

Offer to provide professional
consulting services and auction
software for the award of radio
frequencies in the 800 MHz, 900
MHz, 1800 MHz, 2100 MHz and
2600 MHz frequency bands

Prepared for APEK in response to the tender number
4301-5/2013-2, issued on 20th March 2013

May 2013

Content

1 Introduction.....	1
2 About DotEcon.....	5
2.1 Auction Expertise.....	6
2.2 Auction software.....	7
2.3 DotEcon’s suitability for the project	10
2.4 DotEcon’s experience in relation to spectrum auctions.....	12
3 Proposed approach	22
3.1 Understanding the framework and objectives for the award	22
3.2 Auction design – main parameters and choice of auction format	23
3.3 Auction design – detailed rules for the award	28
3.4 Assistance with consultation on the Draft Tender Document.....	29
3.5 Provision of auction software.....	30
3.6 Auction implementation.....	36
3.7 Support to the auctioneer team.....	39
3.8 Auction closure.....	40
3.9 Ancillary services.....	41
4 Project execution.....	42
4.1 Project team.....	42
4.2 Project management.....	44
4.3 Possible issues that might arise during the execution of the project.....	50
5 Commercial offer	51
Annex A Filled-in and signed Form 1: Offer.....	54
Annex B Filled-in and signed Form 2: Pro forma Invoice.....	55
Annex C Filled-in and signed Form 3: Contract Sample	56
Annex D Evidence in accordance with Point 12 of Chapter II of the tender document	57
Annex E Filled-in and signed Form 4: Declaration of Suitability.....	94

Tables & Figures

Table 1: Documents provided with the offer	4
Table 2: Evidence of DotEcon's experience in auction design and implementation	14
Table 3: Auction design/implementation projects	16
Table 4: Price of consultancy services offered on a fix price basis (excluding VAT)	51
Table 5: Blended daily rates for Senior and Junior Consultants	53
Figure 1: Breakdown of time for each task by team member	47
Figure 2: Indicative timetable	50
Figure 4: Breakdown of fixed price (excluding VAT) by task and team member	52

1 Introduction

This document describes DotEcon's proposal and offer for the provision of consulting services and auction software to APEK for the award by auction of spectrum in multiple bands in Slovenia, as detailed in the tender number 4301-5/2013-2 issued on 20th March 2013.

DotEcon is a leading international provider of advice on auctions and spectrum awards. We advise on spectrum packaging issues, choice of auction format and rules, and on all aspects of implementation. Our proprietary auction software, WebBidder, has been used to run high-value spectrum auctions in many countries worldwide, including Denmark, Hong Kong, India, Netherlands, Norway, Sweden, Spain and the UK.

DotEcon has extensive experience in auction design and implementation, having provided consulting services in spectrum auctions for over ten years. Our past work in spectrum auction includes the design and implementation using WebBidder of numerous spectrum auctions, using different variants of the Simultaneous Multi-Round Ascending (SMRA) auction and Combinatorial Clock Auction (CCA) formats. DotEcon pioneered the use of combinatorial auction formats for spectrum awards, having designed and implemented the first CCA ever run (UK, 10-40GHz auction, 2008), and the first combinatorial spectrum auctions (sealed bid, Nigeria, FWA auction, 2002).

We have recently provided support to a number of European regulators for the design and implementation of a number of spectrum auctions using the CCA format, including:

- Ofcom (UK), for the 800MHz and 2.6GHz multiband auction (2012-2013), the L-band auction (2008) and the 10-40GHz auction (2008);
- Agentschap Telecom (Netherlands), for the combined award of spectrum in the 800 and 900 MHz, 1.8, 1.9 and 2.1 GHz bands (2012) and the 2.6GHz auction (2010);
- ComReg (Ireland), for the multiband award of spectrum in the 900MHz and 1.8GHz bands (2012);
- DBA (formally NITA, Denmark), for the award of spectrum in the 800MHz band (2012) and the 2.5GHz auction (2010);
- BAKOM (Switzerland), for the 800MHz, 900MHz, 1.8GHz, 2.1GHz and 2.6GHz multiband auction (2012).

We have also provided support to a number of regulators worldwide on the design and implementation of a number of spectrum auctions using variants of the SMRA auction format, including:

- BIPT (Belgium), for the awards of spectrum in the 2.1GHz and 2.6GHz bands (2011);
- Mityc (Spain), for the two multiband auctions for the award of spectrum in the 800MHz, 900MHz and 2.6GHz bands (2011);
- Ofca (Hong Kong), to whom we provided a generic set of rules and software for running SMRA auctions, used in all their spectrum awards since 2010;
- PTS (Sweden), for the 2.6GHz auction (2008);
- NPT (Norway), for the 2.6GHz auction (2007) and the 3.5GHz auction (2004).

We also advised the DoT in India in the design and implementation of a novel auction that combined elements from the clock and SMRA auction formats, used for running the 3G and FWA Indian auctions (2010).

An overview about DotEcon and our experience is provided in Section 2. Specifically:

- The **suitability** of DotEcon for executing this project, as required by Section 12 of Chapter II of the tender documents, is provided in Section 2.3.
- Details on our **experience** in accordance with the Selection criteria established in Section 15 of Chapter II of the tender document is provided in Section 2.4.

We propose a project team of consultants with extensive experience in auction design and implementation. Our team would provide support to APEK for preparing and conducting award:

- Our team would assist APEK in designing an auction mechanism tailored to meet APEK's objectives and requirements for the award, drafting the auction rules and all necessary documentation for the award, and addressing any concerns raised by interested parties during the consultation.
- Once the detailed rules for the auction are established, our team would customise our WebBidder software, which has been used to deploy numerous spectrum auctions for both SMRA and CCA format, to implement the specific auction rules for this award.
- The software would be offered as a secure hosted-solution from our offices in London, so that APEK would only need to log in as a user. This turn-key solution would allow APEK to rely on our expertise and infrastructure instead of having to procure their own facilities. Our software and production environment have been designed with extensive security, audit, redundancy and backup features to ensure the integrity of the process, which have been validated, tested and successfully used in numerous occasions.
- Our team would also provide recommendations on the facilities and procedures to be used when running the

auction, including set-up of primary and backup facilities, procedures to assist bidders during the auction and input to any decisions that the auctioneer may need to take during ordinary and extraordinary circumstances.

- During the auction, our team would second a member of the auction team to APEK, to provide onsite support to the auctioneer team. Technical support would be provided by system administrators who would monitor the system from our offices throughout the bidding period to facilitate a smooth running of the process.
- Our system maintains detailed logs to ensure traceability of the process. At the conclusion of the auction, a full archive of all auction data and logs can be provided to APEK for safekeeping, so that the process can be verified and audited in the event of a dispute.
- Our team would also prepare a closure report providing an overview of the process, along with an assessment of the performance of the auction format, detailed rules, software and procedures used for the award.
- After the auction, the team would be available for providing additional support in the event that this were required, for example in the context of a dispute or for analysis of bidder behaviour and auction data.

Further details on our proposed solution, project team, deliverables and timetable are provided in Sections 3 and 4. In particular, we note that:

- Our approach for assisting APEK in adopting an appropriate **auction design and format** is detailed in Sections 3.1 to 3.4.
- Our proposals for **managing the project** are presented in Section 4.
- Our approach to delivering the **key tasks** for the project is provided in Sections 3 and 4.
- The **breakdown of time required for completion of each task by consultant team** is provided in Section 4.2.2.
- An outline of **possible issues that might arise during the project**, and our approach to resolve them, is provided in Section 4.3.

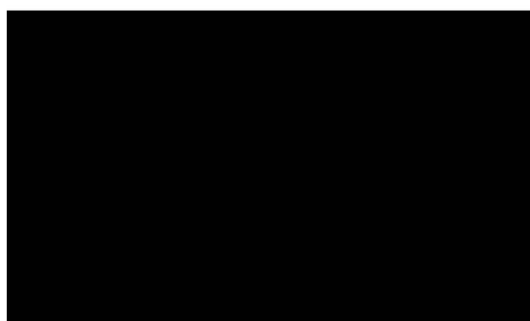
Our commercial offer, along with a breakdown of the cost by task, are presented in Section 5, adding to a grand total of € 275,193 (excluding VAT) for the execution of services offered on a fix price.

The documents included with this offer, as required by the tender document, can be found as follows:

Table 1: Documents provided with the offer

Document	Provided in
- Filled-in and signed Form 1: Offer;	Annex A
- Filled-in and signed Form 2: Pro forma Invoice;	Annex B
- Filled-in and signed Form 3: Contract Sample;	Annex C
- Evidence in accordance with Point 12 of Chapter II of this Instructions;	Annex D
- Filled-in and signed Form 4: Declaration of Suitability;	Annex E
- Filled-in and signed Form 5: Authorization for the acquisition of personal data (in case the Tenderer is established in Slovenia);	Not applicable
- List of Subcontractors stating the particulars referred to in point 4.2. of Chapter I of this Instructions (in case the Tenderer will participate with Subcontractors);	Not applicable
- Authorization for payment for the work undertaken directly to the Subcontractor (in case the Tenderer will participate with Subcontractors, see Section 4.2. of Chapter I of this Instructions);	Not applicable
- Consent for direct payments (in case the Tenderer will participate with Subcontractors, see Section 4.2. of Chapter I of this Instructions);	Not applicable
- Proof in point 4.4. of Chapter I of these Instructions (in the case of references to the capacity of another legal entity).	Not applicable

This offer is valid for a period of 180 days from 6 May 2013. For any queries or communication in relation to this proposal, please contact:



2 About DotEcon

DotEcon is an economic consultancy advising private and public sector clients in:

- competition cases, regulatory proceedings and commercial litigation;
- public policy design and regulatory impact assessments;
- design and implementation of auctions and trading mechanisms;
- bidder support for high-value transactions;
- econometric analysis and data mining; and
- business strategy and decision support.

The company focuses on providing high-value advice to governments and leading companies using rigorous economics techniques. DotEcon works for clients across the world, and is involved with many high-profile policy debates and business decisions. In particular, DotEcon specialises in supporting network industries such as telecommunications, transport, energy, post and payment systems.

DotEcon Ltd was founded in June 1999 by Dr. Christian Koboldt and Dr. Dan Maldoom, two former academic economists with extensive consultancy expertise. DotEcon has grown substantially since this time. Christian and Dan remain the owners and the company maintains a distinctive and independent approach, which is free from the burden of outside shareholders.

A majority of DotEcon's consultants are economists from leading universities from around the world. DotEcon's team consists of fourteen full-time economists based at its London office and a number of associates including academic advisors who work with the team on a project-by-project basis. Together, the team has in-depth understanding of many different industries and can apply a wide range of specialist skills, including:

- econometric and statistical analysis;
- financial modelling;
- applied game theory and merger modelling;
- auction design;
- software development;
- design and analysis of market research;
- forecasting and demand modelling;
- market definition and competition analysis; and
- regulatory analysis, modelling of price control and access pricing.

DotEcon's clients include blue-chip companies and government agencies around the world. Since its incorporation, the company has been heavily involved with applying market mechanisms to

allocating public resources such as airport slots and radio spectrum. DotEcon is responsible for significant innovation in auction design and implementation, such as the combinatorial clock auction (now used for auctions by the UK Government and increasingly elsewhere) and the *WebBidder* auction platform. The work undertaken by DotEcon has resulted in billions of pounds of revenue being generated for governments globally. In 2011, these achievements were acknowledged when DotEcon was conferred with a *Queen's Award for Innovation* for the design and implementation of online auctions.

DotEcon is also very active in competition and regulatory matters. Consultants at DotEcon have worked on many of the leading debates, especially the economics of interconnection and two-sided markets that are central to both telecommunications and financial systems. DotEcon has produced many research reports for the UK Office of Fair Trading on leading issues in competition policy, as well as assisting private clients around the globe in competition and regulatory disputes.

DotEcon is currently on various government frameworks for procurement and consultancy services including amongst others the following:

- UK Pan-Regulator Framework for Economics;
- UK Office of Fair Trading (OFT);
- UK Office of Communications (Ofcom);
- UK Department of Health;
- Danish Business Authority (formerly NITA) ;
- Post and Telecom Agency (PTS), of Sweden;
- Civil Aviation Authority (CAA);
- European Commission: ICT and competition cases;
- Australian Communications and Media Authority (ACMA);
- and
- Commission for Communications Regulation (ComReg), of Ireland.

2.1 Auction Expertise

DotEcon provides services covering all aspects of designing and running auctions, thus offering a one-stop solution to clients wishing to run an auction. Implementing an auction requires a wide range of skills: game theory to understand how the auction design affects incentives; experimental techniques for robust dry-run testing and flexible software so that the auction design meets the client's objectives.

DotEcon is a leading global supplier of design and build services for complex, high-value auctions. The consultancy has designed and implemented many auctions for radio spectrum around the world,

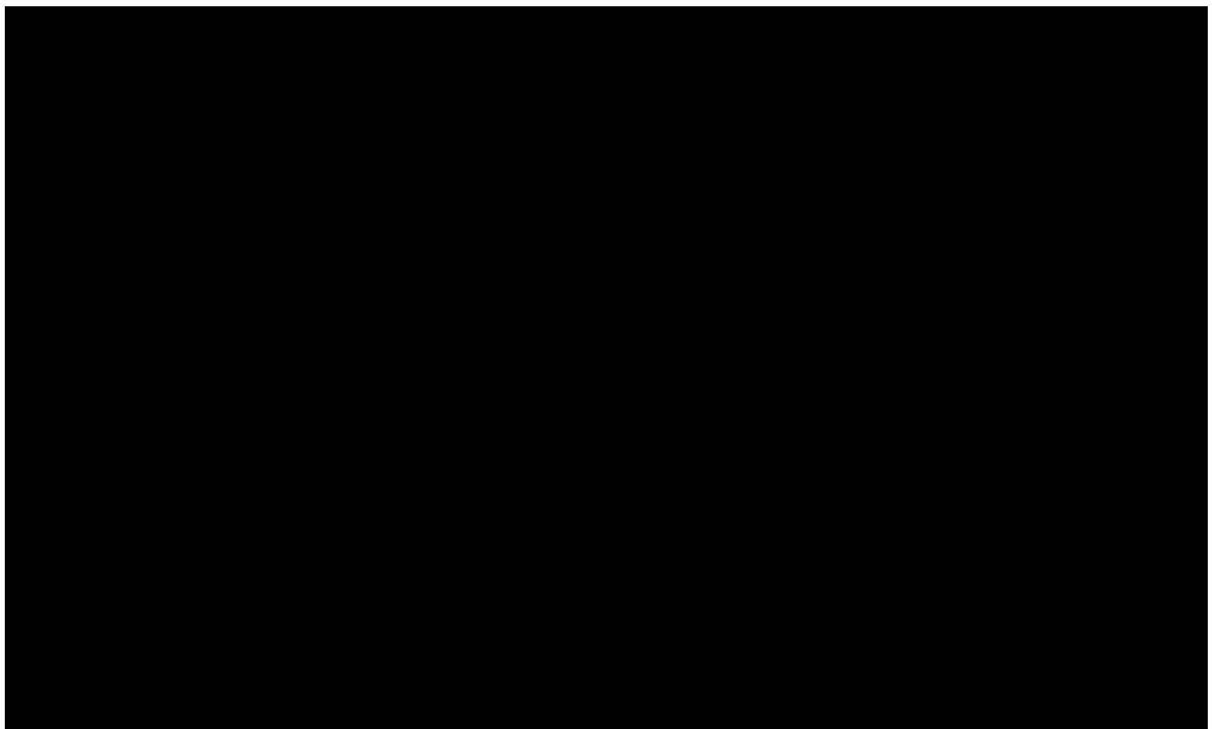
including Hong Kong, India, the Netherlands, Norway, Sweden and the UK. DotEcon designed and implemented the novel clock auction that has been used by Ofcom for all recent UK spectrum auctions. In 2011, DotEcon was conferred with the Queen's Award for Innovation for the design and implementation of online auctions.

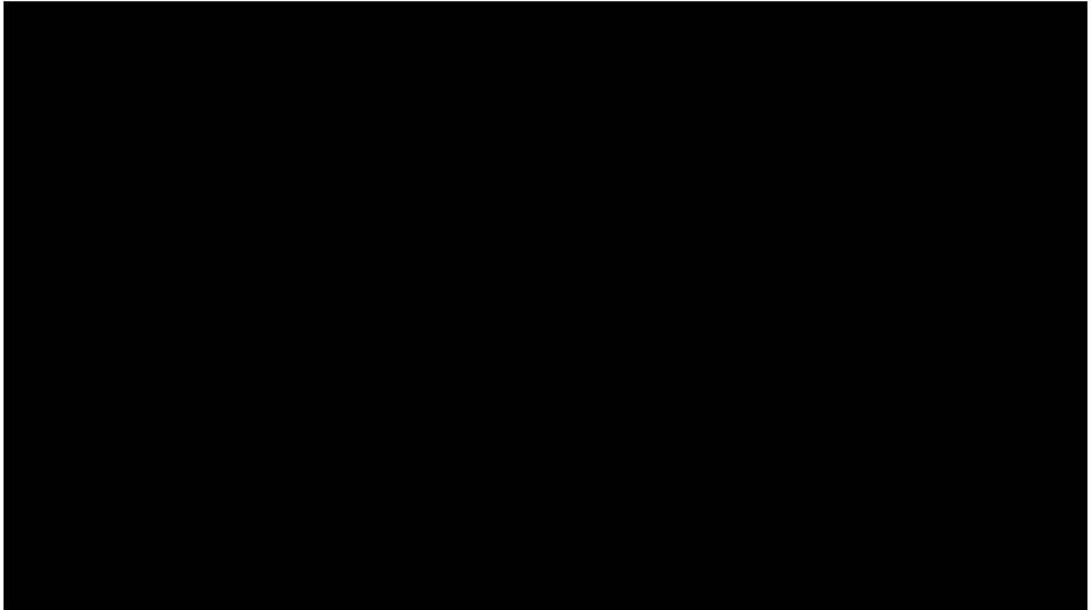
DotEcon assists public bodies in understanding how auctions and bidding processes can be used in many different sectors. It has advised the UK government on the design of airport slot auctions. DotEcon's research paper for the UK OFT considered how competition law should deal with auctions and bidding processes.

DotEcon advises bidders in major auction transactions around the world. As well as this, the firm has supported bidders in auctions of radio spectrum in more than a dozen countries across Europe, the Americas and Asia Pacific. In addition, DotEcon helped an oil major optimise a complex bidding strategy for petrol station sites and an energy company bid for nuclear power station sites.

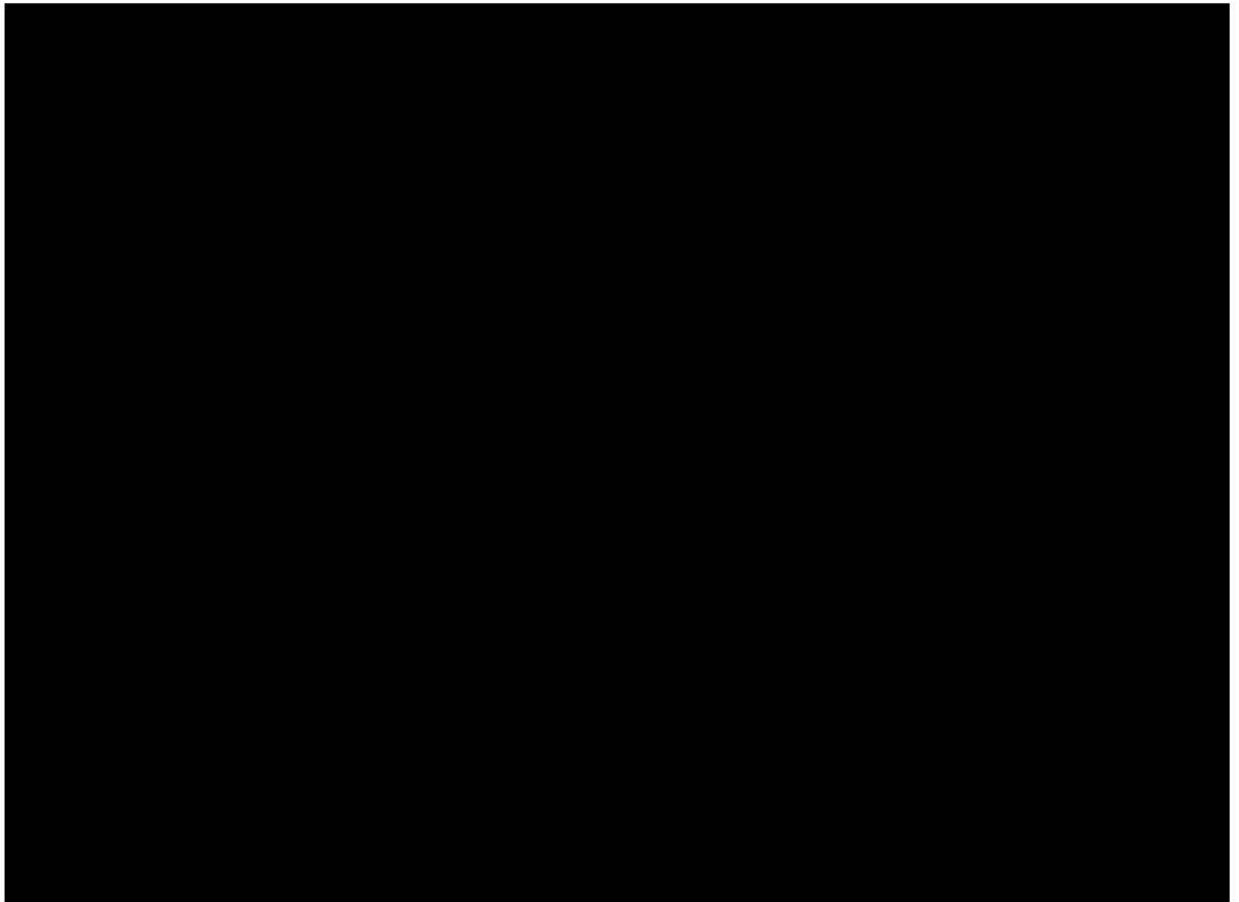
The company has developed a suite of software tools to implement auctions, test bid strategies and visualise dynamic auctions. DotEcon's *WebBidder* system provides best-in-class secure deployment of complex auctions for high-value transactions. It allows rapid prototyping and experimental testing of new and novel auction formats. It has also been used extensively by governments around the world for radio spectrum sales running into many billions of pounds.

