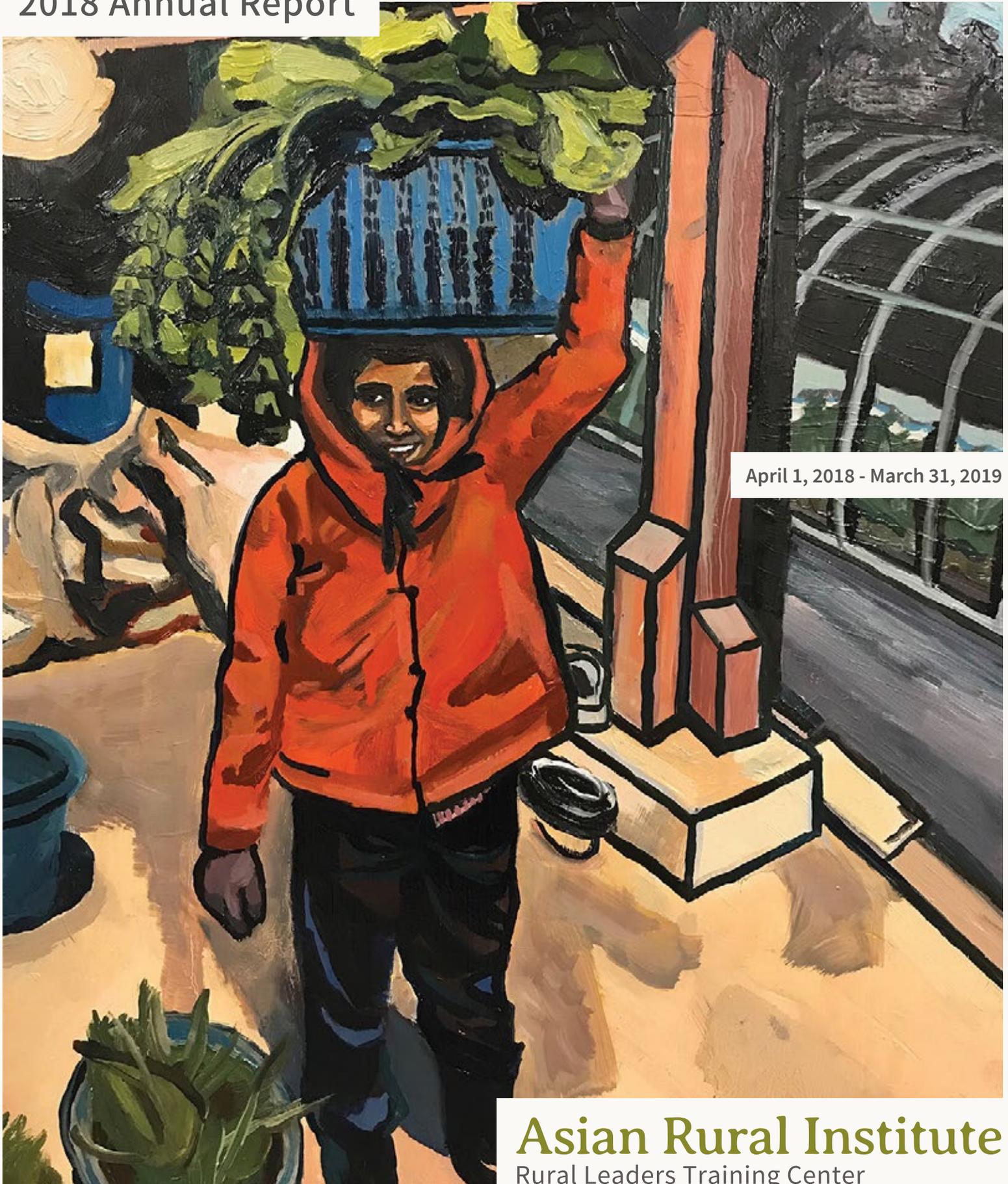


That We May Live Together



2018 Annual Report



April 1, 2018 - March 31, 2019

Asian Rural Institute
Rural Leaders Training Center

That We May Live Together

2018 Annual Report



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That We May Live Together
2018 Annual Report
(April 1, 2018 to March 31, 2019)

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It's Time to Invest in Rural Community Leadership >>>>>

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>>>



Asian Rural Institute

Greetings



Masaoki Hoshino
Board Chair



Tomoko Arakawa
Director

We are grateful that we completed the 2018 ARI Rural Leaders Training Program with many successes and fruitful outcomes, thanks to abundant blessings from God and support from friends all over the world.

In September 2018, Rev. Dr. Toshihiro Takami, who imagined and led all of us toward the vision and mission of ARI until this date, was called to heaven. Among the many words that Rev. Dr. Takami left, we selected the ones which we want many people to know and compiled them into a small book titled “The Heartbeat of Takami.” In the process of making this book, we touched upon his profound thoughts, feelings, passion, sorrow, desires, and deep love.

The words help us to realize that the vision of ARI has shown a common goal of all humanity: we should strive to live together with God, nature, and neighbors, and live together in peace, equipped with the attitude and mind of serving each other. This attitude and mind should be demonstrated through the activities needed for us to eat and live. We call these activities “Foodlife.” Takami’s words teach us the importance of carrying out and cherishing a simple Foodlife. We should start a day with our community members the same as yesterday, be engaged in Foodlife and work together with joy, celebrate harvest together, deepen the important learning of living together, and pursue what we can do to create a just and peaceful community.

This year, we had another important finding. We re-recognized ARI graduates as ‘influential personnel of their organizations’, rather than just ‘people who graduated from ARI.’ In the past years, we did not

spend the manpower and finance to build relationships with graduates’ organizations as we wished. However, at the 40th Anniversary events in 2013, the graduates’ strong request about this need awakened us. It stimulated us to engage in the Graduate Impact Study (2014-2015) and to set up a stand-alone Graduate Outreach section (2017). In June 2018, we conducted the first Organizational Capacity Building Training targeting the leadership of graduates’ organizations. A leader from Indonesia’s HKBP (Batak Christian Protestant Church) joined this 3-month training program for the first time. In the future, we will regard the Sending Bodies of our graduates as “partners” who achieve the mission of ARI together and promote constructive relationship building.

In 2018, we worked harder to enrich our educational programs for high schools and universities in Japan. To meet their expectations, we developed programs in which we all can learn and grow. This helped to share the vision of ARI with the young generation. Nasu Seminar House, the accommodation for program participants adjacent to ARI recorded the highest number of guests this year.

In fall, we received the Global Innovator Award from Texas Christian University for our “developing and implementing programs on sustainable agriculture, leadership, and reconciliation.” In February, the Kamenori Foundation in Japan awarded ARI the 12th Kamenori Award for our efforts in developing mutual understanding and friendship in Asia and the Pacific.

Finally, thanks to the support of many churches in the US, Canada, and Japan, a Japanese funding organization and individuals, we were able to renovate the bathrooms and kitchen in the woman’s dormitory. This renovation greatly helped to improve the quality of life in the woman’s dormitory especially in the winter season.

2018 Snapshots

Recognition for ARI's Contributions

Both at home and abroad, ARI's activities for international understanding and peace were evaluated and recognized, leading to two awards in 2018.



The Kamenori Foundation, 12th Kamenori Award for the Category of Development of Human Resources

ARI received the Kamenori Award which is given to individuals and groups who (a) advance the mutual understanding and exchange among the youth in Japan, Asia, and Oceania, and (b) educate human resources to contribute to society for future generations.

Texas Christian University, Global Innovator Award

Starting in 2019, ARI and Texas Christian University (TCU) in the United States will begin collaborative programming for peace and reconciliation as part of TCU's Global Innovators Initiative.

The Global Innovators Initiative partners groundbreaking individuals from throughout the world with TCU faculty, staff and students on long-term collaborations that address critical global issues such as human trafficking, wildlife conservation, gender equality, indigenous rights, refugee education, resource sustainability, healing, and reconciliation.

New Country in 2018

Eritrea



For the first time, participants from Eritrea joined the Rural Leaders Training Program.



In 2018, ARI requested a factory in Tokyo's Adachi Ward specializing in hand-grilled rice confectionery to help us make our new product: brown rice crackers. The ingredients are only two: rice and two-year fermented soy sauce, both grown in ARI.

At the same time, we collaborated with a local food processing factory to design and sell *niku miso*—minced meat seasoned with *miso* paste.

Furthermore, with the support of a non-profit organization 'Tochigi Teru-Teru Bôzu no Kai,' which supports the disaster areas, we sold ARI-made *râmen* noodles during the Harvest Thanksgiving Celebration.



Remembering the Tsunami Disaster

Twenty-two staff and their family members participated in a project called "Sakura Line 311" on March 8th and 9th. The purpose of Sakura Line 311 is to plant *sakura* (cherry blossom) trees along the line where the water had advanced furthest during the March 11, 2011 earthquake disaster in Rikuzentakata City (Iwate Prefecture).

This trip turned into a great opportunity for the staff and family members to build camaraderie and trust. On the first day, we visited many places such as Rikuzentakata's "miracle pine" monument and observed a disaster site, a photo exhibition by earthquake victims, and the center documenting the recovery efforts. On the second day, we planted *sakura* trees, joined by about ninety volunteers from all over Japan.



Graduates Hold Seminar at ARI

From September 12 to 13, ARI invited two experienced graduates from overseas to share how they have used their Rural Leaders Training over the years to the benefit of their people.



The first was Wesley Lingga of Indonesia (1993 graduate, 1999 Training Assistant), who established the Rural Development Action Training Center and serves as the elected chief of his village. The second was Jescar Mbuche Shehe of Kenya (2013 graduate). She started the Magarini Children's Centre and Organic Demonstration Farm together with her husband, Emmanuel Baya (a 2009 graduate).

These two leaders carry out their projects using a balance of local resources and outside support. Their end goal is self-reliance. What is especially notable about them is their skill in building deep, trustful and mutually respectful relationships with their communities.

