

Collaborative Governance through Deep Digital Transformation Creating " Trust" in the Investment and Services Department One Stop Integrated Service (DPMPTSP) Badung Regency

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Abstract: Excellent public service is the goal of providing services to the community. In public services there is an aspect of serving and being served, where the government is the one who serves and the community acts as the one who is served. The community as the party served has a role to participate in improving the quality of public services to make them more responsive. "TRUST" is a form of collaborative governance organized by the Badung Regency Investment and Integrated Services Service (DPMPTSP) and this collaboration is carried out with the community. "TRUST" is a measurement of integrity carried out in the form of an integrity service survey. This research aims to find out how collaborative governance in the Department of Investment and One Stop Integrated Services is in realizing services based on "TRUST" (Transparency, Responsibility, Upright, Sustainable, Technology). This research uses descriptive qualitative methods. The research object in this study is at the Badung Regency Investment and One Stop Integrated Services Service. Data collection techniques were carried out by means of interviews, literature study, documentation and observation. The research informant is the Sub-Coordinator for Reporting and Evaluation of the Badung Regency Investment and One-Stop Integrated Services Service and the community who receives services at the Badung Regency DPMPTSP. The results obtained show that collaborative governance is working well in realizing trust, supported by the results of the integrity assessment which shows very high integrity. In providing trust-based services, Badung Regency DPMPTSP has fulfilled every indicator.

Keywords: Collaborative governance, Trust, Digital Transformation, Public Services

I. INTRODUCTION

Collaboration is an initiative carried out by various public organizations, both government organizations and non-governmental organizations, which encourages cooperation to resolve problems currently being faced by the public (Harakan & Ferawaty, 2020). Especially problems in the public service sector. This is because generally the public service mechanisms in Indonesia are very complicated, human resources are less professional, require a relatively long time, and costs are unpredictable. To overcome these problems, it is necessary to make changes to improve the delivery of public services. Collaboration in government governance is something that is practically necessary for governments in the era of digital transformation. Collaboration in the digitalization process allows for integration in various public service sectors which can directly provide various public services in just one form of innovation.

The implementation of the Public Service Mall (MPP) at DPMPTSP Badung Regency collaborates with various parties where there are 27 agencies that are members of the Public Service Mall (MPP) with 145 types of services provided. The collaboration carried out by the Badung Regency DPMPTSP with public service agencies such as BUMN/BUMD and the private sector, ministerial institutions, and public service delivery agencies within the Badung Regency government. Where in this Public Service Mall (MPP) all services are integrated with each other which includes services including queue numbers, business process flow, online payments, document collection, sending copies of electronic permits, and electronic complaints.

This form of collaboration by DPMPTSP is also strengthened by official visits to the Badung Regency Public Service Mall where in 2020 there were 173 visits with 28 visits by the central government, 141 visits by regional governments, and 4 visits from other organizations. Apart from

that, public visits to the Public Service Mall until December 2022 amounted to 32,847 visits. With *collaborative governance* that is integrated with each other in the Public Service Mall, it makes it easier for the public to obtain public services. Apart from that, in the process of implementing the MPP there is also a measurement of the level of integrity in realizing "TRUST" which is carried out in the form of an integrity service survey. TRUST (Transparency, Responsibility, Upright, Sustainable, Technology) is a survey conducted on institutions to map and monitor corruption risks with the aim of increasing awareness of corruption risks and improving the anti-corruption system.

Based on this, researchers are interested in studying further regarding "*Collaborative governance* through digital transformation in realizing "TRUST" in the Badung Regency Investment and One-Stop Integrated Services Service (DPMPTSP)"

Literature Review

2.1 Collaborative governance theory

2.1.1 Understanding Collaborative governance

According to Agranoff & McGuire (Chang, 2009:76-77) define *collaborative governance* as a form of voluntary collaboration between various sectors as a result of the demands that must be met exceeding the capacity of a single organization, thus requiring interaction and cooperation between various agencies that are bound to be involved in public services (Ayuni, 2019). Meanwhile, Chris Ansell and Alison Gash (Nurdin, 2022) are of the opinion that in general the definition of collaboration can be divided into:

1. Collaboration in the process sense means a series of formal management or governing processes. In this sense, it involves a number of government and non-government institutions with their respective duties.
2. Collaboration in the normative sense is the achievement of interaction and connection between the partners involved through aspirations or philosophical goals.

