

The African SOUP — Campus Master Plan

The African SOUP School Master Plan

March 2023





Contents

01 Master Plan Vision

Your Goals and Our Process	8
Our Collaboration	9

02 Learning From the Site

Project Context	13
Site Assessment	14
Current Program	23

03 Campus Master Plan

Site Strategies	28
Proposed Program	34
Proposed Campus Master Plan	36



The African SOUP Mission

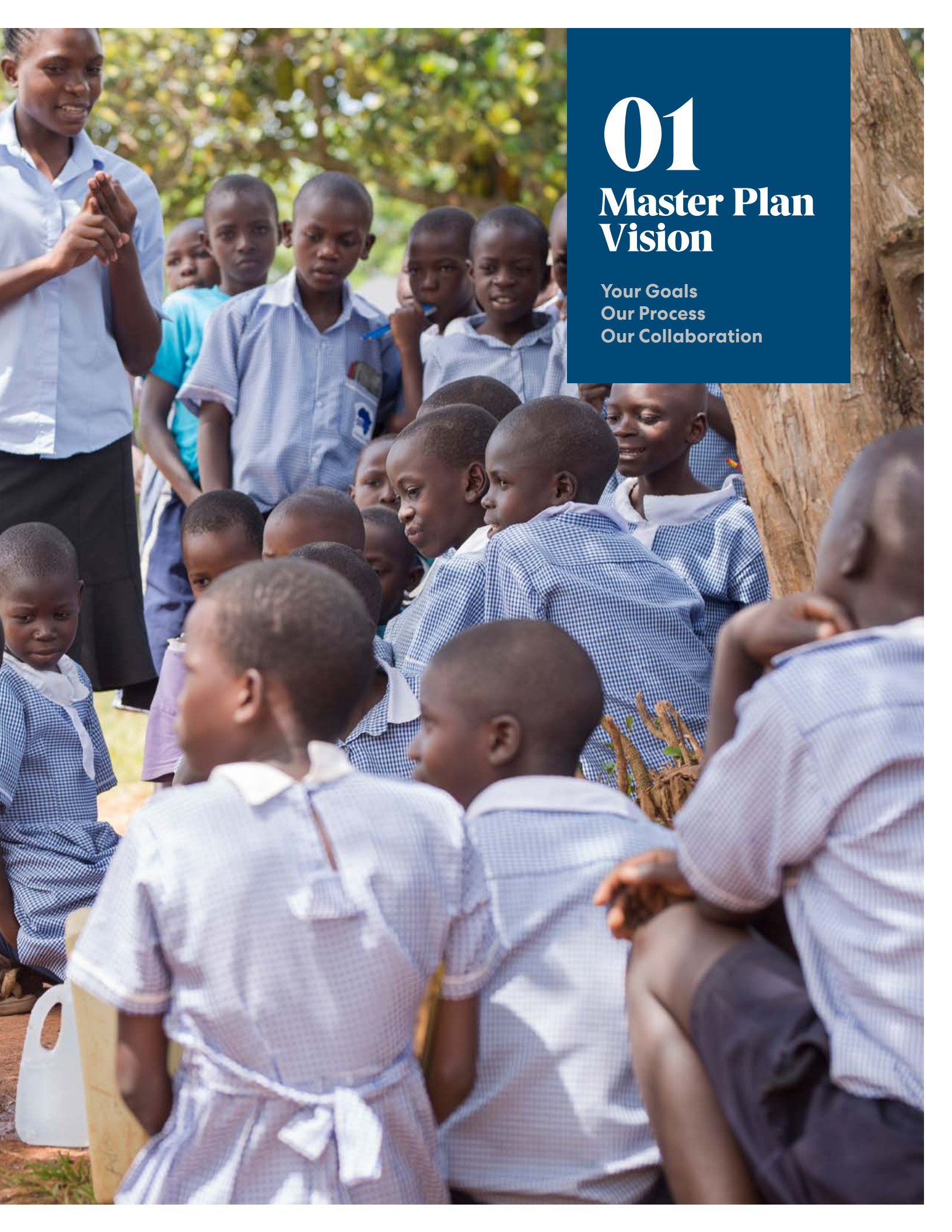
To empower communities through national primary education change, informed by our community development programming.

The African SOUP Vision

A Uganda with equipped teachers, engaged learners, and empowered communities.







01

Master Plan Vision

Your Goals
Our Process
Our Collaboration

Master Plan Vision:

If nothing else, The African SOUP Campus Master Plan must celebrate the whole child and further active learning to be successful.

Our Process

The African SOUP

Founded in 2009, The African SOUP is an educational organization that works with the community of Nabikabala, Uganda to address its most vital needs. In addition to operating a successful nursery and primary school, The SOUP provides wraparound services to families whose children are suffering from acute malnutrition, provides scholarships to students pursuing secondary education, and leads a national education reform initiative focused on active learning.

In order to develop a truly model school and better support the community, The African SOUP has acquired additional land which will allow it to grow and develop. This campus master plan will provide a future vision for the campus and a guide to capital investment. Development of the plan offers the opportunity to design a campus with active learning as its animating principle. Perkins&Will has agreed to partner with The SOUP to develop a preliminary campus master plan, including evaluation of existing site information, site inventory, site analysis, and campus planning.

The new campus master plan is centered around a common green space that serves as a dynamic space for outdoor learning, gardening, play, community gathering and group activities. This space will serve as an outdoor learning lab that will put all facets of active learning on display for teachers and students.

Partnership

Perkins&Will is delighted to partner with The African SOUP to design its first-ever master plan, which will guide the future development of the campus. Since 1935, Perkins&Will has been a leader in client collaboration around the world to create healthy, sustainable, and inspiring learning environments. We share in The African SOUP's commitment to transform lives through the power of education, promote student-centered learning, and empower Ugandan leadership.

We are stewards of the designs we produce for our clients and of the value we create for our clients as a result of those designs. Ensuring a positive, world-class experience for our clients – from start to finish – is paramount. The Perkins&Will Atlanta team is honored to be stewards of The African SOUP's mission and vision, to build upon its accomplishments, and facilitate a master plan design that will fulfill the goals of the organization.

The planning process began with and continued to be informed by client engagement that included learning about the organization, its stakeholders, the site, and campus programs. These conversations led to a translation of this knowledge into a series of framework plans, growth scenarios, and a flexible campus plan to serve the organization for years to come.

Our Collaboration



Engagement

Client Kick Off

The design team conducted a kick-off meeting with The African SOUP Board and Ugandan staff members to discuss scope of work, mission, vision, goals, and deliverables.

Meeting 1 - Learning

The team met to discuss the campus plan vision and goals, existing site conditions, site analysis, existing and planned program and future growth scenarios.

Meeting 2 - Growth Scenarios

Three campus framework alternatives were developed and discussed. Each plan paid attention to key drivers identified by Uganda staff members. The meeting concluded with selecting the alternative that best serves the SOUP's mission and vision.

Master Plan Evaluation

After review and input from the board of directors, Ugandan staff members and pupils, a final master plan was developed to guide the organization in its future planning.

