

That We May Live Together

2019 Annual Report

April 1, 2019 - March 31, 2020



Asian Rural Institute
Rural Leaders Training Center

That We May Live Together

2019 Annual Report

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Asian Rural Institute

Cover Art Noriko Nakayama
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Greetings

This year, thanks to God's guidance and blessings, we were able to implement another fulfilling Rural Leaders Training Program. I am also pleased to report that we have achieved many goals in our educational programs and related operations such as sales. To carry out these diverse operations, we have received generous cooperation and support from many individuals and organizations in Japan and overseas. We thank you very much.

2019 was a wonderful year in which some of the programs we have been developing have evolved dynamically. The first is the Peace and Reconciliation Leader Training Program that started this year. Following a five-year plan, this program was designed in parallel with the Global Innovator Award from Texas Christian University in the United States. Staff training was conducted to develop ARI into a place that truly brings about peace and reconciliation. With the overall coordination by Associate Professor Akiko Ishihara of Kumamoto University, we held two training sessions in August and March. All staff members shared their visions and thoughts about "peace" created by ARI, and at the same time discussed specific conflicts within ARI, which can become "seeds of peace" and "the doorway to peace."

The second development has been our connection with graduates. This year was the second year since the establishment of the Graduate Outreach (GO) section. We held a graduate seminar in September to provide a clearer image of how participants concretely shape and use what they have learned at ARI after graduation and how they share new information and ideas with the local people in their home countries. We invited two graduates who are active as grassroots servant leaders in Indonesia and Myanmar for lively discussions with current participants. The GO staff also visited three countries - Sierra Leone (April), Indonesia (November), and Myanmar (February) - and could see and share about the graduates' activities. In Sierra Leone, the GO staff met with a German volunteer, Donata Elschenbroich, and her partner, Otto Schweitzer, and with their support made a video about graduate's activities. In Indonesia, the Batak Christian Protestant Church (HKBP), which is the Sending Body for many ARI graduates, hosted an international convention. Twenty-two Indonesian graduates and ten from overseas (six from Sri Lanka, and one each from Cambodia, Bangladesh, Timor-Leste, and Malaysia) gathered with participants from local churches and NGOs to join in a three-day discussion about "Food, Justice, and Reconciliation" and go on a tour of the graduates' activities. Three ARI staff members also joined. And in Myanmar, where ARI has one of its most active graduate organizations, thirteen graduates gathered and had a rich learning opportunity.

In October, the annual Harvest Thanksgiving Celebration was shortened from the usual two days to one day due to a large typhoon. It was the first time that weather forced us to partially cancel the event. Climate change has various effects on ARI's farming, but now it is becoming commonplace for typhoons to reach magnitudes that cause events to be cancelled due to traffic interruptions and the risk of accidents. It troubles us to think that climate change has risen to the next level. To face this reality and take more concrete steps to combat climate change, we have decided to make a serious effort to reduce CO₂ at ARI. In the fall, we surveyed our energy consumption and asked experts to propose specific plans for reducing our use of energy. One of their suggestions has led to a plan to install solar panels to enhance solar power generation next year.

Finally, I cannot help but mention the threats and unprecedented effects of the viruses that are now raging around the world. Long before the transmission of COVID-19 was reported, at ARI, we had been working to prevent the spread of swine fever, a disease that infects domestic pigs. Swine fever spreads when vehicles, shoes, or wild animals carrying the virus find their way into the pigpen. Since it is highly infectious, if one pig is infected, all pigs within a 3 km radius must be killed. We installed protective fences around the pigpen to prevent wild animals from invading, and we sprinkled slaked lime around the livestock houses, limit people who can enter the pigpens, and disinfect work shoes.

Now, as COVID-19 infects and poses a threat to humans, similar preventive measures are needed. In human society, there is no such thing as "killing" all within a 3 km radius from the source of infection to stop the spreading. However, with city-wide lockdowns, as people hold their breath in waiting, we can say that there has been a "killing" of social activities.

We have been aiming to "live together" with everything, and in 2011 we were faced with the challenge of "living with radioactivity." Nine years later, God points out to us that regardless of race, region, or society around the world, we are all facing this unknown situation where people have no choice but to control their relationships with others, "living with a new virus." As we seek a whole new way of life, it feels like God is asking us whether or not we will choose new ways of living together.

While continuing to pray for your health, I would like us to face this challenge together.



Masaaki Hoshino
Board Chair



Tomoko Arakawa
Director

2019 Snapshots

| | | | |
|----------------|---|---|------------------|
| small scale | EMBRACING DIVERSITY <i>international and multicultural, family-like community and friendship</i> | LEARNING THROUGH COMMUNITY <i>sharing learning together based on experience</i> | English language |
| friendly | | | diverse values |
| Christianity | EMPOWERING THE MARGINALIZED <i>giving rural leaders opportunities to learn servant leadership</i> | SUSTAINABLE FOOD & FUTURE <i>self-sufficient farming & care for the planet with an emphasis on food</i> | dignity of labor |
| transformative | WAY OF LIFE <i>appreciation of life & learning a way of life in peace "That We May Live Together"</i> | | Japanese culture |

Figure 1: ARI's unique characteristics

Branding project generates new logo and identity design

In late 2018, ARI's PR section undertook an unprecedented challenge: a project to create a strong branding system for ARI's media and communication.

Until this time, ARI had never had a unified media design strategy. However, as ARI's activities, products, and audience have become more complex, the need for a clearer and more intentional communication design has grown as well. If we cannot convey ARI's nature well, people will misunderstand what we are and want to achieve.

Through interviews, surveys, and research, the PR section collected many opinions about

ARI. The crucial point was to discover the unique aspects that make ARI different from other organizations.

The results are listed in figure 1 above. We believe that these aspects are what attracts many people to ARI and why they are willing to support us.

After gathering and analyzing this data, we formed a statement that puts the core identity of ARI in a nutshell:

"ARI is a community-based school where people from all over the world share ideas of how to live together on this earth in a peaceful and sustainable way."



Issue 4 of euodoō

We issued the 4th *euodoō*, *Journal of Rural Future Study* collection of texts by ARI staff, graduates and related parties for the purpose of better understanding the philosophy, ideas and values of ARI. The journal has essays on school gardens that connect education with food and about the recognition of food by ARI members. It also includes a paper about climate change education at ARI, a short essay on dignity, and two articles by graduates. Finally, a 22-year-old speech by Dr. Takami in Germany added to the richness of this issue.



Booklet of the ARI Becquerel Center History

Based on the measurement results of the ARI Becquerel Center, which was opened in January 2012, we published a booklet that clearly explains what it means to live with radioactivity. A poster with the same content was also created. This project was realized with the support of the United Church of Canada.



ARI Director, Ms. Tomoko Arakawa, and Mr. James English, Program Coordinator, International Service Mission, Global Innovator Co-chair.

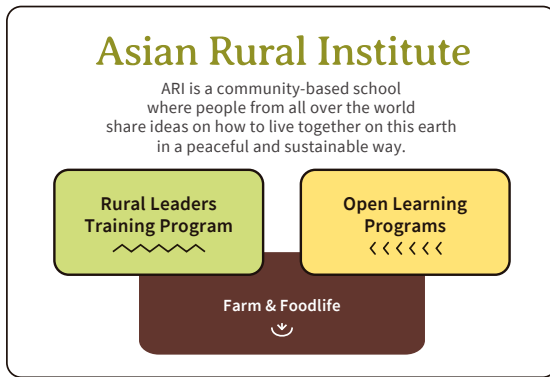


Figure 2: ARI's educational activities



Asian Rural Institute

New logo

Its serif typeface expresses ARI's character as a trustworthy place of learning, while its softer shapes are more inviting than the previous logo.

The sentence above, our identity statement, is a basic way to describe what ARI is doing. In 2019 it became the starting point in creating a design system that will unify all our media. This means that from now on, our website, print material, products, etc., are going to be redesigned so that people recognize and understand ARI's mission and unique aspects more easily.

One example is our new updated logo. Its serif typeface expresses ARI's character as a trustworthy place of learning, while its softer shapes are more inviting than the previous logo. The new, warmer, more mature green tone confirms our commitment to a humane and sustainable way of life.

The identity statement also helped us to rethink other aspects of ARI's operation. It led to important changes in how we understand the relations with our partners, supporters and customers. We decided to put all activities for the general public—camps, workshops, events—under an educational program that we call Open Learning Programs. We now recognize better their importance of fulfilling our mission: to build an environmentally healthy, just, and peaceful world in which every person can live to his/her fullest potential.

ARI collaborates with Texas Christian University through Global Innovator Award

On Sept. 23, 2019, in a special ceremony, Provost Dr. Teresa Dahlberg presented the Global Innovator Award to ARI Director Tomoko Arakawa. The Global Innovators Initiative partners groundbreaking individuals from throughout the world with TCU faculty, staff, and students on collaborations that address critical global issues. (See Greetings on page 2 for more information.)

During the visit to TCU, Tomoko spoke in a variety of areas including Asian philosophies class, Japanese class, food studies, environmental studies, religious studies, faculties of relevant studies, and with students from the honors college who visited in May 2019.

