

*That We May Live Together*  
Asian Rural Institute | 2015  
Annual  
Report



Asian Rural Institute Rural Leaders Training Center

# Greetings

Kenichi Ôtsu, *Chairman of the Board*

Tomoko Arakawa, *Director*



Looking around us, the power of separation and confrontation seems predominant in many parts of the world, pushing against the direction towards which we are aiming. However, it is our greatest joy that in 2015 we sent out 26 new graduates from 19 different countries who share the vision of “building an environmentally healthy, just and peaceful world, in which each person can live to his or her potential”. We deeply appreciate all the supporters of ARI who continually pray and encourage the ARI community both physically and spiritually.

2015 was a memorable year in terms of completing the five years’ Disaster Reconstruction Project that started in 2011. It began with immediate repairs right after the earthquake, and we have now seen the construction of four large buildings and four staff houses. It was truly the biggest project in our 40 years’ history. We thank God and all the people who directed us to this stage and made this huge project possible in five years. Now we affirm that it is our responsibility and duty to do our best in conducting a high quality training program for rural leaders of the world utilizing those new, strong and more energy efficient buildings at the maximum level.

2015 was also a memorable year for us in the completion of the first evaluation of the training program by an objective researcher (funded by Fetzer Institute) and publication of its report in both English and Japanese. (The summary was published in the 2014 Annual Report.) In the past we evaluated our training program only by ourselves subjectively. However, this research gave objective meaning to our training program for the first time. We feel that we were able to achieve accountability to our supporters and friends who supported us for a long term. In addition, this research opened a door to and influenced another study about the impact of the graduates on their communities. This latter research was conducted during 2014 and 2015 and included visits to 229 graduates in 12 countries. Although the results will be reported in the next year’s Annual Report, the fact that two different objective studies of our training program and its impact were done almost at the same time is very meaningful in terms of exploring next steps that ARI should take after 40 years of operation. Several changes have already been made after receiving suggestions from these studies, but we are planning to go through the results more carefully and deeply so that we can improve our curriculum and operations to be more appropriate and influential for rural leaders of the world who shall give light and hope to their people.



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*"My area is a conflict area.  
Even when I speak about "peace",  
the word does not reach to the people.  
But I will not give up,  
because I have an experience—  
that I once have been  
an ARI participant."*

**Khaling Toshang (2015 Training Assistant)**  
India



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**Asian Rural Institute**  
Rural Leaders Training Center

2015 Annual Report  
April 1, 2015 to March 31, 2016

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# Training Report

Yukiko Ôyanagi, Assistant Director & Curriculum Coordinator



Morning Gathering in the Oikos Chapel

## Rural Leaders Training Program

April 1 to December 12, 2015

In December of 2015, 28 participants from 19 countries completed their training at ARI, and I really appreciate all of people who supported us. During nine months of training, they spent 1990 hours learning. This amount of learning would take two years in an ordinal vocational school, but in ARI they completed it only in 9 months. They studied 39 subjects in 218 hours, practiced farming for 573 hours, and went on a study tour to twelve prefectures all over Japan. Moreover, they learned about community life at ARI. What did they learn in this nine months? What are they going to bring back to their community? What are their dreams? And what motivated them?

ARI participants are people who are working in rural communities of developing countries in Asia, Africa, Pacific and other countries. Before they come to ARI they are expected to have more than three years of working experience in a rural community. The average age of the 2015 participants is 37.5 years. Some of them have more than twenty years of work experience. Most of them were born and grew up in rural communities, and they decided to work for people there. But each one of them has a different

*“For many years, I struggled about how to help my farmers. We gave training and made compost, but the amount was not nearly enough.*

*Harvests decreased year by year. Farmers did not have enough to eat. I just advised them to buy chemical fertilizer, but it was too expensive. Of course we could not give them a subsidy to help with the costs. The soil became poorer, harvests became less. I was at a loss.*

*But at ARI, I learned the answers. I learned how to solve this problem. With this knowledge and skills I aquired at ARI, I can help my farmers. This has brought me great happiness!”*

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**Tiliphina Banenwaki Thomace**  
Tanzania

background. Some have worked in the same NGO for many years. One is the leader of a group of young farmers. One received a scholarship from an NGO. She lost her parents when she was small, and as an adult she became part of the volunteer staff of this NGO.

Ms. Tiliphina is from Tanzania. She is very quiet, but highly motivated to learn. Often she stayed in the classroom to ask more questions of the teacher. She recorded much information in her





notebook with a joyful smile. One day, a staff asked her a question. "You are always trying your best to learn... What keeps you motivated?" Tears appeared in her eyes. We can only imagine how much she struggled to face her farmers. She could not find any solution for many years, until she got the opportunity to come to ARI. She finally found "the answer" for her farmers. That is what kept her motivated.

### A broad curriculum

The ARI curriculum has three pillars; "Servant Leadership," "Foodlife," and "Community Building." Including those three, we have ten Key Concepts. "Spiritual growth," "Dignity of labour," "To Live in harmony with nature," "Value of rural life," "To live in harmony with people," "Serving the marginalized" and "Attitude toward learning." Those concepts are not just to be studied in a classroom. Participants grow them in themselves. Through deepening of these concepts we aim to "Live Together," and try to practice a life of "Love God, Love the Neighbor, Love the Soil."

"Foodlife" is a special word used at ARI to express the reality that food and life cannot be separated. Food comes from the life of plants and animals. Our life is also maintained by food. In that sense, food and life depend on each other. So we combined "food" and "life," and created the word "Foodlife." Human beings cannot survive without food, so we work to sustain life through a healthy relationship with nature. At ARI we are making an effort to create Foodlife in which the soil becomes richer as we produce food, and human relationships become more beautiful.

We call all work to sustain what we grow and eat "Foodlife Work." Every morning and evening, Foodlife work is an important part of the practical study of farming for participants, and also to practice leadership. It is also a fellowship time for staff, volunteers, Training Assistants, Graduate Interns, visitors and participants to work together. Of course, it is also the time to produce our own food for self-sufficiency at ARI.

Participants learn various topics as rural leaders. For leadership, they study such subjects as Servant Leadership, PLA (Participatory Learning and Action), Presentation Skills, Facilitation Skills, Religion and Rural Life. For development, they learn Environment and Development, Nutrition and Development, Gender, and about the activities of Tomo no Kai women's groups. Through observation trips to the Ashio Copper Mine and the *Western Japan Study Tour*, they learn about the negative effects of development, to better understand what kind of development should be pursued in their own countries. For training in Sustainable Agriculture they have lectures such as Crops and Vegetables, Livestock, Danger of Chemical Agriculture, Natural Farming in Tropical Areas, Permaculture, Agroforestry, and a Biogas Workshop as well as the Philosophy of 3-D Farming. A *Rural Community Study Tour* in Tōhoku and observation trips to several organic farmers in Kantō helps them consider what a rural village should be like, and exposes them to technologies for farming. They learn technologies of organic farming and animal husbandry not only through everyday practice, but also practical studies such as: *Bokashi* making, compost making, collection and



use of indigenous micro-organisms, use of local resources, charcoal and wood vinegar making, rice husk charcoal making, seed collection, pig raising (including artificial insemination, delivery and castration), poultry (brooding, incubation), fish culture, fermented feed, and meat processing (sausage and ham).

### **Not high tech, but appropriate tech**

The study at ARI is quite unique as a school. Of course, participants learn from classes and practice in the farm, but at the same time we emphasize “learning from the community” and “learning within diversity.” At ARI, learners are not just students or trainees, but they are active participants in our program. Participants learn not only from staff and special lecturers, but they also learn from crops, vegetables and the livestock. Moreover, they learn from other classmates. To answer the problems of landless farmers in the Philippines, a Brazilian participant may have a better answer than the Japanese staff. A Sri Lankan participant and an Indian participant shared the solution for the damage caused by elephants with a Liberian participant. Participants from Myanmar and those from Ghana worked to find answers together. Instead of sending agricultural experts to developing countries, we at ARI invite grassroot leaders who are working in rural area as participants. We give them training, and send them back to their own community. We do this because we believe that they can learn from each other, and in doing so they can find better solutions than experts from other countries.



