Appendix 6: Implementation Roadmap

Phased Rollout Strategy 2026-2030

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APPENDIX 6: IMPLEMENTATION ROADMAP & STAKEHOLDER ENGAGEMENT GUIDE

From Vision to Action: A 10-Year Pathway for Global Adoption

EXECUTIVE SUMMARY: THE IMPLEMENTATION IMPERATIVE

Core Challenge: Brilliant frameworks fail without **execution intelligence**. This appendix transforms the GSI from academic architecture to **actionable reform agenda** by providing:

1. **Phased Global Rollout Plan** (1-3-5-10 year horizons)
2. **Stakeholder Engagement Strategy** (Who to involve, when, how)
3. **Resource Mobilization Framework** (Funding, talent, technology)
4. **Political Navigation Toolkit** (Overcoming resistance, building coalitions)
5. **Adaptive Management System** (Learning, adjusting, scaling)

Guiding Principle: *"Think globally, pilot locally, scale regionally, institutionalize globally."*

PART 1: 10-YEAR IMPLEMENTATION ROADMAP

Phase 1: Swedish Foundation (Years 1-2)

Theme: "Proof of Concept in Home Laboratory"

Year 1: Swedish Municipal Pilots (2026)

```
Quarter 1: Preparation (Jan-Mar 2026)
• Establish Swedish Subsidiarity Institute (legal entity)
• Recruit core team (5 FTE: Director, Data Analyst, Community Organizer, Policy Specialist, Tech L
• Secure initial funding (10M SEK target: 40% philanthropy, 30% municipal contributions, 30% resea
• Develop Swedish GSI Toolkit (localized version of Technical Manual)
• Identify 50 pilot municipalities (strategic selection for diversity)

Quarter 2: Launch (Apr-Jun 2026)
• Train municipal assessment teams (3-day certification program)
• Begin baseline data collection in 20 municipalities
• Launch Swedish GSI Dashboard (MVP version)
• Establish municipal learning network (monthly virtual sessions)
• Media launch: Op-eds in Dagens Nyheter, Svenska Dagbladet
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```
Quarter 3: Assessment (Jul-Sep 2026)
• Complete baseline assessments in all 50 municipalities
• Publish "State of Swedish Subsidiarity 2026" report
• Host first national subsidiarity conference
• Identify 10 "quick win" intervention areas
• Begin community validation process (citizen panels)

Quarter 4: Intervention Design (Oct-Dec 2026)
• Co-design reform proposals with 10 pioneer municipalities
• Develop municipal "subsidiarity action plans"
• Secure political endorsements from key parties
• Prepare legislative proposals for parliamentary consideration
• Establish academic validation partnership (Uppsala/Lund/Gothenburg)
```

Success Metrics (Year 1):

- ✓ 50 municipalities assessed (baseline established)
- ✓ 100+ certified GSI assessors trained
- ✓ Swedish GSI Dashboard with 50,000+ monthly users
- ✓ 10 concrete reform proposals co-designed with municipalities
- ✓ Media coverage: 50+ articles, 3+ TV features

Year 2: Swedish Reform Implementation (2027)

```
Quarter 1: Legislative Push (Jan-Mar 2027)
• Parliamentary hearings on subsidiarity reform
• Municipal Innovation Charter legislation drafted
• 5 pilot reforms launched (care circles, local procurement, school autonomy, etc.)
• First "Subsidiarity Impact Report" published

Quarter 2: Scaling (Apr-Jun 2027)
• Expand to additional 50 municipalities (100 total)
• Launch municipal GSI certification program
• Establish cross-party parliamentary working group
• Begin data collection for Year 2 GSI scores
• Host Nordic knowledge exchange summit

Quarter 3: Evaluation (Jul-Sep 2027)
• Publish Year 2 GSI results with change analysis
• Document success stories (case studies, videos)
• Conduct economic impact assessment of early reforms
• Prepare international expansion strategy
• Host international study tour for potential partners

Quarter 4: Institutionalization (Oct-Dec 2027)
• Municipal Innovation Charter enacted (legal framework)
• GSI integration into municipal planning cycles
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  • Establish permanent Swedish Subsidiarity Council
  • Secure multi-year funding commitment (50M SEK, 3 years)
  • Prepare Phase 2: Nordic Expansion
```

