II. RESOLUTION A PROPOSALS

Resolution A:

> *To approve* **in principle** *a change in participation at a new WSC to achieve the following objectives:*
>   1. *to reduce the total number of representatives*
>   2. *to provide for equal representation from all geographic entities; and,*
>   3. *to encourage a consensus-based decision-making process*

A. Overview

We are proposing four models to serve as a basis for the discussions about Resolution A at this year's conference. Our hope is that by providing the framework and impacts of different representative models, we will be able to gain direction from this year's conference participants so that we can then develop one comprehensive proposal for consideration at this year's world services meeting, and, after review by the fellowship, adoption at the 1998 World Service Conference.

The four proposed models are presented in order — from the one most like our present system to the model that most differs from our present system. Models One and Two therefore offer the least amount of change from what we presently have, while Model Three is farther removed from our system's present configuration. Finally, Model Four stands as the furthest departure from the world services system as we know it today.

We offer the same purpose and overall function for the World Service Conference in Models One, Two and Three. The sections on the responsibilities of the World Service Conference, the *Conference Agenda Report*, the Delegate Criteria, and the Role and Responsibilities of the Delegate are also the same in these models.

Model Four, however, is so significantly different from Models One, Two, and Three that its explanation requires an entirely different approach. Because Model Four is essentially recommending the dissolution of the World Service Conference as we know it, the purpose and overall function of the WSC, as well as its responsibilities, its utilization of the *Conference Agenda Report*, along with the Delegate criteria and responsibilities would become obsolete with regard to world services. Of course, many of those functions could in turn be adopted by the proposed national or continental conference system. Thus our proposal for a World Board and our ideas for a new World Service Conference could then apply to the United States Service Conference. Other conferences, in turn, could use those ideas as a guide, adapting any or all relevant specifics to suit their own needs.

Before we move on to the presentation of our proposed models, however, we do have some concerns about Resolution A that arose from our discussions, and which need to be summarized.

B. Summary of Concerns Regarding Resolution A

Resolution A, as adopted by the 1996 World Service Conference, reads as follows:

> *To approve* in principle *a change in participation at a new WSC to achieve the following objectives:*
>   1. *to reduce the total number of representatives*
>   2. *to provide for equal representation from all geographic entities; and,*
>   3. *to encourage a consensus-based decision-making process*

The Transition Group has held many difficult discussions this year about what exactly the conference intended by its adoption of Resolution A and what we believed were realistic ways to accomplish what this resolution states. Because we believe in full participation, and because we felt a serious need for additional direction and guidance, we asked each conference participant to provide us with their understanding of what this resolution actually meant to them when they voted for its adoption. Unfortunately, we received input from less than eight percent of participants, and the input we did receive set no clear direction.

B 1. "<u>The Greater the Base, . . . the Higher the Point of Freedom</u>"
For a number of years now, our world services have been attempting to ensure a worldwide fellowship, unified in common principles as well as in our attempt to increasingly provide for full and fair participation within the various service functions at the world level. The Transition Group sees great potential benefit from the unity that would arise from maintaining our worldwide focus into the twenty-first century.

As the description of our symbol in our Basic Text suggests, "as we grow in unity in numbers and in fellowship," the freedom that accompanies our fellowship's size, strength, and commitment to a common purpose can only increase. In this way, the Resolution Group's vision — of a unified world services structure and a fully connected and participatory global fellowship — is inspirational. We applaud their idealism and the loftiness of their goal.

Whether or not the attainment of such a vision is in fact achievable is another matter entirely, and our own struggles with its practicality are evident throughout the following pages. We do, however, wish to recognize the essential value in hoping to maintain a unified, worldwide Narcotics Anonymous fellowship. We all agree that, if such a vision is realizable, we should make every attempt to make it a reality.

As it is written, though, this resolution presented us with a series of challenges, including (1) the difficulty of defining the word "equal," (2) the potential problems associated with adding yet another layer to our service structure (as well as with providing the resources, both human and financial, necessary to the proper functioning of a new service tier), (3) the difficulties we experienced with attempting to define the term "consensus-based decision making," and (4) the distinction between the terms "representative" and "delegate."

We offer no definitive answers to any of these questions: rather, we believe that these issues require broader fellowship discussion — particularly if the fellowship as a whole is to endorse our proposals at WSC '98. We therefore present the following summary of concerns raised during our discussions as an introduction to the four models for Resolution A proposed later in this report.

B 2. Defining "Equal"

The World Service Conference has been discussing the ideas contained in resolutions B through G adopted at WSC '96 for years. The concepts of a single board, a human resources panel, a unified budget, and a downsized committee structure are therefore familiar to most of us. Moreover, resolutions B through G reflect that basic familiarity in the clear and relatively narrow direction that they contain. Resolution A, however, contains ideas that have not been discussed by either the conference or the fellowship at large in any detail at all. For example, we have heard many different beliefs expressed in our group and in the input we have received about what "equal representation" means.

Even the dictionary provided us with no assistance. To choose the definition of "equal" to be *the same rank or ability or merit* or *the same as* did not seem to apply since all representatives currently have the same voice and vote. We do not currently have different classes of representatives. Moreover, the definition of *evenly proportioned* or *of the same quantity* might be applicable, but contains problematic implications.

We do not believe, for example, that the conference asked us to change the very nature of representation in Narcotics Anonymous to one of literal democracy; one group meaning one vote (though we did examine this direction in our discussions). Thus, even though the fellowship in the USA represents 85% of the worldwide fellowship in number of groups; and even though the USA represents a similar proportion of the fellowship's areas and regions, we believe that "equal" will have to be based on other factors in addition to a simple democratic majority. If we are to build a world service structure and conference that are truly representative of the many cultures and concerns that will increasingly face us over the coming years as our fellowship continues to grow and mature, other factors such as language, culture, and geography will need to be considered as well.

