WEBSITE REDESIGN REQUEST FOR PROPOSALS

PROPOSAL FOR
The CENTER for VICTIMS of TORTURE

PROPOSAL ISSUED: FEBRUARY 7, 2022
INTENT TO BID: MARCH 4, 2022
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INTRODUCTION

Thank you for taking the time to learn more about the Center for Victims of Torture (CVT). This document outlines the goals and objectives for our website redesign, as well as background on our organization, and invites you to submit a proposal to partner with us on a much-needed upgrade and transformation of our web presence.

CVT is the largest international organization that treats survivors and advocates for an end to torture worldwide. We are a human rights organization that actively builds toward a future free from torture through direct rehabilitative care for survivors; advocacy to address the systems that lead to torture; training and capacity building for rehabilitation programs and human rights defenders worldwide; and world-class research to determine the effects of torture and the most successful treatments.

Currently, CVT’s digital presence is spread across multiple platforms, vendors, and service providers. We are seeking proposals for an integrated website redesign project that includes our home site, cvt.org, as well as our programmatic satellite sites healtorture.org, newtactics.org, and proqol.org, as well as continued support and maintenance of these sites.
SCOPE AND TIMELINE

Scope

This project encompasses a redesign and rebuild of our websites:

- cvt.org
- newtactics.org
- healtorture.org
- proqol.org

We are seeking a skilled and committed partner to help us better integrate these websites together under a common visual language and technical infrastructure. Each site has its own unique (but complementary) audiences, and therefore, different functionality needs as well.

Three of the websites are built on Drupal 7 and we are facing the End of Life for our current CMS. We need to update and modernize both our front and back end, designed around the current and possible future needs of the organization.

Components of this project that we would expect to see in a proposal include:

- Interviews with key stakeholders and program staff to assess needs
- Leading a process of visioning with CVT to help us determine the best information hierarchy and structure to tell our story and showcase our work
- A comprehensive site review and content audit of each site
- New navigation for each site using architecture determined by the audits and research
- Review brand identity system with senior CVT staff and develop new brand elements for ADA-compliant design
- Digital style guide created for each individual site
- Wireframing for each site
- Visual design development
- Site design and development
- Testing and quality assurance
- Documentation and training for site administrators including best practices for maintaining the sites
**Timeline**

- **February 7, 2022**  
  RFP Issue Date

- **February 21, 2022**  
  Deadline for questions for vendors

- **February 28, 2022**  
  Deadline for CVT’s responses to vendor questions

- **March 4, 2022**  
  Vendor notification of intent to bid

- **March 7-21, 2022**  
  Proposals accepted

- **March 28, 2022**  
  Review proposals

- **April 5, 2022**  
  Notification to finalists

- **April 11-15, 2022**  
  Finalists present to CVT

- **April 25, 2022**  
  Contract awarded

- **May 2022**  
  Project Kick-off

- **June 2022**  
  Information architecture and front-end design mockups due

- **June 2022**  
  Begin development with healtorture.org

- **September 2022**  
  Healtorture.org launches

- **October 2022**  
  Begin development of other sites

- **Early 2023**  
  All websites launched
At the Center for Victims of Torture (CVT) we are forging new ways to advance human rights and build a future free from torture. Through research, training, advocacy, and our healing services for survivors, each initiative we undertake plays a role in building a larger vision for the torture rehabilitation movement. We provide a bridge between torture victims, the local community, and society as a whole, working to restore the dignity of the human spirit one survivor at a time.

CVT is on a growth trajectory, with the annual budget more than doubling over the past decade, from $10.8 in 2012 to $28.7 million for Fiscal Year 2022. This growth reflects CVT’s adaptation to ongoing and newly-emerging needs of people impacted by torture and those who serve them, to changes in funding, to new requests and opportunities to extend care, as well as to needs resulting from the COVID-19 pandemic.

CVT employs approximately 340 staff, with about 100 in the U.S. and 240 in Africa and the Middle East.

CVT recognizes diversity and inclusion work requires continual effort. Therefore, CVT has created a Diversity, Equity, and Inclusion Strategic Plan and two staff working groups (both U.S.-based and international) from multiple departments to implement and make change within the organization. Our diversity and inclusion goals include: a commitment to being involved in local communities receiving services; evaluating services based on client feedback; providing diversity education for staff; continually working to attract diverse hiring applicants; and invested organizational leadership. As an organization, CVT is committed to respecting the humanity of all people, holding ourselves accountable by ensuring honesty and transparency, and listening to, working and learning from survivors and each other.

