ABSTRACT
The importance of putting a collaboration between public and private institutions in determining how a potential way, accordance with the public interest. Collaboration-shaped formal or informal organization which contained the ability, desire, and the participation in determining the decision. Collaborative Governance is a process of multi-level actors, including public and private sector institutions, cooperate in drawing up, implementing, makes the rules, and the long term solutions in dealing with the problem. Now Indonesia facing problem related to the self-preparation for the industrial revolution 4.0 era, especially the strengthening of the industrial sector. However, the strengthening of the industrial sector, hopefully also provide an impact on improving the quality of Indonesia society. The goal made the industrial more valuable and more rewarding through Collaborative Governance. The method used is the study of the literature on international journal with a focus on the study of Collaborative Governance, Corporate Social Responsibility, the industrial revolution 4.0, and Governance. Some industries are already cooperating with the Government through the CSR (Corporate Social Responsibility). Like PT Astra International Inc., through a programmed of Semangat Astra Terpadu (SATU) Indonesian Award, the implemented integrated through 72 "Kampung Berseri Astra" distributed in 34 provinces in Indonesian.

Keywords: Collaborative, CSR, Governance, Industry

1. INTRODUCTION
The importance of putting a collaboration between public and private institutions in determining how a potential way accordance with the public interest. Collaboration-shaped formal organization in it there is the ability, desire, and the participation in determining the decision. Collaborative Governance is a process of multi-level actors, including public and private sector institutions, cooperate in drawing up, implementing, makes the rules, and the long term solutions in dealing with the problem. Now Indonesia facing problem relate to the self preparation in the industrial revolution 4.0 era. Indonesian Government, especially the Ministry of Trade Industry create a national strategic program called

Making English 4.0, which is an integrated roadmap for implementing various national strategies in entering the era of 4.0 industry. Need collaborative step between stakeholders, such as Government, industry peers, and also the community. Making Indonesia 4.0 is intended to strengthen the industrial sector by giving some incentives such as Tax Holiday, as well as facilitate the development permit, and open investment. However, the strengthening of this industrial sector, should also give an impact on improving the quality of Indonesia society. Expected with the opening of a good business climate, not be used as an opportunity for the industry to take many advantage without empowering communities Indonesian.
We used the study literature on 9 international journal with a focus study on Collaborative Governance, Corporate Social Responsibility, the industrial revolution 4.0, and Governance, as well as public institutions and private sectors webs. The results of the analysis indicate Collaborative Governance can be used as alternative policies that have a high potential to improve the quality life of Indonesia society. The goal made the industrial valuable and more rewarding through Collaborative Governance. Maximize Collaborative Governance, is the Government's way to realize Making English 4.0, because on the one hand in addition to strengthening the industrial sector is also indirectly provide moral responsibility over the existence of the industry to make it more beneficial for society, not only directly such as providing employment, but more than that the industry should empower the community, so that the quality of life improved.

3. COLLABORATIVE GOVERNANCE

Collaborative governance is a governing arrangement where one or more public agencies directly to non-state stakeholders engage in a collective decision-making process that is formal, consensus-oriented, and deliberative and that aims to make or implement public policy or manage public programs or assets (Ansell and Zatch 2008). Governance refers to the activities of Government, consisting of private sector or public good. Governance means the process that affects the decisions and actions of the public sector, private, civil, and nongovernment, more specifically lead to collaborative partnerships. Collaborative Governance is a process of multi-level actors, including public and private sector institutions, cooperate in drawing up, implementing, makes the rules, and the long term solutions to face the problems (Zadek, 2006).

Collaborative governance is a process and structure the repayment decision of public policy and management that involves the constructive people across the boundaries of public institutions, levels of Government, or the society, the private and the public in the order to carry out the public interest that cannot be achieved when executed without the cooperation (Emerson et.al, 2012). Unlike Ansell and Gash, which limits government collaboration only formal arrangements, initiated by the public, and engagement between the Government and non-government stakeholders, Emerson et.al did not give any limitations to Collaborative Governance. Kettl (2006) describes the collaboration as an important point with regard to cross border. McGuire (2006) in (Emerson et.al, 2012) shows that the importance of collective administration is recognized in the literature about the implementation of the policy. In 1970-1990 form of collaborative governance has developed but the relationships between the actors generally negotiates for profit. Collaborative governance is from and evolves within a context of multilayered political, legal, socioeconomic, environmental, and other influences (Borrini-Feyerabend 1996), focus on issues-issues of public interest, that can’t be solved without cooperation among stakeholders.