**Chan Hup**  
Myanmar

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*My dream for my community is:  
Dry land becomes green,  
the forest is well preserved*

*so that pasture and grazing for animals increases, our dried streams and rivers provide water sources again, everyone can do agriculture as their professional career. The soil is restored and produces better harvests so that every family has enough food all year round. It also reduces the number of migrants as people have a better chance for livelihood.*

*And the number of out-of-school children will decline as parents have more income to support children's education. As the result, everyone can access formal education and reduce the illiteracy rate in the long run, and it is hopeful that the community owns more educated people.*

*In addition, families become happier and more peaceful. The community becomes healthier as we eat a fresh and healthy diet which is free from chemicals, and finally, our community becomes a peaceful, enjoyable and blessed environment for every family.*





Some people ask us, "ARI participants come from tropical area, but Japan has a temperate climate. How can they learn about farming in Japan? It might be useless." For agricultural technology, ARI does not just teach a single recipe, but participants learn basics that can be applied to their own unique situations. For example, when we teach about how to make *bokashi*, we do not just teach "x% of chicken manure, x% of soil, x% of rice bran. We say, "Rice bran is the food for the micro-organisms. So what is available in your area?" Then participants start to share and discuss: "We have corn flour." - "We can use cassava." - "Can we use green mango? We have a lot." - "Is there any method to use cacao husk instead of rice husk charcoal?"

We teach not only the best technology, but the best appropriate technology. This is the way of ARI training in the area of agriculture.

As "Rural Leaders Training Center," we at ARI put Servant Leadership as the core of learning. In Servant Leadership, leaders do not give orders from the top, but he/she leads the community through working together with people, listening to the voices of people, facilitating the discussion, encouraging the growth of people, sharing the information, and showing the vision. We believe that such a leadership is needed for grassroots rural leaders. Then how do participants learn about Servant Leadership?

**Emmanuel Chiimba**  
Zimbabwe



*My dream is to to make use of Servant Leadership techniques, practice sustainable organic agriculture and to establish a community where people respect each other and can live equally.*



## Learning as a community

ARI is not just a school but a *community*. We treat each other as community members while we build equal relationships, work together, share food, and learn to live together. Participants learn from the diversity of different cultures from more than 20 countries. They even learn from different religions. They have roommates from a different country and they use English as the common communication tool even though they cannot understand easily. They discuss, argue, learn, and spend nine months together, not only with other participants, but also with staff, volunteers, and visitors. We work together in the farm and in the kitchen, cooking and cleaning together. We listen to each other, sometimes discuss, sometimes support and help, and share our feelings. This community life become the source of learning leadership.

Of course the training program itself is designed for participants to take leadership. For example, in the farm participants lead the work, not staff. Participants are divided into four groups, and they take care of the crops and vegetable fields, paddy fields, the livestock and cooking in rotation. Each group has a group leader, and leadership is done in two week rotations. They have *Field Management Activity* once a week to learn necessary information about agriculture, observe the field and animals,

and make weekly plans together. “You learn about communication skills in the class and you mention the importance of listening. You may think you know about leadership. But if you cannot practice the leadership in the farm, you cannot grow even one tomato.” The real leadership training is not in the class, but in the farm, the kitchen and in the community. This is ARI leadership training.

For nine months of training, they learned together in the classroom. They grew 97 kinds of crops and vegetables, mixed pig feed together and discussed what kinds of local resources are available in their communities. They struggled to calculate the egg laying ratio. Group 1 participants discussed with staff how to build a new goat shed, and finally they did build an incredible goat house. Our farm manager said happily, “maybe even humans can live there”. Sometimes they have conflict, often they discuss and debate, and they spend time with classmates who are crying, and everything is overcome together. And each one of the memories bear fruits in them, and adds to the dreams about their future.

At the end of the training, participants create a presentation about their dreams. At the same time, all of them know it is not easy to make their dream come true. They understand the difficulties which are awaiting them in their communities. One participant who could not talk well in front of people, presented with a powerful voice. “In front of us, there is big difficulty. It is like a big tree. I will face such a big tree. My dream is the tool to cut down that big tree. It will take ten years or even twenty years. I may not be able to remove such a big difficulty at the end. But still I believe that my community will be very different in thirty years. It will be great rural community.”



# Our Curriculum

Total instruction hours: 1,965h



## Lectures

### Leadership

Leadership  
Servant Leadership  
ARI History and Mission  
Participatory Learning and Action  
Independent learning  
Time Management  
Presentation Skill  
Facilitation Skill  
Project Proposal  
Stress Management  
Religion and Rural Life  
Report Writing  
Peace, Sustainability, Government and People

Kenichi Ôtsu  
Tomoko Arakawa, Yukiko Ôyanagi  
Ken'ichi Ôtsu  
Tomoko Arakawa, Yukiko Ôyanagi  
Yukiko Ôyanagi  
B. Timothy Appau  
Yukiko Ôyanagi  
Yukiko Ôyanagi  
Yukiko Ôyanagi  
Joseph Ozawa\*  
Jonathan McCurley, B. Timothy Appau  
David McIntosh  
Steve Leeper\*

### Development Issues

Environment and Development  
Nutrition and Development  
Credit Union  
Localization  
Gender Issues  
Human Trafficking in Asia  
Ashio Copper Mine and Shôzô Tanaka  
Promotion of organic farming in the local community  
Nasu Canal and Rural Development  
Activities of Tomo no Kai

Kôa Tasaka\* (ARI Board Member)  
Zacivolu Rhakho  
Hôichi Endô  
Yôji Kamata\* (NPO Ancient Futures)  
Tomoko Arakawa  
Machiko Kaida\* (JICRC)  
Tatsuo Sakahara\* (NPO Shozo Tanaka University)  
Kisaku Satô\* (Organic farmer)

Shûya Tamura\*  
National Tomo no Kai

### Sustainable Agriculture

Concept of Sustainable Agriculture

Organic Agriculture  
Crops and Vegetables  
Livestock (pig, chicken, fish)

Ardhendu Chatterjee\* ('76 Graduate, Agricultural Adviser, India)  
Osamu Arakawa  
Osamu Arakawa, Mayu Ogasawara  
Gilbert Hoggang, Takashi Ôtani, B. Timothy Appau  
Osamu Arakawa, Mayu Ogasawara  
Ban HyungWook  
Kôa Tasaka\* (ARI Board Member)  
Shimpei Murakami\* (Natural Farmer)  
Tôru Sakawa\* (Organic farmer)  
Masaaki Yamada \* (Tokyo University of Agriculture and Technology)  
Reina Tomatsu \* (Kinôshi Juku)  
Mamoru Kuwahara\* (NPO FUDO)  
Kinichi Haga\* (Tozawa Village International Fellowship Association)  
Osamu Arakawa, Mayu Ogasawara  
Gilbert Hoggang, Takashi Ôtani, B. Timothy Appau  
Takashi Ôtani, Hideo Koide\*

Disease Control (crops and vegetables)  
Appropriate Technology  
Dangers of Chemical Farming  
Natural Farming in Tropical Areas  
Permaculture  
Agroforestry

Alternative Marketing Systems  
Biogas Workshop  
Philosophy of 3-D Farming

Agricultural Techniques  
Livestock Techniques

Meat Processing

### Japanese language and culture

Kyôko Ogura\*

## Practical Field Study

*The aim of PFS is to acquire practical and theoretical knowledge of organic agriculture, animal husbandry and food processing*

### Crops & Vegetables Emphasis

Bokashi fertilizer making, Composting, Collection and utilization of indigenous microorganisms, Fermented plant juice, Fish amino acid, Water-soluble Calcium, Water-soluble Calcium and Phosphate, Wood vinegar, Charcoal making, Rice husk charcoal, Seed collection, Seedling nursing using soil blocks

### Livestock Emphasis

Pigs (artificial insemination, birthing, castration), Chicken (brooding, hatching), Fish (hatching), Livestock health, Feed formulation, Fermented feed, Animal raising with fermented flour

### Meat Processing

Sausage and ham making

## Field Management Activity

- Group management of crops and vegetables field and livestock
- Foodlife work (Foodlife-related activities for self-sufficiency)
- Group leadership system

## Others

Community work (Rice transplanting, Rice harvesting, Corn harvest etc.),  
Spiritual nurture and guidance (Morning Gathering, Growth File, Consultation, Reflection Day, Reflection Paper), Oral Presentation, Harvest Thanksgiving Celebration,  
International Fellowship Program, Observation Trips, Rural Community Study Tour, Western Japan Study Tour, Homestay Programs

\* special lecturers

# Rural Communities transformed through Graduates

Kathy Froede, *Recruitment & Graduate Outreach*



MALAWI

## Growing Food in Times of Bad Rain

Catherine Mtambo (first from right) and the CBCC members after harvesting corn

CATHERINE MTAMBO, A 2012 MALAWIAN ARI GRADUATE, works as a project officer with the Livingstonia Synod Aids Program.

When Catherine returned home from her ARI training, her Sending Body was impressed with her newly acquired understanding of sustainable agriculture. Soon after her arrival, she began providing “conservation farming” training to members of her community. First, twenty farmers were trained, but because it was something new, only one farmer succeeded with long-term implementation. He started with a garden of 10m by 15m, but now has one hectare and uses conservation techniques such as mulching. He encouraged farmers who nearly gave up and became a trainer himself.