2.2 Auction software

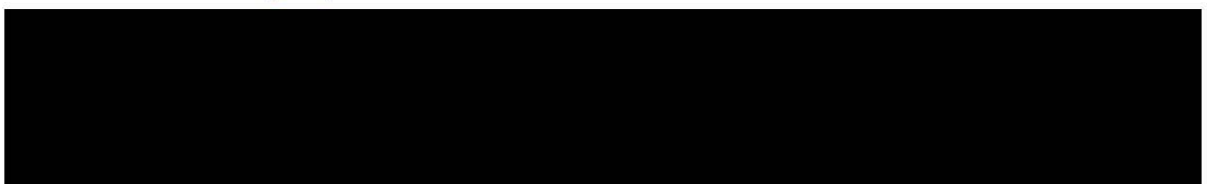




Security

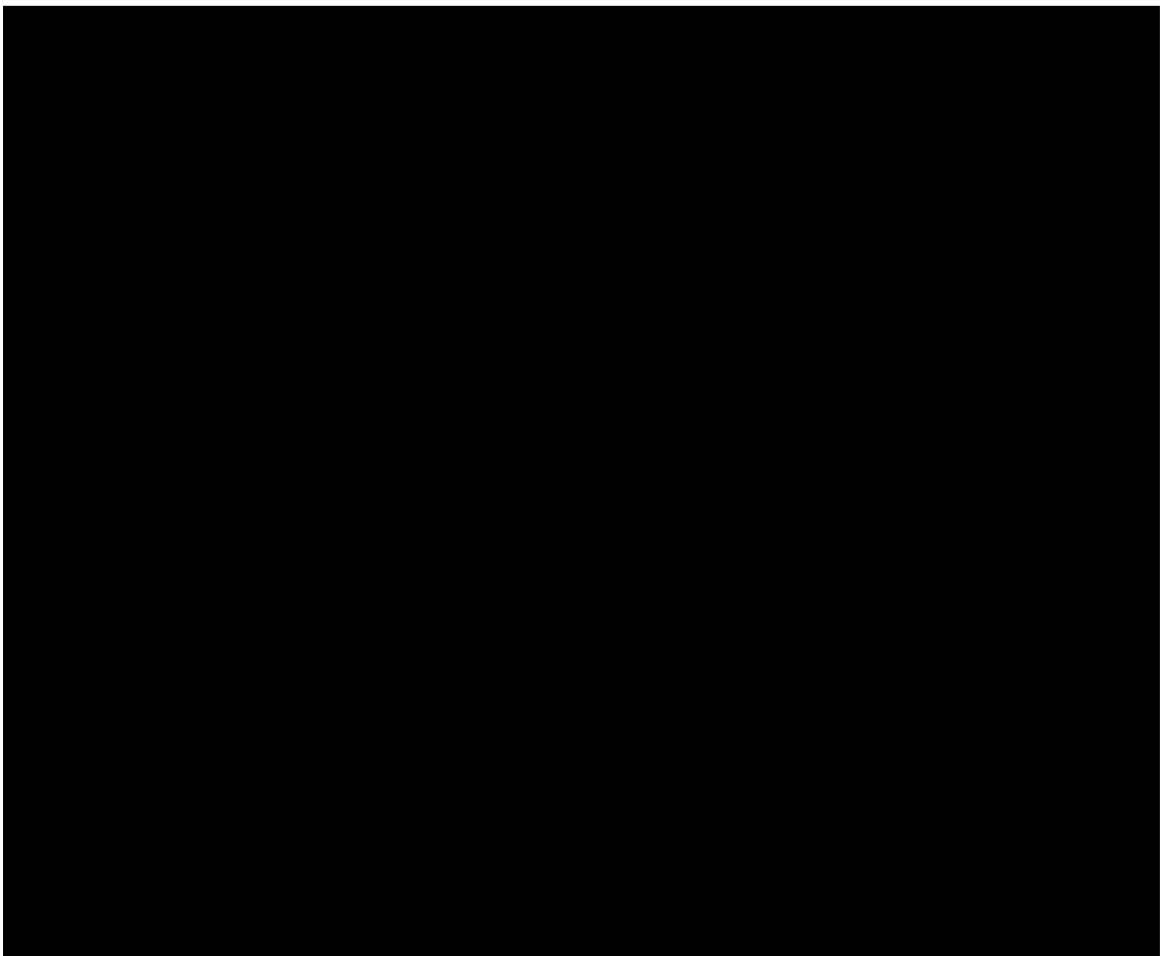


Process integrity

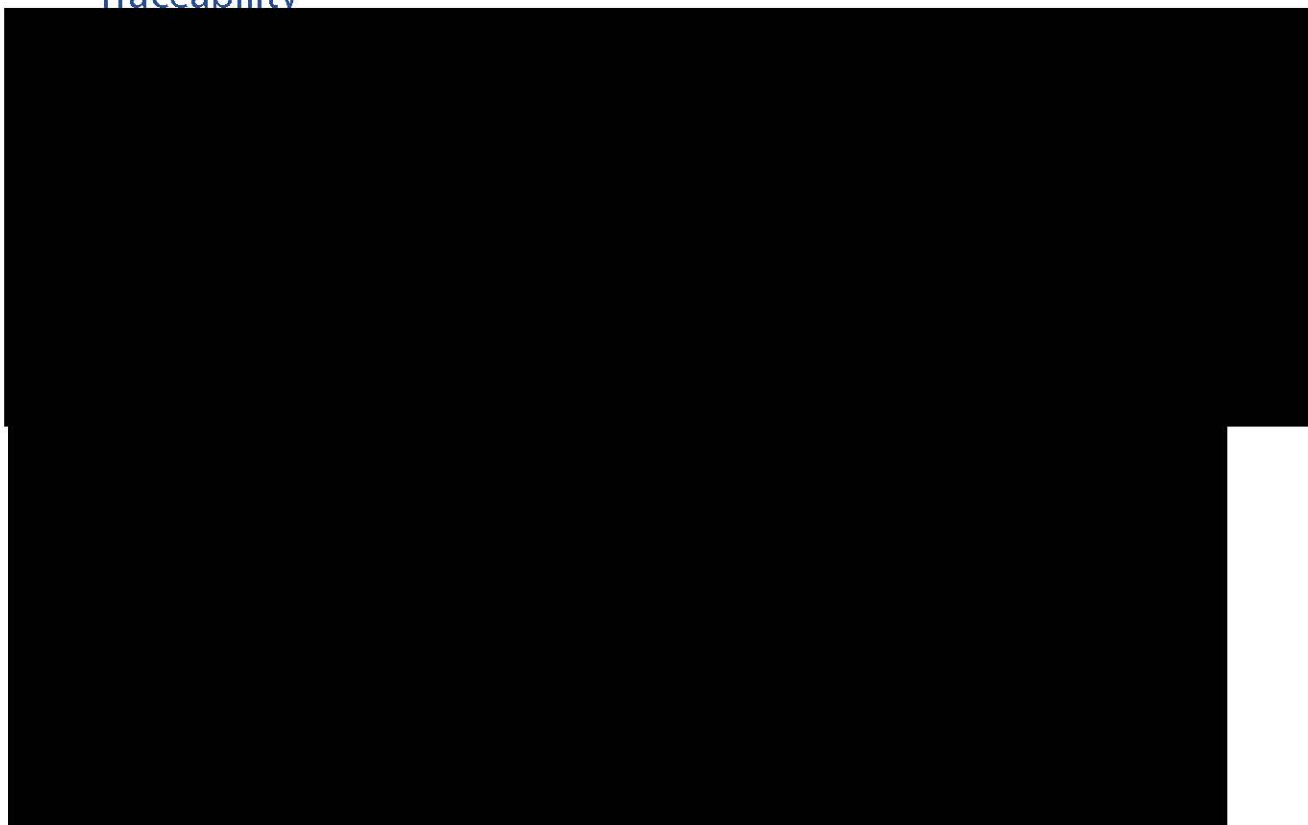




Configurability and reliability



Traceability



2.3 DotEcon's suitability for the project

In accordance with Section 12.1 of Chapter II of the tender document, DotEcon confirms that:

- DotEcon has never been the subject of a conviction by final judgement of crimes listed in The Criminal Code (Official Gazette of the Republic of Slovenia, No. 50/2012; hereinafter: KZ-1).
- DotEcon has not to date been disqualified from being awarded public Contracts due to the inclusion in the record of Tenderers with negative references in accordance with Article 77a of ZJN-2.
- DotEcon has no outstanding, unpaid obligations relating to the payment of social security contributions or in connection with the payment of taxes in the amount of 50 euros or more, in accordance with the regulations in the United Kingdom.

For evidence, please see the filled in Form 4, under oath and witnessed by a Notary, provided in Annex E.

In accordance with Section 12.2 of Chapter II of the tender document, DotEcon confirms that:

- DotEcon does not have any outstanding liabilities to Subcontractors in previous public Procurement procedures..

For evidence, please see the filled in Form 4, under oath and witnessed by a Notary, provided in Annex E.

In accordance with Section 12.3 of Chapter II of the tender document, DotEcon confirms that:

- DotEcon has a valid registration to do business, which is the subject of this procedure (consulting services in the field of mobile industries and /or regulatory affairs) pursuant to the regulations of the United Kingdom.

For evidence, please see the filled in Form 4, under oath and witnessed by a Notary, provided in Annex E.

In accordance with Section 12.4 of Chapter II of the tender document, DotEcon confirms that:

- DotEcon has experience with development and execution of complex auctions involving multiple objects and multiple rounds in last 5 years. For evidence, please see the Client Certificates provided by Bakom, BIPT, ComReg, AT and Ofcom, included in Annex D.
- DotEcon has been involved as partner or as leader in last 5 years in at least one complex auction project. For evidence, please see the Client Certificates provided by Bakom, ComReg, AT and Ofcom, included in Annex D.
- DotEcon has knowledge and experience in the areas of auction, spectrum regulation and wireless communication markets. For evidence, please see all the Client Certificates included in Annex D.
- DotEcon has sufficient technical and professional ability and/or knowledge to perform the Contract and to provide the Consultancy Services over the full term of the Contract. For evidence please refer to:
 - i. Details of the average annual numbers of both staff and managerial staff over the previous 5 years and the full CVs for the proposed project team, provided in Annex D;
 - ii. Details of the organisation's technical ability to perform the Contract, including details of skills, efficiency, experience and reliability relevant to the Contract, provided in this Section;
 - iii. DotEcon's Quality assurance policy, provided in Annex D. Details on our Data Security policy can be provided upon request.

2.4 DotEcon's experience in relation to spectrum auctions

DotEcon has extensive experience in the provision of turn-key solutions for auction design and implementation. Key to our success has been the development of WebBidder, our highly-secure auction software system.

Our web-based bidding software has been used to successfully conduct the following spectrum auctions:

- Hong Kong 2.5/2.6GHz auction (2013, SMRA, £131mn)
- UK 800MHz and 2.6GHz auction (2013, CCA, £2.4bn)
- Irish 800MHz auction (2012, CCA, £725mn)
- Dutch multi-band auction (2012, CCA, ££3.2bn)
- Danish 800MHz auction (2012, CCA, £84m)
- Swiss multi-band auction (2012, CCA, £706m)
- Belgian 4G auction (2011, SMRA, £68m)
- Spanish 900MHz and 2.6GHz auction (2011, SMRA, £161m)
- Spanish 800MHz, 900MHz and 2.6GHz auction (2011, SMRA, £1.4bn)
- Hong Kong 850MHz, 900MHz and 2GHz auction (2011, SMRA, £159m)
- Hong Kong 2.3GHz auction (2011, SMRA, £39m)
- Hong Kong UHF auction (2010, SMRA, £15m)
- Indian BWA spectrum auction (2010, Clock auction with provisional winning bidders, £5.4bn)
- Indian 3G spectrum auction (2010, Clock auction with provisional winning bidders, £9.5bn)
- Danish - 2.5GHz auction (2010, CCA, £118m)
- Dutch 2.6GHz auction (2010, CCA, £2m)
- Hong Kong 1800MHz (expansion) auction (2009, SMRA, £4m)
- Hong Kong BWA auction (2009, SMRA, £120m)
- UK L-band auction (2008, CCA, £8m)
- UK 10-40GHz auction (2008, CCA, £1m)
- Swedish 2.6GHz auction (2008, SMRA with augmented switching, £169m)
- Norwegian 2.6GHz auction (2007, SMRA with augmented switching, £20m)
- Norwegian 3.5GHz auction (2004, SMRA with augmented switching, £4m)

WebBidder has also been customised for awards which did not require an auction after the application stage, including the following:

- Belgian 3G auction (2011)
- Singapore auction of 3G Spectrum rights (2010)

DotEcon provided bid processing software for a number of sealed bid combinatorial auctions, including the following:

- Irish 26GHz Auction (2008)
- UK 412-14/422-24 MHz auction (2007)
- Nigerian FWA auctions (5 sequential auctions, 2002)

Table provides a list of the auctioneer support projects undertaken by DotEcon applicable to the selection criteria described in Section 15 of Chapter II of the tender document for which evidence is available. Our classification is based on the definition provided as a response to a question in the procurement portal, according to which “complex auction is: multiband, multiround combinatorial auction”.¹ If a different definition of complex is to be used, then additional evidence might apply, in which case we would request to APEK that all client certificates provided in Annex D are revised in order to properly identify all relevant projects for the selection criteria described in Section 15 of Chapter II of the tender documentation. We also note that we have undertaken more projects which would be relevant for the selection criteria, both in providing support to the auctioneer and to bidders; however, we were unable to provide the required evidence by the date at which we submitted the offer. Additional information relating to these projects can be provided upon request.

Table 3 provides a brief description of relevant auction projects undertaken by DotEcon in the area of auction design and implementation.

¹ Release date: 25.04.2013, 15:48.

Table 2: Evidence of DotEcon's experience in auction design and implementation

Criteria	Projects/Evidence
Experience in the last 5 years in complex spectrum auction projects of European Regulators for electronic communications as auctioneer.	<ul style="list-style-type: none"> • UK multiband auction (4G) / Client certificate provided by Ofcom, included in Annex D • Dutch multiband auction / Client certificate provided by AT, included in Annex D • Irish multiband auction / Client certificate provided by ComReg, included in Annex D • Swiss multiband auction / Client certificate provided by Bakom, included in Annex D • Support on the design of a multiband auction in Austria / Client certificate provided by RTR, included in Annex D • Revision of auction rules for the multiband auction in Austria following a merger between two incumbent operators / Client certificate provided by RTR, included in Annex D • Support on the design of a multiband auction in Portugal / Client certificate provided by Anacom, included in Annex D
Involvement as partner in last 5 years in complex spectrum auction project of European regulator for electronic communications as auctioneer, whose share has to be at least 20 % of the value of the whole project.	No evidence available

The leader in last 5 years in public 800 MHz auction projects of European regulator for electronic communications as auctioneer.

- UK multiband auction (4G) / Client certificate provided by Ofcom, included in Annex D
- Dutch multiband auction / Client certificate provided by AT, included in Annex D
- Irish multiband auction / Client certificate provided by ComReg, included in Annex D
- Swiss multiband auction / Client certificate provided by Bakom, included in Annex D
- Support on the design of a multiband auction in Austria / Client certificate provided by RTR, included in Annex D
- Revision of auction rules for the multiband auction in Austria following a merger between two incumbent operators / Client certificate provided by RTR, included in Annex D
- Support on the design of a multiband auction in Portugal / Client certificate provided by Anacom, included in Annex D

Involvement as partner in last 5 years in public 800 MHz auction projects of European regulator for electronic communications as auctioneer, whose share has to be at least 20 % of the value of the whole project.

No evidence available

The leader in public mobile services complex spectrum auction project of non-European regulator.

No evidence available

Involvement as partner in public mobile services complex spectrum auction project of non-European regulator, whose share has to be at least 20 % of the value of the whole project.	No evidence available
---	-----------------------

Table 3: Auction design/implementation projects

Project	Description	Year
Ofcom (UK) Multi-band auction	Support on the design and implementation of a combined auction of spectrum in the 800MHz and 2.6GHz bands, along with any spectrum relinquished by mobile operators. The auction design was based on the parameters set by the UK Government's Digital Britain report. Working for Ofcom, DotEcon produced software for the allocation of spectrum in multiple spectrum bands which included 800MHz and 2.6GHz. In collaboration with Smith Institute and SEOR Institute, DotEcon implemented all stages of the process - the integration of draft auction rules into software with bidder and auctioneer interfaces, the production of algorithms for winner and price determination, experimental testing to ensure auction efficiency and the running of a series of mock auctions for stakeholders as part of Ofcom's consultation on auction rules.	2009-2013
RTR (Austria) Multi-band auction	Support on the design of an auction of spectrum in the 800MHz, 900MHz and 1800MHz bands, including an assessment of possible improvements to the combinatorial clock auction with regard to the pricing rule and governance issues. Review and adjustment of rules in light of Orange/H3G merger.	2011-2013
Agentschap Telecom (Netherlands) Multi-band auction	Provision of customised software for a multi-band auction. The project was run under a framework allowing AT to reuse the software system for spectrum auction until 2021.	2010-2012
Federal Office of Communications (Switzerland)	Support on the design and implementation of an auction of spectrum in the 800MHz, 900MHz,	2010-2012

Multi-band auction	1.8GHz, 2.1GHz and 2.6GHz bands, i.e. all bands currently designated for mobile.	
Danish Business Authority (formerly NITA) (Denmark) 800MHz Auction	Support on planning and implementing of an auction to award spectrum in the 800MHz band which has been freed up by digital switchover. This included analysis of coverage obligations to be imposed on the licences, spectrum packaging, auction design and implementation using novel outcome constraints for the flexible allocation of the coverage obligation to one or more winners of spectrum.	2010-2012
ComReg (Ireland) Multi-band award	Support on the design and implementation of an auction of spectrum in the 800MHz, 900MHz and 1800MHz bands, including advice on the auction documentation (Information Memorandum and associated Decision on the specifics of the award process), provision of software to implement the auction, support with bidder interaction as part of the award process (bidder presentations and mock auctions) and real-time support during the auction. DotEcon provided advice following the publication of proposals for an auction of liberalised 900MHz spectrum in Ireland in December 2009, produced a report taking into account responses to the December 2009 consultation and the availability of 800MHz spectrum (published September 2010), a report on the required modifications to the proposed sub-1GHz auction design were this auction to also include spectrum in the 1800MHz band (published December 2010), considered how spectrum in the 1800MHz band could be included in a 'big auction' alongside spectrum in the 800MHz and 900MHz bands, and provided input for setting the minimum prices and spectrum caps for the award. The auction used for this award was the first implementation of a combinatorial clock auction with relaxed activity rules aimed at mitigating the uncertainty of bidders in relation to what the final outcome, thus allowing them to better manage business continuity issues.	2009-2012
BIPT (Belgium) 3G and 4G auctions	As part of a consortium with Analysys, support to the Belgian Institute for Postal Services and	2010-2011

	Telecommunications (BIPT) in implementing two separate SMRA auctions for auctioning 3G and 4G spectrum licences. The main aspects of auction design and rules were laid down in a Royal Decree. DotEcon provided the auction software for running the auctions, with multi-lingual support.	
Ministerio de Industria, Turismo y Comercio (Spain) Multi-band auction	Implementation of an SMRA auction for a multi-band spectrum award including spectrum in the 800MHz, 900MHz and 2.6GHz bands, and a second auction to re-auction the spectrum that went unsold in the first auction.	2011
Anacom (Portugal) Multi-band auction	Provision of a report exploring the options for the award of frequencies in a number of different bandwidths which included the digital dividend band (800MHz), the established GSM bands and the 2.6GHz band through an auction.	2010-2011
ACMA (Australia) Advice on auction rules	Expert advise on different auction formats. This included drafting a set of generic rules for four different formats and the analysis of bidding incentives, strategic play and scope for an efficient outcome under each of these formats.	2010
IDA (Singapore) 3G Spectrum rights auction	Verification of auction rules drafted by the IDA and implementation of the auction, including bidder seminar and bidding training in Singapore.	2010
MCA (Malta) 900MHz and 1800MHz auction	Support on the implementation of a sealed bid auction for 900 MHz and 1800 MHz radio spectrum in Malta.	2010
Danish Business Authority (formerly NITA) (Denmark) 2010MHz and 2.5GHz auction	Support on the design and implementation of an auction for the 2.6GHz band, run with DotEcon's WebBidder auction software.	2008-2010
RTR (Austria) 2.6GHz auction design	Support on the design of an auction for the 2.6GHz band. The project included a review of auction format options and the drafting of detailed rules for two alternative options: the SMRA auction and the combinatorial clock auction (CCA). Based on DotEcon's recommendation, RTR adopted a CCA format with fixed boundaries between the 2.6GHz paired and unpaired spectrum.	2009-2010
Office of the Communications	Provision of a generic rules set and auction software for the	2008-2010

Authority (Hong Kong) Generic SMRA auction rules and software	implementation of SMRA. The rules and system provided were used for running the 2.3/2.6GHz auction and a number of additional auctions.	
Agentschap Telecom (Netherlands) 2.6GHz auction	Support in the design and implementation of the 2.6GHz auction, using DotEcon's WebBidder auction software. The auction constituted the first implementation of a combinatorial clock auction with flexible bandplan (with the allocation of paired and unpaired spectrum being determined as part of the auction process).	2008-2010
Anacom (Portugal) BWA auction (3.4-3.8GHz)	Support in the selection of auction format, followed by the implementation of a sealed bid combinatorial auction for the award of spectrum in the 3.4-3.8GHz band.	2008-2010
Department of Telecommunications of India (India) BWA and 3G auctions	Support on the design and implementation of the 3G and BWA auctions (in partnership with local firm NM Rothschild India). The project covered all aspects of the awards, including design of auction format (with specific objectives set by the DoT), design of a novel auction format combining elements of clock auctions and SMRA auctions, production of associated auction rules, preparation of the Information Memorandum, customisation of DotEcon's WebBidder system for implementing the auctions, and running and administration of the whole auction process.	2008-2010
Ministry of Economic Affairs (Netherlands) 2.6GHz auction design	Review of auction design and implementation options for the award of the 2.6GHz and 2010MHz bands.	2007-2010
Ofcom (UK) Award of UHF spectrum	Support on assessing the alternative design options for the award of digital dividend spectrum in the UHF band. The proposed auction was put on hold following a decision to auction 800MHz spectrum in conjunction with 2.6GHz spectrum.	2007-2009
Ofcom (UK) 2.6GHz auction	Support on the design of an auction of spectrum in the 2.6GHz band. The proposals for the award provided the basis for the first implementation of the combinatorial clock auction, including the provision for a flexible bandplan (with the allocation of paired and unpaired spectrum being determined as part of the auction process). The	2007-2009

	proposed auction was put on hold following a decision to auction 800MHz spectrum in conjunction with 2.6GHz spectrum.	
Ofcom (UK) DDR Interleaved auction	DotEcon assisted Ofcom in the design and implementation of the DDR interleaved spectrum auction, including the provision of software for running the auction.	2009
ComReg (Ireland) 26GHz Auction	Support on the designing and implementation of an auction for the award of spectrum in the 26GHz band. The project included a review of methodologies for setting reserve prices and international benchmarking for the value of the licences to be sold. The award used a sealed bid combinatorial auction, run with DotEcon's software for the determination of winners and prices.	2007-2008
Ofcom (UK) L-band auction	Provision in the design and implementation of the 1452-1492MHz (L-band) auction, including provision of auction software.	2007-2008
PTS (Sweden) 2.6GHz auction	Support in the implementation of an SMRA auction with augmented switching for the award of 2.6GHz spectrum, using DotEcon's WebBidder auction software.	2007-2008
Ofcom (UK) 10-40GHz auction	Support on the design and implementation of the 10-40GHz auction, including provision of software for running the auction and support in the public consultation for this award. This award constituted the first combinatorial clock auction to be implemented.	2007-2008
NPT (Norway) 2.6GHz auction	Support in the implementation of an SMRA auction with augmented switching for the award of 2.6Gz spectrum, including a review of the auction rules proposed for the award and provision of software for running the auction. The auction was Europe's first 2.6GHz auction.	2006-2007
Ofcom (UK) 412-14/422-24 MHz auction	Support on the design and implementation of the 412-424MHz auction, including a review of the information memorandum and regulations, and provision of software for processing the bids. The award used a sealed bid combinatorial auction.	2006

Ofcom (UK) Digital Dividend Review	Advice (as part of a consortium) on the alternative options for the award of the 'digital dividend spectrum', including an assessment of the economic value of candidate uses of the band, the risk of market failure in the award and identification of candidate auction formats.	2005-2006
Ofcom (UK) GSM / DECT guard bands auction design	Advice on the options for the award of the GSM/DECT guard band spectrum, including experimental testing of the auction format and support in the public consultation for this award.	2005
NTP (Norway) 3.5GHz spectrum auction	Support on the design and implementation of the 3.5GHz auction, including provision of software for processing the bids. This award constituted the first SMRA auction with augment switching (specifically designed for this award) to be implemented.	2004
PTS (Sweden) Review of auction procedures for allocation radio spectrum licences	Review of the use of auctions for spectrum assignment, including a number of detailed case studies of European auctions and recommendations for possible future spectrum assignments in Sweden.	2004
NCC (Nigeria) FWA auction	Support on the design and implementation of a series of five auctions for the award of FWA spectrum licences, including the assessment of demand for licences across Nigeria's 37 regions and provision of software for processing the bids. This award constituted the first sealed bid combinatorial auction to be implemented for the allocation of radio spectrum.	2001-2002

4 Project execution

4.1 Project team

DotEcon has assembled a project team with the right blend of skills and experience required for this assignment. DotEcon is proposing for the project to be led by [REDACTED], [REDACTED]

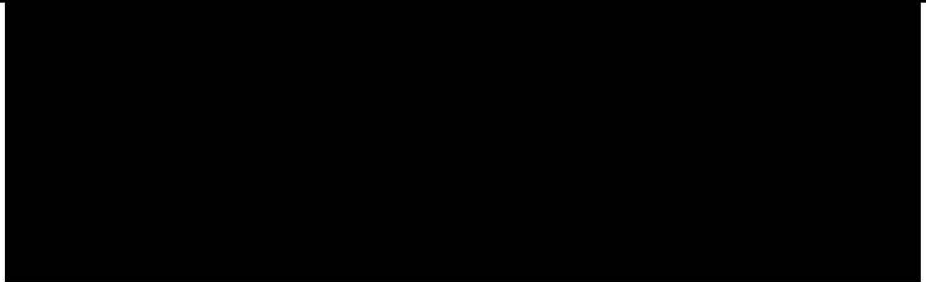
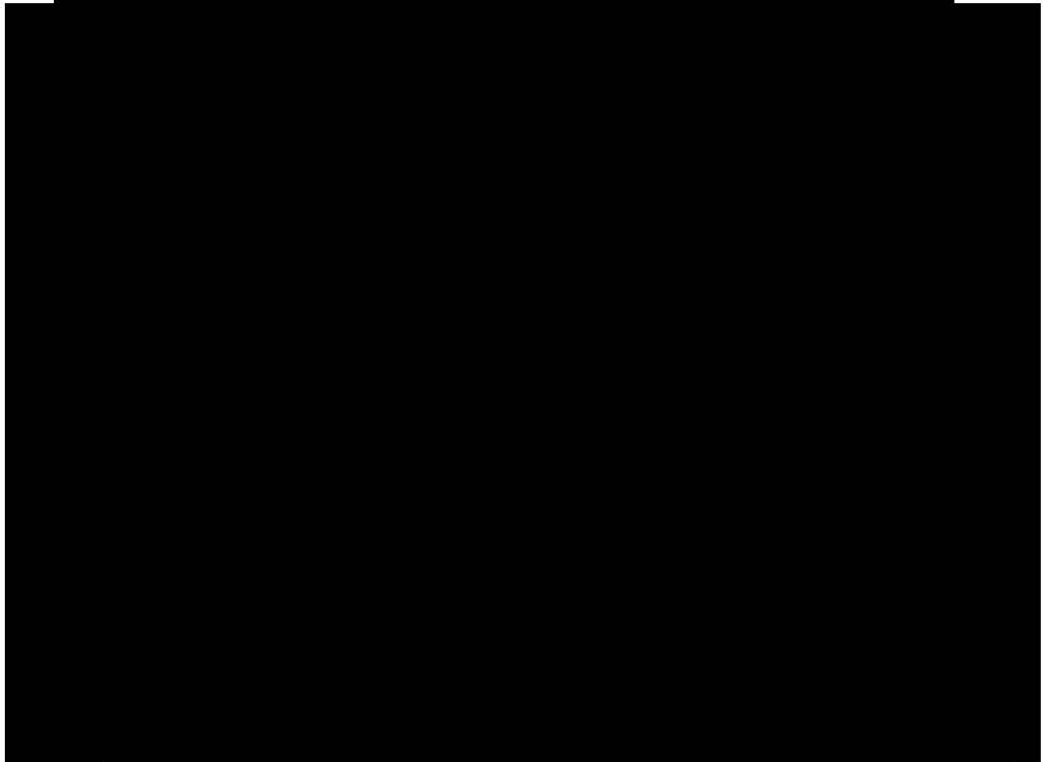
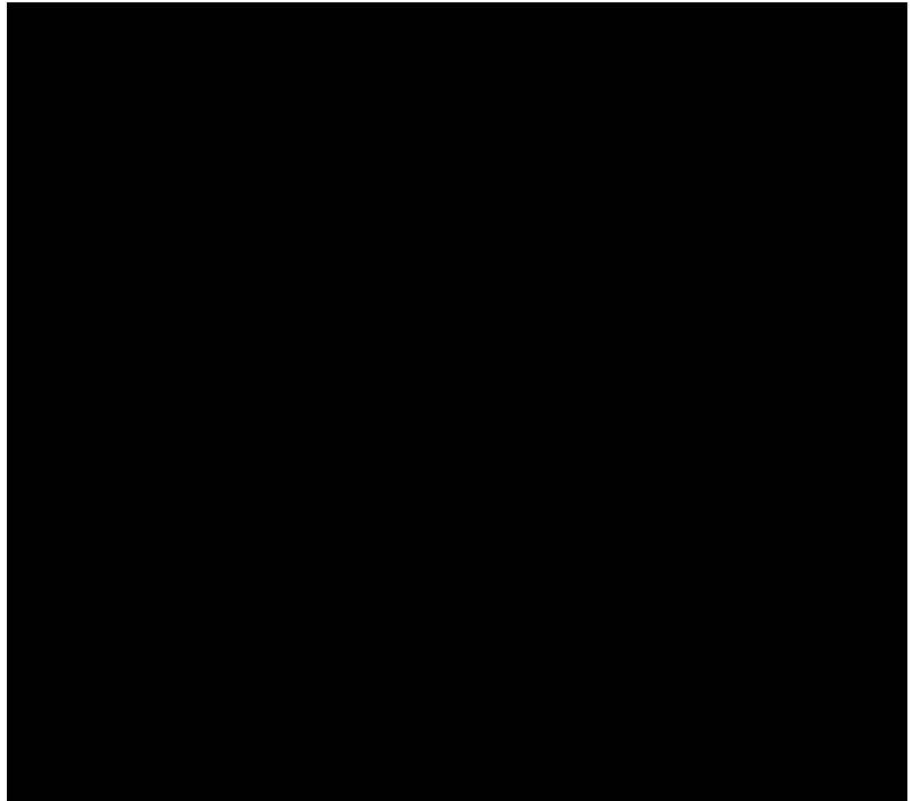
[REDACTED] The project team further includes [REDACTED]

[REDACTED] Overall quality assurance would be provided by [REDACTED]

The project would be managed by either [REDACTED] [REDACTED] with extensive experience managing spectrum auction projects.

