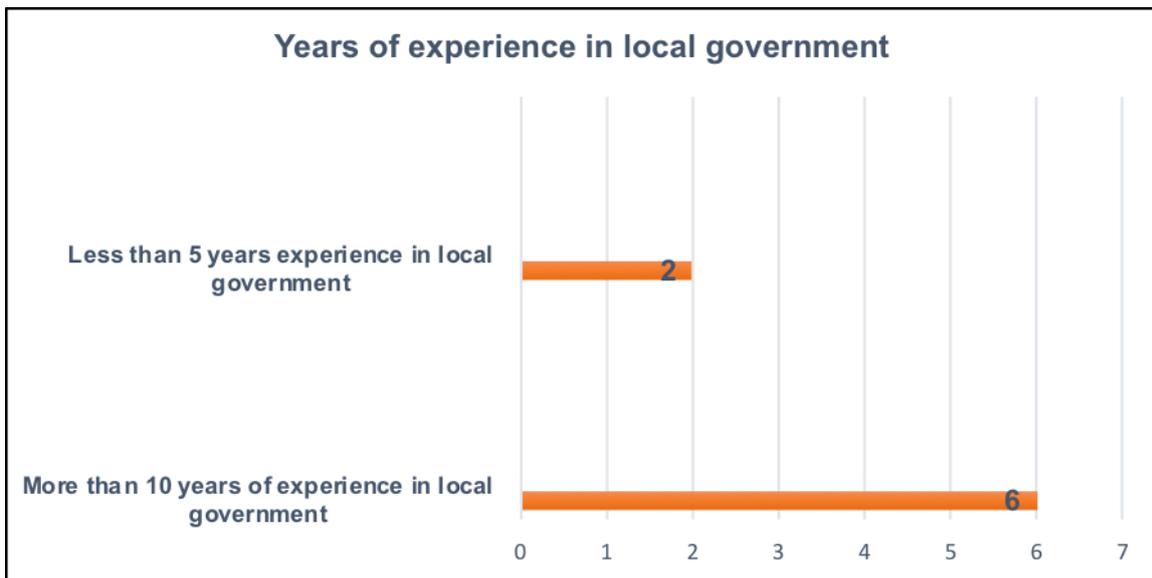


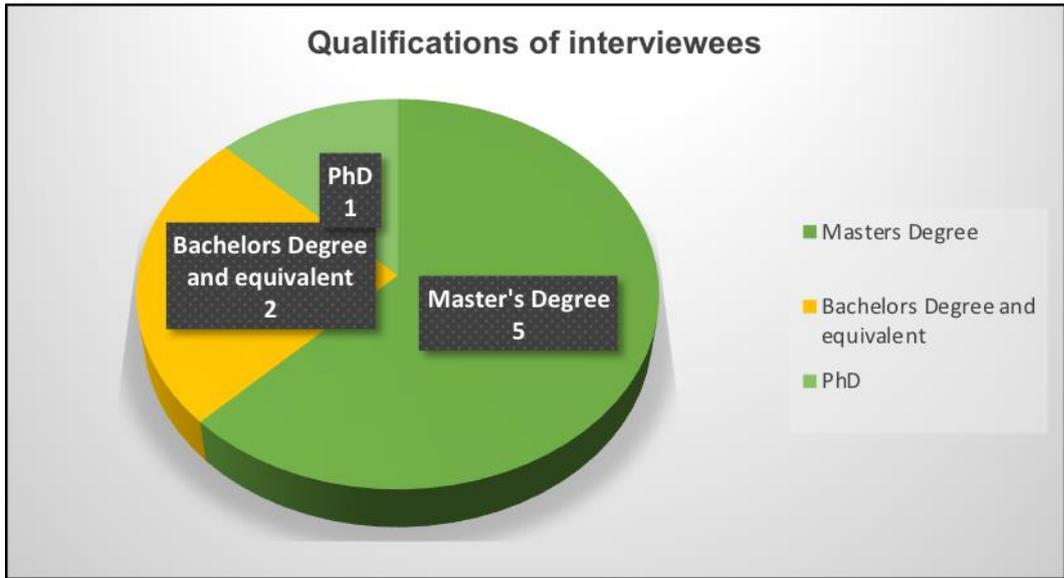
Graph 7.3: Gender distribution of semi-structured interviewees

Source: Researcher's own.



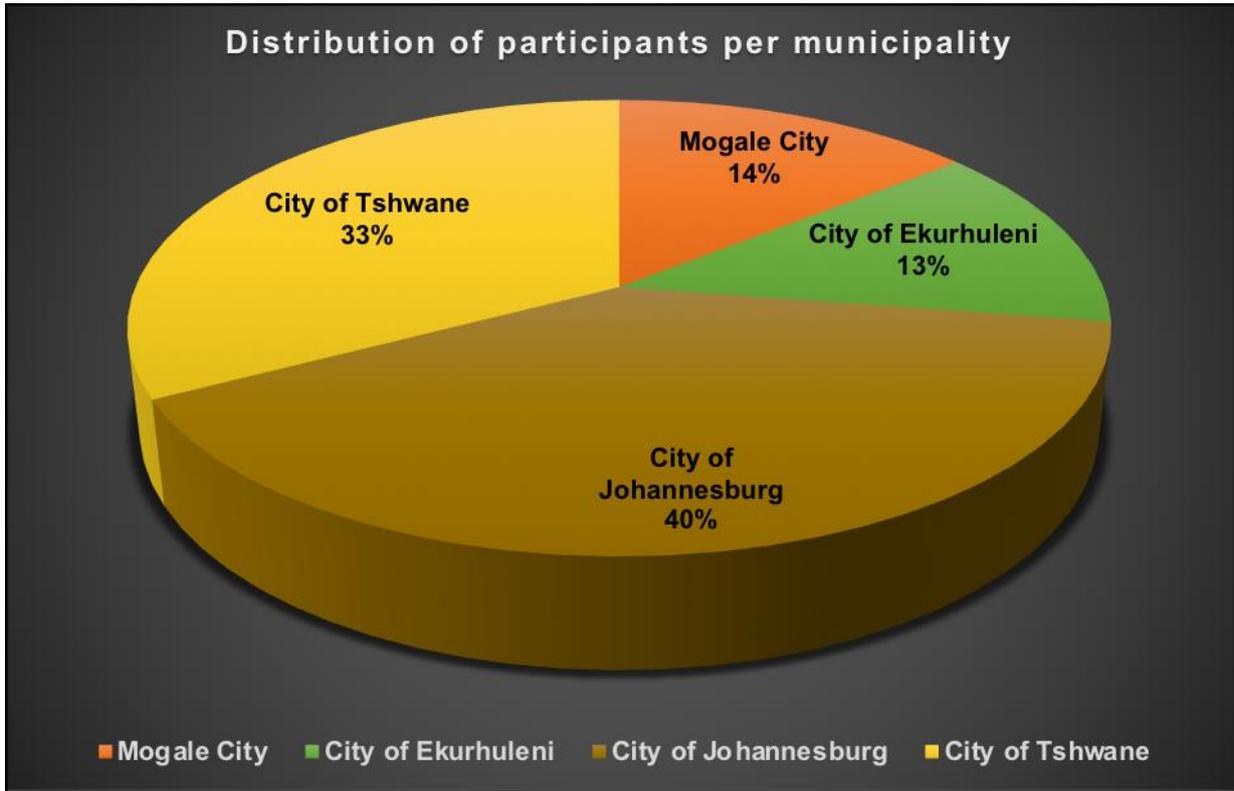
Graph 7.4: Years of experience of participants in local government

Source: Researcher's own.



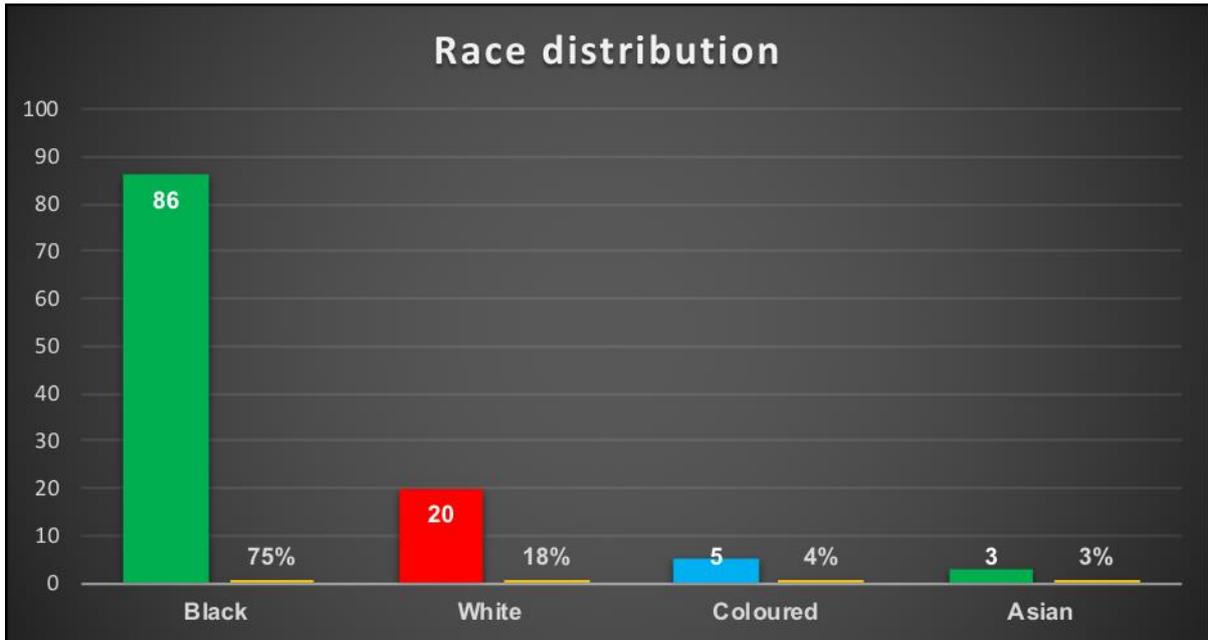
Graph 7.5: Qualifications of interviewees

Source: Researcher's own.



