

**To:** All conference participants  
**From:** RSR working group on world services inventory  
**Date:** April 30, 1993  
**Subject:** World services inventory proposal

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We are pleased to be able to report to you that we have completed the task you assigned to us some days ago. While the work was hard and time was short, we believe that we have been able to come up with a feasible plan. In many ways, it incorporates the plan originally developed by the Interim Committee with some significant alterations.

We felt that the original timeline was unworkable. Thus, we have increased from essentially a nine-month data gathering and evaluation process to almost two years. We propose to focus primarily on gathering information during the first year, and doing the evaluation of the information gathered during the second. However, we feel strongly that, in order to accomplish the timeline laid out in this plan, the following will have to occur:

1. The membership of the composite group as well as the support team will have to be ratified by the conference prior to its adjournment.
2. The composition of the support team and the composite group will have a great impact on the inventory process and its outcome. Therefore, we ask the conference to take steps necessary to ensure that all members of the support team and the composite group are well versed in world services, able to work well in a committee setting and maintain a high level of objectivity, and have good communications skills.
3. During the inventory period, only basic services, as outlined in the 1993 *Conference Agenda Report*, and outreach efforts, be provided. We do not believe that it is possible for us to do an inventory and work on additional projects at the same time.
4. Staff to serve on the support team and work with the composite group will need to be designated virtually immediately. The success of the plan depends a great deal on the level of the staff support available. To that end, we request that the staff assigned have this project as their primary, if not sole, assignment during this process.

5. The support of all conference participants is essential to the successful accomplishment of this daunting, but highly necessary, task. Only with each other's support and commitment can the inventory of our world service efforts be successful.

On another note, members of the RSR working group on Motion #39 came into our meeting for a brief time. They discussed with us their findings, specifically pointing out the similarity in process of our two tasks, both being inventory oriented. While we definitely perceive a link between the two, after all how can we examine our services without examining the foundational principles of our program, due to time constraints, we were not able to spend any significant time looking at their findings or discuss their recommendations. We also recognized that the conference provided us with a narrow scope to our efforts and we felt it essential to complete our task on time.

In closing, we hope that the attached plan will meet with your approval. We thank you for allowing us to serve.

**NA WORLD SERVICES INVENTORY:  
A PROPOSAL  
FROM THE RSR WORKING GROUP**

In the fifteen years since we first met as a conference, incredible growth has taken place. During that time, we have witnessed an increase in the number of NA groups from perhaps 750 to probably over 20,000 today in sixty-four countries around the world. This increase has also been reflected in the growing complexity and diversity of our fellowship. Issues like language, culture, and other socioeconomic factors that were not pressing concerns, to us as a fellowship, in our early days became items for consideration when we think about Narcotics Anonymous as a whole. Along with this tremendous growth, there has been an equal increase in the demand for services throughout our fellowship. While our system for providing service at the world level has not changed in the last ten years, the volume of the work has increased tremendously and continues to increase every year. Most, if not all of us, have felt that we continue to take on new projects, commit to fulfill new responsibilities, and rarely, if ever, look at the consequences of such decisions upon those to whom we are accountable or on ourselves as trusted servants. Many trusted servants have experienced a "burn out" and felt that, at times, they have had to abandon their families, their jobs, in some sense their lives, for the sake of doing service at this level.

We believe that it is time to look at what we are doing and why we are doing it. It is time for us to examine the processes we use in our service efforts. It is time to find out what our fellowship's needs are from us and how we can strive to meet those needs. It is time for us to examine if we are, in fact, serving the groups and the fellowship as a whole, or coordinating a bureaucracy that has taken on a life of its own. In short, we believe that it is time for us to engage in an inventory--a process by which we can find out what works and what does not.

With the aid of the fellowship, the entire world services system will engage in an inventory process of all the components of world services to find out what works and what does not. This will include measuring our current statement of purpose, as listed in the *Temporary Working Guide to our Service Structure*, to establish what is valid or what needs changing. Additionally, this will provide an opportunity to determine what our fellowship's needs are and how to strive to meet those needs, in an effort to serve the groups and the fellowship as a whole.

