

Andando Foundation

Executive Director / CEO

EIN 261517773

OR · NTEE Q30

FY ending 2025-06-30

June 11, 2026

This analysis benchmarks the total compensation of **Garrison Harward, Executive Director / CEO** (\$59,325) against **every comparable organization** that fit the selection criteria — **152** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **43rd** percentile of comparable organizations within the typical range

Benchmarked executive: Garrison Harward — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

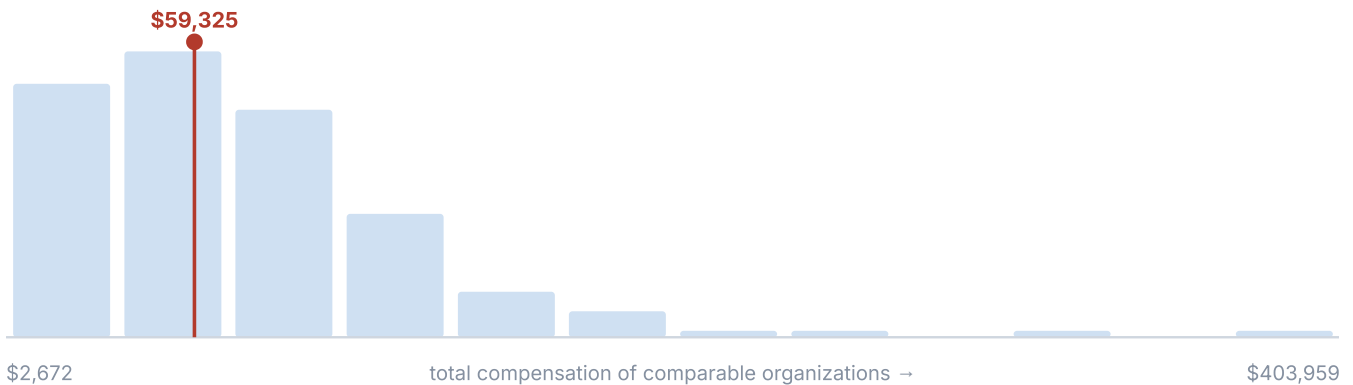
SECTOR Organizations sharing the subject's NTEE classification (Q30).

BUDGET Total revenue between \$328,737 and \$735,979 — 0.67x to 1.50x the subject's \$490,653 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (Q30), nationwide + budget 0.67–1.5x revenue.

152 organizations qualified on sector, size, and geography → **152** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$18,327	\$35,781	\$64,521	\$97,404	\$135,369	\$59,325
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● Comparable organizations

Each figure is Form 990 Part VII columns D + F (reportable pay plus other compensation and benefits; column F may include amounts from related organizations), normalized to OR cost of living (BEA RPP, 2023) and to its filing year (CPI-U); the reported amount is on each linked 990.

