Full Report

2015

Auroville Retreat

Power of Collective Aspiration
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- 1
Executive Summary

The Auroville Retreat took place on 12th and 13th March, 2015. It brought together members of the International Advisory Council the Governing Board and around 160 Aurovilians to examine the present state of Auroville and to draft an action plan for the near future.

It was the culmination of two months of intense work, involving around 300 Aurovilians and 35 thematic work sessions. The areas focused upon were governance; land and planning; growth; education; economy; bioregion; and youth.

The stated objectives of the Retreat were: to reconnect and engage with the Auroville vision and its manifestation; to reflect on Mother’s vision for Auroville; to introspect and reflect on the spiritual growth of individuals and the collective; to reflect on the present realities of Auroville; and to envision where Auroville wants to be on its 50th anniversary (in 2018) and in 10 years.

By the end of the Retreat, each thematic area group had come up with a number of goals and milestones that they considered would revivify that sector and set it upon a course more closely aligned with the ideals of Auroville. The identified milestones are to be implemented within a maximum of three years by action groups appointed for the purpose.

However, perhaps the real value of the Retreat was an immeasurable one. By bringing together people who don’t normally work together, or who have not worked together for years, it provided new opportunities for interconnections and the psychological space for something new to emerge.
Genesis

The Governing Board and the International Advisory Council (IAC) of the Auroville Foundation had proposed during their meetings in August 2014 that a two-day Retreat be organised in Auroville and that this Retreat would be an occasion for the Governing Board and the IAC to engage with Auroville residents on issues relating to internal governance processes.

During subsequent discussions between members of the Governing Board, International Advisory Committee, the Vision Task Force* and the Auroville Campus Initiative (ACI), it was concluded to define the main objective of the Retreat as follows:

- To reconnect and engage with the Auroville vision and its manifestation
- To reflect on Mother’s vision for Auroville
- An introspection and reflection on the spiritual growth of individuals and the collective
- To reflect on the present realities of Auroville
- To envision where Auroville wants to be on its 50th anniversary (in 2018) and in 10 years

The main focus during the Retreat would be on the following areas of Auroville’s development:

- Organisation (governance)
- Land and Town Planning & Development
- Population growth
- Education
- Economy

A Retreat organising team with members of the above mentioned bodies was formed to engage with working and study groups of Auroville and the wider community to prepare the Retreat. In addition, the Residence Assembly Service (RAS) and one member from the Working Committee were requested to partake in the organization. The ACI team was asked to take the lead in this work and identify additional members depending on the work demands.

It was suggested that 150 – 200 participants could be accommodated during the Retreat.

Aromar Revi (Director, Indian Institute for Human Settlements), who has been closely associated with Auroville for many years, was identified to be the lead facilitator. Assisting facilitators would be chosen from the Auroville community.

* The Vision Task Force had been set up by the Governing Board in June 2013 to interact with the Auroville residents and various working groups of Auroville on the major challenges and obstacles faced by Auroville in maintaining a course towards manifesting the ideals of Auroville and to suggest ways in which the residents could re-ignite the spirit, and harness the energy of Auroville. The members of the Vision Task Force as of March 2015 were: Ameeta Mehra, Aster Patel, Alain Bernard, Hemant L., Sanjeev A. and Toine. The Secretary, Auroville Foundation is the Convener of the Vision Task Force.
Preparatory Phase – Summary

The preparation of the Retreat can roughly be divided into four main phases:

1. From Vision & Values to Insights: This collective work aimed at creating a descriptive account for each of the below mentioned themes along with insights that provide possible (new) directions and/or inspirations towards manifesting the Auroville vision.
For each of these five themes, a resource group was formed (9 - 12 Aurovilians), which, after formulating key values and theme related vision statements, were asked to map the existing ground realities and challenges and by way of this reference material, to formulate the aforementioned insights.

To widen the participation by Auroville residents, a virtual Support Group for each theme was set-up with web-based tools that allowed all Auroville residents to provide inputs to any one or more of the Retreat themes by responding to questions that were similar to the questions that were posed during the sessions of the Resource Groups.

2. Collating and Sharing of Insights: On average, each ‘theme group’ produced around 15 to 20 insights. To understand the interconnectedness and identify possible interdependencies and further harvest the input of the wider community, a half-day session was organized during which all insights as well as key trends were presented. All resource group members and Aurovilians, planning to participate in the Retreat, were requested to join this session.

3. From Insight to Goals: To translate the insights into concrete, achievable goals, one full-day session for each theme was organized. The identified goals with their milestones differ from insights in that they detail purpose and scope of desired outcomes and are oriented toward results which are observable, measurable and achievable within a given time-frame.

The formulated goals with their milestones served as source material for the Retreat.

4. Youth and Bioregion Groups: The Bioregion and Youth theme groups were formed when it was found that these groups were not adequately represented and integrated in the originally envisaged 5 themes. The groups were led by Aurovilians being in close contact with, or members of, these target groups. Both groups met on several occasions and the Youth group also organized a community-wide event to gather ideas and suggestions. Their output was incorporated into the Retreat process in order to include the priorities of these two groups.

Preparatory Phase – Details

1. From Vision & Values to Insights

Aim: This collective work aimed at creating a descriptive account for each of the below mentioned themes along with insights that provide possible (new) directions and/or inspirations towards manifesting the Auroville vision. These insights were subsequently used as source material for the formulation of concrete goals, which formed the basis of the Retreat.
Background: The organizers acknowledged that over the years, many studies have been conducted and reports produced that outline the Auroville ground realities and its underlying historical dimensions in great detail. Yet, they usually fall short when capturing more elusive domains such as our intrinsic collective dynamics and patterns, individual experiences, paradigms and behavior, and perceived realities. Assessing and recognizing these aspects of our society appear to be of fundamental importance when attempting to improve existing conditions or crafting new structures and processes that can truly contribute to the emergence of actualities that match our collective aspirations.

The Approach: It thus became apparent that an approach is needed that goes beyond the collection of empirical facts and emphasises the idea that a collective understanding needed to be jointly created. This required a process that fosters deep reflection and active inner and outer dialogues within and between each participant in a safe and supportive environment.

Clearly, such focused work and collective exchange is extremely challenging within an open community forum. Therefore, for each of the five themes, resource groups with 9 to 12 Aurovilians were formed. Great care was taken to compose groups that carry a diverse voice and include participants well versed in the respective field. Included were also representatives from working groups who had been put forward by their team.

To ensure consistency and coherence of the groups and to create a culture of ownership for the content produced, all participants were asked to commit to all sessions (see below) required to complete this preparatory phase of the Retreat.

The organizers understood that these groups could not represent all viewpoints and perspectives present in the community. Yet, the group size and composition was felt to be sufficient to give a cross-sectional view of general understandings and trends.

Nonetheless, to widen the circle and complement the work done by the resource groups, a second/parallel process was implemented, giving the community as a whole an opportunity to participate by way of web-based tools. Community members were asked to sign-up for one or more themes, thus forming support groups for each resource team.

To maintain a closed communication loop, this larger support group received all notes produced and all material shared during the resource group meetings and were also asked to respond to questions similar to the questions that were posed to the resource groups. Conversely, the resource groups were able to access input and feedback from the respective support groups.

The Sessions: To derive to the insights for each theme it was deemed necessary to lay a foundation which is rooted in collectively formulated value and vision statements and provides space for the participants to step out of their normal frame of reference and deep-seated ways of thought, thus allowing alternative and unexpected viewpoints to enter.

Therefore, a total of four half-day sessions over four successive weeks were scheduled. The aim of each session was as follows:
i. To collectively express values and vision statements related to the respective theme with reference to three key documents: The Dream, The Charter, and To be a True Aurovilian.

ii. To portray the ground realities.

iii. To identify existing challenges with reference to the ground realities and values & vision statements.

iv. To express insights which point to possible solutions and ways forward to bring us closer to our vision.

The following provides a more detailed overview of the individual sessions that were held in the given order (all questions and tasks are related to the respective theme)

**Session 1 - Vision**
- Describe your ideal environment or the most important aspect(s) for you
- How does this relate to the core texts? (The Dream, The Charter, To be a True Aurovilian)
- What values can we extract from the core texts and/or from what inspires you, to guide the future of ‘theme’ in Auroville?

**Session 2 - Ground Realities**
- What is in place today in Auroville?
- What is in place today organizationally? (the groups, their mandates and powers, how the groups are chosen, how the groups relate to/interact with each other and the RA)
- Brief history - the sequence of development.

**Session 3 - Challenges**
- What are the present challenges? (This should include not just organizational challenges, but also refer to how the groups actually perform in terms of decision-making, communication, facilitation, keeping meeting notes, attendance etc. It should also refer to the ‘legitimacy’ of the groups vis-à-vis the larger community. i.e. are their decisions respected or regularly ignored?) - How/why did we arrive at the present situation?
- What are the barriers that prevent us from moving towards the ideal?
Session 4 - Insights

- What are the implications of the present reality when viewed in the context of the ideals and values revealed in the first session? (In other words, is the present reality taking us further away or closer to the ideal?)

- Insights that may lead to solutions.

The schedule for all four sessions was provided to all resource group members beforehand. Participants were also advised that modifications of these schedules would not be possible due to the large number of people involved, and that participation in all sessions was required.

The final outcome of the sessions (insights) are listed in Annexure 1

2. Collating and Sharing of Insights

On average, each ‘theme group’ produced around 15 to 20 insights. To understand the interconnectedness and identify possible interdependencies and further harvest the input of the wider community, a half-day session was organized during which all insights as well as key trends were presented. All resource group members and Aurovilians, planning to participate in the Retreat, were requested to join this session.

The presentations were delivered by one or two representatives of each resource groups. Each theme was allotted 30 minutes for the presentation and subsequent question & answer session. The Bioregion group which had met twice thus far shared the main challenges that had surfaced during their discussions.

The Youth group hadn't collated its ideas, yet and announced that it would host an event - Festival of Ideas - on Saturday, February 21st. This event aimed to brain-storm on topics revolving around and involving the youth of Auroville. For the Retreat, the Youth group was also working on a video to express, from their perspective and experience, the challenges of living in Auroville.

During the half-day session, it was acknowledged that the 25 to 40 year old Aurovilians were under-represented in the Retreat preparation. It was shared during this time together how important it is that they participate in the Retreat since they also lead the future and will be impacted by the outcomes of the Retreat.

3. From Insight to Goals

To translate the insights into concrete, achievable goals, one full-day session for each theme was organized. Tools introduced by Monika Sharma* were applied to foster inclusiveness, ownership and value-based communication. The identified goals

* Monika Sharma is an international facilitator of Indian origin. She works for the United Nations and has an experience of 22 years in bringing social change all around the world. Her commitment with Auroville at the moment of the Retreat was already in the third year out of five.
together with their milestones would differ from insights in that they detail purpose and scope of desired outcomes and are oriented toward results which are observable, measurable and achievable within a given timeframe.

As the output of these sessions would form the basis of the Retreat, community members interested to participate in the Retreat were required to attend one of these sessions.

A total of about 150 community members (including resource group members) attended the sessions. For each theme an average of about 30 people attended.

Each morning, a document with the insights (including those from the respective resource group, support group and Bioregion group) was distributed to each participant. The participants were requested to form groups of six at different tables and initially work individually on one insight that they support. Subsequently, each group of participants at a table had to arrive to a common goal taking into consideration the ideas and priorities of every one in the group. To better understand the practical implications of the goal, as well as the challenges and opportunities for implementation, the participants were asked to complete a template, reflecting on the following:

- Motivation (why this goal)
- Possible interrelation with other goals
- Obstacles and opportunities (financial, infrastructure, technical, human resources, organizational, .....)
- Action steps (milestones with estimated timelines)
- Performance indicators
- Who?

The organizers understood that the time available would not suffice to fully evaluate all implications and to furnish a comprehensive description of the information requested. Yet, the exercise directed the previous discussions into strategic and practice-oriented thinking.

Participants by tabled group shared the outcomes of their work with all other participants. In instances where goals appeared similar, groups were combined to further consolidate their goals, milestones and strategies.

