



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? |
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| NOTES | <p>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.</p> | <p>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.</p> |
| RECOMMENDATIONS | <ul style="list-style-type: none"> • 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. | <ul style="list-style-type: none"> • 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 | <p>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).</p> <p>Appleton, M.R., Courtiol, A., Emerton, L. <i>et al.</i> Protected area personnel and ranger numbers are insufficient to deliver global expectations. <i>Nat Sustain</i> 5, 1100–1110 (2022). https://doi.org/10.1038/s41893-022-00970-0</p> | <p>The IRF and URSA have produced guidance on improving diversity in the ranger workforce</p> <p>Seager, J. (2021). <i>Working Towards Gender Equality in The Ranger Workforce: Challenges & Opportunities.</i> https://www.ursa4rangers.org/download/645/?tmstv=1671783841</p> <p>Moreto, W., Elligson, R., Singh, R., & Aisha, H. (2023). <i>Blurred lines - Indigenous state rangers: An exploratory assessment.</i> Universal Ranger Support Alliance. https://www.ursa4rangers.org/download/1283/?tmstv=1699531309</p> <p>International Ranger Federation and Universal Ranger Support Alliance (due 2024). <i>Equity and Equality in the Ranger Workforce.</i></p> |



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? |
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| NOTES | <p>Without adequate equipment, facilities and necessities for work, rangers cannot perform their duties effectively and securely. Safe working conditions are a basic right.</p> | <p>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.</p> | <p>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.</p> |
| 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

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.

International Ranger Federation and Universal Ranger Support Alliance (2023). *Protected and Conserved Area Rangers Convention: A draft International Labour Standard*. <https://www.ursa4rangers.org/download/1396/?tmstv=1699531309> (summary). <https://www.ursa4rangers.org/download/1389/?tmstv=1699531309> (full standard).

Iraola, M.J., Barrueco, S., Bertzky, M., Singh, R. and Galliers, C.M. (2022). *Safeguarding the Rights and Well-being of Rangers. Part 1: Principles. Universal Ranger Support Alliance and Part 2: Guidance and Tools*. International Ranger Federation and Universal Ranger Support Alliance. <https://www.ursa-4rangers.org/>



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 | <p>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.</p> | <p>Positive, cooperative and respectful relations between rangers and communities improve management effectiveness, and reduce the risk of conflict and violations.</p> | <p>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.</p> |
| 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</p> <p>(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: <i>Case Studies</i>. 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> |
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COMPETENCE

QUESTION

ARE THE SKILLS AND COMPETENCES REQUIRED BY THE RANGERS CLEARLY DEFINED?

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.

RECOMMENDATIONS

- **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.**

AVAILABLE URSA SUPPORT

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.

The International Ranger Federation and the Universal Ranger Support Alliance (2023). *Global Ranger Competences: a concise summary of skills, knowledge and personal qualities needed by a competent, professional ranger*. International Ranger Federation and the Universal Ranger Support Alliance. <https://www.ursa4rangers.org/download/1371/?tmstv=1691380384>

Appleton, M.R. (2016). *A Global Register of Competences for Protected Area Practitioners*. Gland, Switzerland: IUCN. <https://portals.iucn.org/library/sites/library/files/documents/PATRS-002.pdf>

Maggs, G., et al. (2021). *A global register of competences for threatened species recovery practitioners*. Gland, Switzerland: IUCN. <https://portals.iucn.org/library/node/49494>

ARE RANGERS ADEQUATELY TRAINED AND IS THERE FOLLOW-UP TRAINING AND CAPACITY BUILDING FOR THEM?

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.

- **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.**

The IRF and URSA are developing detailed guidance on design and delivery of ranger training courses. The following current publications are recommended.

The International Ranger Federation and the Universal Ranger Support Alliance (2023). *Global Ranger Competences: a concise summary of skills, knowledge and personal qualities needed by a competent, professional ranger*. International Ranger Federation and the Universal Ranger Support Alliance.

