



TOG-WAJAAL CITY ADMINISTRATION

Maamulka Magaalada Tog-Wajaale · Somali Regional State, Ethiopia

EAST AFRICA CITY CORRIDOR CORRIDOR DELIVERY FRAMEWORK

A facilitation and advocacy framework for practical 12–18 month actions

Actions may be led independently or jointly by corridor cities, regional/state governments, national authorities, development partners and project owners.

An Official TWCA Framework Document

Owned and led by Tog-Wajaale City Administration (TWCA), coordinated through the East Africa City Corridor (EACC) platform, in partnership with Jigjiga University, the Swiss Agency for Development and Cooperation (SDC) and Cities Alliance.

01 PLANNED URBAN GROWTH Approved plans, city budgets and investment-ready projects	02 TRADE & INCLUSIVE ECONOMIES Evidence, recommendations, better logistics, jobs and inclusion	03 GOVERNANCE, PARTNERSHIPS & FINANCE Advocacy, partner matching, progress and feedback
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EACC Role

EACC brings actors together, consolidates evidence, supports joint advocacy, connects priorities to partners and records follow-up. It does not approve plans, change regulations, finance projects or implement investments.

DISCUSSION DRAFT

For review, enrichment and confirmation of proposed leads at the Third EACC Dialogue

25 August 2026 | Hargeisa

The Delivery Framework at a Glance

A short list of products that responsible institutions can deliver within their own mandates or through joint action.

Purpose

This discussion draft gives EACC participants a practical 12–18 month menu of deliverables. Participants will review the products, targets and proposed leads on 25 August 2026 and may change, add or remove them before endorsement.

How the framework works

- Each deliverable is a clear product: a plan, budget line, project document, register, review paper, action package, advocacy brief or progress note.
- The proposed lead is the institution expected to take the first step and coordinate the product. Participants will confirm or change the lead during the Dialogue.
- Other institutions provide approvals, evidence, technical support, finance or implementation within their mandates.
- No action depends on creating a new EACC implementing body. A city, government agency or partner may start an agreed action independently and report progress through EACC.
- Cross-border issues require joint work by the competent authorities of both sides. EACC can convene and advocate but cannot make their decisions.

Nine proposed deliverables

Pillar 1	1. Approved and costed urban expansion plans with city budget action. 2. Well-developed and documented investment-ready city projects.
Pillar 2	3. Trade and logistics bottleneck register. 4. Cross-border regulations review and recommendations brief. 5. Costed border/logistics node improvement package. 6. Jobs and social/economic inclusion action products.
Pillar 3	7. Joint EACC action and advocacy brief. 8. Project-partner support and finance plans. 9. Simple progress and stakeholder feedback notes.

Working scope

Berbera, Borama, Dire Dawa, Gabiley, Hargeisa, Addis Ababa, Jigjiga and Tog Wajaale/Togochale, together with the relevant regional/state and national authorities, development partners, financiers, private sector businesses and communities connected to the Berbera - Addis Ababa corridor.



Who does what

EACC facilitates collective work. Delivery remains with the institutions that have the mandate, budget, technical capacity or financing role.

Corridor cities	Prepare and approve urban expansion plans; include implementation actions in city budgets; identify and document priority projects; lead local jobs, inclusion, service and market actions; provide local evidence and feedback.
Regional/state governments	Support or approve planning and land matters within mandate; coordinate regional infrastructure and services; lead regional trade, skills and social-development actions; include priorities in regional budgets and programmes.
National governments and authorities	Review and change national rules; lead customs, tax, immigration, transit, transport, standards and bilateral arrangements; approve national infrastructure, public finance and PPP decisions.
Development partners and financiers	Fund or provide planning support, studies, project preparation, pilots and capacity support; explain financing requirements; align grants, concessional finance, guarantees, blending or other instruments.
Private sector, traders and employers, Chamber of Commerce	Provide evidence on costs and barriers related to transboundary trade; identify bottlenecks and challenges, identify demand; invest or operate where appropriate; offer jobs, apprenticeships, supplier opportunities and practical feedback.
EACC platform	Convene; consolidate city and stakeholder evidence; support advocacy; connect priorities to relevant authorities and partners; record decisions, progress and feedback. EACC does not implement projects or make public decisions.

Meaning of ‘proposed lead’

For discussion on 25 August

The lead shown under each deliverable is a starting proposal. Participants should confirm the exact institution, name a focal person and agree which supporting institutions are needed. Where mandates differ across locations, the lead may also differ.



12 – 18 Month EACC Delivery Framework

Pillar 1: Planned Urban Growth and Investment-Ready Cities

Objective: Help cities plan for corridor-led growth, budget for implementation and present well-documented projects to government and investors.