As ARI graduates, Wesley and Mbuche could fully understand the aspirations and fears of the 2018 participants and connect with them naturally. Everyone was encouraged, with one participant shouting out, "Thank you. Now I see the way!"

Repainting the Koinonia Building



Five years have passed since the construction of Koinonia House consisting of a dining hall, a classroom, a conference room, and a kitchen, newly built during the Earthquake Reconstruction Project. To prevent fading and molding of this wooden structure, we had the exterior walls repainted.

Since this iconic building is located in the center of our campus it was difficult to determine the paint colors. The new ivory tone and charcoal gray accent provide a sense of unity because they are similar to the colors of the new chapel and men's dormitory, resulting in an overall bright and natural image.

Renovation in the Women's Dorm



Most of the buildings on the ARI campus were damaged by the 2011 Great East Japan Earthquake, and were then rebuilt. The women's dormitory, however, was assessed to be structurally safe, and only small maintenance work and repairs were done in some bedrooms.

Several years have passed since and the deterioration around the bathroom and its coldness during winter have become more pronounced. As a response, we had new shower units installed in the four shower rooms. After further improvements in the bathroom area, we also renovated the kitchen by installing new ventilation and appliances.

A Book of Dr. Takami's Words



ARI compiled some of Dr. Takami's most essential teachings into a small book titled "The Heartbeat of Takami." It was released during Dr. Takami's memorial service on December 13th, 2018.

This book was made for us to remember Dr. Takami's original vision to create ARI and pass down his simple words to the next generation.

In the process of making this booklet, we were reminded of the importance of teaching the younger generations about the fundamental philosophy and convictions that underpin ARI's work. The book is the labor of love of many volunteers who helped to edit, translate, proofread and illustrate.

Nurturing Rural Leaders



Yukiko Oyanagi
Associate Director
Curriculum Coordinator

Diversity and Variety— Our Curriculum’s Strengths

The 2018 Rural Leaders Training Program



Each participant of the Rural Leaders Training Program comes with a set of uniquely different backgrounds: country, culture, ethnicity, the character of the person’s sending organization, and the responsibilities that person carries back at home. This year, the work experience of the eldest participant was longer than the lifetime of the youngest. Some participants have been working in farming for a long time; others have not. There were pastors and sisters, NGO workers, and members of farmers’ associations. One participant grew up in a developed country; several people had experienced civil war.

The 25 participants of 2018 were not deterred by such differences. Instead, they spent the 252 days of their training learning from this diversity. Sure enough, they experienced conflicts and hardships because of different values, sometimes feeling the urge to escape from our challenging learning environment. However, in the nine months of our training program, the group grew together, encouraging, supporting and in healthy competition. While in the beginning, some participants often said, “I know many things,” they later stated, “I came to understand how little I knew.” It means that they had developed the attitude to learn from each other despite the differences in age and experience. More than technique or raw knowledge we regard this personal transformation through living in a community, as an important impact of ARI’s training.

Thet Paing Aung, a participant from Myanmar, expressed this transformation as follows:

I did not like the word ‘change.’ I thought I myself did not change. But now I reflect about myself and I realize that I did. I did not recognize it because I only changed gradually, step by step. ARI changed my attitude, knowledge, and skill.

What to learn and what to bring back

It is quite difficult to explain the ARI training in one word. A look at our curriculum on page 26 reveals the variety of lectures that we offer. Apart from classroom sessions where participants study topics such as facilitation skills and the challenges of climate change, the training includes 430 hours of farm work, fellowship with about a thousand people, visits to several schools and kindergartens, taking part in a total of 31 days of study tours that span 4,600 km over thirteen prefectures, and Practical Field Study on campus.

There were also 200 hours of independent self-study and individual projects. Some participants practiced in their own individual fields. Another one was interested in food education. Another studied the Japanese education system. Daily life in the community and the dormitories is especially meaningful

to deepen the skills of “living together.” Individual consultation, Morning Gathering reflections, and growing hundreds of tons of farm products for over sixty people were cornerstones of learning as well.

This is the rich variety of learning opportunities that we provide for participants. Every person is given the choice to decide what is most useful for their own rural community and to think about how to apply it. Pastor Chlaodhius Budhianto from Indonesia, for example, said in his final presentation that his dream was to establish a Theology of Farming:

My best learning at ARI is from farmers who we visited. [...] In my community, I





was teaching organic farming. The main purpose was income generation because organic products can be sold at a higher price. But I recognize that that is not enough. Rather than profit, we must think about the soil first. We can grow healthy food for our family and then we can sell healthy food to others, too—that is important. Farming is not for profit only. Because farmers grow not just products but food.

This is the reason why ARI does not send any technicians or experts from Japan to other countries to give training. We invite people who already work in their grassroots communities and who know what their people need, what is available, and who the human resources are. As a result, it is difficult to measure the effectiveness of the training in statistics. But the community people who wait for their leaders' return will measure and evaluate the impact.

Learning that continues in the community

We, the community members of ARI, believe that the Rural Leaders that have gone through our training will keep going forward. With newfound determination and the attitude to keep learning from others around them, they work to achieve a dream which is not just for them but for their people. We keep our eyes on their activities moving toward their dream. As Thet Paing Aung said,

My life at ARI has ended, but the ARI learning does not end. My learning will continue in my community.

Practice Has Priority

The 2018 Advanced Training Course Report

At ARI, we offer additional Advanced Training Courses for graduates of the Rural Leaders Training Program: the Training Assistant (TA) program for overseas graduates and the Graduate Intern (GI) program for Japanese graduates.

Overseas ARI graduates who have worked in their countries for five or more years and have demonstrated leadership and accomplishment in their communities may apply to be a TA. Once accepted, they deepen their learning in an area of their choice and are also expected to assist in the training of current participants. A Japanese graduate can apply to be a GI in the year after graduating from ARI. The GI focuses on one section of Foodlife in which he/she wishes to gain a stronger understanding and extensive experience. The GI also takes part in all other aspects of ARI life as an active community member.

In 2018, one TA and two GIs participated in this course. The TA, Mrs. Niran-





Jala Manchanayake (Niru) is a 2000 graduate from Sri Lanka. She supported the kitchen's FEAST (Food Education and Sustainable Table) staff and served as the women's dorm coordinator. In Sri Lanka she works as a kindergarten teacher, so she studied children's education in Japan, visiting several kindergartens and nursery schools.

The GIs were Ms. Makiko Abe and Ms. Chigira Hasumi, both 2017 graduates. Makiko used to be a nurse and Chigira took two years off from her university to attend ARI. They both deepened their learning about food and agriculture and had practical training in the Farm section. Chigira, for instance, focused her interest in animal welfare and raised a non-castrated pig.

When we have graduates who are serious about their advanced studies, it can provide extra motivation for regular participants to deepen their learning as well.



PARTICIPANT STORY

Staff Members Were Role Models



ARI staff sometimes ask participants, "Who is your role model among your classmates?" This question is to encourage them to learn about leadership from each other, not only from classes or observation trips. John Yeboah is one who was regarded as a role model by many classmates in the past year. For many years, John has made a living as a farmer in his native Ashanti region of southern Ghana and has been involved in many community projects like the education and self-support of local women there. In 2007, together with other farmers, he founded the Peace Love Vegetable Growers Association to improve the rural communities through farmers' solidarity. Until this day, he serves as the organization's chairperson. We wondered why he came to Japan in his mid-40s, what he learned, and how he grew.

Having been a farmer for over twenty years, he said, "I came to learn organic farming skills" at the beginning of the training, but at the same time believed that the answer to community development was big scale conventional farming and the income it generates. He did not criticize key ARI philosophies such as "food sovereignty through self-sufficiency," "utilizing local resources," "organic farming of small quantity and many kinds," and the Servant Leadership that supports them, but he certainly had serious doubts. In his area, he had earned a reputation as an experienced farmer and regarded himself as the best farmer in Ghana. He sometimes asked lecturers the same questions again and again. His classmates thought that "John already has his own answer in his head, and he just repeats his questions until the lecturer reaches it, too."



But John began to change through life at ARI. He started to talk with others calmly, show his respect even to younger participants, fulfill his own role, support and trust others and delegate work to them, listen to other opinions, and so on. Slowly but surely, a transformation happened. He stopped saying, "I know," and started saying, "I am learning a lot."

Gilbert Hoggang, ARI staff and John's consultant, comments, "At the beginning, John believed in big scale farming and machinery. Although he started organic farming in his community, he seemed to have questions about it. However, he started to think about how he could use his local resources and how to apply them in his community. He really changed in his leadership. In the first semester, I felt he shielded himself. He had negative feelings toward highly educated people, and he spoke of himself as a great farmer. Most probably, this was from his low self-confidence. Gradually, he gained humility and humbleness and stopped saying such things; then people admired him. How was he changed? I think he was observing the staff. In ARI, even the Director is very humble, and she treats everyone equally."

How will people back home see the change in John and how will they work together? We are looking forward to the work he will do in his community from now on.

*Yukiko Ôyanagi, Associate Director,
Curriculum Coordinator*





Foodlife at ARI

Deep Connections Between Food and Life

FEAST report



Zacivolu Rhakho-Dozo
Foodlife (FEAST)

It took me five years as Meal Service section leader to understand the deeper meaning of food and life and why food plays such an important role in ARI's curriculum. It was during my 2017 speaking tour to the US when I witnessed how food is wasted in markets and homes that helped me better understand the profound relationship between food and justice, security, health, and the environment. ARI has emphasized these connections for over forty years. I wanted to help participants to deepen their learning of our philosophies in the kitchen as well. After discussions with other staff members, we changed the section's name from Meal Service to FEAST—*Food Education and Sustainable Table*.

The new name was a significant change that turned out to be very effective. The 2018 participants demonstrated their understanding of food security and self-sufficiency through their involvement in the kitchen better than before, adding more value to their leadership training with regards to gender balance.

