

# Tujenge Africa Foundation

Executive Director / CEO

EIN 810996813  
 CA · NTEE B40  
 FY ending 2023-12-31  
 June 9, 2026

This analysis benchmarks the total compensation of **Etienne Mashuli, Executive Director / CEO** (\$32,000) against **every comparable organization** that fit the selection criteria — **28** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **39<sup>th</sup>** percentile of comparable organizations within the typical range

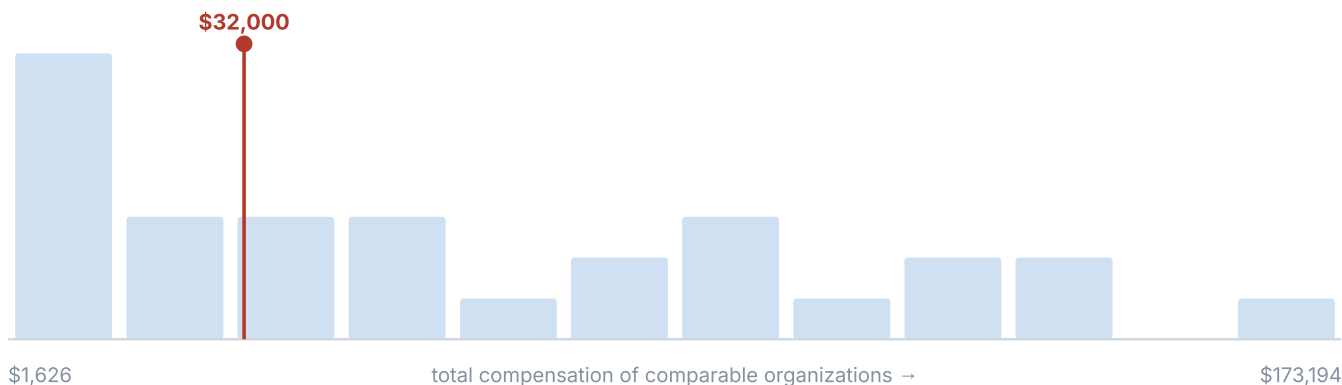
**Benchmarked executive:** Etienne Mashuli — reported title “Executive Director Co-Founder”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B40).
BUDGET	Total revenue between \$218,090 and \$488,262 — 0.67x to 1.50x the subject's \$325,508 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B40), nationwide + budget 0.67–1.5x revenue.

**28** organizations qualified on sector, size, and geography → **28** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$6,941	\$18,404	\$54,094	\$95,540	\$130,782	\$32,000
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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 CA 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
<a href="#">New York Graduate School Of</a>	MA	\$327,266	President	\$94,098	<b>\$95,115</b>	2024
<a href="#">Poca Technical Institute</a>	OR	\$329,786	Executive Di	\$40,371	<b>\$42,172</b>	2024
<a href="#">Bombers Baseball Academy Fka Uninvited G</a>	CA	\$330,961	Member	\$64,620	<b>\$62,766</b>	2024
<a href="#">Lucent Education Association</a>	TX	\$310,684	President & Ceo	\$66,300	<b>\$76,804</b>	2023
<a href="#">Gcsen Foundation</a>	NY	\$309,912	Managing Director	\$3,000	<b>\$3,049</b>	2024
<a href="#">Greystone Theological Institute</a>	PA	\$344,121	Vice Chairperson	\$51,750	<b>\$58,050</b>	2024
<a href="#">Marion &amp; Jasper Whiting Foundation</a>	MA	\$344,692	Part-time Trustee	\$8,517	<b>\$8,609</b>	2024
<a href="#">Northern California Bible College</a>	CA	\$358,037	President	\$36,000	<b>\$34,967</b>	2024
<a href="#">American Conference Of Academic Deans</a>	NC	\$358,957	Executive Director	\$109,624	<b>\$127,413</b>	2024
<a href="#">Islamic University Of Minnesota</a>	MN	\$368,960	Chairman	\$49,000	<b>\$56,071</b>	2023
<a href="#">Endeavor Western New York Inc</a>	NY	\$282,000	Managing Director	\$170,392	<b>\$173,194</b>	2024
<a href="#">Well-being Center Of Colorado</a>	CO	\$276,284	Clinical Director/cofounder	\$107,197	<b>\$115,623</b>	2024
<a href="#">Healthy Routines Inc</a>	SC	\$375,966	Co-executive Director	\$82,500	<b>\$96,813</b>	2024
<a href="#">Henry C Lee Institute Of Forensic Science Inc</a>	CT	\$264,147	Executive Director	\$12,541	<b>\$13,617</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Clemente Course In The Humanities Inc</a>	MA	\$389,721	Executive Director	\$137,161	<b>\$138,644</b>	2024
<a href="#">Manara College</a>	NJ	\$253,081	President	\$9,300	<b>\$9,340</b>	2024
<a href="#">Grace Evangelical Inc</a>	ME	\$399,859	Director	\$20,000	<b>\$23,193</b>	2023
<a href="#">Leo Marchutz School Of Painting &amp; Drawing Inc</a>	OR	\$250,985	Executive Director	\$9,840	<b>\$10,279</b>	2024
<a href="#">Jesuit Worlwide Learning - Higher Education At The Margins Usa</a>	WA	\$418,168	Managing Director Chief Operations Officer	\$123,165	<b>\$124,037</b>	2024
<a href="#">Brown Broadcasting Service Inc</a>	RI	\$226,542	Vice President	\$2,756	<b>\$2,973</b>	2024
<a href="#">Insurance Training And</a>	AZ	\$430,270	Vice Preside	\$72,117	<b>\$78,016</b>	2024
<a href="#">The Filipino School</a>	CA	\$437,006	Executive Director	\$20,000	<b>\$20,000</b>	2023
<a href="#">Physicians Leadership Academy</a>	OH	\$440,115	Ceo- Part Year	\$1,365	<b>\$1,626</b>	2024
<a href="#">Take Stock In Children Of Broward</a>	FL	\$440,247	Executive Di	\$86,991	<b>\$91,924</b>	2024
<a href="#">Grace Bible Theological Seminary</a>	AR	\$442,296	Provost	\$108,062	<b>\$140,668</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA cost of living and 2023 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 CA 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](https://peerbasis.org/methodology).

## ■ Sample, role match & sensitivity

PEER COUNT 28 organizations. Compensation range \$1,626–\$173,194; filing years 2023–2024.

**SIZE BASIS** Matched on total revenue (\$325,508); for reference, expenses \$300,878 and assets \$208,836.

**ROLE MATCH** Etienne Mashuli, reported title "*Executive Director Co-Founder*", 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.

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

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	39 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	39 <sup>th</sup>
Reportable pay only (column D), adjusted	50 <sup>th</sup>
All sources (D + E + F), adjusted	32 <sup>nd</sup>

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 (Etienne Mashuli) 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 9, 2026, comparing compensation against 28 similarly situated organizations (Same NTEE sector (B40), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$32,000 is reasonable (approximately the 39<sup>th</sup> 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 9, 2026.