Phase 1 Resource Requirements:

- **Budget:** 25M SEK over 2 years
- **Team:** 15 FTE by end of Year 2
- **Technology:** Custom GSI platform + mobile app
- **Partners:** 100+ municipalities, 5+ universities, 20+ civil society organizations

Phase 2: Nordic & European Expansion (Years 3-5)

Theme: "Regional Proof, European Influence"

Year 3: Nordic Laboratory (2028)

```
Strategic Focus: Test GSI in similar-but-different contexts
• Norway Pilot: 20 municipalities (oil-funded decentralization challenge)
• Denmark Pilot: 20 municipalities (digital governance integration)
• Finland Pilot: 20 municipalities (rural-urban divide focus)
• Iceland Pilot: Whole-nation laboratory (scale effects study)
• Sweden: Scale to all 290 municipalities

Key Activities:
• Establish Nordic Subsidiarity Network
• Comparative analysis across Nordic models
• EU policy engagement (Brussels office establishment)
• Digital platform expansion (Nordic languages, features)
• First international GSI certification program
```

Year 4: European Early Adopters (2029)

```
Strategic Focus: Test in diverse European contexts
• Germany Pilot: 3 states (federal system adaptation)
• Netherlands Pilot: 20 municipalities (water governance focus)
• Spain Pilot: 3 regions (asymmetric federalism)
• Poland Pilot: 20 municipalities (post-communist transition)
• Switzerland: Full assessment (federalism benchmark)

Key Activities:
• European Subsidiarity Observatory establishment
• EU Directive reform advocacy (subsidiarity protocol)
• Expansion of digital platform (EU-wide)
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  • Training of European assessors (500+ target)
  • European Parliament engagement
```

Year 5: European Institutionalization (2030)

```
Strategic Focus: Mainstream into European governance
• EU-wide GSI assessment (all member states)
• Integration into European Semester process
• Formal partnership with European Committee of the Regions
• GSI as condition for cohesion funding
• European Subsidiarity Charter development

Key Activities:
• Annual European Subsidiarity Report
• European GSI certification standard
• Integration with EU open data portals
• Pan-European municipal learning network
• Preparation for global expansion
```

Phase 2 Resource Requirements:

- **Budget:** 150M SEK over 3 years (EU grants, national contributions, philanthropy)
- **Team:** 50 FTE across Europe
- **Technology:** Multi-lingual platform, EU data integration
- **Partners:** 500+ municipalities, 20+ national governments, EU institutions

Phase 3: Global Pilots & South Partnerships (Years 6-8)

Theme: "Global Proof, Southern Innovation"

Year 6: Global Pilot Selection (2031)

```
Strategic Criteria for Pilot Selection:
1. Geographic diversity (all continents)
2. Governance diversity (democratic, hybrid, authoritarian)
3. Development level diversity (high, middle, low income)
4. Cultural diversity (Western, Asian, African, Indigenous)

Selected Pilots (6-8 countries):
• Canada (federal, indigenous focus)
• Rwanda (developmental state)
• South Korea (digital governance)
• Brazil (federal, inequality focus)
• India (complex federalism)
• South Africa (post-apartheid transformation)
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• Indonesia (archipelagic governance)
• Jordan (refugee hosting context)
```

Year 7: Adaptation & Testing (2032)

```
Key Activities:
• Country Adaptation Workshops (co-design)
• Local validation ecosystem development
• South-South learning exchanges
• G20 engagement strategy
• UN partnership development
• Global South research agenda
```

Year 8: Global Network Formation (2033)

```
Key Activities:
• Global Subsidiarity Consortium establishment
• Regional hubs (Africa, Asia, Americas)
• UN endorsement campaign (SDG integration)
• World Bank/IMF engagement
• Global annual summit launch
• Global GSI certification standard
```

Phase 3 Resource Requirements:

- **Budget:** 300M SEK over 3 years (multilateral, philanthropy, national)
- **Team:** 100+ FTE globally
- **Technology:** Global platform with regional adaptations
- **Partners:** UN agencies, World Bank, regional development banks, 50+ countries

