

# ANNUAL REPORT 2021



**RANGER**  
*campus*





RANGER CAMPUS FOUNDATION  
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6708PT Wageningen  
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2021.Cover photo: Rangers cooking on a fire made during fire safety lessons. Photo Ranger Campus



Ranger Campus is a registered public benefit organisation (ANBI) in the Netherlands.

Ranger Campus is grateful for the continued support of:



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# Foreword

Dear reader,

Another year gone! Time flies when you're having fun, and this is often the case with our Ranger Campus activities. 2021 marks a five year anniversary for us.

As 2020, 2021 was affected by Covid 19, and provided numerous challenges around travel and carrying out effective training. We were able to mitigate that for a large part through carrying out very strict health measures during training.

Some examples are reduced occupancy of rooms, decreased group sizes, obligatory tests before entry and becoming an island during training. We were able to carrying out some fantastic training with a winning new team though, which you'll find more information about in this report.

Stay safe,



**Dominique**

Treasurer

Ranger Campus Foundation



Lots of attentive feet for the 'water purification in the field' lesson during the Field Ranger Instructor Course

# Introduction

## Rangers

A (park) ranger working in a protected area often fulfils the role of police officer, soldier, community liaison officer, medic and biologist in his daily work. Rangers patrol a large part of the world's more than 200.000 protected areas. They risk their lives, and sometimes that of their families, daily, to protect wild animals, plants and their habitat from wildlife crime.

## Ranger Training

Unfortunately rangers face multiple challenges; they are often underpaid, undervalued and don't have suitable (if at all) equipment. In addition, 42% (Africa) and 48% (Asia) of the rangers indicate they are not adequately trained for their job. This lack of training can, and often does, mean the difference between life and death, and between arresting a poacher or letting him go.

There are several reasons why not all rangers receive adequate training. One of them is that the required expertise for high-quality or specialised training, such as forensic awareness or first aid, is often not available at the local level.

This means the organisations are dependent on external, and often foreign, partners to deliver the training. The available budget and time on both sides restricts the duration of the training, making the moment of contact between the rangers and the instructor very short. In attempting to transfer a lot of knowledge in a very short time, the efficiency of the training is reduced, and rangers don't have a sense of ownership or have a way to follow up. The added disadvantage of not knowing each other's environment, language

and/or culture compounds this problem even further.

Furthermore, the lack of an internationally recognised standard of quality and skill profile has given rise to a situation where everybody can deliver ranger training. This endangers the professionalism, quality and legality of law-enforcement actions and training.

We believe that rangers that have not received professional training will be less effective in stopping wildlife crime. They will act with less confidence, be less motivated and therefore be more prone to corruption. It may also lead to human rights abuses or in general a bad relationship with local communities.

Knowing the correct and most safe way to locate poachers, arrest them, collect evidence and hand them over to the authorities is a crucial first step towards halting wildlife crime.

# About Foundation Ranger Campus

The Ranger Campus Foundation was founded in April 2016, in the Netherlands. We aim to protect wildlife by strengthening law enforcement in protected areas. We do this by developing a professional curriculum and by encouraging global expert knowledge sharing into our Ranger Academy - an e-learning platform specially developed for rangers. With our work we want to improve ranger training and build ranger capacity around the world.

## Vision

Park rangers around the world are adequately trained to do their job safely and effectively, ensuring wildlife protection and good relations with the communities around their protected area.

Ranger training is given according to an officially recognised global quality standard and leads to official certification upon completion.

Life-long learning, on-the-job training and evaluation of training effectiveness are seen as a prerequisite for good quality ranger training.

## Mission

The Ranger Campus Foundation aims to protect wildlife by strengthening ranger operations in protected areas.

The knowledge to implement ranger training is available locally and permanently.

## Objectives

The main objectives of Ranger Campus are to;

- Develop a certified curriculum for rangers and their leaders;
- Establish a globally recognised ranger training standard;
- Enable access to professional training for rangers worldwide;
- Develop local knowledge and capacity - set up a train-the-trainer program;
- Develop a method for evaluating ranger competency levels and evaluate training effectiveness.

## Priorities 2021-2026

Based on our objectives, we have set the following three priority areas of work until 2026:

1. LEAD Ranger (train the trainer & leader) - making ourselves obsolete
2. Curriculum & Standard Development
3. Support for the development of PART - the Professional Association of Ranger Trainers



Paul noting times during an early morning fitness test





Kizito guiding Susan through the process of making fire in a survival situation

## RC in 2021

### LEAD Ranger Progress

LEAD Ranger is a self-funded, long term ranger training and leadership program set up by three organisations; the [International Anti-Poaching Foundation](#) (IAPF), the [Thin Green Line Foundation](#) (TGLF) and [Ranger Campus](#).

