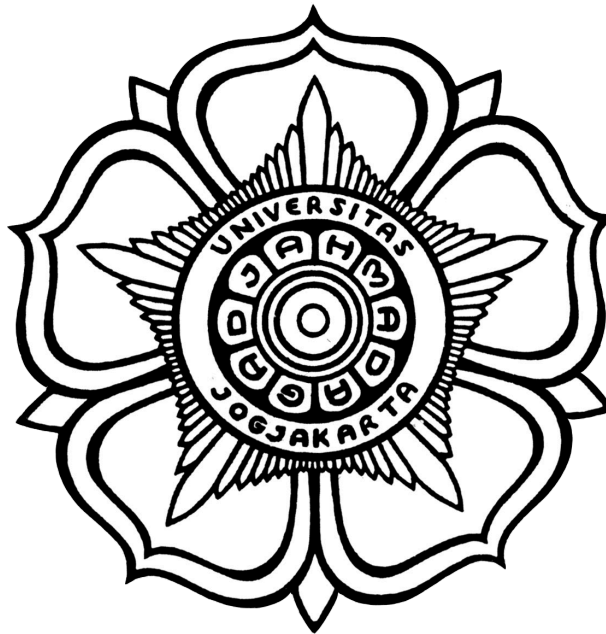


**IMPLEMENTASI PROGRAM INKUBASI STARTUP
DALAM PERSPEKTIF AGILE GOVERNMENT
Studi Kasus HubID Kementerian Komunikasi dan Digital**

Penelitian untuk Tesis S-2

Program Studi Magister Administrasi Publik

Program Pascasarjana FISIPOL UGM Yogyakarta



Oleh:

Harits Surya Pahlawan

21/489297/PSP/07439

Diajukan kepada

Program Pascasarjana FISIPOL Universitas Gadjah Mada

Yogyakarta

2026



UNIVERSITAS GADJAH MADA
FACULTY OF SOCIAL AND POLITICAL SCIENCE

Jl. Sosio Yustisia No.1, Bulaksumur, Yogyakarta 55281 Telp. +62(274) 563362
Fax. +62(274) 551753, <https://fisipol.ugm.ac.id>, E-mail : fisipol@ugm.ac.id

Letter of Acknowledgement

No. 8410/UN1/FSP.1/AKD/TA/2026

To Whom It May Concern,

I hereby certify that:

Name : Harits Surya Pahlawan
Student Number : 21/489297/PSP/07439
Department : Master in Public Policy and Administration,
Faculty of Social and Political Sciences, Universitas Gadjah Mada

Has passed his thesis defense on July 24, 2026. He will graduate on October 2026 with GPA
of 3.58

This letter is issued in order to Prove that the student has passed his thesis trial and is eligible
for graduation.

We acknowledged that this statement is true and can be relied upon. Should you have any
questions, please contact us at akadfisipol@ugm.ac.id.

Yogyakarta, September 25, 2026
Dean



Dr. Wawan Mas'udi
Number of Certification
197705172002121003