Topics ranged from "Farming Practices, Sustainability, and Food-life at the Asian Rural Institute," the new peace and reconciliation program at ARI, Fukushima and ARI, environmentalism, sustainability, and more.

Special thanks to Drs. Wendy Williams and Michael Strausz for their recommendation and support.

Nomination for the 2019 UNESCO/ Japan Prize on Education for Sustainable Development

ARI was selected as one of three nominees in Japan for the 2019 UNESCO/Japan Prize on Education for Sustainable Development (ESD) Award and advanced to the international jury. Unfortunately, ARI did not make it to the final international examination round, but the following points were evaluated highly in the domestic examination:

- ARI's activities aim to nurture rural leaders who serve socially vulnerable people and work towards achieving a fair, peaceful and sustainable society.
- Over the years, in order to create a fair and sustainable society, ARI has worked on creating an international network and has produced many human resources.

What is the UNESCO/Japan Prize on ESD?

The UNESCO/Japan Prize on Education for Sustainable Development was founded in 2015 with the financial support of the Japanese government to motivate ESD practitioners around the world to take better action and to spread those actions worldwide.

Nurturing Rural Leaders



To Lead with a Simple but Firm Resolution

The 2019 Rural Leaders Training Program



Yukiko Ōyanagi
Associate Director
Curriculum Coordinator

In December 2019, the Asian Rural Institute completed its nine-month Rural Leaders Training Program, and twenty-two participants from thirteen countries completed their training. We sincerely appreciate those who supported this training program, both financially and spiritually. From April 1, for nine months, through classes, farm work and daily activities, each one of the participants tried very hard to sharpen their leadership skills. We were amazed by their growth and the extent to which their learnings transferred to their concept of leadership.

Leadership and Dignity

Of particular note in this year's training is the word *dignity*. This year, we had a special lecture by Rev. Jeffrey Mensendiek, who focused on dignity. It had a substantial impact on participants. They were able

to deepen their learning of leadership on different social issues.

What does *dignity* mean? One of our key concepts at ARI is *Dignity of Labor*. In the participants' countries, people have a negative image of farming and farmers. At ARI, participants learn about the dignity of labor through farm work and about the philosophy behind organic farming from organic farmers during their study tours. In the end, they develop a sense of pride in farming itself. Although I don't believe that we have been thinking very deeply about the word dignity in leadership, through this special lecture, participants started to consider how they could include the idea of *dignity* in their leadership plans at home.

2019 Participant Alex Owusu from Ghana wrote the following about his expanded understanding of dignity:



Class session on conflict resolution

"I heard the word *dignity* and used it many times, but I learned a deeper meaning of the term during a training workshop. The baseline is that every human being has a unique sense of self-worth. The training focused on ten essential elements of dignity and ten temptations to violate dignity. These elements deepened my understanding and are mirrored in my relationships with people by way of accepting others as myself.

"In the future, I am looking forward to organizing dignity workshops for workers in my organization and community leaders, including youth leaders. It is worth arranging a similar type of workshop on the subject of transformation, leading to progress and changing society."

Alex Owusu
 Evangelical Presbyterian Church,
 Amedzote College of Education (Ghana)



Jeffrey Mensendiek (Right)
 Photo: Jeffrey Mensendiek 2015



(1) Participants at work at the drainage in the chicken house during Morning Foodlife Work (2) Rice harvesting in the fall (3) Digging sweet potatoes (4) Community event in early April (5) On the way to an observation trip

Climate Change Challenge

In the rural areas of the participants' countries, climate change has had a substantial negative impact. In many tropical regions, we can observe the increase of temperature, changes in the rainy season, as well as droughts and floods. The impact of climate change is more significant in tropical countries, and farmers are the ones who suffer the most significant adverse effects. In the ARI curriculum, we started to include classes about climate change in 2016. Each year Dr. Yoshiyuki Nagata of the University of the Sacred Heart in Tokyo gives special lectures and a workshop that provides for group discussions. Participants discuss climate change using the four-area frame-

work of UNESCO's whole-school approach to climate action and reflect on themselves and their communities using the worksheet, "ESD (Education for Sustainable Development) Self-Assessment Sheet." Also in June participants visited BE*hive, a space for exhibitions and workshops at Sacred Heart in Tokyo, and deepened their learning.

Dream for their community

Instead of a graduate thesis, ARI participants write a Reflection Paper. In the first section, they write about the past (their work and community); in section two, they write about the present (learning at ARI), and in section three, they write about the

future (their dream and vision). This dream also becomes the topic of their final oral presentation. Some of their dreams in 2019 were

- a community where everyone is aware of the importance of organic farming and practices it
- producing and eating healthy food
- youth empowerment in community development
- creating healthy and economically empowered eco-villages

One participant said that his dream was helping the poor. It sounds very simple, but it was his firm resolution, deeply embedded in his love for people.

I believe that his dream is representative of all his classmates. Commencement



is not the end of their training, but it is a beginning. This is the reason we do not use the term *graduation* but instead use the word *commencement*, which carries the meaning of a beginning. Yes, physically, they left ARI in December, but their dreams and their real learning started from the day they arrived home. At one Morning Gathering, one of our staff members said, “My dream = Your dream.” That plainly shows the feeling of all staff members of ARI.

You can find in-depth texts about dignity and the “Climate Change Challenge” by Rev. Mensendiek and Dr. Nagata in our publication *euodoō, Journal of Rural Future Study*, vol. 4, 2020.

PARTICIPANT STORY

Education for Children’s Future



Hayu Putri Astari, Indonesia

Yayasan Pesantren Al-Amanah Sempon
(Islamic Boarding School Foundation Al-Amanah)

Hayu is a teacher at Al-Amanah, an Islamic boarding school in Indonesia. Hayu, at 25, was among the youngest in her class—25 is the minimum age for overseas participants. When we were screening applicants, we worried that she might find it difficult to express her opinions firmly because of her age, gender, and cultural background. Still, we hoped that the training would equip her with leadership skills.

When we met her, it was clear that our concerns had been groundless. Hayu expressed her opinions without reserve. She even said about herself, “I am easy to get angry and people say my way of speaking is too emotional. My problem has something to do with my mind’s way of being.”

We often say, “African participants state their opinion clearly; Asian participants hold back their opinion and try to follow suit.” Hayu completely overturned our stereotypes. Without ever becoming timid or losing sight of her goals, she faced every challenge, overcame her weaknesses, and to the end engaged in the training with high awareness. She struggled with English but did not give up.

When she later confessed, “At the beginning, farm work was tough because I did not have experience. In the first month I couldn’t move my body because of muscle pain,” we staff were rather surprised because she had not shown any weakness. Nor did we notice any hesitation on her part toward elder classmates, some of whom were almost her parents’ age. Hayu’s strength to overcome every challenge was motivated by her firm goal, which was “to establish a suitable education for the future of children.”

At ARI, instead of a graduation thesis, each participant writes a reflection paper. The aim of this paper is to take a new look at themselves. Hayu titled

her paper, “Education for a Suitable Future.” She said, laughing, “Actually, I tried to write *sustainable* but misspelled as *suitable*. But I thought that works just as well, too!”

Her paper was indeed discussing a suitable future. She is planning to install organic farming in Al-Amanah’s curriculum and to involve the parents in their children’s education, too. The children will learn to protect the soil and nature, becoming themselves a “suitable generation.” She will convey that building a sustainable community is more valuable than chasing quick profits, and rural communities themselves have value and importance. Hayu knows that she cannot achieve this by standing at the forefront all the time. “I find it impossible to change everything as I wish. Rather than me acting alone, the community must go forward together. It is they who determine what they want. My presence is only as a facilitator. What I am here to do is to help them become their own leaders.”

As soon as Hayu returned to Indonesia, she started to share what she had learned with her colleagues and the students’ parents. Her mission has only just begun.





Open Learning Programs <<<<<

Standing left to right: Sakura Honda (St. Olaf College, MN), Isabela Valencia (Wellesley College, MA), Karina Sieber (St. Olaf College), Julio Olivarez (Wilmington College, OH)
 Sitting left to right: Emma Marks (Wilmington College), Abby Ow (Wellesley College), Ian Roback (St. Olaf College)

Passionate Youth from the United States

Interns from U.S. colleges become fully immersed in ARI community life.



Kathy Froede
 Ecumenical Relations Coordinator

Each summer, ARI receives interns through universities, mission boards, seminaries, and churches. In 2019 internship participants came from St. Olaf College, MN, Wellesley College, MA, and Wilmington College, OH, a new education partner. The professors from these schools want their students to have the unique and rich experiences ARI provides.

All interns are assigned to work with one of our school's sections. They build new skills on the farm, in the kitchen, in the office, or with student groups. They also give presentations about their skills and knowledge.

Emma Marks from Wilmington College said, "Each day, I came to know others through our work in the fields. Growing and consuming food in this way was such a vast change from the typical U.S. diet. At ARI, I knew where my food came from

because I played a part in producing it. The food we grew and shared connected all of us in a common goal... I felt empowered to make the most of my time at ARI, from researching farming practices in our library to experimenting with unknown veggies in the kitchen."

