

WINGS OF BETHANY

Disability Awareness • Inclusion • Accessibility • Independence

PROGRAM PACKAGE

A planned six-month pilot in Lahore, Pakistan

Prepared for donors, nonprofit partners and community organizations

Johnson Lewis | Founder

Pilot funding goal: \$179,000 | 6 months | About 30 families

Every partner fee shown separately

info@wingsofbethany.com | wingsofbethany.com

At a Glance

Wings of Bethany will be based in Lahore. Its first six-month pilot will work closely with about 30 Lahore-area families of people with intellectual, developmental or other significant disabilities, and with the neighbors, teachers and health workers around them.

A person with a disability shouldn't have to do all the adjusting. Families and neighbors can learn to adjust too.

Funding goal	\$179,000 for a 6-month pilot
Where	Lahore (planned). Other cities only after results
Who we serve	About 30 families of every faith, background and income level, plus the community around them
Where the money goes	84.9% to program work; 53.1% budgeted for family assistance, therapy and equipment
Administration	No separate office. Partner fees cover office and audit; fundraising and reporting are part of the founder's salary
Partner fees	Estimated: Pakistani NGO about 8% (\$13,610) and U.S. giving partner about \$8,870, paid to those organizations. Final once partners are chosen
How funds are released	In three stages, each tied to completed milestones
How money is spent	Paid directly to providers and suppliers, with receipts kept
Local partner	A registered Pakistani NGO, selected after due diligence
Program team	Johnson Lewis, Founder and Grants Officer; Ashar Dean, Field Operations and Evaluation Officer (22+ years in aid work)
Advisory board	Imran Farooq and Pastor Irfan Michael
Clinical lead	Zara Arnold, physiotherapist, guides assessments and family support plans
What donors receive	Monthly updates and a final pilot report showing results and spending

What a gift does (estimates)

Gift	Approximate impact
\$250	One community awareness session for neighbors, teachers or health workers
\$500	A basic assistive item, such as a walker or positioning aid, or several therapy sessions
\$2,000	Direct assistance for one family for the full pilot
\$5,967	Average full cost per family ($\$179,000 \div 30$), including staff, therapy, equipment and fees
\$40,000	Funds Stage 1 of the pilot

Why I Am Starting Wings of Bethany



Bethany and her dad.



Bethany laughing at home.

For 27 years, my daughter Bethany has taught me what it means to care for someone whose needs are often misunderstood.

Bethany has significant developmental disabilities. Although she is an adult, she functions at about the level of a two-year-old and needs supervision and help around the clock. Caring for her has shaped my life more deeply than my career ever could. It taught me patience. It also showed me how much families need someone who understands.

Bethany is fun-loving and wants company all the time. She laughs a lot and talks constantly, even when the words don't come out the way she means them to. She understands jokes, even ones about someone else, which still catches us off guard. She sleeps with her two dolls, calls them "baby," and lights up whenever she sees a real one. Puzzles and walks keep her day steady.

I was born and raised in Pakistan before coming to the United States, where I built my career running businesses and managing people and operations. Caring for Bethany has made me see some of what I witnessed growing up in Pakistan differently.

I have seen people with disabilities isolated because their families did not understand their behavior. I have seen people restrained or tied down because those caring for them did not know what else to do. Children and adults who behave differently can be hidden in rooms and kept away from others. I have also heard people with intellectual or developmental disabilities mocked and called "pagal," an Urdu word meaning "mad" or "crazy."

Sometimes that's cruelty. But a lot of the time it's fear and stigma, and families who just don't know what else to do.

An autistic child having a behavioral episode does not need to be mocked or punished. A person with an intellectual disability should not be hidden because neighbors do not understand them. Families need education and support, and the people around them need to understand that different behavior does not make someone less human or less deserving of dignity.

That is why I want to return to the country where I was born and use what life with Bethany has taught me. We want communities to stop seeing a person as “pagal” and start seeing a human being who may need understanding, accommodation and support.

Bethany is not a beneficiary of this program. She is the reason I understand why it is needed. This program carries her name because she is why I started it.

