

A DECADE OF IMPACT

ALPS Resilience — Organisational Overview

Prepared by ALPS Resilience · June 2026

10 years

2015 — 2025

**3
countrie
s**

South Africa ·
Mozambique · Ukraine

**164
staff**

Mozambican-led field
team (2025)

200,000+

People reached

SOUTH AFRICA

2015 — present

Founding programme country

MOZAMBIQUE

2019 — present

Primary scale-up country

UKRAINE

2022 — present

Humanitarian response & protection

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A Decade of Impact

From English classes in the Western Cape to solar-powered water towers in conflict-affected Mozambique and mine-action operations in Ukraine — the arc of ALPS Resilience is unlikely. The logic is not.

In 2015, in the townships and suburbs of South Africa's Western Cape, a small organisation began offering English classes and computer training to Somali refugees who had nowhere else to turn. A decade later, that same organisation is operating solar-powered water towers across Mozambique's conflict-affected north, conducting mine-action programmes in Ukraine, and managing a portfolio of infrastructure contracts across northern Mozambique.

ALPS Resilience was built on a single conviction: that resilience is not an attitude — it is something you build, measure, and deliver. For ten years, in three continents and some of the hardest environments on earth, that conviction has defined everything we do.

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Origins: Western Cape, 2015

ALPS was founded in 2015 by David Bax, a crisis-recovery practitioner with three decades of field experience, including 20 years as a United Nations country director in Bosnia, Iraq, Eritrea, Ethiopia, Gaza, and Somalia, and a further decade leading mine-action operations across the continent.

The founding programme was modest in ambition but exact in purpose: partnering with the Somali Association of South Africa (SASA) and funded by the US Bureau of Population, Refugees and Migrants, ALPS offered English-language instruction and computer courses to Somali refugees and asylum seekers in the Western Cape.



P2P Dialogue session — cross-community engagement, Western Cape.

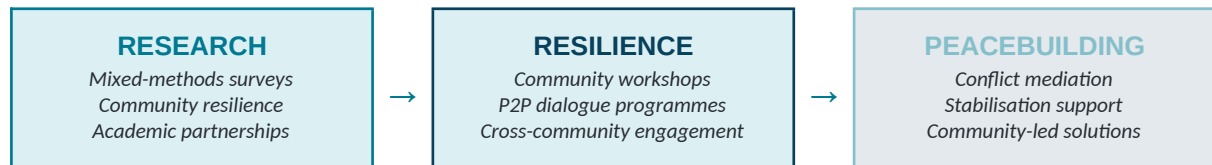
The programme quickly scaled. Under the Building Resilient Refugee Communities (BRRC) initiative — funded by US PRM and Australian DFAT — ALPS grew to serve more than 6,000 beneficiaries per year, expanding from the Western Cape into Gauteng, adding women’s workshops, youth football, xenophobic violence victim assistance, and systematic referrals to government services.

Item	Detail
Programme reach	More than 6,000 beneficiaries per year
Geographic coverage	Western Cape (Cape Town) and Gauteng (Pretoria)
Core services	English-language instruction; computer training
Additional services	Women's workshops; youth football; violence victim assistance; government referrals
Key funders	US Bureau of Population, Refugees and Migrants (PRM); Australian DFAT
Partner organisation	Somali Association of South Africa (SASA)

Research and Community Resilience

As the South Africa programmes matured, ALPS turned its attention to the question behind the question: why do communities in crisis fracture, and what makes some of them hold together?

Between 2017 and 2020, ALPS developed a parallel strand of research and community resilience work, funded by a coalition of government and institutional donors. Annual community resilience workshops brought together 180 participants from civil society, government, law enforcement, and academia.



People-to-People (P2P) dialogue programmes — running across the Western Cape, Eastern Cape, KwaZulu-Natal, North West, and Gauteng — built structured engagement between foreign nationals and local South African communities. ALPS commissioned rigorous mixed-methods surveys on community resilience in South Africa, producing research that informed national and regional policy.

