On July 27, 2011, when Dr. Richard Gardner, a professor at Sophia University in Tokyo, mentioned the possibility of creating an external evaluation study of the ARI training program, we were excited. We hoped to have such a study as one of the activities of the 40th anniversary of ARI. That July, we were still in the midst of much confusion after the huge earthquake that had hit the eastern part of Japan, including the ARI campus. I assumed that the offer of a study would not come to fruition. Surprisingly, and happily, the opportunity became a reality. After six years, one internal and two external researchers completed two extensive studies on ARI’s training and its impact on graduates. These studies were going on almost simultaneously with the reconstruction and recovery of the campus after the earthquake. Also, after three years, we celebrated the 40th anniversary of ARI. In this past year, the greater ARI community brought the three biggest events in ARI history to completion— the Earthquake Reconstruction Project, our 40th Anniversary, and the studies on the ARI training and graduates. I am thankful to God, more than at any other time, for making all these things possible, and providing us with enough resources and wonderful people to carry out the numerous tasks involved.

These huge projects gave birth to many positive things. Campus reconstruction resulted in the rebuilding of eight buildings including a floor heating system utilizing solar energy. The newly created ARI Becquerel Center measured and monitored radiation levels after the earthquake. In the 40th Anniversary events, more than 300 people, including over 60 graduates, attended celebratory events and symposiums. We published a booklet on ARI’s 40 years history (“Forty Years of Walking with Grassroots Leaders”) both in English and Japanese. We also created the “40th Anniversary Community Statement.” The Fetzer Institute in the US funded one study. The results are summarized in a booklet titled “Bridging the Grassroots” (both in English and in Japanese). The United Methodist Church and the United Church of Christ funded the other study. Two researchers visited 229 graduates in 12 countries. The outcome of the study is in the form of a report and a book, “Leading at the Grassroots: A Study of the Influence of Asian Rural Institute Graduates on Communities” and “Rural Leaders.” “Rural Leaders” was also translated into Japanese. In summary, we published seven books, including translations, in six years, which is a historic thing! We also published ARI’s first journal named “Euodoō” recently. I am so grateful that each publication had talented editors, writers, and designers!

After completing these major projects, I am excited to affirm that ARI has entered a new phase of its history. In the course of implementing these projects,
Director of the Board, the Rev. Ken’ichi Ôtsu passed away on June 22, 2017, due to acute leukemia. He was 73 years of age.

we took advantage of many creative opportunities to discuss, reflect and evaluate our work as well as plan for the future. In addition to that, the two studies about the training and impact of graduates provided us with important recommendations. The vision that drove these studies and important events is building a constructive partnership with graduates and their organizations all over the world. Our hope is to deepen cooperation with graduates in areas such as curriculum development; recruitment of participants; capacity building of the graduates and their organizations, including programs such as post-graduate training; and ARI staff training. We want to acknowledge the graduates and their organizations as precious agents who are tackling various problems and issues in the rural areas of the world. I would like to ask God for his guidance so that ARI can walk toward this bright future. Although it may be slow, we are resolute!

Director of the Board, the Rev. Ken’ichi Ôtsu passed away on June 22, 2017, due to acute leukemia. He was 73 years of age.

“My image of leadership changed a lot. I learned about servant leadership from much practice of leadership in Japan. I also want to be such a person. Now, I do not have any fear of helping people.”

Paul Daina
2016 Participant
(Central African Republic)
After more than 40 years of training rural leaders, ARI wanted to learn more deeply about the impact of its training on graduates’ local communities. For this purpose, the Board authorized a two-year Graduate Impact Study, carried out by myself, Steven Cutting, former staff member of ARI, and Bev Abma, a research consultant with extensive experience in development work. Together we traveled to remote parts of twelve countries in Asia and Africa to meet with graduates and their communities, listen to their stories, and discover the true reach of ARI.
Encountering Rural Leaders
Steven Cutting, Consultant

The plan was to stay a night out in a remote village, but my guide, Myo, was tense. A week earlier, government troops had attacked a rebel outpost in an area not too distant, killing a number of cadets. After a day of visiting rural communities, he wanted to get us back to the relative security of the regional capital. The place was Kachin State in Myanmar and Myo is an Anglican priest and a 2004 graduate of the Asian Rural Institute.

During my nine years on staff at ARI I got to know many people like Myo — dynamic individuals from all over the world who are full of energy and hope. I welcomed them as they first arrived, somewhat bewildered and shivering in the chill of Japan’s early spring. We shared meals, work, laughter, and tears as we came together in our ARI community. Over the course of the training I would witness transformation as participants discovered in themselves new capabilities, new self-confidence, and new potential for leadership.

Yet, as exciting as this transformation is, it is only the first part of ARI’s mission. The work continues as graduates return to their communities and put their ARI learning to work.

Myo’s community was one of more than 200 places Bev and I visited for this study, and the moment we arrived I saw Myo in a new light. He was the same fun-loving guy I knew at ARI, but here he was in his element. Myo took us to three of the 29 villages he works with. When it came time to explain the projects the villages had initiated, he would stand to the side while villagers spoke with great excitement. They talked of building wells, water storage tanks, and toilets, establishing rice banks and money banks, and setting up a generator that runs on rice husks to provide electricity in the evenings.

They credited Myo with these achievements, but Myo instantly returned that credit, pointing out that the village development committees had coordinated the projects and the people themselves had carried them out.

Ten of the villages Myo works with are Buddhist communities, and at first they were suspicious of the motives of a Christian priest. Distrust was compounded by ongoing conflict between rebels and government forces. In such a setting, the ability to make people feel at ease was an essential tool for building trust. One woman said of Myo, “At first we thought evil of him, but now we know. He is funny, unselfish, and gives good explanations.”

Many times during our visit, Myo shared with us that living in the diversity of ARI’s community had a profound impact on him. That a group of people with such different cultural, racial, and language backgrounds could come together at ARI in a spirit of learning and cooperation encouraged him greatly in his community work at home.

As I watched Myo and the villagers interacting, I felt I was witnessing Rev. Takami’s vision — to invest in people who would dedicate their lives to work as leaders for their people. These local leaders are doing what few outsiders can: they connect with the people, build trust, and believe in the people so strongly that the people come to believe in themselves.

What impressed me the most was the variety of ways in which ARI graduates adapt their training to match the specific needs in their communities. In Indonesia, Tigor Sihombing...
teaches farmers how to set up pig and chicken pens using a low cost, hygienic fermented flooring system – a technique he learned at ARI. In Northeast India, Lhingnu Thoutang opened an orphanage/school just a few months after returning from ARI. The school has its own vegetable gardens and chicken pens which supplement the children’s meals and earn income. In Sri Lanka, Naseer Mohamed has set up over 300 credit unions. He begins in each community, not with a discussion about money, but by asking them, “What are your dreams?” and builds from there. Then there were the meetings with the communities themselves. In Cameroon, when Jane Francis Berinyuy took us to visit the Yabi Mbot women farmers group, they gave her a big bucket of yams. Jane commented that those were very expensive, to which they replied, “It’s okay. We are rich farmers.” For me, hearing community members speaking confidently and hopefully about their future beautifully completed the story of ARI.

The two-year study was funded by the United Church of Christ and the United Methodist Committee on Relief (UMCOR). Bev Abama processed and analyzed the data. Bev submitted her findings and recommendations to ARI in a report entitled “Leading at the Grassroots: A Study of the Influence of Asian Rural Institute Graduates on Communities” My job was sharing the remarkable stories of graduates, collected and laid out with photos in a book called “Rural Leaders: The Work and Community Impact of Graduates of the Asian Rural Institute.”

INSIGHT

“Graduates leave ARI with a written dream or plan for how they will implement their learning on returning home. Comparison of those “reflection papers” with field data showed that 53% were able to implement their plans in whole or in part. However, that does not include the significant impacts all graduates have had in their communities but had not envisioned during their time at ARI. The most important factor determining if the plan was implemented or not was how it fit into the vision and financial capability of their sending body.

Graduates were significantly more effective in leadership than in implementing agricultural skills. This is in keeping with ARI’s desire to be a leadership training institution using organic agriculture as a means to that end. Effective leadership did not seem to depend on whether or not the graduate lived in a particular community as long as they had captured the importance of being like the people. Those servant leaders who used participatory models of community mobilization and followed them up with support and monitoring contributed towards positive long-lasting development in a wide variety of unique aspects.”

Beverly Abma
Research Consultant
Graduate Outreach — Toward the next step

Tomoko Arakawa, Director

As shown below, one of the future visions derived from the Graduate Impact Study was to connect the realities of the Graduates of ARI, who live and work all over the world, with ARI in Japan. We need to re-recognize the graduates and their organizations as precious agents who are tackling, with the ARI spirit, various problems and issues in the rural areas of the world. They can give us meaningful feedback based on their experiences. In order to do this, we decided to establish a Graduate Outreach section having a dedicated staff member.

Since its establishment, ARI has been using its best to connect with its graduates all around the world. In the 1970’s we began study tours for ARI supporters and staff to visit graduates in the field, and in the 1980’s we developed the Training Assistant program to bring graduates back to the campus to further develop themselves as leaders and pass on their knowledge to participants. We created the position of Graduate Outreach Coordinator in conjunction with the position of Admission’s Coordinator and this staff supervises communication with graduates and the semi-annual publication Network to all graduates. Graduate Outreach also began actively requesting assistance from Graduates in recruitment and worked to link Graduates with potential funding organizations. Graduate Outreach also developed and maintained a large database of information on all graduates during this period.