A Record of Service

Wings of Bethany is new, but helping people is not new to me. Since 2019 I have been personally involved in charitable work benefiting families in Pakistan and the United States.

In Pakistan, I have helped fund and arrange hand pumps in villages where families lacked reliable water. I have helped support the development of a conference and community center, and I am involved with people who provide dinner to about 20 families every Friday.

None of this was done through a large organization or for recognition. Wings of Bethany is the next step, and it draws on that work, my years running businesses, and 27 years of caring for Bethany.



*Johnson Lewis and Pastor Irfan Michael
in Joseph Colony, Lahore.*



*Pastor Irfan Michael (right, with
microphone) at a community meeting
in the center we helped build.*



*Food for the Friday dinner, where about
20 families come to eat together each
week.*



Clean water from a newly finished hand pump.



Families celebrate their new hand pump.

Our Mission

To improve everyday life for people with disabilities by helping communities understand, respect and include them, while giving families practical support and connecting people with the right services, equipment and opportunities.

We serve every community. Help is open to families of every faith, background and income level. Families are chosen by need alone, never by religion, caste, class or personal connection.

The Six-Month Pilot

The pilot will launch in the Lahore area and work intensively with about 30 families of people with intellectual, developmental or other significant disabilities. We chose six months because three is too short to see whether anything really changes at home or in the neighborhood.

Each family will receive a needs assessment covering daily support, communication and behavior, safety, access to healthcare and education, and the family's existing support. We will then build a practical family support plan, teach caregivers about disability, communication and nonviolent responses to distress, and connect the family with medical, educational and community resources.

What the program will do

- **Family support and education.** Practical guidance for parents and caregivers on communication, safety, daily care, de-escalation and nonviolent responses to distress.
- **Community sensitization.** Small sessions for relatives, neighbors, students, teachers, health workers, employers and local leaders.
- **Healthcare and rehabilitation.** Connections to medical, dental, therapy and rehabilitation services, with direct help for approved needs.
- **Education and inclusion.** Work with schools and teachers on understanding, participation and reasonable accommodation.

- **Accessibility.** Identify realistic barriers in homes, clinics, schools and workplaces and fund practical changes where feasible.
- **Assistive equipment.** Properly fitted wheelchairs, walkers, positioning and communication aids when justified by individual need.
- **Livelihood and independence.** Where appropriate, daily-living skills, job readiness or income-producing opportunities.
- **Direct assistance.** Documented help for verified disability-related needs, paid directly to providers or suppliers whenever practical.

How families are chosen

Families are chosen by need, using the same written criteria for everyone. To be considered, a family must:

- Live in one of the pilot neighborhoods in Lahore
- Include a child or adult with an intellectual, developmental or other significant disability
- Have financial need and unmet disability-related needs that practical help can improve within six months
- Agree to take part, with consent from the person or their legal caregiver

Priority goes to families where the person is isolated, restrained or kept at home, and to families with no other source of help.

Referrals will come from many places so that no single group dominates: government hospitals and clinics, schools and special education centers, mosques, churches, community leaders, the NGO partner's existing programs, and families who contact us directly.

Two staff members score each referral separately, and the NGO partner reviews the final list. Advisors do not choose families. Relatives of staff, advisors or the founder are not eligible. Families who are not selected go on a waiting list for any future phase.

Timeline

When	What happens
Weeks 1–8 (pre-launch)	Select and vet the NGO partner, finalize the U.S. giving channel, confirm local costs, choose the Lahore neighborhoods to serve, recruit and train staff. Johnson and Ashar relocate to Lahore within 30 days of Stage 1 funding.
Month 1	Select families using written criteria, complete baseline assessments and support plans
Months 2–4	Family support, therapy and services, equipment and accessibility work, community sessions
Month 5	Follow-up visits, fill remaining gaps, begin follow-up surveys
Month 6	Final measurement, financial reconciliation, pilot report to donors

Pilot Budget: \$179,000

This is a planning budget. It will be finalized using verified local quotations and the agreement with our Pakistani NGO partner before restricted funds are committed. Wings of Bethany keeps no fee and has no office of its own. Office space, accounting, banking and audit are covered by the two partner fees, listed separately below. Other administrative work is done by paid staff: fundraising, budget management and donor reporting are part of the Founder and Grants Officer's role, and data collection and reporting are part of the Field Operations and Evaluation Officer's role.

