That We May Live Together

2018 Annual Report

April 1, 2018 - March 31, 2019

Asian Rural Institute
Rural Leaders Training Center
That We May Live Together
2018 Annual Report

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

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

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

This year, we had another important finding. We re-recognized ARI graduates as ‘influential personnel of their organizations’, rather than just ‘people who graduated from ARI.’ In the past years, we did not spend the manpower and finance to build relationships with graduates’ organizations as we wished. However, at the 40th Anniversary events in 2013, the graduates’ strong request about this need awakened us. It stimulated us to engage in the Graduate Impact Study (2014-2015) and to set up a stand-alone Graduate Outreach section (2017). In June 2018, we conducted the first Organizational Capacity Building Training targeting the leadership of graduates’ organizations. A leader from Indonesia’s HKBP (Batak Christian Protestant Church) joined this 3-month training program for the first time. In the future, we will regard the Sending Bodies of our graduates as “partners” who achieve the mission of ARI together and promote constructive relationship building.

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

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

Finally, thanks to the support of many churches in the US, Canada, and Japan, a Japanese funding organization and individuals, we were able to renovate the bathrooms and kitchen in the woman’s dormitory. This renovation greatly helped to improve the quality of life in the woman’s dormitory especially in the winter season.
In 2018, ARI requested a factory in Tokyo’s Adachi Ward specializing in hand-grilled rice confectionery to help us make our new product: brown rice crackers. The ingredients are only two: rice and two-year fermented soy sauce, both grown in ARI.

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

Furthermore, with the support of a non-profit organization ‘Tochigi Teru-Teru Bōzu no Kai,’ which supports the disaster areas, we sold ARI-made rāmen noodles during the Harvest Thanksgiving Celebration.

Remembering the Tsunami Disaster

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

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

Recognition for ARI’s Contributions

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

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

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

Texas Christian University, Global Innovator Award

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

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

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For the first time, participants from Eritrea joined the Rural Leaders Training Program.
Graduates Hold Seminar at ARI

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

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

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

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

Repainting the Koinonia Building

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

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

Renovation in the Women’s Dorm

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

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

A Book of Dr. Takami’s Words

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

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

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

Yukiko Ôyanagi
Associate Director
Curriculum Coordinator
What to learn and what to bring back

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

There were also 200 hours of independent self-study and individual projects. Some participants practiced in their own individual fields. Another one was interested in food education. Another studied the Japanese education system. Daily life in the community and the dormitories is especially meaningful to deepen the skills of “living together.” Individual consultation, Morning Gathering reflections, and growing hundreds of tons of farm products for over sixty people were cornerstones of learning as well.

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

My best learning at ARI is from farmers who we visited. […] In my community, I
Practice Has Priority
The 2018 Advanced Training Course Report

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

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

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

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

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

Learning that continues in the community

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

My life at ARI has ended, but the ARI learning does not end. My learning will continue in my community.
John began to change through life at ARI. He started to talk with others calmly, show his respect even to younger participants, fulfill his own role, support and trust others and delegate work to them, listen to other opinions, and so on. Slowly but surely, a transformation happened. He stopped saying, “I know,” and started saying, “I am learning a lot.”

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

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

Yukiko Ôyanagi, Associate Director, Curriculum Coordinator

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

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

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

FEAST report

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

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

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

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

44,433

Number of meals served in Koinonia in 2018

<table>
<thead>
<tr>
<th>Year</th>
<th>Meals Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>34,811 mls.</td>
</tr>
<tr>
<td>2016</td>
<td>38,142 mls.</td>
</tr>
<tr>
<td>2015</td>
<td>41,902 mls.</td>
</tr>
</tbody>
</table>
Livestock Involves the Whole Campus

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

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

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

Growing Plants with Fish

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

Insemination of Mother Sows

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

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

Improving our Feed Self-Sufficiency

One reason why our pork achieves great quality, we believe, is our feeding practice. We experiment with appropriate organic feed mixtures for each stage of growth of our livestock animals and painstakingly produce the feed in the feed mixing room. This feed mixing is an excellent study for the participants. In 2018, we strengthened our feed self-sufficiency with the in-house production of wheat, soybeans, and corn grain. Readers might think that the fields at ARI are mainly meant to sustain the humans in our community of learning, but in fact, a part of the harvest directly benefits our animals. Thanks to the Crops & Vegetables section’s increasing of the wheat planting area we could include more of our own wheat grain into the animal feed.
We also started using nutritious “soy sauce cake” as a feed ingredient. A byproduct of processing our soybeans to soy sauce, it is helpful in reducing our use of soybean meal, wheat, and salt since the cakes already include all of these elements—and they are very salty indeed.

