

ANNUAL REPORT

2023



RANGER
campus





RANGER CAMPUS FOUNDATION
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6708PT Wageningen
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email: info@rangercampus.org

2023.Cover photo: Akashinga ranger taking notes during training. Photo Ranger Campus



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

Ranger Campus is grateful for the continued support of:



THIN GREEN LINE

AKASHINGA

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Foreword

Dear reader,

2023 has proven to be the most productive year for Ranger Campus to date, with an mind-blowing 15 training events taking place, plus conference visits, a strategic meeting and mentoring.

This was made possible through a combination of a lot of push to find new organisations, and starting to involve trainers from organisations we had trained. This serves a triple purpose; on-the-job mentoring of the external trainer, building regional

networks through LEAD, and increasing our training capacity.

This preparation for scale without loss of quality is echoed in the development of a foundations e-course for problem solving and a GIS course by LEAD Analyst. Once organisations demonstrate an appetite for the basics, we can go in and train in person.

Enjoy!

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. Our mission is to protect wildlife by strengthening law enforcement in protected areas.

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.

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

Objectives Ranger Campus

- 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.
- Support ranger organisations in effective leadership and operational decision making

We do this through the LEAD program, which has the following mission, vision and values:

LEAD Mission

“LEAD gives conservation organizations the tools to provide integrated operational leadership and effectively train rangers to protect nature”.

LEAD Vision

“A global community of professional rangers and conservation organizations protecting the world’s ecosystems.”

LEAD Goals

- A well-functioning organization capable of executing its mission, evaluating its mission, and evaluating its performance.
- Develop and maintain internalized & integrated training capacity within conservation organizations.
- Empower leaders with tools to effectively protect their ecosystem(s). Priorities 2021-2026

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

1. LEAD (train the trainer & leader) - making ourselves obsolete
2. Curriculum & Standard Development
3. Support for the development of PART - the Professional Association of Ranger Trainers
4. LEAD Analyst (train the analyst & leader) - ensuring trained rangers are deployed in the best way possible.



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

RC in 2023

LEAD Progress

LEAD is a self-funded, long term ranger training and leadership program set up by three organisations; [Akashinga](#) (formerly the International Anti-Poaching Foundation), 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, refresher training and mentoring. 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 graduates are assessed according to qualification profiles for passing the course.

Changes in the Training Team

During the year, the coaching & mentoring trajectory that was started in 2021 with the trainers started to result in courses run independently. This is a big step in capacity development for our team as well as enabling larger scale operations.

As part of his training, Myles also spent time in the field in South Africa to stay in touch with field operations.

Academy

The LEAD Academy South, in collaboration with Akashinga is also taking off. A series of training interventions resulted in the deployment a full Academy management and instructor team, consisting of

mostly female instructors. The Academy will provide internal training for Akashinga rangers in Zimbabwe, Mozambique and Botswana, as well as provide a platform for external organisations to send their rangers for training.

Training Activities

The year started out with two CRLS courses in Kenya and Zimbabwe, totalling 34 learners. Further CRLS courses were provided in Zambia, DRC, Malawi, Indonesia, South Sudan, Mozambique and South Africa, with another 98 learners passing through the ranks and ready to deliver courses to their colleagues in Ranger Life Saving.

In April the first ever Intermediate course was delivered to 14 learners, focusing on bush and survival skills as well as further development of the learners as instructors.

A five week Advanced Instructor course was delivered in November for another 14 learners.

LEAD Analyst

In the years that LEAD Ranger has been running, management buy in as well as ability to direct ranger operations was identified as a critical success factor. This relates to both implementation of internal training serials as well as deployment afterwards.

In this second year of running LEAD Analyst, two on site problem profile skills courses were taught, as well as two virtual sessions. It was identified that the introduction would lend itself quite well to an e-course, followed by mentoring and further training upon demonstrated interest.

ISO 9001 Certificate

We are proud to have passed the ISO 9001 audit in 2023, ensuring we are working according to an internationally recognised quality management process.

