

Newsletter

A publication by Kenya Export Promotion and Branding Agency





KEPROBA unveils plan to increase Kenya exports by 10 percent annually

By Joanne Wanjala: jwanjala@brand.ke

The Kenya Export Promotion and Branding Agency (KEPROBA) unveiled its 2023-2027 Strategic Plan that aims to increase exports by 10 percent annually. The Strategic Plan which was launched on May 30, 2024 is in line with the guidelines for preparation of fifth generation strategic plans issued by the National Treasury's State Department for Economic Planning. The Plan is to propel Kenya towards becoming an export-led economy and a top global brand.

"This Strategic Plan is an ambitious plan to increase Kenya's exports by 10 percent annually from Ksh. 873.1 billion in 2022 to Ksh. 1.6 trillion in 2028," said Jas Bedi, the Agency's Board Chairman.

"Kenya's export value for the first time in history has hit Ksh.1 trillion as of 2023 data released by KNBS recently. The great performance was contributed by tea that had an export percentage growth of 15.4% from 2022 to 2023. It is estimated by Statistica that the global tea market of tea is expected to rise to 160 billion dollars by 2028." He added.

"My Ministry is committed to fostering a conducive environment for trade, investment, and industrial development, with a focus on boosting exports industries. local supporting My commitment is to support local manufacturing by increasing contribution of manufacturing to GDP from the current 7% to 15% by 2027 and 20% by 2030 and promote export development by growing our exports from the current annual growth rate of 6% to more than 25%, as targeted by the

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"The Plan also aligns us towards exploiting opportunities presented in the AfCFTA strategy to increase intra Africa trade. AfCFTA brings together all 55 member states of the African Union, covering a market of more than 1.4 billion people in Africa markets population across 55 member countries with a combined Gross Domestic Product (GDP) valued at USD 3.4 trillion in 2022 (World Bank 2023). This is a huge space for Kenya's trade sector,"

Mr. Jaswinder Bedi, EBS, MBS

Board Chairman



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Strategic Plan defines the Agency's strategic direction and implementation of policies and programmes in line with the organizations' goal to transform Kenya into a top global brand."

Floice Mukabana CEO

National Trade Policy," said Mr. Michel Mandu, Ag. Trade Secretary who read the Speech by the Cabinet Secretary.

The Plan is a review of the lapsed Strategic Plan 2019 to 2022. The four strategic issues that the Agency will focus on over the next five years are export product development and compliance (supply side issues), export market development (demand side issues), nation branding issues and corporate governance covering aspects of production, marketing and visibility of Kenya and Kenyan products in the regional and international markets.

"Notable strategies in the plan will be the implementation of market deepening and diversification initiatives, facilitation of value addition and adaptation of priority value chains and having a coordinated approach of positioning Kenya as a source of high-quality goods and services," added Bedi.

Kenya witnessed a significant increase in its export performance with total exports surpassing the Kshs 1 trillion mark in 2023 (from Ksh, 873.1 in 2022 to Ksh.1.064 trillion in 2023). The trade deficit on the other hand narrowed from Kshs 1,617.6 billion in 2022 to Kshs 1,604.04 billion in 2023. Exports to key markets like Uganda,

Pakistan, and Netherlands experienced substantial growth, with products like tea, horticulture, and cement witnessing significant export growth.



To this end, KEPROBA's 2023-2027 Strategic Plan outlines the commitment to:

Further diversify our export basket by introducing even more innovative Kenyan products to the international stage Expand into new markets, forging strong trade relationships and boosting export opportunities

Solidify Kenya's brand reputation through strategic marketing initiatives, showcasing the quality and originality of our products

Strengthen institutional capacity by leveraging on technology and forging strategic partnerships to optimize our operations.

"The Plan also aligns us towards exploiting opportunities presented in the AfCFTA strategy to increase intra Africa trade. AfCFTA brings together all 55 member states of the African Union, covering a market of more than 1.4 billion people in Africa markets population across 55 member countries with a combined Gross Domestic Product (GDP) valued at USD 3.4 trillion in 2022 (World Bank 2023). This is a huge space for Kenya's trade sector," said Jas Bedi.