B 3. A New Service Tier

Many of the discussions during the inventory addressed the perceived or real distance separating the groups from world services, as well as the communication problems associated with that distance. We have heard many ideas about how to make the conference itself more responsive to the groups by transforming its focus, format and decision making processes. Yet Resolution A presents us with a dilemma: how is it possible to make the conference more responsive to the needs of the groups, and improve the communication between the groups and world services, while simultaneously moving the two further apart? Thus, examining the potential consequences of inserting another representative layer into our service structure was the second difficulty addressed in our discussions.

In addition to these communication concerns, another primary consideration in the implementation of Resolution A is the current reality of our fellowship's limited resources, both human and financial, at all levels of service. Many of the discussions at this year's conference will be focused on how we as a worldwide fellowship can continue to provide the services that our fellowship needs. We do not claim to have the answer to this question, but we do know that creating another layer of service will mean creating another layer of expense and administrative time and energy.

Another concern related to the expense associated with the new layer of service is the expense associated with representation at the new WSC. One of the ideas that we have not pursued but which we will have to discuss at the conference is that of cost equalization. Should the cost of sending a delegate to the World Service Conference be the responsibility of the conference? Or of the region or district? The Transition Group supports the philosophical premise of cost equalization, but is also aware of the difficulty of attempting to implement it fairly. If all delegates pay an equal amount to attend the conference, for example, what happens when someone cannot contribute their share? Is everyone then prevented from attending at all? These and other questions will need to be the subject of considerable fellowship thought and discussion over the coming conference year.

B 4. "Consensus-based Decision Making"

The notion of "consensus based decision making" was the third source of considerable discussion and debate among TG members, as well as within the input we received. Some members believe that consensus -based decision making means discussions that conclude with the vast *majority* of the members coming to agreement. Others believe that such discussions must conclude with *unanimity*. While we believe that unanimity is something that conference participants should always strive for, we are not proposing that the World Service Conference be limited by a demand for it. Our ninth concept reminds service bodies to carefully consider all viewpoints. We believe that, for the purposes of our service bodies, consensus must be based on considering all viewpoints while at the same time trying to find the common ground that every participant can support, even when the eventual decision is not exactly as every participant may have desired.

B 5. "Representative" versus "Delegate"

We have struggled with the terms "representative" and "delegate." The distinction between these terms may simply be a matter of semantics — the current version of the *TWGSS* (and our service materials as far back as the *NA Tree*), in fact, uses both terms. Nonetheless, we believe the distinction is an important one.

We are proposing the use of the term delegate rather than the Resolution Group's original language, "representative." We believe that local NA communities must be willing to *delegate* considerable authority to the trusted servant acting on their behalf at the World Service Conference, for that individual will be attending a new WSC based less on motions and more on discussions than is presently the case. Therefore, the trusted servant acting on behalf of his or her local community will, in actuality, need more authority to participate in those discussions than is currently necessary, based on our more traditionally motion-oriented procedures.

At the same time, we should qualify the above statement by stating that, under any future conference structure and procedures to be developed, issues for discussion at the new WSC should be identified well in advance and communicated throughout the year so that the delegates can come to the conference with the conscience of their local communities.

C. The Purpose of the World Service Conference (Models One and Two)

The purpose of the World Service Conference is to fulfill the following the *NA World Services Vision Statement:*

> **NA World Services Vision Statement**
> All of the efforts of Narcotics Anonymous World Services are inspired by the primary purpose of the groups we serve. 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;*
> —*NA communities worldwide and NA world services work together in a spirit of unity and cooperation to carry our message of recovery;*
> —*Narcotics Anonymous has universal recognition and respect as a viable program of recovery.*
>
> As our commonly held sense of the highest aspirations that set our course, our vision is our touchstone, our reference point, inspiring all that we do. Honesty, trust, and goodwill are the foundation of these ideals. In all our service efforts, we rely upon the guidance of a loving Higher Power.

D. The Functions of the World Service Conference (Models One and Two)

The functions of the World Service Conference should always be directed by the *World Service Conference Mission Statement:*

> **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.*

E. Responsibilities of the World Service Conference (Models One and Two)

The responsibilities of the new World Service Conference will be to:

1. Provide guidance and direction for the activities of NA world services by prioritizing projects and activities, choosing the conference's theme, and by discussing, providing direction and making decisions on World Board initiatives.
2. Hold discussion sessions about NA philosophy, Traditions, Concepts, and direction for the growth and development of the fellowship.
3. Provide workshops on themes prioritized by the previous conference and developed by the World Board each year.
4. Discuss, provide direction, and if possible, resolve fellowship-wide issues.
5. Make necessary decisions regarding recovery literature, trademarks, service marks and all other intellectual properties on behalf of the fellowship as the Trustor of the Fellowship Intellectual Property Trust. This includes the development and approval of new literature initiatives.
6. Elect members to the World Board and ratify the annual budget.
7. Establish a resolution process for problem solving.

8. Ensure that the fellowships interfaces with governmental and non-governmental entities are coordinated and consistent.
9. Provide fellowship development assistance.

F. The Role of the **Conference Agenda Report** *(Models One and Two)*
The items that will be included in the *Conference Agenda Report* for discussion the following year will be chosen by conference participants at the annual meeting. A maximum of five project-oriented items will be identified and prioritized at the conference. In keeping with the World Services' Vision Statement, the identified items must help to further the growth of NA worldwide and work to improve the unity of the fellowship for our members. The *Conference Agenda Report* will then be released in adequate time for translations and review prior to the annual meeting for discussion by the fellowship.

In addition to these more project-oriented items prioritized at each conference, conference participants will also identify a more philosophical "theme" for each conference year (something like our current practice of identifying "Issue Discussion" topics). This "theme" will be discussed and debated in workshops throughout the fellowship during the year. For example, the theme for the year might be "Self-support," which would draw out a host of discussions that would probably range far beyond the obvious financial implications associated with our seventh tradition.