Pastor Lar from Myanmar said, "The kitchen was one of the core places where I could enhance my leadership skills and know the importance of sustainability," and "If I want to help my people then I should practice using safe food ingredients in my own kitchen."

I believe that when people with vastly different backgrounds of class, faith, and food cultures come together in the Koinonia dining hall from their various works, sit side by side with one another chatting, laughing, scooping out food from the same bowls, it is not only a joy to see but the start of building peace.

44,433

Number of meals served in Koinonia in 2018

2017	34,811 mls.
2016	38,142 mls.
2015	41,902 mls.





Livestock Involves the Whole Campus

Livestock report



Takashi Ôtani
Foodlife (Livestock)



Gilbert Hoggang
Foodlife (Livestock)

This year, we were able to gain 722 liters of milk from the three female goats in our Goat section. What contributed greatly to the increase in milking volume was to feed them germinated wheat. We also began to grow mulberry trees as fodder trees as an attempt to produce feed by ourselves.

In autumn, we rented a male goat and had it mate with all female goats. Strong typhoon winds then blew away the roof of the shed on the goat grazing land. But with the hands of the participants, it was repaired and we expanded the shed for the baby goats. Trials to better manage the section's tools, such as sickles, also went well.

In the future, we plan to cultivate pasture grass in the grazing area, prepare and maintain a playground for baby goats, and research the processing of dairy products, such as goat cheese. We are also discussing the future of the nearly thirty-year-old goat shed—especially its worn-down roof.

Growing Plants with Fish

In the Fish section, we raised 70 kg of carp and successfully used them to weed our rice paddies. We constructed a new system for directing rainwater from the women's dormitory to the fish ponds and were thus able to secure alternative water resources that did not solely rely on groundwater. At the same time, we decided to plant a fruit orchard around the fish ponds which share the same rainwater resource: figs, peaches, and oranges. We expect to use the orchard not only for fruit supply but for student training, too. We further introduced rat's-tail fescue (*Vulpia myuros*) grass which helps control weeds and can be used as grass mulch. If all goes well, we plan to expand the orchards in the coming years.



Insemination of Mother Sows

The number of piglets we raised in 2018 was 107 heads thanks to a bigger number of sows in our pens. Most of these sows were born at ARI, and we inseminated them all to test their farrowing (birthing) capacity. Well-performing sows can give birth to 7 to 12 piglets at the first farrowing, and we culled those that produce fewer. In the end, we retained five to six breeder sows.

Even though the number of piglets met our target, pork sales dropped this year. The company we had partnered with stopped processing our pork. Sales of sliced pork stopped. We were able to find a restaurant and a processing center for ham and sausages that bought our pork in blocks. However, they could not buy all the parts and the unsold parts went to ARI's kitchen for our own consumption.

Improving our Feed Self-Sufficiency

One reason why our pork achieves great quality, we believe, is our feeding practice. We experiment with appropriate organic feed mixtures for each stage of growth of our livestock animals and painstakingly produce the feed in the feed mixing room. This feed mixing is an excellent study for the participants. In 2018, we strengthened our feed self-sufficiency with the in-house production of wheat, soybeans, and corn grain. Readers might think that the fields at ARI are mainly meant to sustain the humans in our community of learning, but in fact, a part of the harvest directly benefits our animals. Thanks to the Crops & Vegetables section's increasing of the wheat planting area we could include more of our own wheat grain into the animal feed.



We also started using nutritious “soy sauce cake” as a feed ingredient. A byproduct of processing our soybeans to soy sauce, it is helpful in reducing our use of soybean meal, wheat, and salt since the cakes already include all of these elements—and they are very salty indeed.

Unfortunately, even though feed self-sufficiency has improved, the expenditure for feed components increased. Spending for rice powder, wheat, rice bran, and fish meal exceeded the livestock budget for the year. Chickens, pigs, and goats all need these ingredients. Even the Crops & Vegetables section requires them, particularly rice bran for making *bokashi*. We found that a more comprehensive budgeting process across the various sections and a more careful weighing of purchased feed materials when they arrive might solve this problem.

Corn silage is another feed source. It can be stored for longer periods of time. This year, we had so much left from the previous year that we filled only one silo for chicken feed. Instead of cutting all the corn plants to silage, we dried more than half of them and harvested the grains for feed, as well as for the ARI kitchen, so we could enjoy African *fufu* and cakes made from corn flour.

These examples show how all Foodlife sections use the entire campus to create an integrated system of farming. We strive to improve this system so that people, animals, plants, the soil, and the campus’s environment can also improve in their capacity to sustain life.

KEY CONCEPT

The Meaning of Foodlife

Asian Rural Institute considers all of those involved with it, including its supporters, to be members of the community. Participants, volunteers, working visitors, and staff members who live, study and work on campus are all producing crops, taking care of livestock, taking turns cooking with the bounty from our harvest, and sharing meals in the Koinonia dining hall as members of this one community.

The founder of ARI, Dr. Toshihiro Takami, said that when people stop valuing life, like in our modern society, the essential notion of food is lost as well. He expressed this relationship between food and life by combining these two words into the single word “Foodlife.” Allow me to quote at length from Dr. Takami in order to once again confirm the meaning of Foodlife as he saw it.

“Food is brought forth through the joint work of nature, which is a gift of God, and humans, who desire to sustain life with what they have received. The components of soil, water, and air are absorbed into the roots and leaves of green plants. Through solar energy and the photosynthesis of green plants and the fixation of proteins and carbohydrates, some immediately become food while others are ingested by animals and become meat or other kinds of food which are also consumed by humans.

“Such an understanding enables us to see the universe in each and every grain of rice.

“The more food we make, and the more food we eat at the Institute, the richer the soil will be, the better the natural environment will be, and the more beautiful our relationships will be. These are the farming methods with which we repeatedly strive together each day in our desire to realize Foodlife. When we engage in morning and evening farm work, study, bring the food we have produced to the table, and share meals together, there is a joy that is beyond description.

“Working on the farm and preparing food in the kitchen are both important parts of Foodlife. When we eat, we strive to possess a deep sense of awareness, so that we can “taste” the hope and warmth of those whose sweat and hard work went into making



our food. When we step into the soft, sweet-smelling earth full of compost, we want to be people who remember the sweat of our predecessors and pray for their happiness. Every time we eat, we

taste the grace of God and the hearts of people—this is the kind of meal-taking that we should practice. This short word, Foodlife, expresses the motto of our school—so that we can create a world which values the lives of people and the food which sustains them, so that we may live together.”

Osamu Arakawa,
Associate Director & Farm Manager

Reference: *Tsuchi to tomo ni ikiru*,
Toshihiro Takami, p.63-65





Farming that Suits the Environment

Crops & Vegetables report



Nobumasa Sakurai
Foodlife (Crops & Vegetables)

It has been said for a long time that organic farming cannot improve its productivity compared to conventional farming. Without pesticides, so the argument goes, the spread of diseases and pests may cause a drastic decrease in yield, and without chemical fertilizers, it is necessary to prepare and apply a large amount of compost or organic fertilizer under considerable labor. There are also many who say that organic farming cannot meet the world's food demand. However, at the Asian Rural Institute, we have tried to achieve food self-sufficiency in the past several decades through the practice of organic farming, and we now produce most food by ourselves. We achieve self-sufficiency while protecting the surrounding environment and improving the health of each member of the community.

Looking at our crops and vegetable yields in 2018, although they are slightly below the average of conventional Japanese farms, they are above the average of domestic organic farm yields. We believe that we can achieve further increase by improving the accuracy and efficiency of farm work in the future.

Growing Optimal Seeds

Speaking of organic rice cultivation and technology, we made it possible to reduce the labor of weeding and obtain an increase in yield thanks to thorough weed control based on sparse planting of seedlings and deepwater management after rice transplanting. Moreover, year after year, we have grown potatoes and carrots from our own seeds and slowly cultivated select varieties that proved to be most suitable for the field environment at ARI. Our

most recent carrot harvest resulted in the highest yield ever, producing 6,279 bottles of organic carrot juice (one 300 ml bottle = 400 yen). Besides these, we grew vegetables using our own seeds such as cucumber, tomato, green and purple eggplant, bell pepper, bitter melon, butternut squash, soybean, sweet potato, chayote, and perilla. These varieties have gained characteristics optimal for our environment.

In comparison to general farming methods, organic farming takes an enormous amount of labor and effort. Fortunately, there are many participants who learn from the soil and volunteers who support their learning. In this place, we can work the soil with our fellow laborers, sweating and sharing the joy of harvesting together.

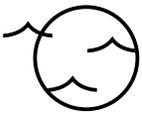
Yield of Major Farm Products in 2018

Product	Total amount	Area Yield
Rice	9,479 kg	(494kg/10a)
Wheat	2,995 kg	(190kg/10a)
Potato	1,842 kg	(1,842kg/10a)
Sweet potato	733 kg	(1,047kg/10a)
Soybean	2,446 kg	(140kg/10a)
Black bean	115 kg	
Carrot	2,290kg	(1,908kg/10a)
Pumpkin	69.5 kg	
Onion	849 kg	(849kg/10a)
Garlic	42.7 kg	
Perilla	19 kg	
Kiwi	93.2 kg	
Rhubarb	170 kg	
Blueberry	32.8 kg	

Processed Products

Carrot juice	6,279 bottles
Brown rice cracker	1,200 bags



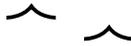


SPOTLIGHT

Sharing the Best We Have

ARI's Community of Learning is carefully guided by the staff of the Community Life section.