It is expected that up to 90% of liberalised goods will gradually phase out tariffs on 90% of goods by 2030 at the latest. Kenya has been actively engaged in the AfCFTA negotiations and has been a key participant in the Guided Trade Initiative (GTI) that seeks to allow commercially meaningful trading under the AfCFTA.

"Strategic Plan defines the Agency's strategic direction and implementation of policies and programmes in line with the organizations' goal to transform Kenya into a top global brand. This plan will be a basis for development of annual work plans and performance contracting, encompassing the Agency's commitments to be implemented during the Strategic Plan period to ensure growth of exports and improvement of the country's brand. Today, as we stand on the cusp of implementing this strategic plan, I want to reaffirm our commitment to its execution," said Ms. Floice Mukabana, Chief Executive Officer, Kenya Export Promotion and Branding Agency.

Present during the launch were stakeholders and the business community from public and private sector.



KEPROBA's 2023-2027 Strategic Plan: The strategic issues

By Mariam Maina: mmaina@brand.ke

The Kenya Export Promotion and Branding Agency (KEPROBA) unveiled its 2023-2027 Strategic Plan that aims to increase exports by 10 percent annually from Ksh. 873.1 billion in 2022 to Ksh. 1.6 trillion in 2028. Over the same period, the Agency shall seek to sustain Kenya's nation brand performance as among the Top 50 Brands through various indices such as the Anholt Nation Brands Index, Future Brand Country Index and World Economic Forum Indices.

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In the Strategic Plan, the Agency outlines four strategic issues that will be the focus over the next five years covering aspects of production, marketing and visibility of Kenya and Kenyan products in the regional and international markets. These issues form the basic challenges in the export system and nation branding that if solved will enable propelling of exports forward and position the country globally. The strategic issues are:

1. Export product development and compliance (supply side issues)

- Limited product supply capacities and capabilities in the Country
- Business operating challenges
- Unreliable and expensive transport logistic
- Value addition and branding
- ▶ Compliance with international market requirements
- Limited export product range

- Access to relevant trade and brand information
- Promotion of Export of services

2. Export market development (demand side issues)

- Market access challenges caused by demand and supply side dynamics
- Low visibility and awareness of Kenya and Kenya's export products in the destination markets
- Weak capabilities of market research, development, and promotion;
- Limited information on Kenya's export markets
- Overreliance on traditional/existing Markets
- Limited uptake of opportunities in the AfCFTA market

3. Nation branding issues

- Image and reputation of the Kenya brand
- Inadequate knowledge and support about the concept of Nation branding
- Lack of alignment to Nation Branding

4. Corporate governance (crosscutting issues)

- Inadequate human and financial resources to effectively execute the Agency's mandate
- Business continuity and succession planning
- Low visibility of the Agency

KEPROBA's Strategic Issues, Goals and Key Result Areas

Strategic Issue	Goal	Key Result Area			
Export Product Development and Compliance (supply side issues)	Enhanced export capacities and compliance of Kenya's export products	KRA1: Product development and compliance			
Export Market Development (Demand side issues)	Enhanced access to markets to increase exports by 10% annually from Ksh. 873.1 billion in 2022 to Ksh. 1.5 trillion in 2028.	KRA2: Export Market Development and Promotion			
Nation Branding	Kenya positioned as among top 50 global brands.	KRA3: Manage the image and reputation of Kenya			
Corporate Governance (cross cutting issues)	Enhanced organizational efficiency and effectiveness.	KRA4: Efficient and Effective Service Delivery			

The Agency has adopted the Value Chain approach provided for in the Government's Bottom-up Economic Transformation Agenda (BETA). Tea, Coffee, Dairy, Meat & Meat products, Leather & Leather Products, Textile & Apparel, Edible Oils, Blue economy, Horticulture, Pharmaceuticals and Digital & Creative Economy prioritized for development and promotion.