**I. GOAL:**

To engage in an overall examination of world services that assesses and evaluates our present world service practices. Together, over the next two years, we can establish clearly defined goals and objectives which, then, can be easily measured. We can establish standards by which our effectiveness can be evaluated. We can examine and assess our relationships with the fellowship as a whole as well as with each other, in terms of our communications and make the necessary improvements. We can look at the sources and allocation of our resources, including funding, and determine if changes are needed to allow for the consistent fulfillment of vital tasks and services. We can evaluate our world service structure and, if necessary, streamline it so that we can become more effective. We can set up those processes by which we can be more responsive to the groups' needs and truly help fulfill our fellowship's primary purpose.

**II. OBJECTIVES:**

- A. Make the world services inventory effort the top priority for the duration of this process by providing only basic services during that period.
- B. Utilize the staff of the World Service Office to provide a history of each world service board and committee by the end of the summer of 1993, to enable each board and committee the opportunity to do their self assessment as thoroughly as possible.
- C. Utilize a "support team," composed of the WSC Treasurer, the WSC Second Vice Chairperson, two qualified RSRs, and a designated staff member, to facilitate the financial allocation and logistical support needed by the project and serve as the reporting conduit to the fellowship. This group will also take all necessary steps to ensure that the project meets the designated timeline.
- D. Utilize an outside professional(s) to assist a composite group in developing a set of assessment tools to assist committees and boards in assessing themselves, as well as developing tools that aid the fellowship in participating in the inventory process by the end of June of 1993.
- E. Seek fellowship-wide participation in the evaluation of world service efforts from those receiving services i.e., members, groups, areas, and regions. This objective will be achieved primarily through three sets of simple surveys encouraging the group, area, and regional levels to provide input about their needs and evaluating world service efforts. Members, groups, areas, and regions are also encouraged to evaluate their own service efforts during the year.

- F. Each board and committee will inventory their service efforts by assessing themselves at a central meeting designated for that purpose in the fall of 1993.
- G. A composite group will objectively review and evaluate all input and assessments received following the November meeting. Their evaluation will be completed by WSC'94.
- H. WSC'94 will spend a considerable amount of time in various inventory sessions, conducting its own self-assessment. The development forum sessions will be devoted to the inventory of the World Service Conference. These may be conducted in small working group sessions, discussing a variety of topics relating to the nature, purpose, and functions of the World Service Conference.
- I. A second set of surveys (identical to the first set) will be mailed out immediately after the conference to verify the data received from the original survey.
- J. Fellowship forums will be conducted by regional participants with training and logistical assistance provided by the support team and the composite group. The major purpose of these forums will be to share the results of the input received and obtain additional input. These forums will take place between May and July of 1994.
- K. A professional systems analyst/consultant will be commissioned to conduct a systems evaluation of the various elements of world services. Such an evaluation will be based upon the historical information gathered by the WSO, the input obtained from the fellowship, the self-assessments conducted by the individual boards and committees, the evaluations performed by the composite group, as well as the notes taken at WSC'94.
- L. A world services meeting comprised of all boards, committees, and conference participants will take place in Baltimore, either immediately before or immediately after the 1994 World Convention, to share the results of these various processes and to begin developing the outlines for some recommendations for the fellowship's consideration at WSC'95. This meeting will need to include a considerable number of non-North American participants.
- M. During the ninety days following the world services meeting, detailed proposals will be developed that will go into the annual *Conference Agenda Report* for consideration at WSC'95.

### **III. SCOPE OF THE INVENTORY:**

#### **A. The Purpose of World Services**

1. Goals of World Services
2. Objectives of World Services

#### **B. World Services Resources**

1. Human
  - a. Special Workers
  - b. Volunteers/trusted servants
2. Financial
  - a. Source
    - \* flow of funds (traditional)
    - \* direct contributions (members and/or groups)
    - \* sales of literature
    - \* money left over after activities/conventions
  - b. Allocation
  - c. Utilization
  - d. Fiscal accountability
3. Resource Utilization (human and financial)
  - a. How we share resources
  - b. Do we maximize our available resources?

