



Business Plan

2025 – 2029

Architectural Pioneering Consultants Limited

Innovative Design. Strategic Vision. Sustainable Solutions.
Shaping tomorrow's spaces today.

Prepared For:

Stakeholders, Investors, and Strategic Partners

Prepared By:

Architectural Pioneering Consultants Limited

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Business Plan for Architectural Pioneering Consultants Limited

Executive Summary

Architectural Pioneering Consultants Limited is a professional services firm specialized in innovative architectural design, project management, and sustainable building solutions. We offer a wide and innovative range of services in the field of architecture and consultancy. With our unique international outlook, we count on intellectual and professional assets currently unmatched in our region of operations. Based in Dar es Salaam, Tanzania, we serve institutional, healthcare, residential, government and commercial clients all across East Africa. Our mission focuses on providing high-quality, reliable, and resilient project management and implementation, and our vision emphasizes sustainable and aesthetically pleasing environments that foster economic growth and improve quality of life.

*We have been in business for the past sixteen (16) years, and the firm has been growing each year. Our revenue for the last three financial years were **Tzs 1,327,966,379 (\$569,464)** in 2022, **Tzs 1,314,522,450 (\$523,714)** in 2023 and **Tzs 2,350,205,241(\$899,084)** in 2024. We project revenues of Tzs 2.5 billion in 2025, with a goal to grow to Tzs 3.5 billion by year 2029 through strategic client acquisition and partnerships. The firm is led by Mr Dar Gummich, German national, a licensed architect with over thirty (30) years of experience, and supported by a team of skilled designers and project managers.*

We currently have a working capital of around Tzs 276million (\$108k) and we have ongoing projects which generate us around Tzs 200mil (\$60k) each month

Company Description

- *Business Name: Architectural Pioneering Consultants Limited*
- *Legal Structure: Limited Liability Company (LLC)*
- *Location: Dar es Salaam, Tanzania*
- *Mission Statement: To provide innovative, sustainable, and client-focused architectural solutions that inspire and endure.*
- *Vision: To become a leading architectural consulting firm in East Africa known for design excellence and client satisfaction.*
- *Core Values: Creativity, sustainability, collaboration, integrity, and excellence.*

Services Offered

Architectural Pioneering Consultants Limited provides comprehensive architectural and consulting services, including:

- *Architectural Design: Concept development, schematic design, and detailed drawings for residential, commercial, and institutional projects.*
- *Sustainable Design Consulting: Expertise in energy-efficient materials, green certifications (LEED, Passive House), and net-zero design.*
- *Project Management: Oversight of construction phases, contractor coordination, and budget management.*
- *Interior Design: Space planning and material selection for cohesive aesthetics.*
- *Feasibility Studies: Site analysis, zoning compliance, and cost estimation for pre-project planning.*
- *3D Visualization and BI: High-quality renderings and Building Information Modelling for client presentations and project accuracy.*

Market Analysis

Industry Overview

The architectural market in Tanzania is experiencing significant growth, fueled by rapid urbanization, demand for sustainable design and government investments in infrastructure. The Tanzanian construction market is expected to grow by 7% in 2025, reaching a value of approximately Tzs 29.26 trillion (\$11.37 billion). This growth is expected to continue, with the construction industry projected to reach approximately Tzs 40.44 trillion (\$15.6 billion) by 2029. The market is projected to grow at a CAGR of 6.7% between 2025-2029

Target Market

Primary Clients:

- *Healthcare: We are experienced in designing hospitals such as the CCBRT Maternity Ward and Private Clinic as well as the Aga Khan Hospital*
- *Institutional: We have worked on various school projects, including the DIA Secondary School, Mkombozi Primary School, International School of Tanganyika (IST) and the Simba Vision Montessori School*
- *Cultural: We were involved in projects like the Palace Museum, Nafasi Art Space and the House of Wonders, indicating a focus on cultural heritage and preservation*
- *Residential: We also do residential projects. We did the International School of Tanganyika teacher's housing*
- *Commercial: We did the Swiss Embassy, TIGO headquarters, TPCC headquarters, Fumba Town Development and Seamic Laboratory*
- *Government: Currently working on the Selous Ecosystem Conservation and Development (Secad) project supported by the German government, aimed at enhancing the conservation of the Selous Eco System*

Competitive Analysis

Key Competitors:

- *IPA Architects: IPA Architects has a long history in Tanzania, with experience in diverse sectors and building types;*
- *Epitome Architects Limited: specializes in a broad range of architectural projects, including institutional, residential, educational, mixed-use, and healthcare developments-*

Competitive Advantage:

- *Emphasis on sustainable design (e.g., LEED certification expertise).*
- *Personalized client engagement and tailored solutions.*
- *Use of cutting-edge design software (e.g., BIM, Revit) for efficiency and visualization.*

Marketing and Sales Strategy

Marketing Plan

- *Branding: Develop a professional logo, website, and portfolio showcasing past projects and sustainability focus.*
- *Digital Marketing**:*
- *SEO-optimized website with blog content on design trends and green building.*
- *Social media presence on LinkedIn, Instagram, and Houzz to share project photos and client testimonials.*
- *Google Ads targeting local clients searching for architectural services.*
- ***Networking**:*
- *Join local chambers of commerce, AIA (American Institute of Architects), and green building councils.*
- *Attend industry events and trade shows to connect with developers and contractors.*

Sales Strategy

- Tender websites such as GTAI, Worldbank, etc.
- Client Acquisition through media exposure such as Instagram, competition participation
- Pricing: Fixed-fee contracts for larger projects, with discounts for repeat clients.
- Retention: Build long-term relationships through exceptional service and follow-up support post-project completion.

Risk Analysis

Risk	Impact	Mitigation strategy
Slow client acquisition	High	Aggressive marketing and networking
Project Delays	Medium	Robust project management processes
Economic Downturn	High	Diversify client base (residential, commercial, institutional)
Rising Software Costs	Low	Budget for annual subscription increases

Operations Plan

Location and Facilities

- Office**: 1500 sq. ft. leased office space at Msasani area, Dar es Salaam with meeting rooms, workstations, and a design studio.
- Equipment: High-performance computers, design software (AutoCAD, RIBA, SketchUp), printers, and plotters.
- Remote Work Hybrid model allowing staff to work from home for non-client-facing tasks.

Workflow

Project Process

- Initial consultation and needs assessment.
- Concept design and client feedback.
- Detailed design and permitting.
- Construction oversight and final walkthrough.
- Timeline**: Typical projects range from 6 months (small renovations) to 24 months (large commercial builds).

Technology

The adoption of new technologies like Building Information Modeling (BIM) is helps to increase efficiency and improve project outcomes.

- Software used: Revit for BIM, RIBA, AutoCAD for drafting, Adobe Creative Suite for presentations, and project management tools
- Cloud Storage: Secure cloud-based storage for project files and client access.

Management and Organization

Ownership

- Founder/Principal Architect: Dark Gummich, with 30 years of experience in [specific expertise, e.g., commercial design, sustainable architecture]
- Co-Owner: Gunter Klix
 - Client liaison
 - Proposal preparation
 - Technical advice.

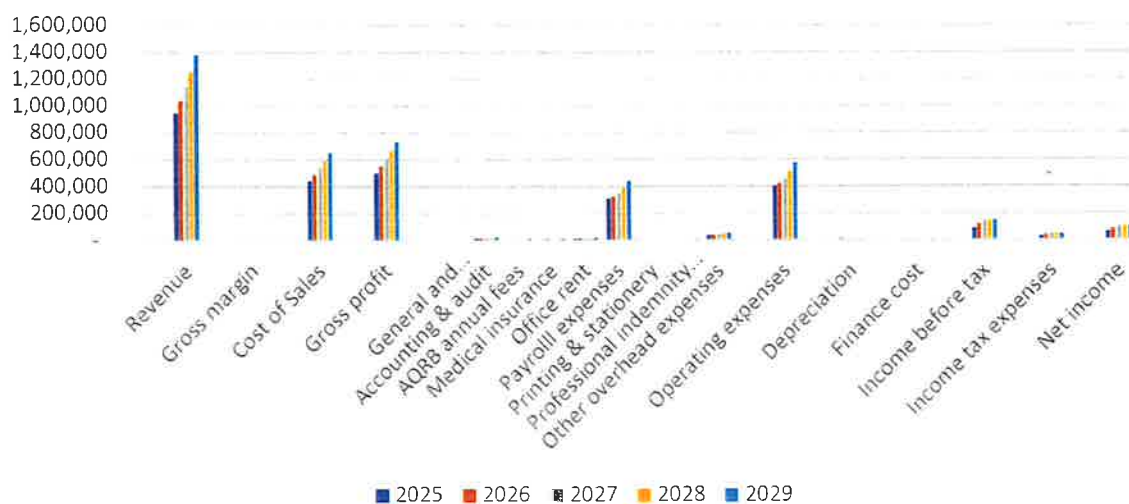
Team Structure

- *Principal Architect (4): Oversees design and client relations.*
- *Junior Architect/Designer (1): Assists with drafting and renderings.*
- *Project Manager (2): Manages timelines and contractor coordination.*
- *Administrative Assistant: Handles scheduling and bookkeeping.*
- *Future Hires: Additional designers and a marketing specialist by year two.*
- *Consultants: Structural engineers, MEP (mechanical, electrical, plumbing) consultants, and landscape architects hired on a per-project basis.*