Collaborative governance referred to in this research is a form of cooperation, relationships and interactions between various public organizations, both governmental organizations and non-governmental organizations or other parties who directly or indirectly feel the benefits of this collaboration. Where in collaboration there are values that underlie this collaboration, such as the same goal, the same perception, the will to carry out the process, it can provide benefits, and it is community-based.

2.2 Collaborative governance indicators

According to Ansell & Gash (2008) there are four indicators in *collaborative governance* , namely:

1. Initial Conditions: There are several phenomena that influence the initial conditions of a collaboration, including similarities in goals and interests to be achieved, history of past collaboration, respect for existing collaboration, mutual trust in each other, resources and knowledge.
2. Institutional Design: The most important thing that is emphasized in institutional design is the basic regulations and mechanisms for establishing collaboration through procedures that are legal, transparent, inclusive, participatory and forum exclusivity. In the collaboration process, the government must be open and inclusive. This is because, only groups feel they have a legitimate opportunity to participate in developing commitment in the process that occurs
3. Leadership: Leadership is an important aspect in implementing collaboration between government and non-government agencies. Leadership has an important role in establishing ground rules, building trust, facilitating discussions, and analyzing the benefits that can be obtained together.
4. Collaborative Process; The collaborative process describes the development and stages of the collaboration itself. Ansell and Gash (2007:15) state that the collaboration process begins with

face-to-face dialogue which illustrates good trust, then after trust is formed it will influence commitment in carrying out the desired collaboration, with high commitment a common understanding is created in formulating problems. to be solved and then clearly identify the values and mission. After creating common ground and understanding, you will be able to determine a strategic plan for implementing this collaboration.

2.2.1 Digital Transformation

According to Morakanyane in (Wulandari, 2021), digital transformation is a process of change through the use of digital technology. This understanding carries the meaning of change from conventional conditions to the digital era. Meanwhile, Rogers believes that digital transformation does not only focus on technology, but rather on new strategies and perspectives in line with the rapid pace of information and communication technology. In digital transformation, there are 3 stages of digital transformation, namely:

1.2.1 Digitization: changing work habits from conventional to digital technology.

2.2.1 Digitalization: making changes to the business sector towards digital through internet connections

3.2.1 Digital Transformation: creating a new innovation through the use of technology

Based on these several definitions, it can be concluded that digital transformation is (1) an ongoing process due to the development of digital technology (2) which gives rise to new business models (3) resulting in changes to the automation process in production activities and organizational structures.

2.3 Conceptual Foundations

2.3.1 TRUSTS

TRUST is an abbreviation for Transparency, Responsibility, Upright, Sustainable, and Technology) which is packaged in the form of an Integrity Assessment Survey (SPI) developed by the Badung Regency Investment and One-Stop Integrated Services Service (DPMPTSP). This Integrity Assessment Survey is intended for institutions to map and monitor the risks of criminal acts of corruption with the aim of increasing awareness of the risks of corruption and improving the anti-corruption system. Based on this, the Integrity Assessment Survey (SPI) is expected to become an alternative effort to measure risk through survey activities. People who are receiving public services at the Badung Regency DPMPTS are required to carry out this survey to be able to find out the value of service integrity at the Badung Regency One Stop Investment and INTEGRATED Services Service.

2.3.2 TRUST Indicator

1. *The transparency* referred to in this case is how the Badung Regency DPMPTSP can provide open public information regarding the flow and mechanism of the licensing services provided. This openness can minimize illegal levies outside of the service's own policies.
2. *Responsibility* is an organization's ability to recognize community needs, set service agendas and priorities, and develop public service programs in accordance with community needs and aspirations. Responsiveness is a concept regarding the ability of the apparatus to face and anticipate new aspirations, new developments, new demands and new knowledge. The bureaucracy must respond quickly so as not to be left behind in carrying out its duties and functions.
3. *Upright* is defined as the steadfastness of employees in carrying out their duties by not making efforts to violate the law such as illegal levies, gratification and corruption.
4. *Sustainable* , are the efforts made by relevant agencies to develop policies or programs that are designed to be used sustainably and in accordance with the needs of both the organization itself and the community.