However, a comprehensive impact study involving interviews with 229 graduates revealed that they are looking for an even deeper level of connection with ARI. Therefore, in addition to the great amount of energy and effort already extended in supporting and communicating with graduates, ARI wants to continue to build on this foundation and expand its efforts yet again by having a dedicated staff member head this section.

With this new section, a complete circle of ARI (Curriculum), Rural Leaders (Graduates as recipients of the ARI training), and Communities/Organizations (those who are impacted by the training) is created, which will help circulate people, ideas, and partnerships to achieve an overall betterment of each part.

The significance of building a constructive relationship and partnership with graduates and their organizations all over the world is not just helpful in the curriculum development, it will also help improve ARI operations in various ways. First and most importantly, it may heighten the possibility that the graduates will realize their “dreams” from their ARI training once they return home to their communities/organizations. As the Graduate Impact Study revealed, the question of whether the graduates can materialize their dreams or not depends on how much their organizations understand the ideas and future visions that the graduates have. If there is a sound relationship between ARI and the graduates’ organizations, ARI can help promote understanding in the graduates’ organizations.

A stronger relationship between ARI and the graduates’ organizations will also help our recruitment. We have been trying hard to increase the number of quality applicants. A good relationship with the organizations will help us better understand the realities and contexts of rural areas where potential applicants live and work. This will enable us to identify additional quality organizations and applicants to invite to the ARI training program. A constructive relationship between ARI and the graduates’ organizations will also foster a supportive and cooperative spirit among the wider ARI community. This may lead to further cooperation in new ways, such as post-graduate training by ARI and among graduates, and capacity building of ARI staff members in graduates’ countries, such as internships in the graduates’ organizations. These are a few examples of the possible benefits of an improved relationship between ARI and the graduates’ organizations.

While we can think of many positive outcomes from this new endeavor, we know that it is not easy to build a truly constructive relationship with graduates and their organizations. There are over 1,300 graduates in 57 countries and their activities and natures are diverse. Likewise, their impressions of ARI are also diverse. However, I don’t think we can move forward if we stop here and just watch the activities of ARI graduates calmly as we have been. So, to step forward, we have started a fundraising campaign to start the Graduate Outreach Section. We set $100,000 as a target to hire one full time staff member for three years, and already half of the targeted amount has been raised. I would like you to join this campaign and help us complete this new loop to start circulating ideas and partnerships among graduates, their organizations and ARI!
Kumbong Stella Kang
2016 Participant
(Cameroon)
Before, I believed that only special people went to ARI for training. I thought I was not valuable enough for this kind of training. But after 9 months at ARI, I recognized how much I changed.

Before, I could not speak in front of people, but now I can. Now I can lead people, I can love others, be gentle, patient, and open, and accept everything as learning opportunities. ARI learning is not only from class.

Now it is my turn. As I learned and was guided, I want to teach people. That is my reply to ARI to show my appreciation.”

Yukiko Ōyanagi,
Associate Director & Curriculum Coordinator
Learning based on Key Concepts

Before ARI started its 2016 training program, staff decided to review ARI’s curriculum design. First, staff reflected on the ARI mission statement once again, since this is our core philosophy which we always act upon. After that, we discussed “ARI keywords” to review the Key Concepts of ARI training. As a result of this discussion, we decided to have 14 new Key Concepts under the Three Pillars of ARI training.

The Three Pillars of our training are Servant Leadership, Foodlife, and Community of Learning.

The Key Concepts are: Life of sharing, Diversity, Personal growth, Spiritual growth, Empowering the marginalized, Awareness (Mindfulness), Food sovereignty, Living in harmony with nature, The value of rural life, Dignity of labor, Community of learning, Equality, Independent learning, and Learning by doing.

These concepts are not new for us; these words and the philosophy behind them guide our ARI daily life and training through classes, farm work, practical study, observation trips, presentations, report writing, and even mealtime conversations. Participants need to learn, deepen, and discuss these concepts until they become part of their own philosophies. For that reason, at the beginning of training all staff need to share the value of those concepts, understand them more deeply, and practice them in their daily activities.
Food Sovereignty and Foodlife

The 2016 ARI Training Handbook provides this explanation of Food Sovereignty:

Food sovereignty is the right of people to healthy and culturally appropriate food produced through ecologically sound and sustainable methods, and their right to define their own food and agriculture systems. At ARI, we seek to establish a life of self-reliance in food, seed, and animal protection against the instability of monoculture, the exploitation of globalization’s changing markets, and a tendency to take control over land, undermining local culture. Food security is one of the most important basic human rights. It should be considered in relation to the factors that are threatening it, such as the dangerous side effects of the Green Revolution, chemical farming, Genetically Modified Organisms (GMO), and global trade. (2016 ARI Training Handbook, A6–7)

To bring about food sovereignty, one of our Key Concepts, we strive for self-sufficiency in food, seed, and animal feed. Most of our participants come to ARI to learn organic farming in addition to leadership. It is easy to imagine that as grassroots rural leaders, participants need to learn agricultural skills and knowledge since their target group is often farmers. But why organic farming? When we practice organic farming in Japan, we are concerned about food safety and sustainability. If we use chemicals for farming, food can be contaminated and the environment damaged. However, if we take care of the living soil, then “the soil becomes richer as we produce food, and human relationships become more beautiful.” (2016 ARI Training Handbook, D-1)

Often, those are the reasons why Japanese organic farmers practice their farming without chemicals. But then what about our participants?

In participants’ countries, which are often called “developing countries”, farming is the main source of income and employment. People who are living in the city depend on farming too. The scale of management differs from country to country, but many farmers face a difficult life regardless of the size of the farm. Originally, farmers practiced traditional farming; they did not use any chemical fertilizers or pesticides. But through “international aid”, seeds of high-yield varieties were distributed, and use of chemical fertilizers and pesticides was promoted. At first, those seeds and chemicals were distributed free of charge by governments or NGOs. Farmers started to depend on chemicals in their farming. Over the years, farmers forgot their traditional ways of farming, but the support for purchasing chemicals also stopped. To

**ACHIEVEMENT**

“The 2016 Participants became — as servant leaders — fully aware of environmental issues and the natural cycles.”

Osamu Arakawa
Associate Director & Educational Director
(Farm Manager)
Our Curriculum
Total Instruction Hours: 1,971h

Classes

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Development Issues

| Environment and Development | Koa Tasaka* (ARI Board Member) |
| Nutrition and Development  | Zacivolu Rakhko                 |
| Credit Union               | Hôîchi Endô                     |
| Localization              | Yôji Kamata* (NPO Ancient Futures) |
| Gender Issues              | Tomoko Arakawa                  |
| Human Trafficking in Asia and Children’s Rights | Machiko Kaida* (C-rights) |
| Ashio Copper Mine and Tanaka Shozo | Tatsuo Sakahara (NPO Shozo Tanaka University) |
| Climate Change Challenge   | Yoshiyuki Nagata* (University of the Sacred Heart) |
| Alternative Approach of Development | J.B. Hoover* (AFARI, iLEAP) |
| Global Climate Change and International Partnership | J.B. Hoover* (AFARI, iLEAP) |
| Nasu Canal and Rural Development | Shuya Tamura* |
| **Tomo no Kai Women’s Group Activity** | National and prefecture branches of Tomo no Kai |

Sustainable Agriculture

| Concept of Sustainable Agriculture | Ardhendu Chatterjee* (DRSCC, ’76 graduate) |
| Organic Farming                   | Osamu Arakawa                        |
| Crops and Vegetables              | Osamu Arakawa                        |
| Livestock                         | Gilbert Hoggant, Takashi Ōtani, Timothy Appau |
| Disease Control                   | Osamu Arakawa                        |
| Appropriate Technology            | Ban HyungWook                        |
| Dangers of Chemical Farming       | Koa Tasaka* (ARI Board Member)       |
| Natural Farming in Tropical Areas | Shimei Murakami* (Natural Farmer)    |
| Agroforestry                       | Masaaki Yamada* (Tokyo University of Agriculture and Technology) |
| Alternative Marketing Systems     | Reina Tomatsu* (Kinoshi juku)        |
| Biogas workshop                  | Mamoru Kuwabara* (NPO FUDO)         |
| Philosophy of 3-D Farming         | Ki’îchi Haga* (Tozawa village International Fellowship Association) |
| **PFS: Crops & Vegetables Emphasis** | Osamu Arakawa, Masanobu Sakurai   |
| **PFS: Livestock Emphasis**       | Gilbert Hoggant, Takashi Ōtani, Timothy Appau |
| **PFS: Meat Processing**          | Takashi Ōtani, Hideo Koide*          |
| Japanese language and culture     | Kyôko Ogura*                        |

* special lecturers

Practical Field Study

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

Crops & Vegetables Emphasis
Bokashi fertilizer making, 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 Events 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
maintain the “new” way of farming, farmers were required to buy pesticides, chemical fertilizers and seeds. There are problems with this situation.

