

PUBLIC DOCUMENT

REQUEST FOR PROPOSAL

Project Name:

RFP.CE.2021.0003

IBF Website Revamp Exercise and migration to new Content Management System



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1. INTRODUCTION

1.1 The Institute of Banking and Finance (“IBF”) is issuing this Request for Proposal (“RFP”) to identify suitable entity(ies) (hereinafter referred to as the “Vendor”) to submit proposals for the provision of services to revamp the IBF Website for a more customer-centric user experience; and propose a more flexible and efficient content management system for the IBF website.

2. BACKGROUND

2.1 IBF was established in 1974 as a not-for-profit industry association to foster and develop the professional competencies of the financial industry. IBF represents the interests of over 200-member financial institutions including banks, insurance companies, securities brokerages, and asset management firms. In partnership with the financial industry, government agencies, training providers and the trade unions, IBF is committed to equip practitioners with capabilities to support the growth of Singapore’s financial industry.

2.2 IBF serves as the national accreditation and certification agency for financial industry competency in Singapore under the Skills Framework for Financial Services, which was developed in partnership with the industry. Since 2018, IBF has been the appointed programme manager for the administration of professional conversion programmes for the financial industry under Workforce Singapore’s Adapt and Grow initiative.

2.3 IBF also provides personalised career advisory services to Singapore Citizens and Singapore Permanent Residents exploring a new role in, or career switch into the financial industry, under IBF Careers Connect.

2.4 IBF’s main stakeholders/customers can be classified into three main groups, finance services professionals/ job seekers, financial institutions, and financial training providers.

3. OBJECTIVE

3.1 IBF is looking to revamp the current IBF website to provide a more intuitive user journey for visitors to the website. IBF wants to make it as convenient as possible for visitors to find relevant information and encourage conversion behaviour, retention, and revisits to the IBF site.

3.2 Another objective is to explore and to implement a more user-friendly and flexible content management system on a cloud platform for the IBF website.

4 PROJECT SPECIFICATIONS AND REQUIREMENTS

4.1 Website User Journey

a) To improve customer engagement, the revamped IBF website should present the information succinctly and enable visitors to find required information based on his/her profile and needs effectively and efficiently.

- b) Have a user-friendly and intuitive user interface based on the respective target audience's user journey.
- c) Incorporate mobile responsive design across different end-user computing platforms or edge devices.
- d) Inclusion of visuals such as stock images, icons, infographics to enhance aesthetics. flow of website and readability of contents.
- e) Have a search engine capability to enable ease of search and retrieval of categorical information
 - provide search predictions or suggestions on the relevant information or searches done in the past,
 - what other users are searching for, including trending searches from the site
- f) Be able to track customer engagement and behaviour across the site for future analytics and auto-suggest improvements to the site
- g) Support web links to IBF's partner sites e.g. MAS, NTUC LearningHub, Workforce Singapore, SkillsFuture Singapore

4.2 **Management of Content and publishing functions**

- a) To ensure that the content on the IBF website can evolve alongside the needs of the customers, IBF also wants to ensure that the content management system (CMS) of the revamped IBF Website will allow the business unit users to update and edit the contents (both text and visuals) with ease and will not result in the downtime of the website.
- b) The vendor shall propose a new, cloud-based CMS and host the site with the corresponding migration strategy when IBF's current CMS system – SharePoint expires on June 2022.
- c) The vendor should ensure all content changes during this interim period is tracked and propagated into new CMS.
- d) Support a content management application that allows ease to add and manage contents.
- e) Share content and data to all sites and devices, without requiring multiple instances of the content.
- f) Intuitive indexing, search and retrieval features index all data for easy access through search functions and allow users to search by attributes such as publication dates, keywords, or author.
- g) Content hierarchy with unlimited depth and size

- h) Full template support and wide range of customisable templates for webpages and footnotes including options to move images and videos on the page when updating
- i) Publishing functionality allows individuals to use approved set of templates
- j) Final publishing of contents features should allow a pre-determined publishing date and time.
- k) More flexibility with the Homepage banner and pages images
- l) Ability to schedule validity for the Homepage banner and to have alert prompt before the Homepage banner 'expires'
- m) Supports SEO features and allow easy customisation
- n) Supports customisable themes to fit IBF's objective
- o) Supports high resolution image and video streaming contents without any degrade in performance when accessed by 100 concurrent users at any point of time.
- p) Able to allow IBF support team to perform SFTP to update website application running on classic asp
- q) The vendor should also propose any other feature that is deemed to be useful as part of the evaluation process.