CODE	EVENT	SECTION	COUNTRY	DATES
2300-01	Course content filming	LR	Kenya	09/01 - 20/01
2300-02	A&S Selection	LR	Zimbabwe	09/01 - 20/01
2300-03	Strategic Meeting	LC	Netherlands	19/07 - 30/07
2300-04	EarthRanger Congress	LA	South-Africa	31/10 - 01/11
2301-01	Coach Ranger Life Saver	LR	Kenya	23/01 - 11/02
2301-02	Coach Ranger Life Saver	LR	Zimbabwe	23/01 - 17/02
2301-04	Coach Ranger Life Saver	LR	Zambia	04/04 - 21/04
2301-05	Coach Ranger Life Saver	LR	DRC	03/07 - 21/07
2301-06	Coach Ranger Life Saver	LR	Malawi	03/07 - 21/07
2301-07	Coach Ranger Life Saver	LR	Indonesia	07/08 - 27/08
2301-08	Coach Ranger Life Saver	LR	South Sudan	11/09 - 29/09
2301-09	Coach Ranger Life Saver	LR	Mozambique	11/09 - 29/09
2301-10	Coach Ranger Life Saver	LR	South-Africa	11/09 - 29/09
2303-01	Intermediate Ranger Life Saver	LR	Kenya	15/05 - 23/06
2304-01	Advanced Ranger Life Saver	LR	Kenya	06/11 - 15/12
2305-01	Problem Profile Skills	LA	Virtual	30/01 - 03/02
2305-02	Problem Profile Skills	LA	Virtual	09/05 - 08/06
2305-03	Problem Profile Skills	LA	Kenya	18/09 - 22/09
2305-04	Problem Profile Skills	LA	Zimbabwe	08/11 - 12/11



Photo courtesy of Seijbel Photography

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 aims to meet 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.

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.

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, Andrew Lemieux and Richard van der Sluijs.



Some snapshot from the field 2023

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
- 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

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](#)



Financial Resources

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

Grants in 2023

- LEAD Ranger received a grant in four tranches from Akashinga and Thin Green Line Foundation, covering all 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.



Financial Overview 2023

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

See Annex I for the full report.

Plans for 2024

LEAD Ranger

Next year will see a continuation of the high numbers trained and expanding geographical areas of influence of LEAD Ranger through the mobile training team (Hyena's) and the Academy South team.

We will also start to see the first results from LEAD Analyst, training analysts within organisations and improving leadership decision making abilities for their ranger teams.

Continued work will be carried out on quality management and streamlining internal processes to keep meeting our goals as efficiently as possible.



The Bush Gathering, kickoff for Analyst

Annex I Financial Overview

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

Annual Accounts 2023



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

Annual Accounts 2023

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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 2023

Nuland, Januari 20, 2025

Dear members of the board,

In accordance with your instructions we have compiled the annual accounts 2023 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, 2023 and the profit and loss account for the year 2023 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, 2023

- 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, 2023

(After appropriation of results)

	December 31, 2023		December 31, 2022	
	\$	\$	\$	\$
ASSETS				
Fixed assets				
<i>Fixed assets</i>	[1]			
Inventory		<u>2.327</u>	<u>3.192</u>	
		2.327		3.192
Current assets				
<i>Cash and cash equivalents</i>	[4]	19.692		16.707
Total assets		<u><u>22.019</u></u>	<u><u>19.899</u></u>	

Compilation report issued d.d. Januari 20, 2025



2.1 Balance sheet as of December 31, 2023

(After appropriation of results)

EQUITY AND LIABILITIES	<u>December 31, 2023</u>		<u>December 31, 2022</u>	
	\$	\$	\$	\$
Equity				
Foundation capital	[5] <u>-10.349</u>	-10.349	<u>883</u>	883
Current liabilities and accruals				
Creditors		2.784		1.212
Accruals	[7] <u>29.583</u>		<u>17.803</u>	
		32.367		19.015
Total equity and liabilities		<u><u>22.018</u></u>		<u><u>19.898</u></u>