#### **C. Structure**

1. Elements
2. Relationships and roles  
(How it is or is not mandated by guidelines)
3. Decision making
4. Policies and standards
5. Methods/procedures/process/accountability

#### **D. Communication**

1. Internal (individual committees and boards)
  - a. intra board/committee
  - b. inter-board/committee (as individual entities of world services)
  - c. inter-fellowship (between groups and the various service entities)

2. Communication Channels
  - a. Oral/written
  - b. Periodicals
  - c. What needs to be communicated
3. External

**E. Services**

1. To groups
2. To areas
3. To regions
4. Fulfilling our primary purpose
5. Public relations

**IV. WORLD SERVICE INVENTORY PARTICIPANTS:**

**A. Members, Groups, Areas, and Regions:**

Each of these elements of the service structure will be encouraged to involve themselves by providing input about their needs and evaluating world service efforts. The input and evaluations will be sent to the composite group. The fellowship forums will be used to gather additional information and input.

**B. The Conference Committees:**

Each conference committee will complete it's own self-assessment and submit that assessment to the composite group for an evaluation. Conference committees include all standing committees, currently established ad hoc committees, and the administrative committee.

**C. World Service Boards:**

Each world service board will complete it's own self-assessment and submit that assessment to the composite group for an evaluation. World Service Boards include: World Service Board of Trustees, WSO Board of Directors, and the World Convention Corporation.

**D. World Service Office:**

The World Service Office will complete it's own self-assessment and submit that assessment to the composite group for an evaluation. The World Service Office will include in it's assessment all components of the World Service Office.

## **V. COMPOSITE GROUP:**

### **A. Composition**

The composite group will be composed of the following members:

1. One member from the WSC H&I, WSC PI, WSC Policy and WSC Literature Committees
2. One member from the WSC Outreach Ad Hoc Committee
3. One member of the conference administrative committee
4. One WSO board member
5. Two WSB members
6. Three qualified, outgoing RSRs

The composite group will have a core group identified under V. A. 3, 4, 5, and 6 above. These members will attend all composite group meetings and other events where their presence is required. The other members may attend various meetings as the need arises, but receive all communications regarding the work of the full composite group. The composite group may also need to utilize the expertise of additional members (no more than 3) to facilitate the development of evaluation tools and the process of interpreting the results obtained.

### **B. Scope of Responsibility**

1. Develop the evaluation tools for the fellowship, boards, committees, office, and forums.
2. Be a resource for utilization of these tools.
3. Evaluate the self-assessment results.
4. Train local members in the facilitation of local fellowship forums.
5. Report directly to the fellowship through conference periodicals and regular progress reports.
6. Be directly responsible to the World Service Conference.

## **VI. DESCRIPTION OF INVENTORY ORGANIZATION:**

The following sequence of events describes the organization of activities to take place during the inventory period.

- A. The inventory plan is adopted at WSC'93. The membership of the composite group, as selected by their respective committees and boards and the conference, is ratified by the conference during the new business

session. Conference participants are encouraged to share the specifics of the plan with their local fellowship.

- B.** During the first four months after the 1993 conference, WSO staff will research all available archives and develop a comprehensive history of the various conference committees and boards, including major discussions and decisions reached. Copies of those histories would then be forwarded to the appropriate committee or board to help in their self assessments at a late October world services meeting. Subsequently, the histories will be made available to the composite group during their evaluation period.
- C.** May 1993 - Support team confers with WSO staff about research completed to locate professionals to help develop the appropriate assessment tools and surveys. All available information is forwarded to members of the support team and composite group. Professional is selected and asked to prepare for meeting in June with composite group.
- D.** Late June 1993 - (Four day meeting) The composite group will meet with the selected professional to develop various inventory instruments. Also, the composite group will develop additional inventory instruments for use by all world service boards and committees. These evaluation tools will include surveys to be mailed to the group, area, and regional levels, instruments for self-assessment, self-assessment evaluations, and tools to evaluate all of world services. Additionally, the composite group will be trained in how to use the evaluation tools.
- E.** July 1993 - Surveys are completed, translated, and mailed to all groups, areas, and regions, asking that they be returned no later than October 15, 1993. Additionally, groups will be asked to send copies of their surveys to their areas and region, and areas to send copies of their surveys to their region to assist in the various committees' efforts in this inventory process.
- F.** September 1993 - Composite group meeting to prepare for upcoming world services meeting in late October and to prepare world services assessment tools. These tools are to be mailed out to conference participants immediately following world services meeting.
- G.** Late October 1993 - All boards and committees will attend the World Services Workshop. All information, forum assessments, and fellowship input must be submitted and received at the WSO by November 10, 1993.
- H.** November 1993 - January 1994 - Support team compiles all the information from surveys and assessments from world service boards and committees and forwards them to the composite group.

