

ANNUAL REPORT

2024





RANGER CAMPUS FOUNDATION
Plataanlaan 19
6708PT Wageningen
www.rangercampus.org
email: info@rangercampus.org

2024.Cover photo: Academy instructor observing trainees. 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,

2024 has been a pivotal year for Ranger Campus. As environmental crises deepen and threats to biodiversity escalate, the role of rangers has never been more crucial. Our work is not just about training rangers—it is about safeguarding ecosystems, empowering communities, and preserving nature for future generations.

In 2024 we have been able to really hit our stride with rolling out our courses, both online and in person. We also had the opportunity to finalise the training for the Academy instructors, and implement our new MEL framework.

The lessons we learned, some of which we will share here, are informing our strategy for the next couple of years, looking at more focused interventions, increased ownership and longer term commitments from our partners.

On a more personal note, this will be my last report I'm signing off on as a treasurer, next year you will see me in the role of Executive Director.

Sincerely,

Dominique Noome

Treasurer

Ranger Campus Foundation



A Tsavo elephant at sunset.

Introduction

The fight for conservation is no longer just about protection—it's about building resilience and adapting to emerging challenges. Conservation organizations and rangers are at the heart of this mission, working to protect biodiversity while responding to increasing pressures from poaching, deforestation, and climate change. Yet many operate with insufficient training, resources, and analytical capacity to anticipate and prevent threats before they escalate.

At Ranger Campus, we believe that equipping rangers and conservation organizations with the right tools and knowledge is the key to reversing biodiversity loss and strengthening the resilience of protected areas. Through our LEAD Conservation program, jointly with Thin Green Line Foundation and Akashinga, we are building a global network of highly skilled, locally embedded ranger trainers, operational analysts and conservation leaders who can pass on critical knowledge to new generations of rangers and decision-makers.

Our focus extends beyond fieldwork—we are equipping conservation teams with evidence based methods to shift from reactive to proactive and preventive conservation management.

This shift from reactive to preventive approaches enables conservation teams to respond strategically rather than defensively, creating long-term solutions that protect both ecosystems and the communities that depend on them.

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 Conservation strengthens frontline conservation efforts by developing leaders, educators, decision-makers, and problem-solvers in protected areas. We provide training, mentorship, and strategic support that enables teams to move beyond reactive responses and adopt proactive and preventive wildlife protection strategies.”.

LEAD Vision

“A world where protected areas are safeguarded through integrated conservation efforts—an approach that builds capable, adaptive, and professional teams that manage threats effectively while enabling coexistence between people and wildlife.”

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



Trainer Kizito explaining the next exercise.

RC in 2024

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.

Training Events

- Countries reached: 7 countries in person and more through online training.
- Total training places: 376 total
- 208 ranger instructors were trained and/or mentored in 17 events:
 - 3 Refresher courses in Kenya for current instructors
 - 8 Mentoring events in 4 countries for current instructors
 - 5 Training events in 5 countries at Basic and Intermediate Field Ranger Instructor level
- 129 Operational Analysts and other relevant staff training in Foundations of Problem Solving and/or GIS in 9 cohorts
- An additional 39 Rangers, instructors and team leaders in face-to-face pilot courses on Team leadership, Ranger Physical Training Instructor or Debriefing, supported by subject matter experts.

- Diversity: 42% of trainees and mentees were female, reflecting a steady increase in gender balance within training programs

Academy

Deployed a full Academy management and instructor team, primarily consisting of female instructors, to provide internal training for Akashinga rangers in Zimbabwe, Mozambique, and Botswana. 14 local instructors were certified through the LEAD program in 2024.

Foundations of Problem Solving E-Learning

LEAD launched an e-learning platform to extend training beyond in-person sessions and provide foundation courses at scale to increase focus for in-person courses. The first course that was published is the Foundations of Problem-Solving Course, which has been received with a lot of positive feedback from participants.

ISO 9001 Certificate

Successfully maintained ISO 9001 certification, ensuring adherence to international quality management standards.