The LEAD Ranger program focuses on building ranger instructional and leadership capacity on the ground, through a tiered training program that matches the requirements of the organisations we work with. Graduates at all levels are provided with long term support in the form of (updated) training materials and mentoring after the training. With the program we aim to increase the number of local anti-poaching leaders and instructors, thereby providing more rangers with access to continuous, high quality training from their own leaders.

As the LEAD Ranger program is self-funded, it allows us to focus on quality, not quantity. No attendance courses are given, all LEAD Ranger graduates are assessed according to qualification profiles for passing the course.

### Expansion Training Team

We often say to each other that our unofficial strategy is to 'make ourselves obsolete'. As a step towards this goal, four African junior trainers joined the LEAD Ranger team in 2021.

We have Jackson from Rwanda, Kizito and Moses from Uganda, and Paul from Malawi on board.

All three have been rangers for many years in their countries of origin, and all have instruction experience, including being park instructor for their organisations.

During the year, the 'T3's', as we've come to call them (Train-the-trainer-trainers) went through a process of learning on the



Jackson demonstrating a hippo attack during a Dangerous Game Encounters lesson

job, receiving specific courses, with the aim of getting them ready for running training sessions on their own, and becoming a highly professional mobile training team for LEAD ranger. You will see them on varying pictures throughout this document.

In recognition of their success, a fourth T3 was hired beginning of December 2021. They are all employed in their countries of residence through an employer of record setup, ensuring compliance with local labour laws and taxes, as well as allowing for building up a pension fund and having local health insurance.

### Training Activities

Despite Covid19, we were able to hold a Course Ranger Life Saver in January 2021 for 12 rangers from a variety of Kenyan organisations, by adopting very strict testing and quarantine protocols during the course. All twelve graduated.

During March, April & May, Paul, Jackson & Kizito arrived on site and were taken through

Ranger Life Saver technical skills, instructional skills, and LEAD Ranger organisational culture. This was also the preparatory period for the upcoming Field Ranger Instructor Course later in the year..

To start with however, one of those critically important Refresher courses was given by the team to 14 rangers from 5 organisations. They all passes, and it was great to see how much their skills and confidence as instructors had increased in the meantime.

A Refresher Course Ranger Life Saver was held in June 2021, in Kenya. The vast majority of the 15 trainees reported having used their RLS skills since the last training session, which was between 8 and 20 months ago.

This was followed by a trainer preparation end of June, getting ready for the Field Ranger Instructor Course (FRI) with help from subject matter experts. The FRI was held between 19 July and 31 October, under the watchful eye of Reiner Neist, with a two week break in between. The first module was



Remote Area Operations (RAO) - working and living safely in a remote wilderness area. Other subjects in RAO include Dangerous Game, Weather, Navigation, Communication and Emergency Response.

17 Students started the course, and 13 graduated as Field Ranger Instructors at the end. They carried out a training week for their peers in the final stage of the program, adding another 15 rangers trained to the endeavour. Their total training reach spans about 800 rangers.

By the end of the course, all graduates were able to teach the skills and knowledge they had acquired during the training back to their peers.

### Life Saver Certificates

The CLRS Courses have been a direct contributor to lives being saved, both in ranger field teams as in communities around the protected areas.

We set up a system to collect the information and recognise the rangers doing the work. Two of the four recipients are showcased here.

### ISO 9001 Certificate

We are proud to have passed the ISO 9001 audit in 2021, ensuring we are working according to an internationally recognised quality management process.



Furaha Kazungu Kahindi, Friends of Arabuko Sokoke Forest

During an ambush to catch poachers in Arabuko Sokoke Forest, one Ranger was critically injured by a knife attack. Furaha immediately stopped the bleed, and with his team arranged evacuation to a nearby hospital. The Ranger has made a full recovery and is back on duty.

Photo below courtesy of Fiends of Arabuko Sokoke



Augustino Mudinda, Big Life Foundation

An Eastern Black Rhino injured a Kenya Wildlife Service Ranger at close range. Agostino and team created a safe scene by chasing the rhino away. Agostino improvised two tourniquets to stop catastrophic bleeding on both legs. In a coordinated effort the casualty was successfully evacuated by heli and has made full recovery.