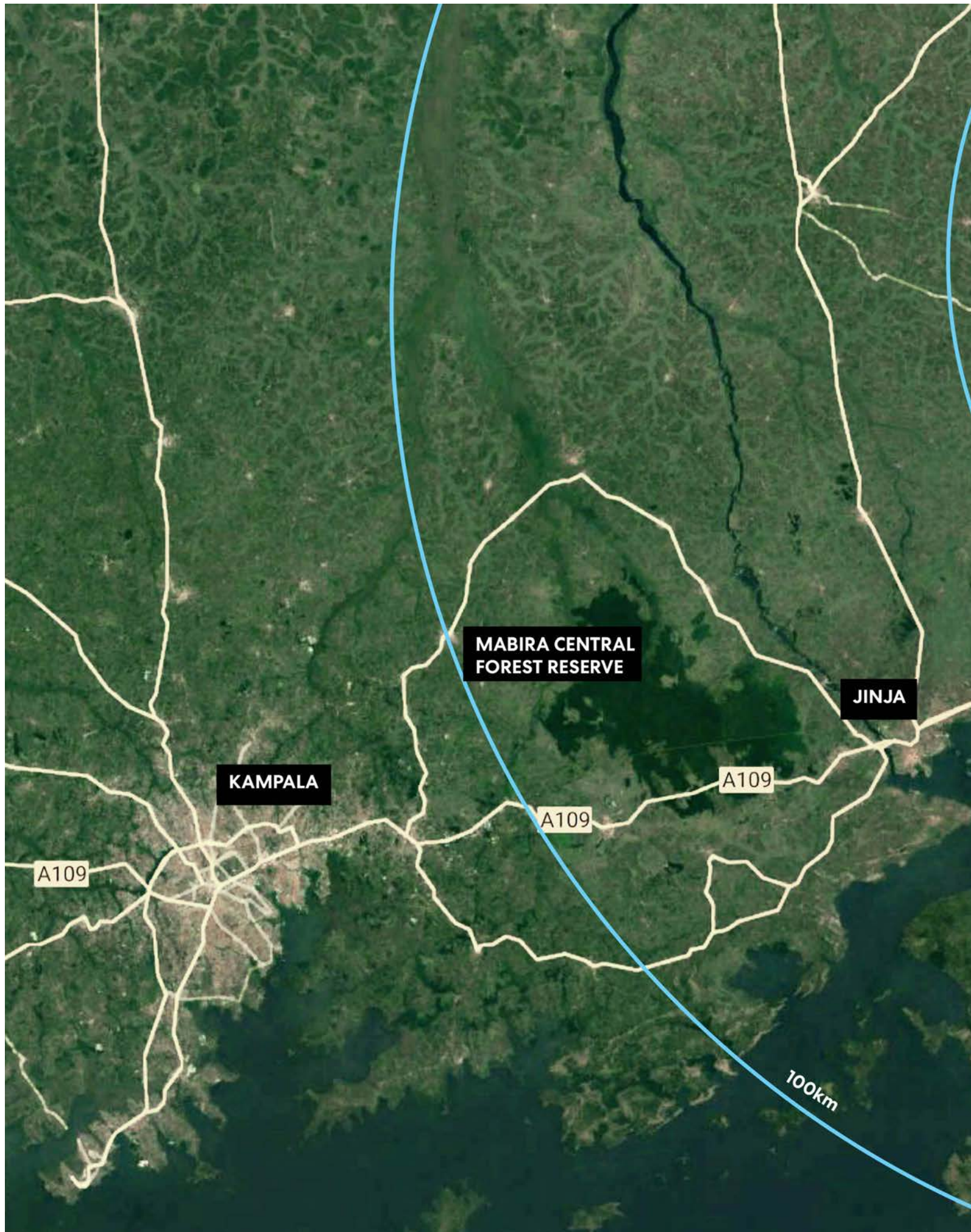


02

Learning from the Site

Project Context
Site Assessment
Current Program





KAMPALA

**MABIRA CENTRAL
FOREST RESERVE**

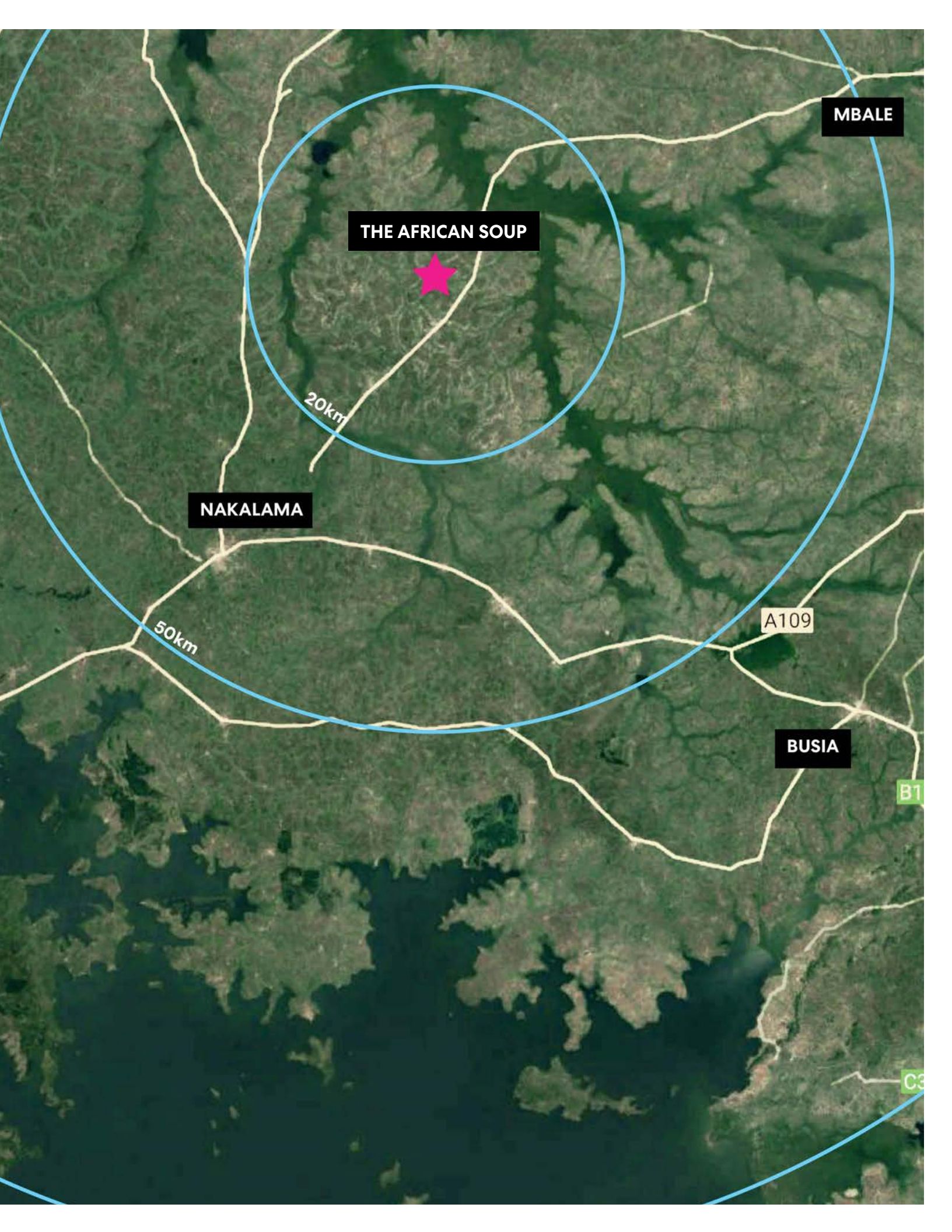
JINJA

A109

A109

A109

100km



MBALE

THE AFRICAN SOUP



20km

NAKALAMA

50km

A109

BUSIA

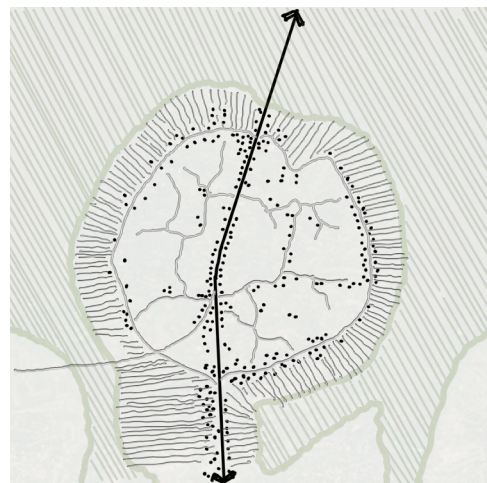
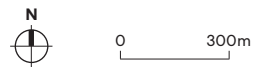
BT

C3

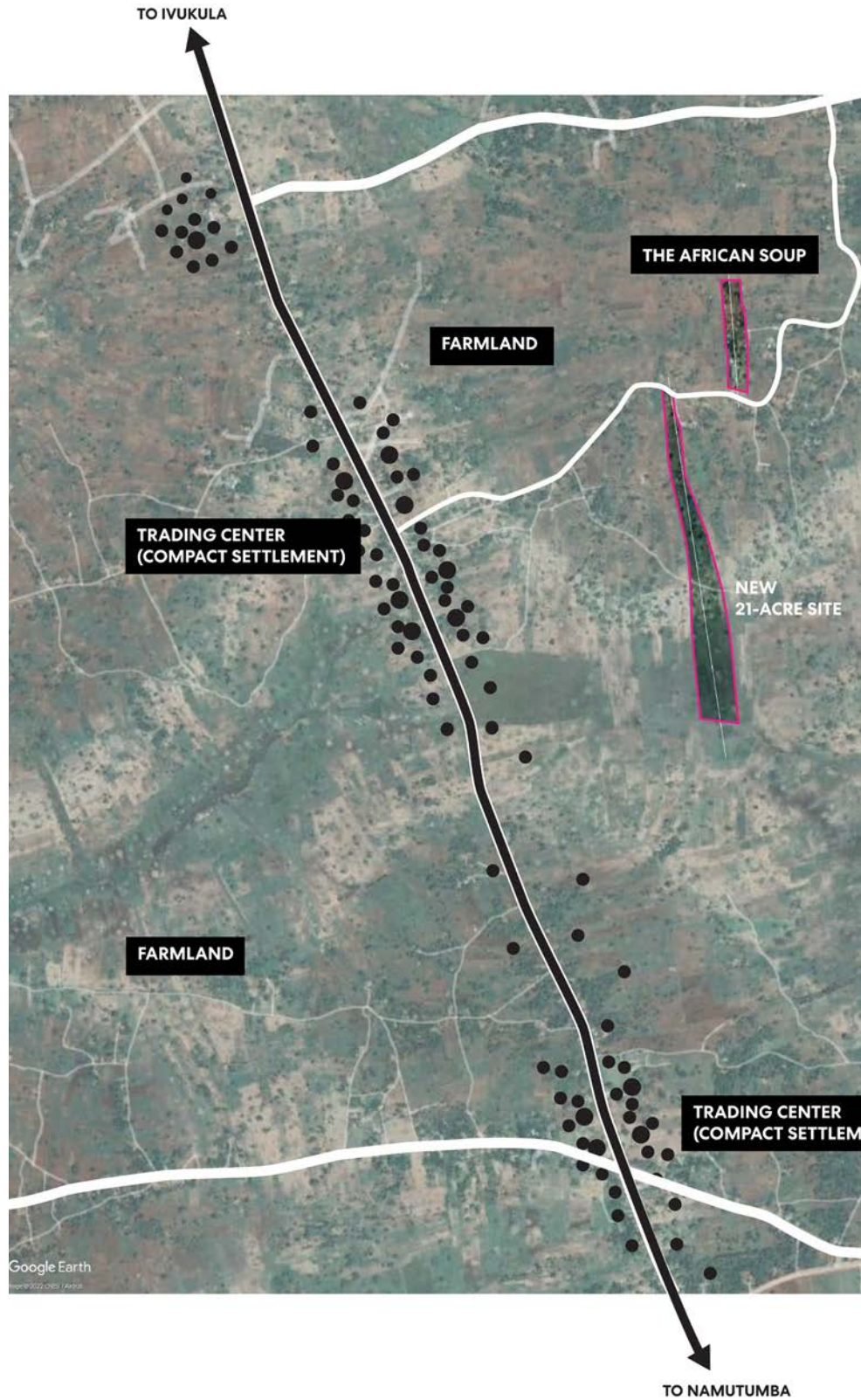
Settlement Patterns

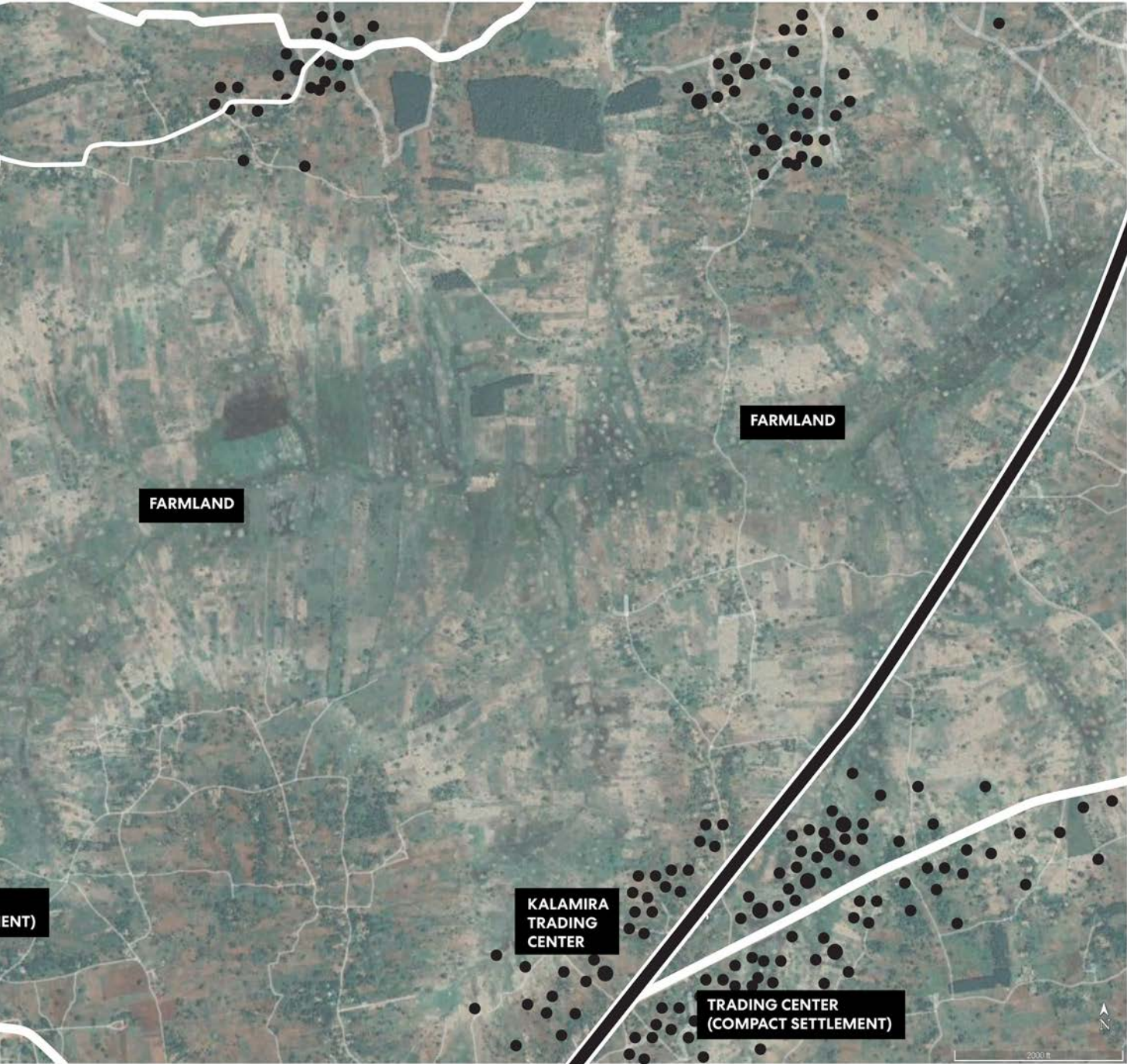
The school property is located in rural eastern Uganda. Generally, most settlement happens along major road intersections, creating what is typically known as a trading center. Beyond the trading centers, human settlement is sparse with households having to walk for a few miles to reach the trading center to buy daily household goods.

With subsistence farming being the major economic activity in this region and across the country, land parcels are linear to help drain water from the highlands to the swampy lowlands. This configuration also makes it easier to cultivate the land without the use of mechanical tools. Rice is the most common crop grown in this region because of the wet soils available in the lowlands.