Participation in international events

LEAD staff took part in various international forums where they presented the work we've been doing and developing. Examples are the Problem Oriented Policing Conference in Washington DC, where WCS Indonesia, one of our partner organisations, won the prestigious Herman Goldstein award for Problem Oriented Wildlife Protection!

We also attended the 2024 regional EarthRanger Conference, SMART conference and the World Ranger Congress in France. All of these events were used to showcase our work on ranger training, problem oriented wildlife protection, and network and learn from existing organisations and funders.



LEAD Analyst Program Manager Andrew next to the winning WCS Indonesia team

UF Pro Shoot Moholoholo

As part of a fundraising and awareness campaign, our trusted uniform sponsor for many years in a row, UF Pro, decided to film a short series on anti-poaching: Pro's Guide to Tracking with Rangers and K9s.

We worked together with Colin Patrick from Colin Patrick Training. The end result is a fun series with some great behind the scenes takes! You can find the series here, and recognise some familiar faces from the team!

We are very grateful to the UF Pro team for their continued support, including for making the series into a successful fundraiser for LEAD.

M&E Framework

The year started with a group trip around Kenya with an M&E consultant, leading to the finalisation of our MEL framework as well as an external review of our impact. The report concluded that LEAD was meeting its aims, recommendation centered around adding some specific points to the MEL framework, increasing the number of individuals trained, and increasing access to training materials.

Here is a quote from the report, from management in one of our partner organisations:

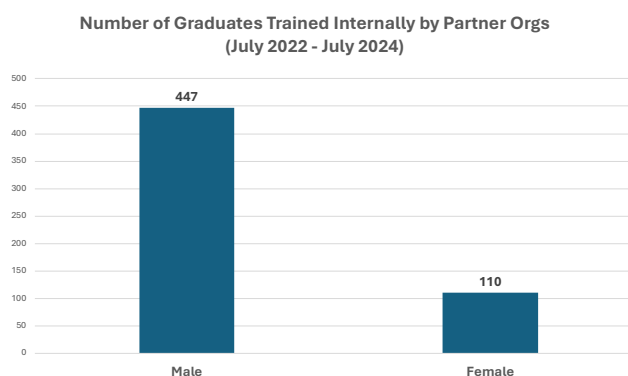
"The LEAD Ranger program has brought the best out of our rangers. The program has identified the potential of rangers and invested in building their capacity. Our rangers would not have been able to get to where they are if it were not for the LEAD program... the program has helped them grow and leapfrog beyond their wildest dreams."

And from another organisation, talking about how the roles of the trained rangers have changed:

"The LR program is pushing the ranger movement beyond patrol...moving from wildlife protectionist to community engagement and life-saving. Previously, the standard ranger training practice had been all about wildlife security and antipoaching. Our rangers are not

armed, they have soft skills and this must ensure that the community is engaged. LR has created an excitement that we have not seen ever...the training has become a good point of engagement for our communities."

In March 2024 we implemented the MEL framework to capture more impact metrics from our training interventions. Organisations and learners are interviewed on a regular basis and entered our online database for analysis. 18 Organisation and 33 Ranger feedback interviews were conducted in 2024, as well as 47 competency assessments.





A SORALO ranger practicing a lesson with his colleagues.

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.



A weaverbird making a nest around the training camp in Tsavo.

Financial Resources

We are extremely grateful to all organisations, companies and individuals who continue to support our work, with a special mention for Akashinga and Thin Green Line Foundation, who have been covering all LEAD Conservation operational costs since the start of the program.

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.
- We received several donations from individuals through the website donation page.
- UF Pro have been providing in-kind support for years by providing our team with top tier quality uniforms.

Financial Overview 2024

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

See Annex I for the full report.

Plans for 2025

LEAD Ranger

In 2025, we are making a transition from the current training framework to a cluster-based model, increasing efficiency, knowledge sharing and partner ownership across regions. The clusters will be based on regionally focused support with multiple organisations for a longer period of time.

