



**Kampus
Merdeka**
INDONESIA JAYA



CERTIFICATE OF APPRECIATION

Number : 18225/UN17.2/PP/2021

This is to certify that

Muhammad Reza Fahlevy, S.Sos, M.Si.

in recognition of valuable contribution as

Committee

in the **INTERNATIONAL GUEST LECTURE** "Bureaucratic Reform"

Samarinda, Monday, 15th November 2021

Dean of Faculty of Social and Political Sciences,
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