In 2014, Catherine was an officer of a new project titled “Upscaling Child and Youth Development” in the Hoho community where she introduced twenty Com-



*“I feel that empowering the rural farmers with conservation farming skills works best in food security.”*

**Catherine Mtambo**  
Malawi

munity Based Child Care Centers (CBCC) to improve nutrition of children under five years of age. She trained twenty CBCC farmers in conservation farming, as she explains, “With leadership and organic farming knowledge and skills gained at ARI, I decided to equip the rural farmers with environmentally friendly farming skills to promote their nutritional status, after experience had shown that malnutrition was common in rural areas. Every CBCC has a garden of soy beans and maize since the children are given porridge every morning.” The project phased out, but the CBCCs and farmers are still continuing to work on their own.

Many farmers Catherine trained voiced their appreciation for the benefits of conservation farming. Ida Msofi says that when she started after the training, some people were laughing at her saying it was just a waste of time. Later on, when they saw her success, they realized that it was her first step to sustainable food self-sufficiency and freedom from expensive chemical fertilizers. Ida says that conservation farming is the right practice of farming in the face of climate change. “With climate change these days, conservation agriculture is the way to go. This year I plan to plant maize on a large area because I have realized that conservation agriculture is the best practice,” said Ida. Another farmer, Sterven Banda, says that after implementing conservation farming, her neighbors admire her maize field because it looks so promising despite erratic rains. Conservation farming, says Ellen Zgambo, is the

only practice that can solve problems of hunger since the rains are less predictable than in the past.

Catherine observed that rural farmers are key to food security in the country, as she explains, “Most farmers in the rural areas do not harvest enough for their household because they cannot afford buying chemical fertilizers, but people in the towns rely heavily on food produced by the rural farmers. Therefore, I feel that empowering the rural farmers with conservation farming skills works best in food security. Conservation agriculture is cheaper because it does not require one to buy chemical fertilizers, and farmers are able to harvest much and sell the surplus and have money for other household needs while improving the soil at the same time.”

Donors have taken notice of Catherine’s work, too. “Some donors have taken great interest in funding the training of farmers in the face of climate change,” she explains. She says that ARI opened her eyes to see beyond and discover resources in what people might call waste. The training also sharpened her mind to see a close relationship between HIV/AIDS and agriculture. People living with or suffering from HIV/AIDS-related sicknesses rely on nutritious food. This is why she integrated conservation farming into HIV/AIDS programs.



Village women carry corn plants (left); Ida Msofi who has received training from Catherine (right)

## A challenging year for both graduates and ARI recruitment

2015 was a year full of joys and sorrows.

The single most challenging event within our community of graduates was the devastating earthquake in Nepal. We were blessed that our graduates survived although graduates' family members, homes, villages and land were affected throughout many communities. Graduate organizations both within Nepal and outside the country were able to send relief aid. Two organizations, one from Kolkata, India and the other from the Philippines mobilized quickly to send staff to evaluate the situation, determine the best type of aid needed immediately, organize in-country support and send aid. Aid included thousands of hygiene kits, hundreds of tents and hundreds of simple, and low-cost latrines (both pour-flush and dry) that do not require water and utilize local resources.

2015 brought recovery from the Ebola outbreak for three countries in West Africa: Guinea, Liberia and Sierra Leone. We are so grateful for our graduates' survival and pray for those who lost their livelihoods and experienced hunger and conflict. A graduate who was at ARI during the greater part of the outbreak said, "Before going home I was afraid of what I would find. When I went around the community I saw that the women's group was scattered and lost some of their friends, but so hopeful that I was back and ready to immediately guide them in getting their gardens started again."

At ARI we were not discouraged. We believed the best way we could help was to continue recruitment in these countries. We received two participants in 2015 who returned home better equipped to lead their people through the difficult times and beyond.

'Climate change' is a buzz word these days but it is a very real condition taking place worldwide. The most affected are the poor, the people who rely on agriculture for their livelihood. Farmers in Malawi and Zambia have difficulties predicting when to plant. Farmers may

plant at the traditional time and receive no rain to help ensure germination. Or they may plant with good rains only to be followed by drought that does not allow crops to mature. In some cases excessive rains stunt growth and bring rot. A Zambian graduate said, "My boss didn't believe it would work but on my organization farm I planted 8kg maize using conservation method and 17kg using chemicals. During drought the conservation survived. Next year, I will plant more conservation method."

While there are many other challenging issues graduates face, they are encouraged that ARI's leaders' training program effectively prepares them to respond to both acute and chronic challenges in their region and even, at times, showing graduates how to utilize them as opportunities for positive change.

photo: Debaki Khadka



Earthquake damage in Nepal



WAND staff distribute relief goods to children affected by the earthquake

photo: WAND



# The ARI Farm

Osamu Arakawa, *Associate Director & Educational Director & Farm Manager*

## Enriching Foodlife by crop rotation among rice, wheat and soybeans

The “Green Oil Project” has focused on planting oil crops to help decontaminate radioactive substances from the soil after the Great East Japan Earthquake of 2011. We found that the actual transmission of radioactive substances from the soil to the soybean plant was less than 1% which was much less than the 10% we expected. So, we began utilizing soybeans, not for decontaminating soil, but for enriching our Foodlife. As a result, we were able to increase production of soybeans from 500kg/year to 2295kg/year over these past five years.

We learned that crop rotation with rice, wheat and soybeans is very effective to control pests and weeds. Also, the rice yield has increased dramatically after soybean cultivation because soybeans are one of the leguminous plants that add nitrogen to the soil. It was obvious that more tillers (rice stalks) grew on the rice plants after soybean cultivation. Usually, 22 to 25 tillers grow on each rice plant, but after adding soybeans, there were more than 32.

Oil cakes from soybeans are very useful for our integrated farming, too. Soybean oil cakes are one of the best fertilizers. They contain a lot of protein and are decomposed by microorganisms very quickly into amino acid. If we apply this oil cake to the paddy fields, rice plants can develop their tillers very quickly without harming their roots. Organic fertilizers can damage the roots of rice under deep water as is needed to grow rice. Organic acid which happens in the process of slow decomposition by microorganisms causes rotten roots.

Furthermore, oil cakes are a very good resource for animal feed. We had been importing soybean oil cakes which contained Genetically Modified Organisms. After we were able to produce 1600kg of soybeans, we no longer needed to purchase this imported soybean oil cake. This was one of the greatest achievements for our Foodlife.

Oil production from soybeans also contributes to food self-sufficiency at Koinonia. We now use soybean oil in Koinonia. Our yearly oil consumption at Koinonia is about 230kg and we have produced 150kg of soybean oil this year. We are not worried about radiation in the oil because radioactive materials that may be in the soil cannot be transferred from oil crops to their oil.

Soybeans are very useful for food processing, too. We use them to make soy sauce and *miso* paste for *miso* soup. A graduate intern initiated an effort to produce soybean milk, too. This soybean milk compensated for a shortage of goat milk. This was a good learning opportunity for the graduate intern to lead others. Farm volunteers also mixed soy bean milk with taro to produce ice cream and they enjoyed it after their hard work in the field in summer. Soybeans are one of the most important protein resources for vegetarians who are always with us in the ARI community.

After establishing this crop rotation with rice, wheat and soybeans, we produced more wheat, too. We produced 4,200kg of wheat this year and we used 3,200kg for animal feed in addition to other uses for food processing such as cookies and soy sauce and for meal service such as cakes and bread. We also were able to reduce the amount of domestic feed that we bought, such as rice powder and wheat.



This crop rotation enriched our Foodlife and enabled us to achieve not only food self-sufficiency but also feed self-sufficiency through promoting ecologically balanced integrated farming by utilizing local resources.

However we have a challenge, too. We expanded the area of soybean cultivation and we depend on volunteers to harvest them. After harvesting, we thresh, dry, sort and press them. This work was quite tough for us. We need to consider how to lighten our excessive work.

### **Seeds self-sufficiency**

This year we collected seeds from 50 kinds of vegetables including indigenous seeds, fixed seeds and F1 (hybrid) seeds such as rice, wheat, white corns, soy beans, green beans, *egoma*, tomatoes, eggplants, chilies, bell peppers, cucumbers, pumpkins, bitter gourds, potatoes, and so on. This is the first time for us to collect seeds from potatoes and it was very successful. Before, we had to buy potato seeds from Hokkaido because their cold climate reduces contamination of disease.

Volunteers helped build a dry storage unit especially for keeping seeds of white corn. White corn is one of the most important staple foods for African people.

