

The quest for a new Local Government transformational model in South Africa.

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Abstract

Enormous efforts, capital and energy are expended on local institutionalism in South Africa in an effort to impact social change and socio-economic growth and development towards a better life. The expectant rate of return on these endless attempts stays disproportionate. Local government produces too little too slow at too high a price. This institutional mechanism's un-locked potential is capable of game-changing un-imaginable impact. Expressions of frustration are escalating with epic negative consequences for a diverse intended beneficiary fraternity. Drastic trajectory changes have now become evident. Local government simply has to perform faster, smoother, sooner and smarter. A local government must create and invent opportunities. The science to achieve unimaginable impact in South African local institutionalism is found in the immense vaults of human capital and idealism. The model we propose in this article processes these objectives. A completely new comprehensive, operational, non-generic hybrid business model for the development of exceptional technocratic and institutional behaviour, thought and performance modification is dialogued. Local government's credo to create, produce, innovate and fulfil opportunities is strangled by obsolescence and traditional conventionalism. Traditional local institutionalism argues that it possesses the keys that unlock the potential of local government. Our proposed new enterprising model is changing the locks. These conditions, our long practical exposure to, and our academic and socio-political theorise of local government have sensitised us to submit this "true" business model to systemically substitute the present conventional tenet. This model is not about repair. It is a completely new strategic great local governmental transformative model aimed at unlocking all possible assets available to and latent in local societal silos. Although local institutionalism's nemesis is generally regarded as service delivery, local government is much more than this objective. Local government also needs to discount its imperative acts as agents of change, hope and durable factories of opportunities and co-creators of wealth. All these and more implied and nuanced objectives find attention and traction in this visionary model.

Key words: Transformation; public institutional entrepreneurship; local government; bureaucratic; conventional/traditional institutionalism; ideal; visionary; wealth; entropy; communication; new economy; socio-economic; engine room; human/social capital; lateral solution capital; intrinsic value-chain; multiplier; innovation; return on investment..

1. Introduction

Local governance in South Africa is in a crisis. It is *inter alia* characterised by poor performance, credibility and corporate governance, unable to execute their mandates to address job creation, unsatisfactory levels of service delivery, appropriate skills, and huge demands from societies for better and more efficient services [1]. If local government does not work properly, South Africa will not work. Therefore everyone must be encouraged to assist local government to excel, to assemble the necessary capacity, be allowed to transmit caged industriousness as a mechanism that spouses innovation, to redesign and co-create among others a 21st century service delivery model. This can never be a single or simplistic traditional effort, but rather a multi-faceted comprehensive exercise that transforms service delivery, and un-shackles bureaucratic governance and the performance of local municipalities. If this can be achieved, the fibre of the South African socio-economic landscape could be changed and our country could most likely burst onto the world scene with fervour. A new innovative, multi-disciplinary, unconventional and "true" transformational model for local governance in South Africa could have unimaginable beneficial consequences for its communities as well as the growing expectations and rising demands of its people. Unlocking the potential and asset-base of local institutionalism can permanently change South Africa, because it will benefit among others the disenfranchised.

The ultimate objectives of such a transformational model as will be argued in this article can be compacted as a completely new, comprehensive, operational and non-generic hybrid business model for the development of exceptional technocratic and institutional behaviour, thought and performance modification in local government. It will re-orientate local government to gear socio-economic change for millions of South Africans through development and implementation of new ideas which aspire to create opportunities [2]. The absolute intent must be to remit examples of ingenious progression to a more diverse proprietorial asset guard to engender socio-economic growth, pride and credibility.

A more appropriate approach to innovation and industrial policy should have to be transfixed with such a model which involves "search, experimentation, monitoring, learning and adaptation, all of which need to occur in a context of ... openness to knowledge, trade, investment and competition" [3]. It must focus on impact and delivery of policy advice, what some call a "science of delivery" [4]. It should be a model without analogues of the past, determined to achieve mainly three imperative conquests, namely:

- (1) To exponentially increase the intrinsic value of local institutionalism by reinventing the engine room and re-engineering the rusted, conventional,

organisational structure of local governments to suit each individual institution's unique circumstances and visions. It should be substituted by a non-generic model - one where un-paralleled municipal service excellence, social dysfunctionality and broken contexts find centre stage. It should be a crossover between the most proved contemporary business principles and concepts for example the cost-to-company business trajectory and multiplier, the latter possibly eventually the main objective - blended with undiscovered and lenient bureaucratic support. A model with a more professional, technocratic inclusive, and intimate path for the common good and creation of public value.

