



CERTIFICATE OF MEMBERSHIP

THIS CERTIFIES THAT

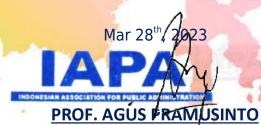
MAGISTER ILMU ADMINISTRASI UNIVERSITAS HKBP NOMMENSEN

(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



PRESIDENT OF INDONESIAN ASSOCIATION FOR PUBLIC ADMINISTRATION