Technical Indicator Descriptions Competition Tribunal APP – 1st April 2017 to 31st March 2018

KPI 1.1.1	
Output Name Large Mergers: Notice of set-downs	
1. Overview of the objective, outcome, measure / indicator and target to be reported on	
Division/department	Case Management
Strategic Goal	Case Management Efficiency
Strategic Objective Statement	Matters brought before the Tribunal are heard within the adopted delivery timeframes.
Outcome	Hearings are set down within required timeframes.
Performance Indicator	% Large merger mergers set down for the beginning of a hearing or pre-hearing within 10 days business days of filing of the merger referral.
Purpose of the Performance Indicator	This performance indicator measures the efficiency of the Tribunal in setting down the hearing date for Large mergers once a merger has been filed.
Type of indicator	Efficiency indicator
New indicator	No
Indicator Definition /Formula	This indicator measures the percentage of Large Mergers set down within 10 business days of filing of documentation by parties. The percentage is calculated as follows: Percentage of Large Mergers set down within 10 business days of the filed merger = (a/b) x 100. where a = total number of Large Mergers set down within 10 business days. b = total number of Large Mergers received.
Worked example	E.g. If 45 Large Mergers were received during the period of which 20 had hearings set down within 10 business days of the merger being filed, the percentage will be (20/ 45) x 100 = 80%.

Data limitations	None – required information to measure this indicator is compiled by the Tribunal.
Output and Measurable Indicator Owner	Registrar
Performance Target set for current year	75% of Large Merger referrals for consideration set down within 10 business days of the filing of the merger.
Quarterly Performance Target	Q1 – 75% Q2 – 75% Q3 – 75% Q4 – 75%
Desired performance	The aim of the Tribunal is to meet or exceed the 75% target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Official correspondence and notices received and issued by the Competition Tribunal • Case matrix document • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS
Data Limitations	Information to be reported in the Quarterly/Annual Report is dependent on the completeness and accuracy of the information captured on the Case Matrix document and CMS which is subject to human error.
Collection Frequency of Source data	• Case information is captured on CMS on receipt of documentation by filing parties. • Electronic reports available immediately (both CMS and Qlikview) • Case matrix document is updated daily
Archiving of Source Data	• Official correspondence is scanned into CMS and can therefore be accessed and viewed at any time • Hard copy maintained in the relevant case file. • Hard copy of notice filed in specific performance information file maintained by Registry.
Type of information to be extracted from the source data	• Case number • Case name • Type of case • Date received / referred

		• Date of hearing	
IT Systems/ Tools used to capture extracted data		• CMS (Case360 software) • Word document named "Case Matrix" • Qlikview • Excel report named " Activity Matrix"	
Source Data Capturing Frequency		• CMS - data inputted on a daily basis • "Case Matrix" document updated as and when info is received. • Qlikview – updates every 5 minutes and reports extracted at any time • Activity matrix completed quarterly	
Individual(s) responsible for collecting the source data.	Registry administrator capturing on CMS	**Individual(s) responsible for filing/ archiving the collected source data**	Registry Clerk
Individual(s) responsible for extracting the required information from the source data	Registry staff capturing on CMS	**Individual(s) responsible for verifying the accuracy and completeness of the extracted information**	First level – Registry Administrator Second level - Registrar
Individual(s) responsible for extracting information from the IT System	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	Registrar

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information	
Performance Information Source	• CMS • Word document named "Case Matrix" • Qlikview
Type of performance information to be extracted/ used	• Total number of Large Mergers set down within 10 business days of the filed merger during the quarter. • Total number of Large Mergers received during the quarter.
Calculations required on extracted information	Total number of business days for the matter to be set down has to be calculated.

	This is calculated as the number of days (excluding public holidays and weekends) between the date the merger was filed and the date the hearing was set down.		
Archiving of Extracted / Recalculated Information	• CMS and Qlikview reports generated provide this information and perform the calculations. • Qlikview reports developed to show the business days and the number within SLA and outside SLA. • Required numbers are inputted into specific work sheet on an Activity matrix which performs the calculation and reflects percentage on the Excel document to be submitted. • Calculations can be verified by using reports in CMS and Qlikview. • CMS and Qlikview reports are automatically maintained on the system and can be accessed at any point of time. • Excel spread sheets and reports submitted are maintained on shared folder and locked after submission for editing. • Hard copy of all supporting documentation and proof of review in file maintained by Registry.		
Return Format	Percentage		
Reporting Cycle/ Frequency	Quarterly and annually		
Individual(s) responsible for extracting, calculating and consolidating the reported performance information.	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the extracted performance information.**	Registrar
Individual(s) responsible for archiving the extracted/ recalculated performance information.	Registry Administrator	**Individual(s) responsible for sending the information in the required return format to the COO.**	Registrar

KPI 1.1.2	
Output Name Intermediate and small Mergers: Notice of set-downs	
1. Overview of the objective, outcome, measure / indicator and target to be reported on	
Division/department	Case Management
Strategic Goal	Case Management Efficiency
Strategic Objective Statement	Matters brought before the Tribunal are heard within the adopted delivery timeframes.
Outcome	Hearings are set down within required timeframes.
Performance Indicator	% Intermediate and small merger set down for the beginning of a pre-hearing within 10 days business days of filing of the request for consideration.
Purpose of the Performance Indicator	This performance indicator measures the efficiency of the Tribunal in setting down the hearing date for Intermediate and small Mergers once a merger has been filed.
Type of indicator	Efficiency indicator
New indicator	No
Indicator Definition /Formula	This indicator measures the percentage of Intermediate and small Merger set down within 10 business days of filing of documentation by parties. The percentage is calculated as follows: Percentage of Intermediate and small Mergers set down within 10 business days of the filed merger = (a/b) x 100. where a = total number of Intermediate and small mergers set down within 10 business days. b = total number of Intermediate and small mergers received.
Worked example	E.g. If 45 Intermediate and small mergers were received during the period of which 20 had hearings set down within 10 business days of the merger being filed, the percentage will be (20/ 45) x 100 = 80%.
Data limitations	None – required information to measure this indicator is compiled by the Tribunal.

Output and Measurable Indicator Owner	Registrar
Performance Target set for current year	75% of Intermediate and small Merger referrals for consideration set down within 10 business days of the filing of the merger.
Quarterly Performance Target	Q1 – 75% Q2 – 75% Q3 – 75% Q4 – 75%
Desired performance	The aim of the Tribunal is to meet or exceed the 75% target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Official correspondence and notices received and issued by the Competition Tribunal • Case matrix document • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS
Data Limitations	Information to be reported in the Quarterly/Annual Report is dependent on the completeness and accuracy of the information captured on the Case Matrix document and CMS which is subject to human error.
Collection Frequency of Source data	• Case information is captured on CMS on receipt of documentation by filing parties. • Electronic reports available immediately (both CMS and Qlikview) • Case matrix document is updated daily
Archiving of Source Data	• Official correspondence is scanned into CMS and can therefore be accessed and viewed at any time • Hard copy maintained in the relevant case file. • Hard copy of notice filed in specific performance information file maintained by Registry.
Type of information to be extracted from the source data	• Case number • Case name • Type of case • Date received / referred • Date of hearing

IT Systems/ Tools used to capture extracted data		• CMS (Case360 software) • Word document named “Case Matrix” • Qlikview • Excel report named “ Activity Matrix”	
Source Data Capturing Frequency		• CMS - data inputted on a daily basis • “Case Matrix” document updated as and when info is received. • Qlikview – updates every 5 minutes and reports extracted at any time • Activity matrix completed quarterly	
Individual(s) responsible for collecting the source data.	Registry administrator capturing on CMS	**Individual(s) responsible for filing/ archiving the collected source data**	Registry Clerk
Individual(s) responsible for extracting the required information from the source data	Registry staff capturing on CMS	**Individual(s) responsible for verifying the accuracy and completeness of the extracted information**	First level – Registry Administrator Second level - Registrar
Individual(s) responsible for extracting information from the IT System	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	Registrar

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information	
Performance Information Source	• CMS • Word document named “Case Matrix” • Qlikview
Type of performance information to be extracted/ used	• Total number of Large/ Intermediate and small Mergers set down within 10 business days of the filed merger during the quarter. • Total number of Large / Intermediate and small Mergers received during the quarter.
Calculations required on extracted information	Total number of business days for the matter to be set down has to be calculated. This is calculated as the number of days (excluding public holidays and weekends) between the date the merger was filed and the date the hearing was set down.