First, farmers started to depend on money. They spent a lot of money to buy seeds, chemical fertilizers and pesticides, but they do not have good access to markets, so they have to rely on middlemen. Middlemen come to the village, buy at a low price, take the products to town and then sell at a high price. Farmers do not benefit; only middlemen benefit. Indonesian graduate Rev. Tigor Sihombing said, “The Bible says that the hardworking farmer should be the first to receive a share of the crops. But as a reality, farmers do not receive a share of the crops. Organic farming is a road to independence. When farmers employ organic methods, such as composting natural materials available in their local community, it frees them from the burden of taking out loans for fertilizers.”

Another problem was that the danger of chemical exposure was not communicated. International aid from Japan, USA, and Europe tended to rely on chemicals. Experts did not try to learn why pests and disease occurred; they just brought chemicals from other countries to superficially treat the problems. Unfortunately, farmers cannot read chemical warnings or instructions since they are written in other languages. For example, chemicals are often diluted with water according to the instructions, even up to 1000%. So how do farmers safely use the chemical if they cannot read the instructions? Often, they just check the “taste” and feel how numb their tongues become. When they apply the chemicals, they do not wear masks or protective clothing. DDT, which has been forbidden in Japan since 1971, is still used in developing countries. Many times, the DDT that was brought to exterminate mosquitoes for malaria control was instead used by farmers in their fields and paddies.

I have heard stories from participants: “Some people died from eating chemically coated corn. The seed grains have a disinfectant coating, but the corn was not utilized as seed; it was sold as food in the market instead.” “In my country, suddenly the number of people with kidney disease increased.” “Oh, in my community, cancer increased. I lost my father, brother and even husband to cancer.”

In Japan, we have strong regulations that forbid people from pouring high ichthyotoxic (fish-killing) chemicals into the river. But in some participants’ countries, people spray such chemicals in the river intentionally, so that fish die and it is easy to collect the dead fish. Those fish are then sold in the market or eaten at home. That is the background for why we teach the danger of chemicals in ARI. After the class, one Myanmar participant said to me, “I have to call my father tonight. He always uses chemical for fishing. Nobody tells us it is dangerous.”

In short, participants seek to change from chemical farming to organic farming to address health and environmental concerns, exploitation, increased farming costs, and to eradicate poverty. Furthermore, it is also important to improve the soil which is damaged by extensive use of chemicals and to grow crops more resilient to climate change. In other words, ARI believes that producing healthy food, using local resources and bringing back healthy soil are key to eradicating poverty and achieving food sovereignty.

To seek personal growth through self-awareness.

It is important to acquire new knowledge and skills in class, but it is also important to see one’s inner self and grow personally and spiritually. We emphasized self-reflection even more this year. We changed the method of reflection, exercising self-evaluation by means of a tool called a “rubric”. First, participants think about the qualities of a good leader, for example listening skills, patience, and communication skills. Next, they write down a concrete process, some participants dramatically. As an evaluation from others; instead participants were not able to translate these qualities of a good leader, but most

Participants leave ARI as “graduates”, who have the attitude to serve their communities. And we believe that they are going to learn from their learning will continue. We often

The more I learn, the more I came to know more I recognize how much I do not know. May God protect each one of these new
learn. In previous years, we had workshops for participants to think about the qualities that make a good leader, but most participants were not able to translate these qualities into concrete actions. With this new rubric, they have to reflect on whether they practice a behavior or not. This reflection is not an evaluation from others; instead participants evaluate themselves. Through such a process, some participants dramatically changed. They started to listen to others’ opinions that were different from their own, to not avoid but engage in conflict in the group, to understand different cultures, and to learn from failure. The practices were not easy for them, but participants developed their leadership abilities through those struggles.

Within the framework of the Three Pillars, participants explored 40 topics in classroom sessions, practiced 583 hours of farm work and practical studies, spent 184 hours in activities for spiritual and personal growth, and visited 12 prefectures for 31 days. All together their training totaled 1,971 curriculum-hours in nine months, or 252 days. The participants understand that all of this learning is not for themselves but for their communities. It was not easy for them to keep a high level of motivation to continue studying, when they were worrying about their family or sponsoring organization back home.

Once I asked participants what “learning” meant to them. One participant answered, “I learned to become the instrument of God. Knowledge is not for me, but to help people.” Another answered, “The more I learn, the more I recognize how much I do not know. The more I learn, the more I came to know that farmers are great and I respect them.”

Participants leave ARI as “graduates”, but their learning will continue. We often told them that they are going to learn from farmers after they go back to their communities. And we believe that they are going to do so because they are the grassroots rural leaders who know the meaning of our training, who have the attitude to serve people, and who love their own community.

May God protect each one of these new graduates. I hope their dreams will come true.

ACHIEVEMENT

Abraham Brese
2016 Participant (Ghana)

“I was so surprised by the openness of Japanese people. When we went on observation trips, farmers and others shared with us many things which they had learned from their experience. It is amazing for me.

I also learned about leadership from the ARI staff. They are very approachable, even the director and other staff members. From this experience, I learned that I have to share my learning to people, too. A good name is better than richness. We should not just ask for money. I will start from the grassroot.”
Farm Manager

Osamu Arakawa, Associate Director & Educational Director
(Farm Manager)

The practice of organic farming — Let's create an environment for improved biodiversity

When we weed ARI's paddy fields, we can find living things such as frogs, dragon flies, spiders, water stick insects, giant water bugs and so on. The varieties and number of living things have increased because of organic farming. One month after transplanting rice seedlings, duck weeds covered the surface of the water in several paddy fields. This year we found a lot of ibises as well.

If we have a balanced ecosystem, we will never face an abnormal outbreak of one kind of insect. Insects and their natural enemies will remain in balance in the food chain.

In August, the International Conference for Enhancing Biodiversity in Agriculture was held in Oyama city in the southern part of Tochigi Prefecture. A staff member and training assistant from ARI also shared their experience of eco-conscious agriculture in their countries, and learned from Oyama city's program to enhance the biodiverse environment and to promote local industry and environmentally-friendly agriculture.

However, in contrast to Oyama, in the northern part of Tochigi prefecture where ARI is located, the Japan Agricultural Cooperative applies pesticides to paddy fields by helicopter.
We are afraid of the health damage caused by pesticides that contain neonicotinoids. Pesticides containing neonicotinoids are systemic pesticides that work on the nervous system of insects. They have compound toxicity; if we use them with other pesticides, their toxicity is multiplied hundreds to thousands of times. In humans, they penetrate the brain easily and remain there. At ARI, we are managing our farm without pesticide spraying and have seen an increase in biodiversity. Our organic farming practices help the ecosystem and diversity.

My dream is to work together with farmers, citizens, local government and NPOs and so on in this northern part of Tochigi, to promote organic farming by creating an environment for enhancing biodiversity in agriculture, just as was done in Oyama city in the southern part of Tochigi prefecture.

Previously, ARI grew rice in rented paddy fields. However, this year we purchased our own paddy fields. We are now trying to dig a well for irrigation. If we can get enough water from the well, we may be able to create a winter-flooded rice paddy.

**Are safe mushrooms possible?**

After the Great East Japan Earthquake of March 11, 2011, all vegetables and cereal crops harvested in ARI were checked for radiation levels (cesium) before they were taken to the ARI kitchen. The ARI standard is 37bq/kg (becquerels per kilogram) of cesium and all ARI food must be under this. The Japanese government’s standard is 100bq.

Almost all crops were safe for consumption, however, mushrooms which were grown at the ARI natural forest on logs, couldn’t be eaten because the radiation level was too high. Still today, we cannot eat the ARI naturally grown mushrooms.

Mushrooms contain rich dietary fiber and minerals and are good for health. Many ARI community members really want to have safe and nutritious mushrooms. Therefore, in 2016 the Crops & Vegetable section started a mushroom project using the sawdust substrate cultivation method. It is not difficult. However, some parts of the process are slightly complicated. First, you have to isolate mycelium from the fresh mushroom body under a germ-free environment and propagate it as pure culture. Then we put it into polypropylene bags filled with sterilized sawdust. After mycelium grows throughout the sawdust substrate, it will develop mushrooms.

We made some sawdust substrates and inoculated mycelium collected from fresh oyster mushrooms (pleurotus ostreatus). However, mushrooms were not able to grow in those plastic bags. Oyster mushrooms require a temperature above 20 degrees Celsius; however, the temperature in the winter season at ARI was much lower than that. In 2017, we would like to continue this project to cultivate oyster mushrooms in the summer time.

The full process of mushroom cultivation was demonstrated to all 2016 participants. Basically, cultivation using sawdust substrates method is not hard work and everyone can produce good quality mushrooms if the temperature and humidity at the growing stage can be controlled. The most important process is the pure cultivation of mycelium under aseptic conditions. If contaminated with germs, cultivation will fail.

The mushroom cultivation project in 2016 was a no-budget trial, so we neither purchased equipment for sterile conditions nor used a microbiological safety cabinet, autoclave, and incubator. However, if the community’s demand for mushroom consumption grows, it is important that ARI purchase this equipment.

**Find the right pig**

We have heard from many of our customers that our pork is very tasty and tender. At ARI we usually buy our sows and artificially inseminate them to produce the pigs we consume and sell. Considering the training program, it is actually best to have a live boar for natural mating, but the number of sows at ARI is too small (5) and managing a boar would be too difficult a task.