Delegates' ideas and suggestions for both the project items and the year's theme would be forwarded to the World Board during the year for possible inclusion in the next year's *Conference Agenda Report*. The World Board would report to the conference on all ideas that they receive and may choose to propose some or all of those ideas to the conference for further discussion. To help avoid surprises at the annual meeting, any initiatives brought directly to the annual meeting by a delegate must be approved by the conference before the World Board can consider it to be one of the board's agenda items over the following conference year. Only after that year's consideration may such an initiative be presented to the conference for prioritization.

G. Delegate Criteria (Models One and Two)
The following criteria are provided for geographic areas to consider when choosing a delegate. Since this is a position of great responsibility to both the local community and to the worldwide fellowship, careful thought, thorough deliberation and a realistic understanding of the responsibilities are essential to making an effective selection. Given the seriousness of the delegate's various duties and responsibilities, consideration and discussion of the leadership qualities and communication responsibilities called for in the Fourth and Eight Concepts should be considered when selecting trusted servants.

More specifically, Concept Four states that "Effective leadership is highly valued in Narcotics Anonymous. Leadership qualities should be carefully considered when selecting trusted servants."[1] The qualities identified by this concept include humility, integrity, honesty, open-mindedness, willingness, spiritual depth and trustworthiness. Certainly local NA communities should be mindful of these characteristics, as well as

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[1] Quoted from "Twelve Concepts for NA Service." page 8.

skills and personal experience, when selecting a delegate to represent them at the World Service Conference.

Similarly, Concept Eight states that "Our service structure depends on the integrity and effectiveness of our communications,"[2] and our collective experience indicates the importance of honest, open and straightforward communication to the success of NA's services. Both the delegation of authority as well as effective leadership depend upon open, frank, full, and frequent communication. Such communication helps to ensure the effectiveness of our trusted servants' efforts, and should be heavily considered in the selection of all our leaders, including local communities' delegates.

With the above general criteria in mind, local NA communities should also consider the following as guidelines in the selection of their delegates. We recommend that each delegate possess:

1. Seven years clean time.
2. A demonstrated ability to effectively communicate through written reports and verbal discussions.
3. Three years of serving at a regional level.
4. The ability to perform as a member of a team.
5. An open-minded attitude that considers all the facts.
6. Organizational skills.
7. An understanding of the Traditions and Concepts.

H. Role and Responsibilities of the Delegate (Models One and Two)
Each delegate has the following duties and responsibilities:

1. As members of world services, the delegates:
    - help to ensure that all the efforts of NA world services are guided by the NA World Services Vision Statement and the World Service Conference Mission Statement.
    - offer a global perspective as a participant of the World Service Conference and provide this perspective to their geographic area.
    - provide a "local" perspective by participating in discussions at the World Service Conference and providing input to the World Board.
    - serve as the primary communicator to and from the WSC and their geographic area.
    - are accountable to the fellowship through their geographic area.
    - gather the conscience in their geographic area to assist them in their decision making at the WSC. They are representatives of their geographic area functioning as delegates.
    - encourage the human and financial support necessary to provide world services with the resources to carry out its mission and vision statements and to ensure that all delegates are able to attend the World Service Conference.
    - vote in the election of World Board members.

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[2] "Twelve Concepts for Service." page 17.

- act as the Trustor of the Fellowship Intellectual Property Trust.
- strive to achieve consensus on World Board initiatives.
- share experience with other delegates and the World Board.

2. As representatives of their geographical area, delegates:
- foster alliance and unity within their geographical area and world services.
- serve the needs of their geographical area and world services with a balanced outlook.
- engage and initiates philosophical discussions within their geographical area and world services, freely exchanging ideas for the growth of NA.
- gather conscience for the world service conference agenda.

3. As a resource to their geographical area, delegates:
- communicate with members of their geographical area as to the global concerns through workshops, articles for local newsletters and world service publications and by written reports to areas and GSRs.
- host workshops on a variety of topics including one aspect of service provided by the WSO each year; group registrations, information contacts, etc.

I. Length of Term for Delegates (Models One, Two, and Three)
A minimum of two years is suggested as the term length for delegates. A geographic area may choose to elect an alternate delegate to assist and support the delegate in the fulfillment of their responsibilities to their local community. However, no alternates would attend the world services annual meeting.

J. Models One and Two— Proposed Changes
J 1. Rationale for Models One and Two
Models One and Two present a world service conference that least differs from our current WSC, particularly with regard to the actual NA communities that would be represented there, as well as their present method of representation. Even though Model One relies essentially upon the existing regional system of representation and Model Two relies upon a state-based representational system, , the key element of these models is their fundamental similarity to our current system — there is no new district, continental, or zonal layer of services that would necessitate a fundamentally different representational strategy on the part of local NA communities.

In fact, the rationale for Models One and Two argues for the desirability of not adding an additional layer of administration and services such as we will see in Model Three. Thus one of the purposes of these two models is to keep the regions connected to the World Service Conference and the World Service Conference directly responsible to the regions without an intervening layer of services, administration, and expense. The biggest changes necessary to implement Models One and Two are (1) the new format of the World Service Conference; (2) the expanded role of the delegate from the current RSR responsibilities, and (3) the reduction in the overall number of conference participants from our present system.

Models One and Two also fundamentally support the vision of a unified and fully participatory world service structure. Recognizing the potential experience, strength,

and hope that can arise form our entire fellowship being connected with one another across the globe, Models One and Two affirm the conference's decision last year to move forward with the prospect of redesigning our world services to facilitate the continuation of our fellowship's global identity. As we grow in numbers and strength, we are demonstrating more each year the fact that our program is universally applicable across all cultures, language groups, political systems, and economic levels. Just as the disease of addiction knows no such limitations, our fellowship's continuing growth and development proves that recovery from the disease of addiction is also increasingly available to anyone and everyone willing to try our new way of life. Models One and Two therefore affirm the universality of our program, and their forms encompass a worldwide fellowship united in purpose as well as in participation within a single unified service structure.

(Note: Funding World Services)
Another crucial argument to recommend either of these models is the fact that we are presently funding (as best we can) a similarly constituted world services, so it is at least reasonable to anticipate that we could in fact fund this new model.