4. CSR (CORPORATE SOCIAL RESPONSIBILITY)

Governments and international agencies have begun to explore the new opportunities for delivering public interest through collaboration. The business community, strengthened by the legitimacy of
the rhetoric of "corporate responsibility," has become more visible in advocating its preferred public policy solutions, and actively engaging in both their development and enactment, particularly where private delivery options co-exist (Zardek, 2006). The change role of business in society has emerged over the last decade, both as a provider of employment or other benefits that can be felt the community for long periods of time. This phenomenon is then referred to as CSR (Corporate Social Responsibility), the rise of CSR due to shifts in the interpretation of economic value (Zardek, 2006), namely:

- The importance to increase intangible assets, meaning that significance in branding and reputation enhancement, through business deals on the environmental and social impacts (social campaigners).

- Public values as a source of economic growth, with the provision of public goods such as healthcare, and education by the Government usually requires a partnership with commercial organizations. So that opens up a new market for private organizations.

- An increase in the size and range of the individual business, which give an impact on increasing the resulting externalities. Reputational hit in one small site somewhere on the planet can impact on the reputation of the entire company, and so the profitability of its global operations.

- Change of communication enviromental, increasing the potential for strengthening performance intercultural parts business organization, whether through a public campaign or corporate communications. John Elkington regard it as "global fishbowl".

CSR can be understood as a process of business based on accountability to create new knowledge or a shift in the information available, the change in the interests of specific actors and involve complex dynamics of simplification rules changes which takes into account of non-financial factors. The company initially refused CSR, perceived that system is not a requirement of the company to be held responsible for social issues and the environment. But the company changed his behavior and begin to engage in public issues, until finally they find themselves actively involved in lobbying the public policy that supports the improvement of CSR programs.

5. KAMPUNG BERSERI ASTR (KBA)

Astra or PT Astra International Inc. is a public company established in Jakarta in 1957. Until 2017, Astra has developed their business by applying the business model based on the seven diversified synergy business segment, consisting of automotive, financial services, heavy equipment, mining construction and energy, agribusiness, infrastructure and logistics, information technology and property. And make it as the biggest national group of business today, and received the award for Best Corporate Social responsibility (CSR) by Finance Asia, through Semangat Astra Terpadu (SATU Indonesia) Awards, appreciation to five nations over any struggle in the fields of education, environment, entrepreneurship, health, and technology as well as one group that represents five categories.
Implementation integrated in Kampung Berseri Astra. Kampung Series Astra is an ongoing social contribution program by Astra that implemented to society with the concept of development that integrates the 4 pillars of the program that is education, entrepreneurship, environmental and health. Kampon means is a group home that is part of the city (usually low-income people inhabited); the village; hamlet; the smallest administrative unity that occupies a certain area, located at the bottom of the Sub-district; retarded (modern less); with regard to the habit in village, whereas Berseri means shine; lively; radiant; look beautiful, or something like that (Indonesia dictionaries). KBA is a program of Corporate Social Responsibility (CSR) Astra. Through this program the community, corporations, and Governments can collaborate to jointly realize the area is clean, healthy, intelligent, and productive so that it can increase the qualities of life, preparation of programs, and the establishment of the shared commitment and execution program KBA. In determining and selecting the candidates KBA must pass through stages of the Company Astra Group Coordination, the establishment of a team of KBA, coordination with local governments, Social Mapping, the determine location of the KBA. The coordination of the company intended to equate the perception regarding KBA to run besides the coordination also formed a team KBA's. KBA team consists of representatives of the company that became the PIC (Person in Charge) at each of the pillars of CSR Astra that will be implemented in the KBA. KBA team headed by a coordinator.

Coordination with the local government is required to give an overview of the plan of implementation of the program of the KBA so it can be aligned with the work programmed that had been made by the Government. This coordination also aims to find out potential areas to nominate as KBA. Social mapping is used to find out the condition of the initial candidate KBA, like the description what community needed, the community’s potential area that could be developed, and the most important is to find a local champion who later became a partner in the implementation and development of the KBA. After the accumulated area KBA candidates, then selected which candidate the KBA has the possibility of success if the program is implemented. The annual programmed created based on the results of a social mapping, drafting plans program includes the goal of KBA, detail plan, projected program implementation time, responsible for the program, and details of the funding and resources needed. And keep the commitment shared between companies, local governments, and also the society to execute the program in the form of social action.

Currently there are 77 KBA scattered throughout Indonesia, with the following categories:

1. Tourism village, Tourism KBA is the village offers an overall atmosphere that reflects the authenticity of the ghetto, both from the social life economic, social cultural, customs and everyday life.
2. Green village, Green KBA is a village which has a green and healthy environmental, as well as applying environmental preservation program, environmental components (biotic and abiotic
component) as well as the components of the social economy, education, and culture and public health.

3. Productive village, productive KBA is one concept independent village of being self-supporting. Learning Center and meet own needs through the productive activities and improve the quality of life in education, environment, health, and economic empowerment.

4. Cyber village, Cyber KBA is a concept by harnessing modern hometown development of technology and information in each component of villagers’ life, start with regard to the village administration, social interactions, economic life, education and culture.

5. Culture village, culture KBA has the potential of the customs, traditions, arts, crafts, architecture, and real-space which is still shown in everyday life and real society, attempting to preserve and developed.