Our mother pigs are a combination of 2 breeds, Landrace and Large White. The father is the Duroc breed. We believe the most tasty pork is from pigs with these 3 breeds. Sows can reproduce well for about 2-3 years and buying the next generation can be expensive. In order to reduce the costs of pig production, we decided to raise the breed of sow that is best. We bought a pure Landrace sow and inseminated her.
with a Large White. After these piglets grow, we will select some of the females to be our new sows. They will be artificially inseminated with a Duroc. The result will be the preferred combination of 3 breeds for consumption.

With this project we can now raise our own sows without having to buy them. This project has contributed to the training program by showing participants that they too can plan their livestock production to fit their needs.

**Free-grazing goats**

During the summer, we used to secure our goats with ropes and let them graze between the fields where they would eat weeds. But moving them to the right place proved to be time-consuming for us, and stressful for the animals. They also escaped sometimes and mated against our planning, so we decided to create a grazing place for the goats. For this, the participants of the goat and fish group played a central role right from the planning stage. They strengthened their union as a group through mutual learning and sharing of experiences, and completed the project just a few days before the graduation ceremony. All community members celebrated the completion with a ribbon-cutting ceremony. Renovation of the goat pen was going on at the same time, and we hope that these fruits of the participants’ hard work will be great learning opportunity for future participants and staff members. We express our heartfelt gratitude to Mr. Ueda of Wind Family Farm for providing us fence posts for the grazing ground and the Pearl City Community Church of Hawaii for their great support for these projects.

The goat varieties at ARI are called Saanen and Shiba Native. Their mating season is in autumn, but as we did not have a male goat large enough for our females, we borrowed a male Nubian goat in March. The Nubian is an African variety for milk production. The milk is rich in butterfat, so that it has started to become popular among cheese makers in Japan. ARI might be able to create goat cheese in the future... look forward to it!

**Diseases not allowed**

Livestock keeping is always concerned about not contracting infectious diseases. We believe that our rearing methods are less stressful for the animals, and that they are strong against disease, but if an infection entered our campus we would not only have to dispose of our entire stock, it would also severely impact our neighboring livestock farmers. Restarting livestock would probably be difficult. Perfect disease prevention, however, is extremely hard to achieve due to various limitations. We continue practices such as poultry vaccination, disinfecting boots before entering animal pens, and spraying slaked lime to disinfect pens after shipping animals. We have crafted infection precaution guidelines and implemented prevention measures within a feasible range while at the same time maintaining ideas of circulatory agriculture such as turning animal waste and manure into compost, and food waste into fermented feed. This year in particular, there was frequent news about bird flu occurrence, so we were forced to install a finer bird-proofing net on top of the usual metal mesh of our bird houses so wild birds and small animals would not enter.

**New farm machines for livestock section**

For livestock feed we had been carrying out field cultivation using a small tractor and power tiller. Each of these machines was shared between the livestock and crops & vegetables sections, so managing the timing of usage on any given day was difficult during peak farming seasons. So, this April we introduced a new machine exclusively for the livestock section. With this machine, the section could effectively cultivate and plow its allotted fields.

**Setting personal goals for each core member of the meal service section was a big discovery for me this year. It not only helped us keep our focus and remember why we are here, but it applied to personal growth as well. We also achieved 100% transparency in the kitchen’s financial management amongst the core members. I strongly believe that a true leader needs to be transparent in order to build a trusting relationship with others.**

**Yearly food consumption at ARI**

The meal service section estimates the yearly number of meals needed in ARI’s Koinonia Hall as 45,000. To meet this demand, the section plans closely with the farm staff who provide the required labour, material, land and other resources, and ensures the community’s nutritional balance and special needs (such as vegetarian and halal meals) are met.

<table>
<thead>
<tr>
<th>Food Item</th>
<th>Quantity</th>
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<tr>
<td>potatoes</td>
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<td>carrots</td>
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<tr>
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<td>700 kg</td>
</tr>
<tr>
<td>onions</td>
<td>650 kg</td>
</tr>
<tr>
<td>wheat flour</td>
<td>300 kg</td>
</tr>
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<td>garlic</td>
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<tr>
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<tr>
<td>pork</td>
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</tr>
<tr>
<td>chickens</td>
<td>500 heads</td>
</tr>
<tr>
<td>fish</td>
<td>240 kg</td>
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</tbody>
</table>
“ARI at its Best,” Supported by Coaching

In 2016, ARI began a new venture: to provide learning opportunities for all staff about a communication methodology called coaching. A Kick-off workshop, held February 3, 2016, was offered to develop skills and to empower ARI’s staff team to work together even better.

At the start of the workshop, staff members re-visited ARI’s Mission and Key Concepts. This enabled them to remember the joy and pride of working at ARI.

We followed this by practicing fundamental coaching skills such as Listening, Asking Powerful Questions, Acknowledgment, and Requesting. We also touched upon the importance of a coach being able to envision that “coachees” are way bigger than what they think they are and able to experience a full range of emotion; and the need for creating a space that is safe for “coachees” to share whatever is happening in the moment.

Finally, the staff members faced the true facts of ARI. Earnest discussions were held about such questions as: How can we understand each other with such diverse countries, cultural values and religions? How can we collaborate more on ARI’s organizational and managerial challenges? and How can we get the world to understand ARI better?

Feedback from the workshop members about the training was as follows: “the quality of consultation has increased”, “I am now able to listen to participants’ pain without getting involved too much, yet with healthy boundaries.”, “I love the ARI staff more than ever.”

ARI’s motto “That We May Live Together” shares the same vision of what coaching aims to do. It is a world in which people can live just the way they are, and empower each other with kindness and generosity. It is a world in which you can utilize your natural gift to serve the common good. Now that ARI is being supported by coaching practices: What is possible for ARI at its best?

Coaches
Yuri Morikawa, Kyoko Seki, Fuyufu Satō

COMMENT

Throughout the year of working together with ARI staff members, each of the coaching sessions had been filled with new learning and discovery. It probably was myself who learned the most as a trainer. One unforgettable episode happened the very first day of the coaching program. I had asked the members: “What is listening?” One of the members answered straight back to me, saying “listening is healing.” I have never heard such an answer express the profound meaning of “listening” in my 15 years of coaching training experience. It was also the very moment of ARI winning my heart.

During the coaching training sessions, the conversation among the members was supported by the members’ rich life experience and daily sincere relationship with participants. Their “being” as coaches exceeded their “doing” of tools and skills. Also each of the “system coaching sessions” which is the cutting edge coaching methodology to empower the team as an ecosystem, was also memorable. It was moving to witness how the members acknowledged each other’s gifts and talents, and showed their courage and commitment to face current challenges, and to discuss creatively about the future of ARI.

I truly wish the coaching skills will continue to support and empower ARI staff members to work even deeper with the participants, and to keep walking the talk of their servant leadership. May the ARI, as a whole, continue to work together as “one community” with pride and joy, and keep inspiring the world.

Yuri Morikawa
Professional Coach
The scope of our overall mission is to invite participants from agricultural communities throughout Asia and Africa and train them to become agricultural leaders of their own communities. We have an estimated annual budget of 130 million yen. The donations that we receive truly are the driving force of our activities. While our primary source of income comes from contributions or scholarship support from individuals and groups both inside and outside of Japan, the total annual amount of scholarship support granted by funding bodies has been declining in recent years.

While maintaining our connections with such support groups, we must also make proactive efforts to seek new sources of income. To this end, the Domestic Fundraising Department is engaged in a variety of activities. Several such areas that we are pursuing as sources of generating new income include holding events both on and off campus, obtaining lodging revenue from overnight visitors, selling surplus agricultural products, and sponsoring educational opportunities. Income from such activities amounts to about 20% of our total income. As these fundraising activities show, we do not solely rely on your generous contributions, but also proactively work to create a stable source of self-generated revenue. This, we believe, is an important aspect of sound school management.

In 2016 we welcomed two new staff members who will be primarily engaged in fundraising activities. Through the addition of these staff members we continue to emphasize the importance of creating opportunities to meet with our donors, whether new or old, individual or organization. Furthermore, with the new assignment of an existing staff member to head up ARI Ecumenical Relations, which serves as our point of contact for overseas funding organizations and supporters, we are pursuing a long-term vision of deepening our relationships with both domestic and international supporters. Truly, education and fundraising are the two wheels on which ARI runs.

All of our staff members and volunteers work together with the heartfelt wish that our participants will flourish as leaders of service ministries in their local communities. It is our great pleasure to welcome visitors to ARI, whether long-time supporters or those who have just recently learned about our school and our mission and activities. We hope that you will join us for a meal, tour of our campus, or participate in our activities. We believe that by experiencing what we do at ARI, you will come to embrace our vision and decide that “I want to be a person who contributes to the grassroots development of agricultural communities around the world. I want to support ARI!”
Our concrete activities

ARI's operations are supported by more than a thousand groups and individuals. The Domestic Business section serves as the reception point at which the encouragement and spirit of supporters reach us in the form of donations, and we cherish the direct communication with guests, working visitors, study campers and the customers who come to buy our farm products.