Linear agrarian settlement pattern





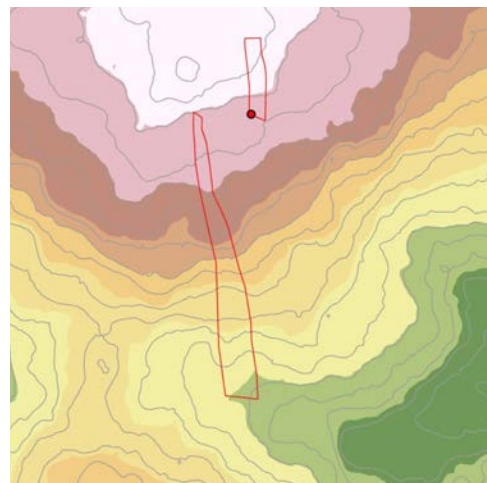
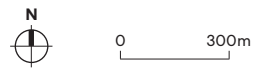


Site Geography

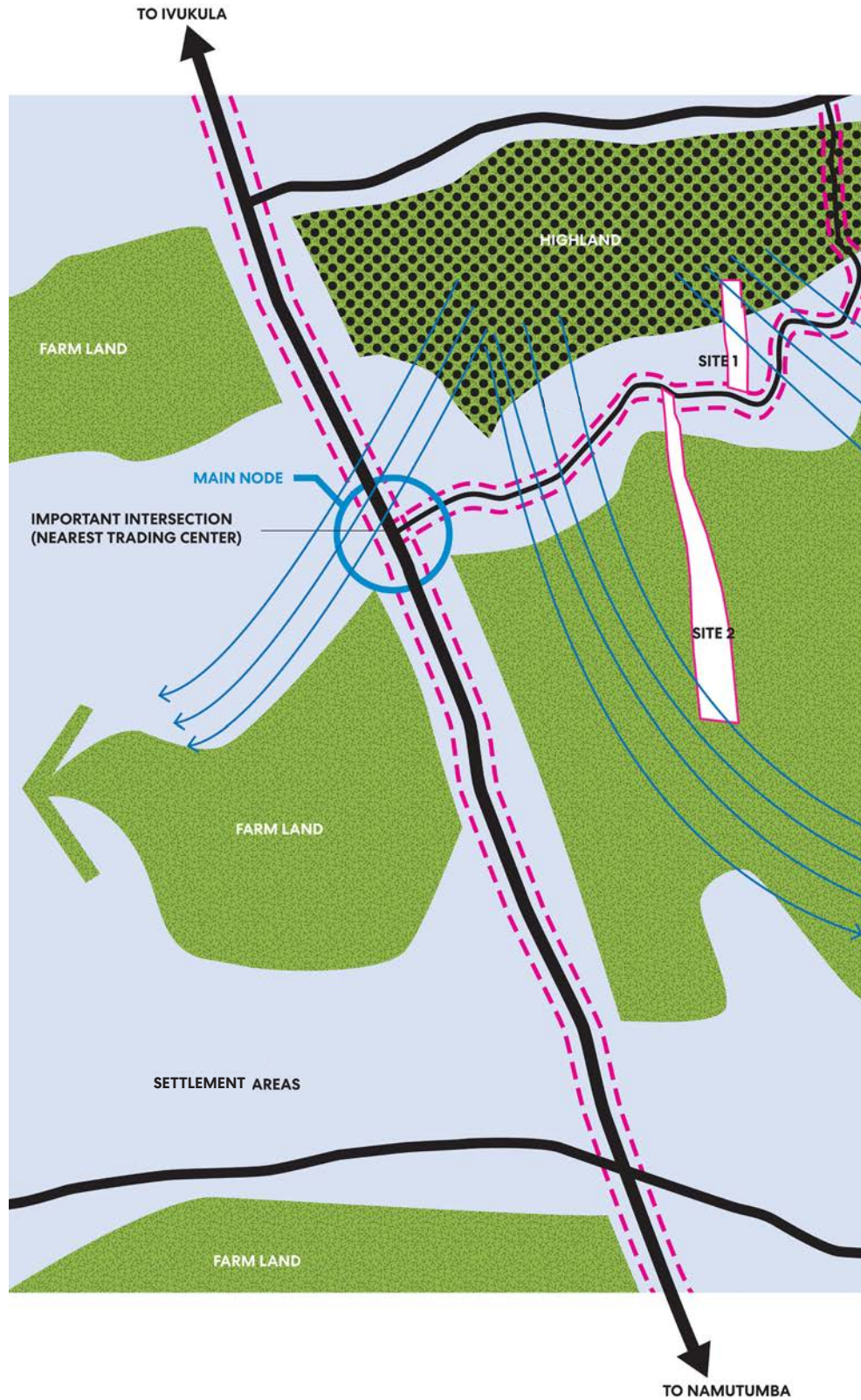
The school is located on a high point and gently slopes south. Because of the elevation, the current 5-acre site is not prone to flooding. However, the southernmost tip of the new 21-acre site may experience occasional pooling of water because it is located at a lower elevation. It will also probably remain wet throughout the year. This could be a good place to do farming on the school property.

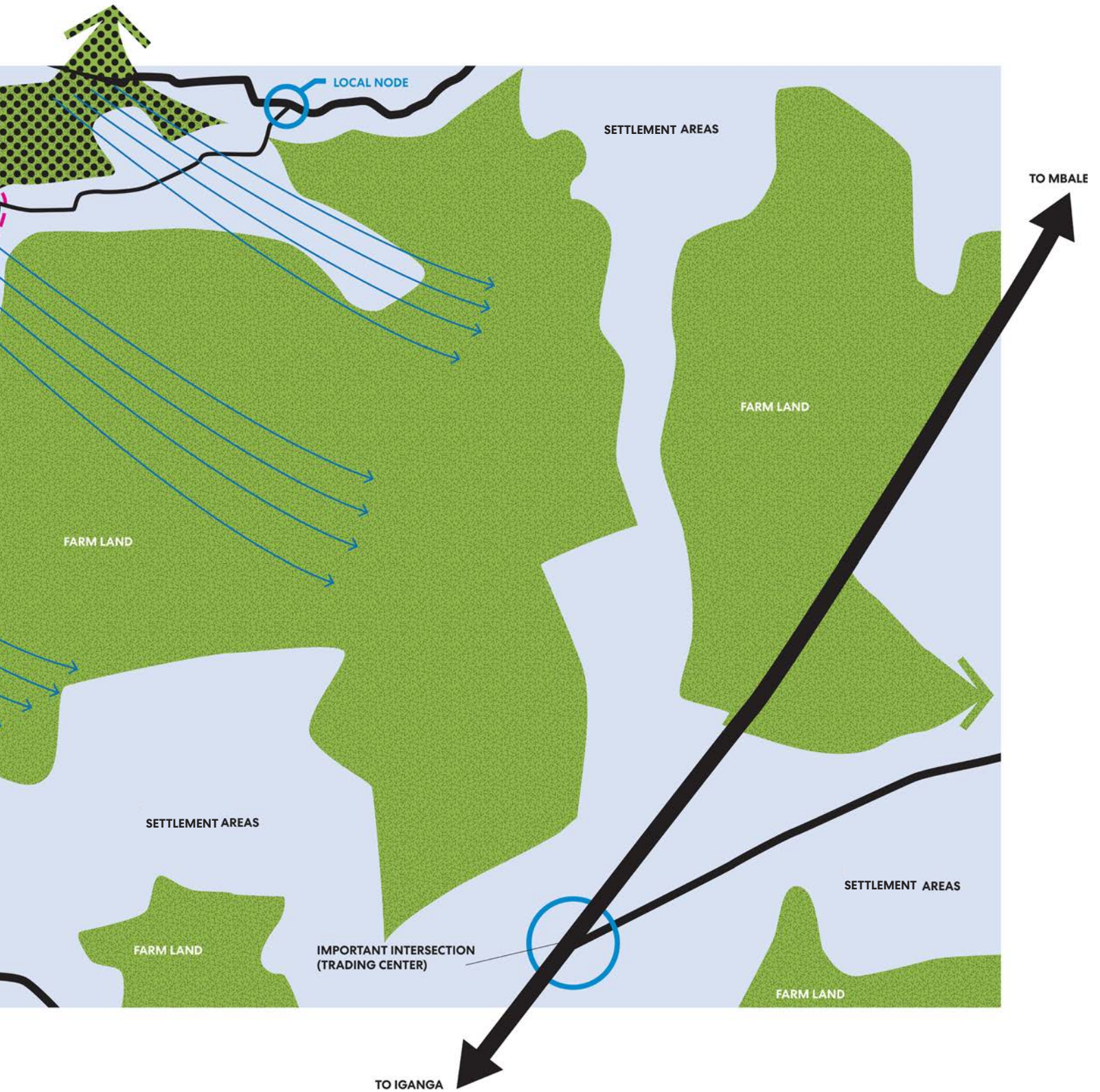
LEGEND

-  Highland
-  Farmland/Swampy
-  Site Property Lines
-  Settlement Areas
-  Rainwater flow
-  Corridor



Site Elevation









Climate Study

Since Uganda is located on the equator, there is not much variation between the winter months (Dec-Feb) and summer months (Jun-Aug). In order to reduce severe sun exposure in building interiors, eastern and western window shades would be ideal. The buildings are sited to allow adequate cross ventilation across the site and through the classrooms for improved comfort.

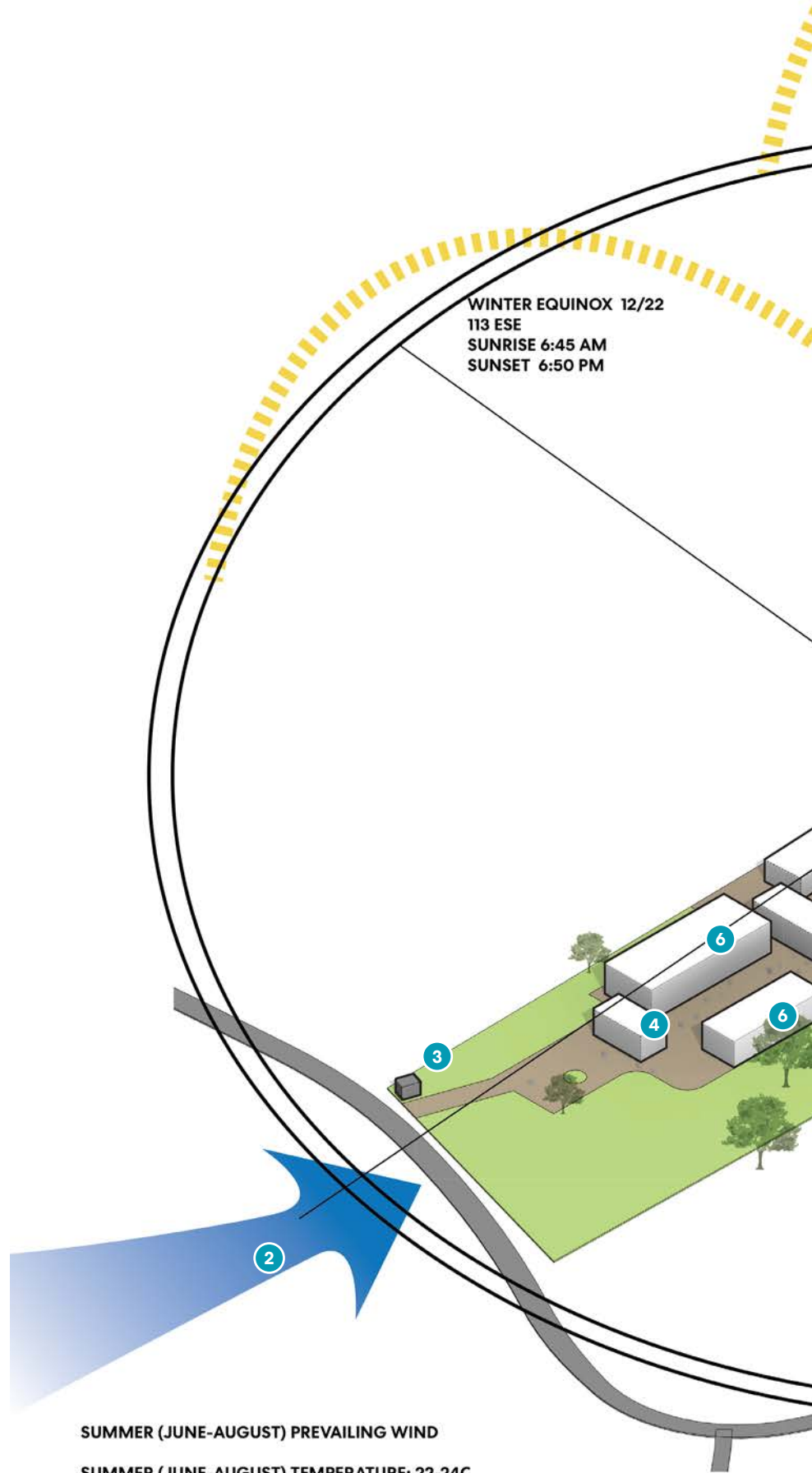
LEGEND

-  Existing Building
-  Existing Pathway
-  Open Space
-  Existing Garden

1. Sun Path
2. Prevailing Wind
3. Gatehouse
4. Office
5. Latrine
6. Classroom
7. Kitchen
8. Computer Lab
9. Boys Dormitory
10. Girls Dormitory
11. Teacher Housing
12. Guest House
13. Nursery
14. Chicken House



