REPORT ON THE SYSTEM ENGINEERING APPROACH FOR THE PLANNING AND IMPLEMENTATION OF AUROVILLE DEVELOPED WITH PLANNING RESEARCH CORPORATION OF CALIFORNIA AT PARIS

CONTENTS.

PART I	Proceedings of the various meetings
PART II	The systems engineering approach.
PARA III	Organisational charts.
PART IV	Crucial questions requiring the guidance of the Mother.
CHARTS:	Time chart for the seven phases.
	Organisation chart I
	Organisation chart II.

PART I

Paris Meeting with Planning Research Corporation

Introduction to:

Dr. Sidney I. Firstman,

Who represented Planning Research Corporation at the Paris meetings.

Dr. Firstman has been corresponding with us for more than six months about using systems engineering approach for total planning of Auroville. He has worked for ten years at the Rand Corporation – a firm which has pioneered extensive use of systems analysis approach in diverse fields. At present he is working as an Intercorporate Director for urban programs at Planning Research Corporation. He has been appointed as an advisor to the President-elect, Richard Nixon of the United States of America.

From his correspondence it is clear that he realises the uniqueness of Auroville and the ideals and concepts represented by Auroville. He also admits that planning for a city like Auroville would be difficult without understanding philosophical concepts of Sri Aurobindo and The mother. He contacted various foundations in America on behalf of Auroville in order, to finance planning of Auroville. He managed to interest the chief of Ford Foundation for India, Mr. Douglas Ensminger, for providing supplementary finances for town planning of Auroville. He was surprised and quite thrilled when we presented him a Blessings Packet. He exclaimed, "She remembered me, I will always keep this with me".

He mentioned, quite emphatically, that Auroville is going to be built on a concrete basis and it is not a fancy of a group of idealists, when he was explaining approaches to various foundations for finances. Roger and André were very satisfied with Dr. Firstman's work in Paris. Roger suggested that if the U.S. – Vietnam negotiations were successful and the war stopped, then Dr. Firstman could ask the U.S. President to donate any surplus equipment such as materials, tractors, cranes et cetera to Auroville. Dr. Firstman agreed and made a note about it. While in London he talked about Auroville to the British city planner. Also he discussed the feasibility of setting up of a nonprofit development corporation for financing Auroville with a well-known firm in London. The firm confirmed that this was indeed feasible and also showed willingness to underwrite the Auroville Bonds.

1st meeting: 18th November 1968 at 10.45 a.m.

Dr. Firstman first wanted to know the following:

i. Status of Auroville
ii. Land purchased for Auroville and government of India policy on land purchase and related state governments help if any.
iii. The role of 'Special Projects' (mentioned in the Progress Report of November 1968) in the overall, scheme of Auroville and the reasons behind these.
iv. Finance: How Auroville is financed? What sort of budget has been established? What financial controls exist?
v. Administration: What sort of administration exists? How many people in it and what qualifications?
vi. What has been accomplished in the architect's plans and what are future plans?

He also mentioned Planning Research Corporation's capabilities in various fields e.g. aerospace, computer sciences, electronics, water systems, power systems, drainage and waste disposal systems, transport systems, economic studies, social studies, socioeconomic studies, education, medicine, job training, social services, cost analysis, and organisational planning. (he gave out literature of his firm which is enclosed with this report).

i. The present status of Auroville was explained to Dr. Firstman, and in future Auroville will have a status similar to that of the U. N. in New York or the Vatican in Italy.

ii. The land acquisition problem was explained and speculation was not ruled out. Our efforts to get land were delayed mainly because of lack of finance and lack of support from the state governments concerned so far. There was a distinct – possibility that the Madras government would help in near future.

iii. The special projects like 'Promesse' were necessary to implement Auroville plans. The others were needed to maintain the land bought and produce some of foodstuffs for Auroville.

iv. Finance: Auroville has been financed so far by donations given by those who aspire to realise the city. At present no budgets or financial controls are implemented.

v. Administration: The administration is in existence but it is very informal and loose in nature. The qualifications or experience of people in the administration are not known as no successful personnel survey has been carried out to date.

vi. Architect's Plans: Roger and his team showed what architectural plans had been prepared and Dr. Firstman took them with him to study overnight. To Dr. Firstman the arbitrary limit of 50,000 inhabitants seemed unrealistic. Roger explained that other Aurovilles would be built to accommodate the surplus population. The reason given for limiting the population was that a larger population would tend to distort the experimental nature of Auroville. The question of marriage and Children in Auroville was also discussed in detail. Then the first meeting was terminated.

