The NAWS, Inc. Annual Report (AR) illustrates our efforts over a single fiscal year (1 July to 30 June) to help members better understand our work. In previous years, this report highlighted our Fellowship support efforts, explained the many services we provided, and included updates for WCNA, Conference-approved projects, and our financial records. However, for fiscal year 2020, the AR will focus more on the world we find ourselves in, the results of the pandemic, and some of the changes to NA World Services.

A Note from Your World Board

This is a different kind of Annual Report than we’ve ever published. This is our first AR in a digital format. It is leaner, with more of an emphasis on graphics and less on text. During the 2019–2020 fiscal year, we moved from predominantly paper to electronic reporting, initially in response to the fiscal crisis and challenges with mailings brought about by the pandemic. Publishing digitally is a cost-saving measure that is more environmentally sustainable, and it allows us to innovate in ways like the ones you see in this report. That said, we have also posted a PDF for download for those who prefer a hard copy of the report. We would love to know what you think of the new format: wb@na.org.

It seems appropriate to be premiering a different format for a fiscal year that was like no other. This AR is being published later than ever before. We apologize for the late publication. The delay is due, in part, to the crises that have made this year so extraordinary, including the staffing shortages and resource pressures we describe below.

Because of the publication date and the extraordinary nature of the present moment, some of this report is focused on more current reporting, regardless of the fiscal year, as it has seemed practical to do so.

This Annual Report shows some of the work we have accomplished leading up to and in response to the pandemic, and the next Annual Report will feature even more.

In this Annual Report you will find figures for our finances, the amount of material translated, the number of meetings worldwide pre-pandemic, and more. Not much has stayed the same for us since March 2020, but we have kept the same audit schedule.

(continued on page 5)
## World Board Members

<table>
<thead>
<tr>
<th>Board Member</th>
<th>First Elected</th>
<th>Term Ends</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tali McCall*</td>
<td>2012</td>
<td>2022</td>
<td>Anahola, Hawaii, USA</td>
</tr>
<tr>
<td>Jose Luis Andreu</td>
<td>2016</td>
<td>2022</td>
<td>San Juan, Puerto Rico</td>
</tr>
<tr>
<td>Jack Hovenier</td>
<td>2016</td>
<td>2022</td>
<td>Bellingham, Washington, USA</td>
</tr>
<tr>
<td>Tim Smith</td>
<td>2016</td>
<td>2022</td>
<td>Darlinghurst, Sydney, Australia</td>
</tr>
<tr>
<td>Tana Agostini</td>
<td>2012</td>
<td>2024</td>
<td>Saugerties, New York, USA</td>
</tr>
<tr>
<td>Irene Crawley</td>
<td>2012</td>
<td>2024</td>
<td>Westmeath, Ireland</td>
</tr>
<tr>
<td>Paul Fitzgerald</td>
<td>2012</td>
<td>2024</td>
<td>Petaling Jaya, Malaysia</td>
</tr>
<tr>
<td>Hammed Al-Tamimi</td>
<td>2018</td>
<td>2024</td>
<td>Kuwait City, Kuwait</td>
</tr>
<tr>
<td>Lib Edmonds</td>
<td>2018</td>
<td>2024</td>
<td>Christchurch, New Zealand</td>
</tr>
<tr>
<td>Yoel Geffen</td>
<td>2018</td>
<td>2024</td>
<td>Ashdod, Israel</td>
</tr>
<tr>
<td>Michael Bennett</td>
<td>2020</td>
<td>2026</td>
<td>Murfreesboro, Tennessee, USA</td>
</tr>
<tr>
<td>Danny Gershman</td>
<td>2020</td>
<td>2026</td>
<td>Pompano Beach, Florida, USA</td>
</tr>
<tr>
<td>Eduardo Gilioli</td>
<td>2020</td>
<td>2026</td>
<td>Jundiaí, São Paulo, Brazil</td>
</tr>
<tr>
<td>Jorge Mejia</td>
<td>2020</td>
<td>2026</td>
<td>Envigado, Colombia</td>
</tr>
</tbody>
</table>

*In Memoriam

In February of the 2021 fiscal year, Tali McCall, our World Board chair, passed away only a day after very bravely facilitating a Conference participant web meeting. Tali was elected to the board in 2012 and reelected in 2016. Prior to her role on the board, Tali served on the Human Resource Panel, at the Asia-Pacific Forum, and at the Hawaii Region. Tali brought a gentle strength and full heart to everything she did. She was deeply loved by many around the world. She served the Fellowship until her last moments, and those of us fortunate enough to have served alongside her miss her laughter and loving spirit. She was small in stature, but she cast a long shadow. She was a gift to us and to NA.