J 2. The format of the annual meeting of the World Service Conference (Both One and Two)
The format for the annual meeting, stated generally, would be as follows:

— *Day One: The conference opens with a keynote speaker on the identified theme for the year followed by workshops for all conference participants.*

— *Day Two: Initiatives from the Conference Agenda Report are discussed. A final decision is made on those initiatives that have reached resolution. Some initiatives may require direction for additional work.*

  New ideas are considered by the conference. Those that have not been previously sent to the World Board are discussed. If the conference wishes to have further consideration of any of these items, they are forwarded to the World Board for a report back later in the week.

— *Day Three: World Board members and delegates meet in committees to discuss the priorities for the upcoming year. The World Board offers recommendations for the upcoming year and elections for World Board members are held.*

— *Day Four: The conference discusses items that need further discussion or focus and the priorities for the upcoming year in a workshop setting.*

— *Day Five: The issues and agenda for the upcoming year are finalized. The conference closes with a speaker on the theme of the year.*

J 3. Delegate's Role (Both One and Two)
The delegate's role in this model differs from the current RSR's role because of the stated nature and purpose of the new WSC. Delegates will continue to represent their local NA community, but will also be delegated the responsibility by that community to

participate in the discussions regarding projects, initiatives, and "themes" relevant to the growth and development of NA worldwide. As such, these new delegates will be both "representatives" of their electing constituency, as well as world level trusted servants delegated the necessary responsibility to guide and direct the fellowship around the world.

J 4. <u>Reduced Number of Conference Participants</u>

Another premise for these models is that a major problem with our current structure is simply the large number of people on the conference floor (two hundred plus), and the confusion and clamor that such crowding creates. At the 1996 World Service Conference, for example, there were eighty-eight (88) regions represented. Each of these regions had between one and three representatives seated on the floor, and there were forty (40) board and committee officers seated as well. Of the eighty-eight (88) regions present, sixty-one (61) were from the United States, six (6) were from Canada, and twenty-one (21) were from Europe, India, Asia, the Caribbean, and Central and South America. There were four (4) seated regions not present at WSC '96, three (3) from the United States and one (1) from Asia.

Thus, there were approximately two hundred and twenty (220) people seated (though not all were voting) on the floor of the 1996 World Service Conference. One of the biggest considerations, therefore, regarding Resolution A is the anticipated difficulty in holding consensus-building discussions (as mandated by the resolution) among the current number of conference participants. It seems unrealistic to expect that such discussions could be practical given such a large number of prospective debaters.

Thus, Model One, on the other hand, recommends a potential maximum total of one hundred fifteen (115) conference participants at the new World Service Conference (92 delegates and up to 23 board members). Model Two recommends up to ninety-nine (99) conference participants at the new World Service Conference (76 delegates and up to 23 board members). This reduced number of participants should lower the amount of confusion and clamor on the conference floor.

Moreover, the move to a more consensus-based conference will be better facilitated by this lower number of participants, and should also reduce the number of highly detailed, specific motions that now often overtake our current conference's process as a result of representatives not feeling as though their concerns have been heard, and who then attempt to utilize parliamentary procedure to ensure their participation rights. Models One and Two therefore also recognize that representation is not the only (or necessarily the most important) problem confronting the world services system. Just as the inventory demonstrated, communication is a serious problem facing world services as a whole. The reduction in numbers on our conference floor should also go a long way toward alleviating some of our communication problems as well.

K. Model One - Non-US Country/ US Regional Configuration (see Addendum C)
1. One delegate from each country outside of the United States and Canada —
    currently twenty-two (22) delegates.
2. One delegate from each presently seated US and Canadian region — for a
    permanent number of seventy (70) delegates.
    - The regions from the United States and Canada would be frozen at present
      levels in this proposal.
    - New regions could form but they would have to meet with their old region to
      send one delegate to the World Service Conference.
    - The only new regions that would be considered for recognition and seating at
      the WSC would be those regions from outside the United States and Canada
      that represent a country.

K 1. Model One - World Service Conference Participation
The total currently proposed number of delegates is ninety two (92). There are also up
to twenty three (23) World Board members. Thus up to one hundred thirteen (115)
World Service Conference members participate equally in the consensus process during
the conference.

Again, in this configuration the WSO staff is considered a valued resource for
information and experience. Members of the WSO staff may be identified to participate
in a non-voting capacity.

Model One

US and Canadian delegates - frozen at current level of 70
plus 22 current representatives of other countries
Total of 92 delegates

