

That We May Live Together

Asian Rural Institute

2016
Annual
Report



Asian Rural Institute Rural Leaders Training Center

Greetings

Ken'ichi Ôtsu, *Chairman of the Board*

Tomoko Arakawa, *Director*



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,





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)



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Asian Rural Institute
Rural Leaders Training Center

“That We May Live Together”
2016 Annual Report
(April 1, 2016 to March 31, 2017)

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Rural Leaders' Real Faces

Insights from the Graduate Impact Study

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



Cameroon: Theodora Tata ('07 Graduate & '14 TA, right) visits the orphanage managed by Eric Tangka ('07 Graduate, left)

photos: Steven Cutting

The Villagers from the Kachin tribe have waited for Daniel Myo Aung's ('05 Graduate) visit.



Studies at "Sister Home," a learning center for young Nepali women, established by Sayni Chaudhari ('95 Graduate, '02 Training Assitant)

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."

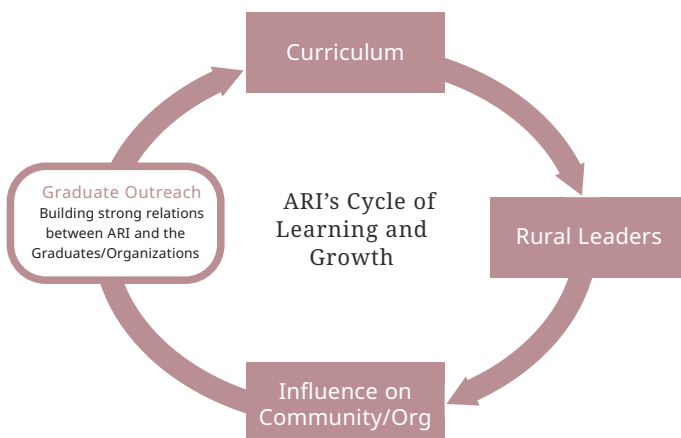


Beverly Abma
Research Consultant

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!



Nelumdevi and Lakshman Perera (both of them '77 Graduates) have worked for rural development and disaster relief in Sri Lanka and East Timor for over 30 years.

photo: Steven Cutting



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.”

Leaders with Heart

***The Rural Leaders
Training Program 2016***

April 1 to December 12, 2016

Yukiko Ôyanagi,
Associate Director & Curriculum Coordinator



In December 2016, the Asian Rural Institute completed its nine-month Rural Leaders Training Program, and 23 new graduates of 13 nationalities completed their training. We sincerely appreciate those who supported this training program, both financially and spiritually.

This nine-month training was not easy for participants. The average participant age in 2016 was 41, higher than any previous year. We can imagine that it was very difficult for these mature “students” to leave their families and organizations to attend training in Japan. Sadly, some participants even lost family members during the training. Still they commented, “I am very happy to participate in the ARI training.” “Nine months is too short,” and “ARI training is necessary for the future of my community people.”

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 using local resources. We produce as much of our own food as possible, emphasizing the connection between life, food, and nature. Urban people become out of touch with this connection. Self-sufficiency of a community or society that leads to a stable and secure life is found in a life of sharing. Self-sufficiency is pro-

tection 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

Leadership

Leadership	Tomoko Arakawa
Servant Leadership	Tomoko Arakawa, Yukiko Ôyanagi
ARI History and Mission	Tomoko Arakawa
Participatory Learning and Action	Tomoko Arakawa, Yukiko Ôyanagi
Independent Learner	Yukiko Ôyanagi
Time Management	Timothy Appau
Presentation Skills	Yukiko Ôyanagi
Facilitation Skills	Yukiko Ôyanagi
Proposal Writing	Yukiko Ôyanagi
Stress Management	Joseph Ozawa*
Religion and Rural Life	Jonathan McCurley, Timothy Appau
Report Guidance	Kathleen Froede
Healing Between the Worlds	WindEagle*, Kyôko Seki*

