

Request for Proposal

Website Redesign, Hosting and Maintenance

Request for Proposal (RFP)

Website Redesign, Hosting and Maintenance

Issued by
Telecommunications Regulatory Authority
of the Kingdom of Bahrain

9 March 2011

Deadline for submitting proposals is 11 April 2011 16:00 GMT+3



هيئة تنظيم الاتصالات
Telecommunications Regulatory Authority

Website Redesign, Hosting and Maintenance

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General Information

1. The telecommunications market in the Kingdom of Bahrain has been transformed following Government policy to stimulate the national economy. In October 2002, Legislative Decree No 48 of 2002 promulgated the Telecommunications Law that enabled liberalization of the telecommunications sector and the formation of the Telecommunications Regulatory Authority (TRA).
2. TRA is an independent body that has a direct responsibility to ensure the effective liberalization of the telecommunications market, oversee fair competition, give private investors confidence with regard to competition, and make available the related telecommunications resources, such as radio spectrum, in a fair and transparent manner.
3. As an impartial body, TRA is primarily concerned with protecting the interests of all subscribers and users of telecommunications services in Bahrain and ensuring those residents, businesses and any other users throughout the Kingdom benefit from the liberalization process and the opening of competition in the sector.
4. In carrying out this role, TRA ensures that all licensed operators are treated in a fair manner and are provided with the necessary guidelines and, where appropriate, protection that should enable them to operate and, consequently create a liberalized environment which should deliver greater choice, and service and tariff benefits to users.
5. From its inception, the website has been the primary tool through which TRA communicates with industry stakeholders, the general public and any interested party. Its use ensures a significant level of transparency with respect to the actions and decisions taken by TRA. The main function that the website provides is an easily searched repository of all regulation documents.
6. In a recent benchmark by Learning Initiatives on Reforms for Network Economies (LIRNE.NET)¹, TRA Bahrain's website was ranked top 8th amongst websites of regulators in the Asia Pacific grouping. The benchmark assessed four aspects of regulator websites – factual information and news, business information, general, and consumer related information.
7. In redesigning TRA's website it is critical to build upon TRA's current website strengths, and reinforce the areas listed in the above benchmark as areas for improvement. The new website must be constructed in a way that exemplifies TRA's principles of transparency, openness, and accountability. For more information, please visit: www.tra.org.bh

¹ Study available at <http://lirne.net/resources/nra/NRAchapter6.pdf>

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1 Objective

The objective of this RFP is to redesign, implement, host and maintain the website of TRA allowing easier information flow with creativity, user attraction and ease of use.

8. Currently the TRA website (www.tra.org.bh) contains comprehensive information about TRA and its activities. This project seeks to:
 - a. design, host and maintain a new website for TRA;
 - b. develop tools that will allow certain TRA staff the ability to update information on the website.
9. The site should provide a fresh look and feel in line with the brand values of TRA's corporate identity, complement the strength of the current website, communicate clear messages to the public, and complement TRA's effort in outreach activities. Since the website is the primary contact channel and point of interaction with the public, the design should be user-friendly, easy to navigate and enable users to find information with ease. TRA's specific requirements can be found below.

2 Project Requirements

Website Requirements:

10. **Language:** The new website will have both Arabic and English versions. All pages, forms and downloadable documents will be available in both languages. The website's default language will be English; however, visitors should have the option to move to the Arabic version easily and vice versa. The website display language should be set automatically to the last visit's chosen language.
11. **Animation & Multimedia:** The use of animation and multimedia should be in line with the professional nature of TRA's work. As a regulatory authority, it is essential that the design whilst mature and professional is fresh in its appearance, reliable and user friendly.
12. **User Requirements:** TRA's audience is broad: from consumers with basic computer skills to potential/existing telecommunications companies with probably more advanced computer skills. The ease of content search and retrieval is a paramount consideration of TRA for the website design.
13. **Content:** Content from the existing site will be used wherever applicable in the new site. For any new sections, content will be provided by TRA. TRA will provide all information for the pages on the website and keywords for page headers.
14. **Search Engine:** TRA's site will have the search feature in both Arabic and English. The search scope will be limited to the site only. Bidders should demonstrate how this function would be integrated and which technology will be used.
15. **Forms:** The following forms are needed on the site in Arabic and English, however TRA may require additional forms from time to time:

