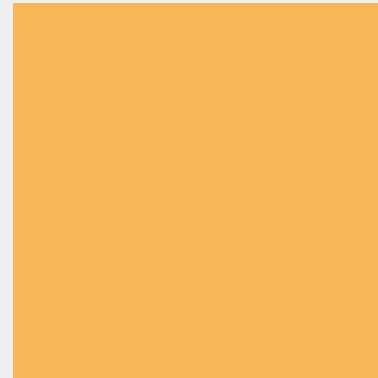


2024

# Annual Report

**Pavement Project** brings hope and restoration to vulnerable children around the world.



**PAVEMENT**  
**PROJECT**  
GLOBAL



# PAVEMENT PROJECT

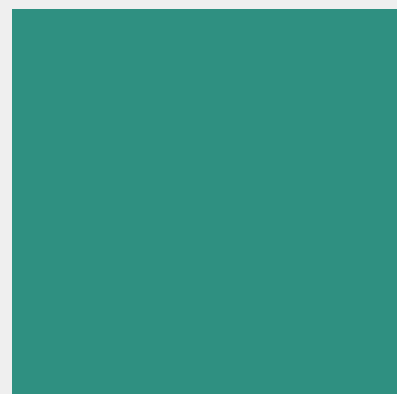
We believe that untreated trauma can prevent children from reaching their full potential and limit their ability to dream and live with purpose. Our commitment is to provide emotional and spiritual support so they can overcome these barriers and experience healing and transformation in their lives.

We partner with organisations that share our mission, strengthening the support network for vulnerable children, adolescents, and their families. Trained educators become safe and welcoming reference points, helping to create transformative environments that foster hope.



## Clenir Santos

Global Executive Director



## Educators Training

We train educators nominated by partner organisations to provide holistic care using a unique emotional and spiritual support methodology – Picture Me. Through this training, we help vulnerable children overcome the traumas that hinder their full development. The educators are guided to provide safe, empathetic, holistic support, with special attention to emotional and spiritual care.

In 2024, we trained **195 Educators** who work directly with vulnerable children:

Region	New Educators trained and certified	Partner organisations	Countries
Latin America (7 countries)	41	16	Brazil
	6	1	Bolivia
	27	7	Colombia
	1	1	Paraguay
	8	3	Peru
	18	11	Dominican Rep.
	16	8	Venezuela
	<b>117 Educators</b>	<b>47 Partners</b>	
Africa (3 countries)	15	3	Kenya
	18	8	Zimbabwe
	3	3	Guinea-Bissau
	<b>36 Educators</b>	<b>14 Partners</b>	
Asia (1 country)	42	14	India
	<b>42 Educators</b>	<b>14 Partners</b>	
<b>TOTAL PP</b>	<b>195</b>	<b>75</b>	<b>11</b>

## Testimony from a certified educator:

Sanker, Chhattisgarh's first Pavement Project worker, became a certified educator in October. During his commissioning service, he felt compelled to share his experience:

*“This training has been a true eye-opener. I was raised in a strict environment and believed that was how I should treat both my own children and those I minister to. At home, I’ve been more of a strict tutor than a father, never speaking to my children with warmth or kindness. The same was true for the kids in my project. But this training has transformed me. I now understand that God’s love must be expressed through words and actions. Thank you, Pavement Project, for changing me. The Green Bag is truly a miracle bag.”* PP Educator, India

Sanker returns home as a trained educator and a changed man—ready to bring love, healing, and transformation to the children in his care.

