



## CERTIFICATE OF MEMBERSHIP

THIS CERTIFIES THAT

**Ilmu Administrasi Negara**  
**Universitas Teknologi Surabaya**  
(MEMBER ID : 02002205)

IS A RECOGNIZED INSTITUTION MEMBER  
OF  
INDONESIAN ASSOCIATION FOR PUBLIC ADMINISTRATION

FOR THE PERIOD FROM  
**May 05<sup>th</sup>, 2025 to May 05<sup>th</sup>, 2028**

May 05<sup>th</sup>, 2025



**PROF. AGUS PRAMUSINTO**

PRESIDENT OF INDONESIAN ASSOCIATION FOR PUBLIC ADMINISTRATION