Financial Plan

Projected Profit and loss	2025	2026	2027	2028	2029
Revenue	944,690	1,039,159	1,143,075	1,257,383	1,383,121
Gross margin	0.53	0.53	0.53	0.53	0.53
Cost of Sales	444,004	488,405	537,245	590,970	650,067
Gross profit	500,686	550,754	605,830	666,413	733,054
General and administrative					
Accounting & audit	16,756	17,594	18,913	21,278	23,937
AQRB annual fees	8,255	8,668	9,318	10,483	11,793
Medical insurance	8,623	9,054	9,733	10,950	12,319
Office rent	13,298	13,963	15,010	16,887	18,997
Payroll expenses	308,215	323,626	347,898	391,385	440,308
Printing & stationery	4,370	4,588	4,933	5,549	6,243
Professional indemnity insurance	6,112	6,418	6,899	7,761	8,731
Other overhead expenses	37,185	39,045	41,973	47,220	53,122
Operating expenses	402,815	422,955	454,677	511,512	575,451
Depreciation	9,795	8,326	6,245	7,025	8,079
Finance cost	2,633	2,764	2,972	3,269	3,678
Income before tax	85,443	116,708	141,936	144,607	145,847
Income tax expenses	25,633	35,013	42,581	43,382	43,754
Net income	59,810	81,696	99,355	101,225	102,093

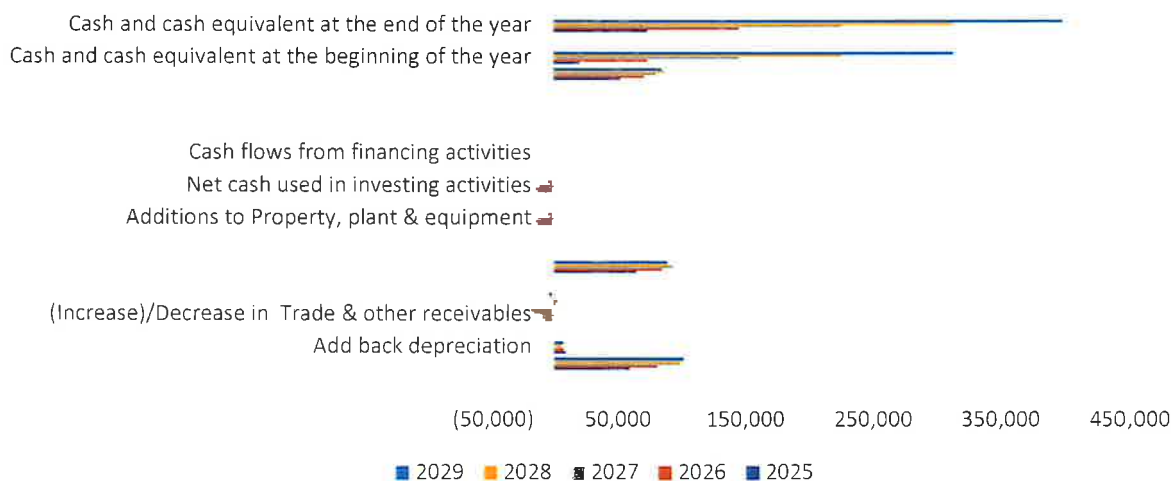
Projected profit and Loss



Projected Balance Sheet	2025	2026	2027	2028	2029
Assets					
Cash	74,355	146,189	226,870	314,517	399,930
Accounts receivable	48,691	53,560	58,916	64,808	71,288
Other receivables	67,320	70,686	75,987	85,485	96,171
Current assets	190,365	270,435	361,774	464,810	567,389
Fixed assets	34,217	39,349	45,842	41,258	37,132
Total assets	224,582	309,784	407,615	506,067	604,521
Liabilities					
Accounts payable & other payables	24,291	27,935	26,538	23,884	20,302
Current liabilities	24,291	27,935	26,538	23,884	20,302
Equity					
Capital	3,774	3,636	3,509	3,390	3,333
Retained earnings	196,517	278,213	377,568	478,793	580,886
Total equity	200,290	281,849	381,077	482,183	584,219
Total liabilities and equity	224,582	309,784	407,615	506,067	604,521

Projected Cash Flow From Operating Activities	2025	2026	2027	2028	2029
Net income	59,810	81,696	99,355	101,225	102,093
Add back depreciation	9,795	8,326	6,245	7,025	8,079
Changes in working capital					
(Increase)/Decrease in Trade & other receivables	(6,068)	(8,235)	(10,657)	(15,390)	(17,166)
Increase/(Decrease) in Trade & other payables	1,695	3,644	(1,397)	(2,654)	(3,583)
Net cash inflow from operating activities	65,232	85,431	93,546	90,206	89,423
Cash flows from investing activities					
Additions to Property, plant & equipment	(11,938)	(13,596)	(12,865)	(2,559)	(4,010)
Net cash used in investing activities	(11,938)	(13,596)	(12,865)	(2,559)	(4,010)
Cash flows from financing activities					
Dividends	-	-	-	-	-
Net cash utilised in financing activities	-	-	-	-	-
Net increase in cash and cash equivalents	53,294	71,835	80,680	87,647	85,413
Cash and cash equivalent at the beginning of the year	21,061	74,355	146,190	226,870	314,517
Cash and cash equivalent at the end of the year	<u>74,355</u>	<u>146,190</u>	<u>226,870</u>	<u>314,517</u>	<u>399,930</u>

Project Cash Flows



Appendices

- Resumes of key team members.
- Sample project portfolio
- Client testimonials or case studies

Dark Gummich

Proposed Position for this project:	Contractual Leader / Supervision
Name of the person:	Arch. Dark Gummich
Date of birth:	14 th of June 1969
Nationality:	German
Membership in professional associations:	<p>(AAT) ARCHITECT'S ASSOCIATION OF THE UNITED REPUBLIC OF TANZANIA (2011 to date)</p> <p>(AQRB) ARCHITECTS AND QUANTITY SURVEYORS REGISTRATION BOARD, UNITED REPUBLIC OF TANZANIA (2010 to date)</p> <p>CHAMBER OF ARCHITECTS AND TOWN PLANNERS, HESSEN, GERMANY (2005 to date)</p>
Education:	<p>HERIOT - WATT UNIVERSITY, Edinburgh, Scotland, Diploma of architecture 10.2000</p> <p>AAA - UNIVERSITY OF ARCHITECTURE, Aarhus, Denmark, Postgrad. study 09.1999 - 07.2000</p> <p>HERIOT - WATT UNIVERSITY, Edinburgh, Scotland Bachelor of arch. (Hons.) 09.1998 - 07.1999</p> <p>HERIOT - WATT UNIVERSITY, Edinburgh, Scotland, BA Degree 09.1996 - 07.1997</p> <p>RWTH AACHEN, Department of architecture, Aachen, Germany, Pre-Diploma 1994 - 1996</p> <p>RHEIN - MAAS - GYMNASIUM AACHEN Aachen, Germany, A-levels 1976 - 1990</p> <p>RWTH AACHEN Department of civil engineering Aachen, Germany 1993 - 1994</p> <p>RUHRUNIVERSITÄT BOCHUM, Department of social science, Bochum, Germany 1992 - 1993</p>

Language & degree of proficiency:	Language:	Speaking:	Reading:	Writing:
	German	Native	Native	Native
	English	Excellent	Excellent	Excellent
	French	Good	Excellent	Good
	Kiswahili	Good	Fair	Fair

Employment record:	From:	To:
Architectural Pioneering Consultants Ltd. (APC) P. O. Box 105 660 Msasani Village Dar es Salaam, Tanzania	January 2009	Date

