



REQUEST FOR PROPOSAL(RFP)FOR CRISIS MANAGEMENT TRAINING AND SIMULATION SERVICES

1. Background

The operating environment continues to experience heightened uncertainty arising from cyber threats, technology disruptions, geopolitical developments, health emergencies, natural disasters, fraud incidents, reputational crises, regulatory events, and other emerging risks. These events have the potential to disrupt critical business operations, impact stakeholders, and affect organizational resilience.

As part of its commitment to operational resilience and sound risk management, KCB seeks to strengthen its crisis preparedness and response capabilities through a comprehensive Crisis Management Training and Simulation Exercise.

KCB therefore invites qualified and experienced service providers to submit proposals for the design, facilitation, execution, and evaluation of a Crisis Management Training and Simulation Exercise for senior management, crisis management teams, and key stakeholders across the organization.

2 Organization Background

KCB Bank is a leading commercial Bank in the East Africa region renowned for its diversity and growth potential.

KCB Group has a three-year strategy dubbed “Transforming Today Together” which will be achieved through four pillars

- Customer-Centered Value Propositions.
- Leverage Group Capabilities for Efficient Scale.
- Digital Leadership.
- Optimize Data & Analytics.

2.1 Purpose of Request for Proposal

The purpose of this assignment is to enhance the capability of KCB's Crisis Management Team and key stakeholders to effectively manage, coordinate, communicate, and recover from crisis situations through structured training and realistic simulation exercises.

The exercise should assess the organization's preparedness, decision-making effectiveness, crisis communication arrangements, resource mobilization capabilities, and overall resilience during a significant disruption or crisis event.

2.2 Objectives

The specific objectives of the assignment are to:

- i. Assess the effectiveness of KCB's Crisis Management Framework and supporting procedures.
- ii. Evaluate decision-making processes under crisis conditions.
- iii. Test internal and external communication protocols during a crisis.
- iv. Validate the effectiveness of escalation and incident management procedures.
- v. Assess coordination among Crisis Management Team members and key stakeholders.
- vi. Evaluate resource mobilization and deployment capabilities during a crisis.



- vii. Test alignment between crisis management, business continuity, and disaster recovery arrangements.
- viii. Identify gaps, vulnerabilities, and areas for improvement in crisis preparedness and response.
- ix. Enhance situational awareness, leadership response, and teamwork during crisis situations.
- x. Strengthen overall organizational resilience and readiness for disruptive events.

3 Scope of Work

The Proposals should address:

3.1 Planning and Design

The provider shall:

- Review KCB's Crisis Management Framework, Business Continuity Plans, Incident Management Procedures, and related resilience documentation.
- Conduct consultations with relevant stakeholders to understand organizational requirements.
- Design realistic and relevant crisis scenarios aligned to KCB's risk profile.
- Develop simulation objectives, exercise methodology, participant guides, facilitator guides, and evaluation criteria.

3.2 Crisis Management Training

The provider shall:

- Deliver crisis management awareness and capability-building sessions.
- Facilitate training for Crisis Management Team members and designated participants.
- Provide practical guidance on crisis leadership, communication, stakeholder management, and decision-making.

3.3 Simulation Exercise

The provider shall:

- Design and facilitate a realistic crisis simulation exercise.
- Develop scenario injects, scripts, prompts, and supporting exercise materials.
- Simulate evolving crisis conditions requiring strategic and operational decision-making.
- Assess team responses throughout the exercise.
- Facilitate exercise play and participant engagement.

The simulation may include scenarios relating to:

- Cybersecurity incidents and ransomware attacks.
- Technology and systems failures.
- Reputational crises.
- Fraud and financial crime events.
- Major operational disruptions.

- Physical security incidents.
- Regulatory or compliance events.
- Public health emergencies.
- Natural disasters and climate-related events.
- Other emerging risks relevant to KCB Group.

3.4 Evaluation and Reporting

The provider shall:

- Facilitating training, evaluation tools and processes.
- Observe and evaluate participant responses.
- Assess effectiveness of communication and decision-making processes.
- Identify strengths, weaknesses, and control gaps.
- Facilitate lessons-learned discussions and after-action reviews.
- Provide practical recommendations for improvement.

3.5 Expected Deliverables

The successful bidder shall provide the following deliverables:

Before the Exercise

- Project inception report and implementation plan.
- Crisis simulation exercise design documents.
- Exercise scenarios and injects.
- Participant briefing materials.
- Facilitator and evaluator guides.
- Training materials and presentation packs.

During the Exercise

- Facilitation of crisis management training sessions.
- Facilitation and management of the simulation exercise.
- Exercise monitoring and evaluation.

After the Exercise

- Comprehensive post-exercise report.
- Lessons learned report.
- Identified gaps, vulnerabilities, and improvement opportunities.
- Recommendations and action plan.
- Assessment of crisis management and business continuity maturity.
- Evaluation of crisis response capabilities and organizational resilience.
- Executive summary presentation to Management.

3.6 Duration of Assignment



The assignment shall be completed within a period agreed upon between KCB and the successful bidder, including planning, training, simulation execution, evaluation, and final reporting.

4 Bidder Qualifications and Experience

Interested firms must demonstrate the following:

a. Mandatory Requirements

- i. Proven experience in crisis management, business continuity management, operational resilience, incident management, or related disciplines.
- ii. At least five (5) years' experience conducting crisis management training and simulation exercises.
- iii. Demonstrated experience facilitating similar assignments for financial institutions, large corporates, government institutions, or multinational organizations.
- iv. Submission of at least three (3) references for similar projects successfully completed within the last three years.
- v. Availability of qualified consultants with relevant expertise in:
 - Crisis Management
 - Business Continuity Management
 - Operational Resilience
 - Incident Management
 - Risk Management
 - Crisis Communications

b. Desirable Qualifications

- i. Certification in Business Continuity and Resilience disciplines such as CBCI, MBCI, CBCP, ISO 22301 Lead Implementer, ISO 22301 Lead Auditor, CERM, or equivalent.
- ii. Experience within the banking and financial services sector.
- iii. Knowledge of industry-leading crisis management and resilience practices.

5 Proposal Submission Requirements

Bidders shall submit a proposal containing:

Technical Proposal

- Company profile.
- Understanding of the assignment.
- Proposed methodology and approach.
- Detailed work plan and timeline.
- Relevant experience and references.
- Profiles of proposed consultants.
- Similar assignments undertaken.
- Any additional value their company can offer to KCB

Financial Proposal



- Detailed cost breakdown.
- Professional fees.
- Training and facilitation costs.
- Administrative and logistical costs.
- Applicable taxes.

6 Submission Guidelines

The bid documents should be submitted in the KCB Sourcing Portal on or before **Friday 16th October 2026 Time 3:00 EAT**

Response received in any other form will be rejected. Kindly comply.

Questions or clarifications should be submitted in the message section of the supplier portal.