- (2) To combine and join the un-locked potential in local government's empowerment mechanisms and the undiscovered asset base extractable from human capital's knowledge and idealism, and to convert this combined resource into a flourishing socio-economic currency. A mechanism to dramatically leverage the GDP [5] (gross domestic product) per person and accompanying GGP (gross geographic product) of the specific geographic region with unimaginable consequences in the quest towards an individual wealth creation formula. The necessities and conveniences of life should be in proportion to and regulated by the skill, dexterity, and judgment with which its labour is generally applied. [6].
- (3) To catalytically free the human mind, its spirit and its ability to achieve the seemingly impossible.

In this regard one must always remember that local government is the support engine for the economy – it is not the engine itself. A municipal institution must therefore act as stimulant, as the spark that combusts the engine (local community) into a forceful locomotive that gently and determinately moves on its tracks (mission) to its destination (vision). According to us local government should have broadly nine interrelated and critical reasons-for-being. This is in accordance with the constitutional objectives of local government in South Africa augmented by expressed systemic mandatory societal needs and expectations. They are:

- (1) To create, innovate and fulfil opportunities. An able vehicle that endeavours to grow a more mature society, and provide it with means to flourish in accordance with their human and social capital's potential;
- (2) To sooner, faster, smoother, further deliver smarter services and opportunities in all spectrums of their proclaimed institutional ability including the needs, aspirations and expectations of their society;
- (3) To carry out its mandate in accordance with the prescripts of local government in South Africa¹ guided by moral compasses and ethical leadership;

¹ Sec. 152(1), Constitution. (a) To provide democratic and accountable government for local communities; (b) To ensure the provision of services to communities in a sustainable manner; (c) To promote social and economic

- (4) To create an environment that will fertilise socio-economic growth [7];
- (5) To incessantly fuel initiatives that test the boundaries of human industriousness, braving undeterred expeditions into emerging discoveries;
- (6) To seek operational strategies that would catalytically stimulate a competitive advantage needed to profile that institution as exceptional;
- (7) To extract from their asset base all possible potentially beneficial thoughts and partnerships;
- (8) To care for its people and their future through mechanisms, initiatives, and structures suitable for the times they are living in that will inspire them to obtain bigger goals; and
- (9) To conduct this massive "orchestra" by harmonising all instruments (assets) in tune with the score (vision) which has been composed with common values.

To achieve these goals local government needs to think and act revolutionary. The appraisal and balanced judgement reflected in a new possible model should infer such an "ideal" local institutional manual. This assessment does not reside in material judgement alone but includes a conscience element as well, to invert social sagacity available in local municipality's ambit to spawn benevolent options for inventing solutions to realize the aspirations and needs of people. Indeed new imaginative answers to old problems. A visionary manual that wants to fill the vacuum created in the crucibles of the credibility gap caused by often ineffective local governance.

2. Contextualisation

This effort can be considered as a serious intent to construct good local government institutions previously thought un-obtainable. This inevitability is based on our observance over many years whilst daily being exposed to local institutionalism in many capacities and skirting the palace intrigues always prevalent. Local government produces too little at too high a cost at too slow a pace. Bureaucratic institutionalism has accompanied frustrated idealists for many decades - time for change has simply now become pregnant. In addition this model should also richly be augmented by both academic theorize and a recapitalisation of anecdotal political, social, human, behavioural, ideological and un-encumbered unconventional thought. Many emotions were also sensed whilst walking amidst municipal employees, officials and citizens listening to what they are thinking and to their silent frustrations.

