



## **National E-Governance Services Limited**

5th Floor, 'The Estate',  
121 Dickenson Road,  
Bengaluru – 560 042

## **REQUEST FOR PROPOSAL**

FOR

**Appointment of Consultant for review of the existing Risk Management Policy and implementation of Enterprise Risk Management (ERM) Framework**

**No: NESL/AO/01/RFP-ERM/2024-25/250201**

**06 February 2025**

## Contents

REQUEST FOR PROPOSAL .....	1
1. Invitation to Bidders.....	1
2. Contact Information .....	1
3. Key Events & Dates.....	1
4. About NeSL.....	2
5. Scope of Work .....	4
6. Project Duration:.....	5
7. Selection Procedure .....	5
8. Pre-Qualification (PQ) Criteria .....	6
9. Technical Bid Evaluation.....	7
10. Financial Bid Evaluation .....	9
11. Final Evaluation.....	9
12. Clarification on RFP .....	10
13. Submission of Earnest Money Deposit (EMD) and Performance Security : .....	10
14. Liquidated Damages: .....	11
15. Termination of Engagement: .....	11
16. Submission of Bids .....	11
17. Bid submission checklist .....	12
17.1 . <b>Pre-qualification (PQ) Criteria</b> .....	12
17.3 Financial bid .....	12
18. Opening of Bids.....	13
i. Technical Bid opening .....	13
ii. Financial Bid Opening .....	13
19. Bid Currency.....	13
20. Payment Milestones: .....	13
21. Non-disclosure Agreement:.....	14
Annexure-I-Technical Bid format .....	15
Annexure-2-Financial bid Format: .....	19

## 1. Invitation to Bidders

National E-Governance Services Limited (NeSL) publishes this Request For Proposal (RFP), inviting reputed consulting firms with demonstrated skills and experience to submit their proposal/bid for providing consultancy for review of the existing Risk Management Policy and implementation of Enterprise Risk Management (ERM) Framework. The successful bidder shall provide end-to-end consultancy across various activities of NeSL including a comprehensive study of NeSL's current processes, macro and micro environments, risk factors and mitigation steps across various functions/departments of the organization etc. NeSL shall not have any contractual obligation whatsoever till issue of PO to the successful bidder and/or signing of an Agreement/NDA in this regard. The bidders are advised to read the RFP document carefully and furnish the details and documents as sought in the RFP. All further corrigendum / amendments shall be published only on NeSL website. Bids with a shortage of proper supporting documents shall be treated as non-responsive and shall be liable to be rejected.

## 2. Contact Information

National E-Governance Services Limited

5th Floor, 'The Estate',

121 Dickenson Road,

Bengaluru – 560 042

E-Mail: [procurementgroup@nesl.co.in](mailto:procurementgroup@nesl.co.in)

## 3. Key Events & Dates

Event	Target Date
Publishing of RFP	06.02.2025

Last date to send in requests for clarifications on the tender document	11.02.2025, 18:00 Hrs
Pre-bid Meeting (Online)	12.02.2025, 11:00 Hrs
Response to Pre-Bid Clarifications / Corrigendum (if any on the website)	14.02.2025, 18:00 Hrs
Last date and time of submission of bids	28.02.2025, 1500 Hrs.
Date and time of opening of Technical bids	28.02.2025, 1530 Hrs.
Place of opening of technical bids	Online (MS Teams meeting invite shall be sent to participated bidders)
Date and time of opening of Commercial bids	Will be intimated later to technically qualified bidders

#### 4. About NeSL

NeSL is India's first Information Utility (IU) and is registered with the Insolvency and Bankruptcy Board of India (IBBI) under the provisions of the Insolvency and Bankruptcy Code, 2016 (IBC). The company has been set up by leading banks and public institutions. The primary role of NeSL is to serve as a repository of legal evidence holding the information pertaining to any debt/claim, as submitted by the financial or operational creditor and verified and authenticated by the parties to the debt.

To support the dematerialization of contracts, NeSL initiated Digital Document Execution (DDE), which is an API based platform for paperless execution and storage of financial contracts, which reduces time and costs besides enhancing the customer experience, thereby enhancing the 'Ease of Doing Business' especially in times where timely availability of credit is the need of the hour for businesses. The contract execution process in the DDE platform collapses several steps and is seamless, online and real-time in conjunction with the extant technology of Service

Providers for the E-sign and the Stock Holding Corporation (SHCIL - CRA) or the GRAS system of respective state governments for the Digital E-stamping.