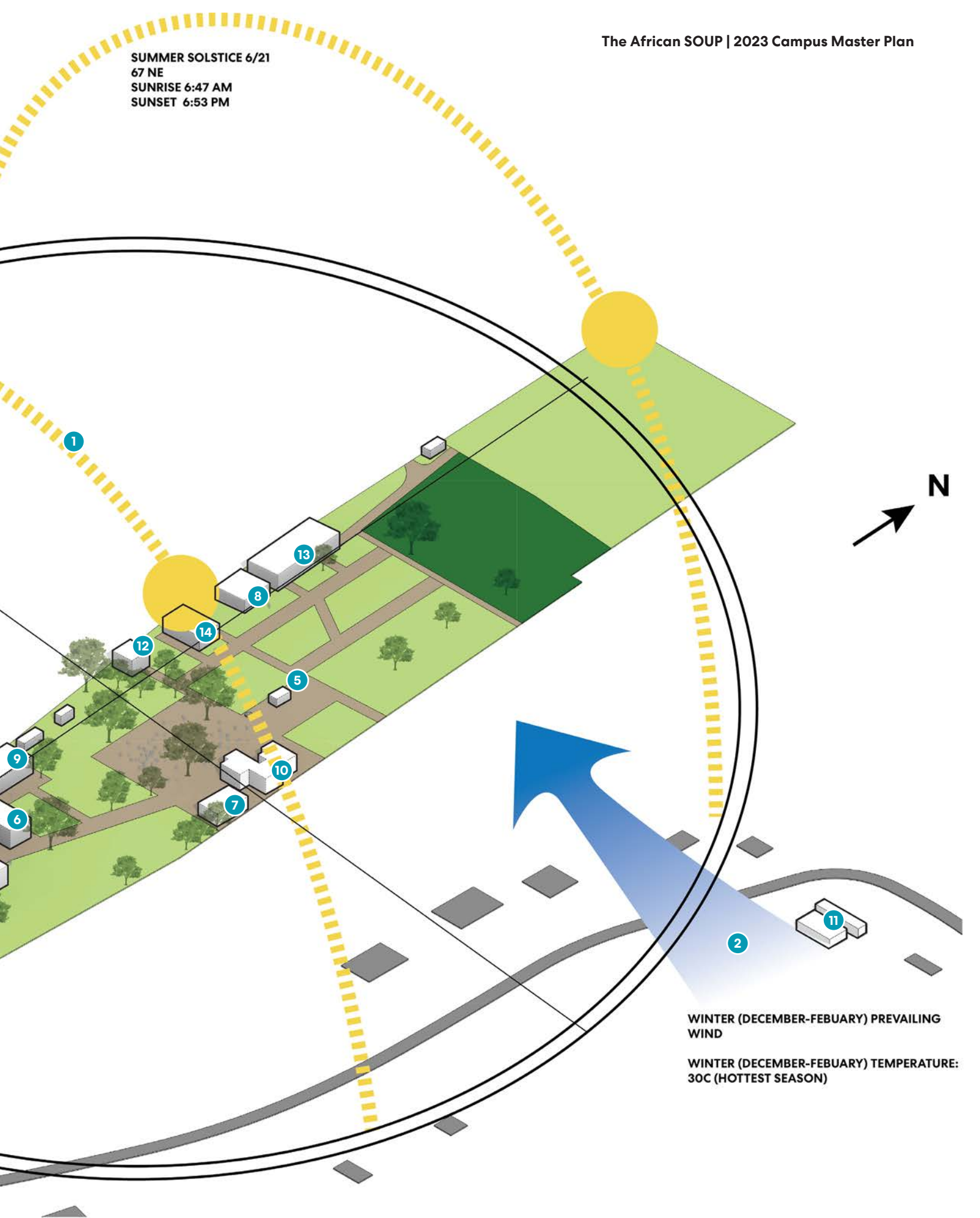
Shade trees on site to be preserved.



SUMMER (JUNE-AUGUST) PREVAILING WIND

SUMMER (JUNE-AUGUST) TEMPERATURE: 22-24C

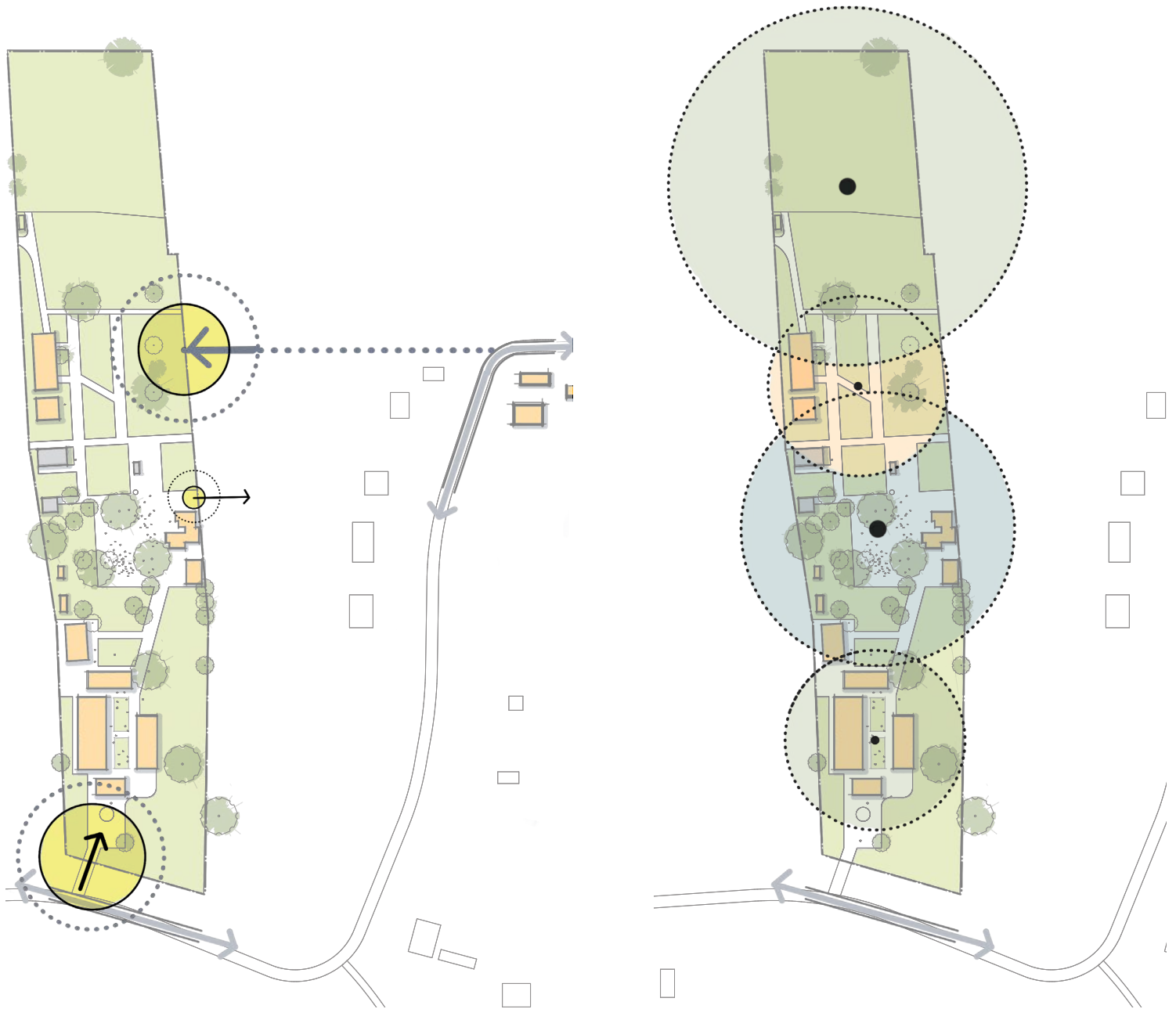
SUMMER SOLSTICE 6/21
67 NE
SUNRISE 6:47 AM
SUNSET 6:53 PM



WINTER (DECEMBER-FEBUARY) PREVAILING WIND

WINTER (DECEMBER-FEBUARY) TEMPERATURE: 30C (HOTTEST SEASON)

Site Opportunities

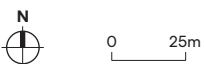


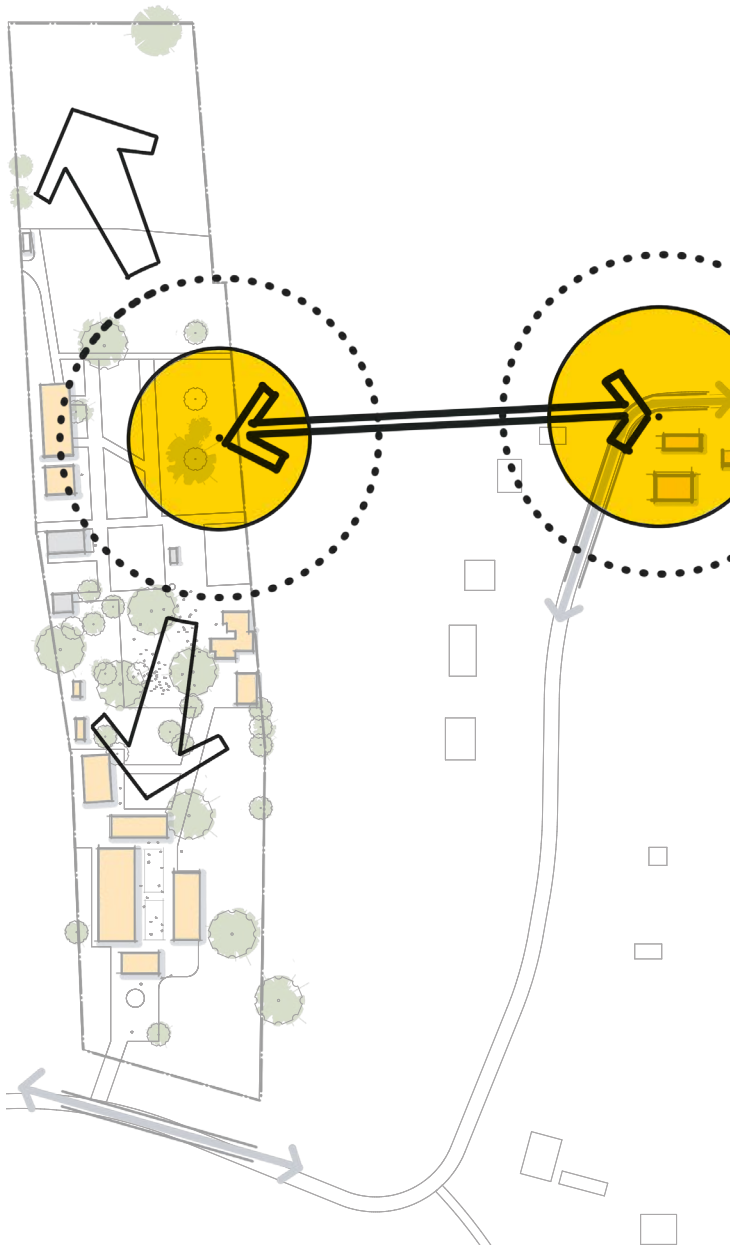
Site Access Points

Currently, the main entrance to the school is on the southern side through the main gate. Once the nursery section is built, having another access point directly across from teacher housing will allow for a separate entrance to the nursery school that can operate independently from the primary school entrance.