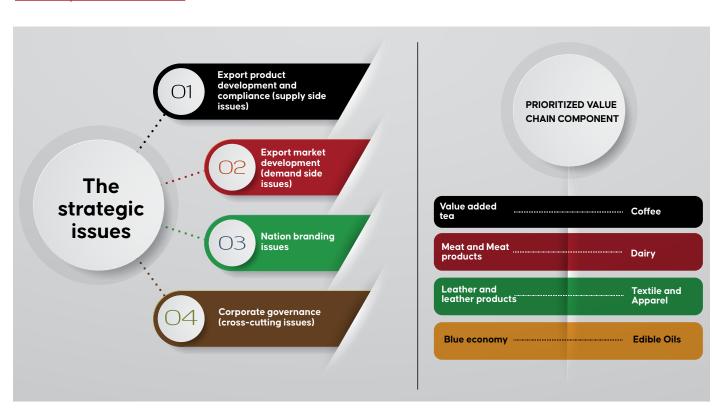


Projected export growth of the priority value chains in the targeted markets

No.	Prioritized Value Chain component	Value of Exports in 2022 (USD Millions)	Projection rate	Projected G Million)	Frowth (USD	
				2023	2028	Targeted Markets
1	Value added tea	34.9	30	45.37	344.53	Asia (China); AfCFTA (Ghana, Nigeria, South Africa); GCC (Saudi Arabia, UAE), UK, & USA
2	Coffee	326.7	5	343.04	437.81	USA, EU (Germany, Belgium), UK, Asia (South Korea, Japan) GCC (Saudi Arabia).
3	Meat and Meat products	97.4	5	102.27	130.53	GCC (UAE, Oman, Saudi Arabia); AFCFTA (Nigeria); EAC (Uganda, Tanzania, DRC)
4	Dairy	3.4	5	3.57	4.56	EAC (South Sudan, Tanzania, Uganda, DRC); AfCFTA (Somalia, Malawi, Ghana)
5	Leather and leather products	27.0	5	27.00	34.46	UK, EAC (Burundi, Rwanda, Tanzania, South Sudan, Uganda); EU (Italy, Germany); USA
6	Textile and Apparel	399.7	10	399.70	643.72	USA, UK, EU (Netherlands, Germany); AfCFTA (Nigeria)
7	Blue economy	47.5	10	47.50	76.50	Asia (China, Japan, South Korea), EAC (DRC), EU (Italy, Spain, Israel Portugal); UK, USA,
8	Edible Oils	310.5	10	310.50	500.06	EAC (Uganda, Rwanda, Tanzania, South Sudan, DRC, Burundi); AfCFTA (Zambia, Malawi)
Tot	al	1,247.1		1,278.95	2,172.16	

While identifying the activities and programmes to be implemented, the Agency is cognizant of the Stakeholders' roles and contributions to deliver on the Agency's mandate. Therefore, KEPROBA is seeking partnerships, collaborations and support in implementing the Strategic Plan 2023/2024-2027/2028 to deliver on its mandate and fulfil the Government's desire to achieve an Export-led Economy.

Download the Kenya Export Promotion and Branding Agency's Strategic Plan - https://makeitkenya.go.ke/ about-keproba/downloads





Kenya pledges to contribute \$20 million to AfDB's concessional financing window at the AfDB 2024 in Nairobi

By Jonah Karanja: jkaranja@brand.ke

Nairobi has once again demonstrated its potential as a high level and multinational conference host by hosting the week long Africa Development Bank's Group's 2024 Annual Meetings from 27th to 31st May 2024.

Over 6000 delegates including African heads of state, ministers, central bank governors, members of the development community, the private sector, and other stakeholders, gathered at the Kenyatta International Conference Center in Nairobi to discuss the theme "Africa's Transformation, the African Development Bank Group, and the Reform of the Global Financial Architecture."

Since its founding in 1964, the African Development Bank Group has invested \$200 billion in development projects around the continent, positioning it as a solutions bank that is driving change in the region's development landscape.

Six African presidents joined Kenya's President H.E. Dr. William Ruto and the AfDB Group President Dr. Akinwumi Adesina in calling for measures to change the global financial architecture to release additional funds to accelerate Africa's economic transformation at the institution's 2024 Annual Meetings in Nairobi.

