



A Guide to World Services

IN NARCOTICS ANONYMOUS

**2014–2016
Conference Cycle**



Twelve Steps of Narcotics Anonymous

1. We admitted that we were powerless over our addiction, that our lives had become unmanageable.
2. We came to believe that a Power greater than ourselves could restore us to sanity.
3. We made a decision to turn our will and our lives over to the care of God *as we understood Him*.
4. We made a searching and fearless moral inventory of ourselves.
5. We admitted to God, to ourselves, and to another human being the exact nature of our wrongs.
6. We were entirely ready to have God remove all these defects of character.
7. We humbly asked Him to remove our shortcomings.
8. We made a list of all persons we had harmed, and became willing to make amends to them all.
9. We made direct amends to such people wherever possible, except when to do so would injure them or others.
10. We continued to take personal inventory and when we were wrong promptly admitted it.
11. We sought through prayer and meditation to improve our conscious contact with God *as we understood Him*, praying only for knowledge of His will for us and the power to carry that out.
12. Having had a spiritual awakening as a result of these steps, we tried to carry this message to addicts, and to practice these principles in all our affairs.

A Guide to World Services in Narcotics Anonymous

Narcotics Anonymous World Services, Inc.
Chatsworth, California

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Also available from WSO

Fellowship Intellectual Property Trust (FIPT). A set of documents describing how NA's literature and logos are managed and protected for the greatest benefit of the fellowship as a whole. Contains its own glossary of terms. Approved by the fellowship in April 1993.

Guide to Local Services in NA, A (GLS). This handbook was approved at WSC '97.

Twelve Concepts for NA Service. Fundamental NA principles guiding our groups, boards, and committees in their service affairs. WSC-approved 1992; published with essays as a self-titled booklet.



This is NA Conference-approved literature.

The name "Narcotics Anonymous," the stylized initials "NA" alone or within a double circle



, the four-sided diamond enclosed in a circle , the Original NA Group Logo ,

and the periodical title *The NA Way* are registered trademarks of Narcotics Anonymous World Services, Incorporated.



A Vision for NA Service

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

Our vision is that one day:

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

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



World Service Conference Mission Statement

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

- 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.

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INTRODUCTION

This document reflects the current policies for Narcotics Anonymous World Services, adopted by the World Service Conference. *A Guide to World Services in Narcotics Anonymous* is updated to reflect actions approved at each WSC and sent to conference participants. Copies of this document are also available for purchase from the WSO.

Dates for 2014–2016 Conference Cycle

Regions and conference participants should be aware of the following dates for the 2014–2016 conference cycle:

Travel requests (considered by quarter) (submit at least 45 days before each quarter)	15 November for January–March 15 February for April–June 15 May for July–September 15 August for October–December
Deadline for regions to request to be recognized as a new conference participant at WSC 2016	1 April 2015
WCNA 36	11–14 June 2015 Rio de Janeiro Brazil
World Unity Day 2015	14 June 2015

WSC 2014 made a decision to return to regional motions for the CAR. A virtual workgroup has been created to forward ideas about evolving the processes used for consensus-based decision making at the WSC, including identifying avenues for the consideration of ideas for discussion.

Regional motion deadline	Motions must be received by 1 August and be in CAR-ready form by 30 August 2015. Regions are encouraged to send their motions as early as possible. (For more information see page 15)
Deadline for WPIF submission to be considered for WSC 2016 HRP nomination	31 August 2015
Deadline for region, zone, and World Board candidate submissions to the HRP	31 October 2015
English <i>Conference Agenda Report</i> available	25 November 2015
Translated <i>Conference Agenda Report</i> available	24 December 2015
Conference Approval Track material available	25 January 2016
Regional report deadline	15 February 2016
World Service Conference 2016	24 April–30 April 2016

The deadlines for material for inclusion in the *Conference Report*, dates and locations for NAWS activities, and other World Services deadlines will be communicated throughout the

conference cycle and posted to www.na.org/conference. We will post information to this location throughout the conference cycle.

The other document or policy that may be of interest to conference participants is the *Fellowship Intellectual Property Trust*. Publications of interest are the *Conference Agenda Report*, *Conference Report*, *NAWS News*, and the *NA World Services Annual Report*.

All of these items are provided to conference participants at some time during the conference cycle and are available upon request from the World Service Office. Many are also available on our website, www.na.org. If you have any questions about any of these items or anything else related to world services, please contact the World Board in care of the WSO or at worldboard@na.org.

THE NARCOTICS ANONYMOUS SERVICE STRUCTURE

The following is a brief description of the service units of Narcotics Anonymous. A more complete description of service on the local level, including groups, areas, metropolitan services, regions, etc., can be found in *A Guide to Local Services in Narcotics Anonymous*.

The NA Group

NA groups are local, informal associations of recovering addicts. They are the foundation of the NA service structure. Groups are formed for the primary purpose of carrying the NA message of recovery, and all of their activities should reflect that purpose. Conducting Narcotics Anonymous meetings is the primary activity of an NA group. The group may conduct its own affairs in whatever way seems fit to its members, provided the group's actions are consistent with NA's Twelve Traditions and do not adversely affect other groups or the entire NA Fellowship. In the conduct of the affairs of NA as a whole, the groups delegate to the rest of the service structure the responsibility for the fulfillment of NA services. Group service representatives (GSRs) are elected to participate on behalf of the groups in the area committee and the regional assembly.

The Area Service Committee (ASC)

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

The Metropolitan Service Committee (MSC)

A metropolitan service committee (MSC) administers a single set of coordinated NA subcommittees in a city that has more than one ASC, eliminating duplication of services and providing greater effectiveness in carrying the NA message. With direct services consolidated citywide by the metro committee, the community's area committees are left free to facilitate group support.

The Regional Service Committee (RSC)

Regional service committees exist to pool the experience and resources of the areas and groups it serves. The RSC is composed of regional committee members (RCMs) elected by the region's member-areas; these RCMs elect regional committee officers from among themselves. RSCs organize assemblies at which group service representatives (GSRs) and regional committee members discuss a wide range of service matters, including those likely to come before the World Service Conference. The region's delegate to the world conference is elected by the GSRs and/or RCMs at the regional assembly or RSC.

Zonal Forums

Zonal forums are service-oriented sharing and/or business sessions that provide the means by which NA communities can communicate, cooperate, and grow with one another. Although not a part of NA's formal decision making system, World Services and zonal forums interact in many ways. Zonal forums are encouraged to provide written reports to the WSC and may also provide short videos that are shown at the WSC and distributed to conference participants following the WSC. In order to improve communications, they are provided with conference participant mailings and are requested to send their minutes to World Services. World Services typically attends zonal forum meetings, and may provide funding for some participants' attendance at zonal forums. Maintaining effective communication between the zonal forums and World Services is a high priority. In order to more effectively serve the Fellowship, World Services and zones should develop a partnership for the planning and conducting of the

worldwide workshop system, and by assisting each other in the coordination of a variety of service efforts such as professional events and fellowship development activities.

A Vision for NA Service

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

Our vision is that one day:

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

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

NA WORLD SERVICES

World services are those services that deal with the problems and needs of NA as a whole and that NA offers to its members, its groups, and to society. The basic purposes of our world services are communication, coordination, information, and guidance. We provide these services so that our groups and members can more successfully carry the message of recovery and so that our program of recovery can be made more available to addicts everywhere. Although all parts of our service structure affect and are affected by NA as a whole, only at this level do we find service bodies designed to deal with problems that involve our entire Fellowship.

World Service Conference

The final part of our service structure is the World Service Conference (WSC). It is the nerve center of our Fellowship. Our conference is the one time and place where all of our world services come together. Unlike all other service bodies of NA service, the conference is not an entity, it is an event—the coming together. Every two years, regional delegates, the members of the World Board, and the executive director of the World Service Office meet to discuss questions of significance to the Fellowship of Narcotics Anonymous as a whole. The purpose of the World Service Conference is to be supportive of the Fellowship as a whole and to define and take action according to the group conscience of Narcotics Anonymous.

The World Board

The purpose of the World Board (WB) of Narcotics Anonymous World Services, Inc., is to contribute to the continuation and growth of Narcotics Anonymous. The Board serves as a primary resource for the NA Fellowship by providing the support needed to carry our message while ensuring that the service and support provided are of the highest quality possible. The World Board manages all activities of World Services including oversight of the operations of the Fellowship's primary service center, the World Service Office.

The World Service Office

The purpose of the World Service Office (WSO), our main service center, is to carry out the directives of the World Service Conference in matters that relate to communications and information for the Fellowship of NA, its services, groups, and members. The World Service Office achieves this purpose by maintaining correspondence with NA groups and service committees, by printing and distributing WSC-approved literature, and by maintaining the archives and files of Narcotics Anonymous.

The Regional Delegate

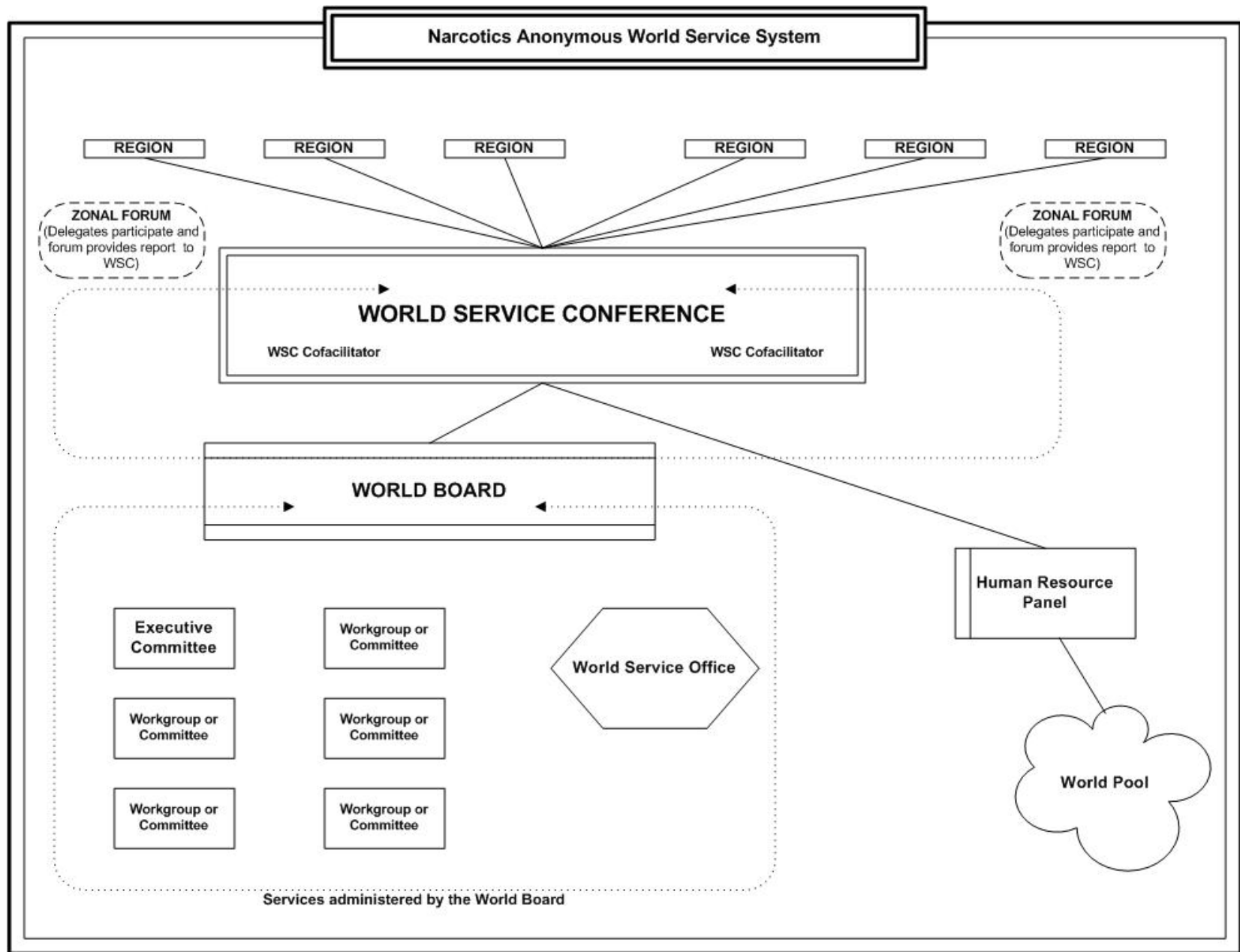
The regional delegate (RD) serves as the primary contact between NA's World Services and the local NA community. On one hand, the delegate provides information on current World Services projects to the regional committee. On the other, the delegate provides a local perspective to the work of World Services. During the delegate's term, he or she attends the World Service Conference as a fully active participant, for while the delegate is elected by and accountable to the regional assembly or RSC, he or she is not a mere messenger. The delegate is selected by the region's group representatives and/or RCMs to act in the best interests of NA as a whole, not solely as an advocate of his or her NA community's priorities.

The regional delegate works closely with the region's **alternate delegate**. Like the regional delegate, the alternate is a full participant in the regional service committee. The delegate often consults with the alternate, asking for different perspectives on world service affairs and seeking to involve the alternate in helping to carry the workload. Alternate delegates are welcome to attend the meeting of the World Service Conference in the company of their delegates; however, each region is recognized as one participant in any session of the World Service Conference. Seating on the floor of the conference will be limited to two—one delegate and one alternate per region.

Although not participants at the World Service Conference, the conference has created two additional components to assist it in its responsibilities. They are:

The **Human Resource Panel** (HRP) who facilitates an election/selection process that will allow the World Service Conference to base trusted servant choices upon the principles of ability and experience, helps to allow members to be nominated from around the world without having to be present at the conference to receive due consideration, and create a more open opportunity for World Services to benefit from our collective resources by providing an established and recognized process by which to do so.

The **WSC Cofacilitators** who preside over the business meeting of the World Service Conference and communicate with the World Board as necessary in order to be prepared for the conference meeting.



WORLD SERVICE CONFERENCE MISSION STATEMENT*

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

- ◆ 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.

THE WORLD SERVICE CONFERENCE

"Our common welfare should come first; personal recovery depends on NA unity." Nowhere in our service structure is this tradition more evident than at the meeting of the World Service Conference. Guided by our Twelve Traditions and Concepts, it is the one point in our structure where the voice of NA as a whole is brought to view and expressed on issues and concerns affecting our worldwide Fellowship. The World Service Conference is not just a collection of regions; its concerns are greater than just the sum of its parts. The conference is a vehicle for Fellowship communication and unity: a forum where our common welfare is itself the business of the meeting.

Conference deliberations serve the needs of a diverse membership of different languages and cultures and address the challenge of how to provide effective services to NA groups around the world. The conference works for the good of all NA, taking into account both present and future needs.

Narcotics Anonymous is a life-saving program. Our founders envisioned a worldwide fellowship of addicts when there was only one group and one meeting in the world. Our founders established a world service structure to help carry the message to addicts everywhere, at a time when Narcotics Anonymous existed in only one country unified by a single language and culture. With an unshakable faith and belief in Narcotics Anonymous, born out of personal experiences of recovery, the creation of the World Service Conference followed in 1976. Those members—dreaming of a better day for addicts everywhere—embarked on a mission to bring together those few NA groups, which existed at that time into a unified fellowship. Knowing from personal experience that the old lie, "once an addict, always an addict," was dead, that *we do recover*, our predecessors labored to ensure the continuation and growth of NA everywhere.

That vision continues. In each biennial meeting of the World Service Conference, our Fellowship comes together in one place at one time to share experience, strength, and hope with each other. The purpose remains to solve common problems among those already here and fortunate enough to have discovered this new way of life and—more importantly—to redouble our efforts to further our primary purpose: to carry the NA message to the addict who still suffers.

* Adopted 28 May 1996, subject to review and/or revision through the *Conference Agenda Report*.

The Meeting of the World Service Conference

The World Service Conference is held every two years. It typically takes place the last week in April within seventy-five miles of the World Service Office. Regional delegates, together with members of the World Board and the executive director of the World Service Office, meet to discuss questions of significance to the Fellowship of Narcotics Anonymous as a whole. In addition, the conference meeting includes members of the Human Resource Panel and up to two WSC Cofacilitators. All are fully funded to attend the weeklong meeting.

For the purposes of decision making, conference participants are defined as regional delegates and World Board members. Regional delegates vote and make motions or proposals in all business sessions at the conference. World Board members vote only in election and new business sessions but may make motions or proposals in all sessions. The executive director of the World Service Office does not have a vote or the ability to make motions or proposals at the conference meeting. [Note: The chart on page 8 lists the different business sessions at the conference and what types of items (proposals or motions) are decided on in each.]

The key to the effectiveness of each conference meeting depends on the preparation of all conference participants. The amount of information that must be read and understood is quite daunting, as the meeting is the culmination of a two-year process that begins at the prior conference. Months in advance, the *Conference Agenda Report* is published and distributed, containing issues and items for decision to be considered at the meeting. Other essential information is also provided in advance. It is the responsibility of all conference participants to arrive at the World Service Conference familiar with the provided information.

Although the actual agenda may vary from conference to conference, certain sessions occur at every conference. The conference week begins with an orientation. One purpose of this orientation is to familiarize participants with the goals and objectives of each session scheduled for the week and the procedures utilized by the conference. This session is purposely informal to allow participants to become comfortable with what to expect throughout the upcoming week and to identify resources available to assist them. The second purpose of this session is to help establish a sense of community among the members gathered from around the worldwide Fellowship.

During the opening session, regions seated at the prior conference are welcomed and afforded the opportunity to address the meeting about their activities and growth. World Services also provides information to assist participants in their discussions during the week.

Throughout the week, there are sessions focused on fellowship development, public relations, and other issues of current interest to the Fellowship. At each conference, time is devoted to whole-group discussions, small-group discussions, presentations, and decision making. Elections, an HRP report, and a NAWS report are also scheduled during the week. Zones are also invited to create short videos of their activities for presentation during the conference week. [Details about the length and submission deadline are announced in advance of the conference.]

The discussions throughout the week help inform World Services' work—and service efforts in many regions, zones, and areas as well. Along with these discussions, more definitive or formal decisions are made in several different conference sessions. As we have shifted from a parliamentary body to a more consensus-based one, our mechanisms for decision making at the conference have increased. We describe them briefly here, with the understanding that we are still very much evolving; each conference brings changes in the way we conduct business.

**WHAT IS DISCUSSED AND DECIDED ON IN EACH OF THE CONFERENCE'S
DECISION-MAKING SESSIONS**

OLD BUSINESS DISCUSSION & PROPOSAL DECISIONS	
CAR motions, proposals to change CAR motions & other CAR related material	discussed
proposals to change CAR motions	decided on through Informal voting*
FORMAL OLD BUSINESS	
CAR motions as originally printed or as revised, if a change was decided on in the previous session	decided on through parliamentary procedure
ELECTIONS	
trusted servant elections	ballot
NEW BUSINESS DISCUSSION & PROPOSAL DECISIONS	
budget and project plan motions as well as new business proposals	discussed
new business proposals	decided on through Informal voting*
FORMAL NEW BUSINESS	
budget and project plan motions	decided on through parliamentary procedure
MOVING FORWARD	
clarity on week's decisions and discussions	discussed
decisions culminating from the conference discussions	decided on through informal voting*

* Note: "Informal" is meant to indicate that parliamentary procedure is not being used. Decisions made through informal voting are binding decisions.