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2nd Meeting November 19th 1968 9.30 A.M.

Dr. Firstman asked what cultural activities were envisaged in Auroville? The International Cultural Pavilions were mentioned in this respect and development of Auroville's own unique culture from these was naturally expected.

The next question was about the people coming to work in Auroville and the facilities to be provided to them. That was that this depended on the type of industry.

What about procuring skilled personnel for advanced industries in Auroville from various institutes, Auroville's own training institutes and the international community.

Next question was whether any general thinking had been done as regards cost of training of local people for industries necessary for town support? These had not been resolved yet.

Another question regards limiting the population to 50,000 was asked. If any attempt was made to divide these into groups which would work in specific areas and if these groups would contain any outsiders. The answer was no.

How was the land to be distributed among the four zones? The land was distributed hypothetically but the shape of the town permits a great amount of flexibility in land distribution and rearrangement.

What approximations have been made for the number of people for the final organisation? None made so far.

Have you an organisational chart for Auroville? No.

Dr. Firstman concluded that the types of industries, sizes of building, facilities, number of pavilions, type of government, etc. seemed to be an open problem as a whole. This was agreed.

Then Roger asked Dr. Firstman's opinion of his team's plans which were studies overnight by Dr. Firstman. He said that these were good and suggested that these could be presented to various foundations as first thoughts when seeking financial assistance. Roger agreed to this and remarked that this was all that his team would accomplish working part-time but even then they had come to a dead end and were really praying for expert help like that being provided by Dr. Firstman, for implementing the project.

Then Dr. Firstman suggested that effective use should be made of the people already at Auroville as regards concepts and conceptual designs for Auroville and in any other ways as necessary.

Then a general discussion followed in which it was decided to plan an approach to various foundations, UNESCO, and other countries, emphasis being on Ford Foundation, on the basis of Dr. Firstman's initial contact with Mr. Douglas Ensminger of that Foundation.

Advanced technologies for use in Auroville were anticipated like nuclear desalination of seawater but Dr. Firstman cautioned that these should be avoided unless these are definite and are fully supported by feasible demonstration.

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3rd meeting November 20, 1968 at 5.00 P.M.

The agenda today was to plan an approach to foundation for funds.

Dr. Firstman mentioned that most people go "fishing" for funds to foundations. By fishing he meant asking for funds because a person or a group approaches only on basis of ideas and ideals. Our approach should be methodical as outlined below:

First show the general plan of the sequence of phases and the organisation. Then the sequence of activities and time and cost estimates for these activities. As these make more sense than ideals alone to the foundations, they are more likely to consider projects presented to them in this concrete & orderly way.

Then the discussion veered to Dr. Firstman's suggested approach titled "System Engineering for New Town Development". (For detailed report see part III of report.)

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4th meeting November 21, 1968 at 5.00 P.M.

The organisation charts for the first 3 phases of planning were drawn and the number of people needed for each was estimated. These charts were drawn with the type or work to be performed during the first three phases. The Organisation Charts I and II are included within this report. (See part III of report).

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5th meeting November 25, 1968 at 9 A. M.

The agenda today was planning .a, presentation to the Ford Foundation on basis of the organisation charts prepared at the previous meeting. Dr. Firstman mentioned the following assumptions basic to the preparations.

It was assumed that the Ford Foundation has no idea of the Auroville project. Therefore Mr. Douglas Ensminger, Ford Foundation's representative for India, must be given an idea of what is Auroville, what are the objectives of Auroville, and what has been realised to date. Photographs of Auroville, plans for 1st phase of development and the Auroville folder describing philosophy of Auroville should be sent one week before approaching him.

When meeting with Mr. Ensminger takes place, the uniqueness of Auroville should be emphasised. The resolutions passed by UNESCO for Auroville should be shown. The support of Government of India for Auroville and any help received must also be mentioned. Auroville's present and future status, should be explained. All plans made to date including Roger's latest plans should be presented as first thoughts and concepts. The experiments carried out at Auroville may be mentioned. Amount or land acquired and progress made to date should be pointed out.