### **Pigs like whey**

We collect whey from a small cheese factory as one of our local resources. Whey is an excellent fermented liquid feed and we use it continuously to feed our pigs. Whey contains living lactic acid bacteria, lactose milk sugar, minerals and vitamins. Our pigs

prefer to drink it. It promotes their appetite, growth and healthy body. It reduces the smell of meat and the pork becomes more tasty.

### **Construction of goat houses**

We constructed three bamboo goat houses by the initiative of our experienced participants. The floors of the bamboo houses are raised up off the ground and contain slits so the manure drops to the ground. Feed boxes are also separated from the floors and these houses have good aeration. Floors are always kept clean and this helps to avoid disease. Furthermore, it becomes much easier for us to milk the goats, because there is a place to hold them for milking. We really appreciate the knowledge shared by these experienced participants. Our goats enjoy their life and ARI foodlife becomes more joyful.



March 2011 to March 2016

# Disaster Reconstruction completed

Hôichi Endô, *Deputy Chairman of the Board & Recovery Project in charge*

It has been five years since the Great Earthquake and Disaster of eastern Japan on March 11, 2011. We are most grateful to all the individual and organizational supporters, in and out of the country, for your spiritual and financial assistance. Your valuable support enabled us to successfully complete this reconstruction project by the end of March 2016. We humbly report the completion of the Disaster Reconstruction Project to you here with our sincere thanks for your support during the last five years. We have received 1,431 donations (Domestic 95%, Overseas 5%), in the amount of \$ 8.27 million (Domestic 15%, Overseas 85% ) in the five years of the project period, which was equivalent to almost six years of our operational budget.

Right after the earthquake, it was estimated that several hundred million yen might be needed for reconstruction of the entire ARI buildings, facilities and infrastructure. Moreover, we could not have foreseen how the accident of the atomic power plant in Fukushima, located only 110 km or 70 miles northeast of our campus, would affect our health and environment. We had no idea how we would be able to complete all four phases of our reconstruction project. However, we have been supported by so many Christians, churches, church organizations and many more who thought that ARI should be reconstructed for future rural leaders training programs for the developing countries.

We are thankful from the bottom of our hearts to our partners who enabled us to complete this reconstruction project. There are no words to describe just how much you mean to us and to our work here at ARI. Please be assured that we will keep devoting ourselves to improve and strengthen the rural leadership training program by fully utilizing the buildings and facilities given by God. We make the final reconstruction report here with sincere thanks to you all. May God bless you all.



The new staff housing, consisting of one building for single residents and three for families



Celebration of the completed staff houses in the Oikos Chapel



## Reconstruction Projects in Detail

Projects were executed according to the following prioritized order for the training program:

### Phase 1, Fiscal Year 2011

Temporary repairs and reinforcement work of the old main building, repair of the women's dorm, and rebuilding and extension of the existing farm-shop into the Administration building.

### Phase 2, Fiscal Year 2012

Construction of the new Koinonia dining hall and class room building.

### Phase 3, Fiscal Year 2013

Construction of the men's dorm and new pig pens with bio gas digester.

### Fiscal Year 2014

Reroofing the women's dorm, and construction of infrastructure on campus and the Oikos Chapel.

### Phase 4, Fiscal Year 2015

Remodeling the existing first floor of the Mana food processing house into a slaughter room, and construction of four staff houses (for seven families) and the multi-function agriculture and storage building.

## Usage of donation money

① Total JPY 827,035,225

② Restoration of assets (Above stated buildings, facilities and infrastructure)  
JPY 691,588,786

③ Restoration cost (Temporary repairs, relocation of the training site to the Rural Seminary in Tokyo for two and a half months, buying food at the local market due to contamination of the ARI farm by the Fukushima nuclear power plant accident approximately 110 km northeast, temporary men's dorm facilities and others, demolishing old buildings and other items which could not listed as assets.)  
JPY 98,761,176

④ Remaining Balance (①-②-③)  
JPY 36,685,263

## Main Financial Contributors

(Donations over 1 mio yen)

### Domestic Supporters

Japan Lutheran Emergency Relief  
Caritas Japan  
United Church of Christ in Japan  
Tokyo Union Church  
The Rotary Club of Tokyo-South  
International Christian University Church  
Christian Partners  
Tokyo Kasumigaseki Lions Club  
Korean Christian Church in Japan  
Canossian Daughters of Charity  
St. Ignatius Church

### Domestic Individual Supporters

Shigeru Sudō  
Akira Niwa  
Itsuki Yamashita

### Overseas Organizational Supporters

United Methodist Committee on Relief  
Catholic Relief Services (US)  
Episcopal Relief & Development (US)  
Presbyterian Disaster Assistance (US)  
Evangelical Lutheran Church of America (US)  
Diakonie Katastrophenhilfe (Germany)  
American Friends of ARI (North America)  
United Church of Canada (Canada)  
United Church of Christ (US)  
Evangelical Mission in Solidarity (Germany)  
Korean Methodist Church (South Korea)  
Presbyterian Church in Taiwan (Taiwan)

# Connecting with Supporters

Kaori Sakuma, *General Manager*



**W**hen we screen applicants for our training program, their ability to pay tuition is not a criterion. Rather our focus is on how much applicants have poured their minds and energy into their local community and how they want to serve their people when they go back home after finishing the ARI training program. So our income does not depend on tuition and that is unusual for a school. We also do not receive any subsidy from the government, neither national nor local. However, we have maintained our operation until now because there was support from various kinds of scholarship programs as well as individual and organizational supporters. Therefore, our work is a cooperative effort that enlists ARI and all of its supporters.

## **ARI activities as crystallization of your concerns and love**

ARI is a lean organization that requires careful financial stewardship. Your heartfelt contributions to ARI's Disaster Reconstruction Project allowed ARI to construct new buildings and continue its programming. While grateful for the support and the opportunity to create an attractive campus we remain cautious about our financial operation and sustainability.

In 2008, we created the Income Generation section, and in 2013 it was promoted to the Fundraising and Domestic Programs section. This new section has been focused on thinking and taking action together with supporters of ARI Supporters Association (ARISA) in promotion and fundraising activities.

The Fundraising and Domestic Programs section started several new programs such as "ARI Supporters Gathering" and "ARI Lunch in Tokyo." These programs helped building face-to-face relationships with supporters and participation of the supporters in various aspects of ARI activities. In 2015, many people joined these programs and we were able to build new relationships and find many new ideas about fundraising and sending our message. All these things are a big encouragement for us.

"A widow's mite." "Send us money on behalf of me because I cannot deliver it by myself" — These are the messages that we find on the money transfer sheets from our donors. Everytime we find these messages, we are encouraged and at the same time feel that we must brace ourselves so that we can meet people's expectations towards our activities. As drops of water make a

big ocean, we always think and appreciate the fact that our activity is a crystallization of your concerns and love towards ARI and the world.

We would like to share with you the realities that many rural communities in Asia and Africa face. We hope to do so with you not only being in a relationship of those who support and are supported, but as same human beings who hope to grow together.

## **Sales of farm produce**

In 2015, the total sales of our agricultural products were 1.3% (¥ 138,168) higher than that of fiscal year 2014. This was primarily due to sales of eggs, which exceeded 2 million yen (about US\$16,264, 126% of last year's sales). The increase was seemingly the result of renovation of the chicken house and improvement of feed. We expect eggs to continue to sell well as they are not weather-dependent and are popular among customers.

We also expect continued high sales of pork, which in 2015 made up more than 10% of total extra income. Extra income is from sales of ARI products and was 26 million yen, with pork sales 2.6 million yen.

On the other hand, our carrot harvest made 1,340 bottles of carrot juice, which usually sells well. This number was 3,380 less than last year, mainly because of heavy rain in September. In order to fill the gap we experimented with selling rhubarb directly to a health-conscious natural juice factory in Tokyo, which supplies Tokyo restaurants. We also sold rhubarb to a local farmers store, Nogi no Sato.

# Connecting Activities

## Visitor Programs

### Study Camps

In 2015, both accommodation income and the number of Study Camp participants increased compared to the previous year. Their degree of satisfaction averaged 4.6 out of 5. The program focused on peace and Foodlife. Through a variety of experiences, participants learned what ARI is pursuing and how important Foodlife is.

#### Number of visitors

46 groups / 602 people  
(43 groups / 554 people last year)

### Working Visitors

Income related to working visitors surpassed that of 2014, a peak year. Moreover, visitors seemed very satisfied, giving the experience an average 4.8 out of 5. Both the number of visitors and their satisfaction with the experience have been increasing even though the cost increased by 50% in 2013.

#### Number of visitors

135 (130 last year)

### English Farm (May 4 - 6)

Participants seemed to be contented with the experience of farming and cooking in English (degree of satisfaction was 4.8 out of 5 on average). At first some of the participants felt the cost was too high, but later they appreciated the fact that the money would be used for the training at ARI. This program will continue, while making sure many English native speakers can help with it as volunteers.