Decision Making at the WSC

We make decisions at the conference in both formal business sessions and in the discussion sessions preceding those formal business sessions, as well as during the elections session and the closing day of the conference.

The old business session begins with the adoption of the minutes from the previous meeting. Presentation and discussion sessions about Fellowship issues and new project ideas precede the new business session.

During all business sessions, the World Service Conference utilizes an adapted and simplified form of *Robert's Rules of Order* which we call the *WSC Rules of Order*. These rules can be found in Addendum D of this guide.

Consensus-Based Decision Making

While the *WSC Rules of Order* helps us to structure the voting process during the business sessions, the decision-making process of the conference is based on consensus. Consensus refers to the consent of the group, or, in other words, the willingness to move forward with a decision on the part of all members of a group, rather than a majority or a select group of representatives. Rather than a strict consensus process, which typically allows a lone dissenter

to block a proposal, the WSC uses a form of consensus-based decision making (CBDM), which is based on a respect for all persons involved in the decision being considered, but does not necessarily mean the final decision is unanimous. (The word “consensus” derives from the Latin *cum*, meaning “with” or “together with,” and *sentire*, meaning to “think” or “feel.” The root of “consensus,” therefore, means to think or feel together.) Consensus is based on the belief that each person has some part of the truth and no one person has all of it (no matter how tempting it is to believe that we ourselves *really* know best!). The consensus process is what a group goes through to reach an agreement. It is how we manifest the idea “together we can do what we cannot do alone” in a service setting.

This foundation is the very essence of what the conference is about. As stated above “the conference is a vehicle for fellowship communication and unity: a forum where our common welfare is itself the business of the meeting.” In order for the conference to make decisions that serve a worldwide fellowship, it is critical that all points of view are heard, even if they are not all what we might individually prefer. Our Ninth Concept reminds us all that *All elements of our service structure have the responsibility to carefully consider all viewpoints in their decision-making processes.* Our commitment to a consensus-based process before a formal decision often means the conference comes to a higher-quality decision. What’s more, participants are more likely to implement decisions they accept, and consensus makes acceptance more likely. The history of the conference reflects that only decisions that serve the Fellowship are actually embraced, accepted, and used by the Fellowship.

Much of the time spent at the conference is focused on building consensus on important agenda issues from the fellowship and World Services. While consensus building requires hearing and respecting all points of view, it does not necessarily mean that the discussion phase of decision-making becomes a kind of “sharing session” where all participants speak about how they feel. It is about finding the common ground that every participant can support, even when that common ground is not exactly as every participant may desire. Adequate discussion takes time and may occur in the conference meeting as a whole, in panels, or in small groups. Regardless of how these discussions occur, they require commitment from each participant to focus on the issues at hand as well as skilled facilitation to encourage that focus and lead the group toward consensus. The benefits or results of this process are a greater understanding of the proposals, agreement among participants to move forward, and, if needed, the modification of the proposals being considered to reflect the will of the body which has been clarified from the discussions. As the group moves into a decision, a facilitator can ask if there are any objections. If there are, the group can discuss those objections by topic and then move to a decision. Only after adequate discussion and consensus building has occurred does the conference take a final vote in order to formalize its decisions. In the case of motions, this final vote happens in the formal old or new business session; in the case of proposals, the final vote occurs in the discussion session that precedes the formal business session. Ideally, a decision can be reached by asking if there are any objections. If there are objections, a more formal process is used to determine the conference’s decision.

The purpose of the old business session at the conference is to consider the motions contained in the *Conference Agenda Report*. Items that appear in the *Conference Agenda Report* are ideally the result of lengthy discussion and input at the previous conference and throughout the conference cycle. Once arriving at the conference, the body is usually ready to make a decision. The old business session occurs early in the conference week. The items contained in the *CAR* are the culmination of the work from the previous cycle, and finalizing them allows the conference to spend the rest of the week having discussions and sessions that will frame much of the work for the next conference cycle.

Each item is first reviewed by the conference to assess how much, if any, discussion needs to take place before the body is prepared to make a decision. If it appears that there is not a need

for discussion, the conference will move on to other items. An opportunity is provided for anyone who has something that they wish to say before the conference moves on. If the conference needs more discussion, then these discussions may take place by dividing the conference into smaller groups or focusing the discussions to see what the will of the body is on the underlying issues.

Straw polls can give a sense of where the body is on a particular issue and can be used in a variety of ways. The following terms are used by the WSC Cofacilitator when announcing the results of a straw poll:

Unanimous support	
Strong support	(meaning 2/3 majority)
Support	(meaning simple majority)
Opposition	(meaning simple majority opposed)
Strong opposition	(meaning 2/3 opposed)
Unanimous opposition	

A straw poll can help to determine if any or further discussion is indeed necessary, to frame issues while discussion is occurring, and to determine if the body is ready to make a decision. These are not binding decisions and are simply a tool to aid in the consensus-based process.

Straw Poll: *A straw poll is a measure of where the body stands on a particular issue. It is an informal pulse. Often motions or proposals are straw polled more than once during the business discussion sessions.*

Vote: *A vote happens when the body makes a decision on an item. Motions are voted on during formal business, which utilizes parliamentary procedure. Proposals are voted on during the sessions that comes before formal business, either Old Business Discussion & Proposal Decisions or New Business Discussion & Proposal Decisions.*

If a motion or proposal has already received adequate discussion during the week, the conference may choose to have no further discussion at this time. As a body that only meets every two years, it is important that the conference be able to make decisions. When discussion on each proposal is finished, the body makes a decision about that proposal, usually through a vote. Decisions about motions are made when the conference comes together in a formal business session, using the *WSC Rules of Order*. Decisions about proposals are made in the discussion session that comes immediately before formal business.. Proposals require the same voting threshold to be approved as motions (e.g., a proposal to change policy would require a 2/3 majority to be approved).

Formal business sessions are an important part of the process for the conference. *Robert's Rules* and formal voting can often be an adversarial process where there is a “winner” and “loser” or a “right” and a “wrong.” This is why the CBDM process that precedes voting at the conference is so important. It honors the importance we place on our common welfare and the value of all viewpoints—even when we agree to disagree.

New business sessions usually take a bit more work. They are scheduled late in the conference week to allow the discussions and ideas of the week to come to bear on the discussions and decisions. The new business session focuses on items contained in the *Conference Approval*

Track—including the budget and project plans for the next cycle, seating of new regions, and approval of service material—as well as the ideas that conference participants have come to during the week. The discussion on these items typically requires a much more fluid process than items in old business. Ideas are discussed and are often adapted and changed as the discussion begins to frame the will of the body. This is especially true for items being considered for the future or still in some stage of development. This can seem uncomfortable or strange to those of us only familiar with more formal processes. Straw polls and questions are used frequently to try to mold and frame the ideas being considered. Often the conference chooses not to hold any discussion on those items it does not wish to entertain.

CBDM can be a very creative process that captures the ideas present in such a way that the result is something different and better than the original proposal. It is more time-consuming but ultimately a more effective process than simply voting.

The closing day of the conference is an opportunity for the conference to review its decisions of the week and their impact over the upcoming conference cycle. This session allows the conference participants to leave with a common understanding of the work ahead, the challenges of the next two years, and what may be expected at the next WSC meeting.

Throughout the week, each participant is challenged to really listen to what is being said, to consider with an open mind what will best serve the Fellowship worldwide, and often to surrender to what seems to serve the greater good. With over a hundred participants, respect, patience, and trust are required. But we think the effort is worth the investment, and our experience from over twenty five conferences has taught us a lot about what works and what does not. The commitment to consensus-based decision making is a part of the spiritual means by which we invite a loving God to influence our decisions.

The Work Cycle between Conferences

The foundation of the conference work cycle is communication, in order to create an effective dialogue between world service's components, including delegates, and the Fellowship. Communication that encourages new ideas, open participation, and the opportunity for dialogue helps to build consensus and promote unity. To be successful, information must move smoothly and openly, back and forth. The responsibility for good communication falls on everyone.

Communication in between meetings of the conference prepares conference participants to act as fully informed conference members at the next meeting. It becomes as important, if not more so, than the time spent at each conference meeting. The cycle between conferences is when most of the work approved at the previous conference meeting is accomplished by World Services. Communication during the cycle takes three basic forms: reports, input into the process for new projects, and participation in the worldwide workshop system and other events.

The *Conference Report*, *NAWS News*, the *Conference Agenda Report*, and the *NA World Services Annual Report* are all periodic service publications published by World Services. These are designed to provide information about ongoing activities of World Services, updates on projects approved by the WSC, financial accountability, and upcoming issues and concerns of interest to conference participants and the Fellowship. (The specifics of these publications are described at the end of this section. NA World Services also publishes periodicals that are more Fellowship-focused such as *The NA Way Magazine* and *Reaching Out*.)

What makes these publications successful is not only the information they convey, but also the feedback received from delegates and other members of the Fellowship about the information. Ideas and suggestions are strongly encouraged and welcomed.

The ideas the World Board hears while traveling or in feedback from the Fellowship help to shape what happens at their meetings. The World Board discusses, evaluates, and refines ideas suggested to it between conference meetings. The “Process for New Projects” described later in this manual is one way of communicating ideas from individuals, groups, service committees, and the World Board throughout the two-year cycle. An email to the World Board at worldboard@na.org can accomplish the same thing. The World Board considers all submitted ideas, proposals, and suggestions and reports its recommendations to conference participants. Many ideas that are received that fall under routine services or don't require conference action may be acted on without developing a conference project; others may require the Board to submit a proposal to the WSC before proceeding.

In addition to the conversation consisting of written reports and feedback, World Services also works hard to make face-to-face contact possible with service bodies and NA communities around the world. World Services plans and coordinates worldwide and fellowship development workshops in various locations throughout the conference cycle, as well as attending zonal forums meetings, CAR workshops, and other fellowship events. These workshops and trips help World Services learn first-hand about Fellowship issues and concerns and, in turn, help local communities learn more about the work of World Services. In this way, they allow for genuine dialogue and exchange of ideas. They also provide an opportunity for training, for hands-on experience with new tools, for modeling issue discussion workshops, and more. Actual agendas vary and ideally are developed in concert with the appropriate delegates and/or zones involved to identify the goals, objectives, and issues to be addressed at each workshop.

Delegates should not delay submitting their ideas until the deadline for the *Conference Agenda Report*. Using a regional motion to forward an idea is not the most effective way to have an idea discussed, and will likely postpone full consideration of their ideas as projects for at least two years. The conference has repeatedly voted to not have production issues related to literature, keytags, and medallions decided through the CAR. These types of issues should be sent directly to the World Board. A regional motion should only be used when all other avenues have been tried and exhausted. As described above, the conference is able to reach its best decisions only when adequate discussion of an idea has taken place. This takes place throughout a conference cycle.

There are a number of more effective ways to communicate your ideas: We have an Issue Discussion Board as well as a Conference Participant Bulletin Board; the World Board attends many forums and fellowship events; and the World Board members can be contacted individually, or you can put your issue in front of the entire board. NAWS staff can also be contacted with questions at any time. Consensus-building takes communication and is only as effective as each participant makes it by their participation. It takes the ongoing involvement and participation of all conference participants in the two years between conferences to make this system successful. Ideas can build and grow and develop through ongoing discussion, and the Board will help participants in any way they can.

2014–2016 Conference Work Cycle

(This diagram is meant to provide an overview only. Deadlines for each conference cycle are dependent on the date of the World Service Conference. The dates of conference-related deadlines will be published each conference cycle in this guide and in conference publications.)

W S C	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan 2015	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan 2016	Feb	Mar	W S C
			Projects approved at WSC for the CAR are worked on																					
			Projects approved at WSC for Conference Approval are worked on																					
				Workshops are held																				
					World Unity Day									W C N A										
																Regional Motion Deadline 30 August								
																			English CAR 25 November					
																				Translated CAR 24 December				
																					Conf Appvl Material 25 January			
																						Regional Reports 15 February		
																				CAR Workshops				

World Service Conference Publications

NA World Services produces several different publications in an effort to provide frequent and regular written communications. While each of these publications has a specific distribution list, copies are always available to any member by contacting the World Service Office and often also on the website, www.na.org.

NAWS News

NAWS News is a short, easily translatable report that is published several times each year. It was created to allow the World Board to regularly report, particularly after its meetings. It is distributed to areas, regions, and conference participants in multiple languages.

NA World Services, Inc., Annual Report

The *NA World Services Annual Report* provides a summary of the activity of World Services for the prior fiscal year and includes the audited financial statement and all contributions received for that fiscal year. It is released around the end of the calendar year, as soon as possible after the audit is finalized. It is distributed to regions and conference participants.

The Conference Report

The *Conference Report* is released immediately before each World Service Conference. It contains information to conference participants about the activities of World Services in order to help them prepare for the biennial meeting. These reports contain information on the status of major projects, suggestions for new work, and problems and successes that have been encountered. Regional delegates may also write articles to be included, subject to editorial review by the World Board. The report is distributed to all conference participants and is posted on www.na.org.

Regional reports are distributed in the *Conference Report*. These reports are submitted by delegates and contain information about their regions such as number of meetings and groups, types of PR efforts, and number of H&I panels; service activities being conducted by the region and/or the areas; challenges that the region is facing; and any specific experiences that may benefit another region and/or World Services. This information is important to the overall purpose and mission of the World Service Conference, and all delegates are encouraged to submit their reports before the published deadline. Zonal forums are also welcome to submit written reports for distribution.

The Conference Agenda Report (CAR)

The *Conference Agenda Report* is distributed a minimum of one hundred and fifty (150) days prior to the opening day of the conference, with translated versions released a minimum of one hundred and twenty (120) days prior. The amount of material translated can vary, but minimally the front portion of the CAR (which contains the reports, proposals, and motions before the conference) is translated into as many languages as possible. The report contains the proposals and motions that the Fellowship is being asked to consider and form a fellowshipwide group conscience on. One copy of the report is mailed to each voting participant of the conference, each RD alternate, and the mailing address of each region. NA members may purchase additional copies from the WSO. The price established for the report may vary depending on the cost of production and distribution. The *Conference Agenda Report* also includes an easy-to-read glossary of terms.

The *Conference Agenda Report* includes items for fellowship discussion and decision, including reports, proposals, and motions from the World Board and any motions submitted from regions. (Regional motions will be included in their own section and have the same number or letter when presented on the conference floor.) Regional motions must be submitted two hundred and forty (240) days prior to the opening of the conference. All motions will include a written intent. Regions should briefly (in approximately 250 words) describe the reasoning behind, and consequences of, their regional motions in the *Conference Agenda Report*. The

World Board also includes a recommendation in order to provide the Fellowship with as much information as possible when considering the idea.

Statements of the financial impact of each motion appearing in the *CAR* will be included from the World Board. Reports may include a summary of events leading to the presentation of the motions that are included. Material presented to the Fellowship for approval will be written in a form that lends itself to a yes/no vote and specifies the conceptual changes involved to affirm and support this process. Only material approved by the World Board is sent out to the Fellowship in “approval form.”

All motions submitted to be placed in the *Conference Agenda Report* that attempt to change, amend, or delete WSC policies shall include those policies, or sections of those policies, that each motion attempts to amend. Further, it shall be the responsibility of the maker of the motion to provide this information along with the motion.

For the 2014–2016 conference cycle, we have returned to using motions for the *Conference Agenda Report*. As stated earlier in this *Guide*, items in the *CAR* are considered in old business because, generally speaking, they are the culmination of work and not the beginning of a new idea or piece of work.

As a result of a proposal passed at WSC 2014, we have put together a workgroup of current and recent conference participants to help shape ideas about how the fellowship can consider new ideas or further discussion on existing ideas. The *Conference Agenda Report* has not proven to be an effective vehicle for generating discussion.

In the meantime, NAWS will try to help in any way we can. We encourage you to share any ideas a region might have well before the *CAR* deadline. We will find ways to help get these ideas distributed to conference participants. This is the only way we can see to help encourage fellowship discussion, since the *CAR* seems to be used by most members primarily for decision making.

If a region wishes to submit a motion for the 2016 *CAR*, it must meet the deadlines listed in the beginning of this document and follow existing conference policy described below. For a motion to be “*CAR* ready” means:

- The motion clearly explains what it is trying to accomplish,
- The intent or impact of the motion is clear and lends itself to a clear yes/no decision,
- All affected conference policies have been identified by the maker.

NAWS provides financial impacts for *CAR* motions so the makers do not need to provide them.

It is important to note that motions often require a number of changes to become *CAR*-ready. Regions wishing to make a motion for the *CAR* may want to consider some sort of process to allow for necessary changes to their motion(s),

Some have suggested that the deadline for regional motions be extended in order to help with this process but we do not believe that the deadline is the challenge here. We believe that improving communication is the key to a successful process, and we are committed to do our part. We are ready to help a delegate at any time in the cycle to help to craft their motion — there is no need to wait for the deadline. Extending the regional motion deadline would mean that delegates would need to have their motions *CAR*-ready even earlier, so we are leaving the existing deadlines in place.

The Conference Approval Track (CAT)

The *Conference Approval Track* contains a variety of material to be considered at the upcoming World Service Conference that was not included in the *Conference Agenda Report*. This

approval track was created over ten years ago as the result of years of input from members and groups regarding the types of issues they were being asked to review in the CAR. Having a separate approval track from the CAR allows for materials intended for committees and boards, such as handbooks or service manuals, to be distributed directly to conference participants 90 days before the WSC, allowing time for the regional delegates to workshop it in a manner that fits within their local community. Each local community can determine for itself how the material will be reviewed and how to direct their regional delegate. As the original idea that created the CAT states, "This frees up our members and groups to devote their 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."

Both Conference-approved and World Board-approved material is intended to show how to implement or put into practice the principles established by core NA philosophy and Fellowship-approved material. The World Board may decide that some change in Conference-approved service material is so significant that it should be included in the *Conference Agenda Report*, but the piece will still be designated as Conference-approved. This has happened in the past with both *A Guide to World Services in NA*, *The Group Booklet*, and *A Guide to Local Services in NA*.

Items that typically are included in the CAT include the proposed NAWS Budget and project plans for the upcoming cycle, seating requests, and recommendations from the World Board, as well as other service- or WSC-related material.

SERVICE UNITS OF THE WORLD SERVICE CONFERENCE

World Board External Guidelines

The World Board also operates with a set of Internal Processes and Procedures that provide more detail about the Board's internal procedures and practices. The Internal Processes and Procedures of the World Board is a working document that is amendable by the Board and is available to anyone upon request. The World Board also functions legally under a set of corporate by-laws that reflect the policies provided in these External Guidelines. The External Guidelines are amendable only by action of the World Service Conference.

World Board's Mission

The mission of the World Board is to contribute to the continuation and growth of Narcotics Anonymous. The Board serves as a primary resource for the NA Fellowship by providing the support needed to carry our message, while ensuring that the service and support provided are of the highest quality possible.

Accountability Statement

The World Board is the service board of the World Service Conference. As such, it is accountable to the World Service Conference and ultimately to the final authority within our service structure as stated by our Second Concept—the groups, who retain the final responsibility and authority for all NA services. In accordance with the principle of delegation described in our Third Concept, the World Service Conference, on behalf of the groups, delegates to the World Board the authority to provide effective services.