The next important point, the future plans, should then be mentioned. The phased development plan, using System Engineering Approach (discussed at Paris) should be described with emphasis on the efficiency of the approach. The fact that through management organisation approach, minimum time and cost can be achieved, should be pointed out. The first 15 months of planning must be described for the town concept, functional analysis, and conceptual design phases.

Funding should be the next point for discussion. Ford Foundation's financial assistance should be asked and the role it would play in the planning of Auroville should be described.

Dr. Firstman pointed out that Sri Aurobindo Society and Auroville does finance a lot of work for Auroville and it must be pointed out to Ford foundation that the financial assistance given by them would supplement Auroville's funds. The time devoted by people working for Auroville should be estimated and their effort in man-months should be calculated to give a total financial value to this effort. This should lead to Ford Foundation's contribution for paying consultants' fees.

After mentioning the funding of the 4th phase of plans which could include projects like university, hospitals, schools, the need for large scale financing must be explained. Assistance offered by various institutes of technology to Auroville should be mentioned. After identifying the Auroville image it is very important to project it to the world. The philosophical aspects like Sri Aurobindo's concepts and ideals of human unity must be pointed out. It must be shown that Auroville has the competence to achieve the goals set and has the required direction to activities.

The estimates for the first three phases should then be given. The estimated cost for first phase was 250,000 dollars, and for the second Phase was 200,000 dollars.

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At the various meetings over the seven days period two major topics took up most of the time:

(1) How Systems Engineering approach can be used tor implementing Auroville. And

(2) How the finance for that approach can be facilitated by presenting to the Ford Foundation our case on a concrete basis.

Dr. Firstman's suggested approach for implementing Auroville on Systems Engineering basis is described below in detail:

System Engineering for New City Development

Dr. Firstman defines System Engineering in this case as being "concerned with planning, developing and implementing a town in a manner that achieves the goals established for the town, with the least expenditure or resources (money, materials). In this process a town is conceived of as a collection of organisations, activities, physical entities… that relate and work together in ways that produce the town's function and life styles."'

There are seven phase s in sequence .which cover the project from the beginning till its construction is completed. These sequential phases are:

Town concept
Functional analysis
Conceptual design
Preliminary design
Detail design
Construction
Implementation

Each of these phases is given a time limit within which the programme fixed for that Phase has to be completed. (See Time Chart on following page.)

Once these phases and their programmes are known the organisation necessary to carry these out can be designed. Hence we have ideal organisations to carry out the work at hand.

Under each phase there are certain activities carried out by the organisation, and for these activities the result is outputs. Below each of the phase is described in detail on activity and output basis. Although some of the activities may have already been performed previously at Auroville or Paris they have not all been systematic nor have they been properly recorded and integrated into the whole project. Also a lack of formal organisation has prevented the implementation efficiently of whatever activities that have been undertaken.

(1) Town Concept Phase (9 months).

During this phase the major activity is to establish goals for the town, so that the economic, social and physical goals could be defined and a time sequence could be determined for them. At the same time performance goals can set up together with any constraints. This would result in economic, social physical and population objectives with budgetary constraints and time limits.

An important activity that has not yet been systematically carried out in Auroville is the identification of both public and private sources of funds so that a list of potential sources of fund can be prepared. Once this has been accomplished there could be preliminary fund raising discussions resulting in a preliminary fund acquisition plan.

During the Town Concept Phase a study to assess the economic potential of the Auroville area to support industry, agriculture and people can be carried out, this would give out a Town Feasibility Analysis. On this basis we can determine preferred industry, commerce, Agriculture, and other economic activities such that this would be our Preliminary Economic Activity Plan.

Another important issue to clarify during the Town Concept Phase would be the establishment of "Effectiveness Measures" so that the goals of the town can be compared against these measures quantitatively at a later stage. Hence the establishment of quantitative goal structure would result from these Effectiveness Measures.

(2) Functional Analysis Phase (4 months).

A greater part of the activity under this phase has already been accomplished by Mr. Anger and his team of architects at Paris. This work has to be integrated with the activities that remain during this phase and later phases of development.

During this phase of the town the functions to achieve the town objectives have to be determined – these functions are transportation, education, communication, housing, industry, agriculture et cetera. At the same time the objectives for each of these functions have to be established. These functions may have certain normal and outside restrictions place on them, so that for each of them the constraints have to be discovered. For example in the interest of safety building codes enforced by the governments have to be followed and this will be a constraint which has to be taken into consideration during Functional Analysis.