#### Number of visitors

4 adults, 6 students, 3 children

### Seminar House Beautification Project

Together with Mr. Rari Yoshio, an interior and flower designer, we conducted a project to make the Seminar House more attractive. The entrance, lobby and backyard were cleaned and redecorated, and guests have enjoyed the improvements. At the same time, the entrance and the shop were beautified. The walls of the basement were painted again and bookshelves were made for the second hand book market. Moreover, the ARI exhibition booth was placed in the passage from the lobby to the hall to let people know more about ARI.

### International Organizations and Volunteers

ARI greatly appreciates the organizations that sent international volunteers in 2015. The Episcopal Church, US (formerly USPG), EMS - Evangelical Mission in Solidarity.





“We want to sell healthy food made from ARI produce!”  
From this suggestion by our supporters they started sales of fried brown rice balls at the HTC.



“I used to fight for my people with guns, but since I attended the ARI training I learned to fight through food that sustains life.”  
Presentation by Training Assistant Nicholas Tahuyan (Philippines)

## Events

### Harvest Thanksgiving Celebration Bazaar

For this year's HTC event, many supporters joined preparations from one week prior and took initiative to help organizing. Continuing last year's slogan "Your shopping supports rural leaders of the future!" sales at the bazaar topped all previous records. The bazaar further served as an occasion to showcase photos of scholarship receiver Nicholas Tahuyan's community and advertise the ARI network.

### Charity Concert (March 3 - 9)

With the support of the United Church of Christ Japan's Head Office for Tōhoku Earthquake Relief Measures a classic concert by three performers from the New Japan Philharmonic took place in Koinonia Hall. As the event was decided upon in January the time for preparation and promotion was limited. Nevertheless, we welcomed 80 visitors and experienced a very special time.

### Used Books Drive (Apr 18 - 26)

In 2015, we organized a single Used Books Drive which lasted for nine full days (in the past, we had two shorter events). Among the 223 customers, 66 were new and we found that repeaters had increased compared to previous years.

## Fellowship Programs

### Western Japan Caravan (Nov 5 - 24)

Under the theme of "Why I serve people" the seventh annual Caravan tour to west Japan led the two Training Assistants Khaling Toshang and Nicholas Tahuyan to speak about their work back home and their role at ARI this year. With more than 40 venues visited in ten prefectures, the Caravan created opportunities for ARI staff to connect with many old and new supporters.

### University Outreach

Lectures and introduction of ARI were conducted in six universities last year. Also, a camp was planned for university students which drew more participants than the previous year. Participating universities included: Rikkyō University, Meiji Gakuin, Meiji University, International Christian University, Aoyama Gakuin, and Tokyo University of Agriculture

## Short-Term Courses

### JOCV Complementary Technical Training

Every year, ARI receives Japan Overseas Cooperation Volunteers trainees for short term training. This May, a meaningful visit to the JOCV secretariat took place to discuss the evaluation of our training and its future, along with how to obtain a stable number of participants.

Number of trainees  
11 people

# Connecting with Overseas Supporters

J.B. Hoover, *Executive Director of the American Friends of the Asian Rural Institute*

In 2015, members of AFARI and ARI had important opportunities to deepen their organizations' relationship. One such opportunity was ARI director Tomoko Arakawa's visit to the US in June. She attended the AFARI Annual Board meeting from June 12 to 14. This was the first time an ARI director had attended this meeting since Dr. Takami was director of ARI. AFARI arranged meetings for Tomoko-san and ARI ecumenical relations staff David McIntosh in New York City, with the United Methodist Church and the Episcopal Church. From there they went to Toronto for meetings with the United Church of Canada. All of these are important partners of ARI, and AFARI Director J.B. Hoover arranged more meetings for her with supporters and organizations in Seattle.

J.B. himself then took two trips to ARI. The first was in September and the second was in March (2016). As in the past, J.B. taught classes, had substantial conversations with community members, and attended various meetings. An important highlight of J.B.'s September visit was that he accompanied two Native American leaders selected by the United Methodist Church to visit ARI. J.B. had worked for several years for this to finally happen. They had several meaningful meetings with ARI leadership and made two presentations to the ARI community. Natural connections arose between them and participants, many of whom are from indigenous people's groups. ARI staff members gained a new perspective on Native American indigenous peoples and are open to have applicants from this marginalized group apply to attend the rural leaders training program.

During his March visit, J.B. guided two board members to visit ARI for the first time. After a lifetime of connection to ARI and the Takami family, Steve Tarr (Board Member since 2008) came accompanied by Dave Coatsworth (Board Member since 2012) and

his wife Rebecca. They interviewed staff and training assistants and the time spent together gave the group deeper insights into many aspects of ARI's day to day operations. Furthermore, the first ever joint meeting between ARI and AFARI board members took place. For the first time in AFARI's history, all board members now have first-hand experience of the ARI Campus.

Even if people do not meet face to face, there are chances of working together. One such example is AFARI members' assistance in creating publication material for ARI utilizing their English writing skills. AFARI Board Member Pam Hasegawa and several others wrote the English version of the Photo Roster and Bio-Data sheets for each 2015 participant. Along with the newsletter, "Take My Hand," (which is made at ARI, but printed in the US) this roster was sent to all AFARI members. This was an excellent example of strong coordination and support between AFARI and ARI's Admissions Coordinator Kathy Froede. AFARI members also helped proofread ARI's English 2014 Annual Report, and a new AFARI member, St. Olaf Student Caitlin Connell, wrote an article for the winter issue of "Take My Hand."

As one can see from these developments, dedicated persons are the key for AFARI's work, and one important task now is to recruit additional members to serve on the AFARI board and as committee members, who possess a combination of necessary skills, resources and passion for ARI. In fiscal 2015, J.B., as well as UMC Missionary to ARI, Jonathan McCurley and his wife Satomi, went on extensive speaking tours through many parts of the US, which not only spread ARI's work to new people, but kept strong the connection with the many organizations and individuals who love and support ARI.

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## AFARI's Financial Support to ARI 2015

Total US\$ 146,687

Total Cash Support \$ 118,290	Grants to ARI-Unrestricted: \$49,774.78, Grants to ARI Scholarships: \$17,006.10 Grants to ARI-Restricted: \$9,900 (Chatterjee Film Project), Grants to ARI via UMC Advance: \$2,500 UMC Advance: \$39,077.08, Other Indirect: \$32.00 (Donation for Marathon Direct to ARI)
Total Non-Cash Support \$ 28,397	Donated Printing, Mailing, Travel, Products: \$9,365.93, Speaking Tour Travel, Meals: \$993.58, 29% of Executive Director's staff time was donated to ARI: \$18,037.72

## Overseas Individual Supporters

Reuben Abdulhaq  
Bev Abma  
Hector Acuna  
John and Martha Akeley  
Josephine Albrecht  
Patricia Amtower  
Douglas Appleby  
Tomoko Arakawa  
Carl and Marie Bade  
John Bayles  
Margarete Bergmann  
Mary Ruth Blanco  
Jane Bock  
Dan and Barbara Bohi  
Nelson and Charlotte Bond  
Colleen Brooks  
Stacey Brown  
Patrick Burns  
Josephine Carothers  
Ian Carrick  
Mary Chafey  
Agnes and John Chambers  
Tsai Chang  
Diana Chapel  
Tom and Anne Chase  
Fred and Thelma Clark  
David Coatsworth  
Ben Cope  
Margaret Crowl  
David and Elizabeth Cutting  
Steven and Miki Cutting  
Ken Dale  
Nelda Danz  
Betty Darst  
Clemma Dawsen  
Lorna and Melvin De Pano  
Robert W. DeBolt  
Mary Ann DeVries and Tom Schlife  
Wilfred and Audrey DeVries  
Margie Dickinson  
Skip and Derry Dickinson  
Manuel and Margery Don  
Herb and Keiko Donovan  
Richard and Lillian Dudley  
Fred and Carol Edmonds  
Hôichi Endô  
Linda Erlanger  
Sid and Becky Everett  
Mary Ferguson  
Marie Ferrarin  
Julie Fisher  
Melissa Foster  
Dean and Elsie Freudenberger  
Kathy Froede