The output of all five day-long sessions went, after clustering of the milestones, as source material into the Retreat (see Annexure 2).
4. Youth and Bioregion Group

The Bioregion and Youth theme groups were formed when it was found that these groups were not adequately represented and integrated in the originally envisaged 5 themes. The topic of youth was also included in the hope to bridge the gap currently felt between the older Aurovilians in working groups, for example, and the young people of Auroville, defined as being between the ages of 15 and 25.

Youth: The Youth group started off with a few individuals visiting schools like Last School, New Era Secondary School, Udavi, and Future School. Then all schools in the region were invited to participate in two brainstorming sessions at the Youth Centre. What resulted from these forums was the idea for a larger, community-wide event, which took on the name “Festival of Ideas”. The event took place at the Youth Centre and was attended by all age groups who came to share their ideas, of course, as well as aspirations, genius, and time in positive collaboration for building a better community.

Throughout it all, youth walked around the event talking to friends, known and new, and handing out small blank sheets to collect everyone’s ideas to questions such as, “How do we make Auroville better?”. The list of ideas emerging from these sharings and discussions was compiled by a handful of youth ambassadors and presented at the Auroville Retreat (see Annexure 2 for Youth group goals).

The Bioregion group met on several occasions reflecting on the 5 themes from the bioregional perspective. A list of key points (insights) identified by the Bioregion group is available in Annexure 1. The insights were incorporated into the Retreat process at the moment of drafting the goals to ensure their inclusion.
The Two Day Retreat
Venue: Unity Pavilion; Dates: 12th and 13th March 2015
Main Facilitator: Aromar Revi
Co-Facilitator: Alan, Helena, Inge, Lalit, Manoj, Mike, Toine, Uma
Logistics: Margarita
Total Number of Participants: 160
By Theme: Governance - 29; Land and Town Planning/Development - 25, Growth - 28, Education - 33, Economy - 32, Youth – 13 (the Bioregion team members merged into other theme groups).

Background - Aims and Preparation Process

The Retreat was preceded by an intensive period of preparations. During the preparation phase resource persons for each of the themes participated in four half-day sessions during which they worked on (i) vision and values, (ii) the ground realities, (ii) present challenges (to achieve the vision), (iv) insights and (v) a full day-long session on “From Insights to Goals” (conducted together with all those planning to participate in the Retreat). In addition, a Youth group and a Bioregion group was formed which prepared related content from their perspective. There was also a half-day session during which the thematic groups shared their insights in order for people to better understand cross-linkages and possible dependencies. Furthermore, there was a wider participation with a web tool that enabled residents of Auroville to give inputs for one or more of the Retreat themes.

It may be highlighted, that this collective preparatory work in its entirety was not only instrumental to enable the actual Retreat event. Instead, it can be considered as an integral part of the Retreat itself having directly contributed to the attainment of the stated Retreat objectives:

- To re-connect and engage with the Auroville vision and its manifestation
- To reflect on Mother’s vision for Auroville
- An introspection and reflection on the spiritual growth of individuals and the collective
- To reflect on the present realities of Auroville
- To envision where Auroville wants to be on its 50th anniversary (in 2018) and in 10 years

During the preceding ‘Insights to Goal’ sessions, between one and four overarching goals per theme were articulated which expressed a collective sense of purpose and direction for each theme. Concurrently, the participants laid out related milestones and in some instances formulated general strategic ideas. This output in turn served as source material for the two-day Retreat during which (among others) a convergence of ideas and directions was targeted to collectively envision where Auroville wants to be on its 50th anniversary (2018) and in 10 years.
To achieve this, the two days of the Retreat were designed to deepen the space for sharing, while promoting collective brainstorming and positive goal-oriented thinking in an engaging and experiential environment.

The following outlines the individual stages of the two days event and their respective functions. The outcomes can be found in the respective Annexures of this report.

**Day One**

*Inception* - Following a collective concentration at the Amphitheatre of Savitri Bhavan, the Retreat commenced with a connecting space created by Last School students which was a youth interpretation performance on the core text, *The Dream.*

The main facilitator, Aromar Revi, opened the morning session with a presentation, reminding the participants of the underlying reasons for having the Retreat and the aspired outcomes. Members of the Governing Board and International Advisory Council who attended as active participants introduced themselves and shared some of their thoughts surrounding the Retreat.

*Prelude | Information Session* - To ensure, that all participants were well informed about the outcomes of all theme-related work and understood possible interconnections, redundancies, overarching opportunities and trends, brief, highly condensed presentations were given by the respective theme facilitators. The presentations were limited to the goals, milestones and strategic elements that had emerged. Facilitators concluded each presentation by sharing overarching observations, including shortcomings and unexpected outcomes. Short questions and answer sessions ensued after each presentation allowing space for general clarifications and comments.

Similarly, the Bioregion group presented the results of their meetings and preparatory discussions and the Youth group shared their perspectives and hopes with respect to education, housing, employment & economy, and future participation in organization and governance. In addition, the Youth screened a short video highlighting some of their thoughts and ideas.

*Theme Centric Work* - The aim of this session was to further reflect and elaborate on the goals and milestones that had been produced in the work sessions leading up to the event. More specifically, participants were asked to identify critical milestone-specific challenges, and enabling conditions, determine groups and individuals (including themselves) who could be responsible for implementation, and specify estimated timelines. The outcomes would serve as reference material for the post-Retreat implementation phase. In addition, the exercise was thought to be a first step in facilitating the formation of implementation groups and/or their respective support teams.

Participants who had attended the theme centric work in the preparatory phase were assigned to their respective thematic group. In cases where participants had
contributed to multiple themes they had been asked to choose one theme prior to the event. In addition, care was taken that at least one member of the Governing Board or International Advisory Council would participate in one of the thematic groups.

The participants of each thematic group were distributed across five to seven tables. Each table was equipped with a document containing all theme related material presented during the information session in the morning (see Annexure 2). In addition, each table was given a set of milestones that the organizers/facilitators had clustered according to their function and interrelatedness. Participants were asked to commence work on these milestones along the aforementioned tasks by completing a template sheet (Annexure 2a) that was provided.

Up to one and a half hours were allocated for this work after which the members of the respective themes gathered and shared their findings. At this point, members of the Youth group merged with the other thematic groups. The five theme groups were then asked to highlight up to three key-milestones which they felt should be emphasised post-Retreat.

The outcomes of the theme sessions were summarized and shared in a plenary session with all participants (see Annexure 3). Due to time constraints, the presentations for both growth and education were postponed to the next day.

**Conclusion** - Aromar Revi addressed the audience with some concluding remarks and asked for volunteers for each theme group to participate in a session aimed at synthesizing some of the results further. This session was scheduled for the next morning, preceding the opening of day two.

**Day Two**

**Continuation / Exercises** - The original plan for day two was to consolidate the outcomes of the previous day into three narratives in which the overarching goals of all themes would be approached from different directions. However, after reflection and debriefing of day 1, it was felt more relevant to have some members of the respective theme groups produce terms of reference (ToR) sample documents for selected milestones. This exercise would demonstrate how to map concrete action plans and solutions within the context of the community while considering existing boundaries and opportunities.

Each ToR should detail the following:

- Vision & Goal
- Objectives (3-5)
- Functions/Activities (5-7)
- Members
- Resources
- Review/Feedback process (3 bullet points)

The ToRs were prepared in the morning prior to the opening of day two.
The day commenced with the two pending presentations from the previous day (growth and education). In between, participants were reminded about the Retreat website on which the entire process of the Retreat preparation and its output could be reviewed (http://ras.auroville.org.in/retreat2015/).

Subsequently, the ToRs were presented (see Annexure 4 for a sample ToR) and discussed. At this point, Aromar Revi noted that some of the main challenges that regularly undermine progress, promote stagnation and result in frustration had yet to be confronted. More concretely, these blockages, which may be polarities, are often deeply rooted in personal frames of reference and are rarely openly discussed (so-called ‘elephants in the room’). A list of opposing viewpoints with possible syntheses that could transcend these polarities was presented (see Annexure 5).

After lunch, Aromar presented a possible iterative post-Retreat process which could allow for the progressive realization of the goals and a gradual change of the Auroville work-culture including personal as well as collective behavior (see Annexure 6).

In a final exercise, a few theme group members were asked to present and defend their strategic plan to achieve their milestone of choice. They were first confronted with questions from members of the Auroville working groups after which the floor was opened for questions from all participants. This exercise again aimed at stimulating a community process within a collaborative learning and joint solution finding space.

Conclusion - The day ended with Aromar summarising the proceedings and Dr. Karan Singh, the Chairman of the Governing Board, giving an uplifting speech. Beautiful Indian raga flute music performed by Aurovilian Chandra, concluded the event.

The Immeasurable Outcomes:

Perhaps the real value of the Retreat is an immeasurable one. By bringing together people who don’t normally work together, or who have not worked together for years, it provided new opportunities for interconnections and the psychological space for something new to emerge.

Two clear things transpired:

1. There is a tremendous thirst for change, for movement forward based upon our ideals.

2. The old antagonisms and polarities are softening and a third space is emerging that everybody can support. Individual healing at a micro level was happening around the room.

It is this new energy that will drive the next stage of our individual and collective progress. But it needs to be cultivated and supported in the same way as the other post-Retreat activities.
Acknowledgements

We would like to extend our sincere thanks to the Governing Board Members - Dr. Karan Singh, Ms. Ameeta Mehra, Dr. Aster Mira Patel, Dr. Mallika Sarabhai, Shri Balkrishna Vithaldas Doshi, Shri Y.S.V.S. Murty, Shri Yogendra Tripathi and Shri Amit Khare, IAS and the International Advisory Council members - Sir Mark Tully, Dr. Kabir Shaikh, Dr. Shaunaka Rishi Das, Dr. Vishakha N. Desai, and Mr. Julian Lines for suggesting the Retreat, their guidance and constant support throughout the event preparation and the event itself.

We also thank Mr. Srinivasmurty, the Undersecretary of the Auroville Foundation for enabling the preparation and organisation of the Retreat.

We thank the Vision Task Force (VTF) – Alain B., Ameeta, Aster, Hemant, Sanjeev and Toine - for their advice and consultation.

The Theme Facilitators - Alan, Lalit, Jesse, Manoj, Mike, Min and Toine - worked tirelessly for several weeks to prepare & conduct numerous sessions and develop materials for the Retreat. For the Youth group, we would like to thank Jesse and Vikram (Gaia) and, of course, the Auroville youth. And for the Bioregion group, Shankar.

We would like to express our special thanks to the lead facilitator Mr. Aromar Revi and Uma for supporting him

The Retreat became a community movement largely due the relentless efforts of the Residents Assembly Service (RAS) particularly of Inge and Slava. They were supported by Jesse, Selvam, Hedia and Aurotaranti.

The operations and the logistics team was outstanding. They worked day and night to make sure that everything runs smoothly. It was coordinated by Margarita with Helena in communication and supported by the following:


The thematic resource group members generously offered dozens of hours of their time for the preparatory sessions and inspired the rest of the community with their commitment to the process.

The Retreat participants and online participants were instrumental in steering the community process to an outcome that can take Auroville closer to its vision.

**Auroville Campus Initiative (ACI) and the larger Retreat Organising Team**

Alan, Helena, Inge, Lalit, Manoj, Margarita, Mike, Min and Toine
ANNEXURE 1: Insights Acquired During Retreat Preparation

This Annexure lists the insights for each theme and of the Bioregion group acquired during the Retreat preparation.

Minutes for all four sessions of the five themes have been uploaded at http://ras.aurolville.org.in/retreat2015/. In addition, they will be included in a 'master document' which will be published separately for archiving and research purposes.
Governance

Related to Vision/overall strategy:
1. We need to clarify our common vision and we need a research hub to look into how we are progressing in terms of our vision.
2. Need for a ‘magnet’ or ‘multi-dimensional vision’ that inspires all of us.
3. Need for one set of guiding documents (Dream, Charter, To be a true Aurovillian) to inform all decision-making etc.
4. Integrate youth in our organizational processes/governance. E.g. children should participate more to the full life of Auroville. They should have a parliament to discuss and propose projects about some developments of Auroville.

