

Pilot Launch Operations Plan

Team roles, day-one duties, and the road to Official Launch · September 2026

Version 1.0 | 15 July 2026 | Launch window: mid to late September 2026 | Companion to: UGR Pilot Data Collection Framework v1.0

This document sets out exactly who does what from today until the official launch of the Upgrow Rwanda pilot. The towers are expected to land mid to late September 2026. Every team member has a personal role sheet issued alongside this plan. The standard for every task below is simple: it is done, it is documented, and it is ready to show an investor or the Ministry.

The pilot in one line: 10 aeroponic towers, 952 crop sites, 15 crop varieties under the 5/5/5 framework (5 local market, 5 herbs and leafy greens, 5 export), run in partnership with MINAGRI under a signed MoU, over a 6-month cycle inside a 150 sqm greenhouse in Gasabo District, Kigali.

1. Team Roster

Name	Title	Location	Core Role in the Pilot
Kenny Rubaduka	Founder & CEO	Kigali	Overall command. Tower setup lead, MINAGRI and investor relationships, final decisions on crops, spend, and timeline.
Yann Terry Ntwari	Chief Operating Officer	Kigali	Operational coordination. Tower setup with the CEO, daily data gathering and handoff to Finance, supplier and logistics management.
Michel Dusengimana	Head of Agritech & System Strategy	Kigali	Crop science and system design. Writes the first tower assembly and operations SOPs, validates them by building a tower himself, leads crop sequencing.
Olivier Dushimimana	Agritech Operations Lead	Kigali	SOP-driven operations. Learns the entire system through Michel's SOPs, builds towers from them, and refines the SOPs to farmer-ready simplicity.
Linda Uwase	Finance Director	Kigali	Financial backbone. Daily bookkeeping of resource consumption (water, electricity, nutrients), cost tracking, and monthly financial summaries.
Bailey Flint	Chief Strategy Officer	Louisville, USA (remote)	Investor relations and partnerships. Full-time pursuit of investor conversations, strategic partnerships, and international connections.

2. Phase Overview

Phase	Window	Objective
PHASE 0	Now to 31 August	Knowledge readiness. Booklets completed, SOP track started, data systems built, investor pipeline active.
WEEK 1	Towers land (mid/late Sept)	Setup sprint. Towers assembled, SOPs drafted and tested, daily data logging live from day one.
WEEKS 2-3	Setup completion	All 10 towers fully installed. Test data collection running on 1 to 3 towers. Seedlings in the nursery.
MONTH 1 CLOSE	By end of first month	One tower completely operational, all data collection points live, LOI partners notified and aligned on crop order.
MONTH 2	After first 35-day cycle	Official Launch Day. MINAGRI, stakeholders, and investors invited to the farm for the opening.

3. Phase 0 — Pre-Launch Readiness (Now to 31 August)

Nothing lands on site before the knowledge is in place. When the towers arrive, we go straight into setup with zero learning delay.

3.1 Tower & Aeroponics Booklet Study

- **Kenny (CEO):** Completed. Sets the benchmark for the rest of the team.
- **Terry (COO) and Michel (Head of Agritech):** Full booklet study of the tower systems and aeroponic operation. **Hard deadline: 25 August 2026** (buffer built in before 1 September). Each closes with a walkthrough session with the CEO to confirm mastery: assembly sequence, pump and timer logic, nutrient mixing, common failure points.
- **Olivier (Agritech Operations Lead):** Does **not** use the booklets. Olivier learns the entire system exclusively through the SOPs Michel produces. This is deliberate: if Olivier can run the system from SOPs alone, a smallholder farmer can too. That is the franchise proof.

3.2 Systems and Pipeline Preparation

- **Linda (FD):** Builds the daily bookkeeping structure before September using the Pilot Data Collection Framework (Section 4 templates): daily resource log (water, electricity, nutrients), weekly cost roll-up, monthly financial summary. Printed paper-first sheets plus the shared digital workbook, tested and ready before the towers land.
- **Terry (COO):** Confirms site readiness checklist: greenhouse access, water supply, power connection, storage for tower components, tools on hand. Confirms delivery logistics and customs status for both tower shipments.

- **Bailey (CSO):** Investor and partnership pursuit is already live and stays that way. Phase 0 target: a warm list of investors and partners to invite to the Month 2 Official Launch Day.
- **Michel:** Prepares the crop plan for the 5/5/5 framework with the CEO, starting sequence led by lettuce (fastest, most forgiving, clean first data set), stepping up in complexity from there. Prepares the seedling and germination plan so nursery trays start on time.