Phase 4: Global Institutionalization (Years 9-10)

Theme: "Mainstreaming into Global Governance"

Year 9: Systemic Integration (2034)

```
Integration Targets:
• UN Sustainable Development Goals (SDG 16+ indicators)
• World Governance Indicators (World Bank)
• Democracy Indices (Economist Intelligence Unit, V-Dem)
• Corporate ESG standards
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• University governance curricula
• Professional certification programs
```

Year 10: New Normal (2035)

```
Vision Realization:
• GSI as standard governance assessment (like GDP for economics)
• Annual Global Subsidiarity Report (flagship publication)
• 100+ countries with regular GSI assessments
• GSI-informed constitutional reforms in 20+ countries
• Global network of 10,000+ certified practitioners
• Self-sustaining funding model (certification fees, data services)
```

Ultimate Success Metrics (2035):

- ✓ GSI integrated into 100+ national governance systems
- ✓ 1,000+ research papers using GSI data
- ✓ 10,000+ certified GSI practitioners globally
- ✓ Measurable improvements in governance resilience worldwide
- ✓ GSI methodology taught in 500+ universities

PART 2: STAKEHOLDER ENGAGEMENT STRATEGY

2.1 Stakeholder Mapping Matrix

Stakeholder Group	Phase 1 Priority	Phase 2 Priority	Phase 3 Priority	Engagement Strategy
Municipal Officials	VERY HIGH	HIGH	MEDIUM	Co-design, peer learning, quick wins
National Governments	MEDIUM	HIGH	VERY HIGH	Evidence-based policy, international benchmarking
EU Institutions	LOW	VERY HIGH	HIGH	Directive reform, cohesion policy alignment
UN Agencies	LOW	MEDIUM	VERY HIGH	SDG integration, global standardization
Academic Institutions	HIGH	HIGH	HIGH	Research partnerships, methodology validation

Stakeholder Group	Phase 1 Priority	Phase 2 Priority	Phase 3 Priority	Engagement Strategy
Civil Society Organizations	HIGH	MEDIUM	HIGH	Community validation, advocacy partnerships
Media	HIGH	HIGH	MEDIUM	Success storytelling, public awareness
Private Sector	LOW	MEDIUM	HIGH	ESG integration, governance risk assessment
Philanthropic Foundations	VERY HIGH	HIGH	MEDIUM	Early funding, risk capital, convening power
International Organizations	LOW	MEDIUM	VERY HIGH	Mainstreaming, scaling, funding

2.2 Political Navigation Toolkit

Sweden-Specific Political Strategy:

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Left-Wing Parties (S, V, MP):
• Frame as: "Democratic deepening, community empowerment"
• Key Messages: "Return power to people, reduce bureaucratic alienation"
• Champions: Municipal politicians, union representatives
• Risks: Centralized welfare state tradition

Right-Wing Parties (M, KD, SD):
• Frame as: "Efficiency through local control, reducing Stockholm bureaucracy"
• Key Messages: "Municipal self-determination, fiscal responsibility"
• Champions: Local business leaders, municipal finance officers
• Risks: Resistance to redistribution mechanisms