NeSL has also launched the Electronic Bank Guarantee (e-BG) platform which eliminates the physical documentation usually associated with issuance of BG. This is enabled through paperless e-stamping, e-signing, hosting of the final electronic BG on the NeSL portal and intimation of final BG to the beneficiary. NeSL eBG supports the complete life-cycle of Bank Guarantee starting from initiation, issuance, amendments, extension, invocation/closure etc.

**Risk Management Function:** IBBI (IU) Regulations mandates risk management framework in accordance with the 'Guidelines for technical standards for the performance of core services and other services under the insolvency and bankruptcy board of India (information utilities) regulations, 2017' Accordingly, NeSL has appointed Chief Risk Officer (CRO). An internal Risk Management committee (IRC) was formed to support the CRO in the overall risk aspects of the Company. The CRO is responsible for continuously maintaining a comprehensive register of all risks (operational, technological, organisational, financial etc) faced by the company along with the mitigants adopted It may be noted that the mandate of the CRO is not limited to the IBBI framework alone but encompasses the much wider range of risks related to the overall functioning of the organization, now and in the future.

The updated IBBI ( Information Utility) Regulations, 2017, amended upto 13<sup>th</sup> August, 2024, are available at below url:

<https://ibbi.gov.in/uploads/legalframework/50e73a8f0b814b062891ffb6f1f5e5ae.pdf>

Guidelines for technical standards for the performance of core services and other services under the insolvency and bankruptcy board of india (information utilities) regulations, 2017, can be seen at following url:(amended upto 22<sup>nd</sup> January, 2020)

<https://ibbi.gov.in/uploads/legalframework/2021-09-30-121102-8k1u7-9e992ad6ad1f285131f56586eee98805.pdf>

For any update in the Legal Framework/Regulations and technical guidelines, following url can be referred respectively:

<https://ibbi.gov.in/hi/legal-framework/updated>

<https://ibbi.gov.in/legal-framework/guidelines>

NeSL has implemented Information Security Management System (ISMS), certified for compliance to ISO/IEC 27001:2022 standards. The information security related aspects are handled as part of ISMS and is part of the CISO function, who reports to CRO.

## 5. Scope of Work

The following engagement requirements and deliverables are listed to give an overall overview of the scope of work.

Sl.No	Engagement Requirements	Minimum deliverables
1	<p><b>A. Risk Identification &amp; Assessment</b></p> <ul style="list-style-type: none"> <li>• Provide a recommended ERM framework that aligns to industry best practices that is appropriately right sized for NeSL.</li> <li>• Conduct a comprehensive ERM risk assessment, including stakeholder interviews and surveys. The list of departments/functions are given in section 5.1</li> <li>• Collect, identify, categorize, prioritize, and map risks to align with NeSL’s business objectives and strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Enterprise Risk Management Framework</li> <li>• Risk Register and Risk Matrix</li> <li>• Updated Risk Management Policy</li> </ul>
	<p><b>B. Risk Analysis &amp; Evaluation</b></p> <ul style="list-style-type: none"> <li>• Assess NeSL’s risk appetite and develop tolerance thresholds</li> <li>• Analyze the projected impact of risk mitigation strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Appetite Statement</li> <li>• Review of metrics and recommendation of risk tolerance thresholds</li> <li>• ERM Implementation Roadmap</li> </ul>
	<p><b>C. Risk Reporting</b></p> <ul style="list-style-type: none"> <li>• Assess the reporting needs for internal and external stakeholders, including Board level reporting</li> <li>• Monitoring and reporting mechanism for effective implementation of the risk management framework</li> </ul>	<ul style="list-style-type: none"> <li>• Develop high-level risk reporting and/or dashboards</li> <li>• Recommendations for risk management reporting, including advice on reporting capabilities for senior leadership / Board of Directors</li> </ul>
	<p><b>D. Training &amp; Technology Strategies</b></p> <ul style="list-style-type: none"> <li>• Provide training to stakeholders to help build a common understanding of risk</li> <li>• As part of the roadmap, recommend potential technology solutions for ongoing risk monitoring, assessment and reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Management Training</li> <li>• Technology recommendations, included as part of the implementation roadmap</li> </ul>
	<p><b>E. Periodic Risk Assessment</b></p> <ul style="list-style-type: none"> <li>• Conduct periodic risk assessment, minimum once in a quarter, for 2 years from the date of completion of last deliverable. It is expected to be conducted towards end of each quarter and deliverable to be completed before 10th of the succeeding month viz. for the quarter ending March, it should be completed upto 10th April.</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic updation of Risk Register and submission of documentary evidence regarding conduct of the periodic risk assessment.</li> </ul>