A realisation of the magnitude of latent potential located in the asset inventory existent in societal capital, local institutionalism and contemplations within strategic visionary expeditions into accompanying fields further cemented our conviction. This distillation process was aided also by extreme thought from ideological, philosophical and business sciences. A new model, as we view it, should proportionate the secretion of local institutionalism's asset

development; (d) To promote a safe and healthy environment; and (e) To encourage the involvement of communities and community organisations in the matters of local government.

portfolio combined with an indomitable social need to construct the ultimate local government institution - unusual, un-traditional, thought provoking, modern, accomplishing and absolutely achievable. A social contract that would together create remarkable menus of institutional merchandise for the most discreet investor and frustrated stakeholder. A model that would blend and leverage both the imagined and unimagined, locked-in and un-discovered resources present in the inventory available to local government in South Africa towards a much better country. Most of the volumes of advice and re-incarnations of traditional institutional remedial suggestions we have noted over years achieved little or any notable significant socio-economic improvements. If many of those experts' prescriptions to address institutional inadequacies and social dysfunctionality were so well informed, why then still is South African institutionalism in such doldrums despite all their efforts and financial investments? According to the Department of Cooperative Governance and Traditional Affairs (COGTA 2014), one third of South Africa's more than 250 municipalities were totally dysfunctional and one third experienced serious problems. Only one third was fully functional and delivering an acceptable level of services to their respective communities [8]. This necessitates fresh thinking, in the words of Hassan, to collaborate with multiple partners in order to solve complex issues and to generate various forms of capital – intellectual, human, financial, social and physical, to the benefit of society [9].

Resources have to be extracted and catalogued from each individual municipality, and with sensitive modern managerial prudence consequently implemented, and harmonised into an organic relationship where the one feeds on and informs the other, fertilising the links in the value chain to attain maximum performance and direction. A process to masterfully create a blend that would fulfil the objective of technocratic prowess and un-encountered service delivery performance. An asset interrogated by us recently and located in societal capital, largely un-implemented and un-coordinated by local institutionalism, and also contained in idle frustrated officialdom awaits precious imaginative discounting. This mechanism has already been sufficiently tested by us and found to be exceptionally potent. This presently partially trapped structure located within local government is poised to systematically accomplish sustainable hallmark achievements. Products from the employment of this asset will be marvelled at by many puzzled contemporaries that would give birth to exciting new initiatives.

Traditional local institutionalism argues that it possesses the keys that unlock the potential of local government. A new model should change the locks. The gravitas of such a model should lie in its ability to provide extraordinary vertical and lateral leniency that would empower local government to discover and hence process data and valuable information buried in various un-acquainted and seemingly peculiar pockets in human and social capital. It should exhibit what human and social capital is capable of contributing when included in the menu of extreme performing institutions' success recipes. Visionary institutions that wisely converted economic mercantilism's knowledge capital into an "exchangeable currency" that

would endow their stakeholders' uniqueness with wealth and a better life - fertilising the multiplier-effect in explosive mode.

3. Local government - our country's biggest national asset

Local government is a serious albeit a remarkable supposed depository where care, conduct, values, needs and aspirations of all, including its officials, should be deposited, analysed, contemplated, interacted and prioritised. Buried in the depths of local government we find definite nobility, a sublime soul that needs re-discovery and enactment. A new model should purport a modern 21st century strategic and creative operational plan between the present and the ideal. An operational plan that provides an inventory of contributors and initiatives that will invent an individual unique future by a re-alignment of the granular systemic contributors of that system. It should achieve ambitious depth of purpose and performance exuberance in individual local municipalities. Such a model should in addition address the distinct delineation of policymaking and execution structures of ideal institutionalism.

Sadly local government has become an apparatus with which to obtain power, influence and authority. It is contested by a zero-sum game (economist Thomas C Schelling describes chess as an example of a zero-sum game in contrast to a nonzero-sum game [mutual dependence]). A zero-sum game leaves one with no chance of a win-win result. It is not an open and adaptive system "for the authoritative allocation of values" David Easton hypothesises [10]. However this profound national asset that manages sizeable portions of our nation's resources/potential became idle, pedestrian and padded. A system where the imbalance between the potential locked into institutionalism and the measure of its performance became disproportionate. Sadly it gradually became eroded by paradoxical choices and strange coalitions of insufficient options to address the needs of its people. Such on-going contests were quantitatively and not qualitatively legitimised.