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- a. License Applications Forms / Applications: to apply for telecommunications services licenses, frequency licenses, and approval of telecommunications equipment.
 - b. Mailing list form: to sign up to receive updates of TRA news. Updates could be specific to certain information in the website.
 - c. Feedback form: to send feedback to TRA.
 - d. Complaint form: to file a complaint about telecommunications services provided by licensed operators in Bahrain.
 - e. Job Application form: to be completed by interested job candidates. Applicants should be able to upload their CVs.
16. **Links:** The website should contain links to other TRA-related websites – existing systems – e.g. Telecommunications Technical Office, Numbering Management, etc.
17. **Updates:** Frequent updates will be needed with new news items and press releases, as well as other documents as appropriate. There should be an agreed mechanism for making frequent updates by authorised TRA staff and for Company staff to maintain the full website. The bidder should provide a tool for TRA staff to update and maintain information on the website. It should be an easy to use tool for end users.
18. **Automatic Notifications:** Website users who have subscribed to TRA's mailing list will need to be notified by an automated email message when any update is made to the site, as per their chosen category (news, regulations, tenders, jobs, etc.). Alternative notifications mechanisms are encouraged e.g. RSS.
19. **Website Access:** TRA's website should be accessible by www.tra.org.bh and www.tra.bh.
20. **Statistical Information:** Statistical information on the performance, availability, downloaded documents and usage of the site is required and should be available to TRA staff on a monthly basis.

General Requirements:

21. Provide TRA with a detailed work plan, clearly indicating roles and responsibilities, and the key project milestones with timing.
22. Provide an initial mock-up design for the website for at least two pages (main and inside page) showing your understanding of the content of the website and TRA's role. Bidders may submit up to three designs and should be submitted in soft format.
23. Provide expert website developers, search engine optimization specialists, and communication experts to collaborate with TRA's team to create the general look and feel of the new website. This collaboration must be in person in the Kingdom of Bahrain.
24. Meet with the different departments within TRA to understand their requirements for access to and communicating through the website.
25. Develop a website concept to be reviewed by TRA. Once agreed, the draft website should be constructed based on it.

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26. The successful bidder should ensure that TRA's new website adhere to the W3C Web Accessibility Initiative, using the guidelines and techniques established by W3C (<http://www.w3.org/WAI/>).
27. The user/TRA acceptance test will be conducted before the actual launch of the website. The output of the test should be reflected on the website.
28. Develop management tools to update the website – e.g. Content Management System. Such management tools must provide TRA with procedures for recording all changes to the website.
29. Specified TRA staff should be trained on the tools to be used to update and maintain information on the website. Appropriately authorised TRA staff should be able to update any information with simple tools and steps.
30. The successful bidder will provide a cutover/migration plan to allow the smooth launch of the new website. The plan and dates of launch should be agreed with TRA.
31. After a successful launch, the bidder will provide a one-year renewable website maintenance contract which will cover the website hosting, system availability, content backup and restore, adding and deleting sections, and maintaining the local website image.

Technical and Infrastructure Requirements:

32. **ISP/Hosting:** TRA's new website must be hosted at a location that provides a shared speed of at least 100 Mbps. The hosting service must provide access using multiple international routes to avoid outages on a single international link. A local mirrored copy should be hosted in TRA headquarters.
33. **Web server Technology:** The web server technology should support all required features and extensions of the website.
34. **Browsers:** Given our broad audience, the site must be compatible with the following browsers at a minimum:
 - a. Microsoft Internet Explorer;
 - b. Mozilla Firefox;
 - c. Apple Safari;
 - d. Opera; and
 - e. Google Chrome.
35. **Platforms/Access Devices:** the website must recognize the access device that is requesting pages from it, and accordingly route requests to the appropriate version of the website. Mobile devices must be provided with access to a mobile re-purposed version of the website, whereas full-sized computers will be taken to the default website.
36. **Security:** The successful bidder should be responsible for securing TRA's website at all levels (operating system, hosting server, coding, etc.). A periodic security audit / penetration testing will be conducted by TRA, with recommendations (if any) being provided to the successful bidder to address and report to TRA.

