

MEETING SUMMARY

Consultative meeting on the role of the ranger workforce in enhancing the implementation of Target 3 of the Kunming-Montreal Global Biodiversity Framework

MARCH 5, 2024 - WASHINGTON, DC



RANGERS: PLANETARY HEALTH WORKERS

Rangers play a critical role in conservation across the world. They are the primary workforce responsible for safeguarding and monitoring nature and our cultural heritage for present and future generations. The ranger profession is diverse, including state and non-state employees, volunteers, Indigenous people, local community workers, and many others. Rangers have many responsibilities, including patrolling, monitoring, education, science, habitat management and community outreach.

Target 3 of the Convention on Biological Diversity's (CBDs) Kunming-Montreal Global Biodiversity Framework (GBF) sets an ambitious target of effective management and equitable governance of at least 30% of the world's most biodiversity rich lands, inland waters, and coastal and ocean habitats. It is unlikely that this target can be achieved without a professional, responsible, accountable and well-supported ranger workforce, which is also vital for reaching many of the other GBF targets, as well as the Sustainable Development Goals (SDGs). Building and maintaining the ranger workforce not only protects biodiversity, but it also sustains ecosystem services essential for local communities and national wellbeing, creates employment and stimulates local economies, benefitting both local communities and national efforts on sustainable development and combating climate change.

THE UNIVERSAL RANGER SUPPORT ALLIANCE

The [Universal Ranger Support Alliance \(URSA\)](#) is a coalition of conservation organizations supporting and promoting the International Ranger Federation to implement recommendations of the Chitwan Declaration of the 9th World Ranger Congress, attended by 550 participants from 70 countries, through a [global action plan](#). URSA aims to strengthen ranger representation, advocate for the importance of the sector, and develop policies, resources, and standards that build a professional, effective, accountable and equitable ranger workforce.

THE INTERNATIONAL RANGER FEDERATION

The [International Ranger Federation \(IRF\)](#) is a worldwide, non-profit membership-based organization, established to develop, advance, and promote the ranger profession. The IRF recognizes rangers and protected and conserved area workers whether state, regional, communal, Indigenous, or private, as essential on-the-ground planetary health professionals, that are responsible for safeguarding nature and cultural and historical heritage, and protecting the rights and well-being of present and future generations. The IRF is the standard bearer for the ranger profession globally and the voice of ranger associations and rangers everywhere.

THE GLOBAL ENVIRONMENT FACILITY

The [Global Environment Facility \(GEF\)](#) is a multilateral environmental fund that provides grants and blended finance for projects related to biodiversity, climate change, international waters, land degradation, persistent organic pollutants, mercury, sustainable forest management, food security, and sustainable cities. It is the largest source of multilateral funding for biodiversity globally and distributes more than \$1 billion a year on average to address inter-related environmental challenges. The GEF was established ahead of the 1992 Rio Earth Summit and includes 184 countries in partnership with international institutions, civil society organizations, and the private sector. It supports country-driven sustainable development initiatives in developing countries that generate global environmental benefits.

OBJECTIVE OF THE MEETING

The meeting was organized by the Universal Ranger Support Alliance (URSA) and hosted by the Global Environment Facility (GEF) to discuss and agree on a path forward to strengthen, support and enable a professional, accountable and equitable ranger workforce. This is essential to helping to achieve the goals and targets of the GBF (see Annex 1 for the Agenda).

ATTENDANCE

More than sixty participants attended the meeting including representatives from:

- US Government
 - Department of State
 - Bureau of Oceans and Environmental and Scientific Affairs (OES)
 - Bureau of International Narcotics and Law Enforcement (INL)
 - U.S. Agency for International Development (USAID)
 - Department of the Interior
 - U.S. Fish and Wildlife Service (USFWS)
 - National Park Service (NPS)
- United Nations Agencies
 - Office of the United Nations High Commissioner for Human Rights, United Nations Development Program
- International bodies
 - The Global Environment Facility (GEF)
 - The World Bank
 - The High Ambition Coalition for Nature and People
- Conservation experts, practitioners and rangers from international NGOs, conservation agencies and donors.

A list of all attendees is included in Annex 2.

MEETING SUMMARY

OPENING

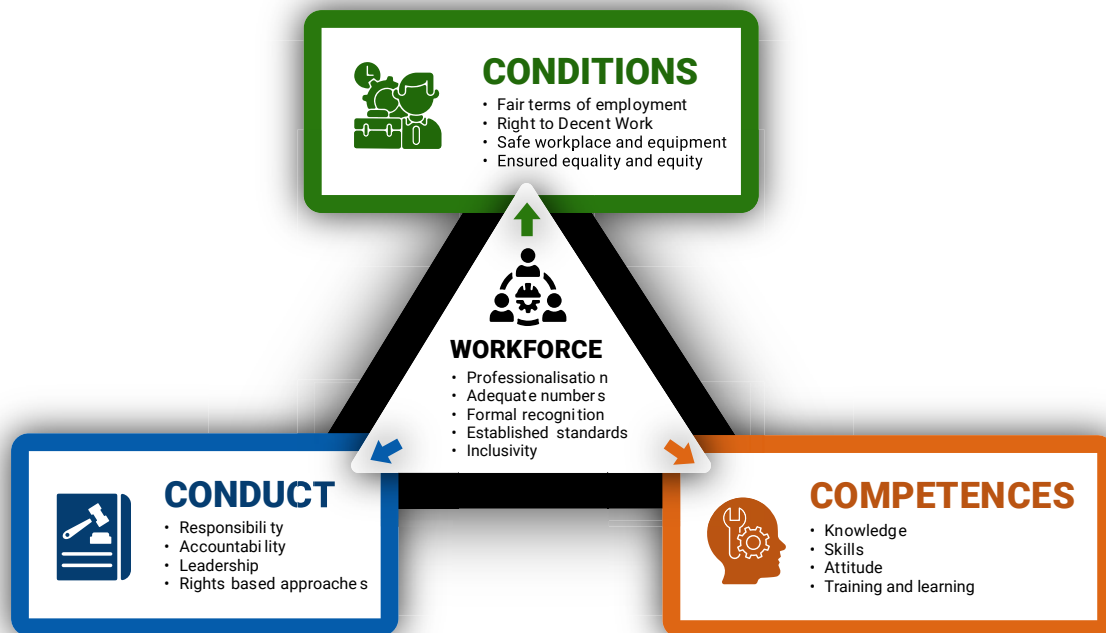
A welcome and introductory comments were made by Hannah Fairbank (Senior Biodiversity Specialist, Global Environment Facility).