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

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

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

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

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

“Working on the farm and preparing food in the kitchen are both important parts of Foodlife. When we eat, we strive to possess a deep sense of awareness, so that we can “taste” the hope and warmth of those whose sweat and hard work went into making our food. When we step into the soft, sweet-smelling earth full of compost, we want to be people who remember the sweat of our predecessors and pray for their happiness. Every time we eat, we taste the grace of God and the hearts of people—this is the kind of meal-taking that we should practice. This short word, Foodlife, expresses the motto of our school—so that we can create a world which values the lives of people and the food which sustains them, so that we may live together.”

Osamu Arakawa,
Associate Director & Farm Manager

Reference: Tsuchi to tomo ni ikiru, Toshihiro Takami, p.63-65
Farming that Suits the Environment

Crops & Vegetables report

Nobumasa Sakurai
Foodlife (Crops & Vegetables)

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

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

Growing Optimal Seeds

Speaking of organic rice cultivation and technology, we made it possible to reduce the labor of weeding and obtain an increase in yield thanks to thorough weed control based on sparse planting of seedlings and deepwater management after rice transplanting. Moreover, year after year, we have grown potatoes and carrots from our own seeds and slowly cultivated select varieties that proved to be most suitable for the field environment at ARI. Our most recent carrot harvest resulted in the highest yield ever, producing 6,279 bottles of organic carrot juice (one 300 ml bottle = 400 yen). Besides these, we grew vegetables using our own seeds such as cucumber, tomato, green and purple eggplant, bell pepper, bitter gourd, butternut squash, soybean, sweet potato, chayote, and perilla. These varieties have gained characteristics optimal for our environment.

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

Yield of Major Farm Products in 2018

<table>
<thead>
<tr>
<th>Product</th>
<th>Total amount</th>
<th>Area Yield</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rice</td>
<td>9,479 kg</td>
<td>(494kg/10a)</td>
</tr>
<tr>
<td>Wheat</td>
<td>2,995 kg</td>
<td>(1,900kg/10a)</td>
</tr>
<tr>
<td>Potato</td>
<td>1,842 kg</td>
<td>(1,842kg/10a)</td>
</tr>
<tr>
<td>Sweet potato</td>
<td>733 kg</td>
<td>(1,047kg/10a)</td>
</tr>
<tr>
<td>Soybean</td>
<td>2,446 kg</td>
<td>(1,400kg/10a)</td>
</tr>
<tr>
<td>Black bean</td>
<td>115 kg</td>
<td>(1,908kg/10a)</td>
</tr>
<tr>
<td>Carrot</td>
<td>2,290kg</td>
<td>(849kg/10a)</td>
</tr>
<tr>
<td>Pumpkin</td>
<td>69.5 kg</td>
<td></td>
</tr>
<tr>
<td>Onion</td>
<td>849 kg</td>
<td></td>
</tr>
<tr>
<td>Garlic</td>
<td>42.7 kg</td>
<td></td>
</tr>
<tr>
<td>Perilla</td>
<td>19 kg</td>
<td></td>
</tr>
<tr>
<td>Kiwi</td>
<td>93.2 kg</td>
<td></td>
</tr>
<tr>
<td>Rhubarb</td>
<td>170 kg</td>
<td></td>
</tr>
<tr>
<td>Blueberry</td>
<td>32.8 kg</td>
<td></td>
</tr>
</tbody>
</table>

Processed Products

| Carrot juice     | 6,279 bottles |
| Brown rice cracker | 1,200 bags   |
Sharing the Best We Have

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

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

We are especially happy when it is the community members who take initiative and create moments that are meaningful for others. This happened many times during ‘culture nights’ or when people gathered to bid farewell to friends who had completed their time at ARI. Mambud, a participant from Sierra Leone, started a soccer program which became quite popular—a welcome time to let off some stress and simply enjoy being together!

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

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

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

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

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

Another challenge is social media and internet use. Personal SIM cards and free messaging apps are a big money-saver for people from overseas when they communicate with their families and colleagues at home. But personal online access influences the mechanics of community life considerably. How do we spur interpersonal communication when people prefer screen-time over talking with the person right in front of them? Although we introduced “social media fasting” times this year, we still look for a good way forward.

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

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

In 1952, Dr. Takami made friends with Mr. Richard Dudley and his family during his study at Doane University (Nebraska). His son, David Dudley, joined the ceremony and conveyed messages from Dr. Takami’s Doane friends: “He was the one who showed Christianity through a unique vision of how to train rural leaders to grow food which is indispensable for human lives,” and “I learned how to serve others and how to put it in action from him.” David concluded: “Rev. Takami gave us a chance to unite with each other by sharing his dreams and life. I believe the mission of ARI, which originated in his dream, will be kept active and dynamic for the future.”

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

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

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

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

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

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

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

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

Hints for Living Together

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

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

Earth Heart Project

Ms. Iris Burbank, a student intern from St. Olaf College (United States) in the summer of 2017, completed her senior art project inspired by her experiences at ARI. Thinking of a way to give back to the ARI community, we initiated the art project, “Earth Heart – Art Connects the Earth and Humans” together. For two months from August to October, a total of 300 people in eight places...
participated in this project, including elementary schools, kindergartens and community centers around ARI. While learning how to paint pictures based on the primary colors under Iris’ guidance, participants discussed peace with ARI community members and tried to express it through painting. Thanks to this former student intern, a new form of fellowship was started through fine arts.

