جامعة بيروت العربية
BEIRUT ARAB UNIVERSITY

SUSTAINABLE DEVELOPMENT GOALS

SDG 17: PARTNERSHIPS FOR THE GOALS



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BEIRUT ARAB UNIVERSITY

SDG 17

PARTNERSHIPS FOR THE GOALS

THE IMPACT RANKINGS INDICATOR 17.2.1

National Government SDG Policy Development

Does the University as a body have direct involvement in or input into national government SDG policy development

RECOMMENDED RESPONSE

YES

Current evidence reviewed for 2021 to 2026

Prepared for THE Impact Rankings submission

Executive assessment

Beirut Arab University should answer YES to Indicator 17.2.1. The strongest evidence is BAU's verified participation in Lebanon's official Reinventing Government 2030 process. The Ministry of State for Administrative Reform recorded BAU as a venue and participant in the national stakeholder consultations, while BAU's own account confirms that its Faculty of Business Administration co-organized the 8 October 2025 meeting during the Stakeholder Aspirations stage. University leaders, faculty members and students took part alongside the Minister, public-sector representatives and civil society.

This is direct policy input rather than general advocacy. The consultation formed part of a defined government policy cycle: gathering stakeholder priorities, preparing the public-sector reform blueprint, designing a target operating model, establishing a legislative agenda and setting an implementation roadmap through 2030. BAU faculty also presented administrative approaches concerning citizen-centred services, objectives-based management, decentralisation and alternative service-delivery mechanisms.

Two formal national agreements reinforce the finding. A November 2025 memorandum with the Central Administration of Statistics establishes cooperation on national statistical production, socioeconomic studies and CAS research projects that support public policy. A February 2026 memorandum with the Ministry of State for Information Technology and Artificial Intelligence explicitly provides for technical studies and consultations supporting policy development in emerging technologies, cybersecurity and digital transformation.

The submission should remain precise. The evidence proves institutional participation in national policy development and formal mechanisms for data and technical input. It does not prove that BAU alone drafted Lebanon's national SDG strategy, that every recommendation was adopted, or that BAU operates the national SDG monitoring system.

Original evidence BAU consultation in Reinventing Government 2030 | Official university record | 8 October 2025

Original evidence Government confirmation of the BAU consultation | Official government record | 8 October 2025

Original evidence BAU agreement with the Central Administration of Statistics | Official university record | 20 November 2025

Original evidence BAU agreement with the Ministry of State for Information Technology and Artificial Intelligence | Official university record | 11 February 2026

Indicator test	Verified evidence	Assessment
University as a body	The University and its Faculty of Business Administration formally cooperated with a national ministry, and BAU's President signed two national agreements.	Met
National government	The principal partners are OMSAR, the Central Administration of Statistics and the Ministry of State for Information Technology and Artificial Intelligence.	Met
Direct policy input	BAU participated in the Stakeholder Aspirations phase of a national administrative reform programme and supplies studies and technical consultations through formal agreements.	Met
Current evidence	The core evidence dates from October 2025 to October 2026.	Met
Claim boundary	The report demonstrates participation and input, without claiming sole authorship or universal policy adoption.	Appropriate

Assessment scope

Meaning of direct involvement

For this indicator, direct involvement is demonstrated when BAU participates in a government-led policy process, provides documented advice or technical studies to a national body, or enters a formal arrangement that links university evidence to public policy. Attendance at a general event is not sufficient unless the record shows a defined policy purpose, an official government counterpart and a mechanism for input.

The evidence is therefore organised in three levels. The primary evidence shows BAU inside a national policy process. The second level shows formal institutional channels through which BAU supplies data, research and technical advice to government. The third level shows applied research and policy dialogue that support problem identification, monitoring and adaptive management.

Evidence hierarchy

Evidence level	Use in this report	Examples
Direct national policy process	Primary basis for the YES response	Reinventing Government 2030 Stakeholder Aspirations consultation at BAU
Formal government agreement	Confirms a continuing institutional route for advice and data	Memoranda with CAS and the Ministry of State for Information Technology and Artificial Intelligence
Applied policy research	Shows problem identification, measurement and proposed interventions	Joint food-market study with a Ministry of Economy and Trade affiliated researcher
Policy and research dialogue	Supports adaptive management and policy learning	ARSFC 2026 with OMSAR, CNRS-Lebanon and policymakers

Direct participation in national administrative reform

Government led policy process

Reinventing Government 2030 is an official programme of Lebanon's Ministry of State for Administrative Reform. The Ministry describes it as a phased national process that begins with a shared vision developed through stakeholder engagement, continues with evidence-based redesign of public-sector architecture and operating models, and concludes with an implementation roadmap. The programme therefore covers problem diagnosis, strategy design, comparison of alternative models and staged implementation.