Short biographies of the team members are provided below. Full CVs are included in Annex D.







4.2 Project management

4.2.1 Execution of the project and communication between our team and APEK

We propose to undertake most of the auction preparation work, including the drafting of reports relating to auction design and customisation of the software, from our offices in London. We

would maintain regular conference calls to ensure that APEK is informed of progress, along with key face-to-face meetings (detailed below) and ad-hoc conference calls or face-to-face meetings as required.

During the auction execution stage we propose to second members of our team to APEK's offices to undertake key support tasks. These include:

- Training of the auctioneer team
- Bidder seminar
- Support to the auctioneer team during the training test auctions for qualified bidders
- Support to the auctioneer team during the bidding phase of the auction

Electronic communication between DotEcon and APEK would largely rely on email. We propose to encrypt confidential information using PGP/GPG public key encryption or by exchange of encrypted data containers (using for example TrueCrypt). The encryption tools to be used would be agreed with APEK at the start of the project.

4.2.2 Key tasks

Below we identify the key tasks for the execution of the project. Figure 1 below provides a breakdown of the time estimated for completion each task by team member is provided in our commercial offer.

Auction design:

- Understanding the framework and objectives for the award
- Study on main parameters for auction design and choice of format
- Workshop on auction design
- Draft detailed rules for the award, for consultation
- Assistance with consultation responses
- Finalisation of detailed rules for the award

Provision of auction software:

- Software design
- WebBidder customisation
- Induction to the auctioneer team
- Testing (internal and assistance for user acceptance)

- Drafting of user manuals
- Drafting of auction procedures manual
- Deployment on production environment
- Security tests on production environment

Preparation for the auction:

- Auctioneer training workshop
- Bidder training workshop
- Mock auctions for auctioneer
- Mock auctions for bidder training

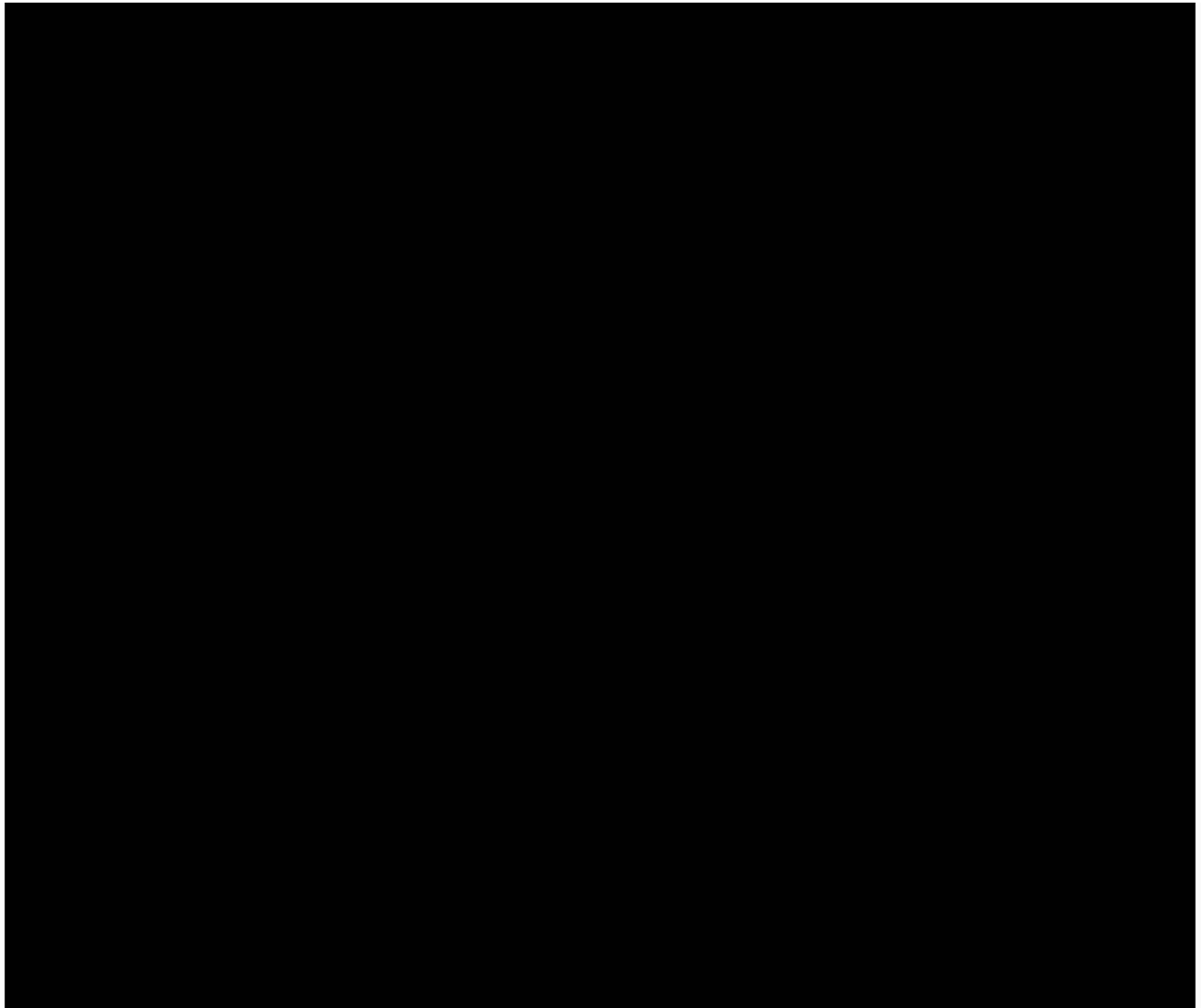
Auction execution support:

- On-site support to the auctioneer team
- Technical support from DotEcon's office

Post-auction services:

- Auction results analysis
- End of auction archive
- Closure report

Figure 1: Breakdown of time for each task by team member



4.2.3 Key project deliverables

We propose the following key project deliverables:

- **Briefing note on key issues** that are relevant to the award, and how they might affect auction design choices. This would summarise our understanding of the market conditions in Slovenia, the available spectrum, candidate uses and technical and other constraints, and APEK's objectives for the award; the final version of this document – agreed with APEK – would form the basis for the discussion of the relative merits of different auction formats and our recommendations for a specific design.
- **Draft report on auction design and format choice**, setting out a discussion of the relative merits of different designs and specific options that might be used with each of these designs (e.g. in relation to activity rules, information policy

etc.). We would present the main findings of this report to APEK for comments.

- **Final report on auction design and format choice**, incorporating APEK's input and comments on the draft report. The contents of this report would form the basis for consultation
- **A summary of our assessment of the responses to consultation.**
- **Detailed auction rules for the award**, providing a detailed description of the rules governing the bidding process. This document would form part of the full auction documentation, and would not cover aspects such as licensing conditions, frequency co-ordination requirements, legal aspects of the award, bidder association and finer details of the procedures for application and issuing licences to bidders);
- **Software documentation**, consisting of:
 - i. Software specification (detailing the software requirements to be used for user acceptance, agreed with APEK);
 - ii. Bidder manual;
 - iii. Auctioneer manual;
 - iv. Auction procedures manual;
- **Auction results analysis**, providing an overview of bidding behaviour, auction results and an assessment of the performance of the auction process.
- **Closure report**, providing an assessment of the overall process and identifying any issues that might be relevant for future awards;
- **End of auction archive** (WebBidder data and logs from the bidding stage, and a copy of all final reports).

All documents, including the auction software, manuals and all reports, would be provided in English.

The reports would be provided in accordance with APEK's requirements:

- A printed and bound copy of each report would be provided.
- All reports would also be provided in electronic form, both on Microsoft Word and Adobe PDF formats, using a template agreed in advance with APEK.
- A back-up electronic copy of the final reports would be provided on an electronic storage device along with the end of auction report. Additional backup copies on electronic storage device can be provided at the time of delivery of each report upon request.

4.2.4 Key project meetings

During the auction preparation phase we envisage the following key face-to-face meetings:

- Kick-off meeting, at the start of the project. During this meeting we would agree on a project timetable and logistics, and would expect to be briefed about APEK's objectives for the award and progress on the consultation about APEK's spectrum management strategy.
- Auction design workshop, after delivery of the draft report on auction design and format choice. During this session we would expect to explain design choices so that APEK can make a decision on auction format and spectrum packaging.
- Detailed auction rules seminar, after developing the detailed rules for the award. During this session we explain the detailed rules, so that APEK fully understands their implications for the bidding process and any final changes can be agreed with APEK. We would also aim to have a discussion on the software functionality for implementing the rules.
- Induction to using the auction software, in preparation of the user acceptance tests. During this session we would provide a demo of the software and assist APEK in accessing the system to run a test auction, and would provide recommendations on how to prepare the auctioneer room and its equipment.

During the auction execution stage, one or more members of DotEcon's team would be present on ground for assisting APEK, as discussed in Section 4.2.1.

At the end of the project, we would propose to have a closure meeting to present the main points from our auction results analysis and closure reports, deliver the end of auction archive and finalise the project.

4.2.5 Project timetable

The project timetable would be agreed with APEK at the project start. As an outline of an indicative timetable we propose the following:

Figure 2: Indicative timetable

		<i>Proposed completion date</i>
Auction design		
	Understanding the framework and objectives for the award	End May / Mid June
	Study on main parameters for auction design and choice of format	End June
	Workshop on auction design	Early July
	Draft detailed rules for the award, for consultation	End July
	Assistance with consultation responses	End August / Early December
	Finalisation of detailed rules for the award	Mid December
Provision of auction software		
	Software design	Mid September
	WebBidder customisation	End October / Mid November
	Induction to the auctioneer team	Mid November
	Testing (internal and assistance for user acceptance)	Mid December / End December
	Drafting of user manuals	Mid December
	Drafting of auction procedures manual	End December
	Deployment on production environment	Early January
	Security tests on production environment	Mid January
Preparation for the auction		
	Auctioneer training workshop	Mid December
	Bidder training workshop	End December
	Mock auctions for auctioneer	End December
	Mock auctions for bidder training	January
Start of the auction		End January / February

4.3 Possible issues that might arise during the execution of the project

The main risk for the completion of the project within the timetable is strong objections, potentially backed by legal challenges, from bidders against specific features of the award design. Such objections might be placed strategically in order to delay the process and potentially disadvantage other bidders, and in order to mitigate the risk it is essential that all decisions are based on robust arguments that withstand challenge, and that the process is seen to be fair and reasonable. One crucial element in our experience is to avoid undue timing pressure and provide potential bidders with sufficient opportunity to make their views heard, though this needs of course to be balanced against the need for an efficient and timely process.

Other issues that might arise and affect the process are changes in market conditions (e.g. consolidation, or planned consolidation, as in the case of Austria), or the emergence of new information about technological constraints and limitations (e.g. in relation to co-ordination of frequency use at borders, or in adjacent bands).

During the execution of the auction, delays could be associated with technical failures or unexpected events. For example, connectivity problems or mains power failures affecting the auction servers or a number of bidders could cause a small delay. Our proposed solution has been designed to minimise the impact of any such problems, as detailed in Section 3.6.

5 Commercial offer - CONFIDENTIAL

As indicated in the tender document, we propose to provide consultancy services for the tasks identified in the pre-auction and post-auction phases on a fix price basis. Our offer, inclusive of all fees and expenses incurred in the execution of these tasks, comes to a total of € 275,193 (excluding VAT).

Table 4 provides a breakdown of the cost into the categories identified in the tender document. Figure 3 provides a breakdown of the cost by task and team member.

Table 4: Price of consultancy services offered on a fix price basis (excluding VAT)

Item	Price
Pre-Auction Consultancy Services (Chapter 2.2.1), Auction rules (Chapter 2.2.2) and Auction Software (Chapter 2.2.3), assuming	
a) 2 auction workshops (see Section 10 of Chapter 2.2.1 of the Technical Description)	
b) 2 mock auctions for Contracting Authority's staff and 2 mock auctions for each prospective bidder separately (see Section 11 of Chapter 2.2.1 of the Technical Description)	€ 252,528
c) Price of software license for the complex multi-round auction format CCA (possible discount for SMRA).	
Post Auction Consulting services (Final auction report, auction results analysis, documentation and archive of auction procedure).	€ 22,665
Total for fixed price items	€ 275,193

Figure 3: Breakdown of fixed price (excluding VAT) by task and team member

		Partner	Director	Senior Consultant	Consultant	Junior Consultant	Cost by task
Daily rate		€ 3,630	€ 2,772	€ 2,244	€ 1,716	€ 1,188	
Pre-auction consultancy services							
Auction design							
	Understanding the framework and objectives for the award	2	2	1			€ 15,048
	Study on main parameters for auction design and choice of format	1	2	2			
	Workshop on auction design	1	1.5				€ 13,662
	Draft detailed rules for the award, for consultation	1	1	1			€ 7,788
	Assistance with consultation responses	0.5	1				€ 8,646
	Finalisation of detailed rules for the award	0.5	0.5	0.5			€ 4,587
		6	8	4.5	0	0	€ 4,323
Days							
Rate		€ 21,780	€ 22,176	€ 10,098	€ 0	€ 0	€ 54,054
Travel expenses	€ 2,100						
Sub-total	€ 54,054						
Provision of auction software							
	Software design		0.5	2			€ 5,874
	WebBidder customisation		1	10	5		€ 33,792
	Induction to the auctioneer team			1	1		
	Testing (internal and assistance for user acceptance)			2	5	10	€ 24,948
	Drafting of user manuals		0.5	1		2	€ 6,006
	Drafting of auction procedures manual		1	1			€ 5,016
	Deployment on production environment	1	1	1			€ 8,646
	Security tests on production environment		1	2			€ 7,260
Days		1	5	20	11	12	
Rate		€ 3,630	€ 13,860	€ 44,880	€ 18,876	€ 14,256	€ 95,502
Travel expenses	€ 700						
Software licence fee	€ 25,000						
Hosting fee	€ 6,000						
Digital certificate management fee	€ 5,000						
Sub-total	€ 132,202						
Preparation for the auction							
	Auctioneer training workshop		1	1			€ 5,016
	Bidder training workshop	1	1	1			€ 8,646
	Mock auctions for auctioneer		2	2			€ 10,032
	Mock auctions for bidder training		8	8			€ 40,128
Days		1	12	12	0	0	
Rate		€ 3,630	€ 33,264	€ 26,928	€ 0	€ 0	€ 63,822
Expenses	€ 2,450						
Sub-total	€ 66,272						
Post-auction consultancy services							
Closure							
	Auction results analysis	1	2	2			€ 13,662
	End of auction archive		0.5	0.5			€ 2,508
	Closure report	0.5	0.5	1			€ 5,445
Days		1.5	3	3.5	0	0	
Rate		€ 5,445	€ 8,316	€ 7,854	€ 0	€ 0	€ 21,615
Expenses	€ 1,050						
Sub-total	€ 22,665						
Estimated travel cost per trip, per person	€ 250						
Estimated accommodation costs per night, per person	€ 100						
Estimated expenses							
	Kick-off meeting	1	3	1			€ 1,050
	Auction design workshop	1	2	1			€ 700
	Detailed rules seminar	1	1	1			€ 350
	Induction to use auction software	1	2	1			€ 700
	Auctioneer mock auctions	1	2	1			€ 700
	Bidder training seminar	1	2	1			€ 700
	Bidder mock auctions	1	1	8			€ 1,050
	Closure meeting	1	3	1			€ 1,050
	Total						€ 6,300

TOTAL € 275,193

The cost of support during the execution of the auction is dependent on the duration of the auction, and would be provided on a time and materials basis based two Senior Consultants per day that the auction runs, which includes on-site support and technical support from DotEcon's offices. Any additional work required to

address any procedural or technical issues during the auction would be provided at no extra cost. Ancillary and ad hoc support for any other tasks that may arise during the execution of the project would be provided on a time and material basis based on the daily rates for the staff involved in this tasks. Our blended daily rates for Senior and Junior Consultants are provided in Table 5.

Table 5: Blended daily rates for Senior and Junior Consultants

Category	Blended daily rate (including all expenses, excluding VAT)
Senior Consultant	€3,000
Junior Consultant	€2,000

Annex A

Filled-in and signed Form 1: Offer

See next page.

Annex B

Filled-in and signed Form 2: Pro forma Invoice - CONFIDENTIAL

See next page.

Annex C

Filled-in and signed Form 3: Contract Sample

See following pages.

Annex D

Evidence in accordance with Point 12 of Chapter II of the tender document

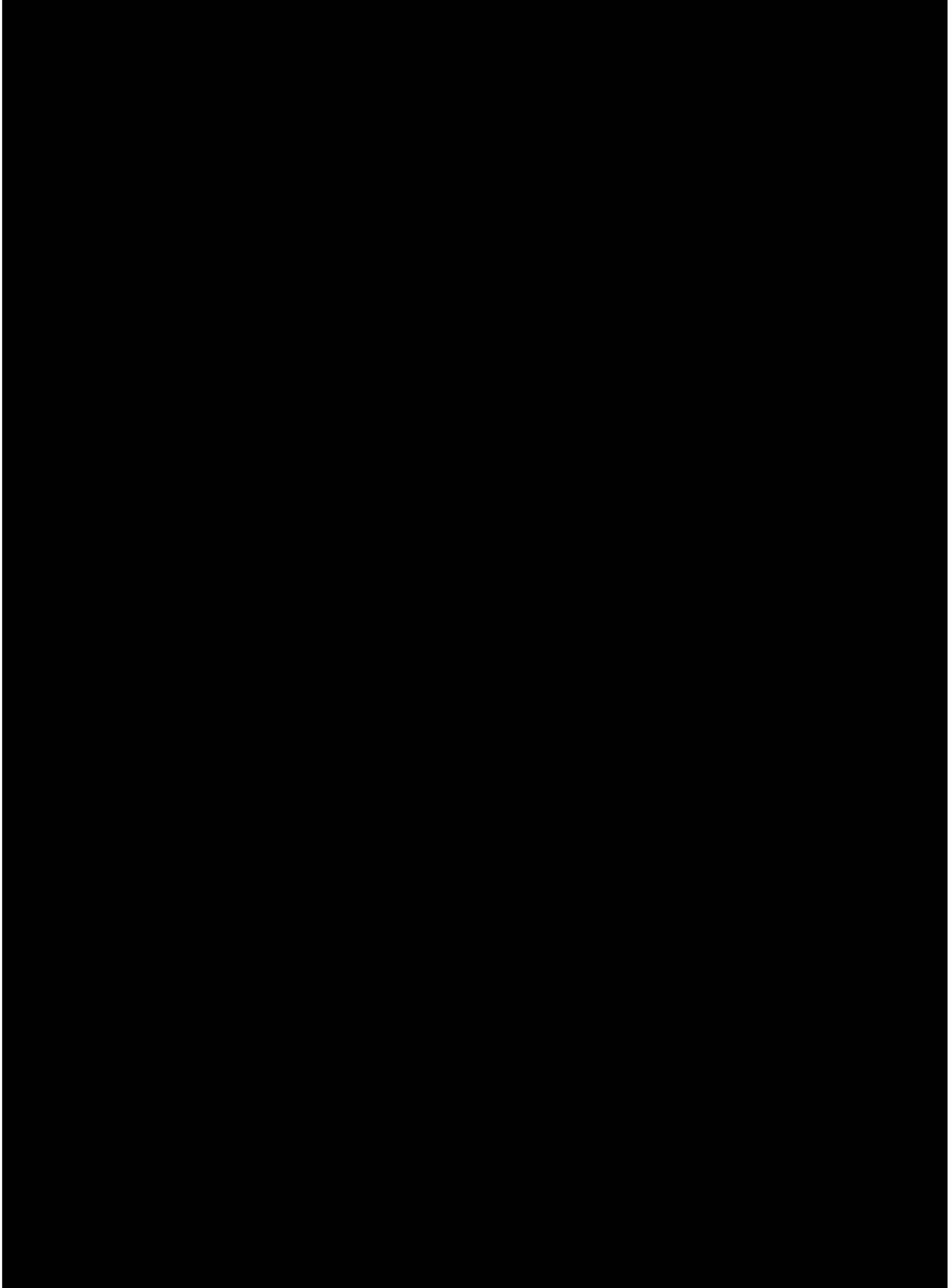
D.1 Client certificates

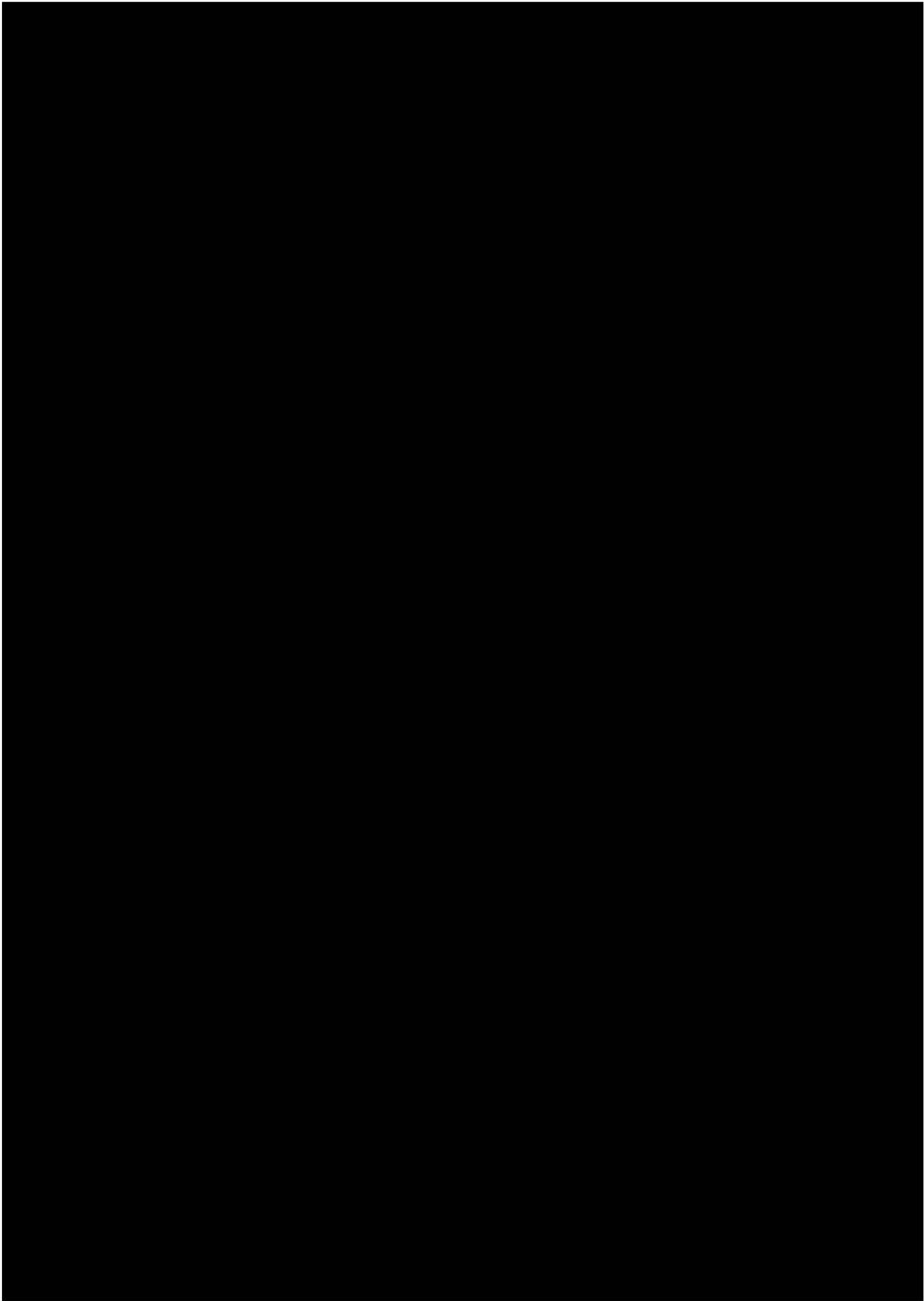
See following pages.

