



Kampus
Merdeka
INDONESIA JAYA



CERTIFICATE OF PARTICIPATED

Number : 18225/UN17.2/PP/2021

This is to certify that

**Muhammad
Hairul Saleh**
has Participated in

INTERNATIONAL GUEST LECTURE "Bureaucratic Reform"

Samarinda, Monday, 15th November 2021

Dean of Faculty of Social and Political Sciences,
Mulawarman University



Dr. H. Muhammad Noor, M.Si.

Public Administration
Study Program Coordinator

Dr. Fajar Apriani, M.Si