Original evidence OMSAR Reinventing Government 2030 overview | Official government record | Current 2026 page

BAU Stakeholder Aspirations consultation

On 8 October 2025, OMSAR and BAU's Faculty of Business Administration held a consultative meeting at BAU during the Stakeholder Aspirations stage. The government record identifies BAU as part of the programme's university consultations. BAU's record identifies participation by the Minister, University leadership, deans, professors and students, together with representatives of civil society and the public sector.

The meeting addressed priorities and future directions for public administration. BAU faculty discussed approaches for improving government responsiveness, including citizen-centred service design, management by objectives, decentralised decision-making and the use of competition or private-sector participation in selected government services. These contributions constitute substantive input into the design discussion rather than the provision of a venue alone.

Original evidence BAU account of the national reform consultation | Official university record | 8 October 2025

Original evidence OMSAR record of the BAU consultation | Official government record | 8 October 2025

Consultative Meeting with the Minister of State for Administrative Reform on Reinventing Government 2030 at Beirut Arab University







In the framework of the project "Reinventing Government 2030" launched by the Minister of State for Administrative Reform, and in cooperation with Beirut Arab University – Faculty of Business Administration, a consultative meeting was held as part of the "Stakeholder Aspirations" stage, in the presence of His Excellency the Minister of State for Administrative Reform, Dr. Fadi Makki.

This meeting comes in the context of a national initiative aimed at involving stakeholders in discussing administrative reform priorities and future directions, and enhancing trust between citizens and public administrations and institutions. The meeting was attended by former Minister Dr. Alain Hakim, Chairman of the Board of Trustees of Bir Wal Ihsan and Chairman of the University's Board of Trustees Dr. Ammar Houry, University Secretary General Dr. Omar Houri, Dean of the Business Administration faculty Professor Mohamed Abdel Azim Abo El Naga, Assistant Dean Professor Hanadi Taher, University Deans, along with a number of professors and students, and representatives from civil society and the public sector.

The meeting began with a welcoming speech by the Professor Hanadi Taher, who spoke about the importance of this project and its scientific perspective, in order to serve the development of public policies and administration in Lebanon.

Professor Abo El Naga, affirmed that the goal is always to put the government on the doorstep of efficiency, effectiveness, and responsiveness, by working with several unconventional approaches such as: the Customer-Centric Approach and dealing with citizens as customers, the Entrepreneurial Management approach to enhance innovation and competition within government entities, the Management By Objective approach to focus on desired outcomes rather than procedural aspects, as well as the approach of using Market Mechanisms and competition instead of bureaucratic mechanisms, also the Decentralization approach by transferring decision-making authority to lower organizational levels to increase responsiveness and flexibility, and the Privatization approach, by introducing private sector competition to government services, and even privatizing some functions to increase efficiency.

Dr. Makki then presented the Ministry's vision for modernizing state administrations and institutions, pointing to the most prominent challenges hindering their effectiveness such as the slow pace of job modernization, outdated laws and procedures, weak organizational structures, low effectiveness of the wage system, in addition to the fragility of the digital infrastructure and the absence of accountability and impunity. He stressed that confronting these challenges requires rebuilding the public sector on the foundations of competence and transparency, away from favoritism, leading to the crystallization of a new social contract that restores trust between the citizen and the administration.

He also reviewed the three phases of the "Reinventing Government 2030" plan, starting with establishing the foundations and the comprehensive vision, passing through the preparation of the master plan for public sector reform, and culminating in the implementation of a radical transformation process affecting the structure of public administrations and institutions by 2030. He explained that the preparatory phase for preparing the plan extends over three months, after which the master plan will be developed to

determine how the practical strategy will be implemented, whether in terms of merging or abolishing some administrations, or defining the type of jobs and the number of employees, among other essential matters.

The meeting concluded with interventions and questions from the attendees, which reflected the interest of academics and students in the role of public administration in shaping a more efficient and transparent future for the Lebanese state.

The Reinventing Government 2030 Program at Beirut Arab University

From the Lebanese American University – LAU to Beirut Arab University – BAU, the Reinventing Government 2030 Program continues its consultative meetings with university students, municipal representatives, and local stakeholders to explore ways to develop public administrations and services, while promoting transparency and collaboration with the Ministry toward a citizen-centered administration that places the individual at the heart of decision-making.