D.2 Average annual numbers of staff and managerial staff over the previous 5 years

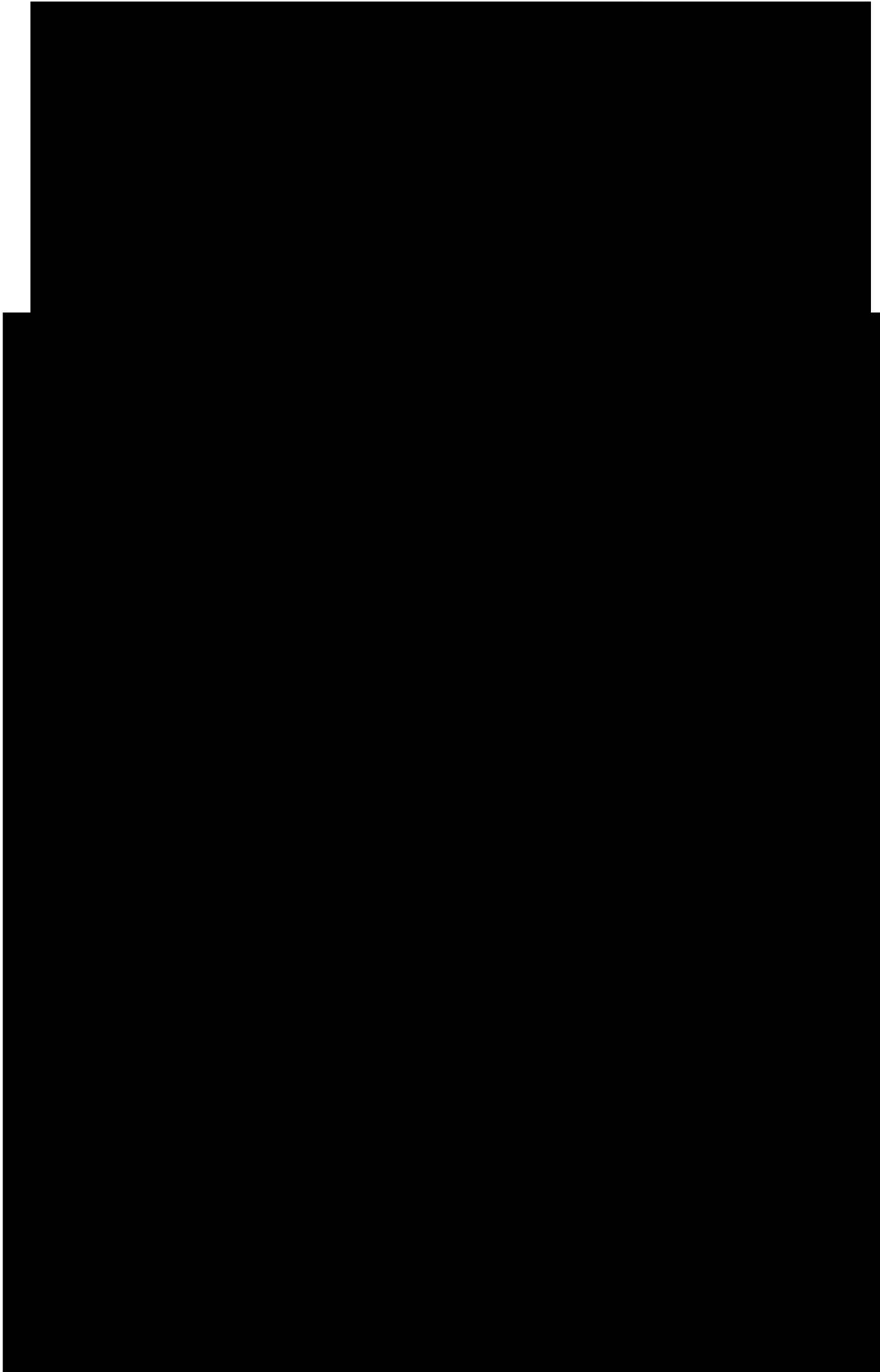
Category	Average number of employees over the previous 5 years
Staff	16
Managerial staff	4