Four Clusters

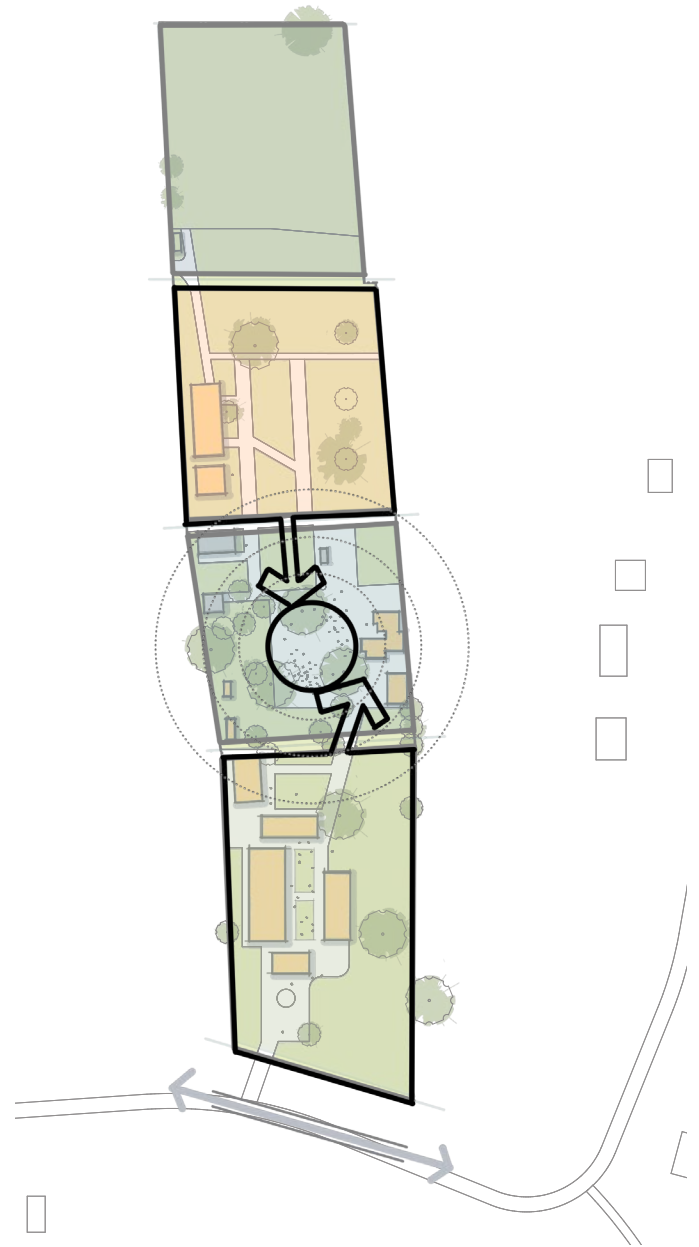
The school is currently organized around three major program clusters - primary school, kitchen and gathering, and nursery. With the planned dormitory cluster on the northern portion of the site, the school can be organized in primary, gathering, nursery and boarding clusters connected by a network of green spaces.





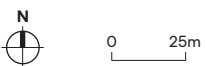
Teacher Housing Site

Once the teacher housing site is redeveloped, direct access into the school property will be vital. This new access point will serve teachers and allow the nursery section to function independently if required by the Ministry of Education and Sports.



Central Gathering Location

The open area in front of the kitchen and the girls dormitory serves as the main gathering and play area for the school. This idea of a common gathering area shared by all clusters is reinforced by the common green space in the proposed master plan. This will become a space for school functions, play and outdoor learning.





”At the African SOUP School, teachers are well-trained. Pupils learn through sharing ideas with others. The SOUP has helped me gain skills in debating and grow more confident. You can become a member of Parliament through active learning or even President.”

Judith Nabirye, Student at the African SOUP School

Future Campus Improvements

The African SOUP sees the opportunity to re-imagine facilities on the campus through a combination of renovation, expansion, and new construction to better serve students and teachers. Priority projects include:

- Build improved housing to better retain talented teachers
- Construct a dining hall/pavilion that will provide shelter from the elements and offer space for school assemblies and community events
- Upgrade the kitchen to include new stoves, chimney, flooring, and a wash room
- Construct additional primary classrooms to ensure an optimal learning environment
- Construct additional nursery classrooms and a playground to better serve the needs of our youngest learners
- Build new girls and boys dormitories to serve more students and improve residential life
- Expand the library to allow for a larger collection of books, a reception area, a classroom, and a reading area for children
- Construct a new administrative building to include teacher and staff offices, a workspace with printers/copies, and an active learning resource room

Current Facilities

Space	No. of Spaces	No. of Students/ staff	Area (SQ. Meters)	Comments
Kitchen	1	-	52	Needs to be expanded and relocated.
Nursery Classrooms	1	206	440	Currently in one building.
Office	1	30	54	Office block to be replaced.
Teacher Housing	2	22	121	Will be replaced with expanded housing.
Boys Dorm	1	30	128	Currently serves 25 pupils. To be eventually replaced.
Computer Lab	1	30	17	Will be upgraded with new equipment.
Gate House	1	-	8	-
Girls Dorm	1	42	115	Designed for 20 students, but houses 42 girls.
Guest House	1	-	45	Guest House for volunteers.
Outdoor Latrines	1	670	21	-
Primary Classrooms	10	449	557	Consider window, ceiling and furnishing upgrades.
Chicken House	1	-	173	Structure to be demolished.
TOTAL			1,731	

“The SOUP School is a center for innovation and excellence for active learning teaching practices. Our vision is to bring teachers from across Uganda to our campus to witness how the learning process is transformed.”

