



*Innovation*  
FOR IMPACT



PCI

ANNUAL REPORT // 2015

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## INNOVATION FOR IMPACT

Driving innovation to bring measurable change in the lives of people facing the greatest needs



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Fostering innovation through care groups to improve health, nutrition and food security



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## INNOVATION

is creativity with a job to do.

-JOHN EMMERLING



## CEO Message



PCI is poised to do even more in the years to come, rolling out our most ambitious strategic plan ever with a goal of deepening our impact to help transform millions of more lives by 2020. Our theme is **Innovation for Impact**.

2015 was the most successful year in PCI's history as we helped transform the lives of more than 19 million people around the world and expanded our program reach not just in terms of size, but more importantly in terms of quality.

True to our mission, PCI continues to make a significant difference in some of the world's most vulnerable communities by strengthening families and communities to transform their own lives and achieve their full potential.

Over the past year, we were a leader in the Ebola response in Liberia; kicked off our largest program ever in Malawi to improve agriculture yields and maternal/child health and nutrition in the most rural areas of the country; received a second round of funding from the Bill & Melinda Gates Foundation in India to empower even more women to care for themselves and their families; and expanded programming in many other countries.

PCI is also playing a very important role as a thought leader in the global development community with innovative commitments at the Clinton Global Initiative, a congressional briefing on Capitol Hill for World Prematurity Day and a rigorous discussion on public-private partnerships with the prestigious Brookings Institution.

PCI is poised to do even more in the years to come, rolling out our most ambitious strategic plan ever with a goal of deepening our impact to help transform millions more lives by 2020. Our theme is **Innovation for Impact**.

But none of this would be possible without the hard work and dedication of our staff and volunteers, strong collaboration with partners and the support of our donors. Thank you for making our work possible and for partnering with us to work with communities to enhance health, end hunger and overcome hardship around the globe.

GEORGE GUIMARAES  
PRESIDENT & CEO



## Chairman's Message



Over 50 years ago, a young physician in San Diego was called late one night to an emergency in Tijuana as a three-year-old girl and her one-year-old brother were dying of pneumonia. With no proper medical equipment, he made a steam tent with a kerosene burner and saved the lives of those two children.

PCI was born that night as our founder, Dr. James Turpin, saw the impact he could have in meeting the needs of children in the developing world. Over the years, PCI has stayed true to that noble cause and today we are working in 15 countries around the world, impacting the lives of millions by fighting diseases like HIV/AIDS, teaching mothers the importance of nutrition and helping families survive and prepare for natural disasters.

Innovation was at the heart of Dr. Turpin's invention that night, and it has remained a cornerstone of PCI's work since 1961. This past year was no exception, and that is why I am pleased to present our 2015 Annual Report, **Innovation for Impact**.

This year represents a turning point for PCI as we updated our mission and vision as an organization to focus our work and redouble our efforts to ensure the results of our programs continue in the communities we serve long after we have gone.

On behalf of the Board of Directors, thank you for your partnership and support of our work this past year, and we look forward to continuing to impact our world with you in the years to come.

**AMBASSADOR GADDI H. VASQUEZ  
CHAIR, PCI'S BOARD OF DIRECTORS**

This year represents a turning point for PCI as we updated our mission and vision as an organization to focus our work and redouble our efforts to ensure the results of our programs continue in the communities we serve long after we have gone.



# Innovation FOR IMPACT

**PCI's mission is to empower people to enhance health, end hunger and overcome hardship.**

In the coming four years, PCI aims to significantly increase our impact, our influence and our resources to help transform the lives of the poorest and most vulnerable people in the world every year.

### How will we achieve this?

Together with our partners, PCI is advancing how we create, measure and scale meaningful change for lasting impact. We're driving innovation that sustains real and measurable change in the lives of people who face the greatest needs. And, through rigorous measurement, we ensure that solutions can grow with communities and remain effective long after we leave.

**Achieving PCI's vision, mission and 2020 goal will be directly linked to five key drivers of transformative change:**

1. Innovations in Programs and Operations
2. Strengthened Local Capacity
3. Social and Economic Empowerment of Women
4. Sustainable Impact, Rigorously Measured
5. Program Quality

Our 2015 annual report demonstrates how we are integrating these drivers into our country programs throughout the world.