Education (Community Life) section

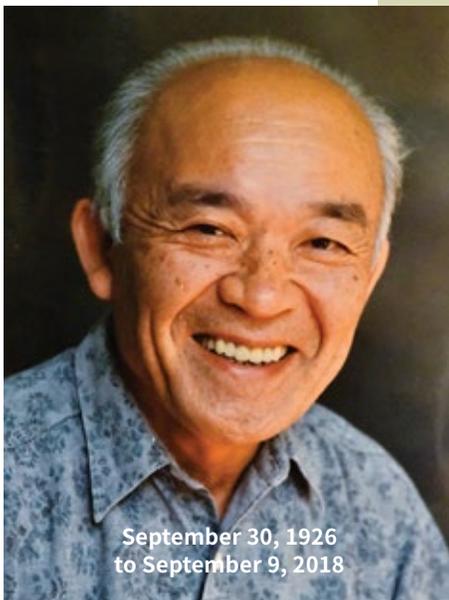


Throughout the year, the Community Life section oversees the healthy development of our international group of volunteers, training participants, staff, and visitors. While the Rural Leaders Training Program is tailored toward the participants, we support the whole community's growth by arranging activities for work and play, guiding newcomers, and providing help to anybody who feels sick or homesick.

We are especially happy when it is the community members who take initiative and create moments that are meaningful for others. This happened many times during 'culture nights' or when people gathered to bid farewell to friends who had completed their time at ARI. Mambud, a participant from Sierra

Leone, started a soccer program which became quite popular—a welcome time to let off some stress and simply enjoy being together!

Of course, we also look after the individual in times of need. This year, we were fortunate to be assisted by Dr. Joe Ozawa from Hawaii. Dr. Ozawa has supported and visited ARI for many years, and each time, aside from special lectures, offered individual counseling to community members. In this collaboration, we can see the ideal vision of ARI's campus and the extended community of supporters and partners sharing the best that they have.



September 30, 1926 to September 9, 2018

Honorary President Rev. Dr. Toshihiro Takami

FAMILY STORY

In Gratitude for a Life of Loving Rural People

On December 13th, 2018, a memorial ceremony for the late Rev. Dr. Toshihiro 'Tom' Takami took place at ARI's Koinonia House. Nearly 260 people from Japan and abroad participated, including graduates, churches, and NGOs, representing Dr. Takami's wide range of deep friendships.

This gathering showed how he was loved for his equanimity in attending to everyone with love.

The event consisted of two parts. The first part was a memorial service conducted by Rev. Ban HyungWook (1983 graduate from Korea and pastor of UCCJ Nishinasuno church). In the second part, Director Arakawa presided over a time of sharing memories about Dr. Takami. I would like to transmit the atmosphere of the ceremony to you by introducing the summarized messages of Dr. Takami's close friends and family members.

Chair of the Board Rev. Masaoki Hoshino, who knew Dr. Takami even before he established ARI, brought our attention to Dr. Takami's use of the word 'remember.' It is an important motif in the Bible. Takami remembered farmers in Asia and hoped also to be remembered as a person concerned with these often-forgotten people. Rev. Hoshino explained that Dr. Takami wanted to tell others, "I remember you, too," and that 'remembering' was associated with 'loving' and 'praying.'

Rev. Tôru Akiyama, the General Secretary of United Church of Christ in Japan, pointed out that the very first step of ARI history was taken by the East Asian Christian Council (now the Asian Christian Council) at its founding general meeting when it passed the following resolution: "Since it is an urgent matter to train rural ministers for the post-war reconstruction of Asian countries, we expect the Japanese churches to bear this duty." This took place in Kuala Lumpur in 1959.

Being Part of the Learning Process

A topic that posed a test to the community dynamic was interpersonal relationships. Friendships between members sometimes become dating relationships. While in many cultures this is an ordinary, healthy process, it can be seen as indecent in others. The disagreements around gender and romance are often hard to bridge in a culturally ambiguous place like ARI, where the social clues that normally guide people are nowhere to be found.

Another challenge is social media and internet use. Personal SIM cards and free messaging apps are a big money-saver for people from overseas when



they communicate with their families and colleagues at home. But personal online access influences the mechanics of community life considerably. How do we spur interpersonal communication when people prefer screen-time over talking with the person right in front of them? Although we introduced “social media fasting” times this year, we still look for a good way forward.

The issues above reflect that ARI’s community of learning is an ongoing experiment in which we often cannot



rely on previous solutions. We staff members are thus always part of the collective learning process. The deeper question here is how we can welcome “problems” so that they turn into constructive learning opportunities. By struggling together with the participants and volunteers, we members of the Community Life section strive to be role models of servant leadership even though we might not be teaching in the classroom.



The next speaker was Mr. Michio Itô who established the Japan NGO Center for International Cooperation (JANIC) with Dr. Takami in 1986. He recalled Dr. Takami’s flexible way of inviting various types of NGOs to JANIC which grew to include 175 member organizations.

In 1952, Dr. Takami made friends with Mr. Richard Dudley and his family during his study at Doane University (Nebraska). His son, David Dudley, joined the ceremony and conveyed messages from Dr. Takami’s Doane friends: “He was the one who showed Christianity through a unique vision of how to train rural leaders to grow food which is indispensable

for human lives,” and “I learned how to serve others and how to put it in action from him.” David concluded: “Rev. Takami gave us a chance to unite with each other by sharing his dreams and life. I believe the mission of ARI, which originated in his dream, will be kept active and dynamic for the future.”

Rev. Debora Sinaga (1991 graduate, 1996 Training Assistant from Indonesia) pointed out that ARI’s Rural Leaders Training Program promoted the harmonious sharing of lives despite differences of religion, culture, or levels of education. She also echoed Dr. Takami’s words that wars would be over if we understood

that nature was the source of our life.

Mr. J.B. Hoover (Executive Director of American Friends of ARI, AFARI) introduced the memorial resolution adopted by the AFARI board meeting which included the words, “Therefore we recognize Dr. Takami’s various achievements in building an environmentally healthy, just and peaceful world. We also express our condolences to the Takami family and greater ARI community of staff members, graduates, friends and supporters throughout the world.”

Mr. Shin Takami, Dr. Takami’s eldest son, relayed instances of ‘Amazing Grace’ at various times during his father’s life. Such moments included Dr. Takami as the head of his family, his interactions with Doane University friends (where Shin studied, too), presiding over Shin’s marriage, and his time with his grandchildren. He would pray for everyone gathered to find their own way to live together saying, “I am confident that my father, who is living in your hearts, will support you by giving ‘Amazing Grace’ when needed.” Finally, Dr. Takami’s wife, Shinko, expressed words of thanks to all of those attending the ceremony.

In a small vegetable patch prepared by graduates near the speakers’ podium, we found Dr. Takami in his photograph as if he was quietly listening to these messages and stories.

*Hôichi Endo,
Vice Chair of the ARI Board*



Together with Supporters



A diverse range of people from Japan as well as abroad come to our campus with a variety of purposes, such as finding a new way of life, experiencing organic farming, and using it in international cooperation activities.

The purpose of programs at ARI, such as Study Camps for groups and Working Visitor for individuals is “to learn what it means to live a life of sharing through a unique approach to food and life,” making use of the ARI community and its practice of self-sufficiency in food.

Caring for baby goats, chicks, and piglets; collecting eggs; weeding while sweating; harvesting ripe, red tomatoes... and finally: the joy of shared mealtime after hard work. It is the essence of our programs to feel the many efforts and sacrifices of all living things on earth that enable the joy of this shared table.

Many people visited and took part in the ARI in 2018. One visitor commented as follows:

Hints for Living Together

The events and fellowship that take place at ARI throughout the year are opportunities for participants, staff, and supporters to learn together.



Takashi Yamashita
Fundraising / Domestic Programs
(External Programs,
Nasu Seminar House Manager)

I feel that living at the Asian Rural Institute changed the standards and values within me when I choose things. My previous consumption activities were often based on economic reasons, and when I went to the supermarket, I sometimes bought more food than necessary because it was a good deal to buy in bulk. However, having learned how many people were involved in harvesting just one type of food during my stay at ARI, I became able to imagine the producer's point of view. My love for food has grown.

Earth Heart Project

Ms. Iris Burbank, a student intern from St. Olaf College (United States) in the summer of 2017, completed her senior art project inspired by her experiences at ARI. Thinking of a way to give back to the ARI community, we initiated the art project, “Earth Heart – Art Connects the Earth and Humans” together. For two months from August to October, a total of 300 people in eight places



participated in this project, including elementary schools, kindergartens and community centers around ARI. While learning how to paint pictures based on the primary colors under Iris' guidance, participants discussed peace with ARI community members and tried to express it through painting. Thanks to this former student intern, a new form of fellowship was started through fine arts.

Ms. Iris Burbank kindly provided her art for the Annual Report's cover image.

- (1) English Farm participants pick blueberries.
- (2) Western Japan Caravan: Speaking at "J-House" church.
- (3) Iris Burbank with her work.
- (4) Participants and ARI supporters mingle during the "Lunch in Tokyo" event.
- (5) ARI pork.
- (6) ARI farm products.

Sharing the Wealth of our Farm

20 percent of ARI's income comes from our sales products. In 2018, farm products accounted for 6 percent of that share.



Hiromi Satō
Sales

Best-selling product of 2018

Carrot Juice
6,279 bottles
\$ 20,720

nr. 2	nr. 3
Rice	Rice crackers
1,830kg \$ 9,910	1,200 packs \$ 4,505

In the ARI mission statement, we declare that "we present a challenge to ourselves and to the whole world in our approach to food and life." ARI is a community that practices food self-sufficiency and is at the same time an educational institution. This unique school and the farm products that we produce here are for the benefit of everyone, including ARI supporters. Thus, when interacting with supporters and customers, the role of the sales section is not only for selling farm products and advertising their quality but also in conveying the importance of sharing food. Both aspects, school and farm, reinforce each other.

Our products' ingredients come from the same farm that provides the community's daily food. We separately calculate production volumes for self-supply and sales but grow the plants in the same fields and in the same way. For pork and eggs, we value the lives of the animals, and everyone who takes care of the raising of the animals cherishes the opportunities for learning there. Although we cannot share the table directly with customers, as producers we find joy in sharing the food and philosophy that comes from ARI. As Foodlife is one of our core values, the sales section is working hard so that as many people as possible can consider the work and care that goes into a meal.