The interns are not the only ones who learn when they are on campus; the entire community is influenced by both the interns' hard work and viewpoints. We learn how passionate American youth are today about environmental sustainability and justice, social change through agriculture, and human rights.

Our Evolving Study Camps

Through unique camp experiences we share new values with university students.



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



University students participating in Study Camp

The Fundraising and Domestic Program section found it necessary to rethink one of its budget items following the cancellation of conducting a training for one big Japanese group. Since many of our visiting organizations had experienced the three-day Study Camp program focused on Foodlife, we desired to create a new program. As a result, we came up with a new four-day program that targets universities and focuses on ARI's core concept of servant leadership. This resulted in 17 of the 46 visiting organizations staying with us

(for at least four days), to help us to fill the income gap.

Although we had depended on lectures from our director, we, the sections' staff, studied hard and supported one another so that we could be the ones to teach about servant leadership. This turned out great! By considering the interest and number of people from visiting organizations, we adjusted the staff who led the sessions. We learned from each other's lectures and improved the quality of the program.

Feedback from Study Camp participants:

"I was able to understand that servant leadership is about a leader who listens to others, works for others, and someone who is others-centered. This is not easy to put into practice, but over a long period, I want to pursue this ideal."

"I want to become a leader who can notice even a small effort that someone else or even I make and be able to say "that's great, that's wonderful."

SPOTLIGHT

Doshisha Students' Support for ARI



Each year, many university students come to ARI, but more students come from Kyoto's Doshisha University than any other school. We were overjoyed when, in 2016, Doshisha students started the ARI Support Project. We asked Rie Kitaura and Misato Tsuji, leading members of the project, to share their reflections.



Ms. Kitaura:

We only had one thought in our minds when we started this project, that we want to return a favor to ARI. Although our visit was rather sudden, we were welcomed warmly and received so much learning from ARI. Yet we were not able to give much in return. For the past four years, our project members have worked together, searching for a way to do something, even though we are just students, and to break free from only being on the receiving end.



Ms. Tsuji:

As members of this project, we have participated in on-campus and off-campus events to sell ARI goods and share information about ARI. For the past four years, we have met weekly and discussed what we can do to share the charm of ARI and the knowledge we got from ARI with a wider audience. We place much importance on our relationship with ARI and want to return the favor in any way we can as university students.



SPOTLIGHT

A Fruitful Year

Sales Report



Hiromi Satō
Sales

Fiscal 2019 was a year of many new challenges, but it has been a very fruitful year. Since the beginning of the Sales Section, we have been able to cooperate with people inside and outside of ARI, such as (1) involving Japanese graduate interns in the work and (2) participation in large-scale events. Thanks to this cooperation, we were able to achieve the highest sales result (12 million yen) since the embarkment of our sales activity.

Utilizing the materials' original taste

As for the creation of new products, we prototyped smoked soybeans and 100% carrot juice. We made use of the advantage of being able to hear the customers' reactions to these products through direct encounters and sold them at events where there might be the greatest interest: Fuji Rock Festival NGO Village, Nasu Takuyō High School Soybean Festival, Utsunomiya City Organic Farm Marche, etc.

We still need to consider whether to manufacture them regularly or not; the process would be partially outsourced and we would have to carefully adjust the stock of raw materials which are from the ARI farm. On the other hand, the taste of the original materials reflects the quality, making them very popular with customers. All of our products are characterized by the fact that the ingredients are agricultural products from our farm or processed solely at ARI.

Regarding the smoked soybeans, Kaoru Kobayashi, a Japanese graduate intern of ARI, planned and carried out everything from development and manufacturing to sales and reflection. It was a great learning opportunity for our sales staff, who



ARI Shop at Fuji Rock Festival (photo: Fuji Rock NGO Village)

Best-selling product of 2019

| | | |
|-------|---------------------|----------------------|
| no. 1 | Pork | 3,156,465 JPY |
| no. 2 | Eggs | 2,010,880 JPY |
| no. 3 | Carrot Juice | 1,976,634 JPY |



Pork Set

supported her project.

For our standard products, such as rice and pork, which have an excellent reputation for taste and safety, we anticipated a high demand, and they indeed continued to be a strong item of our *teikei* business model (a contract of regular purchases based on the trust among producers and customers). We continued steady public relations activities so that these products would connect with supporters such as those who subscribe to our Japanese newsletter *Ajia no Tsuchi*.

Health Set

We carried out a campaign sale called "Health Set" as a response to the coronavirus that started occurring at the end of the fiscal year. In light of the ever-changing situation, prompt publicity on social media was successful and we received many orders as well as messages of support from many people. We were concerned that the number of visitors would decrease drastically and that the meetings and worship services, which normally are opportunities for regular customers to make purchases of ARI products, would be canceled. To meet

the desire of customers who refrained from going outside, we succeeded in offering this set of special items for a reduced price and a limited period of time. The Health Set became a token that symbolized the spirit of sympathy between ARI and ARI's customers, helping each other in this time of crisis.

ARI's sales activities are rooted in our motto That We May Live Together, and everybody who is involved in this work each day is learning from each other. We hope that this will continue to bring joy to many people.



ARI Health Set

Energy Usage Survey and Our Future Energy Policy



Tomoko Arakawa
Director

At ARI we have continually sought to use various forms of sustainable energy and alternative or appropriate technologies,¹ so that we would not have to depend heavily on fossil fuels. We have pursued these alternatives because as a school we strive constantly to live within the natural rhythms of creation. At the same time, thinking about the difficulty in even assessing the basic energy infrastructure and high running costs in participant's countries, we find that using renewable energy is a logical strategy.

But for more than eight months of the year, almost 60 people are living together on campus, so life without using gas or electricity is impossible. In experiencing the fallout and impact of the Fukushima Nuclear Power Plant I accident now almost ten years ago, we were brought face to face with our energy problem. As we rebuilt our buildings, we incorporated solar energy for our floor and water heating, and energy-efficient doors and windows to reduce the usage and cost of kerosene heaters in the winter. However, we still have not been able to leave behind a lifestyle dependent on fossil fuels.

Measuring the energy usage at ARI

Last year, upon receiving a subsidy for assessing consumption of our energy, we hired a consultant to survey the amount of energy we use on campus (not including the dormitories) to advise us in reducing our carbon footprint. The results (Table 1) show that over the course of a year we produce some 75 tons of carbon emissions. About 22% of the emissions are for the water pumps, and 19% are for our refrigerators and freezers—about 40% of our total energy usage (Figure 1).

The consultant recommended ten ways that we could reduce our carbon footprint.

These ranged from relatively easy solutions like changing the temperature on our freezing units and investing in newer, energy-saving models, to big investments like seeking energy self-sustainability by producing our own solar energy. We found that by applying these ten recommendations we could reduce our carbon emissions by some 26 tons (see Table 2). To accomplish these changes, much investment is needed. And because we cannot implement all of these measures at once, we are considering how to implement what we can.

Last year the words and actions of Greta Thunberg, the 17-year-old Swedish climate activist, became a hot topic. From her sincere call to action, many people realized that global warming is not a problem that we should wait for someone else to solve but a problem for each one of us.

Our energy plan

Like other concerned world citizens and groups, ARI wants to be proactive about our energy usage. In addition to carrying out the recommendations described in Table 2, we commit ARI to implementing the following.

1. Continue a high rate of food self-sufficiency

Including the feed for our livestock, we want to continue our high (>90%) rate of food

self-sufficiency, keep food mileage² low, and reduce CO₂ from our food production and consumption.

2. Reduce garbage and increase recycling

We are committed to enforcing correct garbage separation to raise the percentage of recycled resources and to reducing the amount of garbage, especially plastics brought from outside. We also seek to make better use of recyclables.

3. Increasing each person's awareness

By making each member of the ARI community aware of his/her personal use of water, gas and electricity, we hope to decrease our energy usage overall.

Notes:

1 Alternative or Appropriate Technology

"Technology... that is designed to take account of the social, economic, and environmental circumstances in which it is employed,... and typically (in developing countries) utilizing locally available resources and cheap or renewable energy sources."
https://www.lexico.com/en/definition/appropriate_technology

2 Food Mileage

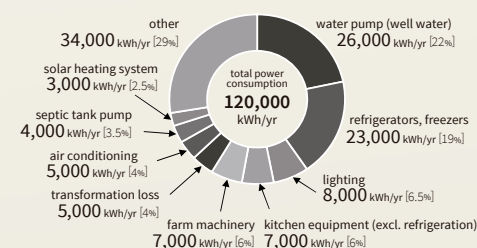
The distance that food travels from producer to end user. It is a consideration of the effect on the environment from the carbon emissions created in the transportation of foods. If the distance between the food producer and consumer is near then food mileage is also low; if the distance is great then the food mileage is high.