Archiving of Extracted / Recalculated Information		• CMS and Qlikview reports generated provide this information and perform the calculations. • Qlikview reports developed to show the business days and the number within SLA and outside SLA. • Required numbers are inputted into specific work sheet on an Activity matrix which performs the calculation and reflects percentage on the Excel document to be submitted. • Calculations can be verified by using reports in CMS and Qlikview. • CMS and Qlikview reports are automatically maintained on the system and can be accessed at any point of time. • Excel spread sheets and reports submitted are maintained on shared folder and locked after submission for editing. • Hard copy of all supporting documentation and proof of review in file maintained by Registry.	
Return Format		Percentage	
Reporting Cycle/ Frequency		Quarterly and annually	
Individual(s) responsible for extracting, calculating and consolidating the reported performance information.	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the extracted performance information.**	Registrar
Individual(s) responsible for archiving the extracted/ recalculated performance information.	Registry Administrator	**Individual(s) responsible for sending the information in the required return format to the COO.**	Registrar

KPI 1.2.1	
Output Name Large Mergers: Orders	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	Case Management
Strategic Goal	Timeous Issuing of Judgements
Strategic Objective Statement	Improvement in the issuing of judgements/decisions in line with adopted timeframes.
Outcome	Expeditious conclusion of matters.
Performance Indicator	Percentage Large Merger orders issued to parties within 10 business days of last hearing date.
Purpose of the Performance Indicator	This performance indicator measures the efficiency of the Tribunal in issuing of judgements/decisions.
Type of indicator	Efficiency indicator
New indicator	No
Indicator Definition /Formula	This indicator measures the percentage of orders for Large Mergers issued within 10 business days of last hearing date. The percentage is calculated as follows: Percentage of orders for Large mergers = (a/b) x 100 where a = total number of orders for Large Mergers issued within 10 business days of the last hearing date. b = total number of orders for Large Mergers issued. .
Worked example	E.g. If 50 orders were issued during the period of which 40 were issued within 10 business days of the last hearing date, the percentage will be (40/ 50) x 100 = 80%.
Data limitations	None – required information to measure this indicator is compiled by the Tribunal.

Output and Measurable Indicator Owner	Registrar
Performance Target set for current year	95% of orders for Large Mergers issued within 10 business days of the last hearing date
Quarterly Performance Target	Q1 – 95% Q2 – 95% Q3 – 95% Q4 – 95%
Desired performance	The aim of the Tribunal is to meet the 95% target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Official correspondence and notices received and issued by the Competition Tribunal • Case matrix document • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS
Data Limitations	Information to be reported in the Quarterly/Annual Report is dependent on the completeness and accuracy of the information captured on the Case Matrix document and CMS which is subject to human error.
Collection Frequency of Source data	• Case information is captured on CMS on receipt of documentation by filing parties • Electronic reports available immediately (both CMS and Qlikview) • Case matrix document is updated daily
Archiving of Source Data	• Official correspondence is scanned into CMS and can therefore be accessed and viewed at any time • Hard copy maintained in the relevant case file. • Hard copy of notice filed in specific performance information file maintained by Registry.
Type of information to be extracted from the source data	• Case number • Case name • Type of case • Date received / referred • Date of hearing

IT Systems/ Tools used to capture extracted data		• CMS (Case360 software) • Word document named “Case Matrix” • Qlikview • Excel report named “ Activity Matrix”	
Source Data Capturing Frequency		• CMS - data inputted on a daily basis • “Case Matrix” document updated as and when info is received. • Qlikview – updates every 5 minutes and reports extracted at any time • Activity matrix completed quarterly	
Individual(s) responsible for collecting the source data.	Registry administrator capturing on CMS	**Individual(s) responsible for filing/ archiving the collected source data**	Registry Clerk
Individual(s) responsible for extracting the required information from the source data	Registry staff capturing on CMS	**Individual(s) responsible for verifying the accuracy and completeness of the extracted information**	First level – Registry Administrator Second level - Registrar
Individual(s) responsible for extracting information from the IT System	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	Registrar

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information	
Performance Information Source	• CMS • Word document named “Case Matrix” • Qlikview
Type of performance information to be extracted/ used	• Total number of orders for Large Mergers issued within 10 business days of the last hearing date. • Total number of orders for Large Mergers issued.
Calculations required on extracted information	Total number of business days for the order issued has to be calculated. This is calculated as the number of days (excluding public holidays and weekends) between the date of the last hearing and the date the order was issued.

<table>
<tr><td colspan="2">Archiving of Extracted / Recalculated Information</td><td colspan="2">CMS and Qlikview reports generated provide this information and perform the calculations.
Qlikview reports developed to show the business days and the number within SLA and outside SLA.
Required numbers are inputted into specific work sheet on an Activity matrix which performs the calculation and reflects percentage on the Excel document to be submitted.
Calculations can be verified by using reports in CMS and Qlikview.
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Hard copy of all supporting documentation and proof of review in file maintained by Registry.</td></tr>
<tr><td colspan="2">Return Format</td><td colspan="2">Percentage</td></tr>
<tr><td colspan="2">Reporting Cycle/ Frequency</td><td colspan="2">Quarterly and annually</td></tr>
<tr><td>Individual(s) responsible for extracting, calculating and consolidating the reported performance information.</td><td>Registry Administrator</td><td>Individual(s) responsible for verifying the accuracy and completeness of the extracted performance information.</td><td>Registrar</td></tr>
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KPI 1.2.2	
Output Name Large Mergers: Reasons	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	Case Management
Strategic Goal	Timeous Issuing of Judgements
Strategic Objective Statement	Improvement in the issuing of reasons in line with adopted timeframes.
Outcome	Expeditious conclusion of matters.
Performance Indicator	Percentage Large Merger reasons issued within 20 business days of an order being issued.
Purpose of the Performance Indicator	This performance indicator measures the efficiency of the Tribunal in issuing reasons.
Type of indicator	Efficiency indicator
New indicator	No
Indicator Definition /Formula	This indicator measures the percentage of reasons for Large Mergers issued within 20 business days of order being issued. The percentage is calculated as follows: Percentage of reasons for Large mergers = (a/b) x 100 where a = total number of reasons for Large Mergers issued within 20 business days of the order date. b = total number of reasons for Large Mergers issued. .
Worked example	E.g. If 50 reasons were issued during the period of which 40 were issued within 20 business days of the order being issued, the percentage will be (40/ 50) x 100 = 80%.
Data limitations	None – required information to measure this indicator is compiled by the Tribunal.

Output and Measurable Indicator Owner	Registrar
Performance Target set for current year	70% of reasons for Large Mergers issued within 10 business days of the order date
Quarterly Performance Target	Q1 – 70% Q2 – 70% Q3 – 70% Q4 – 70%
Desired performance	The aim of the Tribunal is to meet the 70% target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Official correspondence and notices received and issued by the Competition Tribunal • Case matrix document • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS
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Type of information to be extracted from the source data	• Case number • Case name • Type of case • Date received / referred • Date of hearing

IT Systems/ Tools used to capture extracted data		• CMS (Case360 software) • Word document named "Case Matrix" • Qlikview • Excel report named " Activity Matrix"	
Source Data Capturing Frequency		• CMS - data inputted on a daily basis • "Case Matrix" document updated as and when info is received. • Qlikview – updates every 5 minutes and reports extracted at any time • Activity matrix completed quarterly	
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Individual(s) responsible for extracting the required information from the source data	Registry staff capturing on CMS	**Individual(s) responsible for verifying the accuracy and completeness of the extracted information**	First level – Registry Administrator Second level - Registrar
Individual(s) responsible for extracting information from the IT System	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	Registrar

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information	
Performance Information Source	• CMS • Word document named "Case Matrix" • Qlikview
Type of performance information to be extracted/ used	• Total number of reasons for Large Mergers issued within 20 business days of the order being issued. • Total number of reasons for Large Mergers issued.
Calculations required on extracted information	Total number of business days for the reasons issued has to be calculated. This is calculated as the number of days (excluding public holidays and weekends) between the date of the order issued and the date the reasons were issued.
Archiving of Extracted / Recalculated Information	• CMS and Qlikview reports generated provide this information and perform the calculations. • Qlikview reports developed to show the business days and the number within SLA and outside SLA.

