



Colaborative Governance in Increasing Foreign Investment in Dumai City, Riau Province, Indonesia

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ABSTRACT

Indonesia as a developing country in Southeast Asia, but Indonesia is experiencing many similar problems to other developing countries, to catch up, Indonesia needs to accelerate development like other developed countries invest. In increasing economic growth, investment is needed in Indonesia, especially in Dumai City, Riau Province, Indonesia. The method in this research was a qualitative method with the type of descriptive research. The theory of Collaborative Governance according to Ansell and Gash which consists of collaborative processes, starting conditions, facilitate Leadership, Institutional Design which was used as an analytical study in this research. This research found that the increase in foreign investment in Dumai City has not run optimally since there were still many people who did not understand their respective duties, the absence of an MoU between the government and the private sector as well as the community, does not involve the community in increasing investment. The conclusion of this research showed that, investment aimed to accelerate economic independence to improve people's welfare and increase regional competitiveness both at the national and international levels. This was due to the lack of coordination between formal and non-formal institutions such as the government, the private sector and the community.

Keywords: *Collaborative Governance, Investment*

[1]INTRODUCTION

Emerson (2011) defines it as a process and a structure for making a public policy and also involving the community, private sector and NGOs from several existing institutions and levels to determine a common goal that is difficult to formulate by the government itself. As for McGuire (2006) asserts that Collaborative Governance is a concept in government management as a process of facilitation and implementation of various agencies such as government, community and NGOs that aim to. Meanwhile, McGuire (2006) explains that collaborative governance is a concept in government management as a process of facilitation and implementation by various institutions, both government, community, and NGOs that aim to solve common problems that cannot be solved by one government institution themselves.

Another paradigm discusses Collaborative Governance proposed by John Wanna (2008) which defines that cooperation has the meaning of cooperation between various parties, both individuals, groups and organizations. Wildavsky (1973) and Wanna (2008)

suggest that cooperation involves several dimensions, the first includes Collaborative Governance to build together, increase consistency, and straighten activities between actors. Second, collaborative governance is a negotiation process and a preparation to make an agreement and compromise. Third, is a joint anticipation through a series of rules in a mistake that might occur. Fourth, collaborative governance can be in the form of coercion and power, the ability to drive results. Fifth, collaborative governance is a future commitment and intensity, planning or preparation to straighten out the activities carried out. Finally, seeing cooperation is involvement in the process of developing internal motivation and personal commitment in projects that will be worked on together (Muzwardi, 2020).

Ansell and Gash (2007) Collaborative Governance model refer to a formal strategy of combining stakeholders in a decision, where the goal of cooperation is to achieve a consensus among stakeholders, this model discusses four dimensions to measure the success of collaborative governance, first collaborative process as the core of collaborative

governance This model was influenced by three dimensions; Starting conditions, institutional design, and facilitative leadership. The four dimensions of collaborative governance were analyzed and operationalized so it becomes a collaborative outcome based on consensus-oriented and formal decisions.

The government's paradigm that is oriented on investment development in Indonesia refers to Law Number 25 of 2007 concerning Investment. Investment services are strategic services carried out by the government. The position of investment services, especially licensing and non-licensing, is very strategic since it is the key to the development and improvement of the community's economic growth. If the government does not increase investment maximally, it will have an impact on the failure of investment as a whole.

Politically, the government's plan to develop and increase investment is contained in Article 33 paragraph 4 stating the economy with the principles of togetherness, efficiency, justice, sustainability, environmental insight, independence and by maintaining balance and unity. Based on the 1945 Constitution, the government accelerates national economic development and increases investment, including by increasing investment in certain areas to attract national and international market potential as a driving force to increase the attractiveness of investment growth, especially foreign investment in Dumai City, Indonesia.

Based on the researcher's identification of the theories and ideas that was used and was juxtaposed with empirical phenomena in increasing foreign investment in Dumai City, it needs to be emphasized that the lack of the collaborative governance model proposed by Ansell and Gash (2007) there are several things, such as, the transformative process and not emphasizes community involvement, does not describe the policy network and does not show the network structure. For this reason, it is necessary to study further in the form of research in order to complement the theory of collaborative governance, especially in increasing foreign investment (PMA) in Dumai City, Indonesia.

Another research conducted by Ady Muzwardi (2019) from the aspect of foreign investment in Bintan, Riau Islands (Kepri) entitled "Analysis of Collaborative Governance in increasing foreign investment in the Free Trade Zone of Bintan", this research analyzed collaborative governance relationships between organizations in the organizing system in increasing investment in the free trade zone of Bintan and also analyzing the coordination network on 3 aspects; Government structure, service characteristics, operational interaction at the regency/city level, only the Collaborative Governance

concept is not comprehensive, since it looks more at the coordination between the government and the private sector but does not involve the community (Muzwardi, 2020).

