the dtic

Department:
Trade, Industry and Competition
REPUBLIC OF SOUTH AFRICA

2027/28 Integrated Portfolio Planning Session

Theme: *Shift from Industrial Development Strategy to Accelerated Integrated Implementation*



DATES
18–20 November 2026

VENUE
Gauteng, To be confirmed

PARTICIPANTS
The dtic and entities

A competitive, inclusive economy for a better South Africa

CONCEPT DOCUMENT: STRATEGIC PLANNING SESSION

Integrated Portfolio Theme: Shift from Industrial Strategy to Accelerated Integrated Implementation

18 to 20 November 2026, Gauteng (tbc)

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1. Background and rationale

The Minister has expressly stated that South Africa's development ambition requires a fundamental shift from Industrial Strategy to Accelerated Implementation. In this regard, more action is required from the Department and its entities to direct policy instruments, programmes, capabilities and resources towards the industrial outcomes that the country has prioritised to attain: higher levels of productive capacity, investment, competitiveness, exports, transformation and employment, amongst others.

The **Industrial Development Strategy (IDS)** provides an important basis for making these choices and the 2027/28 planning process is an opportunity to translate that strategy, alongside the **Medium-Term Development Plan (MTDP), the GAIN strategy, the dtic Strategic Plan 2025–2030** and relevant trade and export priorities, into a coherent set of portfolio-level implementation pathways.

This requires a shift in the way annual plans are developed. Rather than beginning with existing projects and indicators and subsequently mapping them to strategic priorities, the portfolio must first establish the economic changes it needs to bring about, identify the interventions required, determine which institutions and instruments are best placed to deliver them, and then translate these choices into departmental and entity plans. Existing programmes and projects remain relevant, but should be tested for their contribution, effectiveness, scale and fit with the agreed strategic direction. *Ministerial Directive attached as **Annexure A***

2. Purpose of the session

The planned three-day Strategic Planning and Portfolio Alignment Workshop for **the dtic** is designed to break down institutional silos and move from nominal policy "alignment" to a fully integrated portfolio delivery architecture.

The workshop must agree on a shared understanding of the economic challenges to be addressed, **the dtic** portfolio's strategic priorities, the choices that must be made, implementation pathways with specific contributions required from each institution, and the collective changes needed to improve implementation. Ultimately, this must lead to priorities for 2027/28 annual plans, using the IDS and the wider government planning framework as the basis.

3. Objectives

- Establish a common understanding of the economic context, the national growth ambition and the industrial challenges that **the dtic** portfolio must address.
- Define **the dtic** portfolio's strategic choices against the IDS and the priorities of the 7th Administration. Test the relevance, scale and sequencing.
- Define practical implementation pathways for the 7 IDS missions, including the interventions, policy instruments and enabling conditions required.
- Clarify the respective roles of the Department and its entities, including institutional responsibilities, interfaces and dependencies.
- Identify the capabilities, resources, partnerships and interdepartmental actions necessary to implement the agreed pathways.
- Identify quality performance measures by focusing on outputs and outcomes that demonstrate economic contribution and change.
- Agree a manageable set of portfolio commitments to guide the development and refinement of the 2027/28 APP and entity annual plans.

4. Strategic framework

The discussions will be anchored in the following frameworks and priorities that should shape the portfolio's work and targeted economic growth of ***3% by 2030.***

1. ***Medium Term Development Plan (MTDP):*** **I**mplementation commitments;
2. ***GAIN strategy:*** the growth and investment priorities relevant to **the dtic**;
3. ***Industrial Development Strategy (IDS):*** the industrial missions and strategic interventions;
4. ***The dtic Strategic Plan 2025 to 2030:*** **the dtic** Approved 5-year strategic direction & outcomes;
5. ***Trade and export priorities:*** the role of market access, trade instruments and export development in expanding productive capacity and competitiveness.