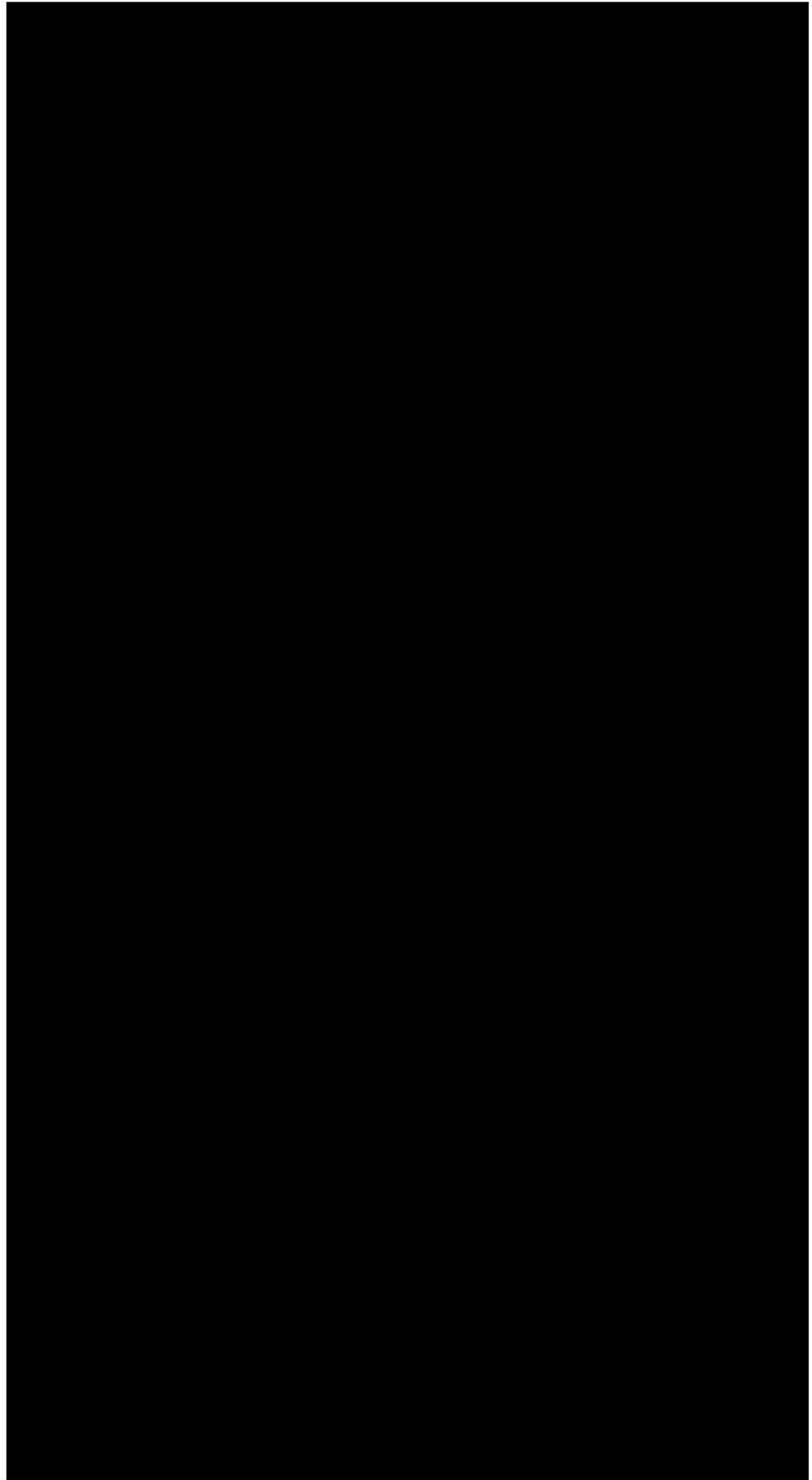
D.3 CVs of proposed project team

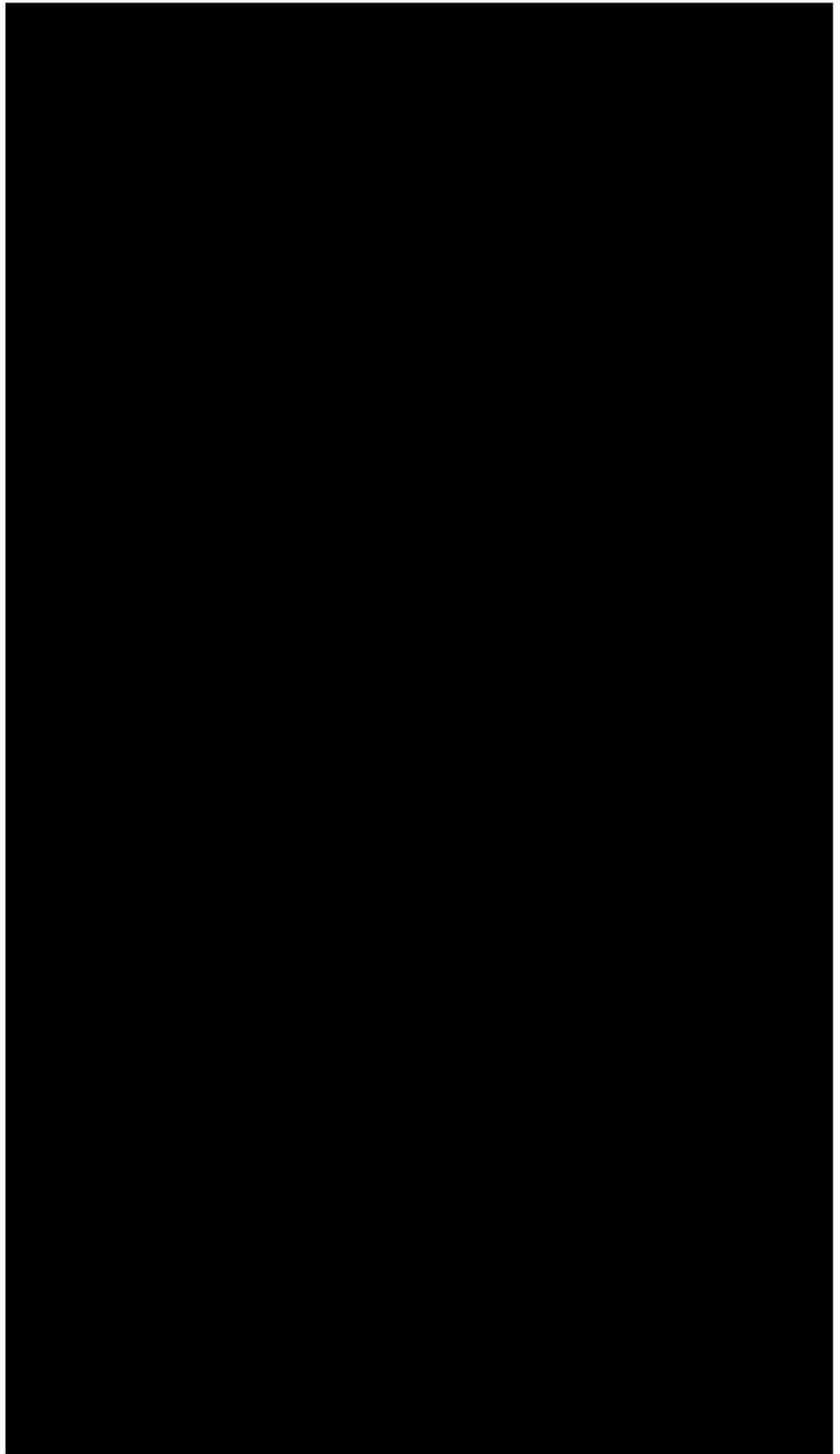


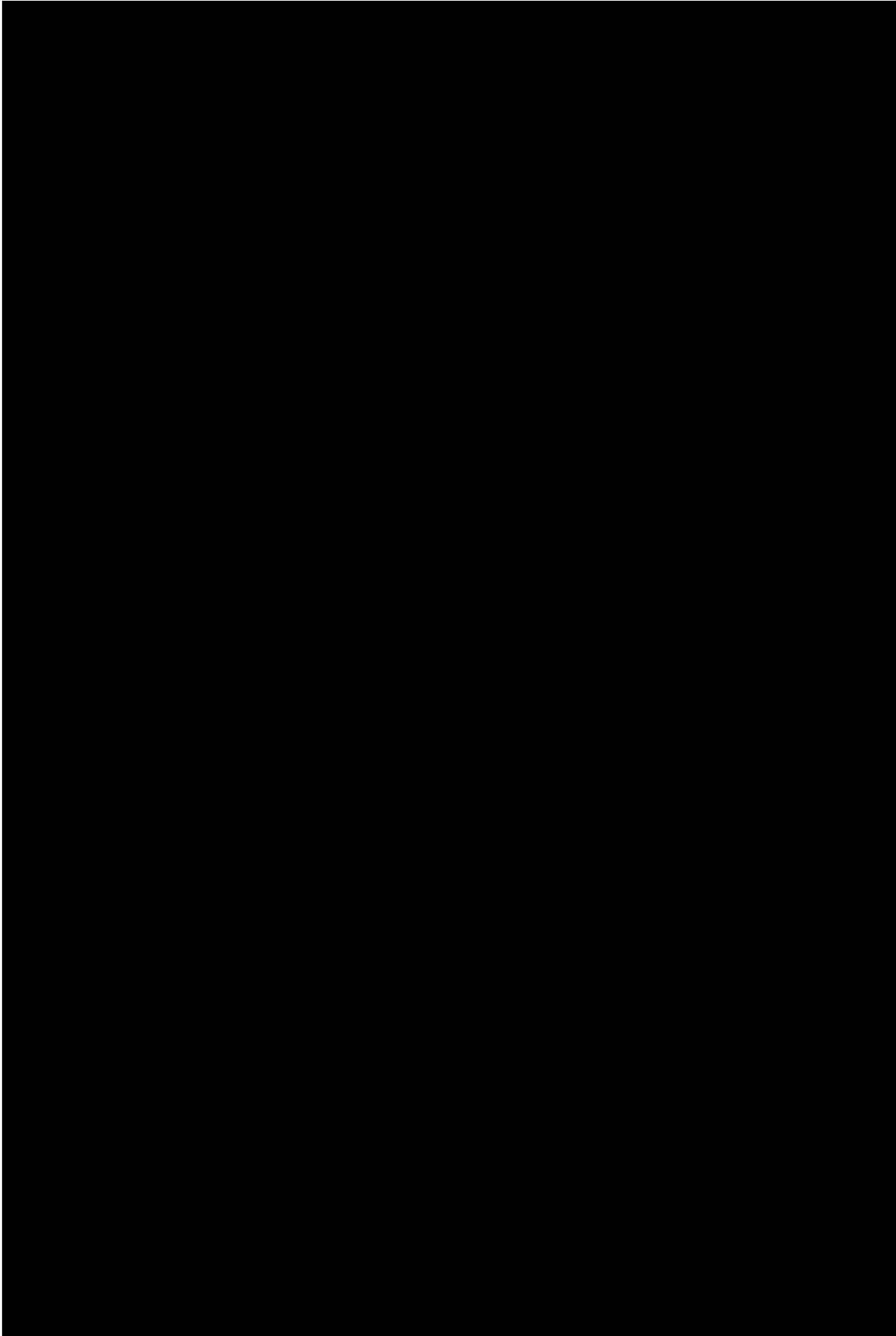


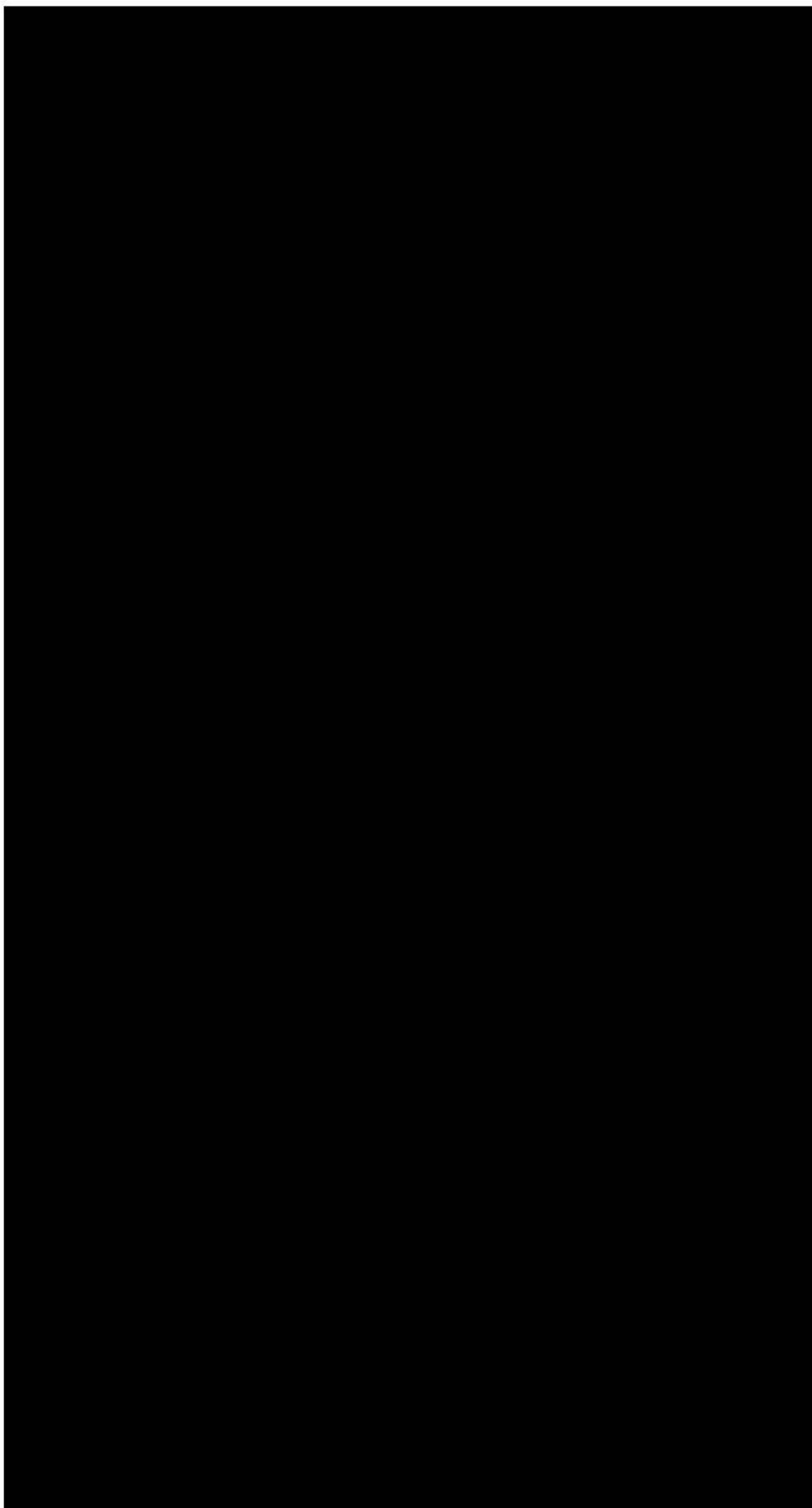


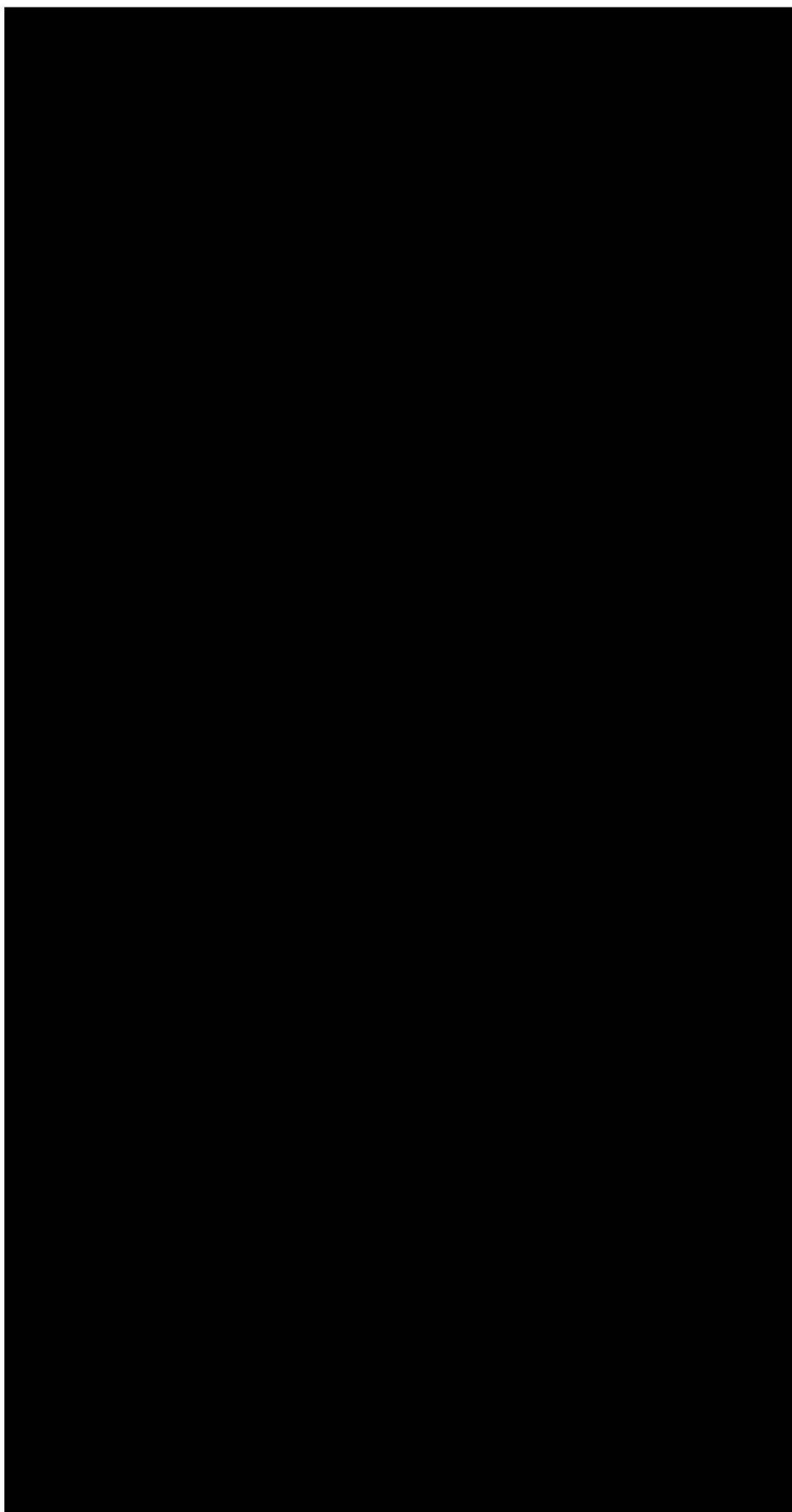


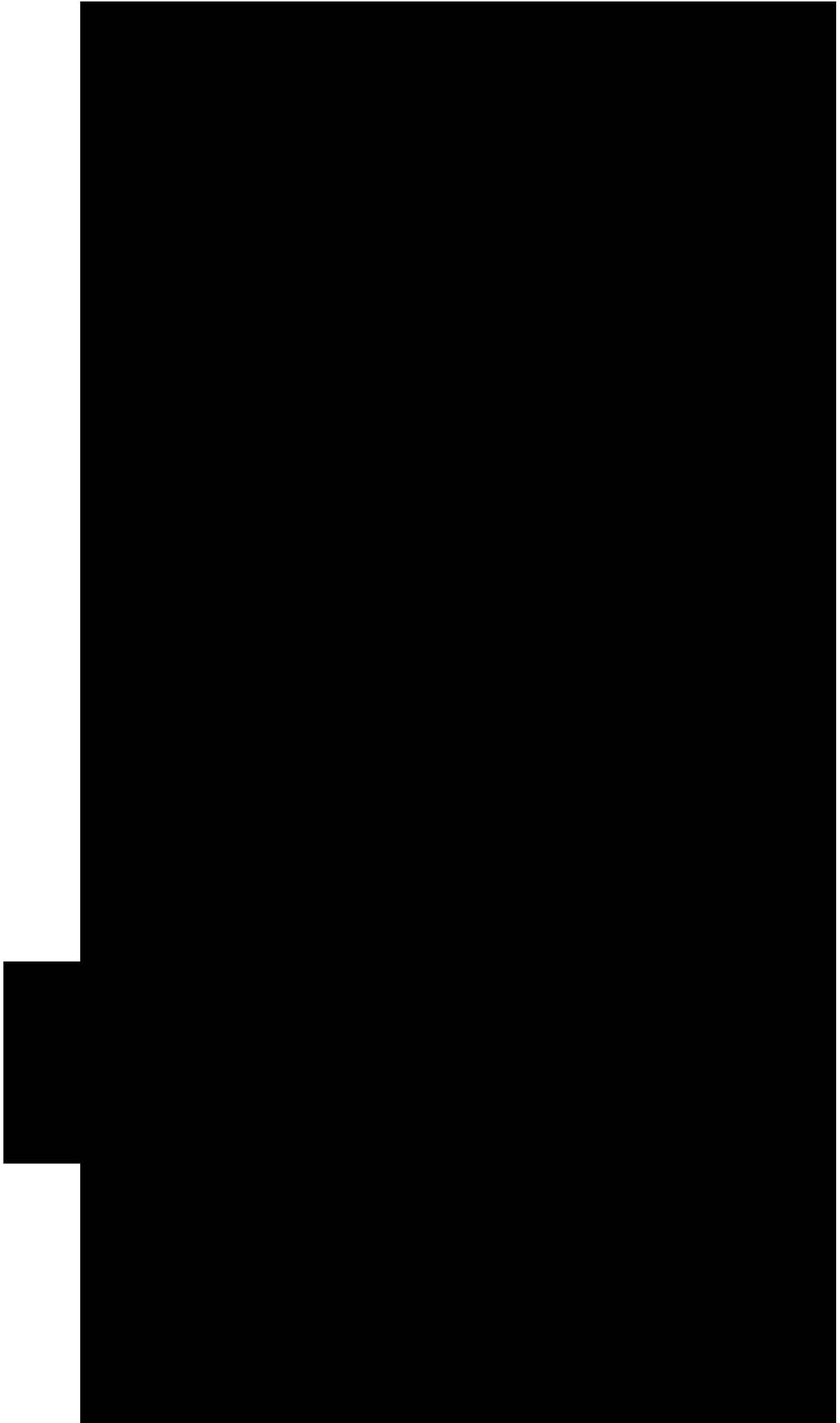


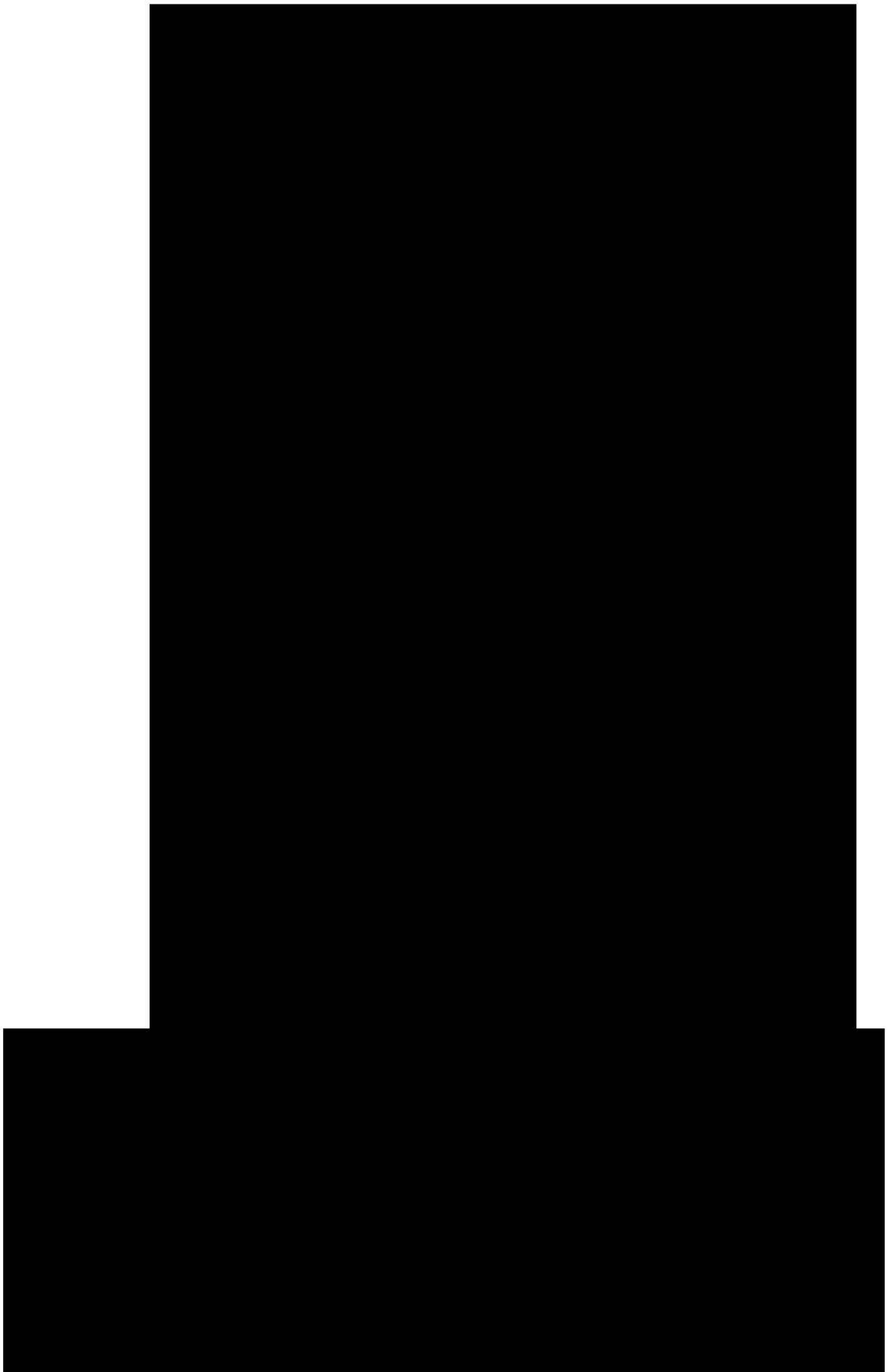


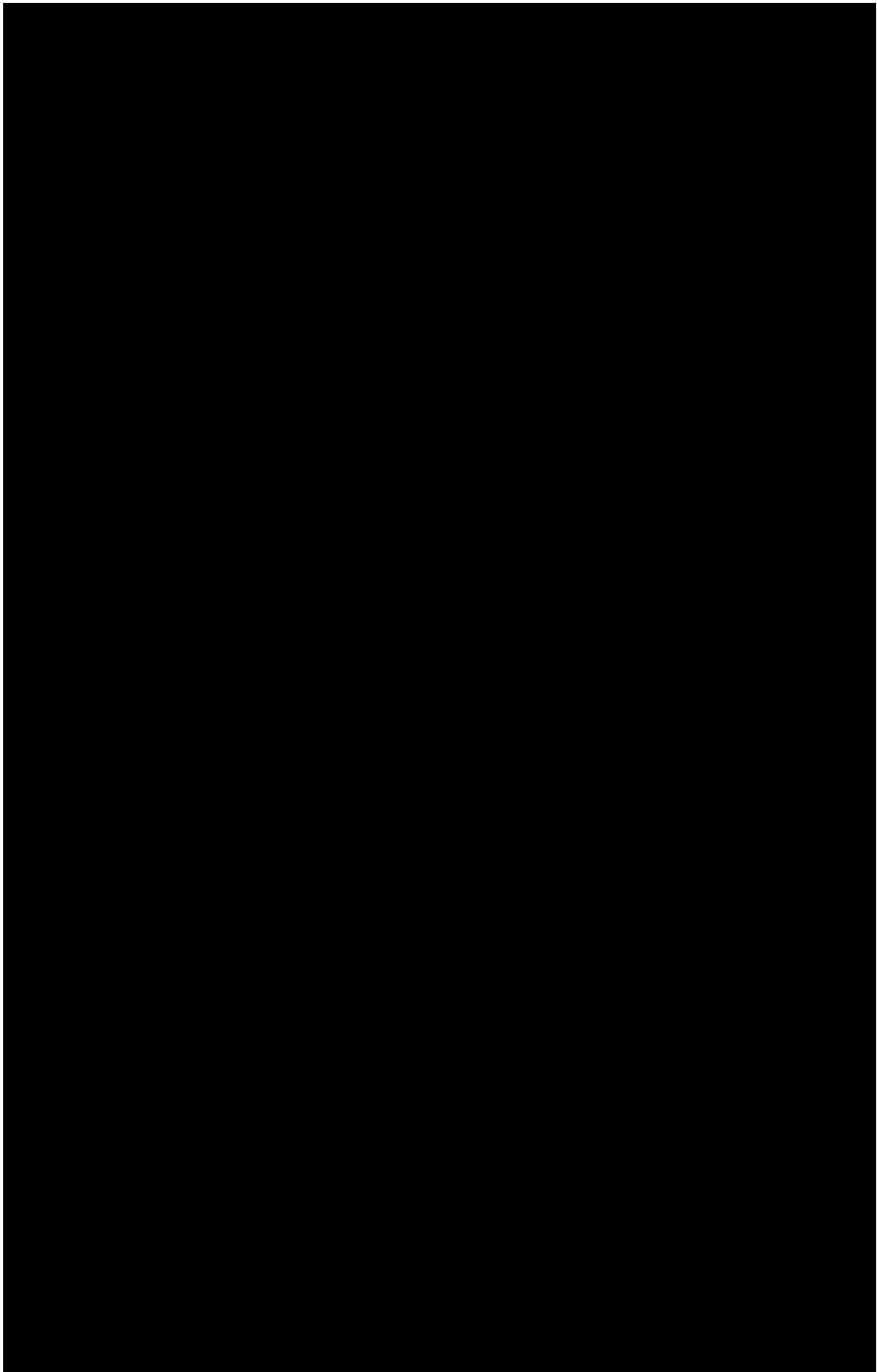


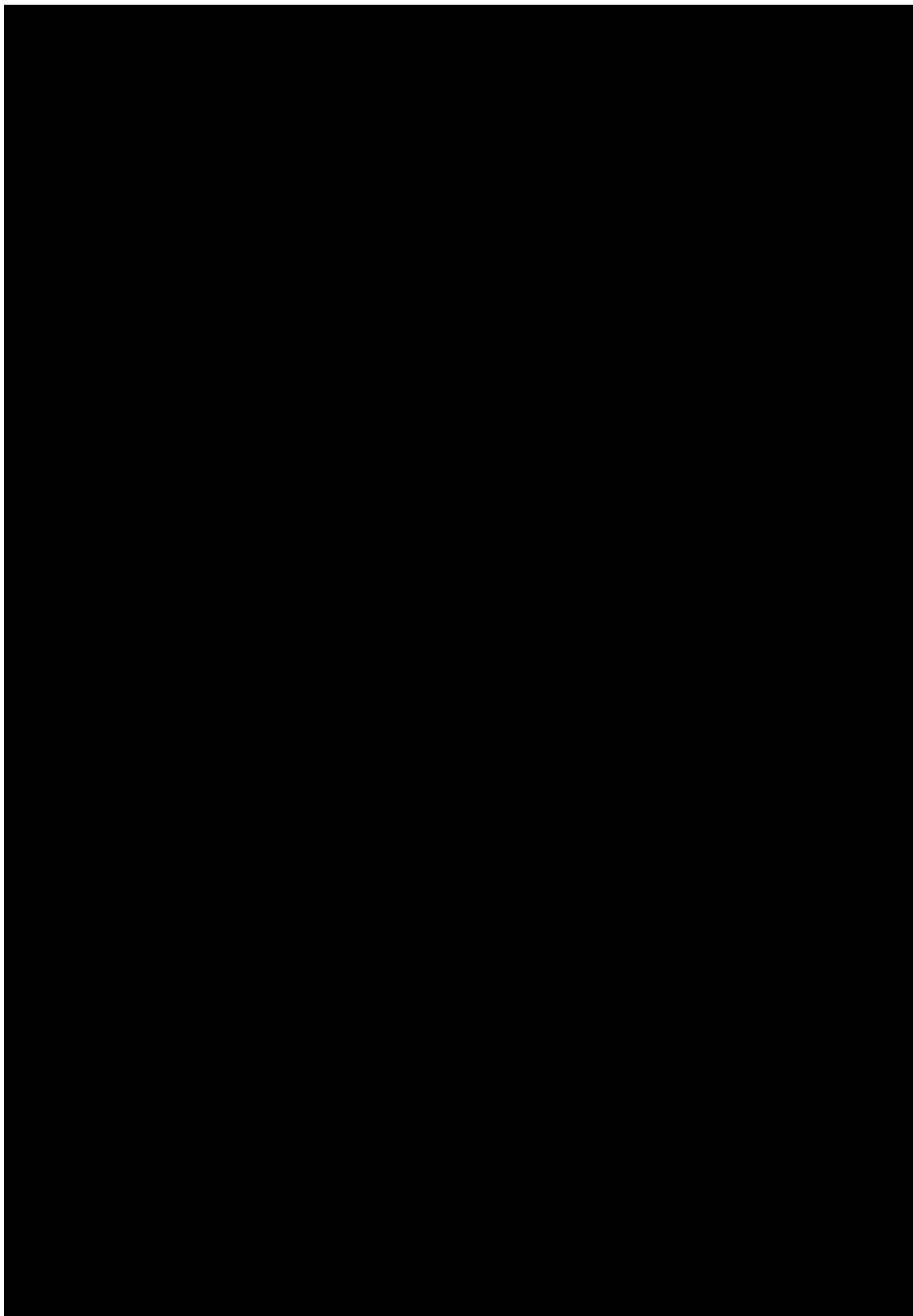


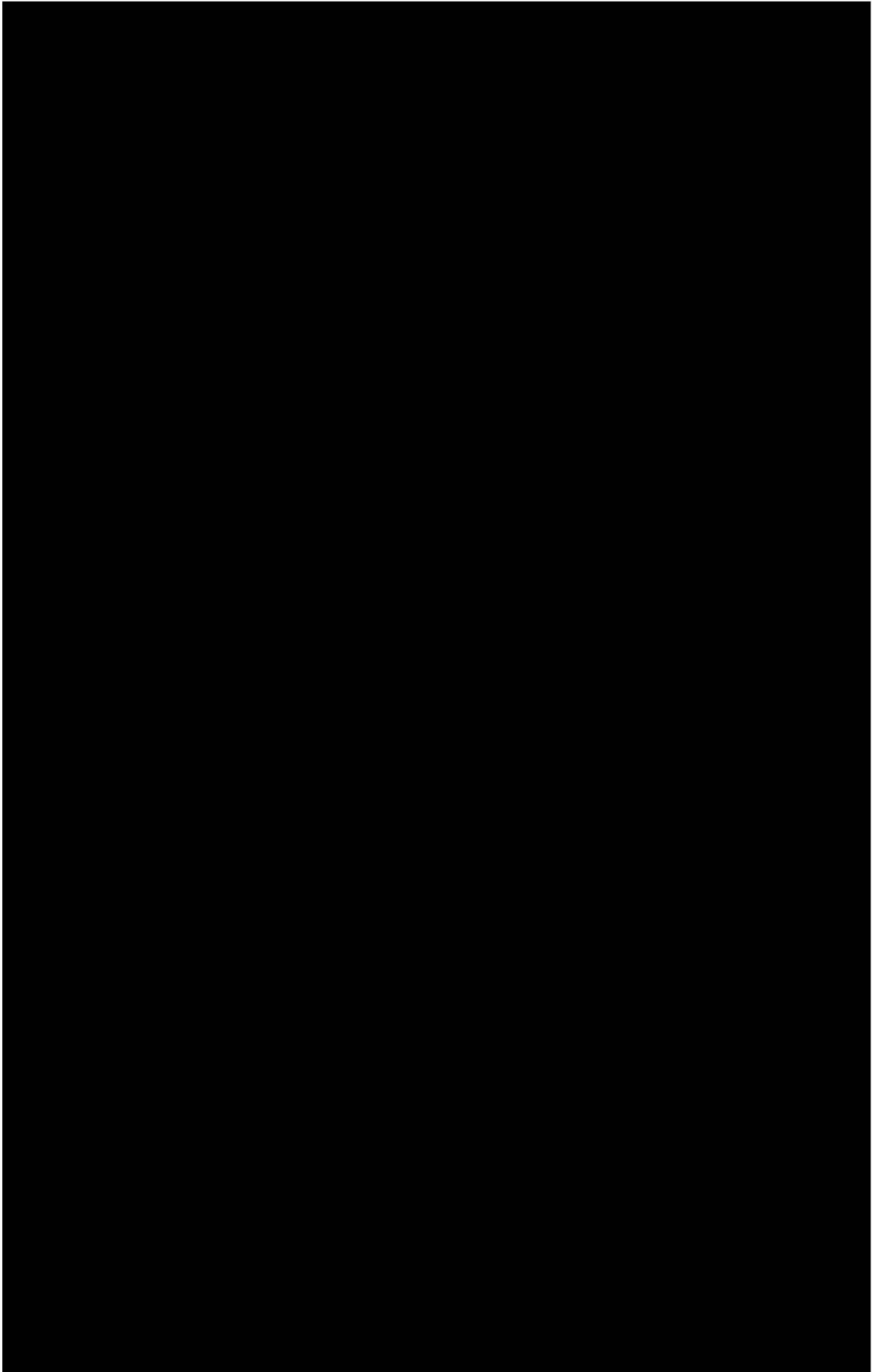




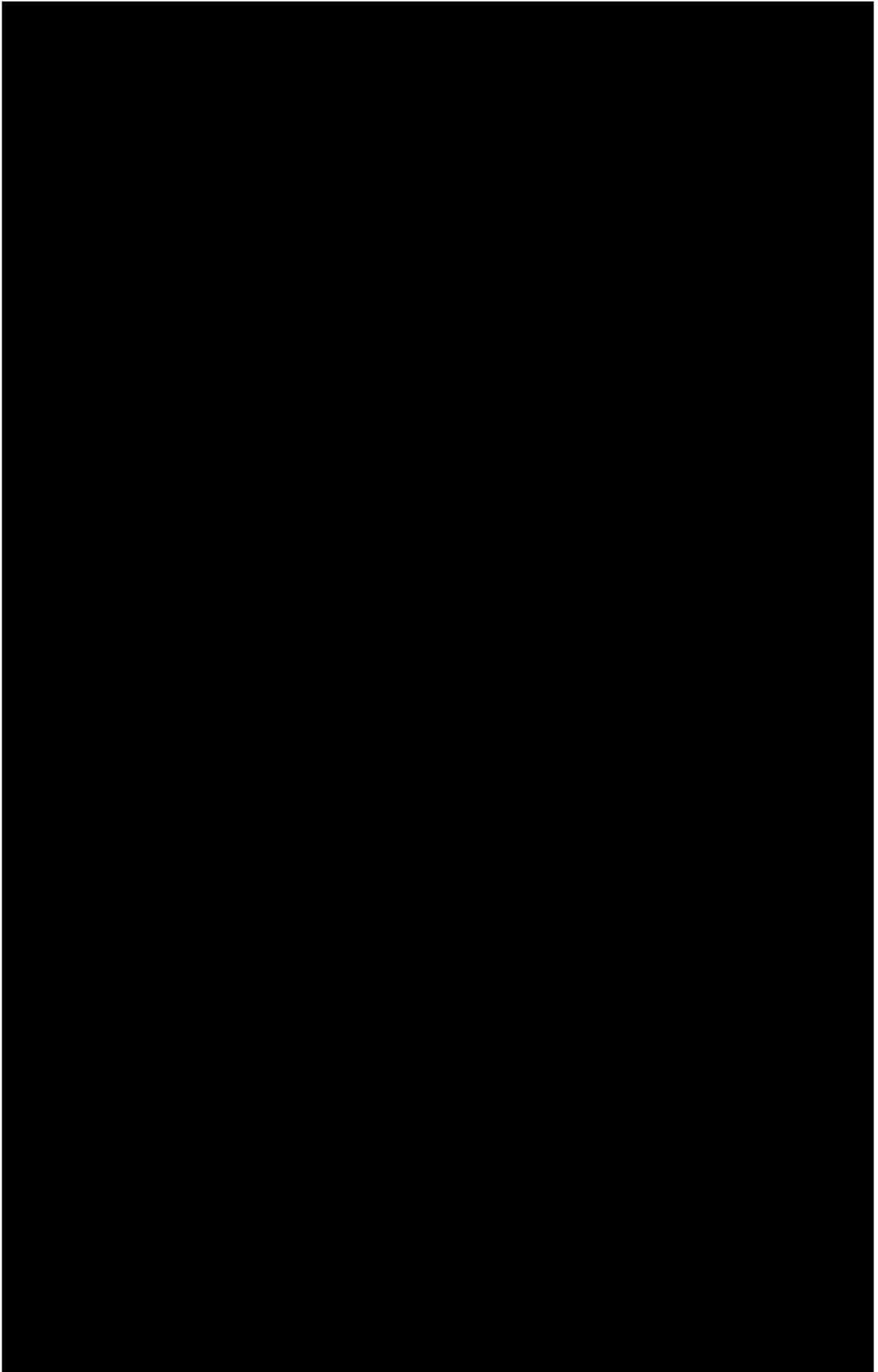




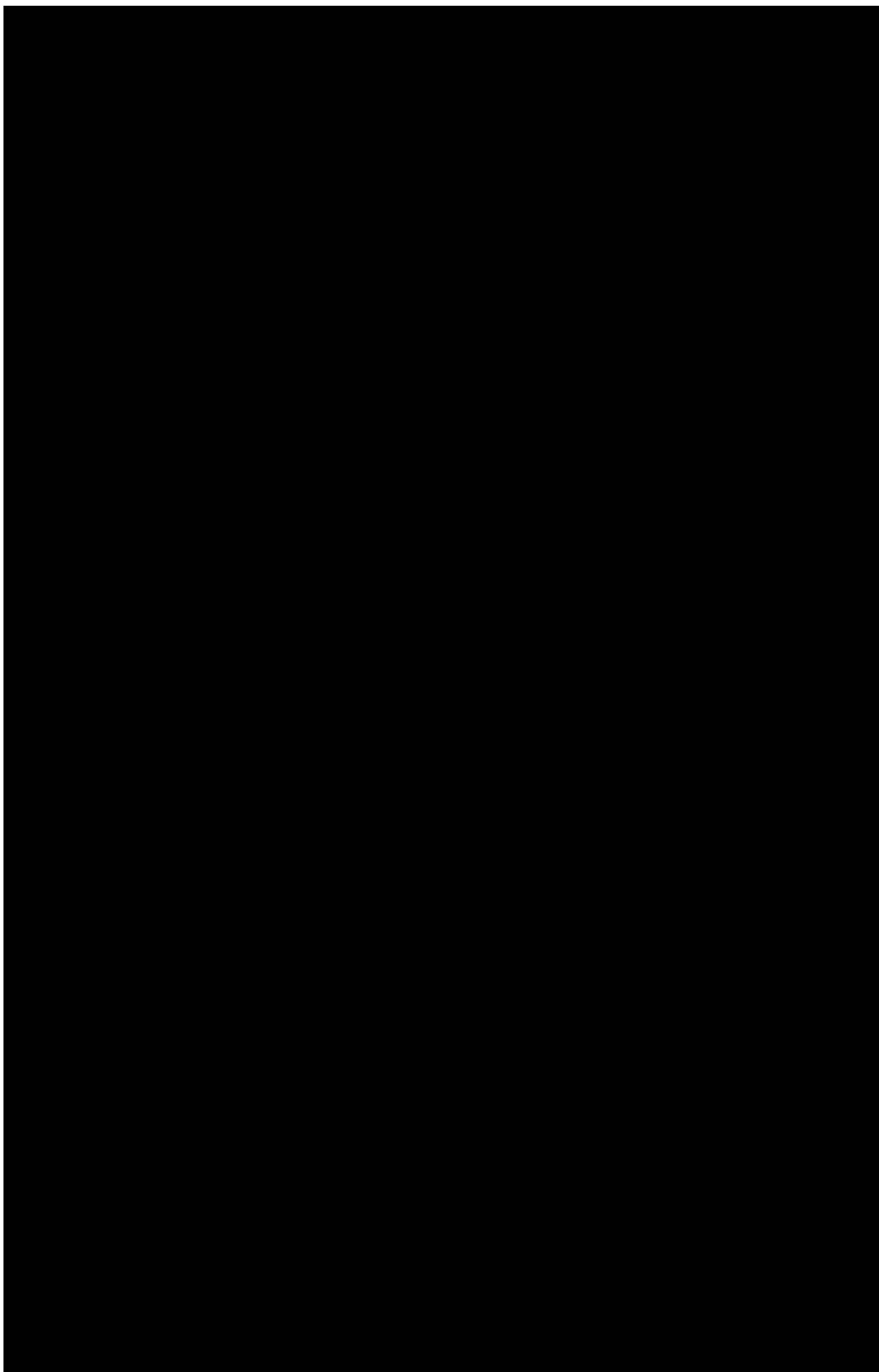


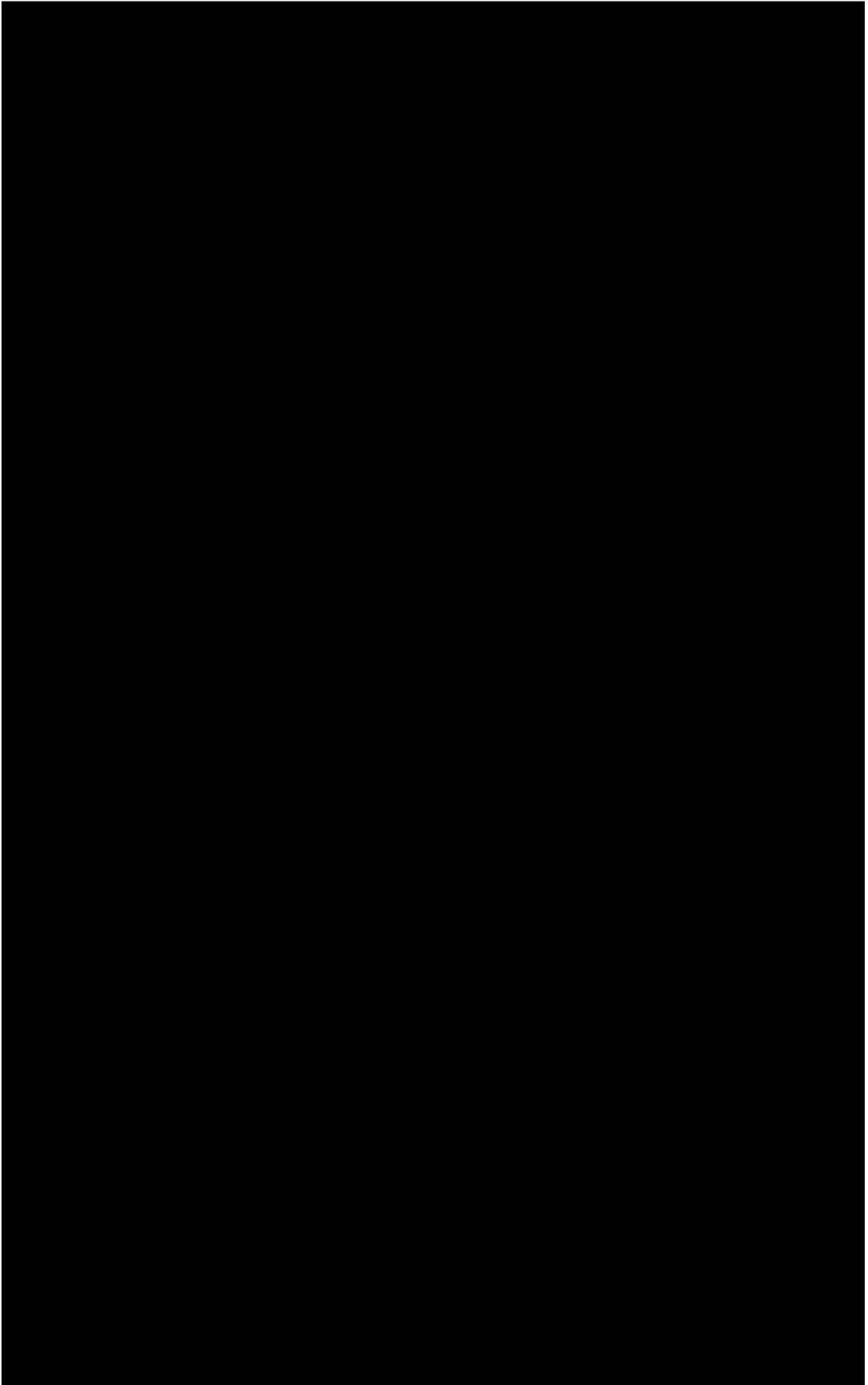


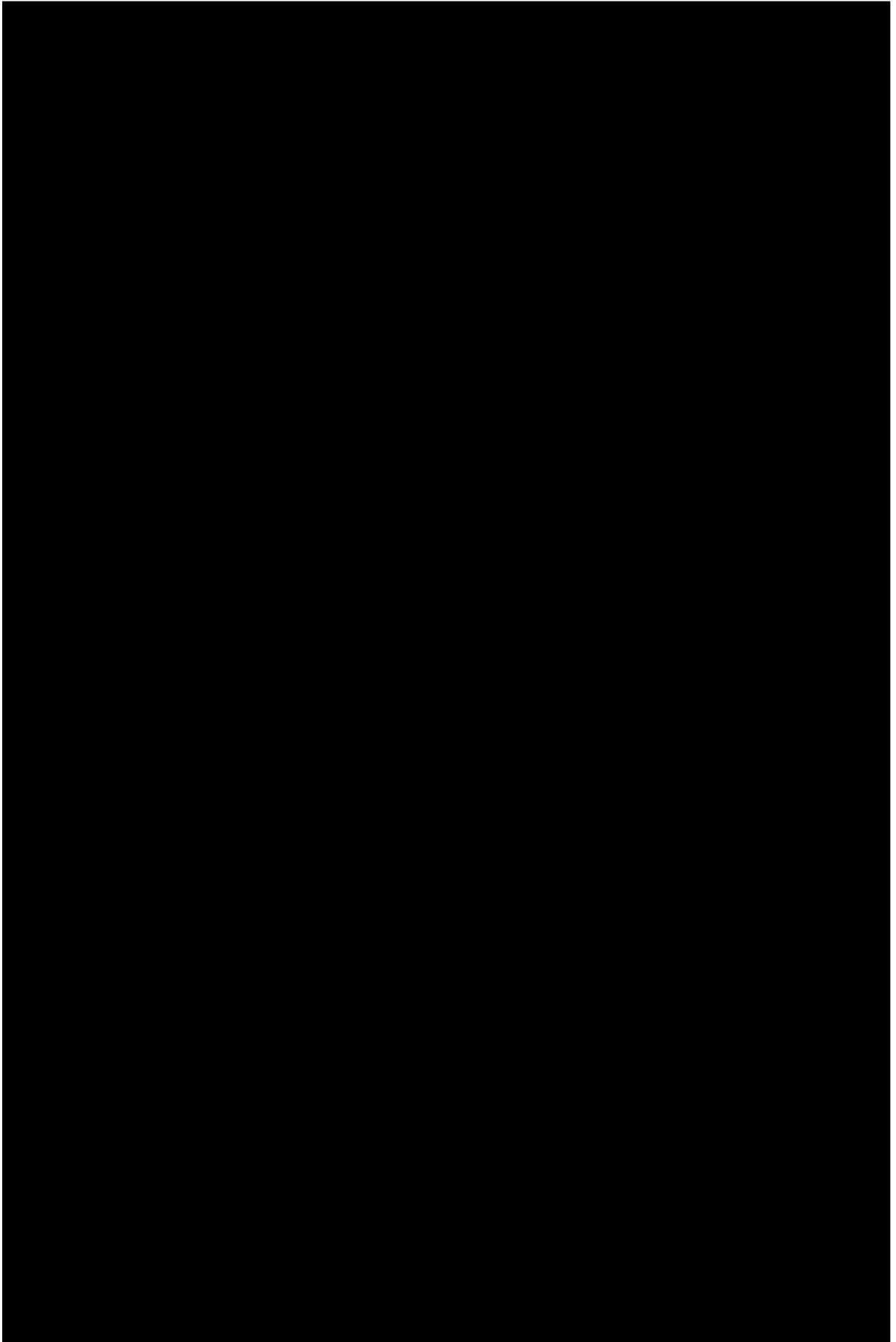


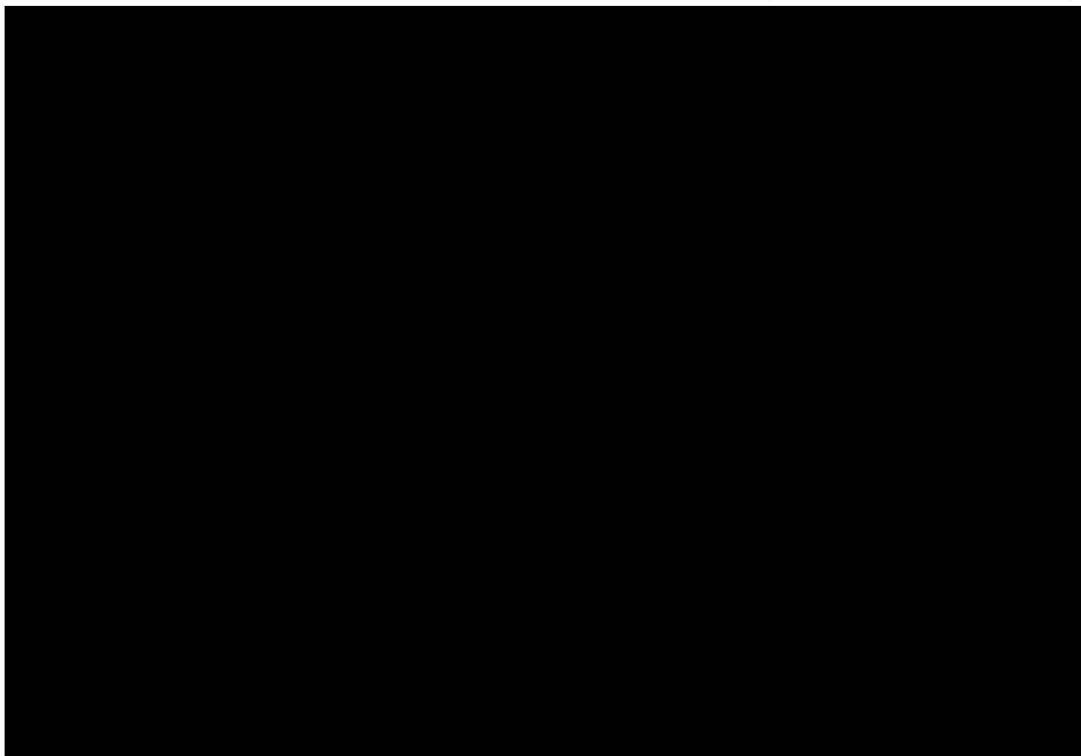


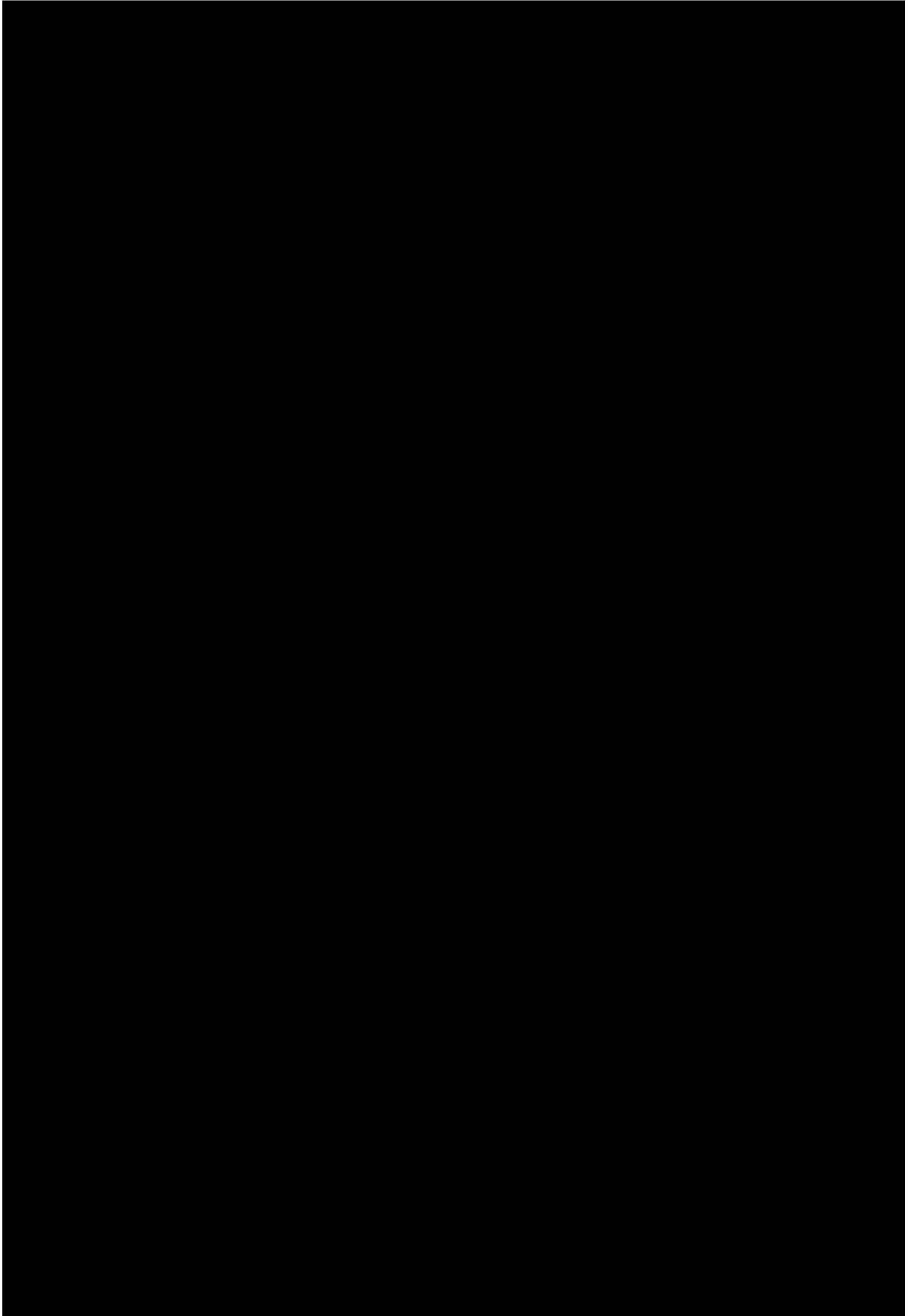


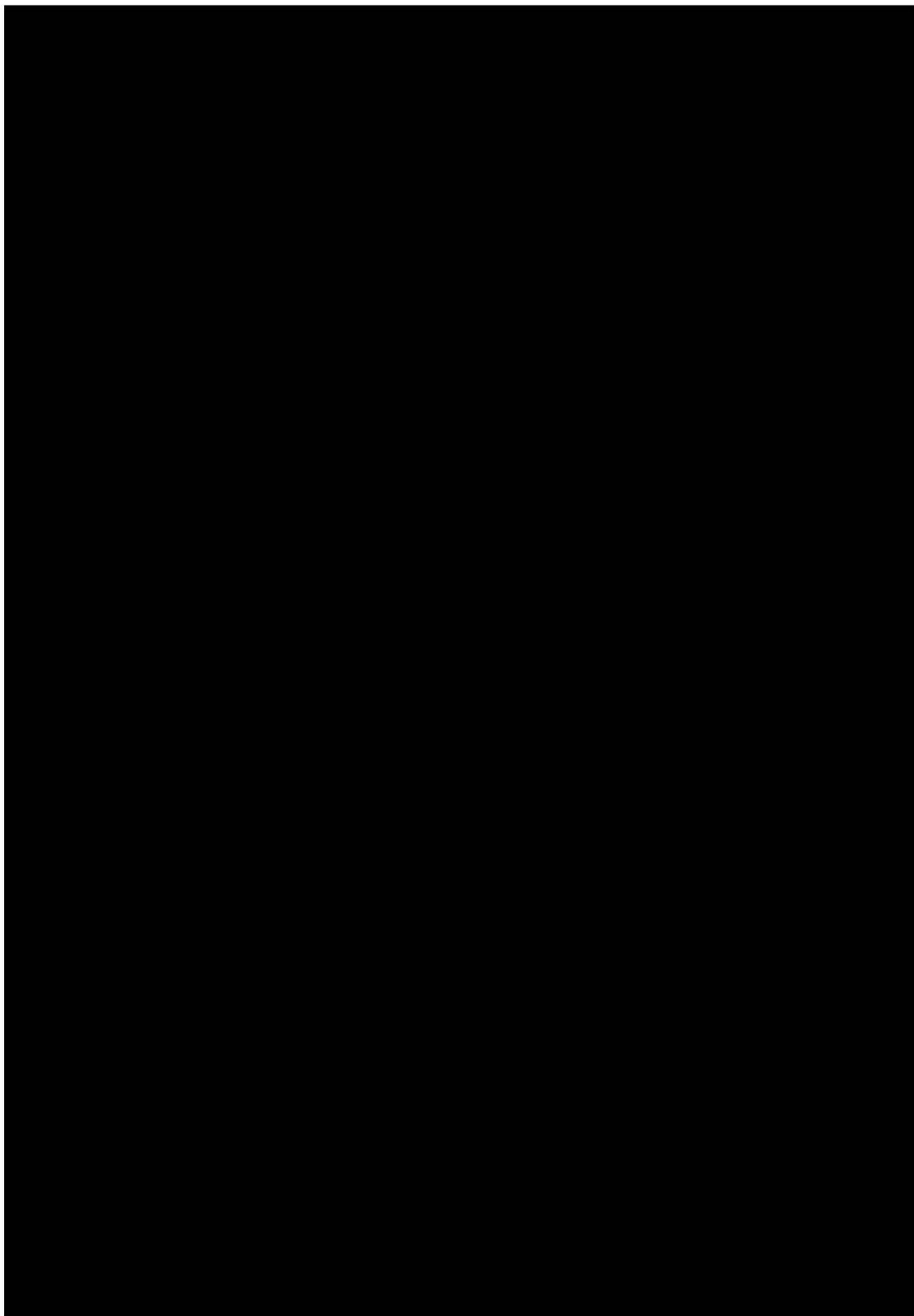


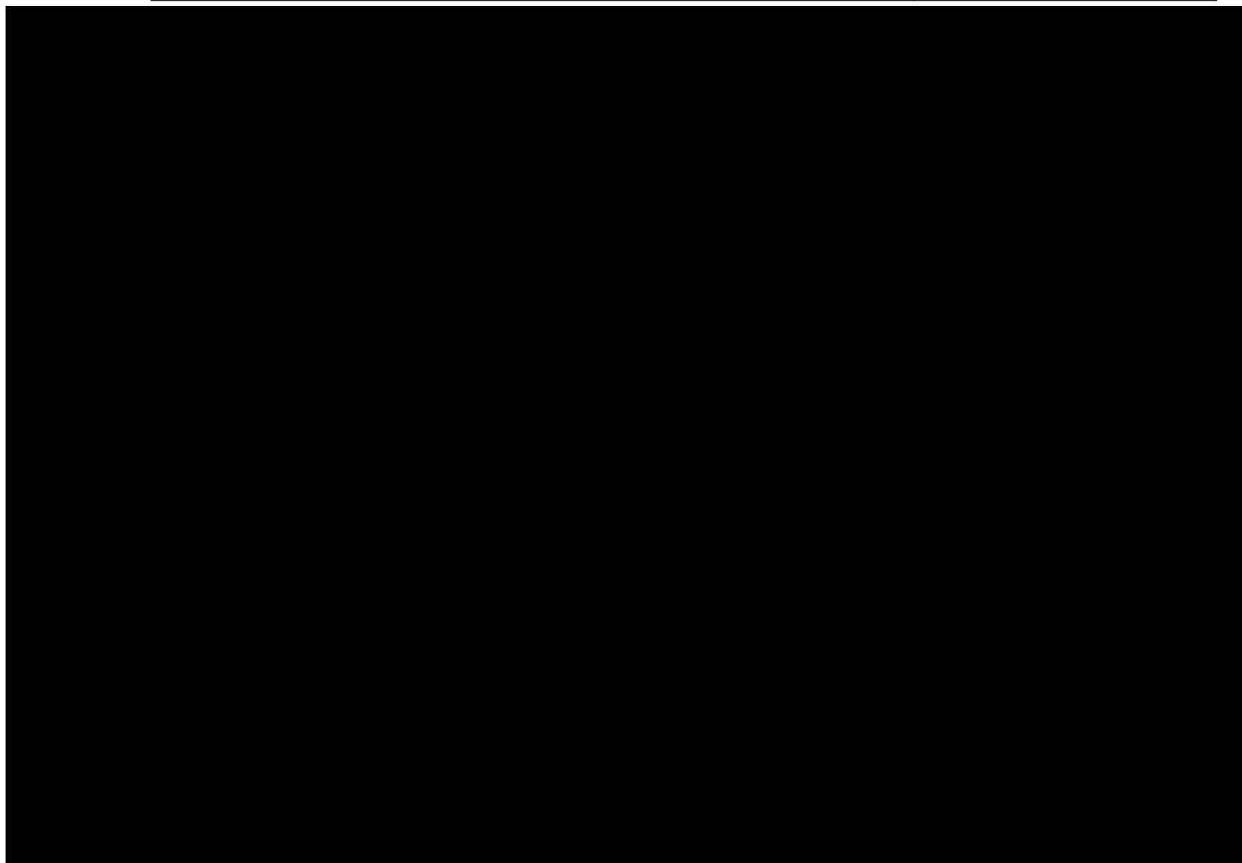


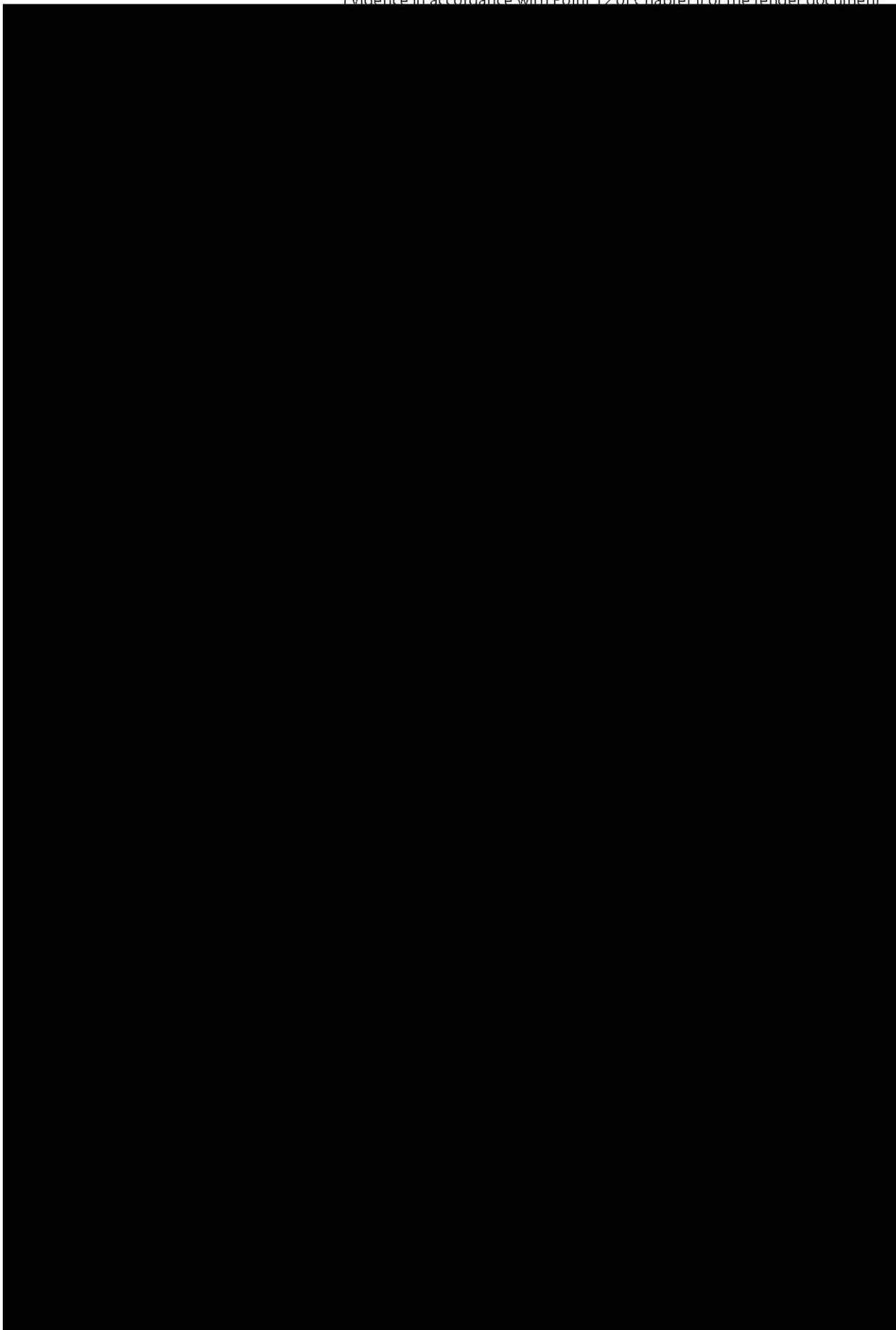


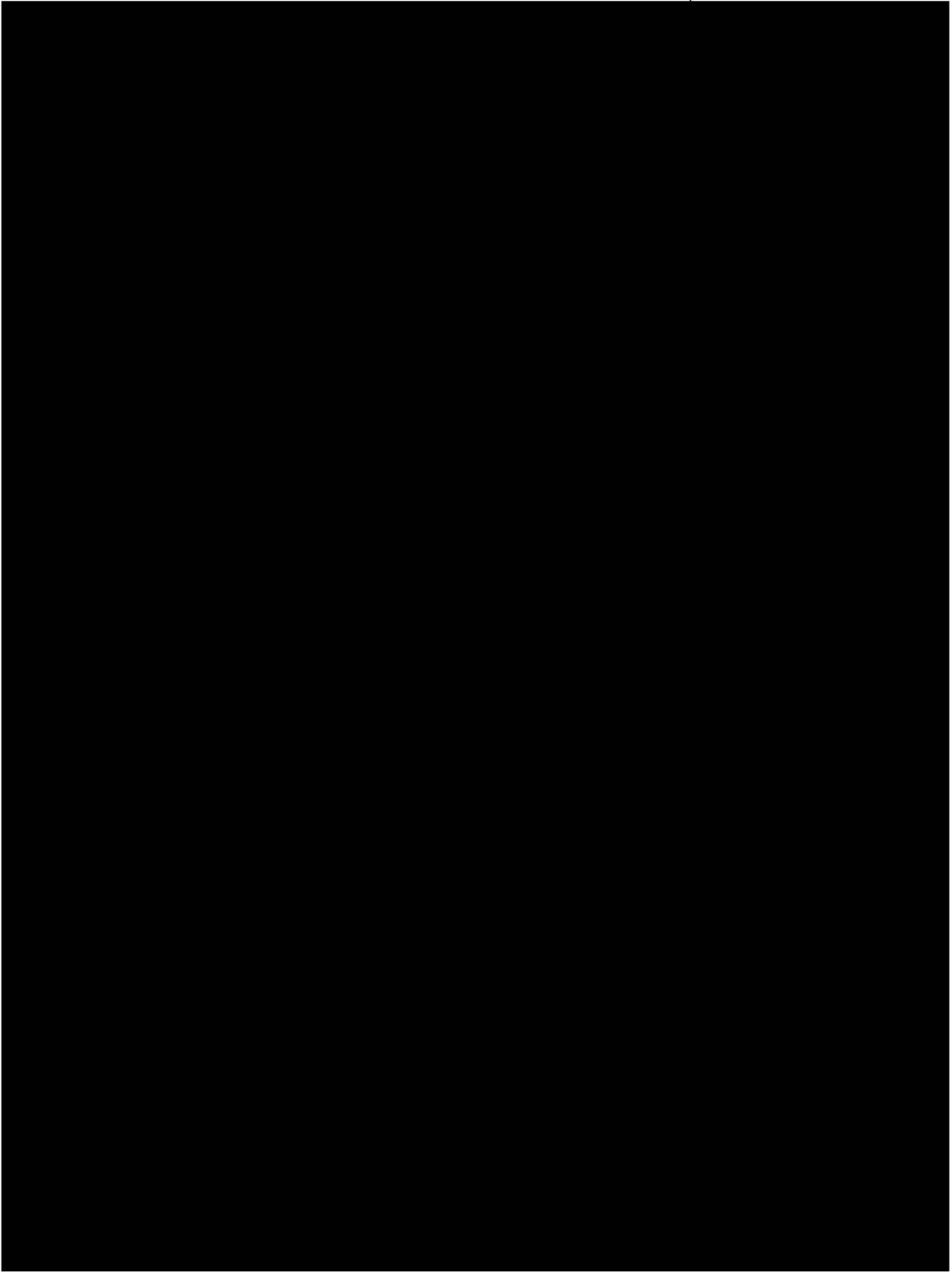


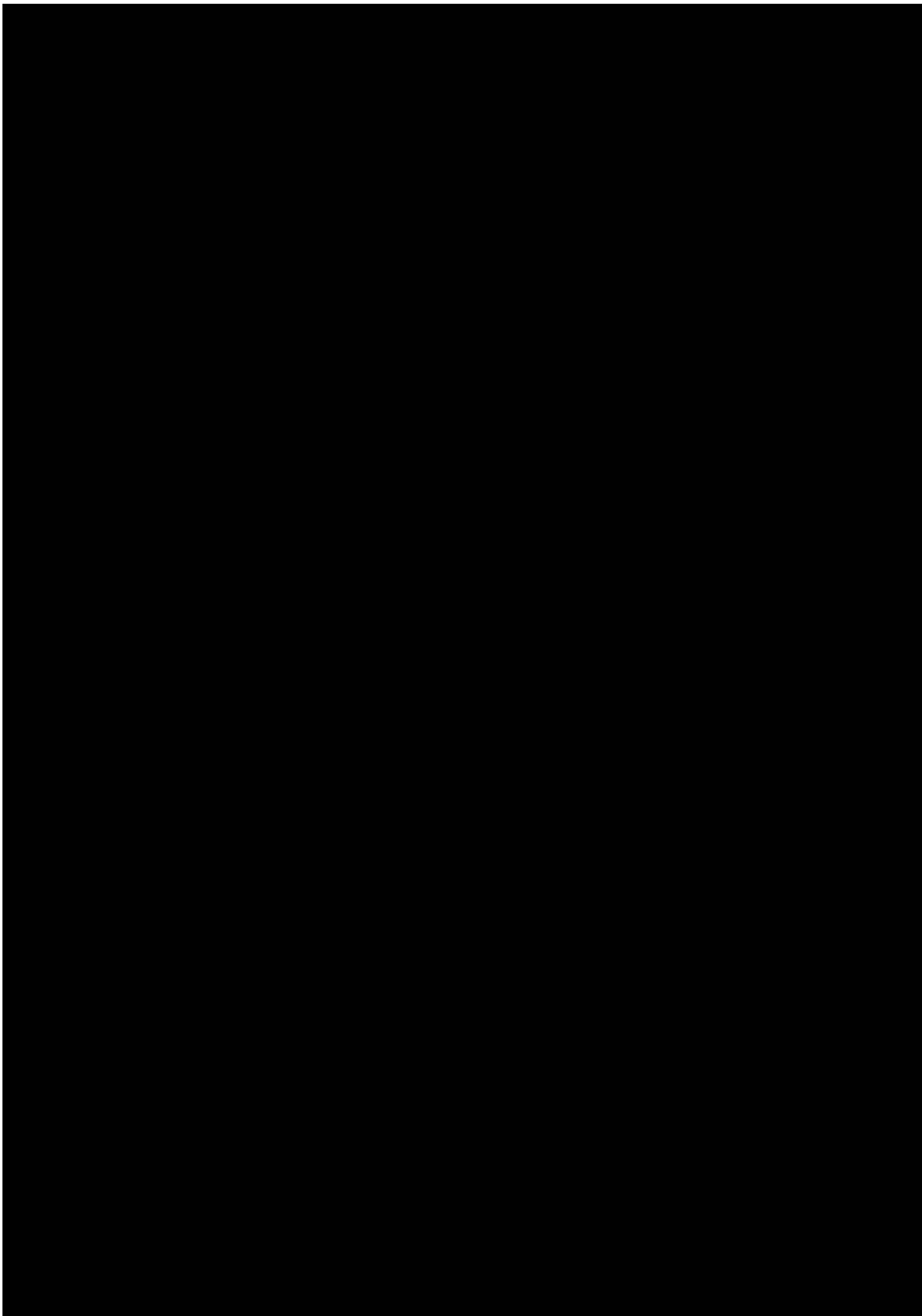


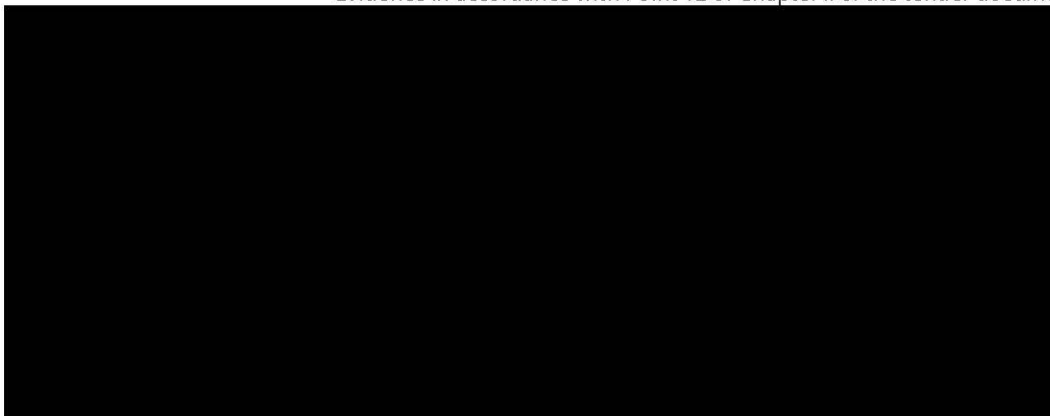












D.4 DotEcon's quality assurance policy

Quality commitment to clients

DotEcon is proud of its reputation for delivering high quality projects on budget (i.e. to the number of days quoted) for its clients. As DotEcon is a small firm, it has not sought to gain formal accreditation in international standards. However, the company has grown rapidly through client recommendations and repeat business. DotEcon's current and future success is dependent on maintaining the highest levels of client satisfaction; in particular in relation to ensuring project delivery is in line with the tender in terms of expected input.

Maintaining and enhancing our reputation as a leading economic consultancy involves:

- *Qualified and experienced staff.* DotEcon places great emphasis on recruiting and retaining highly qualified staff. DotEcon's professional staff are mostly postgraduate economists from leading universities.
- *An innovative organisational culture.* As a young company, DotEcon has deliberately promoted a working environment in which new ideas are encouraged. The company prides itself in its ability to employ cutting-edge economic thinking and develop new ways of examining problems in order to find the best possible solutions for DotEcon's clients.
- *Hands-on project management and direction.* All projects are managed and directed by consultants with relevant expertise and experience. Unlike some larger consultancies, DotEcon's project directors and managers always have a key role in carrying out the actual project work and are involved at all stages of a project, from start to completion.
- *Focused project teams.* DotEcon consists of a small high calibre team, enabling it to work in a focussed way and to retain rigorous control over the quality of work accomplished. Continuity is important in producing high quality analysis. It is DotEcon common practice for the same team members to work on a project throughout its duration.
- *Quality control.* DotEcon has set up a series of internal procedures to ensure that project milestones are met, all aspects of the project specification are addressed and written deliverables conform to DotEcon standards. These include weekly internal review

meetings for all live projects, close liaison between the project manager/director and client, and documented styles and templates for all written work. In addition, DotEcon sends out a client satisfaction questionnaire at project completion stage to ensure that the company receives full and frank client feedback on its project delivery. This in turn, is used to enhance the way in which DotEcon fulfils its clients' projects.

DotEcon's clients include leading multinationals from the media, telecommunications and energy sectors, as well as smaller national companies, national regulators and competition authorities and government departments. Many of DotEcon's projects are confidential. However, some of DotEcon's work – for example regulatory submissions on behalf of corporate clients and reports undertaken for government departments – is available to the public. Copies of those reports that have been released into the public domain are published on our website. They provide a useful illustration of the quality of DotEcon's analysis that clients can expect.

For each specific project, DotEcon will assign a project manager. This project manager will have day-to-day responsibility for running the project, managing DotEcon's relationship with relevant client employees and ensuring appropriate contract management. A DotEcon Partner or Director will also have continual oversight over the project and ultimate responsibility for ensuring that the contract is completed, on time and on budget, and to the high quality standard that our clients expect and demand. In the case where an assignment requires less than the number of days initially quoted, then the Partner or Director will ensure the client is only billed for the lower, revised figure. Only DotEcon Partners have the responsibility for signing contracts on behalf of the company.

The project manager and Partner/Director will on each project ensure that the client is given frequent update reports on the progress of the project, highlighting any risks or issues that may impact on the final delivery of the project. The frequency and depth of these reports will be agreed on a project-by-project basis. At the end of each project, DotEcon may also expect to provide a project closure report, addressing any outstanding project management issues and seek client feedback via our client satisfaction questionnaire.

In terms of handling complaints, DotEcon is a small company that prides itself on being open and available to its clients at all times. It should always be straightforward for clients to contact any member of DotEcon's staff. In the unlikely case where a client has a complaint, DotEcon's size ensures that it can address all concerns speedily. The first port of call for a client should be the project manager responsible for the relevant project. Clients may also speak directly to a DotEcon Director or Partner at any time. DotEcon

endeavours to address any problems as quickly as possible, and keep the client informed of its progress through regular updates.

DotEcon's commitment to clients on conflicts of interest

DotEcon relies on the integrity of its staff to communicate in a timely fashion any conflicts of interest that they may have relating to their involvement with a particular client or to their participation in a project team for a specific project. DotEcon has a number of procedures in place through which conflicts of interest are identified:

- DotEcon has a weekly meeting that all staff members must attend. This meeting includes a discussion of all ongoing projects and any new developments. Updates are then documented. This meeting presents an opportunity for a staff member to raise actual conflict of interest issues, and these will be discussed with the DotEcon Partners and Directors.
- As part of the same meeting, new potential projects are discussed and potential staff members to work on these projects are proposed. As part of this discussion, potential team members are required to communicate any issues relating to the project – availability during the relevant period, particular interest in working on the project, and so on. This presents staff members with the opportunity to raise potential conflict of interest issues they may have personally. Again, Partners and Directors at this stage raise any potential conflicts relating to the company working for a potential client or particular project. In the case where a conflict of interest is raised relating to potential projects or client, DotEcon would simply not bid for such work (or may look to discuss with its current client whether there are any objections to it bidding for such work).
- All projects and/or clients of DotEcon are assigned a project manager. It is part of the role of the project manager in each case to liaise regularly with team members regarding issues relating to their ability to fulfill their project role, their capacity given other commitments for example. This type of informal liaison presents a low-pressure environment for team members to raise issues such as actual or potential conflicts of interest.

All staff members have annual career reviews and peer reviews (conducted annually six months between career reviews). In addition to these substantive

reviews, mini-reviews are conducted twice a year three months between career and peer reviews. The purpose of mini-reviews, and indeed the resulting regularity of reviews, is to provide a forum for staff to raise issues that they have, such as a potential or actual conflict of interest, in a timely fashion.

