we believe there will be instances when there is a need to produce something and get it into the hands of the fellowship more quickly. Accordingly, we are proposing mechanisms that the conference may use to instruct or allow us to move more quickly when that is appropriate. Another change that influenced this project is yet to be fully realized. This is the much-discussed "consensus-based" and "issue-oriented" conference.



CONFERENCE-APPROVED VS. FELLOWSHIP-APPROVED

As a step in that direction, we are proposing that service material whose target audience is the member or group be included in the *CAR* and placed on a track to become "Fellowship-Approved." On the other hand, we are proposing that material that is intended for use by service boards or committees not be included in the *CAR*, but instead be mailed separately to conference participants and placed on a track to become "Conference Approved."

The distinction between Fellowship-Approved and Conference-Approved literature already exists and is described in our Fellowship Intellectual Property Trust (FIPT). This proposal formalizes that distinction more clearly. Regional Delegates could still seek local input and guidance regarding materials that are on the conference-approval track in any manner suitable to that region, but there would be no blanket expectation placed on the fellowship as a whole to study the details of service materials that are specifically relevant to certain types of service. Those are the types of detailed tasks that the fellowship may delegate to their RDs, who are selected to act in the best interests of NA as a whole.

NEW BUSINESS OR OLD BUSINESS

Perhaps the most difficult discussion held by both the working group and the board around our work was whether to bring the materials on the conference-approval track to the conference as new business or old business. The significance of this question relates to the issue of who votes at the conference. Current procedure states that all conference participants—both World Board members and Regional Delegates—vote on all new business, but only Regional Delegates vote on old business.

Once we mapped out the different approval tracks for Conference-Approved vs. Fellowship-Approved literature, this potentially controversial issue jumped out at us. After much discussion, it was clear that the consensus was that this material should be new business. All similar precedents—the budget, the rules of order, etc.—that are sent out to participants prior to the conference but not included in the *CAR* are considered new business. If we are to move in the direction of a track for material that is delegated to the participants to deal with, then we believe all participants should approach the material from equal ground as a single team. This, we believe, is most consistent with the Seventh Concept and the spirit of long-standing precedent at the conference.

Equally clear to us, however, was the fact that this would be seen by some as simply an attempt on the part of the board to gain a vote on these materials. This, at first, presented a painful dilemma rooted in the sometimes political nature of world services. Should we propose what we believe is most clearly based in sound principle and most consistent with logic and precedent, or should we propose what we know will be least controversial? The merits of both paths were discussed at some length. "Least controversial" has some merit in that it doesn't distract the body from the overall merits of the proposal, but ultimately we believe that we are called upon to lay out the path we believe to be right. That's what we have done here. We're proposing that this material be considered new business and sent out to participants at least 90 days prior to the conference.

Focus on the Concepts

Some may perceive that different approval tracks for different material could exclude NA groups from the approval process and be in conflict with the First and Second Concepts. We sincerely believe that the opposite is the case. Most, perhaps all, regions of the fellowship report that it is quite difficult to get the groups interested in the process as it has existed. We often hear complaints when we place a several-hundred page *CAR* in front of groups and members for them to study, understand, and vote on, especially when many of the issues it contains are of marginal relevance to their daily recovery and service efforts. We also believe in the principle of delegation as expressed in our Third Concept. Our trusted servants, service boards, and committees have been entrusted to exercise their best judgment in carrying out the responsibilities assigned to them. This in turn helps free our groups to devote their maximum attention to carrying the recovery message in their meetings.

The majority of groups, by all accounts, "vote" on this by their non-involvement in the process. By beginning to free up the *CAR* to contain only materials of direct interest to the groups, and placing a stronger emphasis on the role of the groups' representatives to do the more detailed study and analysis for them, we hope to attract more grass-roots involvement in service.

HISTORY-RELATED MATERIAL

The project plan for developing this Process for Approval of Service Material passed at WSC'99 included a statement about the scope of the project possibly being expanded to include a process for the development and approval of historical material. Since this type of material is clearly neither service material nor recovery material, and we are all well aware of the controversy surrounding the *Miracles Happen* book, our first decision was to simply exclude history-related material from the work. Continued discussion, however, resulted in both the working group and the board recognizing that something needs to be said about the approval of history-related material.

We believe that future approval of history-related projects will always be project specific. A project plan containing details of development and approval will be presented to the World Service Conference before any work begins. Conference participants will then approve or modify it as appropriate. The process used for any history-related project will always be fully known by the World Service Conference in advance.

BOARD-APPROVED

In the case of Board-Approved materials, we are proposing an expanded use of what were formerly called "Trustee Bulletins." Our proposal is discussed in detail in the next section. We should also note that in the case of presentation papers, or papers prepared by the board and staff for presentation at non-NA events around the world, there is often not enough time to get board approval between the time the invitation to present is received and the time the event is held. We are not proposing that full-board approval of such papers be required prior to presentation, but that it is required before broader distribution of these papers to the fellowship. Board approval for all these types of materials means approval by at least two-thirds of the board.

MECHANISMS TO PRODUCE MATERIALS MORE EFFICIENTLY

We want to stress again that although the production cycle for most materials will be quite long, we don't believe that will be a problem in many instances. It takes time to be as grass-roots oriented and inclusive as our fellowship tends to be. On the other hand, we do not believe it is prudent to force a several-year production cycle on *all* new or revised service materials. We are therefore proposing two mechanisms to allow certain materials to be produced and delivered more quickly when circumstances warrant.

First, we are proposing a more extensive use of the vehicle formally called the "Trustee Bulletin." By whatever new name, perhaps "Service Bulletin," we may choose to produce short pieces intended to provide guidance or information where we perceive an immediate need. An example of such an issue may involve service areas that use rapidly changing technology. It may not be realistic to provide guidance in these areas given a three- or four-year production cycle. Telephone technology as it

relates to helplines may be another example, or

appropriate uses of the Internet as it rapidly evolves may be yet another.

Secondly, we're proposing that in *certain cases*, materials be distributed after they are completed and approved by the World Board, and before they are approved by the Conference. Under this proposal, it would be possible for materials on the Conference-Approval track (and that track *only*) to be released by the World Board as "pending approval" and identified with a unique header and color. This could happen in two ways. One is that projects intended for the Conference-Approval track could be designated by the conference, at the time of initial prioritization of the project plan, as candidates for this type of pre-approval release. For example, when a project plan for a service handbook is okayed at the WSC meeting, it could be indicated for early release "pending approval" if conference participants choose to do so. Then, if the project is completed, for example, nine months later (or sixteen months before the next conference), it can be distributed in a format that clearly distinguishes it as "pending approval." Another way this provision could help is that we could respond to fellowship needs for an updated handbook chapter or a relevant insert for an existing chapter by releasing the material when ready, again "pending approval." This provision would allow resource materials for service to be released by the World Board as additions to already existing conference-approved handbooks. These types of service materials could possibly also stand on their own if later approved by the conference. As stated above, they would be clearly distinguished as "pending approval" and would only be materials from the Conference-Approval track. The provision could be of great benefit to newly developing NA communities by allowing a short, easily translatable service piece to be produced quickly, while more detailed materials such as handbooks are being developed.