PILLAR 1	Product 1: Approved and budgeted urban expansion plans; Product 2: Investment-ready city project packages.
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P1.1 Approve and begin financing urban expansion plans

Products	1. An approved new or updated long-term urban expansion plan for corridor city. 2. A costed three-year implementation schedule showing the first roads, services, land, market/employment areas and climate/safety actions. 3. A clear budget plan and a budget line or allocation in the city's next annual budget for the first plan priorities.
Proposed lead	Lead: Each selected corridor city administration. Support: Regional/state and national urban planning, land, roads and utilities authorities; Ethiopian Public Service University Urban Expansion Planning Knowledge Hub, African Urban lab, development partners providing planning and costing support.
Milestones	M0–3: Select at least five cities and confirm the status and gaps of each urban plan. M4–9: Prepare/update the plan and cost a practical three-year implementation schedule. M10–12: Complete city approval and submit the first priorities through the city budget process. M13–18: Secure any required higher-level approval; confirm budget allocation or a documented partner/government financing route.
Proposed target	At least five cities have an approved plan or formal approval pathway and a costed implementation schedule by M12. All five submit budget requests to their cabinet; at least three secure a city budget allocation or another confirmed financing route by M18.

P1.2 Develop and document investment-ready city projects

Products	1. A checklist/criteria for investment-ready projects 2. At least one standard priority investment-ready project profile from every participating city. 3. Three to four full project packages covering: problem and demand; site and land status; technical option; cost; economic and social benefits; climate/environmental and social risks; implementing and operating institution; maintenance; and exact finance/support requested. 4. A short investment prospectus that brings the selected city projects together without creating a long wish list.
Proposed lead	Lead: The city or other public institution that owns each project. Support: Regional/state and national sector/finance authorities; development partners, project-preparation facilities, financiers and technical advisers.
Milestones	M0–3: Each city submits one project profile and confirms the responsible public owner. M4–6: Select three to four priority projects and agree the studies, approvals, cost and preparation lead needed for each. M7–12: Complete priority feasibility, land, safeguard, costing, delivery and financing work. M13–18: Submit mature projects to a formal public budget, partner appraisal, financing or procurement decision.
Proposed target	One documented project profile per participating city by M3; three to four well-developed project packages by M12–18; at least two accepted into a formal appraisal, budget or financing process by M18.



Tog-Wajaale City: Submitted Project Profiles (P1.2)

Two priority project profiles submitted by Tog-Wajaale City Administration (TWCA), presented at the Third EACC Dialogue gallery walk (25 August 2026).

Project 1: Tog-Wajaale BRT Corridor & Road Upgrade	
Summary	A 10 km Bus Rapid Transit corridor with a 50 m right-of-way, linking the Tog-Wajaale border crossing to the city centre. Sector: Transport & Trade Infrastructure.
Investment	USD 40.0M sought of USD 50M total cost (≈Birr 8.0B); USD 10.0M secured (municipal/regional). Instrument: blended concessional debt + grant + PPP. Implementation: 60 months (2025–2030).
Readiness & delivery	Stage 2 of 5 (pre-feasibility). Delivery: PPP or Design-Build-Operate (DBO) concession. Owner: Tog-Wajaale City Administration (TWCA). Revenue: farebox + transport levy + ads + cross-border fees.

Project 2: Tog-Wajaale Free Trade Zone & Industrial Park	
Summary	A 50-hectare serviced Free Trade Zone adjacent to the Tog-Wajaale border crossing for cross-border trade, warehousing and light manufacturing. Sector: Trade & Industrial Infrastructure.
Investment	USD 250.0M sought of USD 250M total cost (2026); financing secured is TWCA land in-kind (0% cash). Instrument: PPP / concession. Implementation: 36 months (phased).
Readiness & delivery	Stage 1 of 5 (concept). Delivery: PPP / concession via a dedicated Special Purpose Vehicle (SPV). Owner: Tog-Wajaale City Administration (TWCA). Revenue: land lease, service charges and tenant fees.

Pillar 2a: Trade Facilitation and Inclusive Corridor Economies

Objective: Create practical evidence and recommendations that competent authorities can use to improve cross-border trade and logistics and ensure inclusive development.