Purpose of the World Board

The purpose of the World Board is to:

- ◆ Carry the message of recovery to addicts who still suffer from addiction.
- ◆ Provide support to the Fellowship of Narcotics Anonymous in their efforts to provide the opportunity to recover from addiction.

- ◆ Oversee all the activities of NA World Services, including the Fellowship's primary service center, the World Service Office.
- ◆ Provide service to individuals or groups of addicts seeking recovery from addiction and assist the public in understanding addiction and the Narcotics Anonymous program for recovery from addiction. Such assistance may include direct and indirect communication with addicts, organizations, agencies, governments, and the public.
- ◆ Ensure that no resources generated from Trust Properties are utilized to engage in any activities or exercise any powers that do not further the primary purpose of Narcotics Anonymous, which is to carry the message to the addict who still suffers.
- ◆ Hold and manage in trust for the Fellowship the income produced by any World Services activities in a manner that is within the spirit of the Twelve , Twelve Traditions, and Twelve Concepts of Narcotics Anonymous.
- ◆ Hold in trust for the Fellowship of Narcotics Anonymous the rights to the exclusive control, use, printing, duplicating, sales, and use of all the intellectual properties, logos, trademarks, copyrighted materials, emblems, or other intellectual and physical properties of the WSC, or the Fellowship of Narcotics Anonymous as a whole in accordance with the will of the WSC.
- ◆ Control and manage the exclusive production, printing, manufacture, or reproduction of the properties, or the licensing for production, printing, or manufacture of the properties of the Fellowship of Narcotics Anonymous, and offer these properties for sale to the Fellowship and the general public.

General Duties

The duties of the World Board shall be understood to be administrative in nature. So that it can fulfill its mission and the will of the WSC, the general duties of the World Board are to:

- ◆ Communicate all World Services activity to our membership in accordance with the principles embodied in our Eighth Concept.
- ◆ Oversee the operations of the Fellowship's primary service center, the World Service Office.
- ◆ Administer the activities necessary for the successful operation of the World Convention.
- ◆ Hold our Fellowship's intellectual properties in trust in accordance with the Fellowship Intellectual Property Trust.
- ◆ Provide support and administration for all World Services meetings.
- ◆ Plan and budget for basic service provision and project development.
- ◆ Be accountable for all World Services budget responsibilities.
- ◆ Select members for project development and completion.
- ◆ Oversee activities associated with how our Fellowship and service structure interact with society.
- ◆ Oversee development of new literature, periodicals, and translations.
- ◆ Develop and approve service-related information pamphlets and tools for distribution to the Fellowship.
- ◆ Address philosophical issues and questions about our Traditions and Concepts, developing position papers when necessary.
- ◆ Make necessary decisions affecting NA World Services when the World Service Conference is not in session, always mindful of the priorities previously established by the World Service Conference.

Membership

The World Board will consist of up to eighteen members elected by at least 60% of the World Service Conference. These conference-elected members will have equal participation rights, including voting on the Board and at the World Service Conference. Board members may not, however, vote on items that have been submitted to the groups in the *Conference Agenda Report* or on any other items of Old Business at the World Service Conference.

Membership Qualifications

In addition to the qualities expressed in Concept Four such as humility, integrity, trustworthiness, and strong commitment to open communication, the following qualifications for nomination and election to the World Board are written to express the variety of skills and experience necessary to the Board's optimum operation. A single individual may not have all of the qualifications listed below. These qualifications should not be viewed as a list of absolute requirements, but rather as an expression of the qualities and experience that will help the Board to best serve our Fellowship:

- ◆ History of both completing work independently and working well within a group.
- ◆ Familiarity with and commitment to the World Service Conference vision of a global fellowship demonstrated through world service or personal life experience.
- ◆ Familiarity with the Narcotics Anonymous service structure.
- ◆ Administrative skills.
- ◆ Experience with plan development and financial forecasting.
- ◆ Organizational and communication skills.
- ◆ Ability to donate sufficient time to attend meetings, travel, and to fulfill the additional commitments of Board membership.
- ◆ A working knowledge of the Twelve Steps, Traditions, and Concepts.

Cleantime Requirement

All Board members must have a minimum of ten (10) years clean.

Terms

The length of term for Board members shall be six years. All members of the Board are eligible for election for two consecutive terms.

If the World Service Conference chooses to elect more than eight (8) Board members at the same time, the term lengths will be determined by volunteers and then by random drawing at the first World Board meeting following the WSC.

Quorum and Decision Making, Internal Elections, and Removal of Members

Quorum and Decision Making: The quorum for regularly scheduled meetings of the World Board equals one-half of all seated members plus one (e.g., were there eighteen seated members, quorum would equal ten: one half the seated members—nine—plus one). While the Board should strive for consensus, its process requires a minimum of a majority of seated Board members to vote in the affirmative to represent a decision of the World Board.

Participation and Internal Elections: All Board members shall have the right to full participation. All voting members of the Executive Committee of the Board will be elected by the Board. Election to any position on the Board will require a simple majority vote.

Removal of Members: Members may be removed from the Board by a two-thirds majority vote of the Board. Further, the conference may, by a two-thirds majority vote, direct the Board to do so for the following causes:

1. Failure to attend two meetings within a twelve-month period.
2. Relapse as defined by the Fellowship of Narcotics Anonymous.
3. Conviction of a felony or equivalent offense during their term of office.
4. Declared to be of unsound mind by a final order of a court.
5. Misappropriation of Narcotics Anonymous World Services funds.
6. Breach of statutory duties relating to a board member's standard of conduct as defined by the law of the state of incorporation.

Once removed from the Board, former members may only be reinstated by an action of the World Service Conference. Removed members retain no rights of attendance and/or participation until such time as they have been reinstated by the WSC.

In the event of vacancies on the World Board due to removal or any other cause, the World Board may not fill such vacancies. Only the World Service Conference can elect World Board members, and all vacancies will remain until the World Service Conference elections.

Internal Structure of the Board

The World Board accomplishes much of its work through its committees and workgroups. The number and type of workgroups and committees vary each conference cycle, depending on the need. The Executive Committee always exists in order to provide consistent administration for NA World Services.

Accountability

Committees and workgroups are answerable and responsible to the World Board. In keeping with Concept Five, the World Board, in turn, is directly accountable to the World Service Conference, thus ensuring definite and direct lines of accountability across all World Services operations.

Committee and Workgroup Makeup

World Board members are assigned to workgroups or committees by the Executive Committee and confirmed by the Board. The number and experience of non-Board members chosen by the Board from the World Pool depends upon the projects assigned and prioritized by the WSC.

The Executive Committee

The Executive Committee consists of the following members:

- ◆ The Chairperson of the World Board
- ◆ The Vice-chairperson of the World Board
- ◆ The Treasurer of the World Board
- ◆ The Secretary of the World Board
- ◆ The Executive Director of the WSO—in a non-voting capacity

General Duties: The Executive Committee upholds the duties of the corporation and its officers in accordance with all applicable laws; directs the activities and the annual performance review of the executive director of the WSO; retains responsibility for interacting with the executive director between board meetings; remains responsible for the general administrative duties of World Services; and makes necessary decisions affecting NA World Services when the World Board is not in session, always mindful of the priorities previously established by the Board.

Election and Removal: The Executive Committee, with the exception of the executive director of the WSO, is elected by a majority vote of the Board. Officers of the Board can be removed from office by the Board with a two-thirds majority vote.

The World Service Office

Probably the single busiest part of our service structure is the World Service Office (WSO). The WSO is the main contact and distribution point.

One of the most important functions of the WSO is to link our widespread groups and members into a single, cohesive fellowship. The WSO stays in close contact with our groups, areas, and regions. This contact is maintained through correspondence; our quarterly journal, *The NA Way Magazine*; and through the delegates within our service structure. The WSO offers considerable aid to new groups worldwide, existing groups with special problems, institutional groups, members who travel extensively, and loners. This aid is in the nature of sharing the experience that other groups and members have reported to the WSO and putting those who seek aid in touch with other groups or members within our Fellowship.

The World Service Office publishes *The NA Way Magazine*, our Fellowship's international journal. The magazine provides both a forum for sharing about NA recovery, unity, and service, as well as information about World Services. The magazine is edited by WSO staff and an editorial workgroup appointed by the World Board.

Another major function of WSO is the publication and distribution of literature, which includes the printing, warehousing, and distribution of all existing literature. The WSO publishes a quarterly newsletter and numerous other periodicals, all World Service Conference material, and new literature in English and other languages. Additionally, we make available a number of kits, such as the group starter kit. In order to provide these publications, the WSO needs financial support.

In order to provide communications, coordination, information, and guidance services, the WSO must keep extensive files of correspondence and other records. These files include letters to and from those who have contacted the WSO; a file of all correspondence with each NA group; a record of all starter kits sent out; the name, address, and telephone number of all GSRs, RCMs, and RDs; and the addresses of all general service committees and their officers. Along with these files and records, the WSO keeps the archives of NA's history. These archives contain relevant documents, newspaper articles, photos of original meeting places, etc. Records such as these are necessary so that we may learn from our past mistakes, stay in contact with all of NA, and serve our Fellowship.

One of the most difficult jobs of the World Service Office is dealing with public anonymity breaks. Due to the nature of our Fellowship, no part of our service structure should ever serve as a disciplinarian. This would not be in keeping with our basic principles. When public anonymity breaks do occur, the WSO functions in an educational role. We try to explain to the individual or group and the media involved that actions of this type are in violation of our Traditions and that this type of publicity can potentially cause grave problems that could threaten the survival of our Fellowship. It is never our place to attempt to punish—we can only try to prevent the recurrence of this type of problem.

The final WSO function we shall discuss is that of public relations. Much of our mail consists of requests for information from individuals, agencies, and other drug programs. It is our policy to answer each inquiry; however, we stress that our function is not informational or referral. Our program is comprised of principles and people. Our relationship with those outside our Fellowship is cooperative, and our Traditions make it clear that we must stay unattached if we are to survive.

The World Service Office is our Fellowship's main service center. To meet our needs as a growing fellowship, our services need to operate as efficiently and effectively as possible within the spiritual principles of the NA program.

The World Board of Narcotics Anonymous World Services, Inc., directly oversees all World Services activities, including the World Service Office. Narcotics Anonymous World Services, Inc., is a registered, nonprofit corporation in accordance with the laws of the State of California and the United States federal government. Within the bylaws, specific sections state the purpose and relationship of Narcotics Anonymous World Services, Inc., to the World Service Conference of NA and our Twelve Traditions. These bylaws further acknowledge the right of the conference to make specific recommendations to the World Board regarding its general operations.

Human Resource Panel External Guidelines

The Human Resource Panel uses these guidelines as well as a set of internal guidelines that provide more detail about the panel's internal procedures and practices, and a process and criteria for the selection of nominees to forward to the World Service Conference. The internal guidelines and selection process are amendable by the Human Resource Panel. The External Guidelines are amendable only by action of the World Service Conference.

Accountability and Cooperation Statement

The Human Resource Panel is accountable to the World Service Conference. When the World Service Conference is not in session, the World Board oversees all activities of NA World Services. The Human Resource Panel strives to support a cooperative working relationship with the World Board.

Purpose of the Human Resource Panel

The purpose of the Human Resource Panel is to identify NA members whose skills, talents, and experience support their ability to be most qualified as NA world service trusted servants. The panel is responsible for forwarding to the World Service Conference a list of those most qualified candidates (nominees) for consideration and selection by the WSC. The Human Resource Panel also administers the World Pool, a resource for identifying potential candidates for NA world service trusted servant positions, and World Board projects, workgroups, or other NAWS assignments.

General Duties

The duties of the Human Resource Panel are to develop, maintain, and implement a nominations process that results in the identification of the most qualified candidates for consideration for service by the World Service Conference. In support of this, the Human Resource Panel will cooperate with all of NA World Services to maintain current descriptions of the skills, talents, and experience necessary to successfully fulfill the tasks of WSC elected positions.

The Human Resource Panel utilizes various NAWS publications to communicate with NA members worldwide in an effort to keep members up to date on the panel's activity and any pending nominations process deadlines. The panel welcomes input from all interested members on any aspect of their work.

As a part of the nominations process the Human Resource Panel will:

- Screen information of eligible members of the World Pool to identify those most qualified to be considered for election to NA world service trusted servant positions.
- Inform qualified members of the World Pool and service bodies who can forward names for consideration to the Human Resource Panel (NA regions, NA zones, and the World Board) of the current descriptions of the skills, talents, and experience necessary to successfully fulfill the positions of World Board member, WSC Cofacilitator, and Human Resource Panel member.

- Interview all potential candidates who meet the cleantime requirement for each position and are forwarded for consideration by NA regions, NA zones, or the World Board, independent from and after any other initial screening process.
- Provide the World Service Conference with a list of nominees best qualified for election to the World Board, WSC Cofacilitator, and Human Resource Panel. These lists, for the purposes of election at the World Service Conference, will not be governed by any minimum candidate-to-open position ratio; the maximum ratio should be limited to no more than two (2) candidates to each open position.
- Facilitate the Elections Session of the World Service Conference.
- Be available throughout the meeting of the World Service Conference to answer participants' questions about the nominations process, without violating the confidentiality of World Pool members, potential candidates, nominees, or their references.

Membership and Participation

The Human Resource Panel will consist of up to four members elected by majority vote of the World Service Conference. While elected at the World Service Conference, panel members are not conference participants and do not have the ability to participate at the World Service Conference beyond their defined role. Human Resource Panel members are often invited to participate in discussion or presentation sessions at the World Service Conference.

Membership Qualifications

In addition to the qualities expressed in Concept Four such as humility, integrity, trustworthiness, and strong commitment to open communication, following are qualifications for nomination and election to the Human Resource Panel:

- Ability to protect confidential information held in the World Pool and revealed during the Human Resource Panel nominations process.
- History of both completing work independently and working well within a group.
- Familiarity with the Narcotics Anonymous service structure.
- Organizational and communication skills.
- Ability to donate sufficient time to attend meetings and to fulfill the additional commitments of Human Resource Panel membership.
- A working knowledge of the Twelve Steps, Traditions, and Concepts.

Cleantime Requirement

All Human Resource Panel members must have a minimum of eight (8) years clean.

Terms

The term of office for the Human Resource Panel member will be two (2) conference cycles. Panel members cannot serve two consecutive terms. The Human Resource Panel cannot nominate an outgoing Human Resource Panel member to any NA World Service trusted servant position. Once off the panel, former members are eligible for nomination consideration.

Decision Making, Panel Leadership, and Removal of Members

Decision making: The Human Resource Panel should strive for consensus. When a vote is required, a minimum of a majority of seated Human Resource Panel members represents a decision of the Human Resource Panel.

Panel leadership: The Human Resource Panel will select a panel leader. The Panel Leader will act as a liaison from the Human Resource Panel at the World Service Conference, and in interactions with the World Board and NAWS staff.

Removal of Members: Members may be removed from the Human Resource Panel by a two-thirds majority vote of the Human Resource Panel, and with concurrence of the World Board. Cause for removal includes, but is not limited to, the following:

1. Failure to attend two meetings within a twelve-month period.
2. Relapse as defined by the Fellowship of Narcotics Anonymous.
3. Misappropriation of Narcotics Anonymous World Services funds.

Once removed from the Human Resource Panel, former members may only be reinstated by an action of the World Service Conference.

The World Pool

The World Pool is a database or compilation of information about NA members willing and qualified to be considered for service. The World Pool will be utilized as a resource for identifying potential candidates for NA World Service trusted servant positions, and World Board projects, workgroups, or other NAWS assignments.

Members of the World Pool who have expressed an interest in serving as an NA world service trusted servant will be evaluated by the Human Resource Panel. Generally, evaluations will be based on:

1. Skills, talents, and experience necessary to successfully fulfill the tasks of the position.
2. NA World Service experience.
3. Overall NA recovery and service history.
4. The need for balance between rotation and continuity in NA world service efforts.
5. The level of maturity, character, integrity, and stability.
6. A history of commitment.
7. Diversity, when all other considerations are equal.

Members of the World Pool who have expressed an interest in serving on World Board projects, workgroups, or other NAWS assignments are available for consideration by the World Board. The process for identifying those best qualified for these assignments may include a search of the World Pool using specific criteria applicable to the assignment. The World Board is not limited to using the World Pool for its projects and assignments, and may ask for input from Regional Delegates regarding the identification of potential candidates.

Cleantime Requirement

World Pool members must have a minimum of five (5) years clean.

World Pool Membership

NA members must complete and submit a World Pool Information Form to the Human Resource Panel to enter the World Pool. In an effort to maintain the most accurate information, pool members will be required to update their World Pool information a minimum of once in a three (3)-year period. Members who have not updated their World Pool information within that time period will be contacted and asked to confirm the accuracy of their World Pool information. Any World Pool member who does not respond to this request within sixty (60) days will be removed from the World Pool. Anyone who has been removed from the World Pool may resubmit their information at any time.

World Pool Member Qualifications

Having the required cleantime and submitting a completed World Pool Information Form are the most basic requirements for becoming a member of the World Pool. However, it is important to note that the NA Fellowship has long considered it a high priority that members of the World Pool possess the skills, talents, and experience necessary to most likely successfully

complete world-level positions and assignments. With this high priority in mind, following are recommendations that may be helpful when considering entering the World Pool.

NA members who wish to be considered a potential candidate by the Human Resource Panel for an NA world service trusted servant position should first thoroughly review the above list and the applicable duties and qualifications listed in this guide as a form of self-evaluation. It is also recommended that members discuss their desire with members of the NA committee where they most recently served, in an attempt to further evaluate their interest in entering the World Pool.

NA members considering becoming a potential candidate for World Board projects, workgroups, or other NAWS assignments may find it more challenging to self-evaluate, since each assignment may have unique duties and qualifications.

Administrative Policy for the World Pool

The World Pool is administered by the Human Resource Panel. All information in the World Pool is kept in the strictest of confidence. Increasing effective membership of those in the World Pool whose skills, talents, and experience are most applicable to the current needs of each world-level position is a high priority. Maintaining accurate World Pool information is also a high priority.

As part of their planning for projects, workgroups, and other NAWS assignments, the World Board has the ability to access the World Pool. The Human Resource Panel may, as a result of their nominations process, identify and forward to the World Board information about members whose skills, talents, and experience may qualify them for consideration for World Board projects, workgroups, or other NAWS assignments.

The WSC Cofacilitators

The WSC Cofacilitators are two (2) individuals elected by a simple majority of the World Service Conference. The purpose of the WSC Cofacilitators is to preside over the business meeting of the World Service Conference. WSC Cofacilitators must have a minimum of eight (8) years cleantime. The term is two (2) conference cycles. WSC Cofacilitators may not serve two full consecutive terms. WSC Cofacilitators are accountable to the World Service Conference.

The duties of the WSC Cofacilitators are to:

- ◆ Preside over the business meeting of the World Service Conference.
- ◆ Communicate with the World Board as necessary in order to be prepared for the conference meeting.