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Excel spread sheets and reports submitted are maintained on shared folder and locked after submission for editing.
Hard copy of all supporting documentation and proof of review in file maintained by Registry.</td></tr>
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KPI 1.2.3	
Output Name Intermediate and small Mergers: Orders	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	Case Management
Strategic Goal	Timeous Issuing of Judgements
Strategic Objective Statement	Improvement in the issuing of judgements/decisions in line with adopted timeframes.
Outcome	Expeditious conclusion of matters.
Performance Indicator	Percentage Intermediate and small Merger orders issued to parties within 20 business days of last hearing date.
Purpose of the Performance Indicator	This performance indicator measures the efficiency of the Tribunal in issuing of judgements/decisions.
Type of indicator	Efficiency indicator
New indicator	No
Indicator Definition /Formula	This indicator measures the percentage of orders for Intermediate and small Mergers issued within 20 business days of last hearing date. The percentage is calculated as follows: Percentage of orders for Intermediate and small Mergers = (a/b) x 100 where a = total number of orders for Intermediate and small Mergers issued within 10 business days of the last hearing date. b = total number of orders for Large Mergers issued. .
Worked example	E.g. If 50 orders were issued during the period of which 40 took place within 10 business days of the last hearing date, the percentage will be (40/ 50) x 100 = 80%.
Data limitations	None – required information to measure this indicator is compiled by the Tribunal.

Output and Measurable Indicator Owner	Registrar
Performance Target set for current year	95 % of orders for Intermediate and small Mergers issued within 20 business days of the last hearing date
Quarterly Performance Target	Q1 – 95% Q2 – 95% Q3 – 95% Q4 – 95%
Desired performance	The aim of the Tribunal is to meet the 95% target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Official correspondence and notices received and issued by the Competition Tribunal • Case matrix document • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS
Data Limitations	Information to be reported in the Quarterly/Annual Report is dependent on the completeness and accuracy of the information captured on the Case Matrix document and CMS which is subject to human error.
Collection Frequency of Source data	• Case information is captured on CMS on receipt of documentation by filing parties. • Electronic reports available immediately (both CMS and Qlikview) • Case matrix document is updated daily
Archiving of Source Data	• Official correspondence is scanned into CMS and can therefore be accessed and viewed at any time • Hard copy maintained in the relevant case file. • Hard copy of notice filed in specific performance information file maintained by Registry.
Type of information to be extracted from the source data	• Case number • Case name • Type of case • Date received / referred • Date of hearing

IT Systems/ Tools used to capture extracted data		• CMS (Case360 software) • Word document named “Case Matrix” • Qlikview • Excel report named “ Activity Matrix”	
Source Data Capturing Frequency		• CMS - data inputted on a daily basis • “Case Matrix” document updated as and when info is received. • Qlikview – updates every 5 minutes and reports extracted at any time • Activity matrix completed quarterly	
Individual(s) responsible for collecting the source data.	Registry administrator capturing on CMS	**Individual(s) responsible for filing/ archiving the collected source data**	Registry Clerk
Individual(s) responsible for extracting the required information from the source data	Registry staff capturing on CMS	**Individual(s) responsible for verifying the accuracy and completeness of the extracted information**	First level – Registry Administrator Second level - Registrar
Individual(s) responsible for extracting information from the IT System	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	Registrar

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information	
Performance Information Source	• CMS • Word document named “Case Matrix” • Qlikview
Type of performance information to be extracted/ used	• Total number of orders for Intermediate and small Mergers issued within 20 business days of the last hearing date. • Total number of orders for intermediate and small Mergers issued.
Calculations required on extracted information	Total number of business days for the order issued has to be calculated. This is calculated as the number of days (excluding public holidays and weekends) between the date of the last hearing and the date the order was issued.
Archiving of Extracted / Recalculated Information	• CMS and Qlikview reports generated provide this information and perform the calculations. • Qlikview reports developed to show the business days and the number within SLA and outside SLA. • Required numbers are inputted into specific work sheet on an Activity matrix which performs the calculation and reflects percentage on the Excel document to be submitted.

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Return Format		Percentage	
Reporting Cycle/ Frequency		Quarterly and annually	
Individual(s) responsible for extracting, calculating and consolidating the reported performance information.	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the extracted performance information.**	Registrar
Individual(s) responsible for archiving the extracted/ recalculated performance information.	Registry Administrator	**Individual(s) responsible for sending the information in the required return format to the COO.**	Registrar

KPI 1.2.4	
Output Name Intermediate and small Mergers: Reasons	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	Case Management
Strategic Goal	Timeous Issuing of Judgements
Strategic Objective Statement	Improvement in the issuing of reasons in line with adopted timeframes.
Outcome	Expeditious conclusion of matters.
Performance Indicator	Percentage Intermediate and small Merger reasons issued within 20 business days of an order being issued.
Purpose of the Performance Indicator	This performance indicator measures the efficiency of the Tribunal in issuing reasons.
Type of indicator	Efficiency indicator
New indicator	No
Indicator Definition /Formula	This indicator measures the percentage of reasons for Intermediate and small Mergers issued within 20 business days of order being issued. The percentage is calculated as follows: Percentage of reasons for Intermediate and small Mergers = (a/b) x 100 where a = total number of reasons for Intermediate and small Mergers issued within 20 business days of the order date. b = total number of reasons for Intermediate and small Mergers issued. .
Worked example	E.g. If 50 reasons were issued during the period of which 40 took place within 20 business days of the order being issued, the percentage will be (40/ 50) x 100 = 80%.
Data limitations	None – required information to measure this indicator is compiled by the Tribunal.

Output and Measurable Indicator Owner	Registrar: Ms Lerato Motaung
Performance Target set for current year	60% of reasons for Intermediate and small Mergers issued within 20 business days of the order being issued.
Quarterly Performance Target	Q1 – 60% Q2 – 60% Q3 – 60% Q4 – 60%
Desired performance	The aim of the Tribunal is to meet the 60% target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Official correspondence and notices received and issued by the Competition Tribunal • Case matrix document • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS
Data Limitations	Information to be reported in the Quarterly/Annual Report is dependent on the completeness and accuracy of the information captured on the Case Matrix document and CMS which is subject to human error.
Collection Frequency of Source data	• Case information is captured on CMS on receipt of documentation by filing parties. • Electronic reports available immediately (both CMS and Qlikview) • Case matrix document is updated daily
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Type of information to be extracted from the source data	• Case number • Case name • Type of case • Date received / referred • Date of hearing

IT Systems/ Tools used to capture extracted data		• CMS (Case360 software) • Word document named "Case Matrix" • Qlikview • Excel report named " Activity Matrix"	
Source Data Capturing Frequency		• CMS - data inputted on a daily basis • "Case Matrix" document updated as and when info is received. • Qlikview – updates every 5 minutes and reports extracted at any time • Activity matrix completed quarterly	
Individual(s) responsible for collecting the source data.	Registry administrator capturing on CMS	**Individual(s) responsible for filing/ archiving the collected source data**	Registry Clerk
Individual(s) responsible for extracting the required information from the source data	Registry staff capturing on CMS	**Individual(s) responsible for verifying the accuracy and completeness of the extracted information**	First level – Registry Administrator Second level - Registrar
Individual(s) responsible for extracting information from the IT System	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	Registrar

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information	
Performance Information Source	• CMS • Word document named "Case Matrix" • Qlikview
Type of performance information to be extracted/ used	• Total number of reasons for Intermediate and small Mergers issued within 20 business days of the order being issued. • Total number of orders for Intermediate and small Mergers issued.
Calculations required on extracted information	Total number of business days for the reasons issued has to be calculated. This is calculated as the number of days (excluding public holidays and weekends) between the date of the order issued and the date the reasons were issued.
Archiving of Extracted / Recalculated Information	• CMS and Qlikview reports generated provide this information and perform the calculations. • Qlikview reports developed to show the business days and the number within SLA and outside SLA.

		- Required numbers are inputted into specific work sheet on an Activity matrix which performs the calculation and reflects percentage on the Excel document to be submitted. - Calculations can be verified by using reports in CMS and Qlikview. - CMS and Qlikview reports are automatically maintained on the system and can be accessed at any point of time. - Excel spread sheets and reports submitted are maintained on shared folder and locked after submission for editing. - Hard copy of all supporting documentation and proof of review in file maintained by Registry.	
Return Format		Percentage	
Reporting Cycle/ Frequency		Quarterly and annually	
Individual(s) responsible for extracting, calculating and consolidating the reported performance information.	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the extracted performance information.**	Registrar
Individual(s) responsible for archiving the extracted/ recalculated performance information.	Registry Administrator	**Individual(s) responsible for sending the information in the required return format to the COO.**	Registrar

KPI 1.2.5	
Output Name Prohibited Practices[1]: Reasons	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	Case Management
Strategic Goal	Timeous Issuing of Judgements
Strategic Objective Statement	Improvement in the issuing of reasons in line with adopted timeframes.
Outcome	Expeditious conclusion of matters.
Performance Indicator	Percentage Prohibited Practices reasons issued in accordance with the delivery timeframes per category A (100 days), B (125 days) or C (150 days) from last hearing date/last submission.
Purpose of the Performance Indicator	This performance indicator measures the efficiency of the Tribunal in issuing reasons.
Type of indicator	Efficiency indicator
New indicator	Yes
Indicator Definition /Formula	This indicator measures the percentage of reasons for Prohibited Practices issued within the delivery timeframes per category: A, B or C[2]. The percentage is calculated as follows: Percentage of reasons for Prohibited Practices = (a/b) x 100 where a = total number of reasons for Prohibited Practices issued within 100/125/150 business days of the order date.