Development of new courses

- Factfinding Methodology: Develop and roll out a factfinding methodology in April to prepare and plan cluster rollout and the creation of development plans.
- ITR-Centric Courses: Focus on aligning and where required development of new courses in line with the Integrated Threat Reduction (ITR) model to bring organisations from reactive to preventive operations.
- GIS Course Development and Enrolment: Continue developing and enroll participants into the new GIS course, ensuring it is tailored to field needs. This course will enhance analyst's' abilities to visualise, analyse, and use spatial data to strengthen conservation efforts.

Strengthening partnerships & aligning focus

- Stronger collaborations through the cluster model: Forge new partnerships with local and international conservation organizations to strengthen the implementation of our training programs. Finalization of SLAs with cluster organizations will strengthen the structure and accountability of partnerships.

- Formalising partnership types: LEAD will work through four types of formalized partnership structures: Development, Knowledge, Support and Implementation partners. This will make it clearer where responsibilities lie and what we agree to work together on.

Training

- Training events: Our core business remains training conservation organisation staff. We aim to plan as many training events as possible in 2025 following the cluster model but also taking refresher courses for current partner organisations into account.
- Coaching and Mentoring: Build capacity through targeted coaching and mentoring events. This focuses on creating long-term impact by supporting local instructors, introducing new conservation techniques, and strengthening leadership capacity within partner organizations.

Quality Management

- Monitoring and Evaluation: Strengthen our MEL framework data collection to track performance, measure outcomes, and adjust strategies.
- Competency Assessment Methodology: Strengthen competency assessments to include pre-course evaluations by instructors to tailor training and improve learning outcomes.
- Lessons Identified and Lessons Learned (LI/LL) System: Strengthen our internal system to capture insights from the field and improve course

content based on real-time challenges. Data will be collected on an ongoing basis and used internally to enhance training and operational outcomes.

Staff Development

- Capacity Building: Invest in the professional development of our staff by providing training opportunities and resources to enhance their skills and knowledge.
- Recruitment: Expand our team by recruiting additional skilled trainers and administrative staff to support our growing programs.

Sustainable Funding:

- Website Improvement: Enhance the website to improve access to training materials, support fundraising activities and communication with partner organizations.
- Fundraising Campaigns: Launch targeted fundraising campaigns to secure additional grants and donations to support our initiatives.
- Diversified Funding Streams: Explore diversified funding streams, including corporate sponsorships, individual donations, and government grants, to ensure financial sustainability.
- Corporate Sponsorships: Seek corporate sponsorships to secure additional funding and resources for our work.

Annex I Financial Overview

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

Annual Accounts 2024



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

Annual Accounts 2024

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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 2024

Nuland, June 29, 2025

Dear members of the board,

In accordance with your instructions we have compiled the annual accounts 2024 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, 2024 and the profit and loss account for the year 2024 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, 2024

- 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, 2024

(After appropriation of results)

	December 31, 2024		December 31, 2023	
ASSETS	\$	\$	\$	\$
Fixed assets				
<i>Fixed assets</i>	[1]			
Inventory	<u>1.462</u>	1.462	<u>2.327</u>	2.327
Current assets				
<i>Receivables and accruals</i>				
Overige vorderingen	<u>145</u>	145	<u>-</u>	-
<i>Cash and cash equivalents</i>	[2]	39.242		19.690
Total assets		<u><u>40.849</u></u>		<u><u>22.017</u></u>

Compilation report issued d.d. June 29, 2025

2.1 Balance sheet as of December 31, 2024

(After appropriation of results)

EQUITY AND LIABILITIES	December 31, 2024		December 31, 2023	
	\$	\$	\$	\$
Equity				
Foundation capital	[3]	<u>-9.439</u>	<u>-11.526</u>	
		-9.439		-11.526
Current liabilities and accruals				
Creditors		7.901	2.784	
Accruals	[4]	<u>42.387</u>	<u>30.759</u>	
		50.288		33.543
Total equity and liabilities		<u><u>40.849</u></u>	<u><u>22.017</u></u>	