Research conducted by Eko Eddy Sapriyanti et al (2021) entitled Collaborative Governance in Investment Policy in the Special Economic Zone of Kendal Indonesia, this research examined investment as a government affair that aimed to improve central and regional economic development, and also this research examined that Collaborative Governance between the government and local investors to develop the regional economy, especially Special Economic Zones (SEZ). But in conclusion, the government could form stakeholders for regional economic development by collaborating with national and international private companies to carry out economic growth. (Supriyanto, Warsono and Purnaweni, 2021). Furthermore, according to Ansell and Gash (2007:228) explained that there are 5 (five) indicators of the process of forming collaborative governance that is established by the government, the private sector and the community, including: 1. Face to face dialogue. At the face-to-face dialogue stage, the stakeholders involved are expected to build trust, mutual respect, mutual understanding, and commitment to the pros and cons of a planned and implemented collaboration (Ansell and Gash, 2007:558). The existence of a face-to-face dialogue is a very important initial stage in a collaboration without a face-to-face dialogue at the beginning of the collaboration process, it is feared that it will create a turmoil in the process of running a collaboration. 2. Trust Building. Trust is a very important thing in a collaboration, since in a collaboration it is not only related to bargaining, but also about building a trust in each of the stakeholders involved. Trust will not come right away, but it takes quite a long time since trust will be very useful in the long term in the collaboration process. 3. Commitment to the process. Commitment to the process stages developing a belief that negotiation is the best way to get a desired policy in solving a problem at hand. Commitment in practice requires a clear, fair and transparent stage of each actor involved. 4. Shared Understanding. Stakeholders in a collaborative process at a certain point require the development of a process on a common understanding of what is being achieved collectively. Shared understanding is also defined as a process of equalizing understanding related to the knowledge needed in overcoming a problem at hand. 5. Intermediate Outcome (final results achieved). At this stage it is expected that an agreement can emerge on the final results to be achieved in a collaboration, the design and setting of a final result is expected to build a sense of trust and commitment to be able to carry out the main tasks of each stakeholder to solve the problems faced (Gunawan and MARUF, 2020)

[2] RESEARCH METHODS

The approach used in this research was qualitative with descriptive research type. This was because this research described a phenomenon that was observed and did not carry out calculations using statistical techniques. Besides, the objective of this qualitative research was to produce findings that cannot be achieved (obtained) by using statistical procedures or by other means of quantification (measurement). This research was conducted at the One Stop Integrated Investment Agency (DMPTS) Dumai City, Riau Province. Dumai city has a strategic location in the Rupa Strait which is directly adjacent to the Malacca Strait which is one of the busiest shipping lanes in the world, making Dumai city on the international trade route and also Dumai as a city that grows and develops into a service and industrial city on the Riau Province coast.

[3] DISCUSSION

Dumai City is a city with the third largest administrative area in Indonesia after Palangkaraya and Tidore Islands City and is the result of the division of Bengkalis Regency, which currently has 7 Districts and 33 Villages. Dumai City which has a strategic location, which is in the Rupa Strait and directly adjacent to the Malacca Strait, which is one of the busiest shipping lanes in the world and makes Dumai City on the international trade route. Along with the passage of time, the Dumai City grew and developed into a City of Services and Industry located on the Coast of Riau Province, in connection with the rapid growth of the Dumai City,

The Dumai City Government seeks to explore the potential and investment opportunities in Dumai City so the foreign investors are interested in investing in Dumai City. This very strategic position currently supports the export of domestic products and imports of foreign products, another opportunity is the creation

of a free trade area between countries in Dumai City. Various industrial fields are developing in Dumai City as a city for processing petroleum and there are several other industrial sectors such as (1) Crude Palm Oil (CPO) Processing for Palm Oil, (2) Tangka Heap services, (3) Fertilizer, (4) Cement Packaging. (5) Container and port transportation services (6) Housing developer and so on.

Industrial development is also supported by the existence of several industrial areas, such as the Bukit Kapur Industry covering an area of 115 hectares, the Bukit Timah Industrial Estate, the Dock Yard Industrial Estate covering an area of 300 hectares, the Dumai Industrial Estate (KID) Pelintung covering an area of 5,084 hectares which is currently designated as a Special Indonesian Economic Zone (KEKI), the Lubuk Gaung Industrial Estate covers 2,138 hectares.