Development Issues

Environment and Development	Koa Tasaka* (ARI Board Member)
Nutrition and Development	Zacivolu Rhakho
Credit Union	Hôichi 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*
<i>Tomo no Kai</i> Women's Group Activity	National and prefecture branches of <i>Tomo no Kai</i>

Sustainable Agriculture

Concept of Sustainable Agriculture	Ardhendu Chatterjee* (DRCSC, '76 graduate)
Organic Farming	Osamu Arakawa
Crops and Vegetables	Osamu Arakawa
Livestock	Gilbert Hoggang, Takashi Ôtani, Timothy Appau
Disease Control	Osamu Arakawa
Appropriate Technology	Ban HyungWook
Dangers of Chemical Farming	Koa Tasaka* (ARI Board Member)
Natural Farming in Tropical Areas	Shimpei 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	Kin'ichi Haga* (Tozawa village International Fellowship Association)
PFS: Crops & Vegetables Emphasis	Osamu Arakawa, Masanobu Sakurai
PFS: Livestock Emphasis	Gilbert Hoggang, Takashi Ôtani, Timothy Appau
PFS: Meat Processing	Takashi Ôtani, Hideo Koide*

Japanese language and culture

Kyôko Ogura*

Practical Field Study

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

Crops & Vegetables Emphasis

Bokashi fertilizer making, 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

* special lecturers



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 in-

structions? 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 practice for each quality (“I can improve my understanding by asking good questions.” “Taking time before reacting to issues.” “Listening to others’ opinions.” etc.). Then three times during the training period they evaluated how much they understood and utilized each practice. Based on the self-evaluation, consultant staff reflected together with each participant and gave feedback.

This is our first trial of this process at ARI and there is still room for improvement, but the practice did help participants grow and



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 commu-

ACHIEVEMENT

Abraham Brese
2016 Participant (Ghana)

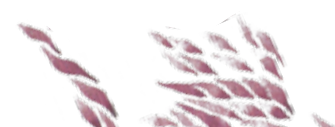
"I was so surprised by the openness of Japanese people. When we went on observation trips, farmers and others shared with us many things which they had learned from their experience. It is amazing for me.

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 grassroots."



nities. 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.



Foodlife at ARI

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 neonicotinoides. Pesticides containing neonicotinoides 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 system 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.

ACHIEVEMENT

Zacivolu Rhakho
Meal Service Coordinator



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.

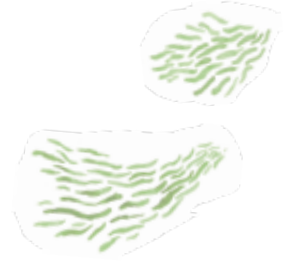
Yearly food consumption at ARI

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.

rice	5,500 kg	eggs	25,600 pcs.
potatoes	1,800 kg	pork	1,000 kg
carrots	800 kg	chickens	500 heads
sweet potatoes	700 kg	fish	240 kg
onions	650 kg		
wheat flour	300 kg		
garlic	160 kg		

“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, Kyôko Seki, Fuyufu Satô

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



Building a Network of Support

Making Connections with Our Supporters and Aiming for Enhanced Domestic Fundraising

Hiromi Satô, *Domestic Business (Sales & PR)*



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!"

Training Assistant Father Macdonald Banda greets members of Tokyo's St. Andrew Church which supports 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 Kantô 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.





Kathy Froede, *Ecumenical Relations*

Overseas Supporters



ARI values our supporters, partners, longtime friends and new friends from all over the world. Our global supporters network began more than 40 years ago with ARI founder Dr. Takami, who gathered support from his colleagues and friends from overseas and within Japan. That network continues today with partners and friends who come alongside us to achieve our mission. We value these relationships, whether they are 40 years or a few months long! I'd like to share some of our highlights from 2016.

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.