L. Model Two - Non-US Country/US State Configuration (see Addendum D)
The recommended representation at Model Two's new WSC is as follows:
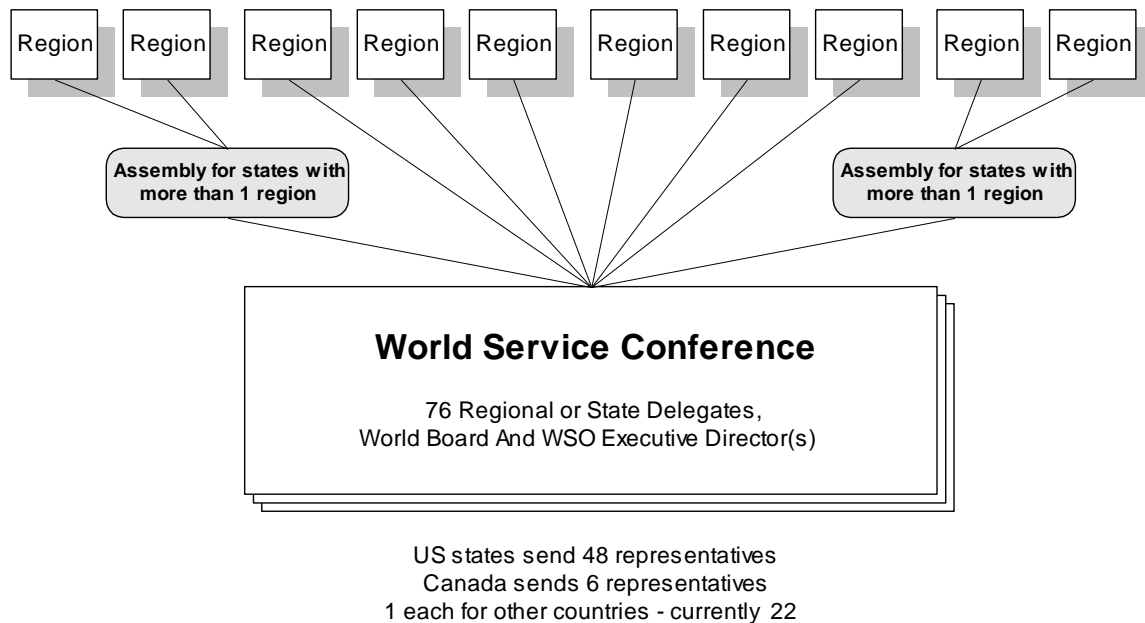1. One delegate from each country outside of the United States, with the exception of Canada, which will continue to hold its six delegates —for a current total of twenty-eight (28) delegates.
2. One delegate from each US state — for a total of forty-eight (48) US delegates.
   - states with more than one regional service committee would need to elect one delegate
   - California and New York would have two delegates each due to their number of groups and their geographical size
   - The six New England states; Connecticut, Rhode Island, Massachusetts, Vermont, New Hampshire and Maine; would elect 2 delegates to serve the entire area due to their close proximity and their number of groups.

L 1. Model Two - World Service Conference Participation
The total currently proposed number of delegates is seventy-six (76). There are also up to twenty three (23) World Board members. Thus up to ninety-nine (99) World Service Conference members participate equally in the consensus process during the conference.

In this configuration, the WSO staff is considered a valued resource for information and experience. Members of the WSO staff may be identified to participate in a non-voting capacity.

Model Two

Region   Region   Region   Region   Region   Region   Region   Region   Region   Region

Assembly for states with more than 1 region

Assembly for states with more than 1 region

World Service Conference

76 Regional or State Delegates,
World Board And WSO Executive Director(s)

US states send 48 representatives
Canada sends 6 representatives
1 each for other countries - currently 22
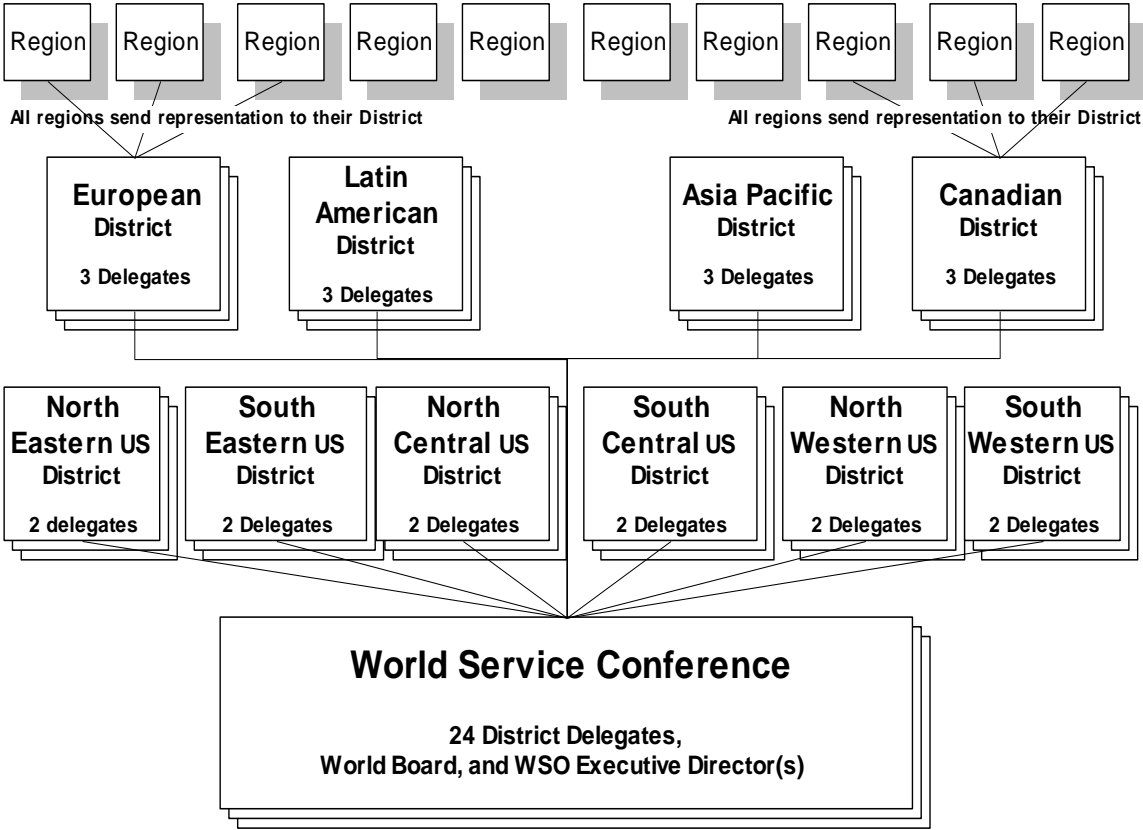
M. Model Three (see Addendum E)

M 1. The Term "Districts"

We have proposed the term "districts" in Model Three, though the model is based on the fellowship's current <u>zonal</u> configurations. We felt it important to distinguish between the specifics associated with Model Three, on the one hand, and what we are presently calling zones, on the other. We therefore have used a different term to not confuse this proposal with what is already in existence. While we do not believe that world services should ever dictate or govern, our hope is that the existing zonal forums would re-form to provide the services called for by the proposed districts. We hope further that each zonal forum would combine the current functions of their zonal forum with the purpose and functions that we are proposing.