Indonesia as a developing country in Southeast Asia, but Indonesia is experiencing many problems as well as other developing countries. To catch up, Indonesia needs to accelerate development like other developed countries. In increasing economic growth, investment is needed in Indonesia, especially in Dumai City, Riau Province, investment policy planning based on the potential of each region, and nationally, Riau Province is ranked fourth, even though Dumai was able to deliver the first position for the Sumatra region with an investment realization of 12.75 trillion rupiah. Based on the report on the realization of foreign investment (PMA) with a realization of 60% or 4.453 trillion, and Domestic Investment (PMDN) with an investment realization of 40% or equivalent to 1.359 trillion. When compared to the same period last year, the first quarter of this year was much better. In 2019 it was only Rp. 5,937 a year. As an illustration of the last 4 years, the realization of investment in Dumai City in 2016 was Rp. 3.224 trillion, in 2017 it was Rp. 4.398 trillion, in 2018 it was Rp. 2.006 trillion and in 2019 it was Rp. 5.937 trillion, up to the first quarter of 2020 Rp. 5.813 trillion.

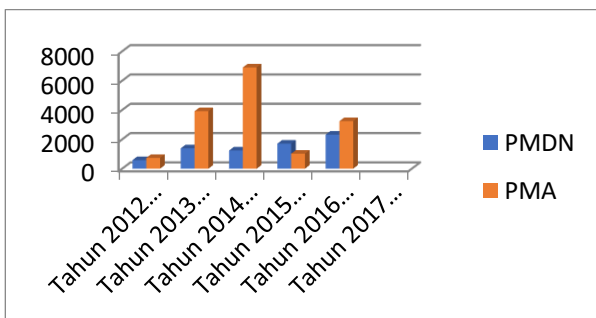
Table 1 Realization of Foreign Investment (PMA) and Domestic Investment (PMDN) 2021

No	Types	Quarter I	Quarter II	Quarter III	Quarter IV	Total
1	PMDN	Rp 28,837,700,000.00	Rp 333,458,100,000.00	Rp 225,235,700,000.00	Rp 857,188,700,000.00	Rp 1,444,720,200,000.00
2	PMA	\$ 362,864,100.00	\$ 196,427,100.00	\$ 29,620,800.00	\$ 7,596,400.00	\$ 596,508,400.00

No	Types	Quarter I	Quarter II	Quarter III	Quarter IV	Total
		Rp 5,297,815,860,00 0.00	Rp 2,867,835,660,00 0.00	Rp 432,463,680,00 0.00	Rp 110,907,440,00 0.00	Rp 8,709,022,640,000. 00
	TOTAL	Rp 5,326,653,560,00 0.00	Rp 3,201,293,760,00 0.00	Rp 657,699,380,00 0.00	Rp 968,096,140,00 0.00	Rp 10,153,742,840,00 0.00

Source: BKPM Dumai City

From the table above, it can be concluded that the investment realization in the last three years has experienced ups and downs, so it is necessary to increase investment, both Foreign Investment (PMA) and Domestic Investment (PMDN) in the Dumai City



(Source: One Stop Investment Agency Dumai City 2022)

Figure 1 Comparison of PMDN and FDI realization in Dumai City Based on LKPM 2012 to 2017

From the picture above, it can be seen that the realization of domestic and foreign investment in Dumai City fluctuates every year, where the amount of investment should increase every year, and vice versa. For the investment achievement of Dumai City, the largest investment was in the palm oil derivative industry sector, namely the category of foreign investment in Dumai City which increased significantly. Following the immediate completion of a national strategic project that supports Dumai City as a Port and Industry area, and is supported by the existence of the Dumai-Pekanbaru toll road and gas network. The number of foreign investments in Dumai City is inseparable from the obstacles faced in the field so the realization of investment in Dumai City has not been maximized which Dumai should be able to exceed the target achieved by either foreign investment (PMA) or domestic investment (PMDN) in Dumai city, Riau Province, Indonesia. Based on research on Collaborative Governance in increasing foreign

investment in Dumai City, the researchers used the indicators expressed by Ansell and Gash (2007) with process indicators as follows:

The Collaborative Process

This dimension describes collaboration as a gradual development. The collaborative process is a cycle that often appears to depend on achieving a good cycle between its various dimensions. Feedback from collaboration influences further collaboration. It is even difficult to know where to start the collaboration process. However, because communication is the core of collaboration, Ansell and Gash (2007) start with a face-to-face dialogue which is described as follows:

1) *Face-to-face dialogue*

As a consensus-oriented process, direct dialogue (communication is needed for stakeholders to identify opportunities for mutual benefit. Face to face dialogue carried out by the government, private sector and community in the form of regular meetings where the implementation cannot be determined or unscheduled) regularly. In the sense that the meeting is held suddenly by the government and the private sector as well as the community, both formally and semi-formally. The meeting is used to communicate with each other and also exchange ideas as well as information to each stakeholder for collaborative governance in an effort increase foreign investment in Dumai City Face to face dialogue in order to increase investment the role of the community is not yet visible This is evidenced by the absence of community involvement in the dialogue process or inter-sectoral meetings community meetings just as a giver of input or comments. The role of the community is only as a commentator on social media or only as a formality in a face-to-face dialogue process. Women are more dominated by the government and the private sector without the community being directly involved in the process of face-to-face dialogue.

2) *Trust Building*

When there has been pre-history, trust is the initial and most prominent aspect of the collaboration process. Trust building is a time-consuming process that requires a long-term commitment to achieve collaborative results. Trust building between the government, private sector and the community in collaborative governance in an effort to respond to the community regarding increasing foreign investment (PMA), begins with building an image for each stakeholder, communicating with intense coordination between the parties involved. Communication and coordination are very important to do so the aim of increasing foreign capital investment in Dumai City can run effectively and efficiently, trust building carried out by stakeholders begins with building the image of each stakeholder agency. The private sector in building an image is reflected in the commitment to be useful for the community to absorb labor and improve the community's economy with the investment of Foreign Investment (PMA), with the large number of foreign investments entering Dumai City, it will certainly have a good impact on the community. Meanwhile, the government and the private sector consider the community as the main component to provide confidence with the achievement of increasing foreign investment in Dumai City, so the trust will grow and become a good relationship hand in hand in increasing foreign investment (PMA). In addition to building an image, communicating, coordinating with the Government, the private sector and the community is evidenced by the increase in foreign investment in Dumai City. On the other hand, trust building carried out by the government, the private sector and the community is proven by the realization of an increase in foreign investment that has a positive impact on the people of Dumai city. From the trust building process that has been carried out by the stakeholders above, it contains a lot of appreciation and public trust, so that the community is very supportive of increasing Foreign Investment (PMA) investment in Dumai City.

3) *Commitment to the Process*

Relates to recognition of interdependence, ownership of processes and openness to exploring mutual benefits. Commitment and process is to develop a good faith that negotiation is the best way to achieve a desired result. Commitment is very important, especially to change the nature in which they regard their position as absolute, so it requires mutual appreciation or mutual recognition. Commitment to a collaborative process requires a willingness to meet the consensus results of having shared responsibility for what has been mutually agreed upon. Commitment to the process in the implementation of collaborative governance in an effort to increase foreign investment in the Dumai city, the stakeholders involved also show their respective commitments to carry out collaborative governance. Stakeholders such as the government and the private

sector play an important role in increasing foreign investment in Dumai City. The government and the private sector are trying their best to coordinate with the community through formal and semi-formal meetings. Because the government realizes the importance of the community's role in increasing foreign investment. These efforts are carried out simultaneously with these stakeholders, which is certainly useful for building a pattern of good cooperation that does not harm one another, which has the same goal, namely increasing foreign direct investment (PMA) in Dumai City. The community also showed a good commitment as well, that commitment could be seen from the community's support for foreign investment such as the large number of absorptions of local workers in the Dumai city. So that the stakeholders are mutually responsible in increasing foreign investment, namely with one of the many foreign companies entering Dumai City. Collaboration will not always run smoothly, as there were problems that had the potential to damage and even dissolve the collaboration process itself. This collaboration in increasing foreign investment, the government, the private sector and the community have prepared efforts or strategies to overcome a problem that occurred such as the failure of foreign investment to enter Dumai City, Indonesia and the absorption of local workers as a positive impact for the community. Although at this time nothing unique has been found in this collaboration, namely this collaboration runs without a written agreement and binding matters such as a memorandum of understanding (MOU) being made, because in a collaboration there must be a clear, fair and transparent process as a form of commitment from each stakeholder, but collaboration in an effort to increase foreign investment (PMA) in Dumai City. Ansell and Gash on the characteristics of collaborative governance (2016:175) reveal that the collaborative governance process does not have to be equipped with a written agreement or MoU, it is enough to implement a useful forum for making a decision based on a mutual agreement, it can be said as a collaborative governance process. Efforts to increase foreign investment in Dumai City in collaborative governance have implemented a forum, both formal and semi-formal, that is useful for building a sense of trust between stakeholders and discussing the development of the collaboration itself, although it is not accompanied by a written cooperation agreement or also called an MOU.