The qualifications for the WSC Cofacilitators are:

1. A demonstrated ability to preside over business meetings.
2. A working knowledge of WSC conference policies and procedures.
3. A working knowledge of *Robert's Rules of Order* and general parliamentary procedure.
4. Demonstrated organizational skills.
5. Holding no other World Services positions or responsibilities at the time of assuming the Cofacilitator's duties.
6. A working knowledge of the Twelve Steps, Traditions, and Concepts of Narcotics Anonymous.

CONFERENCE POLICIES

Amendments to the Guidelines

A Guide to World Services in Narcotics Anonymous may be amended at any time by a two-thirds (2/3) majority vote of the World Service Conference.

Operational Guidelines of the WSC

1. Minutes of the conference meeting are distributed to conference participants within ninety (90) days of the close of the conference.
2. Motions submitted or committed to the World Board will include a written intent provided by the maker.
3. 4. The World Service Conference funds the attendance of a delegate from each seated region to the meeting of the WSC, which is held every two years. This funding includes travel, lodging, and meal expenses only. This policy would cover all previously seated regions that have attended one of the past three conferences.

World Service Conference Election Procedures

Nominations

1. Information about World Board, Human Resource Panel, and WSC Cofacilitator positions will be communicated to conference participants in the orientation packet.
2. The Human Resource Panel (HRP) nominates qualified candidates for the positions of Cofacilitator, Human Resource Panel member, and World Board member. HRP nominations do not require a second.
3. In addition to the HRP, seated regions can make a nomination, and conference participants can make or second nominations.
 - a) These nominations require a second by another conference participant.
 - b) Regional nominations require the recognized conference participant of that region to sign their regional nomination.
 - c) An Alternate Delegate cannot make or second nominations except when serving as a Regional Delegate.
 - d) A nomination form must be used for all nominations.
 - e) Individuals accepting a nomination must sign the nomination form.
4. The HRP reviews all information and nomination forms, verifying that the nominee meets the cleantime requirement for the position (as of the end of the conference) and validates the nomination. Nominees who do not meet the stated requirements of the position for which they are nominated will be removed from the ballot.
5. Nominees for World Services positions do not have to be present for elections.

World Pool Information and Nomination Forms

1. A separate World Pool information and nomination form must be completed and turned in for each nomination.
2. World Pool information and nomination forms can be mailed or faxed, in advance of the conference meeting, to the HRP in care of the WSO.
3. Designated WSO staff members at the nomination table will accept all information and nomination forms brought to the conference meeting.
4. The time periods for acceptance of information and nomination forms, including all deadlines, will be communicated to conference participants in the WSC orientation packet.

5. Additional World Pool Information and Nomination forms can be obtained through the WSO and on the NA World Services website, www.na.org. The forms may be reproduced. However, they may not be altered.
6. Candidate Profiles will be distributed to each conference participant at registration. These documents will provide a standardized report for all candidates who are nominated by the HRP.
7. A candidate information package, arranged by position, of all qualified nominations will be distributed to voting participants during the conference.
8. Challenges to a nomination must be submitted in writing to a WSC Cofacilitator. (See Challenging a Nomination)

Elections

1. The list of nominees, including the maker and second, if required, for the World Board, Human Resource Panel, and the WSC Cofacilitators will be posted before elections.
2. The day and time of elections will be listed in the WSC Agenda, distributed in the orientation packet.
3. Ballots
 - a) Three separate ballots will be handed out by a single roll call.
 - b) Each ballot will be a different color.
 - c) One ballot will list the nominees for World Board.
 - d) One ballot will list the nominees for the Human Resource Panel.
 - e) One ballot will list the nominees for the WSC Cofacilitators.
4. No introductions or question-and-answer period will be held.
5. Voting
 - a) Voters may vote for as many or as few nominees as they wish.
 - b) The World Board nominees receiving the most votes above the required 60% majority will be elected to the available positions on the World Board.
 - c) All nominees to the Human Resource Panel receiving the most votes above the required 50% majority will be elected to the available positions on the Human Resource Panel.
 - d) The Cofacilitator nominees receiving the most votes above the required 50% majority will be elected as the WSC Cofacilitators.
 - e) In order to keep the ideal of one-third of World Board seats, one-half of the Human Resource Panel, and one Cofacilitator rotating every two years, open positions at the conference on the World Board above eight, on the HRP above two, and Cofacilitators above one will be considered vacancies. If the conference chooses to fill a vacancy, the same majority is required for these positions as listed above, but the World Board or the HRP or the Cofacilitators, respectively, will determine the term length after the election.
6. Tabulation
 - a) Ballots will be collected by a roll call. This roll call is not considered an official roll call of the conference.

- b) Results will be calculated based on the total number of ballots collected for each position. Blank ballots that are collected, indicating a choice for none of the nominees, will be counted in the total number voting. Ballots not turned in will signify a choice not to participate and will not influence the totals required for election.
- c) All information provided about candidates must be returned at the time of the final ballot collection.
- d) Election results will be announced as soon as available.

Challenging a Nomination

A concern regarding a nominee's integrity and its impact on the nominee's ability to effectively serve if elected is to be addressed through this procedure. The petitioner must be a conference participant.

The purpose of this policy is to preserve the integrity of the election process by effectively addressing issues directly related to a nominee's ability to serve in a respectful and responsible manner. The procedure to challenge a nomination is:

1. The conference participant completes an Assistance Request Form and submits it to a WSC Cofacilitator. This form must be submitted before the deadline listed in the WSC agenda distributed in the orientation package.
2. If there is not sufficient time to resolve the conflict prior to the scheduled election, a WSC Cofacilitator may ask the conference to postpone the election until after resolution occurs.
3. A WSC Cofacilitator will request one member be assigned from the Human Resource Panel and one member be assigned from the World Board, and will assign a Regional Delegate or Alternate to participate in a mediation panel. This panel will review the request and meet with the petitioner to establish clarity, discuss his/her concerns, and assess if further action is appropriate.
4. The panel will contact the nominee to apprise him/her of the stated challenge, obtain a response from the nominee, and determine a course of action.
5. If the question is that of misrepresentation and further action is deemed necessary for resolution, the panel members will arrange a meeting, by phone or in person, between the nominee and petitioner, for the purpose of resolution. The panel may select a panel member to facilitate. The panel may utilize other members whose experience may help resolve the issue.
6. The panel may ask the petitioner to withdraw the challenge or request the nominee to withdraw from consideration. If there is no agreement on action, the panel will present the issue to the conference floor for resolution.

Criteria for Recognition of New Conference Participants

When WSC 2008 approved a moratorium on this conference policy until after WSC 2012, the policy was removed from this Guide. When straw polled, WSC 2012 supported (73-20) continuing the spirit of the moratorium for one more conference cycle, until WSC 2014. The 2014 conference made no formal decisions about the seating policy though there were a series of discussions at the conference focused on the future of the WSC. There are plans for a virtual workgroup this cycle comprised of conference participants to continue to evolve the ideas about Planning Our Future. The policy included in this Guide is unchanged from 2008 when the conference passed the seating moratorium.

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

1. A new region is eligible to apply for recognition as a conference participant after having functioned as a service body for at least three years. For regions forming out of an already

existing region, the newly formed region has to have functioned as a separate body for at least three years.

2. New regions should conform to established geographic boundaries, equivalent to state, territorial, provincial, or national boundaries, unless there are certain conditions to the contrary. A region forming out of an already existing region may be seated at the conference by demonstrating that it meets the specific conditions that necessitate separation. From time to time, local service delivery needs arise in existing regions that result in the establishment of multiple regions. These circumstances should be reserved for situations caused as a result of large NA populations, great geographic distances, or such diversity of language or custom so as to impede effective, direct communication between the service committee and the Fellowship.
3. A region that meets these criteria may then initiate its request to be recognized as a conference participant by submitting a letter of intent to the World Board not less than one year before a World Service Conference.
4. Upon receiving notification from the region, the World Board will request that the region provide information on the current and past history of the service delivery within the region. The Board will inform the region of the type of information that should be submitted.
5. If the region is forming out of an already existing region, the new region should also provide information as to the nature of the extraordinary circumstances that precipitated the formation of the new region, and summarize the consideration and decision-making processes used to create the new region. This statement should also address what special circumstances exist that would preclude the new region from continuing to have its voice heard at the conference by simply participating in some form of shared services (regional assemblies, workshops, or any form of participation in collecting group conscience) with the old region.
6. All regions will also be asked to answer questions such as:
 - Why do you want to become a conference participant?
 - Do you believe that the voice of your NA community is not currently being heard at the WSC? If so, why?
 - Do you believe your community has enough NA service and recovery experience to be a positive contributor to the global decision-making process for the Fellowship? If so, explain how.
 - Will participation at the conference affect your local NA community? If so, how?
 - Do you believe that your region adds a voice or a value to the conference that does not exist in the current conference body?
7. The World Board reviews the information provided using a group of conference participants—World Board members and regional delegates—as a workgroup, who are involved throughout this process, while working directly with the region to obtain any further information. Interactions between the Board, its workgroup, and the region may continue until the Board is satisfied that it has collected all the information needed. The Board, with the assistance of the workgroup involved, will produce a final report with recommendations for the upcoming conference. The requesting region will see the report before it is distributed to conference participants and may include any additional information it believes is relevant for the conference to consider. A report of the information will then be distributed to conference participants prior to the WSC. Due to the complex nature of regional development, each application is considered on a case-by-case basis, rather than through some arbitrary criteria that establish minimum sizes and structure of regions in order to address local service issues. **Note:** The establishment of a seating workgroup is an

outdated policy that has not been in use since WSC 2006. The Board began reporting on the recommendation not to use a workgroup in the November 2006 *NAWS News* http://www.na.org/admin/include/spaw2/uploads/pdf/nawsnews/en/NAWS_News_28Nov06.pdf, but there has never been a corresponding motion at the conference to clean up the text in *GWSNA*. There will be a motion to remove this language in 2016.

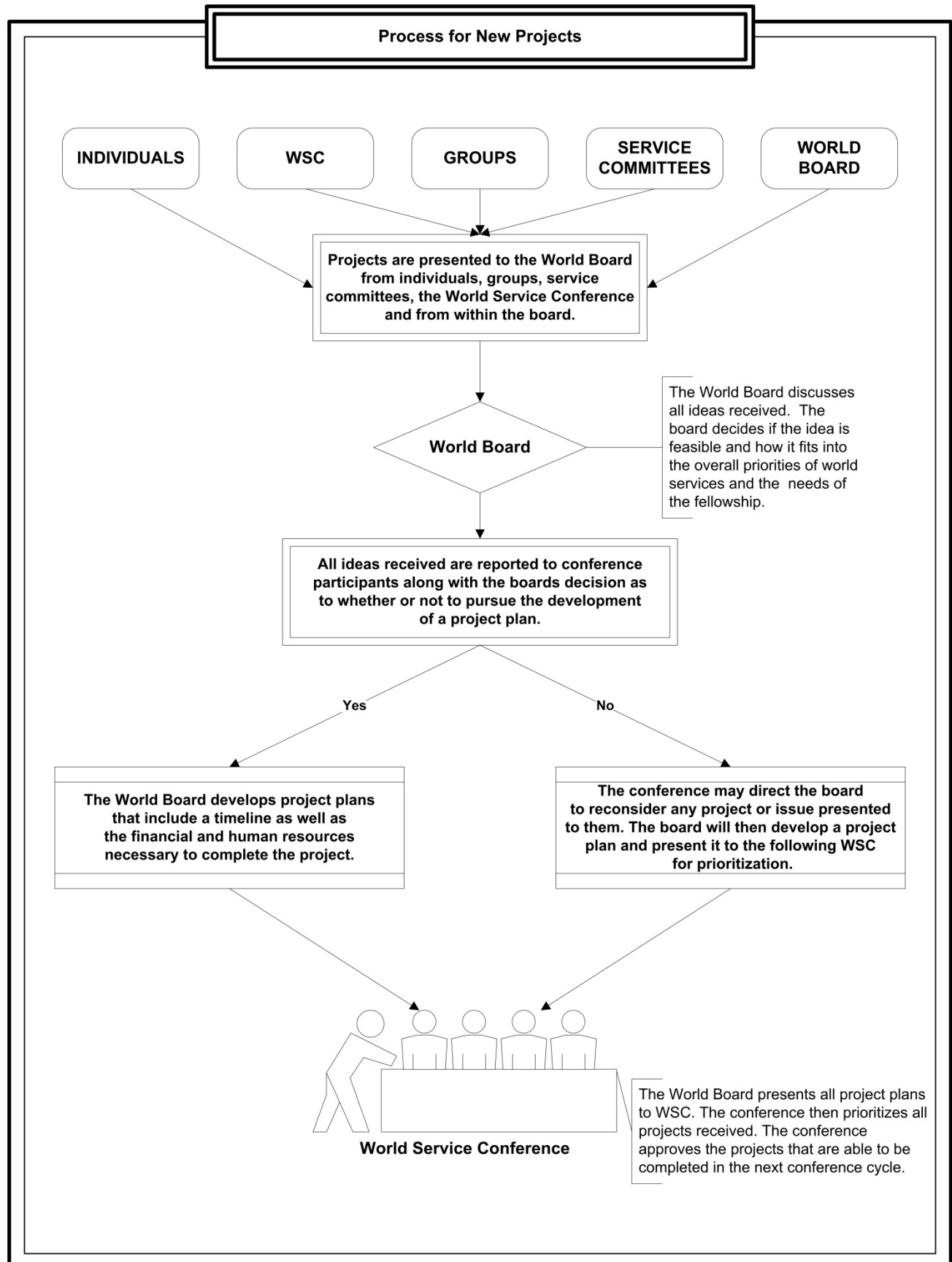
8. Upon the presentation of information to the WSC, the conference will consider the request. Formal recognition as a conference participant requires a new business proposal to pass with a two-thirds vote of approval by the conference. There is no need for the region to be present at the conference at which their request is being considered and funding for attendance will not be provided.
9. The addition of the new region will take effect upon the close of the World Service Conference at which its application is approved. Upon approval, the newly recognized region's delegate is automatically funded to the next WSC.

Guidelines for the NA World Services Budget

- The budget is built around two types of activities: routine operations and variable or non-routine items. "Routine" refers to World Services activities that are directly connected to day-to-day operations.
- Any new non-routine World Services project will have been thoroughly planned with an accompanying budget and timeline, and be prioritized and approved by the World Service Conference. No prospective project may be prioritized by WSC participants unless it has been accompanied by a project timeline and budget. Projects created for the routine operations of World Services are reported to the conference but are not presented for prioritization and approval.
- In order to reflect the realities of our service delivery system, all items submitted for budget consideration must be accompanied by an expense estimate that includes a staff time component.
- In the budget, provisions are made for the maintenance of a World Services operational reserve fund.
- A three-tiered accounting process is used in which funds are designated as:
 1. **Fixed Operational Funds**—funds allocated toward World Services activities that are recurring in nature and have little to no functional change from budget year to budget year.
 2. **Variable Operational Funds**—funds allocated toward non-routine World Services projects and/or activities that vary from budget year to budget year. This includes those items prioritized by the World Service Conference.
 3. **Reserve Funds**—those allocations that are set aside to meet current and/or future financial needs. These funds are maintained in both short-term and long-term reserve accounts. Funds are also allocated toward the planned use of cash to offset the effect of depreciation, improve asset value, provide financial resources necessary to effectively address the intellectual property management called for in the *FIPT*; and/or to acquire any fixed asset that has a depreciable value.
- The fiscal year end for Narcotics Anonymous World Services, Inc., is 30 June.
- New project proposals can be forwarded from the Fellowship and from the Board itself. (See the Ideas for World Service Projects Submission Form in Addendum B.) One of the duties of the World Board is to develop project plans, which include budgets and timelines for all prospective non-routine World Services projects. The World Board reports to the conference on all ideas that they receive and chooses to propose some of those ideas to the conference for further discussion and eventual prioritization. The Board decides

which items they believe are desirable, practical, and achievable, and develops project plans for these items. These are forwarded to conference participants prior to the WSC for eventual prioritization at the conference. No project proposal will be considered for prioritization or action during the same WSC as it was originally proposed.

- All project ideas submitted to the Board from the Fellowship are considered, and the Board's decisions as to which projects will be further developed are reported to conference participants. In the event that conference participants do not agree with the Board's decision to not develop an item for prioritization, the conference may provide direction that a project plan be developed and presented to the *next* World Service Conference for prioritization.
- While there is no minimum or maximum number of projects that may be offered and/or prioritized, all project-related decisions will, of course, be limited by available resources, both human and financial. For the purposes of budget development and oversight, the World Board is responsible for determining basic services, which appear under "Fixed Operational Funds" in the budget proposal. The conference then prioritizes projects based on available resources that appear under "Variable Operational Funds" in the budget proposal, and finally reviews and adopts the budget for the upcoming conference cycle. At the WSC, project plans are approved individually with the remainder of the budget (fixed operational and reserve funds) approved as a whole. The World Board will inform the conference of any adopted project that it wishes to eliminate.



World Services Travel Guidelines

Purpose

The Executive Committee of the World Board makes decisions about the necessity, goals, and activities related to travel at the world level of service in Narcotics Anonymous.

Goals

1. To help to ensure that world service travel produces the highest quality results.
2. To help to ensure that world service travel is planned, evaluated, and followed up in a way consistent with the philosophy of the Fellowship of Narcotics Anonymous.

Planning Procedures

The Executive Committee reviews all requests based on where they have been placed in the funding priorities set by the World Service Conference. Additionally, during the two years between conferences, the World Board also establishes priorities that may affect travel. Availability of world service funds and resources are also considered when planning travel.

All requests for world service participation will be considered. The section on "Types of Travel" covers some of the issues that are considered by the EC. For requests from the Fellowship, a World Service Participation Request Form (see Addendum C) is needed. Additional information that would assist in evaluating the request is also helpful.

Travel requests are considered on a quarterly basis. Forty-five days before each quarter is the minimum necessary to consider a request but it is never too early. Requests should be submitted as early as possible. Forty-five days prior means a deadline of 15 November for the January to-March quarter, 15 February for the April-to-June quarter, 15 May for the July-to-September quarter, and 15 August for the October-to-December quarter.

Whenever possible, known worldwide fellowship trips and non-NA events will be considered on a conference-cycle basis. This assists in the effectiveness of planning and prioritizing for these trips.

Reporting Procedures

The Executive Committee regularly reports its routine decisions to WSC participants. These reports include the trip, purpose, and travelers. Any discussions of a philosophical nature are included in the *Conference Report*. A summary of travel decisions for the cycle is presented before each meeting of the WSC.

Types of Travel

Funding is typically approved for world service travel to the following types of events (these may change from year to year, depending on the priorities set at the WSC): the World Service Conference, world service workshops, World Board meetings, World Board committee and workgroup meetings, World Convention site visits, non-NA events, and Fellowship requests.

Note

Due to limited funding and personnel, preference must be given to multiregional events and forums. Requests for attendance at convention workshops are usually not approved due to limited time available on the convention agenda. Requests for assistance in problem resolution, particularly in isolated or emerging NA communities, will be considered a priority. With all requests, the nature of the event and the needs of the requesting NA community are considered.

Guidelines for Travel Plans

Two Travel Together

Most world service travel will include teams composed of at least two participants. Two-member teams stand a better chance of effectively communicating with the many types of people encountered in world service travel. Such teams also help dispel the perception that

any one person can or should speak for World Services. Each member of a team can also provide emotional and spiritual support to the other while trying to accomplish the purpose of the trip. Although two-member teams are preferred, there are times when this will require assessment.