When given the chance to sell farm products outside, e.g. at bazaars, we made every effort of telling the stories behind our products and our activities directly according to each customer’s interest, and especially to people who did not know about ARI. We also pushed further with public relations activities, by renewing the ARI homepage and by appealing for more coverage in the press and local listing magazines, on top of releasing four supporter bulletins. Throughout 2016 (as in previous years), we were blessed with opportunities of visiting many churches and schools, where we not only talked about ARI, but also about the social environment our participants are placed in, as well as their learning goals and religious faith. This was met with sympathy and support. By gaining insights outside television or the internet about the issues happening in the participants’ countries, supporters gained plenty of food for thought.

Concerts and workshops targeting the local community were held at ARI’s facilities and the Nasu Seminar House, to which many first time guests came. We were also able to increase opportunities of making ARI a school for the general public. We hosted seminars and clubs from various universities coming to study organic agriculture and international cooperation, as well as offering supplementary training for the Japan International Cooperation Agency’s overseas volunteers before their dispatching abroad. Visitors who stayed for about a week to experience farm work and our daily life told us that, on the whole, they were very satisfied with what they received during their visit to ARI.

The Growth of ARI Sunday

Jonathan McCurley, Community Life Coordinator

A joyful tradition of over fifty years at ARI is when our Community Life presents an ARI Sunday orientation with churches throughout the Kantō area. It is a tradition that has existed since the beginning of the Rural Leaders Training Program back to the days of Tsurukawa. It is wonderful that it is still going strong — and even growing. The idea itself has its foundations in Asia Sunday, a time for the Japanese church to remember their history with their Asian Christian brethren. Today, it continues in that vein; it reminds us of the need to seek the Kingdom of God together as Christians, beyond national boundaries and cultural identities. It is a chance to encourage our Christian brethren in Japan, as Christians are a minority within Japan and can often feel different or ostracized within the mainstream culture. As the ARI community goes to worship and be with the churches, we encourage the believers, showing that there are many followers of Christ around the world; Japanese Christians are not alone, and they follow the same Jesus that people in the rest of Asia, the Pacific, Africa, Europe, and the Americas follow.

This is a special time when our community leaves the ARI campus and embraces local churches. We go to share what we see God doing in our own lives and through ARI; we go to fellowship, and to learn. We were blessed this past year to have over 25 invitations to speak in churches. We were welcomed to worship, had a Q&A time, were happily well-fed, and enjoyed a wonderful time of koinonia with the people. It always makes me excited to facilitate the logistics of ARI Sunday again each year. We pray that this event will continue to grow and be an encouraging point of contact for Christians throughout Japan.
Visit by the deVries couple

We had an unexpected and heartfelt visit by the niece of Ms. Gretchen deVries, long-time missionary and former director of ARI. Gretchen-san, as she was known by all, worked with ARI for more than 20 years. Mary Ann deVries and husband Tom Schlife stayed at ARI for several days, meeting former staff and volunteers who worked with Gretchen-san. Mary Ann said that she was pleased to hear stories about one of her favorite aunts. “My family felt a special pride in Aunt Gretchen’s work with Dr. Takami in bringing the dream of ARI into reality. Many of my family members visited, but I was never able to come until now. I’m so happy to finally have a glimpse of her beloved ARI and to see the vitality of the school today.”

Young people at ARI

Summertime brings many visitors to ARI, and we were blessed by several church mission groups. These groups often jump right into the daily schedule. When I asked about their experience at ARI, one mission trip coordinator said, “We learned a new definition of mission. It is not just about delivering the ‘good news’; it is also about broadening our perspective to be able to see diversity and think outside of our box. We learned that people who experience transformation can then transform other people. Our multi-generational group learned that this was a starting point to communicate with each other beyond generations, ethnicity and cultural differences.”

ARI’s community and transformative atmosphere resonates with volunteers and interns alike. We were fortunate to receive long-term volunteers from Evangelical Mission in Solidarity Youth Volunteers Programme, Brethren Volunteer Service, United Methodist Church Young Adult Ministries and Volunteers in Mission, and The Episcopal Church Young Adult Service Corps. Summer interns were from St. Olaf College in Minnesota and Wellesley College in Boston. As with our Participants, these new community members are pulled away from what is familiar and put in a place very different from their own, a ‘community’ with busyness, people and work that challenges their comfort zones and expands their outlook of the world and themselves.

A summer intern said: “Before coming to ARI, my definition of sustainability was very narrow and limited to the characteristic of not removing resources faster than they could be replenished. After conversing with participants and working on the farms at ARI, I realized that for processes to be truly sustainable, they must also be economically feasible and timely viable — two qualities that were especially important to rural leaders from poor and remote places.”

Supporters who share our vision

The focus of one of our supporters is leadership development. They support partners who come from marginalized communities, challenge and oppression. The program particularly hopes to support those whose opportunities are otherwise extremely limited and who have a vision and commitment to working with communities in need of positive, empowering transformation, focusing on poverty elimination, global health, and leadership development. ARI, too, focuses on these criteria when seeking participants for our training program.

Another partner believes that together we can listen, learn and deepen our understanding of one another. This understanding often leads to caring for each other and working together to address the root causes of poverty and hunger, fight malaria and HIV/AIDS, and build communities that coexist in peace, without exclusion or division. Each year ARI strives to build understanding among a diverse group of participants. Through the curriculum, ARI gives Participants the tools to address hunger and poverty, plus community development and leadership skills to build stronger, more resilient communities.

As we share goals with our partners, we also share challenges. One challenge is that some of our most loyal scholarship partners have been forced to cut back on their programs, which in turn affects ARI. We continue to seek new partners to help with our critical program of creating an environmentally healthy, just and peaceful world.
Overseas Individual Supporters

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Bev Abma
Josephine Albrecht
Josephine Alves
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Douglas Appleby
Joel Arlo and Diana Myrvang
Carl and Marie Bade
Verlyn L. Barker
  in memory of Robert Peterson, and Don Tarr
  in honor of Marjorie Tarr
John Bayles
William Benton
  in memory of Robert Peterson
Jeff Boal
Jane Bock
Fredrick and Barbara Boesiger
Pamela Boesiger
Dan and Barbara Bohi
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Robbie Buller and Chou Ly
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Dean and Elsie Freudenberger
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  in memory of Armin Kroeheier
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Jeff Hagaman
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Betsy Hale
Marcia Hampton
  in honor of Peg and Harry Hampton
Peg and Harry Hampton
Jerry Hanks
  in memory of Susan M. Adams
Margaret Hardenbergh and Carl Wies
Mary Burch Harmon
Ruth and Dickie Harper
  in honor of Sarah and Naoki Oba
Linnea Hasegawa & Rob Aung
Pam and Souk Hasegawa
Jacqueline Haslett
Mary Hawkes
Nelima Hazra
Irene Heider
Lorna and Will Henkel
Barbara Herjanic
Caitlyn Heyboer
Clip Higgins
Heather Hill
John E. Hill and Jeannette Dejong
Robert Hill
  in honor of David and Elizabeth Cutting,
  John E. Hill and Jeannette Dejong, and
  Samuel and Gail Hill
Samuel and Gail Hill
Laura and Lawrence Hills
William and Eleanor Honaman
Barbara Hoover
Brooke and Michele Hoover
J.B. and Adeline Hoover
  in memory of Armin Kroeheier
  in honor of Jim and Haru Landes
John and Sandy Hoover
Pam Horner
John Hoyt
John Iglesias
Arthur and Gloria Imagine
Jack Iman
Pauline Ingold
  in memory of Frederick and Pauline Ingold
Nancy and Thomas Inui
Joan Ishibashi
Ken Iwagaki
Graeme Jackson
Leslie Jackson
Jennifer Jones Howitt
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Gabriele Kasper
Eunice Kaymen
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Robert Kinter
  in memory of Robert Peterson
Ann Kohl
Benjamin and Choon Sook Kremenak
Mary Jo Kremer
  in honor of Peg and Harry Hampton
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  in memory of Armin Kroeheier
Laverne Kroeheier
Ronald and Elizabeth Kutscher
  in honor of Toshihiro "Tom" Takami
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George and Joyce Magee
Jessica Mahoney
Marj Manglitz
Evelyn Manierre
Darwin Mann
Betsy Manners
John Manners
Julia Manners
  in memory of Roger Manners
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Eleanor Moore
  in memory of Susan M. Adams
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Rosalind Morris
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  in memory of Susan M. Adams
  in memory of Genevieve Moss-Hawkins
Kevin Mow
Cecily Moyer
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Evangelical Lutheran Church in America
First Congregational Church Branford, UCC, Branford, CT
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Friendship Christian Reformed Church, Byron Center, MI
GE Foundation
Giving Assistant Inc
Good Shepherd Episcopal Church, Wailuku, HI
Google Matching Gifts Program, Princeton, NY
Grace Presbyterian Church, Kendall Park, NJ
Harris United Methodist Church, Honolulu, HI
Hickman Presbyterian Church, Hickman, NE
Javan and Neva Cori Family Foundation
JustGive
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Shalom United Church of Christ, New Haven, CT
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The Benevity Impact Fund
The Episcopal Church of St. Martin, Davis, CA
The United Church of Canada
The United Church of Christ Scribner, Scribner, NE
United Methodist Committee on Relief
United Church of Christ, USA
United Church of Dorset and East Rupert, Dorset, VT
United Methodist Church of Los Altos, Los Altos, CA
United Methodist General Board of Global Ministries
Wesley United Methodist Church, San Jose, CA
West Middle School, Greenwood Village, CO

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Pam Hasegawa
David and Sandra Hirano
J.B. and Adeline Hoover
Bob and Joyce Ray
Craig and Ameeta Rice
Kay Shanks
Bardwell and Charlotte Smith
Jim and Kathryn Treece
H. Boyd and Jeanette Woodruff

Volunteer Support Organizations

Evangelical Mission in Solidarity Church of the Brethren
United Methodist Church
The Episcopal Church
St. Olaf College
Wellesley College

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

A list of individuals, congregations and other organizations in Japan who donated toward ARI’s Rural Leaders Training Program during fiscal 2016 can be found in the Japanese version of the 2016 Annual Report and Aji no Tsuchi, our Japanese language newsletter.
I express my sincere gratitude for all of your support for the
Asian Rural Institute.

