We are pushing ahead with our ambitious strategic plan to help transform the lives of 20 million people every year by 2020.

I AM HONORED TO SERVE AS THE NEW PRESIDENT & CEO OF THIS REMARKABLE INSTITUTION.

Years ago I consulted for PCI in Indonesia, working with street children in the early days of the HIV/AIDS crisis. The same dedication and passion for serving others I observed then continues today at PCI as we shape a legacy of enduring impact in the communities where we work in the United States and around the world.

Last year, our work helped transform the lives of more than 10 million people in 16 countries, but what is even more exciting is knowing how each of those individuals will continue to foster positive impact in their families and communities in the years ahead. This is one of the things I value most about PCI — our commitment to working with communities to design and implement programs that empower people to meet their greatest challenges.

Whether we partner with schools in San Diego to protect young girls from the dangers of human trafficking, provide a home and education for children living on the streets of New Delhi, or serve nutritious meals to more than 200,000 schoolchildren in Guatemala, Nicaragua and Tanzania every day, we work at the local level to ensure our programs improve lives and people continue to thrive long after we depart.

In 2016, we continued to deepen and expand our programming in existing countries, and we are becoming a leader in providing technical assistance to new partners in new countries. For example, our AfriScout program, which utilizes satellite data to put vegetation maps into the hands of traditional pastoralists in Ethiopia and Tanzania, received an additional $1 million grant from Google in 2016 to further expand into Kenya.

While we made great gains in 2016, we are not satisfied. We are pushing ahead with our ambitious strategic plan to help transform the lives of 20 million people every year by 2020. PCI’s past and future success is due to your support and the hard work and dedication of our staff and volunteers around the world.

Thank you for making our work possible and for partnering with us to enhance health, end hunger and overcome hardship now and into the future. I look forward to working with you in the years ahead to accomplish this phenomenal mission.

Carrie Hessler-Radelet
President & CEO

Pictured above: President & CEO Carrie Hessler-Radelet meeting with students in Comoros.
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, vision and core values are a continued promise to the communities we partner with, to our donors and to our staff that we will continue to drive innovation that leads to real, measurable and lasting change for the most vulnerable people in the world.

Our 2016 Annual Report demonstrates how PCI is contributing to enduring impact by co-creating solutions in response to some of the greatest social, economic and environmental challenges faced globally.

Every day, PCI staff and more than 37,000 volunteers around the world empower families and communities to enhance health, end hunger and overcome hardship. Over the past year, every PCI country office was asked to identify what our core values are as an organization. It was amazing to see the synergy that exists from Botswana to India to Nicaragua to Zambia.

Our promise to the communities we serve and to our supporters is to act with the highest levels of integrity, hold ourselves accountable for our great mission, treat all people with the respect they deserve and be creative in reaching solutions.

We are proud to share with you our core values:

**INTEGRITY**
We maintain the highest standards of professional and ethical behavior, and value transparency and honesty in our communications, relationships and actions.

**ACCOUNTABILITY**
We hold ourselves accountable for the quality and lasting results of our work and for the commitments we make to our participants, partners, donors and each other.

**RESPECT**
We value and celebrate the unique and diverse talents, experiences and perspectives of everyone, and treat our participants, partners, donors and each other with sensitivity and respect.

**CREATIVITY**
We go beyond conventional ideas and approaches so new possibilities and innovation can flourish to ensure real and lasting positive change.

It is my distinct honor to serve as Chair of the PCI Board after being involved with this remarkable organization for more than a decade. This is a time of exciting growth and opportunity for PCI. Undoubtedly, this year has been among our most impactful. And this year’s $64 million in revenue represents our best financial year ever.

Yet we know that it is not about the revenue. Instead, it’s the impact on the people and communities we serve in the United States and around the world. Together, we have transformed the lives of more than 10 million individuals in 2016 by screening women for cervical cancer in some of the most remote corners of Africa, by working with farmers to grow nutritious crops in Central America, by empowering women to care and provide for their families in India, and so much more. It’s truly amazing; it’s truly gratifying!

As we all know, PCI is a very special organization. Founded in San Diego 55 years ago, PCI now has a global reach with enduring impact. We design programs hand-in-hand with communities to meet their special challenges in culturally appropriate ways so that the impact lasts for generations to come.