KBA implementation, there are milestone status became a guide in developing the KBA. This step is adjusted with the projection of the KBA with targets that have been set. The stages relate with an achievement status, which consists of 1 to 5 stars that called “pratama”, “madya”, “nindya,” “utama,” “kencana.”

Sustainability benefits is a key goal of the KBA. KBA program have different benefits for each stakeholders. KBA has a double benefit to society from programs coaching and empowerment, hopefully the community can collectively take an initiatif action to change the quality communities quality life, either from a level of educational consciousness to attend school, the level of healthy is increases healthy life behavior, keeping the environment clean and green, so that as well as improving welfare standards of living. The benefit is basically focused on reforming the glacial behavior from things that are basic and simple, such as throw away trash in its place, and also planting such a green tree around the house.

The benefits gained to Government from implementing the program is supports quality life improvement by KBA society which later resulted in an increase in the level of human development index. Since KBA not only confine themselves environment but also the KBA sustainable benefit for the region around KBA. Whereas with KBA program, companies can implement the CSR, so there will be created a good social relationships between the company and the community.

6. THE RELEVANCE OF COLLABORATIVE GOVERNANCE (KAMPUNG BERSERI ASTRA) AND THE INDUSTRIAL REVOLUTION 4.0

Kettl (2006) describes the collaboration as an important point with regard to cross border. McGuire (2006) in (Emeran et.al, 2012) shows that the importance of collective administration is recognized in the literature about the implementation of the policy. The cycle of collaborative governance has two key elements. The first design of public policy is increasingly involving the private sector and civil society. Second, the implementation of public policies often require an explicit support to nonpublic actors in terms of resources and the implementation. Corporate responsibility has undoubtedly played a powerful role in the legitimization and operationalization of collaborative
mechanisms for action in the case of the Kampung Berseri Astra, related to preparation Making Indonesia 4.0.

Making Indonesian 4.0 is an initiative of the Ministry of Trade and Industry in facing the challenges of the industrial revolution 4.0. All aim the development of an industry to launch products faster to increase flexibility and increase resource efficiency through digitization. In intelligent factories created by Industry 4.0, modularly structured, cyber-physical systems monitor physical processes, create a virtual copy of the physical world, is decentralized and make decisions. They communicate using the Internet of Things, cooperating in real time with each other and with human resources. The information storage and processing takes place using Cloud computing. (Alin, 2017). Government is attempting to strengthen the five manufacturing sector with regional level competitiveness, covers food and beverage industry, textile and clothing, electronics, chemical and automotive, and encourage 10 national priorities, namely the improvement the goods flow, redesign of industrial zone, accommodating of sustainability standart, empower UMKM (small medium enterprises) to build national digital infrastructure, attracting foreign investment, improving the quality of human resources, developing innovation ecosystem, incentives for technology investment, harmonization of rules and policies.

With 10 repairs priority are expected to be able to strengthen the industrial sector in Indonesia and creating a healthy business climate and friendly to investors. Its implications will bring up new industries. Therefore, the increase in the industry is able to deliver more benefits to the surrounding community, not only with regard to open employment and also the financial benefit of the company and employees, more than it benefits here is meant as sustainability benefits, empowering local communities. The value of the industry has experiencing shift that was once as profit oriented organizations, now also have a moral responsibility (CSR) as a social organization. Although many experts who oppose the existence of the CSR and considers that social welfare is the responsibility of the Government, the company paid taxes to the State only. Then comes the notion that all the profits company it’s from each individual in the society, so the company is already reasonably to improve quality of life of the surrounding community.

CSR program can be used as alternative collaborative governance to improve the quality of life of the communities that will have an impact on the improvement of the human development index. It can be said if all companies having CSR programs then indirectly it can relieve the burden of the Government to provide for the public interests. CSR can provide great benefits for the country. So CSR program Astra through Kampung Berseri Astra should be made into a pilot program to another company, in order to affect a similar things. This does not mean the Government is pressing industry, obliged him to implement CSR. CSR is considered as the most suitable program to restore the Government provided incentives for industry, by providing sustainable benefits to communities. CSR Astra is a great way to keep good relations with the community by empowering them and also appreciate the community as a partner of the company.
7. CONCLUSION

CSR program can be used as alternative collaborative governance to improve the quality of life of the communities that will have an impact on the improvement of the human development index. This means that when local governments have one CSR, is expected to form the impact chain to other villages. One form of CSR that can be used as a pilot program for other industries namely CSR Astra through Kampung Berseri Astra, which aimed at providing sustainable benefits to the community through the appreciation of Indonesia in the field of education, economic, social and health. The Government is expected to continue this collaboration and make similar cooperation to other industries. So the existence of industry in Indonesia will built Indonesia from the bottom. Ensured in every region in Indonesia have industry, if CSR actually impelmented then every region in Indonesia will have an increased quality of life.

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