Center Parties (C, L):
• Frame as: "Pragmatic governance reform, evidence-based policy"
• Key Messages: "What works locally, balancing unity and diversity"
• Champions: Mayors, regional planners
• Risks: Status quo bias, incrementalism
```

Engagement Tactics by Phase:

Phase 1 (Local First):

- Municipal "subsidiarity champions" identification and cultivation

- Peer-to-peer learning networks (mayor to mayor)
- Quick win demonstrations (visible success in 6-12 months)
- Local media partnerships (hyper-local success stories)

Phase 2 (National/European):

- Cross-party parliamentary working groups
- Ministry-level technical partnerships
- EU Committee of the Regions engagement
- Comparative benchmarking (Sweden vs. other EU nations)

Phase 3 (Global):

- G20/G7 policy briefings
- UN agency memoranda of understanding
- South-South knowledge exchanges
- Global governance forum participation

2.3 Resistance Anticipation & Mitigation

Resistance Source	Likely Arguments	Mitigation Strategy
Central Government Bureaucrats	"We need national standards", "Local capacity insufficient"	Evidence of local success, phased capacity building, minimum standards framework
Professional Associations	"Only experts can decide", "Quality will decline"	Professional-community partnership models, quality assurance protocols, incremental professional role evolution
Political Centralizers	"We won't let go of power", "Our voters expect us to deliver"	Electoral success stories from early adopters, public opinion polling showing demand for local control
Equity Advocates	"Decentralization increases inequality"	Equalization mechanisms, minimum standards, progressivity safeguards
Efficiency Technocrats	"Centralization is more efficient"	Total cost of ownership analysis (including social costs), resilience value quantification
Cultural Traditionalists	"This isn't how we do things here"	Cultural translation, local governance tradition revival, gradual adaptation

Key Mitigation Principle: *"Don't fight resistance—co-opt, reframe, or bypass."*

PART 3: RESOURCE MOBILIZATION FRAMEWORK

3.1 Funding Strategy by Phase

Phase 1 (2026-2027): Swedish Foundation

```
Total Budget: 25M SEK

Sources:
• Swedish Philanthropy (40%): 10M SEK
  - Postcode Lottery
  - Erling Persson Family Foundation
  - Ikea Foundation (Swedish programs)
  - Local family offices

• Municipal Contributions (30%): 7.5M SEK
  - Pilot municipality fees (150K SEK each x 50)
  - Association of Swedish Municipalities partnership

• Research Grants (20%): 5M SEK
  - Swedish Research Council
  - Formas (sustainability research)
  - Vinnova (innovation funding)

• Corporate Sponsorship (10%): 2.5M SEK
  - Swedish tech companies (Spotify, Klarna, etc.)
  - Management consultancies (implementation partners)
```

Phase 2 (2028-2030): European Expansion

```
Total Budget: 150M SEK (50M SEK/year)

Sources:
• EU Grants (40%): 60M SEK
  - Horizon Europe (research innovation)
  - Cohesion Fund (regional development)
  - European Social Fund (capacity building)
  - European Democracy Fund

• National Government Contributions (30%): 45M SEK
  - Partner country funding (Norway, Germany, etc.)
  - Swedish International Development Agency
  - Ministry of Foreign Affairs (democracy promotion)

• Philanthropic Scaling (20%): 30M SEK
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   - Open Society Foundations
   - Rockefeller Foundation
   - European philanthropic networks


• Service Revenue (10%): 15M SEK
   - Municipal certification fees
   - Training programs
   - Data analytics services
```

Phase 3 (2031-2033): Global Scaling

```
Total Budget: 300M SEK (100M SEK/year)

Sources:
• Multilateral Agencies (40%): 120M SEK
   - UN Development Programme
   - World Bank Governance Trust Fund
   - African Development Bank
   - Asian Development Bank


• Bilateral Development Aid (30%): 90M SEK
   - SIDA, Norad, GIZ, USAID, etc.
   - Country-specific governance programs


• Corporate & Foundation (20%): 60M SEK
   - Global tech philanthropy (Gates, Chan Zuckerberg)
   - Corporate social responsibility programs
   - Impact investment funds


• Self-Sustaining Revenue (10%): 30M SEK
   - Global certification program fees
   - Premium data services
   - Government advisory services
```

Phase 4 (2034-2035): Institutionalization

```
Financial Sustainability Model:
• Certification fees: 40% of revenue
• Data licensing: 30% of revenue
• Government contracts: 20% of revenue
• Philanthropic support: 10% of revenue