(Table 1) Annual CO₂ Emissions by Energy and Annual Cost (FY2018 result)

| classification | usage | CO ₂ emissions* | cost | ratio |
|----------------|----------------------|----------------------------|-----------|-------|
| electricity | 107,000 kWh/yr | 51 t-CO ₂ | 20,840 \$ | 67% |
| kerosene | 6.1kl | 15 t-CO ₂ | 5,380 \$ | 17% |
| LP gas | 1,400 m ³ | 9 t-CO ₂ | 4,850 \$ | 16% |
| Total | | 75 t-CO ₂ | 31,070 \$ | |

*Electricity is calculated using the basic emission factor of each electric utility

(Figure 1) Electric Power Consumption of Major Equipment (FY2018 result)



(Table 2) 10 Measures to Reduce CO₂

| Equipment / Location | Measure | t-CO ₂ Reduction | Reduction rate | Investment |
|--|---|-----------------------------|----------------|------------|
| Well water pump | Reduce power use by fixing water leakage | 7t | 8.9 % | pending |
| Dining hall, food processing | Change the set temperature of the freezing units | 1t | 0.8 % | 0 \$ |
| Solar heater | Stop floor heating pump during summer and interim periods | 0t | 0.5 % | 0 \$ |
| Dining hall, food processing | Optimize freezer and its defrosting cycle | 0t | 0.4 % | 0 \$ |
| Food processing | Clean air conditioning filter and fin in 1F potato storage room | 0t | 0.1 % | 0 \$ |
| Cubicle | Upgrade transformer and evaluate capacity | 2t | 2.2 % | 4,600 \$ |
| Dining hall, food processing | Update constant-speed freezer to inverter type | 2t | 2.1 % | 12,860 \$ |
| Lighting equipment | Reduce power use by introducing LED lighting | 2t | 2.0 % | 10,870 \$ |
| Food processing | Replace old air conditioner in the 1F potato storage room | 0t | 0.3 % | 1,830 \$ |
| Solar power generation and storage | Reduce power use by introducing solar power generation | 12t | 15.0 % | 37,670 \$ |
| Total recommended measures (energy saving, fuel conversion, renewable energy generation) | | 26t | 32.3 % | 67,830 \$ |

Together with Supporters



The Lifeblood of ARI

International relationships sustain ARI financially, educationally and spiritually.



Kathy Froede
Ecumenical Relations Coordinator



Caitlin O'Quinn
Volunteer
(Brethren Volunteer Service)

As we visit and are visited by people from Japan and around the world, we share rich experiences with supporters and partners. A few visits are highlighted below.

Sabbatical at ARI

Dr. Samantha Senda-Cook from Creighton University in Omaha NE visited ARI from February to July 2019. She studies how communication about the environment shapes our perceptions of the natural world. During an earlier visit to ARI, she was struck by how ARI establishes the relationship between food and peace. During her 2019 stay, she studied how ARI members perceive and interpret food. (Please see her thesis in our publication *euodoō*, *Journal of Rural Future Study*, vol 4, 2020). In addition to her research,

Dr. Senda-Cook conducted work-shops on communication which enhanced our understanding about how to live at ARI and within our home communities.

ARI Director visits the American Midwest

In September ARI Director Tomoko Arakawa and Bev Abma, AFARI board member, met supporters and potential partners with whom Bev has worked throughout her career.

One stop was at the Communications Department of Goshen College in Indiana. They discussed collaboration on a documentary film for ARI's 50th anniversary in 2023. Some environmental studies students expressed interest in visiting ARI.

At the Fetzer Institute in Michigan, Tomoko described ARI's focus on peace and

reconciliation. Great interest was shown in helping us to further this focus in our curriculum and staff study.

Tomoko was also encouraged by her first-time visit to Friendship Christian Reformed Church, also in Michigan. She commented, "It was truly a blessing to meet the mission team and new pastor to learn about their strong interests and to tell the ARI story."

2019 Women's Conference

The Women's Conference brought together over 50 women living in Japan, many of whom are pastors, missionaries, and teachers. Some were Japanese, others were from abroad. They came from some of ARI's church partners: Tokyo Union Church, West Tokyo Union Church, Yokohama Union Church, St. Alban's Anglican

Western Japan Caravan

The Western Japan Caravan is now in its 10th year.



Jun Yagisawa
Fundraising & Domestic Programs

This year marks the 10th anniversary of the Western Japan Caravan, which is held mainly for fellowship with supporters throughout Western Japan. We formed a team of four that included two staff members, plus a graduate from Kiribati, Tebweretaake Tokantetaake (Tebby), and a Japanese intern Kaoru Kobayashi. We visited 25 locations, mainly schools and churches, over thirteen days from November 2 to 14. In all, we participated in 32 classes, worship services, and fellowship meetings.

Both the purpose of our visits and the form of our exchanges varied by location.

Sometimes we met at churches to talk in an “at home” atmosphere; at other times we gave presentations in front of more than 1,000 students, and we also held lectures and workshops at universities. For those who joined the caravan for the first time, I think it was both enjoyable and challenging to work in such a wide variety of places.

In the midst of this, we received the sad news that Tebby’s grandmother, who raised her, had passed away. Tebby was heartbroken, but she hid her grief and said, “I want to be of service to the Asian Rural Institute. I want to live up to the expectations of the supporters.” And with that, she went on and completed all of the events. The enthusiastic welcome from the people she met everywhere was a great encouragement to her.

This time, the scale of our trip was reduced compared to previous years, but our length of stay in each destination was longer, and it was possible to have deeper times of fellowship. At Aishin Christian High School in Shimane Prefecture, which was our first place to visit and the farthest away, we stayed in a dormitory and had an impressive exchange with the students for a long time. We, at ARI, look forward to continuing to develop closer relationships with people in these various regions.

On the financial front, a grant from the Wesley Foundation significantly reduced transportation and other expenses. However, thinking about how to maximize cost-effectiveness in this activity, including funding, relationship building and awareness-raising activities, will continue to be a major consideration for the future trips.



(1) Participants of the Women's Conference
(2) Director Arakawa visiting Goshen College
(3) Samatha Senda-Cook in the paddy field on transplanting day

Episcopal Church, and Kobe Union Church. The conference focused on the topic Seeing Love in Change. The ARI community was able to demonstrate our hospitality by preparing home-cooked meals from farm products, setting up rooms, and providing transportation. The women learned about ARI’s mission and vision through joining Foodlife Work, a campus tour, and a discussion with a graduate, from whom they learned how the ARI training brings love and change to rural communities. Former ARI staff member Sarah Oba brought the conference to ARI. She and the conference coordinator, Nobuko Satô, were great organizers and, together with the ARI community, successfully held the 62nd Women’s Conference.



Tebby and Kaoru speaking at a high school



Climate Change and Organic Farming

Crops & Vegetables Section Report



Masanobu Sakurai
Foodlife (Crops & Vegetables)

Yield of Major Farm Products in 2019

| | |
|--------------|----------|
| Rice | 6,482 kg |
| Wheat | 4,232 kg |
| Potato | 74 kg |
| Sweet Potato | 737 kg |
| Soy Bean | 1,802 kg |
| Carrot | 366 kg |
| Pumpkin | 276 kg |
| Onion | 476 kg |
| Garlic | 47 kg |
| Egoma | 31 kg |
| Kiwi | 64 kg |
| Blueberry | 13 kg |

It has been some time since the discussion about the serious problem of climate change has taken on a worldwide scale. Among the Sustainable Development Goals (SDGs) adopted at the 2015 United Nations Summit, there was a call for “concrete counter-measures for climate change,” with a requirement that some useful measures be taken by 2030, the deadline set for achieving the goal.

In 2019 at the Asian Rural Institute, it became difficult to manage the cultivation of some vegetables and crops in the way we had hoped. In early spring, it was hard to secure water for the rice fields because the groundwater level dropped. The extreme heat of summer and occasional torrential rains added to our problems. In addition, the planting of autumn and winter vegetable seedlings was a little too early last year, which overlapped with the influence of residual heat, causing cabbage and Chinese cabbage to suffer damage from pests. The yield of egoma (*Perilla frutescens*) decreased sharply due to a typhoon just before the harvest season. Moreover, because of a warm winter this year, there was a lack of snowfall, and, without the additional water from snowmelt, we are worried about another water shortage.

On the other hand, through the staff’s improvement of organic cultivation tech-

nology, we increased the yield of products such as rice, eggplants, pumpkins and potatoes. All of our crops have experienced failure at least once, but each time we tried to find out the cause and strove to improve our cultivation methods. Our yield increase came as a result of repeated trial and error and an earnest dialogue with the natural environment. However, climate change and the unpredictability of the seasons makes it more important than ever to calculate the optimal time for sowing, planting and harvesting. It is also conceivable that our cultivation methods of this year may not work next year.

Obtaining a fruitful harvest begins by sowing a single seed in the field. We interact with nature, which is changing every moment, derive optimal cultivation methods, and gain a fruitful harvest. It is difficult, but it is also worthwhile. That is what makes organic farming so interesting.