Opening addresses were made by special guests:

- Carlos Manuel Rodriguez (CEO of the Global Environment Facility)
- Tony Fernandes (Principal Deputy Assistant Secretary, Bureau of Oceans and International Environmental and Scientific Affairs, US Department of State)
- Nik Sekhran (Chief Conservation Officer, World Wildlife Fund)
- Dr Madhu Rao (Chair, IUCN World Commission on Protected Areas)

THEMATIC PRESENTATIONS

Four thematic presentations were based on the four main elements of the Rangers for 30 by 30 Framework developed by URSA and the IRF - Conduct, Conditions, Capacity, Workforce (see diagram below). A brief question and answer session followed each presentation.



The IRF/URSA Rangers for 30 by 30 Framework

Rangers for 30 by 30: setting the scene. Chris Galliers (President, International Ranger Federation) and Mike Appleton (Senior Protected Areas Adviser, Re:wild, Chair of the URSA Steering Committee, Vice Chair for Capacity, IUCN World Commission on Protected Areas)

Building an accountable and responsible workforce (Johan Olhagen, United Nations Office of the High Commissioner for Human Rights)

Working Conditions (Mónica Álvarez Malvido, Federation Officer, International Ranger Federation)

Building Capacity (Mike Appleton, Chair of the URSA Steering Committee)

Equity and Equality in the Workforce (Charles F. Sams III, Director of the US National Park Service; Millie Jimenez, Executive Assistant, US National Park Service)

Copies of PowerPoints from all presentations are available [here](#).

SOURCE MATERIALS

The presentations referred to the set of tools and standards developed by the IRF and URSA to advance professionalization of the global ranger workforce, specifically:

- The IRF Ranger Code of Conduct
- The Protected and Conserved Area Rangers Convention: Draft International Labor Standard
- Global Ranger Competences: A concise summary of skills, knowledge and personal qualities needed by a competent, professional ranger.

These documents and many other publications relevant to the ranger sector are available at <https://www.ursa4rangers.org/ursa4rangers-resources>

KEY ISSUES FROM THE THEMATIC PRESENTATIONS

- Rangers should not just be characterized as uniformed government enforcement personnel. The workforce includes state and non-state employees, volunteers, Indigenous people, local community workers, and many others. It is also a misconception to consider rangers and communities as separate groups: Indigenous and community members comprise up to 40% of the ranger workforce.
- Ranger responsibilities include patrolling, research and monitoring, education, habitat management, infrastructure construction and maintenance, education, visitor services and community outreach.
- There are currently too few rangers (approx. 286,000 serving terrestrial sites) to support the current global protected area (PA) network, approximately 35% of what is required. Over 1.5 million additional rangers need to be deployed to protect 30% of the planet.
- Wide-ranging studies provide evidence that across much of the world, rangers endure poor working conditions, insecure employment, lack of insurance, substandard equipment and accommodation, and inadequate training. Over 100 rangers are killed in the line of duty each year.
- The Global Biodiversity Framework (GBF) does not specifically address issues related to the workforce required for adequate implementation. Workforce planning should be an integral component of wider conservation planning (as it is for other service sectors such as health, police and education), and should be highlighted in Convention on Biological Diversity (CBD) processes and outputs.
- The IRF and URSA's *Rangers for 30 by 30 Framework* sets out the requirement for establishing and maintaining the ranger workforce that is required.
- The IRF Ranger Code of Conduct is being widely adopted, but it needs to be built into more comprehensive, institutionalized approaches to ensuring that human rights are safeguarded in ranger operations.
- Integration of human rights into ranger institutions requires four main elements: legal and policy frameworks, command and control structures, administrative and management procedures and processes, accountability monitoring and evaluation mechanisms.
- It is important to recognize that rangers themselves have rights as human beings and in terms of decent work and fair treatment. The International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work applies to rangers as it does to any other sector.
- Rights violations by rangers do occur and comprehensive measures are required to prevent them. Poor working conditions, weak leadership, inadequate training and low morale are likely to increase the risk of violations by rangers.
- Women comprise 3-11% of the ranger workforce. While more women are being recruited, ongoing barriers to achieving an acceptable gender balance in the workforce include entrenched attitudes about gender roles in ranger work, lack of suitable facilities and working conditions, direct discrimination and gender-based violence.
- The IRF/URSA Protected and Conserved Areas Rangers Convention addresses the following main aspects of ranger work: training, accommodation, equipment and subsistence, insurance and compensation for accident and injury at work, labor inspection, safety health and security at work; social security; harassment and discrimination at work.
- Protected area (PA) management and ranger operations benefit from improved awareness of Indigenous culture and practices, and from embracing Indigenous knowledge in planning.
- Current shortfalls in capacity limit the effectiveness of rangers. Only around 50% of rangers are adequately trained.
- Limiting factors include a focus on short term courses, outdated curricula, variable quality of training, lack of leadership training, lack of workplace capacity development reinforcement, insufficient attention to non-training forms of capacity development, and the viability of training centers.