[1] Throughout the document Prohibited Practice refers to all complaints from the commission, the complainant and the High Court

[2] Throughout the document A refers to a Simple matter, B to a Complex matter and C to a Very Complex matter

	b = total number of reasons for Prohibited Practices issued.
Worked example	E.g. If 50 reasons were issued during the period of which 40 took place within 100/125/150 business days of the order being issued, the percentage will be (40/ 50) x 100 = 80%.
Data limitations	None – required information to measure this indicator is compiled by the Tribunal.
Output and Measurable Indicator Owner	Registrar: Ms Lerato Motaung
Performance Target set for current year	100% of Prohibited Practices reasons issued in accordance with the delivery timeframes per category A (100 days), B (125 days) or C (150 days).
Quarterly Performance Target	Q1 – 100% Q2 – 100% Q3 – 100% Q4 – 100%
Desired performance	The aim of the Tribunal is to meet the 100% target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Official correspondence and notices received and issued by the Competition Tribunal • Case matrix document • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS
Data Limitations	Information to be reported in the Quarterly/Annual Report is dependent on the completeness and accuracy of the information captured on the Case Matrix document and CMS which is subject to human error.
Collection Frequency of Source data	• Case information is captured on CMS on receipt of documentation by filing parties. • Electronic reports available immediately (both CMS and Qlikview) • Case matrix document is updated daily
Archiving of Source Data	• Official correspondence is scanned into CMS and can therefore be accessed and viewed at any time • Hard copy maintained in the relevant case file. • Hard copy of notice filed in specific performance information file maintained by Registry.

<table>
<tr><td colspan="2">Type of information to be extracted from the source data</td><td colspan="2">• Case number
• Case name
• Type of case
• Date received / referred
• Date of hearing</td></tr>
<tr><td colspan="2">IT Systems/ Tools used to capture extracted data</td><td colspan="2">• CMS (Case360 software)
• Word document named “Case Matrix”
• Qlikview
• Excel report named “ Activity Matrix”</td></tr>
<tr><td colspan="2">Source Data Capturing Frequency</td><td colspan="2">• CMS - data inputted on a daily basis
• “Case Matrix” document updated as and when info is received.
• Qlikview – updates every 5 minutes and reports extracted at any time
• Activity matrix completed quarterly</td></tr>
<tr><td>Individual(s) responsible for collecting the source data.</td><td>Registry administrator capturing on CMS</td><td>Individual(s) responsible for filing/ archiving the collected source data</td><td>Registry Clerk</td></tr>
<tr><td>Individual(s) responsible for extracting the required information from the source data</td><td>Registry staff capturing on CMS</td><td>Individual(s) responsible for verifying the accuracy and completeness of the extracted information</td><td>First level – Registry Administrator
Second level - Registrar</td></tr>
<tr><td>Individual(s) responsible for extracting information from the IT System</td><td>Registry Administrator</td><td>Individual(s) responsible for verifying the accuracy and completeness of the captured information</td><td>Registrar</td></tr>
</table>

<table>
<tr><td colspan="2">3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information</td></tr>
<tr><td>Performance Information Source</td><td>• CMS
• Word document named “Case Matrix”
• Qlikview</td></tr>
<tr><td>Type of performance information to be extracted/ used</td><td>• Total number of reasons for Prohibited Practices issued within the timeframes as per Category A, B or C.
• Total number of orders for Prohibited Practices received.</td></tr>
<tr><td>Calculations required on extracted information</td><td>Total number of business days for the reasons issued has to be calculated.
This is calculated as the number of days (excluding public holidays and weekends) between the date of the order issued and the date the reasons were issued.</td></tr>
</table>

Archiving of Extracted / Recalculated Information		• CMS and Qlikview reports generated provide this information and perform the calculations. • Qlikview reports developed to show the business days and the number within SLA and outside SLA. • Required numbers are inputted into specific work sheet on an Activity matrix which performs the calculation and reflects percentage on the Excel document to be submitted. • Calculations can be verified by using reports in CMS and Qlikview. • CMS and Qlikview reports are automatically maintained on the system and can be accessed at any point of time. • Excel spread sheets and reports submitted are maintained on shared folder and locked after submission for editing. • Hard copy of all supporting documentation and proof of review in file maintained by Registry.	
Return Format		Percentage	
Reporting Cycle/ Frequency		Quarterly and annually	
Individual(s) responsible for extracting, calculating and consolidating the reported performance information.	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the extracted performance information.**	Registrar
Individual(s) responsible for archiving the extracted/ recalculated performance information.	Registry Administrator	**Individual(s) responsible for sending the information in the required return format to the COO.**	Registrar

KPI 1.2.6	
Output Name Procedural matters[3]: Orders	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	Case Management
Strategic Goal	Timeous Issuing of Judgements
Strategic Objective Statement	Improvement in the issuing of judgements/decisions in line with adopted timeframes.
Outcome	Expeditious conclusion of matters.
Performance Indicator	Percentage Procedural Matter orders issued to parties within 20 business days of last hearing date.
Purpose of the Performance Indicator	This performance indicator measures the efficiency of the Tribunal in issuing of judgements/decisions.
Type of indicator	Efficiency indicator
New indicator	No
Indicator Definition /Formula	This indicator measures the percentage of orders for Procedural Matters issued within 20 business days of last hearing date. The percentage is calculated as follows: Percentage of orders for Procedural Matters = (a/b) x 100 where a = total number of orders for Procedural Matters issued within 20 business days of the last hearing date. b = total number of orders for Procedural Matters issued. .
Worked example	E.g. If 50 orders were issued during the period of which 40 took place within 20 business days of the last hearing date, the percentage will be (40/ 50) x 100 = 80%.

[3] Throughout the document procedural matters include interlocutory applications

Data limitations	None – required information to measure this indicator is compiled by the Tribunal.
Output and Measurable Indicator Owner	Registrar
Performance Target set for current year	85% of orders for procedural matters issued within 20 business days of the last hearing date
Quarterly Performance Target	Q1 – 85% Q2 – 85% Q3 – 85% Q4 – 85%
Desired performance	The aim of the Tribunal is to meet the 85% target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Official correspondence and notices received and issued by the Competition Tribunal • Case matrix document • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS
Data Limitations	Information to be reported in the Quarterly/Annual Report is dependent on the completeness and accuracy of the information captured on the Case Matrix document and CMS which is subject to human error.
Collection Frequency of Source data	• Case information is captured on CMS on receipt of documentation by filing parties. • Electronic reports available immediately (both CMS and Qlikview) • Case matrix document is updated daily
Archiving of Source Data	• Official correspondence is scanned into CMS and can therefore be accessed and viewed at any time • Hard copy maintained in the relevant case file. • Hard copy of notice filed in specific performance information file maintained by Registry.
Type of information to be extracted from the source data	• Case number • Case name • Type of case

		• Date received / referred • Date of hearing	
IT Systems/ Tools used to capture extracted data		• CMS (Case360 software) • Word document named "Case Matrix" • Qlikview • Excel report named " Activity Matrix"	
Source Data Capturing Frequency		• CMS - data inputted on a daily basis • "Case Matrix" document updated as and when info is received. • Qlikview – updates every 5 minutes and reports extracted at any time • Activity matrix completed quarterly	
Individual(s) responsible for collecting the source data.	Registry administrator capturing on CMS	**Individual(s) responsible for filing/ archiving the collected source data**	Registry Clerk
Individual(s) responsible for extracting the required information from the source data	Registry staff capturing on CMS	**Individual(s) responsible for verifying the accuracy and completeness of the extracted information**	First level – Registry Administrator Second level - Registrar
Individual(s) responsible for extracting information from the IT System	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	Registrar

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information	
Performance Information Source	• CMS • Word document named "Case Matrix" • Qlikview
Type of performance information to be extracted/ used	• Total number of orders for Procedural Matters issued within 20 business days of the last hearing date. • Total number of orders for Procedural Matters issued.
Calculations required on extracted information	Total number of business days for the order issued has to be calculated. This is calculated as the number of days (excluding public holidays and weekends) between the date of the last hearing and the date the order was issued.