KEY CONCEPT

Disaster-Resistant Foodlife

Without the blessings of nature, humans could not survive for even a short time. Air, water, sun, forests, rivers, sea, soil... all living things exist in the balance of this magnificent natural ecosystem that is our world. However, excessive resource development, economic activity and technological innovation in recent years have ignored the earth's environment, causing global warming, which has become an immense issue. Now that climate change is causing frequent natural disasters and is bringing about a new state of normal, finding a lifestyle that can withstand disasters is a matter of great urgency. What, then, is a "disaster-resistant lifestyle", and what makes it become a strong deterrent to climate change and other calamities?

The first factor is having a secure water source. ARI relies on its well water and water from Nasushiobara City. There are many springs and shallow wells around the area, and it is important not to pollute them with pesticides and chemical fertilizers.

Second is food self-sufficiency. If we depend on food imported from overseas and food disappears from stores for any reason, we would not be able to survive. At ARI the food self-sufficiency rate is about 90 percent or more, and the rice stock (ARI's staple food) is enough for more than one year.

Agriculture that fosters biodiversity and UN-recommended, small-scale family farming is also more disaster-resistant than large-scale, single-crop cultivation because when the climatic conditions for the latter are not met, the crop will be destroyed. If you grow a variety of vegetable crops in various places, it is still possible that some of them will be damaged. However, small-scale, family farmland may be scattered in multiple places; even if a farm's flatland crops are completely eradicated, the crops in the mountainous areas may survive.

The conservation of *satoyama* (rural community woodland hills) is also important. The forest can retain water and is effective in mitigating floods and drought while also helping with water purification. It preserves the soil, prevents sediment buildup, blocks the wind and outside sounds, and slows wind-driven dust. The forest also absorbs carbon dioxide, helping to suppress global warming.

And when we turn trees into charcoal and apply it to the soil, the soil improves while the carbon remains permanently trapped within it.

There are still many things we can do to achieve disaster-resistant Foodlife, such as energy independence, but ARI will continue to provide a place where we can grow together to realize genuine Foodlife.



Osamu Arakawa
Associate Director and
Education Director
(Farm Manager)

Preventing Pig Infections and Making Use of Goats

Livestock Section Report



Takashi Ôtani
Foodlife (Livestock)

The biggest event in the Livestock section occurred in the pig pens. For the first time in 26 years, swine fever, an infectious disease, started spreading in Japan. In September, it invaded the Kantô Region, and we were forced to take measures against it. Besides installing a protective fence around the pig pens (a measure expected to become mandatory for all of Japan in the future), we continue the following measures: prohibiting outsiders from entering the vicinity of the pig pens, preparing feed in a closed environment, and disinfecting with lime. However, as sporadic infections are still spreading in various places in our area despite the installation of protective fences, we have decided to start preventive vaccinations in the future.

For the first time in the goat section, we slaughtered male goats at the age of seven months and processed them into goat meat and innards. Many of our participants consume goat meat in their countries; so they were pleased to enjoy it not only at Harvest Thanksgiving Celebration but also in everyday cooking. At the same time, the number of milking goats increased to five, and they produced three times the amount of milk as last year. To establish a feed self-sufficiency rate of 100 percent without depending on purchased feed,

while ensuring a stable amount of milk in the future, we started planting more mulberry trees on ARI property through the use of cuttings. We also increased the growth of our pastures. During the winter, goat feed consists mainly of bamboo leaves from bamboo trees harvested from abandoned land outside ARI. After the goats eat the leaves, the small branches are crushed to use as flooring in the chicken houses, and the bamboo trunks are used as stakes in the field; nothing is wasted.

In the poultry department, we raised broilers in addition to laying chickens, and we were able to reduce feed cost by using wheat bran generated from our wheat harvest for our feed. In addition, we have introduced new systems in the chicken house, such as a brooding system that takes the heat from decomposing compost and transfers it by pipes under the brooding room floor. Also new in 2019 is a slanted egg-laying box, where the eggs roll to the bottom of the box.

Recently, we have begun to consider the use of the forest around our barns. By attaching a name tag to each tree, we hope to deepen our understanding of our trees as a local resource, and we anticipate that in the future the forest will make a contribution as a place of meditation.

Yield of Major Livestock Products in 2019

| | | |
|----------|------|---|
| Pigs | meat | 71 heads (including 42 for private use) |
| Chickens | eggs | 99,664 (including 23,045 for private use) |
| Goats | meat | 411 chickens |
| | milk | 1,768.9 liters |
| Fish | meat | 52.2 kg (and innards 16.0 kg) |
| | meat | 26.5 kg |

An Improved Family Economy

FEAST Report



Zacivolu Rhakho Dozo
Foodlife (FEAST Coordinator)

37,923*

Number of meals served in Koinonia in 2019

| | | |
|------|--------|-------|
| 2018 | 44,433 | meals |
| 2017 | 34,811 | meals |
| 2016 | 38,142 | meals |

* The decrease is due to (1) more student visitors cooking meals at the Nasu Seminar House and (2) pandemic-related visitor cancellations from January to March 2020

“Acivo-san, we need a chili dish!” An exclamation like this always makes the atmosphere so homey and inviting in the Koinonia dining hall when, at the beginning of a new training year, I establish relationships with the new community members. But in reality, I am always overwhelmed thinking of how I will handle my work throughout the year. In the end, I am equally surprised to see how everybody adapts to the new environment and works together efficiently in the ARI kitchen.

From this kitchen, we raise awareness of safe and unsafe food and of why we use organic farming at ARI. Through classes on nutrition and their practical involvement in cooking, the participants recall their food habits and the common food intake in their home communities. This helps them learn what safe food means. When we follow a balanced diet with safe food, we lower the risk of disease. This saves money, which leads to a better family economy. Maintaining simple but safe food habits and a peaceful life at home is the biggest family asset.

For that purpose, FEAST has practiced and greatly improved self-sufficiency over the years. One intentional step that I took this year was to reduce food ingredient purchases from outside ARI and to encourage participants to enjoy the natural taste

of our farm’s produce. I focused on the connection between the kitchen and the farm’s production sections and how we can manage food for improved health and family economy.

This year, I feel a great sense of achievement. Many participants understood both the value of the kitchen and of all the farm sections. In fact, out of my entire experience as FEAST section coordinator, I felt that the 2019 participants had the best health record and the highest awareness of health issues in their home communities.



(1) Acivo with Hadija, participant from Uganda, and Stephen, a volunteer from the U.S.
(2) Fuki, Japanese volunteer

Graduate Outreach



Steven Cutting with graduates Zabet Htan ('13, left) and Yaw Ling ('16, right) before the 2020 ARIGA Myanmar meeting.

Keeping the ARI Family Together

Graduate Outreach report



Steven Cutting
Graduate Outreach Coordinator

Two years ago, ARI asked me to develop a new section: Graduate Outreach. Most likely, I was approached because of my nine years as an ARI staff member and the fact that I had recently co-conducted a two-year *Graduate Impact Study* during which I met over 200 alumni in twelve countries.

The initiative for the new section came out of a request from the graduates themselves during ARI's 40th anniversary celebration in 2013, to strengthen the relationship between graduates and ARI. The establishment of the Graduate Outreach section was then made possible by a major gift from the Hale family in the United States.

This job, I soon realized, is all about connecting. ARI is like a family spread around the earth. It starts at ARI, where people form strong bonds as they share life and life-transforming experiences. Then, after commencement, it takes a new shape when it extends out into the world. Physical distances expand, but the

connections remain. However, as graduates reimmerse themselves into their daily lives, the distance from the ARI family can feel stretched. This is where I can lend a hand—to create ways of holding this family together.

The frog has leaped

Due to technology, global communication is much easier than in days past. There is email, of course, but graduates prefer Facebook or WhatsApp. Leapfrog technology has made smartphones much more accessible to rural people than telephone lines. Graduate Outreach has capitalized on this by setting up a GradOut Facebook page. In addition, the *Network Newsletter* has evolved into the *Network e-Bulletin*. This newsletter had been distributed for over thirty years by post and was once the only lifeline to ARI for most graduates, so they prefer digital communication. It is more reliable and the news is current.



(1) Mambud Kestine Samai ('18, right) in Sierra Leone
 (2) Lasitha Kumara ('08) and Kengo Ishida ('12)
 transplanting trees after the International Conference of
 ARI Graduates in Indonesia

A worldwide community of learning

ARI is a community of learning. The roles of teacher and student are not separated because all of us have something to teach, and each of us has a time to learn. Through Graduate Outreach, this dynamic continues via an online system called the *ARI and Graduate Knowledge Base*. This is a *wiki*, where graduates can share specific methods and techniques they employ or explain how they adapted ARI learning to their home contexts. So far, topics include organic farming, food processing, farmer group formation, and women empowerment. The only requirement is that it is written as a *how-to*, or more accurately, a *how we do it*. ARI also contributes its practices to this knowledge base as a reference tool.

For example, you can find several pages on *bokashi*—how it is made at ARI, in Cameroon, in Indonesia, and in the Philippines. The principles are the same, but the specific techniques and ingredients vary. In this way, ARI's learning community, now combined with local ingenuity and digital technology, continues and expands.