## Human Resource Panel

<table>
<thead>
<tr>
<th>First Elected</th>
<th>Term Ends</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nathaneal M</td>
<td>2018</td>
<td>2022</td>
</tr>
<tr>
<td>Craig R</td>
<td>2018</td>
<td>2022</td>
</tr>
<tr>
<td>Laura B</td>
<td>2020</td>
<td>2024</td>
</tr>
<tr>
<td>Arne H-G</td>
<td>2020</td>
<td>2024</td>
</tr>
</tbody>
</table>

## WSC Cofacilitators

<table>
<thead>
<tr>
<th>First Elected</th>
<th>Term Ends</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daniel C</td>
<td>2018</td>
<td>2022</td>
</tr>
<tr>
<td>Mario T</td>
<td>2020</td>
<td>2024</td>
</tr>
</tbody>
</table>
This map reflects pre-pandemic meeting numbers.

Data is based on regional/zonal reports to WSC 2020 and NAWS database when available. Map not intended to be geographically accurate.
Like most organizations and corporations around the world, NA World Services has been gravely affected by the global pandemic. The first nine months of the 2020 fiscal year tell one story, and the last three months tell another. Keep in mind as you look at this report that our typical level of activity is better reflected in previous Annual Reports.

Prior to the pandemic, approximately 90% of World Services income came from literature sales. In March 2020, the COVID-19 health crisis caused meetings around the world to shut their doors, and almost overnight our literature income decreased approximately 86%. We took immediate action to cut expenses. Because we were committed to existing leases and contracts, the principal way we could reduce expenses dramatically and immediately was to reduce staff. In March 2020, we had to furlough or lay off more than half of our staff, and many remain furloughed at the time of this report.

One of the ways we foster the growth of NA is to give away or subsidize literature purchases. This graph represents the cost of free and subsidized literature that NAWS distributes to communities around the world. We continue to send free and subsidized literature to those in need despite World Services’ financial challenges. Our average cost is about $500,000 per year, and the total was $579,157 for the 2020 fiscal year.
NA World Services Staff
Chatsworth, California, USA

Administration
Executive Director: Anthony Edmondson (ae@na.org)
Assistant Executive Director: Becky Meyer (becky@na.org)
Executive Assistants: Eileen Perez (eileen.p@na.org), Allie Jones
Administrative Support Specialists: Andrey Glazkov, Johnny Lamprea (johnny@na.org)

Asset Management
Comptroller and Team Leader: Debbie Carnahan (debbie@na.org)
Staff Accountant: Aisha Corning (aisha@na.org)
NAWS Bookkeeper/Operations Coordinator: Rochelle Medina (rochelle@na.org)
Customer Service Supervisor: Sylvia Cordero (sylvia@na.org)
Customer Service Representative: Pam Martin Accounting Clerk: Katie Valenzuela (katie@na.org)

Communications
Director of Communications: Travis Koplow (travis@na.org)
Project Coordinators: Nick Elson (nick@na.org), De Jenkins, Pamela Tindall (pam.t@na.org)
Writer/Editors: David Buffington, Stacy McDade (stacy.m@na.org)

Fellowship Services
Team Leader: Steve Rusch (stever@na.org)
Administrative Assistant: Keri Kirkpatrick (keri@na.org) Team Assistants: William Brundy, Linda DeLeo

Information Technology
IT Manager: Matt Schmeck (matt@na.org)
Network Administrator: Juan Trejo (juan@na.org)

Production
Production Manager: Fatia Birault (fatia@na.org)
Graphic Arts/Production Planner: Chris Meyers

Public Relations
PR Manager: Jane Nickels (jane.nickels@na.org)

Receptionist
Camille Klein

Translations
Translations Manager: Shane Colter (shane@na.org) Team Assistants: Ken O’Neil, Jeff Walsh

Warehouse
Warehouse Manager: Vince Alcala (vince@na.org) Shippers: Hugo Ramirez (hugo@na.org), Jeff Rodriguez (jeffrey@na.org), Kelley Taylor

Staff and Offices
Two distribution centers—one in Mississauga, Ontario, Canada, and the other in Bangalore, India—play a vital role in furthering our vision. Jacquie Sullivan, Paul Sullivan, and Stephanie Karas staff the Mississauga center, serving the literature needs of Canadian NA communities, while Pramila Dias distributes literature in 12 languages throughout South Asia from the Bangalore center.

