

PROGRAMME

2027/28 ANNUAL PERFORMANCE PLAN (APP)

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Department:
Trade, Industry and Competition
REPUBLIC OF SOUTH AFRICA

ONE CONSTITUTION, ONE NATION
REFLECT. RENEW. RECOMMIT.

A NATION THAT WORKS FOR ALL

2030 NDP

DAY 1: 18 November 2026

DAY FOCUS: UNDERSTAND, DIAGNOSE AND MAKE STRATEGIC CHOICES. Develop a shared perspective on economic challenges, IDS priorities and changes required in current interventions. Expected output: Strategic propositions and issues to guide the seven commissions.

Time: 12:00–18:40 | Venue: Velmoré Hotel | Facilitator: National School of Government

Time	Session / Focus	Responsible
11:30–12:00	Arrival and Registration	
12:00–13:00	**Lunch**	
13:00–13:15	**Purpose of the day and rules of engagement** Facilitator to explain the three-day journey, expected outcomes and that discussions will test the contribution of existing plans to the IDS rather than start a line-by-line APP review.	Facilitator
13:15–13:30	**Setting the strategic tone & expectations** Focus: Five non-negotiable strategic expectations; the Minister's directive that the APP be built from the IDS rather than existing projects fitted to it afterwards; seven cross-cutting impact tests.	DG
13:30–13:40	**Mentimeter: Initial portfolio diagnosis** Short pulse survey following the DG's address: perceived strength of IDS implementation alignment; principal coordination/implementation constraints; one priority change needed. Results to inform the facilitated deliberations.	Facilitator & ALL
13:40–14:05	**Global & Domestic economic overview** What economic problem must the DTIC portfolio solve? Where should we be? What will take us there? Update on economic modelling.	Statistician-General Mr Risenga Maluleke
14:05–14:30	**GAIN and Implementation Framework**.	Mr Kaemete Tsotetsi
14:30–15:00	**IDS and Implementation Framework**	Ms Zukiswa Kimani
15:00–15:30	**Tea Break**	
15:30–15:40	**Facilitated Discussion on Strategic Choices – framing and instructions** Strategic emphasis: not merely "what do we do and which targets do we meet?", but "what economic difference are we making; what would be visibly different if we succeed; and how would we know?"	Facilitator
15:40–16:30	**Roundtable deliberations: Strategic Choices** Three questions: (1) Which economic changes must the portfolio prioritise for 2027/28? (2) Which existing interventions should be strengthened, scaled, redesigned or reconsidered to advance the IDS? (3) What needs to change in coordination across branches and entities?	ALL (mixed roundtables)
16:30–17:30	**Structured roundtable report-backs** Approximately three minutes per group, with concise clarifications. Secretariat captures three strategic propositions, two dependencies and one issue for portfolio attention from each table in the Day 1 synthesis matrix.	Roundtable representatives ; Facilitator
17:30–18:40	**Guided consolidation: Roundtable synthesis matrix** Facilitator and Secretariat identify recurring strategic choices, points of difference, critical constraints and questions to take into Day 2 commissions. Table representatives verify that their central messages are captured accurately.	Facilitator; Secretariat; Roundtable representatives

DAY 2: 19 November 2026

DAY FOCUS: DEVELOP AND TEST INTEGRATED IMPLEMENTATION PATHWAYS. Translate the seven IDS missions into practical collective interventions, institutional contributions and measurable outcomes. Expected output: Seven mission-level proposals and a provisional portfolio commitment matrix.