Many years ago, I served as a Peace Corps volunteer in Ethiopia. During that time, I saw firsthand the tremendous need brought on by drought, famine and political upheaval. It was there that I recognized the impact that we all can make when we choose to give back. This commitment to service makes the partnership with our staff, donors and volunteers around the world so extraordinary.

On behalf of the Board of Directors, thank you for your partnership and support this year, and we look forward to working with you to have an even greater impact in the years to come.

Robert S. Sullivan
Chair, PCI’s Board of Directors.

We design programs hand-in-hand with communities to meet their special challenges in culturally appropriate ways so that the impact lasts for generations to come.
PCI believes positive change is always possible and partners with communities to create change and act as a catalyst for sustained action.

A woman’s health during pregnancy and at the time of delivery are critical for her own well-being and her baby’s healthy development. In many places, though, pregnancy and delivery are a time of great risk for mothers and their babies. And after birth, families struggle to keep new moms and babies healthy.

In the small village of Madhopur Naurangiya in Bihar, India, PCI works with expectant mothers who form self-help groups to ensure babies are delivered safely. We then provide newborn care, immunizations and other health and nutrition support and services for these growing families.

This project is called *Parivartan*, which means “transformation” in Hindi. And quite literally, this village has transformed over time. Neighbors are now teaching other expectant mothers how to prepare for delivery and care of their newborns.

The Government of Bihar noticed this change and now, through a partnership with the Bill & Melinda Gates Foundation, this model is being fully integrated within the government’s rural livelihoods development program, Jeevika, to multiply the impact.

By 2020, more than 15 million women in Bihar will have the economic and social empowerment and support needed for safer, healthier behaviors for themselves and their newborns.

On the other side of the world in Guatemala — in partnership with the U.S. Agency for International Development’s (US-AID) Office of Foreign Disaster Assistance, PCI’s *Barrio Mio*, or “My Neighborhood,” project is making urban neighborhoods safe in the face of flooding, earthquakes and other risks and shocks.

Rosalba Ayala is a mother of six and a food vendor in Mixco, Guatemala. Her home and neighborhood would frequently overflow with untreated wastewater during the rainy season, creating health and mudslide risks.

Rosalba used her training from PCI to organize community members to rebuild eroding infrastructure and install a water system and rainwater drains. The risk to waterborne diseases and disasters is significantly reduced, and more private sector investment is moving in.

Now *Barrio Mio* is in six municipalities with the support of more than 40 local partners. The Government of Guatemala has adopted PCI’s model as a national policy to address unplanned growth and associated disaster risks, creating safe, productive communities and healthy families for generations to come.
PCI’s commitment to sustainability and measurement is pioneering among our peer organizations, and our post-project sustainability work is putting that commitment into action.

PCI is committed to implementing projects that empower people with the tools and resources they need to build better lives for themselves, their families and their communities. To do so requires us to capture challenges, successes, failures and impact over time.

In Botswana from 2008 to 2011, PCI worked with 13 local community organizations operating schools and programs for thousands of orphans and vulnerable children who either lost their parents due to HIV infection or who were themselves HIV positive.

Through the support of the USAID, PCI’s Building Bridges program strengthened the capacity of these organizations to deliver services more effectively, reach more people, gain greater efficiencies in their operations and increase support from public and private sources to keep their work going.

PCI went back to look at how these organizations were doing in 2016, using the same survey questions from the close of the program in 2011. After five years, ten of the organizations are thriving — doubling, tripling and even increasing by six-fold the number of children they reach every year. Several expanded their services to reach teenagers and adults living with HIV/AIDS, and others began focusing on more specific services needed, such as hospice care, to better serve their communities.

One of the biggest struggles for the organizations is finding local support. In our study, one said, “PCI gave us the belief and the confidence that we could knock on the doors of big organizations and seek sponsorship. We still fully believe that.”

Why does PCI go back and look at programs five years later? Because we want to ensure we were effective in creating lasting impact in the communities where we work, as well as to learn lessons to enhance our programs and achieve an even greater impact with our community partners for generations to come.
PCI is proud to empower girls to overcome the hardships they face, to succeed and to thrive.

PCI began in 1961 when a young doctor in San Diego started working across the U.S.-Mexico border to give impoverished children a healthy start at life. Today, we continue that work in the United States and around the world.

Last year, PCI partnered with communities and local organizations along the border in Arizona, California, New Mexico and Texas, ensuring more than 4,000 mothers and their new babies have that healthy start.