Related to Structure:
1. We need to simplify the number of groups and our organizational structure.
2. Build a new structure that fosters de-centralization, cooperation and clear responsibility. Keep it as flexible and as simple as possible to ensure transparency, clarity, and better delivery. Present policies need to be revised. Broad guidelines rather than rules, mandate.
3. Transparent and delivery-based governance to replace status-quo and preservation-driven governance.
4. Need for new intuitive organizing group to harmonise work of all work.
5. We need a group that focuses on overall policy, strategy.
6. Regular review of systems and governance to see how we are progressing and what is being misused.
7. We need to clarify the role of the RA and make it more effective. Define some ‘Rules of the Game’ for how we work together in the RA. We need to define the roles/relationship between the RA and the Working Groups.
8. Need to strengthen the RAS.
9. Dedicated web portal for all working group reports, information, etc.
10. Create a comprehensive human resource database.
11. We need to be sensitive to emergence of new forms.

From support group:
- Groups should be formed for a specific task and for a specific duration, after which they dissolve until the next clearly defined task appears.
- We have to organise ourselves bottom/up, ex have a grid of local area information and communication.

Related to Process
1. We need processes that integrate the mental and intuitive.
2. Find improved processes in policy-making, decision-making, conflict resolution, based upon the qualities of participation, consensus and natural justice.
3. Ad-hoc decision-making to be replaced by decision-making based on values, plans, criteria, priorities and time lines.
4. Governance and organization teams to be formed on the basis of commitment, competence, engagement and the capacity to take Auroville forward to realize its aims and objectives.

5. Integrate the youth into work areas and leadership, i.e., through apprentice work programmes or internships.

6. When we don’t achieve our vision, find a new approach rather than questioning it.

7. Need to further improve selection process for WC/Council.

From support group:
• Invite / experiment different formats of meetings and ways to arrive at decisions

Related to Individual/Collective Issues
1. Need to look at the issues that divide us and increase communication and need to understand our fears. Learn what traumas exist in the community and allow spaces for healing. We need a place where people can go with their issues (material/spiritual) and receive support.

2. Put people at the centre; foster a feeling of being cared for by the community.

Auroville and the world
3. Actively engage with outside world in a spirit of mutuality.

4. We need to convey to the outside world that we are an experiment with “non-material” aspects. We are not here to be another institution that doesn’t allow experimentation.

Insights related to economy
1. We need to reorganize and restructure our economic system to fit our vision.

2. Make the maintenance system more centralized and more flexible, so that people can contribute in multiple areas.

3. Some services need to be better integrated.

Insight related to education
1. Community needs to strengthen individuals’ competences, through unending education as a starting point, and in turn the community needs to be strengthened through its individuals.
Land and Town Planning & Development

Insights on Land

1. Land consolidation in the city area is a must. This can only be achieved if we sell or exchange some of the outlying lands and develop common goals with the villages near Auroville.

2. Management of the lands of Auroville needs substantial improvement for which additional full time human resources are needed.

3. We need to engage with land stewards and work on an attitude change that reverses the trend of (some) land stewards behaving like land owners.

4. We need an accurate and accessible land data management system.

5. The Land Board needs additional financial, legal and management resources for an effective functioning.

6. Co-development with the bioregion, which includes better access to educational, health, work and sports facilities, is needed.

Insights on Town Planning & Development

1. The planning and development of Auroville as a city and as a society go hand-in-hand. The society of Auroville needs to reflect the values of Auroville.

2. Ad-hoc planning and development related decision-making needs to be replaced with decision-making based on development plans, development criteria, terms of reference and priorities with time lines.

3. Beauty and harmony are essential ingredients of the urban fabric of Auroville.

4. The infrastructure of Auroville needs to be planned and developed in accordance with development priorities while ensuring that long term development goals can also be met. The infrastructure plans need to take into account the concerns of the residents of the bioregion (e.g. bypass roads).

5. Development criteria need to include socio-economic criteria (e.g. the location of income-generating units).

6. Auroville Planning and Development needs to proactively work with response to the surrounding regional development and growth patterns.

7. Detailed Development Plan to be prepared within a time frame.

8. Prepare Agreed Development Priorities and Agenda.

9. Focus on key Galaxy Plan features for the next 5-10 years timeframe.

10. Develop Auroville’s ‘Socio-economic Programme’ as a direct & crucial input for Planning

11. Housing models to be evolved on the lines of ‘providing and allocating’ rather than a buying and selling system.

12. Development Funding / Financing options need to be worked out that may include loans or a revolving fund so that the upfront financial burden for housing and building construction in general can be dealt with.
Growth

General

1. The population of Auroville is far higher than what we officially recognise. On an average working day Auroville will have more than 10,000 people on campus.
2. Based on the level of commitment we need different status for different population types
3. Growth of the actively engaged Core Group* is the key. Considering the small size of the core group the diverse activities of Auroville are impressive.
4. We need to shift to a culture of appreciation, collaboration, abundance mindset and proactive action.

From support group:
• Hold the parameters of sophisticated simplicity, beauty and sustainability.
• Where administrative behavior (in the interest of protecting Auroville) is overshadowing the sense of welcome and oneness, we can practice discernment in a spirit of dignity, brotherhood, trust and appreciation.

Related to Economy

1. Young Newcomers and Youth of Auroville need economic support to join Auroville.
2. Newcomers, Youth of Auroville and volunteers need affordable housing.
3. Entrepreneurs need start up support.

Related to Education

1. Auroville needs educational programmes for adults providing higher education, professional training and value education.
2. Volunteers need better visa support, facilities and exposure to the ideals.

From support group:
• Help the youth to grow through vocational programs created to meet the demands of our community (secretarial skills, web design, video/audio engineering, accounting, plumbing etc..)
• It is essential to transmit in a living and concrete way the Spirit of Auroville to new people, whatever contribution they give to Auroville life. A program like what exists for Newcomers could be offered to volunteers and more generally to a maximum of guests.

Related to Governance

1. We must speed up building permission process.
2. RA Decision making process needs clarity on what goes to RA (Policy changes, executive decisions etc)
3. Policy change process through RA is sluggish, the process must be fast to keep up with changing reality.
4. We need process in place for accountability of individuals and WGs.
5. We need to find ways to mobilise people with the required competences to step forward to join WG’s.
6. Create support and opportunity for individual initiatives; systemic changes may begin as R&D experiments in small scale without having to go through elaborate community approval process. Successful models naturally gets community wide acceptance.

7. WC, GB and Secretary needs to resolve the issue of proper visa type suitable for Auroville context affecting volunteers and newcomers if we are to increase foreign nationals in Auroville. Proactive & cordial relation with RRO is crucial.

**Related to Administration and Data**

1. There is acute shortage of administrative skilled people working full time for WGs.
2. Data collection, data sharing between WGs, data processing, visualisation and reporting needs community wide information system integration.
3. Data on the skills Auroville needs at present may be proactively brought into Entry Process.
4. Entry Process needs to be simplified.

**From support group:**

- Create a bulletin of skills needed/work opportunities as well as a section with skills to offer.
**Education**

1. We need to assess what is important for us in education.
2. There is a need for a forum to clarify/agree upon our collective vision.
3. Every educational approach should be directed to awakening soul consciousness and we need to create environmental conditions to foster this.
4. We need to strengthen our links to develop together (outreach & AV schools).
5. Recognition of the Auroville education; We need a form of measure that recognizes the Auroville (AV identifiable) education outside of Auroville.
6. We require research into creating different natural learning environments for technical (and other) education.
7. Research is needed into how we assess progress in education in the Auroville spirit.
8. We need to know more about our AV/AVI Human resource structure.
9. We have to have a clear idea about our educational assets.
10. We need to have an economy that supports education AND an education that supports our economy.
11. We require an organization for further learning which is enabling; objectives include:
   - Surveying information on what we need and what we have
   - Student counselling on all the different possibilities to develop oneself
   - Equitable funding for projects that are in line with the vision
   - Assessing quality (‘quality’ to be defined)
   - Parental education and information on values of Auroville education
   - Creating opportunities for apprenticeship programs
   - Recognition of both working through learning and learning through working
   - Embodying of AV qualities with creative implementation
   - Institute for higher/further learning (open university)
   - Fostering practice oriented learning on all levels

**From Support Group**

- We need to provide Learning Centres for teachers, parents and all adults interested in education to delve into the meaning of Integral Education.
- We should develop a strong connexion with many countries and universities to allow the AV youth to study all around the world and welcome a lot of students coming from everywhere.
- Make units of Auroville part of the educational experience.
- We need education through examples (adult role models).
- We need more support for new kinds of educational projects.
- It is necessary for each adult and the children to know about the community where they live.
- We need educational support for volunteers and guests who come to Auroville.

**Governance related**

1. Community needs to strengthen individuals’ competences, through unending education as a starting point, and in turn the community needs to be strengthened through its individual.
Economy

1. Auroville’s economy needs to be aligned with the core values of Auroville.
2. All economy-related activities in Auroville need to respect the value and sustainability of the natural resources of our universe.
3. We need to have a program that makes Auroville self-supporting within a time frame.
4. The money-driven socio-economic life must be replaced with a service-driven socio-economy.
5. We need to provide in-kind in every field (including services starting with basic services such energy, water, food, mobility etc). This will reduce circulation of money. Auroville must achieve the vision of an economy-in-kind within a time frame.
6. There is a need to restructure existing working groups to address the challenges, cope with growth and align with values.
7. Auroville’s economy can grow if we focus on activities that capitalise on Auroville’s core strengths including research, education, training and environment.
8. Demographic diversity is needed. We need a diversity that includes young people, farmers, foresters, entrepreneurs, service providers, teachers and other skill holders.
9. Auroville needs to attract young people who want to work for the realisation of a self-supporting economy. Barriers that prevent young people from joining Auroville need to be removed within a timeframe.
10. Individuals should have a defined day-to-day work-oriented responsibility as part of their Auroville life. There should be responsible, accountable and task oriented approach to work.
11. We need to develop a culture of supporting innovation and development.
12. There is a need to explore new financial models for creating assets (e.g. a revolving fund).
13. There is a need for a creation of a seed fund corpus for Auroville enterprises.
14. We need a service that processes and presents economic, financial and commercial data in simple and interesting ways.
15. There is a need for a collaborative attitude and structure among units.
16. Industrial Zone needs to be reorganised to welcome units.
17. There is a need for a more effective and efficient use of Auroville’s resources and assets.
18. Access to amenities for Auroville residents needs to be linked with an active engagement with Auroville.
19. We need an inclusive economy that brings unity.

From Support Group

1. Hard-to-measure needs (e.g. material well-being or sustainable development) must be given equal importance with the more commonly-counted elements of gain vs loss.
2. Hold another Conference on Alternative Economics, inviting leaders in new or different economic practices and/or understandings (especially in relation to the Spiritual element of money).
3. Create a comprehensive and transparent database of Auroville assets and who is stewarding/managing them, including land, housing, commercial units, services, accounts, collective buildings.

4. Create an Innovation Support Laboratory - where people with ideas can meet and be supported in:
   - how to start a unit
   - accounting
   - best management practices that nurture the joy and satisfaction of work
   - marketing
   - relevant Indian Laws
   - explore goals and parameters for the best use/distribution of the fruits of our labors

1. Approach corporations to be involved in building Auroville, including starting units or providing in-kind support....Mother invited them in the past, even expected the involvement of external entities, including government funds to build the International Zone. **From support group:**

2. Groups should be formed for a specific task and for a specific duration, after which they dissolve until the next clearly defined task appears.

3. We have to organise ourselves bottom/up, ex have a grid of local area information and communication.

4. Curb Tourism and Guest Facilities - We are currently too dependent on it. What is its rightful place? Our guests should know something about Auroville and be aligned with its goals. We want a learning and service atmosphere, not Goa or Club Med. Early on, The Mother indicated that She didn’t want many “guests” staying in Auroville - even relatives should only stay a few days. Curb the proliferation of guest facilities - build and maintain more housing for Aurovilians instead.

6. Create a comprehensive human resource database (including a photo): Who lives here, what CAN they do (competencies), what ARE they doing (REAL work commitments - not "the story one tells the Entry Service" or any other form of fabrication). The parameters of what constitutes work are wide, but the "needs of the whole" is the foremost consideration.

7. No more “seasonal Aurovilians” - coming to provide a service/make money during the busy guest season and then leaving or not working during the hot season.