Several heads of state participated in the presidential discussions that followed the Annual Meetings' opening ceremony on Wednesday, May 29, 2024. Among them were presidents Denis Sassou Nguesso of the Republic of the Congo, Paul Kagame of Rwanda, Emmerson Dambudzo Mnangagwa of Zimbabwe, Mohamed Younis al-Menfi, the Head of the Presidency Council of the Government of National Unity of the State of Libya, Hassan Sheikh Mohamoud of Somalia, and Moussa Faki Mahamat, the Chairperson of the African Union Commission.

Speaking during his keynote speech, President Ruto stated that transforming the international financial architecture is imperative to give Africa a fair chance to turn its immense potential into opportunities to overcome multiple challenges and develop inclusively and sustainably, underscoring the need for change.

In a significant show of support for the African Development Bank's efforts, President Ruto announced that Kenya will allocate \$100 million over the next three years to increase its shareholding in the African Development Bank, Afreximbank, and the Trade Development Bank. Additionally, he pledged a commitment of \$20 million to the African Development Fund, the

Bank Group's concessional window, describing the contribution as a demonstration of Kenya's confidence in the Fund.

President Ruto lauded the Bank Group's dedication to infrastructure development in Kenya.



"Kenya is among the beneficiaries, in a very big way, of the African Development Bank's financial might, and its innovative financing of projects," he stated.

He highlighted four major projects financed by the Bank Group as evidence of this commitment: the construction of the Nairobi - Thika Superhighway, the construction of the Thwake Multipurpose Dam - Kenya's largest, the completion of water and sanitation projects in 28 Kenyan cities, and a last-mile connectivity project that has provided electricity to more than 10 million households.

President Ruto also expressed Kenya's support for the channelling of IMF Special Drawing Rights (SDRs) through multilateral development banks. This initiative, championed by the African Development Bank in collaboration with the Inter-American Development Bank, has already seen success.

The Kenya Export Promotion and Branding Agency leveraged on the AfDB Conference to showcase authentic Kenyan products through its Made In Kenya Initiative. The Agency partnered with several adoptees from various sectors to help them ink business deals, exhibit their products and create market linkages across Africa with the aim of exploring the opportunities provided by the African Continental Free Frade Area (AfCFTA).

The Made In Kenya adoptees at the exhibition stand were: The Shaba, Nimz Collections, Jada Kenya, Crafts with meaning, Akinyi Adongo Kenya, Fashion Agenda Africa and Green Pencils.

The selected Made in Kenya adoptees thanked the Agency for helping them and mentoring them as they expand their business operations and for giving them a platform to showcase their products to the world.













Africa Development Bank's Group's 2024 Annual Meetings in Pictures



Celebrating 60 Years of the Kenya - U.S. Partnership

By Gertrude Mirobi: gmirobi@brand.ke

President Biden hosted President William Ruto for a State Visit to commemorate and enhance the 60-year partnership between Kenya and the United States. This relationship is built on shared values, cooperation, and a common vision for the future. The State Visit strengthened commitments to peace, security, economic ties, and democratic values.

The "Make It Kenya" Exhibition, held in Atlanta, Georgia, alongside President Ruto's State Visit, showcased Kenya's export potential, investment opportunities, and tourism offerings, positioning Kenya as a top choice in the U.S. market. The exhibition highlighted sectors with significant potential in the U.S., including tea, coffee, edible nuts, textiles and apparel, leather products, flowers, ICT services, fintech, agro-processing, housing, tourism, manufacturing and investment.

Key Kenyan exports to the U.S. include cut flowers, black tea, and titanium ores, with a growing demand for Kenyan-made medicaments.



Kenya and the U.S. agreed to expedite the renewal of the African Growth and Opportunity Act (AGOA) to sustain the rising momentum of investments and export manufacturing growth. Significant progress has been made on the U.S-Kenya Strategic Trade and Investment Partnership (STIP), with an agreement aimed for completion by the end of 2024 to boost investment, sustainable growth, and African regional integration.

Additionally, the U.S -Kenya Commercial and Investment Partnership, signed by Kenya's Trade Cabinet Secretary Rebecca Miano and U.S. Commerce Secretary Gina Raimondo, aims to deepen commercial ties and promote business opportunities in key sectors such as infrastructure, agriculture, and the digital economy.

