



Our Vision, Our Future

A Note from Your World Board

As we do each year, we want to start this report by sharing our gratitude for the opportunity to serve the NA Fellowship. The *NAWS Annual Report* is an end-of-year review of the work we do at NA World Services on behalf of the fellowship, along with a look ahead to some of the goals we may have for the coming year and beyond. The theme for this year's annual report is the theme for the 2010–2012 conference cycle, Our Vision, Our Future. This theme evokes the work being done as a part of the **Service System** Project (an update appears later in this report), including the unanimous adoption of *A Vision for NA Service* at the conference this year and the ongoing challenge of designing a **service system** that will meet the needs of our worldwide fellowship now and for years to come. But at an even more basic level, Our Vision, Our Future speaks to the power of the NA program: As addicts, we couldn't imagine a life without drugs, but the hope we were offered by the NA program made it possible for us to envision a new way of life for ourselves. Rallying together as a fellowship behind *A Vision for NA Service*, we are boldly reaffirming our commitment from the Basic Text: that “no addict seeking recovery need die without a chance to find a better way of life.”

There are times when we face great challenges in our collective efforts to pursue that reality, however, and this year has not been without adversity. As will be discussed in other sections of this report, the rises in costs of doing business in recent years have not been countered by increases in income. We have drastically reduced our expenses since 2008, but our revenues for both literature sales and fellowship contributions have actually been on the decline, making it far more difficult to accomplish our goals. The only area in which our expenses have increases has been in Fellowship Development, a vital element of working toward our vision. Due to the ongoing challenges of diminished revenue, it is important now more than ever that we look for the most creative and



cost-effective ways to continue moving toward our vision.

In the earlier part of this fiscal year, we held the Thirty-Third World Convention of NA in Barcelona, Spain. This convention represented the largest gathering of recovering addicts ever in Europe, and it was a testament to our diversity as a fellowship with members from 65 countries registered. We are hopeful that the energy created by this convention will continue to serve as inspiration for all who were able to attend, particularly the Spanish NA community and the larger European NA community, for years to come.

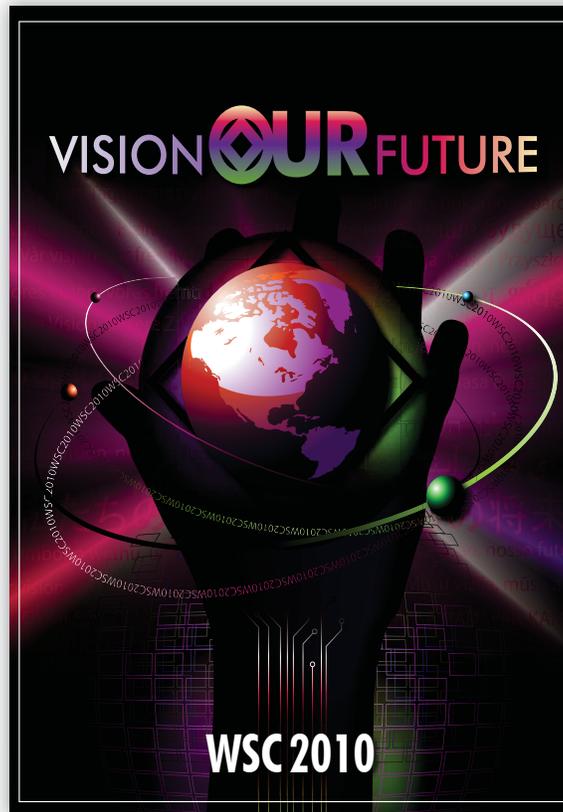
By the time WCNA 33 took place, the beginning stages of our preparations for the 2010 World Service Conference were already underway. This included finalizing edits on the literature projects that were active at the time, *In Times of Illness* and two IPs for self-support; it also included getting started on the preparations for *Conference Agenda Report* material for the two-cycle projects Living Clean and the **Service System**. We have included discussions about these projects later in this report. The other aspects of our preparation for the conference involved putting together the *Conference Agenda Report*, compiling materials for the Conference Approval Track mailing, and writing the *March Conference Report*. While all

of this was being done, we also traveled to various zonal and regional events to participate in workshops and help provide local members with information about the discussions and decisions that would take place at the upcoming conference. With the ongoing strains on our finances, we found it necessary to reduce the number of travelers and amount of materi-

als we sent to each event, but we did our best, with the help of regional delegates, to have the most informative workshops possible.