**Rebecca Mirembe, Head of School &
Director of the Active Learning Project**

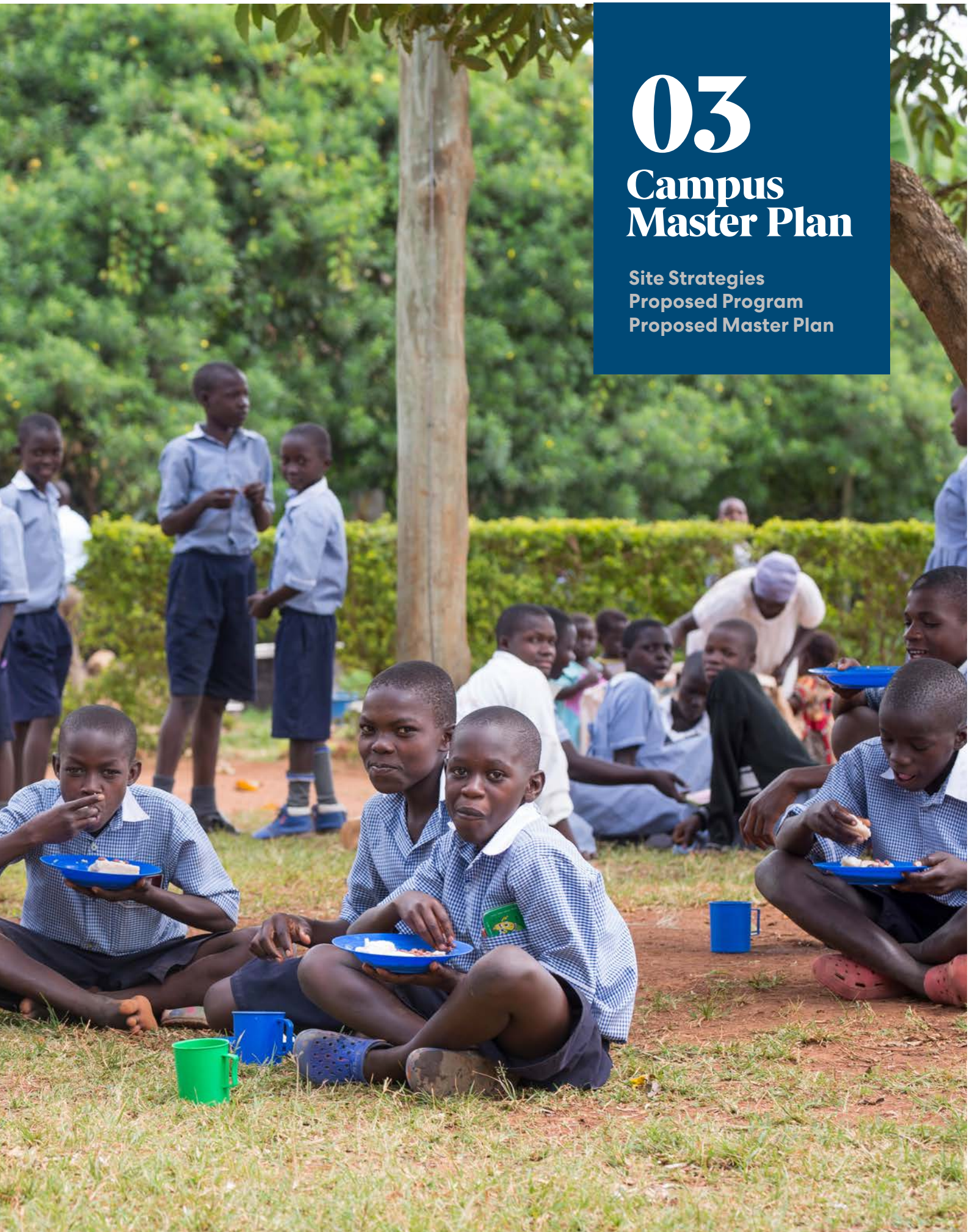




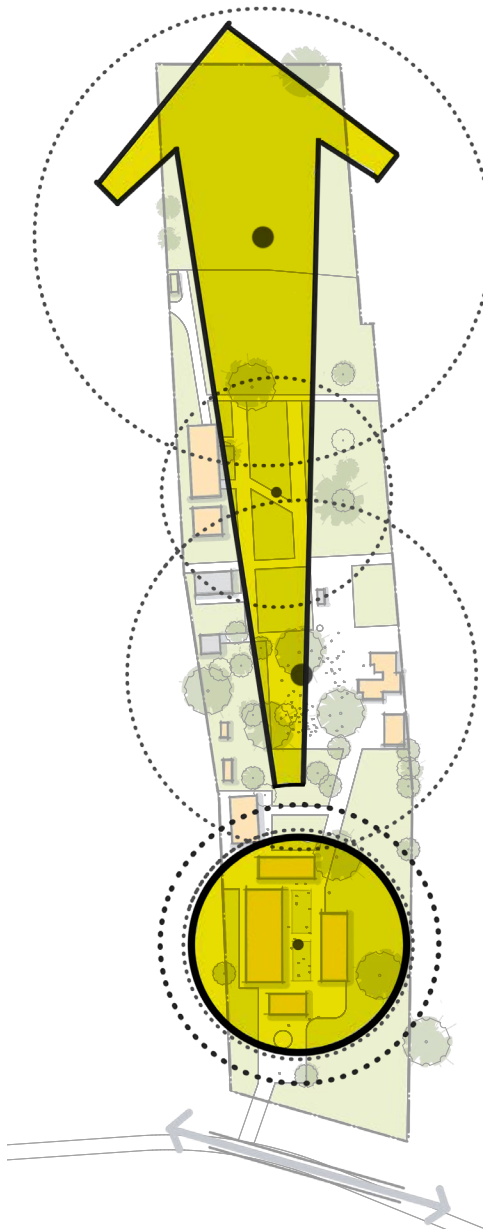
03

Campus Master Plan

Site Strategies
Proposed Program
Proposed Master Plan



Site Design Strategies



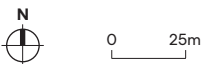
Linear Pattern

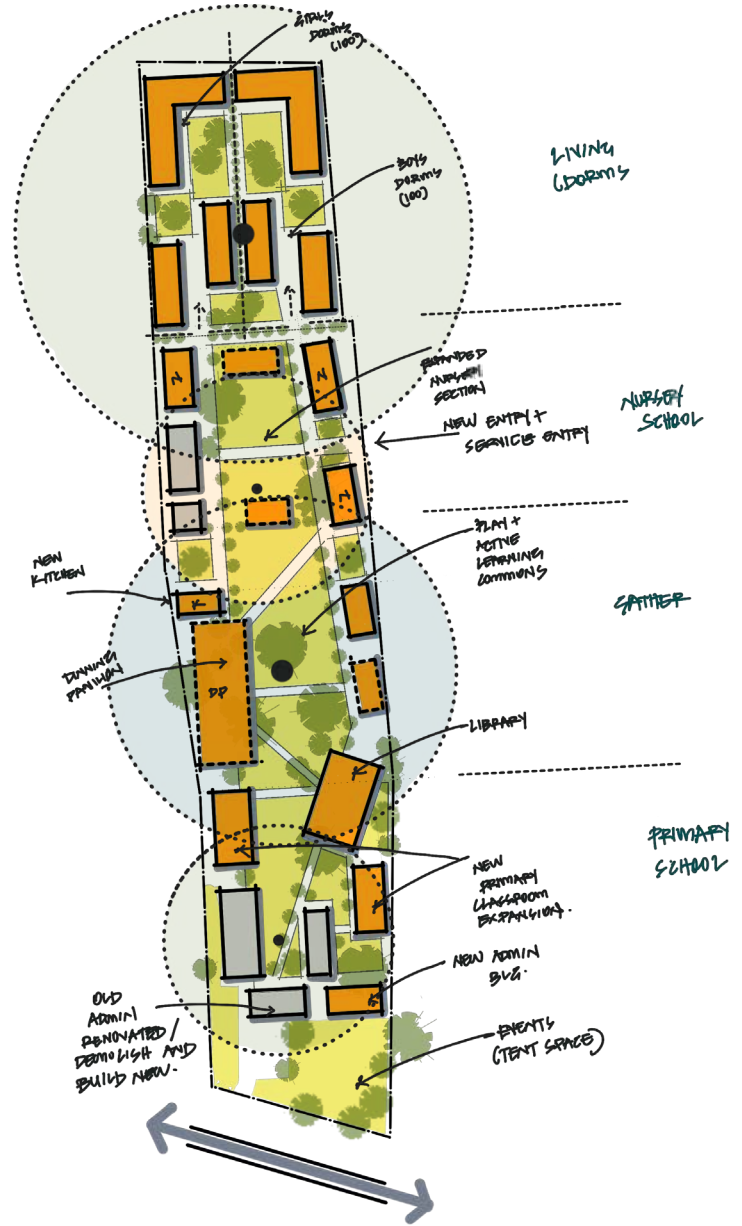
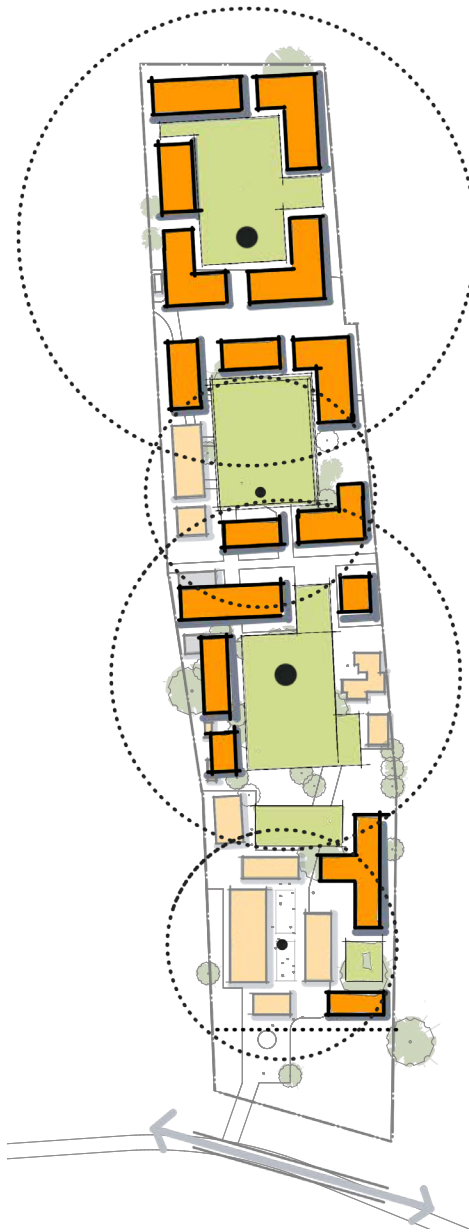
From the cluster of four buildings, the school is organized in a linear pattern with buildings pushed to the edges of the site boundaries. This already existing framework is the foundation of the new master plan. This strategy helps to maximize land usage and leave room for a central green space.



Central Green Space

The new master plan is centered around a common green space that serves as a dynamic space for outdoor active learning, play, gardening and gathering. All buildings will be facing the green space. A series of smaller green spaces strategically placed across the site also help to create smaller intimate courtyards for play and learning.



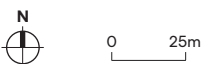


Program Clusters

Similar to how the current school is organized, the new master plan organizes the school into primary, gathering, nursery and boarding clusters. The network of green spaces helps to connect all of the clusters in a seamless way, making them blend with each other but remain separate programmatically.

Looking to the Future

The master plan blends new and expanded facilities with existing buildings. Careful phasing will ensure that current buildings in good condition are maintained as long as possible while making room for new buildings. The master plan looks at how the School could be transformed over the coming years and allows flexibility to anticipate future needs.





“The School grounds represent a safety net and a place of hope for the students and the community. There isn’t a place on the grounds where I haven’t witnessed service. Making our mission visible in this space is very important.”

**Michael Kaidhiwa, SOUP Co-Founder &
Executive Director**

Buildings to be Addressed

The master plan execution will be a phased process and will optimize the use of all existing buildings while allowing for flexibility in creating a campus that will serve the SOUP well into the future.

LEGEND

- Buildings to be removed
- Buildings to be removed in future phase
- Buildings to remain

1. Office
2. Latrine
3. Primary Classroom
4. Kitchen
5. Computer Lab
6. Boys Dormitory
7. Girls Dormitory
8. Teacher Housing
9. Guest House
10. Nursery Classroom



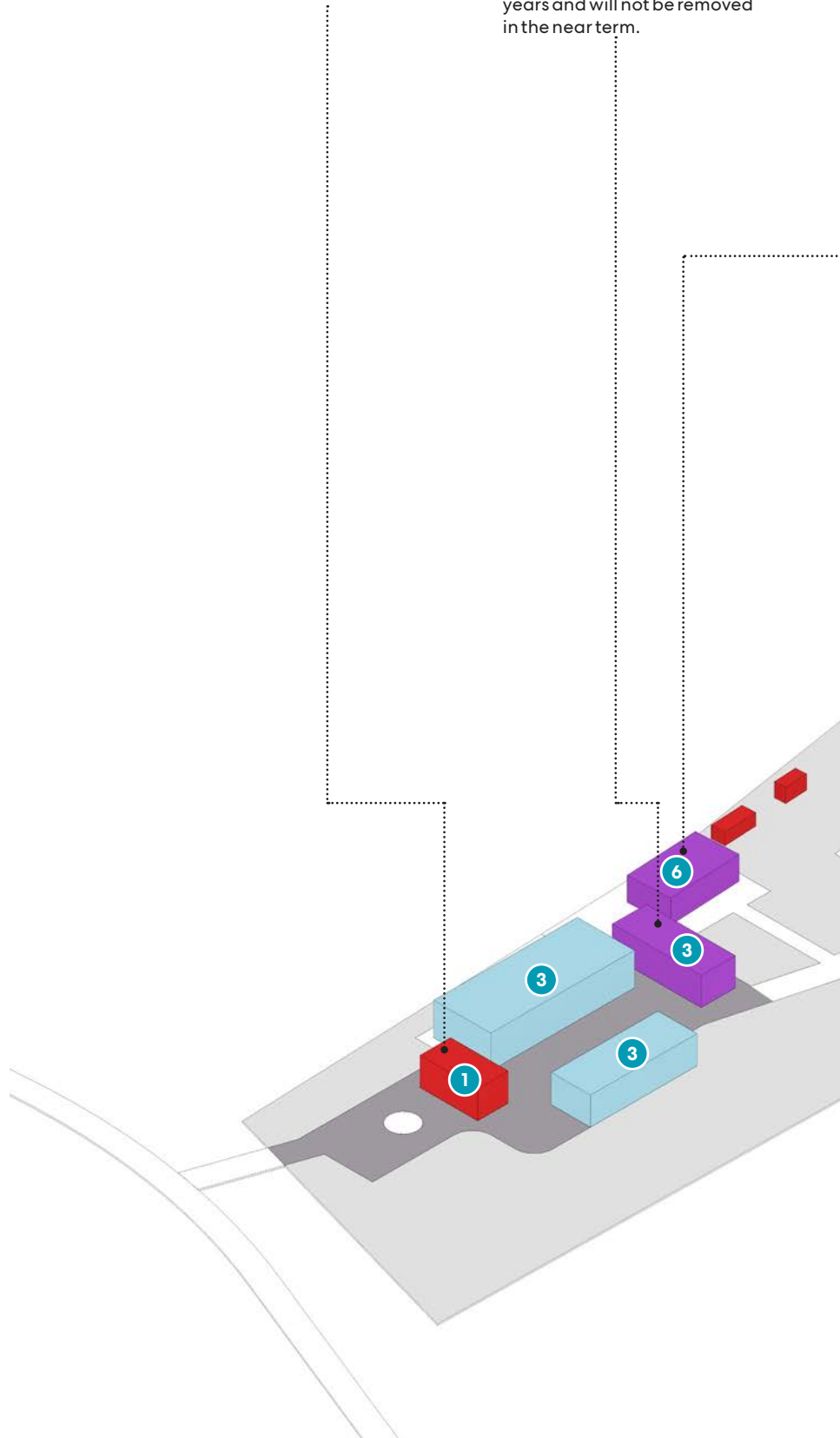
Kitchen and Girls Dormitory

Offices

The current office block will be replaced with a new administrative building.

Primary Classroom Block

This building had new terrazzo flooring installed in 2022. It will remain serviceable for many years and will not be removed in the near term.



Boys Dormitory

This dorm was constructed in 2019 and is still in good condition. When a new boys dormitory is constructed, this building can be re-purposed.