During his visit to Coca-Cola headquarters in Atlanta, President Ruto witnessed the signing of a framework agreement focusing engagement, mango juice production, and plastic recycling. This agreement marks 70 years of Coca-Cola in Kenya, with a new investment of Sh23 billion (\$175 million) over the next five years to expand operations in the country. Joy Richu, a talented Kenyan designer, gained recognition for her innovative design for Coca-Cola's first Africainspired drink, Coca-Cola Wozzaah Zero Sugar, celebrating Africa's rich cultural diversity.



The U.S. has enabled several Kenyan companies to make inroads in the market. Vivo Fashion, a leading Kenyan women's fashion brand, opened its first U.S. storefront in Atlanta, championing Made in Kenya brands and highlighting the achievements of Kenyan women entrepreneurs on the global stage. Vivo Fashion Group ventured into the U.S. market alongside other Made in Kenya

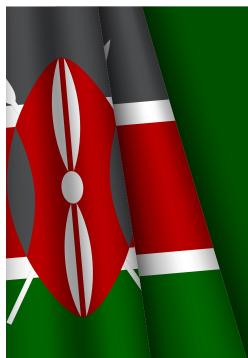
brands showcasing exceptional talent and quality. These brands include Ikwetta, Anjiru, Kitu Kali, Soko, This Is Essential, and Ythera Beauty. Additionally, Wazawazi, a Kenyan leather goods brand, is set to open a store in Denver, Colorado.

President William Ruto received the Outstanding Leaders Award 2024 from the American Chamber of Commerce, underscoring the mutual benefits of the U.S.-Kenya partnership. This visit will further enhance economic, social, and cultural ties between the two nations.





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Mimi Ni Kenya, Kenya Ni Mimi

By Maureen Mambo: mmambo@brand.ke

As a child back in the 80's I remember the national holidays were one of my favourite memories growing up. Other than the fact that we had a break from school, it was time to celebrate the gains Kenya had made over the years. It was a tradition for us as a family to go to Nyayo stadium or other pre-planned venues to join other Kenyans in celebrating either Jamuhuri day, Moi Day, Madaraka Day and among others. The euphoria for me was what made me come back every time, it was different. It was the impressive military parades that showcased the nation's strength and unity, the cultural performances, and vibrant displays of patriotism and the collective spirit of Kenyans, emphasizing their shared journey toward self-determination. Was this the true definition of patriotism?

Patriotism to me has found a new meaning as an adult. It encompasses a deep sense of belonging, loyalty, and commitment to the nation. Being a patriotic Kenyan goes beyond mere citizenship. It is a true call of duty to love your country unconditionally. A patriotic Kenyan feels a genuine love and attachment to Kenya. It's more than just a geographical location; it's an emotional connection to the land, its people, and its culture. Patriotism involves identifying oneself as part of the Kenyan nation. It's about

recognizing our collective identity that transcends ethnic, religious, and regional differences.

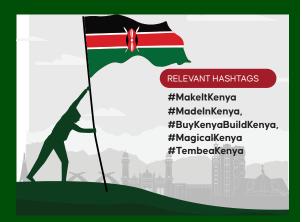
Patriotism also means willingness to sacrifice for the Country's good, this could be by contributing time, resources, or expertise to address national challenges. Kenya just like all the other countries, has experienced its own share of challenges. However, we can play our part to actively contribute to building the Kenya brand and optimally position it globally.

So, what role can we individually play to strengthen the Kenya Brand? As a Kenyan, supporting our local industries and Small enterprises strengthens economy and creates jobs. Choose Kenyan-made products whenever possible, from our textiles and leather products to FMCG sector, fresh produce, herbs and spices, jewellery and accessories among others, the choices are endless so look out for the "Made in Kenya Mark" and choose Kenyan. Advocate for Kenyan goods and services in international markets. Invest in Kenyan businesses, start-ups, and infrastructure projects. Share stories of Kenyan entrepreneurs, start-ups, and innovations, showcase their achievements and how they have contributed to the growth of the Kenya brand. Our collective investments drive economic growth and innovation.