Choose from Current Participants

Current members of the world service team—WSO administrative and coordinating staff, members of the World Board and its committees and workgroups, and RDs—are already familiar with the critical discussions currently taking place in the world service community. Because of their positions, they are already either directly or indirectly responsible to the World Service Conference. Because of these two factors, current world service participants are the first to be chosen when composing travel teams. However, if current participants are not available for a given trip or the needs of the team indicate otherwise, former participants may be asked to travel.

Combine Trips

To maximize the benefits received from world service travel expenditures, trips are planned in such a way as to fulfill multiple purposes whenever possible. To accomplish this, long-range planning is required.

Prepare Carefully

Informed, prepared travelers taking well-planned trips produce the benefits our Fellowship expects from world service travel expenditures. The Executive Committee of the World Board will do whatever it can to ensure that adequate planning and preparation occur.

Lodging only in commercial facilities

It is preferred that travel teams plan to stay in commercial facilities. The nature of world service travel trips, perceptions of a preference for a particular local member and their views, and past experience have all proved that this is the most effective type of lodging.

**Personal Expense Allowance
and Reimbursement for World Service Travel**

World service travelers may claim reimbursement for specified expenses for each day of travel on an approved world service trip. Typical expenses allowed under the policy are for meals, transportation and ground transportation, parking fees, tolls, and tips. Allowance limitations are established by the US Internal Revenue Service for business travel in the US and by the US State Department for business travel outside the US. Those limitations as published are used to administer this policy. The daily maximum for meals in the US is provided in the budget proposal approved at each World Service Conference. (See the WSC Travel Reimbursement Policy in Addendum A.)

At each WSC, newly elected and continuing trusted servants are given a written description explaining all processes and procedures to be followed by World Services travelers. Included in the package are the kind of expenses that can be reimbursed, the limits of reimbursement, which items require receipts, expense forms, advances, and how to submit claims for reimbursement.

Air transportation is reserved and ticketed through the WSO or its agent whenever possible. Travelers should make air travel arrangements as far in advance as possible. Travelers are responsible for their tickets once they have been received. The use of other modes of transportation is permitted, but only the most economical mode of transportation will be reimbursed.

Reimbursement for lodging is typically for double occupancy. Single accommodations may be arranged to accommodate individual needs or concerns, if presented and approved by the EC.

This may not be determined by the individual traveler. NA World Services does not reimburse for companion accompaniment.

Fraudulent claims or violations of the policy and/or procedures can result in one or more of the following actions:

- Request for repayment of all unauthorized expenditures.
- Rejection of reimbursement for submitted expenses.
- Rejection of request for travel advance.
- Suspension of trusted servant from office.

Credit Cards

We have found it productive to use credit cards to facilitate the service responsibilities of specific individuals in World Services. NA World Services maintains a policy on the use of credit cards for employee responsibilities, and has since their initial use. It seems responsible to apply those parameters to credit card use for WSC responsibilities. These policies ensure that credit card use conforms to a standard set of guidelines.

Distribution of Cards

- A. The issuance of credit cards *for WSC responsibilities* is subject to the approval of the Executive Committee of the World Board. Each person approved for credit card issuance shall be provided a Conditions of Authorized Use form, which must be completed, signed, and on file prior to issuance of a credit card.
- B. Board or committee members who reside outside the continental United States may be issued credit cards to facilitate the fulfillment of their service responsibilities, at the discretion of the Executive Committee.
- C. Board or committee members may be issued credit cards on a temporary basis for a designated trip or function. All cards issued under this criterion must be returned to the WSO by registered mail within thirty days of completion of the trip or function. All invoices or other accompanying documentation should be returned at the time of card surrender.
- D. All cards must be returned within thirty days of the closure of the term of office of the cardholder. All invoices or other accompanying documentation should be returned at the time of card surrender.
- E. WSO executive management have the authority to cancel all cards on the closure of a term of office based upon the surrender criteria outlined above.

Credit Card Expenditures

All expenditures on the credit card must be substantiated by the receipts issued at the time of card use. Individuals utilizing the credit cards should submit an expense statement accompanied by the invoice(s) resulting in card use—not the credit card slip, but the actual hotel bill, car rental agreement, etc. All receipts should be attached to the permanent record of the trip or function. World service credit cards should not be used to cover personal expenses not directly related to the trip or function, even though the individual may intend to repay the conference for the expenditures. The Executive Committee of the World Board conducts quarterly audits and/or reviews of WSC credit card activity by all trusted servants and reports such findings to the Fellowship in the *Conference Report*.

Credit Card Misuse

Any alleged inappropriate and/or unauthorized credit card use, or persistent failure to submit appropriate documentation of credit card use, requires a thorough investigation by the committee. The committee will review all necessary documentation and request written statements of explanation from the individual involved and anyone else who may have knowledge of the situation. A determination will be made by the committee and reported to the Fellowship. The determination of the committee can result in one or more of the following actions:

- Reinstatement of credit card privileges, if previously removed.
- Revocation of credit card privileges.
- Request for repayment for all unauthorized expenditures.
- Rejection of reimbursement for submitted expenses.
- Suspension of trusted servants from office.

Theft

Those traveling with NA World Services' equipment should leave a list of the items they are taking with the World Service Office, including serial or identification numbers and other information that may be necessary in making reports to police or transportation companies. The theft of equipment belonging to NA World Services should be reported to the WSO not later than the next working day. When in doubt, contact the WSO immediately.

NA World Services will not assume any financial responsibility for the loss of travelers' personal items unless the loss is the result of actions beyond the control of the traveler, such as loss caused by transportation company personnel. Claims for such losses should be made in writing within thirty days of the loss and should include a detailed report of the items lost and their value.

Accident, Injury, and Liability

Non-employees who may from time to time travel at the expense of NA World Services do so voluntarily. It is mutually understood that NA World Services does not assume any liability for personal injury or loss of personal property to non-employees traveling at the expense of NA World Services. Furthermore, NA World Services does not assume any liability for personal injury or loss of property to others who may suffer loss of property or become injured as a result of non-employee travel.

Health Insurance

World Services does not carry blanket health coverage for travelers. If a trusted servant planning to travel outside his or her home country does not have personal health coverage, she or he should inform the World Board Executive Committee prior to accepting any travel assignment. If you have any questions or concerns about accident, injury, liability, or health coverage, please call the WSO before accepting or planning a World Services trip.

World Services Translations Policy**Purpose**

The purpose of this policy is to assure the development and production of quality translations of NA Fellowship–approved literature.

Objectives

1. Provide assistance for translation of NA Fellowship–approved literature.
2. Ensure that translations of NA Fellowship–approved literature maintain the spirit of the NA message as well as the integrity of the Twelve Steps and Twelve Traditions.
3. Assure that all legal documentation, copyright releases, etc., needed to protect the translation of NA material are collected.
4. Ensure that the final approval of the translations be done by the local communities.

Approval of Translations

The World Service Conference does not actually approve translations of literature. It delegates that responsibility to the World Board. All literature that has been translated and approved for printing will have, as part of the publishing legend, the wording, "This is a translation of NA Fellowship–approved literature." This wording indicates that the translation itself has not been approved by the World Service Conference, but that it is a translation of NA Fellowship–approved literature.

Service Material

The development and approval process for translated versions of existing service manuals may differ from that outlined for Fellowship-approved recovery literature. Some NA communities may decide to translate only those parts that are most helpful or applicable to them. Local communities are encouraged to develop sections for these manuals that reflect local practices. Copies of these drafts should be sent to the World Board so that they can be shared as a resource with others. Condensed versions of several manuals are available through the World Service Office.

Basic Text and Little White Book Personal Stories

Our experience has shown that creating, collecting, and approving personal stories is a difficult task. With the adoption of the Sixth Edition Basic Text, we now have a collection of personal stories that reflects the global nature of the Narcotics Anonymous Fellowship. The personal stories in the Basic Text communicate the NA message to those who are looking for help, to NA members, and to anyone who picks up a Basic Text. Because of the difficulty we have seen with local development of personal stories, we believe that only the stories approved by the Fellowship in the Sixth Edition, either in their entirety or a selection of them, should appear in translated versions of the Basic Text.

If a local NA community with a history of successful translation efforts wishes to develop local stories, they may do so for the Little White Book. We ask that these communities contact NA World Services before they begin this process so that we can work together in the process of creation and approval. We hope that this communication will help to minimize some of the issues we have had with approving personal stories sent to us in the past.

Existing translations of the Basic Text are not affected by this change. We will continue to publish translated Fifth Edition versions of the Basic Text until the local community has translated and signed-off on the new material in the Sixth Edition for publishing. These versions now include a variety of material, from no personal stories to some selection of Fifth Edition personal stories, to locally developed and World Board–approved local stories. These versions will continue to be published as Fifth Edition Basic Texts. NA communities that wish to have the first ten chapters now titled “Our Program” published while they work on translating some or all of the Sixth Edition personal stories will continue to be able to do so. These partial translations would also be published as Fifth Edition Basic Texts.

Other Original Material

Other original material is referred to the World Board for recommendation and/or consideration.

Approval Processes for NA Material

There are three types of approval processes for NA World Services and they are noted on each piece when it is published. Those three processes are called Fellowship-approved, Conference-approved, and World Board-approved. The conference typically establishes the approval process to be used when it approves the project plan at the WSC.

Fellowship-Approved

As covered in the following section on the approval process for recovery literature, all NA recovery material is Fellowship-approved. This means that it is developed by NA World Services, sent out to the Fellowship for review and input, and ultimately sent out for approval by the Fellowship in the *Conference Agenda Report*. The specifics for each piece of Fellowship-approved recovery literature are covered in the project plan for each piece that is presented and approved by the World Service Conference before work is begun. This applies to all recovery books, recovery booklets, and recovery pamphlets as well as material that establishes or changes philosophical position or NA principles. Fellowship-approved recovery material is typically the only thing that is read in NA meetings.

Conference-Approved

NA Handbooks and service booklets are Conference-approved. This means they may or may not have been sent out for review and input according to the specifics of the project plan presented to the WSC and are always included in the *Conference Approval Track* material for approval at the upcoming WSC. These pieces tend to convey NA's fundamental ideas about certain areas of service. Both Conference-approved and World Board-approved material is intended to show how to implement or put into practice the principles established by core NA philosophy and Fellowship-approved material. The World Board may decide that some change in Conference-approved service material is so significant that it should be included in the *Conference Agenda Report*, but the piece will still be designated as Conference-approved. This has happened in the past with both *A Guide to World Services in NA*, *The Group Booklet*, and *A Guide to Local Services in NA*.

Adopted at WSC 2000, this designation came about partly as the result of years of input from members and groups regarding the types of issues they were being asked to review in the CAR. Establishing Conference-approved material as a separate approval track means that materials intended for committees and boards, such as handbooks or service manuals, are distributed directly to conference participants 90 days before the WSC, allowing time for the regional delegates to workshop it in a manner that fits within their local community. Each local community can determine for itself how the material will be reviewed and how to direct their regional delegate. As the 2000 CAR explains, "This frees up our members and groups to devote their 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."

World Board-Approved

At WSC 2006, the conference decided that the World Board could approve and publish a number of informational pieces. This included revisions to Chapters 10–13 of the *PR Handbook* and the Area Planning Tool, as well as development and approval of service-related informational pamphlets and tools. At WSC 2008, Chapters 5–9 of the *PR Handbook* were also made adaptable by the World Board. These service-related informational pamphlets and tools contain practical experience gathered from the Fellowship about how to apply some of the principles contained in NA Fellowship- and Conference-approved material. They are usually the result of the Fellowship Issue Discussions or contain a compilation of material already being distributed to the Fellowship upon request, which was the case with the Area Planning Tool.

All service-related informational pamphlets, whether Conference-approved or World Board-approved, are easily distinguishable from recovery pamphlets by their appearance and should be used by members, groups, and service committees as a resource rather than being read in an NA meeting. Before approval and distribution, Service Pamphlets will be sent out to conference participants for a 90-day review-and-input. Service tools, PR material, bulletins, and other material will continue to be developed and approved by the World Board. The World Board has long been able to approve bulletins, but these bulletins only had limited distribution to those who knew that they were available. The advantage of this approval process for informational pamphlets is that material is made readily available, and can be easily changed or pulled from inventory if there are concerns.

Approval Process for Recovery Literature

Note: Policies regarding recovery literature are also contained in the Fellowship Intellectual Property Trust (FIPT). The FIPT was adopted in 1993 after conference action at WSC 1991 that affirmed that what was then the World Service Office, Inc. (now NA World Services, Inc.) was the exclusive authorized publisher and distributor of NA's literature and that they hold in trust for the Fellowship the ownership of all NA-related copyrights and trademarks. Conference action also instructed the WSO to take legal action against any infringement of this trust at their discretion. The FIPT lays out the operational rules of this trust. It is available upon request.

Most Fellowship questions about the *FIPT* and the use of the NA literature and copyrights can be found in NA Intellectual Property Trust Bulletin #1, *Internal Use of NA Intellectual Property*, which can be found as an addendum in this guide.

A. Review-form Literature

1. Literature developed by the World Board is sent out for a review period before the development of an approval-form draft. The time and method of this review, considering translations, is determined by the World Board based on the needs of the Fellowship and the piece in development.
2. Review-form literature is not for use or display in NA meetings.

B. Approval-form Literature

1. Approval-form literature is prepared by the World Board and is distributed for a period of time, considering translations, determined by the World Board of not less than one hundred fifty (150) days. The length of this approval period is determined by the World Board based on the needs of the Fellowship and the piece being considered for approval.
2. Approval-form literature should not be read during NA meetings, although it may be sold and made available to members at NA meetings.

C. WSC Approval

1. The conference shall not vote on any proposals to change existing Fellowship-approved NA recovery literature unless such changes have appeared in the *Conference Agenda Report*.
2. All literature submitted to the conference for approval requires a two-thirds majority vote of regional delegates, and it also takes a two-thirds majority vote to withdraw current NA literature from the category of approved literature.
3. Literature approved under this process is marked as Fellowship-approved.

Changes to NA's Twelve Steps, Twelve Traditions, Twelve Concepts or NA's Name, Nature, or Purpose

Any WSC proposal or action to change NA's Twelve Steps, Twelve Traditions, and Twelve Concepts for NA Service or NA's name, nature, or purpose should be approved directly by the groups through a group tally process, administered according to the following guidelines:

- A registration period, sufficient for non-English-speaking NA communities to translate proposals or actions (by local translation committee or WSO) will be held to allow all groups who choose to participate, to register for the tally with WSO.
- At the close of the registration period, the WSO will announce the total number of registrations to all WSC participants.
- At the WSC, the World Board will provide the conference with a motion to consider the validity of the database based on a comparison between the group tally database and the group service database.

- Numbered ballots requesting a yes, no, or abstention response will be mailed to each registered group with addressed envelopes. The groups will be provided sufficient time to return their ballots. The WSC may recommend the utilization of an outside resource to receive and count the ballots.
- In order for the tally to be valid, 75% of the groups who registered in the above-named period must participate by responding.
- For each decision to pass, 75% of the groups who respond must vote in the affirmative.
- Ballot results will be reported to the Fellowship.
- If the group tally affirms the decision(s), a motion will be placed in the next *CAR* for RD affirmation per the *FIPT*.

PUBLIC RELATIONS STATEMENT OF PURPOSE

Public Relations and the NA Member – Why Public Relations Is Important

The Narcotics Anonymous message is “that an addict, any addict, can stop using drugs, lose the desire to use, and find a new way to live.” Our relations with the public enable us to share this message broadly so that those who might benefit from our program of recovery can find us. We perform public relations service to increase the awareness and credibility of the NA program. We share our message openly with the public at large, with prospective members, and with professionals. Maintaining an open, attractive attitude in these efforts helps us to create and improve relationships with those outside the Fellowship. Establishing and maintaining a commitment to these relationships can help us to further our primary purpose.

The spiritual principles of our Steps, Traditions, and Concepts guide us in pursuing our public relations aims and our efforts to enhance NA’s public image and reputation. These principles apply to our community and service efforts as well as to the personal behavior and attitude of individual NA members.

Informing Professionals and the Public

The following statement can be used to inform members of the public about NA:

Narcotics Anonymous is a global, community-based organization with a multilingual and multicultural membership. NA was founded in 1953, and our membership growth was minimal during our initial twenty years as an organization. Since the publication of our Basic Text in 1983, the number of members and meetings has increased more dramatically. Today,* NA members hold more than 63,000 meetings weekly in 132 countries. We offer recovery from the effects of addiction through working a twelve-step program, including regular attendance at group meetings. The group atmosphere provides help from peers and offers an ongoing support network for addicts who wish to pursue and maintain a drug-free lifestyle.

Our name, Narcotics Anonymous, is not meant to imply a focus on any particular drug; NA’s approach makes no distinction between drugs, including alcohol. Membership is free, and we have no affiliation with any organizations outside of NA including governments, religions, law enforcement groups, or medical and psychiatric associations. Through all of our service efforts and our cooperation with others seeking to help addicts, we strive to reach a day when every addict in the world has an opportunity to experience our message of recovery in his or her own language and culture.

* As of May 2014.