Once approved, these early-release items will be repackaged accordingly. If not approved, they will be discontinued and possibly re-introduced into the production process, again at the discretion of the conference.

BEGINNING THE WORK

We started this project with some very simple goals. Everyone in the workgroup felt it was important that the resulting proposal be simple and easy to understand. Another goal was to devise a process for approval of service material that is less cumbersome for groups, areas, regions, and WSC participants than old processes. Finally, we all agreed that the process must provide for timely response by NA World Services to the fellowship's needs.

We began by reviewing a package of source material assembled by WSO staff. This included three processes previously contained in the 1997 *Temporary Working Guide to Our World Service Structure*, and also a summary of processes used for approval of several of NA's service items. It was helpful for us to examine the different processes used for creating and approving each of the following items: *H&I Handbook*, H&I IPs and Booklets, *A Guide to Local Services in Narcotics Anonymous*, the H&I Tape, various bulletins, PI and H&I short-form guidelines, *Meeting by Mail*, the *NA Way Magazine*, *Reaching Out*, audio tapes, PSAs, and the *Just for Today* video tape. Another piece of source material we received was a compilation of information about processes used by AA, OA, and Alanon to approve their service material. This information revealed that it is almost unheard of for these other fellowships to require conference approval for their service support materials. NA has by far the most stringent process for the development and approval of literature of any similar twelve-step organization. We also familiarized ourselves with the existing terminology related to Fellowship Intellectual Property Trust issues and translations work, "adaptable" and "non-adaptable." Unfortunately, we spent a fair amount of time attempting to work out a process for the development of service materials, which was not needed because the process for project management was being developed elsewhere. The scope for this project was changed mid-stream to be just a process for the approval of service materials, and this problem was corrected.

WHAT HAPPENED TO SOME OF THE IDEAS PRESENTED IN FLORIDA?

We changed course on a few things after receiving a good deal of input at the World Services Meeting in Florida. In the spirit of thorough reporting and open communication, we felt it may be helpful to discuss what some of these shifts in direction were, and how they came about.

In Florida, we presented a model for differentiating among the various types of service materials based upon whether or not the material would be modifiable by the local fellowship once approved. We received a fair amount of input suggesting that this approach was too confusing, among other problems. We took the suggestion that we look instead at differentiating among types of service material based upon the intended audience. As we discussed this approach, we saw the obvious fit with the FIPT, as well as the logic of the separate approval tracks described above. We shifted the basis for our proposals accordingly.

Another problematic aspect of our earlier proposals related to the concept of World Board-Approval instead of Conference-Approval for many types of materials. Our intent was to provide for an efficient development cycle by not requiring Conference-Approval on much of our service literature. We offset this by proposing to empower the local communities to use these materials as templates, and to modify them at will according to local needs. This bypassing of conference-approval was perceived by many to be concentrating too much power in the hands of the board. While we found this difference in perception ironic, given our intent to more fully empower the local fellowship, we respected the strong feelings behind much of this input.

Our response was to instead propose the Conference-Approval track for all materials whose intended audience was service boards or committees, the Fellowship-Approval track for materials whose intended audience is members and groups, and limit the board-approval track to the historical precedents of bulletins and presentation papers. We retained our commitment to allowing for a more expeditious development cycle in certain instances by proposing an expanded use of the bulletins and proposing the new "pending approval" status for certain materials that are candidates for early release.

INPUT RECEIVED

One piece of input we received said, in part, "Please do not take the right to approve service materials from our group. This would only promote the disunity that is already present and hurt the new service structure. We, as addicts, need to spend time helping the still suffering addict and not discussing how politics at the world are taking our rights away." This input was very helpful to us because the comments helped us to pause and question our work. Were we taking rights away from groups? Does our proposal weaken the service structure? Does it contribute to disunity in any way? Does it help the NA service structure and the NA groups?

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On reflection, we believe that our proposal does not take anything away from NA groups. Based on our Third Concept of delegation, and in response to your requests over the years, it frees up our members and groups to devote their full attention to holding meetings and carrying the message of recovery, without having to ratify every decision made on their behalf at every level of service. All service material for members and groups will still go in the *Conference Agenda Report*. Material for service committees and boards will fit nicely into the Conference-Approval track because it affects the service structure and not the groups directly. Then Regional Delegates have the option to workshop the material in committees, in workshops, in assemblies, or to prepare themselves for voting on it in whatever way is appropriate in their region.

As we move forward together to more successfully carry the message to the addict who still suffers, our hope is to always be mindful of our past, while at the same time being open to new ways of doing things. We're not seeking change for the sake of change, but for the good of us all and for the addict who has yet to arrive. This work will serve our fellowship well, and we believe it also paves the way for even more effective processes in the future. Our vision is that these service material approval processes can evolve into a more flexible, responsive, and streamlined system to more effectively serve an ever-changing and truly worldwide fellowship.

EXAMPLES

We conducted an experiment to see how each item of service material that exists today would go through our process if it were proposed as a new project. The table below shows the category and type of approval for each item, how it is sent to conference participants, and how it is considered at the WSC meeting. It is important to note that we do not intend for existing materials to be reclassified or re-approved, the table is simply an illustration.