This broader learning community can also be found in the addition of the Graduate Seminar to ARI's curriculum. Each year we invite two graduates with deep community organizing experience to share about their work, focusing on their first steps after getting home. Near the end of the training program, participants become anxious about how they will bring their new "ARI ideas" back to their people. Hearing how others have done it before inspires them. At the end of one session, a participant declared, "Thank you. Now I have seen the way!"

The group hug

Sometimes all you need is a good hug. Who better for that than family—those who know and care about you? ARI graduates are dedicated and fierce in their desire to see better lives for their people, but they come up against tremendous obstacles: poverty, climate change, war, corruption, and on and on. To cope, they reach out to each other—whether texting or calling—just to know they are not alone. Graduate Outreach gets in on that hug by expanding this support network.

On a practical level, I connect graduates to important professional resources such as conferences, funding opportuni-

ties, and like-minded organizations. It's a good feeling when I get a notice saying, "I registered for the workshop you told me about" or "I applied for that small grant." On a more personal level, I have started an online platform called Graduate Stories. When alumni send me stories or reports, I upload them for all to see. It is a living archive of the lives and work of graduates and just one more way to keep this worldwide family together.

Graduate Stories is open to anyone interested in learning about our graduates' work!
<https://scrapbox.io/ARI-Graduate-Stories/>



With the Tanzanian graduates

ARIGAs and Graduate Collaboration



International Conference of ARI Graduates (North Sumatra, Indonesia)

November 5-8, 2019

ARIGAs, or ARI Graduates Associations, are country, or region-wide unions of graduates—local ARI family chapters. Entirely self-organized, they hold regular fellowship meetings to network, update each other on their lives, and, as they like to put it, “Keep the spirit of ARI alive.” The oldest ARIGA, formed over thirty years ago, is in Sri Lanka. The youngest one is in Ghana, established two years ago. This year, Steven Cutting had the privilege of joining two ARIGA gatherings.

This meeting was quite spectacular. It was held in the beautiful town of Parapat on the shores of Lake Toba. All graduates worldwide were invited, and 32 from seven countries attended. Organized by the hard-working alumni of North Sumatra and sponsored by the Batak Christian Protestant Church, the theme was Food and Justice Reconciliation.

Exposure tours to project sites allowed for firsthand learning about the work of fellow graduates and sparked animated Q&A sessions. For example, in one community graduates observed how unproductive oil palms are used

to make brown sugar. Lasitha Kumara ('08) from Sri Lanka explained that they also have oil palms, but discard the trees when they stop producing, so he wants to bring this idea to his community. At the visit to his coffee farm, Gani Silaban ('08) taught not only his methods for growing organic coffee but about organizing strong farmer cooperatives. Gani actively networks with other graduates who grow coffee in Indonesia, the Philippines, and Myanmar. They share about farming techniques, marketing, and co-op management.



ARIGA Myanmar

February 25-27, 2020

The ARIGA meeting was held at an organic farming training center in the Ayeyarwady River delta region and truly had the feel of a family gathering. Most graduates knew each other well and newcomers were warmly welcomed. Each person shared not only about their work but about their challenges. For example, one young woman had been arrested while giving an agricultural training session because the police thought she was a political agitator. People listened carefully and understood one another, and this is what everyone needed.

Aside from this meeting, Myanmar graduates frequently collaborate in their community work. Samuel Bya ('05, '13) from central Myanmar drove his motorbike for a day to reach the remote village where Zabet Htan ('13) lives to teach about sustainable forestry. In turn, Zabet traveled across the country to give an organic farming workshop to the community of his classmate Eh Li Htoo ('13). They are grassroots leaders, and just like the roots of grass, they gain strength by interconnecting, collaborating to become powerful forces of change!



Overseas Training in Indonesia, sponsored by ELCA

February 24-28, 2020

ARI, with the generous support of the Evangelical Lutheran Church of America (ELCA), conducted a five-day overseas training workshop in Indonesia. Both ARI and ELCA wanted to create a workshop to benefit partner communities by sharing techniques in sustainable agriculture, income generation and community development, while also providing insight into the lives of rural people which can be used to improve our training methods in the future. Mr. Tigor Sihombing ('03), from PT PIDO - Organic Coconut and Arenge Sugar, organized the workshop

with his community. Tigor works with rural coconut farmers in Central Java to help them obtain organic certification and find markets.

Topics included organic coconut oil and sugar production, IMO and fermented plant juice, and goat management, taught by Tigor. Strategies for building community were taught by Ms. Eunike Brahmanto ('14), from Yayasan Kristen Trukajaya Salatiga. Land rights, agrarian resources, and farmer economics were taught by Mr. Rudi Casrudi ('14), from the Consortium for Agrarian Reform.

Financial Report



Asian Rural Institute expresses our sincere gratitude for your support.

Balance Sheet

In FY 2019, assets decreased by approximately 5% from the end of the previous fiscal year. In preparation for the future, we continue to set aside a combined total of \$46,040 per year—\$27,029 for retirement fund and \$19,011 for maintenance of facilities. In addition, expenditures which have helped us to put necessary equipment in place to enhance our educational activities, have led to a decrease in cash deposits. At the same time, we were able to reduce our approximately \$1,856,023 debt by paying back a total of \$60,906.

Statement of Revenue and Expenses

(a) Tuition/Scholarships and Fees: \$353,636 (101% of budget, 137% compared to last year)

In FY 2019, there were many tuition scholarships from overseas organizations, an increase of approximately \$90,098 from the previous year. The amount of tuition scholarships from overseas organizations in recent years has contributed to the stabilization of our finances overall.

(b) Donations: \$523,985 (85% of budget, 87% compared to last year)

Among domestic donations, credit card payments as well as the number of small donations (\$100 or less) are increasing. Organization donations are becoming smaller. We have achieved our budget for overseas donations. We received unexpected revenue in the form of a government payment of \$8,109 as a subsidy for measures to control carbon dioxide emissions. The subsidy was given in order to implement a plan for potential CO₂ reduction which grew out of a study conducted over a six-month period. There was an expenditure of \$8,920 as a consignment expense for the project. In other words, with the subsidy provided, we were able to conduct a study by experts for only \$811 in consumption tax, and we were able to build a platform for the introduction and expansion of renewable energy in the future.

(c) Sales and Special Services: \$215,335 (99% of budget, 84% compared to last year)

Sales of pork: We established a relationship with a new meat processing house and sales resumed. The total sales of livestock products for pork and eggs totaled approximately \$46,581 (138% of the budget, 158% year-on-year), contributing to a rise in income. In addition, the income from accommodations at Nasu Seminar House reached a record high this past year. Along with that, coordination expenses and program expenses were also on target. However, due to the novel coronavirus pandemic, the study camps of the three organizations scheduled for March were canceled, resulting in a decrease in income by about \$4,505.

General Overview

Both income and expenditures were almost on budget. Amid the decline in sales due to the effects of the novel coronavirus pandemic in March, it was fortunate that our expenditures only exceeded our balance by \$2,973 before the depreciation allowance and incorporation into designated funds. In the new fiscal year, strict financial management is expected due to a decrease in the number of participants and the restrictions on domestic education programs and events caused by the spread of the pandemic. However, at this time, we would like to reconfirm the mission of the Asian Rural Institute and do our best to stabilize our finances in order to make that mission a reality.



Kaori Sakuma-Vero
General Manager

Balance Sheet

| Assets | March 31, 2019 | March 31, 2020 |
|---|-------------------|-------------------|
| Fixed Assets | 8,379,264 | 8,059,244 |
| Property | 7,462,346 | 7,128,077 |
| Land | 1,949,911 | 1,949,911 |
| Building | 5,168,483 | 4,903,707 |
| Constructions | 141,158 | 130,824 |
| Educational research equipment | 46,786 | 49,005 |
| Management equipment | 13,074 | 9,907 |
| Books | 57,488 | 57,488 |
| Vehicles | 16,809 | 18,224 |
| Construction in progress | 68,637 | 9,010 |
| Special Assets | 868,869 | 916,534 |
| Third designated special asset | 657,279 | 658,864 |
| Retirement fund | 153,793 | 180,837 |
| Building Repair endowment | 57,796 | 76,833 |
| Other Fixed Assets | 48,049 | 14,633 |
| Telephone rights | 1,456 | 1,456 |
| Capital | 1,388 | 1,388 |
| Deposit | 691 | 825 |
| Scholarship Fund | 44,515 | 10,965 |
| Current Assets | 450,540 | 325,312 |
| Cash savings | 351,467 | 216,768 |
| Accounts receivable | 6,300 | 6,264 |
| Stock (livestock, rice, etc.) | 9,253 | 14,808 |
| Sales items | 37,380 | 29,752 |
| Advance | 45,179 | 49,314 |
| Temporary payment | 962 | 8,406 |
| Total Assets | 8,829,804 | 8,384,555 |
| Liabilities | | |
| Fixed Liabilities | 1,134,748 | 826,432 |
| Long term loans | 471,394 | 409,046 |
| School bonds | 291,017 | 18,020 |
| Retirement fund reserve | 145,928 | 172,957 |
| Reconstruction project reserve | 226,410 | 226,409 |
| Current Liabilities | 794,125 | 1,035,271 |
| Short term loans | 558,609 | 589,783 |
| School bonds | 37,931 | 281,197 |
| Accounts payable | 17,835 | 9,817 |
| Consumer tax payable | 4,498 | 2,746 |
| Advance received | 125,114 | 129,467 |
| Deposit received | 50,138 | 22,261 |
| Total Liabilities | 1,928,873 | 1,861,703 |
| Net Assets | | |
| Endowments | | |
| Endowment account #1 | 10,071,616 | 10,071,616 |
| Endowment account #3 | 657,279 | 658,864 |
| Endowment account #4 | 99,108 | 99,108 |
| Total Endowments | 10,814,542 | 10,829,588 |
| Total Net Assets | 6,900,931 | 6,522,853 |
| Total Liabilities and Net Assets | 8,829,804 | 8,384,555 |

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

- Scholarship and fees include Japanese participants' tuition. Tuition for overseas participants is covered by donations and scholarships from supporting organizations and individuals.
- Special donations include donations (individuals/groups) that are over \$2,500. Donations under \$2,500 are in General Donations.
- Revenues are derived from organizing seminars, programs and sales of farm products and folk art crafts.
- For details, see "Operating Expenses in Detail."