The 2010 World Service Conference took place in Woodland Hills at the end of April, with a total of 113 delegates and 87 alternates in attendance from regions all around the globe. Though Iran was voted in as a seated region in 2006, this conference marked the first time a delegate from that region was able to obtain the proper documentation to

travel into the United States. When the delegate stood to introduce himself, he expressed his gratitude for being able to participate in the conference on behalf of the hundreds of thousands of members in Iran, where nearly 17,000 meetings are held every week. During the week of the conference, we discussed a number of topics of concern to the fellowship, such as our literature development process, the **Service System** Project, making better use of consensus-based decision making (and





time) at the conference, and much more. A *Vision for NA Service* was unanimously adopted, and the revised literature for *In Times of Illness* and two self-support IPs were also approved. In addition to reporting on the conference in *NAWS News*, we also made a “Summary of Decisions” document available by the closing of the conference, including the motions that were brought to the floor in formal business and all of the motions that were introduced for consideration during the discussion portions of new business. In spite of these efforts to expedite formal business, the new business session still lasted until nearly three o’clock in the morning.

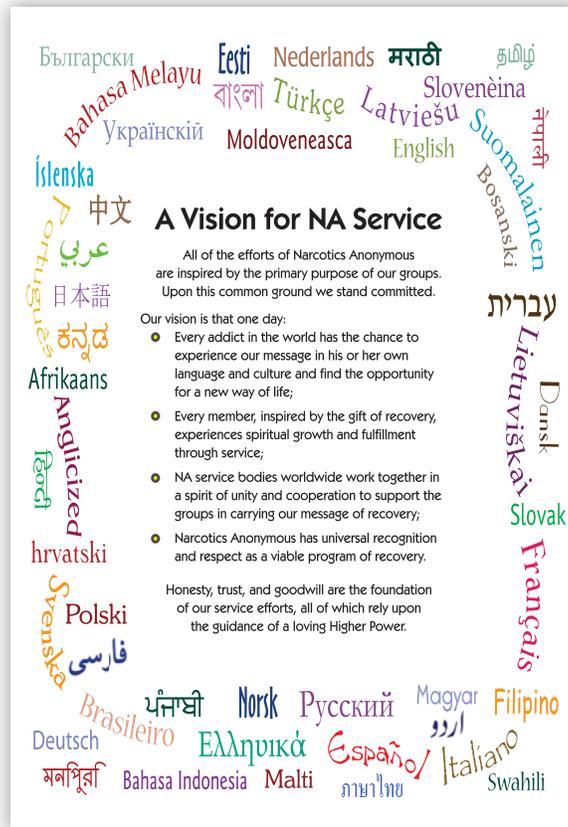
Among the work decided on at the conference, the Living Clean and **Service System** projects were both reaffirmed, and much of our energy during this fiscal year was devoted to those projects. We have become increasingly judicious with regard to travel considerations, and so we have attended fewer public relations events and fewer fellowship workshops over the course of this fiscal year. As is described later in this report, near the end of the fiscal year a great deal of our energy was devoted to planning for a series of workshops to engage members in a discussion about the work of the **Service System** Project, which will have a major impact on the way we work together to

achieve our goals as a fellowship in the years to come.

For each member of the World Board, personal gratitude continues to drive our efforts as trusted servants. Our hope is that this annual report continues to provide meaningful information about our work to help all elements of the fellowship make recovery available to drug

addicts seeking recovery. With *A Vision for NA Service* having just been unanimously adopted at WSC 2010, Our Vision, Our Future is a fitting theme for this conference cycle. Everything we do at NA World Services seeks to bring us closer to that vision, and toward a future in which every addict has the chance to experience our message in his or her own language and culture, NA members experience spiritual growth and fulfillment through service, NA service bodies work together in a spirit of worldwide unity

and cooperation, and NA gains universal respect as a viable program of recovery. As this annual report illustrates, in spite of the adversities we may face, we continue to move forward on behalf of the fellowship toward the goals identified in our vision. We thank you for your continued support, and we encourage you to read this report as an account of our shared challenges and successes.





sections that specifically address mental health issues, chronic illness, chronic pain, terminal illness, and supporting members with an illness. The revised draft was distributed to the fellowship as an addendum to the 2010 *Conference Agenda Report*. A motion to approve the piece met with unanimous consent on the floor of the conference.