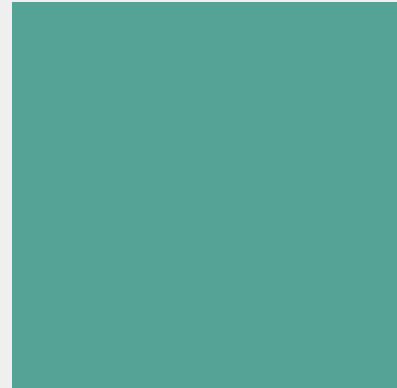
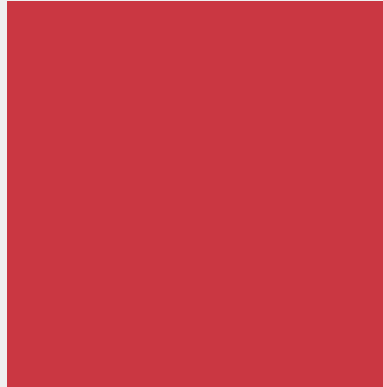


## Volunteer Trainers Activity

To train educators, PP counts on volunteer trainers who undergo an extended training program after being certified educators with experience in Picture Me. The Training Program involves theory, practice, supervision, mentorship, and certification, with ongoing support.

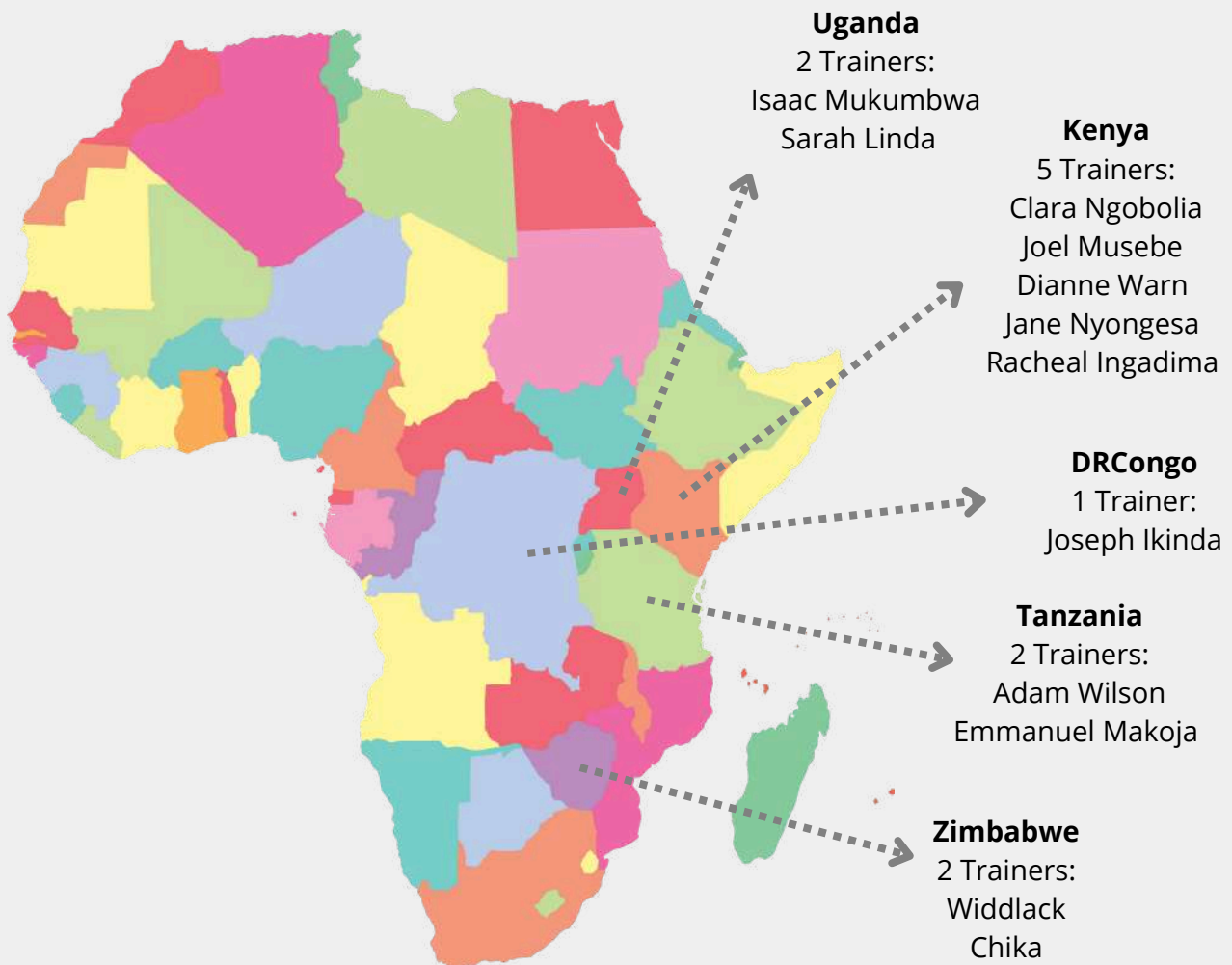
In 2024, we had **22 volunteer trainers** and **three staff** facilitating the **40 educators' training sessions in 12 countries**:

Trainers involved	Countries	In-person training	Online training
Lizete, Rebeca, Suanny and Magali	Brazil	3	7
Goretty	Bolivia	1	
Marisol, Nely and Roberto	Colombia	5	
Cleisse	Dominican Republic	1	
Cleisse	Peru	1	
Ruthmari and Ruth Saraid	Venezuela	3	
Freddy and Patrícia	Paraguay/ Peru/ Dom. Republic		3
Joel, Dianne and Racheal	Kenya	2	
Widdlack and Chica	Zimbabwe	1	
Ademir	Indonesia		1
Suchitra, Deborah, Angel, Paul, Serah	India	9	
Clenir	Guinea-Bissau		3
<b>25</b>	<b>12</b>	<b>26</b>	<b>14</b>



## Volunteer Trainers: Stepping Up for More

In Africa, 12 trainers were involved in helping educators better support the children through visits, calls, and refresher workshops, as well as counselling outreach to different organisations to support and encourage the educators.



## Beyond Borders: Trainers Expanding Impact

In addition to relying on our dedicated trainers to equip educators in their own countries, we have been fulfilling our dream of seeing them expand Pavement Project by training educators in other countries, using a local language in which they are fluent—an opportunity greatly facilitated by online training.

In 2024, **one trainer and three trainee trainers** (under supervision) **trained 16 educators from 4 foreign countries:**

Trainers	Trainers' home country	Educators' home country	Number of Educators	Online training
Suanny	Brazil	Guinea-Bissau	2	1
Ademir	Indonesia	Brazil	3	1
Freddy	Paraguay	Peru	4	1
		Dominican Republic	3	1
Patrícia	Chile	Peru	1	1
		Dominican Republic	3	
		<b>4</b>	<b>16</b>	<b>5</b>

## Trainers Certification

PP staff and volunteer Certified Trainers mentor and supervise all Trainee Trainers during the Trainers Training Program. It is always a grand celebration when a new trainee gets their certification. It means they are ready to prepare other educators to help the children they relate to at the partner's organisation in a safe, respectful, compassionate, and impactful manner.

In 2024, **8 Trainee Trainers were certified** because they believe PP should be spread to those still suffering and are committed to following God’s purpose.



Bolivia - Goretty Jora



Chile - Patricia Cabezas



Colombia - Roberto Díaz



Paraguay - Freddy Riveros



Venezuela - Ruth Cordero



Kenya - Racheal Ingadima



India - Suchitra Samuel & Debarah Iypan

## Reaching Children with Healing and Hope

Our vision is that every child will experience emotional and spiritual healing through trained educators who create caring, supportive, and hopeful environments.

We promote children's emotional and spiritual healing by equipping organisations aligned with our mission. These organisations collaborate to identify and support vulnerable children or those needing emotional and spiritual care. Through training, educators are empowered to provide transformative counselling in these spaces, helping children overcome trauma and flourish.