EXAMPLES OF RECENT PROGRESS IN ADDRESSING RANGER ISSUES FROM THE THEMATIC PRESENTATIONS.

The presentations highlighted range of positive initiatives around the world which are already addressing the issues identified. These include:

- Addressing the housing needs of employees to enable them to live close their workplace (USNPS).
- Launch of RISE ("Respectful, Inclusive, Safe, and Engaged"); a program to improve culture and work conditions across the park system (USNPS).
- National adoption of the International Ranger Federation (IRF) Code of Conduct (Bhutan).
- IRF Code of Conduct included in the curricula of 28 Ranger Training Colleges (India).
- IRF Code of Conduct used to revise the Wildlife Service Code of Conduct (South Sudan).
- Improvement of ranger employment conditions to match those of police (India).
- Planned incorporation of ranger competences and code of conduct into national training curricula (Central Asia).
- Use of ranger competences to design training programs (Africa and Indonesia).
- 2023 'Law of the Peruvian Ranger Corps'; a special labor regime for ensuring the rights of rangers (Peru).
- 2022 Collective agreement on labor rights for five hundred federal rangers (Argentina).
- Recommendations on minimum ranger numbers being used to lobby for increases in Indigenous ranger numbers (Australia).
- Use of competence frameworks to assess training needs and design training courses and qualifications for rangers and PA personnel (Romania).
- Long-term development of mentoring and communities of practice for protected area personnel in Africa (USFWS).
- 20,000+ downloads of IRF and URSA tools and guidelines from the URSA website.
- A new study underway of Marine Protected Area personnel and rangers (Blue Nature Alliance).
- Ranger insurance. Successful program for rangers in Africa (Game Rangers Association). URSA negotiating with international insurance companies to develop a global ranger insurance scheme.

BREAKOUT GROUPS

In the afternoon, four groups of participants rotated around four facilitated thematic breakout groups - Inclusive Workforce, Capacity, Conduct, Conditions. Each group was asked to consider the following questions as they relate to the relevant theme.

1. At the global level, what should we do collectively to improve implementation of the *Rangers for 30 by 30 Framework*?
2. How could your own organization contribute to the adoption/implementation of the IRF/URSA tools and standards?
3. Any other ideas or observations.

The following sections summarize the contributions across the groups.

Common points across all groups

- The Convention on Biological Diversity, donors, funders, implementing agencies and program supporters could share and where possible adopt IRF standards and guidelines. Addressing workforce and ranger challenges could be built into policy, and into conditions for funding and support.
- Increased attention should be paid to workforce issues in international and organizational policy.
- Wider awareness of the IRF and URSA materials required across IRF members and other ranger groups.
- Need to translate all materials into multiple languages and ensure clear simple language.
- In the long term, improvements in support for the ranger workforce need to be embedded in national policy and budgets. This will take time, but we should be working towards this.
- More examples of good practice and success in workforce development are needed and should be shared.
- It would be useful to humanize statistics and stories to highlight the issues raised.

CONDUCT

- High level, official endorsement would help with adoption of the IRF Code of Conduct.
- Safeguarding should be built into human resources processes (e.g. vetting of personnel pre recruitment, adoption of safeguarding procedures, guidance on response if violations occur).
- Importance of ranger 'ownership' of and pride in good conduct and performance (e.g. peer to peer assessment; focus on leadership and professional pride; sharing of experiences, lessons and challenges).
- The Code of Conduct and human rights issues need to be mainstreamed into all training, systems and processes, not included as a bolt on element.
- Where rangers have legal powers (and are authorized to use firearms) they need have to have the appropriate organizational infrastructure (e.g. internal affairs, methods for addressing misconduct etc.).
- It would be useful to learn from other law enforcement agencies (e.g. US law enforcement in the last few years has pushed peer to peer accountability).
- Examples are needed of how the Code of Conduct is adapted to local contexts, including national law, customs, cultural practice, Indigenous frameworks, societal norms and expectations.

CAPACITY

- Importance of career progression and retention for talented and promising individuals (e.g. supporting ranger champions, ensuring merit-based recruitment, providing incentives and promotion, ensuring the right people are selected for training, longer term succession planning as older personnel leave).
- Importance of addressing organizational capacity alongside individual capacity development and emphasizing long-term leadership development.
- Essential need for systematic rather than piecemeal approaches to capacity development (e.g. structured needs assessments using URSA competences, development of training plans, integration of training budgets into protected area management budgets, inclusion of leadership development and retention mechanisms).
- Funders and donors should coordinate and communicate better over training.
- Capacity is not only built through training. Mentoring and peer to peer learning and exchange mechanisms are delivering good results and are more sustainable over the long term.
- Build local skills for training. Promote training of trainers and development of internal training units/services.
- Improve engagement and collaboration between wildlife colleges and training institutions. Encourage wider adoption of common tools and standards.
- Address challenges associated with measuring the impact of capacity-building efforts.

CONDITIONS

- Incorporate baseline assessments of working conditions in advance of funding/projects, as they are an underlying driver to many issues (need to develop an assessment tool). Funders could then build the needs into projects.
- Develop pathways for incremental change and standards adoption over time. Recommended standards cannot be always reached in the short term.
- Recognize that conditions are related to morale. When the conditions improve, morale improves and dedication to the job improves.
- Work with the International Labor Organization (ILO) to recognize the ranger profession and improve workplace conditions.
- Ultimate responsibility for working conditions lies with governments. There is a need to work for this issue to be recognized and adopted, and to develop a better value proposition for investing in people.
- Raise awareness at higher levels of conditions in the field (senior staff and donor visits).
- Provide rangers with training in personal financial management.