5. Focus of the IDS Mission discussions

Discussions will be organised around the seven ***IDS mission areas.*** These are intended to provide a structure for examining the economic problem, the strategic response and the contribution required across **dtic** institutions; they are not separate institutional workstreams. The IDS Missions & Discussion Focus Areas

1. **Industrial competitiveness -** Strengthening the productivity, cost competitiveness, resilience and technological capability of South African industry.
2. **Investment -** Mobilising and converting investment into productive capacity, industrial activity and employment.
3. **Localisation -** Expanding competitive domestic production, supplier capability and participation in value chains.
4. **Exports -** Improving export capability, market access, diversification and the ability of firms to compete internationally.
5. **Enterprise development and transformation -** Broadening ownership, participation and the growth of capable enterprises across the economy.
6. **Infrastructure and competitiveness -** Addressing infrastructure and input-cost constraints that affect industrial production, investment and trade.
7. **Innovation and future industries -** Building technological capability and positioning South Africa in emerging and future industrial opportunities.

6. Approach and Programme Structure

The session will take place over two and a half days. It will combine strategic framing, evidence-based discussion, facilitated mission design, portfolio-wide interrogation and practical planning. The first day will establish the shared context and frame the choices. The second day will focus on developing and testing the mission-level implementation pathways. The third day will consolidate institutional contributions, implementation requirements, performance measures and portfolio commitments.

DAY	FOCUS	KEY DISCUSSIONS
Day 1 - 18 November 13:00–17:30	Strategic context and portfolio choices	Economic ambition and constraints; government and **dtic** frameworks; performance and implementation lessons; initial framing of the IDS missions.
Day 2 - 19 November 08:30–17:00	Mission design and integrated pathways	Mission group work and plenary challenge; sector deep dive on steel and critical minerals; connecting trade, investment, finance, incentives, localisation and infrastructure; partnerships and institutional roles.
Day 3 - 20 November 08:30–16:00	Portfolio implementation and annual planning	Entity contributions; implementation model; resource and capability requirements; impact indicators; portfolio commitments; translation into the 2027/28 APP and entity plans.

7. Expected Outputs

Shared view of the principal economic constraints and opportunities that should shape **the dtic** portfolio's priorities for 2027/28.

- Implementation pathways for the seven IDS missions, identifying the economic problem, intended change, interventions and enabling conditions.
- Allocation of responsibilities across the Department and its entities, including critical institutional and interdepartmental dependencies.
- An assessment of policy instruments, capabilities, resources and partnerships required to implement the agreed pathways.
- A focused set of indicators that better demonstrates the portfolio's contribution to industrial and economic outcomes.
- Approximately 10 to 15 portfolio-level commitments to guide the 2027/28 APP and entity annual plans.

8. Participation and preparation

- The session will bring together the relevant **dtic** programmes and core entities. Participants are expected to contribute from a portfolio perspective. Recognising that implementation of the IDS missions will often require coordinated action across institutional mandates and policy instruments.
- Participants are requested to come prepared to:
- Consider the economic problem their programme or institution is positioned to address, supported by relevant evidence.
- Identify the contribution their programme or institution can make to the IDS missions, including where its current work may need to be changed, scaled, redesigned or discontinued.
- Bring forward practical interventions and explain how these would translate into productive capacity, investment, competitiveness, exports, transformation or jobs.
- Identify the instruments, institutional partners, infrastructure, regulatory decisions and other dependencies required for implementation.
- Consider whether current indicators demonstrate meaningful outputs and economic outcomes, rather than only recording activities or administrative milestones.
- Be clear about relevant mandate constraints, resource implications, delivery risks and decisions that require portfolio-level resolution.

9. How the session will inform annual plans

The session is not intended to undertake a line-by-line review of institutional APPs or entity plans. Its purpose is to settle the strategic and implementation logic that should inform those plans. Following the session, the agreed portfolio commitments, institutional roles, dependencies, resource implications and performance measures will be consolidated to guide the refinement of the Department's 2027/28 APP and the corresponding entity annual plans.

Participants should therefore approach the discussions as a portfolio planning exercise. The central consideration is not simply whether existing activities can be mapped to the IDS, but whether the combined work of the Department and its entities is sufficient, appropriately directed and organised to deliver the intended industrial and economic change.

10. Administrative arrangements

Attendance	**Thedtic** Senior Management, including DDGs, Chief Directors, Directors responsible for planning, Entity Chief Economists, Strategists & Entity Planners
Facilitation	**Dtic** DDGs will be appointed to facilitate. External facilitation support from the National School of Government is being arranged; *Confirmation to follow.*
Secretariat	Details of the planning session secretariat and participant logistics will be communicated separately.