And as the global landscape continues to evolve, we have realized our need for renewed focus on what we do and why we do it. This year, we have refreshed our mission and vision to match our core strengths. Building on the inherent potential within communities:

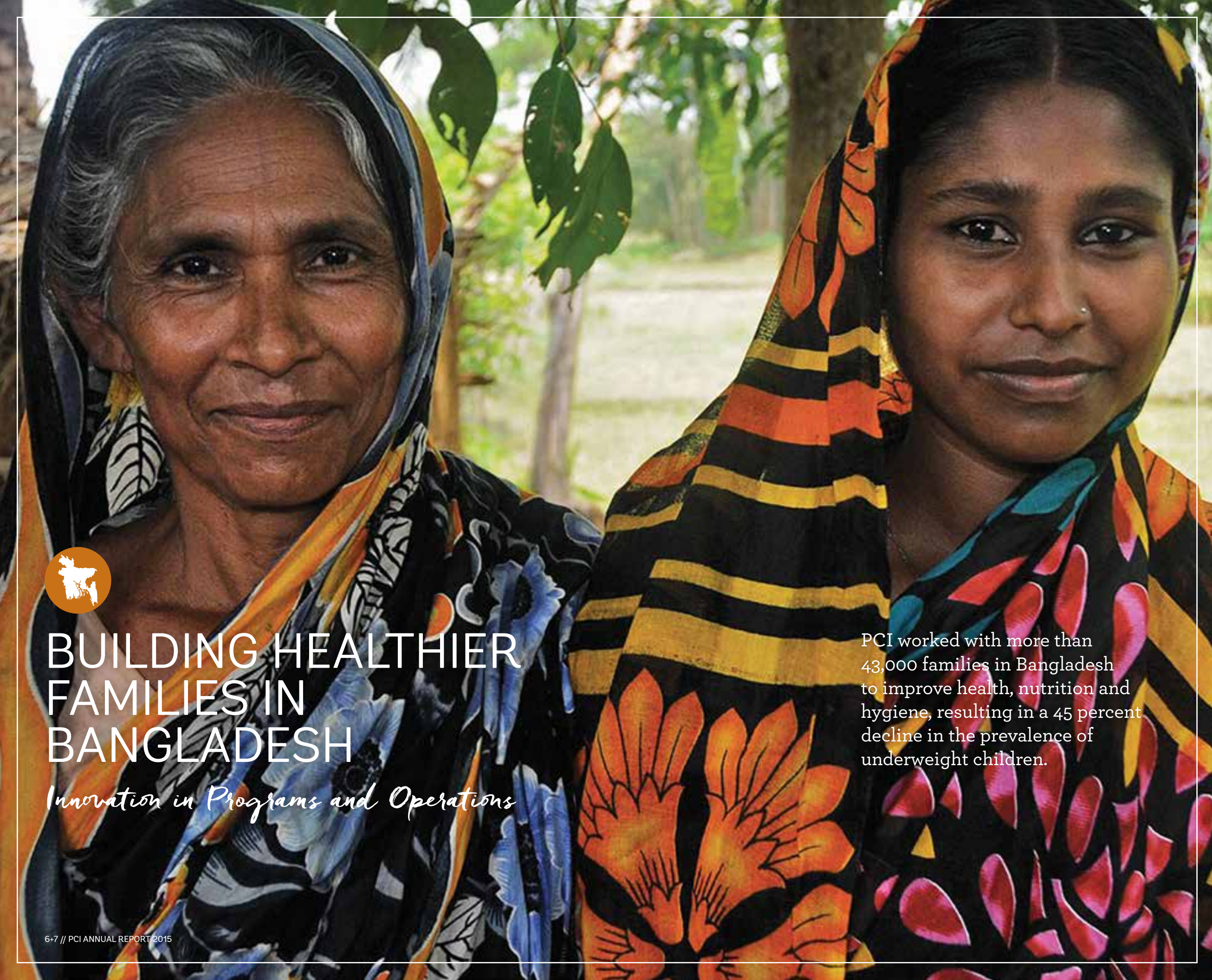
**PCI's mission is to empower people to enhance health, end hunger and overcome hardship.**

This statement better aligns and strengthens us for the future and will guide us as we work to achieve our vision:

**The most vulnerable people in the world will have the power to lift themselves out of poverty and to create vital, healthy lives for their families and communities now and for the future.**

Our mission and vision are a continued promise to the communities we partner with and to our donors to ensure individuals and families have the tools they need to tackle their greatest challenges today and tomorrow.

Image: Ethiopia, Rudi Dundas



# BUILDING HEALTHIER FAMILIES IN BANGLADESH

*Innovation in Programs and Operations*

PCI worked with more than 43,000 families in Bangladesh to improve health, nutrition and hygiene, resulting in a 45 percent decline in the prevalence of underweight children.

Many brides in Bangladesh start their married life sharing a home with not just their husbands, but also their in-laws. As the newest additions to their families, these women most often have very little say in making decisions about their health, their nutrition and their own motherhood.