<https://www.ursa4rangers.org/download/1371/?tmstv=1691380384>

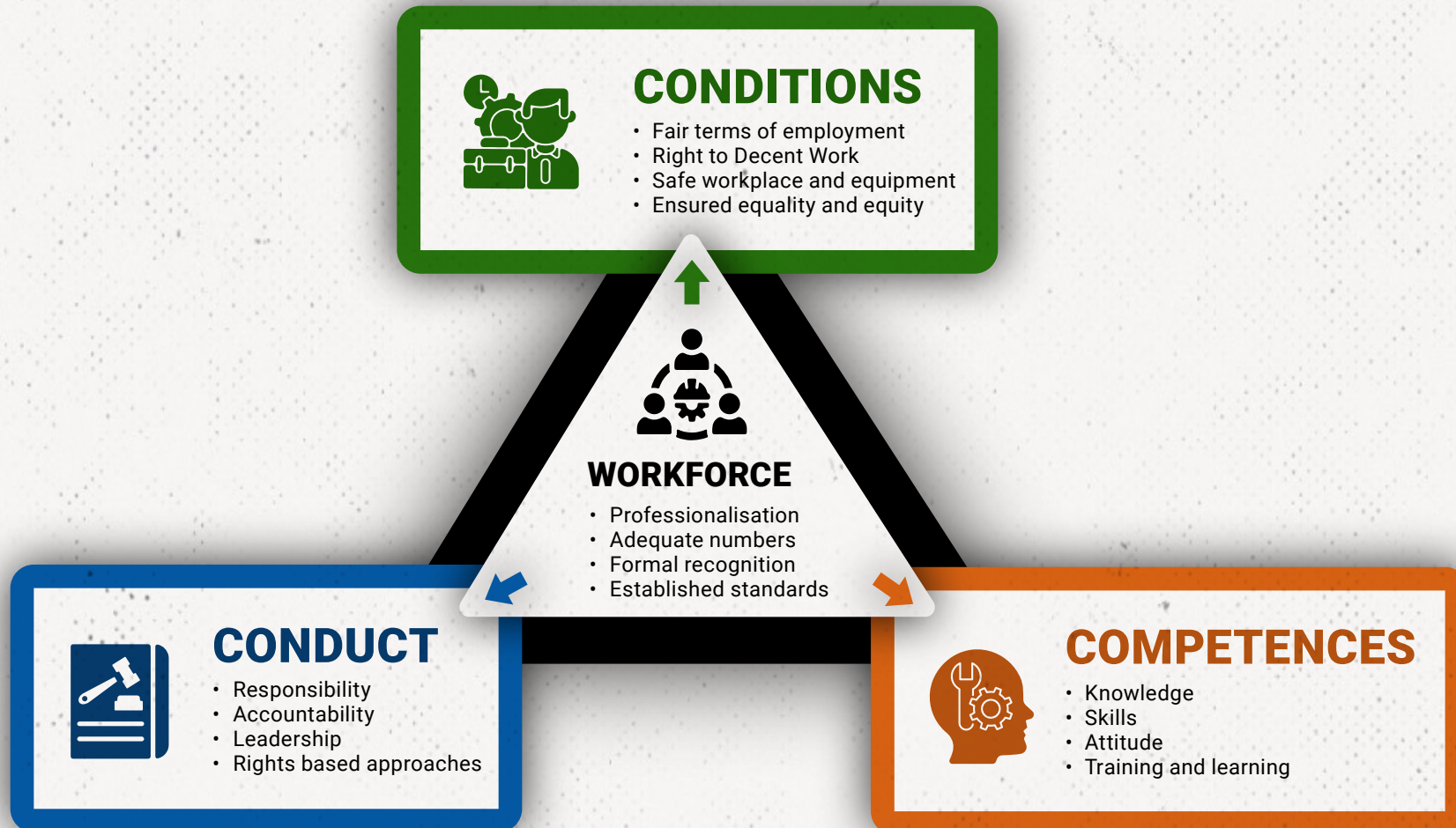
Lotter, W.D. et al. (2016). *Anti-poaching in and around protected areas: Training guidelines for field rangers*. International Ranger Federation.

<https://www.internationalrangers.org/wp-content/uploads/Anti-poaching-Training-Guidelines.pdf>



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