M 2. Rationale for Model Three

Model Two is a step further away from our current conference. The primary rationale here was to develop a model most in keeping with the wording of Resolution A, adopted at last year's World Service Conference. The strengths of this model are that (1) it allows for the geographical entities outlined in the Resolutions Group's proposals by essentially utilizing the existing zonal boundaries that have begun to develop in our fellowship; and (2) it allows for a kind of "equal" representation as recommended in Resolution A.

Model Three

| Region | Region | Region | Region | Region | | Region | Region | Region | Region | Region |

All regions send representation to their District　　　　　　　**All regions send representation to their District**

| **European** District 3 Delegates | **Latin American** District 3 Delegates | | **Asia Pacific** District 3 Delegates | **Canadian** District 3 Delegates |

| **North Eastern** US District 2 delegates | **South Eastern** US District 2 Delegates | **North Central** US District 2 Delegates | **South Central** US District 2 Delegates | **North Western** US District 2 Delegates | **South Western** US District 2 Delegates |

World Service Conference

**24 District Delegates,
World Board, and WSO Executive Director(s)**

Like Models One and Two, Model Three also affirms the essential value of a unified global fellowship united in purpose, as well as in services, by an inclusive and participatory service system. While geographic districts should certainly maintain their autonomy with regard to the provision of local services, they would also strive in Model Three to continue to share in the essential unity of our fellowship by participating in a globally focused world service system.

Model Three also affirms that the majority of actual service provision should occur at the regional and areas levels — that world level service activities should consist primarily of the formulation of broad philosophical discussions, debate and initiatives which culminate in a comprehensive plan for ongoing direction of fellowship development, as well as in specific projects which result in new literature and service materials directly relevant to our membership's needs and requests. By keeping the focus of world services concentrated upon conceptual, philosophical, and policy issues, the emphasis within our local communities should be to renew and revitalize service provision at the local level by decreasing local NA communities' focus on world level issues and reliance upon world level solutions to local problems. In this way, the addition of a "new" layer of service, in the form of districts, will primarily allow for a reliable means of communication and representation on the world level, as actual services (such as H&I, PI, and Outreach) are supported and provided "in the trenches" — that is, by our members in their local NA communities.

M 3. <u>Existing Zonal Boundaries</u>

A strong point of this model is that it essentially attempts to utilize existing zones that have arisen within our fellowship to create the "geographic entities" referred to in Resolution A. One of the real difficulties in attempting to define the geographic entities as described in the Resolution Group's work is that world services' policy (indeed, our entire service structure's policy) has always been to never dictate to the other service bodies, groups and members being served. Therefore, for world services to attempt to impose such boundaries or limitations upon our fellowship seemed out of keeping with our traditional way of doing things.

We therefore developed Model Three by utilizing the existing zones as they have begun to spring up over the past few years within our fellowship as the lines of demarcation between the districts to be represented at the new WSC. In this way, we have remained true to the wording of the original intent of Resolution A, and at the same time have avoided having to dictate any geographical boundaries to our members who would be represented according to the proposed districts.

M 4. <u>"Equal" Representation</u>

One of the primary elements of Resolution A is the notion of *equality of representation* among our conference's participants. It has been suggested that our *World* Service Conference is really not representative of either the populations or the issues that now comprise and confront our worldwide fellowship. The Transition Group, in attempting to define the word "equal" in Resolution A, came up with six general points of agreement as criteria that would help to define "equal" as it related to representation at the new World Service Conference. Those six criteria were Culture, Geography, Size, Language, Needs, and Experience. While these characteristics are defined in detail below, our hope here is to emphasize that, in Model Three, we believe we have actually developed a model for world service representation that is as fair as possible, given the

limitations of our fellowship's currently diverse population and its varying levels of clean time and service experience in different parts of the world.

In this way, we have developed not only a means of determining which districts would currently be represented at the new WSC, but have also developed the criteria by which any prospective new districts could be seated (or, conversely, denied seating) at the new World Service Conference. Such criteria (be they the ones we have developed, or some other) would be our fellowship's first collective step into a more globally oriented worldwide structure that could offer full participation (as well as the strength and experience that accompany such participation) to our members from around the world.

(Note: Funding World Services)
During our lengthy discussions, we assumed that this model would require an additional layer of service that would actually provide services, information, and administrative guidance. Based on this assumption, the most obvious downside of this model that continually presented an apparently insurmountable wall was one simple question: "How could all this be funded?" The expenses associated with an additional layer of services, as well as the necessity for some kind of funding method to make WSC participation affordable for all districts, seemed so potentially costly that we could not see any reasonable hope of paying for it within our current fund flow system.

Thus, while, in principle, we are in favor of the idea of a unified worldwide service structure, our discussions have raised serious doubts about its fiscal practicality.

M 5. Additional Responsibility of the World Service Conference
In addition to the nine general responsibilities outlined in section E, Model Three includes a tenth, additional responsibility:

10. To establish criteria for the future seating of districts at the World Service Conference in recognition of entire continents not yet represented at the World Service Conference.

M 6. District Configuration and Representation
1. Three (3) from each non-US district. These have been identified as four (4); Europe, Pacific Rim, Latin America, and Canada.
2. Two (2) from each US district. These have been identified as six (6); Northeastern US, Southeastern US, North Central US, South Central US, Southwestern US, Northwestern US

M 7. World Service Conference Participation
The total currently proposed number of delegates is twenty four (24). There are also up to twenty three (23) World Board members. These forty seven (47) World Service Conference members participate equally in the consensus-building process during the conference.

The WSO staff is considered a valued resource for information and experience. Members of the WSO staff may be identified to participate in a non-voting capacity.

M 8. Considerations for Creating New Districts

In identifying the proposed district configuration, the following six criteria were used. We applied as many of these as possible in developing our proposal. The conference would have to consider similar criteria in recognizing new districts.