To improve health, nutrition and food security in Bangladesh, PCI helped form Care Group Trios through a USAID-funded program. This innovative model adds father and grandmother Care Groups in addition to mother groups to provide a more supportive and holistic approach to improving health of the entire family.

Sultana and her family are actively involved in our Care Group program in Bangladesh, where they learn about health, nutrition and hygiene. She became a Mother Leader, and her family members were so supportive that her husband and mother-in-law became a Father Leader and a Grandmother Leader. The three now work together to help their community and have grown stronger as a united team.

Sultana's mother-in-law has become very involved in the Care Group program and works closely with the other Grandmother Leaders in their community. She also helped Sultana during her pregnancy. When her son grew ill, Sultana, her husband and her mother-in-law jointly decided to take the baby to the hospital. The little boy got better thanks to his three caregivers working together to make the best decisions for his health. Over the life of the program, we found a 45 percent decline in the prevalence of underweight children when their families were involved in Care Groups.

More than 43,000 households participated in Bangladesh, helping to achieve food security and improved nutrition in the communities. The innovative approach of Care Group Trios enables all key decision makers in the household to have a voice in the family's health and ultimately strengthens entire communities.



# A RESILIENT AND HOPEFUL FUTURE FOR LIBERIA

*Local Capacity Strengthening*

During the darkest days of the Ebola epidemic, PCI went into some of the hardest hit areas of Liberia, and more than 90 percent of the communities where we worked remained Ebola-free.

West Africa experienced the largest outbreak of Ebola ever last year. From the earliest days of the spread of the disease, PCI's goal was to stop the epidemic in its tracks at the community level and strengthen Liberia's health system to handle future shocks.

To do so, we worked hand-in-hand with local Liberian health partners and communities to fight the disease.

With generous support from USAID's Office of Foreign Disaster Assistance, we managed the Ganta Ebola Treatment Unit (ETU) in close partnership with the Liberian Ministry of Health and Social Welfare.

PCI's work slowed the spread of the Ebola virus through Nimba County, isolated existing cases, provided high-quality medical care, and supported ongoing outreach programs in the community to families like Fatu's.

When Fatu's father got sick, she took care of him. But as his symptoms worsened, he was sent to a local hospital. Fatu learned that her father had Ebola. Two weeks later, she developed the same symptoms as her father. She immediately called the county health team, and they took her to the ETU, where she received life-saving care and treatment.

Fatu's experience with Ebola motivated her to become part of PCI's community outreach team. She then helped community members understand Ebola and trust that a cure was possible so survivors were welcomed back into their homes and neighborhoods.

Our commitment to support the Nimba County health team never wavered. Over 2,300 people were screened for Ebola and the ETU directly and indirectly benefited over 200,000 people in the region.

Our ETU was the only one in the country staffed fully by professionals from Liberia. The staff trained personnel in every health facility in the county on infection control and prevention, leaving Liberia with a well-trained and prepared cadre of medical staff who can be called on in the case of another outbreak.

Image: Liberia, Janine Schooley



# PARTNERSHIPS FOR GOOD: WOMEN EMPOWERED AND SOLAR SISTER

*Social and Economic Empowerment of Women*

Women are effective agents of change in their communities, and through our Women Empowered (WE) program, we have seen firsthand how important economic empowerment is. But looking beyond dollars and cents, advancing social capital and opportunities for women is as critical to alleviating poverty and improving lives.

In collaboration with Solar Sister, a partner that empowers women entrepreneurs to sell solar powered lights and cleaner cook stoves to their communities, PCI is applying WE's Wealth Generation Pathways to improve women's standing in communities.

Wealth Generation Pathways integrates our WE savings-led groups with private organizations to create access for women entrepreneurs to multiply their income at a greater rate. Higher income equals a better quality of life and a stronger social standing for these women, their families and communities. At the same time, clean energy leads to better health and education.

Zuhura is a WE member and social entrepreneur in Tanzania who purchased portable solar lights and energy-saving cook stoves through her local Solar Sister who is also a WE member. The savings by switching to clean energy is helping Zuhura expand her personal business selling secondhand clothing and provide for her six children.

Zuhura replaced the family's old kerosene lights and stove, which produced toxic smoke, so her family can now breathe easier.

For Jovina, her 12-year-old daughter, having a solar light at home also means being able to finish her homework. The solar light produces reliable, brighter light, and Jovina can focus on her studies and her future, even after dusk.

Our WE program has doubled over the last year, working with 18 local partners in 19 programs across 12 countries. Globally, WE groups - with over 438,000 members - surpassed \$3.5 million in cumulative savings and over \$2.9 million in loans issued.