Since the approval, the revised pamphlet has sold over 7,000 copies in the first three months. We are happy to present a revision that we feel meets the current needs of the fellowship.

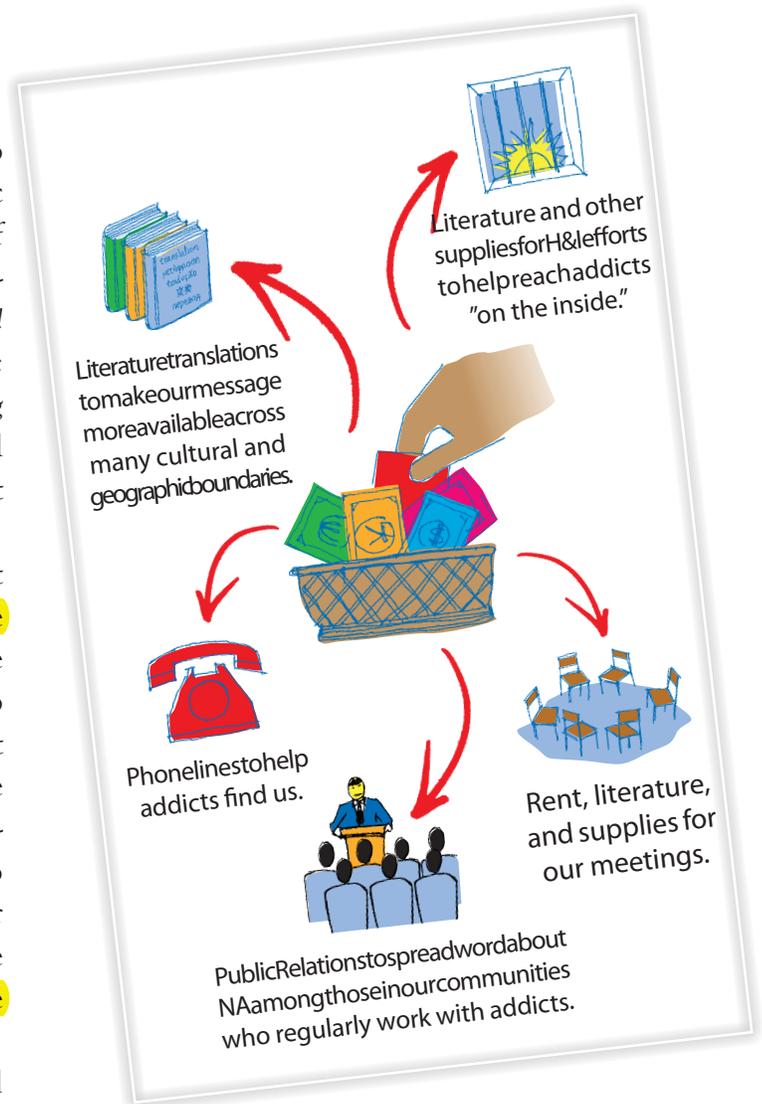
Self-Support IPs

This project was developed in response to the fact that our existing materials on the topic of self-support haven't shown a great deal of success in affecting the ways members participate in funding NA services. IP #24, "Hey! What's the Basket For?" and IP #25, *Self-Support: Principle and Practice*, were consistently among the least distributed of all our informational pamphlets, which suggested that they weren't very useful to the fellowship.

The challenge of ensuring a consistent flow of funds to all levels of the NA **service system** has been a significant concern since our earliest days. A workgroup was formed to develop two new pamphlets. Our hope is that these pieces will help change the way average members think about self-support and individual contributions, and encourage groups to contribute directly to each level of service for a more stable fund flow that better covers the cost of services at all levels of the NA **service system**.