Target: Self-sustaining by 2035 with 200M SEK annual revenue
```

3.2 Team Building Strategy

Core Competencies Needed:

1. **Governance Expertise** (political scientists, public administrators)
2. **Data Science & Technology** (data engineers, visualization specialists)
3. **Community Engagement** (organizers, facilitators, trainers)
4. **Policy & Advocacy** (legislative experts, communications specialists)
5. **International Relations** (diplomats, multilateral specialists)
6. **Operations & Finance** (administrators, fundraisers)

Growth Plan:

- **Year 1:** 5 FTE (Sweden-focused)
- **Year 3:** 25 FTE (Nordic/European)
- **Year 5:** 50 FTE (European institutionalization)
- **Year 8:** 100 FTE (Global network)
- **Year 10:** 150 FTE (Global institution)

Talent Acquisition Strategy:

- **Phase 1:** Swedish experts + early career talent
- **Phase 2:** European specialists + Swedish diaspora
- **Phase 3:** Global talent + local experts in pilot countries
- **Phase 4:** Institutional leadership + specialized technical teams

3.3 Technology Infrastructure Roadmap

Phase 1 Technology (2026-2027):

- Swedish GSI Dashboard (MVP)
- Municipal data collection tools
- Basic analytics and visualization
- Cost: 5M SEK (development + 2 years operation)

Phase 2 Technology (2028-2030):

- European multilingual platform
- API integration with government systems
- Advanced simulation engine
- Mobile data collection apps
- Cost: 20M SEK (development + 3 years operation)

Phase 3 Technology (2031-2033):

- Global federated platform
- AI-powered anomaly detection
- Real-time data processing

- Blockchain verification layer
- Cost: 50M SEK (development + 3 years operation)

Phase 4 Technology (2034-2035):

- Enterprise-grade global system
- Predictive analytics capabilities
- Integration with global governance databases
- Open source ecosystem
- Cost: 30M SEK/year (operations + evolution)

PART 4: RISK MANAGEMENT FRAMEWORK

4.1 Risk Assessment Matrix

Risk Category	Probability	Impact	Mitigation Strategy
Political Backlash	High	High	Cross-party engagement, evidence-based framing, pilot success demonstration
Funding Instability	Medium	High	Diversified funding sources, revenue-generating services, endowment building
Methodological Criticism	High	Medium	Academic validation, transparency, continuous refinement, peer review
Implementation Failure	Medium	High	Phased approach, local adaptation, capacity building, quick wins
Technological Failure	Low	High	Modular architecture, open standards, redundancy, disaster recovery
Cultural Misapplication	Medium	Medium	Cultural translation protocols, local co-design, adaptation guidelines
Co-option by Authoritarians	Low	High	Clear democratic principles, transparency requirements, civil society validation
Competition/Redundancy	Medium	Low	Differentiation focus (architecture over performance), partnership strategy

4.2 Adaptive Management System

Quarterly Review Process:

```
1. Data Review: GSI scores, implementation metrics, stakeholder feedback
2. Strategy Assessment: Progress vs. plan, emerging opportunities/threats
3. Course Correction: Adjustments based on learning
4. Communication Update: Internal and external alignment
```

Annual Strategic Reset:

- Comprehensive review of all assumptions
- Stakeholder feedback synthesis
- External environment analysis
- Strategic direction adjustment
- Resource reallocation

Failure Response Protocol:

```
Step 1: Rapid Assessment (Within 72 hours)
Step 2: Stakeholder Communication (Transparent, proactive)
Step 3: Root Cause Analysis (Not blame assignment)
Step 4: Corrective Action Design
Step 5: Implementation & Monitoring
Step 6: Learning Documentation & Sharing
```

4.3 Exit Strategy & Legacy Planning

Success Scenario Exit (2035+):

- Transition to independent global institution
- Self-sustaining funding model
- Distributed leadership structure
- Open source methodology and tools
- Networked governance model (no single headquarters)

Partial Success Adaptation:

- Focus on most successful components
- Regional rather than global scaling
- Partnership rather than leadership model
- Methodology licensing rather than implementation

Failure Scenario Wind-down:

- Open sourcing all materials and data
- Transferring successful components to partners
- Documenting lessons learned for future efforts
- Responsible financial closure

PART 5: MONITORING, EVALUATION & LEARNING FRAMEWORK

5.1 Success Metrics by Phase

Phase 1 Success Metrics (Swedish Foundation):

```
Input Metrics:
• Funding secured: 25M SEK
• Team size: 15 FTE
• Municipal partners: 100+

Process Metrics:
• Municipal assessments completed: 100
• Practitioners trained: 500+
• Media mentions: 200+

Output Metrics:
• Swedish GSI Dashboard launched
• 10 reform proposals developed
• Municipal Innovation Charter drafted