5. *Technology*, the use of electronic devices in its services so that it can minimize fraud committed by other parties.

II. RESEARCH METHODS

3.1 Research Design

This research uses descriptive qualitative research methods. Descriptive qualitative research is research that attempts to describe and interpret something (Rusli, 2021). According to Whitney (1960), descriptive qualitative research is a search for facts with appropriate interpretation. In general, data collection in qualitative research uses direct observation, interviews and document studies. Data source sampling was carried out *purposively* and *snowball*, collecting techniques using observation, interviews, literature study and documentation.

3.1 Location and Research Objects

Located at the Badung Regency Investment and One-Stop Integrated Services Service (DPMPTSP).

3.3 Data Sources

3.3.1 Primary Data

Primary data in this research is based on respondents' statements according to the questionnaire. To strengthen the results of the questionnaire data analysis, interviews were conducted with key informants in Badung Regency who were the research objects.

3.3.2 Secondary Data

In this research, the secondary data used is based on book references, journals related to this research and other relevant documents to support data analysis.

3.4 Data Analysis Techniques

Qualitative analysis is analysis based on data and expressed in the form of descriptions which are strengthened by arguments from *policy makers*. This data is descriptive information in the form of verbal arguments presented based on questions asked and then connected with other data to clarify or strengthen the existing picture. With this technique, all data obtained can be described by developing categories that are relevant to the research objectives and interpreting the results of descriptive analysis and guided by appropriate theories. The next step is to conclude from the results of the analysis carried out. Systematically the data analysis carried out is as follows:

1. Data collection was carried out through interviews, literature study, documentation and observation.
2. Data interpretation is carried out by analyzing data through intellectual understanding built with empirical experience of data, facts and information that are collected and simplified in the form of tables or graphs.
3. Conclusion of data interpretation results.

III. RESULTS AND DISCUSSION

4.1 General description of the Badung Regency Investment and One-Stop Integrated Services Service (DPMPTSP).

The Badung Regency Investment and One-Stop Integrated Services Service (DPMPTSP) is one of the institutions which plays a strategic role and function in the field of licensing and capital investment in Badung Regency. The goals and objectives of the Badung Regency DPMPTSP are to create community satisfaction with the services provided and to measure the level of success of achievement and the strategic goals and targets of the Badung Regency DPMPTSP so that they can be used to improve performance and increase performance accountability. Regarding the main duties and functions of the Badung Regency DPMPTSP, it is stated in the Badung Regency Regent

Regulation Number 84 of 2016 concerning the description of the duties of the Badung Regency government regional services.

Badung Regency DPMPTSP is tasked with determining program or service work based on needs in accordance with statutory provisions, coordinating between related agencies or institutions in accordance with statutory provisions, leading the preparation and formulation of strategic and operational steps for the department together with secretaries and heads of divisions within the official environment for the smooth implementation of duties in accordance with regulations and legislation, formulating operational policies in their field of duties based on statutory provisions, formulating technical policies in the fields of investment, licensing and non-licensing as well as carrying out administration based on authority, carrying out licensing and non-licensing services , carrying out control over the implementation of investment, licensing and non-licensing, compiling a map of the district's investment potential, distributing and coordinating tasks to subordinates in accordance with their respective fields of duty, providing guidance and direction to subordinates in their fields of duty in order to achieve suitability and correct implementation of their duties in accordance with the provisions of statutory regulations, provide guidance and supervision over the implementation of subordinates' duties so that they are in accordance with the work plan and provisions of statutory regulations, carry out assessments of the implementation of subordinates' duties in accordance with the provisions of statutory regulations as material for consideration in improving subordinates' careers, carry out evaluations of all activities carried out in their field of duties are in accordance with applicable statutory provisions, and several other duties as stated in Badung Regent Regulation Number 84 of 2016.

In implementation The Badung Regency DPMPTSP government directs its services based on the vision and mission that it has established. The vision of the Badung Regency DPMPTSP is "Continuing the Happiness of the Badung Community through Development Based on Tri Hita Karana". In an effort to achieve this vision, the Badung Regency DPMPTSP has a mission, one of which is to improve the quality of government governance based on the principles of *Good governance* and *Clean Government* based on information and communication technology.