LIST OF PROJECTS

New buildings

- Palace Museum, Ministry of Heritage and Tourism of the Sultanate of Oman (**MoTSO**), Preparation of conditional surveys, detailed design and tender documentation for cultural heritage restoration, liaising with UNESCO, Zanzibar, Tanzania, US\$ 1.7m. (2022 - ongoing)
- Bao Residence, concept design review for the high end residential development for a **private Swiss investor**, Zanzibar Tanzania, construction value, US\$ 8.5m. (2022 - ongoing)
- House of Wonders, Ministry of Heritage and Tourism of the Sultanate of Oman (**MoTSO**), **advisor** for cultural heritage restoration, Zanzibar, Tanzania, US\$ 32m. (2022 - ongoing)
- Ziraleet, concept design for a five star high end hospitality project for a **Dubai based private investor**, US\$ 16m. (2022 - ongoing)
- Selous, Ecosystem, Conservation and Development Program (**SECAD**), management of the infrastructural improvement component on behalf of GOPA in the National Park, Tanzania, funded by the KfW, US\$ 8.3m (2021 - ongoing)
- Natural Extract Processing Industries, (**NEI**), Detailed Design ,tendering and supervision of a Vanilla factory, Moshi, Tanzania, US\$ 4,3m (2021 - ongoing)
- International School of Tanganyika (**IST**), Dar es Salaam, Tanzania Planning, Design and Supervision of the New Performing Arts Centre, US\$ 4.3m. (2022 – ongoing)
- **NIRAS**,TVET + Hubs Somalia, design/planning and supervision support of 4 regional school Puntland, Somalia, funded by KfW, € 13m (2021 - ongoing)
- **Irish Embassy**, design, planning and supervision of the Irish embassy upgrade in Dar es Salaam, Tanzania, US\$ 0.7m
- International School of Tanganyika (**IST**), Dar es Salaam, Tanzania Planning, Design and Supervision of the elementary campus upgrade, US\$ 1.3m. (2020 - 2021)
- **SIKA**, design, planning and supervision of the new SIKA factory in Dar es Salaam, Tanzania, US\$ 0.6m (2019 - 2021)
- **UNICEF**, funded by KfW, design/planning/supervision of District hospitals in Burtinle, Galdogob and Bacaadweyn and Garowe regional hospital in Somalia, US\$ 3.1m (2019, ongoing)
- **AWF**, Planning and Design of a Montessori school, Moshi, Tanzania, US\$ 1,4m (2019 - 2022)
- **NEI** Planning and Design of a Vanilla factory, Moshi, Tanzania, US\$ 1,2m (2019 - 2020)
- **CCBRT** Maternity and Newborn Hospital (CCBRT), Dar es Salaam, Tanzania Detail design and construction supervision of a new hospital facility, US\$ 7.7m (2017 - 2020)
- **GAUFF** engineering, design planning and supervision of a new visitors centre in the Serengeti for **TANAPA**, Tanzania, funded by KfW, US\$ 0.75m (2017 - ongoing)
- **UNICEF**, design, planning of two region hospitals in Galkayo and Garowe, Somalia, funded by the KfW, US\$ 8.5m (2017 - 2019)
- International School of Tanganyika, (**IST**), Dar es Salaam, Tanzania Planning, Design and Supervision of an Athletic Centre and 10 classrooms, US\$ 5.8m. (2015 - 2022)
- **WIA Group**, Preparation of a Masterplan for a new Data Center, IT-hub and Warehouse facilities, Dar es Salaam, Tanzania, US\$ 65m (2017 - 2018)
- Dar es Salaam International Academy, (**DIA**), Dar es Salaam, Tanzania Planning, Design and Supervision of a new Secondary Private School US\$ 1.8m. (2016 - 2018)

- Leopards Cove House, Dar es Salaam, Tanzania, Planning, Design and supervision of a high end private residential premise, US\$ 1.8m. (2016)
- **Reall**, rental housing project in Chamazi Dar es Salaam, Tanzania Planning, design and supervision of affordable housing solutions. (2015)
- Sisters of the Holy Redeemer (**SHRT**), Chamazi, Dar es Salaam, Tanzania Planning, Design and Supervision of a new primary school, US\$ 1.0m. (2014 - 2017)
- Aga Khan Health Service Tanzania (**AKHS**), Dar es Salaam, Tanzania Planning, Design and Supervision, of a new hospital facility, US\$ 35.0m. (2013 - 2018)
- Comprehensive Community Based Rehabilitation in Tanzania (**CCBRT**) Planning, Design and Supervision of new Private Clinic, US\$ 3.7m. (2012 - 2017)
- Comprehensive Community Based Rehabilitation in Tanzania (**CCBRT**) Building Advisor for the Extension of the existing hospital to accommodate 210 beds/patients maternity hospital, US\$ 30.0m. (2009 - 2022)
- International School of Tanganyika (**IST**), Dar es Salaam, Tanzania Planning, Design and Supervision of a new ecological sustainable teacher's housing complex with a construction value of US\$ 4.3m. (2012 - 2015)
- Comprehensive Community Based Rehabilitation in Tanzania (**CCBRT**) Planning, Design and Supervision of new Hostel and Training facility, US\$ 1.1m. (2014)
- (**CCBRT**), new Hospital Theatres, construction value of US\$ 1.8m. (2012)
- (**CCBRT**), new VVF ward, construction value of US\$ 0.3m. (2011)

Reconstructions / refurbishments

Dar es Salaam

- International School of Tanganyika, (**IST**), Dar es Salaam, Tanzania Planning, Design and Supervision of the upgrading of both campuses, US\$ 1.3m. (2019 - 2022)
- Rehabilitation of analytical laboratory building facilities at Southern and Eastern African Minerals Center (**SEAMIC**) in Dar es Salaam, Phase III, US\$ 0.6m (2019 - ongoing)
- International School of Tanganyika (**IST**), re-design of the existing basketball and media dome , Dar es Salaam, Tanzania US\$ 1.1m. (2019)
- International School of Tanganyika (**IST**), Dar es Salaam, Tanzania, Planning, Design and Supervision of the future proofing of the existing campus, Dar es Salaam. US\$ 1.3m. (2019 - 2021)
- African Minerals and Geosciences Centre (**AMGC**), Dar es Salaam, Tanzania. Planning, design and supervision of renovation works for the Analytical Finger Print (AFP) Laboratory building, US\$ 0.25m. (2018 - 2019)
- **BBL**, Rehabilitation and introduction of PV provision for the Swiss embassy in Dar es Salaam, Tanzania, US\$ 0.9m (2017 - 2018)
- Rehabilitation of analytical laboratory building facilities at Southern and Eastern African Minerals Center (**SEAMIC**) in Dar es Salaam. (2014-2016)
- Financial Sector Deepening Trusts (**FSDT**) Design, Planning and Supervision of the new Headquarters. (2014)
- Rosa Luxemburg Foundation (**RSF**) Feasibility study for the upgrade of the Head office. (2014)
- **MIC**, design and fit out of the new Headquarters for TIGO with an approx. contract value to of US\$ 2.0m. (2011 - 2013)
- **ELMA** Philanthropies Head Office of the ELMA Philanthropies along Toure Drive in. (2011)
- Dar es Salaam Institute for Sustainable Development (**DISD**) New Head offices along Toure Drive in Dar es Salaam. (2010)
- Tanzania Private Sector Foundation (**TPSF**) Head Office of the Tanzania Private Sector Foundation. (2010)

Consultancies/studies

Dar es Salaam

- Gesellschaft für technische Zusammenarbeit (**GiZ**). Neonatal Critical Care Units Guidelines Establishing planning and design guidelines for the neonatal care units in Tanzania (2018- 2019)
- Swiss Development Cooperation (**SDC**), contract closure and forensic audit for the rehabilitation work at Ifakara hospital (IHRC), Ifakara, US\$ 2.0m (2017)
- Project management for the rehabilitation of 4 District Hospitals for the European Union in Dar es Salaam, (**EU**). (2011 - 2012)
- Feasibility studies for the rehabilitations of eight District hospitals in Dar es Salaam for the (**CCBRT**). (2010)
- Accessibility study for persons with disabilities into the premises of the British Council in Dar es Salaam funded by the British Government. (2009)
- Negotiator for the erection of the new Labour Court of the United Republic of Tanzania for the President's office. (2009)
- Review of the construction guidelines for public primary and secondary schools of the United Republic of Tanzania, focusing on accessibility aspects for persons with disabilities. (2009)