PILLAR 2	Product 1: Bottleneck register; Product 2: Regulatory review brief Product 3: Border/logistics improvement package Product 4: Jobs and inclusion products.
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P2.1 Prepare a corridor trade and logistics bottleneck register

Products	- A shared register showing the location, evidence, affected users, cost/delay, responsible authority and suggested next step for each bottleneck. - A prioritised top-ten list covering customs, immigration, tax/fees, permits, standards, transit, checkpoints, operating hours, informal payments, freight, storage, cold chain, border facilities and trader information. - A response column showing the authority contacted, its decision or next step, and the review date.
Proposed lead	Lead: Regional/state trade authorities, working with corridor cities; exact lead to be confirmed. Co-lead: Chamber of Commerce on both sides Support: National trade, customs, finance/tax, immigration, standards and transport authorities; trader associations, transporters, women traders, private operators, JJU and other universities and development partners. EACC consolidates and shares the evidence.
Milestones	M0–3: Collect evidence from cities, border users, traders and transport operators and prepare the first register. M4–6: Validate and rank the top ten bottlenecks with the competent authorities. M7–12: Obtain a written response, action or decision pathway for the top five issues. M13–18: Update the register and report which barriers changed, remained blocked or need higher-level advocacy.
Proposed target	First register by M3; top ten validated by M6; written responses or action pathways for at least five priority bottlenecks by M12.

P2.2 Review cross-border rules and prepare a recommendations brief

Products	- A simple review of the rules and procedures affecting customs, taxes and fees, immigration, freight/transit, licences and permits, standards, operating hours, warehouse/storage and cold-chain services. - A short recommendations paper identifying: quick administrative improvements; issues needing a joint or bilateral agreement; issues needing policy/legal revision; and infrastructure or service gaps. - A government response and action matrix showing what is accepted, under review or not currently feasible.
Proposed lead	Lead: National trade authorities, with one nominated coordinating institution on each side. Co-lead: Chamber of Commerce on both sides Support: Customs, finance/tax, immigration, transport, standards and border authorities; regional/state governments; private sector and development partners providing technical review.
Milestones	M0–3: Agree the questions, documents, authorities and user groups to be reviewed. M4–6: Complete the review and draft the recommendations brief. M7–9: Hold a joint technical discussion with the competent authorities and corridor users. M10–12: Finalise the brief and record government responses, responsible institutions and next dates.
Proposed target	Draft review and recommendations brief by M6; joint technical review by M9; final brief and response/action matrix by M12.



Pillar 2b: Local logistics, jobs and inclusion

Objective: Turn corridor activity into practical improvements, business opportunity, jobs and stronger social and economic integration.

PILLAR 2

Product 1: Costed action packages and documented pilots (not general commitments)

P2.3 Prepare a costed border and logistics node improvement package

Products	1. A joint site assessment for Tog Wajaale/Togochale and any other selected node. 2. A costed package covering priority needs such as freight/storage and cold chain, truck staging, customs/immigration facilities, market and trader services, information, traffic, lighting, sanitation, safety and complaints handling. 3. For every item identify responsible owner, expected benefit, cost, funding source or request, operation/maintenance responsibility and delivery date.
Proposed lead	Lead: Jointly proposed: Tog Wajaale/Togochale administrations and the competent border authorities. Co-Lead: Chamber of commerce on both sides Support: Relevant regional/state and national authorities; customs/immigration; traders and logistics operators; development partners and private investors.
Milestones	M0–3: Complete a joint walk-through and user consultation. M4–6: Prepare and approve the costed improvement package. M7–12: Secure funding or responsible-agency commitment for at least two improvements. M13–18: Start or complete the agreed improvements and document user feedback.
Proposed target	One costed package by M6; at least two improvements funded or formally committed by M12 and started by M18.

P2.4 Produce city jobs and social/economic inclusion action products

Products	1. A short opportunity scan linking corridor demand to jobs, skills, enterprise, local procurement and services in each selected city. 2. A city Jobs and Inclusion Action Note with three to five practical actions for women, youth, migrants/displaced people and host communities. 3. At least two funded pilot proposals (for example employer-linked skills and job matching, local supplier development, inclusive markets, migrant/host enterprise support, service/social-cohesion actions, access to finance for SMEs including displacement affected people)
Proposed lead	Lead: Each participating city, through its economic development/social affairs focal point. Support: Regional/state labour, TVET, enterprise, social protection and displacement-response authorities; employers, traders, community groups and development partners.
Milestones	M0–3: Select at least four cities and complete rapid opportunity and inclusion consultations. M4–6: Complete four Jobs and Inclusion Action Notes and prepare at least two pilot proposals with budgets and targets. M7–12: Secure support and launch at least two pilots. M13–18: Issue a results note covering jobs/placements, enterprises, service access, inclusion and participant feedback.
Proposed target	Four city Action Notes and two budgeted pilot proposals by M6; at least two pilots launched by M12; results documented by M18 and disaggregated where safe.

Pillar 3a: Governance, Partnerships and Finance

Objective: Use the EACC platform to turn evidence into advocacy, connect project owners to support and keep participants informed.