Badung Regency DPMPTSP TRUST Website Page View

4.2 Findings

Implementation of *Collaborative governance* The Badung Regency Investment and One-Stop Integrated Services Service aims to provide excellent, transparent and professional service to the community. For this reason, Badung Regency DPMPTSP is aggressively creating an innovative breakthrough in providing services to the public which utilizes information and communication technology (digitalization) in various service processes. With the existence of *Collaborative*

governance coupled with digitalization in the Badung Regency DPMPTSP, it is possible to make service processes that were previously conventional, namely requiring parties who have an interest to come directly to the Badung Regency DPMPTSP with various terms and conditions according to their needs to switch to more modern services, where when interest owners (the public) want to obtain services, this can be done only by using electronic media by accessing websites or other innovations that have been created by the Badung Regency DPMPTSP.

To see whether the Badung Regency DPMPTSP has succeeded in providing excellent, transparent and professional service, it can be seen through the innovation that has been created by the Badung Regency DPMPTSP, namely *TRUST*. *TRUST* is an integrity assessment survey (SPI) which aims to prevent corruption as mandated, so the presence of this SPI is considered as an alternative effort to measure risk in survey activities. *TRUST* Innovation is one of the applications of *Collaborative governance* which is accompanied by the application of information and communication technology (digital) in the Badung Regency DPMPTSP. On *the trust website*, the public can assess the performance of the Badung Regency DPMPTSP and see how high the integrity of the Badung Regency DPMPTSP is.

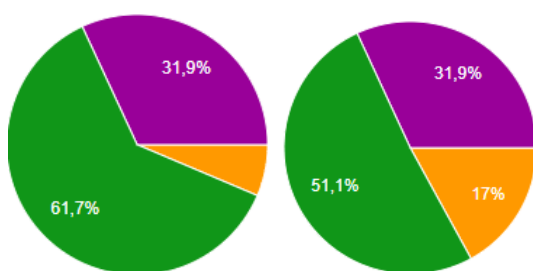
Collaborative governance carried out by the Badung Regency DPMPTSP involves the community to provide assessments via *the trust website* to the Badung Regency DPMPTSP regarding all types of services they have received. The results of the author's findings regarding *Collaborative governance* through Digital Transformation in Realizing " *Trust*" in the Badung Regency One Stop Investment and Integrated Services Service (Dpmptsp) are based on the four indicators of *Collaborative governance* proposed by Ansell Gash (2008), namely initial conditions, institutional design, leadership and collaborative processes, including:

1. Initial Conditions

In assessing whether DPMPTSP has been integrated in providing services to the community, it can be seen through a " *trust*" *integrity assessment survey* based on digital services. *Trust* is an innovation from the Badung Regency DPMPTSP which is used as the main principle in providing excellent public services to the community. The formation of this *trust* was motivated by the desire of the Badung Regency DPMPTSP to create an integrity zone, a free area corruption towards bureaucratic, clean and serving areas.

Diagram A

Diagram B

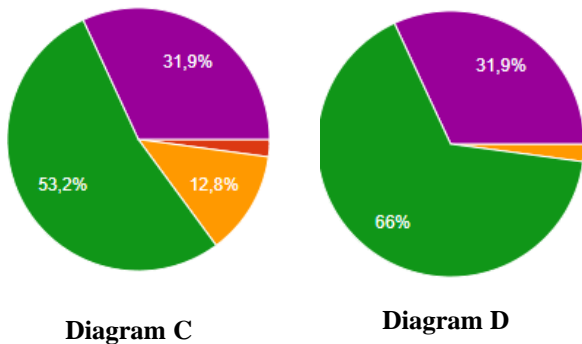


Based on diagram A. The statement "All parties know the beginning of the implementation of *TRUST* in DPMPTSP Badung Regency" data obtained from the questionnaire shows that all parties know the beginning of the implementation of *trust* in DPMPTSP Badung Regency. With an accumulation of 31.9% answering 15 (strongly agree), 61.7% answering 29 (agree) and 6.4% answering 3 (neutral).