Employment record:	From:	To:
Development Pioneer Consultants Ltd. (DPC) P. O Box 105 660 Msasani Village Dar es Salaam, Tanzania	August 2006	2008
German Development Service, Mtwara (DED) Postfach 12 01 20 53 043 Bonn Germany Location: Tanzania	April 2004	August 2006
Tourisme Net 804 rue d'Aiguillon GIR IM9, Quebec Canada	June 2002	March 2003
Plan Team West Architekten Konrad-Adenauer-Ufer 39 50 668 Cologne Germany	February 2001	April 2002
Percy-Johnson-Marshall Architects PJMP Duddingston House, EH15 1RB Edinburgh Scotland	August 1997	August 1998
LP Messe - und Ladenbau Zimmersmühlenweg 14-18 61440 Oberursel Germany	October 1992	January 1998

Gunter Klix

Proposed Position for this project:	Contractual Leader / Design
Name of the person:	Gunter Klix
Date of birth:	06 th November 1978
Nationality:	German
Membership in professional associations:	<p>(AAT) ARCHITECT'S ASSOCIATION OF THE UNITED REPUBLIC OF TANZANIA (2011 to date)</p> <p>(AQRB) ARCHITECTS AND QUANTITY SURVEYORS REGISTRATION BOARD, UNITED REPUBLIC OF TANZANIA (2012 to date)</p> <p>(SIA) SWISS BOARD OF ARCHITECTS (2010 to date)</p>
Education:	<p>SWISS FEDERAL INSTITUTE OF TECHNOLOGY (ETH) Zurich, Switzerland Diploma (MSc.) in Architecture 2005</p> <p>BAUHAUS UNIVERSITY Weimar, Germany Vordiplom (B.arch) 2001</p> <p>MATHIAS CLAUDIUS GYMNASIUM Gehrden, Germany Abitur (University entry level degree) 1998</p>
Other training:	<p>LUCERNE UNIVERSITY OF APPLIED SCIENCES (HSLU) Certificate of Advanced Studies (CAS) in academic pedagogy 2018</p>

Language & Degree of proficiency:	Language:	Speaking:	Reading:	Writing:
	German	Native	Native	Native
	English	Native	Native	Native
	French	Fair	Fair	Fair
	Kiswahili	Basic	Basic	Basic
	Spanish	Excellent	Excellent	Excellent
	Italian	Excellent	Good	Good

Employment record:	From:	To:
Architectural Pioneering Consultants Ltd. (APC) P. O. Box 105 660 Msasani Village Dar es Salaam, Tanzania	July 2011	Date
LIST OF PROJECTS		
New buildings		
<ul style="list-style-type: none"> ▪ Burtinle, Bacaadweyn and Galdogob District Hospitals (2020 – 2024) <ul style="list-style-type: none"> - Project management; multidisciplinary and multinational planning and design; coordination of the project team; management of the tender package(s); contract administration; - Assessment and evaluation of the existing facilities; - Identification of suitable planning partners and the coordination of multidisciplinary design and project activities; - Provision of technical and contractual assistance within a team of 8 local and international experts; - Administration of all local and international contracts with specific focus on water purification and solar power provision/planning; - Liaise with all public stakeholders, namely MoH, UNICEF, LGAs. ▪ Simba Vision School, Engarenanyuki, Meru, Tanzania (2020 – 2022) <ul style="list-style-type: none"> - Design and site supervision of the proposed school building, kitchen and toilet building of the Simba Vision School. - Preparation of book publication drawings ▪ Garowe General Hospital (GGH), Puntland/Somalia (2017 - 2020) ▪ CCBRT Maternity and Newborn Hospital (CCBRT), Dar es Salaam, Tanzania Detail design and construction supervision of a new hospital facility, US\$ 7.7m (2017, ongoing) ▪ GAUFF engineering, design planning and supervision of a new visitors center in the Serengeti for TANAPA, Tanzania, funded by KfW, US\$ 0.75m (2017 - 2019) ▪ UNICEF, design, planning and supervision of two region hospitals in Galkacyo and Garowe, Somalia, funded by the KfW, US\$ 8.5m (2016) (2017, ongoing) ▪ WIA Group, Preparation of a Masterplan for a new Data Center, IT-hub and Warehouse facilities, Dar es Salaam, Tanzania, US\$ 65m (2017-2018) ▪ Dar es Salaam International Academy, (DIA), Dar es Salaam, Tanzania Planning, Design and Supervision of a new Secondary Private School US\$ 1.8m (2015 - 2017) ▪ Leopards Cove House, Dar es Salaam, Tanzania Planning, Design and supervision of a high end private residential premise US\$ 1.8m (2016 - 2017) ▪ International School of Tanganyika, (IST), Dar es Salaam, Tanzania Planning, Design and Supervision of an Athletic Center and 10 classrooms, US\$ 5.8m (2015 - 2018) ▪ Sisters of the Holy Redeemer (SHRT), Chamazi, Dar es Salaam, Tanzania Planning, Design and Supervision of a new primary school, US\$ 1.0m (2014 - 2018) ▪ Reall, rental housing project in Chamazi Dar es Salaam, Tanzania Planning, design and supervision of affordable housing solutions. (2015) ▪ Aga Khan Health Service Tanzania (AKHS), Dar es Salaam, Tanzania Planning, Design and Supervision, of a new hospital facility, US\$ 35.0m (2013 - 2018) ▪ Comprehensive Community Based Rehabilitation in Tanzania (CCBRT) Planning, Design and Supervision of new Private Clinic, US\$ 3.7m (2012 - 2018) ▪ International School of Tanganyika (IST), Dar es Salaam, Tanzania Planning, Design and Supervision of a new ecological sustainable teacher's housing complex with a construction value of US\$ 3.7m, (2012 - 2015) 		

- Comprehensive Community Based Rehabilitation in Tanzania (**CCBRT**)
Planning, Design and Supervision of new Hostel and Training facility, US\$ 1.1m (2014)
- Comprehensive Community Based Rehabilitation in Tanzania (**CCBRT**)
Planning and Design of new Hospital Theatres, construction value of US\$ 1.8m (2012)
- Comprehensive Community Based Rehabilitation in Tanzania (**CCBRT**)
Planning, Design and Supervision of new VVF ward, construction value of US\$ 300k (2011)

Reconstructions / refurbishments

Dar es Salaam

- International School of Tanganyika (**IST**), Dar es Salaam, Tanzania, Planning, Design and Supervision of the future proofing of the existing campus, Dar es Salaam. US\$ 1.3m. (2019)
- African Minerals and Geosciences Centre (**AMGC**), Dar es Salaam, Tanzania. Planning, design and supervision of renovation works for the Analytical Finger Print (AFP) Laboratory building, US\$ 250,000.00 (2018 - 2019)
- **BBL**, Rehabilitation and introduction of PV provision for the Swiss embassy in Dar es Salaam, Tanzania, US\$ 0.9m (2017, ongoing)
- **GAUFF** Consultants, Serengeti National Park Design, Supervision and Planning of the refurbishment of the central visitors' Center and new guards posts, US\$ 500k (2016 ongoing)
- Southern and Eastern African Mineral Center, (**SEAMIC**), Dar es Salaam, Tanzania Design, Supervision and Planning of an analytical Fingerprint Laboratory for the German Government US\$ 300k (2015)
- Financial Sector Deepening Trusts (**FSDT**) Design, Planning and Supervision of the new Headquarters US\$ 200k (2014)
- Rosa Luxemburg Foundation (**RSF**) Feasibility study for the upgrade of the Head office US\$ 400k (2014)
- **MIC**, Design and fit out of the new Headquarters for TIGO with an approx. contract value to of US\$ 2.0 million. (2011 - 2013)

Consultancies/studies

Dar es Salaam

- Gesellschaft für technische Zusammenarbeit (**GiZ**). Neonatal Critical Care Units Guidelines Establishing planning and design guidelines for the neonatal care units in Tanzania (2018- 2019)
- Swiss Development Cooperation (**SDC**), contract closure and forensic audit for the rehabilitation work at Ifakara hospital (IHRC), Ifakara, US\$ 2.0m (2017)
- Project management for the rehabilitation of 4 District Hospitals for the European Union, (**EU**) in Dar es Salaam (2011 - 2012)

Employment record:	From:	To:
Meili, Peter Architekten AG Gartenhofstr. 15 8004 Zürich Switzerland	October 2005	January 2010
WORK DESCRIPTION Graduate Architect (2005-2007) Senior Architect (2007-2009) Project Manager (2009-2010)		
LIST OF KEY PROJECTS <ul style="list-style-type: none"> ▪ Centro Helvetia, Milano, Italy ▪ City West Housing, Zurich, Switzerland ▪ Proposed Swiss Embassy, Moscow, Russia 		