Statement of Revenue and Expenditure

Currency: USD
Exchange rate: USD 1 = JPY 110.99

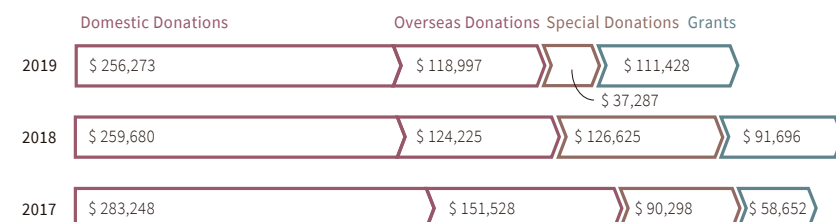
| Operating Revenue | 2019 Budget | 2019 Actual | 2020 Budget |
|--|------------------|------------------|------------------|
| Educational Activities Revenue | | | |
| Scholarships and Fees ¹ | 350,761 | 353,636 | 308,983 |
| Tuition | 29,603 | 19,437 | 14,605 |
| Entrance fees | 4,424 | 3,726 | 3,307 |
| Contributions for board | 7,602 | 5,163 | 5,199 |
| Contributions for lodging | 7,602 | 5,163 | 5,199 |
| Contributions for transportation | 41,932 | 14,503 | 20,435 |
| Domestic individuals | 0 | 450 | 0 |
| Domestic organizations | 117,344 | 98,757 | 107,073 |
| Overseas individuals | 39,643 | 23,244 | 23,426 |
| Overseas organizations | 102,612 | 183,194 | 129,741 |
| Fees for issuing certificate | 288 | 222 | 288 |
| Donation | 614,379 | 523,985 | 668,341 |
| General ¹ | 428,777 | 375,271 | 515,064 |
| Domestic individuals | 105,775 | 100,169 | 106,316 |
| Domestic organizations | 208,217 | 156,104 | 163,528 |
| Overseas individuals- AFARI | 39,553 | 50,261 | 45,049 |
| Overseas organizations | 75,232 | 68,736 | 200,171 |
| Grants for special projects | 86,878 | 111,428 | 123,640 |
| Special donations ² | 98,723 | 37,287 | 29,636 |
| Subsidies for ordinary expenses | 0 | 8,109 | 2,252 |
| Grants from the government | 0 | 8,109 | 2,252 |
| Sales and special services - FuRa ³ | 216,623 | 215,335 | 229,841 |
| Miscellaneous revenue | 72,187 | 63,269 | 74,926 |
| Accommodation user fees | 42,725 | 41,808 | 45,193 |
| Publications | 2,433 | 1,297 | 2,703 |
| Other miscellaneous revenue | 27,029 | 20,165 | 27,029 |
| Educational Activities Revenue Total | 1,254,238 | 1,164,556 | 1,284,631 |
| Non Educational Activities Revenue | | | |
| Interest & dividends | 450 | 318 | 0 |
| Other Non Educational Activities | 0 | 0 | 0 |
| Special revenue | | | |
| Gain (loss) from sale of assets | 0 | 240 | 0 |
| Total Operating Revenue | 1,254,688 | 1,165,114 | 1,284,631 |

Operating Expenses⁴

| | | | |
|--|------------------|------------------|------------------|
| Educational Activities Expenses | | | |
| Staff and other personnel | 724,833 | 689,100 | 761,424 |
| Education and research | 283,505 | 234,583 | 280,474 |
| Administration | 603,891 | 606,666 | 604,377 |
| Total educational activities expenses | 1,612,230 | 1,530,349 | 1,646,275 |
| Interest paid on debt | | | |
| Borrowing interest expense | 7,798 | 7,549 | 4,505 |
| School bond interest expense | 3,271 | 3,180 | 3,604 |
| Non educational expenses | | | |
| Exchange loss | 0 | 2,113 | 0 |
| Total Operating expenses | 1,623,298 | 1,543,192 | 1,646,275 |
| Incorporation into designated fund | 0 | 15,046 | 0 |
| Net operating gain (loss) | -368,610 | -393,124 | -361,644 |
| Beginning balance | -3,913,611 | -3,913,611 | -4,306,735 |
| Ending balance | -4,282,221 | -4,306,735 | -4,668,380 |

Donations by Category

Total 523,985 USD



Operating Expenses in Detail

Currency: USD

| | |
|--|------------------|
| Personnel | 689,100 |
| Faculty | 176,113 |
| Staff and other personnel | 443,403 |
| Others | 69,585 |
| Education and Research | 234,583 |
| Supplies expenses | 3,248 |
| Utilities | 23,204 |
| Transportations | 7,952 |
| Student stipends | 32,814 |
| Study tours | 18,881 |
| Agricultural training costs | 48,984 |
| Travel: domestic for students | 1,054 |
| Travel: int'l students | 35,506 |
| Course materials | 2,606 |
| Research | 6,233 |
| Dormitory expenses | 2,870 |
| Medical | 6,007 |
| Staff training | 5,165 |
| Office supplies | 5,634 |
| Membership fees | 469 |
| Alumni association support | 1,982 |
| Project expenses | 10,905 |
| Special lectures | 6,887 |
| Vehicle expenses | 14,037 |
| Miscellaneous expenses | 144 |
| Sales costs | 0 |
| Administration | 606,666 |
| Office supplies | 3,084 |
| Utilities | 9,304 |
| Transportation for staff | 7,998 |
| Fund raising | 25,728 |
| Vehicle fuel | 3,171 |
| Welfare expenses | 1,076 |
| Communication | 7,475 |
| General and administrative | 43,258 |
| Publications | 6,481 |
| Vehicle maintenance | 14,290 |
| General maintenance | 10,255 |
| Insurance | 8,381 |
| Rental expenses | 7,934 |
| Taxed & public dues | 7,511 |
| Membership fees | 1,200 |
| Conferences | 2,691 |
| Commission fees | 26,035 |
| Income generation activities costs | 43,342 |
| Special events | 1,106 |
| Public relations | 285 |
| Miscellaneous expenses | 954 |
| Depreciation allowance | 375,105 |
| Spending outside educational activities | 12,843 |
| Borrowing interest expense | 7,549 |
| School bond interest expense | 3,180 |
| Exchange loss | 2,113 |
| Total operating expenses | 1,543,192 |

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 9, 2020

Asian Rural Institute

大久保知宏 (Seal) 村田 榮 (Seal)

Auditor: Tomohiro Ôkubo

Auditor: Sakae Murata

Our Supporters & Partners

A list of individuals, congregations and other organizations in Japan who donated toward ARI during fiscal 2019 can be found in the Japanese version of the 2019 Annual Report and *Ajia no Tsuchi*, our Japanese language newsletter.