Local government is more than a board game. This could imply that it owns the means of production [11] and is the pivotal key to a successful South Africa. We calculatedly strive for its restoration and the germination of a new substitutive organ that would augur a much greater dynamism, kinetic energy, idealism, purpose and accomplishment. Purportedly because we have been so involved with it for such a long time. All of local government has been teetering on the precipice of the future. Many buckle under the pressure in their fatigued endeavours to find some relief for so many increased and perplexing challenges appearing daily - only to inevitably find that their quests were mere warped attempts for today's and tomorrow's demands possibly because the future and expectations outran their efforts. Few partially succeed. The nemesis the future spatters will keep on haunting local government's ability for catching up. The future is incessantly shadowing local government. The model postulated herein intercepts that future.

To anticipate and keep up with the future's demands we argue that we need to anticipate the past. To conquer the

future we need to develop what Larry Page from Google termed a “healthy disrespect for the impossible” [12] and an appetite for braveness. To reach the future early, local institutionalism needs to dislodge itself from traditional and conventional comprised formulas. According to Dostal et al [13], we must get away from “current futures”. In contrast to this is the creation of an “ideal future”. While the logic of “current futures” is an extension of the past (“more of the same logic”), a deliberate new creation is necessary to define the “ideal future”.

Local government must realise that they are the biggest business in town and continually needs to adopt economically induced competencies to at least balance their budget. Creative thought in societal and institutional vaults were emasculated by a lack of interest by many uninterested powerful. Poor economic growth resulted. The transmission [14] of the enormous local institutionalism’s potential to gear socio-economic growth lacks lubrication. The stakeholder found itself at the mercy of a labyrinth of braking mechanisms. An obsolete and thin apparent managerial veneer caused a credibility gap. The padded mechanisms of control and unnecessary duplication are unable to spark the anticipated results. Superfluous theorisation of management control layers that should have engaged the future local institutionalism needed, ended up with dysfunctional engines. The dialogue must be about a totally new thinking. An innovative approach to harness interdependency. A crossover to reflect modalities of public institutional entrepreneurship. It must advise government that displays courageous entrepreneurial visionary belief how best to deal and discount the vital issues the future of South Africa demands. Growth and development are inextricably hinged onto local institutionalism. Our thinking is about how best to accelerate our country’s social and economic muscle to present a new thinking of how to sculpture prosperity from the marble block local institutionalism has become. The vision must not be about repair – it rather should encompass the new great local government transformation. Transition from a traditional overly bureaucratic controlled institution to a local government enterprise that hungers for a new clean and efficient merit- and technocracy.

4. The “gears” of a possible new model

According to our view, local government is a perplexed entwined interaction of *inter alia* 9 in-escapable fundamental brutal forces. The local government management system should contain forces from:

- (1) The Systems Theory from biology [15]; (2) Political science grounded in great philosophers’ contemplations; (3) ICT (information and communication technology) from the physics and neuro-science; (4) Psychology; (5) Behavioural economy [16]; (6) Culture and anthropology; (7) Energy, entropy and inertia from the physics; (8) Philosophy wherein we find ideological reductions; and (9) Morality and ethics from the philosophical and spiritual *gestalt*.

All these magnificent forces are or should be intensely and incessantly diffused in multiple ways in business operational and local government processes. A new model should

assimilate all these forces but pay more than usual attention to *inter alia* the communicative, scientific and system components - where a continuous, resilient, practical and interactive sensitive dialogue between the (un)articulated needs, aspirations and expectations of its stakeholders and a governmental mechanism is enacted. Such a model should signal and symbolise the serious intent of a local government enterprise to uncompromisingly and un-conventionally attack un-employment, poverty, in-equality and social dysfunctionality ferociously as an interactive partnership whose sole objective is the pursuit of wealth and happiness. A new model should further entwine also the influence of inertia on the performance of municipal institutions. According to Newton’s first law of motion, “an object at rest stays at rest and an object in motion stays in motion with the same speed and in the same direction unless acted upon by an unbalanced force.” [17]

Claude Shannon, an eminent scientist, postulated that there are basic three stages of communication. The information source, the conduit/transmitter and the receiver [18]. Uncertainty occurs in at least two of these three stages. Uncertainty that results in entropy is *inter alia* caused in these stages by:

- Vagueness;
- Encoding/interpretation of the contents due to many reasons;
- Uncertainty;
- Credibility/reliability/ “political” scenarios operative in the conduit;
- Ambiguousness; and
- Context.