Isao Fujimoto  
Ben and Carol Fujita  
Carolyn and Eric Fure-Slocum  
Martha Gale and Bob Carpenter  
Bruce and Karen Garver  
Kenneth Gelhaus  
Stephen and Emiko Gerdes  
Dick and Anne Gillett  
Jack and Rosalyn Gillisse  
Donald and Melinda Goodick  
Daniel and Hiroko Goto  
James and Noriko Goto  
Edwin and Naarah Griswold  
Helen Grosh  
Ted and Norine Haas  
Betsy Hale  
Roger and Elizabeth Hale  
Marcia Hampton  
Peg and Harry Hampton  
Margaret Hardenbergh and Carl Wies  
R. C. Harper, Jr  
Pam and Souk Hasegawa  
Nagi Hashiba  
Jacqueline Haslett  
Tom and Carol Hastings  
Mary Hawkes  
Emmett and Ruth Hearn  
Phyllis Hedberg  
Lorna and Will Henkel  
Carl and Mary Henry  
Clip Higgins  
John E. Hill and Jeannette Dejong  
Robert Hill  
Samuel and Gail Hill  
David and Sandra Hirano  
William and Eleanor Honaman  
Brooke and Michele Hoover  
J.B. and Adeline Hoover  
John and Sandy Hoover  
Don Hopkins  
*(in honor of Mariellen Sawada-Yoshino)*  
John Hoyt  
John Iglesias  
Jack Iman  
Nancy and Thomas Inui  
Joan Ishibashi  
Ken Iwagaki  
Leslie Jackson  
Vincent James  
Majorie Juel  
Kyoko Kageyama  
Gabriele Kasper  
Hong S. and Jung Mee Kim  
Douglas and Marjorie Kinsey

Ann Kohl  
Benjamin and Choon Sook Kremenak  
Mary Jo Kremer  
Armin and Evelyn Kroehler  
Evelyn Kroehler  
Laverne Kroehler  
Ronald and Elizabeth Kutscher  
Richard Lammers  
Richard and Martha Lammers  
Dave Land  
Martin and Barbara Lang  
Noriko Lao  
Frances Lee  
Toni Lennon  
*(in memory of Mary Ruth Blanco)*  
Sally Leonard  
Richard Linde  
Jerry and Janice Livingston  
Sue Lloyd  
Margaret Logan  
Bruce MacKenzie  
Pierre and Ellie Maeder  
Davis and May Lin Magantino  
Marj Manglitz  
Darwin Mann  
Betsy Manners  
John Manners  
Roger Manners  
Joyce Manson  
Ellen and Jim Marsey  
Rev. George Martzen and  
Dr. Chin Cheak Yu  
Kathleen Matsushima  
Ken and Diane Matsuura  
Sally McGrew  
*(in honor of Mariellen Sawada-Yoshino)*  
Walter B. Mead  
Barbara Mensendiek  
Keith Michl  
Mike and Donna Miller  
Eleanor Moore  
Michiko and Tom Morgan  
Roger Morimoto  
Rosalind Morris  
Jack & Hatsumi Moss  
*(in honor of Carolyn Moss & Daniel Hawkins)*  
Petra Movido  
Cecily Moyer  
Yasuko Moyer  
Barbara L. Mueller  
Mary Musolino  
Mary Nakamura  
Emily Nelson  
David Norse

## Overseas Organizational Supporters

Aldersgate United Methodist Church, Palo Alto, CA  
 Amazon Smile  
 American Friends of ARI  
 Cortland United Church of Christ  
 Evangelical Lutheran Church of America  
 First Congregational Church Branford, UCC, Branford, CT  
 First Congregational Church in Amherst - UCC, Amherst, MA  
 First Congregational Church of Westbrook, Westbrook, CT  
 United Methodist Church General Board of Global Ministries  
 Genesis Circle, South Congregational Church  
 Global Ministries of the United Church of Christ and the Christian Church Disciples of Christ - Common Global Ministry Board  
 Grace Presbyterian Church, Kendall Park, NJ  
 Harris United Methodist Church, Honolulu, HI  
 Higgins Memorial UMC, Burnsville, NC  
 Javan and Neva Corl Family Foundation  
 Los Altos United Methodist Church  
 M'Sian Christian Association  
 Montebello Plymouth UCC  
 Morgan Park UMC, Chicago, IL  
 Palm Harbor United Methodist Church  
 Sacramento Japanese United Methodist Church  
 San Luis Obispo United Methodist Church  
 Seattle Foundation  
 William Finnin Sebastian United Methodist Church  
 Shalom United Church of Christ, New Haven, CT  
 St. James Thrift Shop, Keene, NH  
 St. Paul's United Methodist Church  
 The Episcopal Church of St. Martin, Davis, CA  
 The United Church of Canada  
 United Methodist Committee on Relief  
 United Church of Dorset & East Rupert, Dorset, VT  
 Wesley UMC San Jose  
 Wilson Memorial Union Church  
 World Council of Churches

Edith O'Donnell  
 Kevin O'Toole  
 Isaku Oba  
 Sarah and Naoki Oba  
 Karolina Oleksiw  
 Stan and LoAnne Olson  
 Joyce Oshiro  
 Joseph Ozawa and Andrea Booth  
 Lorraine Pallesen  
 (in memory of Chuck Pallesen)  
 Bill Pallett  
 Harriet Palmer  
 Howard and Martha Parker  
 Hugh and Lois Penney  
 John Peterson  
 Robert Peterson  
 Christina Purdy  
 Monica Quill  
 Bob and Joyce Ray  
 J.B. Redding  
 Robert Regenold  
 James E. Rheingrover  
 Craig Rice and Ameeta Sony  
 Sue and Chuck Rice  
 Alyson Rieke  
 Carolyn Rodenberg  
 Allison Roeser  
 Patricia and Randy Roeser  
 Muriel Roeth  
 Priscilla and David Ruhe  
 Janet Russell  
 Jonathan and Carol Sanford  
 Robert and Leone Sanford  
 Ken and Connie Sansome  
 Janet Sauer  
 Mariellen Sawada-Yoshino  
 Lisa Schaechter  
 Kenneth Schmidt  
 Donald Seely  
 Joy and Gerald Sekimura  
 Kay and Roger Shanks  
 Teresa Sherrill  
 Warren Shimonishi  
 Buddy Shipley  
 Janet Shoger  
 Hal Shorrock  
 Joe and Elizabeth Short  
 Bardwell and Charlotte Smith  
 Sue Speed  
 Peter Speiser  
 Alyson and Dan Stage  
 Barb Stapleton  
 Phil and Valerie Stichter  
 Jon and Jean Strauss

Yumi Suzuki  
 Keitha and Jim Swaim  
 Lee and Dotty Swan  
 Steve and Doris Tabuchi  
 Sachi Taketa  
 Marjorie Tarr  
 Stephen Tarr and Janet Vorvick  
 Frank and Marian Taylor  
 (in memory of Polly Bloomer)  
 Elizabeth Teague  
 Susan Teranishi  
 Robert and Hazel Terhune  
 Richard H. Thorngren  
 Leeann Tilsher  
 Morris Tobin  
 Jim and Kathryn Treece  
 Judith Turley  
 William H. Turnquist  
 Warren Uesato  
 Deane and Donna Uhl  
 Glenn and Ruth Van Haitsma  
 Julia Wenker  
 Millicent M. Wetrich  
 Walden Whitehill  
 Pallop and Karen Wilairat  
 Blair and Jean Williams  
 Sharon Wilson and Van Bobbitt  
 Sandra Woolley  
 Sharon Wormhoudt  
 Angela Xiong  
 Roy and Frances Yamaki  
 Shari and Tru Yamamoto  
 Annie and Ron Yamasaki  
 Mary Lois Yegerlehner  
 Lawrence and Jean Young  
 Lois and Philip Yuki  
 Eli Zigas

*All gifts that are not designated for scholarship, disaster reconstruction, or research are received as general donations and help to support tuition and other costs of the ARI Rural Leaders Training Program*

*A list of individuals, congregations and other organizations in Japan who donated toward ARI's Rural Leaders Training Program during fiscal 2015 can be found in the Japanese version of the 2015 Annual Report and Ajia no Tsuchi, our Japanese language newsletter.*



# Financial Report

Kaori Sakuma, *General Manager*

2015 was an outstanding year in terms of finalizing the five-years Disaster Reconstruction Project. We deeply appreciate your heartfelt contributions and prayers for our recovery.

## Balance Sheet

In closing the Disaster Reconstruction Project, the balance of the Disaster Reconstruction donation, \$298,327 (¥36,472,199), was appropriated as Reconstruction Project Reserve. That reserve was added to fixed liabilities, which increased the total liabilities by \$346,343 over last year. However, we were able to repay about \$100,000 of school bonds and long-term loans. Fixed assets were reduced by about \$40,000 over last year.

## Income and Expenditure Statement

Regarding income, scholarship funds from overseas organizations increased dramatically, which pushed up the total amount of Scholarship and Fees by about \$121,000 compared to last year. On the other hand, the Earthquake Reconstruction Project donations were only \$870,000 (subsidy for installment of solar heating system), reduced by about \$325,000 from last year.

