

# A Fully Integrated Tomato Value Chain through Contract Farming: Lessons from CASA's Partnership on Ngoma Tomato Processing Plant

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## A COMPANY'S ASPIRATIONS

Through its Ngoma Tomato Processing Plant (NTPP), AFRINET Solutions Ltd established Rwanda's first modern tomato processing plant in Ngoma District. NTPP aims to empower smallholder farmers by providing a reliable market for fresh tomatoes while delivering high quality processed products to its clients. NTPP is doing this by building a fully integrated tomato value chain with a strong production base of over 10,507 out-growers from 25 cooperatives and 17 individual entrepreneurs who have agreed to work with NTPP and are ready to sign contract farming agreements. As a strong local processing plant, NTPP will help the country to reduce post-harvest losses that can go up to 40% as well as the more than US\$11 million worth of tomato ketchup and sauces imported to Rwanda – even exporting the same in future.

## A PARTNERSHIP'S ACTIVITIES



Mr Dieudonne Nteziyaremye, CEO of AFRINET/NTPP at a meeting on the strategic documents developed by the consultants hired by CASA

With funding from FCDO, the Commercial Agriculture for Smallholders and Agribusiness (CASA) Programme supported NTPP to develop a business plan to become a market leader in tomato processing. In a session on the review and validation of the key documents produced by the consultants hired by CASA to support NTPP, the AFRINET CEO Mr Dieudonne Nteziyaremye shared that, *“When we started discussions with the CASA team on the kind of support to be provided, I was interested in getting funds rather than technical support. After working on this business plan with the experts and the CASA team, I realised that with this strategy the company will not only be able to get more money whenever*

*needed. It also gives us a clear direction of where we want to be in the future as a firm with the vision to become Rwanda's leading tomato processor. I thank CASA for this great partnership.”*



Mr Biregeya Muhamudu, Tuzamurane Karemba President, signing the contract farming agreement with AFRINET/NTPP alongside other cooperative members

CASA provided a consultant to conduct an assessment of the company's needs, developed selection criteria for potential out-growers and mapped them. Looking into NTPP's strategic positioning in Rwanda's Eastern Province – and the capacity of each potential supplier – the consultant designed the contract farming scheme and mobilised out-growers to ensure it is adjusted based on all their needs. Two other consultants also worked with NTPP to put in place strong financial management systems, and a tailored marketing strategy with a strong distribution network of its products, while CASA hired a service contractor to digitalise NTPP activities through ICT-driven solutions. With this support, NTPP is ready to start the processing unit and open the door to potential investors for the funding it needs to reach its production objectives. It is worth mentioning that NTPP has now acquired the equipment to produce tomato products and has hired an experienced technical director from Morocco to run the new venture.



Members of Tuzamurane Karemba Cooperative at their farm discussing the content of the contract farming agreement with the consultant before signing



Mr Richard Karekezi, NTPP Managing Director, presenting the vision and progress made at the dissemination workshop



Mr Kagabo Nkubito, CASA Rwanda Country Manager, at the dissemination workshop

NTPP has also received support from the Rwanda Government through Ngoma District Authority which allocated a building to house the processing unit and championed this initiative by hosting the official launch of NTPP in September 2025. During her speech at this event, Ms Nathalie Niyonagira, the Mayor of Ngoma District, praised this initiative that contributes to the government agenda aimed at increasing investments in agriculture programmes. She said, *“This initiative will not only help smallholder farmers to access the market, avoid post-harvest losses, and make quality products available to the population, but it also creates jobs in our district and impacts the welfare of our people.”* The Mayor added that this is a good example of how a partnership between the private sector and the government can help to promote sustainable development in agriculture and add value to local products.

## TWO IMPRESSIONS

One of the farmers who was linked to NTPP through the CASA partnership was Mr Nyiransabimana Zainabu, a member of Tuzamurane Karembo Cooperative in Ngoma District. After signing the contract farming, Mr Zainabu said: *“For me, this a huge step for us because we know that we already have a client who will buy our products, and this will help us to avoid any losses.”* Commenting on this project, Mr Tumusifu, a consultant hired by CASA as a trainer, said that climate resilience was considered because most of the out-growers who had been selected already had irrigated land and irrigation systems, and the majority also had greenhouses to plant their tomatoes. *“I am sure this will have an impact on soil protection and reduction of pesticide use,”* he said.



Tuzamurane Karembo Cooperative members also have greenhouses and technical skills in tomato production and both pre- and post-harvest.

## OPPORTUNITIES AND REACH

The success of this business model is expected to create more and lasting opportunities for tomato producers across the country, demonstrating the commercial viability of agri-SMEs, increasing farmers' incomes, and fostering climate resilience, women's empowerment, and food and nutrition security. The partnership with AFRINET/NTPP was not only able to surpass its target of reaching 10,000 farmers who will be supplying fresh tomatoes, but it also helped CASA to exceed its overall target of reaching 27,000 farmers in Rwanda.





Commercial Agriculture for Smallholders and Agribusiness