<table>
<tr><td colspan="2">Archiving of Extracted / Recalculated Information</td><td colspan="2">• CMS and Qlikview reports generated provide this information and perform the calculations.
• Qlikview reports developed to show the business days and the number within SLA and outside SLA.
• Required numbers are inputted into specific work sheet on an Activity matrix which performs the calculation and reflects percentage on the Excel document to be submitted.
• Calculations can be verified by using reports in CMS and Qlikview.
• CMS and Qlikview reports are automatically maintained on the system and can be accessed at any point of time.
• Excel spread sheets and reports submitted are maintained on shared folder and locked after submission for editing.
• Hard copy of all supporting documentation and proof of review in file maintained by Registry.</td></tr>
<tr><td colspan="2">Return Format</td><td colspan="2">Percentage</td></tr>
<tr><td colspan="2">Reporting Cycle/ Frequency</td><td colspan="2">Quarterly and annually</td></tr>
<tr><td>Individual(s) responsible for extracting, calculating and consolidating the reported performance information.</td><td>Registry Administrator</td><td>Individual(s) responsible for verifying the accuracy and completeness of the extracted performance information.</td><td>Registrar</td></tr>
<tr><td>Individual(s) responsible for archiving the extracted/ recalculated performance information.</td><td>Registry Administrator</td><td>Individual(s) responsible for sending the information in the required return format to the COO.</td><td>Registrar</td></tr>
</table>

KPI 1.2.7	
Output Name Consent orders[4]: Orders	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	Case Management
Strategic Goal	Timeous Issuing of Judgements
Strategic Objective Statement	Improvement in the issuing of judgements/decisions in line with adopted timeframes.
Outcome	Expeditious conclusion of matters.
Performance Indicator	Percentage Consent Order orders issued to parties within 10 business days of last hearing date/last submission.
Purpose of the Performance Indicator	This performance indicator measures the efficiency of the Tribunal in issuing of judgements/decisions.
Type of indicator	Efficiency indicator
New indicator	No
Indicator Definition /Formula	This indicator measures the percentage of orders for Consent Orders issued within 10 business days of last hearing date/last submission. The percentage is calculated as follows: Percentage of orders for Consent Orders = (a/b) x 100 where a = total number of orders for Consent orders issued within 20 business days of the last hearing date. b = total number of orders for Consent orders issued. .
Worked example	E.g. If 50 orders were issued during the period of which 40 took place within 10 business days of the last hearing date, the percentage will be (40/ 50) x 100 = 80%.

[4] Throughout the document consent orders include settlement agreements.

Data limitations	None – required information to measure this indicator is compiled by the Tribunal.
Output and Measurable Indicator Owner	Registrar
Performance Target set for current year	90% of consent orders issued within 10 business days of the last hearing date
Quarterly Performance Target	Q1 – 90% Q2 – 90% Q3 – 90% Q4 – 90%
Desired performance	The aim of the Tribunal is to meet the 90% target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Official correspondence and notices received and issued by the Competition Tribunal • Case matrix document • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS
Data Limitations	Information to be reported in the Quarterly/Annual Report is dependent on the completeness and accuracy of the information captured on the Case Matrix document and CMS which is subject to human error.
Collection Frequency of Source data	• Case information is captured on CMS on receipt of documentation by filing parties. • Electronic reports available immediately (both CMS and Qlikview) • Case matrix document is updated daily
Archiving of Source Data	• Official correspondence is scanned into CMS and can therefore be accessed and viewed at any time • Hard copy maintained in the relevant case file. • Hard copy of notice filed in specific performance information file maintained by Registry.
Type of information to be extracted from the source data	• Case number • Case name • Type of case • Date received / referred • Date of hearing

IT Systems/ Tools used to capture extracted data		• CMS (Case360 software) • Word document named “Case Matrix” • Qlikview • Excel report named “ Activity Matrix”	
Source Data Capturing Frequency		• CMS - data inputted on a daily basis • “Case Matrix” document updated as and when info is received. • Qlikview – updates every 5 minutes and reports extracted at any time • Activity matrix completed quarterly	
Individual(s) responsible for collecting the source data.	Registry administrator capturing on CMS	**Individual(s) responsible for filing/ archiving the collected source data**	Registry Clerk
Individual(s) responsible for extracting the required information from the source data	Registry staff capturing on CMS	**Individual(s) responsible for verifying the accuracy and completeness of the extracted information**	First level – Registry Administrator Second level - Registrar
Individual(s) responsible for extracting information from the IT System	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	Registrar

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information	
Performance Information Source	• CMS • Word document named “Case Matrix” • Qlikview
Type of performance information to be extracted/ used	• Total number of orders for Consent orders issued within 10 business days of the last hearing date. • Total number of orders for Consent Orders issued.
Calculations required on extracted information	Total number of business days for the order issued has to be calculated. This is calculated as the number of days (excluding public holidays and weekends) between the date of the last hearing and the date the order was issued.
Archiving of Extracted / Recalculated Information	• CMS and Qlikview reports generated provide this information and perform the calculations. • Qlikview reports developed to show the business days and the number within SLA and outside SLA. • Required numbers are inputted into specific work sheet on an Activity matrix which performs the calculation and reflects percentage on the Excel document to be submitted.

		• Calculations can be verified by using reports in CMS and Qlikview. • CMS and Qlikview reports are automatically maintained on the system and can be accessed at any point of time. • Excel spread sheets and reports submitted are maintained on shared folder and locked after submission for editing. • Hard copy of all supporting documentation and proof of review in file maintained by Registry.	
Return Format		Percentage	
Reporting Cycle/ Frequency		Quarterly and annually	
Individual(s) responsible for extracting, calculating and consolidating the reported performance information.	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the extracted performance information.**	Registrar
Individual(s) responsible for archiving the extracted/ recalculated performance information.	Registry Administrator	**Individual(s) responsible for sending the information in the required return format to the COO.**	Registrar

KPI 1.2.8	
Output Name Interim Relief: Reasons	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	Case Management
Strategic Goal	Timeous Issuing of Judgements
Strategic Objective Statement	Improvement in the issuing of reasons in line with adopted timeframes.
Outcome	Expeditious conclusion of matters.
Performance Indicator	Percentage Interim Relief reasons issued in within 20 days of last hearing date.
Purpose of the Performance Indicator	This performance indicator measures the efficiency of the Tribunal in issuing reasons.
Type of indicator	Efficiency indicator
New indicator	Yes
Indicator Definition /Formula	This indicator measures the percentage of reasons for Interim Relief issued within the delivery timeframe. The percentage is calculated as follows: Percentage of reasons for Interim Relief = (a/b) x 100 where a = total number of reasons for Interim Relief issued within 20 business days of the last date/last submission. b = total number of reasons for Interim Relief issued.
Worked example	E.g. If 50 reasons were issued during the period of which 40 took place within 20 business days of the last hearing date, the percentage will be (40/ 50) x 100 = 80%.
Data limitations	None – required information to measure this indicator is compiled by the Tribunal.
Output and Measurable Indicator Owner	Registrar: Ms Lerato Motaung

Performance Target set for current year	100% of Interim Relief reasons issued within 20 business days of the last hearing date
Quarterly Performance Target	Q1 – 100% Q2 – 100% Q3 – 100% Q4 – 00%
Desired performance	The aim of the Tribunal is to meet the 100% target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Official correspondence and notices received and issued by the Competition Tribunal • Case matrix document • Case Management System (electronic case management system run by the Tribunal hereinafter referred to as CMS) reports • Qlikview reports (reporting tool placed on top of CMS
Data Limitations	Information to be reported in the Quarterly/Annual Report is dependent on the completeness and accuracy of the information captured on the Case Matrix document and CMS which is subject to human error.
Collection Frequency of Source data	• Case information is captured on CMS on receipt of documentation by filing parties. • Electronic reports available immediately (both CMS and Qlikview) • Case matrix document is updated daily
Archiving of Source Data	• Official correspondence is scanned into CMS and can therefore be accessed and viewed at any time • Hard copy maintained in the relevant case file. • Hard copy of notice filed in specific performance information file maintained by Registry.
Type of information to be extracted from the source data	• Case number • Case name • Type of case • Date received / referred • Date of hearing
IT Systems/ Tools used to capture extracted data	• CMS (Case360 software) • Word document named "Case Matrix" • Qlikview • Excel report named " Activity Matrix"