The importance of the information (communication) theory (also generally defined as ICT) is for the receiver (local institutionalism) to ascertain whether what it received and duly interprets, the source’s correct content and intent was and that the same quality of information that was originally communicated has in fact been transmitted, received and interpreted [19]. In a new exciting initiative [20] a municipal institution could be regarded as basically a hub of communication, where entropy is ever present because the bigger the institution, the more the communication, the easier confusion erupts and hence the more entropy and consequential attention.

5. Unlock the new enterprising institutional process

The government has never, will never, nor should it be expected to ignite badly needed sustainable economic booms. These economic booms originate in the souls and minds of individuals and in an atmosphere and culture of great leaders, great towns and in great cities. A new model should purport to distribute the advice of how to realise the aspirations of people more inclusively and laterally. It should distil into the following abriefed surrogate value-chain links, and according to us consist of among others ten practical keys that should unlock the new enterprising institutionalism process and subsequent path to transformation. They are:

- (1) Game theory – the necessity for the initiation of the nonzero-sum game [21];
- (2) Value-chains – the inclusion of a unique (human) algorithmic computation – contextualising the concept “the speed of the game is determined by the slowest player”;
- (3) Business intelligence through serious technocratic transformation;
- (4) Intrinsic value – increase the potency of the engine room performance, and monitoring and evaluating the impact of the strategic intent’s resource component, by the creation of four new additional independent senior positions in the organisational structure, and by deepening the role of the MEC (Mayoral Executive Committee Members) in councils by supplementing this organism by at least two new additional appointees (whose tasks would include the deepening of intrinsic value);
- (5) Multiplier-effect – the so called “silk road” (see later) of the modern era. The inclusion of the informal sector (or hidden economy) with an internalised interdependent, interactive and synergetic new prosperity coalition with unbelievable triumph over wealth stagnation, and entrepreneurial development. In this regard it is important to do it by elevating “stokvels” into a major economic strategy, and contextualising the question, “what is wealth” and how it is created. About 11.5 million South Africans participate in stokvels – and R45bn is collected in any given year, according to Andile Mazwai, CEO of the National Stokvels Association of South Africa [22]. It can be expanded considerably;
- (6) Systemic transformation from a local government institution to become a morally compassed local government enterprise;
- (7) Innovation – to deepen the transformation to a business model by the selection on a retainer-bases of three revolutionary unfamiliar professional new positions (that would advise local government of adaptations of thought processes in accordance with a more entrepreneurial minded modular performance system);
- (8) Empowerment – employees are only as good as they are allowed to be;
- (9) Local government is a complex business that requires inclusive innovative development and collaborative ways in solving them. One size doesn’t fit all.
- (10) Return on investment - calculating what the result, harvest and/or contribution caused by the appointment and elected investment in human resources in local institutionalism are.

A new local government model should further:

- Consider entropy’s presence as a crucible for alchemising human capital’s unmistakable effect to espouse social and hence societal capital;
- Fertilise an environment for healthy growth and development;
- Elevate the informal sector to official full participatory socio-economic status;
- Shunt obsolescence and small suffocating thinking;
- Have a “healthy disrespect for the impossible” [23];

- Bring excitement and fulfilment to local government;
- Erase barriers between institutional bureaucracy and its stakeholders;
- Breed un-imaginable technocratic prowess.
- Be a model for mutual interdependent decision making;
- Re-establish pride and professionalism in institutions;
- Be a model where granular co-ordinated problem-solving is treasured;
- Feed the so important multiplier; and
- As one of its main tenets be the drastic transformation of service delivery acceleration.