Employment record:	From:	To:
Studio d'Architettura Michele Arnaboldi Via Franzonis 1 6600 Locarno Switzerland	October 2001	April 2002
WORK DESCRIPTION Architectural Intern		
LIST OF KEY PROJECTS <ul style="list-style-type: none"> ▪ Banca Raiffeisen, Intragna, Switzerland 		

Academic record	From:	To:
Lucerne University of Applied Sciences (HSLU) Technikumstrasse 21 6048 Horw Switzerland	December 2015	date
WORK DESCRIPTION <ul style="list-style-type: none"> ▪ Lecturer 		

Academic record	From:	To:
Ardhi University P.O. Box 35176 Dar es Salaam Tanzania	October 2010	2015
WORK DESCRIPTION <ul style="list-style-type: none"> ▪ Visiting Lecturer 		

Academic record	From:	To:
Stuttgart University Keplerstr. 11 70174 Stuttgart Germany	April 2010	October 2010
WORK DESCRIPTION <ul style="list-style-type: none"> ▪ Research Associate 		

Academic record	From:	To:
Swiss Federal Institute of Technology ETH Paulistrasse 8069 Zürich Switzerland	2002	2004
WORK DESCRIPTION <ul style="list-style-type: none"> ▪ Junior Research Assistant 		

Referees:	Name	Organization/Position	Contact
	Mr Jörg Herrera	Embassy of the Federal Republic of Germany in Tanzania Dep. Head of Mission	v@dare.auswaertiges-amt.de
	Dr. Livin Mosha	Ardhi University Tanzania Dean emeritus	livinmosha@yahoo.com
	Prof. Dr. Philipp Misselwitz	Technische Universität Berlin Habitat Unit Chair	misselwitz@tu-berlin.de



Healthcare

Designing for healthcare projects is always a noble cause. APC designed Hospitals, Clinics, Dispensaries cater to the wellbeing of the growing population in East African countries. Appropriately designed facilities improve the quality of life for entire communities in urban and rural areas alike, and APC has a lot of experience in this field.

Primarily, our healthcare projects are designed as spaces which assist the people within to get, or stay, healthy- they are healing spaces. This overall objective unites a large number of themes and skills:

Balancing functionality and visionary design. Medical procedure is often described by rigid requirements. Healing can be assisted by creating spaces which consider the particular quality of a given place, such as natural lighting, materials, cultural tradition. Our designs will ensure that both requirements are taken care of in a balanced manner:

Integrated thinking between architects and engineers. Hospitals are arguably the most heavily engineered building typology. Ensuring proper coordination between the countless experts involved into a hospital project is a task which requires leadership and foresight, and experience. APC brings the required qualifications to your project.

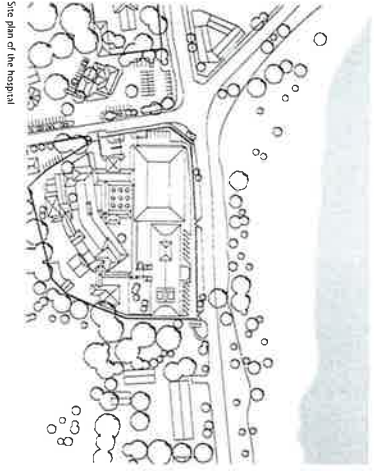
Compliance to standards. APC is capable of designing hospital projects towards most internationally used health guidelines, such as those used in the United States, European countries, UK, Australia and others. Further, we are experienced in interpreting and balancing these international standards against the local realities. We develop the appropriate solutions for diverse contexts, ranging from a large tertiary care hospital in a megacity like Dar es Salaam to a local district hospital in a Somali town.



External view of the hospital

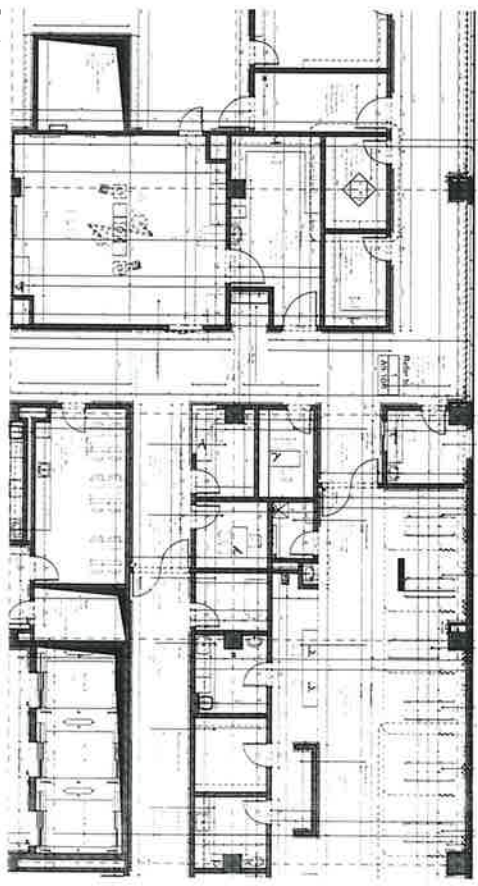
The Aga Khan Hospital in Dar es Salaam is undergoing an ambitious expansion programme. While doubling the bed capacity to nearly 200 beds, the level of medical care shall be increased. The new hospital will be the first institution in Tanzania to provide world class, JCI/A accredited tertiary care. The project bases on a master plan and scheme design by Payette architects from Boston.

Services provided: Detailed design & site supervision
 Client: Aga Khan Health Services
 Location: Upanga, Ilala Municipality, Dar es Salaam
 Date: 2014 - 2018
 Contract value: USD 30,000,000
 Partners: Payette, Buro Happold



Site plan of the hospital

Aga Khan Hospital Campus



General arrangement plan



Waiting area

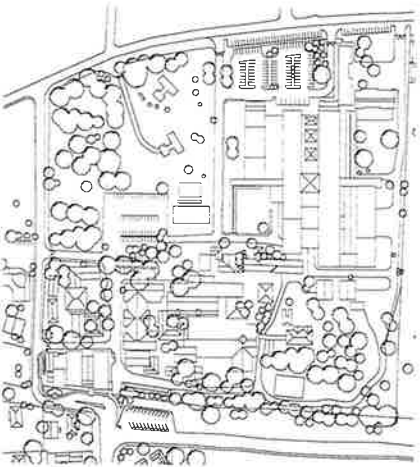


Private ward



The eye and orthopaedic clinic in the urban context

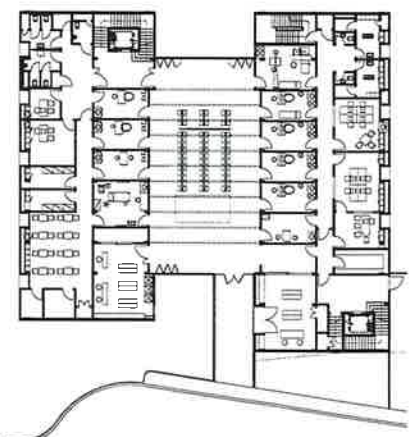
The CCBRT Masahi Campus consists of numerous different medical care units, some dating back to the early days of the NGO in the 1980s. APC has contributed to all levels of planning from the level of the campus masterplan down to the full design of individual units such as the Eye and Orthopaedic Clinic.



Site plan of the CCBRT campus



Facade detail of the private clinic



Upper ground floor of the private clinic

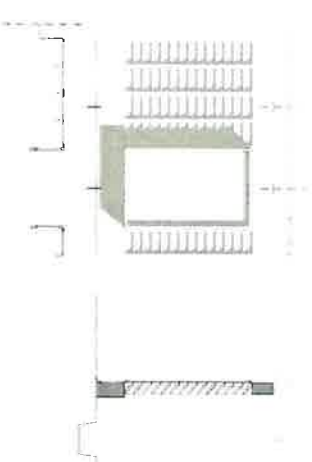
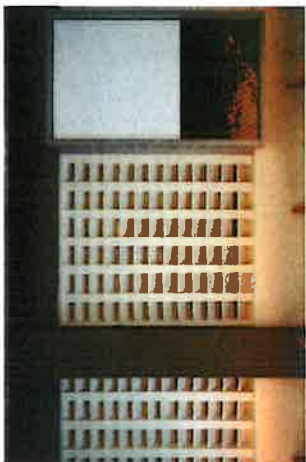


The CCBRT reception store within the eye clinic

CCBRT Eye and Orthopaedic Clinic
 Services provided: Full design & site supervision
 Date: 2012 - 2017
 Contract Value: USD 3,700,000
 Partners: TEAMPLAN Transolar Climate Engineering

Client: CCBRT Comprehensive Community Based Rehabilitation in Tanzania, CCBRT
 Location: Masahi, Kinondoni Municipality, Dar es Salaam
 Date: 2008 - ongoing
 Contract value: > USD 25,000,000

CCBRT Hospital Campus



Facade detail and exterior view



Interior view of the VVF Ward



General ward in the Maternity and Newborn Hospital



Exterior view of the Maternity and Newborn Hospital



CCBRT Maternity and Newborn Hospital
 Services provided: Detailed design (partial) & site supervision; client advisory
 Date: 2008 - 2021
 Contract Value: USD 25'000'000
 Partners: TEAMPLAN, Arup, Epitome, Sweco

CCBRT VVF Ward
 Services provided: Full design & site supervision
 Date: 2011 - 2012
 Contract Value: USD 250'000

CCBRT Hospital Campus



Education

Creating good learning spaces has been one of APC's favourite tasks ever since the office was founded. We have worked for numerous schools from kindergarten level all the way to adult education, particularly International Schools and schools following the Montessori principles.

