

ANNUAL REPORT

2022



RANGER
campus





RANGER CAMPUS FOUNDATION
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2022.Cover photo: Aspiring RLS instructors discussing lesson content with the LEAD trainer, Zambia.

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,

With the world in the final stages of the pandemic and border opening up more and more, 2022 was the first full year where we could maximise our training potential through LEAD Ranger. It has been the year that our junior trainers really came into their own, and have started running courses in various countries independently from our senior training staff.

Between an excellent team and increased trust from our partners enabled the further expansion of the program following our lessons learned. And for the first time ever, we had a full team meeting in Kenya to discuss strategy. You will find more details in this report.

Looking forward to continued partnerships and progress together.

Dominique

Treasurer

Ranger Campus Foundation



Rangers from the Wildlife Division of the Forestry Commission of Ghana practicing an evacuation, March 2022

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.

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

Mission

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

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

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
4. LEAD Analyst (train the analyst & leader) - ensuring trained rangers are deployed in the best way possible.





Between 07 February and 03 March 2022, the Coach Ranger Life Saver Course was delivered to 16 rangers from the Wildlife Division of the Forestry Commission of Ghana, at Shai Hills Resource Reserve in Ghana

RC in 2022

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.

Changes in the Training Team

Our core training team for 2022 was Jackson from Rwanda, Kizito and Moses from Uganda, and Paul from Malawi on board, supported by Ruben de Kock and Richard van der Sluijs. Moses from Uganda left the team, and Myles from South Africa took his place as a trainer.

Ruben is a ranger training veteran from South Africa, who has trained thousands of rangers - on several occasions we have walked into a forest somewhere on the African continent, met the rangers, only to find that they had been trained by Ruben a decade before.

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

A start was also made with the development of the LEAD Academy South, in collaboration with IAPF. Richard van der Sluijs is supporting this initiative, that will result in the deployment of a full contingent of mostly female instructors for internal training for IAPF rangers, as well as providing a platform for external organisations to send their rangers for training.

Training Activities

We were able to hold a Course Ranger Life Saver in February 2022 for 16 rangers from the Ghana Wildlife Division of the Forestry Commission. All sixteen graduated, and the trainers earned themselves the nickname 'Hyenas' for finishing every meal served to them at the Airbnb they stayed.

In April and May a CRLS course was delivered in Majete, Malawi to 13 students from African Parks and the Niassa Carnivore Project in Mozambique.

July & August saw the team busy with CRLS in Zambia for African Parks, Game Ranger International & the Zambian Dept. of National Parks and Wildlife. Thirteen students graduated. This was also the first course that the Hyena's delivered completely independently.

In October and November a CRLS was delivered in Akagera National Park, Rwanda, for 12 participants from African Parks Network (Akagera and Nyungwe) Rwanda Development Board (Volcanoes and Gishwati-Mukura). 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.

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.

As part of the strategy to address this, Andrew Lemieux was brought in to run LEAD Analyst, a new program under LEAD.

The program kicked off with the bush gathering in Kenya in September, gathering 30 people, from 4 different continents, representing 17 countries. It was not a typical workshop, but instead an informal gathering of the early adopters of problem solving meeting, networking, and discussing the current state of affairs in wildlife protection.

Strategic meeting

In September, the entire team gathered in Kenya for a strategic meeting, leading to a new set of strategic goals for LEAD Ranger. They included a larger role for problem oriented wildlife protection, plus more emphasis on continuous training for partners, and development and recognition of expertise.

ISO 9001 Certificate

We are proud to have passed the ISO 9001 audit in 2022, ensuring we are working according to an internationally recognised quality management process.



Presentations of case studies during the 2022 Bush Gathering

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.

One official board meeting was held in 2022, in August.

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.



Three learners during the course in Ghana, 2022

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.

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](#)

Financial Resources

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

Grants in 2022

- LEAD Ranger received a grant in four tranches from IAPF 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.



Between 25 July and 19 August 2022, the Coach Ranger Life Saver Course was delivered to a 13-person group of rangers, with 8 rangers from African Parks, 3 rangers from Game Rangers International, 1 ranger from the Department of National Parks & Wildlife (DNPW), and 1 LEAD Junior Trainer at Chunga Training School in Kafue National Park in Zambia.

Financial Overview 2022

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

See Annex I for the full report.

Plans for 2023

LEAD Ranger

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

It will also start producing 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.



Paul congratulating one of the learners after their passing out ceremony. In May 2022, the Coach Ranger Life Saver Course was delivered 10 rangers from African Parks and 3 rangers from the Niassa Carnivore Project in Mozambique, at Majete National Park in southern Malawi.