## 5.1 List of Departments/functions in NeSL

- a. Business Solutions
- b. Compliance & regulatory affairs
- c. Finance & Accounts
- d. HR & Administration
- e. Information Security
- f. Information Technology
- g. Legal
- h. Operations
- i. Strategy and Relationships

## 6. Project Duration:

The entire engagement including carrying out gap analysis, interactions, surveys, documentations, implementation of revised ERM framework, Training etc as envisaged in the broad scope of work given in Section 5 (Engagement Requirements - A to D) shall be completed within 3 months from the date of issue of confirmed order. Deliverable-wise days of completion may be given by the bidders in Bid format given as Part-B of Annexure-I.

### 6A. Prebid Meeting:

A Pre-bidding meeting would be held online on the date specified in section 3. Hence interest bidders may convey their email id to NESL for sharing link to join the meeting. Only the entities, to whom password will be shared upon their request, would be able to join this meeting.

## 7. Selection Procedure

The selection procedure comprises a three-stage process viz., fulfilment of pre-qualification criteria, technical bids evaluation and financial bids evaluation.

### Stage 1

In the first stage, the bidder shall fulfil the minimum required pre-qualification (PQ) criteria specified in Section 8. The bidders are required to submit all the relevant supporting documents as part of the technical bids to prove their compliance with the Pre-Qualification Criterion as detailed in section 8. The bidders who do not meet the required PQ criteria will be eliminated in the first stage.

## Stage 2

Further the Technical bids shall be evaluated as per the evaluation criteria specified in Section 9 and Technical score (TS) shall be awarded. The evaluation will be based on the Technical bid submitted along with a presentation given to the committee duly constituted. The bidder needs to score a minimum of 50 marks to get qualified for the commercial bid stage (Stage 3).

## Stage 3

Financial bid evaluation will be conducted as per formula given in section 10 for the Commercial Scores (CS), from which the Combined Technical and Commercial Score (CTCS) will be computed as per Section-11. The bidder who earns highest CTCS shall be identified as the successful bidder, subject to fulfilment of the terms and conditions in the RFP.

### 8. Pre-Qualification (PQ) Criteria

The bidder must possess the requisite experience, strength and capabilities in providing the services necessary to meet the requirements, as described in the RFP document. The bids must be complete in all respect and should cover the entire scope of work as stipulated in the RFP document. The invitation to bid is open to all bidders who qualify the eligibility criteria as given below:

S.No	Clause	Documents required
1	The bidder should be a firm in existence for past 5 years in India, as on 31 <sup>st</sup> Jan, 2025	<ul style="list-style-type: none"> <li>○ Documentary proof, such as copy of Certificate of incorporation/Partnership deed etc</li> <li>○ GST registration number.</li> </ul>
2	Bidder should be a Partnership Firm or a Public/Pvt. Limited Company or an LLP.	The copy of Certificate of incorporation/Partnership deed etc.

3	The bidder should have an average annual turnover of at-least Rs. 2 Crore in each of the last three (3) financial years.	Audited balance sheet financial years, i.e. 2021-22, 2022-23, 2023-2024.
4	The bidder firm should be ISO 9001:2015 certified.	Copy of the valid certification to be submitted along with the technical bid.
5	The bidder should have provided consultancy, prepared and successfully implemented a ERM framework in at least two Scheduled Commercial Banks or Entities such as NPCI, Protean, NSDL, CDSL, GSTN in past 5 years, as on date of the publication of this RFP.	Documentary proof, such as customer PO, Project Completion Certificate etc.
6	The bidder should have qualified staff on-roll in their India office to provide the specified consultancy services for the ERM Framework.	Resume of members on-roll in India office, who will be involved in this engagement.
7	The bidder must not be blacklisted/suspended by any Central or State Govt. Organizations or debarred from bidding process, as on date of submission of the bids	Undertaking by the bidder on its letterhead.