Our design process starts with curiosity- what are the specific values of your school? Which traditions do you follow? Which vision does the school pursue? Over time we have learnt that every school displays a unique culture of education.

More than other projects, designing schools is a collaborative effort. We involve the school board, possible funders or donors, the school leadership, the teachers, and of course the children into our design process.

Next, we make the location and natural context work for the project. In East Africa, the tropical climate often allows for a high ratio of activities to be carried out outside. For some, the proverbial "classroom under a mango tree" might be a symbol of backwardness. But at APC we believe in making traditions work for the future and in keeping connections with nature.

On the other hand, technology is no stranger to our work process, with it informed by digitally produced images along the design process and computer numerically controlled (CNC) machined physical models.

Finally, our designs aim to make buildings a physically tangible experience for those who study there. We explore construction principles, building traditions, materials available at a location. We interpret and translate them for our own time and put them to use, resulting in a unique space with a special touch and feel.



Exterior view of the classroom block

A model Montessori children's centre (nursery, primary school, students and teachers accommodation, and landscaping) in the remote Mhasai area between Mount Meru and Mount Kilimanjaro.

Services provided: Competition entry 1st price, full design & site supervision
 Client: Arthur Waser Foundation
 Location: Mombela, Arusha Region, Tanzania
 Date: 2019 - 2022
 Contract value: USD 250'000
 Partners: Wolfgang Rossbauer Architekt



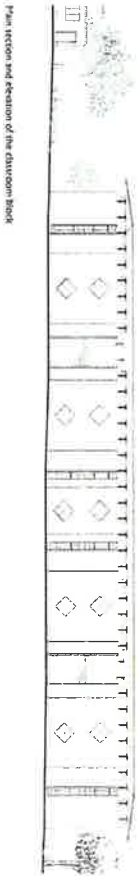
Ground floor plan of the school campus



Exterior view of the facade of the classroom block

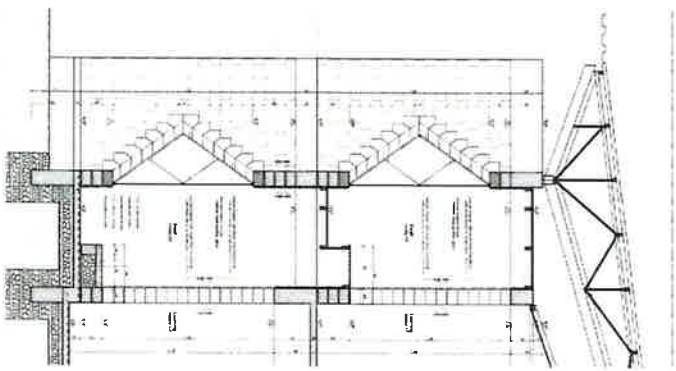


Covered gathering in the classroom block



Plan section and elevation of the classroom block

Simba Vision Montessori School



Detailed section of the building shell



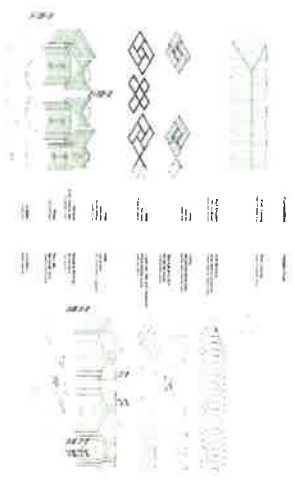
First floor suspended slab for entire ground



On site fabrication of complex 3D steel roof trusses

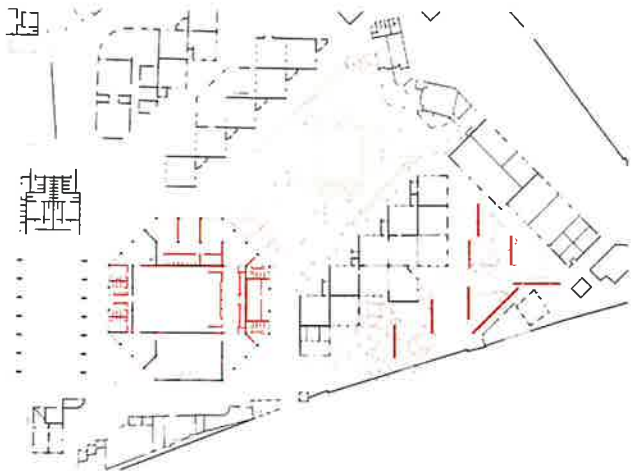
Research and Development - Professional work process in a rural environment
 At Nigobobo Village in Arusha District, structures more complex than single storey residential buildings have never been done.
 For Simba Vision School, APC established a complete contracting and works process from scratch, maintaining the budget of a standard rural schooling project (USD 200/m² of Gross Floor Area). This involved logistics, training, supervision and quality management. The community was engaged in all steps of the process, starting from village elders all the way down to school children gathering river stones for paving materials

Simba Vision Montessori School



Revised construction techniques for the implementation, using available materials and skills

IST Twiggs Dome Refurbishment
 Services provided: Full design & site supervision
 Date: 2021 - 2024
 Contract Value: USD 21,000,000
 Partners: The Landscape Studio, Linspace



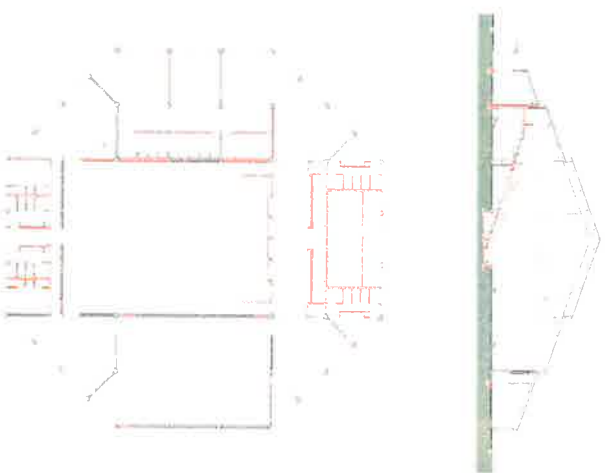
Site plan of the refurbished Twiggs Dome and the adjacent main exterior spaces



Materials were carefully reclaimed for the refurbishment



Site impression during the landscaping works of the main courtyard



Floor plan, section and elevation of the refurbished Twiggs Dome

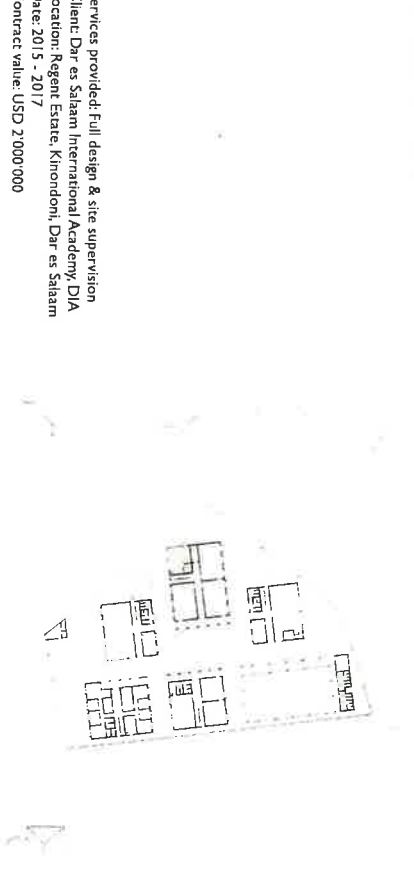


The new auditorium is carefully enscribed into the existing structure

IST Secondary School Masaki Campus



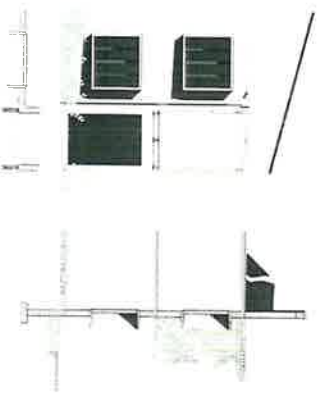
Entrance view of the DIA secondary campus