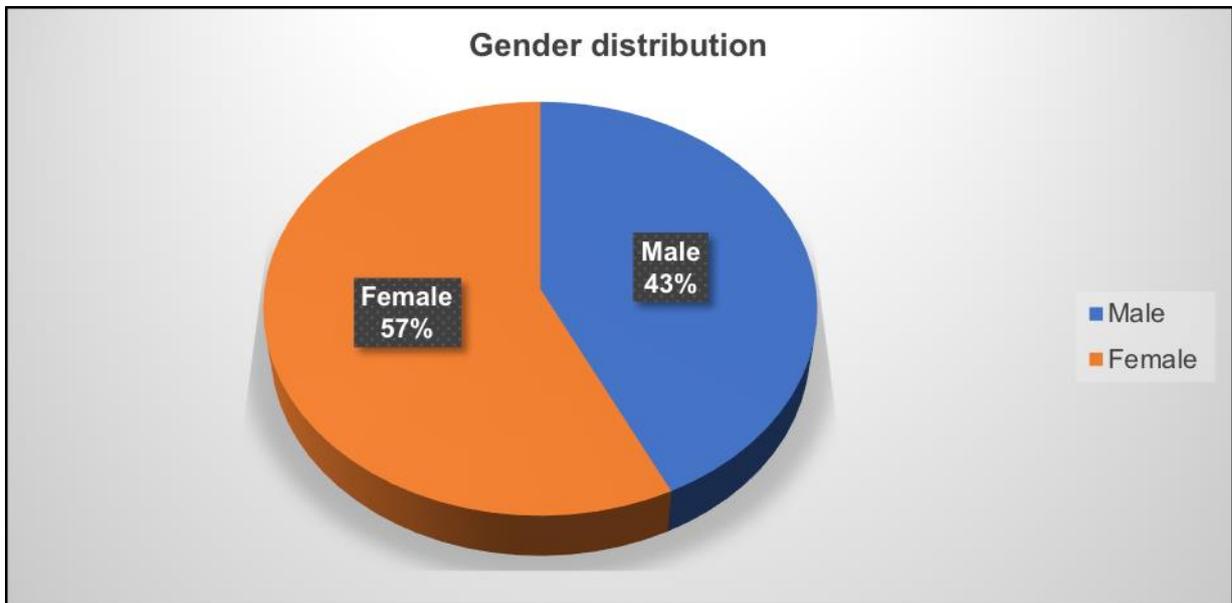
Graph 7.6: Municipal distribution of online questionnaire respondents

Source: Researcher's own.



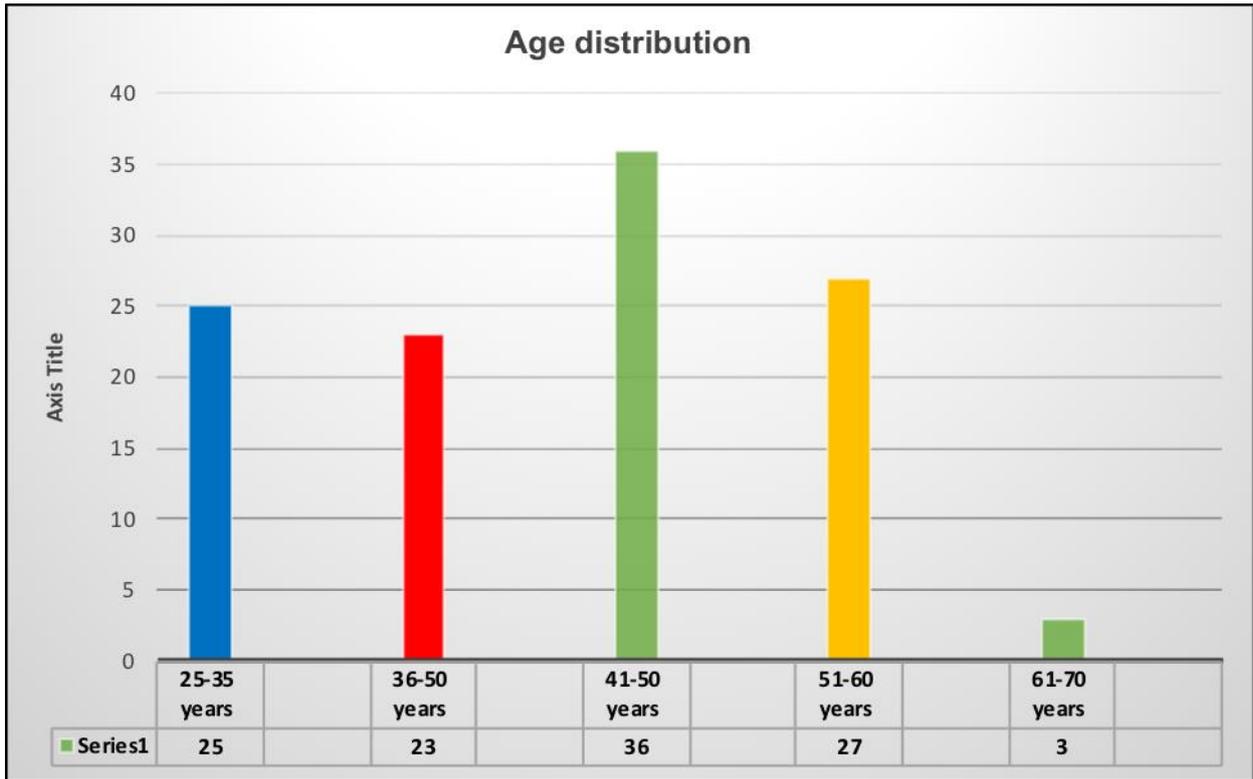
Graph 7.7: Race distribution of respondents

Source: Researcher's own



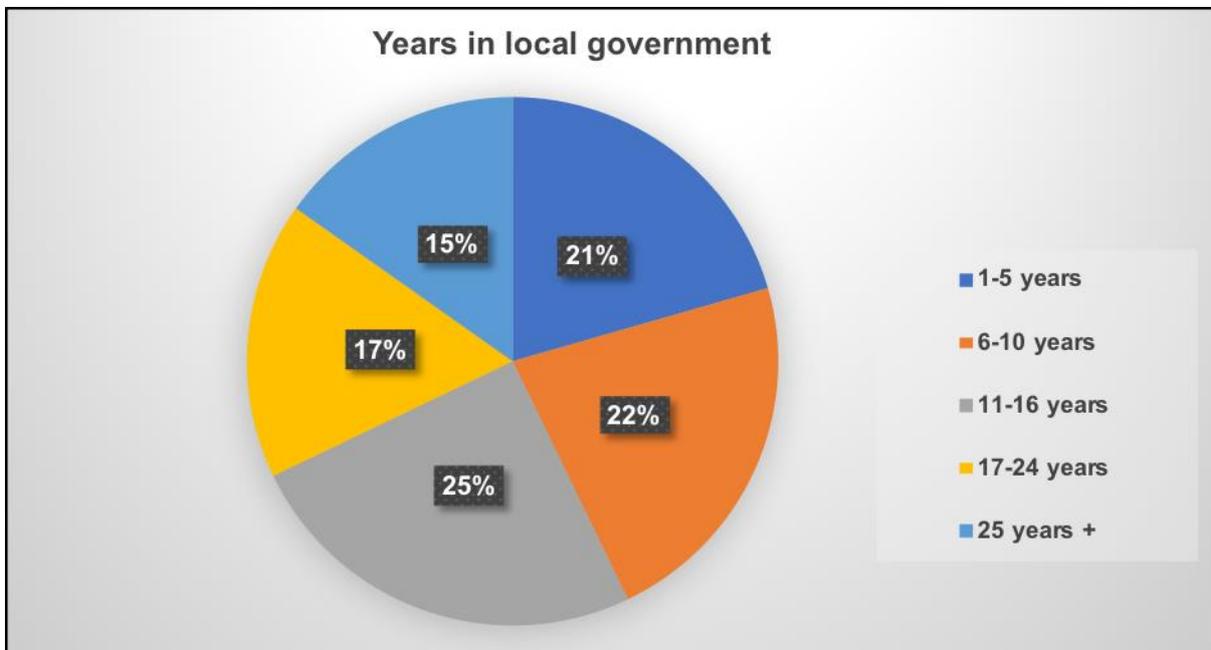
Graph 7.8: Gender distribution of respondents

Source: Researcher's own.