Item	Category/Type of Approval	
	Intended for members or groups Sent out in the CAR for approval Old business at WSC	Intended for service committees Sent to WSC participants for approval New business at WSC
<i>The Group Booklet</i>	X	
<i>Twelve Concepts for NA Service</i>	X	
<i>IP #2 The Group (IP)</i>	X	
<i>IP #15 PI and the NA Member</i>	X	
<i>IP #20 H&I and the NA Member</i>	X	
<i>IP #24 "Hey! What's the Basket For?"</i>	X	
<i>IP #25 Self Support: Principle and Practice</i>	X	
<i>Just For Today Videotape</i>		X
PSAs		X
<i>NA: A Resource in Your Community</i>		X
<i>Hospitals & Institutions Handbook</i>		X
<i>A Guide to Local Services in NA</i>	X	
<i>A Guide to Public Information</i>		X
<i>Literature Committee Handbook</i>		X
<i>Handbook for NA Newsletters</i>		X
<i>A Guide to Phoneline Service</i>		X
<i>Convention Guidelines</i>		X
<i>Treasurer's Handbook</i>	X	
<i>Outreach Resource Information</i>		X
<i>Institutional Group Guide</i>	X	
<i>Additional Needs Resource Information</i>	X	
<i>IP #26 Accessibility for Those with Additional Needs</i>	X	

Two-Year Conference Cycle

When this workgroup came together, the charge was: To prepare for the 2000 *Conference Agenda Report* a detailed proposal that includes all changes to world service policy and practice effected by changing to a two year World Service Conference cycle. At WSC 1998, a motion was adopted to implement a two-year conference cycle beginning at the end of WSC 2000.

It was rather daunting to realize that we were being asked not simply to edit policies to reflect a two-year conference cycle, but to begin to address some of the issues that the conference has wrestled with for up to fifteen years! It took the efforts of all of our workgroup members as well as the entire board. From June through August we researched and attempted to address those issues that seemed to be key to beginning to build a new foundation for the conference. The results of that work resulted in a report of more than 20 pages that we released prior to the World Services Meeting.

Our September report captured all of the options we explored for each of our recommendations as well as our rationale. We believe that this approach helped delegates to understand our work and recommendations and led to productive discussions at the WSM. We do not plan to include all of our background information in this report or in the CAR. Our original report is available to anyone upon request.

In looking at the entire conference system, rather than a simple modification of timelines to move from an annual to a biennial conference, we have identified interdependent components that help to create a conference system that focuses on communication and becoming more effective at reaching its own Mission Statement, which is: *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:*

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

We, like other conference participants, find this statement easy to embrace. We wish for a conference that provides this type of service to the fellowship. Although the conference has had moments of reaching this, it too often finds itself embroiled for days in details and parliamentary gymnastics with reduced time to address the issues facing our fellowship. Most conference participants complain about this, but we do not seem to know how to get ourselves out of it. Our work represents a beginning, the first steps to creating something new to serve our fellowship more effectively in the next century. Simple common sense dictates that if we are to meet as a body only half as often, that we will be forced to make more productive use of our time together and change at least some of the ways that we use time between conferences.

The discussions that occurred at the World Services Meeting were helpful in examining the details of each of our recommendations and identifying areas for change. We did not hear anything at the WSM, or in the little written input that we have received, that changed the overall direction of any of our recommendations. The input that we received did help to focus our work and change some of the details contained in it.



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The focus of our work is still contained in our initial recommendations, which are:

- ◆ Use the entire two-year conference cycle to consider and discuss new ideas and projects. The Worldwide Workshop System and the Process for Projects would be used as the primary tools for the initiation, discussion, and consideration of new ideas rather than motions in the CAR. Items in the CAR would reflect completed project work whenever possible.
- ◆ Move to a more consensus-building, discussion-oriented conference.
- ◆ Plan up to six workshops worldwide during the next conference cycle that are planned in partnership with zonal forums and delegates.
- ◆ A *Conference Agenda Report* that is released in English a minimum of 150 days before the conference, with translations being scheduled for release a minimum of 120 days prior to the conference.
- ◆ Limit seating on the conference floor to one delegate and one alternate per recognized region.
- ◆ Fund all Regional Delegates to attend the World Service Conference. The World Board, Human Resource Panel, and WSC Co-Facilitators are currently funded to attend the conference and would continue to be.
- ◆ Adopt criteria for recognizing a new or re-formed region as a conference participant.

Include in *TWGWSS* a description of zonal forums and add them to the chart. What we have been faced with since leaving the World Services Meeting is how to present this information in a helpful manner in the 2000 CAR. This has meant taking the ideas contained in our report and restating them as practice or policy for *TWGWSS*. The current state of *TWGWSS* has made this challenging to say the least! *TWGWSS* represents a long history of using the "cut-and-paste approach" to addressing conference policy. The current draft does not contain many of the items that are current practice but does contain many items, like election procedures, that have not been utilized for more years than current participants can remember. We consider items like the WSC Rules of Order and Election Procedures every year as the first business of the conference. Is it any wonder that delegates are often confused about what to expect at the WSC or how to get an issue addressed?

One of our goals is to begin to create a document that provides conference participants with an accurate reflection of what the conference is and how it functions without forcing all participants to become conference historians or policy experts. This requires rewriting those sections that address the areas of the conference that are contained in our recommendations. Although we are trying to create the beginnings of a new conference system whose components are interdependent, we feel compelled to present our recommendations as separate motions. This is not necessarily the best approach for this work but seems the only reasonable approach for sane and productive *Conference Agenda Report* workshops.

This approach left us with problems in *TWGWSS*. An example of this is our recommendation for including a definition of zonal forums. There is no place in current NA service material that identifies zonal forums with the exception of a mention under the section, "Significant WSC

Actions" in *TWGWSS*. We did not attempt to create a definition of zonal forums that applied to each local community but felt that at the very least, an acknowledgment of the practice with world services was helpful and necessary. We did not receive any real objection to this at the WSM. In finalizing this recommendation as it would appear in *TWGWSS*, something became glaringly and embarrassingly obvious: nowhere in the document are delegates or alternates defined. We believe that including descriptions of regions, regional delegates and alternates, and zonal forums would make this document more useful. The only description that we are prepared to suggest is what the fellowship has already approved in *A Guide to Local Services in Narcotics Anonymous*.

There are other minor changes to *TWGWSS* that we also believe are necessary to reflect our proposals. These are primarily reordering the document so that it is easier to use as a reference and policy tool. We plan to include a separate motion at the end of our specific recommendations that asks for acceptance of a revised version of *TWGWSS* with various housekeeping-type changes, a reordered document, and the description of the components of the service structure from *A Guide to Local Services in Narcotics Anonymous*. We will also be including a housekeeping motion for the Fellowship Intellectual Property Trust to reflect a two-year conference cycle.

We believe that what we are offering as a revised *TWGWSS* is only the first step in what this document should become; an accurate reflection of how the conference functions with as much helpful information as possible. Once the conference actually moves into its new system, items like the Rules of Order and Election Procedures should be included in this handbook. But, we are not there yet. Originally, we were going to propose that a real revision to *TWGWSS* take place in the next conference cycle. After deliberation, we are now recommending that the conference take this first step in changing this document and live with the realities of at least one two-year conference cycle before making further changes. Only after WSC 2002 can the conference really begin to assess what its future needs will be in a two-year system and how to best reflect those needs in a service manual.