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37. **Flexibility and Scalability:** The technical infrastructure of the site should be both flexible and scalable allowing for upgrades, addition of sections, change/modification of sections and deletion of sections as well as the adding of new functionality with ease and the minimum disruption to the availability and accessibility of the website.
38. **Technical Documentation:** The final website structure and linkages must be fully documented.
39. **Additional Deliverables:** The Bidder may propose additional activities and deliverables. Any additional activities and deliverables proposed:
 - a. should be clearly defined within the Bidder's Technical Offer;
 - b. should be identified separately within the Bidder's Financial Offer; and
 - c. will, subject to the agreement of TRA, be added as deliverables to the contract.
40. **Availability:** Once in the go-live phase the website and hosting solution should provide a guaranteed **99.9%** availability supported by a Service Level Agreement and support procedures detailed within the maintenance agreement.

Helpdesk & Support

41. A Single Point of Contact (SPOC) should be provided; it should be capable of handling all issues pertaining to the service in both languages (Arabic and English). The support should be available on an 8*5 (Sunday to Thursday 8am to 4pm Bahrain local time +3 GMT) basis throughout the year.
42. Support should be available to TRA at any point of time in case of emergencies e.g. website unavailability.
43. The Bidders shall provide all details regarding the contact means of this central support (phone, web, fax, e-mail, ticketing, etc.).
44. Escalation and resolution procedures shall be established to address any problems expediently.
45. In addition, the support team shall provide technical consultation/best practices on issues related to the operations. Response time and resolution time shall be guaranteed by a Service Level Agreement.

3 Deliverables, Expected Timeline and Project Management

46. Deliverables and expected timeline:

Item	Date
Deadline for submission of tenders	11 April 2011
Opening Financial Proposals	5 May 2011
Vendor Selection and Contract Signing	12 May 2011

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Kickoff Meeting	15 May 2011
Detailed work plan	23 May 2011
New TRA website live	15 August 2011

47. The deliverables shall meet the requirements defined above in the “Project Requirements” Section. The bidder shall produce the required deliverables to the satisfaction of the TRA Project manager. The deliverables will be considered completed once they are finally approved as such by the TRA Project manager.

Project Management

48. A Project manager with overall responsibility and authority for this project will be nominated by TRA. The successful bidder will coordinate all efforts, and communications, with the TRA Project manager.
49. The successful bidder will appoint a project coordinator/manager to be a liaison between the Consultant and the TRA Project manager for all issues related to the organisation of the project.
50. The successful bidder will commence the project with a kick-off meeting at TRA's office. At this meeting the successful bidder will be expected to introduce and agree with the TRA Project manager the proposed organisation and methodology of the project and a proposed work plan (timetable).
51. The work plan will be completed and presented to the TRA Project manager in MS Project 2007 format.
52. The successful bidder's work plan will have to accommodate sufficient time – minimum of 5 business days – for TRA to comment on those documents.
53. All meetings are to be documented by the successful bidder and meetings minutes to be presented to the TRA Project manager for approval. Additional documentation supporting the solution provided by the successful bidder may be requested by the TRA Project Manager.
54. The successful bidder may also be requested to undertake related additional tasks as seen to be necessary by TRA. Additional tasks shall require authorisation from TRA prior to initiation.
55. The successful bidder will co-operate fully with TRA and other parties, as identified by TRA, in terms of planning, information exchange, documentation, meetings, communications or other related activities that the TRA Project manager considers necessary in order to fulfil the contract and the requirements of this RFP.
56. Any information provided to the public in relation to the project under this RFP will need to be approved by the TRA Project manager.