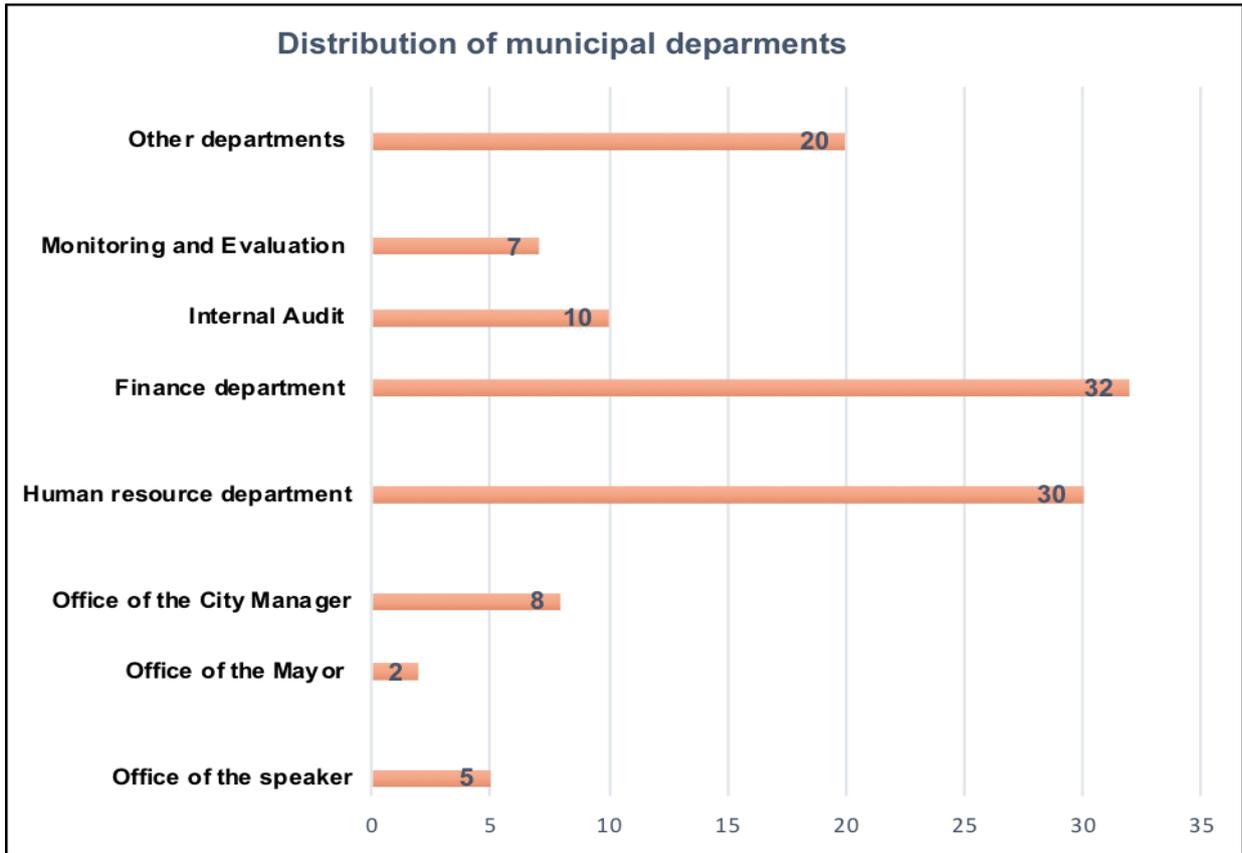
Graph 7.9: Age distribution of respondents

Source: Researcher's own.



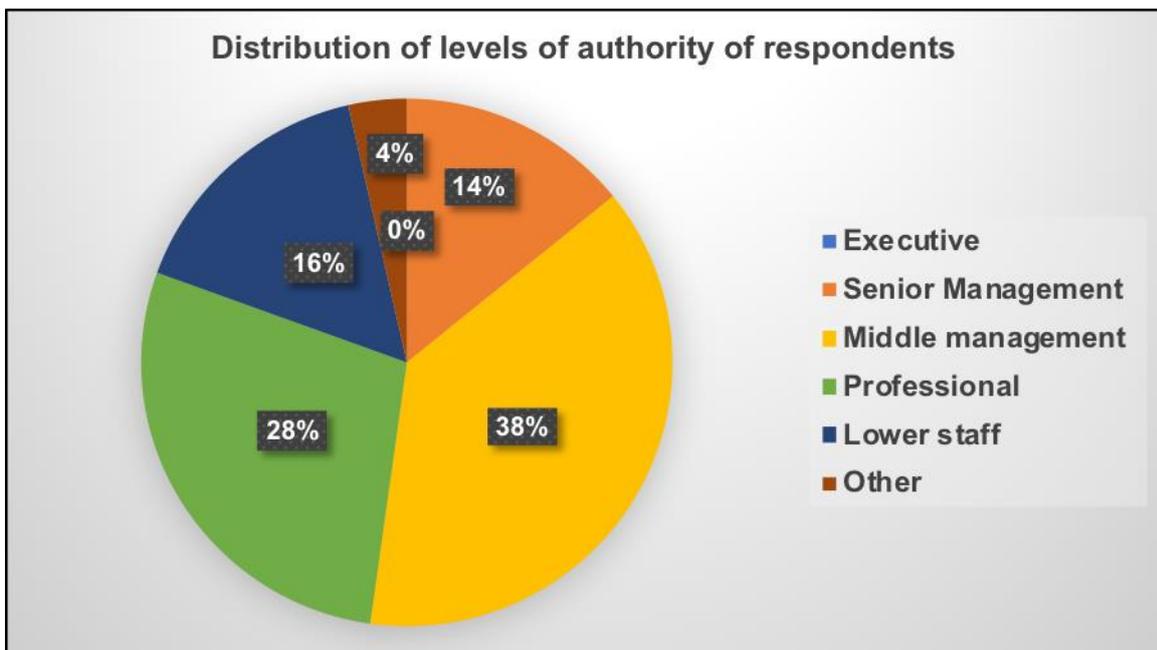
Graph 7.10: Years of respondents in local government

Source: Researcher's own.



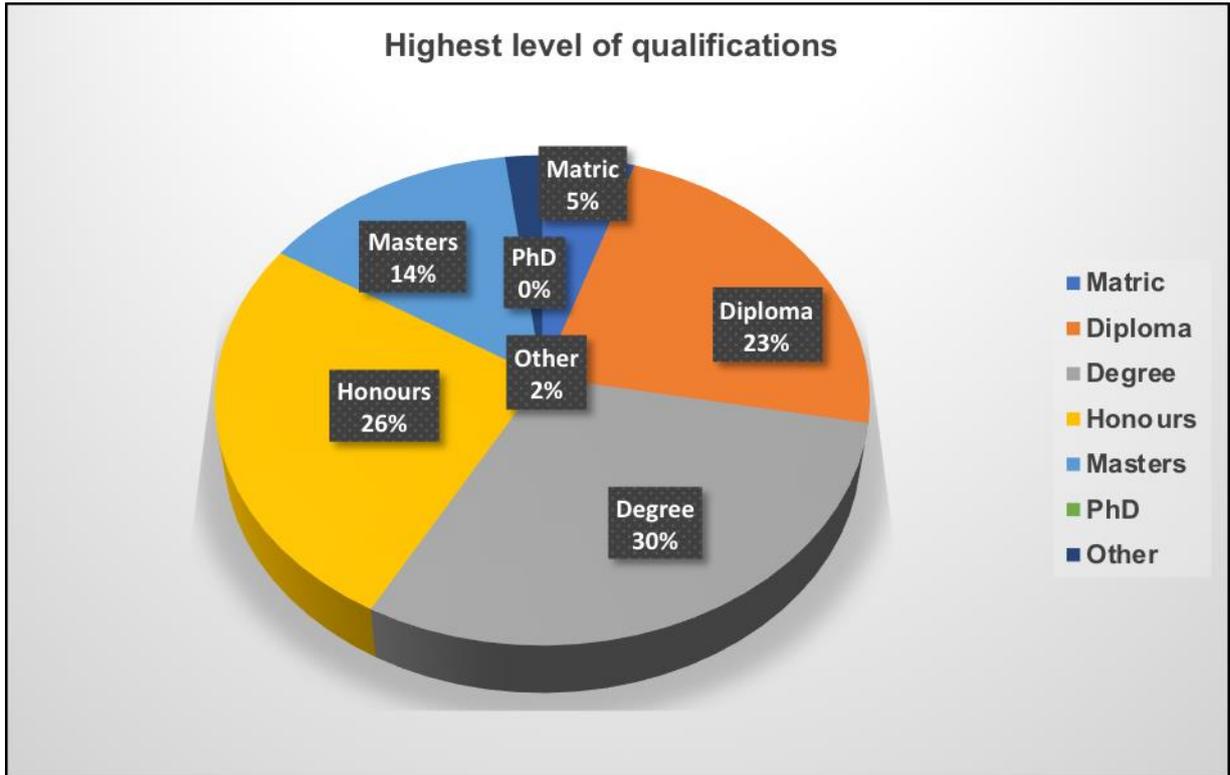
Graph Error! No text of specified style in document..11: Distribution of municipal departments of respondents

Source: Researcher's own.



