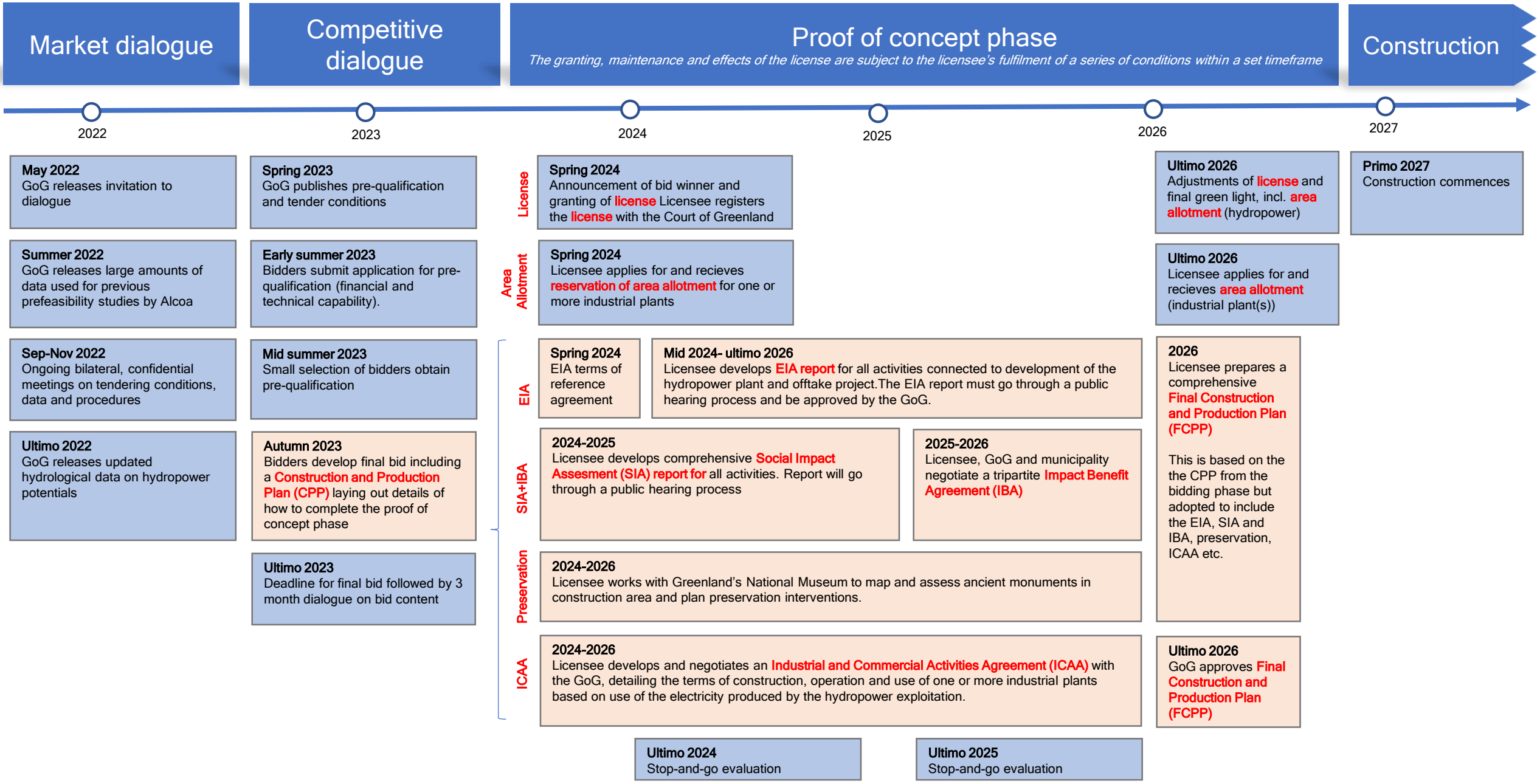Appendix A. Timeline of tender and license process