INCLUSIVE WORKFORCE

- Create employment opportunities and make employment attractive and accessible for local community members and other under-represented groups (e.g. women, youth, those without formal education qualifications). Suggestions include role models and ambassadors, targeted/preferential recruitment strategies, 'model' protected areas and learning sites, exchanges, collaboration between donors, implementing organizations, and national governments, fundraising with women's rights groups and development agencies to reach different segments of the population.
- Organizations should 'practice what they preach' in terms of inclusion by creating enabling environments within their own organizations.
- Educate field staff on inclusivity, a topic often neglected. Include two-way education with community members.

ACTION POINTS AND FOLLOW UP

Based on the outputs and discussions, URSA and the IRF request all participating organizations to (where relevant to their scope of work):

- Strengthen the consideration of workforce issues, and specifically the needs of rangers, in policies, plans, funding mechanisms and projects related to Target 3 of the Convention on Biological Diversity (CBD).
- Introduce workforce issues for rangers into bilateral and multilateral discussions on sustainable national development, the labor market and education. Advocate for improved national support for protected and conserved area workforces.
- Highlight the diversity of rangers and ranger work beyond uniformed state law enforcement personnel among ranger employers, protected area agencies, grantees, conservation organizations, donors and implementing agencies. Adopt the 'planetary health worker' narrative.
- Make relevant teams in their own organizations, as well partners, grantees and other stakeholders, aware of the *Rangers for 30 by 30 Framework* and the tools and standards developed by the IRF and URSA. Disseminate relevant materials.
- Discuss within their organizations how to formally adopt the *Rangers for 30 by 30 Framework* and associated tools and standards, in particular the Code of Conduct, The Labor Standard and the Ranger Competences.
- Explore the potential for mandating the adoption of relevant standards by grantees as a requirement for receiving support, with an initial focus on the Code of Conduct.
- Conduct baseline assessments on ranger working conditions in collaboration with employers, support/adopt actions to address deficiencies, and monitor progress towards improvements with the eventual aim of complying with the IRF/URSA draft labor standard. Until an IRF/URSA assessment tool is developed, make use of the IRF/URSA Ranger Assurance Checklist (Annex 3) to guide efforts to support rangers.
- Identify countries/agencies where a comprehensive program could be developed and funded to address workforce issues and implement the *Rangers for 30 by 30 Framework*. Work with the IRF and URSA to design such programs.
- Gather and share information and stories from countries/agencies that make significant efforts towards professionalizing their ranger workforce. Highlight good practice in publications, presentations and at events.
- Create long-term ranger specific funds and support programs.
- Support the participation of rangers at the World Ranger Congress to be held in France in October 2024. In particular, enable the attendance of women, Indigenous people and local community rangers, and of delegates from the global south (<https://worldrangercongress.org/>).

To further the implementation of IRF/URSA standards to professionalize the workforce, URSA and the IRF will:

- Increase awareness among government ministries, ranger employers and regional and national offices of donor agencies to ensure the adoption of IRF/URSA tools and standards in their requirements.
- Support the IRF to ensure that IRF/URSA tools and standards reach ranger associations in local languages.
- Continue to work with the International Labor Organization (ILO) on recognition and working conditions for rangers.
- Design and disseminate a tool for baseline assessment of working conditions and progress towards workforce professionalization.
- Seek support for a study to extend the 'value proposition' for rangers to include their contribution to national economies, sustainable development and climate change mitigation.
- Conduct a communication campaign about the value of rangers and their role as planetary health workers.
- Organize regular virtual meetings with workshop participants to ensure coordination.
- Follow up with individual participating organizations to identify specific measures they can take for furthering the professionalization of the ranger workforce.
- Seek adoption of a resolution on rangers at the 2025 IUCN World Conservation Congress.



Pictured: Participants of the Consultative Meeting on the Role of Rangers, Washington DC, USA

ACKNOWLEDGEMENTS

The URSA organizing committee would like to thank the following:

- All presenters and participants who attended and contributed to the event. We thank you for your rich contributions to the discussions and break out groups. If any participants feel that an important contribution has not been included in this report, please contact us.
- The team at the GEF who hosted and supported the event.
- The team at WWF who supported and coordinated the planning and organization of the event.
- All rangers around the world.

REFERENCE MATERIALS

A file of photos from the event is available at

https://drive.google.com/file/d/1_NihuCef5Jmn2FieBjsiX6nIlyhQKhZm/view?ts=663a28fd.

Photo credit: Taylor Mickal.

All materials mentioned in this document can be freely accessed and downloaded at

<https://www.ursa4rangers.org/>.

CONTACT

For further information please contact:

Rohit Singh - WWF-US rsingh@wwfnet.org

Mike Appleton - URSA/WCPA/Re:wild mappleton@rewild.org

Chris Galliers - IRF president@internationalrangers.org

Ginette Hemley - WWF-US ginette.hemley@wwfus.org

ANNEXES

1. Agenda.
2. List of attendees.
3. The IRF/URSA Ranger Assurance Checklist.

CONSULTATIVE MEETING ON THE ROLE OF THE RANGER WORKFORCE IN ENHANCING IMPLEMENTATION OF TARGET 3 OF THE KUNMING- MONTREAL GLOBAL BIODIVERSITY FRAMEWORK

MARCH 5, 2024





CONTEXT

The Kunming-Montreal Global Biodiversity Framework (GBF), adopted by the world's countries in December 2022, represents a landmark moment for nature that lays out an action agenda for the coming decade and beyond.

Achieving its targets will require a whole-of-government and whole-of-society approach. It will also require significant scaling up of support for the site-based workforce critical to its success: rangers. Rangers are responsible for safeguarding nature and our cultural and historical heritage, but the profession is undervalued and poorly supported.

The purpose of the meeting is to discuss and agree a path forward to strengthen, support and enable a professional, accountable and equitable ranger workforce to help achieve the goals and targets of the GBF.