The social, economic, political and ideological renaissance’s heartland for South Africa is dependent on and embedded in the hearts and minds, the corpus and *modus vivendi* achieved through harvesting the seed planted by human capital, tenderly nurtured by an enabled visionary local enterprise wherein expeditions into un-charted territory is supplemented by idealism. Presently institutionalism’s ideal governance is compromised by centrist control that is facilitated by subjugation to administrative justice’s precedents. The latter responsible for a systemic usurpation of adherence to prescripts embodied in more and more corporate governance idealism and myriads of increased regulatory frameworks. A mere informal cosmopolitan tailored modular imitation of which “stokvels” is a prime example would provide better results. Although the importance of corporate governance must never be disputed, South African socio-economic development now is in desperate need of a more flexible, informal, equivalent and indigenous management mechanism. Over regulation, over subscriptions to overly imagined possible transgressions suffocates free un-encumbered bartering between entrepreneurial-minded have-nots and a market economy. The origin of enormous wealth, cultural diversity and the discovery of the future that the “silk roads” [24] created, was across the board simply enormous.

6. The “new” economy

In (almost) no budget of any household, business, industry, enterprise or organisation will you find a vote appropriated human capital. Yet without human capital there will be no budget, institution, organisation, exploration, and spiritual fraternity - no development. Human capital is the source of wealth creation and meaning in the world. Human capital drives the economies of the world. Central to a new model of local institutionalism should be the following synopsis:

- (1) What wealth fundamentally really is;
- (2) How can it be created [25]; and
- (3) Can local government act as stewards in this process, and if, how?

What we discovered from young South Africans from dysfunctional families during our accredited Community Development Workers (CDW) course (Stellenbosch University) in the Northern Cape (Emthanjeni local municipality) in fact was:

- That wealth is an oxymoron and generally misconstrued.
 - One can be rich – but in fact poor;
 - One can be poor – but in fact rich; and
 - One can be poor but happily nurtured within the fact that all humans can never be dispossessed from the potential of deploying their own personalised “currency” namely human capital.

- Under leveraged potent structures presently accommodated in organisational structures can be re-engineered to lead societal dysfunctionality in dramatic ways. The latter would accelerate social capital in un-imagined ways. New answers to old problems should be relieved by this existent component’s more potent effective deployment. The allowances of a more indigenous economic theorize should be imported by the unleashing of this component’s data collating and social dysfunctional remedial potential. Courage, ambitiousness, foresight and ingenuity in and as a consequence of human and societal capital’s eventual secretion in the above context is the centrifugal axis of what a new model should consist of for a proper and prosperous new South Africa.

Since the end of the 20th century mining excavations into remedies the future would demand, lacked the receptivity by local government to match emerging trends with appropriate reactions that the scientific, technological and managerial explosions presented. Local government’s contribution to the GDP of individuals left alone societies and the business fraternity contracted to the conditions and levels it is in now. Burgeoning baggage of laws, regulations, prescripts and bureaucracy piled onto the management of local government that were supposed to fertilise growth and development clouded the search for modern solutions to old problems and achieved little or no effect. It seems as if local institutionalism does not grasp the fact that poverty alleviation and job creation can never be solely sustainably addressed by itself. These two serious illnesses in South African society can only be addressed by inclusive, social innovation, discovery and deployment of human capital, growth and economic development via an aggressive organisational structure.

The residual budgetary principle mandated by higher echelons impacted the emersion of wealth the social sphere of municipalities so desperately needed. This lead to job losses as well as many other social inadequacies in favour of correctness. This hamster in a spinning wheel syndrome lead to societal dysfunctionality, disorder and blaming. Boredom started shaping societies. A worrying sizeable portion of the creative wealth of individual and societal capital became idle currencies.

The new economy local institutionalism should trade in are linked to social outcomes, reputation and social impact [26]. Deep data and not big data needs dissection. Local government cannot solve its problems alone. A new model for local governance theorised herein should advance proven initiatives to cultivate cooperation, co-production and co-

creativity - favoured and hypothesised in the nonzero-sum game. Local government does not need to be big and strong to conquer its challenges. Small hungry institutions with little resources can easily outscore big shallow institutions. Local government invents too little, has become too expensive and produces too slow at too high a price – it needs to perform faster, sooner, smoother and further.