We want to take this opportunity to thank all of the delegates who read and digested our lengthy report and made the discussions at the World Services Meeting so productive.

Motion 21 Literature Project

WSC'99 approved a project plan to deal with all the literature issues and motions committed from 1998 and 1999. The "Motion 21" project plan directed the World Board "to prepare for the 2000 *Conference Agenda Report* a comprehensive report for the creation and revision of Fellowship-Approved literature over the course of the next five to ten years." As such, the purpose of this comprehensive report will be to facilitate an informed group conscience about future literature priorities at WSC 2000. *If you are already familiar with the background information on this project, you can skip to the section below titled "Revised Recommendations."*

HOW THE "MOTION 21" PROJECT CAME ABOUT

At WSC'98 the Board of Trustees proposed Motion 21 to deal with motions relating to the Basic Text and the Little White Book. The trustees felt this was needed because a ten-year moratorium on changing the Basic Text was due to end at WSC'98. The trustees expected a large number of motions on this and other aspects of literature development to be made. Prior to WSC'98, there was also significant uncertainty about the outcome of the Transition Group's proposals to reorganize the world service structure. The trustees had foreseen that *if* this happened, the transition would have a significant impact on literature development in the short term. Therefore, the trustees proposed Motion 21, which stated (as adopted by WSC'98):

"That all motions, amendments and any other input regarding revisions or additions to the Basic Text or the booklet *Narcotics Anonymous* (The Little White Book), be committed to the World Board who will compile and forward to the conference, in two years, a detailed proposal including options, budgets and timelines for those options. (*Note: Before the vote, the chairperson stated that this would include Motion 24.*)" [Emphasis added]

The conference struggled with how to deal with Motion 21 versus all of the other related motions. First came Motion 24, the proposed WSCLC "A" list:

"To approve the following as WSCLC's 'A' work list for the 1998-99 conference year:

1. A new chapter on Sponsorship to be included in the Basic Text
2. A new chapter on Service to be included in the Basic Text
3. The addition/substitution of personal stories compiled from our worldwide fellowship in the Basic Text."

A motion to commit this to the World Board initially failed. Without debating its merits, the conference then adopted this motion by voice vote. It was at this point that the conference again took up consideration of Motion 21, which it had postponed to consider the above motion and others. Then, without further debate, the WSC adopted Motion 21, while at the same time (as noted above) specifically committing Motion 24 (the "A" list), which it had adopted moments before.

The conference has never in its history adopted a motion, then subsequently committed that motion. Within moments of this unprecedented action, the conference did this again with a second motion.

By two-thirds majority voice vote, the conference adopted *CAR* Motion 77:

"To continue with the development of a sponsorship booklet as a new piece of literature. Said booklet should be given to the World Board Publications Committee with a final draft included in the *CAR* 2000."

Then, after objections and discussion, the conference took the unorthodox step of committing this motion (#77) to the World Board and the Motion 21 process. In doing this, the conference gave no direction about how to resolve the contradiction with Motion 24, which it had also adopted, then committed. In doing this, the conference also included *CAR* Motion 49 (to place the proposed IP "*Am I Too Young To Be An Addict*" on the WSCLC "A" list), which the WSC actually had already committed to the World Board without debate moments before.

At WSC'99, the World Board then proposed a more comprehensive approach than the 1998 Motion 21 proposal. The board recommended that the task be expanded—beyond just the Basic Text and Little White Book—to developing a plan for the creation and revision of *all* fellowship-approved literature over the next five to ten years. The expanded scope of this project grew out of Goal Nine of the Fellowship Development Plan (FDP) described above.

WHY IS THIS PROPOSAL NEEDED?

With the world service reorganization initiated in 1998, the old process for setting literature development priorities (the A-B-C-D work list process) was eliminated along with the old WSC Literature Committee. Before 1998, the Fellowship set priorities annually by approving the WSCLC's "A" Work List. The A-B-C-D process had not always been that effective anyway. A new process for setting priorities that worked with the new Unified Budget system and the Process for Projects. So one of our goals was to create a new long-term planning mechanism for literature development. The objective is to allow the entire fellowship to develop an informed group conscience and reach the best possible decision about literature priorities.

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First, we had to deal with all of the specific literature motions committed to the "Motion 21" process from the 1998 and 1999 World Service Conferences. Second, we had to come up with a "Ten-year Plan" which would allow the fellowship to set the initial priorities for the creation and revision of Fellowship-Approved literature from 2000 through 2010. The plan also had to take into account the new two-year conference cycle and how the various literature projects could be impacted. We were confronted with the task of having to balance today's reality with the fact that we are in a transition period. The World Board's Publication Committee has not yet been formed to replace all the non-routine functions of the old WSC Literature Committee. This means balancing the need to build elements of a new literature process while at the same time meeting any desires of the fellowship to revise existing recovery literature and to create new literature.

At our first meeting, we wrestled with this project's two major tasks. Our group reviewed a large amount of background information and input. We reviewed a history of the WSCLC's A-B-C-D priority work list process from 1988-1998, so that we could understand what process we were trying to replace with the new Ten-year Plan. We reviewed the final results from the March 1999 literature survey. We reviewed summaries of all the input on file suggesting revisions to existing recovery literature and the revision/development history of this material. We studied a similar report describing all the new recovery literature proposals received from the fellowship over the years. We looked at a list of all of the 1998 and 1999 WSC motions committed to the World Board and considered other conference policies relevant to this project including those in the *Temporary Working Guide to our World Service Structure* and the *WSC Literature Handbook*.

The Motion 21 workgroup had a very successful second meeting. Discussions included the draft report of a strategic Ten-year Plan for the creation and revision of Fellowship-Approved literature, all of the literature motions committed from the 1998 and 1999 WSCs, and the 1999 Fellowship-Literature Survey results. The survey results are still available on our website at www.na.org or by requesting them from the WSO. The workgroup started to envision both what needed to be done in the short term, as well as how the literature development process might be changed to function better in the future. The workgroup then presented a twenty-two page report that we released in advance of the WSM. The report outlined all of the options explored for each recommendation as well as the rationale for them. We believe that this approach helped delegates to better understand the work and recommendations, and also led to more productive discussions at the WSM.

The workgroup met again in November to attempt to finalize the comprehensive report on literature development that will be included for fellowship-wide discussion in the 2000 CAR. What we have been faced with since the WSM is how to change the proposals to incorporate both the input we've received and our further discussions. Below is a description of the workgroup's revised recommendations and motions for the 2000 CAR.