The confidence, leadership skills, higher self-esteem and social cohesion women gain through WE groups, combined with economic access through partners like Solar Sister, result in real and lasting impact.

PCI empowered more than 438,000 women around the world to realize their potential, earn a solid income to provide for their families and become leaders in their communities.



# EMPOWERING COMMUNITIES TO END HUNGER

*Sustainable Impact, Rigorously Measured*

PCI has a rich legacy in achieving and measuring sustainable results to strengthen families and communities to provide for themselves. Ensuring local ownership and sustainability readiness are key in all of our programs.

In partnership with the U.S. Department of Agriculture's Food for Education (FFE) program, we ensure more than 200,000 school children in Guatemala, Nicaragua and Tanzania receive a nutritious daily meal so they can concentrate on their studies, and not on their empty stomachs.

A school meal is often the only guaranteed source of nutrition a student receives and acts as a big incentive for parents to keep their children in the classroom.

Consolata is one of the nearly 100,000 children participating in PCI's FFE program in Tanzania. This 11-year-old lives with her five siblings, father, mother and grandmother. Four days a week, she receives a nutritious meal of rice and beans at school to help her concentrate on her studies.



PCI goes beyond simply providing a meal though. We teach families and communities how to provide for themselves with more effective farming and food storage techniques, as well as share how to increase crop yields and improve food security, health education, hygiene and sanitation.

To ensure a school feeding program can be sustained beyond the life of the project, PCI's FFE program design includes tailored technical assistance for each school and collaboration with local officials and farmers to guarantee long-term success.

PCI developed a strategy to measure and quantify sustainability in each of the 294 Tanzanian schools currently participating in our FFE programs. It identifies areas where schools require additional capacity building and investment in order to prepare them to graduate from the program.

This sustainability strategy was first applied to our Bolivia program with municipal governments trained by PCI to procure food from local markets and ensure proper storage and handling.

Today these 52 Bolivian municipalities continue to provide daily meals to over 110,000 Bolivian children. The lessons learned are now being applied to our programs in Guatemala, Tanzania and Nicaragua to ensure children continue to receive nutritious meals and communities can provide for themselves.

PCI teaches families and communities how to provide for themselves with the latest and most effective farming techniques and ensures local ownership of programs long after we are gone.



# DRIVING SUSTAINABLE IMPACT THROUGH PROGRAM EXCELLENCE

*Program Quality*

To bring about transformational change that is sustainable, it is crucial to continually learn from each of our programs in their unique country and cultural context.

That is the kind of innovative quality we have worked to achieve in our Parivartan program—a unique collaboration between PCI and the government of Bihar, India, supported by a grant from the Bill & Melinda Gates Foundation.

Parivartan means transformation in Hindi, and the program's approach is designed to do just that, integrating maternal and child health, nutrition and family planning interventions into local groups of 15 to 20 mothers.

PCI's approach to Program Quality allows the Parivartan team to regularly identify what targets are lagging behind and create discussions around the causes and potential solutions. This analysis has led to quick adjustments to how the program is being implemented on the ground and how families like Tabassum's are benefiting from improved Program Quality.

Tabassum's family is landless, her husband runs a small shop that makes quilts and mattresses and she has four children. When Tabassum was first introduced to Parivartan, she was hesitant about joining a community group, but did so with the encouragement of women in her village.

Through the program, Tabassum has not only learned about antenatal care, birth preparedness and newborn care, but also the power of savings. She received and repaid a loan of 20,000 Rupees to expand her husband's business and further secure her family's financial future.

Now the government of Bihar is partnering with PCI to work with 15 million women and families by 2020. That's good news for families like Tabassum's.

PCI's comprehensive and systematic approach to Program Quality enables us to deliver programs that add value to people's efforts to transform their own lives and allows for greater, widespread impact on global poverty and poor health.

PCI is partnering with the government of Bihar, India, to impact the lives of 15 million women and families by 2020, improving their health, nutrition and ability to provide for themselves.





PCI is working in 15 countries around the world, impacting the lives of millions fighting diseases like HIV/AIDS, teaching mothers the importance of nutrition and helping families survive and prepare for natural disasters.