Connection to the government policy cycle

OMSAR reports that the Stakeholder Aspirations phase collected views through interviews, roundtables and university town halls. Across the national process, more than 70 sessions reached more than 1,500 stakeholders and more than 100 entities. The Ministry states that the phase captured reform priorities, pain points, development opportunities, early success indicators, priority services for digitisation and missing skills. It concluded with a Citizen Charter intended to guide the subsequent reform blueprint.

BAU's consultation belongs to this documented national input stream. The evidence supports the conclusion that BAU contributed to the government's evidence-gathering and agenda-setting stage. It does not support attributing the entire Citizen Charter or later blueprint to BAU, and the report does not make that claim.

Original evidence OMSAR Stakeholder Aspirations phase and outputs | Official government record | Current 2026 page

Administrative Reform

The “Reinventing Government 2030” program represents a transformational journey to reshape Lebanon’s public administration, enhance its effectiveness, and restore citizen trust.

It is structured around interlinked phases from defining a shared national vision for administrative reform through broad stakeholder engagement; to redesigning the public sector architecture, operating models, and workforce requirements based on evidence, benchmarks, and future needs; and then into developing a phased implementation roadmap to guide reform execution over the coming years.

The program seeks to redefine public administration around the principles of citizen trust, efficiency, inclusiveness, and accountability, articulating a modern governance model capable of restoring credibility to the state and ensuring transparent, professional, and citizen-oriented public institutions.



Policy stage	Government process	BAU contribution and relevance
Identify problems	Stakeholder sessions captured frustrations, pain points, missing skills and service priorities.	BAU convened University, government and civil-society participants and contributed academic and student perspectives.
Develop strategy	The first phase informs the Citizen Charter and the public-sector reform blueprint.	BAU faculty introduced administrative approaches relevant to service design, accountability and decision-making.
Compare futures	The programme moves from baseline assessment to benchmark analysis and a target operating model.	BAU input entered the preparatory stage of this future-state design process.
Plan implementation	OMSAR's later phase sets legislative priorities, pilots and milestones through 2030.	The BAU consultation helped define stakeholder expectations that the implementation roadmap is intended to address.

Future state design and implementation planning

The second phase of Reinventing Government 2030 shows how the policy process uses the first-phase consultation evidence. OMSAR's published design includes a baseline assessment, international benchmark analysis, a target operating model, a model ministry, workforce planning, a legislative agenda, a pilot restructuring exercise and an implementation roadmap for six months, one year and two to five years. This structure compares the existing public sector with a defined target state and tests implementation through a pilot before wider reform.

This evidence is relevant to the indicator's request for modelling likely futures with and without interventions. BAU participated in the stakeholder phase that informs the blueprint, but the available record does not state that BAU produced the quantitative models or led the second phase. The defensible claim is that BAU supplied input to a government process that explicitly develops and tests future institutional arrangements.

