

## Chapter 11

# Youth@work harnessing the power of collaboration

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*“This is a time for bold measures. This is the country, and you are the generation.” — Bono*

Erica Kempken joined the PfP programme in 2013 as partner to Victoria (Vicky) Mmuoe, principal of Zandspruit Primary School in Johannesburg. They were part of the Johannesburg 6 (JHB6) Leadership Circle.

The experience was a big wake-up call for Erica when she saw at first-hand the serious resource-related challenges that so many of our government schools face. After working together for a while, Erica and Vicky realised that some of the problems they were grappling with could be overcome by finding volunteers to assist with specific tasks or initiatives in the school; for example, Grade 6 and 7 learners could be paired with Grade 4s to create a ‘buddy’ reading programme and parents could assist in the kitchen or help to keep the school safe.

They recognised that the school could provide better services and education if there were more people to support the teachers and to assist with other functions like administration. At the time Erica was working with ProServ, a training provider that facilitates learnerships. In 2013 Erica convinced the ProServ management to place 90 young people who needed to gain workplace experience in IT into PfP schools in Gauteng. The candidates were placed at schools that had good IT infrastructure but lacked the manpower needed to use the technology effectively.

As a result of this intervention, each of the 90 schools involved had the support of an IT assistant in their computer lab. These young people prepared the lesson plans for IT classes, which gave the educators more time to teach and the learners more time to spend working on the computers. The retention rate for this school-based learnership project was 90%, and more than 80 eager young IT technicians left the schools having gained valuable work experience to seek jobs elsewhere.

The IT teachers, however, found themselves once again without support. Erica therefore worked hard to create more learnership opportunities and succeeded in placing more young people into PfP schools – each time learning a bit more about the potential for school-based opportunities as she sought to develop a sustainable model for employment in and through schools.

From 2013 to 2018 a total of 325 unemployed young people were placed into learnerships in PfP schools, where they gained a full year of paid work experience while boosting the operational effectiveness and efficiency of those schools. For these first-time job seekers, the principals and educators proved to be ideal mentors and role models who helped to build the young people's confidence in their abilities and to take pride in serving their community. This contributed to an outstanding overall retention rate of 93%.

The schools also offered a platform for young people to start businesses, such as private tuition in mathematics, coordination of recycling projects and, in one case, an internet café. Erica and her team recognised that the learnerships were not only benefitting the schools and the candidates themselves but were also facilitating the establishment of new businesses that would serve under-resourced communities around schools. During a five-year period this learnership initiative brought resources and training to the massive value of R9,802,500 into the public education system.

In October 2018 the establishment of the Youth Employment Service (YES) created a new form of youth deployment into workplaces as a means of earning B-BBEE points. Erica resigned from permanent employment and took on the challenge of establishing an organisation that could facilitate high-quality school-based work experiences through YES.

Erica was introduced by SSA's Stakeholder Engagement Lead, Robyn Whittaker, to Jacinta Roest-Tshidzumba, who has over 20 years' experience in various B2B (business to business) start-ups. Jacinta shares Erica's dream and recognised the potential of youth placements in schools. The pair soon partnered and spent a considerable amount of time visiting schools. They found that sponsors were donating resources like libraries and computer equipment but weren't providing any funding to pay someone to manage or assist teachers to manage a library or computer lab effectively.

'We knew that youth could provide valuable assistance that would enable schools to make the most of these donated facilities while benefitting from invaluable work experience and mentorship, and we were determined to find a way to make that happen. The YES initiative offers a platform for money to be channelled to young people working in schools. Its learning modules and ability to track progress via an app also support the development of each individual. The concept of placing youth into schools was becoming clearer,' said Erica.

YES recognises the critical role that young people play in shaping our economy and country. Those involved with the programme feel that the only way to reduce inequality is to get all South Africans into work and they are committed to supporting companies and communities to create one million jobs for young South Africans. YES believes in

the power of cross-sectoral collaboration, coupled with innovation and technological best practice, to change South Africa's skewed economy. The programme is driven by business and fully supported by government and labour.

In February 2019, with support from Robyn and the SSA team, Youth@work was accredited by YES as an Implementation Partner and was allocated the first 32 youth placements sponsored by Liquid Telecom. This meant that some young people who were about to complete a learnership at a PfP school and then seek jobs elsewhere, leaving learning facilities under-resourced once again, were able to continue working at those schools through the YES programme. In the following months, companies such as Sygnia, Gartner, Nedbank and Lightstone provided more funding for further placements.

