

Procurement Plan

(Text in italic font is meant for instruction to staff and should be deleted in the final version of the PP)

(This is only a sample with the minimum content that is required to be included in the PAD. The detailed procurement plan is still mandatory for disclosure on the Bank's website in accordance with the guidelines. The initial procurement plan will cover the first 18 months of the project and then updated annually or earlier as necessary).

General

1. Bank's approval Date of the procurement Plan **March 28, 2019: [N/A]**
2. Date of General Procurement Notice: **February 26, 2019**
3. Period covered by this procurement plan: **March to December, 2019**

II. Goods and Works and non-consulting services.

1. **Prior Review Threshold:** Procurement Decisions subject to Prior Review by the Bank as stated in Appendix 1 to the Guidelines for Procurement: *[Thresholds for applicable procurement methods (not limited to the list below) will be determined by the Procurement Specialist /Procurement Accredited Staff based on the assessment of the implementing agency's capacity.]*

No.	Procurement Method	Prior Review Threshold US\$	Comments
1.	NCB (Consultancy)	Above US\$ 1,350,000	N/A

2. **Requalification.** Bidders **N/A** shall be prequalified in accordance with the provisions of paragraphs 2.9 and 2.10 of the Guidelines.
3. **Proposed Procedures for CDD Components** (as per paragraph. 3.17 of the Guidelines: **Not applicable**
4. Reference to (if any) Project Operational/Procurement Manual: **Project no. P166539**
5. **Any Other Special Procurement Arrangements:** **Not Applicable**
6. **Summary of the Procurement Packages** planned during the first 18 months after project effectiveness (including *those that are subject to retroactive financing and advanced procurement*)

1	2	3	4	5	6	7
---	---	---	---	---	---	---

July 9, 2010

Ref. No.	Description	Estimated Cost US\$ million	Packages	Domestic Preference (yes/no)	Review by Bank (Prior / Post)	Comments
1	Summary of the NCB (Consulting services)	1.35	12	None	Prior	
2	Summary of the NCB (Consulting services)	0.378	9	None	Post	
3	Summary of the NCB (Goods)	0.2	1	No	Post	
4	Summary of the Shopping (Goods)	0.22	4	None	Post	
5	Summary of the NCB (Non-Consultant Services)	0.05	1	None	Post	

III. Selection of Consultants

- Prior Review Threshold:** Selection decisions subject to Prior Review by Bank as stated in Appendix 1 to the Guidelines Selection and Employment of Consultants:

	Selection Method	Prior Review Threshold	Comments
1.	Competitive Methods (Firms)	US\$ 620,000.00	
2.	Single Source (Firms)	N/A	
3.	Individual	US\$ 730,000.00	

- Short list comprising entirely of national consultants:** Short list of consultants for services, estimated to cost less than \$ 300,000 equivalent per contract, may comprise entirely of national consultants in accordance with the provisions of paragraph 2.7 of the Consultant Guidelines.

- Any Other Special Selection Arrangements:***

- Consultancy Assignments with Selection Methods and Time Schedule**

1	2	3	4	5	6
Ref. No.	Description of Assignment	Estimated Cost US\$ million	Packages	Review by Bank (Prior / Post)	Comments
1	Summary of number of contracts that will be let under CQS	0.15	2	Post	

2	Summary of number of contracts that will be let under CQS	<i>0.62</i>	<i>4</i>	<i>Prior</i>	
	Summary of number of contracts that will be let under IC	<i>0.228</i>	<i>7</i>	<i>Post</i>	
	Summary of number of contracts that will be let under IC	<i>0.73</i>	<i>8</i>	<i>Prior</i>	

PROCUREMENT PLAN Ghana : Ghana Economic Transformation Project

General Information
 Country: Ghana Bank's Approval Date of the Original Procurement Plan: 2019-03-18
 Project ID: P166539 Revised Plan Date(s): (comma delineated, leave blank if non 2021-03-19
 Project Name: Ghana Economic Transformation Project GPN Date:
 Loan / Credit No: / , IDA / 64650
 Executing Agency(ies) Ministry of Finance – Economic Transformation