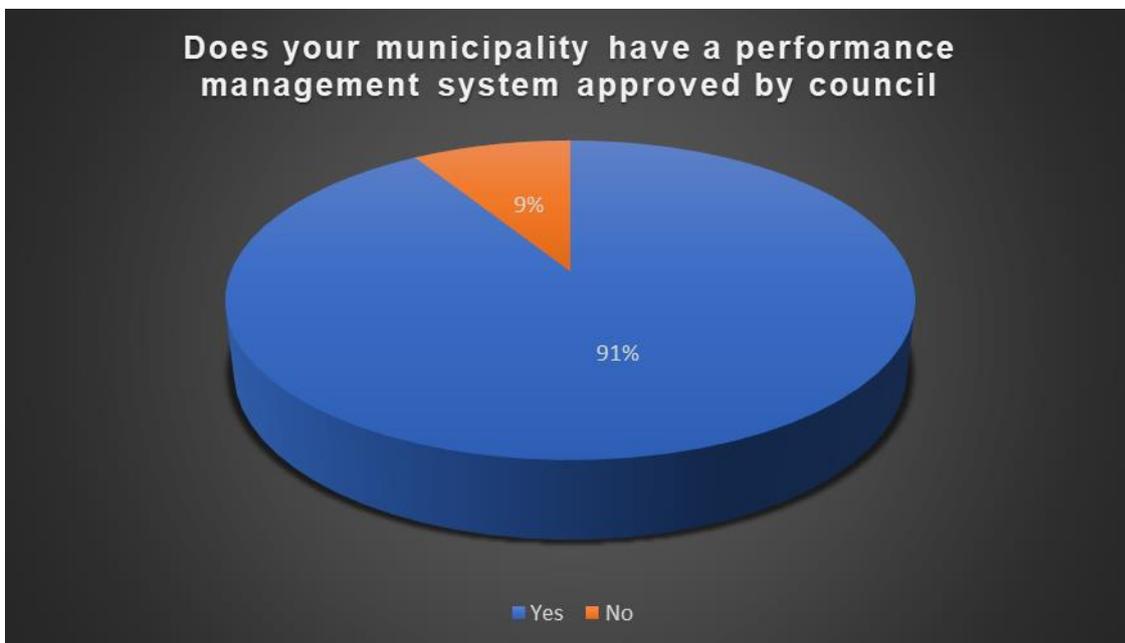
Graph Error! No text of specified style in document..12: Distribution of levels of authority for respondents

Source: Researcher's own.



Graph Error! No text of specified style in document..23: The highest level of qualifications of respondents

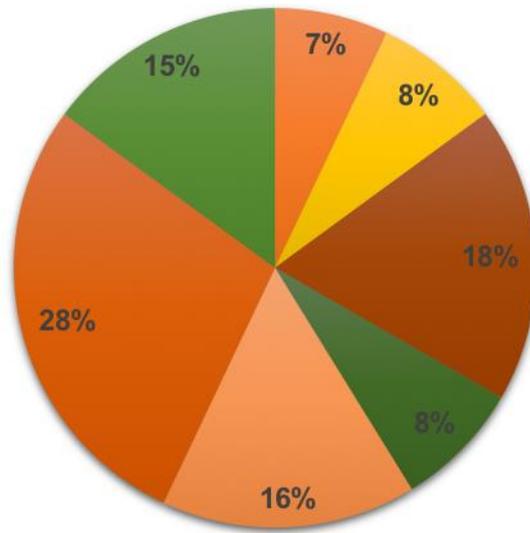
Source: Researcher's own.



Graph Error! No text of specified style in document..34: Response to the existence of the performance management system

Source: Researcher's own.

To what extent is the municipal performance management system linked to the IDP

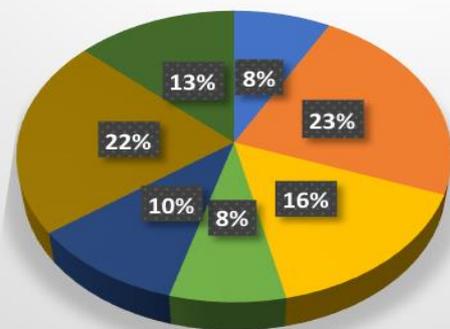


- Not at all
- To a small extent
- To some extent
- Neutral
- To a moderate extent
- To a great extent
- Always

Graph Error! No text of specified style in document..45: Responses on the linkages of performance and the IDP

Source: Researcher's own.

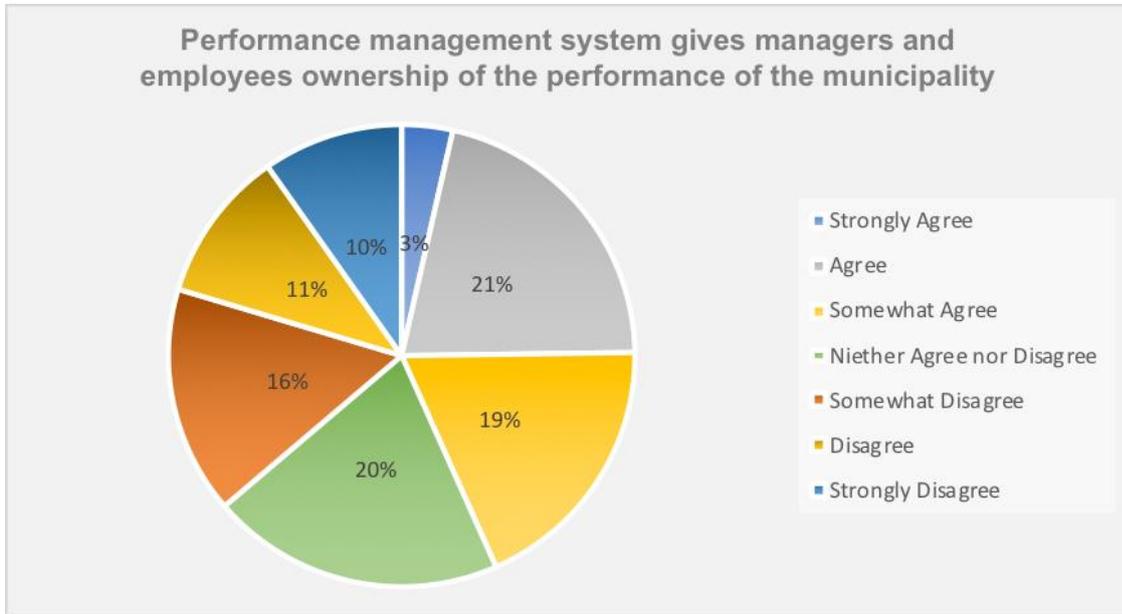
To what extent are the performance goals mutually agreed upon between the municipal management and employees



- Not at all
- To a small extent
- To some extent
- Neutral
- To a moderate extent
- To a great extent
- Always

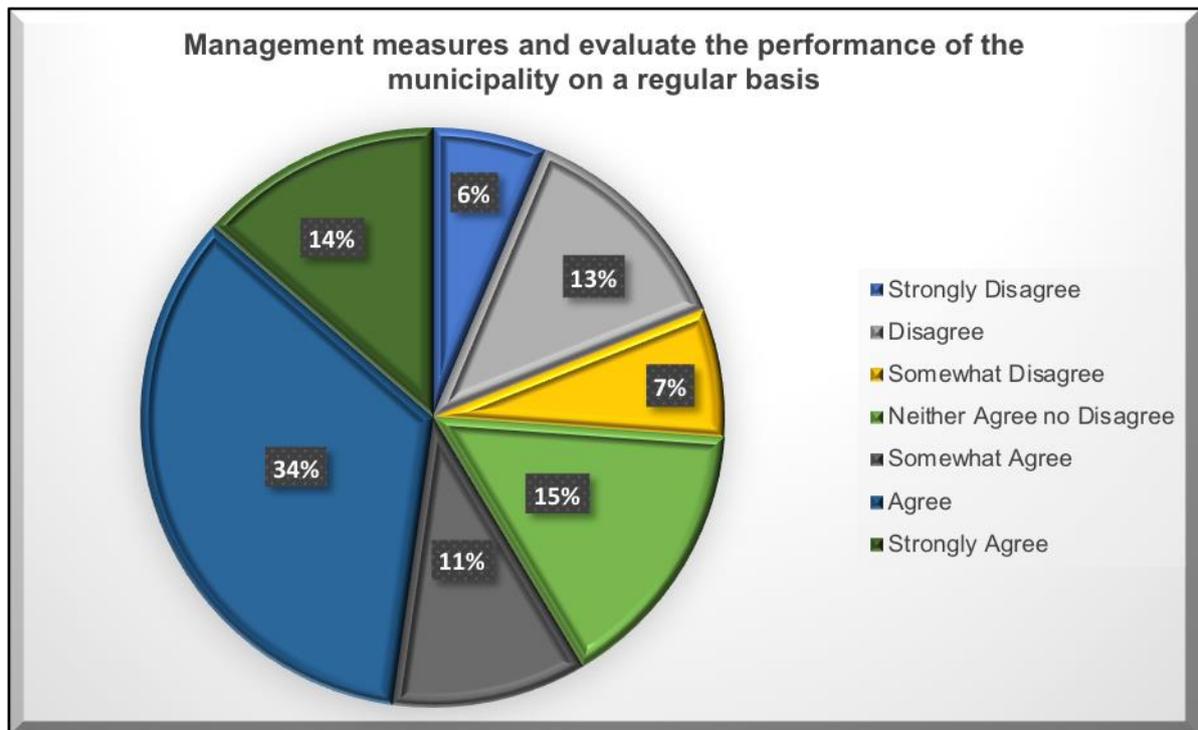
Graph Error! No text of specified style in document..56: Responses to what extent are the performance goals mutually agreed upon