Living Assets to Achieve Our Mission

Among ARI's greatest assets are the rich interaction and exchange with partners, not just from Japan but from around the world.

Short-term visitors form a cornerstone of our community life, bringing new perspectives and energy to those around them. In turn, visitors themselves are enriched as they speak with participants and partake in the work to fulfill ARI's mission.

During 2018, we welcomed many such individual and institutional visitors. Two of them were Bob and Joyce Ray from the U.S. who joined us for eight weeks. Both have been involved with ARI since 1989. They also serve on the AFARI Board and the AFARI Writers Group. This time, they helped out with the annual Harvest Thanksgiving Celebration, forming close relationships with participants and volunteers.

Strengthening Ties in Europe

Head of Ecumenical Relations Kathy Froede represents ARI to overseas institutional supporters. In October, she traveled to Europe to reaffirm relationships with key partners. Listening to their new ideas on approaching international relationships gave Kathy fresh insights for ARI's strategies: how to shape our fundraising and the volunteer program in ways that benefit everyone. Kathy's visit also created opportunities to reunite with former volunteers in Germany and Britain. Their stories were an encouraging testimony



(1) ARI's Head of Ecumenical Relations Kathy Froede (center) visits the staff of Sozialer Friedensdienst (Social Peace Service) in Kassel, Germany
 (2) Joyce and Bob Ray at the Harvest Thanksgiving Celebration

Ecumenical Relations section



to how deeply the experience of serving at ARI impacts people's lives and hearts.

Ecumenical Projects at ARI

ARI is a living institution, kept alive through the generous partners who empower us to improve facilities and training. Our great appreciation goes to all who supported numerous projects and scholarships in the past year, as well as to the volunteers and their sending organizations.

In 1986, the women's dorm was built with the aid of ecumenical partners, and they again provided financial support for much-needed renovations. Now, new shower rooms and a kitchen unit with an improved ventilation system add to the residents' quality of life. Those institutions that contributed include: Countryside Community Church, Omaha Nebraska; United Church of Canada; United Church of Christ, USA; Evangelical Lutheran Church in America; Morimura Homeikai Foundation; and NSKK Anglican Women's Group in Japan.

Pearl City Community Church, Hawaii, funded a rainwater catchment system. A network of pipes gathers rainwater from the women's dorm roof and deposits it in fishponds. This protects fish from water competition in the event of an electrical outage.

ARI generates close to 20% of its revenue from projects such as selling pork to consumers. The pork program improved greatly thanks to a refrigerated truck purchased through a United Church of Canada grant. The grant also covered important meat processing equipment.

Fulfilling Our Mission

In its mission of empowering rural communities, ARI's most valuable resource is its network of living assets. Whether these assets are temporary visitors or lifetime supporters, local Japanese residents or international philanthropic organizations, it is the responsibility of Ecumenical Relations to nurture ARI's relationships. Only through their strength can we continue to work, fulfilling our mission: "building a world in which we all may live together."



SPOTLIGHT



Tomoko Arakawa
Director

Walking the Earth of Kenya

(January 11 to 22, 2019)

ARI's first study trip to Kenya revealed valuable hints for future student recruitment.

This trip to Kenya was planned by Ms. Beverly Abma, member of the AFARI board, and was organized for supporters and friends of ARI from North America. Bev has had a deep connection with Africa, especially with Kenya, for a long time. Her plan for this "Kenya Vision Trip" included visiting four regional centers of the Anglican Development Service Mt. Kenya East (ADSMKE) which had sent four of their staffers to ARI in the past, and a two-day session with Kenyan graduates, their Sending Bodies, and other organizations interested in sending their personnel to ARI in the future. In Nairobi, we also visited two faith-based organizations with wide networks throughout Kenya and the African continent. I joined the trip representing ARI.

The background of this tour was the fact that in the past five or six years, ARI received more applications from Africa than ever before (more than half of the 2017 participants and 75% of applications for the 2018 training program were from Africa), while very few ARI staff members including me, the director, had any experience staying or working there. Also, during field trips for the *Graduates Impact Study* (2014-2015), a number of graduates expressed to Bev that "there is a need to develop a two-way exchange (or there is a need to develop an exchange) of learning where ARI learns as much from us as we do from them." The trip was proposed as a concrete action that responded to this wish.

Visiting Kenya was very meaningful personally, as it was my first time to tread on African soil. Seeing and experiencing its real situation firsthand, I gained new information about culture, climate, and

social issues. However, here I would like to focus on the findings that affected my thinking about ARI's recruitment strategy and our relationship with Sending Bodies.

Reaffirming the Importance of Sending Bodies

A Sending Body (SB) is an organization with which a Rural Leaders Training participant is affiliated. An individual who applies to ARI must belong to, be recommended by and go back to a sending organization upon completion of the training program to ensure that his/her learning from ARI will be adequately utilized. In a sense, the Sending Body is not just an organization that the individual belongs to, but one that should maximize the learning of its ARI-trained staff. Thus, each

The Session in Nairobi
On January 18 and 19, tour participants and graduates met at the Missionary Sisters of the Precious Blood Guest House.

14 graduates joined the session

- 1982 (1) Jennifer & (2) Mishek Kanake
ARI Day and Boarding School, Tendo Valley
Teacher Training College
- 1990 (3) Mzungu Raphael Ngoma
Institute of Participatory Development
representative
(4) Peter Chandi (not pictured)
Organic Africa representative, former ADSMKE
- 1994 (5) Madrine Muthoni Gatumu
former World Vision Kenya
- 1996 (6) Tabitha Wanfoki Munyi Waweru ADSMKE
- 1999 (7) Moses Ochieng Ochiel
former Magoya Cannan Family Development
Project
- 2009 (8) Emmanuel "Pikolo" Karisa Baya
Margarini Children Centre and Organic
Farming Demonstration Farm representative
- 2013 (9) Jescar Mbuhe Shehe MCCOFDF
- 2015 (10) David Gitari Karoki ADSMKE
(11) Joseph Ndirangu Gitimu (not pictured)
Fountain of Life Care Centre
- 2016 (12) Sr. Consolata Khakaali
Society of the Sacred Heart of Jesus Uganda,
Kenya Province
- 2018 (13) Caroline Anyango Nyamacho
Lake Victoria Permaculture Initiative Network
(14) Rev. Peter Mukasa Bakaluba
Church of Uganda – Anglican Communion
Mukono Diocese, Mukuno Consultative
Development Forum





Sending Body is an important partner who carries out the mission of ARI together with us.

In this trip, I strongly reaffirmed the importance of the Sending Bodies, and my perspective on recruitment changed accordingly. By visiting ADSMKE, which had sent four staff members to ARI (two of whom are still working for them), I could see one of the most “successful” examples of a Sending Body for which our training has made a positive impact in terms of its content and direction over the years. What I was able to find there was a crucial factor for a Sending Body’s “success:”

There is a key person among the leadership of the Sending Body who understands the values of the ARI Training Program.

I think that ARI has not recognized the significance of this factor enough. In the ARI Training Program, we tend to focus on the individuals (participants) in front of us; their transformation and growth in terms of qualities and skills often look more important to us than to their Sending Bodies back home. But we must remember that no matter how much an individual participant succeeds in his/her growth and goes home as a promising leader, if the Sending Body does not understand it, the graduate will lose a chance to utilize whatever he/she has acquired. If the Sending Body, however, values the transformed staff member (the ARI graduate) and his/her plans, it will not only give him/her a space to be active but also ensure the sustainable and evolving use of that person so it may benefit the Sending Body and the community alike.

In the case of ADSMKE, the execu-

tive director knew about ARI well and was keen to send one of his male staff in 1990. Upon his return, the executive director assigned him the most appropriate position where he could utilize his learnings well. Being satisfied with the result, the executive director sent a female staff person in 1996. When the executive director retired, he informed his successor about ARI in detail so that the new executive director sent two outstanding staff members in 2000 and 2015. These two were also given optimal environments in which they could fully apply their knowledge and skills, strengthening the Sending Body’s overall work.

As seen here, it is very important for ARI to identify key persons within the Sending Body who truly understands the purpose and values of the Rural Leaders Training Program and to intentionally build and maintain a relationship with those key persons as an axis. Once a good relationship is built between us, a sound cycle emerges (as seen in the diagram on the next page), and the possibility that our training can demonstrate its maximum outcome will increase.

Building Relationships with Sending Bodies as “Partners”

We should regard Sending Bodies that have a good understanding of ARI, especially with key persons who value ARI’s training program, as “partners” because rather than “merely sending a participant” they indeed help us achieve our mission. By recognizing “partner” Sending Bodies all over the world and



(1) Village scenery.
 (2) AFARI board member Beverly Abma.
 (3) Micro credit project in a village where graduates are active.
 (4) The ADSMKE center in Macumo where a number of graduates work.
 (The pictures above are by the United Church of Canada)
 (6) Meru City, 200km northeast of Kenya’s capital Nairobi.



advancing constructive relationships with them, we can both get high-quality participants and send out more high-quality rural leaders on a regular basis.

Finding a Partner Sending Body

After coming back from Kenya, we started creating a list of potential Partner Sending Bodies. As a start, we set the conditions as follows:

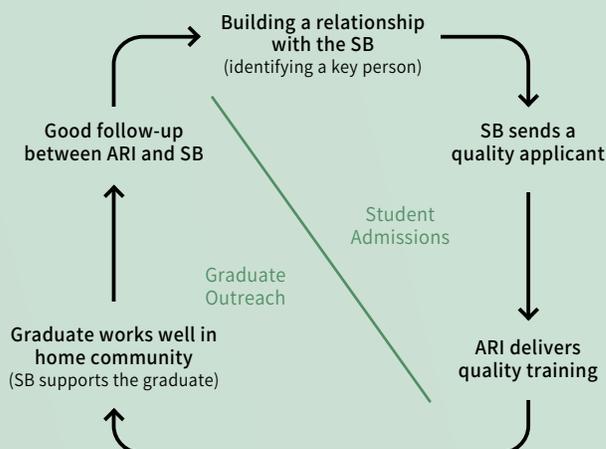
- it has been supportive of previous graduate(s) upon their return, empowering their work and allowing them to implement their ARI training in their community;
- it works directly with grassroots members of their rural community;
- its director and ARI have sufficient mutual awareness;
- it actively communicates with ARI;
- it can put forward a candidate based on the previous criteria.