Through this major collaboration with the U.S. Department of Health and Human Services, low-income Latinas learn ways to care for their newborns, including the importance of breastfeeding and immunizations. They also receive training on financial planning, computer literacy and other job skills so they can better provide for their families.

As a result of our San Diego programs, 99% of the program mothers have health insurance; and 98% of the women, infants and children receive regular medical checkups.

Another part of a healthy start for children is protecting them from the dangers of human trafficking. San Diego is one of the FBI’s top “high intensity areas for child prostitution,” but PCI is working to change that.

PCI partners with San Diego County schools, the District Attorney’s office and local Boys and Girls Clubs to implement the Girls Only! program that empowers young girls to love and honor themselves. We provide training and skills to find alternatives to abusive relationships that often lead to trafficking, sexual assault and substance abuse.

To date, more than 500 community members and local leaders have been trained to teach young girls how to avoid risky behaviors.

Every day going to school in the Encanto neighborhood in San Diego, eleven-year-old Jasneek might be approached by dangerous people, including sex traffickers, but thanks to her Girls Only! experience, she has the confidence to stand up to them and the chance for a brighter future.

“I am so thankful to the Healthy Start program. As a single mother, I know that my daughter and I have a chance for a better future.”

– RACHEL, HEALTHY START PROGRAM PARTICIPANT
Technology and innovation are driving solutions to improve the lives of people around the world.

Every year, millions of pastoralists in Africa must trek for days with their livestock, searching for available pasture and water that is increasingly difficult to find due to climate change and drought.

These pastoralists rely heavily on word-of-mouth, indigenous knowledge and scouts to find pasture, but these methods are getting more and more unreliable. Over the past three years, PCI has provided satellite-generated vegetation maps to pastoralists in Ethiopia and now Tanzania, so they know where to take the herds they rely on for their food and livelihoods. The results have been phenomenal, as herd deaths were cut in half during the first year.

But printing maps is difficult to sustain and scale, so we set out to put this vital information in the hands of pastoralists in real time. Thanks to Google.org, PCI has developed a mobile app to access these continuously updated maps on smartphones. By putting technical experts and pastoralists in the room together, we created the features most valuable to the end-user, including available pasture, water, geo-location and other important information.

The first release of our AfriScout mobile app will launch this year in Ethiopia, Tanzania and Kenya, with plans to scale to other parts of Africa.

Moving south to Malawi, the effects of El Niño and climate change are also having a real impact. Fields along Lake Malawi are at high risk of flooding, landslides and erosion, making it difficult to grow food.

PCI worked with communities to use drones and create GIS maps to determine where levies and trenches should go, as well as appropriate spots for wells and retaining ponds. These efforts are increasing agricultural productivity, recharging wells and ensuring just enough rainwater is getting into the thirsty soil today and in the future.

“The maps helped us make more accurate decisions. We save time and energy finding the right places to go for better pasture. Thank you, PCI.”

- HASEN HAMED, PASTORAL LEADER, TELELAK, ETHIOPIA
Women are central to solutions to global poverty. Supporting their social and economic advancement improves the lives of children and families, increases productivity and builds strong communities.

This concept is exemplified by Lemmy, a widow with nine children in Tanzania. After Lemmy’s husband died, her family offered to help care for Lemmy’s farm and cattle, but after a drought, she lost everything. Left to support her children on her own, Lemmy joined one of PCI’s Women Empowered (WE) groups, learning small business management, budgeting and leadership skills. Through a small loan from the group, Lemmy was able to support her children’s education, and with another loan of 300,000 shillings (US $137), she started a business raising and selling chickens in her village. She’s also a seamstress and has a small maize farm. Today Lemmy is thriving and is a WE Community Facilitator, overseeing eight groups. She is a leader in her village and encourages other women to join WE groups and gain access to the economic, social and emotional benefits of the program.

Globally, WE groups have saved nearly $4.2 million over 470,000 members, and more than $3.5 million in loans have been issued. A study of PCI WE groups in Ethiopia found a 10% reduction in poverty in members over a one-year period, and 18% of women now say they have the resources to send their children to school.

PCI is working with the private sector to launch Wealth Generation Pathways for women to gain more access into the marketplace and turn their savings, loans and entrepreneurship into significantly improved livelihoods. In Malawi, PCI identified goats, pigeons and pigeon peas as high-demand products for WE members’ investments. Now we are working with local businesses to include WE members as part of their value chains, providing a burgeoning market for women’s goods and services.