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4 Instructions for Respondents

General

57. General information about TRA may be found on the TRA's web site at www.tra.org.bh.
58. Responses to this RFP should address all of the requirements and deliverables set out in this RFP. Responses shall provide a breakdown of the tasks involved for the completion of this project.
59. Responding bidders are requested to provide a summary of their relevant capabilities and past experience in related issues as per Annex C: Bidders' General Information.
60. Responding bidders shall provide CVs and contact details of all staff involved in the project. The CVs should be as per the CV format in Annex A: CV Template. Changes to any of the proposed staff members shall only be permissible with the consent of TRA. Any staff members replaced must be replaced by alternative staff members with at least equal standing to the original staff member.
61. Local presence and / or representation is of paramount importance.
62. Bidders may sub-contract elements of the work but shall assume contractual responsibilities for all work and co-ordination of any third parties. Any such sub-contracting must be clearly identified in the proposal.
63. Responding bidders must declare in their proposals that they have conducted all relevant conflict of interest checks and that to the best of their knowledge they face no conflict of interest in accepting the engagement if selected.
64. The successful bidder will be required to enter into a formal contract with TRA, the terms of which will be supplied.
65. Until any such contract(s) have been executed, this RFP and any responses to it shall not in any way bind TRA.
66. Firms that submit a proposal in response to this RFP are solely responsible for meeting any and all costs incurred in preparing their proposal. No costs incurred by any bidder (successful or otherwise) in preparing and submitting a proposal shall be payable or reimbursable by TRA.
67. Responding bidders may include supporting documents and attachments as Annexes to the proposal.
68. Proposals should be straightforward, succinct and demonstrate the capacity of the bidder to address the practical requirements of this work.
69. TRA may issue any clarification to all participants as an addendum to the RFP. Such an addendum will be published on TRA's website and become part of the RFP documents.

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Expected profile of and requirements to the Bidder

70. The successful bidder (and the specific staff members proposed to be assigned to this task) is expected to have the minimum experience to align with Annex D.
71. The bidder, submitting the response to this RFP, shall satisfy the following criteria (pre-qualification requirements) and provide evidence thereof (including names of the clients and summaries of the projects) as per Annex D.
72. Responding bidders are expected to include non-confidential samples of work on similar projects (e.g. consultation documents, similar implementations, responses to a consultation document, etc.).
73. Proposals not meeting the pre-qualification requirements will not be evaluated and the associated financial proposals will be returned to the respective bidders.

Format and number of proposals

74. Bidders must submit 2 separate proposals:
- A technical proposal which must be submitted in soft format only (on optical media or by email). All files shall be compatible with Microsoft Office 2007 suite.
 - A financial proposal in **HARD FORMAT** only in a separate sealed envelope.
75. The technical proposal should be submitted to (submission via e-mail only is considered sufficient):

Mr. Mohammed Nasser
Telecommunications Regulatory Authority (TRA)
Building 852, Road 3618, Block 436, Seef District
P.O. Box 10353
Kingdom of Bahrain
e-mail: itproject@tra.org.bh

76. **The technical proposal must reach TRA by the closing date of this RFP.**

77. The structure and content of the **technical proposal** will, at a minimum, include:

Structure and content of the technical proposal	
1	Covering letter from an authorised signing officer including a declaration that the Bidder satisfies the prequalification requirements (Annex D)
2	Executive overview (maximum 1 page)
3	An explanation of the understanding of the project, the issues involved and the deliverables
4	Company overview, its qualifications and experience (Annex C of the RFP)
5	Website design Prototype:

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	A preliminary prototype is required in your response; the option is left to you to decide whether to submit in on paper as a story board or in an electronic form. TRA aims to see the proposed 'look' you have for the site as well as the color palette you intend to use. Attached TRA branding guidelines.
6	Proposed work plan by task for the overall project including: <ul style="list-style-type: none">▪ working method, and project management;▪ the main tasks and sub-tasks to be completed with associated timeframe and dates;▪ deliverables to be submitted with associated completion dates;▪ critical path
7	The bidder may suggest additional activities and deliverables to those set out in the RFP, which are required to deliver this project (these activities and deliverables should be clearly identified as such)
8	Man-days resource allocation plan by tasks and individuals assigned (Annex B of the RFP)
9	Provide names and summary of qualifications of staff that will have a key role in this project Table of summary CVs and full CVs in the format set out in Annex A of this RFP
10	Samples of work on similar projects, and recommendations from clients for similar projects should be included if available. Annex E