The deVries couple joining with the community in thanksgiving for the meal

Overseas Individual Supporters

- Reuben Abdul Haq
 Bev Abma
 Josephine Albrecht
 Josephine Alves
 Patricia Amtower
 Douglas Appleby
 Joel Ario 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
 Nancy Boswell
 in memory of Robert Peterson
 Stacey Brown
 Robbie Buller and Chou Ly
 Kathy Burton-Lewis
 in memory of Susan M. Adams
 Mary Chafey
 Agnes and John Chambers
 Tsai Chang
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 Hyunjung Cho
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 Lorin Cope
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 Ernest Cutting
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 Anne Dance & Daniel Barendregt
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 Betty Darst
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 Margie Dickinson
 Skip and Derry Dickinson
 Judy Dudley
 Richard and Lillian Dudley
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 Garry DuFour
 Chi Duong
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 Hôichi Endô
 Linda Erlanger
 Evert and Sue Esselink
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 Mary Ferguson
 Karen Festa
 Brian Flanagan
- Sara French
 Dean and Elsie Freudenberger
 Kathy Froede
 Royal and Aurora Fruehling
 in memory of Armin Kroehler
 Ben and Carol Fujita
 Carolyn and Eric Fure-Slocum
 Martha Gale and Bob Carpenter
 Bruce and Karen Garver
 Kenneth Gelhaus
 Stephen and Emiko Gerdes
 Brittany Gill
 Dick and Anne Gillett
 Donald and Melinda Goodick
 Daniel and Hiroko Goto
 James and Noriko Goto
 Edwin and Naarah Griswold
 Birgit Grobe-Slopianka
 Priscilla Grundy
 Ted and Norine Haas
 Jeff Hagaman
 Jürgen Hagenlocher
 Betsy Hale
 Marcia Hampton
 in honor of Peg and Harry Hampton
 Peg and Harry Hampton
 Jerry Hankins
 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 Kroehler
 in honor of Jim and Haru Landes
 John and Sandy Hoover
 Pam Horner
 John Hoyt
 John Iglesias
 Arthur and Gloria Imagire
 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
 Young Kang
 Gabriele Kasper
 Eunice Kaymen
 Jean and Clayton Kimoto
 Douglas and Marjorie Kinsey
 Robert Kinter
 in memory of Robert Peterson
 Ann Kohl
 Benjamin and Choon Sook Kremenak
 Mary Jo Kremer
 in honor of Peg and Harry Hampton
 Evelyn Kroehler
 in memory of Armin Kroehler
 Laverne Kroehler
 Ronald and Elizabeth Kutscher
 in honor of Toshihiro "Tom" Takami
 Richard Lammers
 Janell J. Landis
 Martin and Barbara Lang
 Noriko Lao
 Ken and Alice Lauritzen
 in memory of Robert Peterson
 Kristen Leslie
 Norma Leuthauser
 Jim and Gretchen Lewis
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 Matthias Loeper
 Marni Logan
 Margaret Logan and Rolfe Larson
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 Pierre and Ellie Maeder
 George and Joyce Magee
 Jessica Mahoney
 Marj Manglitz
 Evelyn Manierre
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 Betsy Manners
 John Manners
 Julia Manners
 in memory of Roger Manners
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 Vicki and Michael McGaw
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 Michiko and Tom Morgan
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 Jack & Hatsumi Moss
 in memory of Susan M. Adams
 in memory of Genevieve Moss-Hawkins
 Kevin Mow
 Cecily Moyer

Barbara L. Mueller
 Kaori & Gary Natsume
 Deborah and Vance Nelson
 Emily Nelson
 Robert and Shio Northup
 in honor of Christopher Northup
 Kevin O'Toole
 Joseph Ozawa and Andrea Booth
 Lorraine Pallesen
 in honor of Toshihiro "Tom" Takami
 Bill Pallett
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 Katherine Parker
 Sallie Parks
 Margaret and Jeff Pasquale
 in honor of Evelyn Kroehler
 Katie Pearce
 Jean and George Pennell
 in memory of Susan M. Adams
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 Stefan Reiff
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 Craig Rice and Ameeta Sony
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 Martha Taylor Roach
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 Patricia and Randy Roeser
 in honor of Jack & Hatsumi Moss
 Muriel Roeth
 Christine Rohloff
 Janet Russell
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 Susan Sanders
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 Phil and Valerie Stichter
 Keitha and Jim Swaim
 Lee and Doty Swan
 Steve and Doris Tabuchi
 Sachi Taketa
 Marjorie Tarr
 Frank and Marian Taylor
 in memory of Rev. James Taylor
 Elizabeth Teague
 Osamu Terai