REVISED RECOMMENDATIONS

Overall, the board's recommendations are conservative because of the ongoing transition, and the need to balance recovery literature projects against other fellowship needs from world services. The board has barely begun to discuss these issues and develop recommendations for project proposals in the next conference cycle. While our report in the CAR discusses potential literature priorities, the entire fellowship will have to consider possible literature projects alongside all of the other potential non-literature projects. We believe considering what is most needed in literature development is just one aspect of reaching an informed group conscience about what is best for NA as a whole and what will promote our efforts to carry the NA message worldwide.

We believe we need to take additional time to examine the literature development process and how the board will implement specific literature projects and its Publications Committee. The purpose is to develop fellowship consensus about future literature priorities overall, and to assess the need for specific literature-related proposals.

Regarding Motion 21, the board is not offering any detailed project plans to revise the Basic Text or the Little White Book during the next conference cycle (2000-2002). The board will be placing motions in the CAR relating to three elements of the comprehensive report we have prepared for the CAR. One of these motions (see Point B on page 28) will allow the conference to decide if further evaluation of revisions to the Basic Text and the Little White Book should take place, and if so, when.

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- A. The board will propose a motion to affirm the general direction of the comprehensive literature development report that will be included in the *CAR* as mandated by the WSC-approved 1999 project plan. The explanation of the motion will make it clear that the board is asking for a yes/no decision about the issues in *general terms*, and that the specific approval (*deciding to commission certain work*) happens at the conference with the approval of the Unified Budget proposal. All literature work would be authorized with a motion and discussion at the conference within the detailed Unified Budget proposal. The intention is to show explicitly a clear vehicle by which the conference exercises its authority over recovery literature development and shows the accountability of the board to the conference. The comprehensive *CAR* report is a working document that would be updated every two years and presented to the conference in the *CAR*. While we have dropped the title "Ten-year Plan" at this stage, this Two-year Plan would strive to evolve into an effective longer-range plan as the working document evolved through literature needs assessment/evaluation and direction from the conference.

The comprehensive report will be significantly different from the draft that was presented at the WSM. Significant information will be added to clarify issues that were confusing to delegates in Florida. We intend to better explain the purpose of the project and how the planning process fits into the new system. The report will include a new analogy as one way to better explain the *purpose and function of the comprehensive CAR report/plan and the relationship between the plan and the Process for Projects procedure*. We will also try to provide additional tools to help members visualize or explain the complex material in the report. These include:

- ◆ Adding detail throughout the report to provide reassurance about fellowship involvement and to clarify other confusing or hot-button issues (including conference authority over projects).
- ◆ We will reference the Process for Projects chart in *TWGWSS* in the comprehensive *CAR* report/plan, and may create a flow chart showing how a fictional literature proposal would move through stages of development.
- ◆ We may add a new flow chart illustrating the existing recovery literature development and creation process, with an emphasis on the fact that the process remains unchanged.
- ◆ The existing chart showing "Typical Activities in a Conference Cycle" will be updated and clarified to focus on how the plan is updated every two years as literature project proposals are received and evaluations are conducted.
- ◆ Finally, an exhibit or appendix will be added to the report showing all work tasks that are discussed in the report. For each task, the exhibit will indicate if each task is a project, a routine/basic service, or will specify "uncertain" if we have not yet determined this definitively.

Another example of a key area where we added detail is to create a new section that better explains and clarifies the different types of "evaluation." The report will answer some of the questions we heard in Florida by saying we don't know yet. The exact process or nature of each of these evaluation tools would still have to be developed by the board in the next conference cycle (and we have talked about combinations of surveys, focus groups, workshops, etc.). We will also emphasize that evaluation is separate from development; development cannot start without a conference-approved detailed project plan; the literature process in *TWGWSS* remains the same, etc.

TYPES OF EVALUATION

1. **Form and Content of specific pieces, either new or revised.** Sponsorship is an example of this type of evaluation. What form does the fellowship want—new chapter in the Basic Text, booklet, pamphlet, or some other format? What content does the fellowship need—how to sponsor, do's and don'ts of sponsorship, a motivational piece to encourage or inspire members to get and/or to be a sponsor, general philosophical discussion of the importance of the principles of sponsorship, or personal experiences (stories) with sponsorship, etc.?
2. **General Need/Priority Setting Evaluation.** This would allow potential projects to be ranked in terms of greatest need or eliminated if no need was determined.
3. **Periodic Evaluation of the Need to Revise Existing Literature.** (See discussion below that addresses our former method of periodic evaluations and why we are recommending its continued suspension; we welcome fellowship input to guide our development of a new policy to be at WSC 2002.
4. **Evaluation of Philosophical Issues that May be Addressed in NA Literature.** This would be the type of evaluation we employ when there is a need to engage the fellowship as a whole in discussion about the merits of or need for recovery literature written for a specific segment of our fellowship. There are general philosophical conflicts within the fellowship about the pros and cons of this type of literature. The need for broad-based fellowship discussion of a philosophical issue before proceeding with any literature development project is what distinguishes this type of evaluation from the others. This type of evaluation might also be used to assess how the literature process itself can respond to the need to ensure that our written message speaks to all addicts regardless of language or culture.
(continued on next page)

- B. The board will propose a motion that the conference make the decision about the initial evaluation of changes to the White Booklet and the Basic Text, if any. This motion will include a discussion of the issues involved with possible revisions to the White Booklet and the Basic Text, and it will encourage people to show their support or lack of support for changes to this material with their vote on this motion.

Specifically, the motion will ask the conference to say yes or no to the original recommendation the board gave for Motion 21/24 in the WSM draft report. The motion will specify that the start date of the evaluation of both pieces is after WSC 2002. We intend to make very clear what the consequences would be of either a “yes” or “no” vote. There will also be a discussion of why other options were rejected and why it would be impractical and problematic to start the Basic Text evaluation in 2000 or 2001 instead of 2002. The way the evaluation is done, if authorized, should facilitate a comprehensive approach to decision-making. This principle is something that underlies the entire service structure change, but is also a new dynamic for the conference and for the fellowship.