Source Data Capturing Frequency		• CMS - data inputted on a daily basis • "Case Matrix" document updated as and when info is received. • Qlikview – updates every 5 minutes and reports extracted at any time • Activity matrix completed quarterly	
Individual(s) responsible for collecting the source data.	Registry administrator capturing on CMS	**Individual(s) responsible for filing/ archiving the collected source data**	Registry Clerk
Individual(s) responsible for extracting the required information from the source data	Registry staff capturing on CMS	**Individual(s) responsible for verifying the accuracy and completeness of the extracted information**	First level – Registry Administrator Second level - Registrar
Individual(s) responsible for extracting information from the IT System	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	Registrar

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information	
Performance Information Source	• CMS • Word document named "Case Matrix" • Qlikview
Type of performance information to be extracted/ used	• Total number of reasons for Interim Relief orders issued within 20 business days of the last hearing date. • Total number of reasons for Interim Relief orders issued.
Calculations required on extracted information	Total number of business days for the order issued has to be calculated. This is calculated as the number of days (excluding public holidays and weekends) between the date of the last hearing and the date the order was issued.
Archiving of Extracted / Recalculated Information	• CMS and Qlikview reports generated provide this information and perform the calculations. • Qlikview reports developed to show the business days and the number within SLA and outside SLA. • Required numbers are inputted into specific work sheet on an Activity matrix which performs the calculation and reflects percentage on the Excel document to be submitted. • Calculations can be verified by using reports in CMS and Qlikview. • CMS and Qlikview reports are automatically maintained on the system and can be accessed at any point of time.

<table>
<tr><td colspan="2"></td><td colspan="2">Excel spread sheets and reports submitted are maintained on shared folder and locked after submission for editing.
Hard copy of all supporting documentation and proof of review in file maintained by Registry.</td></tr>
<tr><td colspan="2">Return Format</td><td colspan="2">Percentage</td></tr>
<tr><td colspan="2">Reporting Cycle/ Frequency</td><td colspan="2">Quarterly and annually</td></tr>
<tr><td>Individual(s) responsible for extracting, calculating and consolidating the reported performance information.</td><td>Registry Administrator</td><td>Individual(s) responsible for verifying the accuracy and completeness of the extracted performance information.</td><td>Registrar</td></tr>
<tr><td>Individual(s) responsible for archiving the extracted/ recalculated performance information.</td><td>Registry Administrator</td><td>Individual(s) responsible for sending the information in the required return format to the COO.</td><td>Registrar</td></tr>
</table>

KPI 1.3.1	
Output Name Record keeping and performance information	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office and Registry
Strategic Goal	Effective business applications
Strategic Objective Statement	Enhancing record keeping, performance information and case flow management by harnessing facility and functionality of business applications.
Outcome	Improved management information to inform strategic decision making and access to historical data.
Performance Indicator	Enhancement of case management system facility in line with project plan.
Purpose of the Performance Indicator	This performance Indicator measures the progress with the implementation of the case management system against the project plan.
Type of indicator	Effectiveness indicator
New indicator	New
Indicator Definition /Formula	Implementation against project plan.
Output and Measurable Indicator Owner	COO and Registrar
Performance Target set for current year	Dependent on outcome of feasibility study being conducted and still to be concluded in 2016/2017
Annual Performance Target	Dependent on outcome of feasibility study being conducted and still to be concluded in 2016/2017
Desired performance	The aim of the Tribunal is to meet the target that has been set.

KPI 1.3.2	
Output Name Record keeping and performance information	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office and Registry
Strategic Goal	Effective business applications
Strategic Objective Statement	Enhancing record keeping, performance information and case flow management by harnessing facility and functionality of business applications.
Outcome	Improved management information to inform strategic decision making and access to historical data.
Performance Indicator	Reduced reliance on manual performance reporting.
Purpose of the Performance Indicator	This performance Indicator measures the progress with the implementation of the project plan developed to ensure reduced reliance on manual performance reporting.
Type of indicator	Effectiveness indicator
New indicator	New
Indicator Definition /Formula	Implementation of plan and process for reporting enhancement
Output and Measurable Indicator Owner	COO and Registrar
Performance Target set for current year	50% of any automation plan agreed to implemented
Annual Performance Target	50% of any automation plan agreed to implemented
Desired performance	The aim of the Tribunal is to meet or exceed the target that has been set.

KPI 2.1.1	
Output Name Communication plan	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office
Strategic Goal	Ensure relevant communication to stakeholders
Strategic Objective Statement	Ensure that an integrated communication plan is developed and implemented.
Outcome	A structured and focussed process to create and enhance awareness of the work of the Tribunal.
Performance Indicator	Communication plan developed and implemented in line with EXCO requirements and agreed timeframes.
Purpose of the Performance Indicator	The purpose of the performance indicator is to measure the implementation of the communication plan within the agreed timeframe.
Type of indicator	Timeliness indicator
New indicator	New in 2015/2016
Indicator Definition /Formula	This indicator measures whether the communication plan has been implemented within the timeframe set.
Output and Measurable Indicator Owner	Communications Officer
Performance Target set for current year	Review plan based on performance and achievement and obtain approval by June 2017.
Annual Performance Target	Review plan based on performance and achievement and obtain approval by June 2017.
Desired performance	The aim of the Tribunal is to meet or exceed the target that has been set.

KPI 2.1.2	
Output Name Communication plan	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office
Strategic Goal	Ensure relevant communication to stakeholders
Strategic Objective Statement	Ensure that an integrated communication plan is developed and implemented.
Outcome	A structured and focussed process to create and enhance awareness of the work of the Tribunal.
Performance Indicator	Monitored performance and implementation against approved plan
Purpose of the Performance Indicator	The purpose of the performance indicator is to measure and monitor the implementation of the communication plan within the agreed timeframe.
Type of indicator	Timeliness indicator
New indicator	New in 2015/2016
Indicator Definition /Formula	This indicator measures whether the communication plan has been monitored and implemented within the timeframe set.
Output and Measurable Indicator Owner	Communications Officer
Performance Target set for current year	Report on implementation against plan by March 2019
Annual Performance Target	Report on implementation against plan by March 2019
Desired performance	The aim of the Tribunal is to meet or exceed the target that has been set.

KPI 2.2.1	
Output Name Press releases of final merger decisions	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office
Strategic Goal	Maintain and enhance the presence and profile of the Tribunal
Strategic Objective Statement	Ensure communication pertaining to the Tribunal's adjudicative process is issued to the stakeholders within adopted delivery timeframes.
Outcome	Press releases of final merger decisions
Performance Indicator	Press releases of 75% of final merger decisions communicated to the media within the specified timeframe.
Purpose of the Performance Indicator	This performance Indicator measures the efficiency of the Tribunal in issuing a press release for 75% of the final merger decisions during the specified timeframe.
Type of indicator	Efficiency indicator
New indicator	No but existing indicator altered slightly
Indicator Definition /Formula	This indicator measures the percentage of final merger decisions for which a press release was issued during the financial year. The percentage is calculated as follows: Percentage of press releases issued for final merger decisions issued by the Tribunal = (a/b) x 100 Where a = total number of final merger decision press releases issued during the delivery period b = total number of final merger decisions issued during the delivery period.
Worked example	E.g. if 80 press releases were issued whilst 100 final merger decisions were issued the percentage will be (80/100) x 100 = 80%.