Original evidence OMSAR phase two design | Government record | 2026

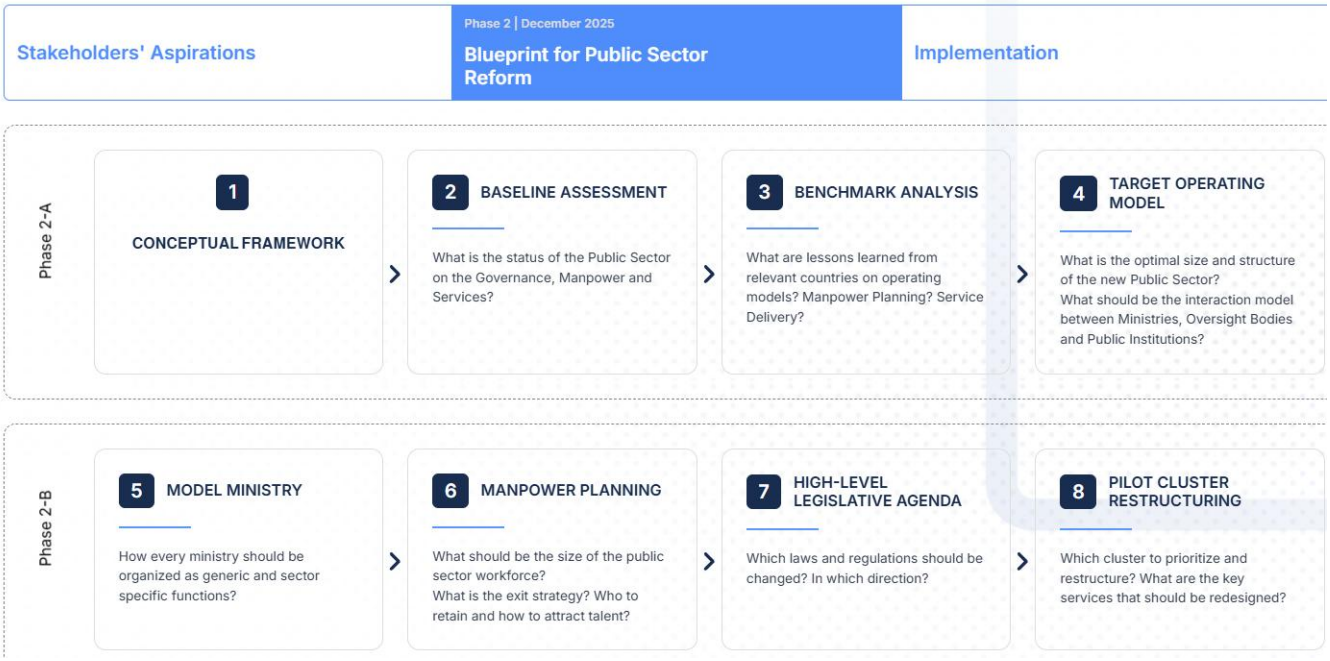
Reinventing Government 2030

Public Sector Architecture and Operating Model Design

Includes the **Conceptual Framework** which identifies how sectors and subsectors are defined and the levels of governance to be mapped, based on current trends, best practices, and future outlook; the **Baseline Assessment** of the status of the Public Sector on the Governance and Services; the **Benchmark Analysis** identifying lessons learned from relevant countries on operating models and service delivery; and identification of the **Target Operating Model** reflecting the optimal structure of the new Public Sector and the mode of interaction model between Ministries, Oversight Bodies and Public Institutions.

It also includes the design of the **Model Ministry** organized in terms of generic and sector specific functions; the **Manpower Planning** identifying the optimum size of the public sector workforce; the **High-level Legislative Agenda** with a list of laws and regulations that should be changed and in which direction; and the **Pilot Ministry/Sector** for restructuring and key services redesign.

The second phase starts by mapping out the current public sector structure and deriving lessons learned from best in class to BUILD a new Blueprint for the Public Sector



Government design component	Function in the policy cycle	Evidence position
Baseline assessment	Documents the current condition of governance, staffing and services.	BAU input is part of the prior stakeholder evidence base.
Benchmark analysis	Compares operating models, workforce planning and service delivery in other systems.	Government-led comparative work; no claim that BAU alone performed it.
Target operating model	Defines the preferred future structure and relationships among ministries and public bodies.	Shows the future-state modelling context to which BAU's consultation contributed.
Pilot and roadmap	Tests restructuring and sets milestones over several time horizons.	Supports learning and adaptation before full implementation.

Formal government channels for policy and data input

Central Administration of Statistics agreement

On 20 November 2025, BAU and Lebanon's Central Administration of Statistics signed a one-year memorandum covering statistics, data and socioeconomic studies. The agreement provides for joint workshops, student placements and BAU participation in CAS research projects and scientific activities. BAU's President stated that the partnership aims to develop national statistical production and support research and studies as foundations of public policy.

This is direct institutional evidence for the monitoring and reporting dimension of the indicator. CAS is the national body responsible for official statistics, while the agreement links BAU research capacity to national data production and analysis. Because the source describes the cooperation framework rather than a completed national SDG statistical report, the report treats it as a verified mechanism and does not claim a result that has not yet been published.

Original evidence BAU memorandum with the Central Administration of Statistics | Official university record | 20 November 2025

Memorandum of Understanding between Beirut Arab University and the Central Administration of Statistics





Beirut Arab University represented by its President, Professor Wael Nabil Abdel Salam, has signed a one-year Memorandum of Understanding with the Central Administration of Statistics represented by its Director General, Ms. Maral Gidanyan. The agreement aims to enhance academic, research, and training cooperation in the fields of statistics, data, and socio-economic studies, aligning with the national need to develop data production and its utilization in scientific research.

The signing ceremony was attended by BAU Secretary General Dr. Omar Houri, Dean of the Faculty of Business Administration Professor Mohamed Abdel Azim Abou El-Naga, Assistant Dean of the Faculty of Business Administration Professor Hanadi Taher, members and representatives from the Central Administration of Statistics.

The memorandum includes the following collaborative initiatives organizing joint workshops and seminars, both in-person and online, featuring experts from CAS to discuss topics related to economics, statistics, and demography. Providing BAU students with opportunities to participate in CAS awareness activities regarding the importance of statistics. Offering internships and training for final-year students from the Faculty of Business Administration at CAS, bridging the gap between academic theory and practical application. Involving the university in CAS research projects and scientific activities as part of the educational process to foster a culture of scientific research among students.