# Global IMPACT

## ACTIVE PCI PROGRAMS IN:

**AFRICA**  
Botswana  
Ethiopia  
Liberia  
Malawi  
Tanzania  
Zambia

**SOUTH & SOUTHEAST ASIA**  
Bangladesh  
India  
Indonesia

**THE AMERICAS**  
Bolivia  
Guatemala  
Haiti  
Mexico  
Nicaragua  
United States

## PCI PREVIOUSLY WORKED IN:

**AFRICA**  
Eritrea  
Ghana  
Somalia  
South Africa  
The Gambia

**SOUTH & SOUTHEAST ASIA**  
Hong Kong  
Papua New Guinea  
Philippines  
Vietnam

**THE AMERICAS**  
Belize  
El Salvador  
Honduras  
Peru

**EUROPE**  
Romania



PCI's Women Empowered (WE) program doubled last year to more than 438,000, with women investing over \$2.9 million

**\$2.9 MILLION+**

in their businesses and their families' futures.

PCI's programs benefited over **19 MILLION** people last year.

# INNOVATION

*is change that unlocks new value.*

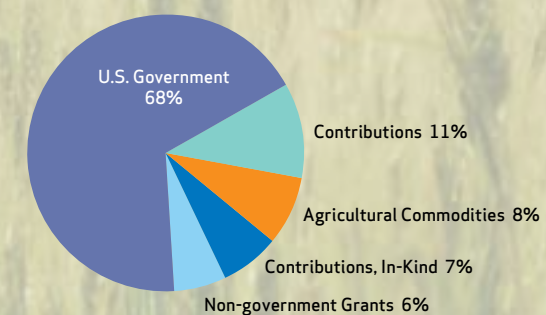
-JAMIE NOTTER



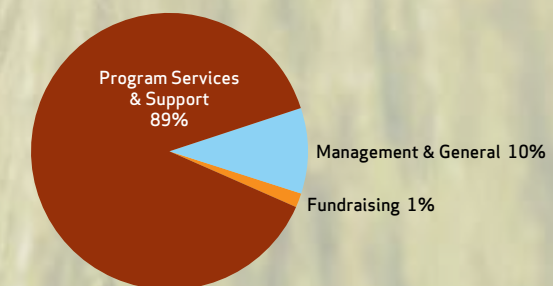
## 2015 Financial Highlights

	FY2015	FY2014
<b>SUPPORT AND REVENUE</b>		
Cash Support	53,841,967	39,368,677
Non-Cash Support	9,431,434	4,246,223
<b>Total Support and Revenue**</b>	<b>63,273,401</b>	<b>43,614,900</b>
<b>EXPENSES</b>		
Program Services	50,217,634	37,118,756
Management and General	8,461,426	6,954,856
Fundraising	793,894	925,803
<b>Total Expenses</b>	<b>59,472,954</b>	<b>44,999,415</b>
<b>CHANGE IN NET ASSETS</b>		
Unrestricted	10,093	16,484
Temporarily Restricted*	3,710,494	(1,426,109)
Permanently Restricted	79,860	25,110
<b>NET ASSETS</b>		
Beginning of Year	4,123,679	5,508,194
End of Year	7,924,126	4,123,679

FY2015 SOURCES OF REVENUE



FY2015 RESOURCE ALLOCATION



\*Unspent temporarily restricted funds are carried forward and therefore may produce deficits in the years when expended. Included in management and general costs are \$2,597,000 and \$2,100,000 in programs support costs during the years ended September 30, 2015 and 2014, respectively. Complete audited financial statements can be found on PCI's website.

\*\*The significant increase in PCI's revenue in Fiscal Year 2015 is in part due to our leadership role in responding to the Ebola crisis in West Africa. PCI was privileged to be on the frontlines of this fight with the U.S. Agency for International Development (USAID).

# Thank you to our DONORS

## LEGACY OF LIFE MEMBERS

Anonymous	John and Claire MacLennan
Richard Arnold and Marshall Whiting	Donald Massey
Louann Baudrand	Philip Matthews
Roger Brault	William McQuinn
Ben and Janet Castaneda	Royce and Joyce Pepin
Larry and Judith Ettinger	Robert and Nancy Plaxico
Mary Sue Greene	Bertha Sanchez
Norman Hapke and Valerie Jacobs	Jim and Wrenn Turpin
Frank Hooper	Lawrence and Mary Lynn Weitzen
Donald and Dorothy Jenkinson	Bert Young
Katherine Konzen	

The achievements of PCI would not be possible without the support of the individuals, foundations, corporations, governments and partners that believe in and invest in our programs. The following donor listing recognizes those who supported PCI with cumulative donations of \$500 or more during the 15-month period of October 1, 2014 through December 31, 2015.

If we inadvertently omitted your name from our list of donors or if you would like to be listed differently in future recognition lists, please let us know so that we can rectify the error. You may do so by contacting Amy Williams at [arwilliams@pciglobal.org](mailto:arwilliams@pciglobal.org).