## 9. Technical Bid Evaluation

SL. No	Criteria	Maximum Marks	Marking scheme
1	Turnover: The bidder should have an average annual turnover of at-least Rs. 2 Crore in the last three (3) financial years (2021-22, 2022-23, 2023-2024.)	10	a) Rs. 2 Crore to 5 Crores : 5 marks. b) Rs. 5 Crores to 50 Crores : 7 marks. c) Above Rs. 50 Crores : 10 marks

2	The bidder has earned positive net profit in each of last three (3) financial years (2021-22, 2022-23, 2023-2024.)	5	a) No : 0 Marks b) Yes : 5 Marks
3	Business Operations : The bidder should be a firm in existence for past 5 years in India, as on 31 <sup>st</sup> Jan, 2025	5	a) 5 Years to 10 Years : 2 marks. b) 10 Years to 15 Years : 3 marks. c) Above 15 Years : 5 marks
4	The bidder should have qualified staff on-roll to provide the specified consultancy services for the ERM Framework. (An undertaking from HR department of the bidder firm on the count of staff members qualified in ERM consultancy on-roll in India).	10	a) 5 Members to 10 Members : 5 marks. b) 10 Members to 20 Members : 7 marks. c) Above 20 Members : 10 marks
5	Global presence of the bidder	10	Direct presence in : a) Only in India : 5 marks. b) 2 to 5 countries : 7 marks. c) More than 5 countries : 10 marks
6	ERM implementation experience with Scheduled Commercial Banks in India in past 5 years, as on the date of publishing of this RFP.	10	2 marks for each Scheduled Commercial Bank and maximum marks will be 10 for completion in 5 Scheduled Banks.
7	ERM implementation experience with Entities such as NPCI, Protean, NSDL, CDSL, GSTN in financial sector in India in past 5 years, as on the date of publishing of this RFP.	10	5 marks for each entity and maximum marks will be 10 for completion in 2 entities.

8	ERM implementation experience with other financial institutions/Fintech companies in India in past 5 years, ending on 31 <sup>st</sup> Jan, 2025	5	1 mark for each and maximum marks will be 5 for completion in 5 such entities.
9	Methodology and approach towards this scope of work.	25	Evaluated by committee based on the presentation.
10	Size, Experience and Certifications of the team members, proposed for NeSL engagement.	10	Evaluated by committee based on the presentation.

The technical score (TS) shall be awarded to the bidders based on the scoring sheet above. The award of marks for the sl.no 8 and 9 in the sheet shall be based on the presentation made by the bidder during the slot allotted. Bidders shall provide necessary supporting documents against the claims made during the presentation. The bidder shall obtain minimum 50 marks in this phase to get qualified for the financial bid opening and evaluation.

**TS = Total Technical score obtained in the Technical evaluation.**

## 10. Financial Bid Evaluation

The bids of the bidders qualifying in stage 1 and stage 2 only will be allowed to participate in the stage 3, financial bid opening and evaluation process. The financial bid shall mandatorily be as per the template provided in Annexure-II. During the evaluation, the completeness of the bid document with respect to the template, inclusion of all Tax components, acceptance of RFP conditions etc shall be verified. The commercial score shall be as per formula given below.

**CS = (LFB)/(FB)\*100**

- CS = Commercial Score
- LFB = Lowest Financial Bid value
- F = Financial Bid value

## 11. Final Evaluation

The scores obtained by the participating bidders in the Technical bid evaluation and Financial bid evaluation will be used in the final evaluation. In order to compute the final

score (Combined Technical and Commercial Score (CTCS)), marks obtained in technical and Financial bids evaluation will be assigned a weightage of 70 and 30 respectively i.e., in a ratio of 70:30.

$$\text{CTCS} = 70\% * \text{TS} + 30\% * \text{CS}$$

- CTCS = Combined Technical and Commercial Score
- TS = Technical score
- CS = Commercial score

The bidder obtaining the highest CTCS will be identified as the successful bidder. In the case of a tie between two or more bidders, the bidder with higher Technical Score (TS) shall be selected.