Ground floor of the school campus

DIA Secondary School Ada Estate Campus

Services provided: Full design & site supervision
 Client: Dar es Salaam International Academy, DIA
 Location: Regent Estate, Kinondoni, Dar es Salaam
 Date: 2015 - 2017
 Contract value: USD 2,000,000



Detailed regions and courtyard views

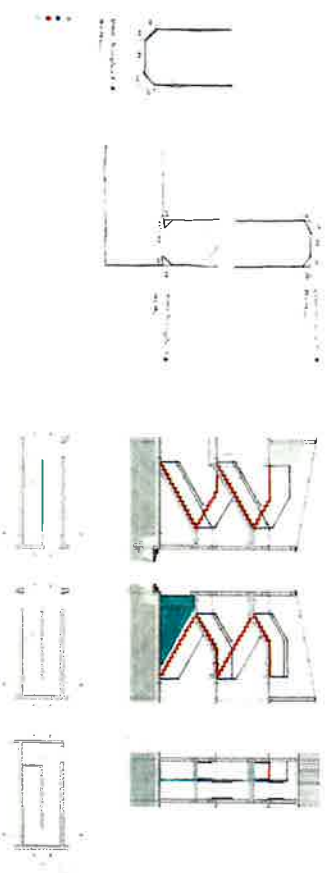
The Dar es Salaam International Academy is one of the renowned educational institutes in Dar es Salaam, Tanzania. As an extension to their PYP and MYP programme the DIA secondary campus is an upcoming facility that offers higher education. The extension comprises of six contemporary clusters with multiple exterior spaces that are designed to influence interconnectivity between learning, creativity and exploration.

Research and Development - Fair-faced Concrete
 Fair-faced reinforced concrete is a classic material of modern architecture. In East Africa, it was used with virtue during the era of early independence architecture - such as in iconic buildings like Karikoo Market or University of Dar es Salaam Campus.

Of late, contractors and craftspeople have lost the ability to work the formwork, reinforcement and actual casting progress appropriately. APC trained a typical works contractor in the process of using fair-faced concrete for complex geometries (such as staircases and handrail elements or window shading elements) in the DIA project.



Fair-faced concrete interior details



Sketches clarifying implementation details on site

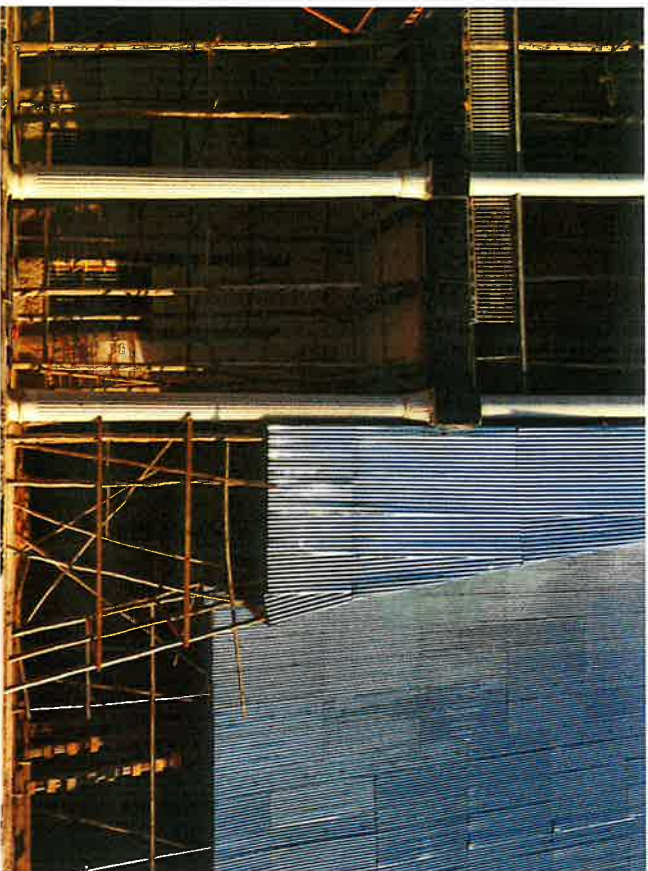


Window shading box textured wall plaster



Mockup in progress

DIA Secondary School Ada Estate Campus



Stranding and protective measures by Cristiano Russo Savio. Credit: superimposed on the remaining colonnade

Bait al-Ajaib, or House of Wonders, is one of Stone Town's outstanding monuments and a UNESCO world heritage site. After serious damage over the past decades, the building is undergoing restoration in line with ICOMOS principles.

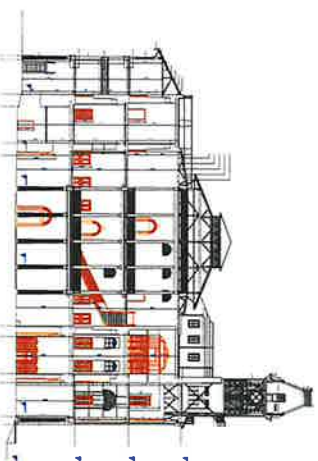
Services provided: Client advisory & UNESCO liaison
 Client: Sultanate of Oman
 Location: Stone Town Zanzibar, Tanzania
 Date: 2021 - 2024
 Contract Value: USD 1,500,000
 Partners: GMP Consulting Engineers, Donatius Kamamba, Stone Town Conservation and Development Authority



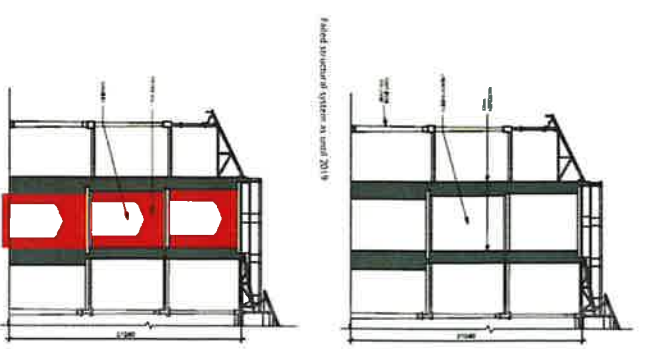
3D Photographs (re) of partially collapsed building by Zanzibar Cape Town



Temporarily stabilized east wing of the House of Wonders

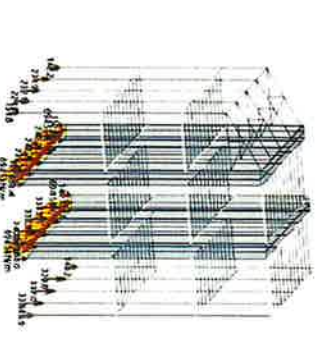


Cross section 2019



Proposed improvement through cross walls

Fixed structural system as used 2019



Loading diagram prior to failure

House of Wonders - Bait al Ajalb



Aerial view of the diverse landscape within the project perimeter

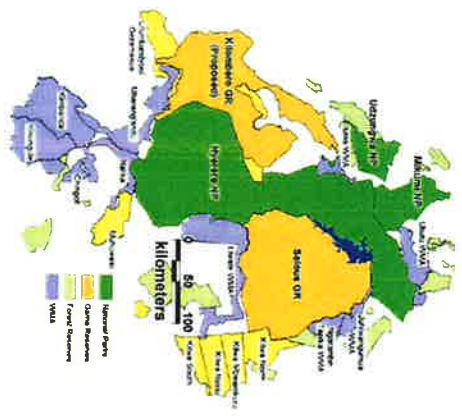
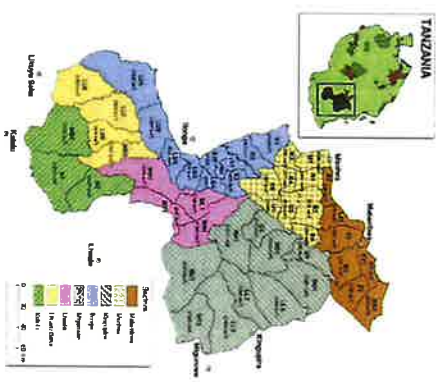
The Selous Ecosystem Conservation and Development, SECAD Programme is being implemented in the Selous Game Reserve, SGR and has the following outputs:

- 1 Management of SGR is strengthened through the Frankfurter Zoologische Society, FZS
- 2 Sustainable ecosystem management of the natural resources in priority parts of the SGR buffer zone through the Worldwide Fund for Nature, WWF
- 3 Infrastructure and equipment of SGR and its peripheries improved

APC has been appointed to provide guidance on the updating of infrastructure in order to improve the management capacity of national entities and thus the conservation of biodiversity and natural resources.