Balance Sheet
As of the end of fiscal 2016 (March 31, 2017), ARI’s total assets
were $ 9,456,710, showing a decrease of $ 35,000 from 2015.
This decrease is largely due to the depreciation of buildings and
fixed assets. ARI was able to decrease liabilities by $ 176,000,
half of which was due to the redemption of school bonds and
repayment of long-term loans.

The accounting standards for school bodies have been revised,
obligating schools to deposit the equivalent of one month's
expenditures. $ 96,763 have been placed into the Endowment
Account #4. $ 639,624, which has been reserved as a scholarship-
specific special asset, has been placed into Endowment Account
#3. Because of these allotments, endowments increased by about
$ 783,000.

Profit and Loss
In terms of operating revenue, while scholarship income from
overseas has decreased by $ 88,000, domestic institutional dona-
tions increased by $ 57,000. Overall, the decrease of scholarships
and fees totaled $ 44,000. As in previous years, revenue from
associated businesses remained stable at about $220,000, being
a stable source of income.

Operating expenses were inflated due to over $ 351,800 of
depreciation and incorporating $ 782,900 of endowment money.
This led to an expenditure surplus of $ 1,021,555. However, since
we were able to implement the required measures following
the revised accounting standards for educational bodies, our
financial status was brought into compliance.

Although ARI faces ongoing financial challenges, by paying
attention to expenditure control and through working within the
limited resources of personnel and money, we are doing our best
to strengthen our financial status and fulfill our mission.

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 10, 2017
Auditor: Tomohiro Ôkubo Auditor: Sakae Murata

Statement of Financial Position
as of 2017/3/31

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<td>Accounts receivable</td>
<td>34,965</td>
<td>46,946</td>
</tr>
<tr>
<td>Other</td>
<td>10,785</td>
<td>4,289</td>
</tr>
<tr>
<td>Total Assets</td>
<td>9,456,710</td>
<td>9,882,173</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th>March 31, 2016</th>
<th>March 31, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Liabilities</td>
<td>965,068</td>
<td>1,270,863</td>
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<tr>
<td>Long term loans</td>
<td>506,508</td>
<td>591,483</td>
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<tr>
<td>School bonds</td>
<td>86,207</td>
<td>277,093</td>
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<tr>
<td>Retirement fund reserve</td>
<td>105,971</td>
<td>79,581</td>
</tr>
<tr>
<td>Reconstruction project reserve*</td>
<td>266,382</td>
<td>322,706</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>1,047,804</td>
<td>928,519</td>
</tr>
<tr>
<td>Short term loans</td>
<td>602,949</td>
<td>559,992</td>
</tr>
<tr>
<td>School bonds</td>
<td>243,754</td>
<td>61,664</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>27,278</td>
<td>100,608</td>
</tr>
<tr>
<td>Consumer tax payable</td>
<td>3,374</td>
<td>3,004</td>
</tr>
<tr>
<td>Other</td>
<td>170,448</td>
<td>203,252</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>2,012,872</td>
<td>2,199,383</td>
</tr>
<tr>
<td>Net assets</td>
<td>Endowment account #1</td>
<td>9,787,389</td>
</tr>
<tr>
<td>Endowment account #3</td>
<td>640,390</td>
<td>30,096</td>
</tr>
<tr>
<td>Endowment account #4</td>
<td>96,763</td>
<td>0</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>10,524,541</td>
<td>9,741,941</td>
</tr>
<tr>
<td>Accumulated gain &amp; loss</td>
<td>(3,080,703)</td>
<td>(2,059,150)</td>
</tr>
<tr>
<td>Total Liabilities and Net Assets</td>
<td>9,456,710</td>
<td>9,882,173</td>
</tr>
</tbody>
</table>

* Exchange rate of US$1=JPY113.68 is used to
translate Japanese yen based financial statements.
## Statement of Financial Activities

2016/4/1 ～ 2017/3/31

### Operating Revenue

<table>
<thead>
<tr>
<th></th>
<th>2016 Budget</th>
<th>2016 Actual</th>
<th>2017 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scholarships and Fees</td>
<td>418,107</td>
<td>380,223</td>
<td>289,446</td>
</tr>
<tr>
<td>Tuition</td>
<td>8,867</td>
<td>11,025</td>
<td>39,857</td>
</tr>
<tr>
<td>Entrance fee</td>
<td>2,507</td>
<td>589</td>
<td>4,303</td>
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<tr>
<td>Contributions for board</td>
<td>2,745</td>
<td>3,951</td>
<td>2,525</td>
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<tr>
<td>Contributions for lodging</td>
<td>2,745</td>
<td>3,712</td>
<td>2,525</td>
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<tr>
<td>Contributions for transportation</td>
<td>0</td>
<td>0</td>
<td>8,797</td>
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<tr>
<td>Domestic institutional donation</td>
<td>161,049</td>
<td>160,679</td>
<td>145,215</td>
</tr>
<tr>
<td>Domestic individual donation</td>
<td>221,886</td>
<td>192,082</td>
<td>71,473</td>
</tr>
<tr>
<td>Overseas institutional donation</td>
<td>18,309</td>
<td>8,185</td>
<td>14,752</td>
</tr>
<tr>
<td>Fees for issuing certificate</td>
<td>97</td>
<td>176</td>
<td>457</td>
</tr>
<tr>
<td>Donations</td>
<td>411,196</td>
<td>454,196</td>
<td>548,581</td>
</tr>
<tr>
<td>General</td>
<td>377,780</td>
<td>229,301</td>
<td>459,624</td>
</tr>
<tr>
<td>Donation in kind</td>
<td>0</td>
<td>107,372</td>
<td>0</td>
</tr>
<tr>
<td>Special donations</td>
<td>33,417</td>
<td>117,523</td>
<td>88,957</td>
</tr>
<tr>
<td>Grants for special projects</td>
<td>25,371</td>
<td>28,826</td>
<td>29,236</td>
</tr>
<tr>
<td>Sales and Special Services</td>
<td>211,530</td>
<td>217,577</td>
<td>234,551</td>
</tr>
<tr>
<td>Miscellaneous revenue</td>
<td>56,668</td>
<td>63,642</td>
<td>72,766</td>
</tr>
<tr>
<td>Publication</td>
<td>0</td>
<td>0</td>
<td>4,398</td>
</tr>
<tr>
<td>Accomodation user fees</td>
<td>30,278</td>
<td>39,310</td>
<td>41,977</td>
</tr>
<tr>
<td>Other Miscellaneous revenue</td>
<td>26,390</td>
<td>24,332</td>
<td>26,390</td>
</tr>
<tr>
<td>Interest &amp; dividends</td>
<td>440</td>
<td>662</td>
<td>440</td>
</tr>
<tr>
<td>Non operating income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gain from sale of assets</td>
<td>18,344</td>
<td>17,425</td>
<td>0</td>
</tr>
<tr>
<td>Total Operating Activities Revenue</td>
<td>911,439</td>
<td>927,063</td>
<td>940,486</td>
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</tbody>
</table>

### Expenses

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>624,232</td>
<td>617,985</td>
<td>682,226</td>
</tr>
<tr>
<td>Education and Research</td>
<td>244,463</td>
<td>214,554</td>
<td>257,211</td>
</tr>
<tr>
<td>General and administrative</td>
<td>595,715</td>
<td>545,909</td>
<td>569,565</td>
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<tr>
<td>Disaster recovery</td>
<td>30,788</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Depreciation allowance</td>
<td>346,092</td>
<td>355,024</td>
<td>348,396</td>
</tr>
<tr>
<td>Sales costs</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Nonoperating revenues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment income</td>
<td>8,920</td>
<td>9,435</td>
<td>14,871</td>
</tr>
<tr>
<td>Special expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gain from sale of assets</td>
<td>8,344</td>
<td>17,425</td>
<td>0</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incorporation into endowment account</td>
<td>(14,075)</td>
<td>(782,602)</td>
<td>0</td>
</tr>
<tr>
<td>Net operating gain (loss)</td>
<td>(345,652)</td>
<td>(1,021,556)</td>
<td>(348,396)</td>
</tr>
<tr>
<td>Beginning balance</td>
<td>(2,059,155)</td>
<td>(2,059,155)</td>
<td>(3,080,711)</td>
</tr>
<tr>
<td>Ending balance</td>
<td>(2,404,807)</td>
<td>(3,080,711)</td>
<td>(3,429,107)</td>
</tr>
</tbody>
</table>

(1) Tuition and fee are paid only by Japanese participants.
(2) Includes US$ 65,579 general donation received from AFARI. → double check the amount
(3) Revenues derived from organizing seminars and sales of farm products and folk-art crafts.
(4) For details, see “Operating expenses in detail.”
(5) Does not include salaries paid by other church organizations for one staff member.
(6) $ 75,543 placed into endowment account #1, $ 610,295 into #3, $ 96,762 into #4.