Budget line	Amount	What it covers
PROGRAM COSTS		
Direct assistance to families	\$60,000	Verified disability-related needs for 30 families (about \$2,000 per family), paid directly to providers or suppliers
Therapy, medical and rehabilitation services	\$20,000	Assessments, speech/occupational/physical therapy, specialist visits and approved treatment
Assistive equipment and accessibility changes	\$15,000	Wheelchairs, walkers, positioning and communication aids, ramps, rails and simple home modifications
Founder and Grants Officer (6 months)	\$12,000	Johnson Lewis at \$2,000 a month while working full-time in Lahore, paid through the NGO partner's payroll
Field Operations and Evaluation Officer (6 months)	\$12,000	Ashar Dean at \$2,000 a month, employed through the NGO partner's payroll
Program field team (6 months)	\$11,500	Two family field workers (about 15 families each) and our part-time physiotherapist, Zara Arnold, with field phones and laptops. The grants officer and field operations and evaluation officer also make home visits.
Community education and sensitization	\$6,000	Sessions for relatives, neighbors, schools, clinics, employers and local leaders, with Urdu materials
Field transportation	\$6,000	Rented vehicle with driver as needed, fuel and local travel for home visits and equipment delivery
Staff training and safeguarding	\$3,000	Safeguarding, nonviolent response and de-escalation training before any family contact
Monitoring, evaluation and reporting	\$2,500	Led by Johnson Lewis and Ashar Dean. Covers survey tools, Urdu translation and printing, plus an outside reviewer who checks a sample of families to confirm the results
Relocation to Lahore (one-time)	\$4,000	One-way airfare for Johnson Lewis and Ashar Dean plus a first rent deposit. Capped at \$4,000 total. Ongoing rent and living costs come out of their salaries.

Budget line	Amount	What it covers
Program subtotal	\$152,000	84.9% of total
RESERVE		
Family emergency reserve	\$4,520	Only for unexpected family needs; requires written approval and documentation. Unused funds go to direct assistance.
PARTNER FEES (paid to partner organizations, not to Wings of Bethany)		
Pakistani NGO partner fee (estimated 8%)	\$13,610	Paid to the NGO. Covers office space, accounting, banking, audit, regulatory filings and compliance.
U.S. charitable giving partner fee (estimated)	\$8,870	Paid to the U.S. giving partner. One-time \$1,500 setup plus 5% of the first \$100,000 in gifts and 3% after that, for tax-deductible giving and transfer to Pakistan.
Partner fees subtotal	\$22,480	12.6% of total
TOTAL	\$179,000	6-month pilot, about 30 families

Where each dollar goes

Category	Amount	Share
Family assistance, therapy and equipment	\$95,000	53.1%
Other program work (grants officer, field operations and evaluation officer, staff, education, transport, training, evaluation, one-time relocation)	\$57,000	31.8%
Pakistani NGO partner fee	\$13,610	7.6%
U.S. giving partner fee	\$8,870	5.0%
Family emergency reserve	\$4,520	2.5%
Total	\$179,000	100%

What the \$60,000 in family assistance covers (illustrative)

Each family's written support plan decides the actual spending. Some families will need more and some less, within the same total. This is a typical plan of about \$2,000 per family over six months:

Need	Per family	30 families	Share
Medicine and medical supplies (for example seizure medication, wound care)	\$600	\$18,000	30%
Daily care supplies (diapers, hygiene items, special nutrition)	\$500	\$15,000	25%
Transport to therapy, clinics and school	\$350	\$10,500	17.5%
School, special education or day-care fees, and short caregiver respite	\$350	\$10,500	17.5%
Disability card and benefit registration, and small steps toward independence	\$200	\$6,000	10%
Total	\$2,000	\$60,000	100%

How this differs from the other two family lines: the therapy budget (\$20,000) pays for physiotherapy, speech and occupational therapy sessions and specialist visits. The equipment budget (\$15,000) pays for wheelchairs, walkers, communication aids and home changes. Family assistance covers the ongoing household costs of the disability. Whenever practical, providers and suppliers are paid directly rather than giving families cash.