Robert and Hazel Terhune
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 Charles and Carolyn Williams
 Mary and Donald Williams
 Lois Wilson
 Sharon Wilson and Van Bobbitt
 Arlene Wiseman
 Hugh Woodruff
 Clyde & Betsy Work
 Neil Wright
 Angela Xiong
 Roy and Frances Yamaki
 Shari and Tru Yamamoto
 Mary Lois Yegerlehner
 Lawrence and Jean Young
 Glennys Ziegler
 Eli Zigas

Legacy Circle

Fred Clark
 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 Bretheran
 United Methodist Church
 The Episcopal Church
 St. Olaf College
 Wellesley College

Overseas Organizational Supporters

Aldersgate United Methodist Church,
 Palo Alto, CA
 Amazon Smile
 Ameriprise Financial
 Cordillera Green Network, Philippines
 Cortland United Church of Christ, Cortland, NE
 Dover Congregational Church, Westlake, OH
 Euclid Spring Co.
 Evangelical Lutheran Church in America
 First Congregational Church Branford, UCC,
 Branford, CT
 First Congregational Church in Amherst -
 UCC, Amherst, MA
 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 Corl Family Foundation
 JustGive
 Merck
 Methodist Church in Britain
 Pearl City Community Church, Pearl City, HI
 Shalom United Church of Christ, New Haven, CT
 St. James Thrift Shop, Keene, NH
 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
 in memory of Robert Peterson

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 Ajia no Tsuchi, our Japanese language newsletter.

Finances

Kaori Sakuma-Vero, *General Manager*

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 donations 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

大久保知宏

村田 榮

Statement of Financial Position

as of 2017/3/31

(US \$)*

	March 31, 2016	March 31, 2017
Assets		
Fixed Assets	8,730,738	9,200,836
Property	7,827,439	8,174,418
Special Assets	790,921	735,354
Third designated special asset	640,390	0
Retirement fund	113,613	95,732
Building Repair endowment	36,918	0
Scholarship endowment	0	639,623
Other Assets	112,377	291,063
Deposit	623	623
Scholarship fund	108,978	273,686
Building Repair fund	0	13,978
Telephone rights	1,422	1,422
Others	1,355	1,355
Current Assets	725,972	681,337
Cash & savings	633,491	272,668
Stock (livestock, rice, etc.)	3,721	0
Sales items	20,688	16,212
Securities / shares	22,322	341,222
Accounts receivable	34,965	46,946
Other	10,785	4,289
Total Assets	9,456,710	9,882,173

Liabilities and Net Assets

Fixed Liabilities	965,068	1,270,863
Long term loans	506,508	591,483
School bonds	86,207	277,093
Retirement fund reserve	105,971	79,581
Reconstruction project reserve*	266,382	322,706
Current Liabilities	1,047,804	928,519
Short term loans	602,949	559,992
School bonds	243,754	61,664
Accounts payable	27,278	100,608
Consumer tax payable	3,374	3,004
Other	170,448	203,252
Total Liabilities	2,012,872	2,199,383
Net assets		
Endowment account #1	9,787,389	9,711,845
Endowment account #3	640,390	30,096
Endowment account #4	96,763	0
Total Net Assets	10,524,541	9,741,941
Accumulated gain & loss	(3,080,703)	(2,059,150)
Total Liabilities and Net Assets	9,456,710	9,882,173

* 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

(US \$)