Compilation report issued d.d. June 29, 2025

2.2 Statement of income and expenses 2024

		2024		2023	
		€	€	€	€
Income from own fundraising	[5]		445.836		323.453
Project costs	[6]		417.789		320.212
Total Income less project costs			<u>28.047</u>		<u>3.241</u>
Depreciation of tangible fixed assets	[7]	865		865	
General expenses	[8]	<u>16.016</u>		<u>12.538</u>	
Total costs			16.881		13.403
Bedrijfsresultaat			<u>11.166</u>		<u>-10.162</u>
Allocation other financial costs		-4.136		-1.605	
Interest and bank charges	[9]	<u>-4.943</u>		<u>-641</u>	
Financial income			-9.079		-2.246
Deficit/surplus			<u><u>2.087</u></u>		<u><u>-12.408</u></u>
To or from foundation capital			<u><u>-2.087</u></u>		<u><u>12.408</u></u>

Compilation report issued d.d. June 29, 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 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

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 2024 €	Inventory 2023 €
Purchase price	4.851	4.851
Cumulative depreciation	-2.524	-1.659
Carrying amount as of January 1, 2024	<u>2.327</u>	<u>3.192</u>
Depreciation	-865	-865
	<u>-865</u>	<u>-865</u>
Purchase price	4.851	4.851
Cumulative depreciation	-3.389	-2.524
Carrying amount as of December 31, 2024	<u>1.462</u>	<u>2.327</u>
Depreciation: Inventory	20 %	

Current assets

Receivables and accruals [3]

	December 31, 2024 €	December 31, 2023 €
Receivables		
To receive	<u>145</u>	<u>-</u>

Cash and cash equivalents [2]

ING Bank USD	25.028	14.827
ING Bank EUR	588	2.569
Soldo USD	11.158	1.315
Soldo EUR	386	979
ING Bank savings account	2.082	-
	<u>39.242</u>	<u>19.690</u>



2.4 Notes to the balance sheet

EQUITY AND LIABILITIES

	2024	2023
	€	€
Foundation capital [3]		
At January 1, 2024	-11.526	883
Result	2.087	-12.409
At December 31, 2024	<u>-9.439</u>	<u>-11.526</u>

CURRENT LIABILITIES AND ACCRUALS

	December 31, 2024	December 31, 2023
	€	€
Accruals [4]		
Accruals	2.352	3.741
Donations received in advance	40.035	27.018
	<u>42.387</u>	<u>30.759</u>

2.5 Notes to the statement of income and expenses

	2024	2023
	€	€
Income from own fundraising [5]		
Grants	427.021	309.948
Individual & corporate donations	18.815	13.505
	<u>445.836</u>	<u>323.453</u>
Project costs [6]		
LEAD Ranger	343.893	287.973
LEAD Team Kenya	73.896	32.239
	<u>417.789</u>	<u>320.212</u>
Personnel costs		
Personnel costs are broken down into wages and salaries (€ 52.482) and social security charges (€ 15.366). The number of employees working for the organization during the financial year was 0,33.		
Depreciation on tangible fixed assets [7]		
Inventory	<u>865</u>	<u>865</u>
General expenses [8]		
Accounting and administrative expenses	1.056	1.176
Quality management	3.964	4.059
Assurance	2.481	2.458
Contributions and subscriptions	6.414	4.845
Other general expenses	2.101	-
	<u>16.016</u>	<u>12.538</u>
Financial income		
Allocation other financial costs		
Exchange differences	<u>-4.136</u>	<u>-1.605</u>
Interest and bank charges [9]		
Bank charges	<u>4.943</u>	<u>641</u>

2.5 Notes to the statement of income and expenses

Wageningen, June 29, 2025

Stichting Ranger Campus

Chairman : Sil Kloppenburg

Treasurer : Dominique Noome

Secretary : Peter Stolwerk

Online version without signatures