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Procurement Process	Prequalification (Y/N)	High SEA/SH Risk	Procurement Document Type	Estimated Amount (US\$)	Actual Amount (US\$)	Process Status	Draft Pre-qualification Documents		Prequalification Evaluation Report		Draft Bidding Document / Justification		Specific Procurement Notice / Invitation		Bidding Documents as Issued		Proposal Submission / Opening / Minutes		Bid Evaluation Report and Recommendation for Award		Signed Contract		Contract Completion
													Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	
GH-MOFEF-148797-CW-RFQ / Refurbishment of Project Coordinating Unit at Shippers Council	IDA / 64650	Project management and evaluation	Post	Request for Quotations	Limited	Single Stage – One Envelope				70,000.00	0.00	Pending Implementation								2019-12-23								2020-02-17	2020-03-18
GH-MOFEF-225302-CW-RFQ / Construction of 120 meter Perimeter Fence Wall at GFZA	IDA / 64650	Crowding-in Investments: Promoting spatial and industrial planning and development	Post	Request for Quotations	Limited	Single Stage – One Envelope				123,000.00	0.00	Pending Implementation								2021-05-12								2021-07-07	2021-09-05
GH-MOFEF-225305-CW-RFB / Rehabilitation of the 0.3km Niche-Melcom Road	IDA / 64650	Crowding-in Investments: Promoting spatial and industrial planning and development	Post	Request for Bids	Open – National	Single Stage – One Envelope				377,000.00	0.00	Pending Implementation								2021-06-15								2021-08-01	2021-11-19
GH-MOFEF-225306-CW-RFB / Rehabilitation of 1.6km Access Road to AMP Logistics and Cocoa Tooton TEFZ for GFZA	IDA / 64650	Crowding-in Investments: Promoting spatial and industrial planning and development	Post	Request for Bids	Open – National	Single Stage – One Envelope				1,201,400.00	0.00	Pending Implementation								2021-06-15								2021-08-01	2021-12-04
GH-MOFEF-225307-CW-RFB / Rehabilitation of existing main Access Road	IDA / 64650	Crowding-in Investments: Promoting spatial and industrial planning and development	Post	Request for Bids	Open – National	Single Stage – One Envelope				300,000.00	0.00	Pending Implementation								2021-06-15								2021-08-01	2021-11-19

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Procurement Process	Prequalification (Y/N)	Estimated Amount (US\$)	Actual Amount (US\$)	Process Status	Draft Pre-qualification Documents		Prequalification Evaluation Report		Draft Bidding Document / Justification		Specific Procurement Notice / Invitation		Bidding Documents as Issued		Proposal Submission / Opening / Minutes		Bid Evaluation Report and Recommendation for Award		Signed Contract		Contract Completion			
											Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual		Planned	Actual	
GH-MOFEF-161042-CO-RFQ / Designing and Printing of Policy, Leaflets and Banner (backdrop, pull-ups)	IDA / 64650	Accelerating entrepreneurship and MSME growth	Post	Request for Quotations	Open – National	Single Stage – One Envelope		35,300.00	0.00	Pending Implementation																		2020-04-14	2020-07-13	
GH-MOFEF-183234-CO-RFQ / Supply of Computers and Accessories	IDA / 64650	Project management and evaluation	Post	Request for Quotations	Open – National	Single Stage – One Envelope		90,000.00	0.00	Pending Implementation																		2020-09-07	2021-03-06	
GH-MOFEF-183247-CO-RFQ / Procurement of Office Equipment	IDA / 64650	Project management and evaluation	Post	Request for Quotations	Open – National	Single Stage – One Envelope		100,000.00	98,404.83	Completed																	2020-09-07	2020-07-29	2021-03-06	2020-09-14
GH-MOFEF-183256-CO-RFQ / Procurement of Stationery	IDA / 64650	Project management and evaluation	Post	Request for Quotations	Open – National	Single Stage – One Envelope		50,000.00	3,147.42	Completed																	2020-09-07	2020-09-29	2021-03-06	2020-10-14
GH-MOFEF-194767-CO-RFB / Procurement of Vehicles for Project Coordination Unit	IDA / 64650	Project management and evaluation	Post	Request for Bids	Open – National	Single Stage – One Envelope		260,000.00	0.00	Canceled					2020-10-05							2020-11-21					2020-12-21	2021-01-25	2021-07-24	
GH-MOFEF-200002-CO-RFQ / Procurement of Computers and Printers (32No. Desktop PC, 23No. Laptop, 10No. All-in-PC, 10No. Multi-Functional Printer, 2No. Scanners (High End)) for GPC and NBSI	IDA / 64650	Enabling investments	Post	Request for Quotations	Limited	Single Stage – One Envelope		100,000.00	184,849.60	Signed																	2020-11-22	2021-03-17	2020-12-22	
GH-MOFEF-200004-CO-RFQ / Procurement of Networking Accessories (8No. Hand held devices (Smart devices)/PDA/tracking), 10No. Network Switches, 12No. Access Points, 16No. Security Camera, 150No. IP Phones, 1No. USPS and cable wiring)	IDA / 64650	Enabling investments	Post	Request for Quotations	Limited	Single Stage – One Envelope		60,500.00	132,170.18	Signed																	2020-11-22	2021-03-17	2020-12-22	
GH-MOFEF-200006-CO-RFQ / Procurement of 2No. Automated Voltage Regulator (AVR) & 2No. Uninterruptible Power Supply (UPS) for GPC	IDA / 64650	Enabling investments	Post	Request for Quotations	Limited	Single Stage – One Envelope		77,000.00	73,867.60	Signed																	2020-12-01	2021-03-17	2020-12-31	
GH-MOFEF-200007-CO-RFQ / Procurement of HYBRID PABX System and Storage Devices (1No. Hybrid PABX System, 1No. Video Conference Facility, 1No. Storage Appliance system, 2No. Server, 1No. Fireproof Media Storage, 10No. External HDD Drives for Backups) for GPC and NBSI	IDA / 64650	Enabling investments	Post	Request for Quotations	Limited	Single Stage – One Envelope		77,000.00	222,932.20	Signed																	2020-12-01	2021-03-17	2020-12-31	