NAWS has two branch offices—one in Brussels, Belgium, and the other in Tehran, Iran. Paul Decock and Fred Renaux maintain our European branch, where they distribute literature in 35 different languages. They print some of the literature onsite and provide some literature at no cost to emerging NA communities in Eastern Europe and Africa. They also serve members, groups, and institutions seeking information about NA, process contributions to NAWS, and support the continent’s zonal forum, the European Delegates Meeting. We are sad we will be saying good-bye to Fred soon. At the time of this writing, a job opening has been posted at the Brussels office. Best of luck in your next adventures, Fred.

Siamak Khajeian manages the Iranian branch of the World Service Office, which supports NA’s fastest-growing community and its 21,974 meetings. He and his staff at the Tehran service center, Mohammad Ahmari, Shahram Chegini, Nemat Hosseini, and Farhad Poorsohi, produce and distribute NA literature in Farsi. They also assist in the translation of documents and support many of the essential services offered by the region.

Narcotics Anonymous World Services in Chatsworth, California, is the central resource hub for NA members, groups, and service bodies worldwide. The executive and administrative staff work with the World Board to carry out Conference-approved projects, coordinate workgroups, and execute the World Convention. They communicate with members through a variety of periodicals, reports, web meetings, and emails, and respond to inquiries from the public. The California office is also responsible for the production and distribution of NA literature, protection of the Fellowship’s copyrights and trademarks, and maintenance of our website, www.na.org.
We have not published *The NA Way Magazine* since January 2020 or *Reaching Out* since March 2020, and this *Annual Report* has been delayed in publication. We have discontinued paper mailings of the publications and reports we are still issuing. Staffing shortages have also meant we have not been able to do as much project work or any archiving or digitizing. Because of our resource crises and the conditions of the pandemic, we have not been able to travel to NA events or professional conferences, organize meetings such as the African Zonal Forum, or have in-person board or workgroup meetings. In short, we have tried to cut expenses wherever we can.

But that’s only part of the picture. The real story we want to tell about the 2020 fiscal year is a story of resilience and gratitude.

Thankfully, we worked hard over a course of years to build reserve funds, and those funds have helped keep us afloat in the 18 months since the global shutdowns began. We are committed to rebuilding our reserves so that we can feel similarly protected against any possible future crises.

We’ve had to make many cuts and change the way we accomplish tasks, but we’ve also met the moment in an impressive way—World Services has, and so has NA as a whole. For many years, decades in fact, we have been trying to raise awareness about the need to shift from a dependence on literature sales for World Services’ income to something closer to self-support through member contributions. The latter is a more sustainable financial model and more in line with our spiritual principles. We’ve had several Issue Discussion Topics about the subject, written regular articles in *The NA Way Magazine* and *NAWS News* over the course of many years, held workshops, and even published IP’s and accompanying CAR essays on the subject, but nothing has moved the needle on contributions until the 2020 fiscal year.
Table 1: Annual WSC & Fellowship Development Expenses and Total Weekly Meetings Worldwide

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2016 w/out Iran</th>
<th>2017 w/out Iran</th>
<th>2018 w/out Iran</th>
<th>2019 w/out Iran</th>
<th>2020 w/out Iran</th>
<th>2020 w/out Iran</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of meetings (worldwide approx.)</td>
<td>66,906</td>
<td>46,308</td>
<td>66,906</td>
<td>46,308</td>
<td>70,065</td>
<td>48,091</td>
</tr>
<tr>
<td>Total contributions received from meetings worldwide</td>
<td>$1,018,092</td>
<td>$1,018,092</td>
<td>$1,189,265</td>
<td>$1,189,265</td>
<td>$1,000,300</td>
<td>$1,000,300</td>
</tr>
<tr>
<td>Cost to fund Fellowship services (WSC support and Fellowship development)</td>
<td>$5,174,894</td>
<td>$4,892,954</td>
<td>$5,309,403</td>
<td>$5,108,158</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dollars needed annually per meeting worldwide to cover Fellowship services</td>
<td>$77.35</td>
<td>$111.75</td>
<td>$73.13</td>
<td>$105.66</td>
<td>$75.78</td>
<td>$110.40</td>
</tr>
<tr>
<td>Percentage of expenses currently covered by Fellowship contributions</td>
<td>20%</td>
<td>20%</td>
<td>24%</td>
<td>24%</td>
<td>19%</td>
<td>19%</td>
</tr>
</tbody>
</table>

Cost to fund 70% of all services

$3,858,948

$50.73 $77.18
The way the NA Fellowship has pulled together to respond to the crisis is the silver lining to the pandemic, and we cannot thank the membership enough for stepping up. Thank you, thank you, thank you!