In addition to exposing young people to the world of work and building their confidence as active citizens, the PfP schools have given them a sense of belonging. Erica has observed that 'school principals and heads of departments have a natural ability to manage new job starters and to build their skills gradually through clear guidance and patience, which is not always the case in other more corporate business environments'.

This positive impact on both the young people and schools involved in the initial deployment facilitated by Youth@work led to an agreement between the organisation and SSA to continue and expand the provision of youth placement opportunities for young people in PfP schools.

Young people placed by Youth@work in PfP schools have engaged in and supported a host of activities including administrative work, classroom assistance, aftercare support, fundraising, support for pupils to access services such as social workers, holiday sports programmes and many more.

'The schools have proven to be ideal centres in which youth can learn basic business principles. This is particularly important to change the perception that community establishments are not as important, sophisticated or valued as corporate employment is. Once youth understand this, they are more willing to engage with community businesses and to possibly form their own new enterprise based on the needs of the clients in the community. We have witnessed this positive blossoming of entrepreneurial mindset time and time again,' Jacinta explained.

The nature of the work they have become involved in at schools has helped young people to develop key work-readiness skills such as complex problem-solving, critical thinking, creativity, people management, coordination, communication, decision-making, service orientation, negotiation and business etiquette. With these skills, they will be better equipped to face the Fourth Industrial Revolution, to remain employable and create self-employment opportunities.

Shanice Aydapa was sponsored by Liquid Telecoms to work for 12 months at Zilungusele Primary School where she engaged in many different activities. She worked with the Santa Shoe Box project and helped to offer surprise gifts to 600 children. She designed a library programme to make reading cool and fun and to help young learners to recognise its importance and value. Shanice also spent time reading to Grade R and Grade 3 learners.

The exposure to new activities was building Shanice's confidence, and she decided to host and direct a beauty pageant at the school, for both boys and girls. The event, which involved parents and teachers, as well as the children, was a huge success. After the excitement of the pageant, Shanice received a letter from one of the girls who had participated, and this motivated her to enter the Miss KZN Ambassador competition (an initiative that gives a provincial platform to boys and girls who want to assist needy communities in KZN) In her October 2019 YES progress report Shanice wrote the following:

*After the beauty pageant one of my students wrote me the sweetest letter saying: 'Ma'am you were the one who believed in me now it's time to believe in yourself and take part and make us proud' – so I did!*

*This pageant was beauty, heart and brain. It was a road I have already been walking on. Working with Youth@work has opened up so many possibilities for me to have succeeded in this event. It has given me life fulfilment and purpose, and it has also humbled me as a person. Mahatma Gandhi once said, 'Be the change that you wish to see in the world'. Working for an organisation that brings about development and upliftment to the lives of many South Africans, I am so blessed to be a part of that change!*

*Youth@work has also given me in the opportunity to work with the most incredible, inspirational, God fearing principal I have ever met. I have learned so much from her. Her encouragement, guidance, love and support was given to me by her. I enjoyed the best 9 months of my working career.*

*I am moving on to greater heights because of true passion, hard work and commitment to change.*

*I won the Miss Ambassador KZN 2019 title, Miss Charity Queen Title and best dressed award.*

*I didn't expect to win, however, it was in God's plan 😊*

*Thank you, Youth@work for your support and commitment invested in me.*

Shanice was offered permanent employment at Crawford North Coast as an aftercare supervisor on completion of her YES year.

To further the develop young people they had placed in PfP schools, Erica facilitated a workshop that she adapted from the Community Building course to share ideas on how to make a positive impact in schools and communities. She also invited the Africa Matters Initiative to run a 2-day leadership development workshop for 70 YES candidates during the July 2019 holidays.

Led by two young women, Farai Mubaiwa and Reanne Olivier, the Africa Matters Initiative is dedicated to empowering young Africans to change the African narrative and inspire change within their communities through leadership development, social entrepreneurship and community impact projects.

With Farai and her team, the young people discussed topics including: What is leadership? What is not leadership? Who is a leader? and What role can African youth play on the continent? They also explored social entrepreneurship and discussed approaches to community problems using a business model canvas and elements of design thinking. In groups, the young people were asked to deliver a pitch on a project they believe would make a positive difference in communities and could be developed into a business.