Based on diagram B. The statement "There are competent human resources available to support the realization of *trust* in the Badung Regency DPMPTSP" the data obtained shows that competent resources are available. With an accumulation of 31.9% answering 15 (strongly agree), 51.1% answering 24 (agree) and 17% answering 8 (neutral). This means that all parties are aware of the start of implementing *the trust* and there are competent resources to realize the *trust*.

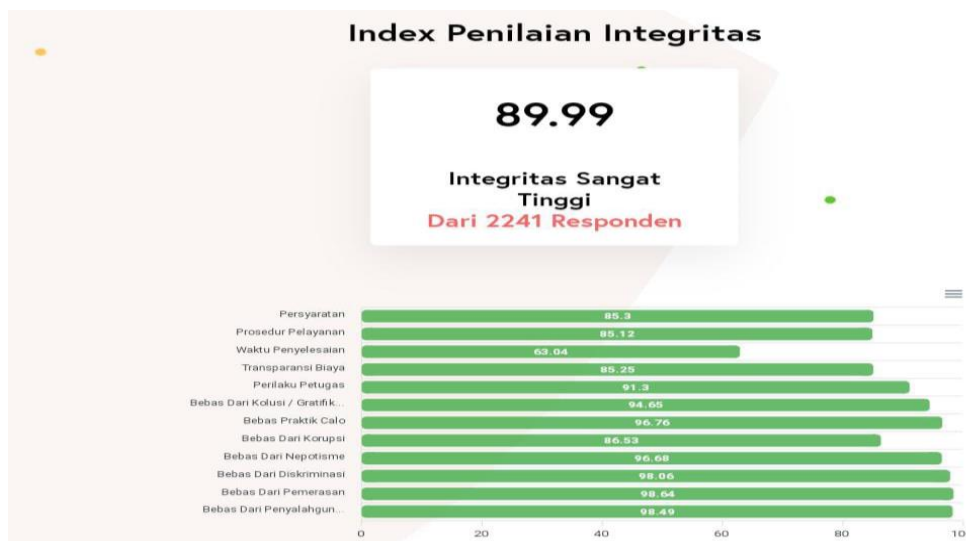
2. Institutional Design

Institutional design is closely related to the existence of basic regulations and procedures for collaboration for legal procedural processes. However, based on interviews conducted with the Program and Information Coordinator, it was found that regulations binding on *trusts* were not yet available.



Based on diagram C. The statement "All parties know and understand well the mechanism for implementing *trust -based services* at the DPMPTSP Badung Regency" the data obtained shows that all parties know and understand the mechanism for implementing *trust -based services* at the DPMPTSP Badung Regency. with an accumulation of 31.9% answering 15 (strongly agree), 53.2% answering 25 (agree), 12.8% answering 6 (neutral) and 2.1% answering 1 (disagree related).

Based on diagram D. The statement "All parties have participated well in the implementation of *trust -based services* at the District DPMPTSP" the data obtained shows that in the implementation of *trust* all parties have participated well. With an accumulation of 31.9% answering 15 (strongly agree), 66% answered 31 (agree) and 2.1% answered 1 (neutral). This means that the *trust -based service mechanism* has been understood and known by all parties. Apart from that, in implementing *the trust* , all parties participated well. This is also supported by the results of the integrity assessment index that has been carried out.

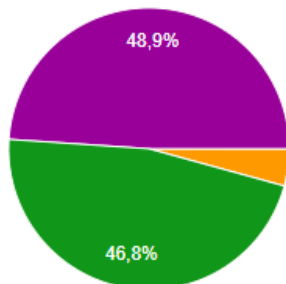


Index Image Evaluation Integrity

3. Leadership

In making it happen implementation *trust* , the Badung Regency DPMPTSP government has facilitated discussions both offline through aspiration and complaint rooms and online through various available digital platforms. This allows the public to participate in providing input regarding services.

Diagram E

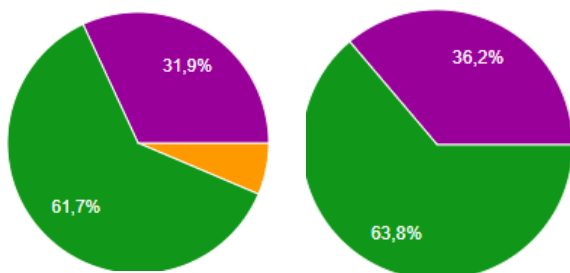


Based on diagram E. The statement "Leaders provide opportunities to participate in realizing trust in DPMPTSP Badung Regency" the data obtained shows that leaders have been given opportunities to participate in realizing trust in DPMPTSP Badung Regency. With an accumulation of 48.9% answering 23 (strongly agree), 46.8% answering 22 (agree) and 4.3% answering 2 (neutral). It can be interpreted that the opportunity to participate in realizing *trust* in the Badung Regency DPMPTSP was given by the leader.