# Governance

## Board members

Foundation Ranger Campus always has a minimum of three board members. New board members are appointed by the board and are selected based on their expertise and added value to the Foundation. They are appointed for life, unless they choose to leave or the other board members declare him/her as no longer fit to serve that role.

Being a board member of the Foundation is a volunteer position, and board members do not receive salaries or other forms of remuneration from the Foundation. Costs made for the Foundation can be reimbursed upon prior approval by the board.

The Ranger Campus board members are:

- Sil Kloppenburg, Chairman
- Dominique Noome, Treasurer
- Peter Stolwerk, Secretary

## Board meetings and activities

The board meets several times a year. The board members responsible takes minutes and prepares reports of these meetings. These are presented to other board members for approval the next meeting.

Two official board meetings were held in 2021, in May and October.

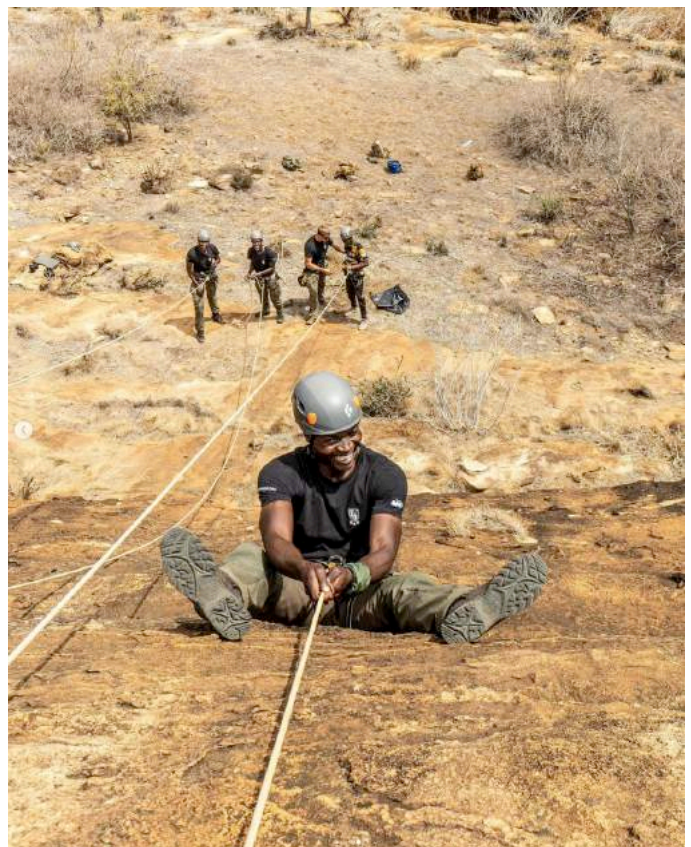
## Financial Governance

Decisions with regards to expenses are taken in line with the aim of the Foundation. Day-to-day management of the finances of the Foundation are the responsibility of the Treasurer. The treasurer prepares a financial report to present during each board meeting. As indicated in our statutes, no individual board member has the power to control the equity of the Foundation as if it were his/her

own. Foundation accounts are audited yearly.

## Registration and Tax status

The official registration of the Foundation is 'Stichting Ranger Campus' with RSIN/fiscal number 856 268 781. Ranger Campus is officially registered as an ANBI (Public Benefit Organisation) by the Dutch tax authorities. An institution can be qualified as a Public Benefit Organisation solely when at least 90% of the institutions efforts are focused on the general good. It also provides a number of tax advantages to donors, and requires the foundation to comply with specific administrative and transparency requirements.



Paul showing us the ropes during a rock climbing training session





Photo courtesy of Seijbel Photography

## Human Resources

### General

The Foundation does not have any employees in the Netherlands, all activities are carried out by the board members and operational manager on a voluntary basis.

The African trainers are on our books using an Employer of Record setup in their own countries of residence.

### Volunteers

We are immensely grateful to all the rangers who assisted in the making of our e-learning modules, and their parent organisations for letting us work with them.

## Subject matter experts

We work together with SME's on a consultancy basis to help us develop and teach specific modules, making sure it is as accurate, current and relevant as possible for the rangers. We are grateful for the continued support of Stani Groeneweg, Reiner Neist and Luka Zorenc.



# Partners & Memberships

Ranger Campus collaborates with a number of other organisations for reaching our goals.

We operate according to a set of principles:

- A common vision. Organisations we work with recognise the importance and role of rangers and ranger training in conservation.
- Results-based approach. We evaluate our work and expect partner organisations to do the same. Success and failure are equally important to share.
- Collaborate and assist where possible. We build partnerships based on trust, openness and a genuine desire to contribute our expertise. We expect our partners to do the same.