We have historically categorized our work in four “pillars”: Healing, Policy and Advocacy, Capacity Development, and Research. As we re-conceptualize the website, we will amend our narrative in ways that more accurately reflect the growing organization and our expanding audience. But for now, these four areas of focus are useful for describing what we do.
CVT’s values were established by all staff at all our locations, who participated in an interactive process of discussion and reflection. These values are shared by all of us, they help to guide our work and our decisions, and they unite us in keeping a cohesive approach to our work and our interactions.

**CVT Values**

- **Hope**: We believe a better future is possible.
- **Human Dignity**: We commit to respecting the humanity of all people.
- **Integrity**: We commit to holding ourselves accountable, ensuring honesty and transparency.
- **Equity**: We commit to dismantling barriers to justice and advancing opportunities for all.
- **Collaboration**: We commit to listening to, working with and learning from survivors and each other.

**CVT Mission**
The mission of the Center for Victims of Torture is to heal the wounds of torture on individuals, their families and their communities and to end torture worldwide.

**CVT Vision**
The Center for Victims of Torture’s vision is a world without torture.
Healing

In the United States, torture survivors receive out-patient care at several locations in Minnesota, Georgia, and Arizona. In Minnesota, CVT provides services in both St. Cloud and St. Paul. At the Saint Paul Healing Center, a team of healers provides medical and nursing care, psychotherapy, social services, and massage and physical therapy, while in the Healing Hearts project, the Karen refugee community is served through behavioral health services provided in partnership and co-located at two primary care clinics. In St. Cloud, CVT provides community-based support to the Somali community through behavioral health, policy/advocacy, and parenting classes. In Georgia, CVT extends rehabilitative care to refugees and asylum seekers, incorporating the specialized care that is most effective for individuals who have survived torture. CVT is also in the process of establishing a new major program in Arizona, providing care to asylum seekers and related professionals working on the Southern border.

In other parts of the world where CVT operates, our clinical programs and healing initiatives are mainly with refugees living in urban areas, in refugee camps, or post-conflict areas where few mental health resources are available. We train local community members and refugees to meet the mental health needs of their compatriots for the long term. We currently have major healing centers located in Ethiopia, Iraq, Jordan, Kenya, and Uganda and we partner with other humanitarian organizations around the world to run projects in areas where there are large numbers of torture survivors and/or refugees and survivors of conflict-related trauma. CVT continues to expand the global reach of its programs.

>> The website cvt.org falls under this area of work.

Capacity Development

At CVT, training is about finding ways to strengthen and support the people and organizations who work with torture survivors and human rights defenders. We offer training projects around the world so that individuals and organizations can learn new and improved ways to provide healing and to protect human rights.

Our New Tactics in Human Rights program promotes tactical innovation and strategic thinking within the international human rights community.
The National Capacity Building Project offers technical assistance and specialized training to more than 42 torture survivor rehabilitation programs and organizations, to improve the quality of care to torture survivors and to strengthen those organizations serving them.

CVT also offers holistic trauma-informed capacity development to both individuals and organizations, including civil society organizations, human rights organizations, and direct service organizations, including mental health, social service, medical and legal organizations.

CVT also provides clinical support to other organizations and individuals through staff care/self-care and resiliency training/mentoring to address burnout and secondary trauma.

>> The websites newtactics.org and healtorture.org fall under this area of work.

Research

We work with other torture victim rehabilitation centers to help them develop their own tools for measuring the impact of rehabilitation services on the well-being of torture survivors. We conduct rigorous evaluation and monitoring to ensure the work we do is effective. Our clinical service projects consistently document significant decreases in mental health symptoms. We also conduct policy-relevant research and have developed a unique approach which integrates and supports survivor healing and justice-related needs, called “therapeutic documentation.”

>> The website proqol.org falls under this area of work.

Policy and Advocacy

CVT engages in public policy and public education initiatives to prevent torture, as well as advocacy to increase support for torture rehabilitation programs around the world. Our Washington, D.C. office gives voice to people who were purposefully silenced by perpetrators of torture. We show policy makers that there is hope, that survivors can regain productive lives of dignity. We are also expanding our policy and advocacy work at the United Nations and other multilateral fora.
**Audiences**

CVT’s mission, programs, and reach are expansive. As such, our audiences vary across programs and websites.