*Our recommendations here relating to the Basic Text and the Little White Book and a sponsorship booklet still essentially ask the fellowship and the conference to reconsider and/or reaffirm the priorities that were adopted in principle in 1998. We are asking that these issues be revisited because we believe there is no clear consensus to move forward now. We believe past discussions have in many ways been inconclusive, and that it is *not* prudent to make the first literature project of the World Board a book-length piece (particularly if that means changing NA’s primary book, the Basic Text). We will also describe the areas where consensus is lacking and some of what we think should be addressed before it would be responsible for the board itself to start working on literature projects.*

- C. We have changed our recommendation on the development of sponsorship material. We are presenting a motion to evaluate this piece in the next conference cycle, rather than waiting until 2002, as we had initially proposed. This is in response to fellowship desire for some material about sponsorship sooner rather than later. This would be done by giving area and regional literature committees free rein and encouragement to begin developing sponsorship material starting in 2000 (much like “C-list” regional literature projects were worked on in the past). This would be accomplished by asking for fellowship input if this motion is approved, and sending out existing source material to area and regional literature committees who want to work on this piece. This could be managed with a minimum use of staff resources. In 2001, the board would become actively involved in the evaluation process, using as yet undeveloped evaluation tools such as a survey or focus groups or workshops to gather broad-based fellowship input on the form and content of a potential sponsorship piece.

The section of our report that relates to this motion will describe the need to find out what the fellowship wants the content and form of new sponsorship material to be, i.e., What does the fellowship want and need to say about sponsorship that we haven’t already said in existing literature? Where do we want this new material to go—the Basic Text, *Introductory Guide*, new booklet, existing IP, new IP? (Type 1 evaluation, described above.)

Our report will dispel the rumor that there is a finished draft of sponsorship sitting in our files, or that there are hundreds of pages of source material on file. We have only a few pages of very rough material.

Our report includes a commitment to report to WSC 2002 about the results of the evaluation and allow the 2002 conference to decide how to proceed. We’d like to make it clear right now that the earliest the material could be approved and published would be WSC 2004, and then only if the 2002 WSC decided that the material was to go somewhere other than the Basic Text.



Something to Look Forward to: Fellowship and Other Issues to Expect in the 2000 CAR

When the service structure changed at WSC'98, there were two primary philosophical issues that had been given to the World Service Board of Trustees to develop, discuss, and write papers about. These were the same two topics that were chosen at WSC'99 as issue discussion topics for conference year 1999-2000: "What is abstinence in Narcotics Anonymous?" and "Retaining Old-timers." To date, we have received eleven papers on these topics and will include them in the *CAR*. However, we do not plan to present anything specific regarding these topics. We want to remind you that the deadline for submission of topic discussion papers and ideas for topic discussions for the next conference cycle has passed. The date for submission was 1 December. We received suggestions on eight different topics.

Again, we have no solid plans for developing these issues into what were formerly known as "trustee bulletins" or anything else. It isn't that we're unaware of how pressing these issues are to the fellowship. It's just that the development of any kind of clear guidance on controversial issues isn't something that happens overnight. The issue of abstinence is particularly complex. In addition, we don't believe the fellowship is looking for world services to provide "the final answer" on something as personal and sensitive as the issue of abstinence, but rather to present the recovery principles that are at stake when members, groups, and service bodies attempt to grapple with such issues, and help the fellowship to explore those principles in order to arrive at their own answers. The issue of retaining

old-timers may seem simpler, but in reality, the reasons that older members leave NA or reduce their involvement are complex, and solutions to the problem of old-timer disappearance haven't fully emerged yet.

We do have a process in place for the creation, approval, and distribution of position papers addressing philosophical issues. It is the same one that was used by the trustees, which allows us to draft and distribute these papers with a 2/3-majority approval of the board. We would, however, seek to achieve unanimity as a board on any position paper we were to write for the fellowship.

Now that we are concluding this year's material for the *CAR*, we are beginning discussions on plans for the next two years' work. This will occupy most of our time and attention from now through March. Detailed project plans will be provided to delegates with the *March Conference Report* so that you can review them prior to WSC 2000. This report and the *CAR* present some project ideas in principle, so the fellowship can choose to give input on the ideas, and delegate decisions about the details to the conference.

The Other Projects: *An Update and Status Review*

INFORMATION MANAGEMENT SYSTEM PROJECT

This project is the initial evaluation of how we keep and track information at the WSO. This project was not scheduled to begin until 2000. We have identified a member of the fellowship who is a professional archivist to assist the staff in the initial evaluation of what needs to be done to improve our information storage and retrieval practices. We expect that the new database will become an important component of this project. We will provide you with an update on this activity before WSC 2000.

INTERNAL WORLD BOARD PROCESSES AND PROCEDURES

We released a working draft of this work prior to the World Services Meeting in September. We plan to develop this draft further beginning next month and invite your written input. The current working draft is available upon request from the WSO. Our finalized draft is scheduled to be sent out to all conference participants by 1 March.



EVALUATION OF THE LITERATURE DISTRIBUTION SYSTEM: AN OVERVIEW

The evaluation forms have been distributed to all US areas and regions and we are starting to receive responses. Please accept this friendly reminder that the deadline for returning the Area/Regional Literature Distribution Questionnaires for the US is 31 December 1999. If you did not receive one to complete, you may request a copy from the WSO or download it from our website. A different set of questions will be sent to areas and regions in Canada, Europe, Latin America, and the Asia-Pacific Rim since they purchase literature under different agreements.

This evaluation is scheduled to coincide with the final stage of the discount reduction. These reductions took place 1 January 1998, 1999, and 2000 for the US and Canada. The reductions for the other continents were effective 1 July 1998, 1999, and 2000. The final reduction is the smallest of the three and should still enable us to evaluate the effectiveness of our past decisions and their effect on world services and our fellowship customers. This evaluation will only be as successful as your input. One way you can accomplish this is through completing and submitting the evaluation form. For US customers, we also encourage you to consider attending the combined Literature Distribution/Convention Workshop being held 4-5 February 2000 in

Woodland Hills, CA. Again, information about this workshop is available by contacting the WSO or on our website.

HISTORY PROJECT

This is another of the projects approved at WSC'99 that is scheduled to be initiated in 2000. The objectives of this project are to gather some of NA's longest standing members in one location and to record their discussions and perspectives about the beginnings of NA. We have planned to accomplish this in two sessions of two days each.

We are having preliminary discussions about having the first of these sessions in conjunction with the 25th World Service Conference next April. This would allow the delegates to sit in on these discussions on the Saturday prior to the conference. It could also contain an interactive portion to allow conference participants to ask questions of some of these long standing members. We found this idea very appealing and hope you will also. We will keep you informed about the plans for this as they progress.

MOTIONS COMMITTED TO THE WORLD BOARD FROM WSC'99

The following is a list of the current status of the motions from WSC'99 that were committed to us.

- ◆ "To change in the *Narcotics Anonymous White Booklet* under the section "What is the Narcotics Anonymous Program?" on page 2, second to last sentence, the language "and are under no surveillance at any time" to "and participate in no surveillance at any time."