‘The passion and creativity we saw during this session was pure magic!’ exclaimed Erica. ‘Needless to say, this course was very well received by our youth and allowed even the shy young people to find their voices, the outspoken to listen, and ordinary young people to be inspired and dream.’ After the workshop, Erica received this letter:

*I feel so humbled and blessed to be part of YES. Being part of Youth@work has given me an opportunity to be part of a bigger ‘change your country’ movement. My journey has been amazing so far. This opportunity has given me a chance to do some deep self-introspection, as it has opened my eyes and shown me that I have more interests and skills to explore. Grooming, playing and teaching children makes me happy and pleased with myself. Waking up every day in a positive right state of mind, to inspire and motivate someone looking up to me is what keeps me going. I can say I have come a long way, although in a short space of time as there is so much I have learned, met so many influential and motivating great people from Nedbank, YES, YLED, Africa Matters, Fielding Dreams coaches. If I were to write each person by name, the list would be endless.*

*My journey with YES has motivated me and given me a growth mindset. I am empowered and fully informed about how to be professional, how to succeed in the*

*workplace, how to manage money wisely, how to prepare my CV and cover letter, entrepreneurship (Siyazakhela), customer service, SMART goals and how to plan.*

*Despite of all the information, knowledge and skills gained, I am able to take care of myself, be independent financially and also make an impact and influence good change in my community and country. There is also an opportunity of getting paid for what I'm actually supposed to do. Through Zlto I earn points for the good activities that are offered for me to do. I use my points to buy airtime, Shoprite's selected products, Uber rides, electricity and Ster-Kinekor; Pep Stores also coming soon.*

*After so many skills and experience I have gained thus far, beyond my YES journey, I am employable if not self-employed. I am highly motivated, full of positive attitude, mature and responsible. I am eternally thankful and humbled for being part of the winning team, Team YES.*

*Mpho Makhubo*

Erica and Jacinta have been delighted that young people are gaining valuable work experience and skills, but they have wrestled with the fact that full-time employment is very seldom offered to them in government schools after they complete the YES programme. The pair have therefore looked for ways to sustain school-based employment opportunities beyond the 12-month YES programme.

'One of the ways we are attempting to do this is to train up keen sportsmen and women who will post-YES be able to seek employment or self-employment in sport. Through Robyn, we were fortunate to have met Vaughn Bishop, the former SuperSport presenter who runs GOBY.'

Vaughn's GOBY project promotes a healthy and active lifestyle and educates children about plastic waste while also developing their sporting skills through various activities in primary schools.

'The overall goal is to use sport as a vehicle to mitigate violence and transform schools and school communities into child-friendly environments. Through Vaughn, we managed to include some KZN PfP schools in the programme and met the leadership of Fielding Dreams who have since trained 54 of our YES youth funded by Toyota, Oracle, MMT Inland and Liquid Telecom on coaching skills and introduced them to the Amaven system which tracks their fitness and provides coaching lesson plans. It even informs the parents of the sports interventions and a lot more,' says Erica.

This initiative is having a tremendously positive impact on both the young people and the PfP schools involved. These young coaches are now creating training programmes,

managing teams and teaching sport at the schools as part of the Life Orientation syllabus. They are learning about accountability and sustainability in sports programmes and being developed to run sports training academies. They are encouraged to charge for delivering sports clinics in the holidays.

One of the beneficiaries of Youth@Work's partnership with GOBY is Bonga Magwaza who gave this feedback:

*I wake up every day with a smile now knowing that my coaching and sport career is of part the greatest sponsors I've ever been part of in the country, all thanks to Toyota who partnered with Youth@work and the YES Programme. This programme will benefit me plus all the youth without jobs and those who are willing to learn more about their careers like myself.*

*I found a school in Durban by the name of Hartley Road Primary School, one of the experienced coaches (Coach Stef Crasa) I was coaching with in my soccer club at Juventus (Durban North). Now he is my supervisor at the same school I work at. I am really enjoying my first week at HRPS. What's good here is that I'm active all day. During the week with physical education activities soccer and swimming and on Saturdays for school tournaments. I love these kids, they are super energetic and talented, all they need is for us to coach them on their developing stages both in football and swimming, and that's easy for me as a qualified coach in soccer under SAFA with my D Licence Course.*