Data limitations	None – required information to measure this indicator is compiled by the Tribunal.
Output and Measurable Indicator Owner	Communications Officer
Performance Target set for current year	Press releases issued for 75% of the final decisions issued within the delivery period.
Quarterly Performance Target	Q1 - 75% Q2 - 75% Q3- 75% Q4 - 75%
Desired performance	The aim of the Tribunal is to meet 75% of the target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Official correspondence between Communications officer and stakeholders • CMS reports • Case matrix document • Qlikview reports (reporting tool placed on top of CMS)
Data limitations	Information to be reported is dependent on the accuracy of the information captured on the case matrix document and CMS which is subject to human error.
Collection Frequency of Source data	• Information on press releases issued is captured in CMS when information is received from Communications Officer • Press releases issued as and when merger decisions issued Electronic reports available immediately (both CMS and Qlikview) • Case matrix document is updated daily • Manual reports maintained
Archiving of Source Data	• Press release on outcome issued by Communications Officer is indexed in CMS and can therefore be accessed and reviewed at any time • Hard copy maintained in the relevant case file • Hard copy of press release issued filed in file maintained by Communications Officer.
Type of information to be extracted from the source data	• Case number • Case name

		• Type of case • Date of order • Date of press release	
IT Systems/ Tools used to capture extracted data		• CMS (Case 360 software) • Word document named "Case Matrix" • Qlikview • Excel report named "Activity Matrix" • Word document maintained by Communications Officer of press release issued	
Source Data Capturing Frequency		• CMS – data inputted on a daily basis • "Case Matrix" document updated as and when info is received • Qlikview – updates every 5 minutes and reports extracted at any time. • Activity matrix completed quarterly • Word document maintained quarterly	
Individual(s) responsible for collecting the source data	Communications Officer and Registry staff capturing CMS data	**Individual(s) responsible for filing/ archiving the collected source data**	Communications Officer
Individual(s) responsible for extracting the required information from the source data	Communications Officer and Registry staff capturing CMS data	**Individual(s) responsible for verifying the accuracy and completeness of the extracted information**	Registry Administrator
Individual(s) responsible for capturing the extracted information onto the IT System	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	Registrar and Communications Officer

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information	
Performance Information Source	• CMS • Word document named "Case Matrix" • Qlikview • Word document named "Press releases on case outcomes xxx to yyy

<table>
<tr><td colspan="2">Type of performance information to be extracted/ used</td><td colspan="2">Total number of final merger decisions issued
Total number of press releases communicated to the media
Number of business days from the date of order to the date of the press release</td></tr>
<tr><td colspan="2">Calculations required on extracted information</td><td colspan="2">Total number of business days taken to communicate the press release to the media after the final merger decision is issued.
This is calculated as the number of days excluding public holidays and weekends) between the date the final decision was issued and the date the press release was communicated to the media.</td></tr>
<tr><td colspan="2">Archiving of Extracted / Recalculated Information</td><td colspan="2">CMS and Qlikview reports generated provide this information and perform the calculations.
Qlikview reports developed to show the business days and the number within SLA and outside SLA.
Required numbers are inputted into specific work sheet on Activity matrix which performs the calculation and reflects percentage on the excel document to be submitted.
Calculations can be verified by using reports in CMS and Qlikview.
CMS and Qlikview reports are automatically maintained on the system and can be accessed at any point of time.
Excel spread sheets and reports submitted are maintained on shared folder and locked after submission for editing.
Hard copy of all supporting documentation and proof of review in file maintained by Registry.</td></tr>
<tr><td colspan="2">Return Format</td><td colspan="2">Percentage</td></tr>
<tr><td colspan="2">Reporting Cycle/ Frequency</td><td colspan="2">Quarterly</td></tr>
<tr><td>Individual(s) responsible for extracting, calculating and consolidating the reported performance information.</td><td>Communications Officer</td><td>Individual(s) responsible for verifying the accuracy and completeness of the extracted performance information.</td><td>Registrar</td></tr>
<tr><td>Individual(s) responsible for archiving the extracted/ recalculated performance information.</td><td>Communications Officer</td><td>Individual(s) responsible for sending the information in the required return format to the COO.</td><td>Communications Officer</td></tr>
</table>

KPI 2.2.2	
Output Name Press releases for Final prohibited practices decisions communicated to stakeholders	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office
Strategic Goal	Maintain and enhance the presence and profile of the Tribunal.
Strategic Objective Statement	Ensure communication pertaining to the Tribunal's adjudicative process is issued to the stakeholders within adopted delivery timeframes.
Outcome	Timely compliant communication of adjudication outcomes.
Performance Indicator	Press releases of 100% of final prohibited practice decisions communicated to the media within the delivery period.
Purpose of the Performance Indicator	This performance Indicator measures the efficiency of the Tribunal in issuing a press release for 100% of the final prohibited practice decisions issued during the specified timeframe.
Type of indicator	Efficiency indicator
New indicator	No but indicator slightly altered
Indicator Definition /Formula	This indicator measures the percentage of final prohibited practice decisions for which a press release was issued during the financial year. The percentage is calculated as follows: Percentage of press releases issued for final prohibited practice decisions issued by the Tribunal = (a/b) x 100 Where a = total number of final prohibited practice decision press releases issued during the delivery period b = total number of final prohibited practice decisions issued during the delivery period.
Worked example	E.g. if 80 press releases were issued whilst 100 final prohibited practice decisions were issued the percentage will be (80/100) x 100 = 80%.

Data limitations	None – required information to measure this indicator is compiled by the Tribunal.
Output and Measurable Indicator Owner	Communications Officer
Performance Target set for current year	Press releases issued for 100% of the final prohibited practice decisions issued within the delivery period.
Quarterly Performance Target	Q1 - 100% Q2 - 100% Q3- 100% Q4 - 100%
Desired performance	The aim of the Tribunal is to meet the 100% of the target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	• Official correspondence between Communications officer and stakeholders • CMS reports • Case matrix document • Qlikview reports (reporting tool placed on top of CMS)
Data limitations	Information to be reported is dependent on the accuracy of the information captured on the case matrix document and CMS which is subject to human error.
Collection Frequency of Source data	Information on press releases issued is captured in CMS when information is received from Communications Officer • Press releases issued as and when merger decisions issued Electronic reports available immediately (both CMS and Qlikview) • Case matrix document is updated daily. • Manual reports maintained
Archiving of Source Data	• Press release on outcome issued by Communications Officer is indexed in CMS and can therefore be accessed and reviewed at any time • Hard copy maintained in the relevant case file

		• Hard copy of press release issued filed in file maintained by Communications Officer	
Type of information to be extracted from the source data		• Case number • Case name • Type of case • Date of order • Date of press	
IT Systems/ Tools used to capture extracted data		• CMS (Case 360 software) • Word document named "Case Matrix" • Qlikview • Excel report named "Activity Matrix" • Word document maintained by Communications Officer of press release issued	
Source Data Capturing Frequency		• CMS – data inputted on a daily basis • "Case Matrix" document updated as and when info is received • Qlikview – updates every 5 minutes and reports extracted at any time. • Activity matrix completed quarterly. • Word document maintained quarterly	
Individual(s) responsible for collecting the source data	Communications Officer and Registry staff capturing CMS data	**Individual(s) responsible for filing/ archiving the collected source data**	Communications Officer
Individual(s) responsible for extracting the required information from the source data	Communications Officer and Registry staff capturing CMS data	**Individual(s) responsible for verifying the accuracy and completeness of the extracted information**	Registry Administrator
Individual(s) responsible for capturing the extracted information onto the IT System	Registry Administrator	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	Registrar and Communications Officer

KPI 2.2.3	
Output Name Tribunal Tribunes published and distributed	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office
Strategic Goal	Maintain and enhance the presence and profile of the Tribunal
Strategic Objective Statement	Ensure communication pertaining to the Tribunal's adjudicative process is issued to the stakeholders within adopted delivery timeframes.
Outcome	Timely and compliant communication of adjudication outcomes.
Performance Indicator	Tribunal Tribune's published and distributed to selected stakeholders as per list.
Purpose of the Performance Indicator	To ensure that the Tribune is published and distributed during the year.
Type of indicator	Output
New indicator	No
Indicator Definition /Formula	This indicator measures the number of Tribunes distributed to selected stakeholders as per list within the delivery timeframe.
Output and Measurable Indicator Owner	Communications Officer
Performance Target set for current year	Tribune being redesigned into electronic newsletter for distribution.
Annual Performance Target	Tribune being redesigned into electronic newsletter for distribution.
Desired performance	The aim of the Tribunal is to meet or exceed the target that has been set.

KPI 2.3.1	
Output Name Stakeholder satisfaction survey	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office
Strategic Goal	Improve stakeholder service delivery
Strategic Objective Statement	Identify and address stakeholder needs and expectations in order to meet or exceed requirements.
Outcome	Level of stakeholder satisfaction
Performance Indicator	Customer satisfaction survey results
Purpose of the Performance Indicator	This performance Indicator measures the satisfaction of the Tribunal's customers with regard to the services rendered by the Competition Tribunal.
Type of indicator	Quality indicator
New indicator	No
Indicator Definition /Formula	This indicator measures the satisfaction rate of the Tribunal's customers. The percentage is calculated as follows: Customer satisfaction rate = (a/b) x 100 Where a = total number of customers surveyed during the delivery period that indicated that they are satisfied with the service of the Tribunal.

	b = total number of customers surveyed during the delivery period.
Worked example	E.g. if 500 customers were surveyed during the period of which 300 indicated that they are satisfied with the Tribunal's service, the customers satisfaction rate will be (300/500) x 100 = 60%.
Data limitations	None – required information to measure this indicator is compiled by the Tribunal.
Output and Measurable Indicator Owner	COO and Communications Officer
Performance Target set for current year	75% of the customers surveyed in the delivery period satisfied with the service of the Tribunal.
Quarterly Performance Target	Q4 - 75%
Desired performance	The aim of the Tribunal is to meet or exceed 75% of the target that has been set.