Services provided: Project management
 Client: Ministry of Natural Resources and Tourism
 Financier: KfW Development Bank
 Location: Selous Game Reserve and Selous Niassa Wildlife Corridor, Tanzania
 Date: 2020 - ongoing
 Contract Value: USD 10,000,000
 Partners: GOPA Infra, WWF, Frankfurt Zoological Society

Selous Ecosystem Development



Maps indicating the vast and complex extent of the project

With 51,000 km² one of the largest remaining wilderness areas in Africa

UNESCO World Heritage site since 1982

Placed on the "Conservation International's Hotspot" list and "WWF's Global 200" list

Part of the larger 90,000 km² Selous Ecosystem, including national parks, forest reserves and community managed wildlife areas

Functionally linked with the 42,000 km² Niassa Game Reserve in Mozambique via a wildlife corridor, the Selous - Niassa Wildlife Protection Corridor

With 150,000 km² the largest trans-boundary conservation area in Africa

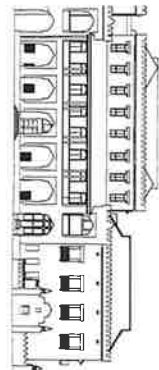


The main ball room in the current status

Services provided: full design
 Client: Ministry of Tourism, Sultanate of Oman
 Location: Stone Town Zanzibar, Tanzania
 Date: 2022 - ongoing
 Contract Value: USD 5,000,000
 Partners: GMP Consulting Engineers

Palace Museum - Beit al Sahil

Site plan of the Palace Museum with the adjacent House of Wonders



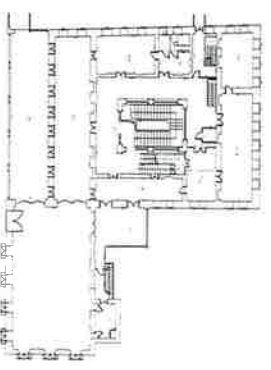
Main elevation and cross section of the palace building



Conservation work for Zanzibars UNESCO world heritage listed Beit al-Sahil building. The project focuses on stabilizing the existing structure, which has received multiple layers of damage from groundwater, rain, and moisture. A sensible climate design concept enables cross ventilation and stack ventilation to improve comfortability and reduce risks of future damage to interiors and structures.



The main ball room after the British bombardment in 1896



First floor plan of the main palace building



19th May 2017

Architectural Pioneering Consultants Ltd.
P. O. Box 105 660
Dar es Salaam

Tanzania

RE: Letter of Recommendation

To whom it may concern.

This is a letter of recommendation regarding Architectural Pioneering Consultants Ltd. (APC), who has worked with CCBRT's Maternity and Newborn Hospital project for several years.

I appreciated APC's role, and professional architectural input in the project. Along with guidance in seeking state approvals; APC "turn around time" on matters of importance, and for the general advice on project planning, administration & management; tendering & selection of professional consultants and contractors; managing & oversight of construction works. This valuable technical assistance greatly impacts the project implementation resulting in a much improved working environment. I think your creativity and vision with a near impossible conversion enabled the project to move ahead. APC demonstrated true professionalism having to work alongside multiple disciplines such as consultants, contractors, equipment suppliers, project manager, and the Municipal Inspectors.

I sincerely hope that we can work together on future projects. Again, thank you for a most successful project.

Yours sincerely,


Suzan Boon
Director Maternity & Newborn Hospital Project



PO Box 23310, Dar es Salaam, Tanzania • Tel: +255 (0)22 260 2192 • www.ccbirt.org
Email: communications@ccbrt.org • Facebook: www.facebook.com/ccbrttz
Twitter: [@CCBRTTanzania](https://twitter.com/CCBRTTanzania)

Represented in the USA by:



Patron: Hon. Job Ndugai, Speaker of the National Assembly of Tanzania • **President:** Dr. W. Slaa



Africa Amini Alama

AFRICA AMINI ALAMA I-NGO

Mag.Dr. Cornelia Wallner-Frisee

Po Box 733 Usa River

Arumeru district, Tanzania

Date: 18th of April 2023

To Whom It May Concern:

LETTER OF RECOMMENDATION

I am writing to recommend Architectural Pioneering Consultants Ltd (APC) for their exceptional work on our recent project Simba Vision Montessori Campus, which was completed in September 2022. The team's professionalism, creativity, and technical expertise exceeded our expectations at every turn.

From the initial consultation to the final implementation, APC was attentive to our needs and receptive to our feedback. The result is a stunning and functional space that perfectly reflects our vision for the project. Transparency and open communication during the entire process made it easy for us to understand the progress and expenses incurred.

The team's dedication to sustainable design was also evident throughout the project. APC incorporated environmentally-friendly and energy-efficient design elements without sacrificing aesthetics or functionality, which aligns perfectly with our values as a charitable organization.

We would like to mention Gunter Klix, Doreen Fred, Lucas Sager, Ingrid Rasmussen, Mariam Abbas and Comfort Mosha for their outstanding contributions to the project. Their expertise, creativity, and dedication to quality were critical to its success.

Overall, we cannot recommend APC highly enough. We look forward to working with you on future projects and are confident that your exceptional work will continue to impress and inspire.

Sincerely,

Mag.Dr.Cornelia Wallner-Frisee

CEO

Africa Amini Alama I-NGO

Africa Amini Alama



www.africaaminialama.com



30th August 2017

To Whom It May Concern

Re: Architectural Pioneering Consultants Ltd. (APC)

APC's creativity and vision with a near impossible conversion enabled the project to move ahead. I appreciated your role as architects in the complexity of the project, "turn around time," and for the impact the project has had on the staff in providing a much-improved working environment. APC demonstrates true professionalism in designing logical and implementable products for the IST Classrooms. Having to work alongside multiple disciplines such as consultants, contractors, equipment suppliers and project manager.

"Excellent and timely service. Never have to wonder if our best interests were being served, or if there were 'new' or 'complicated' issues requiring additional time and expense. Highly recommend."

I sincerely hope that we can work together on future projects. If I can provide a reference to anyone who may want to secure your services, I will be most willing. Again, thank you for a most successful project.

Sincerely,



Dr. Mark Hardeman
Director
IST

International School of Tanganyika
P. O. Box 2651
Dar es Salaam
Tel: 022 2151817/8



The Aga Khan Hospital, Dar es Salaam

An Institution of the Aga Khan Health Service, Tanzania

Barack Obama Drive, P.O.Box 2289
Dar es Salaam, Tanzania
Telephone: 2115151/3. 2114096
Fax: 2115904/2115156
Email:agakhan@akhst.org

12 August 2017

To whom it may concern,

REFERENCE: ARCHITECTURAL PIONEERING CONSULTANTS (APC) LTD.

This letter is provided for the purpose of recommending Architectural Pioneering Consultants (APC) Ltd and to express my support for the firm's capabilities in the areas of project design, monitoring and project management.

APC has been a key project member on the development and expansion of the Aga Khan Hospital's Phase 2 project. APC has been detailed oriented and meticulous throughout the project and still continues to deliver outstanding work. APC was able to comprehend the complexity of the project and designed a logical and implementable product that was appealing to both the client and other stakeholders. APC's turnaround time has had a positive impact on the project.

APC has demonstrated professionalism having to work alongside multiple disciplines such as consultants, contractors, equipment suppliers and project managers. Being led by their Managing Director, Mr. Dark Gummich. The composition of the project team has been youthful and energetic, bringing in a number of vibrant ideas to the project. The team has been passionate about the project and have met all challenges with a positive energy and excellent problem solving skills.

I am totally confident that APC will definitely become a valuable member of your team as they have been to ours, hence my strong recommendation for APC. Please feel free to contact me should you require any additional information.

Yours Sincerely,

Zeenat Sulaiman
Director of Projects,
Patient Quality and Safety – AKHS EA