We are trying to address all issues regarding changes to the Narcotics Anonymous White Booklet and/or the Basic Text under the Motion 21 report. We would also appreciate input from the fellowship as to whether this language about surveillance is causing us serious enough problems as a fellowship to consider changing these pieces in all of the languages that they are produced. The board has received many specific pieces of input for potential changes to the Narcotics Anonymous White Booklet and/or the Basic Text and has no way to evaluate the importance to the fellowship of one piece over another. The actual impact in the fellowship of this specific wording is not something the board is comfortable determining on its own.

- ◆ "To direct the World Board to develop a project plan for a guide book for working our Twelve Traditions."

Again, we are trying to address all issues regarding our recovery literature in the Motion 21 report in the CAR. We are forwarding a ten-year plan that will allow the fellowship to prioritize items for development.

- ◆ "That the World Board form a working group to explore the issues surrounding recognition of online NA meetings by World Services."

We have received several ideas for addressing different aspects of our fellowship's use of the Internet. We plan to discuss this further in the coming months and develop a proposal for consideration at WSC 2000 that addresses this timely and current issue.

- ◆ "That NAWS, Inc. provide an email discussion list for WSC participants that wish to participate. This discussion list will be open for subscriptions and full participation by all WSC participants that wish to take part. Non-conference participants will be able to subscribe to the list as non-participants without posting privileges. All translations will be the responsibility of the list participants."

We have initiated a discussion board for conference participants on our website and plan to have further discussions about its future at WSC 2000.

- ◆ "That NAWS, Inc. research the feasibility of using email for communication with those conference participants who request this."

We cannot do this until our new database is up and running. However, we expect to have an accurate assessment of our ability to do this prior to WSC 2000.

- ◆ "That communication from the entities of NAWS, Inc. to the fellowship be written at an 8th grade level, whenever possible."

As discussed briefly at WSC'99, the specifics of this motion present us with challenges. This refers to a United States grade-level only and there is not universally accepted standard to accomplish this. The spirit of this motion, is a different matter. Making our reports, literature, service material—all forms of communication—accessible and understandable by our members is definitely a goal that we embrace. The work of the Communication Task Force is only the first step in understanding and developing what our standards can and should be.

The Next Ten Years Easy Does It!

After all we've reported so far about what we still need to accomplish to transition to our new structure and the amount of work involved in just keeping up with our routine services, we're tempted to laugh at the idea of more projects in the files waiting for our attention—and we would laugh, except that there *are* more projects waiting for our attention. According to what we've heard from the fellowship, some of the following are important indeed. The attention we're able to devote to any of the following will depend on the nature of the work required, available resources, and the priorities set at the upcoming WSC.

EXTERNAL RELATIONS/PUBLIC INFORMATION

While some public information work is accomplished as a part of routine services, there is much more that we should be doing, but simply can't at our present level of resources. Our *Annual Report* for the first half of 1999 summarized the success of our public relations efforts in the correctional community, but also acknowledged that we were anticipating an upswing in local-level PI needs as a result. In addition, we reported about our attendance at professional events hosted by the American Correctional Association, the Professional Convention Management Association, the American Jail Association, the National Association of Drug Court Professionals, and the Twelve Step Advisory Committee. We also assisted the Mexico Region with its participation in the Annual Bi-National Drug Demand Reduction Conference in Tijuana at which we initiated contact with General Barry McCaffrey, head of the US President's Office of National Drug Control Policy.

Though we accomplished a great deal, the above is only a small percentage of the events we should be attending and the agencies with which we should have ongoing relationships. However, we recognize that even if our resources were to quadruple overnight, we would still need to proceed slowly and cautiously with new PI contacts and efforts. We've learned some hard and painful lessons over the years by rushing to make contact with every agency with which it seemed possible for us to cooperate, only to find ourselves unable to follow up when we were asked for our organizational abstract or to make a presentation at a conference. We have for years now had those materials and the ability to make presentations at professional conferences; however, we only have a certain number of people on hand to devote to these tasks. We're very grateful that the World Pool has provided us with several past world-level trusted servants who have been able to participate in professional conferences in their respective parts of the world.

We are acutely aware that we have missed valuable opportunities to inform the public about NA and that we are going to continue to miss similar opportunities in the near future. Our immediate plans are to maintain the relationships we do have with the professional community and to follow up with our ongoing efforts that are part of routine services. Our long-range plans are to substantially increase our public relations activities. The general shape of our future PI efforts is outlined in Goal Ten of the 1999 Fellowship Development Plan; however, at some point soon, we will need to develop more detail for that outline and put those details into practice.

RESOLUTION A

We left last year's WSC having been presented with an outline of the issues surrounding Resolution A and some of the basic questions our fellowship would need to come to consensus on before we would be able to proceed or dispense with Resolution A.

Resolution A is complex, and the input we have received so far in no way comes close to even resembling a group conscience of our fellowship. Some RDs have clearly heard a consensus within their regions on certain aspects of Resolution A (usually in regard to WSC representation issues, not cost equalization issues), and seem to expect that means NA as a whole is ready to move forward in some way with reducing the total number of participants at the conference. However, many regions aren't even sure that something still needs to be done with Resolution A. Others believe that something needs to be done, but there's a wide variety of ideas about just *what* that something is.

At this point, we don't believe the fellowship is ready to do anything with Resolution A except discuss it further. We do not believe it's our place to manage this discussion or try to force the fellowship to come to consensus. Unlike the structure of world services (i.e., boards, committees, and administration of projects), about which world services leadership had experience and a clear vision of how best to restructure, fellowship representation at the conference is clearly an area in which the expertise of the fellowship as a whole is needed most. In order for that expertise to emerge, we believe it best for the World Board to get out of the way. We will be glad to provide an outline of the presentation on Resolution A from WSC'99 to anyone who requests it; other than that, we intend to allow this issue the time it needs for a solution to emerge.

Human Resource Panel

An Updated Overview

WORLD POOL STATUS

There are currently 285 members in the World Pool. 210 members are active and 75 members are inactive. This represents a 15% increase in active members since 15 August 1999.

We want to assure everyone that all resumes we receive are considered. The World Pool is meant to be a long-term resource for world services. You will not receive follow up contact about your resume unless you are being considered for a current project or nomination. Although your particular skill or interest may not be needed at the moment, the World Pool will only be successful if it contains the wide range of abilities and experience in our fellowship. Please submit your resume!

The boxes on the resume for *World Board*, *WSC Co-Facilitator* and *Projects* are only meant to indicate if someone wishes to be considered for nomination to an elected conference position. Any interest or willingness to serve in any other capacity is considered a "project."