Source: Researcher's own



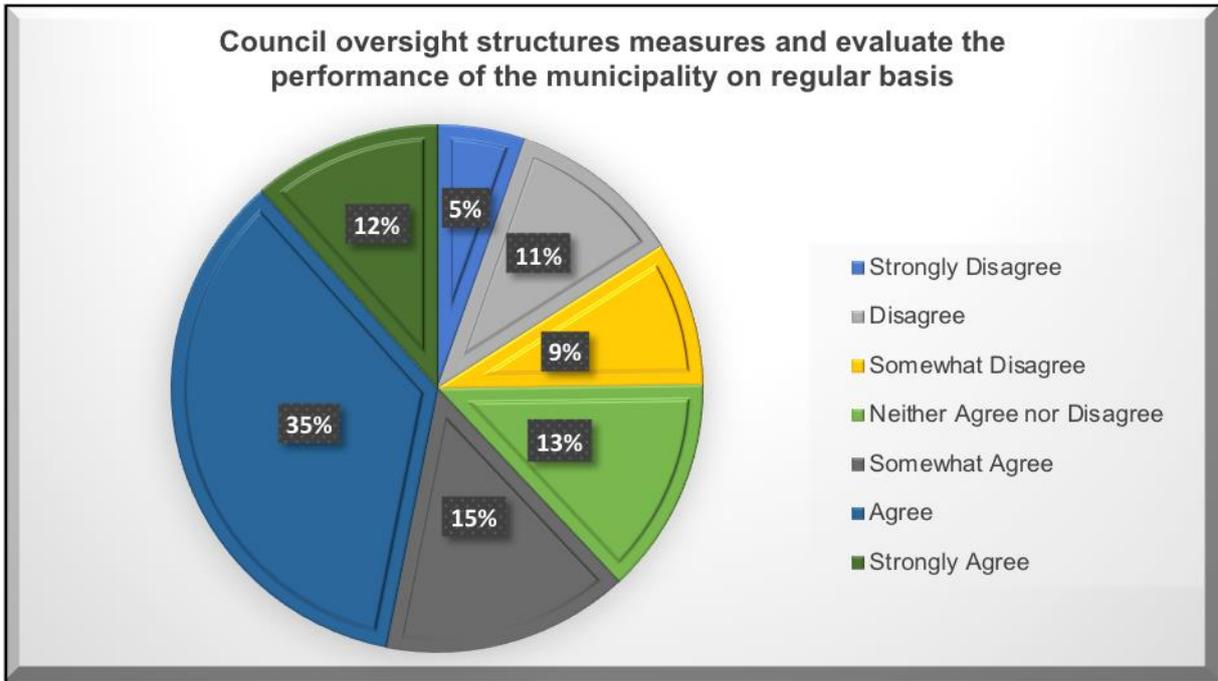
Graph Error! No text of specified style in document..17: Performance management system gives ownership and employees' ownership of the municipal performance responses summary diagram.

Source: Researcher's own.



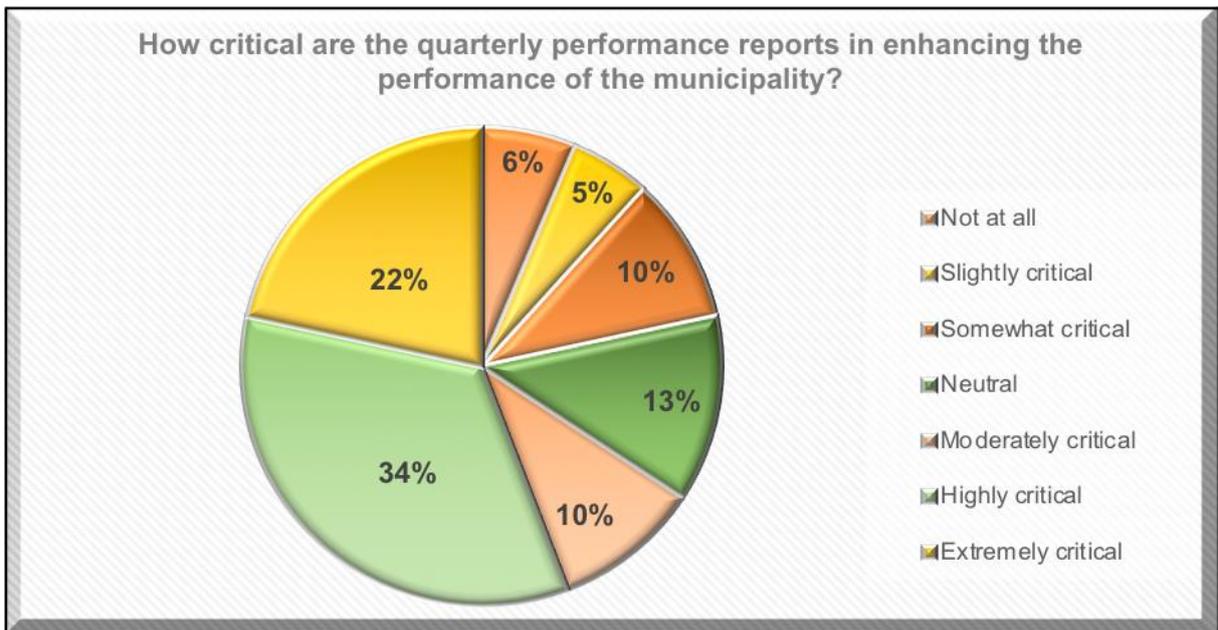
Graph Error! No text of specified style in document..18: Responses on the measurement and evaluation of performance on a regular basis by management

Source: Researcher's own.



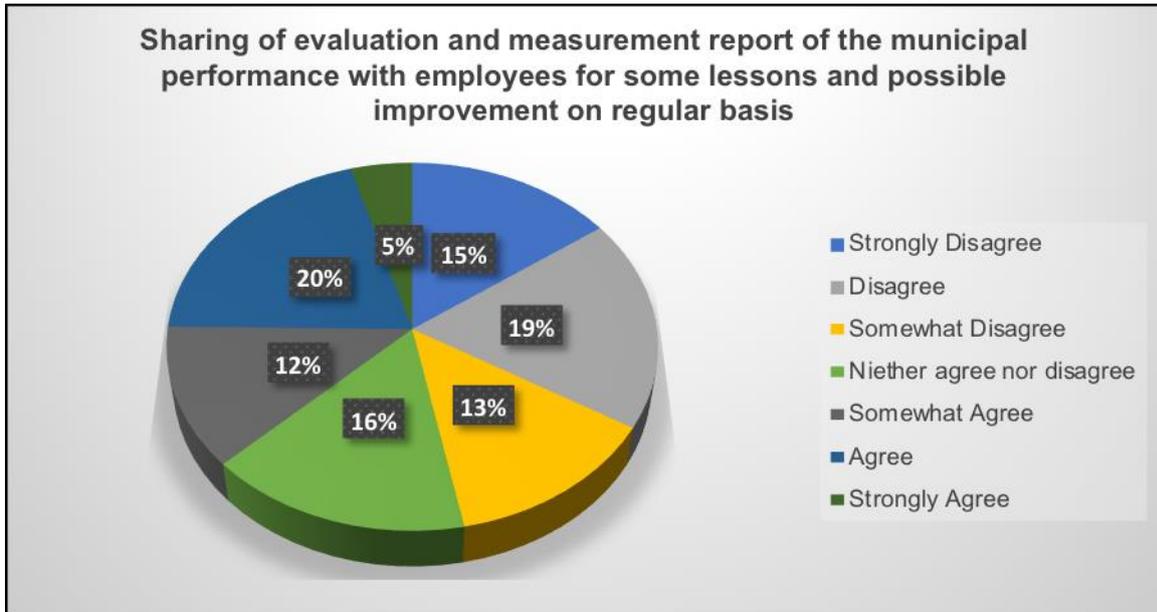
Graph Error! No text of specified style in document..19: Council oversight structures to measures and evaluate the performance of the municipality summary graph findings.

Source: Researcher's own.



Graph Error! No text of specified style in document..20: How critical are the quarterly performance reports to enhance municipal performance?

Source: Researcher's own.



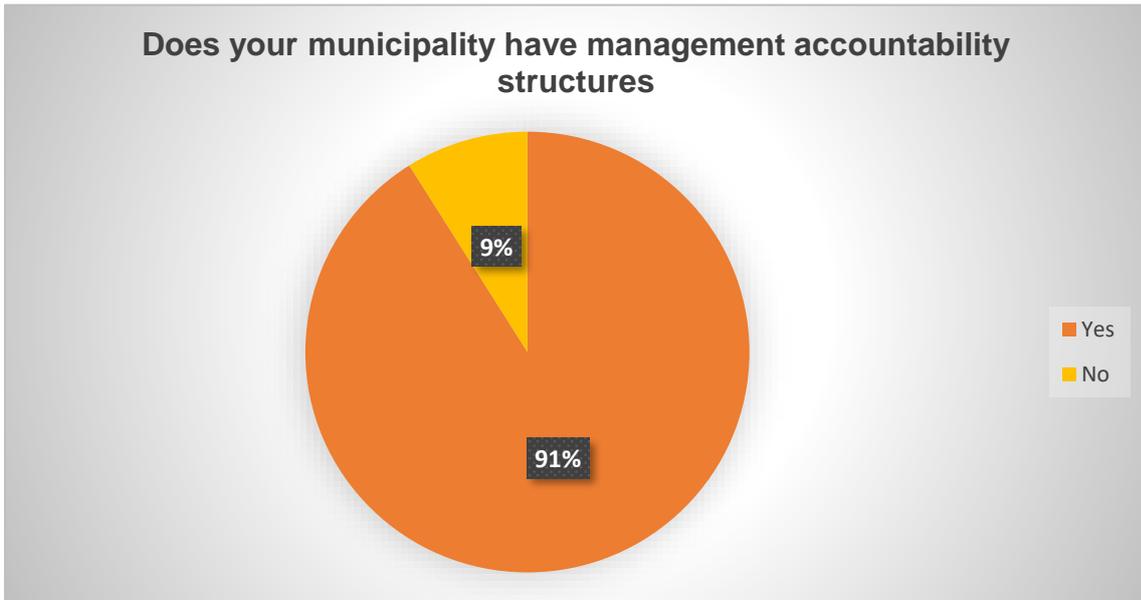
Graph Error! No text of specified style in document..21: Sharing of evaluation and measurement reports with employees.