"The NeSL reserves the right to accept/reject any bid including the bid securing the highest Combined Technical and Commercial Score (CTCS) and/or annul the bidding process without assigning any reason thereof. No claims for compensation or otherwise whatsoever will be considered by NeSL from the Bidders."

## 12. Clarification on RFP

Any clarification sought on the RFP shall be sent through e-mail to [procurementgroup@nesl.co.in](mailto:procurementgroup@nesl.co.in) with "**250201-QUERY**" as part of the subject line, latest by the date and time specified in "Key Events & dates". Any query received post last date specified shall not be entertained and NeSL reserves the right to not respond to such queries.

## 13. Submission of Earnest Money Deposit (EMD) and Performance Security :

- a) **EMD**: The bidders, except Micro and Small Enterprises, and PSU enterprises, are required to submit EMD amounting Rs.1,25,000/- (Rupees One lakh twenty five thousand only), alongwith the Bid. The EMD will be accepted in the form of A/C payee demand draft / fixed deposit receipt or bank guarantee (only e-BG using the NeSL platform ) from a scheduled commercial bank for payment at their branch in Bangalore. EMD should remain valid for 45 days beyond the final bid validity period. It will be refunded to unsuccessful bidders and for the successful bidder, it would adjusted against performance security. Bids received without EMD will be rejected. In case the successful vendor fails to submit Performance Security

within 21 days of issue of offer letter by NeSL, the offer is liable to be withdrawn and EMD will be forfeited.

b) **Performance Security:**

c) Performance Security Bond is required to be submitted by successful bidders for 10% of contract value, which will be accepted in the form of A/C payee demand draft / fixed deposit receipt or bank guarantee (e-BG using the NeSL platform ) from a scheduled commercial bank for payment at their branch in Bangalore. The performance guarantee should remain valid for a period of 180 days beyond the date of submission of last deliverable. If this date is extended beyond the stipulated date, the validity of performance Guarantee would also to be extended for such period of extension.

14. Liquidated Damages:

If delay in completion of project is there due to fault on the part of consultancy vendor, NeSL will have the right to recover Liquidated Damages, which would be 0.5% of contract value, per week or part thereof, subject to maximum 10% of the contract value. In this regard, the decision of NESL will be final.

15. Termination of Engagement:

In case of inordinate delay in completion of the project, on the part of Consultancy Vendor, NeSL has the right to terminate the engagement after giving 30 days notice. In this regard, the decision of NESL will be final.

16. Submission of Bids

The bid should be submitted through e-mail to [procurementgroup@nesl.co.in](mailto:procurementgroup@nesl.co.in) with “**250201-BID**” as part of the subject line within the specified date and time. The Technical (Annexure-I) and Financial (Annexure-II) bids should be submitted as two separate files (Zip or pdf file) properly named as “**250201-BID <Bidder Short Name>\_Technical\_Bid**” and “**250201-BID <Bidder Short Name>\_Financial\_Bid**” in the email attachment. Both Technical and Financial bid files (zip/pdf ) **must be password protected and ensure that passwords for Technical Bid and the Financial Bid are different.** The bids received without required attachments

(Technical bid and Financial bid) or bids received after the last date and time of submission as specified in “Key Events & dates” shall be rejected.

Please note that the maximum size per email shall be restricted to below 20 MB. In case of bid having more than 20 MB, it has to be submitted as multiple email with suitable identifier in the subject line & file name.

## 17. Bid submission checklist

### 17.1 . Pre-qualification (PQ) Criteria

- Bidder shall verify and ensure to submit required details/documents in order to prove pre-qualification (PQ) criteria.
- Undertaking on Bidder letterhead on non-blacklisting blacklisted/suspended by any Central or State Govt. Organizations or debarred from bidding process.

### 17.2. Technical Bid

Technical bid shall broadly have the following sections.

- Supporting documents in order for the award of marks as per the Technical Bid evaluation sheet.
- Project introduction.
- Background of the bidder.
- Bidders Indian and global presence and expertise in the area
- On-roll employees in the organization who are qualified and experience for similar ERM consultancy/implementation activities.
- Understanding of NeSL's requirements as per Scope of Work in the RFP.
- Methodology proposed.
- Proposed Manpower engagement for the project with qualification, experience, and certifications of the members.
- Project plan with breakup of activities.