*I was coaching the past years as a volunteer. I got a chance to coach the under 15 soccer boys in a tournament in Italy in June and July 2019. We played well there in Italy. They invited us again 2020 April on Easter. I dream about running a rural development sports academy in Mbongolwane (Eshowe) where I grew up.*

*Thanks for allowing me to dream and believe that this all is possible*

*Coach Bonga Magwaza*

Bonga resigned from the YES programme as he was recognised by the EtheKwini Municipality and awarded an internship which has the potential to lead to permanent employment in sports management within the municipality.

Through a partnership they established with the Click Foundation, Youth@work secured placements for 44 young people to work in Click Labs. The Click Foundation provides online English literacy and numeracy programmes in under-resourced primary schools and employs facilitators who support learners to work at their own pace through the 'reading eggs' programme.

As well as providing employment and development for 44 young people, the Youth@work- Clicks Foundation partnership has reached almost 9,000 children and improved their literacy skills, thereby reducing the risk that they will drop out of school.

To help young people placed through Youth@work to gain additional skills Robyn introduced Erica to Alison, an internationally recognised free online learning platform that offers over 1,300 different certificated courses in languages, maths, IT, business and many other subject areas. Currently, 60% of the young people linked to schools are studying and adding to their qualifications, thus increasing their employability.

One young man, who was working as a Click Foundation youth facilitator at Ekurhuleni Primary School (which was part of the Johannesburg 27 Leadership Circle that launched in May 2017) resigned after five months as a result of securing a well-paying permanent job, that was in line with his qualifications and interests, at Impala Platinum. Below is an extract from his resignation letter:

*I herewith submit my official resignation from my duties as a Lab Facilitator at Ekurhuleni Primary School, where I was deployed by my former host employers Youth@work and the Click Foundation.*

*I am grateful for the opportunity which helped me to grow as a person and gain not only necessary experience but skills too. I thank you for your guidance and support and the knowledge about Alison Courses from which I acquired education on Occupational Health and Safety.*

*I thank Nedbank for believing in the youth and giving them financial support they need to get from one point to the next. I thank all stakeholders involved, and appreciate everyone's effort in making me a better person.*

*It would be a pleasure to work with you in the future and changing the youth, one person at a time, for the better.*

*Yours sincerely,  
Dini Mnuka*

The Youth@work team has also collaborated with the Community Care Project (CCP) to help expand its HIV prevention and care work among vulnerable children and families through funded youth placements. In schools, each CCP facilitator interacts with around 400 vulnerable learners who get the chance to be tested and supported.

After discussing CCP with a group of young people in KZN Erica received this letter:

*I am writing this letter to all at YES, VW Unlok'D and its members those who saw a need granting me an internship. You have made me a different person, one who views life in a positive way. I never saw hope in the future until you rescued me because I wouldn't have had this opportunity of working without you.*

*I am very interested in the course offered by CCP and would very much like to receive more details. I am pleased to tell you that I have completed my BBA at the UKZN PMB and next year I'll start a teaching degree at UNISA. I already accepted an offer, now I am waiting for a registration package.*

*Through the YES programme I benefitted a lot, though the journey isn't easy. I worked as an Admin Clerk at Umthombomuhle Intermediate School, but all that has been changed. Now I am a teacher who teaches Grade 7-9 Life Orientation and also assisting the mathematics teacher for the same grades. I also started the school garden and sports technical coaching and I motivate the learners to go further with their studies and try their best to follow the 4<sup>th</sup> Industrial Revolution change since technology is taking over in the Business Sector, everything now uses tech and I do the career guidance at school.*

*Please could you send me an application form and I look forward to hearing from you at your convenience.*

*BA Cele*

Erica and Jacinta were looking for ways to encourage and support the young people they were placing in schools to deliver on their YES mandate and to easily track and monitor their work experience. Erica decided to meet with Allan van der Meulen, a member of the Zlto team in Mitchells Plain. Zlto is an award-winning digital platform that incentivises young people to gain work experience as a stepping stone towards employment by rewarding them for doing positive community activities with a digital rewards currency. With that currency, they can buy goods and services such as clothing, airtime, basic food supplies and Uber rides from a range of local vendors – including national retailers like Shoprite.

