



DFC FIRM

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DFC/INV/TRAIN/MAY/2026/F.033

Date: 7th May 2026

Re: Invitation to Leadership Training Program - Beyond Strategic Planning at Mountain View International Hotel , Mbabane, Eswatini from 16th to 27th November, 2026

Dear Esteemed Participants,

We are delighted to invite you and your senior management team to the upcoming leadership training program titled “Beyond Strategic Planning: Driving Implementation, Performance and Sustainable Institutional Excellence.” The program will take place from **16th to 27th November 2026** at the **Mountain View International Hotel**, Princess Drive, **Mbabane H100, Eswatini** at **US\$ 3,300** per Participants for eleven days

Many institutions excel at drafting strategic plans, yet the true challenge lies in translating those plans into measurable outcomes and sustaining long-term impact. This eleven-day program is designed to help leaders move beyond planning into effective execution, performance management, governance strengthening, and institutional sustainability, ultimately enhancing public service delivery.

The training will convene senior public leaders from across institutions to explore practical approaches to strategy implementation, risk management, accountability systems, team alignment, and digital transformation. Participants will benefit from global best practices, interactive sessions, and valuable networking opportunities.

We strongly encourage your institution to nominate senior officials and technical leaders to participate in this impactful program. It offers a unique opportunity to strengthen leadership capacity, sharpen strategic implementation skills, and promote institutional excellence.

Please find the detailed training program attached for your review. We look forward to welcoming you and/or your team to Mbabane, Eswatini for this transformative learning experience.

Yours sincerely,

A handwritten signature in blue ink, appearing to be 'Ulimbaga'.

CPA Ulimbaga Mwakalibule
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INVITES YOU TO THE TRAINING ON

BEYOND STRATEGIC PLANNING

Driving Implementation, Performance and Sustainable Institutional Excellence

**MOUNTAIN VIEW INTERNATIONAL HOTEL MBABANE
ESWATINI**

MAY 2026

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TRAINING OVERVIEW

Many public institutions dedicate immense effort to crafting strategic plans, yet too often stumble at the decisive stage execution and long-term sustainment. A strategy without execution is nothing more than words on paper; execution without sustainability delivers fleeting wins but fails to secure lasting impact.

This intensive ten-days hands-on training program is designed to break that cycle. It equips institutions to move beyond traditional planning and into the realm of effective execution, performance monitoring, leadership alignment, and institutional resilience.

Through a comprehensive and practical framework, public leaders will learn to;

- ❖ Translate strategy into action (turning vision into measurable results)
- ❖ Align systems and teams (ensuring every unit drives toward shared priorities)
- ❖ Strengthen governance and accountability (building trust and transparency across institutions)
- ❖ Build resilient institutions (capable of sustaining progress and delivering long-term impact)

Potential Participants will leave not just with knowledge, but with practical tools, implementation roadmaps, and performance frameworks that empower them to drive real change and embed strategy execution into the DNA of their institutions.

TARGET PARTICIPANTS

This program is tailored for **Senior Public Leaders** who carry the responsibility of driving strategic initiatives from concept to reality. It is designed for those who oversee institutional performance, ensure accountability, and champion long-term sustainability.

PROGRAM BENEFITS

By completing this ten-day program, participants will gain the tools and confidence to drive real institutional transformation, they will;

- ❖ Develop practical strategies that deliver results
- ❖ Learn global best practices in strategy implementation and governance
- ❖ Strengthen leadership, accountability, and performance management skills
- ❖ Build institutional sustainable monitoring frameworks
- ❖ Create actionable implementation roadmaps applicable to their institutions
- ❖ Earn a Certificate of Completion

TRAINING MODULES (11 DAYS)

Day 1 – Module 1 (16th Nov – 2026)

Theme: Strategic execution foundations - Moving beyond strategic planning

Objective: To introduce participants to the concept of moving beyond strategy formulation toward effective execution and performance outcomes.

Key Topics

- ❖ The gap between strategic planning and implementation
- ❖ Why many strategic plans fail during implementation
- ❖ Understanding the strategy execution lifecycle
- ❖ Aligning strategic objectives with measurable outcomes

- ❖ Global forces influencing strategy implementation
 - Digital transformation
 - Fiscal constraints
 - ESG compliance expectations
 - Stakeholder accountability

Practical Learning: Participants will be able to analyze institutional cases where strategic plans failed and identify root causes as well as practical solutions.

Day 2 – Module 2 (17th Nov – 2026)

Theme: Translating strategy into action - implementation planning and institutional alignment

Objective: To equip participants with practical tools for converting strategic objectives into operational implementation frameworks.

Key Topics

- ❖ Translating strategic objectives into departmental and operational targets
- ❖ Developing structured implementation roadmaps
- ❖ Aligning budgets and resources with strategic priorities
- ❖ Designing governance and accountability structures
- ❖ Integrating strategy into daily operational activities
- ❖ Breaking organizational silos and enhancing cross-functional collaboration
- ❖ Leadership behaviors that drive execution discipline
- ❖ Managing resistance to change and strategy adoption

Practical Learning: Participants will understand and be able to develop a sample institutional implementation roadmap.