Operating Revenue

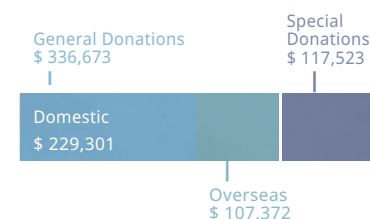
	2016 Budget	2016 Actual	2017 Budget
Operating income			
Scholarships and Fees ⁽¹⁾	418,107	380,223	289,446
Tuition	8,867	11,025	39,857
Entrance fee	2,507	589	4,303
Contributions for board	2,745	3,951	2,525
Contributions for lodging	2,745	3,712	2,525
Contributions for transportation	0	0	8,797
Domestic institutional donation	161,049	160,679	145,215
Domestic individual donation	221,886	192,082	71,473
Overseas institutional donation	18,309	8,185	14,752
Fees for issuing certificate	97	176	457
Donations	411,196	454,196	548,581
General ⁽²⁾	377,780	229,301	459,624
Donation in kind	0	107,372	0
Special donations	33,417	117,523	88,957
Grants for special projects	25,371	28,826	29,236
Sales and Special Services ⁽³⁾	211,530	217,577	234,551
Miscellaneous revenue	56,668	63,642	72,766
Publication	0	0	4,398
Accommodation user fees	30,278	39,310	41,977
Other Miscellaneous revenue	26,390	24,332	26,390
Interest & dividends	440	662	440
Non operating income			
Special income			
Gain (loss) from sale of assets	18,344	17,425	0
Total Operating Activities Revenue	911,439	927,063	940,486

Expenses

Operating expenses ⁽⁴⁾			
Personnel ⁽⁵⁾	624,232	617,985	682,226
Education and Research	244,463	214,554	257,211
General and administrative	595,715	545,909	569,565
Disaster recovery	30,788	0	0
Depreciation allowance	346,092	355,024	348,396
Sales costs	0	0	0
Nonoperating revenues (expenses)			
Investment income	8,920	9,435	14,871
Special expenses			
Gain (loss) from sale of assets	0	13,799	0
Total operating expenses			
Incorporation into endowment account ⁽⁶⁾	(14,075)	(782,602)	0
Net operating gain (loss)	(345,652)	(1,021,556)	(348,396)
Beginning balance	(2,059,155)	(2,059,155)	(3,080,711)
Ending balance	(2,404,807)	(3,080,711)	(3,429,107)

Donation categories

Total US\$ 454,196



Operating expenses in detail

Personnel	617,985
Faculty	165,904
Staff and other personnel	452,081
Education and Research	214,554
Supplies expenses	1,593
Utilities	14,808
Student stipends	42,260
Study tours	18,700
Agricultural training costs	53,185
Travel: domestic for students	873
Travel: intl students	44,628
Course materials	1,273
Research	4,932
Dormitory expenses	1,377
Medical	4,403
Staff training	4,296
Office supplies	3,863
Membership fees	646
Alumni association support	506
Project expenses	0
Special lectures	6,668
Vehicle expenses	10,545
Miscellaneous expenses	0
Sales costs	0
Administration	524,544
Office supplies	2,458
Utilities	14,808
Transportation for staff	12,483
Fund raising	17,760
Vehicle fuel	9,266
Welfare expenses	1,919
Communication	4,869
General and administrative	32,346
Publications	3,357
Vehicle maintenance	13,253
General maintenance	5,046
Insurance	8,099
Rental expenses	8,646
Taxed & public dues	7,458
Membership fees	1,123
Conferences	3,014
Commission fees	17,918
Cost for income generation activities	21,365
Special events	325
Public relations	257
Miscellaneous expenses	5,114
Depreciation allowance	355,023
Total operating expenses	1,357,079

(1) Tuition and fee are paid only by Japanese participants.

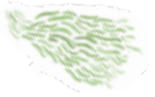
(2) Includes US\$ 65,579 general donation received from AFARI. -- double check the amount

(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.



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 fundraise 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.



photos: Hôichi Endô

Endô (3rd from the right) visited many graduates in Southeast Asia. The photo shows his visit to Myanmar during a 1997 research trip where he met the YMCA's Saw Melvin Eway ('94 graduate, 2nd from the right).