- I. February 1994 - The composite group will meet to evaluate all information received and begin preparation of report to be developed at WSC'94. They will also prepare for annual meeting.
- J. WSC'94 - Majority of conference is spent in various inventory and assessment activities. The composite group will report its findings and provide detailed plans for the second year of the process. Additionally, members will be trained in facilitating local fellowship forums.
- K. After conclusion of WSC'94, second set of surveys is mailed out to all groups, areas and regions. All recipients will be asked to respond by July 1, 1994.
- L. May through July 1994 - Local fellowship forums will take place to obtain additional input. The various results of the initial surveys and assessments will be reported upon.
- M. May 1994 - A systems consultant will be commissioned to conduct a systems evaluation based upon all the evaluations and survey results received. The deadline for the completion of this task will be set for July 15, 1994.
- N. Late July 1994 - The composite group will meet to compile all input received and prepare for the expanded world services meeting.
- O. September 1994 - Expanded world services meeting in Baltimore to review the results of the various processes utilized to complete the world services inventory. The outlines for the various proposals will be developed during various small group sessions.
- P. September through December 1994 - Detailed proposals for fellowship consideration are developed and forwarded to the WSC Administrative Committee for inclusion in the 1995 *Conference Agenda Report*.
- Q. WSC'95 - The conference reviews proposals and engage in a resolution process.

## **VII. INTERACTION PROTOCOL:**

### **A. Project administration**

The support team will administer the inventory project. The team, in consultation with the composite group, must approve all major alterations to the defined inventory plan. Any changes with a resulting financial impact must be approved by the Interim Committee.

**B. Composite Groups**

Once the boards and committees have defined the composite group and the conference has ratified that composition, that group may choose to divide the evaluation effort into smaller groups. Should this occur, the composite work groups will develop task specific reports on their findings outside the full composite group. Upon completion, the composite group will submit their findings to the support team who will disseminate this information to conference participants. Working groups shall consist of no less than four members.

**C. Fellowship Forums**

These forums will be facilitated by local members. Members of the support team and the composite group will be responsible for facilitation of support for such the forums and will provide assistance with the evaluation and input tools, if necessary.

**VIII. REPORTING:**

The composite group, through the support team, will provide regular reports utilizing various conference periodicals. Additionally, detailed progress reports will be made following their meetings and the various world service inventory meetings.

## INVENTORY BUDGET CY '93 - '94

May - Admin (2 SG confcalls)	\$400.00
Evaluation tools (Group, Area, Region) Contact	<u>4,000.00</u>
Total May Inventory	\$4,400.00
June - Comp Group Meeting (3 days)	7,770.00
Travel x 12	
Meals x 12 x 4 days	
Lodging 7rms x 3 days	
Admin. 400.00	
Comp Grp Conf. Call x 2hrs	<u>1,200.00</u>
	\$9,370.00
July - Translation of tools x	\$300.00
per language x 12	3,600.00
Admin.	
Copies	2,500.00
Postage	1,900.00
Telephone	<u>200.00</u>
	\$8,000.00
Aug. - Admin.	
1 Support Grp Conf. Call x 1hr	\$200.00
General Admin	<u>200.00</u>
Sept. - Comp Grp. Meeting (WSC tools x 2 days)	\$6,940.00
Travel x 12	
Meals x 3	
Lodging x 7rms x 2	
Prof. Facilitator	1,000.00
Admin. 400.00	
Comp Grp Conf. Call x 2hrs	<u>1,200.00</u>
	\$9,540.00