Where potential or actual conflicts of interest are identified, these are assessed by DotEcon's Partners and Directors. Where the potential effect of a reported conflict of interest is deemed to be negligible, such conflicts do not result in immediate action, but are revisited and re-assessed regularly throughout the duration of the relevant project or client relationship. It would in any case be reported to the client for comment, and any views on their part to the contrary would be taken into account in managing the conflict.

Where conflicts are assessed as having the potential to affect materially the ability of DotEcon and the client teams to complete successfully a project or maintain a good working relationship, then requirements arise for both reporting the conflict of interest to the client and responding to the conflict with measures to ensure that the quality of the project output or client relationship does not suffer. Again, all issues are reported to the client.

In the case where a potential conflict of interest relating to a specific staff member is assessed as having the potential to generate a material impact, the relevant staff member would not be considered for a role in the team involved in the relevant project/with the relevant client.

Regarding actual and material conflicts of interest, DotEcon has a standard policy for replacement of project staff where this becomes necessary for some reason, including in the case where a conflict of interest arises while a project is in progress or a client relationship already exists:

- The client must be informed immediately of the conflict of interest and the measures that DotEcon will take to ensure that the project or client support will not suffer as a result. Where this involved a company conflict of interest, these measures would be implemented on a case-by-case basis.
- Where this involved a conflict of interest on the part of a project team member, the details of a replacement team member would be supplied in a timely manner. Measures taken by DotEcon in the latter case would include a guarantee that any replacement staff member brought into the team as a result of conflict of interest would be of a similar or higher grade or level of experience to that of the DotEcon staff member being replaced.

- Any conflicted staff member must spend whatever time is necessary to bring the replacement team member up to speed on the project, furnishing them with any relevant materials and providing them with the contact details of those within the client organisation relevant to the role of the team member in question.
- In the case of staff replacement on a project team as a result of conflict of interest, the Partner or Director in charge of the project would oversee the staff changeover process, with the project manager, the staff member being replaced and the replacement staff member reporting regularly to the Partner or Director from the point of identifying the conflict of interest to the point where the staff changeover is complete.

In a situation where an actual conflict of interest is identified and assessed as being material, the costs associated with the course of action outlined above – costs relating to the additional time spent by other team members providing support to and ensuring the quality of work of the replacement team member, the time spent by the conflicted team member bringing the replacement team member up to speed – would be borne by DotEcon.

Quality assurance internal checklist for staff

This section sets out four basic steps for quality management.

For projects with a significant data analysis or software aspect, please also refer to the software coding guidelines and the data analysis guidelines, which will provide additional quality management steps for such projects.

Step 1: Identifying a Quality Assuror (QA):

- At proposal stage, identify a relevant member of staff to act as QA. This person must be sufficiently removed from the project issues, but sufficiently knowledgeable to comment effectively. The QA should normally be a Partner, Director or Managing Consultant.
- Some projects may require more than one QA for different parts of the project. In particular this will be relevant for software projects where the coding should be reviewed as well.
- Although not a strict requirement, preferably note within the proposal the name of the QA. This person may be the second port of call for the client in the case of a complaint or dispute (see further below).

- Separate to the QA, a proof-reader may be tagged to a project to read reports and ensure plain English, in line with templates etc.
- The project Partner/Director or the QA must sign-off the proposal.

Step 2: Managing input from the QA

- Identify points within the project timetable where the QA's review will be helpful. Provide the QA with a copy of the project timetable so that he/she is aware of when they will likely be needed to support.
- Ensure the QA is given a draft **in good time** to comment **and** that there remains time for the comments to be taken into account. There is some discretion and common sense in identifying how much time is needed, however, the day before a deliverable is due to the client is generally not regarded as in good time.
- Amongst others, the QA should consider the following questions:
 - i. Is the deliverable suitable given the client's objectives and requirements?
 - ii. Do the conclusions follow from the assumptions made?
 - iii. Are there areas where insufficient explanation is provided?
 - iv. Are any areas lacking in depth of analysis or general probity?
 - v. Are there any obvious factual, or other, errors?
 - vi. Are all literature and data sources referenced?
- Facilitate to the project's QA process by ensuring version control and document naming conventions are being adhered to and that document styles follow DotEcon's style (see DotEcon style document).
- There must be a record of the QA having signed off on a deliverable. This may be through an entry on the Project Management System (PMS) or in an email.

Step 3: Reporting to the client

- Ensure the client is kept informed of all relevant developments in the project that may impinge on timetable, or nature of deliverables. Highlight all risks to the client at various update stages. The frequency

and depth of these updates should be agreed in advance with the client on a project-by-project basis.

- Where a risk materialises, the client must be contacted immediately. In this case, DotEcon should offer best-case alternatives and a clear plan for delivery, and obtain the client's agreement to this (in writing).
- Ensure effective internal communication with project update meetings being held frequently and through use of the PMS, so that this communication may occur where the project manager is not available.

Step 4: Dealing with any client complaints

- The project manager will have day-to-day responsibility for running the project, managing the relationship with the client and ensuring appropriate contract management. The first port of call for a client should always be the project manager.
- The project Director or designated QA should be the second port of call for a client if they feel a complaint is not being addressed adequately by the project manager.

Ensure all complaint information, and relevant exchanges with the client, are documented.

Accreditations

As an economic consultancy, DotEcon Ltd is not required to hold formal accreditation to operate in the market. In addition, DotEcon holds no affiliations with any Trade Associations or professional bodies. The main reason for this is that DotEcon is a small company and has thus not considered it necessary to hold such affiliations, not least given its internal quality assurance processes as outlined above.

Annex E

Filled-in and signed Form 4: Declaration of Suitability

See following pages.



APEK

CONFIDENTIAL

aw

FORM-1

TENDERER

DotEcon Ltd
17 Welbeck Street
London W1G 9XJ, UK

OFFER

1. Subject of the Public Contract: **SELECTION OF TENDERER TO DELIVER PROFESSIONAL CONSULTING SERVICES AND ACCESS TO THE SOFTWARE FOR THE IMPLEMENTATION OF COMPLEX MULTIOBJECT MULTIROUND ELECTRONIC AUCTION FOR AWARDING RADIO FREQUENCIES IN THE 800 MHz, 900 MHz, 1800 MHz, 2100MHz AND 2600 MHz FREQUENCY BANDS**

2.1 Offer price in EUR without VAT:

Fixed cost: EUR 275,193.00

2.2 Offer price in EUR including VAT:

EUR 275,193.00 VAT rated zero. Reverse charge
Supply customer.

3. Offer validity until ...180...days from 06 May 2013

4. Tenderer's Data

4.1 Company name:

DotEcon Ltd

4.2 Legal representative:

4.3 VAT ID: GB 7363 56 322 -

4.4 Registration Number: 3783016 -

4.5 International bank account Number: IBAN: GB18 LOYD 3096 3886

4.6 Address: 339763 ; BIC: LOYDGB21049

17 Welbeck Street
London, W1G 9XJ, UK

4.7 Telephone Number:

4.8 Fax Number:

4.9 Contact person:

4.10 E-mail:

4.11 Person responsible for signing the Contract:

Date: 02/05/2013

S



APEK

CONFIDENTIAL
205

FORM 2

TENDERER

Dot Econ Ltd
17 Welbeck street
London W1G 9AT, UK

PRO FORMA INVOICE