“Resilience is not an attitude — it is something you build, measure, and deliver.”

— ALPS Resilience founding principle

Mozambique: From Intervention to Institution

In 2019, ALPS expanded into Mozambique’s conflict-affected Cabo Delgado province, initially through humanitarian mine-action work and community stabilisation. What followed was a rapid institutional deepening that few organisations of ALPS’ size have achieved.

By 2023, ALPS Mozambique employed a growing national staff team, the overwhelming majority Mozambican nationals, reaching 164 by 2025. ALPS Constructions, Lda — a licensed construction company wholly owned by ALPS Resilience — was delivering infrastructure contracts including solar-powered water towers for major international energy-sector clients.



ALPS training session, BRRC Pretoria 2018 — beneficiary capacity building.

Infrastructure Delivered in Mozambique

- Solar-powered water towers across conflict-affected Cabo Delgado
- Licensed construction company — full infrastructure delivery capability
- Energy-sector logistics and field operations support
- FNDS — National Disaster Management Fund social infrastructure

Item	Detail
Country entry	2019 — humanitarian response, Cabo Delgado
National staff	164 (2025) — Mozambican-led field team
Construction entity	ALPS Constructions, Lda — licensed construction company
Infrastructure clients	Leading energy-sector clients; FNDS
Programme focus	Mine action, stabilisation, infrastructure delivery

Ukraine: Humanitarian Response and Community Resilience

ALPS entered Ukraine in 2022 following Russia’s full-scale invasion, establishing Charitable Foundation “ALPS Resilience Ukraine” and mobilising rapidly through the Ukrainian Humanitarian Fund (UHF). Three programmes delivered between 2022 and 2025 reached tens of thousands of beneficiaries across seven Ukrainian regions.

3 programmes Delivered 2022–2025 across CCCM, Child Protection and Education	17,620+ People reached through explosive ordnance risk education	2,940+ Children provided psychosocial support through dog therapy sessions
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Programme 1 — Camp Coordination and Camp Management (CCCM)

ALPS’ first Ukrainian programme was implemented in consortium with the Ukrainian Deminers Association (UDA) under the UHF 2022 First Standard Allocation. Operating across Volynska, Rivnynska, and Kyivska oblasts, the programme targeted vulnerable internally displaced persons (IDPs) living in collective centres.

CCCM Programme — Key Activities ▪ NFI provision and repair of broken assets at collective sites ▪ Infrastructure improvement: water, power, winterisation and security upgrades ▪ Utility debt compensation to prevent displacement from collective centres ▪ Explosive Ordnance Risk Education (EORE) sessions for IDP residents ▪ Capacity building for local communities and volunteer networks
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Item	Detail
Funder	Ukrainian Humanitarian Fund — 2022 First Standard Allocation
Regions	Volynska, Rivnynska, Kyivska
Consortium	Ukrainian Deminers Association (UDA) + ALPS Resilience Ukraine
Beneficiaries	Vulnerable IDPs in collective centres
ALPS role	International NGO partner; capacity building for UDA; CCCM standards oversight

Programme 2 — Child Protection and Mine Action (2023–2024)

In 2023, ALPS led a 14-month, \$999,886 multi-sectoral programme funded under the UHF 2023 First Standard Allocation. Operating across five oblasts — Kyiv, Zhytomyr, Sumy, Chernihiv, and Kharkiv — the programme combined child psychosocial support, economic assistance, community-based child protection, and explosive ordnance risk education.

A consortium of three organisations delivered complementary workstreams: ALPS Resilience Ukraine as lead agency, the National Organisation of Scouts of Ukraine (NOSU) delivering community-based activities, and UDA deploying 12 EORE and Civil Preparedness and Protection (CPP) teams across all five regions.