### Donation categories

<table>
<thead>
<tr>
<th></th>
<th>General Donations</th>
<th>Special Donations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total US$ 454,196</td>
<td>Special Donations</td>
</tr>
<tr>
<td>Domestics</td>
<td>$ 336,673</td>
<td>$ 117,523</td>
</tr>
<tr>
<td>Overseas</td>
<td>$ 229,301</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$ 107,372</td>
<td></td>
</tr>
</tbody>
</table>

### Operating expenses in detail

<table>
<thead>
<tr>
<th></th>
<th>Personnel</th>
<th>617,985</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>165,904</td>
<td></td>
</tr>
<tr>
<td>Staff and other personnel</td>
<td>452,081</td>
<td></td>
</tr>
<tr>
<td>Education and Research</td>
<td>214,554</td>
<td></td>
</tr>
<tr>
<td>Supplies expenses</td>
<td>1,593</td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>14,808</td>
<td></td>
</tr>
<tr>
<td>Student stipends</td>
<td>42,260</td>
<td></td>
</tr>
<tr>
<td>Study tours</td>
<td>18,700</td>
<td></td>
</tr>
<tr>
<td>Agricultural training costs</td>
<td>53,185</td>
<td></td>
</tr>
<tr>
<td>Travel: domestic for students</td>
<td>873</td>
<td></td>
</tr>
<tr>
<td>Travel: intl students</td>
<td>44,628</td>
<td></td>
</tr>
<tr>
<td>Course materials</td>
<td>1,273</td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td>4,932</td>
<td></td>
</tr>
<tr>
<td>Dormitory expenses</td>
<td>1,377</td>
<td></td>
</tr>
<tr>
<td>Medical</td>
<td>4,403</td>
<td></td>
</tr>
<tr>
<td>Staff training</td>
<td>4,296</td>
<td></td>
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<tr>
<td>Office supplies</td>
<td>3,863</td>
<td></td>
</tr>
<tr>
<td>Membership fees</td>
<td>646</td>
<td></td>
</tr>
<tr>
<td>Alumni association support</td>
<td>506</td>
<td></td>
</tr>
<tr>
<td>Project expenses</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Special lectures</td>
<td>6,668</td>
<td></td>
</tr>
<tr>
<td>Vehicle expenses</td>
<td>10,545</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous expenses</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Sales costs</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>524,544</td>
<td></td>
</tr>
<tr>
<td>Office supplies</td>
<td>2,458</td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>14,808</td>
<td></td>
</tr>
<tr>
<td>Transporation for staff</td>
<td>12,483</td>
<td></td>
</tr>
<tr>
<td>Fund raising</td>
<td>17,760</td>
<td></td>
</tr>
<tr>
<td>Vehicle fuel</td>
<td>9,266</td>
<td></td>
</tr>
<tr>
<td>Welfare expenses</td>
<td>1,919</td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td>4,869</td>
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</tr>
<tr>
<td>General and administrative</td>
<td>32,346</td>
<td></td>
</tr>
<tr>
<td>Publications</td>
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<td></td>
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<tr>
<td>Vehicle maintenance</td>
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<tr>
<td>General maintenance</td>
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<td>Insurance</td>
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<td>Rental expenses</td>
<td>8,646</td>
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<tr>
<td>Taxed &amp; public dues</td>
<td>7,458</td>
<td></td>
</tr>
<tr>
<td>Membership fees</td>
<td>1,123</td>
<td></td>
</tr>
<tr>
<td>Conferences</td>
<td>3,014</td>
<td></td>
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<tr>
<td>Commission fees</td>
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<td></td>
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<tr>
<td>Cost for income generation activities</td>
<td>21,365</td>
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</tr>
<tr>
<td>Special events</td>
<td>325</td>
<td></td>
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<td>Public relations</td>
<td>257</td>
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<tr>
<td>Miscellaneous expenses</td>
<td>5,114</td>
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</tr>
<tr>
<td>Depreciation allowance</td>
<td>355,023</td>
<td></td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>1,357,079</td>
<td></td>
</tr>
</tbody>
</table>

---

Total operating expenses 1,357,079
Fifteen years of Fundraising in the Tokyo area

Hôichi Endô,
Director of Financial Development

The Asian Rural Institute invites about 30 participants from some 15 developing countries to participate in its training course each year. However, ARI does not ask the participants to pay the cost of their training. In fact, ARI has to raise at least 100 million yen domestically and from overseas, as it needs 130 million yen to cover the operational costs for the training course each year.

In 2002, ARI inaugurated the Metro Area office to raise the necessary funds in the Tokyo area and assigned me to take charge of it. After some trial and error, I began to visit all the Christian churches, church-related organizations, foundations, and Christian schools that had supported ARI in the past, even with only a single donation. I conveyed our appreciation and reported on our projects. After doing this for a couple of years, I had gained valuable information and new sources of donations.

My records show that I visited 110 United Church of Christ in Japan churches in Tokyo alone; including neighboring prefectures, it was nearly 200. I also visited as many Evangelical Lutheran, Episcopal, Catholic, and other churches as possible. As a result of these visits and meetings, the churches began to invite our participants to their services and support us; Catholic societies and foundations began to provide scholarships; Rotary and Lions clubs began to help our projects and scholarships, and so on.

I built strong partnerships with them year by year.

Mission schools are also important partners. International Catholic societies or Japan-based NGOs are good sources of recommendations for future participants. Moreover, many donations-in-kind like mini-bus or wagon-type vehicles, chairs, desks and even a piano for the Koinonia House, or the classroom, are outcomes of these visits and meetings.

ARI’s fundraising program is one of the ways in which ARI shares our mission and invites organizations to be partners in creating a peaceful world where we may live together. In order to share our mission with our partners, we must first create good personal relationships so that they understand and support what we are trying to achieve. There is no other way but to keep going, step by step, and continue to be courteous and sincere in order to help achieve our goal.

Endô resigned as Finance Officer in March 2017. His role as Vice Chair of the Board continues.

"The spirit of serving people is what unites the ARI staff despite different interests or theology. Every small piece of work is related to ARI’s work for helping people in difficult situations. Every part contributes to a peaceful world."

Hôichi Endô

(continued from Finances)

### Income by category

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total US$ 1,162,727</td>
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<tr>
<td>Entrance fee</td>
<td>$ 176</td>
</tr>
<tr>
<td>Grants for special projects</td>
<td>$ 28,826</td>
</tr>
<tr>
<td>Misc. revenue</td>
<td>$ 63,642</td>
</tr>
<tr>
<td>Gain from sale of assets</td>
<td>$ 17,425</td>
</tr>
<tr>
<td>Scholarship</td>
<td>$ 380,223</td>
</tr>
<tr>
<td>Donations</td>
<td>$ 454,196</td>
</tr>
<tr>
<td>Sales &amp; special services</td>
<td>$ 217,577</td>
</tr>
</tbody>
</table>

### Consumption expenditure by category

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total US$ 1,401,683</td>
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</tr>
<tr>
<td>Personnel</td>
<td>$ 617,985</td>
</tr>
<tr>
<td>Education &amp; Research</td>
<td>$ 214,554</td>
</tr>
<tr>
<td>General &amp; Administrative</td>
<td>$ 545,908</td>
</tr>
<tr>
<td>(incl. depreciation allowance)</td>
<td>$ 355,024</td>
</tr>
<tr>
<td>Investment income</td>
<td>$ 9,435</td>
</tr>
<tr>
<td>Loss from sale of assets</td>
<td>$ 13,799</td>
</tr>
<tr>
<td>Interests &amp; dividends</td>
<td>$ 662</td>
</tr>
</tbody>
</table>
The 2016 Community

**Staff**

**Honorary President and Founder**
Rev. Dr. Toshihiro Takami

**Full Time**
- Tomoko Arakawa (Director)
- Yukiko Ōyanagi (Assistant Director, Curriculum Coordinator)
- Osamu Arakawa (Assistant Director, Education Director, Farm Manager)
- Kaori Sakuma-Vero (General Manager, Fundraising, Domestic Business)
- Kathy Froede (Ecumenical Relations)
- Ayumi Kikuchi (Domestic Business (Liaison, Donations))
- Masanobu Sakurai (Foodlife (Crops & Vegetables))
- Takashi Ōtani (Foodlife (Livestock))
- Gilbert Hoggang (Foodlife (Meal Service), Ecumenical Relations)
- Zacïvolu Rhakho (Education (Admissions & Graduate Outreach))
- Micah Anderson (Education (Chaplain, Community Life))
- Jonathan McCurley (Education (Chaplain, Community Life), Foodlife (Livestock))
- Bernard Timothy Appau (Domestic Business (Sales, General Affairs, PR))
- Hiromi Satô (Domestic Business (External Programs & Nasu Seminar House Manager))
- Takashi Yamashita (Domestic Business (Liaison, Donations, PR, Supporters))
- Jun Yagizawa
- Tomoko Arakawa (Finance Officer)
- Yukiko Ōyanagi (Domestic Business (PR))
- Osamu Arakawa (Education (Graduate Outreach) (Jan- Mar))