The International Ranger Federation (IRF)

The International Ranger Federation (IRF) is a worldwide, non-profit membership-based organisation, established to develop, advance, and promote the ranger profession. The IRF recognises rangers and protected and conserved area workers whether state, regional, communal, indigenous, or private, as essential on-the-ground planetary health professionals, that are responsible for safeguarding nature, and cultural and historical heritage, and protecting the rights and well-being of present and future generations. The IRF is the standard bearer for the Ranger profession globally and the voice of Ranger Associations and Rangers everywhere. www.internationalrangers.org

The Universal Ranger Support Alliance (URSA)

URSA is a coalition of conservation organisations supporting and promoting the International Ranger Federation to build a network of well-supported, professional, and capable rangers, who can act effectively as custodians of the natural world. We help them advocate for the creation of inclusive and effective teams at the forefront of protecting nature, people, and the planet. Our time-bound support prioritises recognition, resources and representation for rangers around the world. www.ursa4rangers.org

The Global Environment Facility (GEF)

The GEF is a multilateral environmental fund that provides grants and blended finance for projects related to biodiversity, climate change, international waters, land degradation, persistent organic pollutants (POPs), mercury, sustainable forest management, food security, and sustainable cities. It is the largest source of multilateral funding for biodiversity globally and distributes more than \$1 billion a year on average to address inter-related environmental challenges. The GEF was established ahead of the 1992 Rio Earth Summit and includes 184 countries in partnership with international institutions, civil society organizations, and the private sector. It supports country-driven sustainable development initiatives in developing countries that generate global environmental benefits.

www.thegef.org

AGENDA

Time	Agenda Item	Who
Registration 0800 - 0845		
0900 - 0905	Welcome	Hannah Fairbank, Senior Biodiversity Specialist, Global Environment Facility
0905 - 0910	Introduction to URSA and the meeting agenda overview	Mike Appleton, Chair, Universal Ranger Support Alliance Steering Committee
0910 - 0920	Opening remarks	Carlos Manuel Rodríguez, CEO, Global Environment Facility
0920 - 0930	Opening remarks	Anthony C. Fernandes, Principal Deputy Assistant Secretary, Bureau of Oceans and Environmental and Scientific Affairs, Department of State
0930 - 0938	Opening remarks	Nik Sekhran, Chief Conservation Officer, WWF US
0938 - 0943	The Global Biodiversity Framework & Rangers	Dr. Madhu Rao, Chair, IUCN-World Commission on Protected Areas (recorded)
0943 - 0945	What is a ranger? video	
0945 - 1015	Rangers for 30 x 30	Chris Galliers, President International Ranger Federation & Mike Appleton, Chair of the Universal Ranger Support Alliance Steering Committee

AGENDA

Time	Agenda Item	Who
Theme 1: Conduct		
1015 - 1025	Keynote on building an accountable and responsible workforce	Johan Olhagen, Human Rights Officer, Office of the United Nations High Commissioner for Human Rights (virtual)
1025 - 1045	Open discussion	Facilitated by Cristina Sganga, Human Rights Trainer
Coffee Break 1045 - 1100		
Theme 2: Capacity		
1100 - 1110	Keynote on capacity needs	Mike Appleton, Vice Chair, Capacity IUCN World Commission on Protected Areas
1110 - 1130	Open discussion	Facilitated by Chris Galliers, President International Ranger Federation
Theme 3: Conditions		
1130 - 1140	Keynote on conditions	Mónica Álvarez Malvido, Federation Officer, International Ranger Federation
1140 - 1200	Open discussion	Facilitated by Rohit Singh, Director Protected and Conserved Area Governance and Management, WWF US
Theme 4: Inclusive Workforce		
1200 - 1210	Keynote on inclusive workforce	Charles F. Sams III, Director National Park Service
1210 - 1230	Open discussion	Facilitated by Theresa Buppert, Senior Director Safeguards, Conservation International

AGENDA

Time	Agenda Item	Who
Lunch 1230 - 1330		
1330 - 1340	Video from Global Environment Facility	
1340 - 1515	<p>Theme 1: Conduct Theme 2: Capacity Theme 3: Conditions Theme 4: Inclusive Workforce</p> <p>Facilitated by Mónica Álvarez Malvido, Federation Officer International Ranger Federation & Mark Booton, Security Officer and Law Enforcement Advisor, Panthera</p>	
1515 - 1530	Report back from participants	Jamie McCallum, Founder, Force for Nature
1530 - 1545	Feedback from participants	Peter Clyne, Director Analysis and Development, Wildlife Conservation Society
Coffee Break 1545 - 1615		
1615 - 1700	Commitments and next steps	Grant Miller, Law Enforcement Specialist, Zoological Society of London, and Ginette Hemley, Senior Vice President Wildlife Conservation, WWF US
1700 - 1715	Wrap up	Rob Small, Director, Social Equity, Agriculture & Enterprise, Fauna and Flora
Reception 1730 - 1900		

UPDATED LOGISTICAL INFORMATION

Venue

World Bank – I (eye) building
1850 I Street, NW
Room 2-220
Washington, D.C.
Tel: 202-473-1000



By Metro/Train

Farragut West Metro Station is directly across the street from the World Bank – I Building (2 min walk).

- Exit Farragut West station (blue line) on the 18th street side. Upon reaching street level, the venue is the red brick building just across the metro station, at the corner of 19th and I (eye) street.

Plan your journey here: [WMATA](https://www.wmata.com)

Parking

Parking garages are in the surrounding blocks. Waze or Google Maps would be helpful in locating them.

Registration (8:00 - 8:45am)

Please be sure to bring a government issued identification to enter the building. Passport or drivers license are acceptable forms.