The two IP approval drafts were included as addenda to the 2010 CAR. IP #28, *Funding NA Services*, provides a graphic representation

of an important aspect of our Seventh Tradition: how we fund the services that help us carry our message to the addict who still suffers. This piece is meant primarily as a short, easily understandable resource for groups. IP #24, *Money Matters: Self-Support in NA*, aims to raise awareness and understanding of each member's personal role in supporting NA services, including how this enriches our recovery. Motions to approve both these pamphlets were carried on the floor of the World Service Conference.





2010 Literature Survey

The 2010 World Service Conference featured a session on the development process for NA literature. We took the opportunity during this session to distribute a draft version of a new literature survey. In the past, we have conducted two literature surveys to gauge the needs of the fellowship, but it has been almost eight years since the last survey. A draft version of the 2010 survey was distributed to all conference participants and discussed. With the concurrence of the WSC, this survey will be revised and distributed to the fellowship in the upcoming 2010–2012 cycle. This survey will help provide us with a sense of the fellowship’s literature needs and establish our priorities for literature development in conference cycles to come.

Service System

At the 2008 WSC, delegates unanimously approved the four-year **Service System** Project to address our ongoing challenges in delivering services. As we wrote about in the last annual report, a workgroup was formed after the 2008 conference and it immediately began meeting and talking through ideas. The project plan called for the creation of “a vision for all NA service”—an ideal image of the future we wish to create through our service efforts—and that was one of the first tasks we assigned to the workgroup. After extended discussion, the workgroup decided to widen the focus of the existing NAWS Vision Statement to make it *A Vision for NA Service*, which was adopted unanimously at the 2010 WSC. Our hope is that a common vision will serve as a goal for all NA members to work toward, and help to better focus our collective service efforts.

As part of the preparation phase of the project, the workgroup started discussing some of the building blocks of a healthy **service system**—needs, functions, roles, and other components. We reported on this work in *NAWS News*, *The NA Way Magazine*, and the 2008–2009 *NAWS Annual Report*. The workgroup looked at these components in other organizations and in NA today and talked about what sort of ideals we are striving for in any proposals about our **service system**.

Any successful system consists of four interwoven elements: structure, process, people, and resources. The project aims to address structure first. The World Board is also charged with offering options for revising the process of seating communities at the WSC, and these two tasks have to connect. It’s also possible that structural changes may be the most difficult to implement or transition toward, and we thought beginning the discussion there might be wise. Many of our most significant changes will come from revising the processes we use to deliver services, and we will be adding ideas about processes, people, and resources after we discuss structural proposals with the fellowship.

The workgroup had already defined the needs that our system is intended to address and discussed the functions that would be necessary in order to meet the identified needs. From this work, a set of proposals was drafted about the structural component of the **service system**. These were presented at WSC 2010, beginning a fellowshipwide discussion on alternative **service system** models. Several sessions of the conference were devoted to presenting and gathering input on the proposals. The World Board asked conference participants for input, which the workgroup and board reviewed. Some of the input pointed to



aspects of the models that simply needed clarification; other feedback indicated areas that the board reexamined and revised. After the board meeting in July 2010, revised materials were made available in the August 2010 Structural Proposals Report.

The conference also offered some input that will help frame the discussion about these concepts and models. Participants were asked, “What challenges do you think we will face in discussing these models with the fellowship? What should we try to stress to show the benefits?” Many delegates expressed anxiety about having to explain these ideas on a local level. In response to these concerns, we launched a webpage devoted to the project: <http://www.na.org/servicesystem>. The site includes a starter kit for anyone trying to get caught up with the project, including the August 2010 Structural Proposals Report, a two-page essay giving the background of the project; a Project Glossary; a formatted version of *A Vision for NA Service*; the handouts used in the workshop sessions; and both an online form and a printable form on which to give input to the proposals. Along with those pieces, the page has links to a discussion board for the project, to the PowerPoint presentations that accompany the report, and to both the materials distributed for WSC 2010 and materials on the project that were published in previous reports.

