



# CERTIFICATE OF PARTICIPATION & PRESENTATION

This is certify that

## El Harradi Hicham

Has attended the 13th International Conference on Business Economics, Marketing & Management Research (BEMM-2026) from April 27, 2026 to April 30, 2026 in Istanbul, Turkey and made an online presentation of the paper entitled :

« Gouvernance universitaire et performance publique : analyse des dispositifs de pilotage stratégique dans les établissements de l'Université Mohammed Premier par SmartPLS ».

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