For logistical questions, please contact jaisha.Wood@wwfus.org

ANNEX 2: LIST OF ATTENDEES

	Agency	Name
1	Conservation International	Theresa Buppert
2	Conservation International	Daniela Raik
3	Conservation International	Pasha Majdi
4	Department of Interior	Claire Shields
5	Fauna & Flora	Rob Small
6	Fauna & Flora	Amy Wiedemann
7	Force For Nature	Jamie McCallum
8	Global Environment Facility	Carlos Manuel Rodriguez Echandi
9	Global Environment Facility	Claude Gascon
10	Global Environment Facility	Hannah Tomkinson Fairbank
11	Global Environment Facility	Adriana Goncalves Moreira
12	Global Environment Facility	Sonja Teelucksingh
13	Global Environment Facility	Jean Marc Sissanamy
14	Global Environment Facility	Laura MacInnis
15	Global Environment Facility	Mohamed Bakar
16	Global Environment Facility	Sarah Wyatt
17	High Ambition Coalition for Nature and People	Domoina Rakotobe
18	High Ambition Coalition for Nature and People	Jason Dozier
19	High Ambition Coalition for Nature and People	Juliana Echeverri
20	Human Rights Trainer	Cristina Sgnaga
21	International Fund for Animal Welfare	Polen Cisneros
22	International Fund for Animal Welfare	Matthew Morley
23	International Ranger Federation	Chris Galliers
24	International Ranger Federation	Monica Alvarez
25	International Ranger Federation North America Chapter	Andy Wright
26	The International Wildlife Trust	Bruce Ohr
27	International Conservation Caucus Foundation	Jamie Cavellier
28	ITAP-DOI	Christina Kish
29	IUCN-US	Natalie Cox
30	IUCN-US	Dr. Tracy Farrell
31	IUCN World Commission for Protected Areas	Madhu Rao (recorded)
32	IUCN World Commission for Protected Areas	Mike Appleton
33	National Association of Conservation Law Enforcement Chiefs	Robert Kersey
34	North America Wilderness & Protected Areas Agreement - Conservation	Adam Hanson
35	National Park Service	Charles Sams
36	Panthera	Mark Booton

37	Panthera	Andrea Moshier
38	Pueblo of Santa Ana Department of Natural Resources Conservation Enforcement Division	William Woody
39	Pueblo of Santa Ana Department of Natural Resources Conservation Enforcement Division	Gary Tafoya
40	Re:Wild	James Slade
41	Re:Wild	Tobias Garstecki
42	Re:Wild	Barney Long
43	State/OES	Anthony Fernandes
44	State/OES	Ansuree Garg
45	State/OES	Luke Simmons
46	State/OES	Jamie Orozco Velasquez
47	The Royal Foundation of the Prince and Princess of Wales	Robert Campbell
48	U.S Department of State Bureau of International Narcotics and Law Enforcement	Demaris Thompson
49	U.S. Department of State Bureau of International Narcotics and Law Enforcement	Samantha Novick
50	U.S. Department of State Bureau of International Narcotics and Law Enforcement	Jarrad Scott
51	U.S. Department of State Bureau of International Narcotics and Law Enforcement	Allison Lajeskie
52	U.S. Department of State Bureau of Oceans and International and Environmental Affairs	Christine Dawson (TBC)
53	U.S. Agency for International Development	Mary Rowen
54	U.S. Agency for International Development	Mary Melnyk
55	U.S. Agency for International Development	Andrew Tobiason
56	U.S. Agency for International Development	Kyle Rearick
57	U.S. Agency for International Development	Daniel Abrahams
58	U.S. Department of the Interior	Matt Strickler
59	U.S. Fish and Wildlife Service	Neil Gardner
60	U.S. Fish and Wildlife Service International Affairs	Leslie Catherwood
61	U.S. Fish and Wildlife Service International Affairs	Amy Pokempner
62	U.S. Fish and Wildlife Service International Affairs	Nancy Gelman
63	U.S. Fish and Wildlife Service International Affairs	Amanda Gonzales
64	U.S. Fish and Wildlife Service International Affairs	Daphne Carlson Bremer
65	U.S. National Park Service	Charles Sams
66	U.S. National Park Service	Stephen Morris
67	U.S. National Park Service	Millie Jimenez
68	U.S. National Park Service	Jonathan T. Putnam
69	United Nations Development Programme	Tim Scott
70	United Nations High Commissioner for Human Rights	Johan Olhagen (virtual)
71	Wildlife Conservation Society	Peter Clyne
72	Wildlife Conservation Society	Kelly Keenan Aylward
73	World Bank	Lisa Nicole Farway
74	World Bank	Tracy Hart
75	World Wildlife Fund	Nik Sekhran
76	World Wildlife Fund	Ginette Hemley
77	World Wildlife Fund	Rohit Singh
78	World Wildlife Fund	Crawford Allan
79	World Wildlife Fund	Will Gartshore
80	Zoological Society of London	Grant Miller

ANNEX 3: THE IRF/URSA RANGER ASSURANCE CHECKLIST



INTERNATIONAL
RANGER
FEDERATION



IRF URSA RANGER ASSURANCE CHECKLIST

TEN QUESTIONS TO ASK

The IRF and URSA encourage all donors, funders, NGOs and agencies to use this checklist based on the Rangers for 30 by 30 Framework to ensure that rangers who they support receive the support and guidance they require.

WORKFORCE

QUESTION

ARE THERE SUFFICIENT RANGERS FOR THE TASKS ASSIGNED TO THEM?

IS THE RANGER WORKFORCE AS REPRESENTATIVE AND DIVERSE AS IT COULD BE?

NOTES

Too small a ranger force reduces effectiveness, endangers rangers and adversely affects morale. The recommended global average (1 ranger per 26 km²) provides a starting point, but specific ranger density needs will vary according to the context.