GH-MOFEF-144547-CS-CQS / Consultancy services for the Institutional Review and Preparation and Implementation Support for a Reform Roadmap for Ghana's Venture Capital Trust Fund	IDA / 64650	Accelerating entrepreneurship and MSME growth	Post	Consultant Qualification Selection	Open - International	100,000.00	0.00	Canceled	2019-11-25	2019-12-16	2020-01-13								2020-02-03	2020-03-09	2020-08-06				
GH-MOFEF-158150-CS-QBS / Consultancy services for the Institutional Review and Preparation and Implementation Support for a Reform Roadmap for Ghana's Venture Capital Trust Fund	IDA / 64650	Accelerating entrepreneurship and MSME growth	Post	Quality Based Selection	Open - National	100,000.00	483,437.50	Signed	2020-02-07	2020-04-01	2020-02-28	2020-04-12	2020-04-28			2020-05-10	2020-06-19	2020-06-09	2020-07-28	2020-07-09	2020-08-13	2020-08-11	2020-12-11	2021-08-13	
GH-MOFEF-183261-CS-QCBS / Procurement of Consultancy Services for Benchmarking and Value Proposition Exercise	IDA / 64650	Crowding-in investments: Promoting spatial and industrial planning and development	Post	Quality And Cost-Based Selection	Open - International	205,000.00	0.00	Under Implementation	2020-08-02	2021-03-03	2020-08-23	2021-03-16	2020-10-06			2020-11-03			2020-12-03	2021-01-07	2021-02-11			2022-02-11	
GH-MOFEF-200018-CS-CQS / Consultancy services for Develop Technology Platform for Management of Funds for SMEs	IDA / 64650	Accelerating entrepreneurship and MSME growth	Post	Consultant Qualification Selection	Open - National	300,000.00	0.00	Under Implementation	2020-10-23	2020-10-23	2020-11-06	2020-11-03	2020-11-27	2021-02-25						2020-12-18		2021-01-15			2024-12-25
GH-MOFEF-200020-CS-CQS / Recruit a Firm to undertake Technical Assistance for SMEs and Strengthening of NBSI Support system for SMEs	IDA / 64650	Accelerating entrepreneurship and MSME growth	Post	Consultant Qualification Selection	Open - National	250,000.00	0.00	Under Implementation	2020-10-23	2020-10-23	2020-11-06		2020-11-27							2020-12-18		2021-01-15			2024-12-25
GH-MOFEF-200022-CS-CQS / Recruitment of a consultant for Outreach & Communications of GET support for SMEs & the Call for Applications for NBSI	IDA / 64650	Accelerating entrepreneurship and MSME growth	Post	Consultant Qualification Selection	Open - National	200,000.00	0.00	Under Implementation	2020-10-23	2020-10-23	2020-11-13	2020-11-03	2020-12-18	2021-02-25						2021-01-17		2021-02-21			2021-08-20
GH-MOFEF-133825-CS-CQS / CONSULTANCY SERVICES TO DEVELOP A STRATEGY AND BUSINESS PLAN FOR GIPC	IDA / 64650	Enabling investments	Post	Consultant Qualification Selection	Open - National	100,000.00	0.00	Canceled	2019-09-19		2019-10-03		2019-10-31							2019-11-21		2019-12-26			2020-06-23
GH-MOFEF-204933-CS-QCBS / Recruitment of a Consultant to Develop Business Strategy and Plan for Ghana Investment Promotion Centre (GIPC)	IDA / 64650	Enabling investments	Post	Quality And Cost-Based Selection	Open - International	200,000.00	0.00	Under Implementation	2020-11-20	2020-11-20	2020-12-11	2020-11-25	2021-01-15					2021-02-05		2021-02-19	2021-03-26	2021-04-30			2021-11-08
GH-MOFEF-204945-CS-CQS / Recruitment of a Consultant to Develop communication strategy and plan for rebranding of VCTF	IDA / 64650	Accelerating entrepreneurship and MSME growth	Post	Consultant Qualification Selection	Open - National	50,000.00	0.00	Under Implementation	2020-11-20	2020-11-18	2020-12-11			2021-01-15						2021-02-05		2021-03-12			2021-09-08