4.3 **Scheduled release requirements and revision features**

- a) Revision features allow content to be updated and edited after publications.
- b) Revision controls will be put in place to track changes made by appointed users
- c) Integrated file managers
- d) Integrated audit logs

4.4 **Governance & Security**

- a) Admin panel with secure login procedures such as multi-factor authentication (MFA), 2- factor authentication, adaptive authentication
- b) Support a content delivery application where storage of the contents is secure and can present the contents to the target audience
- c) Group-based permission systems
- d) Admin functions and actions to be fully audited with audit trail accessible by IBF Admin

- e) All user and group-based functions and actions to be fully audited with audit trail accessible by IBF Admin
- f) All audit trails shall be downloadable on-demand
- g) To implement Anti-DDoS and CDN solutions for the website
- h) The website shall be protected against all known security vulnerabilities inclusive of OWASP (Open Web Application Security Project) Top 10 web application security risks

4.5 **CMS software updates and system integration**

- a) Easy wizard-based install and versioning procedures
- b) Capable of integrating with IBF determined systems via APIs or secured HTTP such as IBF programme finder, list of companies eligible for IBF funding, IBF Portal, Salesforce, Pardot, and the training Grant System.
- c) Be able to sync and hyperlink to existing IBF portal, Learn@IBF app, other microsites such as IBF Financial District (MyCareersFuture ongoing virtual career fair), IBF SGUnited Jobs and Skills Fair.
- d) Be able to sync with Google Analytics and major web analytics platform
- e) Be able to sync with Salesforce and major Customer Relationship Management Systems

5. **SCOPE OF WORK**

The scope of service required shall include:

5.1 **Business User Requirements and Customisation**

- a) Reference to the existing contents and propose the migration strategy.
- b) Vendor shall appoint a dedicated Project Manager and team for the project. Responsibilities will also include facilitating migration of content from existing website and work with IBF appointed IT systems vendor to ensure seamless transition.
- b) Conduct Focus Group Discussion and Stakeholder Interviews (*both internal and external*) to identify and construct the customer journeys that the IBF Website should be presenting to the various target audience
- c) Conduct desk research with comparative analysis, review of analytics data of the existing website and to propose on recommended changes. Vendor should propose a Product Manager and Lead Designer to uncover insights and translate insights into features that address customer behaviours and motivations. Features should be prioritised and negotiated with the relevant stakeholders for launch and beyond.

- d) Persona development, user stories and user journey mapping process, and to access impact of recommended changes.
- e) The proposed solution should support the major desktop and mobile platforms up to the last 3 updated versions right up to the current, latest version.
- f) The proposed solution should also follow Web Content Accessibility Guidelines (WCAG) 2.0 and 2.1 guidelines as such that the website is accessible to all i.e. people with disabilities.
- g) Provide the visual design services, information architecture design, wireframing and prototyping of the proposed revamped website to share the vision, design principles and content strategy as this would help to evangelise ideas, gain alignment and drive decision making.
- h) The web design and development work deliverables and stipulated timeline would have to be clearly stated at the point of proposal submission and the appointed vendor would present these deliverables to IBF's management team and project team to gain buy-in throughout the project lifecycle. IBF reserves the right to request for amendments if the proposed solution does not meet IBF's expectation(s). Vendor shall amend the proposal until satisfactorily accepted by IBF at no additional cost.
- i) Due to the dynamic nature of web contents, Vendor shall ensure the proposal caters reasonable flexibility for changes throughout the project.

5.2. **Platform Configuration, System Integration Testing and User Acceptance Testing**

- a) Vendor set up platform prototype for User Acceptance Testing (UAT) based on above approved requirements.
- b) To cater for adjustments based on UAT. Where required, perform data migration and data clean-up and the implementation of relevant APIs / HTTPS links from IBF's current CMS and systems.
- c) Vendor to provide testing, deployment, and cutover plans based on migration strategy.
- d) Vendor will also need to present proposed platform configuration and functionalities, and system integration for both PROD and UAT environments required to IBF Management for approval.

5.3 **Deployment and Training for staff**

- a) Upon successful UAT, to deploy IBF CMS in PROD. During deployment, relevant staff from vendor may need to be on-site to ensure the site is operational and accessible to all IBF staff and its partners, besides public access.

b) Vendor is required to also provide training to IBF staff on the usage of the IBF CMS. The training should also include a presentation on the IBF Customer Journey, and how the IBF CMS can be used to deepen and engage customers.

c) Vendor to also provide user guide for the IBF CMS.