8. More production aimed at providing for the needs of Auroville. This is the first business of production units.

   No profit from the provision of essential goods and services by Auroville units (commercial or service) for Aurovilians.
**Bioregion**

1. “Bio-region resources centres” = Centres in Auroville + in each village / Offering information + services. Suggested name = Pallam (Bridge).
   - drinking water
   - Training center (ATB, yoga, wellness programs)
   - Food shops / restaurants
   - Health, meeting space, gas distribution
   - Common library
   - Entrepreneurial support (workshop, job offers, trainings)
   - Database of Auroville & Villages skills to be share
   - Films about Auroville history, values, activities
   - Social theater
   - Art Cart
   - Printed documents + movies (in tamil) on environmental restoration
   - Re-information about Auroville – Set-up, accessibility

Auroville cultural centers in various places (coordinated & collaborative); This is a 2 way exchange between villages and Auroville.

2. Create a platform for communication & sharing the spirit of inclusiveness, trust, equality, safety (choose a place and time allowing maximum participation) Discover complementaries, space for inspiration, initiation, incubation.

3. Create a “Maha Panchayat” (consisting of representative of the neighbouring villages + representative of Auroville) (Village development council).
   - Discuss development of the entire Bioregion
   - Conflict resolution – instead of going to court
   - Sharing knowledge (water saving / coastal planning)
   - Collaborate / partner with local Panchayat

4. Create a board of representative of ALL groups active in the bioregion
   - Monitor progress of each project
   - Evaluate duplication of activities
   - Coordinate all efforts (including fund raising)
   - Coordinate with groups (WC, TDC, Land board)
   - Consistent training of outreach pp to harmonise with Auroville values
   - Unify approach to outreach programs

5. Better coordination between the projects already working in the surroundings villages
   Create a centre place where Auroville is present in surrounding villages to bring services (as a bridge).

6. Sangaman – Nalla Vella work fair
   - Recognition (Gratitude of surrounding participation towards the vision)
   - Have small neighbourhoods gatherings that includes workers & volunteers
7. Auroville to support village planning.

8. Sharing resources bilateraly between Auroville & villages (Village population must contribute)
   Exchange to change cultural barriers through events (Culture + sports)

9. When people join Auroville they make a commitment to live in alignment with the core documents.
   Develop a more detailed code of conduct; Create alignment, learning support circles (with old Aurovilian, Newcomer, volunteers & workers).
   • Simplicity in our own lifestyles
   • Master plan is not for masters
   • Live what we say we believe
   • Do it yourself - don't tell others to do it
   • Action based on spiritual foundation
   • Change yourself first


11. Strengthen education of values in our internal & outreach schools.
    • Social Theater (cast issues, rich & poor) (Dalit boy can act as brahmin)

12. Offer Entrepreneurship / Leadership / Apprenticeship program + personality development; mixing Auroville + village kids together.

13. Workshops : “Egality Matters”

14. Reevaluate the entry policy for Non-Aurovilian partners / spouses.

15. Youth exchanges with the village.


17. Organise camps (at Aranya, Botanical garden, Youth Center) for youth from Auroville + Bioregion.
    • Priorise people already in relation / working with AV

18. Education for psychic development (both children & adults).

19. Cultural sensibility training for everyone coming here for 1 month or more.
    • Overcome elitist thinking / Accept “us” approach
    • respect through language and culture
    • Cast problem (how to best use the Auroville charter)
    • Village values

20. Cease current practice of buying a house / all housing is stewarded in the best interest of the whole.

21. Find a village representative to come to Auroville (1 male + 1 female – from different cast) & Aurovilian to go to village (1 male + 1 female)

22. Offer programs & seed funding to support business development
    • Flexibility in the program
    • Redesigning program if not matching the funding rules according to BR reality
    • Promote self-sufficiency

23. Sharing Auroville's ideals & goals with Children

24. Stop worshiping money.
25. Creating more collective facilities / services
26. Local / complimentary currency
27. Offer common language programs (Tamil, English); Newcomer and Aurovillian to learn Tamil, that counts as work.
28. Service attitude (humility)
29. Allowing Auroville youth to steward some land in Auroville
30. Effective communication
31. More education at all level (children & Adults).
32. Language exchange through culture & sports events.
33. More self-discipline
34. Make it easier for Aurovillian to bring workers to the Matrimandir
35. Create an internal coordination group for unify policy + ensure continuity of the process.
36. Create curriculum options.
37. Welcome more students in outreach school.
   - increase capacity & number of classes
38. Expanding our units in order to integrate Auroville + Bioregion youth (rather than volunteers).
ANNEXURE 2: Goals, Strategies, Milestones and Facilitators’ Observation for all Themes

This Annexure contains the goals, strategies and milestones of the five themes as distributed to all participants of the Retreat. Milestones have been clustered for the table-centric work according to their function and interrelatedness. In addition, Annexure 2 contains the goals presented by the Youth as well as an empty template sheet used for the table centric work during day one of the Retreat.
Governance

Goals:

1. Restructuring the existing working groups through a dynamic Residents Assembly that reflects a more vibrant and functional organization which is aiming for change with a sincere commitment to Auroville ideals.

2. To turn Auroville into a learning society in every domain oriented towards change of consciousness in a decentralised manner.

3. To identify now one essential task connected to the building of Auroville (ie. water conservation) that enables us to create by 2017 an organizational structure and governance process that empowers us to work together on any task in harmony and unity.

4. With the objective of manifesting the shared vision of Auroville, the goal is to bring about a transparent, accountable and effective organization by 2018.

Strategies

1. Reorganize and expand the Auroville economy and resources to provide basic needs for all Aurovilians.
2. Build a structure with clear responsibility and accountability which is value-based
3. Decision-making needs to be based on the values of Auroville
4. Create service teams that are formed on the basis of competence, engagement, relevant skills, and intuitive capacity
5. Increase youth involvement in all aspects of Auroville life (youth definition is 0-40)
6. Address and explore Aurovilian's fears, distrust and cynicism
7. Empowerment of residents
8. Change our cultural perception with the bioregion from 'us/them' to 'we'
9. Increase engagement of all under-represented groups in the Residents Assembly and governance
10. Study and understand why participation (of under-represented groups) is low
11. Strengthen the Residents Assembly Service
12. Improve communication from the Residents Assembly Service to the residents

Table 1 (Cluster “Integral Conversion”)

Selected Milestones

1. Creation of a space where empathy, healing and caring stand at the centre.
2. Create a permanent forum for participatory processes and exposure, harnessing collective intelligence

Table 2 (Cluster “Service”)

Selected Milestones

1. Communication and transparent sharing process to be employed by all Working Groups and between members of RA.
2. Create a Research Institute to document Auroville's experiments in governance and process of change.
### Table 3 (Cluster “Spiritual Atmosphere”)

**Selected Milestones**

1. A Perspective/Inspiration group or a body of intuitive intelligence organizers to be formed. They would take care of policy and would be the ultimate appeal body. It would have the overall responsibility for seeing that our evolution is in harmony with our ideals.
2. Strengthen the Residents Assembly Service

### Table 4 (Cluster “Road to the Divine”)

**Selected Milestones**

1. A Task Force to come up with suggestions for restructuring of organization, starting with the Residents Assembly
2. Create an effective Active Residents Assembly

### Table 5 (Cluster “Unselfishness”)

**Selected Milestones**

1. Increased involvement of youth in governance and service teams through an internship program and administrative training programme so that there are at least 2 young members in each service team by 2018
2. Creation of a Youth Council/Parliament

### Facilitators’ observations (Alan and Mike)

1. There was confusion throughout regarding the distinction between goals, strategies and milestones.
2. There was remarkable harmony and enthusiasm during the insights to milestones day. This may have reflected openness to new ideas and an attempt at synthesis as well as a sense of shared direction. However, nobody wanted to surface the deeper issues that have divided us around governance. To take the most obvious example, we didn’t get to grips with the ‘let everyone decide’ versus ‘let an enlightened group decide’ polarity.
3. While certain milestones were achieved, there remained vagueness about the steps through which they would be achieved and who would take up responsibility. They tended to be ‘wish lists’.
4. As we moved towards more concrete actions, the ‘softer’ aspects of governance – for example, the need to cultivate deep listening, compassion etc and to address traumas – tended to be neglected.
5. During the preceding four sessions the support group’s contribution was small and did not get well integrated with the work of the core group. And the core group’s work was not fully acknowledged and built upon in the one day session.
6. This raises the larger question: where is the balance between inclusive participation and quality outcomes? The governance core group could probably have achieved much more than was achieved on the one day ‘open’ session, and in less time, if they had been allowed to meet one more time as a group to focus on milestones.
7. Certain key questions remain unanswered. Do new organizational structures matter if the consciousness of those using them does not change? Can a change in our organizational structure encourage a growth of consciousness?
Land and Town Planning & Development

Goal 1: Bioregional Co-Development with two way communication

Strategies

1. Capacity development & skill development in bioregion (Human Resource Development) - *shared with ‘Education Theme’*
2. Village sanitation
3. Communication and networking in the bioregion
4. Strategy for land management (protection of outlying lands)
5. Foster relationship through activities such as sports

Table 1 (Cluster ‘Bioregion work coordination & organisation’)

1. Set up a process for regular liaison with the local Panchayats and district administration (February 2018)
2. Platforms (online / physical) for information and networking with people working in the bioregion (August 2015)
3. Design a code of conduct for work in the bioregion (August 2015)
4. Develop a data management system mapping all the outreach services and population, socio-economic and infrastructure/resource details (rivers, tanks, roads, schools) (February 2016)

Table 2 (Cluster ‘Bioregion engagement & development approaches’)

1. Identify the main intervention points (e.g. Resource management like water, food, education, livelihood and health) in the bioregion (August 2015)
2. Partner with outside agencies (NGO’s) for methodologies on outreach and development (such as: Save the children, Teach for India) (February 2018)
3. Creating sports facilities on lands between Auroville and the villages (February 2018)
4. Explore the possibility of improving people to people connection (value based).
5. *Assign more stewards to outlying lands (August 2015) – shifted to Land Protection Goal*

Goal 2: Land protection and consolidation of the city land by 2018 and the green belt as soon as possible

Table 3 (Cluster ‘Green Belt & Outlying Land Protection Approaches/Ideas’)

- *Get the below mentioned strategy approved by August 2015*
- *Work out the details of each strategy item that translates into a policy framework*
- *Create an appropriate task force for each item a.s.a.p*

1. Encourage friends of Auroville to buy lands outside the Master Plan area (in the buffer zone)
2. Offer living spaces to friends and well wishers on Auroville owned lands outside the Master Plan area and use the financial proceeds to fund land purchase within the Master Plan area (with legally binding agreement, provided it makes economical sense)
3. Allow long term deposits of money in Auroville with guarantees of value protection for Aurovilians and non-Aurovilians
4. Assign more stewards to outlying lands (August 2015) – shifted to Land Protection Goal

**Table 4 (Cluster ‘Land Protection’)**

- Get the below mentioned strategy approved by August 2015
- Work out the details of each strategy item that translates into a policy framework
- Create an appropriate task force for each item a.s.a.p

1. Reinforce / strengthen the communication and relationship with the State Government and the local Panchayats.
2. Prioritization of land purchase based on multiple criteria (e.g. buffers for water channels, ecological corridors)
3. Avoid the building of infrastructure (e.g. roads) where it will increase land price and promote speculation

**Goal 3: Build key elements of the city (e.g. the lake and one or two lines of force)**

**Table 5 (Cluster ‘Planning & Development’)**

1. Develop a connection between the galaxy plan and the ground reality
2. Socio-economics: The township must be self-supporting
3. Sustainability is a key element
4. Need to have new ways of funding the development of Auroville
5. For housing focus on residential zones 1 and 2
6. Infrastructure development with a long term view

**Observations by the Facilitators (Lalit, Mike, Toine)**

**Observations on Goal 1: Bioregional Co-Development with two way communication**

1. It is recommended to map the proposed milestones and strategies with reference to existing outreach and co-development projects before the Retreat so that concrete action points can be arrived at in the context of existing initiatives.
2. The proposed strategies need to be more specific and concrete.
3. The proposal of partnerships with external agencies for bio-regional development needs to have milestones.
4. The strategy for outlying land protection needs to be specific.
5. The milestone “Design a code of conduct for work in the bioregion (August 2015)” needs to be specific in relation to the parameters that such a code would need to include.
6. Performance indicators to be detailed.
Observations on Goal 2: Land protection and consolidation of the city land by 2018 and the green belt as soon as possible - not at the cost of the buffer zone.