4) *Sharing Understanding*

Some terms regarding shared understanding are common mission, common goals, clear goals, or clear directions. Shared understanding can also imply agreement on the definition of the problem or agreement on the relevant knowledge needed to address the problem. The general problem definition is an agreement on the problem definition. The achievement

of the objectives will be related to the identification of the current problem. The various identifications of these conditions require the approval of various parties. In identifying the goals and problems that exist, it is necessary to identify common values, namely the same value or the same understanding. The Sharing Understanding process has been going well, where each stakeholder already has the same understanding and is in harmony. Stakeholders already have a common understanding and goal of collaborative governance that they are living. Their goal is to both try to increase foreign investment in Dumai City. The process of sharing understanding is inseparable from the face-to-face dialogue process carried out by all stakeholders. With a face-to-face dialogue that goes well, it will be able to overcome misunderstandings that will lead to differences of opinion. This sharing understanding process makes it easier to plan what steps will be taken by the government, the private sector and the community in increasing foreign investment in Dumai City. Steps that will be taken by the government such as promotion and solving problems in investment such as facilitating the licensing of foreign investors who will enter Dumai City, both licensing and non-licensing.

5) *Intermediate outcomes*

This indicator is the output as a result of the process. At this stage, minimal achievements are required as a result of the collaborative process. Intermediate outcomes can return to the collaborative process cycle, fostering a virtuous cycle of building trust and commitment. Intermediate outcomes in an effort to respond to problems that occur in the community such as not being included in investment, where the community should also play an important role in the collaboration process. This collaborative activity aims to assist and facilitate the government, the private sector and the public in increasing Foreign Capital investment in Dumai City considering that Dumai city is a city that is visited by many foreign investors such as Malaysia, Singapore, Brunei, China and Middle East countries can increase foreign investment so it has a positive impact on the community, especially the Dumai City, especially in increasing economic growth and employment. Without this collaboration, the government will not be able to work by itself. The role of the community is very necessary in collaboration between the government and the private sector, all three are important roles in increasing investment, according to their respective functions.

[4] CONCLUSION

Based on the analysis of collaborative governance in an effort to increase Foreign Investment (PMA) investment in Dumai City which involves several stakeholders including the government, the private sector and the community, it has been going well, in the

collaborative governance process, there is one stage of the 5 indicators of the collaborative governance process proposed by Ansell and Gash (2007:228) are still not carried out properly by the stakeholders, namely at the stage of commitment to the process which is not equipped with a Memorandum of understanding (MoU), although in the collaborative governance process the stakeholders involved have been able to carry out their respective roles according to their respective capacities and responsibilities. The results of the analysis of the collaborative governance process in an effort to increase foreign capital investment in Dumai City refers to the collaborative governance process according to Ansell and Gash which consists of 5 (five) namely, First, Face to Face Dialogue. The indicators of the collaborative governance process at the face-to-face dialogue stage have been implemented well in the collaborative governance process in an effort to increase foreign capital investment which is still dominated by the government and the private sector without involving the community and the community in increasing foreign investment in Dumai City. Third, commitment to the process. This indicator of the collaborative governance process is indicated by the commitment between the government, the private sector and the community to have a commitment to increasing this investment even though it is not written in a formal manner such as the MOU. Fourth, on the indicator of sharing understanding. Fourth, shared understanding. Indicators of the collaborative governance process are shown by knowing each other's duties, principals and functions as well as the same goals of each involved. By carrying out many meetings that are held both formally and semi-formally, the researcher finds that there is no written and binding agreement between the government, the private sector and the community involved in this shared understanding indicator. Making written and binding agreements or MOUs is very important to avoid misunderstandings later between stakeholders in the running of this collaborative governance process, Fifth, intermediate outcomes (long-term goals), Indicators of this collaborative governance process are shown by the lack of community participation in increasing investment, where the role of the government, the private sector and the community is needed to increase investment in the Foreign Investment (PMA) industry in Dumai City, Riau Province. Because so far, the community is considered less competent in terms of investment, in fact the community is also a supporting factor in investment, where people feel the impact of the increase or decrease in investment.

[5] SUGGESTION

Suggestions that the author can do in increasing foreign investment in Dumai City is that with a collaborative process between the government, the private sector and the community, it is hoped that it can increase foreign

investment (PMA) investment in the city of Dumai to be realized and can bring Dumai as a city of good investment. competitive nationally and internationally. Because Dumai is a city that has a strategic location and is the busiest waterway in the world.

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