Over the next year, Wealth Generation Pathways will expand into additional countries, harnessing the potential of women entrepreneurs to transform lives and the economic potential of developing markets.

“I got a small loan from the WE group and have made enough from my business to send all seven of my children to school.”

- ANYALEM, WE PARTICIPANT
PCI works in 16 countries around the world, impacting the lives of millions by fighting diseases like HIV/AIDS, teaching mothers the importance of nutrition and helping families prepare for and survive natural disasters.

PCI’s programs benefited over 10 million people last year.
Every day, PCI’s staff, supporters and volunteers help us to share the global impact of our programs through social media, educating and involving more and more people in our mission to enhance health, end hunger and overcome hardship.

Join us in sharing our successes as we bring more visibility to our work with the rest of the digital world!
**2016 FINANCIAL HIGHLIGHTS**

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<th>FY2016</th>
<th>FY2015</th>
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<td><strong>SUPPORT AND REVENUE</strong></td>
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<td>Temporarily Restricted*</td>
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<td>End of Year</td>
<td>6,190,580</td>
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**FY2016 SOURCES OF REVENUE**

- U.S. Government: 74%
- Contributions, In-kind: 15%
- Non-government Grants & Contributions: 11%

**FY2016 RESOURCE ALLOCATION**

- Program Services & Support: 88%
- Management & General: 11%
- Fundraising: 1%

*The change in Temporarily Restricted funds is a net decrease due to spending down funds received in previous years. Program and Program Support includes $2,399,000 and $2,597,000 in programs support costs during the years ended September 30, 2016 and 2015, respectively. In audited financial statements that can be found on PCI’s website these costs are included in the management and general.*

---

"It’s when you give of yourself that you truly give."
— KAHLIL GIBRAN

Pictured here: Liberia- PCI Staff.
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.

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.

THANK YOU TO OUR DONORS

<table>
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<tr>
<th>Range</th>
<th>Names of Donors</th>
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<td>- Centers for Disease Control and Prevention - Health Resources and Services Administration</td>
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<td>Sandra Driver Gordon, GAP Inc., The Estate of Carlyn Halde, Mexican Ministry of Health, S.L.</td>
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<td>John and Nancy Jo Capetta, Carter and Karen Cox, Tom DeMund, John Detmar, Edison International,</td>
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<td>Dale and Melinda Egeberg, Jose Fimbres Moreno, Thil Grassbaugh, etc.</td>
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IN MEMORY

BERTHA SANCHEZ
February 7, 1938 – October 7, 2016

Bertha Sanchez was one of PCI’s first volunteers, serving as a nurse in our floating medical clinic in 1964 in Hong Kong with PCI’s founder, Dr. Jim Turpin. She went on to serve not only in Hong Kong, but in Guatemala, Indonesia, Mexico, Vietnam and the U.S. Bertha devoted her life to caring for others and was a spirited, powerful community advocate who believed deeply in doing good. We are honored that Bertha devoted so much of her generous spirit to us. As Dr. Turpin put it, “PCI will do very well, thank you, for it is established in significant part on the phenomenal DNA of this one beautiful human being.”

BILL MCQUINN
May 31, 1927 – October 16, 2016

As the director of the Walk for Mankind in his hometown of Jackson, Mississippi, from 1974 to 1992, Dr. William (Bill) McQuinn raised significant funds for PCI and awareness about our mission. Bill joined PCI’s Board of Directors in 1975, serving on various committees and as Board Chair. He and his wife Jane visited several of PCI’s programs in Africa and returned with the firm belief that “all of us can be a catalyst in making the world a better place, one person at a time.” Both Bill and Jane certainly showed that to be true in their lives, and we are so thankful for them.
IN MEMORY

One woman can change the world. Anne showed us all how the strength of communities to unleash their powers.

The faces of the children, women and communities we serve all along the way. Encouraging our staff, volunteers and the public to improve the lives of children and families around the world, whether serving as Chair of our Board of Directors, Chair of the Hands Across Borders gala, or PCI ambassador to the community-at-large. Anne traveled to more than half a dozen countries and served as PCI’s ambassador to the community-at-large.

Anne Otterson was a celebrated community leader, author, chef extraordinaire, philanthropist, devoted mother of three, grandmother of six and community leader, author, chef extraordinaire, philanthropist, devoted mother of three, grandmother of six and community leader.