WORLD CONVENTION GUIDELINES

Purpose

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

World Convention Zone Rotation Plan

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

Year	Zone	Actual Site
2015	Central and South America	Rio de Janeiro, Brazil, 11–14 June 2015
2018	North America	Orlando, Florida
2021	Asia, Middle East, and Africa	
2024	North America	
2027	Europe	
2030	North America	
2033	Central and South America	

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

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

Site Selection for the World Convention

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

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

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

For USA and Canadian cities

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

For all other cities

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

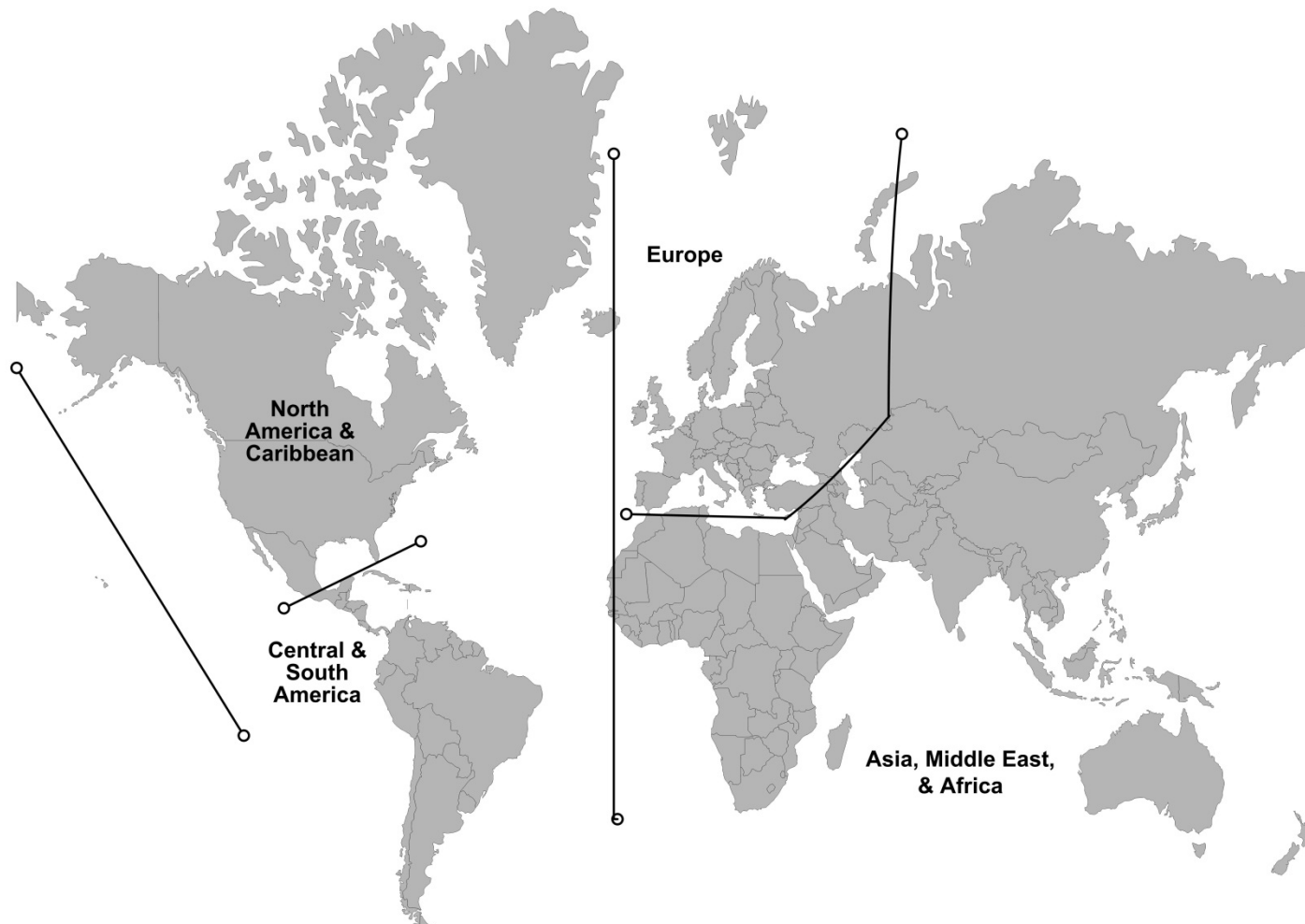
The initial list of eligible cities is then reviewed by the Board in light of achieving the objectives of the corporation and the anticipated needs of the event. A feasibility study of the remaining cities is then conducted. Based on this study, cities are identified for negotiations, and reports on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

WCNA Workgroup**Purpose**

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

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

World Convention Zones



SIGNIFICANT WSC ACTIONS AND AMENDMENTS TO A GUIDE TO WORLD SERVICES IN NA

Editorial note: On the following pages is a partial list of relevant World Service Conference actions that could not easily be factored into the text or may be of interest to conference participants.

1984 WSC New Business

- That each area be requested to hold a fundraiser for the benefit of WSC in July of each year and send the proceeds of such fundraiser to world services; the first to be during July 1984.

1987 WSC Old Business

- That the current funding practices of the fellowship's H&I committees, in particular the "H&I can," be removed from all NA meetings and functions, and that the NA service structure provide for the needs of all H&I service efforts.

The intent of this motion is to return the responsibility for H&I funding to the service structure of NA as a whole in order to allow H&I to operate within our Twelve Traditions, and to ensure funding accountability for H&I service efforts. This will allow H&I committees to operate within the existing service structure.

1991 WSC Old Business

- To reaffirm and ratify that the ownership of all of NA's intellectual and physical properties prepared in the past, and to be prepared into the future, is held by Narcotics Anonymous World Services, Inc., which holds such title in trust on behalf of the fellowship of Narcotics Anonymous as a whole, in accordance with the decisions of the World Service Conference.
- To reaffirm that Narcotics Anonymous World Services, Inc. is the exclusive publisher and distributor of all World Service Conference-approved and Fellowship-approved literature, including all books, pamphlets, handbooks, and other intellectual and physical properties, as directed by the Fellowship of Narcotics Anonymous through the World Service Conference.

1991 WSC New Business

- The voting participants of the 1991 World Service Conference, after much discussion and consideration of several motions, voted to issue the following statement to the fellowship:
"The Basic Text, Fifth Edition, is the only edition of the Basic Text that is currently approved by the World Service Conference of Narcotics Anonymous for publication and sale. The World Service Office Board of Directors is entrusted with the responsibility for protecting the fellowship's physical and intellectual properties, including the Basic Text, and at the board of directors' discretion, shall take legal action to protect those rights against any and all persons who choose to infringe upon this literature trust."

WSC 2008 approved the Sixth Edition Basic Text. It is now the only edition approved for NAWS production with the exceptions called out in the Translations Policy.

1992 WSC New Business

- That the World Board coordinate a World Unity Day.
- Resolved that, as Narcotics Anonymous is a worldwide fellowship whose primary purpose transcends national boundaries, cultural barriers, and linguistic differences:
 1. For both the general purposes of NA World Services and the specific purposes of the World Service Conference of Narcotics Anonymous, there are neither "foreign" languages nor "foreign" countries.

2. The World Service Conference has elected to use English as the working language of its plenary and committee meetings, records, and primary reports.
- That the WSC confirms the use of contract writers who are NA members and who work within our literature development process to draft and edit NA literature.

1993 WSC New Business

- That the World Service Conference solicit oral or written histories from members with substantial cleantime regarding history of NA, to be held at the World Service Office in the archives until a history project is approved.

2000 WSC Old Business

- The World Service Conference funds the attendance of a delegate from each seated region to the meeting of the WSC held every two years. This funding includes travel, lodging, and meal expenses only.
- Limited seating on the conference floor to one delegate and one alternate per region.

2000 WSC New Business

- That the “NA World Services Vision Statement” and “The World Service Conference Mission Statement” be included regularly as a component of the *Conference Agenda Report*. (WSC 2010 approved “A Vision for NA Service” which replaced the “NAWS Vision Statement.”)
- Requested that the criteria for site selection of Narcotics Anonymous World Services events (i.e., worldwide workshops, world service meetings, world conventions, etc.) include strong preference for nonsmoking facilities, so that all members of NA be able to attend the functions.

2002 WSC Old Business

- Ratified the World Board’s request to continue printing *Miracles Happen* with the proposed revisions.

2004 WSC Old Business

- Changed the maximum number of members for the World Board from ‘up to twenty-four’ to ‘up to eighteen.’

2004 WSC New Business

- Approved a system for identifying candidates for World Service positions that includes the opportunity for RSCs, zonal forums, and/or the World Board to forward potential candidates to the HRP separately from and after the HRP’s initial blind screening process.

2006 WSC Old Business

- *Changed the time frame for approval form recovery literature from the current minimum of 150 days to a minimum of one year for book-length pieces; the World Board may exercise its discretion to set a shorter period for shorter pieces of literature, but that period will not be less than 150 days. (The policy for a one-year approval period for book-length pieces was removed at WSC 2010 in new business.)*
- Adopted Chapters One through Nine, the Preface, and the Conclusion of the proposed *Public Relations Handbook* as a replacement for the current *A Guide to Public Information*.
- Adopted Chapters 10–13 of the *Public Relations Handbook*. These chapters are adaptable and revisable with World Board approval. At WSC 2008, Chapters 5–13 were made adaptable by the World Board.

- To allow the World Board to approve the resource material used as Addenda in the *Public Relations Handbook* on an ongoing basis, including preface, foreword, glossary of terms, and appendix, etc.
- Adopted the proposed Area Planning Tool, which is adaptable or revisable with World Board approval.

2006 WSC New Business

- Directed the World Board to inform conference participants of any adopted project it wishes to eliminate.
- To remove the *Convention Guidelines* from the world services inventory.

2008 WSC Old Business

- Unanimously adopted all changes offered in Motions 1–3 to create a Sixth Edition Basic Text.

To replace the existing stories in the Fifth Edition Basic Text, *Narcotics Anonymous*, with those contained in Addendum B.

To approve the remaining revisions to the Fifth Edition Basic Text, *Narcotics Anonymous*, as represented in Addendum B. This includes

- the Preface to the Sixth Edition,
- the titles “Our Program” and “Our Members Share,” which would replace the titles “Book One” and “Book Two,” respectively,
- the Introduction to Our Members Share,
- the abstracts,
- the reflections, and
- the titles and descriptions for the sections “Beginnings,” “Coming Home,” “Regardless of . . .,” and “Life on Life’s Terms.”

To allow the World Board to approve updates to the statistical information (the numbers of meetings, countries, and so on) in the Preface to the Sixth Edition Basic Text, *Narcotics Anonymous*, regularly with an “as of” date in the footnote.

- Adopted a revised index for the Sixth Edition Basic Text.
- Approved two specific copy edits to the Basic Text, *Narcotics Anonymous*: First, to replace the name “N.A.” (with periods after the two capital letters) with “NA” (with no periods). Second, to remove the footnote in Tradition Eleven that mentions *A Guide to Public Information Newly Revised*.
- Unanimously adopted approving the removal of the specific source citations in *Just for Today* for versions of literature no longer in print and to include, at the beginning of the book, an explanation that quotes without a citation are from previous versions of NA literature. Also to approve the use of a footnote in the foreword to *Just for Today* to update the reference to the Fifth Edition of the Basic Text.
- Unanimously adopted replacing the existing IP #13, *Youth and Recovery*, with the revised draft contained in Addendum C and change the title of this IP to *By Young Addicts, For Young Addicts*.
- Approved the draft of *For the Parents or Guardians of Young People in NA*, contained in Addendum E as IP #27.

2008 WSC New Business

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

2010 WSC Old Business

- Unanimously adopted “A Vision for NA Service,” stated below, to replace the existing “NA World Services Vision Statement”

A Vision for NA Service

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

Our vision is that one day:

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

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

- Adopted *Money Matters: Self-Support in NA* to replace the existing IPs #24, *Hey! What's the Basket For?* and #25, *Self-Support: Principle & Practice*.
- Adopted *Funding NA Services* as a Conference Approved pamphlet.
- Unanimously adopted revisions to *In Times of Illness*.

2010 WSC New Business

- Removed specific policy language about *The NA Way Magazine* that dealt with automatic distribution and specific languages.

Agreements Reached without Motions

- To include some information about the *Fellowship Intellectual Property Trust (FIPT)* in this guide.
- To include some information about the *Conference Approval Track (CAT)* in this guide.
- Agreed to the WB looking for ways for regions to have ideas considered rather than forwarding regional motions to the CAR or new business for WSC 2012.
- Supported the idea of soliciting donations to offset the cost of *The NA Way Magazine*.
- Restricted the ability to post to the conference participant bulletin board to current and immediately past participants.

2012 Old Business:

- Unanimously approved *Living Clean: The Journey Continues*.
- Approved the following changes to the Operational Rules of The Fellowship Intellectual Property Trust:

- o To allow the World Board to make non-substantive corrections which fix typographical errors, obsolete references, references to outdated literature, and other similar corrections. The World Board will announce such corrections not less than 120 days in advance of publication.
- o To allow the World Board to bundle, excerpt, and repackage the texts themselves. The World Board will announce these actions not less than 120 days in advance of publication.
- o To allow the World Board the ability to create and approve enhanced electronic or digital versions of texts that include supplemental materials or connections to other NA materials. The World Board will announce such enhancements not less than 120 days in advance of publication.

Agreements Reached without Motions

- To continue the experiment begun at WSC 2012 – to use proposals rather than motions for regional motions in the CAR and new business at WSC 2014.
- A two minute limit for speaking
- Cofacilitators suggesting the queue be closed
- Limit initial discussion on old business, if the body's concurrence is sought for the specific limitations of debate/discussion
- To develop a push only NAWS Facebook page
- Provide a 5-10 minute video opportunity for all zones at the WSC (If submitted by a given date, would be played during breaks and sessions at the WSC.)
- That Service Pamphlets be clearly marked on front "Service Related Material and not intended to be read during recovery meetings."
- That an RD not need to leave the floor in order for an AD to speak

2012 Service System Items

The following resolutions were passed in Old Business:

- Resolution 1: To Approve in Principle: Our service efforts will be carried out through a system that includes structure, process, people, and resources.
- Resolution 2: To Approve in Principle: The service system is group-focused and includes a local-level body dedicated exclusively to addressing group concerns.
- Resolution 3: To Approve in Principle: Training and mentoring of trusted servants are essential functions of the service system.
- Resolution 4: To Approve in Principle: Service bodies are purpose- and vision-driven.
- Resolution 5: To Approve in Principle: Service bodies work together to utilize planning processes to organize and coordinate their efforts.
- Resolution 6: To Approve in Principle: Service bodies make decisions by consensus.
- Resolution 7: To Approve in Principle: The service structure includes local service bodies, state/nation/province service bodies, and intermediate bodies if needed. Service bodies follow established geographic boundaries. They are not self-determined, but are formed, based on need, through a collaborative planning process and agreement with other affected service bodies at the next level of service.
- Resolution 8: To Approve in Principle: State/national/province boundaries are the primary criterion for seating consideration at the World Service Conference.

The following straw polls were supported:

Straw Poll a There is a small, neighborhood-sized body devoted to group needs. This group forum, which is typically not part of the delegation stream, is informal in nature and operates through conversation not formal decision making.

Straw Poll b Groups send a delegate quarterly to a local service planning meeting. One of those quarterly meetings is a general assembly where all interested members are encouraged to attend and input is given to help plan service activities for the cycle.

Straw Poll c Services are coordinated by a local service board and carried out by members, committees, and project workgroups who report to that board.

Straw Poll d Local service bodies follow county, city, or town boundaries, where practical. (They are much larger than the group forums mentioned above and in many cases larger than the current ASCs.)

Straw Poll e The boundaries of those local service bodies are agreed to at the state or national level.

Straw Poll f Planning cycles are synchronized from level to level (local to state to global) as well as across each level.

Straw Poll g When service needs cannot be accomplished effectively by local service bodies and state/national/province bodies, an intermediate level of service can be added.

Straw Poll h Most states, provinces, or countries have one state-, province- or nationwide service body that is responsible for state- or national-level public relations and coordinating efforts such as training across local service bodies.

Straw Poll h Most states, provinces, or countries have one state-, province- or nationwide service body that is responsible for state- or national-level public relations and coordinating efforts such as mentoring across local service bodies.

Straw Poll i Zonal boundaries are decided through a collaborative process with neighboring NA communities, other zones, and the WSC.

2014 Old Business:

- Approved IP #29, *An Introduction to NA Meetings*, with the two revisions identified in the 2014 CAT.
- Agreed in principle to move in the direction of a service system that contains group support forums: discussion-oriented gatherings focused on the needs of the group, as described by the characteristics below to be included in the *GTLS* as an option along with our current service units. (carried by two-thirds standing vote)

Characteristics of a GSF:

Essential:

- **Discussion-oriented**
- **Group-focused:** Focused on the needs of the group; decisions related to area business are not made here. Some limited functions like finding volunteers for H&I panels, planning picnics, etc., may take place.
- **Training-oriented:** This is a venue ideal for orienting new members, holding workshops, and training trusted servants.

- **Open to all:** All interested members, not just group representatives, are encouraged to attend.

Recommended:

- **Neighborhood-sized:** The original Service System Proposals see group support forums as significantly smaller than local service conferences or area service committees. There would be several for each LSC. However, we have found through field testing that some communities prefer to bring all of the groups and interested members together for one communitywide group support forum.
- **Meets monthly:** Again, the original Service System Proposals suggest monthly meetings of the group support forum, but in field testing many communities adopted a different meeting schedule. Some had group support forums meeting eight times a year in months when there was no quarterly local service conference. Others alternated GSF and LSC meetings, with each meeting six times a year.
- Agreed in principle to move in the direction of a service system that contains local service conferences: strategic service-oriented planning conferences as described by the characteristics below to be included in the GTLS as an option along with our current service units.(carried by two thirds standing vote)

Characteristics of a local service conference:

Essential:

- **Plan-driven:** The LSC works according to a planning cycle which begins with an annual planning assembly. All interested members gather at the planning assembly to set the priorities for the cycle ahead and provide the input that will shape the resulting project plans and budget.
- **Form follows function:** Utilizes a thoughtful mixture of project-based services, services performed by committees, and services organized by a coordinator. How services are delivered (whether by committee, project workgroup, or a coordinator) is a decision made by the local service conference.
- **Strategic:** Discussion and decisions are as much as possible concerned with strategic direction and oversight. Administrative decisions and “micromanagement” are delegated to the local service board.
- **Consensus-based:** Utilizes consensus-based decision making where practical (i.e., voting may still be the most logical way to handle elections or instances where the body fails to reach consensus and a decision must get made).

Recommended:

- **Meets quarterly:** The proposals suggest the local service conference meets four times a year for planning and oversight and the local service board meets monthly. In practice, when field testing, some communities determined that having the local service conference meet every other month better served their needs. One meeting of the LSC a year is devoted to the annual planning assembly.

- **Defined by county, city, or town boundaries:** The reasons for this recommendation are threefold: 1. To avoid duplication of services; 2. To make NA more visible to professionals and addicts who are trying to find us; and 3. To make sure all parts of a state or nation are covered by a service body. Making sure these three things happen is more important than a policy about service body boundaries, particularly given the potential difficulty in unifying with a neighboring service body. What seems crucial is better communication and collaboration with our neighbors with an eye to having a conversation about possible unification down the road. The third item, making sure that all parts of a state or nation are served by NA, is something that probably cannot be adequately addressed in most places until we get to the state/nation/province part of the service system.
- Agreed in principle to move in the direction of a service system that contains local service boards: a body overseen by the local service conference that administers the work prioritized by the LSC, as described in the characteristics below to be included in the GTLS as an option along with our current service units. (carried by two thirds standing vote)

Characteristics of an LSB:

Essential:

- **Responsible to the LSC:** Reports to and is overseen by the local service conference.
- **Carries out the priorities of the LSC:** The board oversees the work to accomplish the goals set by the local service conference. They present a budget and project plans to the LSC for approval, and they coordinate the service work of the committees, workgroups, and coordinators.
- **Meets monthly:** It seems practical to meet on a regular basis, though not all meetings of the LSB must be face-to-face. Some LSBs may choose to hold some meetings online for convenience.
- **Administers the LSC meetings:** The local service board is responsible for putting together the agenda and facilitating the LSC meetings, including organizing the annual planning assembly to get information from the whole NA community.

Recommended:

- **Consists of admin body and service coordinators:** The proposals initially conceived of the local service board as a monthly meeting of the trusted servants elected by the LSC (the admin body) as well as the subcommittee chairs, project coordinators, and other service coordinators. In practice, there may be meetings where not all of these trusted servants are needed.

2014 WSC New Business

- Approved the 2014-2016 NAWS Budget and the following project plans:
 - o Fellowship Issue Discussions
 - o Service System
 - o Traditions Book
 - o Public Relations

Agreements Reached without Motions

- For changes to *GWSNA* and the *WSC Rules* regarding decision making at the WSC, to identify the following as items that we are willing to make decisions about at WSC 2014 and those that will be brought back to WSC 2016.

