



Kampus
Merdeka
INDONESIA JAYA



CERTIFICATE OF PARTICIPATED

Number : 18225/UN17.2/PP/2021

This is to certify that

Heryono Susilo

Utomo

has Participated in

INTERNATIONAL GUEST LECTURE "Bureaucratic Reform"

Samarinda, Monday, 15th November 2021

Dean of Faculty of Social and Political Sciences,
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