

Royal African Foundation

Executive Director / CEO

EIN 820537124
 UT · NTEE C30
 FY ending 2024-12-31
June 9, 2026

This analysis benchmarks the total compensation of **Emma Silvester, Executive Director / CEO** (\$23,328) 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 9th percentile of comparable organizations

below the typical range for comparable organizations

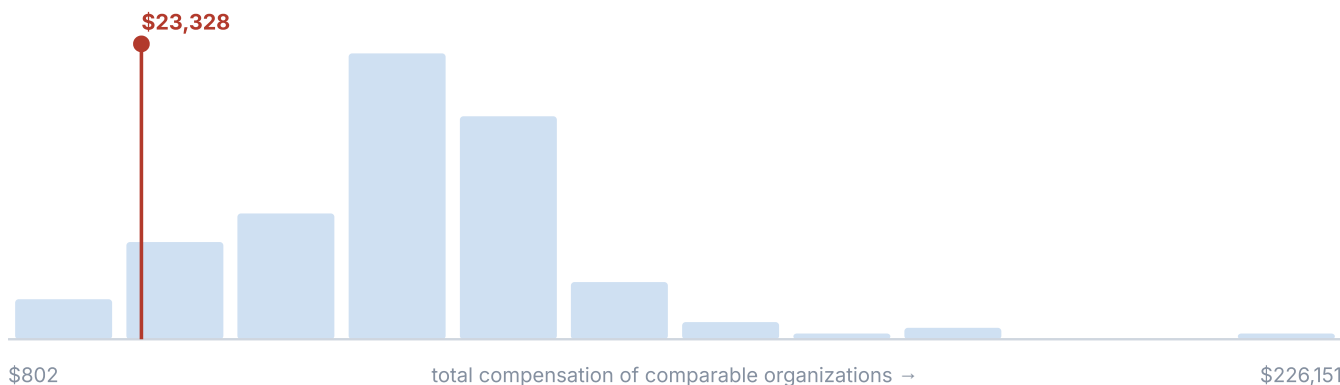
Benchmarked executive: Emma Silvester — reported title "President", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (C30).
BUDGET	Total revenue between \$295,949 and \$662,572 — 0.67x to 1.50x the subject's \$441,715 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (C30), 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



\$27,558	\$51,294	\$68,220	\$84,077	\$102,109	\$23,328
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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 UT 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
Lake Katherine Nature Center And Botanic	IL	\$440,469	Operations Manager	\$90,177	\$89,180	2023
Uhiwai O Haleakala	HI	\$443,476	Executive Di	\$102,373	\$89,553	2024
Department Of Bioregion	WA	\$439,391	Executive Director	\$49,042	\$42,900	2024
Waterkeepers Chesapeake Inc	MD	\$437,762	Executive Director	\$69,300	\$63,303	2024
Climate Advocates Voces Unidas	TX	\$437,100	Outgoing Exe	\$136,379	\$129,857	2025
Coalition For Sonoran Desert Protection	AZ	\$436,402	Executive Dir.	\$77,915	\$73,214	2024
Glen Canyon Institute	UT	\$436,232	Executive Di	\$75,326	\$75,326	2024
Partners For Conservationinc	CO	\$447,284	Executive Di	\$117,375	\$109,967	2024
Carbon Underground	CA	\$435,291	Director, Strategic Partnerships	\$59,547	\$53,844	2022
Coral Bay Community Council	VI	\$434,239	Executive Director	\$83,628	\$83,628	2024
Wildlife Leadership Academy	PA	\$449,846	Executive Director	\$65,339	\$65,544	2023
Balsam Mountain Trust	NC	\$449,949	Executive Director	\$102,083	\$106,103	2023
Mid John Day Watershed Council	OR	\$450,522	Executive Director	\$63,008	\$58,859	2023
Gunpowder Riverkeeper Inc	MD	\$431,484	Executive Director	\$65,721	\$60,034	2024
Forests Forever Inc	CA	\$431,470	Ex Dir. & Secre	\$79,070	\$66,711	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Keep The Tennessee River Beautiful	TN	\$453,131	Custodian Of	\$69,282	\$71,154	2024
St Bartholomew's Conservancy Inc	NY	\$454,826	Executive Director	\$127,870	\$116,231	2023
Mclean Game Refuge Inc	CT	\$428,079	President	\$49,166	\$45,041	2024
Blue Heron Nature Preserve Inc	GA	\$455,759	Executive Dir.	\$21,745	\$21,363	2024
Baduwa't Watershed Council	CA	\$426,600	Board President	\$55,370	\$45,511	2025
Graylag Nature Preserve Inc	NH	\$456,956	Executive Director	\$84,165	\$75,932	2024
Native American Environmental	CA	\$458,322	Executive Dir.	\$69,450	\$58,595	2024
Public Land Solutions	UT	\$422,713	Managing Dir	\$105,744	\$105,744	2024
Wachiska Audubon Society Inc	NE	\$421,211	Executive Di	\$70,404	\$73,987	2024
Partnership For The National Trails	DC	\$418,939	Executive Director	\$105,380	\$90,353	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to UT cost of living and 2024 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 UT 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 \$802–\$226,151; filing years 2022–2025.

SIZE BASIS Matched on total revenue (\$441,715); for reference, expenses \$394,703 and assets \$373,808.

ROLE MATCH	Emma Silvester, reported title " <i>President</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	5 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	9 th
Total compensation (D + F), as reported (no adjustments)	7 th
Reportable pay only (column D), adjusted	12 th
All sources (D + E + F), adjusted	8 th

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 (Emma Silvester) 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 152 similarly situated organizations (Same NTEE sector (C30), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$23,328 is reasonable (approximately the 9th 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.