Source: Researcher's own.



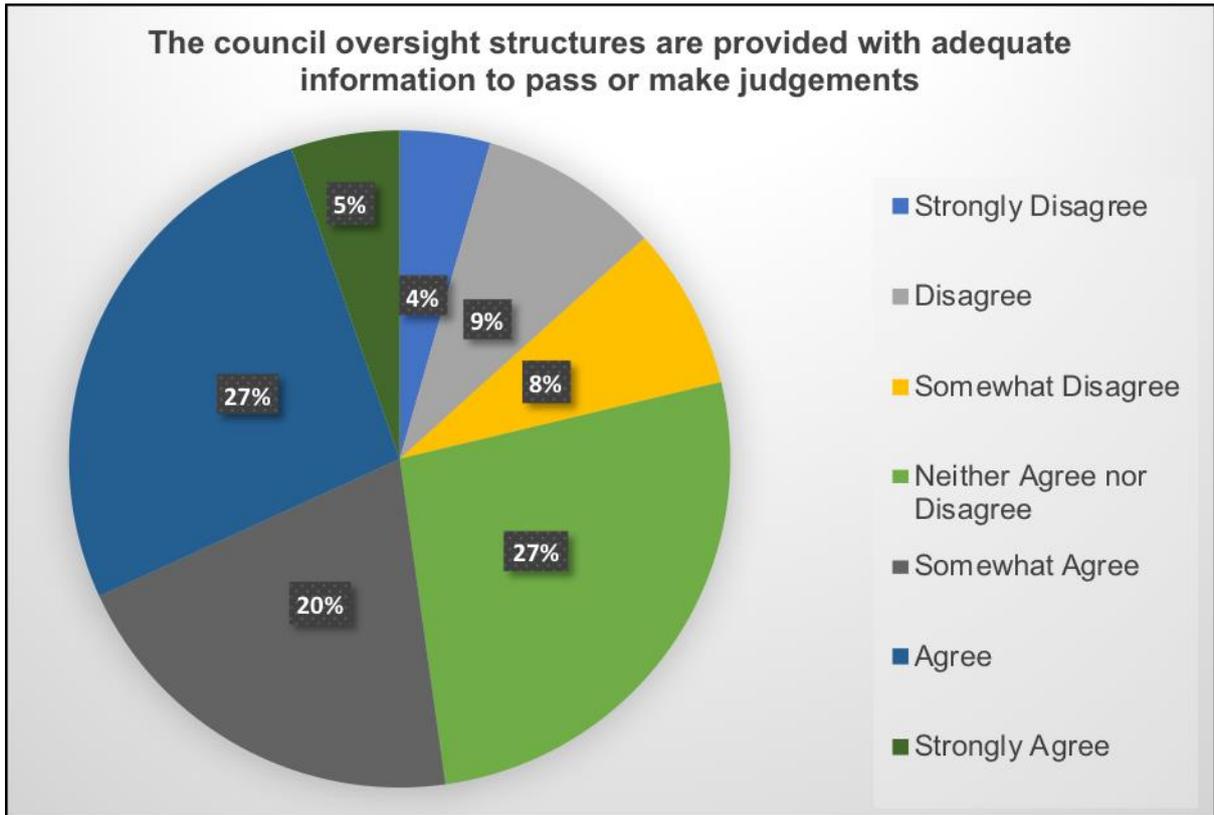
Graph Error! No text of specified style in document..22: Existence of oversight structures in municipalities

Source: Researcher's own.



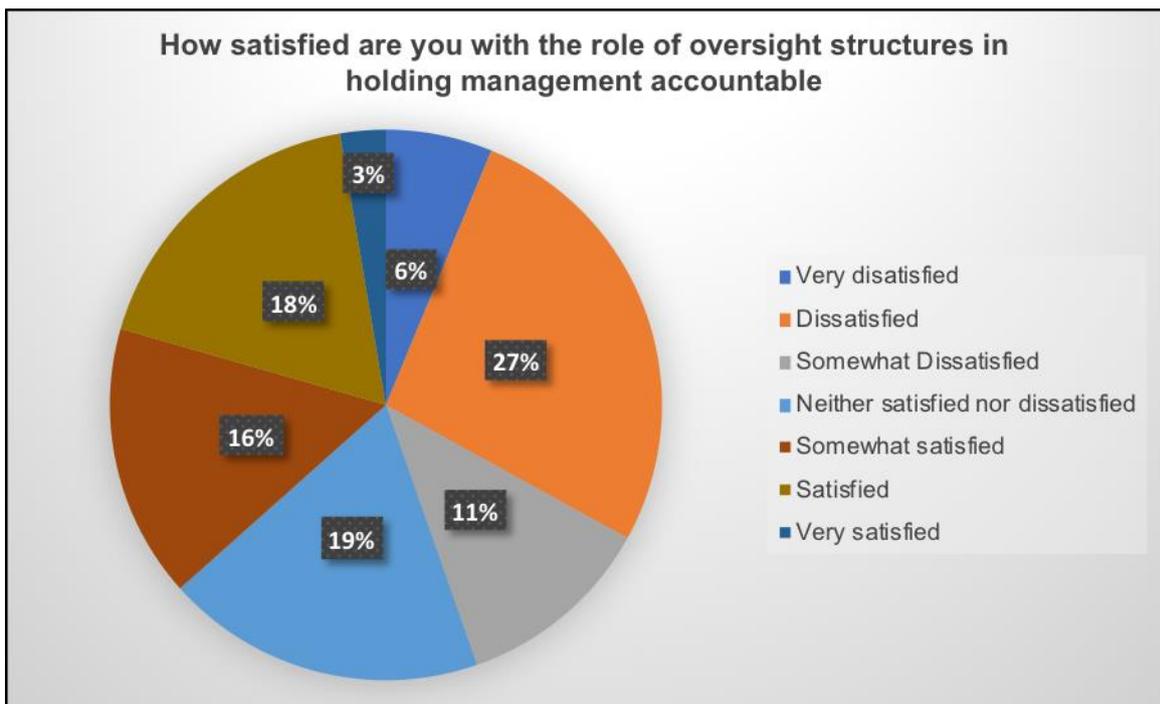
Graph Error! No text of specified style in document..23: Existence of senior management accountability structures

Source: Researcher's own.



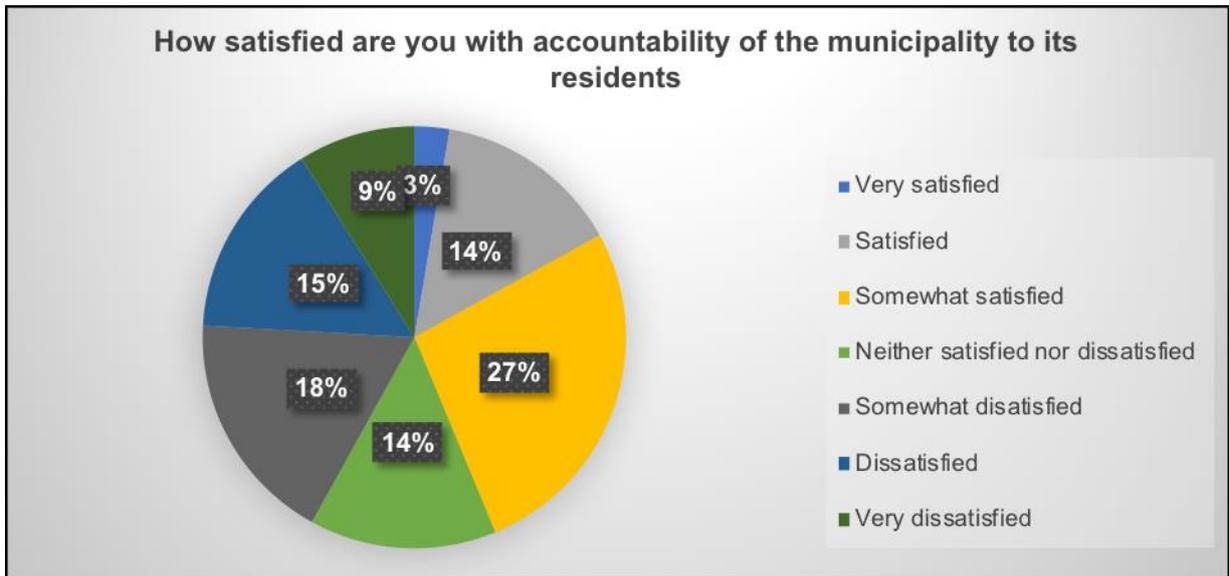
Graph Error! No text of specified style in document..24: Provision of information to council structures to make or pass sound judgements.

Source: Researcher's own.