SUBJECT OF THE PUBLIC CONTRACT: SELECTION OF TENDERER TO DELIVER PROFESSIONAL CONSULTING SERVICES AND ACCESS TO THE SOFTWARE FOR THE IMPLEMENTATION OF COMPLEX ELECTRONIC MULTIOBJECT MULTIROUND AUCTION FOR AWARDED RADIO FREQUENCIES IN THE 800 MHZ, 900 MHZ, 1800 MHZ, 2100MHZ AND 2600 MHZ FREQUENCY BANDS

No.	Description of supply/service	Unit	Quantity	Price per Unit without VAT:	VAT (%)	Price without VAT:
1.	Pre-Auction Consultancy Services (Chapter 2.2.1), Auction rules (Chapter 2.2.2) and Auction Software (Chapter 2.2.3), assuming	Pre-Auction Consultancy Services, Auction Software and License	1	252,528.00 EUR	0%	252,528.00 EUR
	a) 2 auction workshops (see Section 10 of Chapter 2.2.1 of the Technical Description)	Workshop	1			
	b) 2 mock auctions for Contracting Authority's staff and 2 mock auctions for each prospective bidder separately (see Section 11 of Chapter 2.2.1 of the Technical Description)	Mock auction	1			
	c) Price of software license for the complex multi-round auction format CCA (possible discount for SMRA).	Piece	1			
2.	Post Auction Consulting services (Final auction report,	Post Auction Consulting services	1	22,665 EUR	0%	22,665.00 EUR



APEK

CONFIDENTIAL

	auction results analysis, documentation and archive of auction procedure).					
3.	Consulting services of Senior Consultant	Day	30	3,000 EUR		90,000 EUR
4.	Consulting services of Junior Consultant	Day	30	2,000 EUR		60,000 EUR
				Total price without VAT :		425,193-
				The amount of VAT:		0-
				Total price in EUR including VAT:		425,193

Date: 02/05/2013

Stamp and signature





DRAFT CONTRACT

Post and Electronic Communication Agency of the Republic of Slovenia, Stegne 7, 1000 Ljubljana, Registration No. 1332899, VAT ID SI10482369, represented by the director Franc Dolenc (hereinafter: "the Contracting authority")

and

DotEcon Ltd

Registration No. 3783016 VAT ID GB 736356322, Company represented by [redacted] (hereinafter: "the Provider"),

hereby enter into

CONTRACT No.: _____

INTRODUCTORY PROVISIONS

Article 1

(1) The Contracting authority and the Provider establish that:

- the Contracting authority carried out the procedure to award a public Contract for "Selection of tenderer to deliver professional consulting services and access to the software for the implementation of complex electronic multiobject multiround auction for awarding radio frequencies in the 800 MHz, 900 MHz, 1800 MHz, 2100 MHz and 2600 MHz frequency bands" on the Public Procurement Portal under publication No. 4301-5/2013-2 on 20/03/13 and in the EU Official Journal under publication No. 2013/S 058-09 5811 pursuant to Article 25 of the Public Procurement Act (Official Gazette of the Republic of Slovenia No. 12/2013 – UPB5; hereinafter: ZJN-2);
- based on the public Procurement referred to in the first paragraph and the Offers received, the Contracting authority selected the Provider as the most favourable tenderer for the award of the Contract referred to in the first paragraph under Public Contract Award Notice No. _____ dated _____;
- the Provider has the necessary professional and technical competences for providing the Service as defined by this Contract.

(2) The subject of this Contract shall be financed based on the provisional twelfths of the Contracting Authority's approved Budget for year 2012 or based on the Budget of Contracting Authority for the relevant year that forms the basis for the implementation of activities. The funds have been allocated to account No. 4020.

Article 2

Under this Contract the Parties shall define the general and specific conditions of the provision of the Service.

SUBJECT OF THE CONTRACT

Article 3

(1) The subject of this Contract shall be the provision of professional consulting services and access to the software for the implementation of complex electronic multiobject multiround auction for awarding radio frequencies in the 800 MHz, 900 MHz, 1800 MHz, 2100 MHz and 2600 MHz frequency bands.

(2) The Offer and complete Tender documentation shall form an integral part of this Contract.

Article 4

(1) The Contracting authority may, under this Contract, order additional services to the Provider that were not included in the initial Contract award but have become necessary for the provision of the Service due to unforeseeable circumstances, or when such activities cannot be technically or economically separated from the main Service without causing difficulties to the Contracting authority, or in the event of services which the Contracting authority could award separately from the initial Contract award but has decided not to do so due to their critical role in the subsequent phases of the implementation of this Contract and the successful provision of the Service defined by this Contract.

(2) In cases stated above, the Contracting authority shall implement a negotiated procedure without prior publication of a Contract notice and add an Annex to this Contract or sign a new Contract with the Provider pursuant to Item 1 of the fifth paragraph of Article 29 of the ZJN-2.

OBLIGATIONS OF THE CONTRACTING AUTHORITY AND THE PROVIDER

Article 5

The Contracting authority undertakes to:

- make available to the Provider all necessary information, data and documents available to the Contracting authority and related to the provision of the Service under this Contract,
- cooperate with the Provider's authorised representative,
- submit its requests to the Provider in due time to enable the normal implementation of Contractual services,
- ensure the human, informational and financing resources required for the implementation of services,
- give the Provider all the support necessary for the provision of services according to the requirements of this Contract,
- inform the Provider of any and all changes and new conditions that could affect the provision of the Contractual services,
- review the Provider's report and the specifications of tasks completed according to the technical requirements of the Tender documentation after each completed phase,
- pay for services within the agreed deadlines.



Article 6

The Provider confirms that it has familiarised itself with the subject of this Contract as defined in the technical specifications that are an integral part of this Contract before submitting its Offer and signing this Contract and undertakes to:

- perform the services in compliance with all the applicable regulations of the Republic of Slovenia and the European Union governing the subject of this Contract and according to professional standards,
- perform the services under this Contract in a professional and perfectly manner, at a high level of quality and in accordance with good business practices,
- ensure the highest quality of services regardless of the time and location of their implementation,
- perform the services in the most economical manner within the Contracting Authority's specifications,
- use advanced information technologies and methods in the implementation of the services,
- provide all necessary algorithms for the conduct of auction and access to computer hardware and software, including intellectual property rights, as well as all related materials and equipment,
- provide a detailed security plan for the prevention of violations of auction rules and unfair competition,
- cooperate with the Contracting authority's staff and other advisors employed by the Contracting authority,
- Offer advice in setting up auctions according to the Contracting authority's technical requirements, which form an integral part of this Contract,
- conduct auction according to the Client's technical requirements, which form an integral part of this Contract,
- Offer assistance to the Contracting authority's following a completed auction,
- support the Contracting authority's in the event of any disputes relating to the subject of this Contract,
- provide assistance in support and related services connected to the subject of this Contract
- fulfil all foreseen obligations in due time and in the required manner,
- notify the Contracting authority in written form of any circumstances that could make the correct and high-quality provision of the services difficult or impossible,
- notify the Contracting authority in written form of any new circumstances that could affect the substance or time aspects of the provision of the services,
- enable the Contracting authority to conduct appropriate supervision,
- draw up a report with specifications of completed tasks according to the technical requirements of the Tender documentation after each completed phase,
- observe and implement the Contracting authority 's requests as defined in the Tender documentation pursuant to Article 1 of this Contract, comply with its Offer dated _____, on the basis of which the Provider was selected, and act in accordance with the provisions of this Contract for its entire duration,
- issue invoices for the services performed in accordance with the prices stated in its Offer following the completion of such services and upon the Contracting authority 's approval of its report.