In 2024, **490 educators** facilitated **9,016 Picture Me counselling sessions** with children from **434 partner organisations**:

Regions	Countries	PM sessions with children	Educators	Partners
Asia	India	3,989	172	72
	Indonesia	10	1	2
<b>Total Asia</b>		<b>3,999</b>	<b>173</b>	<b>74</b>

Regions	Countries	PM sessions with children	Educators	Partners
<b>Africa</b>	Kenya	1,896	67	22
	Uganda	236	23	11
	Tanzania	410	22	3
	Zimbabwe	685	30	18
	DRC	72	5	3
	Cape Verde	2	1	1
	Guinea-Bissau	36	5	3
<b>Total Africa</b>		<b>3,337</b>	<b>153</b>	<b>61</b>

Regions	Countries	PM sessions with children	Educators	Partners
<b>Latin America</b>	Brazil	541	64	85
	Bolivia	89	11	23
	Colombia	579	30	96
	Chile	98	7	8
	Ecuador	17	2	6
	El Salvador	15	2	2
	Mexico	9	6	8
	Panama	15	1	5
	Paraguay	2	4	5
	Peru	29	6	12
	Dom. Republic	145	14	19
	Venezuela	141	17	30
<b>Total LA</b>		<b>1,680</b>	<b>164</b>	<b>299</b>

## Children Testimonies:

“**John\***, a 12-year-old, endured frequent physical abuse at home, leading him to flee to the streets. At the shelter, his anger and aggression were evident until he experienced Green Bag counselling. Through Bible stories, he confronted his past pain, realising his worth and embracing hope. He chose "The Light" card and declared he was now living in the light, comparing himself to a candle that shines. Transformed, John became a peacemaker among his peers and now longs to reunite with his parents to share God’s love, a testament to the healing power of Green Bag counselling.” A PP Educator from Uganda

(John\* selects the pocket card Light and reads with joy and smiles the words on the small pocket card that was given to him after writing his name: “God loves John.” )



**Manu\*** is a 14-year-old boy. Due to his family's financial struggles and unstable moral environment, he has been living in a hostel. Shantae\*, a Pavement Project educator, regularly visits the hostel to conduct activities with the children. Initially, Manu was distant and disengaged, showing no interest in the activities. He often got into fights with other boys at the hostel. However, Shantae had the opportunity to speak with Manu using Picture Me. During their conversation, Manu shared that his father had been violent towards him since a young age. He was also deeply hurt by his mother’s lack of care and the fact that she never defended him from his father’s abuse. Manu expressed that he constantly felt angry and easily irritated. He compared himself to a dog being beaten mercilessly by its master. Shantae reports that there has been a significant change in Manu since the counselling session. He is now actively involved in activities, takes a keen interest in his studies, and is more considerate towards his fellow hostel residents. Manu’s behaviour has become noticeably more friendly. The pastor caring for Manu is delighted to see his transformation. A PP Educator from India

“At just six years old, Ivo\* struggled with intense anger, often lashing out at his peers. His parents’ separation and constant changes at home left him feeling lost and unsettled. During the Picture Me counselling, Ivo opened up about his pain, comparing himself to the lost sheep in the Bible story. Hearing how the sheep was found and cared for brought him comfort, and he left smiling, saying he would invite Jesus into his heart. Since then, Ivo has become calmer, fights less, and expresses his feelings more openly. His mother and teachers have noticed the change, a testament to the healing power of Green Bag counselling.”

A PP Educator from Brazil

(\*Names changed to protect child’s identity)

## Partner’s Testimony:

Mrs Jean, founder of Karuani Illam Trust, has dedicated over 30 years to serving vulnerable children across Tamil Nadu. In 2019, six of her workers were trained to use Picture Me methodology after learning about Pavement Project through a partner.

“One of the best training we’ve ever provided our staff was Picture Me. The Green Bag has become invaluable, allowing children to share their stories in ways we never imagined. We used to struggle to understand and break deep-seated behavioural patterns, but now we no longer have to guess. The Green Bag helps us identify specific traumas, enabling us to support children’s emotional healing more holistically. Thank you, Pavement Project team, for walking this journey with us.”