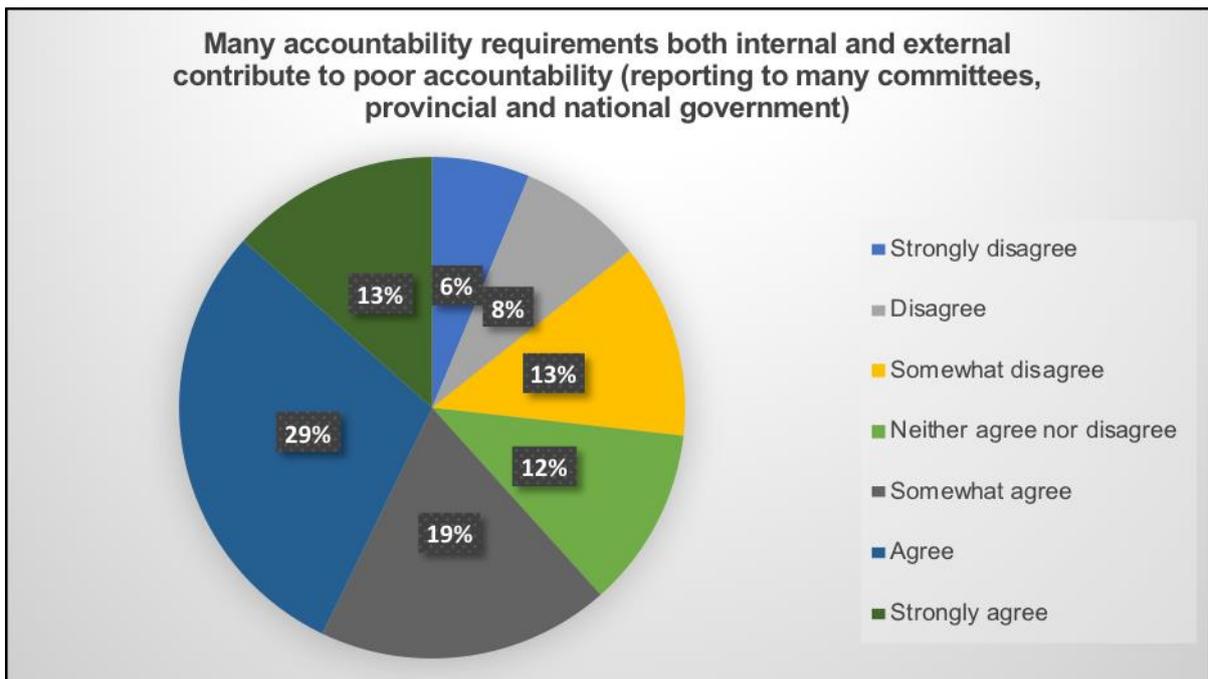
Graph Error! No text of specified style in document..25: Satisfaction with oversight structures holding management accountable

Source: Researcher's own.



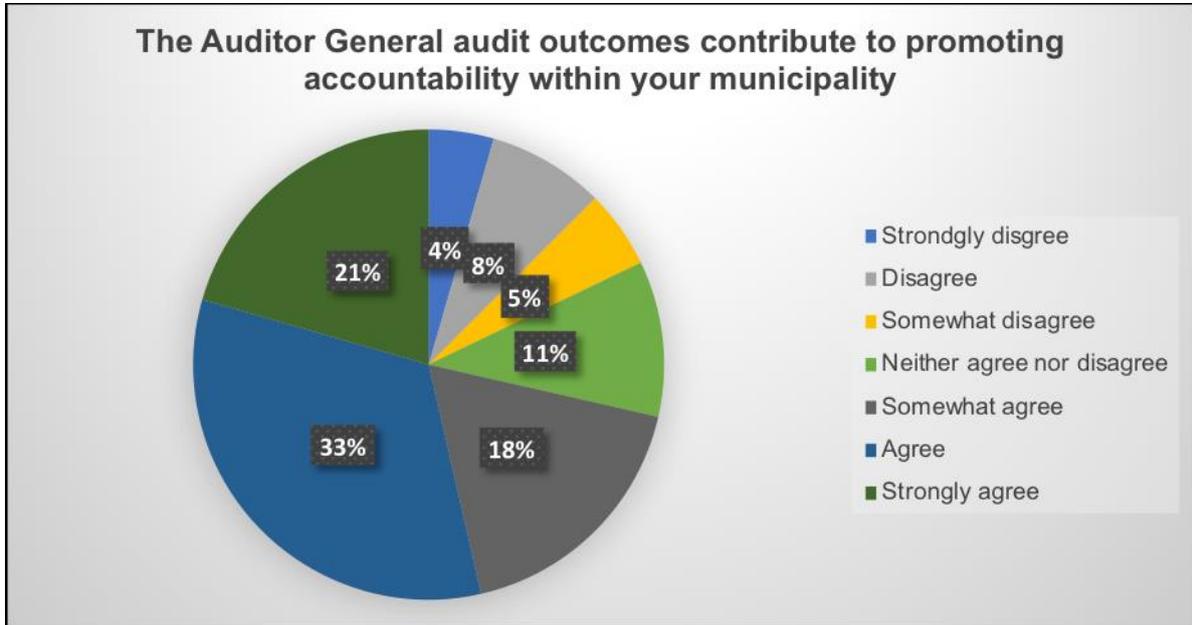
Graph Error! No text of specified style in document..26: Satisfaction with the accountability of the municipality to its residents

Source: Researcher's own.



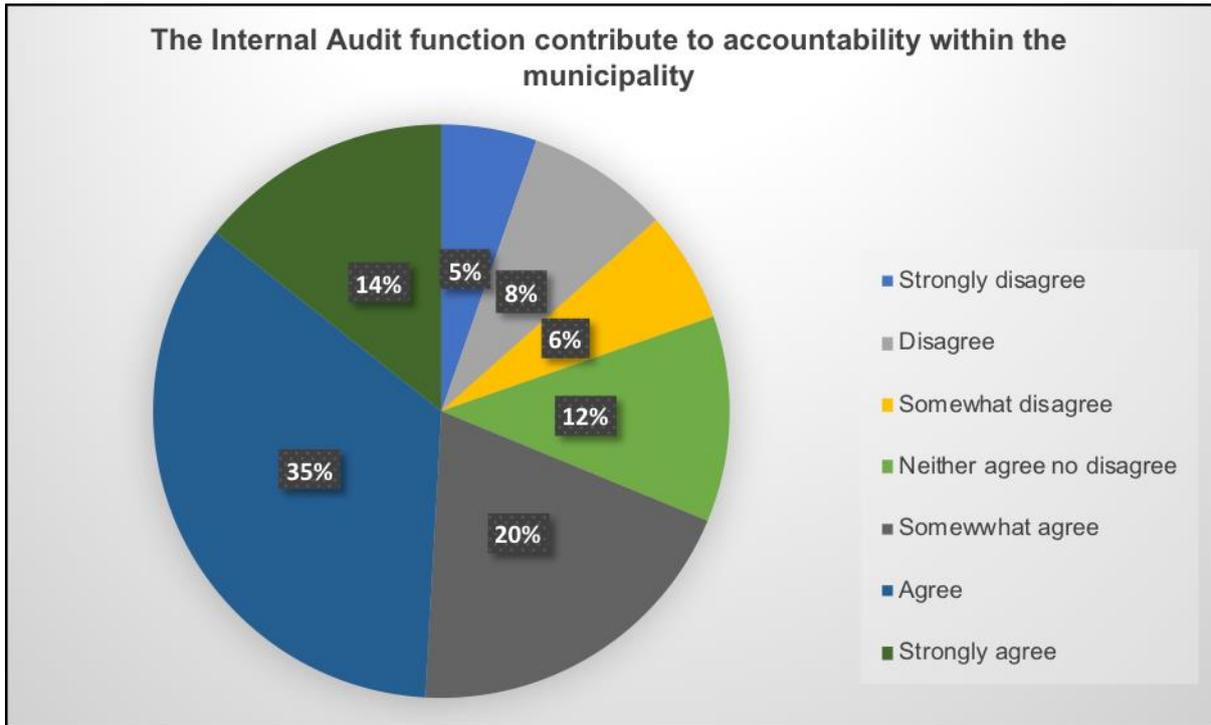
Graph Error! No text of specified style in document..27: Many accountability requirements challenges contribute to poor accountability.

Source: Researcher's own.



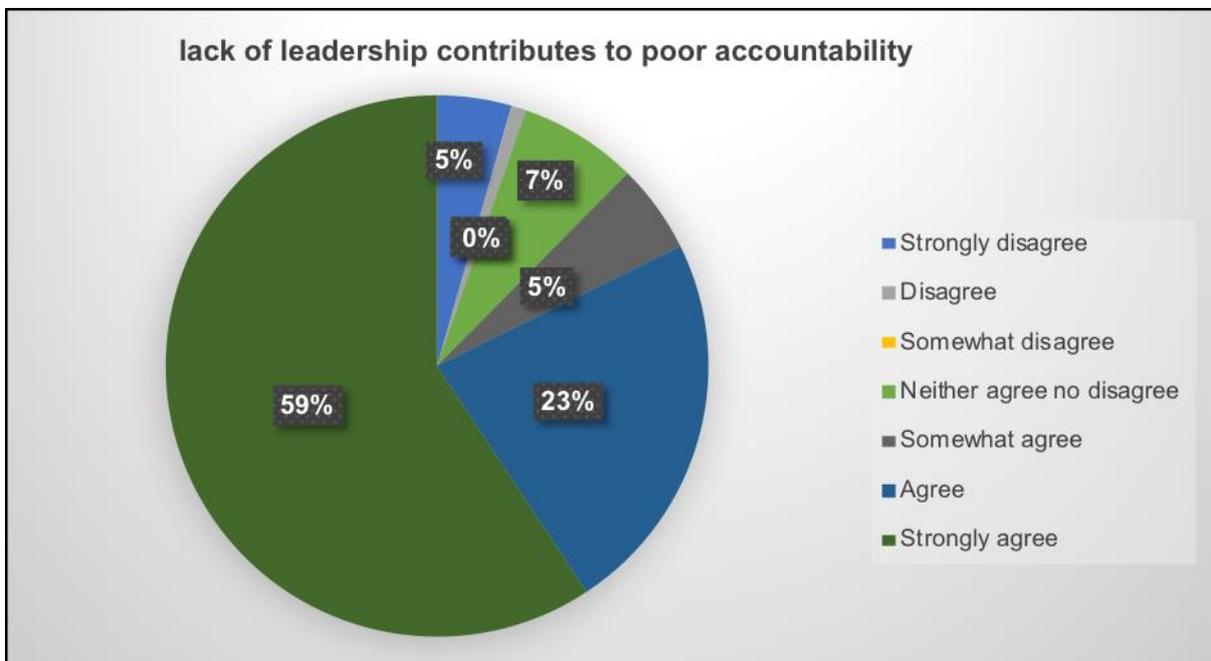
Graph Error! No text of specified style in document..28: Auditor- General's audit outcomes contribute to promoting accountability within the municipality

Source: Researcher's own.