Article 7

(1) If the Contracting authority orders a service that in the Provider's opinion would be in contravention of regulations or cause disproportionate damage to the Contracting authority or



a third party, the Provider may decline to perform such a service, without infringing the terms of this Contract, if the Provider submits valid argumentation for such a refusal and prove the existence and present facts in support of its refusal. If the request does not allow for the professionally optimal provision of services or requires solutions contrary to professional rules, the Provider shall notify the Contracting authority of this fact and propose a more suitable solution; however, if the Contracting authority insists on its request, the Provider shall be obligated to fulfil its task according to the Contracting authority's request.

(2) The Provider's unsubstantiated refusal to perform a requested task or a deviation from the requested method of implementation shall be deemed a breach of obligations assumed under this Contract, due to which the Contracting authority may terminate this Contract, provided that the Contracting authority has previously notified the Provider of the infringements in writing.

Article 8

The Contracting authority's requests and specifications shall be subject to change, amendment and supplementation by mutual arrangement during the term of the Contract, in which case the Provider shall not in any way be entitled to a reimbursement of any costs that modified requests may cause.

COMPETENT AUTHORITIES

Article 9

- (1) The administrator of the Contract for the Contracting Authority shall be
- (2) The administrator of the Contract for the Provider , who shall also be responsible for the provision of services under this Contract.

CONTRACT VALUE

CONFIDENTIAL

Article 10

(1) The Provider shall charge the following prices for the services defined in Article 1 of this Contract:

1. Sum total of all counselling services prior to the implementation of the auction, the preparation of detailed auction rules and the provision of software for the conduct of the auction: EUR 252,528.00
2. Sum total of all counselling services following the auction (auction analysis, final auction report, documentation and archiving of the auction procedure): EUR 22,665.00
3. Price of a counselling day of a Senior Advisor: EUR 3,000
4. Price of a counselling day of a Junior Advisor: EUR 2,000

based on the Provider's Offer no. _____.

(2) The Parties agree that this price shall include all of the Provider's costs. The price referred to in the previous paragraph shall include all duties, taxes and costs. The stated prices are DDP (Incoterms 2010).

(3) The price shall be fixed for the entire duration of this Contract.

TERMS OF PAYMENT

Article 11

The Provider shall issue invoices for services performed under this Contract to the Contracting Authority following the completion of each phase based on a report approved by the Contracting Authority and in accordance with the Offer prices as follows:

- Phase One: the Provider shall issue an invoice following the publication of the decision to implement the public call for tenders for awarding the relevant radio frequencies in the Official Gazette of the Republic of Slovenia, presumably on 2 September 2013.
- Phase Two: the Provider shall issue an invoice on the first day of the auction, presumably on 31 January 2014. In the event that the auction lasts longer than three months, the Provider shall issue an invoice at the completion of each 3-months period;
- Phase Three: the Provider shall issue an invoice upon the issuing of the decisions on awarding the relevant radio frequencies, presumably on 1 June 2014, at the latest.
- Phase Four: the Provider shall issue an invoice for services performed during the period from the issuing of the decision on awarding the relevant radio frequencies until 31 December 2014.

Article 12

(1) The Contracting Authority shall pay each issued invoice previously confirmed by the Contracting Authority's Contract Administrator within 30 days of the official date of receipt of the invoice into the following bank account of the Provider: IBAN

GB18 2070 3096 3886 3397 63 held at (name and BIC of the bank)
LOYD GB 2111 9 LI07db TSB

(2) If the deadline for payment is non-working day, it is considered that the deadline for payment is the first subsequent working day.

Article 13

In the event the Contracting Authority fails to pay the invoice in due time, the Provider shall be entitled to charge penalty interest for late payment from the due date to the date of payment of the invoice.

PROVIDER'S GUARANTEES AND WARRANTY OBLIGATIONS

Article 14

(1) The Provider guarantees to provide high quality services in accordance with applicable regulations and standards and the requests specified by the Contracting authority.

(2) In the event the Provider fails to provide a specific service under this Contract, the Contracting authority may order such services from other providers at the Provider's expense.

FORCE MAJEURE

Article 15

(1) Force majeure shall mean any unforeseen and unexpected event arising independently from the Parties' intentions that could not have been foreseen on the day of the conclusion of this Contract and which in any way affects the fulfilment of Contract obligations.

(2) The Provider undertakes to inform the Contracting authority of any case of force majeure within three days of such an event.

(3) Neither of the Parties shall be held responsible for failure to fulfil any of their obligations due to reasons beyond their control.

BUSINESS SECRET

Article 16

(1) The Parties agree that all data received through the implementation of this Contract shall constitute a business secret and undertake to duly protect such data and use it exclusively for the implementation of this Contract.

(2) The Contracting authority also undertakes to protect all of the Provider's business information received under this Contract.

(3) The Provider undertakes not to publish or use in any manner the Contracting authority's business secrets or confidential information to which the Provider was allowed access during or after the term of this Contract if such materials are designated as confidential or for internal use only, without obtaining prior explicit written approval from the Contracting authority.

(4) The Contracting authority shall be entitled to hold the Provider responsible for the full sum of all damages incurred by the publication or use of the Contracting authority's business secrets or confidential information.

CONTRACTUAL PENALTY

Article 17

(1) In the event that the provider fails to meet the time limit for the implementation of services for reasons that are not caused by the Contracting authority and which cannot be reasonably justified, the Provider shall be obligated to pay 0.5% of the Contractual sum total for each day of the delay, up to a maximum of 10% of the sum total stated in Items 1 and 2 of the first paragraph of Article 10 of this Contract.

(2) If a delay or error during the implementation hinders the purpose of this Contractual relationship, the Contracting authority shall be entitled to terminate this Contract and request damages.

ANTI-CORRUPTION CLAUSE

Article 18

If it is determined that during the course of the public tender on the basis of which this Contract was signed or during the implementation of this Contract anyone acting in the name or for the benefit of the one of the Parties Offered, promised or awarded any undue advantage to a representative, authorised person or agent of the Contracting authority or another public sector body or organisation in order to be awarded the Contract, receive special conditions or omit due supervision over the Contractual obligations, or any other action or omission incurring damage to any public sector body or organisation, or allowing undue benefits to any representative or agent of a public sector body or organisation, the other Party or its representative, authorised person or agent, this Contract shall be deemed null and void.

DISPUTE RESOLUTION

Article 19

(1) In case of any dispute relating this Contract, the Contracting Parties shall seek a consensual solution.

(2) If such solution is not found, the dispute shall be resolved by the competent court in Ljubljana.

FINAL PROVISIONS

Article 20

(1) This Contract shall enter into force on the date it is signed by the last of the two Parties.

(2) The Contract may be changed or amended with a written annex agreed upon and signed by both Parties. If any of the provisions of this Contract is held to be invalid or later becomes so, the remaining provisions of this Contract shall not in any way be affected. An invalid provision shall be replaced with a valid provision that fulfils the intent of the provision rendered invalid as closely as possible.

Article 21

(1) Either of the Parties may withdraw from this Contract due to a breach of Contractual obligations by the other Party if the breach continues after a written notice. In the event of withdrawal, the parties shall settle all mutual obligations under this Contract and any damages incurred.

(2) Either Party may withdraw from the Contract provided that the Party chooses an appropriate time to withdraw in consideration of the other Party and in view of the reasons for the withdrawal, and settles all costs incurred by such withdrawal.

Article 22

Mutual rights and obligations not explicitly defined by this Contract shall be governed by the provisions of the law regulating obligational relationships and other applicable provisions regulating mutual obligations under this Contract.



APEK

Article 23

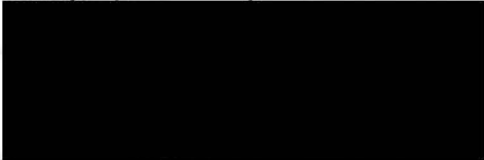
(1) This Contract shall be entered into force for the period starting from the date it is signed until the date of the issuing of decisions on awarding the relevant radio frequencies, or 31 December 2014, at the latest.

(2) This Contract has been drawn up in four (4) identical copies, of which two (2) copies shall be handed to the Client and two (2) to the Provider.

PROVIDER:

Date:

02/05/2013



CLIENT

Date:

APEK

Franç Dolenc
Director

Annexes:

- Offer, dated 02/05/2013, including a preliminary cost estimate,
- Tender documentation No. 4301-05/2013-2 dated 20/03/2013



TENDERER

FORM-4

DotEcon Ltd
17 Welbeck Street
London, W1G 9xJ, UK

DECLARATION

This Declaration is an evidence of compliance with those conditions set out in point 12 of the Chapter II of this Instructions, for which the Contracting Authority has indicated that submission of this Declaration is sufficient.

Tenderer shall circle as appropriate if he meets the condition or not.

No.	Under criminal and material responsibility we declare that:	Circle as appropriate	
1.	The Tenderer or its legal representatives in the case of legal persons have never been the subject of a conviction by final judgement of crimes listed in the first paragraph of Article 42 of the ZJN-2: acceptance of bribe during the election; fraud; abuse of a position of monopoly; false bankruptcy; defrauding creditors; commercial fraud; fraud affecting the European Union; deception in obtaining loan or advantages; fraud in securities trading; deception of purchasers; unauthorised use of another's mark or model; unauthorised use of another's patent or topography; forgery or destruction of business documents; disclosure and unauthorised acquisition of trade secrets; abuse of information system; abuse of insider information; abuse of financial instruments market; abuse of position or trust in business activity; prohibited acceptance of gifts; prohibited giving of gifts; counterfeiting money; fabrication and use of counterfeit stamps of value or securities; money laundering; abuse of non-cash means of payment; use of counterfeit non-cash means of payment; fabrication, acquisition and disposal of instruments of forgery; tax evasion; smuggling; disclosure of classified information; acceptance of bribes; giving bribes; accepting benefits for illegal intermediation; giving of gifts for illegal intervention; criminal association.	YES	NO
2.	The Tenderer is not on the day of submission of Offer disqualified from being awarded public Contracts due to the inclusion in the record of Tenderers with negative references in accordance with Article 77.a of ZJN-2.	YES	NO
3.	The Tenderer has on the date of submission of the Offer, in accordance with the regulations of the country in which he is established or regulations of the Contracting Authority no outstanding, unpaid obligations relating to the payment of social security contributions or in connection with the payment of taxes in the amount of 50 euros or more.	YES	NO
4.	The Tenderer has no any outstanding liabilities to Subcontractors in previous public Procurement procedures.	YES	NO
5.	The Tenderer has a valid registration to do business, which is the subject of this procedure (consulting services in the field of	YES	NO



APEK

	mobile industries and /or regulatory affairs) pursuant to the regulations of the Member State of his establishment.		
6.	The Tenderer accepts all the conditions of this Tender Documentation.	YES	NO
7.	The information given in this Offer is accurate and not misleading.	YES	NO

Tenderer shall complete:

A. The activity can be done on the basis of entry in the Court or Business Register, under entry number _____ or based on the entry in the Tax Office of the Republic of Slovenia unit in _____, number _____ or an entry in the register _____ number _____ in accordance with the law of the country.

B. To carry out activities covered by this Contract, we have on the basis of *being incorporated as a company in England and Wales* (law) obtain an authorization, number *3783016* issued at *by Companies House* on *01 June 1999*. *Company*

We are members of the following organizations: _____ (write only if the legal entity must conduct its business for the member of a particular organization, chambers of commerce, associations, etc. ...).

C. To carry out activities covered by this Contract we do not need special permission and can perform activity on the basis of entry in the Court or Business Register or based on the entry in the Tax Office of the Republic of Slovenia.

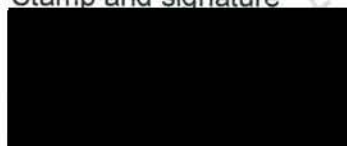
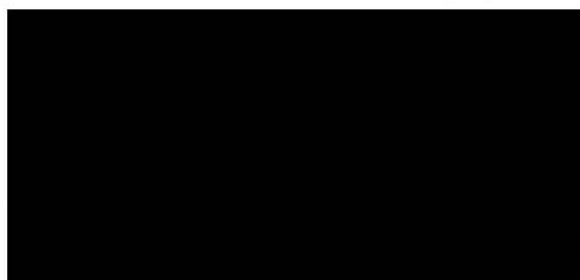
Under criminal and material responsibility we declare that all the above information is true and accurate.

This Declaration is an integral part of the Offer, which we are applying for a Public Contract "SELECTION OF TENDERER TO DELIVER PROFESSIONAL CONSULTING SERVICES AND ACCESS TO THE SOFTWARE FOR THE IMPLEMENTATION OF COMPLEX MULTIOBJECT MULTIROUND ELECTRONIC AUCTION FOR AWARING RADIO FREQUENCIES IN THE 800 MHz, 900 MHz, 1800 MHz, 2100MHz AND 2600 MHz FREQUENCY BANDS".

Public Contract was published on the Procurement portal, publication date *20/03/2013*, publication number *43.01-5/2013-2* and in the Official Journal of the EU, publication date *22/03/2013*, publication number *2013/S 058-095811*

Date: *30/4/2013*

Stamp and signature



Clifford Harris & Co
Solicitors
PO Box 4UA
51 Welbeck Street
London W1A 4UA
Tel: 020 7486 0031

Hereby I certify that DotEcon Ltd executed the following projects for Anacom:

Project title:	Support on the design of a multi-band auction
Project duration:	July 2010 - April 2011
Project budget:	£50 000 to £100 000

This project related to the design of a complex multi-round auction of multiple lots for the award of spectrum licences, including the 800MHz band.

DotEcon Ltd was the sole contractor in the execution of this project.

Project title:	Design and implementation for the 3.4-3.8GHz auction
Project duration:	June 2008 - April 2010
Project budget:	£100 000 to £500 000

This project related to the design of a single round sealed bid combinatorial auction of multiple lots for the award of spectrum licences

DotEcon Ltd was the sole contractor in the execution of this project.

DotEcon developed and provided the auction software for running the auction, and successfully applied this software.

Name


Organisation, country: Anacom, Portugal

Position: Head of Engineering

Email:

Telephone number:

Signature:


Chefe da Divisão de Planeamento
e Engenharia do Espectro



> Retouradres Postbus 450 9700 AL Groningen

DotEcon Ltd
T.a.v. Christine Espitalier-Noel
17 Welbeck Street
London W1G 9XJ
Groot-Brittannië

Emmasingel 1
9726 AH Groningen
Postbus 450
9700 AL Groningen
T (050) 587 74 44
F (050) 587 74 00
www.agentschaptelecom.nl
info@agentschaptelecom.nl

Contactpersoon

Ons kenmerk
AT-EZ/6811164

Uw kenmerk
-

Bijlagen
-

Datum 25 april 2013
Betreft Request for a client certificat

Geachte

Hereby I certify that DotEcon Ltd executed the following projects for Agentschap Telecom:

Project title:	Implementation of the multi-band auction
Project duration:	May 2011 – December 2012
Project budget:	£100 000 to £500 000

This project related to the implementation of a complex multi-round auction of multiple lots for the award of spectrum licences, including the 800MHz band. DotEcon Ltd was the lead contractor of a consortium for the execution of this project.

DotEcon Ltd was part of a consortium for the execution of this project, and their share of the total value of the project was above 20%.

DotEcon developed and provided the auction software for running the auction, and successfully applied this software.

Project title:	Design and implementation of the 2.6GHz auction
Project duration:	November 2008 – July 2010
Project budget:	£100 000 to £500 000

This project related to the implementation of a complex multi-round auction of multiple lots for the award of spectrum licences.

DotEcon Ltd was the sole contractor for this project.

DotEcon developed and provided the auction software for running the auction, and successfully applied this software.



Name: [REDACTED]
Organisation, country: Agentschap Telecom, the Netherlands
Position: Hoofd Netwerken
Email: [REDACTED]
Telephone number: [REDACTED]

Signature: [REDACTED]

Date: 25.4.2013

Datum
25 april 2013
Ons kenmerk
AT-EZ/6811164

Hereby I certify that DotEcon Ltd executed the following projects for the BIPT:

Project title:	Implementation of 3G and 4G spectrum awards
Project duration:	January 2011 – December 2011
Project budget:	£100 000 to £500 000

This project related to the implementation of two complex multi-round auctions of multiple lots for the award of spectrum licences.

DotEcon Ltd was part of a consortium for the execution of this project, and their share of the total value of the project was above 20%.

DotEcon developed and provided the auction software for running the auctions, and successfully applied this software. An auction was required only for the 4G award as there was no excess demand for the 3G spectrum following the application stage.

Name: [REDACTED]

Organisation, country: BIPT, Belgium

Position: Premier ingénieur-conseiller

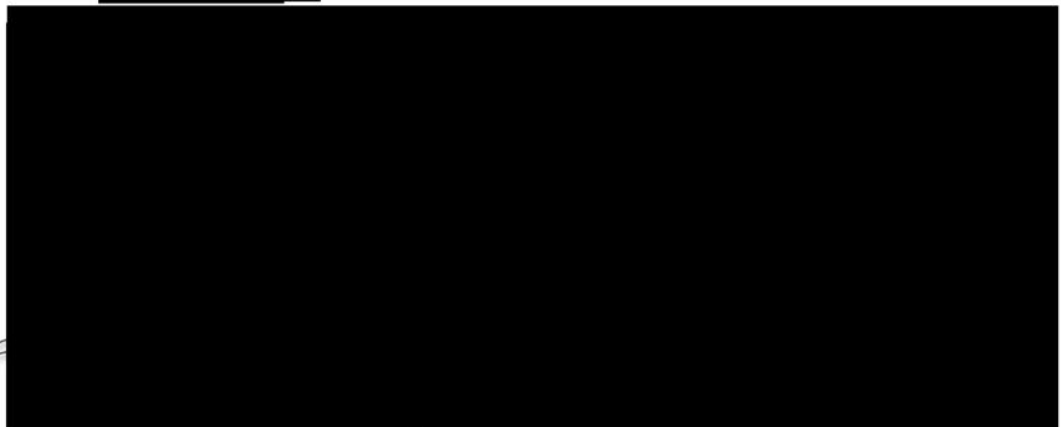
Email: [REDACTED]

Telephone number: [REDACTED]

Signature:

Date:

23/4/2013



Hereby I certify that DotEcon Ltd executed the following projects for RTR:

Project title:	Review of auction rules following a merger between two incumbent operators
Project duration:	December 2012 – January 2013
Project budget:	Below £50 000

This project related to the design of a complex multi-round auction of multiple lots for the award of spectrum licences, including the 800MHz band.

DotEcon Ltd was the sole contractor in the execution of this project.

Project title:	Support on the design of a multi-band auction
Project duration:	May 2011 – September 2011
Project budget:	£50 000 to £100 000

This project related to the design of a complex multi-round auction of multiple lots for the award of spectrum licences, including the 800MHz band.

DotEcon Ltd was the sole contractor in the execution of this project.

Project title:	Support on the design of an auction for spectrum in the 2.6GHz band
Project duration:	May 2009 – August 2010
Project budget:	£50 000 to £100 000

This project related to the design of a complex multi-round auction of multiple lots for the award of spectrum licences.

DotEcon Ltd was the sole contractor in the execution of this project.

Name: [REDACTED]

Organisation, country: RTR, Austria

Position: Economic Department

Email: [REDACTED]

Telephone number: [REDACTED]

Signature: [REDACTED]

Date: 22.4.2013

Hereby I certify that DotEcon Ltd executed the following project for IDA:

Project title:	Auction of 3G Spectrum Rights (2010)
Project duration:	31 August 2010 – 5 October 2010
Project budget:	S\$241,155 (only Phase 1 proceeded)

This project is related to the design and implementation of a multi-round auction of multiple lots for the award of 3G spectrum rights.

DotEcon Ltd was the sole contractor in the execution of this project.

DotEcon reviewed the auction design and framework. As the auction did not proceed after the application stage, it was not required to provide and manage the auction software and support.

Name: [REDACTED]

Organisation, country: IDA Singapore, Singapore

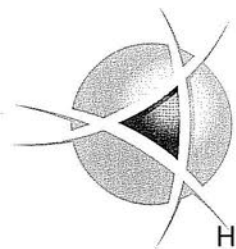
Position: Director (Infocomm Policy)

Email: [REDACTED]

Telephone number: [REDACTED]

Signature: [REDACTED]

Date: 30 April 2013



Commission for
Communications Regulation

Hereby I certify that DotEcon Ltd executed the following projects for ComReg:

Project title:	Auction design and implementation for a multi-band award
Project duration:	June 2009 – April 2013
Project budget:	£100 000 to £500 000

This project related to the design and implementation of a complex multi-round auction of multiple lots for the award of spectrum licences, including the 800MHz band.

DotEcon Ltd was the sole contractor in the execution of this project.

DotEcon developed and provided the auction software for running the auction, and successfully applied this software.

Project title:	Auction design and implementation for the award of 26GHz spectrum
Project duration:	March 2007 – June 2008
Project budget:	£50 000 to £100 000

This project related to the design and implementation of a single round sealed bid combinatorial auction of multiple lots for the award of spectrum licences.

DotEcon Ltd was the sole contractor in the execution of this project.

DotEcon developed and provided the auction software for running the auction, and successfully applied this software.

Name: [REDACTED]

Organisation, country: ComReg, Ireland

Position: Senior Manager – Spectrum Operations

Email: [REDACTED]

Telephone number: [REDACTED]

Signature:

[REDACTED]

Date: 23 April 2013

Hereby I certify that DotEcon Ltd executed the following project for the Malta Communications Authority (MCA):

Project title:	Design and implementation for the 900MHz and 1800MHz auction
Project duration:	July 2010 – April 2011
Project budget:	Below £50 000

This project related to the design and implementation of a complex multi-round auction of multiple lots for the award of spectrum licences.

DotEcon Ltd was the sole contractor in the execution of this project.

After the application stage there was no need for an auction, so software was not required.

Name: [REDACTED]

Organisation, country: MCA, Malta

Position: Senior Technical Specialist

Email: [REDACTED]

Telephone number: [REDACTED]

[REDACTED]

Signature:

22 April 2013

Date:

Hereby I certify that DotEcon Ltd executed the following projects for Ofcom. Furthermore I certify that 5 out of the 6 projects have taken place in the last 5 years :

Project title:	Auction design and implementation for the 800MHz and 2.6GHz spectrum award
Project duration:	July 2009 – February 2013
Project budget:	Above £500 000

This project related to the design and implementation of a complex multi-round auction of multiple lots for the award of spectrum licences, including the 800MHz band.

DotEcon Ltd was the main contractor in the execution of this project. Other contractors were used for testing and verification purposes.

DotEcon developed and provided the auction software for running the auction, and successfully applied this software.

Project title:	Auction design and implementation for the L-band auction
Project duration:	January 2006 – May 2008
Project budget:	£100 000 to £500 000

This project related to the design and implementation of a complex multi-round auction of multiple lots for the award of spectrum licences.

DotEcon Ltd was the main contractor in the execution of this project. Other contractors were used for testing and verification purposes.

DotEcon developed and provided the auction software for running the auction, and successfully applied this software.

Project title:	Auction design and implementation for the 10-40GHz auction
Project duration:	December 2006 – February 2008
Project budget:	£100 000 to £500 000

This project related to the design and implementation of a complex multi-round auction of multiple lots for the award of spectrum licences.

DotEcon Ltd was the main contractor in the execution of this project. Other contractors were used for testing and verification purposes.

DotEcon developed and provided the auction software for running the auction, and successfully applied this software.

Project title:	Auction design and implementation for the 412-14/422-24 MHz auction
Project duration:	June 2005 – October 2006
Project budget:	£50 000 to £100 000

This project related to the design and implementation of a single round sealed bid combinatorial auction of multiple lots for the award of spectrum licences.

DotEcon Ltd was the sole contractor in the execution of this project.

DotEcon developed and provided the auction software for running the auction, and successfully applied this software.

Project title:	Auction design and implementation for the DDR Interleaved auction
Project duration:	January 2008 – February 2009
Project budget:	£50 000 to £100 000

This project related to the design and implementation of two multi-round auctions with a single lot each for the award of spectrum licences, including the 800MHz band.

DotEcon Ltd was the sole contractor in the execution of this project.

DotEcon developed and provided the auction software for running the auction, and successfully applied this software. However, an auction was not required after the application stage, as there was no excess demand.

Project title:	Auction design and implementation for 2.6GHz spectrum award
Project duration:	April 2006 – July 2009
Project budget:	Above £500 000

This project related to the design and implementation of a complex multi-round auction of multiple lots for the award of spectrum licences.

DotEcon Ltd was the main contractor in the execution of this project. Other contractors were used for testing and verification purposes.

DotEcon developed and provided the auction software for running the auction, although the auction did not take place.

Project title:	Award of UHF spectrum
Project duration:	June 2007 – February 2009
Project budget:	£100 000 to £500 000

This project related to the design and implementation of a complex multi-round auction of multiple lots for the award of spectrum licences, including the 800MHz band.

DotEcon Ltd was the sole contractor in the execution of this project.

Name [REDACTED]

Organisation, country: Ofcom, United Kingdom

Position: Policy Projects Director, Spectrum Policy Group

Email: [REDACTED]

Telephone number [REDACTED]

Signature [REDACTED]

Date: 25/04/13