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

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

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

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

Sharing the Wealth of our Farm

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

Hiromi Satô
Sales

Best-selling product of 2018

<table>
<thead>
<tr>
<th>Carrot Juice</th>
</tr>
</thead>
<tbody>
<tr>
<td>6,279 bottles</td>
</tr>
<tr>
<td>$ 20,720</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rice crackers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,200 packs</td>
</tr>
<tr>
<td>$ 4,505</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rice</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,830kg</td>
</tr>
<tr>
<td>$ 9,910</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>nr. 2</th>
<th>nr. 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rice</td>
<td>Rice crackers</td>
</tr>
<tr>
<td>1,830kg</td>
<td>1,200 packs</td>
</tr>
<tr>
<td>$ 9,910</td>
<td>$ 4,505</td>
</tr>
</tbody>
</table>

20 percent of ARI’s income comes from our sales products. In 2018, farm products accounted for 6 percent of that share.
Living Assets to Achieve Our Mission

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

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

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

Fulfilling Our Mission

In its mission of empowering rural communities, ARI’s most valuable resource is its network of living assets. Whether these assets are temporary visitors or lifetime supporters, local Japanese residents or international philanthropic organizations, it is the responsibility of Ecumenical Relations to nurture ARI’s relationships. Only through their strength can we continue to work, fulfilling our mission: “building a world in which we all may live together.”
This trip to Kenya was planned by Ms. Beverly Abma, member of the AFARI board, and was organized for supporters and friends of ARI from North America. Bev has had a deep connection with Africa, especially with Kenya, for a long time. Her plan for this “Kenya Vision Trip” included visiting four regional centers of the Anglican Development Service Mt. Kenya East (ADSMKE) which had sent four of their staffers to ARI in the past, and a two-day session with Kenyan graduates, their Sending Bodies, and other organizations interested in sending their personnel to ARI in the future. In Nairobi, we also visited two faith-based organizations with wide networks throughout Kenya and the African continent. I joined the trip representing ARI.

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

Visiting Kenya was very meaningful personally, as it was my first time to tread on African soil. Seeing and experiencing its real situation firsthand, I gained new information about culture, climate, and social issues. However, here I would like to focus on the findings that affected my thinking about ARI’s recruitment strategy and our relationship with Sending Bodies.

Reaffirming the Importance of Sending Bodies

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

ARI’s first study trip to Kenya revealed valuable hints for future student recruitment.
Sending Body is an important partner who carries out the mission of ARI together with us.

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

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

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

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

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

Building Relationships with Sending Bodies as “Partners”

We should regard Sending Bodies that have a good understanding of ARI, especially with key persons who value ARI’s training program, as “partners” because rather than “merely sending a participant” they indeed help us achieve our mission. By recognizing “partner” Sending Bodies all over the world and
advancing constructive relationships with them, we can both get high-quality participants and send out more high-quality rural leaders on a regular basis.

Finding a Partner Sending Body

After coming back from Kenya, we started creating a list of potential Partner Sending Bodies. As a start, we set the conditions as follows:
— it has been supportive of previous graduate(s) upon their return, empowering their work and allowing them to implement their ARI training in their community;
— it works directly with grassroots members of their rural community;
— its director and ARI have sufficient mutual awareness;
— it actively communicates with ARI;
— it can put forward a candidate based on the previous criteria.

It is not an easy job and we need to develop a method of identifying Partner Sending Bodies. At the current phase, it is important not to rely solely on the information that the organization dispenses, but to attain information from third parties, such as network organizations in the particular region/country and organizations that are supported by Christian churches which are already related with ARI. In this regard, visiting World Renew Kenya and the Organization of African Instituted Churches (OAIC) in Nairobi was very productive.

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

Reflecting on the Life of One Graduate

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

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

Looking back at Jane’s life, I imagined that there are many ARI graduates just like her who are working in rural areas of the world, walking side by side with the people. I pray that ARI will continue to produce such rural leaders and that they may find good environments conducive to the effective use of their learning.
Asian Rural Institute expresses its gratitude to everyone who generously extended their hands of support for its mission throughout FY 2018, April 1, 2018 to March 31, 2019.

Balance Sheet
At the closing of the FY 2018, ARI’s total assets were valued at $8.8 million (down $0.4 million from the previous year). It is mainly due to the depreciation of buildings and sales of securities (in the amount of $48,648), while the total liabilities were valued at $9.1m (down $34,000), including scheduled repayments of long-term loans.