GH-MOFEF-204948-CS-CQS / Consultancy Service to Conduct Hi Staff Skills Audit and Develop a Multi-Year Capacity Building Plan for Venture Capital Trust Fund	IDA / 64650	Accelerating entrepreneurship and MSME growth	Post	Least Cost Selection	Open - National	30,000.00	0.00	Under Implementation	2020-11-20	2020-11-18	2020-12-11			2021-01-15				2021-02-05		2021-02-26	2021-04-02	2021-05-07			2021-06-21
GH-MOFEF-204953-CS-LCS / Recruitment of a Consultant to Conduct Information Communication Technology GAP Analysis for Venture Capital Trust Fund	IDA / 64650	Accelerating entrepreneurship and MSME growth	Post	Least Cost Selection	Open - National	30,000.00	0.00	Under Implementation	2020-11-20	2020-11-18	2020-12-11			2021-01-15				2021-02-12		2021-03-05	2021-04-09	2021-05-14			2021-06-14
GH-MOFEF-205379-CS-QCBS / Recruitment of a Consultant to Provide Technical Assistance for the formulation of the Ghana Special Economic Zones Policy	IDA / 64650	Crowding-in investments: Promoting spatial and industrial planning and development	Post	Quality And Cost-Based Selection	Open - International	200,000.00	0.00	Pending Implementation	2020-11-23		2020-12-07		2021-01-04					2021-02-01		2021-02-15	2021-03-22	2021-04-26			2021-08-19
GH-MOFEF-205397-CS-QCBS / Recruit a Consultant to undertake Site Assessment and Selection Exercise on Ghana's Special Economic Zones & Industrial Park Program	IDA / 64650	Crowding-in investments: Promoting spatial and industrial planning and development	Prior	Quality And Cost-Based Selection	Open - International	1,200,000.00	0.00	Pending Implementation	2020-11-23		2020-12-14		2021-01-11					2021-02-08		2021-02-22	2021-03-29	2021-05-03			2021-07-14
GH-MOFEF-205401-CS-QCBS / Recruitment of a Consultant to Design and Manage the Viability Gap Fund	IDA / 64650	Crowding-in investments: Promoting spatial and industrial planning and development	Post	Quality And Cost-Based Selection	Open - National	120,000.00	0.00	Pending Implementation	2020-11-23		2020-12-07		2021-01-04					2021-02-01		2021-02-15	2021-03-22	2021-04-26			2021-08-19
GH-MOFEF-205412-CS-CQS / Consultancy services for Independent Verification Agent to verify the Disbursement Linked Indicators (DLIs) of the Ghana Economic Transformation Project	IDA / 64650	Project management and evaluation	Post	Consultant Qualification Selection	Open - National	80,000.00	0.00	Under Implementation	2020-11-23	2021-03-03	2020-12-07	2021-03-16	2021-01-04							2021-01-18		2021-02-22			2021-05-05
GH-MOFEF-225290-CS-INDV / Recruit a Consultant to Develop GETP Communication Strategy	IDA / 64650	Project management and evaluation	Post	Consultant Qualification Selection	Open - National	50,000.00	0.00	Pending Implementation	2021-04-19		2021-05-10		2021-06-23							2021-07-14		2021-08-18			2021-09-17
GH-MOFEF-225295-CS-CQS / Recruit Consultant to Undertake Environmental and Social Safeguards Audit and ESMP for Tema Export Processing Zone	IDA / 64650	Project management and evaluation	Post	Consultant Qualification Selection	Limited	45,000.00	0.00	Pending Implementation	2021-04-30				2021-05-14							2021-06-13		2021-07-18			2021-09-16