PILLAR 3	Product 1: An advocacy brief Product 2: Project-partner support plans Product 3: Short progress and feedback notes.
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P3.1 Prepare a joint EACC action and advocacy brief

Products	1. A short brief consolidating the agreed priorities from the urban plans, project packages, bottleneck register and regulatory review. 2. For every advocacy request: evidence, recommended action, responsible authority, supporting institutions and requested decision/date. 3. A decision and response record following meetings with governments, partners and financiers.
Proposed lead	Lead: EACC Coordination body (to be revitalized at the 3 rd EACC with the inclusion of national and regional authorities and chamber of commerce) Support: Participating cities, Regional/state and national focal points; development partners; private-sector/trader representatives. EACC convening partners provide facilitation and drafting support.
Milestones	M0–1: Confirm the priority messages, proposed lead institutions and evidence required. M2–3: Issue the first joint action and advocacy brief. M4–6: Present the brief to relevant authorities and partners and record responses. M7–12: Update the brief based on decisions, progress and remaining barriers.
Proposed target	First brief by M3; at least three priority requests receive a written response, decision or agreed next step by M12.

P3.2 Prepare project-partner support and finance plans

Products	1. A one-page support and finance route for every selected project, showing preparation gaps, cost, public contribution, support requested and likely financing route. 2. A project-partner matching matrix and focused requests for technical assistance, grants, public budget, concessional finance, guarantees/blending, PPP or private investment as appropriate. 3. A written next-step record from each partner or financier engaged.
Proposed lead	Lead: The public owner of each selected project. Support: City, regional/state and national finance/sector authorities; development partners, project-preparation facilities, banks, DFIs and private investors. EACC facilitates introductions and group discussions.
Milestones	M0–3: Confirm exact preparation gaps, cost and responsible owner for each selected project. M4–6: Complete support/finance routes and hold a project-partner meeting. M7–12: Submit focused requests and record written next steps or conditions. M13–18: Advance supported projects through studies, appraisal, public budget, procurement or finance processes.
Proposed target	Support and finance route for all selected projects by M6; at least three documented project-partner matches by M12; at least two project-preparation commitments or public allocations by M18.



Pillar 3b: Progress, feedback and learning

Objective: Keep reporting short and useful for decisions. Leads report on their products; EACC consolidates and shares the overall picture.

PILLAR 3

No complex dashboard: one-page updates, a short corridor progress note and stakeholder feedback.

P3.3 Issue simple progress and stakeholder feedback notes

Products	• A one-page progress update from each lead: product due, current status, evidence, barrier and next action/date. • A six-month and 12-month EACC progress note against the nine deliverables. • A short feedback note from cities, traders, businesses, women/youth groups and migrant/displacement-affected and host communities, showing what should change.
Proposed lead	Lead: EACC participating cities through the agreed chairing arrangement, supported by a light facilitation function. Support: All deliverable leads provide updates and evidence; governments and partners validate information within their mandates; stakeholder groups provide feedback.
Milestones	M0–2: Confirm the nine indicators, evidence sources, focal persons and reporting dates. M3: Issue the first baseline and progress update. M6: Issue the first EACC progress and stakeholder feedback note. M12 and M18: Issue review notes, record decisions and propose the next action framework.
Proposed target	Baseline update by M3; progress and feedback notes at M6, M12 and M18; every delayed product has a named recovery action or advocacy request.

Important! EACC is not an implementing secretariat

The platform only helps participants see the same evidence, agree who should act, connect to support and follow up. The institution named as lead remains responsible for delivery and reporting.

Simple 12–18 month roadmap

The sequence moves from agreement and evidence to products, decisions, finance and documented results.

M0–3 Agree and start Confirm products, targets and leads; name focal persons; select cities/projects; start urban-plan reviews, project profiles and bottleneck evidence; agree regulatory review scope.	M4–6 Produce Complete urban-plan drafts/costing; select 3–4 projects; validate top-ten bottlenecks; issue draft regulations brief; prepare node package and four Jobs and Inclusion Action Notes; hold partner clinic.	M7–12 Decide and support Approve/submit urban plans and budgets; complete project packages; finalise recommendations and government responses; fund/start quick wins and pilots; issue advocacy and progress notes.	M13–18 Implement and learn Confirm budget/finance routes; advance projects to appraisal; start logistics improvements; document jobs/inclusion results; update bottlenecks, advocacy and successor priorities.
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Decision points

25 Aug 2026	Participants revise and confirm the nine deliverables, proposed targets and leads.
Within 30 days	Confirmed leads name focal persons and agree their first product milestone.
M3	EACC convenes the first short progress review and confirms the baseline.
M6	Participants review completed products, unresolved barriers and support needs.
M12	Senior review confirms decisions, finance/preparation progress and changes for the final six months.
M18	Participants document results and agree whether a successor framework is needed.

Practical rule

A lead does not wait for an EACC meeting to act. It can deliver within its mandate and use EACC to obtain evidence, collaboration, advocacy or partner support.