## LEAD Founding Partners

Our official partners on the LEAD Ranger Program are:

- The [International Anti-Poaching Foundation](#) (IAPF)
- The [Thin Green Line Foundation](#) (TGLF)

Our partners on the ground include

- [Wildlife Works](#) and Rukinga Ranch

## Curriculum development partners

- African Snakebite Institute
- Humanrights Consultancy
- James Ashe Antivenom Trust
- Kenya Wildlife Service
- Netherlands Forensic Institute
- Special Medics
- Stone Horse Expeditions
- Trace
- Traffic

- Ulanbaatar City Rangers
- United Nations Human Rights Office of the High Commissioner
- Wildlife Works
- World Wide Fund for Nature

## Training partners

- Akashinga
- Big Life Foundation
  - Tanzania
  - Kenya
- Green parks
- Kijabe Forest Trust
- Loisaba
- Mara Elephant Project
- Mount Kenya Trust
- Rhino Fund Uganda
- Segera
- Sheldrick Wildlife Trust
- Southern Rift Association of Landowners (SORALO)
- Tsavo Trust
- Uganda Wildlife Authority
- Wildlife Works

## Memberships

Ranger Campus Foundation:

- Associate member of the [International Ranger Federation](#)
- Associate member of the [European Ranger Federation](#)

Board members:

- Member of the IUCN [World Commission on Protected Areas](#) (WCPA)
- Member of the IUCN [Commission on Ecosystem Management](#)

LEAD Rangers discussing the plan. Photo courtesy of W. Van den Akker

# Financial Resources

We are extremely grateful to all organisations, companies and individuals who continue to support our work.

## Grants in 2021

- LEAD Ranger grants received in four tranches from Thin Green Line Foundation, for operational costs.

## Donations

- Bit internet technology has been supporting Ranger Campus from the start, we are extremely grateful for their continued support for our website and email addresses.

- A total of € 522 was donated by individuals through our website.



Field Ranger Instructor Graduation in Amboseli



## Financial Overview 2021

Our financial overview was compiled by Van Herpen Advies, located in Nuland, the Netherlands.

See Annex I for the full report.

## Plans for 2022

### LEAD Ranger

Next year will see a rapid expansion of the numbers trained and geographical areas of influence of LEAD Ranger. Some preliminary courses include Ghana and Malawi, where the T3's will start operating completely independently.

2022 will also see some restructuring happening in the LEAD team, and an organisational rebrand. Continued work will be carried out on quality management and streamlining internal processes to keep meeting our goals as efficiently as possible.



Joseph, one of the Big Life Foundation instructors trained by LEAD, discussing plans with his colleagues in Amboseli



# Annex I Financial Overview

**Stichting Ranger Campus  
Attn. Members of the Board  
Plataanlaan 19  
6708 PT WAGENINGEN**

**Annual Accounts 2021**



**Stichting Ranger Campus  
Attn. Members of the Board  
Plataanlaan 19  
6708 PT WAGENINGEN**

**Annual Accounts 2021**

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## 1. REPORT

Stichting Ranger Campus  
Attn. Members of the Board  
Plataanlaan 19  
6708 PT WAGENINGEN

Reference: 900180200/EvH  
Betreft: Annual accounts 2021

Nuland, December 12, 2022

Dear members of the board,

In accordance with your instructions we have compiled the annual accounts 2021 of Stichting Ranger Campus, including the balance sheet and profit and loss account.

## **1.1 Compilation Report**

The financial statements of Stichting Ranger Campus at Wageningen have been compiled by us using the information provided by you.

The financial statements comprise the balance sheet as at December 31, 2021 and the profit and loss account for the year 2021 with the accompanying explanatory notes. These notes include a summary of the accounting policies which have been applied.

This compilation engagement has been performed by us in accordance with Dutch law.

The standard requires us to assist you in the preparation and presentation of the financial statements in accordance with the Guideline for annual reporting 640 'Not-for-profit organizations' of the Dutch Accounting Standards Board. To this end we have applied our professional expertise in accounting and financial reporting.

In a compilation engagement, you are responsible for ensuring that you provide us with all relevant information and that this information is correct. Therefore, we have conducted our work, in accordance with the applicable regulations, on the assumption that you have fulfilled your responsibility. To conclude our work, we have read the financial statements as a whole to consider whether the financial statements as presented correspond with our understanding of Stichting Ranger Campus. We have not performed any audit or review procedures which would enable us to express an opinion or a conclusion as to the fair presentation of the financial statements.