For decision at WSC 2014:

1. Decisions at the WSC are binding, whether made by motion or proposal, and require the same majority for support as if they were a motion.
2. To clarify in *GWSNA* and the *WSC Rules* the terms used for straw polls and decisions and what majority they represent.
3. That only motions from seated regions or the World Board appear in the *Conference Agenda Report* and those motions are what will be considered in the formal old business session.
4. Proposals will continue to be used for ideas to change any *CAR* motions in the old business discussion sessions. All ideas to change or modify old business should be considered in the discussion sessions.
5. New business will continue to use proposals for all ideas with the exception of the *NAWS Budget* and project plans.
6. When the draft of *GWSNA* for the conference cycle is finalized, it will be sent to conference participants for a ninety day review. We treat a lack of response as no objection.

Ideas to be developed for the future include:

1. A process and mechanism for forwarding, considering, and evolving ideas for discussions.
 2. To continue to develop ideas about utilizing CBDM at the WSC. The World Board will be responsible for this but will be asking delegates for ideas and input and may create a virtual workgroup that includes current or recent conference participants to assist in the upcoming cycle.
- Removed those policies identified in the 2014 CAT as those not currently in practice from *GWSNA*. This includes zonal reports at the WSC, distribution of audio recording of the WSC, and terms no longer in use.
 - Removed, as identified in the 2014 CAT, the language "Approximately halfway through each conference cycle" from the HRP External Guidelines found on page 21 of *GWSNA*.
 - Seated the region from Dominican Republic.
 - To form a workgroup out of delegates, that will suggest a format for a sharing session at the WSC 2016 for RD's, to talk to each other in order to foster unity. For that workgroup to have a liaison from WB during the next cycle. The workgroup will communicate via Skype and email = no costs for WSC or *NAWS*. The final format for the sharing session will be provided to the WB before the end of February 2016.
 - Decided to keep the Conference Participant Bulletin Board with posting and viewing limited to WSC 2014 and newly elected conference participants.
 - For *NAWS* to create a zonal map with input from delegates and zones.
 - To create virtual workgroups for WSC Processes and Delegate Sharing.

TRAVEL REIMBURSEMENT POLICY CONFERENCE CYCLE 2014–2016

This package will attempt to answer most questions you may have concerning reimbursement and advances for expenses you may incur while fulfilling your world service commitment.

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

Seven Basic Rules to Keep in Mind

1. All requests for funds must be submitted on a Reimbursement Request. A copy is included.
2. All reimbursement requests must be submitted no later than sixty days after the last travel day of a trip or event. Submissions after ninety days will be automatically denied. Any advances not accounted for within this time period must be returned. Please note that any advances not accounted for will become accounts receivable and reported to the conference.
3. You will only be reimbursed for travel on the days you were scheduled to travel or attend an event. International travelers will frequently need an extra day on either end of an event. This is anticipated. All other extensions must receive prior approval on a case-by-case basis or they will not be reimbursed.
4. All requests must include a receipt for each reimbursable item, with the exception of meals.
5. Send all original documents (including receipts) to the WSO.
6. Travel expenses are typically reimbursable for portal-to-portal expenses.
7. The Internal Revenue Service does not allow for personal phone calls as a reimbursable expense.

MEALS

Maximum meal and tip allowance is \$55 US per day (including travel days). If you are traveling outside the US, you will be notified prior to departure of the approved Daily Meal and Tip Allowance for the particular country to which you are traveling. This is the maximum you will be advanced/reimbursed for meals and tips. It is not necessary to save or turn in your meal receipts.

TRAVEL

You must turn in receipts for all travel expenses; airfare, cab fare, shuttle service, mileage, or other ground transportation, parking, and tolls are reimbursable. If normal receipts are unavailable, a hand-written, signed receipt must be included. It is generally expected that the most economical means of transportation safely available will be used. Occasionally, travelers may wish to pool their resources and rent a car. This can frequently save money; however, in most cases this must receive prior approval. Please note that when using your own car, you must include your odometer reading from the point of origin to the point of destination and the purpose of the trip on the reimbursement request. This reimbursement request will serve as the necessary receipt for mileage reimbursement. The reimbursable mileage rate for 2012 is \$0.56 per mile. These rates change each year and are established by the IRS.

For meetings held at the WSO-Chatsworth, ground transportation, including car rentals, do not require prior approval. The maximum allowable ground transportation from Los Angeles area airports is \$35.00 per person each way, including tips. Any ground transportation that exceeds this amount requires prior approval.

Travel Reservations Procedure

Air transportation will be reserved through the WSO or its agent whenever possible. Travelers making reservations through their own travel agents must fax or email a copy of their itinerary to the WSO at the time the ticket is booked. All travelers are required to make their travel arrangements at least twenty-one days prior to the scheduled travel. In cases when this is not possible, travelers must request special consideration for their travel by notifying the WSO prior to the twenty-one day deadline. The WSO will then ask for a decision from the designated member of the World Board. Their decision may be any of the following:

1. To approve the travel request
2. To ask the traveler to pay the difference between the ticket price and the twenty-one day advance purchase price
3. To offer an alternative mode of travel including but not limited to the use of other airlines, or air travel certificates
4. To reject the travel request

SAMPLE REIMBURSEMENT REQUEST

The following scenario is examined: Sam (could be Samantha) Service is funded to attend a workshop at a zonal forum meeting in Dallas for three days. Sam lives in Wisconsin. Sam purchases airline tickets (after checking with the WSO travel agent for a quoted rate) from a local travel agent. *Note:* In most cases, the WSO travel agent will be the least expensive. However, occasionally, a local agent may be able to save money. A local agent should only be utilized as a means to secure a lower fare, never as a convenience. Remember to always purchase your tickets a minimum of twenty-one days prior to departure in order to qualify for the lowest fare. Sam then drives to the airport (twenty-seven miles from home) and parks at the economy parking lot. Usually, the hotel room is booked by the WSO; however, that was not possible on this occasion. The shuttle to the hotel costs \$14.00, and Sam tips the driver \$2.00. Sam attends the event, imparting great wisdom to the local NA community, returns by shuttle (\$16 with tip) to the airport and flies home. The parking bill is \$21. Sam saves all receipts. An advance of \$165 was requested and granted. The meal allowance is \$55/day. What is reimbursable, and how does Sam fill out a request?

Refer to the sample request attached.

- Airfare—yes, with receipt and itinerary faxed to the WSO.
- Drive to airport—yes; the beginning and ending odometer readings and the purpose of the trip must be provided. Compute mileage at \$0.56 per mile ($27 \times \$0.56 = \15.12).
- Shuttle (with tip)—yes, with receipt.
- Meals—Maximum meal and tip allowance is \$55 per day (includes travel days); no receipts needed.
- Hotel—yes, with receipt. *Note:* Only room rate and tax is reimbursable; anything else charged to your room (meals, movies, phone calls, etc.) is your responsibility. Single accommodations may be planned to accommodate travelers from different time zones and/or individual personal habits like smoking, etc. This is arranged in the meeting planning and may not be done by the individual traveler. Any travelers with other special requests for single accommodations or plans to stay with a non-world service traveler will be

expected to pay for one half of the room. The WSO staff will let travelers know how to arrange payment.

- Parking—yes, with receipt.

Fill out the Reimbursement Request as shown and mail the signed original to the WSO. You may fax a copy to the WSO to help expedite your approval, but all originals *must* go to the office.

After approval, the balance of Sam's request (after deducting the \$165 advance) is mailed in the form of a check on the next weekly run. Because Sam filled out the request correctly and included the proper documentation (receipts), within a week (two at the most) Sam has been reimbursed for the above expenses.

ADVANCES

If you receive an advance, you **MUST** submit a reimbursement request, even if no money is due you. This is done to account for the funds. Include any unused funds (by check). No funds will be advanced or reimbursed to you until any previous advances that are outstanding for sixty days or more have been accounted for. Again, please note that any advances not accounted for will become an account receivable and will be reported to the conference.

A WORD TO THE WISE

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

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

Reimbursement for Non-Travel Trusted Servant Expenses

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

2014–2016 Communications Policy

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

- ◆ Allocations are determined by project, activity, or assignment. These allocations will be for monthly expenditures unless otherwise authorized.
- ◆ Telephone credit cards may also be issued when authorized.
- ◆ All phone and fax expenses must be substantiated using a phone log sheet. Phone log sheets should include the purpose of the call, dates, approximate time, cost of call (including tax), and phone/fax number of the party being called. Total the cost of all calls and submit for reimbursement.
- ◆ Individuals' phone logs must be submitted to the WSO each month. (In cases where telephone billing does not occur on a monthly basis, the log and bill is to be sent to the WSO within thirty days of the date of the bill.)
- ◆ If you have been approved by World Services to install a dedicated line for internet, the installation and the monthly line charge are reimbursable (with receipts) or in some cases, may be directly billed to NAWS. These connections are provided to ensure reliable communications with World Services.

MISCELLANEOUS

Postage, copy/fax paper, fax cartridges, etc. are reimbursable. Submit under "other" on a "Reimbursement Request" and include receipt(s). These expenses must fall within the project, board, or committee budget allocation as stated above.

SAMPLE REIMBURSEMENT REQUEST

Name: Sam Service Date of Request: 1 Sept 2014
 Event/Purpose: Zonal Forum Workshop Dates of Event: 04-06 Aug 2014
 Location: Dallas, Texas, USA

Maximum meal and tip allowance is \$55 per day

3 # of Days X \$55.00 \$165.00

Days	Travel	Lodging	Meal/Tip	Other	Notes	Daily Total
Thursday						
Friday	\$292.00 \$15.12* \$30.00**		\$30.00		Airfare *27 miles **Shuttle	\$367.12
Saturday			\$40.00			\$40.00
Sunday	\$15.12* \$35.00** \$21.00***	\$181.50	\$55.00		*27 miles **Shuttle ***Parking	\$307.62
Monday						
Tuesday						
Wednesday						
Totals	\$408.24	\$181.50	\$125.00			\$714.74
Advance						\$165.00
Balance						\$549.74
Make & Model of Vehicle	2006 Prius		License Number		123XXX	
Odometer reading at beginning of trip	62300		Odometer reading at end of trip		62354	

I hereby certify the above is true and correct.

Signed _____ Date _____

Approved _____ Date _____

REIMBURSEMENT REQUEST

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

Maximum meal and tip allowance is \$55 per day

of Days X \$55.00

Days	Travel	Lodging	Meal/Tip	Other	Notes	Daily Total
Thursday						
Friday						
Saturday						
Sunday						
Monday						
Tuesday						
Wednesday						
Totals						
Advance						
Balance						
Make & Model of Vehicle			License Number			
Odometer reading at beginning of trip			Odometer reading at end of trip			

I hereby certify the above is true and correct.

Signed _____ Date _____

Approved _____ Date _____

IDEAS FOR WORLD SERVICE PROJECTS SUBMISSION FORM

Narcotics Anonymous World Services
PO Box 9999
Van Nuys, CA 91409 or email to worldboard@na.org

For use by any member, group, board, or service committee

DATE: _____

SUBMITTED BY: _____

CONTACT NAME: _____

CONTACT INFO: _____

PHONE: _____

EMAIL: _____

ADDRESS: _____

PROJECT OR IDEA IS (check one):

☐ Printed Material

☐ Audio/Visual

☐ New

☐ Revision to existing material

PROJECT IS FOR USE BY (check one):

☐ Members

☐ Groups

☐ Service Committees

☐ Outside the Fellowship

NAME OF PROJECT OR IDEA: _____

DESCRIPTION OF PROJECT OR IDEA: _____

WHY IS THIS PRODUCT NEEDED: _____

WHAT IS THIS MEANT TO ACCOMPLISH: _____

*Please attach any background information that would assist the World Board
in their consideration of this idea.*



WORLD SERVICE PARTICIPATION REQUEST FORM

This form **must** be completed and submitted when requesting NA World Services participation at an event. Once completed, it can be emailed to Elaine@na.org, faxed to 818.700.0700, or mailed to NAWS, attn: Elaine Wickham. Make your requests as early as possible to allow for adequate planning. Participation request submission deadlines for the 2014-2016 conference cycle are 15 November for January–March events, 15 February for April–June events, 15 May for July–September events, and 15 August for October–December events.

EVENT INFORMATION

Name of event (full name and acronym):

Type of event: (i.e. zonal forum, *Conference Agenda Report* workshop, PR workshop, regional assembly) :

Dates and times of event: _____

Location of event: _____ Phone: _____

Language of the event: _____

Estimated number of attendees: _____ From where? _____

Contact person name: (for ongoing communication in planning) _____

Email address: _____ Phone: _____

Secondary contact person name: _____

Email address: _____ Phone: _____

NA WORLD SERVICE SESSION INFORMATION

For the 2014–16 conference cycle, we continue to make good use of zonal meetings as an opportunity to interact and communicate with RD teams from many regions in a single setting. As we expressed last cycle, with this diminished capacity for funding travel, or holding larger workshops to reach broader portions of the fellowship, we want to explore greater partnerships with zones as a way to reach more local members. For example, one idea is to work with zones to plan larger fellowship-oriented workshops on Friday evening and all day Saturday, and using Sunday for a more formal meeting of the zone.

In any case, because of the time and resource commitment required to attend events, generally we ask that we are able to conduct a minimum of six to eight hours of sessions.

We can do more, but generally to do less does not warrant the expense of travel from NAWS. Our experience at conducting workshops is that it is also not productive if there are concurrent workshops or activities. We ask that scheduling considerations are made so that most attendees are able to attend NAWS sessions. And if NAWS is unable to attend the event, we have many tools available to help you facilitate your own workshops.

How much time is available in your agenda for NAWS? _____

How many sessions would you like NAWS to facilitate? _____

What other activities are planned for the same time frame? _____

Please offer session topic ideas. In determining the session topics, it is helpful to consider who will be attending the event. Following are some ideas for workshop topics for this cycle: one of the current Issue Discussion Topics (Traditions, Welcoming All Members, Planning, and Group Support); one of last cycle's IDTs (Collaboration and Group Conscience); or a topic related to one of this cycle's projects (Service System Implementation and Adaptations, CBDM).. We are also prepared for other topics of interest to local members such as Building Strong Home Groups, Social Media, Planning Basics, Current NAWS activities, Fellowship Development, Facilitation Training, or Public Relations. These are just a few ideas; feel free to forward any topics that serve your event and community or to contact us for ideas about what might be best tailored to the event and attendees.

Proposed session topics and reason for each session (more information is better here, please feel free to attach an additional sheet if the space below is not enough.):

BACKGROUND AND ADDITIONAL COMMENTS

Please provide us with any other relevant details about your region(s), zone, or issues of concern that your NA community may be experiencing. This information will support our success in framing sessions and also in selecting NAWS travelers for the event.

FUNDING INFORMATION

Will the hosting region/forum/committee be making a contribution to NAWS for the traveler(s) expenses? Yes _____ No _____

If a trip is approved, NAWS will handle and pay for all travel related expenses. In the principle of self-support, we ask that your committee do its best to make a contribution.

GO TO WWW.NA.ORG AND COMPLETE THIS FORM ONLINE

WSC RULES OF ORDER

Note: These rules of order have not been updated since the conference has begun using a proposal process in new business and to modify old business motions. Some of the terminology may, therefore, be confusing. We do have a virtual workgroup this cycle dedicated to WSC Processes, and we expect to be offering ideas about WSC Processes for the 2016 Conference to consider and to revise this language to reflect their decisions

When meeting in a business session, the World Service Conference uses the following *WSC Rules of Order*. Discussion sessions are typically held before each business session. The time for dialogue and debate is in these discussion sessions. Once the conference enters into a formal business session, discussion and debate are very limited. Mutual trust and respect should be the basis for all decisions. In keeping with that spirit, the World Service Conference strives to base its decisions on consensus. These rules of order should be utilized in concert with the previous discussion on consensus-based decision making.

In cases that are not adequately covered by these rules, the latest edition of *Robert's Rules of Order, Newly Revised* will be used. If there is a conflict or discrepancy, WSC Rules take precedence over Robert's. The conference uses a parliamentarian to guide us in our efforts and to help us avoid getting into debates over process. The guiding principles of NA, including the *Twelve Concepts for NA Service*, are foundational in all our service efforts.

WSC Rules

1. Each conference participant has only one vote. RD alternates are considered to be the same "member" as their respective RD when acting as a participant.
2. No member may speak on a motion more than once until others who wish to speak have had a chance to do so.
3. Members may speak for a maximum of three minutes each time they are recognized by the facilitator. The facilitator may extend the time limit when they believe such action is warranted. Otherwise, a motion to extend debate must be adopted in order to extend time limits.
4. Debate is limited to no more than three speakers in favor of and no more than three speakers opposed to any motion. Debate only occurs if necessary. The discussions about a motion should have occurred before entering into the formal business session. The facilitator may extend that number if they believe such action is warranted.
5. Every main motion must be presented in writing on a WSC Motion Form. Motions and their intents should be stated in a clear and concise manner. The names of the members proposing and seconding the motion must be listed on the form. Motions presented by the World Board do not require a second. Motions must be submitted before the member speaks to the motion. When the motion has been introduced and seconded, it will be displayed so that it is visible to all members. At that point, the motion belongs to the conference and must be disposed of in some manner.
6. Once a motion belongs to the conference, debate follows only if necessary and if the motion is debatable. Other motions, as appropriate, may be applied to the main motion and must be disposed of in some manner. Debate should focus on the merits of the motion and bring up points that were not made in the earlier discussion session. Members should speak to a motion only after being recognized by the facilitator.

7. The conference may decide to replace or amend motions that have been presented based on prior discussions. When the motion is presented, the facilitator may recognize any participant offering a replacement or amendment, or offer a suggestion to the conference. If supported by a majority of the conference, the replacement/amendment will be accepted. The facilitator may interrupt this simplified process at any time they believe such action is warranted.
8. Adoption of Motions
 - a. Unless otherwise stated in these rules, a majority present and voting in the affirmative is required to pass a motion.
 - b. To pass a motion on matters of policy, such as approval, removal, or change of previously adopted literature, or change to *A Guide to World Services in NA* (or subsequent service document), affirmative votes are required of two-thirds of the registered members present and voting.
 - c. Regarding the addition of property to the Fellowship Intellectual Property Trust, deletion of property from the Trust, or the revision of the contents or nature of Trust Properties, only NA groups through their Regional Delegates may vote. To adopt, affirmative votes are required of two-thirds of the Regional Delegates recorded as present at the most recent roll call.
9. A quorum (the number of voting members who must be present in order to conduct business) for the WSC is a majority of all eligible voting members.

Voting

After debate on a motion has ended, the conference decides the issue by a vote. The following rules apply to voting at World Service Conference business sessions:

1. Voting occurs in one of the following three ways:
 - a. Voice vote - The facilitator first asks if there are any objections to the motion. If none are voiced, the facilitator declares that the motion passes by unanimous consent. If there is any objection, the facilitator asks those in favor of the motion to respond by saying "aye," then asks those opposed to the motion to respond by saying "no," and then asks those abstaining to respond by saying "abstain." The facilitator then announces if the motion was approved or rejected. When the result is announced, any member can challenge the accuracy of the facilitator's determination and request a standing or roll call vote. The facilitator will ask the body if that is what they wish and then announce a decision.
 - b. Standing vote - The facilitator asks those in favor of the motion to stand and remain standing while their numbers are counted. Those in favor are then asked to be seated, and the process is repeated for those in opposition, and then for those abstaining. Upon completion of the vote, the facilitator announces the number of votes in favor, the number of votes opposed, the number of abstentions, and then if the motion was approved or rejected.
 - c. Roll call vote - The facilitator calls the name of each participant registered at the most recent roll call. When called, the participant responds by stating either "yes," "no," or "abstain." Participants who do not wish to participate in the vote may answer as "present" to be reflected in the record but to not affect the vote. After all responses are tabulated, the facilitator announces the number of votes in favor, the number of votes opposed, the number of abstentions, and then if the motion was approved or rejected.