Ms. Maral Gidanyan expressed her optimism, stating"This cooperation represents a shared beginning of hope between both parties to work on documented data and information."

Professor Wael Nabil Abdel Salam emphasized the importance of this partnership, noting that "The significance of this MoU lies in the integration between educational institutions and public bodies. It aims to develop national statistical production and support research and studies, which are fundamental pillars of public policy."

Technology and artificial intelligence policy agreement

On 11 February 2026, BAU signed a one-year memorandum with the Ministry of State for Information Technology and Artificial Intelligence. The agreement explicitly supports public policy development for emerging technologies, cybersecurity and digital transformation. It provides for BAU experts to prepare technical studies aligned with the Ministry's priorities and includes research, training and technical consultation.

The source also links the cooperation to data organisation and innovative solutions within the Ministry of Displaced Persons, with transparency as an intended outcome. This connects BAU's technical capacity to national policy design and administrative modernisation under SDGs 9, 16 and 17. It is especially strong evidence because the University is represented by its President and the counterparty is a national ministry.

Original evidence BAU memorandum with the Ministry of State for Information Technology and Artificial Intelligence | Official university record | 11 February 2026

Beirut Arab University Signs Memorandum of Understanding with the Ministry of State for Information Technology and Artificial Intelligence



Beirut Arab University represented by its President, Professor Wael Nabil Abdel Salam, has signed a one-year Memorandum of Understanding with the Ministry of State for Information Technology and Artificial Intelligence, represented by H.E Minister Dr. Kamal Shehadi. The agreement aims to bolster academic and technical cooperation to advance artificial intelligence and digital transformation in Lebanon.

The signing ceremony was attended by BAU Secretary General Dr. Omar Houri, Dean of the Faculty of Engineering Professor Yehya Temsah, Dean of the Faculty of Science Professor Ghassan Younes, and the Director General of the Ministry of Displaced Persons Mr. Ahmad Mahmoud.

This memorandum establishes a framework for joint cooperation in scientific research, capacity building, specialized training, and technical consultations, while supporting public policy development for emerging technologies, cybersecurity, and digital transformation.

Under the agreement, the two parties will implement training programs and workshops for public sector employees, students, and professionals, involving university experts in providing technical studies that align with the Ministry’s priorities.

This collaboration extends to organizing scientific conferences and seminars, as well as providing students with practical internships and applied projects to bridge the gap between academic education and public sector requirements.

In this context, Minister Shehadi emphasized that the MoU is part of a comprehensive national effort to modernize the Lebanese state, offering an opportunity to rebuild the technology sector and overcome long-standing economic and institutional challenges through new legislation and global partnerships with leaders like Google and Microsoft. Meanwhile, Professor Abdel Salam described the agreement as a smart alliance designed to harness AI tools for data organization and innovative solutions within the Ministry of Displaced Persons, ensuring transparency and proving Lebanon’s continued capacity for innovation. He concluded by affirming that the university is proud to offer its expertise to this partnership, viewing artificial intelligence as the essential bridge from traditional workflows to a future of comprehensive digital efficiency.

Formal mechanism	BAU input	National policy value
CAS memorandum	Research participation, socioeconomic studies, statistics training and joint knowledge activity	Improves the evidence base used to diagnose conditions, monitor trends and support public policy
Technology and AI memorandum	Technical studies, scientific research, specialist consultation and capacity building	Supports policy for digital transformation, cybersecurity and emerging technology
Reinventing Government consultation	Institutional, faculty and student participation in a national stakeholder phase	Contributes priorities and proposed administrative approaches to the reform blueprint

Applied research for problem identification and enforcement

Food market compliance study

A 2025 peer-reviewed study provides a concrete example of BAU research produced with national-government participation. Authors from BAU's Faculty of Health Sciences worked with a researcher affiliated with the Ministry of Economy and Trade and other university partners to assess adulteration and quality in tomato paste sold in Lebanon. The study tested 41 products collected from Beirut, Bekaa and Tripoli against Libnor and Codex standards.

The research identified a regulatory problem using measurable evidence. Thirty-seven per cent of all samples failed the starch standard, 27 per cent failed the required total-soluble-solids standard, and 48 per cent of Lebanese products failed the starch standard. The authors recommended stronger sampling and testing, on-site checks, a staged enforcement protocol, sanctions for unresolved violations and recalls or closure for persistent non-compliance.