Budget decisions we made on purpose

- **No vehicle purchase.** A six-month pilot does not justify buying a car. We will rent transport with a driver as needed, which is cheaper and leaves no asset-ownership questions.
- **No money raised for after the pilot.** Every dollar in this budget is for the six-month pilot. Funding for any next stage will be raised separately, based on results.
- **No separate office.** We will work out of the NGO partner's existing office. Their fee already covers office costs, so donors do not pay for a second office.
- **Modest, disclosed salaries.** The grants officer and the field operations and evaluation officer are each paid \$2,000 a month through the NGO partner's payroll, only for months worked full-time in Lahore. Salaries are approved by the NGO partner and advisory board, not set by the founder. One-time relocation to Lahore is capped at \$4,000 for both of them, covering one-way airfare and a first rent deposit. Ongoing rent and living costs come out of their salaries, and no other travel is charged to the pilot.
- **Unused funds stay with families.** Any unspent reserve or savings move to direct family assistance, subject to donor restrictions and the partner agreement.

Partner fees: where they go

Two outside organizations charge fees for handling donations. These fees go to them, not to Wings of Bethany or to me. Both partners are still being finalized, so these are estimates.

Partner	Fee	What the fee pays for
Pakistani NGO implementation partner	About 8% (\$13,610)	Legal authority to receive foreign funds, office space, accounting, banking, audit, government filings and compliance in Pakistan
U.S. charitable giving partner	About \$8,870	Makes U.S. gifts tax-deductible, reviews the Pakistani partner, and transfers funds to Pakistan. \$1,500 one-time setup plus 5% of the first \$100,000 and 3% after that.

We chose to work through these partners instead of setting up our own U.S. charity and Pakistani office, which would cost more and take longer. Both partners will be confirmed in writing before any pilot donations are accepted.

Staged release of funds

Donor funds will be released to the program in three stages. Each stage begins only after the one before it is complete and reported.

Stage	Amount	Released when
Stage 1	\$40,000	NGO partner vetted and agreement signed, giving channel in place. Covers staff training, setup, baseline assessments and first family support.
Stage 2	\$80,000	All families assessed with support plans, first monthly financial report accepted. Covers the main period of services, equipment and community work.
Stage 3	\$59,000	Month-3 progress and spending report accepted. Covers remaining services, follow-up, evaluation and the final report.

How Individual Assistance Is Handled

1. A family or community partner identifies a need.
2. The person's disability, circumstances and existing support are reviewed, including financial need for any financial assistance.
3. The specific service, equipment or accessibility problem is documented.
4. A qualified provider or supplier is identified and a quote is obtained.
5. The expense is approved in writing before payment.
6. The provider or supplier is paid directly whenever practical.
7. Invoices, receipts and proof of delivery or completion are kept.
8. The family is contacted afterward to confirm the help made a real difference.

Protecting the People We Serve

Many of the people we serve may be children or vulnerable adults. Their safety and dignity come before publicity, fundraising or convenience.

- Staff and volunteers who work with vulnerable people will be screened, trained and supervised.
- Families or legal caregivers will be involved whenever consent is required.
- Names, photos and personal stories will never be used publicly without permission.
- Medical, disability, identity and financial information will be kept private.
- No family will be required to appear in fundraising material to receive help.
- A complaint and safeguarding process will be in place with the NGO partner before work begins.

Our Team and Advisors

Program team

Johnson Lewis and Ashar Dean will both move to Lahore and work on the pilot full-time within 30 days of Stage 1 funding being released. Their salaries are paid only for months they are working in Lahore.