7. Local Institutionalism’s “silk road”

Traditional local institutionalism was systemically forced into becoming parochialism. A narrow mindedness that, for safety’s sake, was opinionated not to more intensely discount the range available in the depth and expanse of human ambitiousness, technocratic and managerial discovery’s explosions. Re-invention was consequently shunted. Local institutionalism rather braved the traditional for the sake of commonality and safety, depriving human industriousness from climbing the ladder towards prosperity and wellness. Instituted to shoulder society’s search for a better life.

The metaphor “silk road” is imported from Peter Frankopan’s [27] brilliant enthralling journey into linking political, economic and social history to the origin of social change. To discover what lay beyond devotedness to aggregated mediocrity. Options that charged courageous idealists to entertain innovative ideas with which to discover the exotic world outside their present was the result of that famed journey. The umbilical cord linking the present to a next generation. The discovery of what the exploration into human capital could generate.

We have designed such a model from our exposure to local institutionalism and communities which visionalises a process and system that, once converted, could become a “currency” that can generate prosperity of potential enormous results. Capable of enterprising and ingenious solutions to address their deplorable situations. The scope of the main tenets of this model according to us provides solutions to and includes practical immediately implementable direction on the whole transformation of local government, especially, for example, on the following. Because of limited space, we can’t elaborate on the content:

- Dedicated Job Creation;
- Intrinsic value;
- Integrate more youth, women and ethnic minorities;
- Multiplier effect;
- Business Intelligence;
- Value-chains;
- Potential unlocking through human capital formation;
- Public-Private consultative partnerships;
- Transformation from a traditional overly controlled bureaucratic establishment to a public entrepreneurial entity;
- Re-visiting organisational re-engineering
 - Four brand new senior appointments in the top political operational hierarchy to streamline competition for the future;
 - Two brand new additional selections of MEC;

- Centralised new one-stop co-ordinating lean-and-mean operational structure;
- Technocratic explosion
 - Front-office and not back-office administrative turnaround procedural re-invention;
 - Portfolio managers;
 - Cost-to-Company;
 - Innovation multi-disciplinary task teams;
 - Social laboratories;
 - Elapsed time;
- CSR (Corporate Social Responsibility) compatibility initiatives;
- On a retainer basis the appointment of a competent academic/academic institution to operationalise moral regeneration and ethical conduct;
- Total new Marketing Strategy through the office of the Executive Mayor;
- Pride and enormous injection into service delivery improvement;
- Communication strategy (comprising 147 new exciting ways of un-bundling a communication process); and
- The breeding of a new idealistic core competency carrier group in technocratic history.

7.1. The engine room

This abridged rendition of this model sentences the fact that the ambition and idealism expected in and for local institutionalism have been sandwiched in layers of traditionalism and complacency. Its engine room fenced in by hazardous obsolete generic hurdles that frustrate creative tension. We state a case for a more performance dedicated instrument designated as appropriate and urgent. A model that requires an appetite for braveness. The business of local government is business. Dictates of pure reason obliged this necessity. Clearly in the words of Francis Fukuyama, local government resembles a “sunset industry” [28]. Local governments should rather be the trenches that provide shelter and survival, to symbolize restoration, fellow comradeship in life’s persisting battles. Bureaucratic controlled local institutionalism was steadily sadly shunted, whilst solution capital proved that it could and did fill the gaps left by service delivery inadequacy with fascinating rewards. Lateral solution capital was born.

8. Lateral solution capital

Government is no longer the only game in town when it comes to societal problem solving [29]. Society is witnessing a change in how it deals with its own problems – a shift from a government dominated model to one in which government is just one player among many has emerged. This new model acknowledges that it is clear that in today’s era of fiscal constraints and political gridlock we can no longer turn to government alone to tackle towering social problems. What is required is a new, more collaborative economic and prosperity generating local government system. A social laboratory where societal problems are addressed by relevant stakeholders and where hope is created. Social laboratories have three core characteristics. They are social (social labs start by bringing together diverse participants, from different sectors of society, such as

government, civil society, and the business community, to work in a team that acts collectively); experimental (social labs are not one-off experiences. They are ongoing and sustained efforts. The team doing the work takes an iterative approach to the challenges it wants to address); and systemic (the ideas and initiatives developing in social labs, released as prototypes, aspire to be systematic in nature. This means try and come up with solutions that go beyond dealing with a part of the whole or symptoms and address the root cause of why things are not working in the first place) [30]. This should reveal just how a burgeoning new need where gifted players from across the spectrum of business, government, academia, philanthropy and social enterprise converge to solve big problems and create public value, can change the trajectory of societal needs and aspirations. By erasing public-private sector boundaries, the solution economy is unlocking trillions of dollars in social benefit and commercial value.