Regarding expenditures, we appropriated about \$714,000 to a designated fund for the newly-built staff houses and other buildings, and about \$300,000 as depreciation allowance, that eventually made the Ending Balance of 2015 FY \$1,903,593. In 2013 and 2014 funds were received for the construction of the staff houses and entered as income.

### Auditors' Statement

The above duly audited financial statements have been prepared by the Fujinuma Tax and Accounting Service, Inc, and approved by the ARI auditors, Mr. Ôkubo and Mr. Murata. All the documents were properly kept and there were no irregularities.

May 5, 2016

Auditor: Tomohiro Ôkubo Auditor: Sakae Murata

大久保 知宏 村上 栄

## Statement of Financial Position

as of 2016/3/31

### Assets

	(US \$)*	
	3/31/2015	3/31/2016
Fixed Assets	8,005,437	8,505,763
Property	7,064,054	7,556,886
Scholarship endowment	590,594	591,303
Scholarship fund	283,274	253,010
Building Repair fund	0	12,922
Securities / shares	1,780	1,252
Telephone rights	1,314	1,314
Retirement fund	64,082	88,500
Deposit	339	576
Current Assets	1,170,036	629,866
Cash & savings	499,780	252,069
Stock (livestock, rice, etc.)	589,195	315,444
Accounts receivable	53,154	43,400
Sales items	14,348	14,987
Other	13,560	3,965
Total Assets	9,175,473	9,135,629

### Liabilities and Net Assets

Fixed Liabilities	904,286	1,174,856
Long term loans	560,299	546,800
School bonds	270,798	256,160
Retirement fund reserve	73,189	73,569
Reconstruction project reserve**	0	298,327
Current Liabilities	782,602	858,212
Short term loans	517,687	517,687
School bonds	135,074	57,006
Accounts payable	9,358	93,008
Consumer tax payable	6,689	2,777
Other	113,794	187,897
Total Liabilities	1,686,888	2,033,231
Net assets		
Designated funds	8,291,380	9,005,990
Accumulated gain & loss	-802,795	-1,903,593
Total Net Assets	7,488,586	7,102,398
Total Liabilities and Net Assets	9,175,473	9,135,629

#### Notes

\* Exchange rate of US\$1=JPY122.97 is used to translate Japanese yen based financial statements.

\*\* Outstanding balance of the Earthquake reconstruction project

1) Tuition is borne only by Japanese participants.

2) Includes US\$ 65,579 general donation received from AFARI.

3) In-kind donations greater than 100,000 yen are included.

4) For details, see the right page.

5) Does not include salaries paid by other church organizations for one staff member.

Revenues derived from organizing seminars and sales of farm products and folk-art crafts.

# Statement of Financial Activities

2015/4/1 ~ 2016/3/31

## Operating Revenue

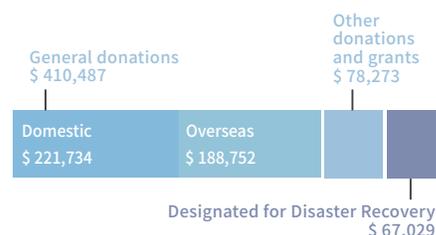
	(US \$)		
	2015 Budget	2015 Actual	2016 Budget
Scholarships and Fees <sup>(1)</sup>	439,129	394,036	386,520
Tuition	35,684	24,152	8,197
Entrance fee	4,026	1,480	2,318
Contributions for board	7,172	6,571	2,537
Contributions for lodging	7,172	6,571	2,537
Contributions for transportation	24,939	7,735	16,926
Domestic institutional donation	119,606	93,518	148,882
Overseas institutional donation	240,529	254,009	205,123
Fees for issuing certificate	179	0	89
Donations	364,723	476,095	380,132
General <sup>(2)</sup>	340,327	410,487	349,240
Donation in kind <sup>(3)</sup>	0	0	0
Special donations	24,396	65,608	30,892
(Designated for Disaster recovery)	0	0	0
Grants for special projects	65,335	79,694	23,455
(Designated for Disaster recovery)	40,660	58,551	0
Miscellaneous revenue	6,953	24,306	24,396
<b>Total operating revenue</b>	<b>876,318</b>	<b>974,130</b>	<b>814,592</b>

## Operating Expenses <sup>(4)</sup>

Personnel <sup>(5)</sup>	581,844	556,545	577,073
Education and Research	232,004	206,050	225,995
General and administrative	531,536	500,962	522,443
(Disaster recovery)	(117,915)	(30,248)	(28,462)
(Depreciation allowance)	(283,972)	(294,412)	(319,946)
Contingencies	48,792	0	0
<b>Total operating expenses</b>	<b>1,394,176</b>	<b>1,263,557</b>	<b>1,325,511</b>
Net operating gain (loss)	(517,858)	(289,427)	(510,920)
<b>Nonoperating revenues (expenses)</b>			
Investment Income	6,912	33,824	28,397
Interest & dividends	407	653	407
Accommodation user fees	6,506	33,172	27,991
Interest expenses	(15,272)	(10,005)	-8,246
Interest expense on loans	(5,733)	(5,977)	-6,140
Interest expense on school bonds	(9,539)	(4,028)	-2,106
Gain (loss) from sale of assets	0	0	0
Reconstruction project reserve	0	(298,327)	0
Incorporation into designated fund	(813,206)	(714,610)	(13,011)
Sales and special services <sup>(5)</sup>	215,403	211,714	195,549
Sales costs	(39,005)	(33,968)	-28,267
Net non-operating gain (loss)	(645,168)	(513,044)	174,422
<b>Net gain (loss) for 2015</b>	<b>(1,163,026)</b>	<b>(802,471)</b>	
Budgeted net gain (loss) for 2016			(336,497)
Accumulated gain (loss):			
Beginning balance	(802,795)	(802,795)	(1,903,593)
Ending balance	(1,965,820)	(1,903,593)	

## Donation by category

Total US\$ 555,789



## Operation expenses in detail

(2015 actual)

<b>Personnel</b>	<b>556,545</b>
Faculty	149,323
Staff and other personnel	407,222
<b>Education and Research</b>	<b>206,050</b>
Student Stipends	39,620
Study tours	17,920
Agricultural training costs	42,043
Travel: domestic for students	890
Travel: international students	44,966
Course materials	1,183
Research	9,275
Medical	4,455
Staff training	3,565
Alumni association support	3,918
Utilities	15,201
Special lectures	6,967
Dormitory expenses	779
Sales costs	2,905
<b>Administration</b>	<b>500,962</b>
Office supplies	1,263
Utilities	15,201
Transportation for staff	7,925
Fund raising	11,187
Vehicle fuel	9,706
Vehicle maintenance	9,336
General maintenance	13,053
Communication	6,306
General and administrative	25,504
Publications	5,496
Insurance	9,007
Rental expenses	9,773
Taxes & public dues	6,390
Membership fees	1,282
Conferences	2,952
Commission fees	18,916
Special events	1,242
Public relations	751
Medical	578
Miscellaneous expenses	
including disaster damage repair	50,684
Depreciation allowance	294,412
<b>Total operating expenses</b>	<b>1,263,557</b>

# Radiation Monitoring

Takashi Yamashita, *ARI Becquerel Center*

The ARI Becquerel Center has been running on a deficit budget since 2013, with the main costs consisting of the usage fee of the venue. However, thanks to a donation from the German EMS (Evangelical Mission in Solidarity) in amount of ¥ 100,000 this year, we were able to compensate the deficit.

Out of a total of 185 specimens tested, including 149 kinds of food, three kinds of food (bamboo shoots, shiitake mushroom and dry tea leaves) showed radiation above the standard ARI limit of (37Bq/kg). Additionally, it is still not possible to use Japanese cedar leaves, which make excellent compost, nor wood ash, which is good as fertilizer.

On the other hand, the radiation levels of 44 specimens in 2015 were compared with those in 2012 and it was determined that radiation in food had decreased with the half-life of Cs134 and cultivation of the fields. Information about the data measured can be found on the ARI website.



**Mr. Yukio Takashima**, *Volunteer at the Becquerel Center*

*I retired from an electric company in 2010 after working there for a long time and was thinking to have a relaxed requirement life with my family. However, soon after that, the huge earthquake happened on March 11, 2011. It then caused the accident at the Fukushima nuclear power plant in the form of explosions at the plants and release of radiation. After five years, we are still suffering from the problem. There are still a lot of inedible chestnuts, bamboo shoots, mountain vegetables and many kinds of mushroom. Radiation is invisible, has no shape and no smell, but it contaminated our land without doubt. I thought what I can do for the people in this locality and children who live the next generation, and decided to save my retirement life and devote myself to work as a volunteer at ARI Becquerel Center.*

*We measure food and non-food items, input the data, organize it and give explanations to clients. We do hope that our data collection and analysis will be useful in the future.*

*I believe that it is the adults' responsibility to protect our children by doing this activity, so that in the future they can say "I am happy to know that nothing terrible happens now," with smiles. This belief motivates me to come to ABC every day.*

*(continued from the Financial Report)*

## Efforts to be self-sufficient

The financial report does not reflect the value of ARI's own farm goods that were supplied to the kitchen and food processing which came to an approximate total of US\$ 68,300 in 2015.

