



CERTIFICATE OF MEMBERSHIP

THIS CERTIFIES THAT

**MAGISTER ILMU ADMINISTRASI
UNIVERSITAS HKBP NOMMENSEN**

(MEMBER ID : 02000691)

IS A RECOGNIZED INSTITUTION MEMBER
OF
INDONESIAN ASSOCIATION FOR PUBLIC ADMINISTRATION

FOR THE PERIOD FROM
Mar 28th, 2023 to Mar 28th, 2026

Mar 28th, 2023



PROF. AGUS PRAMUSINTO

PRESIDENT OF INDONESIAN ASSOCIATION FOR PUBLIC ADMINISTRATION