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.



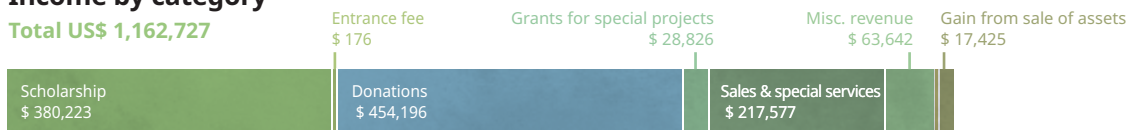
Every small piece of work is related to ARI's work for helping people in difficult situations. Every part contributes to a peaceful world."

Hôichi Endô

(continued from Finances)

Income by category

Total US\$ 1,162,727



Interests & dividends
\$ 662

Consumption expenditure by category

Total US\$ 1,401,683



The 2016 Community

Staff

Full Time

Tomoko Arakawa	Director
Yukiko Ôyanagi	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 Ôtani	Foodlife (Livestock)
Gilbert Hoggang	Foodlife (Livestock)
Zacivolu Rhakho	Foodlife (Meal Service), Ecumenical Relations
Micah Anderson	Education (Admissions & Graduate Outreach)
Jonathan McCurley	Education (Chaplain, Community Life)
Bernard Timothy Appau	Education (Chaplain, Community Life), Foodlife (Livestock)
Hiromi Satô	Domestic Business (Sales, General Affairs, PR)
Takashi Yamashita	Domestic Business (External Programs & Nasu Seminar House Manager)
Jun Yagizawa	Domestic Business (Liaison, Donations, PR, Supporters)

Part Time

Mitsue Kimijima	General Affairs (Accounting)
Kôki 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	Finance Officer
Thomas Itsuo Fujishima	Domestic Business (PR)
Steven Cutting	Education (Graduate Outreach) (Jan- Mar)

Honorary President and Founder

Rev. Dr. Toshihiro Takami

Volunteers

Commuting Volunteers

Takashi Fushimi	Takako Iwaide
Jin Onozaki	Saya Furuno
Kyôko Takamura	Noriko Yoshida
Tadashi Itô	Keiko Arimura
Yumi Suzuki	Vero Ruyipa
Ichirô Sahara	Takako Sakairi
Takashi Hirayama	
Shigeaki Kashiwaya	
Junko Nishino	
Norie Horiuchi	
Ayako Hayashida	
Kazuko Fujimoto	
Satoshi Takagi	
Satomi McCurley	
Masuo Shimizu	

ARI Becquerel Center Volunteers

Mineki Nishikawa
Yukio Takashima
Takashi Akutsu
Shôhei Fujimoto
Takayuki Hayasaka

Long-Term on Campus

Manosi Abe Chatterjee	Admissions
Manuel Reif	Meal Service, Admissions
Haruka Fukushima	Sales, Community Life
Yuki Hashiride	Domestic Business
Kanako Nakata	Meal Service
Saki Maeda	Livestock
Kirino Kajiya	Livestock
Tetsurô Sugiyama	Crops & Vegetables
Tatsuya Masuda	Crops & Vegetables
Sara Weiler	Crops & Vegetables
Rey Oliver Fabros	Admissions
Ayumi Ueno	Meal Service
Wil Merchant	Ecumenical Relations
Mariya Kanno	PR

Board

Board Chair

Ken'ichi Ôtsu	Former Director, Asian Rural Institute
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Vice Chair

Hôichi Endô	ARI Finance Committee
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Board of Directors

Hideharu Kadowaki	Special Advisor and Senior Fellow, The Japan Research Institute, Ltd
Rev. Masaoki Hoshino	Pastor, UCCJ Matsuzaki Church
Junko Iinuma	Nasu Tomo no Kai
Noriaki Satô	Press Editor, The Yomiuri Shinbun
Kôa Tasaka	Professor Emeritus, International Christian University
Isamu Koshiishi	Former moderator of NCCJ / Priest, Shiki Seibo Church, Anglican Episcopal Church
Masahiko Yamane	General Manager, Kagawa Nutrition University
Tomoko Arakawa	Director, Asian Rural Institute