During this engagement we have complied with the relevant ethical requirements. You and other users of these financial statements may therefore assume that we have conducted the engagement in a professional, competent and objective manner and with due care and integrity and that we will treat all information provided to us as confidential.

Sincerely yours,  
Van Herpen Advies



H.A.M. van Herpen

## 1.2 General

### Establishment

The organization was founded on April 8, 2016 with the object of strengthening and supporting wildlife rangers and their managers in protected areas worldwide, in order to protect local biodiversity.

The foundation has been registered at the Chamber of Commerce under file 65809602.

### Composition of the board members at December 31, 2021

- Chairman : Sil Kloppenburg (since April 2016);
- Treasurer : Dominique Noome (since April 2016);
- Secretary : Peter Stolwerk, (since March 2017).

### Registration and Tax status

The official registration of the Foundation is 'Stichting Ranger Campus' with RSIN/fiscal number 856 268 781. Ranger Campus is officially registered as an ANBI (Public Benefit Organisation) by the Dutch tax authorities.



## **2. FINANCIAL STATEMENTS**

## 2.1 Balance sheet as of December 31, 2021

(After appropriation of results)

		December 31, 2021		December 31, 2020	
		€	€	€	€
<b>ASSETS</b>					
<b>Fixed assets</b>					
<i>Tangible fixed assets</i>	[1]				
Inventory		<u>1.147</u>	1.147	<u>1.794</u>	1.794
<b>Current assets</b>					
<i>Receivables and accruals</i>					
Taxes	[2]	3.482		240	
Prepayments and accrued income	[3]	<u>16.731</u>	20.213	<u>843</u>	1.083
<i>Cash and cash equivalents</i>	[4]		7.171		14.063
			<u>28.531</u>		<u>16.940</u>

Compilationreport issued December 12,2022

## 2.1 Balance sheet as of December 31, 2021

(After appropriation of results)

EQUITY AND LIABILITIES	December 31, 2021		December 31, 2020	
	€	€	€	€
<b>Equity</b>				
Foundation capital	[5]	<u>2.599</u>	<u>14.322</u>	
		2.599		14.322
<b>Current liabilities and accruals</b>				
Creditors		22.437	1.646	
Amounts payable	[6]	2.521	-	
Accruals	[7]	<u>972</u>	<u>972</u>	
		25.930		2.618
		<u>28.529</u>	<u>16.940</u>	

Compilationreport issued December 12,2022

## 2.2 Statement of income and expenses 2021

		2021		2020	
		€	€	€	€
Income from own fundraising	[8]		158.050		110.828
Project costs	[9]		159.069		99.595
<b>Total Income less project costs</b>			<u>-1.019</u>		<u>11.233</u>
Depreciation of tangible fixed assets	[11]	647		471	
Accommodation expenses	[12]	-		7.042	
Maintenance expenses	[13]	581		1.050	
Sales expenses	[14]	2.247		2.184	
Office expenses	[15]	3.108		2.584	
General expenses	[16]	<u>4.121</u>		<u>2.410</u>	
			10.704		15.741
<b>Deficit/surplus</b>			<u><u>-11.723</u></u>		<u><u>-4.508</u></u>
From foundation capital			<u><u>-11.723</u></u>		<u><u>-4.508</u></u>

Compilationreport issued December 12,2022



## **2.3 Notes to the statements**

### **GENERAL**

#### **Statutory address and Chamber of Commerce**

Plataanlaan 19, 6708 PT, Wageningen and number Chamber of Commerce 65809602.

### **PRINCIPLES OF VALUATION OF ASSETS AND LIABILITIES**

#### **GENERAL**

The financial statements have been prepared in accordance with the Guideline for annual reporting 640 'Not-for-profit organizations' of the Dutch Accounting Standards Board.

Valuation of assets and liabilities and determination of the result takes place under the historical cost convention. Unless presented otherwise at the relevant principle for the specific balance sheet item, assets and liabilities are presented at nominal value.

### **PRINCIPLES OF VALUATION OF ASSETS AND LIABILITIES**

#### **Tangible fixed assets**

The amortized development expenses concern the costs with regard to the development of devices and instruments to assist rangers in their work. Straight line depreciation is applied.

#### **Cash and cash equivalents**

The cash is valued at face value. If cash equivalents are not freely disposable, then this has been taken into account in the valuation.