### \$1,000,000+

Anonymous  
ACDI / VOCA  
Bill & Melinda Gates Foundation  
Kansas State University  
President's Emergency Relief Plan for AIDS Relief  
Save the Children  
United States Agency for International Development  
- Office of Food for Peace  
- Office of Innovation and Development Alliances  
- Office of United States Foreign Disaster Assistance  
United States Department of Agriculture  
United States Department of Defense  
United States Department of Health and Human Services  
- Centers for Disease Control and Prevention  
- Health Resources and Services Administration  
United States Department of State  
World Vision

### \$100,000-\$999,999

Barclays  
Digital Green Trust  
Google Foundation  
Kansas State University  
Keurig Green Mountain, Inc.  
Land O' Lakes, Inc.  
Medtronic Foundation  
Rick and Bonnie Rule  
Eric Sanders  
San Diego County Department of Health and Human Services  
T-MARC Tanzania  
The Estate of Carlyn Halde  
The Moxie Foundation

### \$50,000-\$99,999

Anonymous  
Consulate General of Mexico  
George and Cindy Driver  
Sandra Driver Gordon  
Robert and Karen Hoehn  
Hapke Family Foundation  
Kismet  
Papa Doug and Geniya Manchester  
Mexican Ministry of Health  
Neil and Margaret Otto  
Qualcomm Wireless Reach  
S.L. Gimbel Foundation Fund  
TOMI Environmental Solutions  
Walter J. and Betty C. Zable Foundation  
World Food Programme

### \$25,000-\$49,999

Anonymous  
Alternative Gifts International  
Bilateral Safety Corridor Coalition  
Cubic Corporation  
Peter Huffman  
Las Patronas  
Larry and Jan Pritts  
The Palmer Foundation

Christopher and Rebecca Twomey  
UC Berkeley Health Initiative of the Americas  
Lawrence and Mary Lynn Weitzen  
Richard Arnold and Marshall Whiting  
Walter C. and Stefanie Zable

### \$10,000-\$24,999

Joe and Lori Abbate  
Andrew Achterkirchen  
Alliant Insurance Services, Inc.  
AmeriCares  
AmWINS Group, Inc.  
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Vikrant and Jennifer Batra  
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Rod and Diane Dammeyer  
DJO Global  
Edison International  
Ray and Tricia Faltinsky  
Farrell Family Foundation  
Kieran and Mell Gallahue  
George and Mary Beth Guimaraes  
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Linda and Terry Moore  
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Pfizer Foundation Matching Gifts Program  
Pfizer Inc.  
Robert and Nancy Plaxico  
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QUALCOMM Incorporated  
Qualcomm Charitable Foundation  
Susan Randerson  
Sheppard, Mullin, Richter, and Hampton  
Bhasker Shetty and Lisa Willard  
Michael and Karen Stone  
Robert and Julie Sullivan  
Haeyoung Tang  
The Bishop's School  
The Patricia and Christopher Weil Family Foundation  
University of California, San Diego  
Jacquie Woods

### \$5,000-\$9,999

Bank of America Foundation  
Fernando Beltran Rendon  
Behnam Malek and Noushin Berjis Malek  
Brandon and Dana Black  
Tom and Unyoung Bliss  
Chip and Alice Brewer  
Bridgewest Business Group Company  
John Dittmar  
Robert Doede  
Carl Eibl and Amy Corton  
Ted and Molly Eldredge  
Scott Peters and Lynn Gorguze  
Grupo Calimax  
William and Kay Gurtin

## DONOR SPOTLIGHTS



### Larry and Jan Pritts

Larry and Jan Pritts have been part of the PCI family for more than four decades. Jan worked on numerous Walks for Mankind for PCI, introducing thousands of young people throughout the Midwest to community engagement and philanthropy. Jan and Larry have visited PCI in the field, in the U.S. and around the world, spending a significant amount of time and energy on PCI projects in Zambia that are especially close to their hearts. We are honored they consider their involvement with PCI to be life-changing, and we are grateful they have helped us make a difference in the lives of millions of children around the world.



### Chris and Rebecca Twomey

Chris and Rebecca Twomey have been PCI supporters for more than 20 years. Chris has served on PCI's Board of Directors, lending his business acumen and considerable talent to the Audit and Finance Committees. He and Rebecca have supported our Walks for Water and Hands Across Borders galas for many years and have visited PCI programs, seeing how far their dollars go in the field. This year, they took their three young daughters to visit PCI programs in Guatemala, introducing them to service and creating a family legacy of global citizenship.