Compilation report issued d.d. Januari 20, 2025

2.2 Statement of income and expenses 2023

		2023		2022	
		€	€	€	€
Income from own fundraising	[8]		611.792		167.879
Project costs	[9]		608.550		152.715
Total Income less project costs			<u>3.242</u>		<u>15.164</u>
Depreciation of tangible fixed assets	[10]	865		1.225	
General expenses		<u>11.362</u>		<u>10.228</u>	
Total costs			<u>12.227</u>		<u>11.453</u>
Bedrijfsresultaat			<u>-8.985</u>		<u>3.711</u>
Allocation other financial costs		-1.605		-4.286	
Interest and bank charges	[14]	<u>-641</u>		<u>-1.500</u>	
Financial income			<u>-2.246</u>		<u>-5.786</u>
Deficit/surplus			<u><u>-11.231</u></u>		<u><u>-2.075</u></u>
From foundation capital			<u><u>11.231</u></u>		<u><u>2.075</u></u>

Compilation report issued d.d. Januari 20, 2025

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 LIABILITES

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 LIABILITES

Tangible fixed assets

Tangible fixed assets are presented at acquisition price less cumulative depreciation and, if applicable, less impairments in value. Depreciation is based on the estimated useful life and calculated as a fixed percentage of cost, taking into account any residual value. Depreciation is provided from the date an asset comes into use.

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.

2.3 Notes to the statements

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 (2022: 0).

Financial income and expenses

Interest and expenses

Interest income and expenses are recognised on a pro rata basis, taking account of the effective interest rate of the assets and liabilities to which they relate. In accounting for interest expenses, the recognised transaction expenses for loans received are taken into consideration.

Foreign currency

Transactions in foreign currencies are stated in the financial statements at the exchange rate of the functional currency on the transaction date.

2.4 Notes to the balance sheet

ASSETS

FIXED ASSETS

Tangible fixed assets [1]

	Inventory 2023 €	Inventory 2022 €
Purchase price	4.851	3.679
Cumulative depreciation	-1.659	-2.338
Carrying amount as of January 1, 2023	<u>3.192</u>	<u>1.341</u>
Investments	-	3.076
Disinvestments	-	-1.904
Depreciation disinvestments	-	1.904
Depreciation	-865	-1.225
	<u>-865</u>	<u>1.851</u>
Purchase price	4.851	4.851
Cumulative depreciation	-2.524	-1.659
Carrying amount as of December 31, 2023	<u>2.327</u>	<u>3.192</u>
Depreciation: Inventory	20 %	

Current assets

	December 31, 2023 €	December 31, 2022 €
Cash and cash equivalents [4]		
ING Bank USD	14.829	12.897
ING Bank EUR	2.569	1.553
Wise EUR	-	2.257
Soldo USD	1.315	-
Soldo EUR	979	-
	<u>19.692</u>	<u>16.707</u>



2.4 Notes to the balance sheet

EQUITY AND LIABILITIES

	2023	2022
	€	€
Foundation capital [5]		
At January 1, 2023	883	2.958
Result	-11.232	-2.075
At December 31, 2023	<u>-10.349</u>	<u>883</u>

CURRENT LIABILITIES AND ACCRUALS

	December 31, 2023	December 31, 2022
	€	€
Accruals [7]		
Accruals	2.565	1.105
Donations received in advance	<u>27.018</u>	<u>16.698</u>
	<u>29.583</u>	<u>17.803</u>

2.5 Notes to the statement of income and expenses

	2023	2022
	€	€
Income from own fundraising [8]		
Grants	592.887	154.340
Individual & corporate donations	18.905	13.539
	<u>611.792</u>	<u>167.879</u>
Project costs [9]		
Ranger Academy E-learning platform and modules	-	9.032
LEAD Ranger	608.550	82.815
Crime prevention and training	-	60.868
	<u>608.550</u>	<u>152.715</u>
Depreciation on tangible fixed assets [10]		
Inventory	<u>865</u>	<u>1.225</u>
General expenses		
Accounting and administrative expenses	-	1.335
Quality management	8.904	7.691
Assurance	2.458	365
Other general expenses	-	837
	<u>11.362</u>	<u>10.228</u>
Financial income		
Allocation other financial costs		
Exchange differences realized	<u>-1.605</u>	<u>-4.286</u>
Interest and bank charges [14]		
Bank charges	<u>641</u>	<u>1.500</u>



2.5 Notes to the statement of income and expenses

Wageningen,

Stichting Ranger Campus

Chairman : Sil Kloppenburg

Treasurer : Dominique Noome

Secretary : Peter Stolwerk