Be Ambassadors of our rich tourism sector. Showcase Kenya's beauty, culture, and hospitality. Word-of-mouth recommendations matter! Explore your Country, travel, and appreciate our natural beauty, while you share your experiences through blogs and social media. Domestic tourism boosts local economies. Support our local artists, musicians, and writers, their work reflects Kenya's identity and creativity. Whether its Arbantone, Gengetone, Kapuka, Rhumba, Traditional etc, our music is our soul.

Positive narratives elevate Kenya's position on the global stage, making it more attractive for trade, investment, and tourism. Use your social media platforms to share uplifting stories about Kenya. Highlight community initiatives, environmental conservation efforts, and positive news. When we share positive stories about our country, we indirectly endorse Kenya as a desirable destination.

Utilize relevant hashtags like #MakeltKenya, #MadelnKenya, #BuyKenyaBuildKenya, #MagicalKenya and #TembeaKenya to amplify positive messages. Positive narratives create a halo effect for the country's brand.



Finally, Understand Kenya's history, politics, and challenges. Educate yourself to engage in informed discussions. Kenyans in the Diaspora play a critical role in representing the Kenya Brand, be passionate ambassadors, promoting our nation's strengths and fostering connections. Correct any misconceptions, promote investment opportunities, and foster international relations. Let's take pride in our heritage and actively contribute to Kenya's global image. Jivunie Kua Mkenya!!



The first example of email can be traced back to 1965 when the Massachusetts Institute of Technology (MIT) launched a program called "MAILBOX." This program enabled users to share files and messages on a central disk, by logging in from remote terminals. After that, the US Department of Defence founded ARPANET in 1969, which was a network connecting computers with the purpose of communicating between devices. But the real breakthrough happened two years later, in 1971 when a man named Ray Tomlinson gave life to the first networked email system. Fast forward to the present day, and email has become an integral part of our daily lives.

Email has become the main channel of communication in offices worldwide. It is affordable, fast and accessible and it reaches many people at the same time. In a 2015 study, Adobe Systems found that the average worker spends 6.3 hours each day sifting through and responding to emails. That is more than 30 hours per week which adds up to 63 full days each year. It is estimated that at least three billion emails are sent daily across the world.

What you need to know

A well-written email conveys professionalism and respect for the recipient. So, before pressing send, make sure you have a checklist of rules for email etiquette.

The first thing to do is to ensure that your subject line is clear and professional. This is important because many people decide on the emails to open based

on their subject lines. This is especially true for busy professionals who receive hundreds of emails every day.

Next, begin the email with a salutation. The choice of salutation is based on the recipient. If it is someone you do not know, it is best to make it formal. "Dear...." is recommended for formal salutations. If you are writing to your colleagues in your department or a group of people who are working on a task, "Dear team/ colleagues" is appropriate.

Proceed to write the body of the email, keeping it brief and relevant to the subject line. Avoid capitalization which is perceived as shouting and excessive use of exclamation marks and bold text. This may put off the reader and prevent them from reading the email to the end. It is also recommended that you write the body of the email before inserting the recipient's email address to reduce

the chances of sending emails before they are ready.

Sign off your email with an appropriate salutation like "kind regards," or "best regards." Also ensure that you include your full name, job title and organization because your recipient may not know you well and these details will inspire confidence.

At this point, add the email addresses of the recipients, ensuring they are spelled correctly to prevent delivery failure. Be mindful to include all the relevant recipients.

Lastly, proofread your email and correct any spelling or grammatical errors. Compromising on these small details reduces your credibility and professionalism in the eyes of your recipient.

It also good practise to respond to emails in a timely fashion, preferably on the same day you receive it. If that is not possible, acknowledge receipt and give a timeline for responding.