1. *Cultural* — members within the proposed district have a common bond to foster cohesiveness.
2. *Geographic* — members within the proposed district have the ability to travel to district meetings and to have district membership within a reasonable distance.
3. *Size* — the number of groups in each proposed district would be somewhat balanced with existing districts
4. *Language* — members within the proposed district speak a common language
5. *Needs* — local regions share similar needs in terms of fellowship development
6. *Experience* — each proposed district has some experienced members

M 9. Purposes of a Geographic District

The purposes of a District are to:
- fulfill their vision statement
- promote unity among the regions in their district
- form a common bond in efforts to carry the message
- provide services for their membership
- elect a delegate for the World Service Conference.

M 10. Functions of Geographic District

The functions of each District are to:
- fulfill their mission statement
- coordinate services for their participants
- develop long term and short term goals for carrying the message
- provide forums for discussion

M 11. Responsibilities of Geographic District

The responsibilities of a Geographic District may include:

1. Identifying and addressing the needs of the fellowship in their geographic district.
2. Supporting ongoing projects and subcommittees of the district, such as, H&I, PI, Translations, Conventions, Offices, Outreach, etc., in order to provide support for local communities' service efforts.
3. Establishing delegate criteria and electing a WSC delegate.
4. Providing effective communications with the participating communities or regions throughout the year.
5. Providing effective communications with the rest of the worldwide fellowship throughout the year, primarily through their delegate.
6. Providing effective communications with their subcommittees throughout the year.
7. Maintaining the districts' fiscal responsibilities.
8. Creating and Developing recovery literature for final approval by the World Service Conference.
9. Creating, developing and approving service materials.
10. Holding assemblies for trusted servants.
11. Providing fellowship development in areas not served by another local community.
12. Discussing matters to take to the World Service Conference.
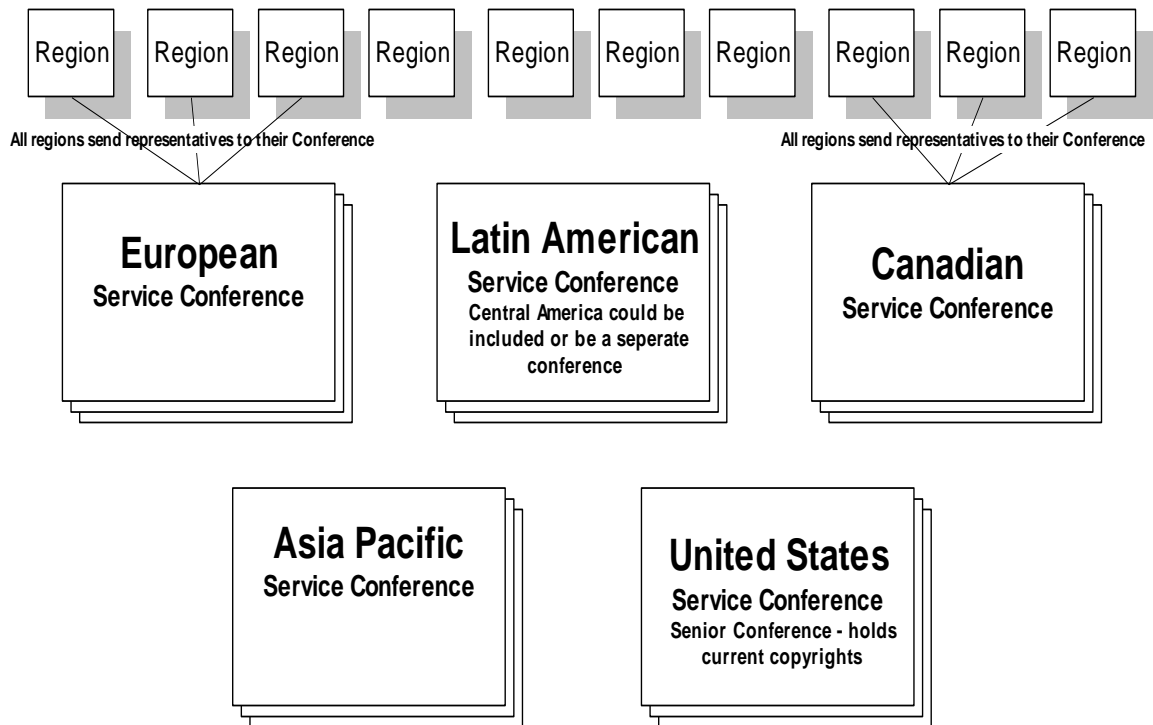
13. Providing their share of funding for delegates to attend the WSC.

N. Model Four (see Addendum F)
N 1. Premise for Model Four: Material and Spiritual Cost
This model is based on the belief that the material and spiritual cost of maintaining a worldwide structure cannot be sustained by the fellowship over the long term. Materially, the responsibility of attempting to serve a growing global fellowship has already begun to outstrip the fellowship's collective financial resources. The expenses associated with the annual meeting (as well as its administrative support throughout the year), along with the expenses of maintaining international branches of the World Service Office, deplete whatever resources are provided by literature proceeds. There is no reason to believe that this financial situation will improve.   In fact, it seems reasonable to assume that it will only continue to worsen as our fellowship comes of age in other parts of the world.

Model Four

Region Region Region Region Region Region Region Region Region Region

All regions send representatives to their Conference   **All regions send representatives to their Conference**

European
Service Conference

Latin American
Service Conference
Central America could be included or be a seperate conference

Canadian
Service Conference

Asia Pacific
Service Conference

United States
Service Conference
Senior Conference - holds current copyrights

World Service Sharing Session
held every 3 - 5 years

The Spiritual Cost

The spiritual cost of a worldwide structure may prove even more potentially destructive than the material. Although the NA program is universal, cultural and social differences will not allow for effective worldwide decision-making without diverting us, collectively, from our primary purpose. That cultural differences and expectations exist between us is undeniable. Unfortunately, it may be that the time needed for each of us to comprehend and overcome such differences will prove counterproductive in the end. We may, in fact, spend so much time attempting to create ways for us to simply work together that our shared responsibility to carry the message — mandated by our Fifth Tradition — may well be lost as we struggle to simply find mutually agreeable ways to make collective decisions. Indeed, some members feel that we have already arrived at this roadblock at the world level, and that the situation is worsening.