4. Week 1 — Setup Sprint (Towers Land)

Person	Week 1 Duty
Kenny + Terry	Setup duty. Assemble the towers, install pumps, timers, and reservoirs, pressure-test water lines. Photo-document every stage for the Data Room and launch materials.
Michel	Observes the first tower builds, writes the assembly and operations SOPs in real time, then assembles one tower himself using only his own SOPs. Every gap he hits becomes an SOP revision.
Olivier	Holds off in Week 1 by design. He studies Michel's draft SOPs off-site so his Week 2 build is a true cold test of the documentation.
Linda	Daily bookkeeping goes live from the first day of setup: water, electricity, and nutrient consumption logged daily, alongside any setup spend.
Terry (data duty)	Owns daily data gathering on site (morning and evening readings per the Data Collection Framework) and delivers the numbers to Linda same day. One owner, one handoff, no gaps.
Bailey	Hardcore investor and partnership pursuit. Weekly pipeline update to the CEO. Begins soft outreach for Launch Day attendance.

Also in Week 1: nursery germination starts (lettuce seedlings need roughly two weeks in trays before transplanting, so the first cycle is not delayed waiting on seedlings), and the incident log opens. Any red-threshold event reaches the Founder within 4 hours per the Data Collection Framework escalation rule.

5. Weeks 2-3 — Full Setup and First Test Data

- All 10 towers fully assembled and water-tested by end of Week 2.
- **Olivier builds and runs 2 to 3 towers using only the SOPs.** His questions and corrections are logged as data points and folded back into the SOPs. Target output: an SOP set simple enough for a smallholder farmer to operate a profitable tower.
- Test data collection begins on **1 to 3 towers only:** seedling transplant, daily resource readings, environmental conditions. Small on purpose, so the data habit is solid before scaling to all towers.

- Terry runs the Friday 30-minute data quality audit each week (Framework Section 5): logs reviewed, gaps flagged, corrections made while memory is fresh.
- Linda produces the first weekly cost roll-up; Kenny receives the Weekly Operations Summary every Monday morning.

6. Month 1 Close — Milestone Gate

By the last day of the first month, all of the following must be true. This is a gate, not a wish list:

#	Milestone	Owner
M1	All 10 towers fully set up and functional	Kenny, Terry
M2	One tower completely running end to end: seedlings in, nutrients cycling, data flowing	Michel, Olivier
M3	Every data collection point live and stack-ready (all Framework Section 9 critical items active)	Terry, Linda
M4	All LOI partners notified that crop testing has started, and aligned on which crops we grow, in what order, matched to their demand	Kenny, with Bailey support
M5	SOP set revised through Olivier's build cycle and approved	Michel, Olivier
M6	First monthly financial summary delivered	Linda

Month 1 is where we build the habitat while we learn. Month 2 is where we perform.

7. Month 2 — Official Launch

- Launch Day is scheduled **after the first full 35-day lettuce cycle completes**, so visitors see a working farm with real harvest data, not promises.
- Invited: MINAGRI, all LOI partners, stakeholders, and investors from Bailey's pipeline.
- Crop sequence steps up from lettuce into the rest of the 5/5/5 framework in planned stages, each new crop added only when the previous one's data collection is stable.
- Smallholder farmer training begins on the validated SOPs. This is the first live test of the franchise model: a non-expert running the system profitably.
- Launch assets prepared in advance: cycle-one data summary, photo record from setup to harvest, and the farm tour route.

8. Data Discipline (Non-Negotiable)

Everything above stands on the **UGR Pilot Data Collection Framework v1.0**. The operating rules from day one:

- Daily Operations Log completed every morning (6:00 AM) and evening (5:00 PM). Roughly 15 minutes per session.
- Every data point serves at least one purpose: operational control, financial intelligence, scaling decisions, or MINAGRI reporting.
- Paper-first logging with same-day digital entry. Terry gathers, Linda books, nothing waits overnight.
- Friday data quality audit, weekly. Red-threshold events to the Founder within 4 hours.
- Founder cadence: Weekly Operations Summary every Monday, Monthly Intelligence Brief by the 5th of each month, quarterly MINAGRI reporting per the MoU annex.

Why this matters: investor-grade data from day one is the product of this pilot. Yield per plant, gross margin per crop, and resource cost per tower are the three numbers that decide the scaling round. Every person on this team is a data collector first.

Prepared by Kenny Rubaduka & Sage Gasuku (Upgrow AI Ops Assistant) · 15 July 2026 · Classification: Internal / Data Room