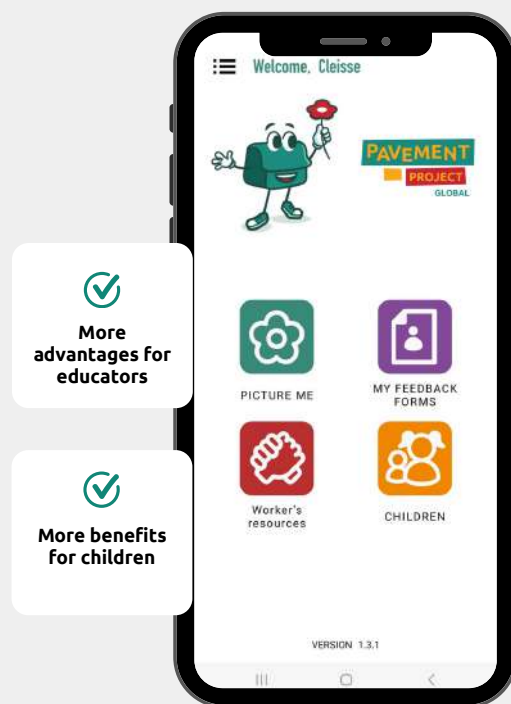
Through Pavement Project, Karuani Illam Trust has strengthened its impact, offering children care and true healing.

A PP Partner from India

## App development – Greater Access:

The Green Bag app makes Picture Me more accessible, enables online training sessions, and helps train new educators from different countries. It also promotes economics sustainability by eliminating the need to produce physical green bags, expands PP’s reach, offers greater practicality for educators, and increases children’s engagement.

- In 2024, we advanced even more in accessibility. Holdapp, the Polish agency, developed the GB app for smartphones, which was already for tablets. Purchasing or finding a tablet will not stop trained educators from helping children, as most people worldwide have smartphones.
- Venezuela now has eight newly trained workers thanks to the app's accessibility on smartphones, as tablets are not available in the country. Additionally, two training sessions were held in the Dominican Republic for four educators and two in Brazil for another four educators, bringing the total to 16 certified educators across three countries.
- The 122 Picture Me images were resized to improve the experience for children and educators on tablets and smartphones.
- The latest version of the Green Bag app for smartphones and tablets will officially launch in early 2025.



**Greater accessibility. More lives transformed.**

## Child Safeguarding Policy Triennial Review

In consultation with João Martínez da Cruz, a professional with over 25 years of experience in International Development, the Brazil team and Board conducted the triennial review of the Child Safeguarding Policy (CSP). João Cruz is also a Happy Child International board member, a UK-based charity supporting children's projects in Brazil. Below are some of the updates to the CSP:

- The Brazil Board re-elected the three “Guardians of the Protection Policy,” including one Council member and two staff members. The Guardians are responsible for addressing all concerns, suspicions, and reports of child abuse referred to them, taking immediate action to ensure the safety and protection of those involved.
- A new Board member was elected to conduct internal audits to ensure policy compliance and identify areas for improvement.
- Updated legislation on child abuse and the various types of abuse against children.
- Revised the consent form for children’s stories, images, and audio.
- Updated the Code of Conduct for Board members, employees, freelancers, volunteers (facilitators, trainers, educators), visitors, and partners.
- Updated the list of reliable services to ensure quick access to specialised support.
- Reviewed and enhanced the team training program to adopt best practices.
- Created a new webpage to make the Child Safeguarding Policy accessible at all times, including its educational hub.
- Established regular evaluation meetings with the Board and policy Guardians to discuss evaluation results and recommend changes.

The updated Child Safeguarding Policy has started implementation in Brazil and will continue into 2025 and other regions.

## Stakeholder Insights on Pavement Project: Analysis and Recommendations

We consulted 123 global partners, trainers, workers, and coordinators from 22 countries to better understand how different audiences perceive Pavement Project and its methodology. The aim was to assess the programme’s ongoing relevance amid social changes and contemporary challenges and ensure its methodology and communication remain effective and accessible.