GH-MOFEF-144585-CS-INDV / Consultancy Services for the Revision of the Strategic Plan for the National Board for Small Scale Industries (NBSSI) 2018 – 2023	IDA / 64650	Accelerating entrepreneurship and MSME growth	Post	Individual Consultant Selection	Open	100,000.00	50,000.00	Signed	2019-11-06	2019-11-06	2019-12-09	2020-02-18	2020-07-10	2020-02-20	2020-08-14	2020-04-03	2020-11-12
GH-MOFEF-160140-CS-INDV / Consultancy services for the recruitment of Procurement Specialist	IDA / 64650	Project management and evaluation	Post	Individual Consultant Selection	Open	120,000.00	4,700.00	Signed	2020-02-19	2020-04-07	2020-03-23	2020-06-12	2020-04-13	2020-07-06	2020-05-18	2020-08-27	2022-05-18
GH-MOFEF-160141-CS-INDV / Consultancy services for the recruitment for Environmental and Social Risk Management Specialist	IDA / 64650	Project management and evaluation	Post	Individual Consultant Selection	Open	120,000.00	4,000.00	Signed	2020-02-19	2020-04-07	2020-03-30	2020-06-12	2020-04-20	2020-07-06	2020-05-25	2020-08-27	2022-05-25
GH-MOFEF-161038-CS-INDV / Consultant services to develop creative materials and content	IDA / 64650	Accelerating entrepreneurship and MSME growth	Post	Individual Consultant Selection	Limited	3,000.00	0.00	Pending Implementation	2020-02-27		2020-03-03		2020-03-10		2020-03-31		2020-06-29
GH-MOFEF-167851-CS-INDV / RECRUITMENT OF PROJECT COORDINATOR	IDA / 64650	Project management and evaluation	Post	Individual Consultant Selection	Open	120,000.00	6,500.00	Signed	2020-04-07	2020-04-07	2020-05-17	2020-07-23	2020-06-07	2020-08-19	2020-07-12	2020-08-27	2022-07-02
GH-MOFEF-172005-CS-INDV / Procurement of Individual Consultant as Grant Manager	IDA / 64650	Accelerating entrepreneurship and MSME growth	Prior	Individual Consultant Selection	Open	40,000.00	0.00	Under Implementation	2020-05-13	2021-03-12	2020-07-01	2021-03-19	2020-07-22	2021-03-19	2020-08-26		2021-02-22
GH-MOFEF-172009-CS-INDV / Procurement of Grant Accountant	IDA / 64650	Accelerating entrepreneurship and MSME growth	Post	Individual Consultant Selection	Open	12,000.00	2,800.00	Signed	2020-05-13	2020-05-01	2020-07-01	2020-10-07	2020-07-22	2020-11-20	2020-08-26	2021-03-10	2021-02-22
GH-MOFEF-172011-CS-INDV / Procurement of two Grant Officers	IDA / 64650	Accelerating entrepreneurship and MSME growth	Post	Individual Consultant Selection	Open	30,000.00	1,220.58	Signed	2020-05-13	2020-05-01	2020-07-01	2020-10-07	2020-07-22	2020-11-20	2020-08-26	2021-03-10	2021-02-22
GH-MOFEF-172013-CS-INDV / Procurement of Monitoring and Evaluation Specialist	IDA / 64650	Accelerating entrepreneurship and MSME growth	Prior	Individual Consultant Selection	Open	20,000.00	0.00	Pending Implementation	2020-05-27		2020-07-15		2020-08-05		2020-09-09		2021-03-08