Outcome Metrics:
• GSI score improvement in pilot municipalities: +0.5 average
• Citizen satisfaction increase in pilot areas: +10%
• Policy changes implemented: 5+
```

Phase 2 Success Metrics (European Expansion):

```
Input Metrics:
• EU countries engaged: 10+
• European team: 50 FTE
• EU funding secured: 100M SEK

Process Metrics:
• European assessors trained: 1,000+
• EU policy briefings: 20+
• Cross-country learning events: 10+

Output Metrics:
```

```
• European GSI platform launched
• EU Subsidiarity Protocol developed
• European certification standard established

Outcome Metrics:
• EU-wide GSI score improvement: +0.3 average
• Integration into EU governance processes: 3+
• National policy changes in partner countries: 10+
```

Phase 3 Success Metrics (Global Scaling):

```
Input Metrics:
• Global partners: 50+ countries
• Global team: 100+ FTE
• Multilateral funding: 300M SEK

Process Metrics:
• Global practitioners certified: 10,000+
• UN/SDGs integration achieved
• Global South research partnerships: 20+

Output Metrics:
• Global GSI platform operational
• UN endorsement secured
• Global certification standard

Outcome Metrics:
• Global GSI score improvement: +0.2 average
• Governance resilience improvement in crisis response
• Institutionalization in 50+ countries
```

5.2 Learning Agenda

Research Questions to Answer Through Implementation:

1. What is the optimal pace of decentralization for different contexts?
2. How do we measure the transaction costs of polycentric governance?
3. What cultural factors most influence subsidiarity effectiveness?
4. How does digital technology change optimal governance scales?
5. What minimum capacities are needed for effective local governance?
6. How do we balance local autonomy with equity considerations?

Learning Mechanisms:

- **Implementation Research:** Embedded in all activities
- **Comparative Analysis:** Across contexts and over time

- **Failure Documentation:** Systematic learning from setbacks
- **Innovation Tracking:** What local adaptations work best
- **Longitudinal Studies:** Tracking changes over 10+ years

5.3 Knowledge Management System

Components:

1. **GSI Global Database:** All assessment data with metadata
2. **Case Study Repository:** Successes, failures, adaptations
3. **Toolkit Library:** Implementation tools, training materials
4. **Practitioner Network:** Directory, discussion forums, peer support
5. **Research Archive:** Papers, reports, analyses

Principles:

- Open access where possible
- Multi-lingual (starting with English, Swedish, expanding)
- User-centered design
- Continuous updating and refinement
- Quality assurance through peer review

CONCLUSION: FROM BLUEPRINT TO LIVING SYSTEM

This Implementation Roadmap transforms the GSI from theoretical framework to **living, evolving governance innovation**. The 10-year journey balances:

1. **Ambition with Feasibility:** Starting small in Sweden, scaling globally
2. **Rigor with Adaptability:** Evidence-based but learning-driven
3. **Leadership with Partnership:** Initiating but not controlling
4. **Speed with Sustainability:** Quick wins but long-term institution building

Key Success Factors:

- ✓ **Political Savvy:** Navigating power dynamics skillfully
- ✓ **Resource Adequacy:** Securing sustainable funding
- ✓ **Implementation Excellence:** Delivering visible results quickly
- ✓ **Adaptive Learning:** Continuously improving based on evidence
- ✓ **Network Building:** Creating a global community of practice

First 100-Day Action Plan (Starting Jan 1, 2026):

```
Week 1-4: Legal establishment, first hires, seed funding
Week 5-8: Swedish municipal recruitment, tool finalization
Week 9-12: First assessments, media launch, stakeholder engagement
```

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Month 4-6: Initial results, reform co-design, scaling planning
Month 7-12: First reforms implemented, evaluation, Year 2 planning
```

The journey begins not with global ambition but with **Swedish municipal reality**—proving the concept where it matters most, then letting success build momentum for wider transformation.

END OF IMPLEMENTATION ROADMAP APPENDIX

This roadmap will be updated annually based on implementation learning and changing global conditions. Version 1.0 assumes current geopolitical stability and gradual reform environments. Significant global disruptions would trigger contingency planning and adaptation.