#### **Receivables and accruals**

Upon initial recognition the receivables on and loans to participations and other receivables are valued at fair value and then valued at amortised cost, which equals the face value, after deduction of any provisions. The fair value and amortised cost equal the face value. Any provisions for the risk of doubtful debts are deducted. These provisions are determined based on individual assessment of the receivables.

### **PRINCIPLES FOR THE DETERMINATION OF THE RESULT**

#### **General**

The result is determined based upon the difference between the income, fundraising expenditure and the costs and other expenses taking into account the forementioned valuation principles.

### **PRINCIPLES FOR THE DETERMINATION OF THE RESULT**

#### **General expenses**

General expenses are attributed to the period to which they refer.

#### **Depreciation**

The depreciation on (in)tangible fixed assets is calculated by using a fixed rate on the acquisition cost based on the expected life cycle.

During the reported periode the foundation had no employees (2020: 0).

## 2.4 Notes to the balance sheet

### ASSETS

#### FIXED ASSETS

##### Tangible fixed assets [1]

	Inventory 2021 €	Inventory 2020 €
Purchase price	3.235	2.134
Cumulative depreciation	-1.441	-970
Carrying amount as of January 1, 2021	<u>1.794</u>	<u>1.164</u>
Investments	-	1.101
Depreciation	-647	-471
	<u>-647</u>	<u>630</u>
Purchase price	3.235	3.235
Cumulative depreciation	-2.088	-1.441
Carrying amount as of December 31, 2021	<u>1.147</u>	<u>1.794</u>

#### Current assets

##### Receivables and accruals [3]

	December 31, 2021 €	December 31, 2020 €
Taxes [2]		
VAT	<u>3.482</u>	<u>240</u>

##### Prepayments and accrued income [3]

Prepayments projects	16.731	-
Prepayments costs	-	843
	<u>16.731</u>	<u>843</u>

##### Cash and cash equivalents [4]

Triodos Bank 4056	2.487	13.824
N26 Mastercard	1.320	207
Bunq EUR	511	-
BunQ USD	2.821	-
Cash	32	32
	<u>7.171</u>	<u>14.063</u>



## 2.4 Notes to the balance sheet

### EQUITY AND LIABILITIES

#### FOUNDATION CAPITAL

	2021	2020
	€	€
<b>Foundation capital [5]</b>		
Carrying amount af of January 1, 2021	14.322	18.830
Appropriation of results	-11.723	-4.508
Carrying amount af of December 31, 2021	<u>2.599</u>	<u>14.322</u>

#### CURRENT LIABILITIES AND ACCRUALS

	December 31, 2021	December 31, 2020
	€	€
<b>Amounts payable [6]</b>		
Other amounts payable	<u>2.521</u>	<u>-</u>
<b>Accruals [7]</b>		
Accruals	<u>972</u>	<u>972</u>





## 2.5 Notes to the statement of income and expenses

	2021 €	2020 €
<b>Income from own fundraising [8]</b>		
Grants	157.528	103.444
Individual & corporate donations	522	7.384
	<u>158.050</u>	<u>110.828</u>
<b>Project costs [8] [9]</b>		
Ranger Academy E-learning platform and modules	550	1.493
LEAD Ranger	158.519	98.102
	<u>159.069</u>	<u>99.595</u>
<b>Depreciation on tangible fixed assets [11]</b>		
Inventory	647	471
<b>Housing expenses [12]</b>		
Office rent	-	5.094
Maintenance	-	1.457
Other housing expenses	-	491
	<u>-</u>	<u>7.042</u>
<b>Maintenance expenses [13]</b>		
Purchase and maintenance inventory	581	1.050
<b>Sales expenses [14]</b>		
Travel expenses	2.178	1.884
Other sales expenses	69	300
	<u>2.247</u>	<u>2.184</u>



## 2.5 Notes to the statement of income and expenses

	2021	2020
	€	€
<b>Office expenses [15]</b>		
Telecommunications	-	187
ICT	2.371	2.308
Subscriptions	737	89
	<u>3.108</u>	<u>2.584</u>
<b>General expenses [16]</b>		
Accounting and administrative expenses	1.019	986
Advisory and formation expenses	1.499	756
Exchange rate differences	-321	-
Assurance	-	48
Bank interest and bank charges	1.790	573
Other general expenses	134	47
	<u>4.121</u>	<u>2.410</u>

Wageningen, December 12, 2022  
Stichting Ranger Campus

Chairman : Sil Kloppenburg

Treasurer : Dominique Noome

Secretary : Peter Stolwerk