The young people keep track of their work experience by taking 'before' and 'after' photos of the activities they engage in and uploading them onto the Zlto app. Their work experience is verified by Zlto 'validators' and recorded in a blockchain ledger, from where they can share it with potential employers. Organisations who are sponsoring the young people to participate in YES can also track their work experience via live data dashboards on Zlto.

Erica says that the Zlto platform ‘has hugely impacted the way YES youth engage with technology’.

As well as providing them with access to employment opportunities, the Youth@work team also encourage young people to think about entrepreneurship and services or products they could be providing to their community as a way of staying economically active after they complete the YES year.

One young person who has done this is Queeneth Nomkhosi, who was placed by Youth@work at Ukukhanya Kwe Africa Primary School in KZN. Queeneth’s sister is a keen seamstress, and Queeneth supports her to run a sewing business. While she was doing admin work at the school, Queeneth networked with a lot of people and told them about their family business. With the money she earned, Queeneth started buying sewing machines. The business has grown and the pair are now sometimes very busy. As a result, the reality of running a business has become much clearer to Queeneth and she now needs more entrepreneurial support to ensure that the business becomes sustainable.

Queeneth’s experience is an example of how some guidance, skills, funds and a change in mindset can catapult young people from total dependence onto a path towards self-reliance and fulfilment of their potential in just a few months.

The Youth@work team continue to look for ways of supporting Queeneth and others like her who have come through the YES programme to succeed in their new ventures. In Queeneth’s case, they may be able to arrange for other young people to join her sewing business through a sponsored YES youth placement. To help other new entrepreneurs, Jacinta and Erica are raising funds to enable them to offer loans, small business development support and mentorship.

The impact of Youth@work’s support for entrepreneurship shines through in this letter:

*I was hired to be an entrepreneur.*

*With a loud excited shout of joy, the 25 employed youth at Ntuthuko Primary School cheered after being told in a thrilling and suspenseful wait by a lady from Youth@Work called Erica ‘All of you have passed the interview and have been chosen to be employed under Youth@work sponsored by Nedbank!!’ she said enthusiastically.*

*Six months in and the exciting and impactful YES programme has afforded me an opportunity to learn. I have learned about self-development to career development to what makes everything synchronise and prosper, Goal setting.*

*The highs for me in the YES programme is when I recognised all the stakeholders involved in my career development, positively working together and using their resources to cultivate and harness an employable product and moreover an employing product beyond the YES program. I am very grateful. 'I was hired to be an entrepreneur'. I have partnered with my friends and we have started a learning institute which teaches about financial instruments. The name of this institute is Maqhawe Academy. Personally, I look forward to the day I get an FSB licence to be a Financial Adviser. One of the founders of Maqhawe Academy is an alumnus of Johannesburg Business School and they have to help us with our SMME development.*

*The most impactful intervention was the monthly report submission. Completely new to me. It taught me to diarise daily, journalise daily and keep tabs with my own personal development. I bought a bicycle end of July and it has been a joy ride. I have tackled indirectly my weight loss targets and I move with more vigour and energy. Most importantly also to that was positive self-talk that was taught. Telling myself for example 'I am the greatest click facilitator' 'I am joyful and content and I love myself'. That was a game-changer.*

*All the interventions were of superior quality. I walked out of every workshop having learned something new or just that one extra tool I could use to improve myself. I learned four questions which I use rigorously in my daily life; 1. Why, 2 Why Not, 3 Why Not Me, 4 Why Not Now?*

*Then the business development workshop whereby a random pig and fridge selection ended up being a team effort that harnessed all the creative juices out of my team members Ashley, Adwin, Precious and Lucky. The product thereof being a Cool Bank. Completely scalable.*

*The experience has afforded me be exposed on how I can go about that. This is a skill I will continue to pursue beyond the yes programme.*

*Lerato Twala*

In yet another effort to create future self-employment opportunities for young people once their YES placement in PfP schools end, Erica has been collaborating with Seeds of Africa, a non-profit organisation that supports enterprise and supplier development and ECD in disadvantaged communities. They have offered to train and manage nine young people that Youth@work has placed in PfP schools to deliver the Seriously Addictive Mathematics (S.A.M.) programme.