This work maps directly to problem identification, monitoring and intervention design. It also shows how BAU research can provide national authorities with evidence relevant to consumer protection and fair trade. The publication calls for enforcement; it does not by itself prove that the Ministry adopted every recommendation.

Original evidence Adulteration and quality assessment of tomato paste in the Lebanese market | Peer-reviewed open-access research | 28 April 2025

Adulteration and quality assessment of tomato paste: a study of the Lebanese market

F Fatima Habib [1†] Salma Khazaal [1†] E Elie Bou Yazbeck [2,3]

Espérance Debs [4] Suhair Sunoqrot [5] Nicolas Louka [6]

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2. Department of Nutrition and Food Sciences, Faculty of Arts and Sciences, Holy Spirit University of Kaslik, Jounieh, Lebanon See more

Research step	Documented output	Policy relevance
Problem definition	Possible undeclared starch and inconsistent product quality in the Lebanese market	Defines a consumer-protection and fair-trade problem
National sampling	Forty-one local and imported products collected across Beirut, Bekaa and Tripoli	Provides a cross-regional evidence base
Measurement	Compliance assessed against Libnor and Codex parameters	Connects research results to recognised regulatory standards
Intervention design	Recommendations for field testing, warnings, sanctions, recalls and facility closure	Offers an enforceable response sequence for regulators
Feedback value	Testing can be repeated to detect continuing non-compliance	Supports monitoring and adjustment of enforcement activity

Monitoring and adaptive management

Research policy interface at ARSFC 2026

On 6 October 2026, BAU organised the Advancing Research for a Sustainable Future Conference under the patronage of the Minister of State for Administrative Reform and in partnership with CNRS-Lebanon and the Hariri Foundation for Sustainable Human Development. The programme connected researchers, policymakers, public bodies, professional organisations, industry and students around sustainable health, financial and social sustainability, digital transformation, climate resilience and evidence-based policymaking.

The Ministry's own account of the conference focused on three practical tests for policy and reform: whether an intervention works, whether it can be scaled and whether it will endure. The Minister called for stronger state-university links so that public institutions can use researchers and students to assess policy performance and turn evidence into practical solutions. This is relevant to adaptive management because it frames policy as a cycle of testing, evidence, institutional learning and revision rather than a one-time decision.

The conference is supporting evidence, not the sole basis for the YES response. Its value lies in showing that BAU maintains a current policy interface with the same national ministry that leads Reinventing Government 2030, and that this interface explicitly addresses evaluation, scaling and institutional durability.

Original evidence BAU record of ARSFC 2026 | Official university record | 6 October 2026

Original evidence OMSAR account of the BAU conference | Official government record | 9 October 2026

ARSFC 2026 Conference at Beirut Arab University Unites Research Innovation and Sustainability







Under the patronage of the Minister of State for Administrative Reform, H.E. Dr. Fadi Makki, the Deanship of Graduate Studies and Research at Beirut Arab University organized a scientific conference titled "Advancing Research for a Sustainable Future" (ARSFC 2026). Held in partnership with the National Council for Scientific Research (CNRS-Lebanon) and the Hariri Foundation for Sustainable Human Development, the event aimed to explore ways to transform research into practical solutions for a more sustainable future.

The opening ceremony was attended by MP Waddah Sadek; Secretary-General of CNRS-Lebanon Professor Chadi Abdallah; Chairman of the Board of Trustees of the Waqf Al-Bir wal-Ihsan and Chairman of the Board of Trustees of BAU, Dr. Ammar Houry; President of the University Professor Wael Nabil Abdel Salam; Secretary-General of the University Dr. Omar Houri; military leaders; heads of professional syndicates; university presidents; faculty deans; university directors; as well as a select group of researchers, academics, policymakers, industry leaders, experts, and students.

The conference centered on four main themes:

- Sustainable Health

- Financial and Social Sustainability
- Innovation for a Sustainable and Digital Future
- Climate-Resilient Communities and the Future of Cities

The MC Ms. Dina Abou El-Ezz, opened the proceedings by emphasizing that sustainability is no longer limited to environmental issues; rather, it has evolved into a holistic concept encompassing health, society, the economy, technology, and future generations. She noted that scientific research serves as a fundamental pillar for understanding challenges, identifying root causes, developing evidence-based solutions, and converting knowledge into applications and policies capable of driving tangible impact.

In her address, Dean of Graduate Studies and Research at BAU Professor Hania Nakkash, affirmed that sustainability is an integral part of the university's approach to education, scientific research, innovation, and community service, highlighting that BAU works to align its research projects with the UN Sustainable Development Goals.