78. The structure and content of the **financial proposal** will, at a minimum, include **in breakdown format and detail**:

Structure and content of the financial proposal	
1	Website redesigning cost
2	Training cost
3	Annual Maintenance cost
4	Hosting cost
5	Software cost – if any

79. The fixed price financial bid document must be submitted to TRA in hard copy only in a separate sealed envelope. The separate envelope will be clearly marked "Financial bid in response to RFP – Website Redesigning, Hosting and Maintenance [INSERT NAME OF BIDDER]". **The financial bid document must reach TRA by the**

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closing time and date of this RFP. No exceptions will be made due to any cause or reason for delay.

80. Bidders shall ensure they complete and include in their technical proposal the Bidder's checklist of Annex D.
81. A tabulated format should be provided to show all costs in Bahraini Dinars (BD) in a form that can easily be reviewed and compared with other respondents' proposals. The structure and content of the financial bid shall include, as a minimum, for each deliverable, task and proposed sub-task:
- The proposed team member to complete the task;
 - An estimate of the number of man days to complete each task;
 - An overall fee for each phase/activity/deliverable.
82. The financial proposal, separately from the technical proposal, should be delivered to (delivery can be made to either the street address or the P.O. Box):

Mr. Mohammed Nasser
Telecommunications Regulatory Authority
Building 852, Road 3618, Block 436, Seef District
P.O.Box 10353
Kingdom of Bahrain

RFP Closing Date

83. The closing date for receipt of proposals is set out on the front page of this RFP.
84. All proposals should be valid for acceptance for a period of at least 90 calendar days from the deadline for submitting responses.

Response Submission and Query Handling

85. It is the responsibility of the respondents to ensure that their responses to the RFP have reached TRA within the required timeframe.
86. Any queries regarding this RFP should be clearly titled "*TRA's Website Redesigned RFP*" and addressed to:

Mr. Mohammed Nasser
Telecommunications Regulatory Authority (TRA)
Building 852, Road 3618, Block 436, Seef District
P.O. Box 10353
Kingdom of Bahrain
e-mail: itproject@tra.org.bh
Fax: +973 1753 2125

5 Invoicing

87. Invoicing shall be made using the following invoicing profile after each phase:

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Description	% of fixed price financial bid
Contract signing and kick-off meeting	10%
Design Phase	20%
Build, Training, and go-live	30%
Documentation and sign off	40%

6 Evaluation Process and Outcome

88. TRA will only evaluate proposals that meet the pre-qualification requirements.
89. TRA will evaluate the proposals according to the criteria detailed below, producing a score of 100%:
- 15% - Overall quality and completeness of the proposal
 - 25% - Suitability and effectiveness of proposed project work plan and proposed phases
 - 15%- proposed artwork of the news website design and understanding of the content and TRA's role.
 - 15% - Company's previous related experience and successful projects
 - 30% - Skills and experience of nominated personnel to work on this project
90. Proposals scoring less than 50% for any individual criterion will be eliminated from the process.
91. Proposals scoring less than 70% overall after the evaluation process will be eliminated from the process.
92. The contract will be awarded to the responding Bidder who submits the proposal offering the best value for money. This will be decided by dividing the technical score by the total price of the proposal.
93. TRA reserves the right, at its sole discretion, to accept any proposal it chooses in full or part, negotiate with any responding Bidder, and accept any alternative proposals. TRA is not bound to accept any proposal or appoint a Bidder.

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Annex A: CV Template CURRICULUM VITAE

1. **Proposed Role in Project:**
2. **Family Name:**
3. **First Names:**
4. **Date of Birth:**
5. **Nationality:**
6. **Education:**

Institution (Date from – Date to)	Degree(s)/ Diploma/ Certificates obtained:

7. **Language Skills:** Indicate competence on a scale of 1 to 5 (1–excellent; 5–basic)

Language	Reading	Speaking	Writing

8. **Membership of professional bodies:**
9. **Other skills:**
10. **Present position:**
11. **Years with current firm:**
12. **Key qualifications:** (Relevant to the project)
13. **Project experience:**