When Eric Sanders decided he wanted to support international humanitarian efforts, he approached us at he would any business decision—by researching where his contribution would be used most effectively with the greatest return. Eric met with our executive team and senior staff, attended a PCI Board meeting and traveled to the field to see the impact of our programs before making his decision to support PCI.

For almost two decades, Anne was a tireless advocate for PCI and our efforts to improve the lives of children and families around the world, whether serving as Chair of our Board of Directors, Chair of the Hands Across Borders gala, or PCI ambassador to the community-at-large. Anne traveled to more than half a dozen countries to see PCI’s work in the field, encouraging our staff, volunteers and the communities we serve all along the way.

After visiting PCI in India, Anne said, “The faces of the children, women and families will be forever etched in my mind…PCI is approaching global poverty in just the right way: working with communities to unleash their powers.”

Anne showed us all how the strength of one woman can change the world.
The meaning of life is to find your gift. The purpose of life is to give it away.
— Pablo Picasso
THINK FORWARD

Think Forward supporters generously provide a monthly donation to PCI to make an impact today and provide us an extra level of certainty as we plan ahead to reach more communities in need. To learn more and join this group, go to www.PCIGlobal.org/ThinkForward.

Cathy Fluegel
Kristen Furnes
Andres Galezano
Maritza Gonzalez
Barbara Grinde
Beth Grinnell
Robin Guillard
Kay Hagerman
Katharine Hagerty
Chris Shane and Susan Happ
Brian Hassler
Lisa Hinckle
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John and Barbara Lmykey
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Meredith Mertzger
Geeta Minocha
Tova Mott
Emily Mueller
Yll Mueller
Carlota Munroe
Elaine Murphy
Lisa Nelson
Joanne Nistico
Ray Novick
Nikolaus Oakley
Jon O’Donnell
Mark and Rossana O’Donnell
Catherine O’Keefe
Nina Perez
De Picard-Brown
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Leil Pourn
Anna Maya Powell
Joyce Ramo
Deborah Reeder
Dawn Reeger
Rebecca Reynolds
Roberta Robbins
Loren Robin
Cindi Rogers
Jessica Ross
Peg Ross
Blake Ryan
Suzanne Schulz
Thomas Schwartz and Isabel Oriega-Schwartz
Tammy Sellers
Kenneth and Pamela Sharpe
Jeff and Katrin Sherman
Summer Slaght
Liz Smith
John and Cynthia Stewart
Rohyn Tanner
Mathews Tavare
Sharon Tentore
Nikita Tskakauchi
Sandra Tylozczak
Jazi Underwood
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Ana Williams
Dylan Williams
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Melinda Despouato
Ashley Dittmar
Lauren Dockweiler
Ann Eastham
Sarina Elder
Laura Ellison
Ellen Faust
Stephanie Finningar

“Giving is not just about making a donation, it’s about making a difference.”
— KATHY CALVIN

LEGACY OF LIFE

The Legacy of Life Society recognizes and honors those who have included PCI through planned gifts. To learn more about the Legacy of Life Society, go to www.PCIGlobal.org/planned-giving.

Anonymous
Richard Arnold and Marshall Whitling
Louann Baudrand
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Mary Sue Greene
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Frank Hooper
Donald and Dorothy Jenkinson
Katherine Konzen
John and Claire MacLennan
Donald Massey
Philip Mathews
William McGuinn
Michelle Morgan
Morris and Ruth Morgan
Royce and Joyce Pepin
Robert and Nancy Plaxico
Berta Sanchez
Jim and Wrenn Turpin
Lawrence and Mary Lynn Weitzen
Bert Young
*deceased
One of the most exciting ways to demonstrate the enduring impact PCI is having in our programs is how we measure the sustainability of our school feeding programs in Guatemala, Nicaragua and Tanzania funded by the U.S. Department of Agriculture.

PCI provides more than 200,000 school meals a day because well-nourished children are better able to learn, have higher literacy rates and are more likely to stay in school and break the cycle of poverty.

To move schools toward support from their communities, we conduct periodic assessments at hundreds of schools every year, assigning scores by results and using that information to develop best practices. Many communities in Tanzania are now taking responsibility for providing one to two meals a week in the schools, gradually becoming self-sufficient with more parents involved in their children’s education.

Schools that graduate early serve as a positive example for others. This readiness testing approach allows us to take valuable lessons learned to transform sustainability into something concrete and actionable so every participating school will be ready to continue its school feeding program by the time the project ends.

"Education is the most powerful weapon you can use to change the world.”
— NELSON MANDELA