Five workshops took place in the US between September and November 2010, at places with concentrated fellowship density. These workshops gave us a forum where we could talk with members about the ideas presented at the WSC, answer questions, and get input. A revised report, session outlines, and PowerPoint demonstrations were presented for delegates and others to use locally to further the discussion. Unfortunately, a series of

full-scale international workshops isn't economically feasible at this time, but we were able to have some shorter sessions in places such as the European Delegates Meeting in Israel and regional conventions in Guadalajara and Honduras. Input from these workshops, the online form, workshops that members hold locally, and any other input submitted by the fellowship will be used to revise these proposals in the next calendar year. We are also working on processes, people, and resources, and will most likely add material on these elements to the proposals in 2011.

“Living Clean: The Journey Continues”

The idea for a book about life in recovery was on the WSC Literature Committee's work list for many years prior to the restructuring of NAWS in 1998. Subsequently, the idea remained on the “to-do list.” The results of fellowship literature surveys in 1999 and 2002, as well as input received during the revision of the Basic Text, made it clear there is a need for this book.

One of the objectives of our strategic plan is to “make the NA message available and relevant to a widely diverse membership and potential membership.” The Living Clean Project attempts to address that objective by creating a book that addresses the varied aspects of living clean. After all, as the Basic Text points out, “Our disease involved much more than just using drugs, so our recovery must involve much more than simple abstinence.” Some members have commented that this book follows the Basic Text's Chapter Ten, “More Will Be Revealed.” More *has* been revealed, and it's time we gather that experience from our members.

Fellowship Development

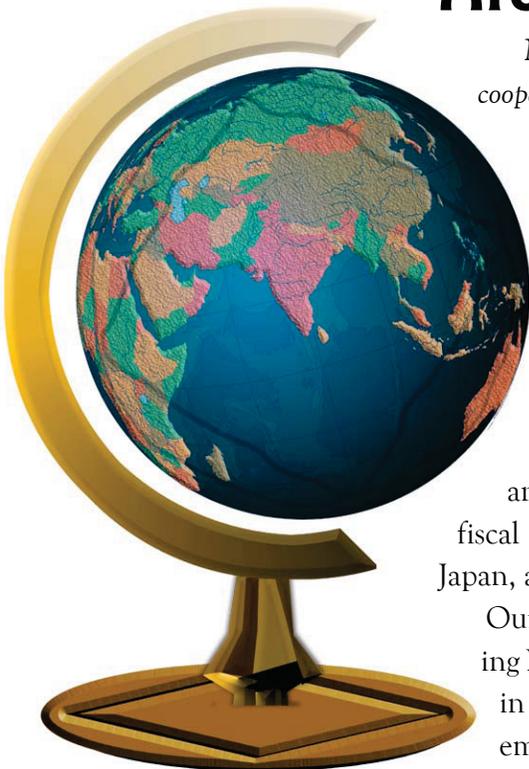
“Fellowship development” is a general term that can be used to describe much of the work done by NA World Services. In this section in particular, we use it to refer to our efforts to support the NA communities in their efforts to better reach addicts seeking recovery. In more developed communities, this often comes in the form of developing sessions for workshops to help improve service efforts or address fellowship concerns. In places where NA is newer and still developing, this can often mean simply establishing the foundations for stable groups and a **service system**, and beginning to develop a presence and recognition in the larger community as a viable program of recovery. Our hope is that the support we give, along with the topics for discussion and vehicles by which to discuss them, provides NA communities around the world the tools they need to continue to reach more addicts with our message of recovery.

NAWS Workshops Around the World

NA service bodies worldwide work together in a spirit of unity and cooperation to support the groups in carrying our message of recovery...

We bring to life this aspect of our vision by gathering with NA members in their local communities to exchange ideas, information, and experience. With a commitment to continually strengthen our relationship with conference participants, we often invite regional delegates, regional delegate alternates, and/or other NA leaders in the area to present with us. This enables us to share the presentation tasks and provides local members with an opportunity to hone their valuable facilitation skills. This fiscal year, NAWS conducted worldwide workshops in Nagoya, Japan, and Peabody, Massachusetts.