Statement of Revenues and Expenses
(a) Tuition/Scholarships and Fees (7.6% up compared to the initial budget and 3.9% up from the previous year)
In addition to the general scholarship from AFARI (American Friends of ARI), the Takami Memorial Scholarship Fund was added this year, resulting in $9,000 more to the total picture.
Further, the total amount saw an increase in the end, as well as a number of new donors who joined our scholarship funding community.

(b) Donations (8.4% down compared to the initial budget and 3.2% up from the previous year.)
Domestic Donations: $45,000 lower than budgeted and down $22,500 from the previous year. While the total number of supporters nationwide is on the rise, the per case amount shows a trend of getting smaller, which poses a never-ending challenge.
Overseas Donations: Gradually picking up despite a downward trend last year.
Special Donations: An increase of $90,000 from the previous year. $56,700 were designated for the women’s dorm renovation (of which $37,000 came from overseas); $27,000 were designated for the purchase of a refrigerator truck; $9,000 came from the Kamenori Foundation (see page 4); $35,000 for the total of individual donations.

(c) Sales and special services (2.2% up compared to the initial budget and 2.3% up from the previous year)
The increase here has to do mainly with three factors: (1) Study Camp participants were the highest number in its 30-year’s history; (2) $10,800 up in the sales of crops and vegetables from the farm as compared with the previous year; (3) the revenue from the meal service (known as Food Education and Sustainable Table, or FEAST) totaled $3,600 up from the previous year.
Further, the revenue from the livestock section suffered a big cut from the previous year.

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

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

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

Kaori Sakuma-Vero
General Manager

Balance Sheet

<table>
<thead>
<tr>
<th>Assets</th>
<th>March 31, 2019</th>
<th>March 31, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Assets</td>
<td>8,378,509</td>
<td>8,662,078</td>
</tr>
<tr>
<td>Property</td>
<td>7,461,674</td>
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<tr>
<td>Special Assets</td>
<td>868,790</td>
<td>860,028</td>
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<td>Third designated special asset</td>
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<td>Retirement fund</td>
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<td>143,411</td>
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<td>Building Repair endowment</td>
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<td>81,540</td>
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<td>Telephone rights</td>
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<td>Capital</td>
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<tr>
<td>Deposit</td>
<td>690</td>
<td>637</td>
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<tr>
<td>Scholarship Fund</td>
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<td>78,060</td>
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<td>Current Assets</td>
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<td>Cash &amp; savings</td>
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<td>Accounts receivable</td>
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<td>54,577</td>
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<td>Stock (livestock, rice, etc.)</td>
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<td>5,104</td>
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<td>Sales items</td>
<td>37,377</td>
<td>26,584</td>
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<tr>
<td>Securities / shares</td>
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<tr>
<td>Others</td>
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<td>49,655</td>
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<tr>
<td>Total Assets</td>
<td>8,829,008</td>
<td>9,229,824</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>March 31, 2019</th>
<th>March 31, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Liabilities</td>
<td>1,134,645</td>
<td>1,131,833</td>
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<td>Long term loans</td>
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<td>School bonds</td>
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<td>Retirement fund reserve</td>
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<td>Reconstruction project reserve</td>
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<td>Current Liabilities</td>
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<td>Short term loans</td>
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<td>School bonds</td>
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<td>37,928</td>
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<td>Accounts payable</td>
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<td>Consumer tax payable</td>
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<td>Advance received</td>
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<td>Deposit received</td>
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<td>Total Liabilities</td>
<td>1,928,699</td>
<td>1,962,740</td>
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<table>
<thead>
<tr>
<th>Total Net Assets</th>
<th>March 31, 2019</th>
<th>March 31, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Endowments</td>
<td>10,813,567</td>
<td>10,806,379</td>
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<tr>
<td>Total Net Assets</td>
<td>6,900,309</td>
<td>7,267,084</td>
</tr>
<tr>
<td>Total Liabilities and Net Assets</td>
<td>8,829,008</td>
<td>9,229,824</td>
</tr>
</tbody>
</table>