It is not an easy job and we need to develop a method of identifying Partner Sending Bodies. At the current phase, it is important not to rely solely on the information that the organization dispenses, but to attain information

from third parties, such as network organizations in the particular region/ country and organizations that are supported by Christian churches which are already related with ARI. In this regard, visiting World Renew Kenya and the Organization of African Instituted Churches (OAIC) in Nairobi was very productive.

It would have been impossible to call together this number of graduates and representatives of organizations without Bev Abma's long-standing connections with Kenya. I deeply appreciate her for making the time and effort of contacting them and creating new bonds. I also would like to express my gratitude to Ms. Catherine K. Mwangi, Executive Director of ADSMKE, who accompanied us for five days visiting ADSMKE's regional centers and participating in the session. Catherine shared insights from her years of experience in rural development work very openly. Thanks to her, I was able to learn how productive and constructive it is to have a relationship with a key person in the Sending Body leadership.

Good Partnership with Sending Bodies (SB)



GRADUATE STORY

Reflecting on the Life of One Graduate

I met many wonderful people who devoted themselves to the work of rural development in Kenya. In talking and sharing ideas with them, I affirmed that what brings peace to society are food security, a heart (the personality and quality) that values diversity, and the dedication to serve the weak. ARI emphasizes those three points in its training and can take an important role in nurturing persons who can exert their leadership in those three areas.

Just five days before we arrived in Kenya, a funeral service was conducted for Ms. Jane Gitonga, our graduate of the year 2000 and a staff member of ADSMKE. She passed away at the age of fifty. I heard that over a thousand people attended her funeral including colleagues and many beneficiaries, such as farmers and villagers, of her projects. In support of this fact, at every ADSMKE station that we visited, people mourned her and praised her contribution. I came to understand how much she loved the people and how much she impacted their lives and was expected to continue the work for them. I thought that her life proved that the outcome of our training program bore much fruit and was appreciated by local grassroots people.

Looking back at Jane's life, I imagined that there are many ARI graduates just like her who are working in rural areas of the world, walking side by side with the people. I pray that ARI will continue to produce such rural leaders and that they may find good environments conducive to the effective use of their learning.

Tomoko Arakawa
Director

Financial Report



Asian Rural Institute expresses its gratitude to everyone who generously extended their hands of support for its mission throughout FY 2018, April 1, 2018 to March 31, 2019.

Balance Sheet

At the closing of the FY 2018, ARI's total assets were valued at \$8.8 million (down \$0.4 million from the previous year). It is mainly due to the depreciation of buildings and sales of securities (in the amount of \$48,648), while the total liabilities were valued at \$1.9m (down \$34,000), including scheduled repayments of long-term loans.

Statement of Revenues and Expenses

(a) Tuition/Scholarships and Fees (7.6% up compared to the initial budget and 3.9% up from the previous year)

In addition to the general scholarship from AFARI (American Friends of ARI), the Takami Memorial Scholarship Fund was added this year, resulting in \$9,000 more to the total picture.

Further, the total amount saw an increase in the end, as well as a number of new donors who joined our scholarship funding community.

(b) Donations (8.4% down compared to the initial budget and 3.2% up from the previous year.)

Domestic Donations: \$45,000 lower than budgeted and down \$22,500 from the previous year. While the total number of supporters nationwide is on the rise, the per case amount shows a trend of getting smaller, which poses a never-ending challenge.

Overseas Donations: Gradually picking up despite a downward trend last year.

Special Donations: An increase of \$90,000 from the previous year. \$56,760 were designated for the women's dorm renovation (of which \$37,000 came from overseas); \$27,000 were designated for the purchase of a refrigerator truck; \$9,000 came from the Kamenori Foundation (see page 4); \$35,000 for the total of individual donations.

(c) Sales and special services (2.2% up compared to the initial budget and 2.3% up from the previous year)

The increase here has to do mainly with three factors: (1) Study Camp participants were the highest number in its 30-year's history; (2) \$10,800 up in the sales of crops and vegetables from the farm as compared with the previous year; (3) the revenue from the meal service (known as Food Education and Sustainable Table, or FEAST) totaled \$3,600 up from the previous year.

On the other hand, the revenue from the livestock section suffered a big cut by \$20,700 compared with the previous year, having been unable to sell the initially projected amount of pork to subscribed consumers/supporters. It was due to the contract cancellation with the meat processing house in the middle of the year. A new contract with another house has already been made this year, and we hope that one of the most popular ARI Farm products will soon be picking up its momentum.

General Overview

Included in the initial budget for FY 2018 were two new ventures, i.e. the establishment of the new Graduate Outreach section (\$39,600 for both project and personnel costs) and an upgrading/maintenance work for the computer server system (\$18,000). To off-set the total expenditure including these two items, \$152,000 had to be enlisted as a result under Special Donations, a rather unstable/unforeseeable income source.

Under such circumstances, it is fortunate that our actual financial result for 2018 ended with \$217 excess if we exclude the depreciation cost of \$0.36m. It is a result of your generous support and our staff's efforts.

Although the financial situation continues to be tight, we will continue to do our best to strengthen our financial structure to achieve our mission.



Kaori Sakuma-Vero
General Manager



Balance Sheet

Assets	March 31, 2019	March 31, 2018
Fixed Assets	8,378,509	8,662,078
Property	7,461,674	7,720,508
Special Assets	868,790	860,028
Third designated special asset	657,220	656,537
Retirement fund	153,779	143,411
Building Repair endowment	57,791	60,080
Other Assets	48,045	81,540
Telephone rights	1,455	1,456
Capital	1,387	1,387
Deposit	690	637
Scholarship Fund	44,510	78,060
Current Assets	450,499	567,746
Cash & savings	351,435	279,617
Accounts receivable	6,299	54,577
Stock (livestock, rice, etc.)	9,252	5,104
Sales items	37,377	26,584
Securities / shares	0	152,209
Others	46,136	49,655
Total Assets	8,829,008	9,229,824

Liabilities

Fixed Liabilities	1,134,645	1,131,833
Long term loans	471,351	471,351
School bonds	290,991	290,991
Retirement fund reserve	145,915	118,888
Reconstruction project reserve	226,388	250,603
Current Liabilities	794,054	830,907
Short term loans	558,559	589,730
School bonds	37,928	37,928
Accounts payable	17,833	36,020
Consumer tax payable	4,497	5,063
Advance received	125,103	91,570
Deposit received	50,134	70,596
Total Liabilities	1,928,699	1,962,740

Net Assets

Endowments¹		
Endowment account #1	10,057,248	10,051,427
Endowment account #3	657,220	655,853
Endowment account #4	99,099	99,099
Total Endowments	10,813,567	10,806,379
Total Net Assets	6,900,309	7,267,084
Total Liabilities and Net Assets	8,829,008	9,229,824

Notes

The information on these 2 pages is a direct translation of the Japanese original and follows the requirements of Japanese accounting regulations.

Exchange rate: US\$ 1 = JP¥ 111

- 1) Endowments are considered assets but are shown here separately due to Japanese accounting regulations. Endowment account #1: the acquisition value of fixed assets necessary for education (however, the amount equivalent to the self-financing); #3: equivalent to assets held as Endowment (scholarship funds, etc.); #4: equivalent to one month's working capital.
- 2) Scholarships and Fees include Japanese participants' tuition. Tuition for overseas participants are covered by donations and scholarships from supporting organizations and individuals.
- 3) Grants for donations include designated funds from organizations.
- 4) Special donations include donations outside the budget of more than ¥300,000/ \$2,702.
- 5) Revenues are derived from organizing seminars, programs, and sales of farm products and folk-art crafts.
- 6) For details, see "Educational Activities in Detail."



Profit and Loss Statement

	2018 Budget	2018 Actual	2019 Budget
Operating Revenue			
Educational Activities Revenue			
Scholarships and Fees ¹	239,099	257,262	350,729
Tuition	18,789	21,316	29,600
Entrance fee	4,049	3,793	4,423
Contributions for board	4,988	5,491	7,601
Contributions for lodging	4,988	5,491	7,601
Domestic individual donation	0	2,703	0
Domestic institutional donation	115,892	98,982	117,333
Overseas individual donation	7,189	43,164	39,640
Overseas institutional donation	72,072	65,267	102,603
Contributions for transportation	11,132	11,055	41,928
Fees for issuing certificate	288	180	288
Donations	657,650	602,226	614,323
General Donations	420,361	383,905	428,739
Domestic	305,766	259,680	313,964
Overseas	114,595	124,225	114,775
Grants for donations ³	85,402	91,696	86,870
Special donations ⁴	151,887	126,625	98,714
Grants	0	3,135	0
Sales and Special Services ⁵	252,252	257,856	216,604
Miscellaneous revenue	78,396	75,816	72,180
Publication	1,801	2,201	2,432
Accommodation user fees	49,568	51,079	42,721
Other Miscellaneous revenue	27,027	22,536	27,027
Non Educational Activities Revenue			
Interest & dividends	451	300	451
Special Revenue			
Gain (loss) from sale of assets	0	13,464	0
Total Operating Revenue	1,228,136	1,210,239	1,254,575