Once this is in progress the relationships between different functions have to analysed for example between transportation and industry; housing and pollution et cetera.

All this activity will mean that we would be specifying the Town Concept as a system. In the next phase, Conceptual Design, all the above functions would be split into sub-systems.

Meanwhile during this Functional Analysis Phase funds acquisition and commitments would be continuing. Also a plan for attracting preferred economic activities could be prepared.

(3) Conceptual Design Phase (4 months)

Here the functions of the town would be split into subsystems that is each function would have its own set of subsystems. "Trade-off studies" on these subsystems can be performed to determine the most suitable subsystems from a host of alternatives, and these subsystems can be then named.

Just as in the case of functions of the town under the Functional Analysis Phase, objectives and constraints for the subsystems have to be established, while the relationships between different subsystems have also to be determined, for example in the case of transportation relationships between the subsystems freight transport, and factory site and housing are important.

During the Conceptual Design Phase funding acquisition and commitments would be continuing activities from the previous phases, but to determine inducements for specific economic activities (factories, stores, et cetera) it would require of the town tax benefits, subsidies et cetera. Also planning for the integration of the town into the regional economy, the transport network and the social structure can be carried out, such that we would have a regional integration plan with its design and planning requirements.

During this phase it could also be determined what people to attract to the town and how to attract them, this would result in an anticipated population profile and a plan for attracting the preferred people.

(4) Preliminary Design Phase. (9 months)

In the Functional Analysis Phase we obtain the system specification (Town Concept), in the Conceptual Design Phase we obtained the subsystem specification (Town Plan) and now under the Preliminary Design Phase we have detailed design specifications (Detailed Town Plan). Hence each phase deals with work in much greater detail.

Under this phase all specifications would be checked to avoid conflicts when at a later stage actual construction is under progress. It is under this phase that the location and, operations of subsystems, the relationships between subsystems are established in detail, for example where the roads will be, where schools will be located, how these will operate et cetera.

At this stage of development specialists and experts will increasingly be needed to check and develop specifications to various disciplines. For example water resources, transportation et cetera.

Financially the funding acquisition and commitments would continue as previously, but at this stage an overall project cost can be estimated and a Preliminary Financial Plan for minimum cost cash flow can be prepared. Also potential economic activities in the town can be contacted and their commitments could be noted.

During this phase the time needed for development can be determined together with development Objectives, which are time phased.

Here also the detailed design can be analysed against the town overall objectives to determine the effectiveness of-the detailed design, and any modifications can then be implemented into the design.

(5) Detailed Design Phase (9 months)

Under this phase designing will be by subsystems, which will yield procurement specifications and construction specifications. Also services and social subsystems specifications would emerge in curricula, social services, health and community services, cultural activities, fire communications and data et Cetera.

On the finance side funds acquisition and commitments would be continuing as previously together with minimum cost cash flow, but under this phase specific cash requirements have to be determined and the timing or its flow has also to be planned.

Under this phase again the effectiveness of the design can be compared with the overall town objectives so suggested Design and Operation Plans can be incorporated in the final design. This is the ultimate phase before construction en masse is started, so construction and implementation phases have to be planned with the use of Programme Evaluation and Review Techniques (PERT). Also construction manpower and training requirements could be planned, this later can be instituted in a much earlier phase especially as there are many villagers in Auroville now who require such training.

(6) Construction Phase (5 years)

During this phase bids for construction are evaluated, and technical direction of construction is in process to yield the actual physical elements of the town. There would be maintained controls on construction timings, on resources flow, design specification, and relationships between functions. This would then result in minimum cost construction. In fact the construction of the town can proceed on a factory assembly line production principles so that it can rapidly be implemented.

Plans could be made for provisioning the town, for training social and service personnel, and staffing various activity organisations. This would yield Minimum Cost Provisioning Plan, and Integrated Staffing and Training Plan.

By preparing our own software for integrated data system, we would have Data System Collection, processing plans and computer programmes.

At this stage the town could be publicised tor attracting the preferred population.

(7) Implementation Phase (starts 1 year after construction).

Here by control orderly sequence of implementation activities can be carried out, and any mistakes or faults could be corrected by taking account of these in the planning already done to avoid reoccurrence of the same mistakes.

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PART III

Organisational Charts

For implementing the work described in the various phases of development above, a development organisation was constructed by Dr. Firstman. This organisation is specifically designed for a rapid and orderly construction of the city.