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

Exchange rate: US$ 1 = JPY 111

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

Operating Revenue

<table>
<thead>
<tr>
<th></th>
<th>2018 Budget</th>
<th>2018 Actual</th>
<th>2019 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational Activities Revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scholarships and Fees</td>
<td>239,099</td>
<td>257,262</td>
<td>350,729</td>
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<tr>
<td>Tuition</td>
<td>18,789</td>
<td>21,316</td>
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<td>Entrance fee</td>
<td>4,049</td>
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<tr>
<td>Contributions for board</td>
<td>4,988</td>
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<tr>
<td>Contributions for lodging</td>
<td>4,988</td>
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<tr>
<td>Domestic individual donation</td>
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<tr>
<td>Domestic institutional donation</td>
<td>115,892</td>
<td>98,982</td>
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<td>Overseas individual donation</td>
<td>7,189</td>
<td>43,164</td>
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<td>Overseas institutional donation</td>
<td>72,072</td>
<td>65,267</td>
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<td>Contributions for transportation</td>
<td>11,132</td>
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<td>Fees for issuing certificate</td>
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<td>180</td>
<td>288</td>
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<td>General Donations</td>
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<td>Overseas</td>
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<td>Grants for donations</td>
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<td>Special donations</td>
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<td>Grants</td>
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<td>3,135</td>
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<tr>
<td>Sales and Special Services</td>
<td>252,252</td>
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<td>Miscellaneous revenue</td>
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<td>72,180</td>
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<td>Publication</td>
<td>1,801</td>
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<tr>
<td>Accommodation user fees</td>
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<td>51,079</td>
<td>42,721</td>
</tr>
<tr>
<td>Other Miscellaneous revenue</td>
<td>27,027</td>
<td>22,536</td>
<td>27,027</td>
</tr>
<tr>
<td>Non Educational Activities Revenue</td>
<td>451</td>
<td>300</td>
<td>451</td>
</tr>
<tr>
<td>Interest &amp; dividends</td>
<td>451</td>
<td>300</td>
<td>451</td>
</tr>
<tr>
<td>Special Revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gain (loss) from sale of assets</td>
<td>0</td>
<td>13,464</td>
<td>0</td>
</tr>
<tr>
<td>Total Operating Revenue</td>
<td>1,228,136</td>
<td>1,210,239</td>
<td>1,254,575</td>
</tr>
</tbody>
</table>

Expenses

Educational Activities Expenses

<table>
<thead>
<tr>
<th></th>
<th>2018 Budget</th>
<th>2018 Actual</th>
<th>2019 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>712,878</td>
<td>713,466</td>
<td>724,768</td>
</tr>
<tr>
<td>Education and Research</td>
<td>262,041</td>
<td>250,268</td>
<td>283,480</td>
</tr>
<tr>
<td>General and administrative</td>
<td>604,453</td>
<td>602,628</td>
<td>603,836</td>
</tr>
<tr>
<td>(Depreciation allowance)</td>
<td>(361,825)</td>
<td>(366,558)</td>
<td>(368,576)</td>
</tr>
<tr>
<td>Non-educational Activities Revenues (expenses)</td>
<td>10,590</td>
<td>10,651</td>
<td>11,067</td>
</tr>
<tr>
<td>Interest paid on debt</td>
<td>10,590</td>
<td>10,651</td>
<td>11,067</td>
</tr>
<tr>
<td>Exchange loss</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Special expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gain (loss) from sale of assets</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>1,589,962</td>
<td>1,577,013</td>
<td>1,623,151</td>
</tr>
</tbody>
</table>

Incorporation into designated fund | 0 | -7,188 | 0 |
Net operating gain (loss) | -361,826 | -373,962 | -368,576 |
Beginning balance | -3,539,295 | -3,539,295 | -3,913,258 |
Ending balance | -3,901,121 | -3,913,257 | -4,281,834 |

Total Educational Activities | 1,566,362 |

Auditors’ Statement

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

May 14, 2019
Asian Rural Institute
Our Supporters & Partners

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

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

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

Legacy Circle

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

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Bev Abma
  in memory of Mother of David Yatawara
  Bernadine
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Eugene & Lois Bakko
  in memory of Dr. Toshihiro Takami
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Anne Dance & Daniel Barendregt
Betty Dart
Dianne & Jerry Daughtery
Mary Ann DeVries & Tom Schilfe
Dave Coastworth & Rebecca Dickinson
Margie Dickinson
Skip & Derry Dickinson
  in memory of Dr. Toshihiro Takami
Edith O’Donnell
Judy Dudley
Richard & Lillian Dudley
Fred & Carol Edmonds
Naarah Eichenauer
Hōchī Endō
Era Colmo Espana
Bette Faber
Lynne Fackayan
Karen Farmer
Mary Ferguson
Marie Ferrarin (United Church of Dorset and East Rupert)
Bill & Joanne Fraser
Dean & Elsie Freudenberg
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  in memory of Dr. Toshihiro Takami
Carolyn & Eric Fure-Slocum
  in memory of Dr. Toshihiro Takami
Kazue Grace Furuya
Martha Gale & Bob Carpenter
Jo & Ken Gelhaus
Stephen & Emiko Gerdes