1. The goal of securing the city lands by 2018 and the green belt land “as soon as possible” are clear but the strategy and milestones that need to make this happen are incomplete.
2. There is a need of quantifying the milestones and to come up with concrete funding and/or land exchange strategies.
3. The Resource Group had noted that purchasing all greenbelt lands would be a huge challenge and that therefore statutory land use protection is needed. This insight has not been translated into a goal with a related strategy. No mention was made of the ongoing efforts by the Town Development Council (TDC) and a task force established by it in achieving land protection through a statutory mechanism by the Tamil Nadu Government.
4. The Resource Group had come to the insight that land management needs additional human resources. This insight has not been mentioned as a milestone or strategy.
5. The Resource Group had come to the insight that there is a need of an attitude change amongst certain land stewards who act as land owners rather than land stewards. This insight has not been translated in a milestone or action point.
6. In the goal of “Land protection and consolidation of the city land by 2018 and the green belt as soon as possible - not at the cost of the buffer zone.” It is not clear to the facilitators what is meant with “buffer zone”. The session had also come the conclusion that there should be co-development at bioregional level and therefore the need and definition of a “buffer zone” in addition to the green belt needs to be explained and justified.
7. Performance indicators are missing.

Observations on Goal 3: Build key elements of the city (e.g. the lake and one or two lines of force)

1. The Resource Group had identified the urgent need of having plans with reference to which building sites would be allocated and building permissions would be given. This insight has not been translated into a concrete milestone that sets dates for the completion of these plans and a strategy to realise this milestone.
2. The requirement of sustainability needs to be detailed and have clear milestones.
3. The Resource Group had identified the lack of full time human resources that are at work for Town Planning and Development. This insight did not find a place in the output.
4. The Resource Group had identified the lack of financial resources for the planning and development of the town. This insight did not find a place in the output and no strategy has been included that would resolve the lack of human and financial resources.
5. The Resource Group had identified unresolved disagreements about the (concept) design of the town which act as continuous undercurrents in town planning related decision-making. This insight did not get translated into a strategy or milestone.
6. The Resource Group had identified the need of the physical and non-physical (“society”) development of the town going hand-in-hand. This insight has not been translated into a strategy that would result in such balanced development.
7. Performance indicators are missing.
Population Growth

Goal

1. Growth of the actively engaged core group
   a) That shifts towards a culture of appreciation, collaboration, abundance mindset and proactive action.
   b) That invites and welcomes unrestricted flow of inspired and dedicated people who come to serve the Auroville ideals for active collaboration and input from all over the world.

Strategies

1. Transparent and simple Entry / Access Process
2. Affordable housing of sophisticated simplicity, beauty and sustainability.
3. Unending professional and Integral Education

Table 1 (Cluster “Plastic Mind”)

Milestones related to Entry Process

1. Revise Entry Process to make it simple, transparent, welcoming and trusting.
   a) Based on the level of commitment introduce different statuses for different population types
   b) Proactively bring into Entry Process data on the skills Auroville needs at present.
   c) Provide economic support for young Newcomers and Youth of Auroville to join Auroville.
2. Resolve visa issue for volunteers & Newcomers to ensure diversity of nationalities/cultures

Table 2 (Cluster “Faithfulness”)

Milestones related to Housing

1. Speed up building permission process.
3. Create finance option for youth housing.
4. Create affordable housing for students, teachers, and researchers by 2017 – (From Education Theme)

Table 3 (Cluster “Boldness”)

Milestones related to Data

1. Statistical office by 2016
   a) Create HR data base on available skills and what Auroville needs.
   b) Integrate information systems across the community for data collection, sharing between WGs, data processing, visualization and reporting.
Table 4 (Cluster “Truthfulness”)

Milestones related to education

1. Create educational programs for adults providing higher education, professional training and value education.
2. Create workshop to sensitize everyone on specific topic that make unending education a reality.
3. Create vocational training programs for youth
4. Promote the dual education for youngsters and adults.
5. Present Auroville as educational / university campus
6. Start awareness programme / campaign as the international zone which will be the core of an educational campus.
7. Invite necessary teachers from outside.
8. Strengthen the IZ Group, invite international community to actively participate in international zone development – UNESCO, AVIs

Table 5 (Cluster “Total Conversion”)

Milestones related to Governance & other areas

1. Revise RA decision making process to bring clarity and speed
2. Find ways to mobilize competent people to join WGs to work full time.
3. Create process in place for accountability of individuals and WGs
4. Strategy for partnership with governments and international bodies such as UNESCO to support the growth of Auroville
5. Organise competition and prices on best practices of collaboration
6. Bring FS, FAMC and BCC members in 2 hrs voluntary work with units / activity
7. Regularly publish information on the uniqueness of work and education done in Auroville.

Table 6 (Milestones related to Economy)

These milestones are already part of economy theme

1. Provide start up support to entrepreneurs (educational financial and network support)
2. Create incubation centre for small scale business and R&D

Facilitator’s observation on dualities (Manoj)

1. Quantity vs. Quality – there is a general reluctance to deal with quantity and this makes actions illusive.
2. Inclusion vs. Focus – there is an over emphasis on including everything and that brings loss of focus in action.
3. We must find quality people vs. All are welcome, who we to judge others are.
Education

Goal 1

A Learning Society of constant progress guided by the emergence of the psychic being towards oneness

Strategies

1. The RA constitutes a platform for manifesting the goal for AV and the Bio Region.
2. Create programs for training and further education through experiential learning.
3. Embodying the learning society and leading through example in all aspects of our life.

Obstacles and opportunities

- To have an economy that supports education and education that supports our economy.

Milestones

1. Create Learning Centres for teachers, parents and all adults interested in education to delve into the meaning of Integral Education. We also need these centers to engage in and exchange programs for experiential learning - by Dec 2015
2. Make units of Auroville part of the educational experience - by Dec 2015
3. Create work and learning opportunities through apprenticeships and mentorships – by Feb 2016
4. Create an educational platform (subgroup of the RA) that supports alignment to a collective vision and has the following objectives:
   - Assessment of educational assets, human resources (AV/AVI) - by Dec 2015
   - Assess what is important for us in education and setup a processes of self-assessment – by Dec 2015
   - Research into how we assess progress in education in the AV spirit. - Start Immediately
   - Research in different natural learning environments for technical and other education – Start Immediately
5. Create an organization for further learning which is enabling - by 2017 - with objectives including
   - Surveying information on what we need and what we have
   - Coordination of AV research needs
   - Student counselling on all the different possibilities to develop oneself
   - Equitable funding for projects that are in line with the vision
   - Assessing quality (‘quality’ to be defined)
   - Parental education and information on values of Auroville education.
   - Creating opportunities for apprenticeship programs
   - Recognition of both working through learning and learning through working
   - Embodying of AV qualities with creative implementation
   - Institute for higher/further learning (open university)
   - Fostering practice oriented learning on all levels
6. Recognition of the Auroville education; Create form of measures that recognize the Auroville (AV identifiable) education outside of Auroville - by 2018
7. Develop a strong connections with many countries and universities to allow the AV youth to study all around the world and welcome a lot of students coming from everywhere - by 2018
8. Create “Bio-region Resources Centres” = Centres in AV & in each village offering information & services; Suggested name = Pallam (Bridge). This is a 2 way exchange between villages and AV. (e.g. - drinking water; - Training center (ATB, yoga, wellness programs); - Food shops / restaurants, - Health, meeting space, gas distribution, - Common library, - Entrepreneurial support (workshop, job offers, trainings), - Database of AV & Villages skills to be share. - Films about AV history, values, activities, - Social theater, - Art Cart, - Printed documents + movies (in tamil) on environmental restoration, - Re-information Discover complementarities about AV – Set-up, accessibility) - by 2020

Goal 2
A unified Integral youth education aiming to include dignity of all work as a means for inner and outer research and discovery.

Strategy
Priority:

1. Task groups to define parameter of integral education including quality label for Av-Education - by 2015
2. Develop mentorship systems - by 2015

Others:
- For Auroville as a whole to be a university campus for education and researchers - by 2015
- Dual education in collaboration with companies and universities - by 2015
- Collect and distribute research work in AV - by 2015
- Collaboration and networking with international and national organizations - by 2015

Milestones
Priority:

1. Education resources database – infrastructure – data collection of required data (stakeholders, mentors, schools institutions, research centers) - by 2015
2. Organize concept paper including financial realization should be ready - by 2016
3. Affordable housing for students teachers and researchers - by 2017

Others:
- Apprenticeship for all students including outreach students in Auroville - by 2016
- Identify what needs to be established and built - by 2017
- Transform SAIIER into research organization - by 2016
Observations by the facilitators (Mike and Alan)

1. Both the resource group sessions and the one day goal-to-insight meeting were harmonious and respectful. The enthusiasm and passion with which the discussions were conducted indicate that a forum for sharing and a place for dialogue are dearly needed.

2. From the contributions of the support group it was apparent, that additional guidance and feedback would have been beneficial for the output to be more focused and complementary to discussions held by the resource group. In addition, synchronization of the support group and resource group work leading up to the insight-to-goal session would have been desirable but was not possible due to time constraints.

3. While ground realities and accompanying challenges and opportunities were easily identified, the resulting goals to concretize the vision are missing more specific elements of strategic planning. This is little surprising considering the time constraints and the difficulties when working with larger groups. Yet, there also appeared to be the tendency to remain in inclusive ‘vagueness’ to retain harmony and unanimity.

4. Some underlying polarities within the collective, rooted in personal convictions and paradigms rarely surfaced and thus remained largely unaddressed. E.g.:
   - disagreements between certified/accredited vs. non-certified/non-accredited education
   - severe scepticism (vs. the absence of the same), towards most if not all educational approaches and methods practiced outside of Auroville.

With no obvious controversies in the expressed value and vision statements one wonders at what level personal frames of references begin to obscure collective understandings and how best to overcome these impediments to collective growth and progress

Education (All Milestones clustered for table work)

Table 1 (Cluster “Thirst to learn”)

1. Create an educational platform (subgroup of the RA) that supports alignment to a collective vision and has the following objectives (action points):
   a. Assessment of educational assets, human resources (AV/AVI) – (e.g. mentors, schools institutions, research centers) by Dec 2015
   b. Assess what is important for us in education and setup a processes of self-assessment - by Dec 2015
   c. Define parameters for integral education and quality for AV education
   d. Research into how we assess progress in education in the AV spirit. - Start Immediately
   e. Research in different natural learning environments for technical and other education - Start Immediately

2. Recognition of the Auroville education - Create form of measures that recognize the Auroville (AV identifiable) education outside of Auroville - by 2018

Table 2 (Cluster “New Creation”)

1. Creating work and learning opportunities through apprenticeships and mentorships – by Feb 2016 Apprenticeship programs available for all students including outreach students; Dual education in collaboration with companies and universities by Dec 2015
2. Collaboration and networking with international and national organizations - by 2015; develop a strong connections with many countries and universities/organizations to allow the AV youth to study all around the world and welcome a lot of students coming from everywhere - by 2018
3. Make units of Auroville part of the educational experience - by Dec 2015
4. Create affordable housing for students, teachers, and researchers by 2017 (Taken up by Growth Theme)

**Table 3 (Cluster “Boldness”)**

1. Create an organisation for further learning which is enabling - by 2017 - objectives/actions include:
   a. Surveying information on what we need and what we have
   b. Transform SAIIEER into research organization and coordinate AV research needs
   c. Student counselling on all the different possibilities to develop oneself
   d. Equitable funding for projects that are in line with the vision
   e. Assessing quality (‘quality’ to be defined)
   f. Parental education and information on values of Auroville education
   g. Creating opportunities for apprenticeship programs
   h. Recognition of both working through learning and learning through working
   i. Embodying of AV qualities with creative implementation
   j. Institute for higher/further learning (open university)
   k. Fostering practice oriented learning at all learning

**Table 4 (Cluster “Cheerful Endeavor”)**

1. Create Learning Centres for teachers, parents and all adults interested in education to delve into the meaning of Integral Education. We also need these centers to engage in and exchange programs for experiential learning - by Dec 2015
2. Create workshops to sensitize everyone on specific topics that make unending education a reality. (Coming from Growth Theme)

**Table 5 (Cluster “Knowledge”)**

1. Create ‘Bio-region Resources Centres’ Create “Bio-region Resources Centres” = Centres in AV & in each village / Offering information & services; Suggested name = Pallam (Bridge). This is a 2 way exchange between villages and AV (e.g. - drinking water; - Training center (ATB, yoga, wellness programs); - Food shops / restaurants, - Health, meeting space, gas distribution, - Common library, - Entrepreneurial support (workshop, job offers, trainings), - Database of AV & Villages skills to be share. - Films about AV history, values, activities, - Social theater, - Art Cart, - Printed documents + movies (in tamil) on environmental restoration, - Re-information Discover complementarities about AV – Set-up, accessibility - by 2020
Economy

Goals

1. To have a sustainable economy with no exchange of money by 2018, both in the sustenance of individuals as well as creating a surplus for the development of Auroville

   The money-driven socio-economic life must be replaced with a service-driven socio-economy. Not attached to money. We need to provide in-kind in every field (starting with basic services such energy, water, food, mobility etc). This will reduce circulation of money. Auroville must achieve the vision of an economy-in-kind within a time frame.