Expenses⁶

Educational Activities Expenses			
Personnel	712,878	713,466	724,768
Education and Research	262,041	250,268	283,480
General and administrative	604,453	602,628	603,836
(Depreciation allowance)	(361,825)	(366,558)	(368,576)
Non-educational Activities Revenues			
(expenses)			
Interest paid on debt	10,590	10,651	11,067
Exchange loss	0	0	0
Special expenses			
Gain (loss) from sale of assets	0	0	0
Total Operating Expenses	1,589,962	1,577,013	1,623,151
Incorporation into designated fund	0	-7,188	0
Net operating gain (loss)	-361,826	-373,962	-368,576
Beginning balance	-3,539,295	-3,539,295	-3,913,258
Ending balance	-3,901,121	-3,913,257	-4,281,834

Educational Activities in Detail

Personnel	713,466
Faculty	176,778
Staff and other personnel	467,110
Others	69,578
Education and Research	250,268
Supplies expenses	2,675
Utilities	24,799
Transportations	9,207
Student stipends	34,745
Study tours	21,253
Agricultural training costs	59,961
Travel: domestic for students	1,408
Travel: intl students	39,441
Course materials	1,988
Research	4,595
Dormitory expenses	2,404
Medical	4,802
Staff training	2,660
Office supplies	4,865
Membership fees	702
Alumni association support	1,568
Project expenses	9,233
Special lectures	6,726
Vehicle expenses	15,303
Miscellaneous expenses	1,933
Administration	602,628
Office supplies	1,668
Utilities	10,628
Transportation for staff	10,216
Fund raising	29,191
Vehicle fuel	2,302
Welfare expenses	3,887
Communication	7,134
General and administrative	44,796
Publications	6,735
Vehicle maintenance	14,553
General maintenance	6,999
Insurance	8,383
Rental expenses	8,109
Taxed & public dues	9,075
Membership fees	1,422
Conferences	3,162
Commission fees	19,105
Cost for income generation act.	44,919
Special events	1,744
Public relations	786
Miscellaneous expenses	1,256
Depreciation allowance	366,558
Total Educational Activities	1,566,362

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 14, 2019
Asian Rural Institute

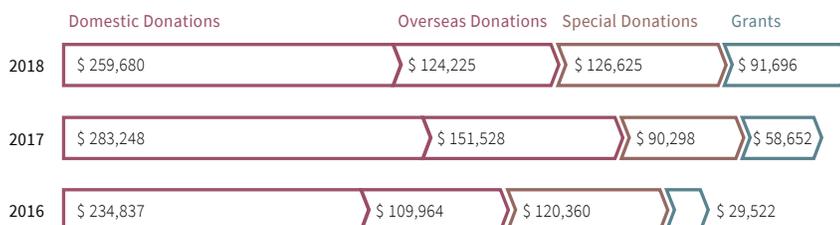
大久保和宏 (Signature) 村田 榮 (Signature)

Auditor: Tomohiro Ôkubo

Auditor: Sakae Murata

Donations by Category

\$ 602,226 in total in 2018



Our Supporters & Partners

A list of individuals, congregations and other organizations in Japan who donated toward ARI during fiscal 2018 can be found in the Japanese version of the 2018 Annual Report and *Ajia no Tsuchi*, our Japanese language newsletter.

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.

We express our gratitude to the many volunteers near and far who give of their time and talents to help fulfill our mission.



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Kenneth & Eloise Dale
Kathy Froede
Pam & Souk Hasegawa
David & Sandra Hirano
J.B. & Adeline Hoover
Ellen & Jim Marsey
Bob & Joyce Ray
Craig Rice & Ameeta Sony
Lisa Schaechter
Kay Shanks
Bardwell Smith
Jim & Kathryn Treece



Overseas Individual Donors

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Hôichi Endô
Era Colmo Espana
Bette Faber
Lynne Fackayan
Karen Farmer
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and East Rupert)
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Kathy Froede
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Kazue Grace Furuya
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Jo & Ken Gelhaus
Stephen & Emiko Gerdes

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Dick & Anne Gillett
Jack & Rosalyn Gillisse
Donald & Melinda Goodick
Daniel & Hiroko Goto
James & Noriko Goto
Ted & Norine Haas
Betsy Hale
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in honor of Peg Hampton
Peg & Harry Hampton
Mangvung Hechin Haokip
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Pam & Souk Hasegawa
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Nelima Hazra
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 in honor of Shinko Takami
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 Glennys Ziegler

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Aldersgate United Methodist Church, Palo Alto, CA
 Amazon Smile
 ARI Indonesia Graduate Association
 The Benevity Impact Fund
 matching Nate Peterson and Sonja Shepard
 Bread for the World
 United Methodist Women
 Cortland United Church of Christ
 Countryside Community Church
 in memory of Dr. Toshihiro Takami
 Eastern Parkway United Methodist Church
 Ecumenical Development Foundation
 The Episcopal Church of St. Martin, Davis, CA
 Euclid Spring Co.
 Evangelical Lutheran Church in America
 Evangelical Mission in Solidarity (EMS)
 First Congregational Church in Amherst - UCC, Amherst, MA
 Friendship Christian Reformed Church
 Good Shepherd Sisters
 Harris United Methodist Church, Honolulu, HI
 Javan and Neva Corl Family Foundation
 John and Frank Sparacio Charitable Foundation
 Kitchell Memorial Presbyterian Church, NJ
 Missio München
 Morgan Park UMC, Chicago, IL
 Office of the Chaplain, St. Patrick's Centre for Integral
 Development - SPACID
 Pearl City Community Church, Pearl City, HI
 Sacramento Japanese United Methodist Church
 San Luis Obispo United Methodist Church
 Shalom United Church of Christ, New Haven, CT
 Spring Equipment Rental Inc.
 St. James Thrift Shop, Keene, NH
 St. Paul's United Methodist Church
 St. Thomas Episcopal Church
 Trinity United Methodist Church
 The United Church of Canada
 The United Church of Christ Scribner, Scribner, NE
 United Church of Christ (UCC)
 United Church of Dorset and East Rupert, Dorset, VT
 United Methodist Church Vista
 United Methodist Women
 Wesley UMC San Jose
 in memory of Dr. Toshihiro Takami
 Wesley United Methodist Women

Volunteer Sending Bodies

Brethren Volunteer Service (US)
 Sozialer Friedensdienst Kassel, e.V.
 (Social Peace Service, Germany)
 United Methodist Church Global Ministries (US)

Intern Sending Bodies

International Christian University
 Meiji Gakuin University
 St. Olaf College (US)
 Wellesly College (US)



Curriculum



Leadership

Leadership
Servant Leadership
ARI History and Mission
Participatory Learning and Action
Independent Learner
Time Management
Presentation Skills
Facilitation Skills
Stress Management
Religion and Rural Life
Report Guidance
Community Mobilization and Development Strategies
Ecological Crisis of the 21st Century
Executive Management
Coaching

Tomoko Arakawa
Tomoko Arakawa, Yukiko Ôyanagi
Tomoko Arakawa
Tomoko Arakawa, Yukiko Ôyanagi
Yukiko Ôyanagi
Timothy B. Appau
Yukiko Ôyanagi
Yukiko Ôyanagi
Joseph Ozawa*
Jonathan McCurley, Timothy B. Appau
Micah Anderson, Kathy Froede
Harish Chotani* ('81 graduate, India)
Narong Tongsuk* ('87 graduate, '88 TA, Thailand)
Preticia Tongsuk* ('87 graduate, '95 TA, India)
James H. Latimer* (UCC pastor)

Development Issues

Environment and Development

Nutrition and Development
Home Economy
Credit Union
Localization
Gender Issues
Ashio Copper Mine and Shôzô Tanaka
Climate Change Challenge
Alternative Approach of Development
Global Climate Change and International Partnership
Nasu Canal and Rural Development
Tomono Kai Women's Group Activity

Kôa Tasaka* (ARI Board Member), Takako Nakajima* (Rikkyô University)
Zacivolu Rhakho Dozo
Zacivolu Rhakho Dozo
Gilbert Hoggang
Yôji Kamata* (NPO Ancient Futures)
Tomoko Arakawa
Tatsuo Sakahara * (NPO Shôzô Tanaka University)
Yoshiyuki Nagata* (University of the Sacred Heart)
J. B. Hoover* (AFARI, iLEAP)
J. B. Hoover* (AFARI, iLEAP)
Yukiko Ôyanagi
National and prefecture branches of Tomo no Kai

Sustainable Agriculture

Organic Farming
Crops and Vegetables
Livestock
Disease Control of Crops and Vegetables
Disease Control of Livestock
Alternative Energy and Appropriate Technology
Dangers of Chemical Farming
Natural Farming in Tropical Areas
Agroforestry

Alternative Marketing Systems
Biogas workshop
Philosophy of 3-D Farming

Meat processing

Osamu Arakawa
Osamu Arakawa
Gilbert Hoggang, Takashi Ôtani, Timothy B. Appau
Osamu Arakawa
Gilbert Hoggang, Takashi Ôtani, Timothy B. Appau
Ban HyungWook
Kôa Tasaka*
Shimpei Murakami* (Zenkoku Ainô-Kai)
Masaaki Yamada* (Tokyo University of Agriculture and Technology)
Reina Tomatsu* (Kinôshi-Juku)
Mamoru Kuwabara* (NPO Fûdo)
Kinichi Haga* (Tozawa Village Int. Fellowship Association)
Takashi Ôtani, Hideo Koide* (Neu Frank Nasu)

Graduate Seminar

Organizational Sustainability

Wesly Lingga* ('93 graduate, '99 TA, Indonesia),
Mbuhe Shehe* ('13 graduate, Kenya)

Japanese

Intensive Language class, Japanese culture

Kyôko Ogura*

Practical Field Study

Crops & Vegetables Emphasis Bokashi fertilizer making, compost making, 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, mushroom cultivation
Livestock Emphasis Pigs (artificial insemination, delivery, castration), Chicken (brooding, hatching), Fish (hatching), livestock health, feed formulation, fermented feed, animal raising with fermented floor
Meat Processing Sausage and ham making