Brittany Gill
Dick & Anne Gillett
Jack & Rosalyn Gillisse
Donald & Melinda Goodick
Daniel & Hiroto Goto
James & Noriko Goto
Ted & Norine Haas
Betsy Hale
Marcia Hampton
  in honor of Peg Hampton
Peg & Harry Hampton
Mangvung Hechin Haokip
Margaret Hardenbergh & Carl Wies
Sarah Reed Harris
  in honor of Jennifer Jones
Pam & Souk Hasegawa
Jacqueline Haslett
Paul Hastings
Tom & Carol Hastings
Carolyn Moss & Daniel Hawkins
Ben Cope & Gretchen Hayslip
Nelima Hazra
Lorna & Will Henkel
Clip Higgins
John E. Hill & Jeannette Dejong
Samuel & Gail Hill
Ron Hines
David & Sandra Hirano
  in memory of Dr. Toshihiro Takami
Rev. Margret Hofmeister
Michele Holowachuk
William & Eleanor Honaman
J.B. & Adeline Hoover
  in memory of Dr. Toshihiro Takami
John & Sandy Hoover
Cheri Howe
Hannah Howard
John Hoyt
Mime Ikeda
Arthur & Gloria Imagire
Nancy & Thomas Inui
Leslie Jackson
Rick & Marcy Jackson
Vincent James
Jennifer & Mark Jones
Kyōko Kageyama
Kyoko M. Kaneko
Gabrielle Kasper
Eunice Kaymen
Rhen Kiemel
Douglas & Marjorie Kinsey
Saoi Kitajima
Beth Knight
Benjamin & Chooy Sook Kremenak
Mary Jo Kremer
  in memory of Dr. Toshihiro Takami
Evelyn Kroehler
Laverne Kroehler
Ronald & Elizabeth Kutscher
Richard Lammers
James & Haru Landes
Martin & Barbara Lang
Noriko Lao
Ken & Alice Lauritzen
Frances Lee
Jim & Gretchen Lewis
Sue Lloyd
Margaret Logan & Rolfe Larson
Marni Logan
Rebecca Lopez
George & Joyce Magee
Mari Manglitz
Darwin Marin
Julia Manners
Rev. George Martzen & Dr. Chin Cheak Yu
Ellen & Jim Marsey
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Michiko & Tom Morgan
Rick Morris
in memory of Dr. Toshihiro Takami
Mikel Morrison
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in honor of Carolyn Moss & Patricia Rouser & Car Darrow
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Mary Musolino
Herfina Nababan
Mary Nakamura
Koiti & Gary Natsume
Emily Nelson (United Church of Dorset and East Rupert)
David Newman
Stan & LoAnne Olson
Aaron Owen
Joseph Ozawa & Andrea Booth
Bill Pallett
Albert Papp Jr.
Nam-sik Park
Howard & Martha Parker
Katherine Parker
Donald Patenaude
Katie Pearce
Alison Pease
Doug Peterson
Marit Peterson
in memory of Doug Peterson & Gretchen DeVries & Dr. Toshihiro Takami
Nate Petersen
Robert Peterson
Rev. Dr. Chester Polk
Paul & Mary Margaret Pruitt
Andy Qualls
Monica Quill
Patricia Quill
Nina & Julio Racine
Bob & Joyce Ray
J.B. Redding
Nancy Rheingrover
Turner Ritchie
Sue & Mike Rizzotti
Teren Robbins
in honor of Joseph Rungrote Tangsurakit
Carolyn Rodenberg
Patricia & Randy Roser
Muriel Roeth
Priscilla & David Ruhe
Janet Russell
Ken & Connie Sansome
Lisa Schaechter
Ken Schmidt
Joy & Gerald Sekimura
in honor of Pam Hasegawa
Kay Shank
in honor of Shinko Takami
Sonja & Blake Shepard
Anne Sherwood
Shigeo Shibata
Randy Shipley
Hal Shorrock
Janet Shog
Gani Sibatan
Bardwell Smith
Pete & Dotty Smith
Craig Rice & Ameota Sony
Sue Speed
Barb Stapleton
Phil & Valerie Stichter
Yumi Suzuki
Mark Swanson
Keitha & Jim Swaim
Shane Taber
Steve & Doris Tabuchi
Alpha H. Takagi
Jason Takagi
Paul Takagi
in memory of Alpha H. Takagi
Shinko Takami
Toshihiro “Tom” Takami
Sachi Taketa
Veny Tampubolon
Hwee Tan
in memory of Dr. Toshihiro Takami
Joseph Tangsurakit
Marjorie Tarr
Stephen Tarr & Janet Vorvick
Elizabeth Teague
Katherine Tegtmeyer Pak
Susan Teranishi
Robert & Hazel Terhune
Richard H. Thomgren
Ellen Toyne
in memory of Doug Peterson
Jim & Kathryn Treece
Mac Turnage
Warren Uesato
Donna & Deane Uhl
Glenn & Ruth Van Haitsma
Jim Verhulst
in memory of Elizabeth Verhulst
Thevendaram Vigneswaran
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Lois Wilson
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Angela Xiong
Britt Yamamoto
Shari & Tru Yamamoto
Bernadine David Yatawara
Lawrence & Jean Young
Glennys Ziegler

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

Volunteer Sending Bodies

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

Intern Sending Bodies

International Christian University
Meiji Gakuin University
St. Olaf College (US)
Wellesley College (US)
Leadership
Leadership
Servant Leadership
ARI History and Mission
Participatory Learning and Action
Independent Learner
Time Management
Presentation Skills
Facilitation Skills
Stress Management
Religion and Rural Life
Report Guidance
Community Mobilization and Development Strategies
Ecological Crisis of the 21st Century
Executive Management
Coaching