2. In 10 years develop a self-supportive economy that is Karma Yoga driven

   All economy-related activities in Auroville need to respect the value and sustainability of the natural resources of our universe. Sustainable lifestyle (beauty, nature, ecological in work, living, products, services and activities). We need to have a program that makes Auroville self-supporting within a time frame.

Strategy

1. Focus on activities that foster Auroville strength
2. Better organization.
3. Simple process "top down". Auroville to be run by a “Council of wise”
4. Recognition/re dedication of all connected to Auroville in their full capacity
5. Attract youth committed to creating a self-supporting economy
6. Create support for new entrepreneurs
7. Enable environment for income generating activity/enterprise/seed fund
8. To support development of income generative activities
9. Develop industry joint ventures
10. Creation of wealth through commercial activities with the outside based on the values of Auroville, including sustainability.
13. Auroville common wealth, on which all the Auroville services depend upon fully.
14. Data on basic needs of Aurovilians today.
15. An Auroville budget that includes current spending and capital / structural investments.
16. Assess economic situation today from "guestimate to estimate".

Milestones

Table 1 (Cluster “Wealth”)

1. Change the name from "Maintenance" to "Prosperity". Yr: 2015-16
2. Re-vitalize the concept of “For All-Pour Tous”: Fostering in-kind economy- 2015-2018 - (food-2016, housing-2018, community transport-2016 and water-2017). Yr: 2015-18 Review and reform of contributions (all kinds) and maintenance (prosperity) with a focus to include all basic needs of Aurovilians. Yr: 2016;
3. Revive the "Circle Experiment". Yr: 2015;
Table 2 (Cluster “Life energy”)

1. Create an organization with a central "Supreme Council" which creates sub task-forces on economy, internal and external affairs (WC), planning (Lavenir) etc. Yr: 2018

Table 3 (Cluster “New birth”)

1. To make Auroville a city of active Aurovilians working minimum 5 hours/day for Auroville and the collective. Vote: All Yr: 2016. "Karma Yoga" campaign to revive the culture of service. Yr: 2015;

Table 4 (Cluster “Victory”)

1. Allocate a part of the profits of income generating units towards a common pool for seed funding the development of new units in Auroville. Yr: 2016
2. Create a wealth generation incubation centre which includes a corpus fund. It should provide support for wealth generators including support in training/education etc. Yr: 2016. Integral entrepreneurship lab - perhaps funded by units. Yr: 2015

Table 5 (Cluster “Dignity”)

1. De-link "Prosperity/Maintenance" from a specific work. Prosperity for all who serve Auroville full-time and who need it. Yr: 2018
2. Develop a comprehensive and compatible database of Auroville assets, which includes human resources (skills and active participation), physical and non-physical assets in a transparent and clear manner "Statistical cell". Yr: 2015
3. Establish a budget for Auroville 2015-20 of recurring and capital expenses (financial five year plan). Yr: 2015

Table 6 (Cluster “Successful Future”)

1. Promesse and Service Farm to be developed as Phase 1 by 2018 as part of the larger goal of developing some of the outlying lands for income generation for Auroville. (Ethically and sustainably - land only to be leased – could be a joint venture.) Yr: 2016
2. Create 500 units of housing / basic short-term accommodation not funded by individuals but by other means for all those ready to commit and work for Auroville. Yr: 2018
Facilitators’ Comments (Min and Toine)

1. Except for a couple of issues where the resource group members took very different positions, there was a strong convergence of view-points within the resource group. The convergence was also evident when the resource group members came together with the support group members during the day long ‘Insights to Goals session’.

2. There is a significant gap between the attitude towards the ideals of Auroville and the corresponding action to manifest those ideals in the community. There is a good understanding of the ideals of Auroville but a lack of action to manifest them.

3. There is awareness that the present Auroville economy is not sustainable and that a clear roadmap towards making Auroville self-supporting is essential.

4. There is generally agreement on high level goals and vision of the Auroville economy, but substantial work needs to be done on preparing and implementing actions plans.

5. There was an overwhelming support for changing the overall organisation structure in Auroville. Participants expressed the need to consolidate the various groups such as FAMC, BCC, ABC and ABS that deal with the economy of Auroville into one group that takes a more holistic approach and that can take and enforce decisions.
Youth

Goals Presented by the Youth (as per Auroville Youth Process Documentation)

Overall Goal: To recognize the potential in Youth and support their involvement in the development of Auroville.

**Goal 1 - Housing:** Involve youth in creating enough housing for different youth age-groups & different youth needs. (Youth Hostels, Youth Community, involve Youth in planning discussions).

**Goal 2 - Education:** Support student’s needs, Create opportunities for learning, Connect schools, ideas, cultures & individuals. (Link schools, More classes on Auroville Philosophy & Practical Governance Structure, create apprenticeships, vocational training, internships, support for higher studies abroad, create links with outside institutions of education, get Auroville education recognized worldwide).

**Goal 3 - Employment & Economy:** Create space and job opportunities for young Aurovilians to express themselves through work. (Maintenance, create space in existing Services/Units/Working Groups for Youth, and create new jobs as suggested).

**Goal 4 - Auroville Youth Resource Team:** Have a functioning Auroville Youth Resource Team by the end of the year. (Create description of number of Youth representatives and their duties, Youth Rep. Team elects ‘older’ mentors to support & guide when called upon, create online platform, get team involved in practical change -> e.g. begin representing Youth concerns, e.g. get involved in revising topics such as - ‘Youth turning 18’ & ‘returning Aurovilian’ status process).
Annexure 2a - Sample Sheet for Table Centric Work on Retreat Day 1

Empty sample sheet as distributed to the participants for the table centric work. Milestones were clustered and pre-filled for the respective tables as indicated in Annexure 2.

<table>
<thead>
<tr>
<th>Formulation</th>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
<th>Working Group</th>
<th>Who</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal Formulation</td>
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<td>Milestone 1</td>
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<td>Milestone 2</td>
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ANNEXURE 3: Selected Milestones

During the Retreat an exercise was conducted by which theme participants were asked to select three milestones for their theme that they all felt should be emphasised post-retreat. It should be noted here that these selected milestones may be dependent on, or related to, other non-selected milestones. Therefore it may happen that teams that take responsibility for implementation discover that there are other milestones that have to be achieved and that are indispensable. In other words, the milestones that have been selected during this exercise may not necessarily be the milestones that implementation teams will exclusively work on.
Governance

Milestone I:

A Task Force to come up with suggestions for restructuring of organization, starting with the Residents Assembly. Strengthen the Residents Assembly through the RAS.

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Lack of participation</td>
<td>1. Explore an Active Residents Assembly</td>
</tr>
<tr>
<td>2. Weak RAS</td>
<td>2. Strengthen the RAS</td>
</tr>
</tbody>
</table>

Suggested Working Groups and People: Task Force drawn on the group that had prepared governance material for the Retreat. Timeline: 6 months

Milestone II:

Increased involvement of youth in governance and service teams through an internship program and administrative training programme so that there are at least 2 young members in each service team by 2018.

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Lack of skills in youth</td>
<td>1. Youth training programmes to be set up</td>
</tr>
<tr>
<td>2. Resistance from existing WG members</td>
<td></td>
</tr>
</tbody>
</table>

Suggested Working Groups and People: Major work groups Timeline: By 2018, but beginning as soon as possible.

Milestone III:

Fostering culture of empathy, transparency, participation, meditative and intuitive practices in decision-making in all WGs and the RA.

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Lack of critical skills in group work</td>
<td>1. Offer training in group skills</td>
</tr>
<tr>
<td>2. Lack of knowledge of different ways of meeting</td>
<td>2. Experiment with different ways of holding meetings</td>
</tr>
</tbody>
</table>

Suggested Working Groups and People: Koodam. Individuals with skills in this area. Timeline: 6 months
Land And Town Planning & Development

The Milestones for Land and Town Planning & Development have been divided into three categories, namely: 1. Land; 2. Bio-Region; 3. Planning & Development

1. Land

Milestone I:
Protection of Green Belt Land use - Protection from encroachment of land

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Better protection from AV steward, local administration support</td>
<td>2. Liaise with local administration &amp; TN Gov for protection</td>
</tr>
<tr>
<td>3. Active support from Secretary office &amp; WC</td>
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</tr>
</tbody>
</table>

Suggested Working Groups and People: None Mentioned
Timeline: None Mentioned

Milestone II:
Land purchase prioritization

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Financial constraint</td>
<td>1. Fundraising for land purchase</td>
</tr>
<tr>
<td>2. Different priorities amongst different groups</td>
<td>2. Consensus on priority lands (L’Avenir / Land board / FAMC)</td>
</tr>
</tbody>
</table>

Suggested Working Groups and People: None Mentioned
Timeline: None Mentioned

Milestone III:
Improving land utilization. Improving public building utilization.

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. WG &amp; Green Group attitudes.</td>
<td>1. Regularly (e.g. twice a year) the steward have to report on the performance utilization</td>
</tr>
<tr>
<td>2. Steward of public building attitudes</td>
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</tbody>
</table>

Suggested Working Groups and People: None Mentioned
Timeline: None Mentioned
2. Bioregion

Milestone I:

Identify the main intervention points (Sport, Culture, Sanitation, Agriculture, garbage management, women empowerment, resource management) and partner with outside agencies / NGOs for methodologies on outreach development.

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Governance issues inside the village (interlocutors are part of the problem).</td>
<td>1. Raise awareness on the interventions needed.</td>
</tr>
<tr>
<td>2. Lack of mutual understanding from both sides / knowledge of the other.</td>
<td>2. Technical capacities (within AV &amp; NGO world) (including participatory processes).</td>
</tr>
<tr>
<td>3. Define for village what we believe they need</td>
<td>3. Apply “cultural relativism” to understand village reality and needs.</td>
</tr>
<tr>
<td></td>
<td>4. Procure the necessary funds / HR for the activities to insure sustainability / success of the intervention</td>
</tr>
</tbody>
</table>

Suggested Working Groups and People: All AV units & WG experienced with dealing with the villages.

Timeline: Start of implementation by Jan 2016.

Milestone II:

Improving people to people connections.

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Expectations from both sides</td>
<td>2. Non-confrontational activities where both can participate</td>
</tr>
</tbody>
</table>

Suggested Working Groups and People: None Mentioned.