Professor Nakkash explained that these goals are interconnected and that achieving them requires a comprehensive approach linking health, education, the environment, technology, and the economy. She highlighted the university’s focus on Goal 9 (Industry, Innovation, and Infrastructure) through infrastructure development, renewable energy, and technology, as well as transforming research outcomes into applications and innovations that serve society.

For his part, Secretary-General of CNRS-Lebanon Professor Chadi Abdallah, stressed the importance of deploying scientific research and technology in service of society and the state. He outlined the Council's work in fields such as the environment, natural resources, water, agriculture, energy, natural hazards, and early warning systems, alongside efforts to translate research results into actionable policies and practical solutions.

Professor Abdallah noted that the successive crises in Lebanon particularly war and Israeli aggression have underscored the vital role of science in monitoring and documenting damage using satellite imagery, Geographic Information Systems, artificial intelligence, and field data.

President of BAU Professor Wael Nabil Abdel Salam, stated that sustainability is no longer just a slogan, but a responsibility and an imperative imposed by growing climate and economic challenges. He highlighted the pivotal role of universities in generating knowledge and developing scientific and applied solutions that serve society and build a sustainable future.

Professor Abdel Salam added that BAU has adopted the UN SDGs within its strategic vision, integrating them into scientific research, curricula, and campus practices. He also noted the implementation of a transition plan toward clean solar energy across university campuses as part of its drive toward a more sustainable university environment and promoting clean technology.

In turn, Minister of State for Administrative Reform Dr. Fadi Makki, emphasized that sustainable reform should not be tied to an individual, government, or minister, but must become a consistent approach to state governance grounded in effective institutions, clear systems, skilled human resources, data, and institutional memory capable of continuity and growth.

Dr. Makki explained that public sector development relies on three main pillars: enhancing governance and state structure, investing in human capital and expertise, and redesigning public services through digital transformation to respond to citizen needs.

He further stressed the importance of scientific research in supporting reform and public policymaking by transitioning from opinions and impressions to measurable evidence and results, affirming that universities should serve as key partners to the state in analyzing challenges, testing solutions, and formulating knowledge-based policies.

At the conclusion of the opening session, Professor Wael Nabil Abdel Salam presented BAU commemorative shields to Minister Dr. Fadi Makki, CNRS-Lebanon Secretary-General Professor Chadi Abdallah, and the Hariri Foundation for Sustainable Human Development, in appreciation of their participation, support, and efforts to advance scientific research and sustainable development.

Through expert presentations, participants addressed core challenges relating to healthcare resilience, economic and social sustainability, artificial intelligence and digital transformation, climate adaptation, sustainable cities, evidence-based policymaking, and bridging research with tangible real-world impact.

A major highlight of the ARSFC 2026 conference was the official launch of the BAU Youth Sustainability Club, established to provide students with a platform to play an active role in sustainability, research, innovation, and community action.

The conference concluded with a call to strengthen collaboration among academia, the public sector, and the private sector, with a shared focus on moving from knowledge to action, and from action to achieving measurable impact. This message was the core theme of a high-level panel discussion that explored ways to strengthen the linkages in Lebanon between scientific research, policy, implementation mechanisms, and community needs.

Makki: Building Reforms That Outlast Us and a State That Does Not Start from Scratch with Every Government



“Does it work? Can it be scaled up? Will it last?” These were the three questions posed by Minister of State for Administrative Reform Dr. Fadi Makki as criteria for assessing any research, public policy, or reform project. He was speaking at the opening of the “Advancing Research for a Sustainable Future” conference at Beirut Arab University, held under his patronage.

Makki stressed that successful reform is measured not only by the launch of initiatives, but also by their ability to endure and become embedded in institutional practice. He asked: How do we move from an initiative to an institution, from a pilot project to a permanent system, and from reform associated with a particular minister or government to reform that becomes part of how the state operates?

He emphasised that a sustainable public administration must not start from scratch with every new minister or government. Instead, it must rest on institutions, rules, systems, human capabilities, data, and institutional memory that endure and evolve, regardless of who holds office.

He explained that sustainability extends beyond protecting the environment and natural resources. It also encompasses the ability of health, economic, financial, and social systems to withstand shocks, as well as the capacity of institutions to operate, develop, and benefit from technology over the long term.

In this context, Makki outlined the three pillars of the "Reinventing Government 2030" programme: governance and the structure of the state, through institutional development and reorganisation; people, through staff training, skills development, and the recruitment of new talent; and services and digital transformation, through redesigning services around citizens' needs.