## DR. CARLYN HALDE

PCI has been blessed over the years with friendships dating back to the very first days of our work. One of those very special people was Dr. Carlyn Halde, a professor of Microbiology at the UCSF Medical School and one of the first volunteers for PCI in our Casa de Todos clinic in Tijuana. She could always be counted on to recruit her best and brightest students to serve with us on the ground, often in faraway places like Vietnam and Hong Kong. In recent years, she was an active member of our long-time volunteer committee in the San Francisco Bay Area, which offered its time and treasure in support of our programs overseas for many, many years. Dr. Halde passed away on June 11, but her spirit and belief in our mission will live on.



Images: Dr. Carlyn Halde (top), Conrad Firestein; US Border Office, Janet Hanpeter

Gurtin Fixed Income, LLC  
Beth Ann Heinecke  
Idexx  
International Desalination Association  
Warren and Brenda Johnson  
Katherine Green-Weber  
Lawrance Furniture  
Jay Lazier-Merritt and Carol Lazier  
Harry Leibowitz and Kay Isaacson Leibowitz  
Michael Lofino and Roslyn Zankich  
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Philip Matthews  
Marina McKenzie  
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Rodeki Foundation  
Susie Saxton  
Pauline Scholl  
Strauss Family Foundation  
Masood and Surinder Tayebi  
Haleh Tayebi  
The Country Friends  
The Daphne Seybolt Culpeper Memorial Foundation  
The San Diego Foundation  
UPS Foundation  
VSO International  
Wells Fargo Bank  
Karin Winner

### \$2,500-\$4,999

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AFCO Insurance Premium Finance  
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Avanade, Inc.  
Berkes Crane Robinson & Seal LLP  
Blue Pointe Capital Management, LLC  
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Kurt and Bettina Halvorsen  
Brian Hassler  
Mark and Uli Heine  
Richard and Janet Henne  
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George Howard and Kimberly Stewart  
Hudson Insurance Group  
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Hunter Industries  
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Julie and Kevin Krumdieck  
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Liberty Mutual Insurance  
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Roemer Industries  
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Brenda Schuler  
Secure-Risk  
Gad and Suzan Shannon  
Kenneth and Pamela Sharpe  
Jeff and Karin Sherman  
Jayaram and Aparna Srirangam  
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Jodie Taylor  
The Jerry and Jill Hall Charitable Fund  
Amy Tranckino  
UBS  
Mary Uihlein  
Gavin and Susan Zau  
Zenith Insurance Company

### \$1,000-\$2,499

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AECOM  
AIG  
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Philip and Veronica Anderson  
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**MEDTRONIC** has helped thousands of families in communities across Tijuana build the foundation for a healthy life by generously funding PCI's Healthy Children, Healthy Families program. The program offers nutritional counseling sessions and immunizations for children under the age of five and their mothers. It also equips community members with knowledge and tools to lead healthier lifestyles and prevent obesity, diabetes and heart disease. Gerardo de la Concha, Medtronic's Vice President of Mexico Operations, has said they support PCI because "we both want to restore health and build healthier communities."

## Medtronic

**CUBIC CORPORATION** has been a friend to PCI since our earliest days when Cubic's founder, the late Walter J. Zable, joined a group of business executives to back PCI founder Dr. Jim Turpin and his mission to bring health and hope to vulnerable people around the world. Walter C. Zable continued the tradition and since then, Cubic has graciously underwritten many events, including our flagship Hands Across Borders gala as well as our Walks for Water. Cubic Corporation is a valued partner of PCI and an important ambassador for PCI in our community.



**SOUTHWEST AIRLINES** has been a corporate partner and PCI sponsor for more than 15 years, helping us touch the hearts and lives of millions around the world. With Lidia Martinez, their Manager of Corporate Community Affairs, leading the way, Southwest has donated essential in-kind resources to our work and facilitated introductions to important partners, media and like-minded organizations. Lidia has been instrumental in supporting our U.S. Border Programs in San Diego, our Annual Hands Across Borders Gala and other key initiatives.