The global ranger force includes <10% women. Increasing this proportion can be challenging, but should be encouraged. Rangers from local communities are more likely to stay in the job, and have better knowledge and understanding of the area. Local rangers have specific needs and challenges that should be addressed.

RECOMMENDATIONS

- Ask employers about the sufficiency of rangers.
- Work with them to determine optimum numbers for effective management. Encourage additional recruitment or redeployment of existing personnel if required.

- Encourage employers to enable under-represented groups to join the ranger work force: in particular, local community members, Indigenous peoples and women.
- Work with employers and rangers to create the enabling conditions for inclusivity.

AVAILABLE URSA SUPPORT

URSA members supported the first global assessment of ranger numbers, including a recommendation for an average of 1 ranger per 26km² (varying according to the local context).

Appleton, M.R., Courtiol, A., Emerton, L. et al. Protected area personnel and ranger numbers are insufficient to deliver global expectations. *Nat Sustain* 5, 1100–1110 (2022).

<https://doi.org/10.1038/s41893-022-00970-0>

The IRF and URSA have produced guidance on improving diversity in the ranger workforce

Seager, J. (2021). *Working Towards Gender Equality in The Ranger Workforce: Challenges & Opportunities*.

<https://www.ursa4rangers.org/download/645/?tmstv=1671783841>

Moreto, W., Elligson, R., Singh, R., & Aisha, H. (2023). *Blurred lines - Indigenous state rangers: An exploratory assessment*. Universal Ranger Support Alliance.

<https://www.ursa4rangers.org/download/1283/?tmstv=1699531309>

International Ranger Federation and Universal Ranger Support Alliance (due 2024). *Equity and Equality in the Ranger Workforce*.



CONDITIONS

QUESTION	DO THE RANGERS HAVE ADEQUATE EQUIPMENT AND INFRASTRUCTURE TO DO THEIR JOBS?	DO RANGERS HAVE ACCESS TO ADEQUATE INSURANCE, AND HEALTHCARE?	ARE RANGERS FAIRLY AND ADEQUATELY CONTRACTED, PAID AND REIMBURSED?
NOTES	Without adequate equipment, facilities and necessities for work, rangers cannot perform their duties effectively and securely. Safe working conditions are a basic right.	Rangers have a right to feel secure and protected in their work. Many work in hazardous conditions without any safety net in case of injury and ill health.	A professional workforce should be adequately paid. Low and irregular pay, and casual contracts affect morale and performance, and increase the likelihood of corruption and misconduct.
RECOMMENDATIONS	<ul style="list-style-type: none"> Audit work and employment conditions against the IRF/URSA standards. Work with employers to achieve required improvements. 	<ul style="list-style-type: none"> Check and if necessary, address the first aid support, health care and insurance available to all rangers. 	<ul style="list-style-type: none"> Check the contractual situation of all rangers. Advocate for full employment contracts (or a clear pathway to obtaining these for temporary personnel)
AVAILABLE URSA SUPPORT	<p>The IRF and URSA have produced a comprehensive standard for working and employment conditions for rangers, based on the format of an International Labour Organisation Standard.</p> <p>International Ranger Federation and Universal Ranger Support Alliance (2023). <i>Protected and Conserved Area Rangers Convention: A draft International Labour Standard</i>. https://www.ursa4rangers.org/download/1396/?tmstv=1699531309 (summary). https://www.ursa4rangers.org/download/1389/?tmstv=1699531309 (full standard).</p> <p>Iraola, M.J., Barrueco, S., Bertzky, M., Singh, R. and Galliers, C.M. (2022). <i>Safeguarding the Rights and Well-being of Rangers. Part 1: Principles. Universal Ranger Support Alliance and Part 2: Guidance and Tools</i>. International Ranger Federation and Universal Ranger Support Alliance. https://www.ursa-4rangers.org/</p>		