## Key Findings:

- ✓ **Methodology & Impact** – The Green Bag methodology is widely recognised for its effectiveness and adaptability in supporting children in vulnerable contexts. It uniquely integrates emotional and spiritual counselling, helping children overcome trauma and improve their well-being while fostering positive changes within families and communities.
- ✓ **Relevance & Evolution** – Over the past 24 years, Pavement Project has proven its long-term impact, evolving to meet new challenges. Its digital and online training adaptations have expanded accessibility, ensuring it remains a valuable resource for educators and children in diverse settings.
- ✓ **Pandemic Challenges & Resilience** – The COVID-19 pandemic significantly impacted Pavement Project and its partner organisations, leading to adaptations such as virtual support and the identification of new child profiles needing assistance. These changes reinforced the importance of PP's flexibility and the ongoing need for innovation in its methodology to meet emerging challenges.
- ✓ **Exclusivity & Competitive Edge** – Compared to other approaches, Pavement Project's methodology is recognised as more holistic, combining emotional and spiritual support. Its adaptability and individualised approach make it a preferred choice for partner organisations in high-vulnerability contexts.
- ✓ **Brand Perception & Future Considerations** – While the Pavement Project brand is well-regarded, some respondents noted that "Pavement" may no longer fully reflect the project's current practices, raising discussions about a possible rebranding to align with its evolving mission.

Through these insights, Pavement Project reaffirms its mission of equipping organisations to provide children worldwide with life-changing emotional and spiritual support.

(This summary is based on Juliana Gonçalves's Final Report on the Research Regarding Stakeholder Insights, Analysis, and Recommendations for the Pavement Project)

## Testimony from a Partner organisation - Kenya:

“Agape Children Ministry praises God for its partnership with Lifewords through Pavement Project, using the Green Bag toolkit to help children heal from trauma. Since 2006, this approach has been vital in their rehabilitation efforts. A period without Green Bag counselling led to unsuccessful reintegration, as children hadn’t processed their pain. Realising this, they recommitted to Pavement Project, witnessing profound transformation—children opening up, finding healing through Bible stories, and embracing Jesus’ love. Staff are eager for more training, with plans for a refresher and new facilitator sessions. The impact extends beyond campuses to families, bringing hope and restoration.”

Joel Musebe, Agape Children Ministry Manager, Kenya (full testimony attached)

## Stakeholders’ Insights on the Pavement Project - Global

The following comments from various stakeholders, including partners, trainers, educators, and region coordinators, highlight different aspects of the Pavement Project and its impact:

- *"The Pavement Project works individually, which is an advantage. It allows for a specific approach to the issue."*
- *"The methodology of the Pavement Project is something surprising, divine, as the way children are embraced in counselling and the results that come from it are heavenly."*
- *"What sets it apart is the counselling that biblically addresses the child’s pain without being preachy."*
- *"It’s a fusion of God’s Word with psychological tools that relieve emotional suffering and elevate self-esteem."*
- *"The Pavement Project continues supporting the educator. We don’t walk alone; there is accountability that brings us closer together."*
- *"The programme is interactive and user-friendly. The Picture Me materials are appropriate for children, and the results are evident."*
- *"I see some key differences, and I’ll highlight two: 1. Spirituality – we always see the dependency on our Father. 2. Relationships – how the team treats everyone is captivating, valuing people and their words."*

## Evaluating Visual Storytelling: The Impact of Illustrations in Picture Me

Pavement Project asked Dilaine de Oliveira Pereira to evaluate the illustrations in Picture Me to ensure they remain effective and resonate with children today. Dilaine Pereira is a postgraduate in children's and young people's literature and a reading mediator at Escola Parque in Rio de Janeiro. Dilaine wrote that illustrations are crucial in helping children engage with stories, particularly in counselling methodologies designed to support traumatised children.