5.5 **Contract Duration**

The initial contract period is twenty-four (24) calendar months (hereinafter referred to as the "Initial Contract Period").

IBF shall have the option to extend the Initial Contract Period by one or more periods to be determined at IBF's sole discretion provided always that the cumulative period of extension(s) shall not exceed twenty-four (24) calendar months in total, on the same terms and conditions, and any other terms that may be mutually agreed by the IBF and the Vendor in writing. IBF shall exercise such option by giving written notice to the Vendor at any time before the expiry of the Initial Contract Period or any extensions thereof.

a) Vendor should provide quotes for service support charged on an annual basis or equivalent man hours.

b) Vendor should provide quotes for change request and customisations charged on equivalent man hours.

c) The Vendor shall include the migration of IBF Web Content Management System (IBF portal) but with consideration that it may be decommissioned within the next twelve (12) months hence the cost involved for WCMS should be kept minimal.

6. **SYSTEM REQUIREMENTS**

6.1 **Security Measures**

a) Vendor shall submit a report to IBF with satisfactory results and accepted by IBF before the launch of the platform, and thereafter on a yearly basis:

- Vulnerability Assessment and Penetration Testing (VAPT) performed by an independent party conducted on the platform; and
- Rectification of all identified security gaps within an agreeable timeframe.

b) Vendor shall ensure the hosting services meet all industry security requirements

d) Vendor shall ensure the data security fulfils PDPA requirements

6.2 **Data Governance**

- a) IBF has full ownership of all customer data and reference materials in the CMS, and any data used throughout the project. All data disclosure to third parties, retention and disposal by Vendor shall be subjected to IBF's approval.
- b) The Vendor shall ensure that the data is protected against loss, corruption, unauthorised access, use, amendments etc. and only authorised staff has access to the data in both UAT and PROD environments. All data migration must be approved by IBF.
- c) The Vendor shall sign the Non-Disclosure and Undertaking Agreement (NDA) not to access, use, share, divulge or retain data unless this is required by the Vendor's staff in discharging their duties during their employment. The NDA is binding even if the staff has resigned or is transferred to another project team or after the termination or expiry of the Contract. Non-compliance could result in legal action being taken against the Vendor by IBF and/or referred to relevant authorities.

6.3 Availability

- a) The System shall be available on a twenty-four (24) hours per day, seven (7) days per Week, three hundred and sixty-five (365) days per year basis (24 X 7 X 365) except for scheduled routine system maintenance or downtime in which IBF is to be notified at least one (1) week in advance to inform users.

6.4 Service Level Agreement

The following Service Level Agreement shall be adhered to at all times with on-site support, during and after the performance guarantee period.

Severity Type	Description	Response Time	Resolution Time
Critical	<p>Defect / Problem that affect the Application Systems such that required operational objectives cannot be achieved. These include:</p> <ul style="list-style-type: none"> ▪ Unauthorised access to the data or system's functions ▪ Defacement of System or any malicious attacks by hackers ▪ Security of one of more IT systems have been compromised 	<p>24 Hours x 7 Days Dedicated Helpdesk Number</p> <p>Unlimited calls (Including Sundays and public holidays)</p> <p>Respond by voice or email within 15 min upon receipt of support service call.</p> <p>Thereafter, status reporting every 1 hour till resolution completed</p>	<p>All incidents to resolve within 4 hours to rectify the problem or implement workaround solution.</p> <p>For critical incident, vendor is to</p> <ul style="list-style-type: none"> a) shut down the entire website, disable access to all folders and b) put up a maintenance page on the homepage of IBF. c) Resolve within 4

Severity Type	Description	Response Time	Resolution Time
	<ul style="list-style-type: none"> ▪ Majority of users are unable to perform business functions ▪ Several IT systems are concurrently unavailable (e.g. failure of authentication directory, failure of common / shared hardware component) 		working hours.
High	<p>Defect / Problem that affect a particular form of operation but do not affect any operational objectives as there exists temporary workaround solution.</p> <p>Example:</p> <ul style="list-style-type: none"> ▪ Exceptional business rule/s was/were not taken care of in program(s), which results in incorrect System Application response(s) however there exists a temporary workaround solution that eventually still meets user needs ▪ Unusual slowness experienced in one or more public facing websites ▪ Disruption of Business Operations which is not time critical 	<p>24 Hours x 7 Days Dedicated Helpdesk Number</p> <p>Unlimited calls (Including Sundays and public holidays)</p> <p>Respond by voice or email within 15 min upon receipt of support service call.</p> <p>Thereafter, status reporting every 2 hours till resolution completed</p>	All incidents to resolve within 8 hours to rectify the problem or implement workaround solution
Medium	Affects a particular process or system for which there are existing alternatives to	<p>Within 30 hours</p> <p>Status reporting upon resolution</p>	Within 1 working day