CONDUCT

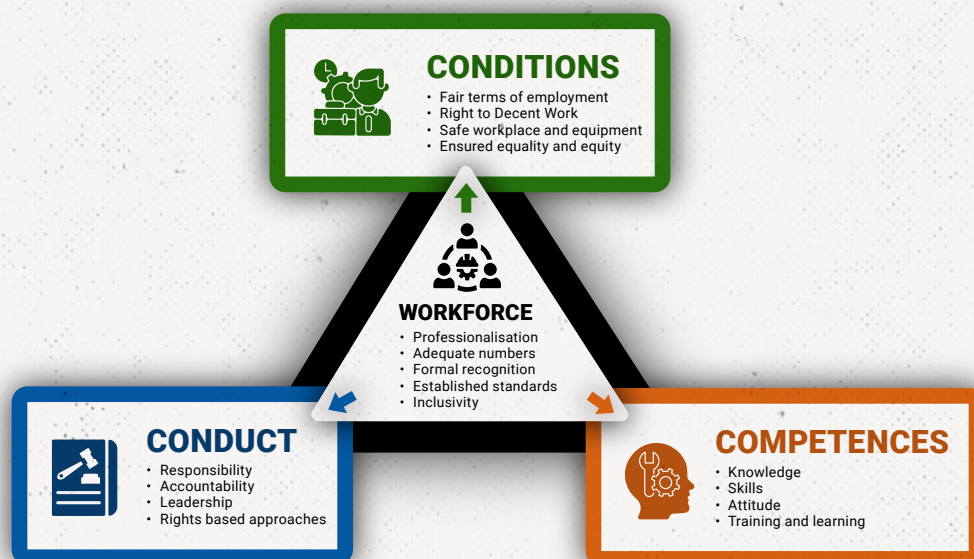
QUESTION	DO RANGERS HAVE A CODE OF CONDUCT THAT GUIDES THEIR WORK?	WHAT IS THE RELATIONSHIP BETWEEN RANGERS AND LOCAL COMMUNITIES?	ARE ADEQUATE MEASURES IN PLACE FOR SAFEGUARDING HUMAN AND INDIGENOUS RIGHTS?
NOTES	A clear, commonly understood and applied code of conduct will improve performance, define expected standards of behaviour, help protect rangers and those they encounter and provide a framework for ensuring observance of rights and addressing grievances.	Positive, cooperative and respectful relations between rangers and communities improve management effectiveness, and reduce the risk of conflict and violations.	Rangers must be aware of and observe their obligations regarding rights. Local communities should have access to means for whistleblowing, complaints and redress. Employers and supporters should have mechanisms for detecting, recording and responding to violations.
RECOMMENDATIONS	<ul style="list-style-type: none"> Find out if there is a current code of conduct. Introduce the IRF CoC and supporting materials. Encourage formal adoption and adaptation to fit local contexts. Train all personnel. Make stakeholders aware of the CoC. 	<ul style="list-style-type: none"> Work with employers to address situations where rangers are required to implement policies and decisions that create conflict. Improve community participation in governance. Train rangers in conflict management and community relations. 	<ul style="list-style-type: none"> Train rangers in human rights. Work with employers to establish and operate safeguarding mechanisms. Respond promptly to on complaints and grievances.
AVAILABLE URSA SUPPORT	<p>The International Ranger Federation has prepared a global code of conduct and supporting guidance with input from over 1000 rangers and available in multiple languages. A supporting video is also available.</p> <p>International Ranger Federation (2021). <i>Code of Conduct for Rangers</i>. International Ranger Federation. https://www.ursa4rangers.org/download/619/?tmstv=1691380384 (Available in multiple languages).</p>	<p>The IRF, URSA and the IUCN World Commission on Protected Areas are developing a range of guidance and case studies on ensuring good ranger-community relations at the local level.</p> <p>Stolton, S., Timmins, H.L. and Dudley, N. (2022). <i>Building Trust with Rangers and Communities: A scoping report for URSA. Vol 1: Scoping Report and Initial Findings</i>. Universal Ranger Support Alliance. https://www.ursa4rangers.org/download/941/?tmstv=1691380384</p> <p>Vol 2: Case Studies. Universal Ranger Support Alliance. https://www.ursa4rangers.org/download/960/?tmstv=1691380384</p>	<p>URSA and IRF are developing safeguarding guidance. The following guidance is recommended.</p> <p>USAID (2022). <i>Training and monitoring best practice guide: Rights-Based Training for Rangers in National Parks and other Protected Areas; Protected Area Social Safeguards: How-To Guide: Community Engagement; Protected Area Social Safeguards: Grievance and Redress Mechanisms</i>. https://biodiversitylinks.org/library/resources/5c-1_training-and-monitoring-best-practice-guide_30mar22_508.pdf</p>

COMPETENCE

QUESTION	ARE THE SKILLS AND COMPETENCES REQUIRED BY THE RANGERS CLEARLY DEFINED?	ARE RANGERS ADEQUATELY TRAINED AND IS THERE FOLLOW-UP TRAINING AND CAPACITY BUILDING FOR THEM?
NOTES	Effective ranger work requires high levels of skills, knowledge and attitude. Many rangers lack clear job descriptions and profiles of required skills and are unaware of exactly what their duties are. Many employers do not define detailed job descriptions for rangers.	Untrained rangers cannot work effectively, safely or responsibly. Short-term, one-off training events have limited impact. Rangers require long term, regularly updated formal training, refresher courses and on the job training and mentoring. Leadership training as well as technical training is needed.
RECOMMENDATIONS	<ul style="list-style-type: none"> Find out if rangers have clear and specific job descriptions. Use the IRF/URSA competences to check if their required duties and responsibilities are defined. Work with employers to update job descriptions for all staff positions. 	<ul style="list-style-type: none"> Use the IRF/URSA competences and agreed job descriptions to define training needs and priorities. Advocate for official training budgets for protected areas. Work with employers and training providers to design programmes that cover all required competences. Encourage employers to develop internal training units.
AVAILABLE URSA SUPPORT	<p>The IRF/URSA universal ranger competences provide a broad framework for defining individual capacity needs for rangers. More detailed competence frameworks have been published by IUCN.</p> <p>The International Ranger Federation and the Universal Ranger Support Alliance (2023). <i>Global Ranger Competences: a concise summary of skills, knowledge and personal qualities needed by a competent, professional ranger</i>. International Ranger Federation and the Universal Ranger Support Alliance. https://www.ursa4rangers.org/download/1371/?tmstv=1691380384</p> <p>Appleton, M.R. (2016). <i>A Global Register of Competences for Protected Area Practitioners</i>. Gland, Switzerland: IUCN. https://portals.iucn.org/library/sites/library/files/documents/PATRS-002.pdf</p> <p>Maggs, G., et al. (2021). <i>A global register of competences for threatened species recovery practitioners</i>. Gland, Switzerland: IUCN. https://portals.iucn.org/library/node/49494</p>	<p>The IRF and URSA are developing detailed guidance on design and delivery of ranger training courses. The following current publications are recommended.</p> <p>The International Ranger Federation and the Universal Ranger Support Alliance (2023). <i>Global Ranger Competences: a concise summary of skills, knowledge and personal qualities needed by a competent, professional ranger</i>. International Ranger Federation and the Universal Ranger Support Alliance. https://www.ursa4rangers.org/download/1371/?tmstv=1691380384</p> <p>Lotter, W.D. et al. (2016). <i>Anti-poaching in and around protected areas: Training guidelines for field rangers</i>. International Ranger Federation. https://www.internationalrangers.org/wp-content/uploads/Anti-poaching-Training-Guidelines.pdf</p>

THE RANGERS FOR 30 BY 30 FRAMEWORK

A professional workforce to guarantee effective management



For further information visit
www.ursa4rangers.org or www.internationalrangers.org