In informing the public about this *trust* , the department also carries out outreach both through online media and in person.

4. Collaborative Process

In implementing *trust* in the Badung Regency DPMPTSP, a form of collaboration exists between the parties, namely the government as the service provider and the community as the service recipient.



F Diagram

G Diagram

Based on diagram F. The statement "All parties involved have carried out collaborative implementation of *trust* in accordance with their respective duties and functions" the data obtained shows that all parties involved have carried out collaborative implementation of *trust* in accordance with their respective duties and functions. With an accumulation of 31.9% answering 15 (strongly agree), 61.7% answering 29 (agree) and 6.4% answering 3 (neutral).

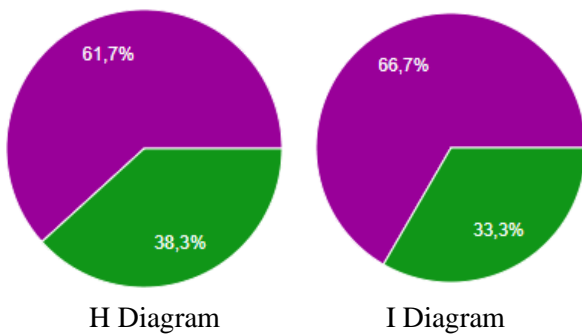
Based on Diagram G. The statement "There is an evaluation process in the implementation of trust which has been realized routinely" the data obtained shows that there is an evaluation in the

implementation of *trust*. By accumulation 36.2% answered 17 (strongly agree) and 63.8% answered 30 (agree). It can be interpreted that in implementing *trust*, all parties carry out collaboration in accordance with their duties and in implementing *trust*, regular evaluations are carried out in order to maximize the implementation of *trust*.

4.3 TRUSTS

1. Transparency

Transparency can be interpreted as the ability of an agency to provide information clearly, openly and easily accessed and understood by the public.

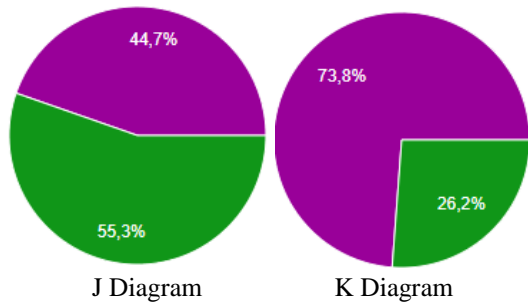


Based on diagram H. The statement "DPMPTSP Badung Regency conveys public information to the public transparently and the bureaucratic service flow and mechanisms are open and transparent" the data obtained shows that the information has been conveyed to the public transparently and the bureaucratic service mechanism flow is open and transparent. With an accumulation of 61.7% answering 29 (strongly agree) and 38.3% answering 18 (agree).

Based on diagram I. The statement "DPMPTSP Badung Regency is open so that the public can find out about services easily and clearly and the public is never charged except in services that do so based on applicable regulations" the data obtained shows that the public knows about services openly and clearly and The public is never charged except for services that do so based on applicable regulations due to the openness of the Badung Regency DPMPTSP. with accumulation. 66.7% answered 28 (strongly agree) and 33.3% answered 14 (agree). It can be interpreted that the Badung Regency DPMPTSP has been transparent in conveying information and the flow of service mechanisms so that the public knows easily and clearly about services, besides that the public is never charged fees.

2. Responsibility

Responsibility is an obligation that must be fulfilled by an agency in providing services to the community or service recipients.