**Part Time**
- Mitsue Kimijima (General Affairs (Accounting))
- Köki Arai (General Affairs)
- Junko Tanaka (Education (Library))
- Manami Kobayashi (Foodlife (Meal Service))
- Masayo Fukushima (Domestic Business (Food Processing))
- Vero Ruyipa (Domestic Business (Nasu Seminar House) (June- Dec))

**Contract**
- Hôichi Endô
- Thomas Itsuo Fujishima
- Steven Cutting

**Volunteers**

**Commuting Volunteers**
- Takashi Fushimi
- Jin Onozaki
- Kyôko Takamura
- Tadashi Itô
- Yumi Suzuki
- Ichirô Sahara
- Takashi Hirayama
- Shigeaki Kashiwaya
- Junko Ninsho
- Norie Horiiuchi
- Ayako Hayashida
- Kazuko Fujimoto
- Satoshi Takagi
- Satomi McCurley
- Masuo Shimizu
- Takako Iwaide
- Saya Furuno
- Noriko Yoshida
- Keiko Arimoto
- Vero Ruyipa
- Takako Sakairi

**ARI Becquerel Center Volunteers**
- Mineki Nishikawa
- Yukio Takashima
- Takashi Akutsu
- Shôhei Fujimoto
- Takayuki Hayasaka

**Long-Term on Campus**
- Manosi Abe Chatterjee
- Manuel Reif
- Haruka Fukushima
- Yuko Hashiride
- Sara Weiler
- Vero Ruyipa
- Takako Iwaide
- Saya Furuno
- Noriko Yoshida
- Keiko Arimoto
- Vero Ruyipa
- Takako Sakairi

**Board of Councillors**

**Board Chair**
- Keriichi Ôtsu

**Vice Chair**
- Hôichi Endô

**Board of Directors**
- Hideharu Kadowaki (Former Director, Asian Rural Institute)
- Rev. Masaoki Hoshino (Special Advisor and Senior Fellow, The Japan Research Institute, Ltd)
- Junke Inuma (Pastor, UCCJ Matsuzaki Church)
- Noriaki Satô (Press Editor, The Yomiuri Shinbun)
- Kôa Tasaka (Professor Emeritus, International Christian University)
- Isamu Koshiishi
- Masahiko Yamane
- Tomoko Arakawa

**Auditors**
- Tomohiro Ôkubo
- Sakae Murata

**Board**

**Board Chair**
- Keriichi Ôtsu

**Vice Chair**
- Hôichi Endô

**Board of Directors**
- Hideharu Kadowaki (Superior General, The Sisters of the Visitation)
- Rev. Masaoki Hoshino (Pastor, UCCJ Matsuzaki Church)
- Junke Inuma (Special Advisor and Senior Fellow, The Japan Research Institute, Ltd)
- Noriaki Satô (NGO/NPO Consultant)
- Kôa Tasaka (Bishop, Roman Catholic Diocese of Niigata)
- Isamu Koshiishi (Principal, Nishinasuno Kindergarten)
- Masahiko Yamane
- Tomoko Arakawa

**Auditors**
- Tomohiro Ôkubo
- Sakae Murata

**Honorary President and Founder**
Rev. Dr. Toshihiro Takami

**Full Time**
- Tomoko Arakawa
- Yukiko Ōyanagi
- Osamu Arakawa
- Kaori Sakuma-Vero
- Kathy Froede
- Ayumi Kikuchi
- Masanobu Sakurai
- Takashi Ōtani
- Gilbert Hoggang
- Zacïvolu Rhakho
- Micah Anderson
- Jonathan McCurley
- Bernard Timothy Appau
- Hiromi Satô
- Takashi Yamashita
- Jun Yagizawa
- Mitsue Kimijima
- Köki Arai
- Junko Tanaka
- Manami Kobayashi
- Masayo Fukushima
- Vero Ruyipa
- Hôichi Endô
- Thomas Itsuo Fujishima
- Steven Cutting

**Part Time**
- Mitsue Kimijima (General Affairs (Accounting))
- Köki Arai (General Affairs)
- Junko Tanaka (Education (Library))
- Manami Kobayashi (Foodlife (Meal Service))
- Masayo Fukushima (Domestic Business (Food Processing))
- Vero Ruyipa (Domestic Business (Nasu Seminar House) (June- Dec))

**Contract**
- Hôichi Endô
- Thomas Itsuo Fujishima
- Steven Cutting

**Volunteers**

**Commuting Volunteers**
- Takashi Fushimi
- Jin Onozaki
- Kyôko Takamura
- Tadashi Itô
- Yumi Suzuki
- Ichirô Sahara
- Takashi Hirayama
- Shigeaki Kashiwaya
- Junko Ninsho
- Norie Horiiuchi
- Ayako Hayashida
- Kazuko Fujimoto
- Satoshi Takagi
- Satomi McCurley
- Masuo Shimizu
- Takako Iwaide
- Saya Furuno
- Noriko Yoshida
- Keiko Arimoto
- Vero Ruyipa
- Takako Sakairi

**ARI Becquerel Center Volunteers**
- Mineki Nishikawa
- Yukio Takashima
- Takashi Akutsu
- Shôhei Fujimoto
- Takayuki Hayasaka

**Long-Term on Campus**
- Manosi Abe Chatterjee
- Manuel Reif
- Haruka Fukushima
- Yuko Hashiride
- Sara Weiler
- Vero Ruyipa
- Takako Iwaide
- Saya Furuno
- Noriko Yoshida
- Keiko Arimoto
- Vero Ruyipa
- Takako Sakairi

**Board of Councillors**

**Board Chair**
- Keriichi Ôtsu

**Vice Chair**
- Hôichi Endô

**Board of Directors**
- Hideharu Kadowaki (Superior General, The Sisters of the Visitation)
- Rev. Masaoki Hoshino (Pastor, UCCJ Matsuzaki Church)
- Junke Inuma (Special Advisor and Senior Fellow, The Japan Research Institute, Ltd)
- Noriaki Satô (NGO/NPO Consultant)
- Kôa Tasaka (Bishop, Roman Catholic Diocese of Niigata)
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- Kanako Nakata
- Saki Maeda
- Kirino Kajiya
- Tetsurô Sugiyama
- Tatsuya Masuda
- Sara Weiler
- Rey Oliver Fabros
- Ayumi Ueno
- Wil Merchant
- Mariya Kanno
- Hôichi Endô
- Thomas Itsuo Fujishima
- Steven Cutting

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**Contract**
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- Steven Cutting
The Graduates of 2016

Rural Leaders Training Course

BHUTAN
1) Karma Chuki  National Organic Programme
2) Sangay Wangdi  National Organic Programme

CAMEROON
3) Fonsah Pius Chick  Community Initiative for Sustainable Environment and Gender Development (CISEGD)
4) Kumbong Stella Kang  Associated Rehabilitation for the Handicapped (ARCH)

CENTRAL AFRICAN REPUBLIC
5) Chiambah Enock Ntam  Belo Rural Development Association (BERUDA)
6) Paul Daina  Evangelical Lutheran Church of the Central African Republic
7) Paul Yao Kpai  Environmental Development Youth Movement (EDYM)
8) Abraham Brese  Osramane Beekeepers Association (OBA)
9) Aton Shaiza  Action of Women in Development (AWID)

GHANA
10) Matilda Nainggolan  Batak Protestant Christian Church (HKBP) Samosir
11) Hieronymus Martyadin Ngampu  Independent Delegation of Claretian Missionaries

INDIA
12) Paskaria Imanuel Perangin-angin  Karo Batak Protestant Church - Rural Development Institution
13) Consolata Amisi Khakali  Society of the Sacred Heart of Jesus
14) Cecilia Mpinga  Hygiene Village Project
15) Towera Mtambo  Chingale Recovery and Development Program (CHINRAD)

KENYA
16) Yaw Ling  MCUM Mindat, Methodist Church Upper Myanmar
17) Thla Sung  MCUM Hakha, Methodist Church Upper Myanmar
18) Sui Lian Thang  Hualngol Land Development Organization (HLDO)

MALAWI
19) Joe Balisbisan Jimenez  Sacred Heart Institute for Transformation (SHIFT)
20) Saman Rathnasiri Bandara  Visura Development Foundation
21) Yeherome Michael Wanniyanbandara  Methodist Church Sri Lanka

PHILIPPINES
22) Mwita Baita Matele  United Methodist Church, Mara District
23) Belvin Kapembwa Pamba  Village Water Zambia

Advanced Training Course

INDIA
24) Rentta Ngulie  Liangmai Baptist Association (1997 Graduate)

MALAWI

PHILIPPINES
26) Annie Jane Lagawan  WAND Foundation (Water, Agro-forestry, Nutrition and Development Foundation) (2010 Graduate)

Graduate Intern

JAPAN
27) Yuto Yazawa  (2015 Graduate)