Our travels assist in fellowship development efforts by providing NA communities with support and information to aid them in their progress. We visit and work with a variety of both emerging and established NA communities in area, regional,





personnel devoted to the activity, the approximate number of labor hours, and the amount of physical office space required by the activity and estimated for the two-year budget cycle.

The independent auditors' report is provided by an outside firm that conducts a professional audit of NAWS' financial reports and practices. NAWS contracts with an independent auditor to conduct this annual review of all of our financial activity for each fiscal year as well as to perform random forensic (spot) checks. These forensic checks review and verify our internal controls and internal financial practices. In order to comply with legal requirements, we have an Audit Committee composed of some members of the Business Plan Group. Consistent with normal accounting practice, this workgroup is independent of specific NAWS management control and operates on behalf of the World Board.

The references to specific line items and expenses are shown differently in the NAWS income statement and the independent auditor's report. But they do show, within a few dollars, the same income and expense, serving as the outside or impartial verification of our financial reporting for this fiscal year. We continue to work with the auditor to minimize the differences between our reporting and theirs.

Finally, the fellowship contributions report is a report on the contributions received by NA World Services throughout the fiscal year from the NA Fellowship, broken down by region and/or country.

Invest in Our Vision

For the last few years, our annual report has included a discussion about the fact that we in NA are well accustomed to working with limited resources, but that we continue to face financial challenges above and beyond the usual "trying to do more with less." The global economic downturn continues to put an incredible strain on our ability to serve the fellowship, but we want to emphasize our goal of continuing to do all that we can in support of the vision for all NA services, as inspired by the primary purpose of the NA groups. We strive to always think of contributions received by NAWS as investments in our collective vision, rather than simply the donation of members' leftover funds.

Several significant achievements were made at the 2010 World Service Conference. As part of the work of the **Service System** project, *A Vision for NA Service* was adopted, signifying all that we strive to accomplish in our combined efforts to serve NA at all levels. Another accomplishment was the approval of two new self-support pamphlets, which discuss the importance both of individual financial contributions to NA and of the flow of funds to all levels of service in NA. The approval of these pamphlets is especially important in light of the adoption of *A Vision for NA Service*, as adequate funding will be critical if we are to achieve any of the goals stated in that vision. In recent years, our ability at NAWS to accomplish work toward that vision has been sharply affected, not just by our need to drastically reduce our expenses in the face of rising costs, but also by continued declines both in contributions from the fellowship and in



literature sales. We have also continued to receive questions from local communities about how to improve funding for services, which is a clear indicator that diminishing financial resources are reaching every level of NA service. More than other twelve-step fellowships, many times in NA we have relied on events and fund-raisers rather than a sense of responsibility to fund services through contributions. In order for our **service system** to function well and bring us closer to achieving our vision, it is critical that NA members and groups contribute enough money to adequately fund our services.

Here at NAWs, we have already passed the critical point at which the levels of services we are able to provide have been drastically reduced. We have now operated at a loss for the last three fiscal years, meaning that we have been depleting the reserves we had established, and they are now nearly nonexistent. We have cut expenses in every area available, with the final area for cutting being workforce reductions. Through the 2009–2010 fiscal year, we have chosen to leave some positions open when staff members have left, and we have not yet had to lay anyone off due to financial constraints. However, without some serious change in our financial situation during this fiscal year, that may no longer be the case.

One change, which was decided on at the conference and went into effect following the close of the 2009–2010 fiscal year, had to do with *The NA Way Magazine*. Until now, every NA group that registered with NAWs has automatically been provided with a free paper subscription to *The NA Way*. Additionally, all members were welcome to sign up for free subscriptions to the paper version of *The NA Way*.

We are not planning to charge for *The NA Way*, but as part of a discussion at the 2010 WsC, we have decided to purge our mailing database for the magazine. Any member who wants to continue to receive a paper copy of *The NA Way* will need to re-subscribe, and NA groups and service committees will also need to re-subscribe to receive paper copies. This will mark a significant reduction in costs for the magazine. Enhanced features have been added to the electronic version in recent issues. Our hope is that, in addition to cutting costs, the electronic version of this publication will be increasingly useful for members.