In the two organisation charts included in this report the "Initial Organisation" (chart I) will be valid for only the first two phases of development – namely the Town Concept and Functional Analysis Phases which will last for eleven months. The second organisation (chart II) is remoulded for the conceptual design phase and for growth during later phases of development. Hence these two charts will cover the organisational needs of developing the city for the city for the first one and quarter year. From then the second organisation can be changed to suit the later stages of development of the city.

The organisation in Chart I has the Mother at the apex and it is under Mother's guidance that the whole organisation will work. Then there is a project manager who has the overall responsibility for implementing the project. This project manager has a project management team of five highly qualified personnel specialised in law, economics, town planning, social planning and international relations. All these will be located at Pondicherry.

Then directly under the project manager there is a split of the organisation geographically between Paris and Pondicherry (Auroville).

At Paris fund raising at key European centres could be performed, while Mr. Anger's team together with consultancy help from Planning Research Corporation can have Systems Analysis applied to the studies already being carried out in Paris.

At Pondicherry (Auroville) also Systems Analysis and Economic Analysis will be performed with aid from two consultants and directors.

On this basis Dr. Firstman fixed the number of personnel needed in this organisation at 35.½ in terms of time spent, of this 8.½ would be the number of experts needed by Auroville to apply the Systems Engineering Approach. These would cost some $ 250,000.

In Chart II the top part of the organisation remains the same, but now most of the work is transferred to the actual area of Auroville as the work in Paris is reduced gradually.

At Auroville the organisation would grow then to a Design Section and a Project Management Support under which major functions of the town become organised.

The number of personnel needed in this second organisation are 46.½ out of which 17.½ would be the number or experts needed by Auroville for the application of a Systems Engineering Approach. These would cost $ 200,000 for the four months during which the Conceptual Design phase is in progress.

Therefore, for all the first three phases of development the total cost for using experts is $ 4,50,000 or Rs.32,25,000/- one main reason for such a high cost of engaging experts' services is the cost of Air travel from California to India.

Hence it is to finance this $4,50,00 fees for applying the Systems Engineering to approach to Auroville that we will be approaching the Ford Foundation if the Mother's permission is granted. We will approach the Ford Foundation on the basis that as the town planning process in India needs improving Auroville is a unique

opportunity to try out an advanced technique of town planning and as an experiment it can help improve the town planning process within India and without.

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PART IV

Crucial Question I

In order that Systems Engineering can be applied to Auroville, a steady flow of funds for its development has to be arranged.

Dr. Firstman has suggested that during the Town Concept Phase and Functional Analysis Phase Auroville should set up a non-profit Development Corporation solely for developing the industrial area within Auroville.

A major question is where will this Development Corporation acquire its funds? Dr. Firstman has indicated that if funds without any "strings" to them were the only financing acceptable to Auroville it would be best if this proposed Development Corporation issued a preference stock which is a non-voting type of issue and also irredeemable. That means that holders of such stock can have no say in Auroville matters, while at the same time as such a preference stock would be irredeemable none of the holders can demand their funds. They would have then to resell their stock in the stock exchanges and security markets of the world to someone to jet back their funds.

However, to be able to sell such a stock on the world market a certain return has to be paid to those who are holders of the stock.

Another problem is that even with a return on these stock those who are most likely to buy would not be attracted if they are not certain of the abilities of Auroville to pay the return on these stocks regularly. However, on this account Auroville can very well afford to pay the return on these stocks because primarily these funds can be utilised in the development of Auroville's industrial potential. These industries are productive and will have surplus income, but as Auroville is established under a trust Arrangement its industries are exempt of Indian Company Income Taxes of 65% – that is a tax of 65% that other outside industries have to pay on their surplus incomes is not applicable in the case of Auroville.

This would be a reason why stocks will be bought by those with means. There are many potential buyers of such stocks for example all the governments which have supported Auroville in UNESCO, many foundations, insurance companies, other institutions and industries, U.S. Aid Authorities and PL 480 counterpart funds, and individuals. Dr. Firstman also mentioned the World Bank as a potential buyer, apart from testing the feasibility of such stocks with certain underwriters of stocks in Europe – which had a favourable reaction regarding such an issue.

It may be possible to arrange a grace period during which no return on these stocks would apply with some of the larger buyers of such stocks. Such a grace period would help get industries started.