Oct. - WSC Expanded meeting, (includes WSB, Admin, partial funding for WSC standing comm., Ad hoc chair, meeting space, Admin. cost.) (3 days)	\$29,280.00
Travel x 43	
Meals x 43 x 3	
Lodging x 44	
Copier	1,100.00
Phone	400.00
Meeting space	<u>2,000.00</u>
	\$32,780.00
Nov. - Admin	
Comp Grp Conf Call x 2hrs	\$1,200.00
Mailing Comp Grp	100.00
Phone	<u>100.00</u>
	\$1,400.00
Dec. - Gen Admin	\$200.00
Jan. - Comp Grp Meting (2 days)	\$7,340.00
Travel	
Meals x 3 days	
Lodging 7rms x 2	
Admin. 400.00	
Comp Grp Conf Call x 2hrs	1,200.00
	\$8,540.00
Feb. - Gen Admin	200.00
Mar. - Gen Admin	200.00
Apr. - 4 Comp Grp Members to WSC (11 days)	\$5,120.00
Travel	
Meals x 11	
Lodging x 11 x 2rms	
Gen Admin.	<u>1,400.00</u>
	<u>\$6,520.00</u>
Total Inv. CY '93 - '94	\$81,550.00

## INVENTORY BUDGET CY '94 - '95

<b>May - Reissue Survey</b>		
<b>Admin.</b>		
Copies		\$2,500.00
Postage		1,900.00
Telephone		<u>200.00</u>
		<b>\$4,600.00</b>
<b>June - Gen Admin.</b>		<b>\$200.00</b>
<b>July - Gen Admin.</b>		<b>\$400.00</b>
Prof Systems & Survey Analyst		
Contract Estimate		\$50,000.00
Comp Grp Meeting (3 days)		7,770.00
Travel		
Meals x 4 x 12		
Lodging x7rms x 3 days		
Comp Grp Conf Call		1,200.00
Forums (June - Nov.)		<u>33,000.00</u>
		<b>\$92,370.00</b>
<b>Sept. - Expanded Quarterly (4 day)</b>		<b>\$34,600.00</b>
Travel x 43		
Meals 43 x 40 x 5		
Lodging 44 x 5		
<b>Admin.</b>		
Copier		1,100.00
Phone		400.00
Meeting space		<u>2,000.00</u>
		<b>\$38,100.00</b>
<b>Oct. - Gen Admin</b>		<b>\$200.00</b>

Nov. - Gen Admin	\$200.00
Composite Meeting (3 days)	7,770.00
Travel	
Meals	
Lodging	
Comp Grp Conf Call	<u>1,200.00</u>
	\$9,170.00
Dec.-Mar. - Gen Admin.	\$800.00
	<u>\$800.00</u>
Total Inventory Budget '94 - '95	\$145,440.00
Total Inventory Cost Cy's '93 - <del>94</del>	\$226,990.00

**WSC BASIC SERVICES BUDGET 93–94  
{REVISED}**

**EXPENSES:**

Annual Meeting {WSC including Outreach Ad Hoc, WSC Development Forum}	\$64,621.00
Interim Meetings {2}	\$10,490.00
One WS Board of Trustees Meeting {includes Additional Needs}	\$10,240.00
Two Translations Meetings	\$18,000.00
Administrative Expenses	\$36,600.00
Publications {Conference Report, Digest, Reaching Out}	\$16,000.00
H&I Literature Stockpile {at WSO cost}	\$3,000.00
Publications {PI News, NA Update}	\$4,000.00
Non–NA Events	\$5,000.00
Total Basic Services Budget '93–'94	167,951.00

**WORLD SERVICE CONFERENCE  
DISCRETIONARY PRIORITIES '93-'94**

PROJECT	BUDGETED COST	RANKING
93-'94 INVENTORY PROJECT	\$86,990.00	1
ADD'NL FUNDING WSC DEV FORUM	\$20,000.00	2
LITERATURE "A" LIST PROJECTS	\$12,320.00	3
P.I. SURVEY	\$7,900.00	4
ADDITIONAL NEEDS WORKSHOP PANELS	\$4,000.00	5
ADDITIONAL TRANSLATIONS ITEMS	\$19,300.00	6
ADDITIONAL TRANSLATION MEETING	\$7,500.00	7
INTN'L DEVELOPMENT TRIPS	\$10,500.00	8
PRUDENT RESERVE	\$40,000.00	9
OUTREACH QUARTERLY	\$2,760.00	10
ADDITIONAL FUNDING NON-NA EVENTS	\$4,500.00	11
NORTH AMERICAN ZONAL FORUMS	\$5,550.00	12
TRUSTEE & ADMIN LIASON TO BOD	\$5,230.00	13
FULL FUND QUARTERLY	\$20,080.00	14
WORK GROUPS	UNK	15
	<b>\$246,630.00</b>	