- **Johnson Lewis, Founder and Grants Officer.** Will work full-time in Lahore once Stage 1 funding is released. Leads fundraising and grant applications, manages the budget and partner relationships, and reports to donors on how every dollar is spent. Brings decades of experience running businesses and managing operations, along with 27 years of caring for his daughter Bethany.
- **Ashar Dean, Field Operations and Evaluation Officer.** More than 22 years running relief and development programs in Pakistan, including 11 years as Pakistan Country Representative for Tearfund Deutschland (formerly World Relief Deutschland). He has managed programs funded by USAID, UNICEF and the U.S. State Department, including work with people with physical and mental disabilities. He is now based in Virginia and will move back to Pakistan to run the pilot day to day: managing the field workers and therapist, overseeing home visits and services for every family, and tracking results through surveys, progress checks and the data behind the final pilot report.

Advisory board

- **Imran Farooq**, owns a factory that makes metal cans and is a respected local leader in the Muslim community. He brings business experience and strong ties to the families and neighborhoods we will serve.
- **Pastor Irfan Michael**, who leads an established church in Lahore and knows the families and neighborhoods we want to reach and has their trust.



Johnson Lewis with advisor Imran Farooq at his factory.

Advisors serve as volunteers. They give guidance and open doors, but they do not handle program funds or decide which families receive help. Any conflict of interest will be disclosed.

Help is open to families of every faith, background and income level. Families are chosen by written need-based criteria, not by religion, caste, class, politics or personal connection.

Clinical lead



Zara Arnold, physiotherapist, has joined the program team. She holds a Transitional Doctor of Physical Therapy (T.DPT) degree and has more than 8 years of clinical experience at Chughtai Lab in Lahore, assessing patients and planning rehabilitation for neurological, orthopedic, musculoskeletal and post-operative conditions. She has also provided home-based physiotherapy, which is how the pilot will reach many families.

On the pilot she will guide family assessments and support plans, train field workers and caregivers, and help decide which therapy and equipment each person needs, so clinical expertise shapes the work alongside community leadership and lived experience.

Pakistani NGO Implementation Partner

Wings of Bethany will work through a properly registered Pakistani NGO as its local implementation partner. No partner has been selected yet. Before any agreement is signed or funds are transferred, we will review:

Area	What we will review
Foreign funding	Economic Affairs Division registration or other authorization to receive foreign funding
Registration	Current provincial registration and, where applicable, SECP registration
Banking and tax	Organizational bank account in the NGO's legal name; Federal Board of Revenue registration

Area	What we will review
Reporting and governance	Annual reports, regulatory filings, governing documents and current board
Finances	Recent financial statements, accounting practices and audit or review records
Experience	Relevant staff, community work and references
Safeguarding	Safeguarding and complaint procedures, or agreement to adopt them before work begins

Financial Accountability

If you give, you should be able to see where your money went.

- Spending follows the approved budget and a written implementation agreement.
- Program expenses are tracked separately in the accounting records.
- Providers and suppliers are verified before significant payments.
- Major purchases use competitive quotations when practical.
- Pilot funds never pass through personal bank accounts. (The one disclosed exception, a small startup fundraiser, is described under Funding From the United States.)
- Conflicts of interest are disclosed.
- Donors receive a short monthly update and a full financial report at the end of the pilot.
- Audits or independent reviews are completed when required by law, a donor or the giving partner.

How We Will Measure the Pilot

Spending money is not the goal. We want to know if families are actually better off.

Ashar Dean, our Field Operations and Evaluation Officer, runs day-to-day field work and leads monitoring and evaluation, with support from Johnson Lewis. Because we are measuring our own work, an outside reviewer will visit a sample of families near the end of the pilot to check that what we report matches what families say.

Measure	What we will document
Family work	Families assessed, support plans completed, follow-up visits completed
Services	Referrals made, services actually received, equipment and assistance delivered
Caregiver confidence	Baseline and month-6 surveys on knowledge, confidence and support
Safety	Reported use of isolation, punishment or restraint, where safe and appropriate to ask
Community understanding	People reached by group, and real examples of improved inclusion

Measure	What we will document
Cost and learning	Cost per family, service gaps, challenges and recommendations

Pilot targets

These are targets, not promises. We will report against each one by the end of month 6, including any we miss. The first rows describe how much help each family should receive; the rest describe the changes we hope to see.