All gifts that are not for scholarships, a designated use, 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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Fred G. Clark
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 Kathy Froede
 Pam and Souk Hasegawa
 David and Sandra Hirano
 J.B. and Adeline Hoover
 Ellen and Jim Marsey
 Rosalind Morris
 Pilgrim Place Resident
 Bob and Joyce Ray
 Craig Rice and Ameeta Sony
 Lisa Schaechter
 Kay Shanks
 Bardwell Smith
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 in memory of Betsy Manners
 Pam & Souk Hasegawa
 in memory of Dave Cutting
 Nagj Hashiba

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Michiko & Tom Morgan
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 Happy Birthday, Dad! Jack & Hatsumi Moss
 Jack & Hatsumi Moss
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 in memory of Betsy Manners
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 in honor of Pam & Souk Hasegawa
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 Charles & Carolyn Williams
 Lois Wilson
 Sharon Wilson & Van Bobbitt
 Janet & Gene Witt
 Hugh & Sandria Woodruff
 Roy & Frances Yamaki
 Shari & Tru Yamamoto
 Lawrence & Jean Young
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 in honor of Richard & Lillian Dudley
 in memory of Harriet Schupbach

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 Harris United Methodist Church, HI
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 Christ) and United Church of Christ
 United Church of Dorset and East Rupert, VT
 UMCOR
 Wesley United Methodist Church San Jose, CA
 Wilson Memorial Union Church, NJ

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

Intern Sending Bodies

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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
 Cross-Cultural Communication Strategies
 and Basic Conflict Mediation Techniques
 Restorative Circles for Community Building
 in Peace and Conflict Transformation
 Peace Concept
 Dignity Workshop

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
 Kathy Froede
 Sarajejan Rossitto* (NPO/NGO Consultant)

Ban EunKee* (Peace Educator)

Kyôko Okumoto* (Professor, Osaka Jogakuin University),
 Akiko Ishihara* (Associate Professor, Kumamoto University)
 Jeffrey Mensendiek*(J. F. Oberlin University)

Development Issues

Environment and Development
 Nutrition and Development
 Home Economy
 Credit Union
 Localization
 Gender Issues
 Ashio Copper Mine and Shôzô Tanaka
 Climate Change Challenge
 Nasu Canal and Rural Development
 Tomo no Kai Women's Group Activity

Kôa Tasaka* (ARI Board Member)
 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)
 Yukiko Ôyanagi
 National and prefectural 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
 Agricultural technique
 Livestock technique
 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)
 Yukiko Ôyanagi
 Mamoru Kuwabara* (NPO Fûdo)
 Kinichi Haga* (Tozawa Village International Fellowship Association)
 Osamu Arakawa, Masanobu Sakurai
 Gilbert Hoggang, Takashi Ôtani, Timothy B. Appau
 Takashi Ôtani, Hideo Koide* (Neu Frank Nasu)

Graduate Seminar

Organizational Sustainability

Wesly Lingga* ('93 graduate, '99 TA, Indonesia),
 Ngai Men*('04 graduate, Myanmar)

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), chickens (brooding, hatching), fish (hatching), livestock health, feed formulation, fermented feed, animal raising with fermented floor
Meat Processing Sausage and ham making

Field Management Activities

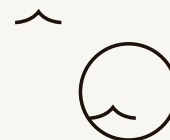
Group management of crops and vegetables fields
 and livestock
 Foodlife Work (Foodlife-related activities for self-
 sufficiency)
 Group leadership system

Others

Community work (rice transplanting, rice harvesting, forest management, etc.), community event, spiritual nurturance and guidance (Morning Gathering, 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.

*Special lecturer

Community Members



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Vice Chair

Hôichi Endô Former Staff, Asian Rural Institute

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 Institute of Nutrition

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 Sakae Murata Nasu Y's Mens Club

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 Institute of Nutrition
 Michiru Yoneda Superior General, The Sisters of the Visitation
 Sarajejan Rossitto NGO/NPO Consultant

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 Farm Manager (Foodlife)
 Yukiko Ôyanagi Associate Director,
 Curriculum Coordinator
 Kaori Sakuma-Vero General Manager (General Affairs)
 Kathy Froede Ecumenical Relations
 Cody Kiefer (to Jun.) Curriculum (Admissions)
 Meredith Hoffman (Jun. - Aug.) Curriculum (Admissions)
 Manosi Chatterjee-Abe (from Sep.) Curriculum (Admissions)
 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)
 Masanobu Sakurai Foodlife (Crops & Vegetables)
 Takashi Ôtani Foodlife (Livestock)
 Gilbert Hoggang Foodlife (Livestock)
 Zacivolu Rhakho Dozo Foodlife (FEAST)
 Ramon Labial Foodlife (FEAST)
 Takashi Yamashita Fundraising & Domestic Programs
 (External Programs & Nasu Seminar House Manager)
 Ruipa Vero Fundr. & Dom. Pr. (Nasu Seminar House)
 Noriko Nakayama (Jul. - Sep.) Fundr. & Dom. Pr. (External Programs & Nasu Seminar House)
 Hiromi Satô Fundr. & Dom. Pr. (Sales, PR)
 Masayo Fukushima Fundr. & Dom. Pr. (Food Processing)
 Jun Yagisawa (to Feb.) Fundr. & Dom. Pr. (Donations, PR, Education Programs)
 Raku Izawa General Affairs
 Mitsue Kimijima General Affairs (Accounting)
 Kaori Andô General Affairs

Outsourcing Staff

Thomas Itsuo Fujishima Branding, ID System Designer, Media Designer

Volunteers

Commuting Volunteers

Foodlife (Farm) Samantha Senda-Cook, Shigenori Kuzuhara, Shimizu Masuo (& Maintenance), Yumi Nagatani, Mitsuo Fujita, Kôtarô Fukuda, Shûhei Yasuda
Foodlife (FEAST) Chihiro Higashi, Kyôko Takamura, Yumi Suzuki, Yûko Kimura
Fundr. & Dom. Pr. (Sales) Mie Inomata, Shigeaki Kashiwaya, Mayuko Sugita, Yukio Nagaki, Toshiko Nagaki, Norie Horiuchi, Takafumi Miyake
General Affairs Ichirô Sahara
General Affairs (Maintenance) Takashi Fushimi, Takashi Hirayama

Becquerel Center

Takashi Akutsu, Yukio Takashima, Takayuki Hayasaka, Shôhei Fujimoto (& Sales), Mineki Nishikawa

Long-Term Volunteers

Curriculum (Admissions) Rieke Weber, Jannis Schneider (& PR), Julius Hardt
Curriculum (Community Life) Roberto Jr. Costa
Foodlife (Farm) Yûta Kimura, Kôki Tanno, Benjamin Smith, Raisa Hinrichs (& FEAST)
Foodlife (FEAST) David Kessler, Natsuki Tsuburaku, Fuki Tamazaki
Ecumenical Relations Caitlin O'Quinn, Stephen Miller, Judy Carl
Fundr. & Dom. Pr. (Nasu Seminar House) Noriko Nakayama, Yu-Rong Wang
General Affairs Meredith Hoffman (& Admissions)



The 2019 Graduates

Rural Leaders Training Program

- | | |
|---------------------|--|
| India | (1) Jeremiya Narzary (Bodo Evangelical Lutheran Church) |
| Indonesia | (2) Jevon Rainhard Berhitoe (Youth With A Mission) |
| | (3) Surya Darma Bakti Sitorus (Diakonia Department of Huria Kristen Indonesia) |
| | (4) Hayu Putri Astari (Yayasan Pesantren Al-Amanah Sempon) |
| Uganda | (5) Hadijah Nnakiruuta (SORAK Development Agency) |
| Cameroon | (6) Aurelie Lucie Zanfack Woubeng (Vision in Action Cameroon) |
| | (7) Ngwe Hilda Forbah (Presbyterian Church in Cameroon) |
| | (8) Rita Nsakani Ngoh (Presbyterian Church in Cameroon) |
| Ghana | (9) Alex Owusu (Evangelical Presbyterian Church, Amedzofe College of Education) |
| | (10) Ibrahim Fousseini (Abrono Organic Farming Project) |
| | (11) Francis Alhassan (Northern Region Peace Building Foundation) |
| | (12) Lordson Setsoafia Kwasi Tagbodza (Center for Sustainable Communities) |
| Cambodia | (13) Saman Chhan (Community, Health & Agriculture Development, Methodist Church in Cambodia) |
| Kenya | (14) Dennis Ngenja Joseph (Institute of Participatory Development) |
| Sierra Leone | (15) Sahr Lamin (Action Youth for Agriculture Development & Change Sierra Leone) |
| Japan | (16) Ryô Maki |
| Philippines | (17) Cornelio Jondonero Masunong (Típo Farm, Lifehouse Village Ministries, Inc.) |
| | (18) Richelle Vinãs Dela Paz (Abra Diocesan Teachers and Employees Multi-Purpose Cooperative) |
| Vietnam | (19) Hien Thu Le (Research Center for Rural Development) |
| Myanmar | (20) Mana Hleih (Kanpetlet Township Baptist Association) |
| | (21) Lal Rem Ruata (Letpanchaung District, The Methodist Church of Upper Myanmar) |
| Liberia | (22) Patrick Kullie (Voinjama Free Pentecostal Church) |

Advanced Training Course

- | | |
|-----------------|---|
| Kiribati | (23) Tebweretaake Tokantetaake (Ministry of Environment, Lands and Agricultural Development) |
| Japan | (24) Kaoru Kobayashi |

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

The Asian Rural Institute is a school that promotes learning to live together while training leaders from grassroots rural communities. It is supported by forward-thinking people who care about a sustainable future. Would you like to join with your financial support?

Donate from Japan

Account: (Postal Money Order) 00340-8-8758
Name of account: Gakko Hojin Ajia Gakuin (Asian Rural Institute)

Donate from Overseas

Please visit <http://www.ari-edu.org/en/support/bank/> to learn about different ways to support and donate to ARI.

>>>>>>

Asian Rural Institute
Rural Leaders Training Center



That We May Live Together

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