After 24 years of use in diverse contexts, the analysis confirmed that the Picture Me illustrations are well-crafted and suitable for a diverse audience. Key strengths include their **inclusive design**, which avoids specifying gender or age, making them universally relatable. The visuals are **culturally** appropriate, reflecting children's physical features and social contexts in Africa, Latin America, and Asia.

Additionally, the illustrations successfully **modernise biblical narratives**, contextualising them in contemporary settings to enhance identification. Their **realistic yet non-stereotypical style** fosters a sense of authenticity while using a **white background minimises distractions** and directs focus. Lastly, the **outstretched hand motif**, symbolising divine presence, is a universally understood image that transcends cultural boundaries.

This evaluation reaffirms that Picture Me's illustrations continue to effectively communicate the material's messages in a visually engaging and meaningful way for children worldwide.

## A Theological and Philosophical Framework for Picture Me

Pavement Project invited Dr Esther Zimmerman, PhD, to analyse Picture Me and its theological foundation. Dr. Zimmerman, Program Chair of Undergraduate Ministry Studies at Lancaster Bible College | Capital Seminary, specialises in trauma and faith development in children. Her paper presents Picture Me as an integrative gospel ministry with vulnerable children.

Dr. Zimmerman highlights that children are "hard-wired for spiritual connection" and require spiritual development for holistic well-being. Trauma can disrupt this, leading to spiritual disconnection or struggles in trusting God. However, it can also heighten spiritual sensitivity, prompting deep questions: Is there a God? Does He see me? Does He care?

Picture Me provides a safe space for children to explore these questions through biblical truth. It is not a formula but a relational process that invites meaningful conversations, allowing the Holy Spirit to work. Brewster cautions against coercive evangelism, and Picture Me ensures an open-ended, invitational dialogue rather than a pressured presentation.

Its effectiveness lies in respecting a child's spiritual journey. PP educators act as guides, not enforcers, fostering personal encounters with Jesus. Buckland notes that ministry leaders should "relax in God," trusting Him to work in children's hearts.

Valstar's religious education model places conversation at the centre, bridging the Bible and the actual life experiences of students. The leader in this model plays three roles:

- An "attentive observer" who notes how children respond to teaching and adjusts accordingly.
- A "stimulating conversation partner" who invites children to share their ideas.
- A "just-in-time content expert" who balances children's horizons with Scriptural teachings.

This model reflects how Jesus engaged with His disciples in the Gospels. He asked far more questions than He answered, and open-ended conversation was central to His teaching.

Similarly, the conversation between the educator and child is essential in the Picture Me process. The child's 'reframing' and 'making meaning' process requires dialogue. However, in Picture Me, this conversation extends beyond the ideas of the child and educator. The Bible is placed at the centre of the conversation as an outside source to be explored and responded to, consistent with a Christian view of Scripture as authoritative over both the educator and child.

When children explore their spirituality and seek answers to their most profound questions, their faith and resilience grow. Picture Me nurtures spiritual development, fostering healing and transformation through a personal encounter with God.

(This summary is based on Dr. Esther Zimmerman's paper and reflects her theological and philosophical analysis of Picture Me.)

## OTHER HIGHLIGHTS:

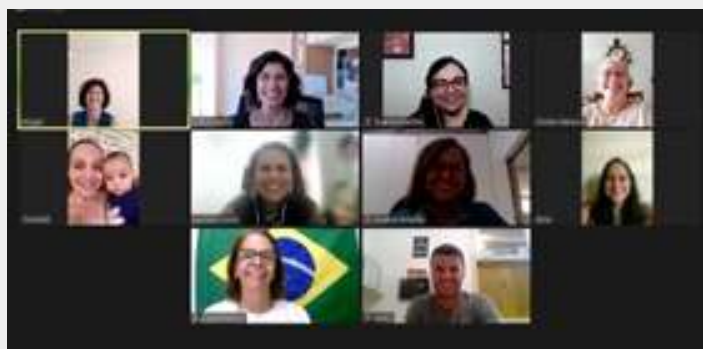
### Educators: 8 online meetings with 91 educators from 10 countries in Latin America:

We shared fellowship, prayer, and inspiration through testimonies and a renewed vision for counselling children.