**CVT.org:**
- Individuals looking to donate, volunteer, or learn about CVT
- Organizational funders and partners
- Prospective staff seeking job opportunities
- People engaged with advocacy, public policy and human rights information more generally
- Survivors of trauma or torture seeking assistance, resources, or referral

**HealTorture.org:**
- Organizations serving survivors of torture throughout the U.S. seeking technical assistance through webinars, tools, eLearning lessons, and other resources
- Funders and other organizational partners

**NewTactics.org:**
- Individual and organizational human rights activists around the world seeking tactical knowledge in strategies for defending human rights in their communities (Worth noting that 34% of all pageviews are in the Arabic language section of the site)
- Funders and other organizational partners

**ProQOL.org:**
- Psychologists, social workers and other mental health professionals
- Researchers and student researchers
- Mental health consultants (for other organizations)
FINAL DELIVERABLES

Each website listed above as in-scope has been fully redesigned meeting the key requirements listed above as well as requirements gathered during the discovery stage of the project.
GOALS AND OBJECTIVES

CVT's overall goals for the website redesign project include:

1. Update and modernize our websites to provide responsive, accessible content to our stakeholders and audiences

2. Integrate our satellite websites through a shared visual language and linked connection to cvt.org

3. Simplify homepages and navigation across all sites to make it easier for audiences to find their desired content

4. Rebuild websites using WordPress as the new CMS solution, as Drupal 7 reaches its End of Life, and build back end in Google Cloud Platform
KEY FEATURES AND FUNCTIONS

For all sites:

- New websites built to be mobile friendly and responsive and with social media integration using WordPress CMS and Google Cloud Platform (front and back end development).
- Brand and identity system that creates cohesion among all four websites.
- New sites are fully WCAG 2.1 AA compliant and meet stringent accessibility standards.
- Content audit (healtorture.org has previously done audit that can be shared and used) and strategy.
- New site architecture and navigation determined for each site to improve user experience by getting them where they want to go and engage visitors to explore other areas of each site.
- GDPR evaluation, recommendations for best practices, and solution.
- Site security strategy
- SEO/taxonomy
- UX/UI testing
- Training for website administrators on best practices, guidelines, and how to use and update sites with content

Center for Victims of Torture (www.cvt.org)

Specific requirements for Center for Victims of Torture site:

- Visually compelling, with up-to-date content and a clearer brand-focused vision for the site.
- Ability to self-publish CVT-generated articles, blogs etc. with the ability to include multimedia and galleries that highlight stories of our clients, staff, and other successes.
- Ability to actively engage funders, donors, volunteers, and people who are interested in stopping torture, including, where appropriate, integrations with Raiser’s Edge / Blackbaud CRM and live event streaming services.
- Ability to provide resources for trauma survivors as well as job seekers and people with a general interest in our work.
Assets (information from approximately a year ago):

- HTML Pages: 3891
- Images: 1629
- Documents (PDFs): 527
- Unknown: 628

Analytics:

- Mobile Users: 58% of users are using mobile devices (phones and tablets).
- Languages: 92% of users are viewing the site in English.
- Bounce Rate: The bounce rate of 80% which is exceptionally high.
- Organic Search vs other sources: Only about 27% of total traffic is through organic search results and then another 17% is through paid search campaigns.

Challenges:

- How to implement all of the CVT websites onto this website (homepage and navigation components) and balance the desire of departments within the organization to have their department visible on the site.
- How to tell a complex narrative of our organization in a simple way.
- Determine conversion goals for the website and funnels to help users get there.
- Improve user experience and engage visitors to explore other areas of the site.

New Tactics in Human Rights (www.newtactics.org)

Specific requirements for the New Tactics site:

- Serve as a resource library of human rights tactics, searchable and filterable by multiple dimensions.
- Blog / ability to self-publish articles, commentary etc.
- Multilingual support with universal design that works for English, Arabic, and other languages. An Arabic speaker / reader will need to be engaged in the UX/ UI.
- Security review and strategy.
- Audit and remove irrelevant content and create site that is easier for users to find the information they are looking for quickly.