Target	Goal
Families assessed with a written support plan	30
Home visits by a field worker to each family	At least monthly (6 or more)
People needing physiotherapy who get an assessment and a home exercise program taught to their caregivers	All
Caregivers attending at least 3 practical training sessions (care, safety, calm responses to distress)	80% or more
Families receiving the services, equipment or home changes in their support plan	25 or more
Families meeting at least one goal in their support plan (for example leaving the house regularly, attending school or a clinic, safer daily care)	Two-thirds or more
Community awareness sessions held	20
Relatives, neighbors, teachers, health workers and others reached	500 or more
Teachers and health workers given disability training	40 or more
Caregivers reporting more confidence in caring for their family member	75% or more
Families that used isolation or restraint at the start and report using it less	At least half
Program expenses with a receipt or invoice on file	100%
Families visited by the outside reviewer to confirm results	8 or more

At the end of six months we will publish a written pilot report comparing results with the baseline, showing how every dollar was spent, and stating what worked, what did not and what should change before any expansion.

Funding From the United States

We are arranging an appropriate U.S. charitable giving channel, such as a fiscal sponsor, for U.S. donors and grants. Donation instructions and tax-deductibility language will be shared only after written agreements are in place. Until then, Wings of Bethany does not represent that any U.S. organization has approved or endorsed the program.

One disclosed exception: a small startup fundraiser

Separately from the pilot funds above, Johnson Lewis is running a personal GoFundMe with a \$10,000 goal: \$6,000 for about 20 wheelchairs and \$4,000 for the team's one-time relocation to Lahore. Gifts go to him personally, are not tax-deductible, and every expense is reported with receipts on wingsofbethany.com. Both amounts are already lines in this budget, so anything raised there lowers the pilot request. If the pilot does not start, the relocation money goes to more wheelchairs. All pilot funding beyond this will go only through the partner organizations.

After the Pilot

The pilot ends after six months, but families should not be left worse off when it does. Before we close, we will:

- **Leave help in place.** Equipment and home changes belong to the families. Each family keeps its support plan and a list of the local services it has been connected to.
- **Connect families to ongoing support.** Help families register for government disability benefits and the special disability identity card where they qualify, and link them with therapy providers, schools and other NGOs that can continue helping.
- **Keep caregivers connected.** Set up small caregiver support groups that can keep meeting on their own, hosted by community members at little or no cost.
- **Close the books cleanly.** Staff contracts run for the pilot only. No new commitments will be made that pilot funds cannot cover, and any unused reserve goes to families before the pilot closes.
- **Report and decide.** Share the pilot report with donors within 30 days of month 6. If the results are strong, we will raise funds for a second phase and give waiting-list families first priority.

Verification Documents

Photographs show our personal involvement. These documents show whether we can deliver. We will share any of them on request, and add the rest as they are completed.

Document	Status
Team profiles for Johnson Lewis and Ashar Dean	Included at the end of this package
Zara Arnold's professional profile and T.DPT credential	Available on request
Signed commitment letters from Ashar Dean, Zara Arnold and both advisors	Being collected
Professional references for Johnson Lewis and Ashar Dean	Being collected
Local quotations for wheelchairs, therapy sessions and rented transport	Being collected
U.S. fiscal sponsor agreement	Applications under review
Signed agreement with the Pakistani NGO partner, including its foreign-funding (EAD) authority	After partner selection

Looking Ahead

The pilot comes first. If it produces strong results, we will seek separate funding to serve more families in Lahore and grow to other cities across Pakistan. In the longer term we may study an accessible residential and rehabilitation center in Pakistan, but that would be a separate project requiring its own feasibility study and fundraising. It is not part of this \$179,000 pilot.

Our Invitation

We welcome conversations with donors, foundations, Pakistani nonprofits, healthcare and rehabilitation providers, schools, disability advocates, businesses and community leaders who believe people with disabilities deserve dignity, practical support and a real place in community life.

We are starting small on purpose. I want to stay personally involved, keep a record of every dollar, and only grow once the results show it's working.

To talk with us, email info@wingsofbethany.com or visit wingsofbethany.com.