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

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

Alternative Marketing Systems
Biogas workshop
Philosophy of 3-D Farming
Meat processing

Graduate Seminar
Organizational Sustainability

Japanese
Intensive Language class, Japanese culture

Practical Field Study
Crops & Vegetables Emphasis
Bokashi fertilizer making, compost making, collection and utilization of Indigenous Microorganisms, fermented plant juice, fish amino acid, water-soluble Calcium, water-soluble Calcium and Phosphate, wood vinegar, charcoal making, rice husk charcoal, seed collection, seedling nursing using soil blocks, mushroom cultivation

Livestock Emphasis
Pigs (artificial insemination, delivery, castration), Chicken (brooding, hatching), Fish (hatching), livestock health, feed formulation, fermented feed, animal raising with fermented floor

Meat Processing
Sausage and ham making

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

Others
Community work (rice transplanting, Rice harvesting, Forest management, etc.), Community Event
Spiritual nurture and guidance (Morning Gathering, Growth Note, Consultation, Reflection Day, Reflection Paper), Oral Presentation, Harvest Thanksgiving Celebration
International Fellowship Program, Observation Trips, Rural Community Study Tour, Western Japan Study Tour, Homestay Programs, Church Fellowship Programs

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

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

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

Graduate Seminar
Osamu Arakawa
Osamu Arakawa
Gilbert Hoggang, Takashi Ôtani, Timothy B. Appau
Osamu Arakawa
Gilbert Hoggang, Takashi Ôtani, Timothy B. Appau
Ban HyungWook
Kôa Tsaka*
Wesly Lingga* (’93 graduate, ’99 TA, Indonesia),
Mbuche Shehe* (13 graduate, Kenya)

Japanese
Kyôko Ogura*

1,973 hours of training
*special lecturers
Community Members

Honorary President and Founder

Rev. Dr. Toshihiro Takami (to September 6)

Rev. Eiji Yahagi
Dr. Kôa Tasaka
Noriaki Satô
Rev. Hikari Kokai Chang
Hideharu Kadowaki
Tomoko Arakawa
Board of Directors

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Rev. Masaoki Hoshino
Board Chair
Rev. Maiko Hoshino
Pastor of UCCJ Aikawa Mission

Vice Chair
Hôichi Endô
Former staff of the Asian Rural Institute

Tomohiro Ôkubo
Auditors
Former Board Chair & Former Director of the Asian Rural Institute

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Rev. Eiji Yahagi
Rev. Kôki Kôkai Chang
Hideharu Kadowaki
Noriaki Satô
Dr. Kôsô Gôtake
Masahiko Yamane
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Fujii Industries Inc., Operating Officer

Sakae Murata
Nasu Y’s Mens Club

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Director, Asian Rural Institute

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Fujii Industries Inc., Operating Officer

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Head of Fundraising & Domestic Programs

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Fundr. & Dom. Pr. (Liaison, Donations, Supporter Relations)

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Fundr. & Dom. Pr. (Food Processing)

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Fundr. & Dom. Pr. (Donations, PR, Education Programs)

Thomas Itsuo Fujishima
Fundr. & Dom. Pr. (PR)

Mitsue Kinoshita
General Affairs (Accounting)

Kôki Arai
General Affairs (General Affairs)

Koaru Andô
General Affairs (General Affairs)

Raku Izawa
Research

Staff

Tomoko Arakawa
Director

Osamu Arakawa
Associate Director, Education Director, Farm Manager (Head of Foodlife)

Yukiko Ôyanagi
Associate Director, Curriculum Coordinator (Head of Curriculum)

Kaori Sakuma-Vero
General Manager (Head of General Affairs)

Kathy Froede
Head of Ecumenical Relations

Micah Anderson
Curriculum (Admissions, Graduate Outreach) (to October)

Cody Kiefer
Curriculum (Admissions) (August to May)

Steven Cutting
Curriculum (Graduate Outreach)

Junko Tanaka
Curriculum (Library)

Timothy B. Appau
Chaplain, Curriculum (Community Life), Foodlife (Livestock)

Jonathan McCurley
Chaplain, Curriculum (Community Life)

Satomi McCurley
Curriculum (Community Life) (from June)

Manosi Chatterjee-Abe
Curriculum (Community Life & Admissions Assistant) (to August)

Masaobou Sakurai
Foodlife (Crops & Vegetables)

Takashi Ōtani
Foodlife (Livestock)

Gilbert Hoggang
Foodlife (Livestock)

Zacivolu Rhakho Dozo
Foodlife (FEAST)

Manami Kobayashi
Foodlife (FEAST)

Ramon Labial
Foodlife (FEAST) (from March)

Takashi Yamashita
Head of Fundraising & Domestic Programs

Ruipa Vero
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Masayo Fujishima
Fundr. & Dom. Pr. (Food Processing)