2. Collection of source data to enable effective reporting on the adopted output and measure / indicator	
Source data	Completed Customer Survey Questionnaires
Data limitations	None
Collection Frequency of Source data	Survey information collected as and when the Tribunal undertakes the survey.
Archiving of Source Data	• Completed Customer Survey Questionnaires maintained by the Service Provider contracted. • Final report filed in Tribunal shared folder.
Type of information to be extracted from the source data	Satisfaction rate indicated by the customer.
IT Systems/ Tools used to capture extracted data	Dependent on methodology applied by the Service Provider.
Source Data Capturing Frequency	As and when the completed Customer Survey Questionnaires are received.

Individual(s) responsible for collecting the source data	Outsourced service provider	**Individual(s) responsible for filing/ archiving the collected source data**	Outsourced service provider and Communications Officer
Individual(s) responsible for extracting the required information from the source data	Outsourced service provider	**Individual(s) responsible for verifying the accuracy and completeness of the extracted information**	Outsourced service provider
Individual(s) responsible for capturing the extracted information onto the IT System	Outsourced service provider	**Individual(s) responsible for verifying the accuracy and completeness of the captured information**	Communications Officer

3. Quarterly and Annual Reporting of Collected/ Extracted Performance Information			
Performance Information Source	Final report received from Service Provider		
Type of performance information to be extracted/ used	• Total number of responses received during the delivery period • Total number of positive/satisfied responses received during the delivery period conducted. • The number of surveys conducted.		
Calculations required on extracted information	Total number of responses as well as the total number of positive responses has to be counted in order to calculate the satisfaction ratio.		
Archiving of Extracted / Recalculated Information	Calculation of percentage completed by service provider and contained in their report retained.		
Return Format	Percentage		
Reporting Cycle/ Frequency	As and when conducted.		
Individual(s) responsible for extracting, calculating and consolidating the reported performance information.	Outsourced service provider	**Individual(s) responsible for verifying the accuracy and completeness of the extracted performance information.**	Outsourced service provider

Individual(s) responsible for archiving the extracted/ recalculated performance information.	Communications Officer	**Individual(s) responsible for sending the information in the required return format to the COO.**	Communications Officer

'KPI 3.1.1	
Output Name Audit outcome – compliance with good governance prescripts	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office
Strategic Goal	Good governance
Strategic Objective Statement	Increase the level of compliance with the prescripts of good governance.
Outcome	Accountable and transparent Public Entity
Performance Indicator	Achieve an unqualified audit outcome year on year.
Purpose of the Performance Indicator	This performance indicator measures the extent to which the Tribunal has adequate and effective controls in place to achieve the highest standard of compliance with the prescripts good governance.
Type of indicator	Quality indicator
New indicator	New
Indicator Definition	Unqualified audit opinion – No issues of non- compliance with prescripts of good governance.
Output and Measurable Indicator Owner	COO
Performance Target set for current year	Unqualified audit opinion – No issues of non- compliance with prescripts of good governance.

Annual Performance Target	Unqualified audit opinion – No issues of non- compliance with prescripts of good governance.
Desired performance	The aim of the Tribunal is to meet the target.

KPI 3.1.2	
Output Name Audit outcome – effective oversight structures	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office
Strategic Goal	Effective oversight structures
Strategic Objective Statement	Maintain effective oversight structures that promote solid business practice.
Outcome	Sound business practice
Performance Indicator	Achieve an unqualified audit outcome year on year – No issues of governance raised
Purpose of the Performance Indicator	This performance indicator measures the extent to which the Tribunal has adequate and effective controls in place to ensure effective oversight structures in place and there is good governance.
Type of indicator	Quality indicator
New indicator	New
Indicator Definition /Formula	Unqualified audit opinion – no issues of lack of oversight, leadership or governance raised
Output and Measurable Indicator Owner	COO

Performance Target set for current year	Unqualified audit opinion – No issues of lack of oversight, leadership or governance raised
Annual Performance Target	Unqualified audit opinion – No issues of lack of oversight, leadership or governance raised
Desired performance	The aim of the Tribunal is to meet the target.

KPI 3.3.1	
Output Name Audit outcome – Effective financial resource allocation and utilisation	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office and Corporate Services (CS) division
Strategic Goal	Effective management of the budget
Strategic Objective Statement	Ensure financial management that promotes effective and efficient use of resources
Outcome	Optimal financial resource allocation and utilisation
Performance Indicator	Achieve an unqualified audit outcome year on year – no findings of fruitless/ wasteful/unauthorised expenditure
Purpose of the Performance Indicator	This performance indicator measures the extent to which the Tribunal has adequate and effective controls in place to effective and efficient use of resources
Type of indicator	Quality indicator
New indicator	New
Indicator Definition /Formula	Unqualified audit opinion no findings of fruitless/ wasteful/unauthorised expenditure
Output and Measurable Indicator Owner	COO and Head of CS
Performance Target set for current year	Unqualified audit opinion –no findings of fruitless/ wasteful/unauthorised expenditure
Annual Performance Target	Unqualified audit opinion –no findings of fruitless/ wasteful/unauthorised expenditure
Desired performance	The aim of the Tribunal is to meet the target.

KPI 3.4.1	
Output Name Audit Outcome - Compliance with reporting deadlines	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	COO's Office and CS division
Strategic Goal	Financial governance and reporting
Strategic Objective Statement	Ensure a sound control environment and monitor and maintain compliance and ensure that all reporting requirements are met.
Outcome	Compliance with requirements as an accountable, transparent institution.
Performance Indicator	Submission against annual deadline and no material misstatements for May submission.
Purpose of the Performance Indicator	This performance indicator measures the extent to which the Tribunal has adequate and effective controls in place to maintain compliance and ensure that all reporting requirements are met
Type of indicator	Timeliness indicator
New indicator	New
Indicator Definition /Formula	Annual reporting submission dates met May and July. No material misstatements
Output and Measurable Indicator Owner	COO and Head of CS
Performance Target set for current year	Submission against annual deadlines and no material misstatements for May submission.
Annual Performance Target	Submission against annual deadlines and no material misstatements for May submission.
Desired performance	The aim of the Tribunal is to meet the target.

KPI 3.4.2	
Output Name Integrated risk management process and combined assurance	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	All divisions
Strategic Goal	Financial governance and reporting
Strategic Objective Statement	Ensure a sound control environment and monitor and maintain compliance and ensure that all reporting requirements are met.
Outcome	Integrated risk management processes and combined assurance.
Performance Indicator	Achieve an unqualified audit outcome year on year with no issues of risk management raised
Purpose of the Performance Indicator	This performance indicator measures the extent to which the Tribunal risk management process is integrated and forms part of a combined assurance process
Type of indicator	Quality indicator
New indicator	New
Indicator Definition /Formula	Unqualified audit opinion – no issues of risk management raised
Output and Measurable Indicator Owner	COO
Performance Target set for current year	Unqualified audit opinion – No issues of risk management raised
Annual Performance Target	Unqualified audit outcome
Desired performance	The aim of the Tribunal is to meet the target.

KPI 3.5.1	
Output Name Organisational capacity	
1. Overview of the objective, output, measure / indicator and target to be reported on	
Division/department	Case Management
Strategic Goal	Sustainable capacity
Strategic Objective Statement	Ensure that the Tribunal effectively leverages employee skills by recruiting, retaining and developing high quality people.
Outcome	Strengthen the Tribunal's organisational capacity and performance to deliver on its legislative mandate.
Performance Indicator	Implementation of Case Management Graduate internship
Purpose of the Performance Indicator	This performance indicator measures the extent to which the Tribunal has implemented the case management internship against a predetermined plan.
Type of indicator	Quality indicator
New indicator	New
Indicator Definition /Formula	The extent to which the graduate internship policy and plan has been implemented and the extent to which it strengthens the Tribunal's organisational capacity.
Output and Measurable Indicator Owner	Head of Case Management
Performance Target set for current year	Graduate internship policy and plan implemented by April.2015
Annual Performance Target	Graduate internship policy and plan implemented by April 2015
Desired performance	The aim of the Tribunal is to meet or exceed the target.