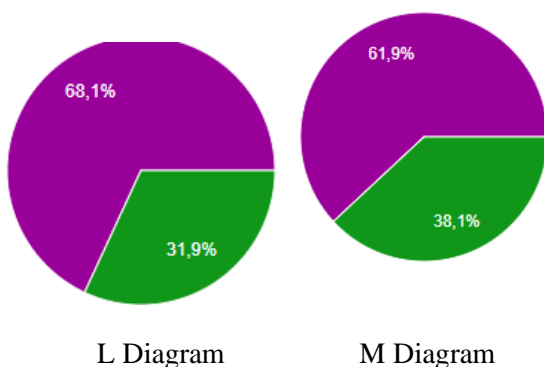


Based on diagram J. The statement "Badung Regency DPMPTSP has carried out its duties and obligations in providing services according to the SOP and always refers to certain standard sizes that have been previously determined" the data obtained shows that the Badung Regency DPMPTSP in providing services is in accordance with the SOP and refers to the size certain standards have been set. With an accumulation of 44.7% answering 21 (strongly agree) and 55.3% answering 26 (agree).

Based on diagram K. The statement "Badung Regency DPMPTSP employees are responsible for all forms of services provided" the data obtained shows that Badung Regency DPMPTSP employees are responsible for all services provided. With an accumulation of 73.8% answering 31 (strongly agree) and 26.2% answering 11 (agree regarding). It can be interpreted that in providing DPMPTSP services, Badung Regency is based on SOPs and refers to certain standard measures that have been determined. Apart from that, Badung Regency DPMPTSP employees are responsible for all services provided.

3. Up Right

Up right (honest and upright) refers to actions that are honest, have integrity and are fair in all aspects of the services provided without any corrupt practices that could harm society.



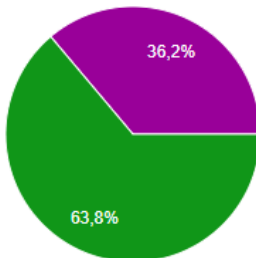
Based on diagram L. The statement "Badung Regency DPMPTSP is always honest in carrying out its duties and obligations in providing services" the data obtained shows that in providing services Badung Regency DPMPTSP is always honest in carrying out its duties and obligations. With an accumulation of 68.1% (32) answered strongly agree and 31.9% (15) answered agree.

Based on diagram M. The statement "Badung Regency DPMPTSP employees behave honestly and comply with applicable regulations" the data obtained shows that Badung Regency DPMPTSP employees behave honestly and comply with applicable regulations. With an accumulation of 61.9% (26) answered strongly agree and 38.1% (16) answered agree. This means that in carrying out its duties and obligations, the Badung Regency DPMPTSP is always honest and complies with applicable regulations.

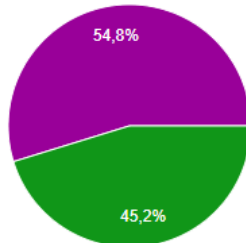
4. Sustainable

This is *sustainable* __ indicates that the public services provided must be sustainable and can provide long-term benefits to the community.

N Diagram



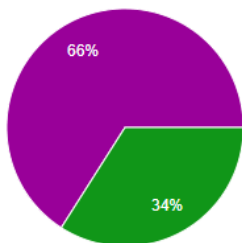
O Diagram



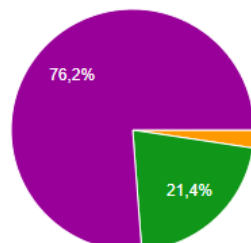
Based on diagram N. The statement "Badung Regency DPMPTSP has developed policies and programs created for the community in a sustainable manner that can survive in the future" the data obtained shows that policies and programs have been developed by Badung Regency DPMPTSP for the community. with a cumulative 36.2% (17) answering strongly agree and 63.8% (30) answering agree. Based on diagram O. The statement "the community supports the Badung Regency DPMPTSP policies and programs in sustainable public services" the data obtained shows that the Badung Regency DPMPTSP policies and programs are supported by the community. with a cumulative 54.8% (23) answering strongly agree and 45.2% (19) answering agree. It can be concluded that policies and programs have been developed by DPMPTST Badung Regency for the community and these policies and programs are supported by the community in an effort to provide sustainable public services

5. Technology.

Technology (technology) refers to the use of modern technology in an effort to increase efficiency, effectiveness, accessibility, transparency and quality of public services. The use of this technology can make it easier for people to access services and can speed up the service process.