Assets (information from approximately a year ago):

- HTML Pages: 53,592
- Images: 5,333
• Documents (PDFs): 727
• Unknown: 2,039

Analytics:
• Mobile Users are 52% of all visitors.
• 73% of all users are on some version of the Chrome browser platform.
• 34% of all page views are in the Arabic language section of the site.
• Returning visitors averages about 9% of all visitors.
• The overall bounce rate is a bit high, somewhere near 78%.
• 84% of visitors to the New Tactics site are from organic searches with a high bounce rate, versus the 1.5% of visitors who are coming to the site because of an email campaign and a lower bounce rate of 50%.

Challenges:
• A massive amount of content needs to be audited and migrated if the content management system is changed.
• User pathways are unclear and content is difficult to find quickly.
• The complexity of security and privacy requirements given the threats faced by visitors could create significant challenges for tracking and following user behavior for this website.
• Global distribution of visitors means an underlying hosting infrastructure that can be spread across the globe.

National Capacity Building Website (www.healtorture.org)

Specific requirements for the site:
• Substantial eLearning capability including hosting eLearning courses, user registration, tracking course progress and completion, etc. then convert existing eLearning lesson series to new site.
• Convert user types and users to site that allows eLearning Subscribers access to eLearning and members access to specific Member Webinars, which includes approximately 1000 users and their data.
• Index and embed to archived webinars (through Vimeo).
• Complete Resource Library page for easy access to resources (in process).
• 504 Compliance, determine if continuing to use webReader (through ReadSpeaker, and possibly adding docReader would be helpful).
• New methods of engaging with users - previously built Online Forum.
• Determine method to update or archive unused pages.

Assets (information from approximately a year ago):
• HTML Pages: 1421 (an unknown amount are unpublished)
• Images: 362
• Documents (PDFs): 158
• Unknown (mostly comments): 593

Analytics:
• Mobile Users: Only about 39% of all users are visiting this site on a mobile device, as the site is not designed to be responsive nor designed from a mobile-first perspective.
• Languages: A clear majority of users are reading the site in English.
• Returning Visitors: About 11% of users are returning users and there is no clear reason or pattern in their behavior that can be deciphered by Analytics.
• Bounce Rate: Whether or not the lower bounce rate for this site overall is due to an integrated LMS remains unclear, but the bounce rate on average for the site is relatively low at 64%. However, the bounce rate in the eLearning section of the site is 13%, which suggests that leaving the LMS in-site would be good for the health of the site.
• Organic Search vs other sources: 72% of healtorture.org’s website is coming from organic searches, which shouldn’t surprise anyone because the site hosts some thing like 1421 individual web pages (many of which are evergreen content resources).

Challenges:
• Navigation is confusing and difficult to use as it is designed for internal language users, not for the public.
• eLearning Lessons - Created in Adobe Captivate using HTML5, and embedded in the website and need to be moved to new site.
• Conduct subject matter review of content audit to determine if information needs to be sorted through, updated, prioritized for migration to a new site, or marked for deletion and then archived.
• Users Registered: eLearning & Membership will be functionality that we don’t want to lose, but if the content management system is changed, those users will have to be migrated (and notified of the migration) into the new system.
Determine if any previous users should be deleted from system.

- The healing centers map is not responsive and it is also difficult to find, and everyone thinks that the centers listed on the map are actually part of CVT and that’s getting confusing for people (have same issue with Experts on site).
- Comment spam is extremely high and the current CAPTCHA functionality might be slowing down the spam bots at the moment, but when the online forums are brought back online, spam will again represent a problem for the organization. CVT requires suggestions on how to move forward with this idea either on or off the website.
- How to get people in distress to the CVT site

**Professional Quality of Life (www.ProQOL.org)**

Specific requirements for the site:

- Robust analytics which preserve visitor privacy where needed – the majority of the site is public facing, but secure log-in (ideally with 2FA) will be needed for a smaller group of users.
- Site must be mobile friendly, as well as easier to navigate for non-English speakers. Using universal design to make it available in three languages: English, Arabic, and Spanish.
- Quick navigation to both the measure and the self-help materials for people who are in distress.
- We need to get global users smooth, reliable access to the tool, possibly more app-based.