INTERNAL GUIDELINES

We would like to thank all of the Regional Delegates who have sent input to us regarding our guidelines. We have factored this input into our discussions and we now have a working draft that is being reviewed by the World Board Executive Committee. We just completed the sections concerning selecting individuals for projects and our relationship with the World Board. We expect to deliver the final draft in March along with the World Board's internal guidelines.

ELECTION ANALYSIS

We believe that a successful process will have specific aspects.

- ◆ Fairness for candidates and voters
- ◆ The conference has faith in it
- ◆ Qualified individuals get nominated
- ◆ Individuals are elected in whom the participants have confidence

We have completed a qualitative analysis of the election results of the 1997, 1998, and 1999 elections. Because of the changes in election procedures from year to year and other variables regarding the data, there are very few scientific conclusions that can be derived from the data that we have examined. Don Cameron, the WSC Parliamentarian for over ten years, has looked at the data and made some recommendations. He has consulted experts in statistics and they agree that the data does not lend itself to rigorous statistical analysis. The results do not contradict any assumptions that we have made; however, they don't prove anything either.

Even so, this exercise was not a waste of time. It has given the HRP a good idea of how the election process works and has answered a few questions.

- ⇒ **Is the two-tiered election process helpful?** It does not appear to be. Although it appeared to be helpful in 1998 during the first World Board election, the same result would have been seen if only a one-tier election had been performed. In election one, the first 18 candidates met the 60% threshold. In election two, the same 18 candidates met the 60% threshold. There was very little difference in the results. If voters do not change their voting choices between tiers, it is not helpful to them.
- ⇒ **Is the process we use to elect trusted servants effective?** This question could not be answered objectively from the data. Based on our definition of success above, we have no reason to believe our election process is not effective.
- ⇒ **Was the 1999 election for World Board an aberration?** No. There were blank ballots turned in for this election as there were for other elections in the past. This election contained less blank ballots than other elections.
- ⇒ **Is there a problem with the perceived quality of the candidates?** We are unable to answer this question.
- ⇒ **Was the voting behavior significantly different for the 1999 WSC Co-Facilitator election than for the other elections, which had nominations coming from regions and conference participants?** There is no conclusive evidence to support this assumption.

ELECTION PROCEDURES

We are working in cooperation with the World Board Executive Committee to update election procedures. We plan on delivering them in March along with our internal guidelines.

NOMINATING PROCESS BEGUN

At the upcoming conference, there will be two positions open for WSC Co-Facilitator and twelve positions open on the World Board. In order to maintain the rotation necessary on the board, the term length of the 12 positions will vary. Eight positions will have a six-year term, 2 will have a four-year term, and 2 will have a two-year term. The terms will be determined internally within the board after the election.

We have made our initial selections from the World Pool for possible nomination in accordance with our internal guidelines. These individuals have been contacted by mail and had until 30 November 1999 to respond. All those who wish to be considered will then be interviewed and their references will be checked. Our final nominations will be completed at our meeting 9-11 March 2000. In the meantime, we have a lot of phone calls to make.

We have already been contacted by a Regional Delegate questioning why a member of his region did not get chosen in the initial selection from the World Pool. After discussing our process with him, he is satisfied that we are doing everything we can to be fair to each and every member of the World Pool and that our process has integrity. It seems reasonable that other delegates may have the same questions, and so we want to outline our selection process so that everyone understands how our selections were made.

1. Candidate Profile Reports (CPRs) were compiled for all World Pool members with ten years clean and for this election only, the addition of world service experience (as of 5 May 2000).
2. Copies of all CPRs were distributed to all HRP members.
3. Each HRP member evaluated all the candidates independently and voted by secret ballot for individuals whom he thought merited an interview and reference check.
4. The votes were sent to our staff at the WSO who tabulated them and emailed the results back to the HRP members.
5. Candidates who received two or more votes became part of our initial selection group.

(continued on next page)

The selection process for WSC Co-Facilitator was identical, except the clean time requirement was eight years. The evaluation criteria that each HRP member used is detailed in our internal guidelines:

◆ **Reducing the size of the candidate group.**

The following circumstances and qualities will be considered:

- A. The need for balance between rotation (new people and fresh experience) and continuity (service experience) in NA world service efforts.
- B. Recovery experience.
- C. Service interests.
- D. Skills and talents applicable to the task/position.
- E. Maturity level, character, integrity, stability.
- F. History of commitment.
- G. Geographical diversity will be an important factor only if all other considerations are equal.
- H. The HRP will not nominate current HRP members to any other position.

◆ **Updated Nomination Timeline**

Some conference participants may not be familiar with the process that the Human Resource Panel goes through to complete nominations. This consists of an extensive procedure, which narrows the field of candidates to the final nominees over the course of several months. These are the major milestones.

September 1	Deadline for receipt of World Pool resumes to be considered by the HRP for nomination at WSC 2000.
September 9	First selection of nominees from the World Pool who meet the minimum requirements for Conference Co-Facilitator and World Board member.
October 15	First-stage selection complete.
October 18	Letters sent out to prospective candidates.
November 30	Deadline for responses from prospective candidates.
December 7	Interviews and reference checks begin.
February 29	Interviews and reference checks complete.
March 11	Final candidate selections.
March 17	Confirmation letters sent out.
April 30	Deadline for regional/conference participant nominations.

NA NEEDS YOU!!!



Here's your opportunity to give back what was so freely given to you!!! Help build the World Pool by sending in your service resume. Trusted servants for World Service projects and elections will come from this pool. You can reach us by letter, phone, email, or visit our web site at www.na.org to request your resume form.

MOTIONS FOR THE 2000 CAR

The HRP will have three motions in the *CAR* which will be presented by the World Board. One will complete the guidelines for general eligibility and implementation of the World Pool in *TWGWSS*. This fulfills the requirement noted on page 15 of *TWGWSS*.

In 1998, Motion 59 amended *TWGWSS*, removing the HRP's ability to nominate candidates for the HRP. Only conference participants can nominate candidates to the HRP. We discussed an option at the 1999 conference to alleviate the dilemma. Our suggestion is to increase the term of office for the HRP to two conference cycles and to limit HRP members to one term. Staggering the terms so two members roll off every conference cycle will provide the necessary continuity. Since our internal guidelines do not allow the HRP to nominate current HRP members to any other position, there is no conflict of interest and HRP nominees may now go through the same process as the other nominees. We will be presenting two motions at WSC 2000 concerning this issue, one to return HRP nominations to the Human Resource Panel, and one to change the term as described above.