Day 3 – Module 3 (18th Nov – 2026)

Theme: Performance management systems for strategy execution

Objective: To strengthen participants' ability to monitor progress and measure strategic performance.

Key Topics

- ❖ Designing effective performance monitoring systems
- ❖ Developing Key Performance Indicators (KPIs)
- ❖ Performance monitoring tools
- ❖ Linking strategic objectives to institutional performance frameworks
- ❖ Measuring progress and outcomes

Practical Learning: Participants will gain a clear understanding of performance monitoring frameworks and how to apply them effectively within their institutions

Day 4 – Module 4 (19th Nov – 2026)

Theme: Results-oriented leadership and strategic accountability

Objective: To develop leadership practices that focus on achieving measurable institutional results.

Key Topics

- ❖ Aligning leadership actions with institutional vision and mission
- ❖ Managing KPIs
- ❖ Monitoring and evaluating performance outcomes

- ❖ Strategic decision-making based on performance feedback
- ❖ Building a culture of accountability and results

Practical Learning: Participants will understand building a culture of accountability and results

Day 5 – Module 5 (20th Nov – 2026)

Theme: Leadership in strategic financial insight

Objective: To enable participants to understand core financial principles, reduce conflict in decision-making, and align financial management with institutional goals to ensure sustainable public service delivery

Key Topics

- ❖ Fundamentals of institutional budgeting and resource allocation
- ❖ Understanding financial statements and performance indicators
- ❖ Common sources of conflict between finance and non-finance leaders
- ❖ Risk awareness in financial decision-making
- ❖ Linking financial management to strategic priorities and service delivery
- ❖ Case studies of financial misalignment and lessons learned

Practical Learning: Participants will gain financial awareness that reduces conflict, strengthens collaboration, and ensures institutional resources are managed effectively to achieve ultimate public service delivery

Day 6 – Module 6 (21st Nov – 2026)

Theme: Emotional intelligence for strategic leadership

Objective: To enhance leadership effectiveness by strengthening emotional intelligence and interpersonal leadership capabilities.

Key Topics

- ❖ Self-awareness and executive self-regulation
- ❖ Empathy and effective communication
- ❖ Conflict resolution in reform environments
- ❖ Team engagement and motivation
- ❖ Leading organizational transformation

Practical Learning: Participants will apply emotional intelligence skills to enhance leadership performance and strengthen team engagement

Day 7 – Module 7 (23rd Nov – 2026)

Theme: Strategic Risk Awareness

Objective: Equip senior leaders to anticipate risks, safeguard integrity, and ensure sustainable public service delivery.

Key Topics

- ❖ Risk identification and categorization (strategic, operational, financial, reputational)
- ❖ Early warning systems and risk indicators for public institutions
- ❖ Integrating risk awareness into decision-making and policy execution
- ❖ Leadership accountability in managing institutional vulnerabilities
- ❖ Building resilience through governance, compliance, and transparency
- ❖ Case studies of institutional failures and lessons learned

Practical Learning: Participants will gain the capacity to anticipate challenges, safeguard institutional integrity, and ensure ultimate public service delivery even in the face of uncertainty.

Day 8 – Module 8 (24th Nov – 2026)

Theme: Strategic digital transformation for effective public service delivery

Objective: To empower Leaders on how to drive digital transformation that strengthens institutional performance, builds trust through transparency, and delivers better services to citizens

Key Topics

- ❖ Understanding digital transformation in the public sectors
- ❖ Aligning digital initiatives with strategic plans
- ❖ Citizen-centric service design
- ❖ Governance, Policy, and Change management
- ❖ Measuring impact and sustainability

Practical Learning: Participants will gain knowledge and hands-on experience in designing and mapping digital initiatives that strengthen institutional strategies, improve efficiency, and enhance citizen services

Day 9 – Module 9 (25th Nov – 2026)

Theme: ESG Integration and Sustainable Leadership

Objective: To help leaders understand how environmental, social, and governance (ESG) principles strengthen institutional credibility, reduce risks, and support long-term success

Key Topics

- ❖ Understand the big picture of how ESG impacts institutions and why it matters for leadership
- ❖ See how ESG issues can either threaten or enhance institutional performance
- ❖ Identify simple measures that show progress and accountability
- ❖ Learn how to communicate sustainability efforts clearly to stakeholders
- ❖ Ensure ESG goals are tied directly to institutional priorities

Practical Learning: Participants will walk away with a straightforward ESG reporting roadmap that aligns with their institution's strategies, helping them safeguard against risks while building trust and resilience

Day 10 – Module 10 (26th Nov – 2026)

Theme: Gen Z Workforce Integration

Objective: Equip senior leaders to engage Gen Z employees and align their innovation with institutional goals.