**Assets:**

- HTML Pages: 27
- Documents (PDFs): 62 created and ready to be published/added (with more on the way)
- Other (Images/Videos/Alchemer): 14

**Challenges:**

- With the launch of the ProQOL Health, CVT is also in process of developing new documents, videos, resources, and translations that have been or will be added to the site, so the site will need to be able to implement.
- Capacity for curating content is low in CVT’s research department.
- Users accessing the data on this website are globally located and are mobile only users with very limited access to data connection, low internet bandwidth which can be problematic and make it inaccessible.
- Users may be skeptical of authentication schemes (like two-factor) and concerned about what information being saved is quite sensitive, private, and/or protected.
We have dedicated funding for this project. At this time, we have decided not to communicate specific budget constraints for the purposes of the initial proposals. Instead, we are asking vendors to offer pricing appropriate to the scope of this project. To make that process easier for vendors, we have committed to excluding price as a factor in our first round of proposal evaluation. If there is a mismatch between the proposal price and our funding capability, we will have follow-up conversations after the first round of proposal evaluation in which we can share more specific budget information.
Questions related to this proposal should be emailed to Kimberly McGlothlin, kmcglothlin@cvt.org.

The deadline for proposals is **March 21, 2022** and should be emailed to Kimberly McGlothlin, kmcglothlin@cvt.org.

At a minimum, your proposal should contain the following elements:

**1. Company Information**

Please include background on your company, including details on the size of your team and the individual roles within it, as well as experience and capabilities. We also would like to see why your company is a good mission fit for working with CVT.

**2. Process and Deliverables**

Outline your process, along with key milestones and deliverables. Staff come from different religions, cultures, races, ethnicities, and identify with a range of intersecting identities that can affect how people work and communicate. Pay particular attention to detailing your project management process with an eye towards working with large organizations with multiple stakeholders.

**3. Technical Recommendations**

We would like to see your anticipated solutions for a new CRM, hosting solution(s), security, plan for mobile design and universal design for multilingual support. We understand that these may change once you learn more about the project.

**4. Timeline**

Explain how you will schedule and pace a complicated, multi-layered process in the most efficient way possible without sacrificing quality of the work product. Detail timing for key deliverables.
5. Cost Proposal

Anticipated pricing and estimated payment schedule. As much as possible, please provide estimates for phases of work by line item, and with as much detail as possible. Include maintenance and support costs, if applicable.

6. Limitations and Challenges

We want to know what challenges you anticipate based on the Request for Proposals and your relevant experience with similar projects.

7. Case Studies and References

Please provide at least two case studies of relevant work that you have completed.

8. DEI and Cross-Cultural Competency

Please describe your ability to work cross culturally and how your work aligns with our values.
SELECTION PROCESS

A team will review proposals after the submission deadline. Finalists will be selected for interviews, which will include both a presentation of your proposal and questions from CVT leaders.

Proposal Review Criteria

All proposals will be reviewed using the following criteria:

- Proven capabilities in desired features / specifications.
- Ability to clearly communicate methodology.
- Demonstrated experience with website strategy, website redesign projects, and website project scoping.
- Proposal cost and clarity of budget.
- Support for the mission and work of CVT and experience working with comparable NGOs. We are looking for a vendor partner that supports human rights and is excited to work with CVT to help us do our work better.
- And importantly, whether and how you address your approach to partnering with large organizations with multiple stakeholders.
DISCLAIMERS AND CVT’S PROTECTION CLAUSES

- CVT may cancel the solicitation and not make an award.
- CVT may reject any or all responses received.
- Issuance of a solicitation does not constitute an award commitment by CVT.
- CVT reserves the right to disqualify any offer based on offeror’s failure to follow solicitation instructions.
- CVT will not compensate offerors for response to solicitation.
- CVT reserves the right to issue an award based on initial evaluation of offers without further discussion.
- CVT may choose to award only part of the activities in the solicitation, or issue multiple awards based on the solicitation activities.
- CVT may request from short-listed offerors a second or third round of either oral presentation or written response to a more specific and detailed scope of work that is based on a general scope of work in the original RFP.
- CVT has the right to rescind an RFP or rescind an award prior to the signing of a subcontract due to any unforeseen changes in the direction of CVT’s client, be it funding or programmatic.
- CVT reserves the right to waive minor proposal deficiencies that can be corrected prior to award determination to promote competition.