P Diagram



Q Diagram

Based on diagram P. The statement "the application of technology in the Badung Regency DPMPTSP increases performance in an effective, efficient and accountable manner" the data obtained shows that the application of technology increases effectiveness, efficiency and accountability in the Badung Regency DPMPTSP. with a cumulative 66% (31) answering strongly agree and 34% (16) answering agree. Based on diagram Q. The statement "The use of technology can

facilitate access to services at the Badung Regency DPMPTSP so that it becomes effective and efficient" the data obtained shows that the application of technology makes services easier at the Badung Regency DPMPTSP so that it becomes effective and efficient. With an accumulation of 76.2% (32) answered strongly agree, 21.4% (9) answered agree and 2.4% (1) answered neutral . It can be concluded that the application of technology can improve performance and facilitate access to services at the Badung Regency DPMPTSP to become more effective, efficient and accountable.

IV. CONCLUSION

Conclusion

Based on the results of research conducted by the author entitled *Collaborative Governance Through Digital Transformation in Realizing "TRUST" in the Badung Regency One Stop Investment and Integrated Services Service*, it can be concluded that the success of implementing *collaborative governance* in realizing "trust" can be seen through several successful elements of *collaborative governance* , including:

1. Initial conditions

There is a desire from the Badung Regency Investment and One-Stop Service Service to create an integrity zone, a corruption-free area leading to a clean bureaucratic area and serving in collaboration with the community. *Trust* innovation as an integrity assessment survey (SPI) can enable the public to provide an assessment of the Badung Regency DPMPTSP and see the results of the assessment so that they know the level of integrity of Badung Regency in realizing an anti-corruption free area. The implementation of this trust innovation was formed because adequate and competent resources were available.

2. Institutional Design

In terms of institutional design, the Badung Regency Investment and One-Stop Integrated Services Service does not yet have permanent regulations that form the basis for implementing *trusts* . In this collaboration, the relationship is only between the Badung Regency DPMPTSP and the community. The form of collaboration implementation is the Badung Regency DPMPTSP as the service provider and the community as the service recipient.

3. Leadership

In the leadership element, discussion space has been provided to create *trust* in the One Stop Integrated Services and Investment Service. Socialization has also been carried out for Badung Regency DPMPTSP staff and the community.

4. Collaborative Process

The Department of Investment and One-Stop Integrated Services and the community work together to create *trust* . After receiving services, the public is directed to fill out a *trust integrity assessment (SPI) survey* and the department evaluates the results obtained by strengthening the implementation of *trust-based services*.

The success of implementing *trust* in providing services to the community can be seen through several *trust indicators* , including:

1. *Transparency*

Transparency is the agency's openness to all information and ease of accessing that information. In this indicator, the Badung Regency Investment and One-Stop Integrated Services Service is

able to be open to all information and services. That way, the public knows and understands the flow, mechanisms and related costs of the services provided.

2. *Responsibility*

Responsibility is the agency's commitment to be responsible for all actions carried out. In this indicator, the Badung Regency Investment and One Stop Integrated Services Service is responsible for all services provided to the community by always carrying out duties and obligations in accordance with the SOP. Apart from that, Badung Regency DPMPTSP is also able to accept criticism, suggestions and input regarding the services provided.

3. *Up Right*

Up Right is an act of honesty, fairness and integrity in all aspects of the services provided. In this indicator, the Badung Regency Investment and One-Stop Integrated Services Service is guided by SOPs and applicable laws in providing services to the community.

4. *Sustainable*

Sustainable means that the services provided must be sustainable. In this indicator, the Badung Regency Investment and One Stop Integrated Services Service is able to develop policies, programs and innovations in providing services to the community and the community inclusively participates in innovations or programs that have been developed by the Badung Regency DPMPTSP.

5. *Technology*

Technology is the use of modern technology to improve the quality of public services. In this indicator, the Badung Regency Investment and One Stop Integrated Services Service in providing services to the community has been able to implement the use of technology. Using this technology makes the service process effective and efficient.

Suggestion

Based on the conclusions put forward, the suggestion that researchers can provide which could provide benefits for the Badung Regency Investment and One-Stop Integrated Services Service is that the Badung Regency DPMPTSP needs to create regulations regarding the implementation of trusts so that they have a permanent legal *basis* .

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