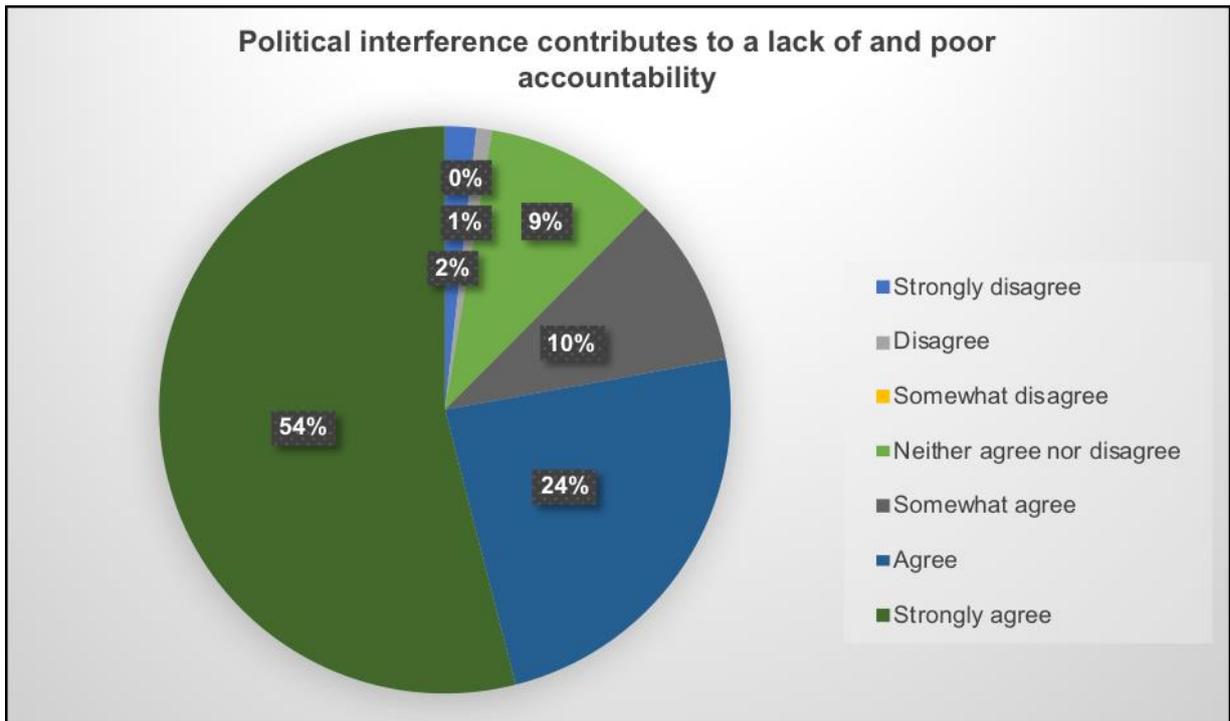
Graph Error! No text of specified style in document..29: Internal audit function contributes to accountability within the municipality.

Source: Researcher's own.



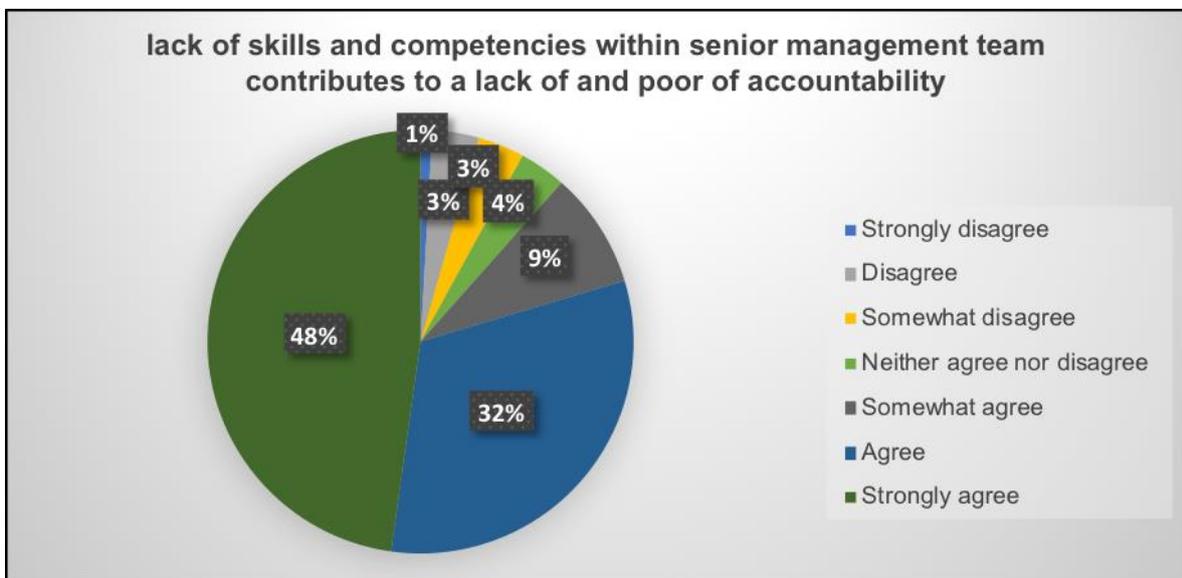
Graph Error! No text of specified style in document..30: Lack of leadership contribute to poor accountability.

Source: Researcher's own.



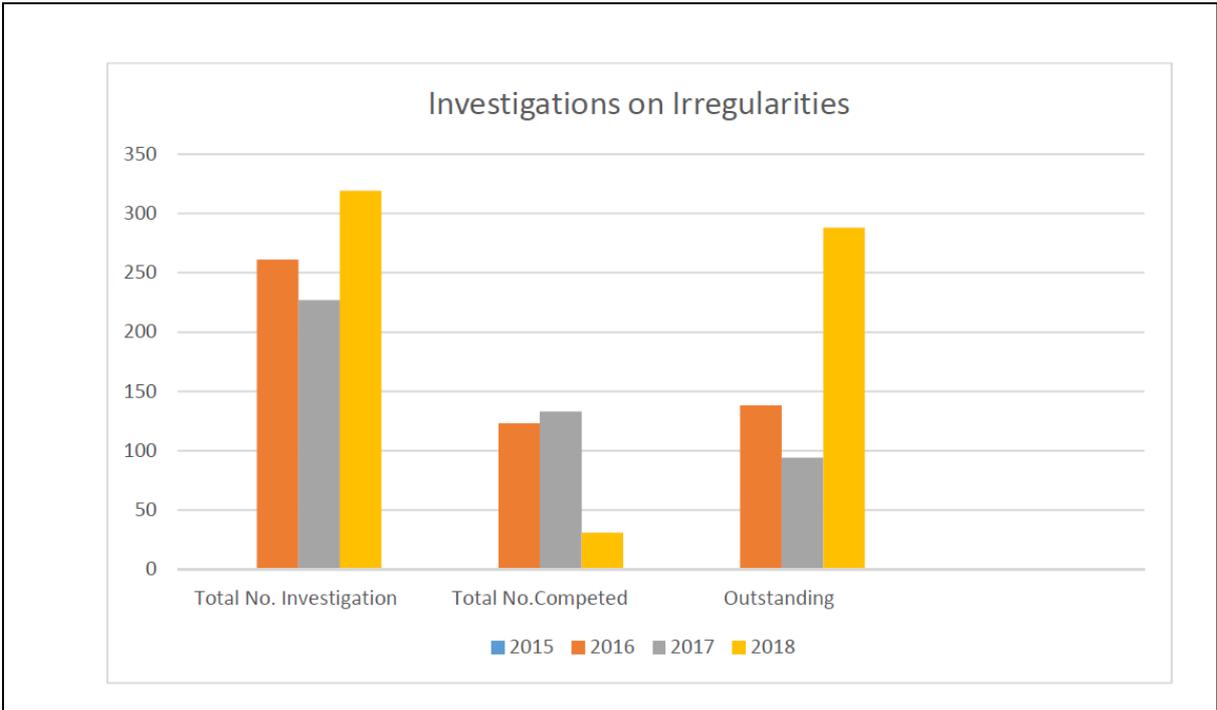
Graph Error! No text of specified style in document..31: Political interference contributes to a lack of and poor accountability.

Source: Researcher's own.



Graph Error! No text of specified style in document..32: Lack of skills and competencies within the senior management team contributes to a lack of and poor accountability.

Source: Researcher's own.



Graph Error! No text of specified style in document..33: Investigations on irregularities
 Source: City of Tshwane (2019:7).