Programme Highlights

- Dog therapy PSS: 114 sessions delivering psychosocial support to 2,940 children across 3 regions
- Cash assistance: \$161,203 disbursed to 604 vulnerable children and families across 4 regions
- Scout-method community activities: 5,648 children reached; 80 adults trained as volunteer leaders
- EORE / Civil Preparedness: 17,620 people reached by 12 UDA field teams across all 5 regions
- Mine victim assistance provided to individuals identified during programme activities

Item	Detail
Funder	Ukrainian Humanitarian Fund — 2023 First Standard Allocation
Budget	\$999,886 over 14 months (September 2023 – October 2024)
Regions	Kyiv, Zhytomyr, Sumy, Chernihiv, Kharkiv
Consortium	ALPS Resilience Ukraine (lead) + NOSU + Ukrainian Deminers Association
CP reach	2,940 children (dog therapy PSS); 604 children (cash assistance)
Community reach	5,648 beneficiaries through Scout-based community activities
EORE reach	17,620 people through 12 UDA field teams
Adults trained	80 volunteer leaders trained in child protection and community facilitation

Programme 3 — Green School Gardens (2025-2026)

In 2025, ALPS Resilience Ukraine delivered the “Green School Gardens — Nature, Children, Community” project in Lutsk, Volyn region — an area hosting a high concentration of IDPs. Funded by the Slovenian Development Fund (EUR 29,700) with ALPS co-financing (EUR 14,000), the three-month programme ran from April to June 2025.

Working with the Volyn Departments of Education and Ecology, ALPS established school gardens at ten educational institutions — five kindergartens for children aged 4–5 and five primary schools for children aged 6–9. Over 1,000 children participated in hands-on environmental education covering food security, composting, sustainable agriculture, and responsible consumption.

Item	Detail
Funder	Slovenian Development Fund (EUR 29,700) + ALPS co-financing (EUR 14,000)
Total budget	EUR 43,700
Duration	April 1 – June 30, 2025
Location	Lutsk, Volyn region
Schools	10 institutions (5 kindergartens + 5 primary schools)
Children reached	1,000+, ages 4–9
Key activities	School garden installation; composting; eco-festivals; teacher training
IDP integration	Joint activities designed to integrate displaced and host-community children

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Organisational Strength

A decade of delivery has built an organisation with genuine institutional depth: a board with UN and diplomatic experience, a senior leadership team with field credentials across four continents, and a Mozambican national workforce that is itself a proof of concept for the localisation agenda.

6,000+ Beneficiaries/ yr South Africa peak	164 Staff (2025) Mozambique national team	14+ Institution al donors A decade of trusted partnerships
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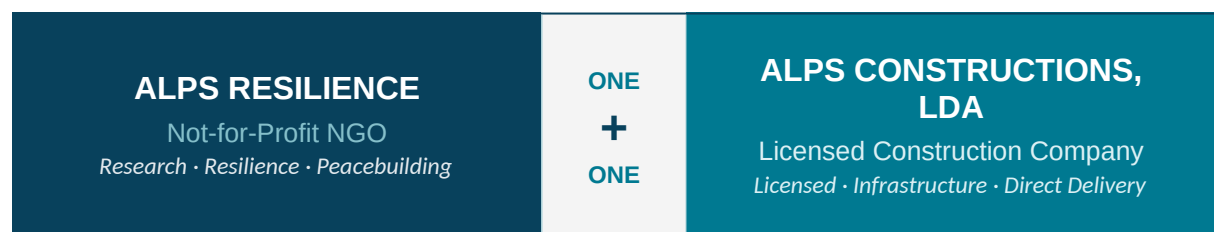


ALPS field team, Mozambique — Mozambican-led national workforce.

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Organisational Structure

ALPS Resilience operates through two complementary entities: the not-for-profit NGO that anchors the mission, and ALPS Constructions, Lda, the licensed construction company that provides the direct-delivery capability. The two-entity model allows ALPS to pursue humanitarian programming and commercial infrastructure contracts simultaneously, with the construction company ring-fenced and any surplus reinvested into the mission.



Ten Years in Numbers

The following charts illustrate ALPS' permanent staff growth trajectory and key programme milestones across the decade.