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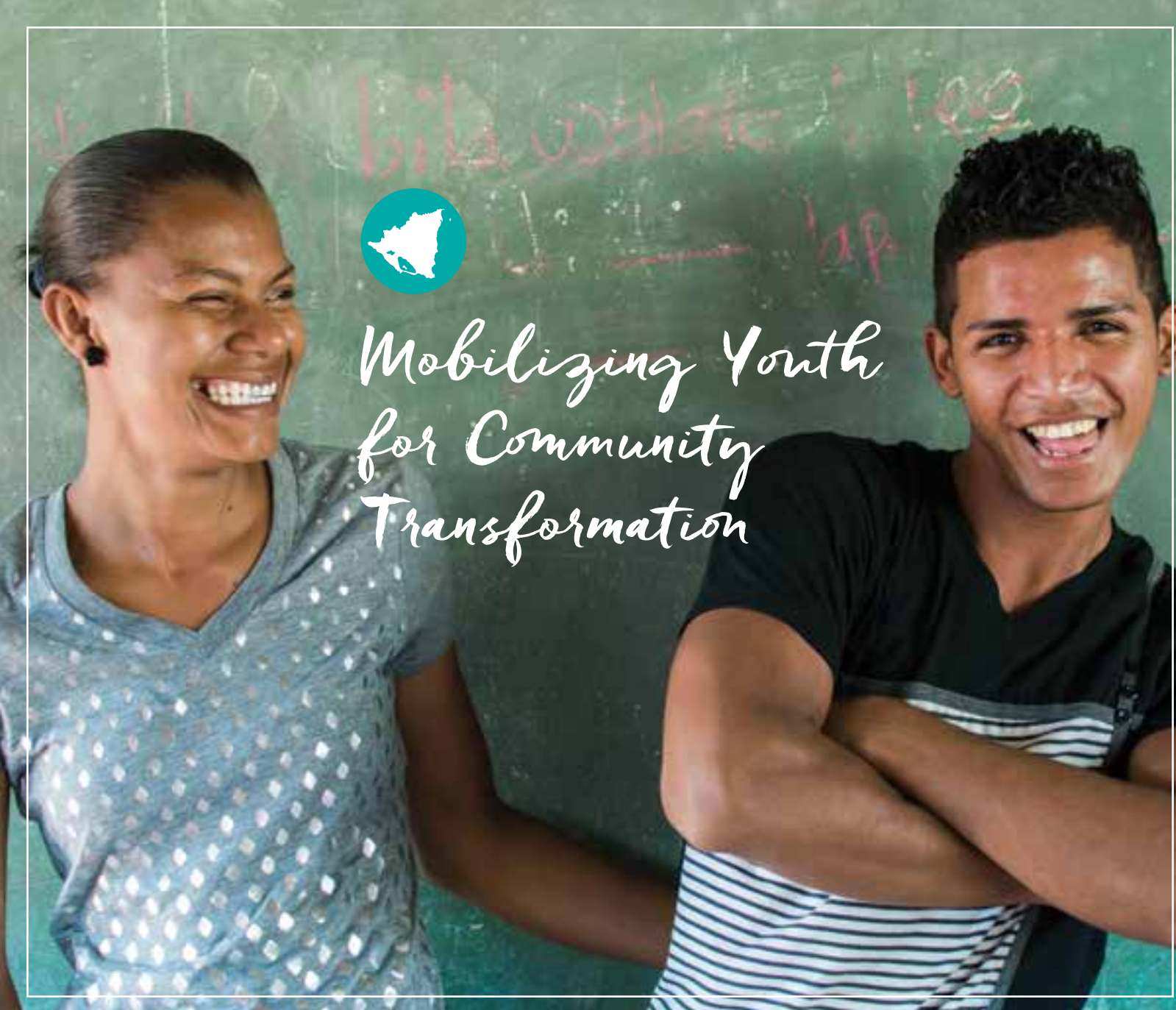
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# Mobilizing Youth for Community Transformation



Nicaragua's expansive Caribbean coastline and border with Honduras contribute to the country's struggle with the drug trade, leaving the youth especially vulnerable.

people to make their neighborhoods more resilient against drug trafficking. A special effort to involve the youth is helping in the fight against drugs there and in the U.S.

Mike, a 20-year-old from Puerto Cabezas, Nicaragua, has been an active participant in transforming his community. Mike had a violent streak and was abusive in his relationships, but after attending workshops on leadership, conflict resolution, human rights, and drug prevention, his eyes were opened to a new way of living life.

He became a youth promoter who took the different themes learned in the workshops and educated his peers. Mike and more

than 400 other youth promoters have now reached thousands of young people in the area, helping to combat the region's problem with drugs and violence. Many of these youth leaders are also actively engaged in efforts to map out risks and assets in their communities and devise solutions, such as installing street lighting in areas highly susceptible to crime.

Programs like this are equipping the next generation of leaders, like Mike, with the tools they need to make their communities stronger, safer and more resilient against violence and drug trafficking.

With support from the U.S. Department of State, PCI's POSsibilities (Peace, Opportunity, Security) project is bringing together local Nicaraguan NGOs and universities to educate and engage community leaders, business owners, women's groups, journalists and young

Image: Nicaragua, Summer Williams

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