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Habibi International	CA	\$489,405	Ceo	\$21,121	\$20,159	2024
Give Us Wings	MN	\$489,219	Executive Director	\$62,000	\$67,715	2024
Equipping Farmers International	TN	\$488,396	Executive Director	\$34,050	\$39,561	2024
Survival International (Usa)	CA	\$485,822	Us Director	\$84,937	\$81,067	2024
Kids Play International Inc	UT	\$497,148	Former Cftreasurerdirector	\$9,000	\$10,181	2024
Action Kivu Inc	CA	\$497,688	Exec Dir & Secr	\$2,800	\$2,672	2024
Physicians For Peace	VA	\$499,826	Ceo (Thru 9/24)	\$162,927	\$169,399	2025
Center For Renewable Energy And	OR	\$481,404	Co-exec Dire	\$46,132	\$47,353	2024
Freedom Research Foundation	DC	\$479,460	Ceo/president	\$115,000	\$114,838	2023
El Enjambre Colectivo Inc	PR	\$478,264	Founder	\$28,250	\$28,997	2024
Hands Of Freedom	MN	\$476,698	President	\$30,000	\$32,766	2024
Cispes Education Fund	DC	\$472,949	President	\$44,616	\$44,553	2023
Empowering Action	VA	\$510,231	In-country Director	\$60,226	\$64,275	2024
Give Chances Inc	NJ	\$511,439	Secretary And Ed	\$115,990	\$114,467	2024
Amistad International	CA	\$463,086	Executive Direc	\$12,000	\$11,454	2024
New Frontiers Health Force Inc	FL	\$460,266	Director	\$40,080	\$41,617	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Asian Evangelistic Organization Inc	CA	\$522,961	President	\$205,797	\$196,421	2024
Open Arms Worldwide	VA	\$457,425	President/executive Direct	\$41,052	\$43,812	2024
Seed India	TN	\$524,172	Director	\$54,401	\$65,072	2023
Global Renewal Inc	PA	\$525,894	President	\$100,080	\$110,314	2024
American Physicians Fellowship Inc For	MA	\$526,140	Executive Director	\$141,452	\$144,648	2023
Milagro Foundation	CA	\$528,137	President	\$119,492	\$114,049	2024
The Womens Institute For Secondary Ed	NC	\$451,104	Executive Dir.	\$65,974	\$77,574	2023
New Covenant World Missions	OH	\$450,873	President Ncwm	\$138,042	\$166,379	2023
Center For Getting Things Started	HI	\$450,454	Executive Di	\$98,393	\$97,369	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to OR cost of living and 2025 dollars. Click any organization to verify the figure on ProPublica.

● Methodology

Comparable organizations were drawn from electronically filed IRS Form 990 returns and matched on sector (NTEE code), budget (a size-adaptive revenue band that tightens as the organization grows), and geography (same-state first, broadening only when too few peers qualify); every organization within the band forms the peer set. To compare fairly across regions and years, peer compensation is normalized to OR cost of living (BEA Regional Price Parities, 2023) and to the subject's filing year (CPI-U). The figure benchmarked is Form 990 Part VII, Section A, columns D + F — reportable pay plus other compensation, benefits, and deferred amounts (column F may include amounts from related organizations) — with the chief executive matched by role. Related-organization amounts (column E) and institutional trustees are excluded. Full methodology: peerbasis.org/methodology.

● Sample, role match & sensitivity

PEER COUNT	152 organizations. Compensation range \$2,672–\$403,959; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$490,653); for reference, expenses \$560,142 and assets \$204,547.
ROLE MATCH	Garrison Harward, reported title <i>"EXECUTIVE DIRECTOR"</i> , benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY	4 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	6 peers fall outside 1.5× the interquartile range — consider whether any reflect one-time payments (severance, deferred-comp payouts).

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	43 rd
Total compensation (D + F), as reported (no adjustments)	46 th
Reportable pay only (column D), adjusted	46 th
All sources (D + E + F), adjusted	42 nd

If the percentile moves materially across these definitions, the result is sensitive to methodology choices, and the board should weigh which basis best fits its facts.

● Rebuttable presumption of reasonableness · 26 CFR 53.4958-6

Compensation paid by a tax-exempt organization is presumed reasonable — shifting the burden to the IRS — when three requirements are met. This report supplies the comparability data for the second. The board should record the following in its minutes *concurrently* with its decision:

Draft board minutes – executive compensation

1. The compensation of the Executive Director / CEO (Garrison Harward) was approved in advance by [the Board / Compensation Committee], composed of members with no conflict of interest with respect to the arrangement.
2. Prior to its determination, the authorized body obtained and relied upon appropriate comparability data, namely the PeerBasis Compensation Comparability Determination dated June 11, 2026, comparing compensation against 152 similarly situated organizations (Same NTEE sector (Q30), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$59,325 is reasonable (approximately the 43rd percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [__ for / __ against].

Sources: IRS Form 990 e-file data (apps.irs.gov); IRS Business Master File (NTEE classification). Every figure traces to an original public filing — click any organization above to verify it on ProPublica. PeerBasis is a service of Prismind Analytics; its [methodology is published](#), was commissioned for independent adversarial review, and discloses its own limitations. This report is comparability data to support a board's good-faith determination under IRC 4958; it is not legal or tax advice. Generated by PeerBasis on June 11, 2026.