Jun Yagisawa
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Fundr. & Dom. Pr. (PR)

Mitsue Kinoshita
General Affairs (Accounting)

Kôki Arai
General Affairs (General Affairs)

Koaru Andô
General Affairs (General Affairs)

Raku Izawa
Research

Volunteers

Commuting Volunteers

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

Becquerel Center

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

Long-Term Volunteers

Curriculum (Admissions) Julia Strauss, Rieke Weber, Jannis Schneider

Foodlife (Community Life) Rey Oliver Fabros (& Graduate Outreach), Roberto Jr. Costa (& Nasu Seminar House)

Foodlife (Farm) Keita Shimizu, Sô Nakagawa, Kristin Hubbard (& Research)

Foodlife (FEAST) Ryûtarô Murakami, David Kessler, Jewels Phillips (& Farm), Lukas Wagner (& Farm)

Ecumenical Relations Caitlin O’Quinn, Stephen Miller, Barbara Rose Hoover

Fundr. & Dom. Pr. (PR) Iris Burbank

Fundr. & Dom. Pr. (Nasu Seminar House) Akari Hara
The 2018 Graduates

### Rural Leaders Training Program

<table>
<thead>
<tr>
<th>Country</th>
<th>Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Timor</td>
<td>Benigno Simões Estevão</td>
<td>Handmaids of the Sacred Heart of Jesus</td>
</tr>
<tr>
<td>Eritrea</td>
<td>Adiam Rezene Berhe</td>
<td>Ministry of Agriculture the State of Eritrea</td>
</tr>
<tr>
<td>Ghana</td>
<td>Eric Ofosu Amoah</td>
<td>Methodist Church of Ghana, Winneba Diocese</td>
</tr>
<tr>
<td></td>
<td>Josephine Antwi</td>
<td>Grassroots Socio Economic Empowerment</td>
</tr>
<tr>
<td></td>
<td>Kwabenya Frempong Fening</td>
<td>Methodist Church of Ghana, Koforidua Diocese</td>
</tr>
<tr>
<td></td>
<td>John Yebah</td>
<td>Peace Love Vegetable Growers Association</td>
</tr>
<tr>
<td>India</td>
<td>Gabriel Gommei</td>
<td>Rongmei Baptist Association</td>
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<td></td>
<td>Prokhen Phangcho</td>
<td>Amri Karbi Baptist Association</td>
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<tr>
<td>Indonesia</td>
<td>Chlaudhuis Budhanto</td>
<td>Christian Church From Northern Central Java</td>
</tr>
<tr>
<td></td>
<td>Joe Chariis Ginting</td>
<td>Gereja Batak Karo Protestan</td>
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<tr>
<td>Japan</td>
<td>Kauru Kobayashi</td>
<td></td>
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<tr>
<td>Kenya</td>
<td>Caroline Nyamache</td>
<td>Lake Victoria Permaculture Group</td>
</tr>
<tr>
<td></td>
<td>Stella Ephraim Notice</td>
<td>Mary Consoler of the Afflicted</td>
</tr>
<tr>
<td>Malawi</td>
<td>Venitta Kaduya Mkaka</td>
<td>Mazikio Radio Station</td>
</tr>
<tr>
<td>Myanmar</td>
<td>Lar Dar Wi</td>
<td>Shweli Shan Baptist Mission Convention, Myanmar Baptist Convention</td>
</tr>
<tr>
<td>Philippines</td>
<td>Concepcion Sotero</td>
<td>Tublay Organic Farming Practitioner’s Association, Inc.</td>
</tr>
<tr>
<td>Sierra Leone</td>
<td>Mambu Alpha Sannoh</td>
<td>Friends of the Earth Sierra Leone</td>
</tr>
<tr>
<td>Sri Lanka</td>
<td>Mambud Kestine Samai</td>
<td>Single Leg Amputee Sports Association</td>
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<tr>
<td></td>
<td>Nilani Weragoda Vidanelage</td>
<td>Siddhartha Child Development Foundation</td>
</tr>
<tr>
<td>Uganda</td>
<td>Peter Mukasa Bakaluba</td>
<td>Anglican Communion of Uganda, Mukono Diocese</td>
</tr>
<tr>
<td>Zambia</td>
<td>Ester Miti</td>
<td>Good Shepherd Sisters</td>
</tr>
<tr>
<td></td>
<td>Priscilla Ngandwe Mbewe</td>
<td>Good Shepherd Sisters</td>
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</tbody>
</table>

### Advanced Training Course

<table>
<thead>
<tr>
<th>Country</th>
<th>Name</th>
<th>Organization</th>
</tr>
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<tbody>
<tr>
<td>Japan</td>
<td>Makiko Abe (née Takei)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Chigira Hasumi</td>
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<td>Sri Lanka</td>
<td>Niranjala Manchanayake</td>
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<td>(Okidro Preschool)</td>
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