2. Voting generally takes place by voice, unless a request is made and approved by the conference for a standing or roll call vote. A majority of those present and voting is required to adopt a motion ordering a standing or roll call vote. The facilitator may ask for a standing vote if a voice vote is unclear.
3. In a standing or roll call vote, participants may choose to not affect the decision at all by being present but not participating in the vote. This means that they will not be counted in the total of the vote for that motion and do not impact the decision. This differs from an abstention. An abstention does impact the outcome of a vote because it is effectively counted as not being in support of the motion.
4. A majority vote is more than half of the total voting body, and a two-thirds vote is at least two-thirds of the total voting body.
5. An adopted motion takes effect at the conclusion of the conference, unless otherwise stated in the motion.
6. Motions included in the *Conference Agenda Report*, and any amendments to those motions, are considered in the Old Business session. All other items are considered in the New Business session. An adopted amendment that significantly alters an Old Business motion could move the amended motion to the New Business session.
7. Only Regional Delegates are eligible to vote on Old Business motions.
8. Regional Delegates and World Board members are eligible to vote on New Business motions.

Motions Commonly Used by the WSC

The following is an alphabetized list of the most commonly used motions and some of their characteristics, along with an alphabetized chart of those motions further describing their use and characteristics. In order to allow Consensus Based Decision Making to be used as the basis for conference decisions, it is important to remember that these motions and rules are here only to help the body. The facilitator should be allowed to help the conference get through its business without the conference trying to use the following motions to complicate the proceedings.

A. Adjourn - The motion to adjourn ends the conference immediately upon approval. The motion would only be appropriate when the body is ready to end the conference.

B. Amend - This motion modifies the wording of a pending motion before that motion is acted upon. The motion to amend is not amendable and must be resolved before another amendment can be considered. In the spirit of consensus building, the facilitator may choose to allow other ideas to be discussed before the conference decides what they wish to act on.

C. Appeal the Facilitator – A motion to appeal, when seconded, directs the conference to make a decision regarding a ruling made by the facilitator. When this motion is seconded, the facilitator explains the rationale of the ruling and the maker of the motion explains the reason for the appeal. No further discussion is allowed. The motion is then stated so those voting in the affirmative uphold the facilitator's ruling and those voting in the negative uphold the appeal.

D. Commit or Refer to Committee - The motion to refer to committee allows the conference to ask for further study of a motion in lieu of a decision. Such matters would be referred to the World Board unless otherwise directed. Any further instructions, such as a deadline date for reporting back to the conference, must be included in the motion to commit.

E. Division of Question - Motions sometimes contain more than one part, and members may wish to vote separately on the various parts of a motion. A motion to divide the question should state how the original motion should be divided. If approved by majority vote, the various parts of the original motion are then acted upon individually.

F. Limit or Extend Debate - This motion means the conference can exercise special control over the total time of debate, the time each member will be allowed to speak, or the number of speakers allowed on any pending motion. This motion must indicate the manner in which debate is limited or extended.

G. Main Motion - This motion brings new business before the conference. Main motions may only be introduced when no other motions are pending.

H. Parliamentary Inquiry - This motion allows a member to ask the facilitator a question about parliamentary procedure or the rules of order. The facilitator's answer disposes of the motion.

I. Point of Information - A member may ask the facilitator, or another member through the facilitator, for information about the business under consideration. The information sought should be unrelated to parliamentary procedure or rules of order, but should be necessary or helpful to reaching a decision regarding the topic under consideration.

J. Point of Order - When a member believes the rules of the conference are being violated, a point of order can be raised. Normally, this is to call the facilitator's attention to an error that has occurred, usually inadvertently, and the matter is resolved by the facilitator's response. If the member disagrees with the facilitator's response, they may move to appeal the facilitator.

K. Postpone - If a member wishes to delay the decision of a motion before the conference to a later time, they may offer this motion. Reasons may include, for example: The motion needs more study before a vote, the conference is tired after a long day, or many concerned members are currently absent. The motion should specify a time to take the motion up again.

L. Previous Question or Close Debate - This motion is used to close debate and bring the pending motion to an immediate vote. If this motion is approved by a two-thirds vote, the motion before the conference must be put to an immediate vote without further discussion.

M. Point of Privilege - This motion is used to gain the facilitator's attention if, for example, a member cannot hear the speakers, or if the room is uncomfortably warm or cold, or for any other reason unrelated to the merits of the motion. The issue is usually resolved by a response from the facilitator. If not, members may move to appeal the facilitator.

N. Recess - This motion allows for a short intermission in the conference's proceedings. This does not close the session. After the recess, business will be resumed where it was interrupted.

O. Reconsider - Sometimes information becomes available after a motion has been decided and a member believes that the new information would have affected their vote. The motion to reconsider permits the reintroduction of a motion previously disposed of, but only under certain circumstances. The person making the motion must have voted on the prevailing side, any action indicated in the approved motion must not have been implemented, and the motion must be introduced on the same or the next day as the original vote. If the motion is approved by a two-thirds majority,

the original motion comes before the conference in the same form as before the original vote and is handled as though the vote had never been taken.

P. Suspend the Rules - When the conference wishes to do something during a meeting that would violate one or more of its own regular rules, it can adopt a motion to suspend the rules. The proposed action cannot be in conflict with any of NA's guiding principles. Any suspension of the rules requires a two-thirds vote for approval.

	IN ORDER WHEN ANOTHER HAS FLOOR	SECOND REQUIRED	DEBATABLE	AMENDABLE	VOTE REQUIRED TO ADOPT
Adjourn	No	Yes	No	No	Majority
Amend	No	Yes	Yes	Yes	Majority
Appeal the Facilitator	Yes	Yes	1 Pro/1Con; Con is facilitator	No	Majority in negative
Commit or Refer to Committee	No	Yes	Yes	Yes	Majority
Division of Question	No	Yes	No	Yes	Majority
Limit or Extend Debate	No	Yes	No	No	Majority
Main Motion	No	Yes	Yes	Yes	Majority
Parliamentary Inquiry	Yes	No	No	No	No vote
Point of Information	Yes	No	No	No	No vote
Point of Order	Yes	No	No	No	No vote
Postpone	No	Yes	Yes	Yes	Majority
Previous Question or Close Debate	No	Yes	No	No	Two-thirds
Point of Privilege	Yes	No	No	No	No vote
Recess	No	Yes	Yes	Yes	Majority
Reconsider	No	Yes	Yes	No	Two-thirds
Suspend the Rules	No	Yes	No	No	Two-thirds

Issue Discussion Topics—Selection and Discussion

At WSC 2002, the following process was approved for use for two conferences. We continue to refine the IDT process each conference cycle.

INITIATION AND CHOOSING TOPICS: The WSC meeting is the best place to initiate Fellowship discussions. Without the efforts of all conference participants when they leave the conference, the Fellowship would not be aware of what these issues are or why they are important.

The conference may select Issue Discussion Topics through any combinations of the following:

1. The World Board can come to WSC with a variety of topics, derived from many sources, for participants to either rank or choose from. The sources for topics would include reports from the worldwide workshops, WSO Fellowship Services' correspondence, topics submitted from regions or members, world convention workshops, etc.
2. The World Board can come to WSC with one or two topics already chosen for the next conference cycle. These topics would come from the same sources mentioned above.
3. Conference participants can generate topics throughout the week and choose one or two from a compiled list near the end of the week.

CONFERENCE PARTICIPANTS AND FELLOWSHIP INVOLVEMENT: The general steps below provide for wide participation of conference participants and members of the Fellowship.

Conference participants, in small groups, can generate points to help establish the type of information in IDT material published after the conference.

The WB will finalize the material on the IDTs after the WSC meeting and distribute it widely.

The WB will invite input from the Fellowship discussions. It will be important to actively encourage members and committees to share their experience, strength, and hope instead of asking for their opinion or “position” on the topic. Our recovery is built on this kind of sharing of experience rather than taking a position.

FINALIZATION: The World Board will provide feedback to the Fellowship in the form of a synopsis or report on the input received. This could be in *The NA Way*, *NAWS News*, a special report, on the website, etc. The input might or might not be usable as input for a service pamphlet or even for a new project plan.

The approach outlined above delivers what is hoped to be an inclusive process that has a definable outcome. It outlines the selection of Issue Discussion Topics, and the initiation and finalization of discussions. It allows for the Board to draw from staff, worldwide workshops, convention workshops, member ideas, regional submissions, and Board correspondence. The selection process is taken out of the CAR, and “position papers” are discouraged in favor of shared experience.

This approach also preserves the value of holding Fellowship discussions in many different settings while creating the sense of building community among the discussion participants.

INTERNAL USE OF NA INTELLECTUAL PROPERTY

A statement of the NA Fellowship's policy on the reprinting of copyrighted NA recovery literature and the use of registered NA trademarks and service marks by NA groups, service boards, and committees.

NA Intellectual Property Bulletin #1 was approved by the Fellowship of Narcotics Anonymous as given voice by its groups through their regional service representatives at the World Service Conference on 27 April 1993, applicable as of 1 May 1993. It was amended at the World Service Conference in 1997 and 1998. This bulletin supersedes all previous bulletins and policies pertaining to the use of copyrighted literature and registered trademarks and service marks by NA groups, service boards, and committees.

The Fellowship Intellectual Property Trust (FIPT) describes in detail how NA's name, trademarks, and recovery literature are protected and administered by Narcotics Anonymous World Services, Inc. (NAWS). It covers NA's name, trademarks, and recovery literature in all forms, including translations, and all mediums, whether printed, electronic, or in any other media that may be developed in the future. Additional guidelines contained in this and the other intellectual property bulletins for the use of NA's intellectual properties by the fellowship are presented as an adjunct to the FIPT. The guidelines are based partly on legal considerations and partly on the nature of NA. By following these simple steps, the fellowship will help ensure that NA's name, trademarks, and recovery literature will always be available to fulfill our primary purpose.

All matters not specifically addressed by the Intellectual Property Bulletins will be considered under the conditions of the Fellowship Intellectual Property Trust. Any questions or concerns about the bulletins should be directed to NA's World Service Office.

This bulletin reflects the policy affecting the use of NA intellectual property within the NA Fellowship. Use of the fellowship's trademarks and recovery literature is a commitment to comply with these guidelines. Usage inconsistent with the guidelines is improper. Usage disputes are dealt with in Intellectual Property Bulletin #5.

Use by NA groups

These guidelines outline the appropriate uses of NA logos and recovery literature by NA groups. The guidelines also lay out criteria a group can use to avoid improper use. A description of the NA group--its nature, function, and role in the NA Fellowship--can be found in current NA service manuals. You are encouraged to review those sections describing groups prior to attempting use of the guidelines described below.

Use by NA service boards and committees

Service boards and committees created directly or indirectly by NA groups may use NA logos and recovery literature in the ways described in these guidelines so long as they register with NA World Services.

Use by individual NA members or others

Guidelines in this or other Intellectual Property Bulletins do not grant individual NA members or those outside NA permission to use NA trademarks or intellectual property. Individual NA members or others who wish to use NA's trademarks or copyrighted recovery literature should write directly to NA World Services.

GUIDELINES FOR USE OF NA TRADEMARKS

Some of the NA Fellowship's registered trademarks are the name "Narcotics Anonymous," the stylized NA initials, the diamond in a circle, the original NA group logo, and the "PR stamp," all shown below:



Narcotics Anonymous®



Guidelines for use

Use of Narcotics Anonymous trademarks should always reflect the seriousness of our primary purpose and our spiritual foundation of anonymity. The Narcotics Anonymous name or trademarks should not be used by an NA group, service board, or committee in any way that would imply legal liability or financial responsibility by or to another part of the fellowship, service structure, or outside enterprise.

Narcotics Anonymous trademarks should not be used in any way that would serve to endorse, finance, promote, or affiliate the NA Fellowship with any outside enterprise.

Narcotics Anonymous trademarks should not be used in conjunction with any law enforcement, political, medical, or religious slogans, themes, or other related materials.

Narcotics Anonymous trademarks should not be used or displayed in such a manner as to possibly offend or disrespect the sensibilities of other organizations, groups, or NA as a whole.

Narcotics Anonymous trademarks should not be used in any manner that could draw us into public controversy.

Narcotics Anonymous trademarks should not be used on locally developed recovery literature.

“NA Fellowship Approved” trademark

The “NA Fellowship Approved” trademark is used to indicate that a piece of recovery literature has been approved by the Fellowship of Narcotics Anonymous as given voice by its groups through their regional delegates at the World Service Conference. The “NA Fellowship Approved” trademark may not be used on any other materials.



Marking trademarks

Either the capital letter “R” or a “TM” should be placed inside a small circle to the right of all NA trademarks every time any of them are used. By doing so, we are showing that these logos are legally owned or registered trademarks. This is one way in which we help preserve the fellowship’s legal right to ownership of its trademarks.

Protecting artwork

Whenever an NA group, service board, or committee has an artist create original artwork, drawings, designs, or screens using any NA trademark, the NA body should always be sure the artist signs a document releasing to the NA body his or her rights to the artwork, including the original rendering. By doing so, we ensure that neither the NA logos nor any artwork that has been created for the benefit of the fellowship can later be used to benefit a private individual or an outside business enterprise.

GUIDELINES FOR REPRODUCTION OF NA RECOVERY LITERATURE

NA World Services acts as the publisher of all NA Fellowship-approved recovery literature. As such, it has been entrusted with the responsibility to obtain copyright protection for these items on behalf of the

fellowship. This ensures that the fellowship's message as presented in our books and pamphlets is not tampered with.

Narcotics Anonymous World Services is largely dependent on the income generated from the sale of NA recovery literature. This income is used to cover the costs of publishing as well as the expenses associated with other services provided to the World Service Conference and the NA Fellowship at large. A large part of NA World Services' income comes from NA groups that purchase recovery literature to distribute at their meetings. Many groups consider their purchase of NA Fellowship-approved recovery literature as one way in which they contribute to the unity and growth of NA as a whole.

Use by NA groups

As a general rule, no one has the authority to reproduce NA Fellowship-approved recovery literature without prior written permission from Narcotics Anonymous World Services. However, given the nature of our fellowship, our experience indicates that NA groups *and only NA groups* should have the authority to reproduce fellowship-approved recovery literature in certain instances. When preparing to reproduce NA Fellowship-approved recovery literature, NA groups should discuss the Fourth Tradition and follow all of these general guidelines:

1. An NA group should only reproduce NA Fellowship-approved recovery literature when it has a clear need to do so.
2. NA Fellowship-approved recovery literature reproduced by an NA group should be distributed only within that group. Such materials should always be given away free of charge; they should never be sold to generate income.
3. The text of NA Fellowship-approved books and pamphlets reproduced by an NA group should not be altered or modified in any way.
4. The copyright for the item being reproduced should be shown prominently as follows: "Copyright © [year of first publication], Narcotics Anonymous World Services, Inc. Reprinted by permission. All rights reserved."

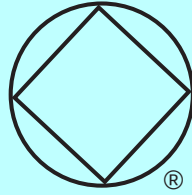
Use by registered NA service boards and committees

Registered NA service boards and committees that wish to quote or reprint portions of NA Fellowship-approved recovery literature should always include the proper notation or credit identifying the origin of the quote or reprinted portion they wish to use. Generally speaking, the length of a reprint or quote should not exceed 25% of the original piece. In the case of NA books, reprints or quotes should not exceed 25% of a single chapter or section. In the case of an article from *The NA Way Magazine*, the entire piece may be used if the source is fully cited.

Any use of NA's name, trademarks, or recovery literature that is not specifically covered is reserved to NAWS, Inc. The use covered in the Intellectual Property Bulletins does not create any other right or claim by the user to any of the fellowship's marks under any theory of law, fact, or equity.

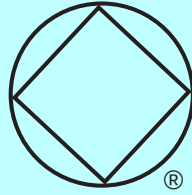
This is the document identified by name in the Fellowship Intellectual Property Trust Operating Rules, Article V, Section 1. It was approved by the Fellowship of Narcotics Anonymous as given voice by its groups through their regional service representatives at the World Service Conference as Trustor of the Fellowship IP Trust on 27 April 1993, and revised by the regional delegates at the World Service Conference on 30 April 1997 and 27 April 1998. It may be changed only by the Trustor.

**To register, or for more information, contact NA World Services,
PO Box 9999, Van Nuys, CA 91409 USA, Tel: 818.773.9999, Website: www.na.org.**



Twelve Traditions of Narcotics Anonymous

1. Our common welfare should come first; personal recovery depends on NA unity.
2. For our group purpose there is but one ultimate authority—a loving God as He may express Himself in our group conscience. Our leaders are but trusted servants; they do not govern.
3. The only requirement for membership is a desire to stop using.
4. Each group should be autonomous except in matters affecting other groups or NA as a whole.
5. Each group has but one primary purpose—to carry the message to the addict who still suffers.
6. An NA group ought never endorse, finance, or lend the NA name to any related facility or outside enterprise, lest problems of money, property, or prestige divert us from our primary purpose.
7. Every NA group ought to be fully self-supporting, declining outside contributions.
8. Narcotics Anonymous should remain forever nonprofessional, but our service centers may employ special workers.
9. NA, as such, ought never be organized, but we may create service boards or committees directly responsible to those they serve.
10. Narcotics Anonymous has no opinion on outside issues; hence the NA name ought never be drawn into public controversy.
11. Our public relations policy is based on attraction rather than promotion; we need always maintain personal anonymity at the level of press, radio, and films.
12. Anonymity is the spiritual foundation of all our traditions, ever reminding us to place principles before personalities.



Twelve Concepts for NA Service

1. To fulfill our fellowship's primary purpose, the NA groups have joined together to create a structure which develops, coordinates, and maintains services on behalf of NA as a whole.
2. The final responsibility and authority for NA services rests with the NA groups.
3. The NA groups delegate to the service structure the authority necessary to fulfill the responsibilities assigned to it.
4. Effective leadership is highly valued in Narcotics Anonymous. Leadership qualities should be carefully considered when selecting trusted servants.
5. For each responsibility assigned to the service structure, a single point of decision and accountability should be clearly defined.
6. Group conscience is the spiritual means by which we invite a loving God to influence our decisions.
7. All members of a service body bear substantial responsibility for that body's decisions and should be allowed to fully participate in its decision-making processes.
8. Our service structure depends on the integrity and effectiveness of our communications.
9. All elements of our service structure have the responsibility to carefully consider all viewpoints in their decision-making processes.
10. Any member of a service body can petition that body for the redress of a personal grievance, without fear of reprisal.
11. NA funds are to be used to further our primary purpose, and must be managed responsibly.
12. In keeping with the spiritual nature of Narcotics Anonymous, our structure should always be one of service, never of government.