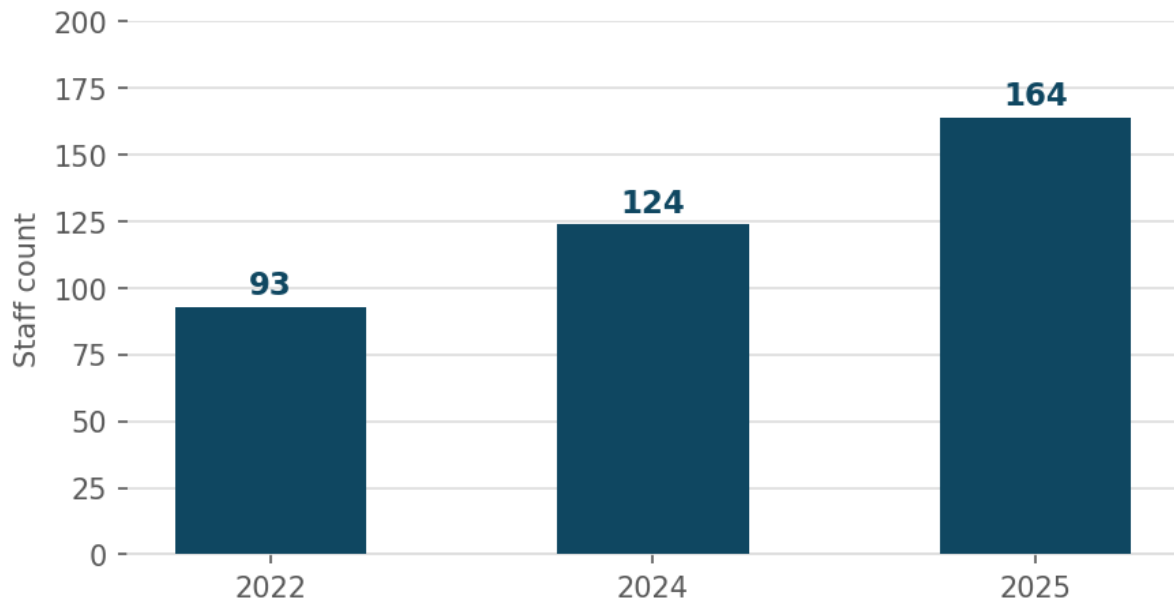


Figure 1: ALPS Resilience — staff growth 2015–2025.



Infrastructure delivery — solar water tower project, Cabo Delgado.

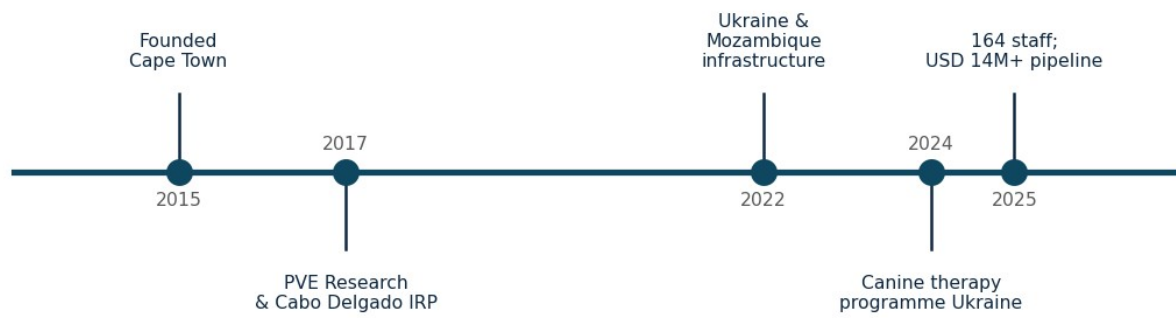


Figure 2: ALPS Resilience — key programme milestones 2015–2025.

ALPS RESILIENCE — 2015 TO 2025 AND BEYOND

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