Timeline: None Mentioned
### 3. Planning & Development

**Milestone I:**
Develop a connection between the galaxy plan and ground reality.

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Willingness to have a flexible approach from all sides and the various stakeholders.</td>
<td>1. Identify the essential features of the galaxy, categorize the topographical features to be retained.</td>
</tr>
</tbody>
</table>

**Suggested Working Groups and People:** TDC / Green group / Panel of Planning experts  
**Timeline:** June 2015

**Milestone II:**
Sustainability framework to be integrated.

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Primary resource scarcity (water / energy / trained human resources).</td>
<td>1. Adopt policy of frugality in the resource management planning and maintain forests as much as possible.</td>
</tr>
</tbody>
</table>

**Suggested Working Groups and People:** External consultants to help benchmark  
**Timeline:** November 2015
Population Growth

**Milestone I:**
Revise Entry Process to make it simple, transparent, welcoming and trusting.

**Sub milestones:**

a) *Based on the level of commitment introduce different statuses for different population types.*

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
</table>
| 1. Agree on the classification.  
2. Agree to privileges and duties.  
3. Compiling and collecting all the work already done on the topic.  
4. Manpower | 1. HR.  
2. Workspace.  
3. Better use of IT.  
4. Efficient process and available, accessible materials (forms, etc.)  
5. Inclusive attitude rather than divisive.  
6. Evolving status |

**Suggested Working Groups and People:** ES, FS, MM, PTDC, RA  
**Timeline:** 1 year

b) *Proactively bring into Entry Process data on the skills Auroville needs at present.*

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
</table>
| 1. Collect and analyze data | 1. Adequate program compatible between different work areas.  
2. HR |

**Suggested Working Groups and People:** New Team  
**Timeline:** 6 months

c) *Provide economic support for young Newcomers and Youth of Auroville to join Auroville*

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
</table>
| 1. Prioritize funds for Aurovilians. | 1. Funds generated from commercial units  
2. Fundraising  
3. Government support  
4. Flexible simple options for youth housing |

**Suggested Working Groups and People:** None mentioned  
**Timeline:** None mentioned
d) **Resolve visa issue for volunteers & Newcomers to ensure diversity of nationalities/cultures.**

- No further information provided for this sub milestone

**Milestone II:**

*Newcomers, Youth of Auroville and Volunteers need affordable housing. Build 2000 affordable houses of sophisticated simplicity, beauty and sustainability by 2020.*

**Sub milestones:**

a) **Speed up building permission process.**

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Urban guidelines to be studied well and to be more clear</td>
<td>1. L'Avenir / Town planners: more organised, more professional, focused, development oriented in order to speed up the building permissions</td>
</tr>
</tbody>
</table>

**Suggested Working Groups and People:** L'Avenir or new setup  
**Timeline:** Now

b) **Create finance option for youth housing.**

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
</table>
| 1. 10% unity fund budget  
2. yearly contribution for who has houses and guest houses  
3. 10 to 15% of GOI grant  
4. 2% of Visitor Centre turn-over  
5. development of our outside lands with the help of agencies  
6. 5% of all building materials  
7. sell outside land when they are in danger of encroachment | 1. For youth: can make themselves houses and use materials available like mud, wood...  
2. Building houses as school curriculum  
3. Auroville as university  
4. Create workforces of homebuilders, Youth, Aurovilians, professionals, and Bioregion persons. Build in the evening so all can participate  
5. Invite "Habitat for Humanity" |

**Suggested Working Groups and People:** FAMC, BCC, ABC, LRD, Land Board, Schools  
**Timeline:** Now
**Milestone III:**

Statistical office by 2016.

Create HR data base on available skills and what Auroville HR needs, and integrate information systems across the community for data collection, sharing between WGs, data processing, visualization and reporting.

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
</table>
| 1. Difficulty to create a systemized and shared database of skills and HR data in a sensitive context made of individuals and Working Groups. | 1. Create a focus group composed of representatives.  
2. Create an inventory of assets related to HR (forms, experts, information systems, etc.).  
3. Structure the data organization (methods, criteria, classification, etc.).  
4. Collect data (define strategies of collecting and implementation of enquiries).  
5. Communication training |

*Suggested Working Groups and People: ASO, HRT, ES, Savi, Residents Service, FS.  
Timeline: Start Now.*

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
</table>
| 1. Lack of admin skills.  
2. Resistance to share data and fears.  
3. Lack of HR to do it.  
2. Small projects and concrete actions to build trust and show how info is used.  
3. Train, empower youth to do enquiries and consolidate data.  
4. Project proposal request as a research in education (knowledge transfer). |

*Suggested Working Groups and People: ACI, HR Experts, Focus Group, AV youth, PCG, SAIIER.  
Timeline: Start Now.*
**Education**

**Milestone I:**

Create an educational platform (subgroup of the RA) that supports alignment to a collective vision

Selected sub milestone:

Survey of educational assets, human resources.

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Creation of survey parameters.</td>
<td></td>
</tr>
<tr>
<td>2. Confidence of people and not sharing information.</td>
<td></td>
</tr>
<tr>
<td>3. Who is actually doing the survey and how well prepared they are</td>
<td>1. Peer review as feedback for growth.</td>
</tr>
<tr>
<td></td>
<td>2. Consolidate the information we already have, more personal approach by people selected by the RA.</td>
</tr>
</tbody>
</table>

Suggested Working Groups and People: Sub group of the RA. Blue Light, Jean-Yves.

Timeline: Dec-15.

**Milestone II:**

Create Learning Centers for teachers, parents and all adults interested in education to delve into the meaning of Integral Education. We also need these centers to engage in and exchange programs for experiential learning - by Dec 2015.

- To understand with awakened discernment what integrality means in Sri Aurobindo’s perspective - each and every plane and part of the four fold being; each and every plane of the universal manifestation (7 fold); the development of the psychic being towards oneness.

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To create an education coordinating platform with a solid research base; towards awareness of all educational possibilities; data base for human resource; how to make possibilities to reach distance places for different workshops.</td>
<td>1. SAIER, Savitri Bhavan… With more people and other places like Town Hall and Unity Pavilion</td>
</tr>
</tbody>
</table>

Suggested Working Groups and People: Last School.

Timeline: Now and for the next 12 months.
**Milestone III:**

Create an organization for further learning which is enabling *(with more focus on the bold items)*

**Sub milestones:**

- a) Surveying information on what we need and what we have.
- b) Transform SAIIER into research organization and coordinate AV research needs.
- c) **Student counselling on all the different possibilities to develop oneself.**
- d) Equitable funding for projects that are in line with the vision Assessing quality *(‘quality’ to be defined).*
- e) Parental education and information on values of Auroville education.
- f) **Creating opportunities for apprenticeship programs.**
- g) Recognition of both working through learning and learning through working.
- h) Embodying of AV qualities with creative implementation.
- i) **Institute for higher/further learning (Open University).**
- j) Fostering practice oriented learning at all levels.

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Someone to put the time in</td>
<td>a) Computer or pen and paper</td>
</tr>
<tr>
<td>b) Master Plan</td>
<td>b) Leadership defined as a little passion</td>
</tr>
<tr>
<td>c) <strong>Finding someone to give permission</strong></td>
<td>c) <strong>Database skills, access to Facebook, twitter, etc... social media</strong></td>
</tr>
<tr>
<td>d) Defining quality + RA agreeing on vision</td>
<td>d) This Retreat and integration of group planning</td>
</tr>
<tr>
<td>e) Someone to take responsibility</td>
<td>e) Simple handbook for teachers and students</td>
</tr>
<tr>
<td>f) <strong>Clear Educational Philosophy (one A4 page) which is applicable</strong></td>
<td>g) Integration into a clear educational policy</td>
</tr>
<tr>
<td>i) <strong>Politics, back-stabbing, finance, but primarily teachers</strong></td>
<td>i) <strong>Teacher Training and Pondy University</strong></td>
</tr>
</tbody>
</table>

**Suggested Working Groups and People:** (a)- Mike and Youth, (b)- Mike, (c)- **Youth**, (d)- GB, (e)- Mike, Min and Youth, (g)- SAIIER, (i)- **ACI, SAIIER**.

**Timeline:** (a)(b)(c)- **June 2015**, (d)- ongoing, (e)- To begin and end in November, (g)- 16 May 2015, (i)- **2018**.
**Economy**

**Milestone I:**
Statistical Cell

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Lack of funding and lack of resources.</td>
<td>1. Transparency and openness to share data.</td>
</tr>
<tr>
<td>2. Lack of coordination among Groups already collecting data.</td>
<td>2. Funding the project.</td>
</tr>
<tr>
<td>3. Difficult to keep data up to date.</td>
<td>3. Finding motivated people to take it up.</td>
</tr>
<tr>
<td>4. Lack of manpower.</td>
<td></td>
</tr>
</tbody>
</table>

Suggested Working Groups and People: None Mentioned.
Timeline: Start immediately 2015.

**Milestone II:**
Expand our in-kind economy to cover all basic needs.

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Create a care economy that takes care of all the different needs of Aurovilians.</td>
<td>1. A shift of consciousness.</td>
</tr>
<tr>
<td>You take care of (serve) Auroville, Auroville takes care of Auroville.</td>
<td>2. Get the assets listed, that we can all share. If this is also online,</td>
</tr>
<tr>
<td>2. Raise resources, where will resources come from?</td>
<td>then it becomes easier to match resources with needs.</td>
</tr>
<tr>
<td>3. Create a platform for these need requests, maybe online, where these requests no</td>
<td>3. A lead team for Procurement should be in place.</td>
</tr>
<tr>
<td>longer go to a Review Group, but person fills in the requests online, and it is</td>
<td></td>
</tr>
<tr>
<td>processed impersonal.</td>
<td></td>
</tr>
<tr>
<td>4. Procurement - this is import for an in-kind economy. A collective procurement</td>
<td></td>
</tr>
<tr>
<td>policy.</td>
<td></td>
</tr>
</tbody>
</table>

Suggested Working Groups and People: Commercial units, but others should pitch in as well. Donors for instance, would be attracted if they see that a true interesting experiment is happening in Auroville. FAMC, BCC, commercial units. Different task forces should be created for different sectors in the economy.
Timeline: 2016.
**Milestone III:**
Change the name from "Maintenance" to "Prosperity".

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The in-kind economy in all its variations should be in place. It has to be a reeducation since we are used to the word &quot;maintenance&quot;. We should start referring to it as Prosperity (in its largest meaning and form). E.g. Mother started Prosperity and Ashram takes care of you completely.</td>
<td>1. For the in-kind economy to take place, we need Groups that are dedicated, who can take up a sector of the Economy (e.g. Varuna with electricity). E.g. a group should take up Food and make sure it is available to all, without the exchange of money.</td>
</tr>
</tbody>
</table>

*Suggested Working Groups and People:* FAMC, BCC, Services, everybody, it’s not just the job of the commercial units.

*Timeline:* 2015-16.

**Milestone IV:**
To foster a spirit of dedication and joyful karma yoga, where everybody who is able to work at least 5 hours daily.

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
</table>
| 1. Fear and resistance to seeming control and imposition (power abuse) rather than joyful self-motivated giving.  
2. When people have personal problems, regular work becomes unrealistic. | 1. A more caring society. Possibility and support to help people get over their addictions.  
2. Create a comprehensive database that would list all the skills of people and their interests, their occupation and the needs of the community. This database is interactive and available to the community, it is regularly updated, it is not a dry bureaucratic database, but a live db where people tell their stories and projects are presented.  
3. Highlight inspiring stories and projects and community events. Link work with unending education, so there is.  
4. Foster social interaction to cater to a knowledge society and foster trust; build interactive spaces and events. This needs a nice inspiring name. |

*Suggested Working Groups and People:* Manoj to lead Karma Yoga initiative; Sergio Lub (Living Directory); Involve the youth and senior school students, journalists, volunteers for collecting data and creating the website.

*Timeline:* Start immediately, and database to be up within a year.
Milestone V:
Create new initiatives for wealth generation, including an incubation center.

