

UPGROW RWANDA LTD

Kinyinya, Gasabo, Kigali, Rwanda | Reg. No. 134202981

Team Structure & Task Allocation

Agritech Division | Pilot Phase | April 2026

1. Agritech Role Definitions

The agritech division has two roles with distinct mandates. Michel handles strategy and system design. Olivier handles execution and field operations. Clear separation prevents overlap and protects Michel's time for high-leverage decisions.

Michel Dusengimana — Head of Agritech & Systems Strategy

Element	Detail
Mandate	Own agricultural strategy, crop selection, system design, and SOP quality
Decision Authority	Crop plans (5/5/5 framework), performance standards, SOP approval, agronomic escalations
Meeting Load	2 internal meetings/week + 1 stakeholder meeting/month
Does NOT Own	SOP drafting, routine monitoring, data collection, scheduling, first-line troubleshooting

Olivier — Agritech Operations Lead

Element	Detail
Mandate	Own operational execution: SOPs, farmer training, crop research, data collection, field support
Decision Authority	Day-to-day operational calls, troubleshooting, research priorities (within Michel's direction)
Meeting Load	2 internal meetings/week + local government engagements as needed
Escalation Trigger	Any issue affecting crop health, yield, or system safety beyond normal parameters
Growth Path	Operations Lead → Senior Ops Manager → Regional Manager (as company scales)

2. Task Allocation

Tasks are divided by leverage. Michel's time is the scarcest resource — he only handles what requires his specific expertise. Everything else goes to Olivier.

Domain	Michel (Strategy)	Olivier (Execution)
Crop Selection	Decides what to grow (5/5/5 framework)	Researches varieties, prices, and growing conditions
SOPs	Reviews, refines, approves	Drafts in Kinyarwanda, field-tests, revises
System Performance	Sets benchmarks, interprets results	Monitors daily, collects data, flags anomalies
Farmer Training	Approves training framework	Builds training content in Kinyarwanda, delivers sessions
Market Data	—	Collects crop pricing data, tracks market trends
Troubleshooting	Consulted on complex issues	First responder: diagnose, fix, or escalate
Stakeholder Meetings	Leads agricultural discussion	Supports local government engagements
Data Collection	—	Yield metrics, growth rates, environmental readings, price tracking

3. Workflow & Communication

All work flows one direction: Olivier executes, Michel reviews. Michel does not assign daily tasks — he sets strategic priorities at meetings, and Olivier translates them into his own task list.

Channel	Usage
Weekly Agritech Standup	Michel + Olivier + Farmer. Progress review, data check, priority setting.
Bi-Weekly Team Sync	Full company. Cross-function updates and decisions.
Async Messaging	Urgent issues only. Olivier sends problem + proposed solution. Michel decides.
Shared Tracker	Both update weekly. Olivier logs deliverables; Michel reviews before meetings.

4. Expected Deliverables

Both roles are measured by outputs, not hours.

Deliverable	Michel	Olivier
Crop Plan Updates	Per cycle (with rationale)	—
SOP Approvals	48hr turnaround on submissions	—
SOP Draft Pages	—	2–4 pages/week (Kinyarwanda)
Crop Research Summaries	—	1/week (variety + pricing + market)
System Performance Report	—	Weekly (tower health + yield + anomalies)
Farmer Training Modules	—	1 module draft / bi-weekly cycle
Market Price Data	—	Ongoing collection + weekly summary
Strategic Direction Memo	Bi-weekly (priorities + decisions)	—
Issue Resolution Log	—	Ongoing (every issue documented)