Auditors

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

Board of Councillors

Kiyoshi Nagashima	Former staff of ARI
Michiru Yoneda	Superior General, The Sisters of the Visitation
Rev. Masaoki Hoshino	Pastor, UCCJ Matsuzaki Church
Hideharu Kadowaki	Special Advisor and Senior Fellow, The Japan Research Institute, Ltd
Masahiko Yamane	General Manager, Kagawa Nutrition
Satoru Kuze	Chairman, Meiji Gakuin University
Sarajeon Rossitto	NGO/NPO Consultant
Rev. Isao Kikuchi	Bishop, Roman Catholic Diocese of Niigata
Mitsuo Fukumoto	Principal, Nishinasuno Kindergarten
Hikari Kokai	Representative Director, Wesley Foundation
Yoshiyuki Nagata	Lecturer, University of the Sacred Heart
Rev. Chun SangHyun	Pastor, Korean Christian Church in Japan, Sapporo Ch.
Rev. Ban HyungWook	Pastor Nishinasuno Church
Shinobu Kuritani	Lawyer, Cosmos Lawyer's Office
Kazue Yamaguchi	National Tomo no Kai, Head Quarters
Takeshi Shimizu	Tokyo Union Church Elder
Tomoko Arakawa	Director, Asian Rural Institute
Hôichi Endô	ARI Finance Committee
Osamu Arakawa	Staff of ARI
Yukiko Ôyanagi	Staff of ARI
Kaori Sakuma	Staff of ARI

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)
5) **Chiambah Enock Ntam** Belo Rural Development Association (BERUDA)

CENTRAL AFRICAN REPUBLIC GHANA

- 6) **Paul Daina** Evangelical Lutheran Church of the Central African Republic
7) **Paul Yao Kpai** Environmental Development Youth Movement (EDYM)
8) **Abraham Brese** Osramanae Beekeepers Association (OBA)

INDIA

INDONESIA

- 9) **Aton Shaiza** Action of Women in Development (AWID)
10) **Matilda Nainggolan** Batak Protestant Christian Church (HKBP) Samosir
11) **Hieronymus Martyadin Ngampu** Independent Delegation of Claretian Missionaries
12) **Paskaria Imanuel Perangin-angin** Karo Batak Protestant Church - Rural Development Institution

KENYA

MALAWI

- 13) **Consolata Amisi Khakaali** Society of the Sacred Heart of Jesus
14) **Cecilia Mpinga** Hygiene Village Project
15) **Towera Mtambo** Chingale Recovery and Development Program (CHINRAD)

MYANMAR

- 16) **Yaw Ling** MCUM Mindat, Methodist Church Upper Myanmar
17) **Thla Sung** MCUM Hakha, Methodist Church Upper Myanmar
18) **Sui Lian Thang** Hualngo Land Development Organization (HLDO)
19) **Joe Balisbisan Jimenez** Sacred Heart Institute for Transformation (SHIFT)

PHILIPPINES

SRI LANKA

- 20) **Saman Rathnasiri Bandara** Visura Development Foundation
21) **Yeherome Michael Wanniyabandara** Methodist Church Sri Lanka

TANZANIA

- 22) **Mwita Baita Matele** United Methodist Church, Mara District
Our Father's House at the Emmanuel Center

ZAMBIA

- 23) **Belvin Kapembwa Pamba** Village Water Zambia

Advanced Training Course

INDIA

- 24) **Rentta Ngulie**
Liangmai Baptist Association
(1997 Graduate)

MALAWI

- 25) **Macdonald Njala Banda**
Anglican Diocese of Upper Shire
(2010 Graduate)

PHILIPPINES

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

Graduate Intern

JAPAN

- 27) **Yuto Yazawa**
(2015 Graduate)