Severity Type	Description	Response Time	Resolution Time
	bypass the problem Example • API or integration/connectivity is down		
Low	Defect / Problem that have minimum or no impact to the business flow and Application System usability	Within 1 hours Status reporting upon resolution	Within 3 working days

6.5 Technical and User Support Requirements

a) The Vendor shall provide Helpdesk support (preferably local based) for the System conforming to all IBF business hours (Monday to Friday, 9am to 6pm). For all issues reported by the users or by IBF, Vendors should adhere to response time as prescribed by IBF. An issue or incident is deemed resolved when the reporting party is notified and satisfied with the resolution steps taken by the Vendor.

6.6 Hosting, Back-up, Disaster Recovery and Business Continuity

a) The Vendor shall provide hosting located in Singapore only and shall ensure the proposed solution support for high availability with redundancy. The hosting solution shall also have robust access controls to ensure that unauthorised personnel cannot access IBF data. All access shall be logged and recorded to be kept for at least one (1) year and provided to IBF upon request.

b) The proposed solution shall have in place and support IBF’s business continuity plan (“BCP”) to manage operational disruptions. The Vendor shall be responsible and be involved in all BCP activities.

c) The Vendor shall ensure the proposed solution, data backup and recovery procedures are sufficiently robust. Where a system failure results in a probable loss or damage of the IT systems or data, the Vendor shall be responsible for the recovery of the IT systems, as well as the recovery of any lost data, the restoration and repair of any damaged data and the correction of any erroneous data to the extent possible, within fourteen (14) working days from the date on which the system failure occurs.

d) The proposed solution shall adhere to 3-2-1 backup rule.

e) The proposed solution shall have Recovery Point Objective (RPO) of not more than 1 hour, and Recovery Time Objective (RTO) of not more than 24hours, and the DR site

should have optimal performance and speed to minimise operational impact to users. IBF reserves the right to make changes to the RTO/RPO.

f) All hosting and off-site backup shall adhere to IBF security requirements and the Vendor shall ensure the data resides in Singapore only.

g) The Vendor shall provide relevant and adequate support when IBF conducts business continuity and/or disaster recovery tests, up to a maximum of three (3) tests per year. IBF may conduct these tests according to its internal schedule and may not inform the vendor prior to the tests.

7. PROJECT DELIVERABLES & SCHEDULE

7.1 The Vendor shall complete the project deliverables based on the stipulated timeline unless otherwise instructed by IBF.

Project Deliverables	Timeline
Stage 1 – Gathering of user requirements	
<ol style="list-style-type: none"> 1. Desk Research: Comparative analysis, review of analytics data, etc. 2. Discover Session/Focus Group Discussion (FGD) and Stakeholder Interviews (with internal and external stakeholders) 3. Brainstorming discussion/workshop with core project team 4. Persona development, user stories and user journey mapping 5. Submission of proposal to IBF for acceptance 	12 weeks
Stage 2 – Website Contents Layout	
<ol style="list-style-type: none"> 1. Visual Design of proposed content layout changes 2. Information Architecture design 3. Wireframing and Prototyping 4. Preview of prototype based on above IBF Requirements. 5. Customisation and acceptance of platform configuration 6. Presentation and demonstration of prototype to IBF management and team leads on proposed layout changes before Migration 	10 weeks
Stage 3 – Review of contents and full migration and deployment to new CMS	
<ol style="list-style-type: none"> 1. Prepare and package information to full-fledged CMS with enhanced capabilities for content authoring and management 	6 weeks
Stage 4 – Data Migration and System integration User Acceptance Test (UAT)	

<ol style="list-style-type: none"> 1. Migration of relevant databases 2. Integration with relevant IBF Systems 3. API/HTTPS with relevant IBF Systems 4. UAT 	6 weeks
Stage 5 – Full Deployment and Training for Staff	
<ol style="list-style-type: none"> 1. Full Deployment of system 2. Preparation and confirmation of User Guide 3. User training 	4 weeks

8. EVALUATION CRITERIA

8.1 The following are the criteria used for the evaluation of all proposals received by IBF for this RFP and its weightage (%):

S/N	Evaluation Criteria	Weightage
1	Quality	80%
	<ul style="list-style-type: none">Ability to provide a proposal that fulfils IBF's project objectives and scope of services	40%
	<ul style="list-style-type: none">System and data security, access controls, risk management and scalability plans	10%
	<ul style="list-style-type: none">Ability to meet project timeline	20%
	<ul style="list-style-type: none">Vendor's experience and track record	10%
2	Price Competitiveness	20%

8.2 As part of the evaluation process, shortlisted Vendors will be required to make a presentation of the proposal to IBF.