"Universalism" and Homogeneity: Diluting Our Message

Another grave concern related to these difficulties with finding a mutually agreeable way to proceed is the fact that, in order for a worldwide service structure to produce literature and service materials relevant to our entire membership, such materials would have to be so "generic" as to effectively dilute any real message or value they might otherwise have offered to individual addicts. We all believe that the fundamentals and principles of our recovery are the same throughout the world. Even so, because of the growing cultural differences among us, the focus of world services would, in its attempt to be everything for everyone, be *mandated* to increasing homogeneity. Such "universalism" might well result in the potential loss of local experiences, interpretation, and application in our literature and service materials. Our program needs to be expressed in each community's local language, relating local experience, to be most effective. The identification process and empathy so necessary to our recovery from addiction, which can only derive from addicts sharing their own experiences with each other in their own language and within shared cultural limits and expectations, could well be lost.

Structural Problems: Taking Responsibility and Supporting Decisions

Our attempt to maintain a unified world structure also contains structural problems that impact our system's overall practicality as well. If, as some members have argued, the groups are already too far removed from the decision-making process at the world level to feel responsible for upholding the decisions it produces, then how will they be able to understand or take responsibility for their services if they become even further removed by the proposed new layer of bureaucracy? Moreover, such a feeling of separation from the decision making process may also further alienate them from the actual meaning and application of decisions which are made. Such alienation can only mean that members and groups will become increasingly unwilling to support any such decisions either materially or spiritually.

Promoting Local Responsibility

Of course, the implication of this argument suggests that continental autonomy will promote local responsibility. It certainly seems logical to suggest that, when members are better able to see the importance of their role in a decision making process that directly affects them, they will then feel more responsible for supporting the decisions they feel themselves to have had a clear hand in deciding. Unfortunately, our collective

experience at the regional and area levels may seem to belie this argument to some extent. Nevertheless, which makes better sense? To believe that members will be more willing to support a local decision making body in which they have direct participatory rights? Or to create a service body three times removed from the groups whose decisions may seem only distantly relevant to more localized issues and concerns?

N 2. <u>Model Four Proposal</u>
For Model Four, the Transition Group proposes a system of conferences defined by recognizable, existing geo-political boundaries. The proposed conferences would be the United States, Canada, Europe, Latin America, possibly Central America and Asia-Pacific. These conference would be attended and supported by the regions within their geographic boundaries.

The conferences would come together every 3 - 5 years at a world service sharing session to discuss issues and seek avenues of cooperation, and the administrative responsibilities associated with this sharing session would rotate among the various conferences.

N 3. <u>NA's Intellectual Properties and the United States Service Conference</u>
In order to protect our fellowship's collective intellectual properties, their copyrights must be held by a legal entity. In our fellowship, that means a legal entity that is directly responsible to a service body. Registering and protecting copyrighted material in every country around the world is extremely costly. The United States' NA community represents 85 to 90% of our fellowship's groups, areas, and regions, and, at least for the present time, would be the logical choice as the copyright holder to protect our fellowship's assets. Not only does the US currently represent the bulk of our world service donations, but they also have the most experience within our fellowship of protecting its intellectual properties. On behalf of the worldwide fellowship, the conference serving the US fellowship would therefore act as the senior conference. Thus, in addition to its responsibilities to the US regions, it would hold:

- the authority to grant permission to print and distribute all <u>existing</u> fellowship approved literature and future translations of that literature.
- the authority to approve for publication all translations of <u>existing</u> fellowship approved literature.
- the responsibility to serve the groups not already served by an existing conference.

Many of the details about literature production and service offices would need to be left to future decisions by the individual conferences. Their decisions could then be worked out with the US conference and US board.

The purpose of this report is to recap the outcome of the discussions held at WSC 1997 about our work and to remind you of our plans for the first part of this conference year. We wish to thank all of you for the time, attention, and input that you provided to us during the conference.

Resolution A, "To approve *in principle* a change in participation at a new WSC to achieve the following objectives:

1. to reduce the total number of representatives,
2. to provide equal representation from all geographic entities; and,
3. to encourage a consensus-based decision-making process,"

As we reported to you at the conference, we do not plan to present any final work about this resolution in the 1998 *Conference Agenda Report*. We will be developing preliminary proposals that take into consideration the input we have received. We plan to have this to you by the end of 1997.

We are currently compiling and collating the information from the small group discussions and our three full conference sessions. The information that we presented to you at the end of the conference in graphs was meant to represent initial trends. It is not statistically accurate for a variety of reasons and it was never meant to be. The small group information, by design, was meant to indicate preference and provide us with direction which it accomplished.

The model to address Resolution A that conference participants stated will best serve the needs of the fellowship now was varied. Over 30% said none or no change, approximately 11% preferred Model One, 16% wanted Model Two, 24% would like to see Model Three, 7% for Model Four, and another 7% would like to see some combination of the models. Although this question was not discussed in all of the small groups, 11% of the participants expressed a desire to freeze the US and Canadian regions at their current level. One conclusion that might be drawn from this information would be that, while over 30% said none or no change, a majority of conference participants were in favor of change of some sort.

The model you preferred to serve our fellowship's needs in the future seemed to have a little more focus. Only 9% wanted no change, over 2% wanted Model Two, 30% preferred Model Three, 15% stated Model 3.5 (which could be either more than three or less than four), and 38% wanted Model Four.

We also heard additional comments from some of the members in over half of the small groups about issues that were not covered by the questions that we asked. That input asked us to look into a two year conference cycle, allow evolution and give accommodation to the other levels of our structure, the desire to keep alternates involved at the conference, a desire to have the conference focused on issues and sharing of experience, a concern for how we would fund ourselves and requests to focus on our current financial difficulties and address structural changes in the future.