



UNIVERSITAS INDONESIA  
*FAKULTAS ILMU ADMINISTRASI*  
*FACULTY OF ADMINISTRATIVE SCIENCE*

## CERTIFICATE OF APPRECIATION

SERT-2358/UN2.F16.D/PDP.00.04.03/2025

proudly presented to

# **Denada Faraswacyen L. Gaol**

as a Participant at Guest Lecture Prof. Jacob Torfing With the Theme “Collaborative Governance: What is it Good for, and How Do We Sustain it Through Metagovernance, Institutional Design and Leadership”

on Monday, 30 June 2025



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