The history of email

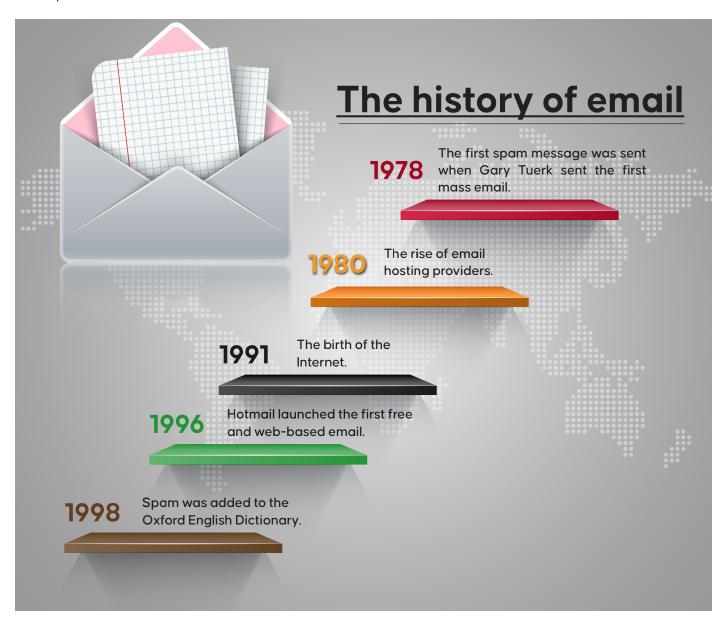
1978 – The first spam message was sent when Gary Tuerk sent the first mass email.

1980 – The rise of email hosting providers.

1991 - The birth of the Internet.

1996 – Hotmail launched the first free and web-based email.

1998 – Spam was added to the Oxford English Dictionary.





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SERVICE CHARTER







S/ NO.	SERVICES	REQUIREMENTS	COST	TIMELINE	S/ NO.	SERVICES	REQUIREMENTS	COST	TIMELINE
	Response to phone calls (landline or any other official line)	Phone call	Free	15 seconds	10.	Disposal of obsolete stores	Submission of bids	Free	60 days from the date of advertisement
2.	Response to enquiry by walk- in-clients	Walk-in and make the enquiry.	Free	1 minute	11.	Public participation in policy- making process	Familiarization with issues and active participation	Free	1 day
5.	Response to public complaint and grievances	Make a complaint	Free	1 working day	12.	Recruitment of staff	Make formal application based on	Free	85 days
l.	Resolution of complaints	Make a verbal or written complaint	Free	14 working days	13.	Processing of request for	the advert Make a request for information	Free	21 days
	Registration of suppliers	Duly filled application form	Free	14 working days	10.	information	Make a request for imormation	1100	Zidays
5.	Company profile Certificate of Incorpor Registration PIN Certif Compliance Certificat Original Bank Stateme Copy of certificate of a with relevant regulator Non-refundable fee po	Company profile Certificate of Incorporation/ Registration PIN Certificate Valid Tax Compliance Certificate/Exemptions Original Bank Statement Copy of certificate of registration			14.	Selection of companies based on product and market relevance of promotional activity	Acknowledgment of receipt of applications	Free	7 working days after receipt of applications Within 14 working days after selectio is completed
		with relevant regulatory bodies Non-refundable fee payment receipt Copies of annual return forms filed			15.	Product design and development	Submission of completed enterprise profile form	Free	Within 5 working days
		by company registry National ID/Passport	_		16.	Export trade training	Responses to advertisements	Free	With 10 days after application deadline
5.	Request for Quotations	RFQ documents	Free	7 days - Submission period	17.	Customized research	Request for information via email or phone call	Free	Dependent on scope and agreed timelines
7.	Processing of tenders	Submit bids for good and services	Free	ree 14 days – National (submission) 21 days – International (submission)	18.	Product tariff information	Request for information via email or phone call	Free	Within five working days
					19.	Market intelligence	Request for information via email or	Free	Dependent on the
3.	Notification of successful and unsuccessful bidders	Access e-procurement portal for notification	Free	1 working day			phone call		scope and nature of information (average time is or month)
).	Payment for goods and services received	L.P.O/ Invoice Certificate of completion/ Goods/ Services Received	Free	30 days from the date of receipt of the invoice	20.	Photography, video production and graphic design	Written request for services	Charges apply	According to agreed timelines

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