### 17.3 Financial bid

- Financial bid shall be submitted in pdf format as per the template given in Annexure-2.

## 18. Opening of Bids

### i. Technical Bid opening

NeSL shall send invite to all participants in the RFP to participate in the Online Technical bid opening. The password for the Technical bid submitted as attachment to the email in Zip/pdf file shall be shared through online chat during Technical bid opening session. The response shall be briefly captured and displayed to the participating bidders. Representatives of participated bidder along with their OEM, with prior intimation shall only be allowed to participate in the Technical bid opening session.

### ii. Financial Bid Opening

The invite for participating in the Financial bid opening session shall be shared only to those bidders who are qualified in the evaluation of their technical bids submitted. The date and time of Financial bid opening shall be finalized based on the progress of the Technical bid evaluation. The password for the Financial bid submitted as attachment to the email in Zip/pdf file shall be shared through online chat during Financial bid opening session. The response shall be briefly captured and displayed to the participating bidders. Representatives of participated bidder with prior intimation shall only be allowed to participate in the Financial bid opening session

## 19. Bid Currency

Bidder shall offer the commercial rates for the requirement only in Indian Rupee (INR) for the requirement specified as per financial bid template.

## 20. Payment Milestones:

- a. No advance payments shall be made.
- b. 20 % of the consultancy charges on submission of 1<sup>st</sup> deliverable shown in section 5 (scope of work)
- c. 30 % of the consultancy charges on submission of 2<sup>nd</sup> deliverable shown in section 5 (scope of work)
- d. 25% of the consultancy charges on submission of 3<sup>rd</sup> deliverable shown in section 5 (scope of work)

- e. Balance 25% of the consultancy charges on submission of 4<sup>th</sup> deliverable shown in section 5 (scope of work)
- f. For quarterly risk assessment, 100% payment after updation of Risk Assessment Register of each quarter.
- g. The payments will be made within 45 days from the date of raising the GST invoice and its acceptance by NeSL.
- h. Applicable TDS / TCS will be deducted. GST portion will be paid only after its credit reflects in GSTR 2A of NeSL,

21. Non-disclosure Agreement:

Non-disclosure Agreement as per format prescribed by the NeSL shall be signed by the successful bidder at the time of signing contract agreement.

## Annexure-I-Technical Bid format

### Part-A

#### PQ criteria:

S.No	Clause	Documents required	Attached
1	The bidder should be a firm in existence for past 5 years in India, as on 31 <sup>st</sup> Jan, 2025.	<ul style="list-style-type: none"> <li>○ Documentary proof, such as copy of Certificate of incorporation/Partnership deed etc</li> <li>○ GST registration number.</li> </ul>	Yes/No
2	Bidder should be a Partnership Firm or a Public/Pvt. Limited Company or an LLP.	The copy of Certificate of incorporation/Partnership deed etc.	Yes/No
3	The bidder should have an average annual turnover of at-least Rs. 2 Crore in the last three (3) financial years.	Audited balance sheet financial years, i.e. 2021-22, 2022-23, 2023-2024.	Yes/No
4	The bidder firm should be ISO 9001:2015 certified.	Copy of the valid certification to be submitted along with the technical bid.	Yes/No
5	The bidder should have provided consultancy, prepared and successfully implemented a ERM framework in at least two Scheduled Commercial Banks or Entities such as NPCI, Protean, NSDL,CDSL,GSTN, in past 5 years, ending on the date of publishing of this RFP.	Documentary proof, such as customer PO, Project Completion Certificate etc.	Yes/No
6	The bidder should have qualified staff on-roll in their India office to provide the specified consultancy services for the ERM Framework.	Resume of members on-roll in India office, who will be involved in this engagement.	Yes/No

7	The bidder must not be blacklisted/suspended by any Central or State Govt. Organizations or debarred from bidding process, as on date of submission of the bids	Undertaking by the bidder on its letterhead.	Yes/No
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**Part-B**