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Resistance from Units and Central Fund.</td>
<td>1. Matching funding (3% from 33% and 3% from all income generating units).</td>
</tr>
<tr>
<td>2. Mandates (guidelines and maintenance structure) not defined.</td>
<td>2. Other donors.</td>
</tr>
<tr>
<td>3. Human Resources.</td>
<td>3. Forming a constituency group (to make proposals).</td>
</tr>
<tr>
<td>4. Resistance to open partnership.</td>
<td>4. In-kind donation of knowledge.</td>
</tr>
<tr>
<td>5. Transparency.</td>
<td>5. Transparency.</td>
</tr>
</tbody>
</table>

Suggested Working Groups and People: BCC and ABC. “Lab Group”.
Timeline: Start now, proposal is Aug 2015, up running by April 2016.
Youth

Goal:

1. Create space and work opportunity for young Aurovilians that serve units, services and groups so they express themselves through working

<table>
<thead>
<tr>
<th>Most critical challenge</th>
<th>Enabling conditions for this to happen</th>
</tr>
</thead>
</table>
| 1. Lack of funds, policies, attitudes.  
2. Lack of openness from units, projects to incorporate and train youngsters | 1. A "youth resource team".  
2. An online platform with all data that is maintained by the youth. |

ANNEXURE 4: ‘Terms of Reference’ (ToR) - Sample Document

On the second day of the Retreat, each thematic group chose one or more milestones and created example/s of a Terms of Reference (ToR) for discussion in the plenary. The objective of this exercise was to develop a collective understanding of what is involved in implementing a milestone and the kind of resources and effort it will take to manifest them. In this document, we have added the ToR from the Governance theme as an example to share the structure and the kind of content that was created.
Governance

Vision
The vision is redefining/restructuring the RA and strengthening the RAS. Currently, there is no functional process and framework to empower the RA to play its role as defined in the Foundation Act. We want to transcend the current decision making process of voting to one that reflects our values and fosters Unity in the community.

Objectives
● The organisation at large is restructured around an active RA
● To take timely decisions in a participatory way with reduced conflicts
● The implementation of decisions are easy
● Increased sense of well-being and joy

Functions / Activities
A good process of public consultation facilitated by the RAS by drawing on resource personnel. The process has to provide information in a timely and accessible manner so that informed decisions can be taken. To explore different options of how to get people to consciously participate.

Members
The Exploration Group could consist of the participants of the Retreat Governance Core Group and the wider Resource Group as well as various interested members of the community at large who are willing to take up the commitment.

Resources
● Database of Human Resource according to skill-set
● A meeting room
● IT and Communication Experts
● Organisation and Facilitation Experts: Monica Sharma / Quaker / Gnostic Society
● Budget

Review / Feedback
● Annual review
● Regular surveys
● In 6 months, this Exploration Group should come up with their proposal.
ANNEXURE 5: Blockages & Polarities – 'Elephants in the Room'

Below is a list of challenges that regularly undermine progress, promote stagnation and result in frustration. These blockages, which may be polarities, are often deeply rooted in personal frames of reference and are rarely openly discussed ('elephants in the room'). A list of opposing viewpoints was read on the second day together with possible syntheses that could transcend these polarities.
<table>
<thead>
<tr>
<th></th>
<th>Belief / view / stand</th>
<th>Counter belief / view / stand</th>
<th>Example of Integration that may take us beyond polarities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>We are here not to build a city but a society.</td>
<td>We are here to build a city, not a society.</td>
<td>We are here to build a city and a society, a society manifested in the form of a city.</td>
</tr>
<tr>
<td>2</td>
<td>Auroville must grow organically.</td>
<td>Auroville needs to be a planned city.</td>
<td>Auroville will be build with plans that allow for flexibility and organic growth within a planned framework</td>
</tr>
<tr>
<td>3</td>
<td>We must built Auroville as per the galaxy plan.</td>
<td>The galaxy is outdated and we need a new plan.</td>
<td>We build Auroville with the galaxy as an urban design concept while ensuring sustainable development that takes into account the natural resources and environment, contemporary insights in building technologies with low levels of embodied energy and urban plans that create a regenerative town.</td>
</tr>
<tr>
<td>4</td>
<td>All lands of Auroville are sacred and should not be exchanged or sold.</td>
<td>We need to urgently consolidate the lands of Auroville, starting with the city lands and since we lack funding, some land exchange cannot be avoided.</td>
<td>Use land exchange or sales as a means to consolidate city lands and obtain statutory land use protection for the greenbelt lands.</td>
</tr>
<tr>
<td>5</td>
<td>The population of Auroville needs to grow faster towards the planned population of 50,000.</td>
<td>There is no need of population growth. Quality is more important than quantity.</td>
<td>Quality and quantity are not mutually exclusive. Quality without a certain quantity does not fulfill the need of a replicable model. Quantity without quality is not sustainable.</td>
</tr>
<tr>
<td></td>
<td>In Auroville everything must be decided by the Residents Assembly.</td>
<td>We need a centralized strong administration.</td>
<td>The Residents Assembly organizes the work and activities of Auroville by setting up working groups which are empowered to implement their mandates, roles and responsibilities without Residents Assembly interference at implementation level.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>7</td>
<td>Not a single tree must be cut in Auroville.</td>
<td>All trees that have been planted in areas that are earmarked for urban development need to be cut.</td>
<td>Many trees were planted to arrest top soil erosion with the knowledge that at some point in the future these trees will have to be transplanted or cut. Respect the built-up / open and green ratio of the city (48% / 52%) and of the green belt (5% / 95%).</td>
</tr>
<tr>
<td>8</td>
<td>In Auroville’s education no certificates must be issued.</td>
<td>Certificates in education are needed for higher studies outside Auroville</td>
<td>Do not study for certificates but ask for one if needed as a reference for studies outside Auroville.</td>
</tr>
<tr>
<td>9</td>
<td>In Auroville there should be full freedom in terms of work and commitments.</td>
<td>In Auroville there should be even more discipline than in the outside world and everyone needs to work full time for the collective.</td>
<td>Follow the guidelines of the Mother whereby each individual works for a minimum of 5 hours per day, seven days a week, for the collective.</td>
</tr>
<tr>
<td>10</td>
<td>The Auroville economy should be 100% in kind.</td>
<td>We are not ready yet for an in-kind economy and need to continue with a money-based economy for some more years.</td>
<td>We can have an economy that works with in-kind currencies such as kWh for energy, liters for water, acres under cultivation for food etc.</td>
</tr>
<tr>
<td>11</td>
<td>There should be no grid power in Auroville and to start with not in the greenbelt.</td>
<td>We can have grid power everywhere in Auroville.</td>
<td>The question is not grid connectivity but energy sourcing. If we obtain our energy from sustainable sources, the grid functions as a demand-supply balancing system.</td>
</tr>
<tr>
<td>12</td>
<td>There should be a centralized water system for the whole of Auroville.</td>
<td>There should be decentralized water systems in Auroville.</td>
<td>There can be interconnected local systems whereby the interconnection network balances local demand - supply mismatches.</td>
</tr>
<tr>
<td>13</td>
<td>Auroville must be completed within a time frame (city and society). If we do not hurry up the outside world will crush Auroville or reduce it to a suburb of Pondicherry.</td>
<td>Auroville must develop at its own pace. Timelines and targets do not work here.</td>
<td>Work with plans that include quality, quantity and time parameters and revalidate these plans periodically.</td>
</tr>
<tr>
<td>14</td>
<td>We should first reach the level of consciousness that the Mother wanted in Auroville and only then can we build the town and attract more people.</td>
<td>We have to first build the town and the town will attract more people who will collectively develop the consciousness that seeks to manifest in Auroville.</td>
<td>The building of the town and the growth of consciousness will go together. The physical growth of the town will attract people and activities. People and activities will attract physical development. The town with its people is the “laboratory of evolution.”</td>
</tr>
<tr>
<td>15</td>
<td>“Mother said…” so we should follow this.</td>
<td>‘Mother clarified that the truth is evolutionary’</td>
<td>Clarify when Mother is speaking of fundamental principles and when she is indicating an area where knowledge will develop according to the developing consciousness of the Aurovilians</td>
</tr>
<tr>
<td></td>
<td>Everybody has a right to participate in decision-making.</td>
<td>Only those with proven competence should take decisions.</td>
<td>Allow opportunity for community input, but empower competent individuals to interpret it, provided they keep the community informed of their decisions.</td>
</tr>
<tr>
<td>---</td>
<td>-------------------------------------------------------</td>
<td>----------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>17</td>
<td>Governance should be in the hands of the most enlightened.</td>
<td>Wisdom is distributed across the community so everybody should be involved.</td>
<td>Allow opportunity for community input, but empower competent individuals to interpret it, provided they keep the community informed of their decisions.</td>
</tr>
<tr>
<td>18</td>
<td>Empowerment of minorities / disadvantaged'</td>
<td>Meritocracy.</td>
<td>As far as possible ensure that all voices are heard and that training in governance is provided to all sectors but do not dilute the quality of people in our key groups.</td>
</tr>
<tr>
<td>19</td>
<td>Centralized decision-making.</td>
<td>Decentralized decision-making.</td>
<td>Centralized decisions made on basis of local input.</td>
</tr>
<tr>
<td>20</td>
<td>Rules / guidelines.</td>
<td>Each case is different.</td>
<td>Provide broad guidelines which allow for individual interpretation. Empower our groups to make exceptions when needed.</td>
</tr>
<tr>
<td>21</td>
<td>Auroville should keep experimenting with new structures / approaches.</td>
<td>We should rely upon old ways until we have the consciousness to use new ones</td>
<td>Encourage widespread experimentation on alternative methods of governance in small groups. When something seems scalable, try it for a probation period in a larger work group with a fallback option to resume ‘normal service’ if it doesn’t work out.</td>
</tr>
</tbody>
</table>
ANNEXURE 6: Possible post-Retreat Process

A possible iterative post-Retreat process which could allow for the progressive realization of the goals and a gradual change of the Auroville work-culture including personal as well as collective behavior
A Change of Work Culture & Behavior

Start acting differently:

Vision & Values

Behavior → Performance

Performance

Goal ← Action Plan ← Actions ← Evaluation

Strategy
Milestones
Activities

People
Structures
Processes
(Observe & Report)

Value added?
Feedback
Learn

Tweak Strategy
Change People/Teams/Groups
Change Methods/Structures
Change Processes
## Retreat & Post Retreat Processes

<table>
<thead>
<tr>
<th>Timeline</th>
<th>Process</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td><strong>Retreat</strong> Define Goals, Milestones &amp; Key actions</td>
<td></td>
</tr>
<tr>
<td>1 - 2 Months</td>
<td>Prepare concrete Strategy (Concept Paper) for each goal (milestone)</td>
<td>Includes People</td>
</tr>
<tr>
<td>2 - 6 Months</td>
<td>Commence actions</td>
<td>Observe &amp; Record</td>
</tr>
</tbody>
</table>

## Retreat & Post Retreat Processes

<table>
<thead>
<tr>
<th>Timeline</th>
<th>Process</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 - 7 Months</td>
<td>Revise and Tweak Strategies if needed</td>
<td></td>
</tr>
<tr>
<td>6 - 12 Months</td>
<td>Continuation of Actions</td>
<td>Observe &amp; Record</td>
</tr>
<tr>
<td>12 Months</td>
<td><strong>Comprehensive Review</strong></td>
<td>Report &amp; Review of Goals (Milestones) and Directions Community Feedback &amp; Support GB - IAC Feedback &amp; Support</td>
</tr>
<tr>
<td>12 - 13 Months</td>
<td>Revise and Tweak Strategies (Define remedial actions where needed)</td>
<td>Consider: Change of People/Teams/Groups Change of Methods/Structures Change of Processes</td>
</tr>
</tbody>
</table>
## ANNEXURE 7: Retreat Expenditure Summary

**Source of Funding:** Government of India

<table>
<thead>
<tr>
<th>Category</th>
<th>Rs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodation</td>
<td>13,100</td>
</tr>
<tr>
<td>AV Contribution</td>
<td>2,700</td>
</tr>
<tr>
<td>Contribution for space</td>
<td>69,985</td>
</tr>
<tr>
<td>Food</td>
<td>1,42,336</td>
</tr>
<tr>
<td>IT Expenses</td>
<td>5,750</td>
</tr>
<tr>
<td>Logistics</td>
<td>1,02,564</td>
</tr>
<tr>
<td>Maintenance</td>
<td>80,710</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>30,588</td>
</tr>
<tr>
<td>Printing</td>
<td>24,931</td>
</tr>
<tr>
<td>Stationary</td>
<td>14,319</td>
</tr>
<tr>
<td>Telecom</td>
<td>9,558</td>
</tr>
<tr>
<td>Transportation</td>
<td>12,550</td>
</tr>
<tr>
<td><strong>Total Rs.</strong></td>
<td><strong>5,09,090</strong></td>
</tr>
</tbody>
</table>