GH-MOFEF-186397-CS-INDV / Procurement of Individual Consultant for the Development of the Ghana National Accreditation Service Strategic Plan	IDA / 64650	Crowding-in investments: Promoting spatial and industrial planning and development	Post	Individual Consultant Selection	Open	50,000.00	0.00	Under Implementation	2020-07-29	2020-08-03	2020-09-16	2020-11-18	2020-10-07	2021-03-15	2020-11-11		2021-05-10
GH-MOFEF-197534-CS-INDV / Procurement of Monitoring and Evaluation Specialist	IDA / 64650	Project management and evaluation	Post	Individual Consultant Selection	Open	40,000.00	0.00	Under Implementation	2020-10-01	2020-09-16	2020-11-19	2021-02-11	2020-12-10	2021-03-15	2021-01-14		2021-07-13
GH-MOFEF-197535-CS-INDV / Procurement of Procurement Assistant	IDA / 64650	Project management and evaluation	Post	Individual Consultant Selection	Open	15,000.00	0.00	Under Implementation	2020-10-01	2020-10-02	2020-11-19	2021-02-11	2020-12-10	2021-03-15	2021-01-14		2021-07-13
GH-MOFEF-225275-CS-INDV / Recruitment of Office Manager	IDA / 64650	Project management and evaluation	Post	Individual Consultant Selection	Limited	24,000.00	0.00	Pending Implementation	2021-03-31		2021-04-05		2021-04-26		2021-05-31		2023-05-31
GH-MOFEF-225279-CS-INDV / Recruitment of Project Officer for PCU	IDA / 64650	Project management and evaluation	Post	Individual Consultant Selection	Limited	18,000.00	0.00	Pending Implementation	2021-03-31		2021-04-05		2021-04-26		2021-05-31		2023-05-31
GH-MOFEF-225281-CS-INDV / Recruitment of Safeguard Assistant	IDA / 64650	Project management and evaluation	Post	Individual Consultant Selection	Limited	18,000.00	0.00	Pending Implementation	2021-03-31		2021-04-05		2021-04-26		2021-05-31		2023-05-31
GH-MOFEF-225284-CS-INDV / Recruitment of M & E Assistant	IDA / 64650	Project management and evaluation	Post	Individual Consultant Selection	Limited	18,000.00	0.00	Pending Implementation	2021-03-31		2021-04-05		2021-04-26		2021-05-31		2023-05-31
GH-MOFEF-225285-CS-INDV / Recruitment of 2 Project Drivers	IDA / 64650	Project management and evaluation	Post	Individual Consultant Selection	Limited	12,000.00	0.00	Pending Implementation	2021-03-31		2021-04-05		2021-04-26		2021-05-31		2023-05-31
GH-MOFEF-225287-CS-INDV / Recruit a Consultant to Develop and Setup an IT Based Grievance Redress Mechanism Platform	IDA / 64650	Project management and evaluation	Post	Individual Consultant Selection	Limited	85,000.00	0.00	Pending Implementation	2021-03-24		2021-03-29		2021-04-19		2021-05-24		2021-07-23
GH-MOFEF-225289-CS-INDV / Recruit a Consultant to Undertake Gender Gap Analysis	IDA / 64650	Project management and evaluation	Post	Individual Consultant Selection	Limited	50,000.00	0.00	Pending Implementation	2021-04-19		2021-04-24		2021-05-15		2021-06-19		2021-08-03
GH-MOFEF-225292-CS-INDV / Recruit Consultant to Develop Independent Verification Manual	IDA / 64650	Project management and evaluation	Post	Individual Consultant Selection	Direct	30,000.00	0.00	Pending Implementation	2021-03-24		2021-04-03		2021-04-24		2021-05-29		2021-06-28