SL. No	Criteria	To be filled in by bidder	Supporting document to be attached
1	Turnover of the last three (3) financial years (2021-22, 2022-23, 2023-2024.)		CA certificate or CA certified Balance Sheet
2	Net profit earned during last three (3) financial years (2021-22, 2022-23, 2023-2024.)		CA certificate or CA certified financial statement showing net profit
3	Year of establishment of the entity		Document issued by any Govt. Authority showing year of establishment of the entity
4	Number of qualified staff on-roll to provide the specified consultancy services for the ERM Framework.		An undertaking from HR department of the bidder firm on the count of staff members qualified in ERM consultancy on-roll in India.
5	Global presence of the bidder (The list of countries having presence)		Supporting document showing presence in other countries

6	ERM implementation experience with Scheduled Commercial Banks in India in past 5 years, as on date of publishing of this RFP.		Documentary proof, such as customer PO, Project Completion Certificate etc.
7	ERM implementation experience with Entities such as NPCI, Protean, NSDL, CDSL, GSTN in financial sector in India in past 5 years, as on the date of publishing of this RFP.		Documentary proof, such as customer PO, Project Completion Certificate etc.
8	ERM implementation experience with other financial institutions/Fintech companies in India in past 5 years, ending on 31st Jan, 2025		Documentary proof, such as customer PO, Project Completion Certificate etc.
9	Methodology and approach towards this scope of work.		Presentation in PDF
10	Size, Experience and Certifications of the team members, proposed for NeSL engagement.		Presentation in PDF, showing how the experience of team members proposed for NeSL engagement, aligns with this engagement. Supporting documents to the presentation may also be submitted.

Part-C

Deliverable wise timelines for completion of each deliverable to be provided by bidder in column-4 of following table:

Sl.No	Engagement Requirements	Minimum deliverables	To be filled in by the bidder
1	<p><b>A. Risk Identification &amp; Assessment</b></p> <ul style="list-style-type: none"> <li>• Provide a recommended ERM framework that aligns to industry standards that is appropriately right sized for NeSL.</li> <li>• Conduct a comprehensive ERM risk assessment, including stakeholder interviews and surveys. The list of departments/functions are given in section 5.1</li> <li>• Collect, identify, categorize, prioritize, and map risks to align with NeSL's business objectives and strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Enterprise Risk Management Framework</li> <li>• Risk Register and Risk Matrix</li> <li>• Updated Risk Management Policy</li> </ul>	Within____days of issue of engagement letter
2	<p><b>B. Risk Analysis &amp; Evaluation</b></p> <ul style="list-style-type: none"> <li>• Assess NeSL's risk appetite and develop tolerance thresholds</li> <li>• Analyze the projected impact of risk mitigation strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Appetite Statement</li> <li>• Review of metrics and recommendation of risk tolerance thresholds</li> <li>• ERM Implementation Roadmap</li> </ul>	Within____days of issue of engagement letter
3.	<p><b>C. Risk Reporting</b></p> <ul style="list-style-type: none"> <li>• Assess the reporting needs for internal and external stakeholders, including Board level reporting</li> <li>• Monitoring and reporting mechanism for effective implementation of the risk management framework</li> </ul>	<ul style="list-style-type: none"> <li>• Develop high-level risk reporting and/or dashboards</li> <li>• Recommendations for risk management reporting, including advice on reporting capabilities for senior leadership / Board of Directors</li> </ul>	Within____days of issue of engagement letter
4.	<p><b>D. Training &amp; Technology Strategies</b></p> <ul style="list-style-type: none"> <li>• Provide training to stakeholders to help build a common understanding of risk</li> <li>• As part of the roadmap, recommend potential technology solutions for ongoing risk monitoring, assessment and reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Management Training</li> <li>• Technology recommendations, included as part of the implementation roadmap</li> </ul>	Within____days of issue of engagement letter

Annexure-2-Financial bid Format:

Sl. No	Description	Unit	Quantity	Rate per unit	Amount excl. GST	GST (in %)	Any other levies	All-inclusive amount
1	Charges for providing consultancy in review of the existing Risk Management Policy and implementation of Enterprise Risk Management (ERM) Framework for NeSL as per the Scope of Work defined							
2.	<b>Quarterly charges</b> for conducting quarterly risk assessment for 2 years from the date of completion of last deliverable.							