Guest House

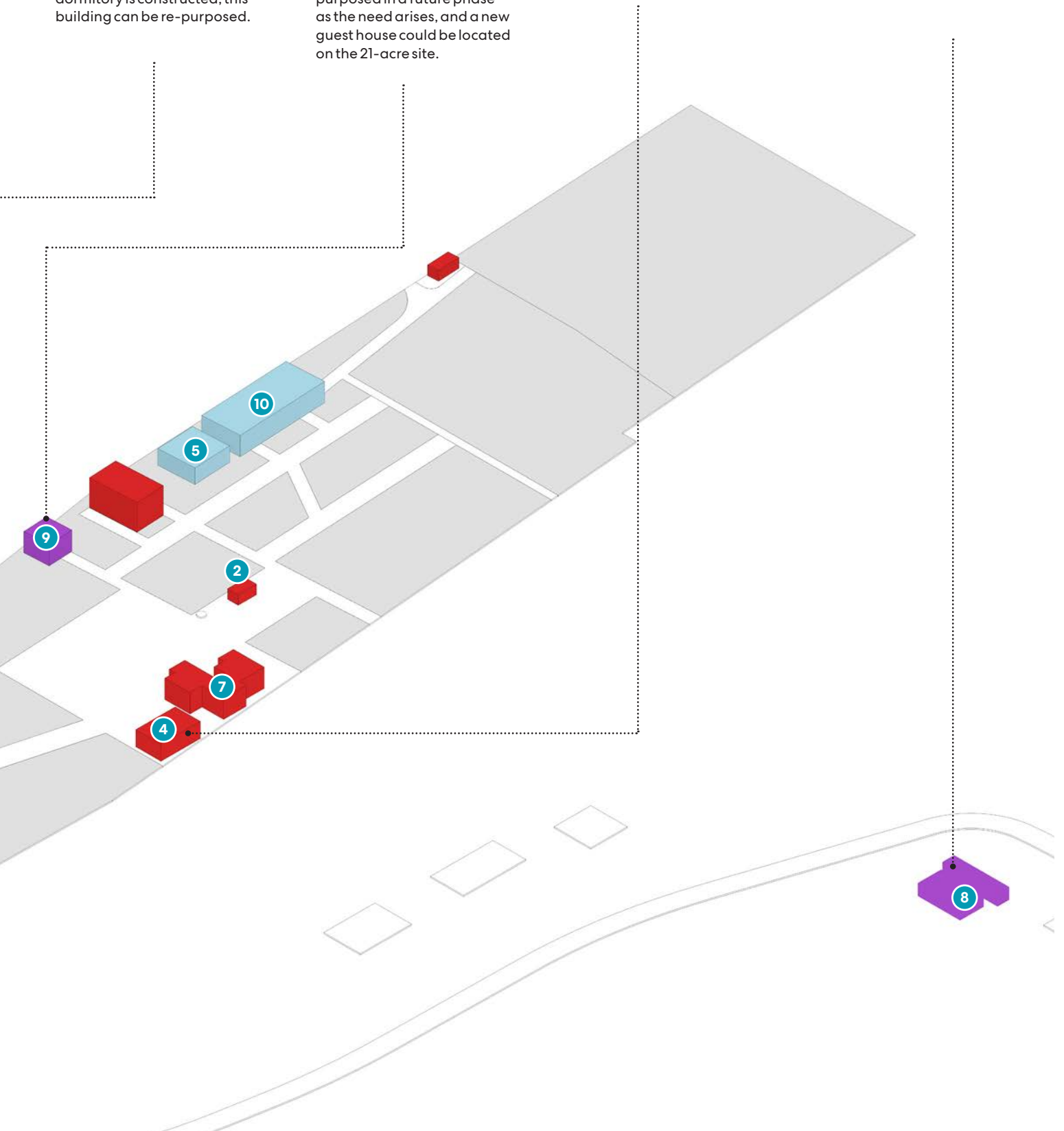
This structure was constructed in 2019 and is in good condition. It could be re-purposed in a future phase as the need arises, and a new guest house could be located on the 21-acre site.

Kitchen

A new kitchen will be constructed adjacent to the future dining hall/pavilion.

Teacher Housing

Current teacher housing will be replaced in a phased approach with new construction.



Proposed Campus Improvements

Space	No. Of Spaces	No. of Students/staff	Current (SQ. Meters)	Proposed (SQ. Meters)	Comments
Kitchen Expansion	1	11	52	69	Locate adjacent to dining hall.
Future Nursery Expansion	4	206	440	667	Plan includes 4 building for a total of 667 sqm. for future expansion.
Office	4	30	54	188	Includes teacher and staff offices, workroom and active learning resource room. Plan has 175 sqm. additional capacity for future expansion beyond currently planned 188 sqm.
Dining Hall	1	450	0	620	Will be designed as open-air dining pavilion with moveable seating to serve nursery (206) and primary (449) students. Space will also be used for assemblies, debates, school functions, community events, and exams. Includes 80 sqm. of storage.
Teacher housing	10	10 (Families)	121	653.9	48 sqm. per unit and 18sqm. for outdoor latrines.
Boys dorms	2	100	128	936	2 blocks, totaling 183 sqm. and 50 students per block. Each includes a matron and lounge room totaling 25 sqm. plus 202 sqm. of outdoor latrines.
Nursery Playground	1	206	0	695	Dedicated playground for the nursery section.
Library	1	655	0	565	1000 volumes currently; expand to 10K volumes. Includes storage (14 sqm.), reception/book drop off (14 sqm.), classroom for 30 pupils and a teacher (77.25 sqm.), office and workroom (14 sqm.)
Computer Lab	1	-	17	0	Structure to remain
Gate House	1	-	8	0	Structure to remain. May need future upgrades.
Girls dorms	2	100	115	936	2 blocks, totaling 183 sqm. and 50 students per block. Each includes a matron and lounge room totaling 25 sqm. plus 202 sqm. of outdoor latrines.
Guest House	1	-	45	139	Guest House for volunteers.
Outdoor Latrines	3	655	21	132	Each latrine is 44 sqm. with 12 toilets stalls.
Planned Green Space	-	-	0	8262	A series of green spaces that serve as dynamic space for outdoor learning, gardening, play, community gathering and group activities. These spaces will serve as an outdoor learning lab where active and experiential learning can be enjoyed by students and teachers.
Primary Classrooms	7	44	557	588	Plan includes additional 391 sqm. for any future expansion beyond the currently planned 588 sqm.
TOTAL			1,731	14,395	

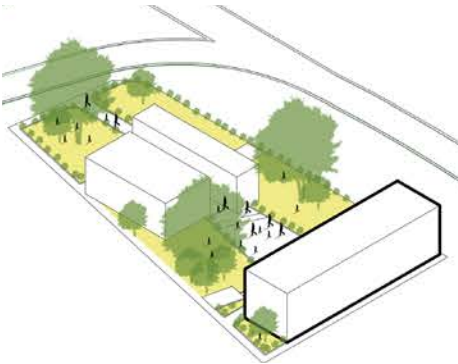
Notes: 8,172 sqm. of outdoor play areas is planned but **not included in current 5-acre plan**. To be located on 21-acre site. This includes a football pitch (105m x 68m), netball pitch (30m x 15m), volleyball court (18m x 9m), and basketball court (20m x 15m). Assume each court has areas for seating to host district competitions.

Program Comparison

The Campus Master Plan makes possible the following enhancements:

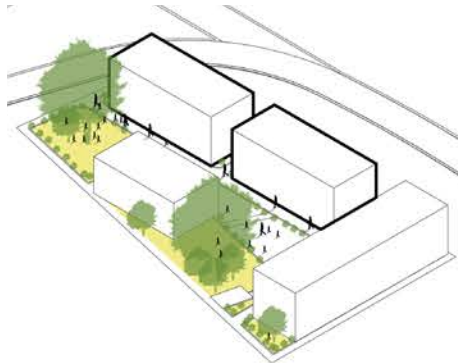
- Increased number of nursery classrooms and designated playground for young learners.
- Planned area of expansion for primary classrooms.
- Enlarged office space to include more work and resource spaces for teachers and staff.
- New open-air dining pavilion to provide a comfortable space for meals, school functions, and community events.
- Expanded and relocated kitchen to serve the new dining pavilion.
- Expanded teacher housing.
- New dormitories with capacity to serve four times the current number of boys, and over double the current number of girls.
- New library to hold over 10 times the amount of books as well as a classroom, reading area, and reception desk.
- Over 8,000 sqm. of green space for learning, gathering, gardening, and play.

Teacher Housing Phasing



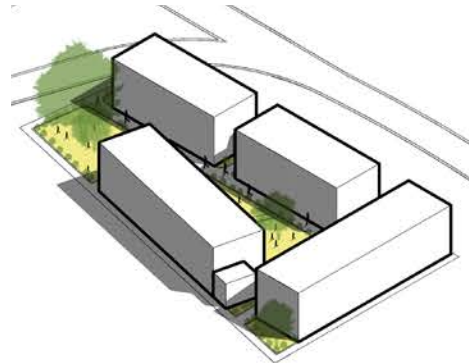
Phase I

Keep existing housing and build 3 new units and new outdoor latrines.



Phase II

Build additional 4 units and keep existing buildings.



Phase III

Build additional 3 units and remove existing original buildings.

Space	Space Description	No. of Spaces	Net Each (SQ. Meters)	Net Total (SQ. Meters)
1	(10) 2 Bedroom units	10		
	Bedrooms	-	28	280
	Living Room	-	10.50	105
	Kitchen	-	10	100
	Sub Total		48.50	485
2	Outdoor Latrines	2	9	18
	Sub Total	-	57.5	503
	Total GSM: 1.3 Grossing factor		63.05	653.9

Campus Master Plan

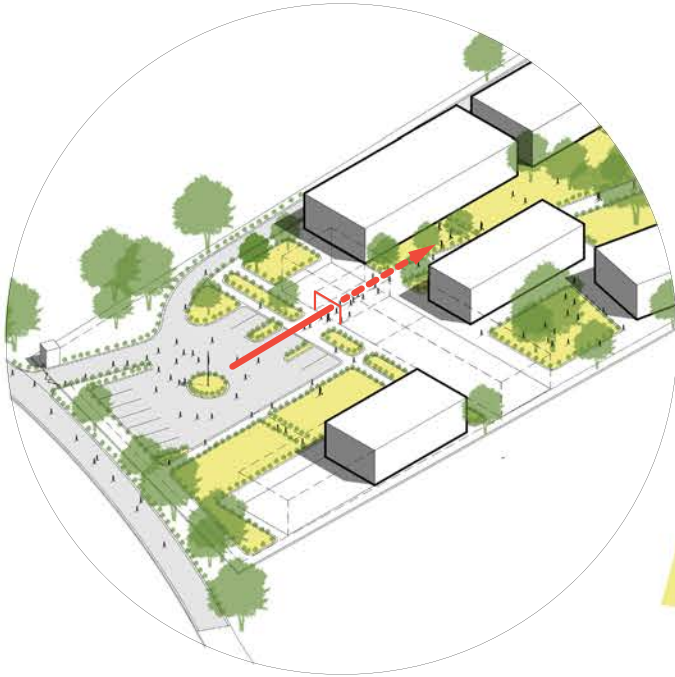


LEGEND

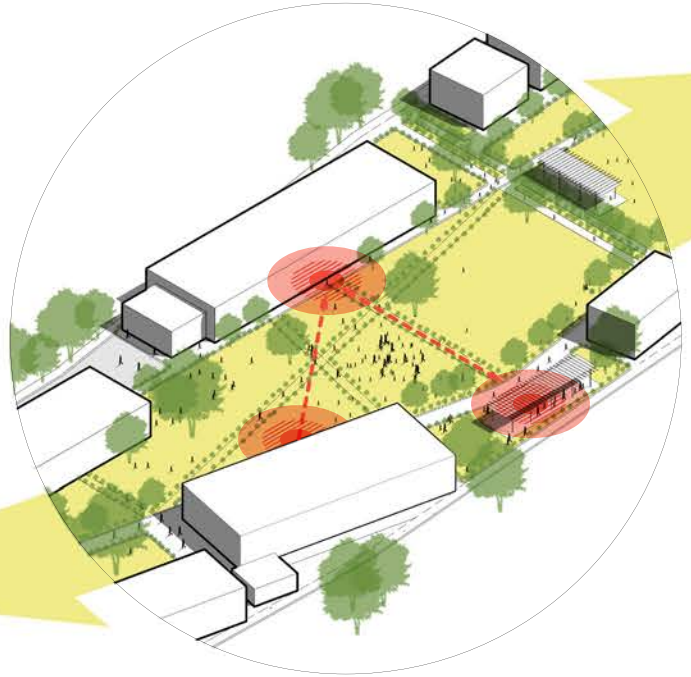
1. Gatehouse
2. New Office
3. New Latrine
4. Primary Classrooms
5. New Primary Classrooms
6. New Kitchen
7. Computer Lab
8. New Boys Dormitories
9. New Girls Dormitories
10. Teacher Housing
11. New Guest House
12. Nursery Classrooms
13. New Library
14. New Dining Hall
15. Loading/service area
16. Playground
17. Common Green Space
18. Outdoor Pavilions
19. Future Nursery Expansion
20. Future Primary Expansion
21. Future Office Expansion