Time: 08:30–18:10 | Venue: Velmoré Hotel | Facilitator: National School of Government

Time	Session / Focus	Responsible
08:30–09:00	**Reflection and Recap: What We Heard** Prioritise feedback from the Day 1 roundtables. Present the consolidated strategic propositions, key differences, economic priorities and cross-portfolio dependencies; use these to frame the commission questions and common reporting matrix. **Guidance for Breakaway Session.**	Facilitator
09:00–12:00	**Breakaway Sessions: The 7 Strategic Commissions** 1. Industrialisation Competitiveness 2. Investment 3. Localisation 4. Exports 5. Enterprise Development and Transformation 6. Infrastructure and Competitiveness 7. Innovation and Future Industries All commissions use four common questions: the specific economic problem and intended change; 3–5 priority interventions (strengthen, scale, redesign or reconsider); lead/supporting institutional contributions and dependencies; and measurable outputs/outcomes for 2027/28.	ALL
12:00–12:15	**Coffee Break**	
12:15–13:30	**Report by Commissions – first set (Industrialisation Competitiveness, Investment & Localisation)** 10-minute presentations per group followed by rigorous interrogation to eliminate generic process indicators. Apply common tests: demonstrable economic change; genuinely integrated portfolio contribution; clear lead/supporting institutions; measurable output/outcome. Capture proposals live in a portfolio matrix.	Commission Reps; ALL
13:30–14:30	**Lunch Break**	
14:30–16:10	**Report by Commissions – remaining set (Exports, Enterprise Development and Transformation, Infrastructure and Competitiveness and Innovation and Future Industries)** 10-minute presentations per group followed by rigorous interrogation to eliminate generic process indicators. Use the same tests and live-capture method, synthesising team clusters, overlapping propositions, and noting disagreements in real time.	Commission Reps; ALL
16:10–16:30	**Coffee break and synthesis-team consolidation** Secretariat and facilitation team cluster the seven commission reports, remove duplication and populate a provisional portfolio commitment matrix. This is working time for the synthesis team.	
16:30–18:00	**Consolidating the Master Portfolio Commitments** Review the emerging shortlist of up to 10–15 portfolio commitments, identifying the desired economic change, lead/supporting institutions, indicators and dependencies. Resolve straightforward overlaps and flag outstanding decisions for overnight refinement and Day 3 validation.	Facilitator
18:00- 18:10	**DG closing reflection** Highlight strategic priorities, material gaps and matters that require institutional resolution. Confirm overnight refinement of the provisional matrix.	DG

DAY 3: 20 November 2026

DAY FOCUS: INTEGRATE, ORGANISE AND COMMIT. Determine how the DTIC and entities must work together to implement agreed priorities. Expected output: Operating-model adjustments, validated portfolio commitments and next steps for 2027/28 plans.

Time: 08:30–16:00 (including lunch) |Venue: Velmoré Hotel | Facilitator: National School of Government

Time	Session / Focus	Responsible
08:30–09:00	**Reflection and Recap** Present the provisional 10–15 portfolio commitments, cross-institution dependencies and matters still requiring decisions; distinguish supported proposals from formally approved commitments.	Facilitator
09:00–11:30	**The Portfolio Operating Model: Working Differently** Begin with selected brief five-minute contributions from DDGs and entity heads of strategy (within the available time), followed by structured table discussions. Examine: (1) coordination and decision rights; (2) shared performance information; (3) resources and institutional capabilities; and (4) escalation of dependencies. Each table identifies its most important practical operating-model adjustments.	Facilitator ALL
11:30–11:45	**Coffee Break**	
11:45–13:00	**Structured report-backs and operating-model synthesis** Approximately three minutes per table, with only essential clarifications. The Secretariat records 4–6 concrete proposed operating-model adjustments, their implications for portfolio commitments, and issues requiring leadership decisions.	Table representatives ;Facilitator; Secretariat
13:00–14:00	**Lunch Break**	
14:00–15:30	**Finalisation of Portfolio Commitments and Operating-Model Decisions** Review the consolidated mission-level portfolio commitment matrix alongside the operating model proposals. For each priority, clarify the intended result, lead and supporting institutions, indicators, implementation dependencies and required decisions. Confirm which operating-model adjustments are accepted in principle.	Facilitator
15:30 – 16:00	**Closing remarks and way forward** Facilitator briefly recaps broad agreements, operating-model priorities and unresolved issues. DG confirms follow-up responsibilities, APP/entity-plan integration steps, outstanding approvals and timetable. Secretariat to circulate a verified record of commitments and decisions.	DG