Field Management Activities

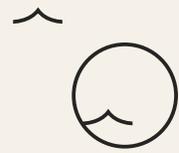
Group management of crops and vegetables field and livestock
Foodlife work (Foodlife related activities for self-sufficiency)
Group leadership system

Others

Community work (rice transplanting, Rice harvesting, Forest management, etc.), Community Event
Spiritual nurture and guidance (Morning Gathering, Growth Note, 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, Church Fellowship Programs



Community Members



Honorary President and Founder

Rev. Dr. Toshihiro Takami (to September 6)

Board

Board Chair

Rev. Masaoki Hoshino Pastor of UCCJ Aikawa Mission

Vice Chair

Hôichi Endô Former staff of the Asian Rural Institute

Board of Directors

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Rev. Yoshiya Ushiroku Pastor, UCCJ Reinanzaka Church
Hideharu Kadowaki Special Advisor and Senior Fellow, The Japan Research Institute, Ltd
Representative Director, Wesley Foundation
PR, Hotel Sunvalley
Rev. Hikari Kôkai Chang Former Board Chair & Former Director of the Asian Rural Institute
Noriaki Satô Pastor, NSKK Shimodate Anglican-Episcopal Church
Dr. Kôa Tasaka Former board member, Kagawa Education Institute of Nutrition
Rev. Eiji Yahagi
Masahiko Yamane

Auditors

Tomohiro Ôkubo Fujii Industries Inc., Operating Officer
Sakae Murata Nasu Y's Mens Club

Board of Councillors

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Tomoko Arakawa Director, Asian Rural Institute
Shinobu Awaya Lawyer, Mizuno Yasutaka Law Office
Rev. Ban HyungWook Pastor, UCCJ Nishinasuno Church
Rev. Chun Sang Hyun Pastor, The Korean Christian Church in Japan, Sapporo Church
Rev. Hikari Kokai Chang Representative Director, Wesley Foundation
Hôichi Endô Former staff of the Asian Rural Institute
Mitsuo Fukumoto Principal, Nishinasuno Kindergarten
Rev. Masaoki Hoshino Pastor of UCCJ Aikawa Mission
Hideharu Kadowaki Special Advisor and Senior Fellow, The Japan Research Institute, Ltd
Rev. Isao Kikuchi Archbishop, Roman Catholic Archdiocese of Tokyo
Rev. Kôshi Itô Parish Priest, Roman Catholic Diocese of Niigata
Kiyoshi Nagashima Former staff of the Asian Rural Institute
Yoshiyuki Nagata Professor, University of the Sacred Heart
Yukiko Ôyanagi Staff, Asian Rural Institute
Sarajeon Rossitto NGO/NPO Consultant
Kaori Sakuma Staff, Asian Rural Institute
Takeshi Shimizu Church Elder, Tokyo Union Church
Kazue Yamaguchi National Tomo no Kai, Head Quarters
Masahiko Yamane Board member, Kagawa Education Institute of Nutrition
Michiru Yoneda Superior General, The Sisters of the Visitation

Staff

Tomoko Arakawa Director
Osamu Arakawa Associate Director, Education Director, Farm Manager (Head of Foodlife)
Yukiko Ôyanagi Associate Director, Curriculum Coordinator (Head of Curriculum)

Kaori Sakuma-Vero General Manager (Head of General Affairs)
Kathy Froede Head of Ecumenical Relations

Micah Anderson Curriculum (Admissions, Graduate Outreach) (to October)
Cody Kiefer Curriculum (Admissions) (August to May)
Steven Cutting Curriculum (Graduate Outreach)
Junko Tanaka Curriculum (Library)
Timothy B. Appau Chaplain, Curriculum (Community Life), Foodlife (Livestock)
Jonathan McCurley Chaplain, Curriculum (Community Life)
Satomi McCurley Curriculum (Community Life) (from June)
Manosi Chatterjee-Abe Curriculum (Community Life & Admissions Assistant) (to August)

Masanobu Sakurai Foodlife (Crops & Vegetables)
Takashi Ôtani Foodlife (Livestock)
Gilbert Hoggang Foodlife (Livestock)
Zacivolu Rhakho Dozo Foodlife (FEAST)
Manami Kobayashi Foodlife (FEAST)
Ramon Labial Foodlife (FEAST) (from March)

Takashi Yamashita Head of Fundraising & Domestic Programs (External Programs & Nasu Seminar House Manager)
Ruipa Vero Fundr. & Dom. Pr. (Nasu Seminar House)
Ayumi Kikuchi Fundr. & Dom. Pr. (Liaison, Donations, Supporter Relations)
Hiromi Satô Fundr. & Dom. Pr. (Sales, PR, General Affairs)
Masayo Fukushima Fundr. & Dom. Pr. (Food Processing)
Jun Yagisawa Fundr. & Dom. Pr. (Donations, PR, Education Programs)
Thomas Itsuo Fujishima Fundr. & Dom. Pr. (PR)
Mitsue Kimijima General Affairs (Accounting)
Kôki Arai General Affairs (General Affairs) (to October)
Kaoru Andô General Affairs (General Affairs) (from October)
Raku Izawa Research

Volunteers

Commuting Volunteers

Curriculum (Admissions) Jessica Kiefer (& PR)
Foodlife (Farm) Tadashi Aizawa, Eiji Ueda, Satoshi Takagi, Shimizu Masuo (& Maintenance)
Foodlife (FEAST) Kyôko Takamura, Takako Sakairi, Chihiro Higashi, Kazuko Fujimoto
Fundr. & Dom. Pr. (Sales) Itô Tadashi, Mie Inomata, Takako Iwaide, Shigeaki Kashiwaya, Norie Horiuchi, Yukio Nagaki, Toshiko Nagaki, Junko Nishino, Takafumi Miyake
General Affairs Kyôko Kikuchi, Ichirô Sahara, Ayako Hayashida, Yûko Takahashi
General Affairs (Maintenance) Jin Onozaki, Takashi Fushimi, Takashi Hirayama

Becquerel Center

Takashi Akutsu, Yukio Takashima, Takayuki Hayasaka, Shôhei Fujimoto, Mineki Nishikawa

Long-Term Volunteers

Curriculum (Admissions) Julia Strauss, Rieke Weber, Jannis Schneider
Curriculum (Community Life) Rey Oliver Fabros (& Graduate Outreach), Roberto Jr. Costa (& Nasu Seminar House)
Foodlife (Farm) Keita Shimizu, Sô Nakagawa, Kristin Hubbard (& Research)
Foodlife (FEAST) Ryôtarô Murakami, David Kessler, Jewels Phillips (& Farm), Lukas Wagner (& Farm)
Ecumenical Relations Caitlin O'Quinn, Stephen Miller, Barbara Rose Hoover
Fundr. & Dom. Pr. (PR) Iris Burbank
Fundr. & Dom. Pr. (Nasu Seminar House) Akari Hara



The 2018 Graduates



Rural Leaders Training Program

- | | |
|---------------------|--|
| East Timor | (1) Benigno Simões Estevão (Handmaids of the Sacred Heart of Jesus) |
| Eritrea | (2) Adiam Rezene Berhe (Ministry of Agriculture the State of Eritrea) |
| | (3) Berhane Ethiopia Hagos (Ministry of Agriculture the State of Eritrea) |
| Ghana | (4) Eric Ofosu Amoah (Methodist Church of Ghana, Winneba Diocese) |
| | (5) Josephine Antwi (Grassroots Socio Economic Empowerment) |
| | (6) Kwabena Frempong Fening (Methodist Church of Ghana, Koforidua Diocese) |
| | (7) John Yebah (Peace Love Vegetable Growers Association) |
| India | (8) Gabriel Gonmei (Rongmei Baptist Association) |
| | (9) Prokhen Phangcho (Amri Karbi Baptist Association) |
| Indonesia | (10) Chlaodhius Budhianto (Christian Church From Northern Central Java) |
| | (11) Joe Charis Ginting (Gereja Batak Karo Protestan) |
| Japan | (12) Kaoru Kobayashi |
| Kenya | (13) Caroline Nyamache (Lake Victoria Permaculture Group) |
| Malawi | (14) Stella Ephraim Notice (Mary Consoler of the Afflicted) |
| | (15) Venitta Kaduya Mkaka (Maziko Radio Station) |
| Myanmar | (16) Lar Dar Wi (Shweli Shan Baptist Mission Convention, Myanmar Baptist Convention) |
| | (17) Thet Paing Aung (Pwo Karen Baptist Conference, Myanmar Baptist Convention) |
| Philippines | (18) Concepcion Sotero (Tublay Organic Farming Practitioner's Association, Inc.) |
| Sierra Leone | (19) Mambu Alpha Sannoh (Friends of the Earth Sierra Leone) |
| | (20) Mambud Kestine Samai (Single Leg Amputee Sports Association) |
| Sri Lanka | (21) Nilani Weragoda Vidanelage (Siddhartha Child Development Foundation) |
| | (22) Nisansala Maduwanthi Hitti Arachchi (Asia Lanka Social Development Corporation) |
| Uganda | (23) Peter Mukasa Bakaluba (Anglican Communion of Uganda, Mukono Diocese) |
| Zambia | (24) Ester Miti (Good Shepherd Sisters) |
| | (25) Priscilla Ngandwe Mbewe (Good Shepherd Sisters) |

Advanced Training Course

- | | |
|------------------|--|
| Japan | (26) Makiko Abe (née Takei) |
| | (27) Chigira Hasumi |
| Sri Lanka | (28) Niranjala Manchanayake (Okidro Preschool) |

Asian Rural Institute
Rural Leaders Training Center



That We May Live Together

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Tsukinokizawa 442-1
329-2703 JAPAN

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tel 0287-36-3111
fax 0287-37-5833

website www.ari-edu.org
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Instagram @asian_rural_institute