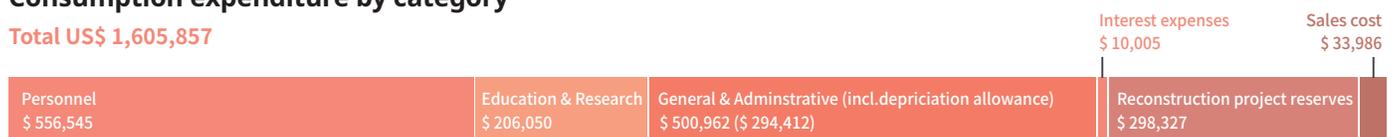
## Income by category

**Total US\$ 1,219,669**



## Consumption expenditure by category

**Total US\$ 1,605,857**



## Board

### Board Chair

Kenichi Ôtsu Former Director, Asian Rural Institute

### Vice Chair

Hôichi Endô ARI Finance Committee

### Board of Directors

Hideharu Kadowaki Special Advisor and Senior Fellow,  
The Japan Research Institute, Ltd  
Masaaki Hoshino Pastor, UCCJ Matsuzaki Church  
Junko Iinuma Nasu Tomo no Kai  
Noriaki Satô Press Editor, The Yomiuri Shinbun  
Kôa Tasaka Professor Emeritus, International  
Christian University  
Masahiko Yamane General Manager, Kagawa Nutrition  
University  
Tomoko Arakawa Director, Asian Rural Institute

### Auditors

Tomohiro Ôkubo Fujii Industries Inc., Operating Officer  
Sakae Murata Nasu Wise Mens Club

## Board of Councilors

Osamu Arakawa	Staff of ARI
Yukiko Ôyanagi	Staff of ARI
Kaori Sakuma	Staff of ARI
Kiyoshi Nagashima	Former staff of ARI
Michiru Yoneda	Superior General, The Sisters of the Visitation
Rev. Ban HyungWook	Pastor Nishinasuno Church
Ryûsuke Fukuda	Tokyo Union Church Elder (deceased Jan 2016)
Satoru Kuze	Chairman, Meiji Gakuin University
Rev. Isao Kikuchi	Bishop, Roman Catholic Diocese of Niigata
Kazue Yamaguchi	National Tomo no Kai, Head Quarters
Mitsuo Fukumoto	Principal, Nishinasuno Kindergarten
Sooboo Lee	President, Intech Ltd.
Sarajeen Rossitto	NGO/NPO Consultant
Hikari Kokai	Representative Director, Wesley Foundation
Yoshiyuki Nagata	Lecturer, University of the Sacred Heart
Shinobu Kuritani	Lawyer, Cosmos Lawyer's Office

# The 2015 Community



## Staff

### Honorary President and Founder

Rev. Dr. Toshihiro Takami

### Full Time

Tomoko Arakawa	Director
Yukiko Ôyanagi	Assistant Director, Curriculum Coordinator
Osamu Arakawa	Assistant Director, Education Director, Farm Manager
Kaori Sakuma	General Manager, Fundraising, Domestic Business
David McIntosh	Ecumenical Relations
Mayu Ogasawara	Crops & Vegetables
Masanobu Sakurai	Crops & Vegetables
Takashi Ôtani	Livestock
Gilbert Hoggang	Livestock
Zacivolu Rhakho	Meal Service
Kathy Froede	Admissions & Graduate Outreach
Jonathan McCurley	Community Life Coordinator
Bernard Timothy Appau	Chaplain, Community Life
Hiromi Satô	Sales, General Affairs, PR
Takashi Yamashita	External Programs & Nasu Seminar House Manager

### Part Time

Mitsue Kimijima	Accounting
Kôki Arai	General Affairs
Junko Tanaka	Library
Yumiko Naoi	Meal Service
Masayo Fukushima	Food Processing

### Contract

Hôichi Endô	Finance Officer
Thomas Itsuo Fujishima	Public Relations

## Volunteers

### Commuting Volunteers

Takashi Fushimi	Ichirô Sahara
Jin Onozaki	Ayako Hayashida
Takashi Hirayama	Ban HyungWook
Kiyoka Miyamoto	Kazuko Fujimoto
Yukiko Yajima	Hitomi Kubo
Tadashi Itô	Vero Ruyipa
Shigeaki Kashiwadani	Yûko Kimura
Junko Nishino	Eiji Ueda
Akie Hatazawa	Satomi McCurley
Norie Horiguchi	Masuo Shimizu

### ABC Volunteers

Mineki Nishikawa  
Yukio Takashima  
Takashi Akutsu  
Shôhei Fujimoto  
Takayuki Hayasaka

### Long-Term on Campus

Turner Ritchie (US)	Admissions
Joey Anderson (US)	Farm
Jonathan Wilson (US)	Farm
Miho Inagaki	Farm
Megumi Iguchi	Meal Service
Tomomi Misu	Farm
Shingo Hirano	Farm
Sanami Ogino	Office
Warren Uesato	Farm
Ryôichi Kondô	Ecumenical Relations
Leonie M. Wiegand (Ger)	Farm
Cora Jess (Ger)	Admissions
Manuel Reif (Ger)	Meal Service, Admissions

# The Graduates of 2015



## Rural Leaders Training Course

### CAMEROON GHANA INDIA

### INDONESIA JAPAN

### KENYA

### LAOS LIBERIA MALAYSIA MYANMAR

### NEPAL PHILIPPINES SIERRA LEONE SRI LANKA

### TANZANIA

### UGANDA VIETNAM ZAMBIA ZIMBABWE

- 1) **Jude Akehbuom Zenabuin** Apiculture and Nature Conservation (ANCO)
- 2) **Solomon Koduah** Jeduako Society of the Methodist Church
- 3) **Kabita Pradhan Sarkar** Indian Institute for Mother and Child (IIMC)
- 4) **Alemla Samuel** Chumukedima Self Help Group Federation
- 5) **Agnes Thiolina Lumbantobing** HKBP Ressort Simarmata
- 6) **Atsuko Yamabe**
- 7) **Yûto Yazawa**
- 8) **Joseph Ndirangu Gitimu** Fountain of Life Care Center
- 9) **David Gitari Karoki** Kenya Anglican Development Services
- 10) **Kor Thao** Laos Mission Initiative
- 11) **Dorothy Lewah Yeanany** United Methodist Church Liberia
- 12) **Mey Fong Hoh** Malaysian Care
- 13) **Mary** Community Association for Rural Development (CARD)
- 14) **Saw Chit Chit** Shwe Gyin Karen Baptist Association
- 15) **Chan Hup** Chin Relief and Development Program (CRDP), Thantlang Association of Baptist Churches
- 16) **Elizabeth Ma** Rural Development Organization (Hopin)
- 17) **Gin Suan Lian** Tedim Association of Baptists
- 18) **Naw Eh Wah Paw** Hpa-an Mawlamyine Association, Karen Baptist Association
- 19) **Bhim Bahadur Rai** National Development Organization Nepal
- 20) **Job Lagrada** Christians Meeting in Gospel Hall
- 21) **Nafoei Miatta Finda M'Briwa** Agency for Rural Advancement - Sierra Leone (AFRA-SL)
- 22) **Mohamed Nawsath Irfana Begam** Women Organization for Development, Equality, Peace and Temperance (WODEPT)
- 23) **Clevina Tibiita Kwigizile** Evangelical Lutheran Church in Tanzania, North Western Diocese
- 24) **Tiliphina Banenwaki Thomace** Anglican Church of Tanzania Lweru Diocese
- 25) **Fred Kugonza** Sustainable Action for Rural Sector (SARS)
- 26) **Huynh Ngoc Duc** Research Center for Rural Development, An Giang University
- 27) **Lydia Kaunda Chibwe** Chipembi Farming College
- 28) **Emmanuel Chiimba** United Methodist Church Nyadine Mission

## Advanced Training Course

### INDIA

- 29) **Khaling Toshang** Dorcas Noble Fund  
(2007 Graduate)

### PHILIPPINES

- 30) **Nicholas Pahanggin Tahuyan**  
Philippine Association for Intercultural  
Development (PAFID)  
(2008 Graduate)

## Graduate Intern

### JAPAN

- 31) **Motoki Che**  
(2014 Graduate)