Despite the drastic decline in human and financial resources, member contributions have helped us accomplish so much. NA changed overnight, and we asked ourselves: What can we do? How can we help? How can we serve?

Since the onset of the pandemic, we have

- published more translated material than ever before in a similar time frame;
- posted audio versions of the Basic Text for free download or streaming at www.na.org/audio;
- held more webinars and web meetings than ever before;
- started a quarterly series of webinars open to any interested member;
- organized the first-ever virtual World Service Conference (In fact, for the first time in our history, the World Service Conference began in one fiscal year, this one, and ended in another fiscal year, 2020–2021.);
- collaborated on two projects with independent researchers who are “friends of NA”;
- started World Services’ first social media account—@narcoticsanonymous on Instagram;
- posted a huge library of resources to help addicts find virtual meetings and serve NA in a virtual environment: www.na.org/virtual;
- put together a Media Page featuring videos, social media posts, virtual meeting tools, and FD resources: www.na.org/media;
- made it easier for members, groups, and service bodies to financially contribute to World Services through our new portal that allows for one-time or recurring contributions as well as contributions in honor of someone (with a card!): www.na.org/contribute.

Not all of that work took place in this fiscal year, but much of the planning did.
We’ve been able to continue to provide such a high level of service during the pandemic for these three reasons: our immediate cuts to our expenses, our reserve funds, and member contributions.

To those factors, we have to add a fourth: the passionate dedication of each member of the board and staff. This Annual Report is being written 17 or 18 months after the global shutdowns began. In all this time, there has been no travel of any kind; the World Board has not met face-to-face, but we have met at least monthly to fulfill our responsibilities. We span 9 time zones with 19 hours’ difference; we are located around the world and around the clock, so meeting virtually can be a challenge. For the first time ever, we have oriented our four new members entirely virtually, and they have had to hit the ground running! Saddest of all, we lost our chair. Dear, dedicated Tali M served this Fellowship to the very end, facilitating a Conference participant web meeting the day before her death. We are grateful to have had the time we did serving with Tali. We miss her.

We are humbled and honored to serve in these positions during this unprecedented time for NA World Services. Through it all, we have been committed to the survival of the Fellowship’s primary service center—the World Service Office in Chatsworth, the branch offices in Tehran and Brussels, and the distribution centers in Bangalore, India, and Mississauga, Ontario—and above all, to serving Narcotics Anonymous to the best of our ability.

In gratitude,
Your World Board

We practice leadership in NA by serving selflessly. Whatever our service, we remember the suffering addict in all that we do, and we practice acceptance, courage, and action.

*Living Clean, Chapter 7, “Being of Service”*
Farewell to departing trusted servants and staff

After 12 years on the board, Junior from São Paulo, Brazil, completed his service this year. We are grateful he has stayed on as a member of the Business Plan Group, but we certainly miss him in our board meetings. Thank you for your service, Junior!

We also want to express our gratitude for the trusted servants on the Human Resource Panel who finished their terms, Jim from Chicago, Illinois, and Veronica from Husqvarna, Sweden, as well as our Conference Cofacilitator, Mark from Oviedo, Florida. You all have enriched NA with your service. Thank you!

This year, we have also seen a shocking number of staff people leave us, mostly because of the pandemic. At the beginning of the fiscal year, we had 46 staff members at our Chatsworth office. By the end of the fiscal year, we had 19. Three staff left for other reasons during the year, but the remainder were either laid off or furloughed in mid-March. Elaine Wickham and Steve Lantos both retired after being furloughed. Both Elaine and Steve started working for World Services in the 1990s (1993 and 1994 respectively). Steve left staff for a few years, during which time he served on the World Board. We wish them well in their retirement but we will not be the same without them.

As of this writing, we have been able to bring back four of the other furloughed staff. It has been a sad year for us. It's hard to put into words the mix of emotions in the face of so much change. Thank you to all of the staff who have worked tirelessly to support NA through the years. May better days be in front of us.