### Trainers: 5 online meetings with 19 trainers:

These meetings focused on sharing information about the countries where we operate, updating the app, and planning training sessions for the year. They also provided opportunities for alignment, fellowship, experience sharing, and reaffirming the commitment to serving the Lord through Pavement Project.



### Partner Leaders: 9 online meetings with 47 leaders from 11 countries:

These meetings aimed to strengthen connections, reinforce partnerships, enhance child protection efforts, and share testimonies of the impact of counselling.



(LAT – 11 countries represented)



(Brazil)

## **SEMPRE COM VOCÊ: A Safe Space for Bereaved Children**

Family bonds are precious, but when broken by death, they leave deep scars. Children experience grief in their way, often in silence, carrying doubts, hurt, and even guilt. Without proper support, these losses can have long-lasting effects.

In partnership with Rede Mãos Dadas and Geração Elo, Pavement Project has been adapting an effective methodology (Kid Talk) to the Brazilian context, creating resources for facilitators to work with bereaved children.

In 2024, we held four preparatory meetings with facilitators, covering key topics:

- Children's grief and its unique characteristics
- The importance of emotional expression
- The impact of grief on family bonds
- Strategies for support and building networks of care

In March 2025, we will launch the pilot phase with eight groups of children identified by our partners in different cities across Brazil. Over 14 weekly sessions, children will have a safe space to share their pain, process their losses, and strengthen their emotions. Facilitators will receive ongoing mentoring from the Sempre Com Você team, ensuring continuous support.

This is a vital step towards transforming the way bereaved children are supported and cared for. With guidance, empathy, and the Good Shepherd's presence, they can walk a path of healing and hope.



### **Anti-Racist Education Workshop:**

Racism is one of the wounds that many children carry and express during Picture Me counselling. In Brazil, most of the children supported by Pavement Project's partners are Black, making it essential to promote activities that combat racism and foster a culture of peace, contributing to emotional well-being and healthy relationships within families and communities.

To address this need, Mission Alliance, which funds Pavement Project's activities in Brazil, adopted the Anti-Racist Education program created by writer Gabriella Vicente. In 2023, Esther Xavier, a Pavement Project facilitator, was trained in this program and, with the support of Mission Alliance, led a workshop for seven leaders from five partner organisations.

Over six sessions, participants reflected on their personal and institutional cultures, assessed current organisational practices, and planned educational activities for children, adolescents, and their families.

In 2025, these organisations will implement their action plans, which include activities such as discussion circles, book readings, film screenings, and visits to historical sites that celebrate Black identity and promote respect for diversity. Throughout the year, Esther will continue to support the teams in executing their plans, fostering meaningful changes in mindset and behaviour.



### **Choose Life (Elige la Vida) Launch:**

#### **Expanding Choices for Children in Latin America:**

Children supported by Pavement Project partner organisations in Brazil face significant challenges, including violence, drug trafficking, family conflicts, and teenage pregnancy. Growing up in such a hostile environment and making good choices seemed impossible. There was no practical resource to help partners guide children toward healthy decisions.

The Brazilian team adapted Choose Life (Escolha a Vida) to address this need, launched in Portuguese in 2021. Since then, we have received numerous reports of its positive impact. With an engaging and creative approach, the material has helped children reflect and make more confident, thoughtful decisions.

Encouraged by Brazil's success, we dreamed of bringing this resource to our partners in the 13 Spanish-speaking countries where we are present. After eight months of planning, translation, revision, and digital adjustments, Elige la Vida was launched at the end of 2023. Logistical challenges delayed implementation in some countries, but 36 organisations have already received the materials and will begin using Choose Life in 2025.

May more children and adolescents be strengthened in their moral, ethical, and spiritual choices, building a future filled with hope.



**Pavement Project Team:**

Clenir, Cleisse, Clara, Serah, Luciana, Marisol

February 14, 2025