Annex I Financial Overview

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

Annual Accounts 2022



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

Annual Accounts 2022

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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 2022

Nuland, September 24, 2024

Dear members of the board,

In accordance with your instructions we have compiled the annual accounts 2022 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, 2022 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, 2022

- 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, 2022

(After appropriation of results)

	December 31, 2022		December 31, 2021	
	\$	\$	\$	\$
ASSETS				
Fixed assets				
<i>Fixed assets</i>	[1]			
Inventory		<u>3.192</u>	<u>1.341</u>	
		3.192		1.341
Current assets				
<i>Receivables and accruals</i>				
Taxes	[2]	-	3.960	
Prepayments and accrued income	[3]	<u>-</u>	<u>19.030</u>	
		-		22.990
<i>Cash and cash equivalents</i>	[4]	16.707		8.119
Total assets		<u><u>19.899</u></u>	<u><u>32.450</u></u>	

Compilation report issued September 24, 2024



2.1 Balance sheet as of December 31, 2022

(After appropriation of results)

EQUITY AND LIABILITIES	<u>December 31, 2022</u>		<u>December 31, 2021</u>	
	\$	\$	\$	\$
Equity				
Foundation capital	[5] <u>883</u>	883	<u>2.958</u>	2.958
Current liabilities and accruals				
Creditors	1.212		25.519	
Amounts payable	[6] -		2.867	
Accruals	[7] <u>17.803</u>	19.015	<u>1.106</u>	29.492
Total equity and liabilities		<u><u>19.898</u></u>		<u><u>32.450</u></u>

Compilation report issued September 24, 2024

2.2 Statement of income and expenses 2022

		2022		2021	
		€	€	€	€
Income from own fundraising	[8]		167.879		179.766
Project costs	[9]		<u>152.715</u>		<u>180.925</u>
Total Income less project costs			15.164		-1.159
Depreciation of tangible fixed assets	[10]	1.225		736	
Maintenance expenses	[11]	-		661	
Sales expenses	[12]	-		2.556	
Office expenses	[13]	-		3.534	
General expenses		<u>10.228</u>		<u>3.016</u>	
Total costs			11.453		10.503
Bedrijfsresultaat			<u>3.711</u>		<u>-11.662</u>
Allocation other financial costs		-4.286		365	
Interest and bank charges	[14]	<u>-1.500</u>		<u>-2.036</u>	
Financial income			-5.786		-1.671
Deficit/surplus			<u><u>-2.075</u></u>		<u><u>-13.333</u></u>
From foundation capital			<u><u>2.075</u></u>		<u><u>13.333</u></u>

Compilationreport issued September 24, 2024

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 (2021: 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 2022 €	Inventory 2021 €
Purchase price	3.679	3.679
Cumulative depreciation	-2.338	-1.602
Carrying amount as of January 1, 2022	<u>1.341</u>	<u>2.077</u>
Investments	3.076	-
Disinvestments	-1.904	-
Depreciation disinvestments	1.904	-
Depreciation	-1.225	-736
	<u>1.851</u>	<u>-736</u>
Purchase price	4.851	3.679
Cumulative depreciation	-1.659	-2.338
Carrying amount as of December 31, 2022	<u>3.192</u>	<u>1.341</u>
Depreciation: Inventory		20 %

Current assets

Receivables and accruals [3]

	December 31, 2022 €	December 31, 2021 €
Taxes [2]		
VAT	-	3.960

Prepayments and accrued income [3]

Prepayments projects	-	19.030
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Cash and cash equivalents [4]

Triodos Bank 4056	-	2.829
N26 Mastercard	-	1.501
Bunq EUR	-	581
BunQ USD	-	3.208
ING Bank USD	12.897	-
ING Bank EUR	1.553	-
Wise EUR	2.257	-
	<u>16.707</u>	<u>8.119</u>



2.4 Notes to the balance sheet

EQUITY AND LIABILITIES

	2022	2021
	€	€
Foundation capital [5]		
At January 1, 2022	2.958	16.291
Result	-2.075	-13.333
At December 31, 2022	<u>883</u>	<u>2.958</u>

CURRENT LIABILITIES AND ACCRUALS

	December 31, 2022	December 31, 2021
	€	€
Amounts payable [6]		
Other amounts payable	<u>-</u>	<u>2.867</u>

Accruals [7]		
Accruals	1.105	1.106
Donations received in advance	16.698	-
	<u>17.803</u>	<u>1.106</u>

2.5 Notes to the statement of income and expenses

	2022	2021
	€	€
Income from own fundraising [8]		
Grants	154.340	157.528
Individual & corporate donations	13.539	22.238
	<u>167.879</u>	<u>179.766</u>
Project costs [9]		
Ranger Academy E-learning platform and modules	9.032	550
LEAD Ranger	82.815	180.375
Crime prevention and training	60.868	-
	<u>152.715</u>	<u>180.925</u>
Depreciation on tangible fixed assets [10]		
Inventory	<u>1.225</u>	<u>736</u>
Maintenance expenses [11]		
Purchase and maintenance inventory	<u>-</u>	<u>661</u>
Sales expenses [12]		
Travel expenses	-	2.477
Other sales expenses	-	79
	<u>-</u>	<u>2.556</u>
Office expenses [13]		
ICT	-	2.696
Subscriptions	-	838
	<u>-</u>	<u>3.534</u>
General expenses		
Accounting and administrative expenses	1.335	1.159
Advisory and formation expenses	-	1.705
Quality management	7.691	-
Assurance	365	-
Other general expenses	837	152
	<u>10.228</u>	<u>3.016</u>
Financial income		
Allocation other financial costs		
Exchange differences realized	<u>-4.286</u>	<u>365</u>
Interest and bank charges [14]		
Bank charges	<u>1.500</u>	<u>2.036</u>



2.5 Notes to the statement of income and expenses

Wageningen, September 24,2024

Stichting Ranger Campus

Chairman : Sil Kloppenburg

Treasurer : Dominique Noome

Secretary : Peter Stolwerk