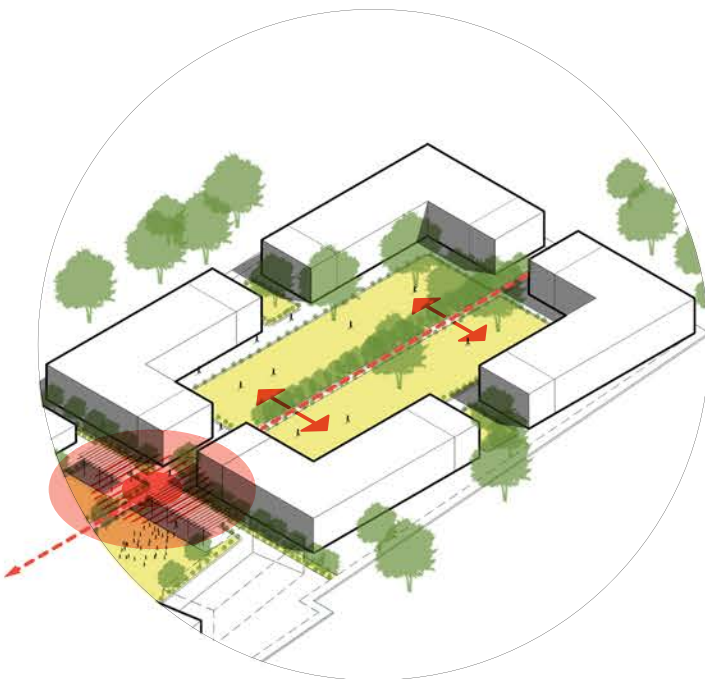
0 20m



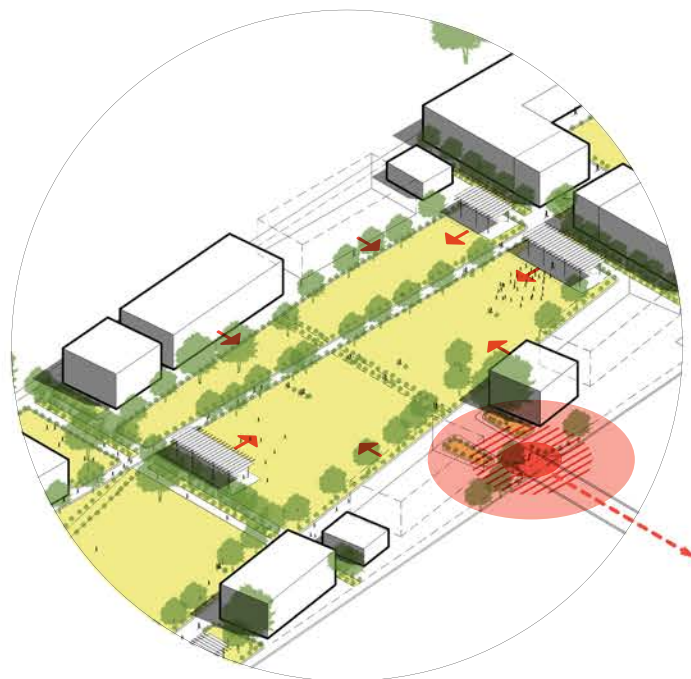
New School Entry
 Re-imagined school entry and parking area framed by new office and classroom blocks.



Central Green Space
 The green space is anchored by two new buildings - a library and a dining hall/pavilion.



Living Cluster
 New boys and girls dormitories are separate but each have courtyards for play and outdoor activities.



Nursery Cluster
 The master plan envisions creating a more defined area of campus dedicated to our youngest learners with additional classrooms to relieve overcrowding and improve the teacher/student ratio.

Campus Master Plan

Entry Portal

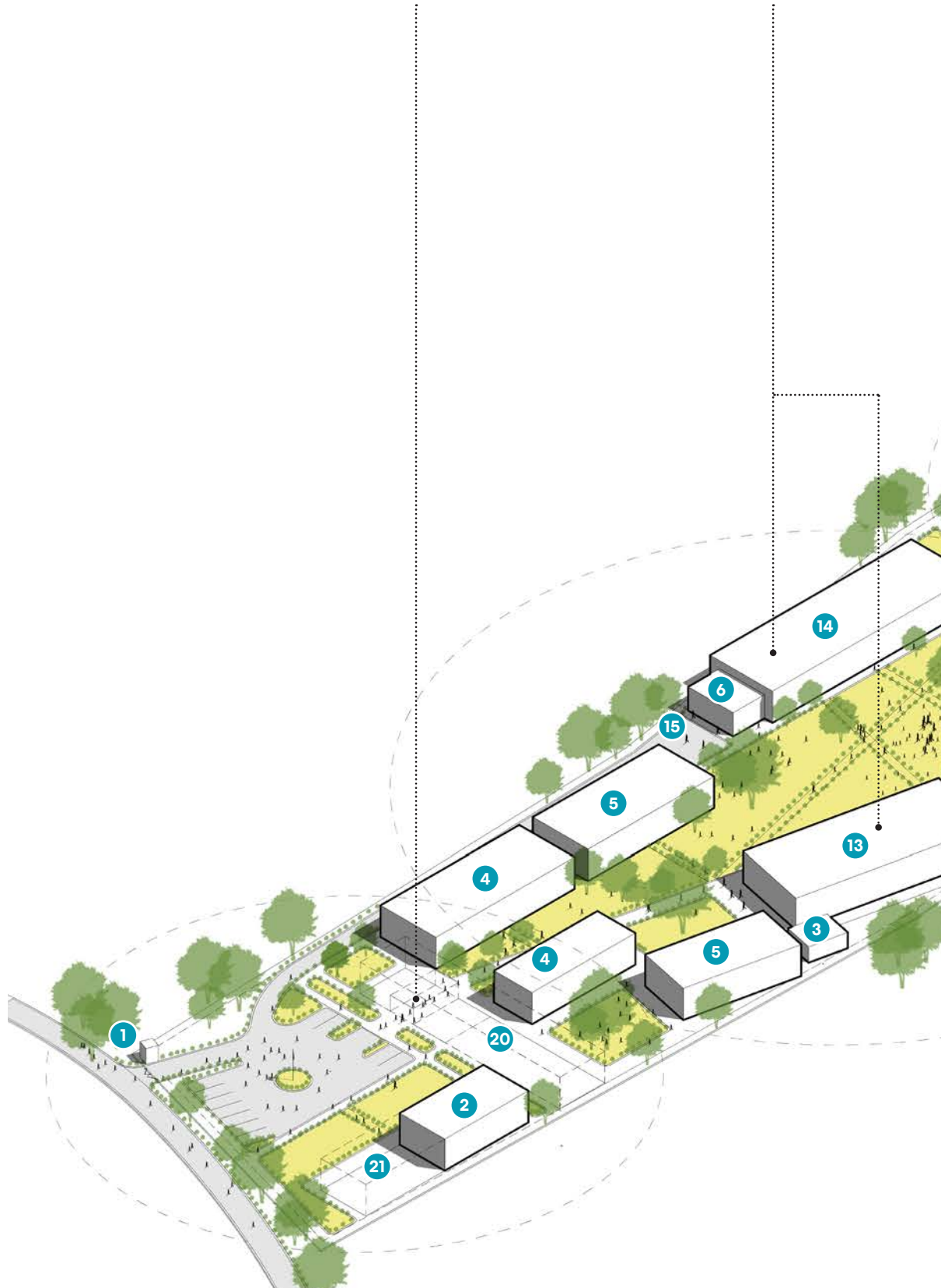
New classroom block will have an entry portal that leads to the heart of the primary school cluster and into the central green space.

Sustainability

Utilize new large roof areas to install solar panels and water collection systems to reduce dependency on unreliable electric power and village water.

LEGEND

- 1. Gatehouse
- 2. New Office
- 3. New Latrine
- 4. Primary Classrooms
- 5. New Primary Classrooms
- 6. New Kitchen
- 7. Computer Lab
- 8. New Boys Dormitories
- 9. New Girls Dormitories
- 10. Teacher Housing
- 11. New Guest House
- 12. Nursery Classrooms
- 13. New Library
- 14. New Dining Hall
- 15. Loading/service area
- 16. Playground
- 17. Common Green Space
- 18. Outdoor Pavilions
- 19. Future Nursery Expansion
- 20. Future Primary Expansion
- 21. Future Office Expansion



Connected Clusters

Major pathway connects the primary, gathering, nursery and boarding clusters but ensures that primary and nursery students enjoy separate enclaves and provides more privacy for the boarding community.

Learning Pavilions

A series of pavilions provide spaces for outdoor learning, shade and gathering spaces for students and teachers. These are sized to accommodate at least one classroom at a time.

Teacher Housing

New teacher housing better utilizes available land and can serve 10 families per floor. Outdoor space allows teachers an area for rest and relaxation where their children can play.



“Active learning is where pupils learn creatively, ethically and with a lot of practice. I have also learned gardening skills because we were part of the demonstrations where we learned how to plant maize, soy beans and vegetables at the school garden. And I know how to use a computer, which I know can help me get a job in the future. Debating and sharing freely in groups with my fellow learners has improved my confidence. I have learned to respect the ideas of my fellow students.”

Mary Karungi, Student at the African SOUP School



We can learn from projects around the region that are both thoughtful and contextual.

Kamwokya Community Centre

Kampala, Uganda

Architects: Kéré Architecture and j.e.nsubuga & associates

Client: Ameropa Foundation, Binningen, Switzerland & Kamwokya Christian Caring Community (KCCC)

Size: 1600 Square Meters

Completion Date: 2022

Contractor: Soleco Construction co Ltd

Photo Credits: Jaime Herraiz and Iwan Baan

The Kamwokya Community Centre is the fruit of a partnership between local non-profit Kamwokya Christian Caring Community, which runs sports, leisure and artistic activities in one of the poorest areas of Uganda's capital, Kampala, and the Ameropa Foundation, which works internationally on projects that aim to improve the lives of marginalized communities. The playground provides a more conducive space for the activities already happening on site, such as sport training and matches, spontaneous gatherings, community events, workshops, music and dance classes.



Mubuga Primary School

Ruhengeri, Rwanda

Architects: MASS Design Group

Client: M² Foundation, Rwanda Ministry of Education and District of Musanze

Size: 1000 Square Meters

Completion Date: 2015

Photo Credits: Iwan Baan

Recognizing the considerable gaps in academic infrastructure that the Ministry of Education identified, their first project was to support the curriculum, teachers, and infrastructure of Mubuga Primary School in the Musanze District. The new design sought to address challenges facing many schools in the district, such as overcrowding, poor daylight, poor acoustics, and access to washrooms, while remaining within the Ministry's financial and material constraints. The new campus consists of five educational buildings housing thirteen classrooms, a resource room for teachers, an administrative office, library, community pavilion, and bathrooms.



“It’s Not Because You Are Limited in Resources That You Should Accept Mediocrity” Francis Kéré, 2022 Pritzker Winner

Ruhehe Primary School

Ruhehe, Rwanda

Architects: MASS Design Group

Client: M² Foundation

Size: 560 Square Meters

Completion Date: 2018

Photo Credits: Iwan Baan

Ruhehe Primary School is a public school that serves 1,120 students from pre-primary to grade six, with the help of 20 teachers and maintenance staff. This project aims to prove that design interventions across a school campus can improve learner outcomes, increase satisfaction among students and teachers, and increase student retention rates. The new Ruhehe campus is laid out as a necklace, with the classrooms as pendants along the chain. These pendants are surrounded by a perimeter wall that protects students and reduces distraction from their studies.



“We are establishing a purposefully-designed learning space that enhances children’s imagination and creativity.”

Kenneth Agaba, Project Manager, Active Learning Project



Perkins&Will
1315 Peachtree St. NE
Atlanta, GA
30309

The African Soup
USA Office
P.O. Box 76644
Atlanta, GA 30358