Country	Role	Date from – Date to	Project description / achievements

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14. Professional Experience:

Date from – Date to	Company	Location	Position	Description

15. Other relevant information (e.g. Publications)

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Annex B: Resource Allocation Plan Template

TASKS/DELIVERABLES	(Project team member 1)	(Project team member 2)	(Project team member 3)	...	(Project team member x)
Deliverable 1: Task Task Task					
<i>Deliverable 1 sub total</i>					
Deliverable 2: Task Task Task					
<i>Deliverable 2 sub total</i>					
Project Totals					

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Annex C: Bidder's General Information

Bidder's Contact Details

1. The following information, in this format, is required for each proposal submitted:
 - a) Name, address, email, telephone, and fax number of a Bidder;
 - b) Contact person dealing with the proposal;
 - c) Description of role, or element of contract, to be fulfilled by any member of this project;
 - d) Identification of party who will carry overall responsibility for the contract (in case of consortiums);
 - e) Confirmation of acceptance by the Bidder and any third parties of the terms and conditions of this RFP;
 - f) Confirmation of acceptance by the respondent and any third parties regarding overall responsibility for successful delivery.

Bidder's Profile

2. The following information, in this format, is required by each Bidder (and a member of the bidding consortium) when submitting its proposal:
 - a) Brief discussion of the respondent's history and the type of work normally performed;
 - b) Brief description of the company's principal areas of activity;
 - c) Brief description of internal management and organizational structure;
 - d) Length of time in existence;
 - e) Number of employees;
 - f) Projects completed relevant to the RFP;
 - g) Provide a list of your current accounts and the length of time they have been with you;
 - h) Provide information on the average billing of your accounts. Specify the largest billing and smallest billing amounts;
 - i) Any additional information in support of this proposal.

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Annex D: Bidder's Checklist

Bidder's Checklist

Please make sure that all items are marked completed before submitting the bid to TRA.

No	Item	Completed (Yes / No)
1	Does the Bidder satisfy the pre-qualification requirements and has the supporting evidence been provided in the Technical Proposal (mark Yes/No for each one of the criteria):	
1.1	- The Bidder has undertaken at least 3 projects of a similar nature to this project (Annex E)	
1.2	- The Bidder has at least 1 year of overall experience	
1.3	- The leading staff member assigned to this project, has implemented at least 3 successful similar projects	
2	Bidder's check list completed and signed by an authorised person	
3	Does the proposal include a declaration from the bidder indicating that it has conducted all relevant conflict of interest checks and that to the best of its knowledge it faces no conflict of interest in accepting the engagement if selected?	
4	Has the technical proposal addressed all the elements outlined in the table "Structure and content of the technical proposal"?	
5	If third parties are involved, have the following been provided:	
5.1	Identification of specific tasks that a specific 3 rd party will perform	
5.2	Relevant explanation of the 3 rd party's capabilities	
5.3	CVs of all involved personnel from the 3 rd party in the format required	
6	If there are any supporting documents, have they been attached in the Annexes?	
7	Has a resource allocation plan been attached to the overall project plan?	
8	Has the Financial Proposal addressed the following:	
8.1	All costs shown clearly in Bahraini Dinars	
8.2	A tabulated format showing the tasks and also showing the following details per task:	
8.2.1	The proposed team member to complete the task	
8.2.2	Man-days resource allocation plan by tasks and individuals assigned	
8.2.3	An overall fee for each phase/activity/deliverable	
9	Has the proposal been arranged in 2 separate submissions as below:	
9.1	Technical Response (to be sent in soft (electronic) format)	
9.2	Financial Response (in an envelope to be sent as a hard copy)	

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10	Was the proposal delivered before the deadline set in this RFP to: Mr. Mohammed Nasser Telecommunications Regulatory Authority (TRA) Building 852, Road 3618, Block 436, Seef District P.O.Box 10353 Manama - Kingdom of Bahrain email: itproject@tra.org.bh	
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Annex E: Previous Projects Reference

1. Project Name
2. Website address
3. Technologies used for hosting
4. Programming languages used
5. Team size
6. Project start and end dates
7. Client recommendations