'Through this intervention we aim to not only develop more informed ECD practitioners in the Muldersdrift and Zandspruit area, but also to enhance the skills of foundation phase educators in maths. This initiative has the potential to empower young people to open their own ECD centres and strengthen the mathematical skills of young learners. We are cognisant of the gap between many ECD establishments and the foundation phase of public schools and this initiative will allow us to influence and manage the transfer of skills more effectively to increase impact on NGO funding,' explains Erica.

Through the collaboration between PfP and Youth@work, our schools truly are becoming the centre of their communities, with entrepreneurship being encouraged, practised and refined so that it can flourish.

In October 2019 the Youth@work team were informed that they had been allocated funding from Toyota for 229 placements and from Oracle for 45 placements. This caused great excitement! They immediately contacted our team and, together, we started a process to assess needs in PfP schools. Dina Cramer, a member of the PfP leadership team, was in Lephalale facilitating Time to Think training and heard about young people who needed work placements to complete their ECD and administration qualifications.

Dina contacted Erica who instantly agreed to earmark 70 placements in PfP schools on the condition that there was someone who could assist with the extensive paperwork required for the selection and recruitment process. Dina put Erica in contact with Annemie van Vuuren, a well-connected retired district education official who was willing to offer her services to bring opportunities to schools 'in the forgotten land'.

A group of motivated and passionate young people who are studying to become teachers have been selected for this opportunity, and the intention is to support these individuals to become teachers of the future, equipped with the technical skills they need, coupled with a 'possibility' mindset. The value of these placements to the young people and the PfP schools they will be working in is R3,000,000 and Erica is looking forward to reporting to YES about the number of permanent jobs, small businesses and future study opportunities that will be created with this money.

As a result of the partnership between PfP and Youth@work Erica often receives messages like this:

*What has made a great impact in my life is the fact that this year I completed my PGCE certificate and I'm now a qualified teacher.*

*Getting an opportunity to be in a school that has a lot of activities going on made my mind think broadly about what I can implement or influence the kids with. When I started in the school I gathered a group of girls and I joined them as girl guides. Now towards the end of this year I started a drum majorette group which made the girls really excited and wanting to engage.*

*There are more activities to be implemented and I hope next year will be indeed an exciting year.*

*Thenjiwe Mthembu*

During 2019 Youth@work placed 570 young people into PfP schools, collectively channelling an incredible R29,070,000 worth of services into these under-resourced institutions.

The support that these young people have been providing in PfP schools has positively impacted them in a variety of ways which include:

- Educators spending more time teaching through being freed from administrative tasks
- More efficient school administration processes, such as timeous reporting to education districts
- More extra mural activities being offered to learners
- Learners benefitting from mentorship and educational and emotional support
- Pupils becoming more engaged with their academic work and showing improved performance
- More participation by parents in some schools
- A reduction in learner absenteeism in most schools.

The school serves as a home for many children, who receive much-needed food, guidance, support and role modelling there – especially those who grow up in child-headed households. Together with teachers, young people placed by Youth@work at PfP schools often fulfil some aspects of a parenting role.

In the final months of 2019, Youth@Work received further funding from Canon, Werksmans Attorneys, MacMillan Publishers, Vesuvius, MLC Quantity Surveyors,

Performanta, MtT Inland (Pty) Ltd, Entersekt, and Accounting and Financial Advisory to expand the YES programme into the Western and Eastern Cape. They have signed an agreement with LFP, an accredited training partner who will ensure that these YES sponsors receive the relevant B-BBEE points for their investment in young people.

Erica and Jacinta's dream is to develop a generation of young people who are empowered to fulfil their potential and become productive, self-sustaining members of society. Robyn has worked closely with this dedicated pair to help realise their vision and says:

*Imagine if.....*

*...Our country's problems hold the seed of our greatest potential*

- *We give our young people an opportunity to experience their first work as being in community, where they live*
- *Young people are mentored and become civic-minded*
- *Young people develop a deep sense of their ability to contribute meaningfully and impact upon others who recognise that a job entails being of value and being of service and who are rewarded and remunerated for this*
- *We can create micro-industry hubs born of in-community work with the development of key skills needed by that community, the opportunity to assess and meet the community's needs, and the development of trust within that community*
- *We can refine and develop a coherent, sustainable strategy to strengthen our youth, education system, and the economy in keeping with the demands of the Fourth Industrial Revolution.*