8.3 In the event that IBF seeks clarification upon any aspect of the proposal, the Vendor shall provide full and comprehensive responses within three (3) days of notification.

9. BRIEFING

Companies that are interested to bid for this project will be invited to attend a briefing session. Please email procurement@ibf.org.sg to indicate interest **no later than 1 July 2021, 5pm**. The interested Vendor may submit a list of questions for clarification during the briefing.

The briefing session will be held on **6 July 2021 at 10am** via web conferencing and meeting details will be sent upon receipt of interest. Vendors shall indicate the number of people attending the briefing, their names, designations and contact details to receive the web conferencing invite.

10. SUBMISSION DETAILS

9.1 All Vendors are required to complete the attached form "Proposal – IBF CMS" in Annex A.

9.2 One (1) soft copy (PDF format) of the proposal shall reach IBF **no later than July 21, 2021, 5 PM**, Singapore time. All proposals must be clearly marked as “**Proposal – IBF CMS (RFP.CE.2021.0003)**” and addressed to:

The Institute of Banking & Finance

10 Shenton Way

#13-07/08 MAS Building

Singapore 079117

Email: procurement@ibf.org.sg

9.3 The IBF reserves the right not to accept late submissions.

9.4 Proposed fees:

- i. Provide quotations for fees using the ‘**Proposal Template**’ under **Annex A**.
- ii. Fees quoted shall be in Singapore Dollars only and exclude GST. All fees quoted shall be final.

9.5 The IBF reserves the right to cancel, or modify in any form, this RFP for any reason, without any liability to IBF.

9.6 All proposals submitted will remain confidential.

11. SECURITY CLEARANCE

a. The Vendor shall subject all their personnel who will be involved in the performance of the Services to security clearance by IBF before commencing their work. IBF reserves the right to reject any of the Vendor’s personnel and the Vendor is responsible for finding replacements immediately and at the Vendor's own expense.

b. The Vendor shall observe the secure usage and handling of all IBF’s information. All the Vendor’s personnel shall sign an Undertaking to Safeguard Official Information to protect IBF’s information against unauthorised disclosures by the Vendor’s personnel during their work. The Vendor shall ensure that all its personnel and subcontractors are informed that failure to comply with the undertaking would be a criminal offence.

c. All the Vendor’s personnel shall fully comply with any written instructions from IBF regarding security matters.

12. PAYMENT

12.1 The vendor shall propose a detailed cost breakdown for each of the phases, and any licensing fees.

12.2 Payment schedule to be as follows:

a) 30% of implementation cost to be paid upon start of project. The remaining 70% to be paid upon successful implementation of project. IBF to determine when it considers the Website revamp to be successfully implemented.

13. CONFIDENTIALITY

13.1 The Vendor shall ensure the absolute confidentiality of the data and information provided by IBF or any other organisation identified by IBF for this project and shall not, under any circumstances, release or communicate through any means, in whole or in part, any information to any third parties. All correspondence and communication with all external parties, pertaining to matters relating to this project, shall be made only through IBF.

13.2 IBF may require an unsuccessful Vendor to return all materials that IBF provided during the period from the issue of this RFP to the acceptance of the successful proposal.

12.3 The Service Provider shall submit, together with their proposals, an undertaking to safeguard the confidentiality of all information revealed to them.

14. INDEMNITY AGAINST A THIRD PARTY

14.1 The Vendor shall indemnify and hold harmless IBF and its partners and employees from and against any foreseeable loss, expense, damage or liabilities (or actions that may be asserted by any third party) that may result from any third party, claims arising out of or in connection with the project and will reimburse IBF for all costs and expenses (including legal fees) reasonably incurred by IBF in connection with any such action or claim.

15. NOTIFICATION OF UNSUCCESSFUL BID

15.1 Notification will not be sent to unsuccessful Vendors by IBF.

16.. ENQUIRIES

16.1 All enquiries pertaining to this RFP may be directed to stefanie@ibf.org.sg and cc procurement@ibf.org.sg