However, once Auroville is completed and when Auroville begins to have surplus funds these stocks can be bought up by Auroville on the world market until none of this stock remains in the world.

Through this process Auroville industries can be set up, and there can then financially contribute to the development of Auroville with the extra revenue that would arise through productive activity.

Crucial Question II

In the systems engineering approach suggested by Dr. Firstman, our organisation will have experts who are paid by Ford Foundation for their work.

One of the reasons why Dr. Firstman suggested why these full-time paid experts should be engaged was that part-time work would not be really efficient in the organisations developed above. It needed full-time professional personnel to efficiently execute this project. Hence in the initial Organisation Chart I he recommends using six such paid experts with 2.½ consultants and in Organisation Chart II nine such paid experts with 8.½ consultants financed by Ford Foundation.

However, this is inconsistent with the style of life wanted in Auroville where there would be no pay for work done; but in this case nonetheless the experts coming here to render their services in building Auroville would not be permanently resident in Auroville, and hence it may not matter if the Ford Foundation is financing their services to Auroville. Unless these experts are to stay permanently in Auroville. In fact the Ford Foundation would be donating these experts' services to Auroville.

Without substantial information on the type of talents and qualifications that is already available in Auroville, it is very difficult to determine exactly how many paid experts are necessary for the application of Systems Engineering approach to Auroville.

Hence it is necessary for us before we approach the Ford Foundation to carry out a survey of the qualifications and talents available at Auroville now. This can be accomplished by requesting all Aurovilians now in Auroville area to fill in questionnaires, which can then be evaluated. Aurovilians are also be requested to include photographs of themselves with the questionnaire. (A possible questionnaire is included in this report for the Mother's guidance and suggestions)

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Auroville Personnel Evaluation & Survey

(Sample Questionnaire)

Dear Aurovilian,

In order to build up a body of information and records concerning the personnel of Auroville, you are requested to answer the questions listed below as best as you can. The purpose of this evaluation and survey is mainly to discover the extent or talent already available within Auroville, such that full utilisation of that talent could be planned as means of doing so become available.

This questionnaire should be completed within 7 days or earlier and returned to 25 rue François Martin, Pondicherry. The results of the survey will be put on the Auroville Office Notice Board as soon as the analysis of the questionnaire is completed.

Prompt replies will be appreciated.

A.

1. Surname.
2. First names.
3. Single/married.
4. Number of dependents & their ages
5. Birth date and age.

B.

1. What parts of the world are you (actually) most familiar with?
2. What languages do you speak?
   (a) Fluently.
   (b) Moderately fluently.
   (c) With difficulty
3. State educational and academic achievements so far obtained.
   (a)
   (b)
   (c)
4. State previous occupational experience:

Occupation	Where	For how long
(a)		
(b)		
(c)		
(d)		

5. Did you initially come to settle in the Ashram or in Auroville? The former/the latter.
6. By whose recommendation did you join Auroville?
7. At present, are you staying here on private means or is your stay looked after by the Ashram or by Auroville? (state which)
8. What is your major occupation in Auroville at present?
9. Is it full-time or part-time work?
10. If part-time what other work do you perform outside Auroville?
11. Are you paid for your work in Auroville?
12. Indicate a broad area (such as education, agriculture. industry, construction, architecture, finance, et cetera) in which you think you will be most useful to the development of Auroville.
13. Would you accept some other work if work for which you are best qualified is not yet available? Yes/no.

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Crucial Question III

Dr. Firstman has mentioned that while reading the progress report and other literature on Auroville a clear image of Auroville does not emerge. He gave an example of an American development project called Westlake which projected an image of the "good life". Now what was the image of Auroville: City of Human Unity, City of Future, International City/Township, et cetera?

This problem of what the image of Auroville should be it was decided to ask the Mother's guidance, so that this image can be consistently adhered to in any literature published on Auroville or in any conversation which require conveying "the image" of Auroville.

Crucial Question IV

The Systems Engineering approach also means that the land needed for building Auroville has to be acquired at least before the Detailed Design Phase. Here we do not know what concrete steps to take except perhaps to have the Central Government and UNESCO recommend the project to both Madras and Pondicherry Governments and to request their help to Auroville for acquiring Auroville site land.

Once the Mother's guidance is obtained for the problems above, the presentation to the Ford Foundation to supplement Auroville's efforts by financing experts can be prepared on the basi of the Mother's guidance regarding the (above) report.

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