In keeping with our mission to support and further the fellowship's primary purpose, we have continued to provide free and subsidized literature. We believe that by providing developing NA communities with literature, we are able to inspire more hope for recovery and the ability to better carry the NA message. NA World Services provided over \$630,000 in free or reduced-price literature in the 2009–2010 fiscal year.

While our financial picture has been rather bleak, we are very blessed in that hope is something we always have plenty of in NA. Together, we can make it through any difficulties—as a fellowship of drug addicts, we have proven that time and again. Though our resources may be limited in the short term, when we combine what we have in a spirit of unity, we can carry our message of freedom from active addiction to every corner of the globe, so that one day, in our future, every addict in the world has the chance to experience our message in his or her own language and culture and find the opportunity for a new way of life.



Narcotics Anonymous World Services Consolidated Statement of Activities

Income Statement - For the Twelve Months Ending 30 June 2010

EXPENSE

LITERATURE PRODUCTION & DISTRIBUTION

FIXED OPERATIONAL EXPENSES

MARKETING	\$2,978	\$25,476	(\$22,498)
IN HOUSE PRODUCTION (not included in Cost of Goods)	\$51,260	\$65,832	(\$14,572)
TRANSLATIONS (not included in Cost of Goods)	\$63,437	\$59,520	\$3,917
LITERATURE DISTRIBUTION (IRAN)	\$16,448	\$104,472	(\$88,024)
SHIPPING	\$508,507	\$557,508	(\$49,001)
BUSINESS PLAN WORK GROUP	\$5,127	\$27,996	(\$22,869)
LEGAL	\$8,390	\$52,512	(\$44,122)
LITERATURE PRODUCTION & DISTRIBUTION TRAVEL	\$4,131	\$25,728	(\$21,597)
ACCOUNTING	\$11,975	\$15,948	(\$3,973)
PERSONNEL (Includes amount budgeted to variable projects)	\$1,197,908	\$1,164,540	\$33,368
OVERHEAD	\$454,366	\$576,912	(\$122,546)
TECHNOLOGY	\$69,126	\$102,660	(\$33,534)
Total Literature Production & Distribution	\$2,393,653	\$2,779,116	(\$385,463)
Total Literature Production & Distribution without IRAN	\$2,377,205	\$2,674,632	(\$297,427)

	YTD ACTUAL	YTD BUDGET	VARIANCE
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WORLD SERVICE CONFERENCE SUPPORT

FIXED OPERATIONAL EXPENSES

PUBLICATIONS	\$43,828	\$89,508	(\$45,680)
WORLD SERVICE CONFERENCE BI-ANNUAL MEETING	\$399,610	\$569,412	(\$169,802)
WORLD BOARD	\$270,427	\$261,000	\$9,427
HUMAN RESOURCE PANEL	\$18,000	\$21,984	(\$3,984)
WSC CO-FACILITATOR	\$3,021	\$5,004	(\$1,983)
WORKSHOPS (Delegate focused)	\$9,307	\$200,004	(\$190,697)
ACCOUNTING	\$7,749	\$10,320	(\$2,571)
PERSONNEL (Includes amount budgeted to variable projects)	\$775,117	\$753,528	\$21,589
OVERHEAD	\$295,635	\$373,296	(\$77,661)
TECHNOLOGY	\$47,186	\$66,432	(\$19,246)
Subtotal	\$1,869,880	\$2,350,464	(\$480,584)

VARIABLE OPERATIONAL EXPENSES

CONSENSUS BASED DECISION MAKING	\$0	\$0	\$0
LEADERSHIP ORIENTATION MATERIAL	\$0	\$9,996	(\$9,996)
FELLOWSHIP ISSUE DISCUSSIONS	\$0	\$6,996	(\$6,996)
SERVICE SYSTEM	\$70,741	\$75,000	(\$4,259)
BOOK LENGTH PIECE LIVING CLEAN	\$93,766	\$90,000	\$3,766
MEMBER EXPERIENCE PROJECT	\$0	\$0	\$0
FINISHED WSC PROJECTS	\$0	\$0	\$0
Subtotal	\$164,507	\$182,004	(\$17,497)

Total World Service Conference Support	\$2,034,387	\$2,532,468	(\$498,081)
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