This article purports and exhibits the description of an awakening and building of an unpolluted and silent gossamer threaded alternative postulated camaraderie for South African society. A companionship that contains a commodity, a currency, each owning a building block that society desperately needs and institutionalism nurtures. An instrument better suited to deal with societal deprivation. An enterprise wherein each member of society possesses varied forms of solutions. Solution capital that could deal with unique and commonly experienced societal circumstances. Solutions capable of slowly medicating a better social capital compassionate landscape. A South African solution for a South African situation. Mainly because local government has the largest market share in a society but sadly the smallest societal market capitalisation.

The future incessantly shadows and in many instances outpaces local institutionalism. This model therefore is not about a methodology rooted in dogma (alone) but in substance, relevance, idealism, hope, vision, expertise, exposure and experience. Undoubtedly this new model was percolated by the entropic phenomenon that is ever intensely present in local government. Entropy predicates that no state can be caused if entropy is not present. Dysfunctional institutions are in a state of entropy therefore that state provides the conditions wherein solutions are sought that in turn lubricate debate and problem solving excursions and lift them to greater performances and achievements.

However a transformed institutionalism needs to become an enterprise. The concept local institutionalism needs to be replaced by a new modern description, dynamic local government enterprise that has a healthy disrespect for the impossible. Many local institutions major in minor things.

This model operationalizes the ability to deepen, personalise and enrich, if you would, the contact between a lifeless cold machine and the people it is involved with. It humanizes a clinical bureaucratic operation and this caged catalyst with a personality and with emotional intelligence. It convinces local institutionalism of the many opportunities that are buried in the minds and idealism of its inventory. It provides potential unlocking and advocates the discovery of human capital formation that leverages in turn societal and political capital. The proprietorial guard/mandate that is

modelled on inclusiveness and idealism. This model issues raw accomplished processes of how to penetrate the whole of South African society on a daily basis with the most effective mechanism, capable of reaching the lives of over nine million people of our country. It visionalises local government enterprises that benchmark performance standards that do not yet exist in local institutionalism. The germane properties nestled in this new “ideal” institution are a crossover between business, academia and institutionalism.

This model has the capacity to be described as a one-stop institution with the potential to un-imaginably change the South African socio-economic landscape spectacularly. But, Corporate Social Responsibility needs to shoulder this quest as it was so gallantly expected. In the words of Bobby Godsell “you cannot do good business in a bad society” [31]. Corporate Social Responsibility needs to share the burden - it is part of the problem but fortunately also part of the solution. Just too many overly endowed companies wish to escape this coalition with very shallow and un-excusable defiance. This model incorporates a process which will provide that new millionaires can be created through lateral solution capital conversed on earlier. To give this machine a personality and to convince local institutionalism of the many opportunities that are buried in the depths of thousands and thousands of papers of legislations and smothering regulations.

9. Conclusion

The future is hostile and inevitable territory and can never be evaded. This new model visionalised above shapes brave and courageous visionary ideological institutions to contest the competition to become a very good and effective local municipality and with resolute decisions the best brand name in South Africa. All, only for the benefit of their desperate and in many cases destitute societies. To achieve this coveted prize they need to outperform and out-innovate their competition. The prize? Unimaginable socio-economic exponential growth with accompanying wealth and prosperity for millions of South Africans. The formula contained in, *inter alia* over 1300 individual practical steps and processes together with mountains of examples. Local government needs to perform sooner, further, smoother, smarter and faster. It has become too lazy and conventional. The pursuit of exceptionalism has deteriorated. Failure only happens with one’s consent. One doesn’t need to be big to win. Small organisations outsmart big rivals. To win or lose is a choice. Many are where they are because of choices.

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