Key Topics

- ❖ Understanding Gen Z's digital-first mindset and communication preferences.
- ❖ Aligning institutional culture with Gen Z's demand for purpose and inclusivity.
- ❖ Managing intergenerational conflicts and promoting teamwork.
- ❖ Leveraging Gen Z's adaptability and innovation for institutional growth.
- ❖ Building mentorship and career development pathways tailored to Gen Z.
- ❖ Case studies of successful Gen Z integration in public institutions.

Practical Learning: Participants will understand how to integrate Gen Z employees, reduce generational conflict, and harness innovation to strengthen institutional performance and sustain public service delivery.

Day 11 – Module 11 (27th Nov – 2026)

Theme: Eswatini learning culture experience and networking tour

Objective: To provide participants with meaningful exposure to Eswatini's rich culture and history

Learning Visits:

a) Ezulwini Valley

- ❖ It is about 10–15 minutes from the hotel
- ❖ Craft markets, luxury hotels, restaurants, casinos, and cultural experiences
- ❖ It's the cultural and entertainment hub of Eswatini, offering both modern amenities and traditional Swazi heritage

b) Mantenga Cultural Village

- ❖ Located within Ezulwini Valley, roughly 15–20 minutes from the hotel
- ❖ Traditional Swazi dances, homestead tours, and Mantenga Falls (*largest waterfall in Eswatini*)
- ❖ Perfect for immersing yourself in Swazi culture and history

Practical exposure: Participants will gain insights into Eswatini's history, cultural heritage, and African way of life

TRAINING BENEFITS

The program equips leaders with the skills to drive strategy, strengthen institutions, and achieve ultimate public service delivery

I. Benefits to Civil Servants

- ❖ Civil servants will learn to align institutional strategies with citizen needs, ensuring policies deliver real outcomes
- ❖ They will gain the ability to use technology to streamline operations, improve transparency, and accelerate service delivery
- ❖ They will strengthen emotional intelligence and analytical skills, enabling more responsive and citizen-focused leadership
- ❖ They will enhance teamwork and partnerships, fostering inclusive solutions that reflect diverse public interests
- ❖ They will establish mechanisms that ensure integrity, measurable results, and reliable service standards
- ❖ They will acquire tools such as roadmaps, risk registers, and monitoring systems to sustain long-term excellence in service delivery

II. Benefits to the Government

- ❖ Foster efficient, transparent, and responsive service delivery
- ❖ Reduce costs, improve processes, and enhance speed and accuracy of government functions
- ❖ Strengthen policy implementation, compliance, and Institutional oversight
- ❖ Ensure a motivated, capable, and future-ready workforce
- ❖ Promote digital transformation, service simplification, and ultimate results achieved
- ❖ Achieve measurable outcomes aligned with national and Institutional objectives

Module-Specific Benefits

- ❖ Understand execution gaps and align strategy to measurable performance.
- ❖ Develop actionable implementation roadmaps and operational alignment.
- ❖ Embed strategy into culture, monitor performance, and sustain results.
- ❖ Identify, assess, and mitigate risks in strategic initiatives.
- ❖ Gain insights into Eswatini's, culture, and innovation for practical learning and cross-cultural exposure.

TRAINING FEE

The fee is **USD 3,300 per participant** for **11 days**. This includes training materials, breakfast, lunch, refreshments, and a recreational tour fee

PARTICIPANT SUPPORT AND TRAVEL ASSISTANCE

Participants attending the training in Mbabane, Eswatini who may require logistical or travel support are encouraged to contact our coordination team for assistance. Support may include:

- ❖ Hotel accommodation arrangements and recommendations near the training venue
- ❖ Air ticket Arrangements
- ❖ Airport pick up coordination upon arrival and departure
- ❖ Local transportation guidance during the training period

Note: Participants are advised to communicate their support needs in advance to enable our team to make appropriate arrangements and ensure a comfortable stay during the training program.

TRAINING VENUE AND DATE

Training venue will take place at **Mountain View International Hotel, Princess Drive, Mbabane H100, Eswatini** from **16th to 27th November, 2026**

IN-TOWN VISITS

On the **11th** day, we will have town tours and visits to explore Eswatini's history and culture

MODE OF PAYMENT

Payment should be made to **Dar Financial Consultants**, through **CRDB Bank**, Holland Branch, Account no. **0150562529100 TZS**. Please pay two weeks before the date of training. For any question, please call **+255 757 998 593 (CPA Ulimbaga Mwakalibule)** or **+255 653 100 724 (CPA Daudi Bilalo)** or E-mail: info@dfc.co.tz

Kindly confirm your attendance and issue Invoice before **1st November, 2026** by **BOOKING ONLINE** via https://dfc.co.tz/trainings/i_registration

WRAPPING IT UP: BUILDING A FUTURE-READY WORKFORCE

This training program will create a workforce that is technologically skilled, emotionally intelligent, and results-driven. By investing in this development, government institutions will secure long-term gains in efficiency, governance, and public service delivery.