Team Profile: Johnson Lewis



Founder and Grants Officer

More than 30 years running multi-site restaurant, retail and financial services businesses in the United States, with full responsibility for budgets and results. Born in Pakistan and educated in Lahore. Father of Bethany, and her caregiver for 27 years.

Languages: English, Urdu, Punjabi and Hindi

Education: M.A. English Language and Literature; B.A. English Literature; B.A. Political Science. Forman Christian College, Lahore.

Recognition: Denny's Franchisee of the Year (2019), Manager of the Year

Experience

Vice President of Operations, Denny's / Covenant Holding Group 2014 – present

- Took over six Denny's restaurants where food, labor and operating costs ran near 70% of sales. Worked two months undercover in the kitchen, on the line and at the register before stepping into the role.
- Brought those costs down to about 55% of sales and built a promote-from-within culture. Several general managers have stayed for a decade.

General Manager, TMX Finance 2011 – 2014

- Helped open new locations during company expansion and tightened vendor and budget control.

General Manager, Best Buy 2007 – 2011

- Grew net operating profit 185% and earned multiple "Best of the Best" honors.

Operations Manager, U.S. Lending 2001 – 2008

- Oversaw 10 branches with \$48 million in annual loan volume, including budget and risk.
- Built internal controls for records and collateral, and passed state regulatory audits with zero findings.

Earlier work in Pakistan: Manager, Christian Conference Center, D.I. Khan; Supplement Executive, The News, Lahore.

Community service

Since 2019: hand pumps for villages without reliable water, a conference and community center, and a weekly Friday dinner for about 20 families.

What this means for the pilot

- **Money is watched closely.** Decades of running tight budgets and passing audits carry over to tracking every rupee spent on families.
- **He works on the ground.** The same hands-on style he used at Denny's is how he will run home visits and field work in Lahore.
- **He understands the families.** Twenty-seven years of caring for Bethany means he knows what these families live with every day.

Team Profile: Ashar Dean

Field Operations and Evaluation Officer

More than 22 years designing, running and monitoring relief and development programs in some of Pakistan's poorest and least secure areas, covering water and sanitation, disaster recovery, livelihoods, peacebuilding and support for people with physical and mental disabilities. Experienced with government liaison, donor reporting, grant compliance and monitoring and evaluation.

Donors worked with: USAID, U.S. State Department (DRL), UNICEF, UNHCR, UN OCHA, Tearfund, Concern Worldwide, Episcopal Relief & Development

Education and training: B.Sc. Agricultural Engineering, University of Engineering & Technology, Peshawar. Training in monitoring and evaluation (RedR UK) and grant management (MANGO).

Experience

Country Representative, Pakistan – Tearfund Deutschland (formerly World Relief Deutschland) 2010 – 2021

- Led country operations across several provinces, managed donor and government relationships, and oversaw finances, compliance and audits.
- Raised and ran a \$5.47 million interfaith peacebuilding program reaching 130,000 people directly.
- Secured \$750,000 for a water and sanitation program serving 635,000 people.
- Led construction of 140 flood-resistant homes and a \$400,000 economic recovery program for 4,200 people.
- Raised more than \$800,000 for relief after the 2005 earthquake and 2010 floods.

Assistant Director, Programs – Diocese of Peshawar (Church of Pakistan) 2006 – 2010

- Managed education, health, disaster preparedness and community development programs, including proposals, budgets, field teams and donor reporting.

Earlier work in Pakistan: Manager, vocational training centre, Peshawar (1999–2006); property manager for a U.S. mission organization (1997–1999).

In the United States: Supervisor at a residential building contractor in McLean, Virginia (current), and operations support at Covenant Holdings Group, a company owned by Johnson Lewis's brother, after he settled in the U.S. (2020–2022).

What this means for the pilot

- **He knows how to deliver in Pakistan.** Two decades of running field programs, working with local government and keeping staff safe.
- **He knows donor standards.** Years of reporting to USAID, UNICEF and the State Department mean our tracking and reports will meet the same bar.
- **He has worked with people with disabilities.** His programs already included support for people with physical and mental disabilities.