He stressed that all three pillars must be guided by one question: "Will this reform outlast us?" A digital service that depends on a particular team to keep running, or a procedure that disappears when the person in charge changes, does not achieve sustainability. Introducing technology and passing legislation must therefore be accompanied by the institutions, capabilities, and incentives needed to implement and develop them.

Makki also highlighted the role of scientific research in moving from impressions to evidence and in assessing whether policies work, can be scaled up, and will endure. He called for stronger partnerships between the state and universities, connecting the needs of public institutions with the capabilities of researchers and students to turn research into policies and practical solutions that improve services, public administration, and citizens' lives.

He concluded that Lebanon needs a state that does more than withstand the next crisis: it needs institutions capable of enduring, learning, and evolving during crises and beyond. Connecting scientific research with public policy, he said, can help build stronger institutions and a more sustainable future.

Institutional research alignment

BAU's research strategy states that its national and international research activities are aligned with the SDGs and that the University tracks and analyses research output. This institutional alignment helps explain how government consultations, formal memoranda and applied research are supported across the University rather than treated as isolated activities. The strategy is supporting context; the direct evidence remains the government consultation and signed agreements.

Original evidence BAU research strategy | Official university record | Current 2026 page

At Beirut Arab University, we are committed to promoting high-quality research and enhancing activities both nationally and internationally, aligning our efforts with the Sustainable Development Goals (SDGs) to contribute to a sustainable and prosperous future and to better serve our community. Our goal is to achieve global recognition as a leading research institution by fostering innovation, generating insights to address critical issues, and nurturing a collaborative and inclusive environment.

1. Increasing the Quality, Quantity, and Impact of our Research:

a. Commitment to Excellence

BAU is dedicated to conducting research that addresses critical global and local challenges.

We adhere to the highest international standards of research integrity and quality.

This commitment is reflected in our outstanding achievements, including being ranked #1 in Lebanon by Times Higher Education Arab University Rankings for 2022 and 2023.

b. Quality Assurance:

We prioritize rigorous research methodologies and invest in the continuous professional development of our faculty.

Our research aligns with international best practices and adheres to globally recognized quality benchmarks.

We foster a culture of excellence through:

DAAD Info Sessions: Collaborations with organizations like the German Academic Exchange Service (DAAD) provide valuable insights into international research standards and opportunities for collaboration.

Vibrant Research Community: Regular BAU Research Talks foster a dynamic research environment, encouraging knowledge exchange and critical feedback.

Impactful Research Agenda: Our research focus aligns with the Sustainable Development Goals, ensuring that our work contributes to a more sustainable and equitable future.

c. Building Bridges and Fostering Collaboration:

We cultivate strategic partnerships through Memoranda of Understanding (MOUs) with leading institutions worldwide.

We foster a collaborative environment within our university as well:

BAU Research Talks: These events facilitate interdisciplinary research and foster a deeper understanding of research across departments.

BAU Research Equipment Handbook: This valuable resource enhances research efficiency by providing access to information regarding available equipment in laboratories across the university campuses.

d. Research Output: A Focus on High-Quality Publications:

To demonstrate our commitment to research excellence, we track and analyze the quality of our research output. Below is a summary of BAU’s research publications categorized by quartile rankings (Q1-Q4) according to Scopus classification. This reflects our emphasis on publishing in high-impact journals and ensuring the academic relevance and quantity of our work.

The following chart shows the total number of ranked publications from 2016 to 2024, highlighting a significant rise in ranked publications over this period.

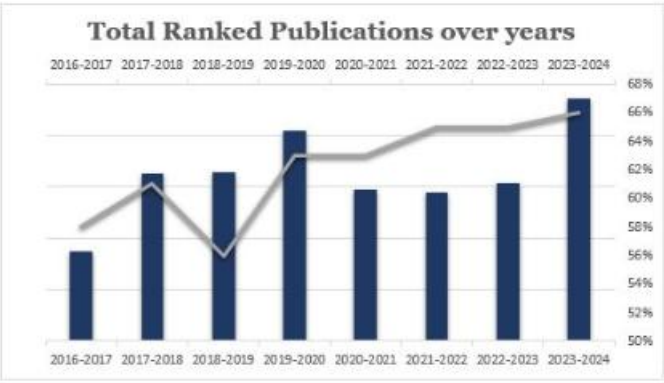


Figure 1 Bar chart showing the total percentage of ranked publications from 2016 to 2024.

This number of publications highlights BAU’s strong focus on publishing in Q1 and Q2 journals, which are recognized for their high impact and rigorous peer-review processes. By prioritizing quality over quantity, we ensure that our research contributes significantly to academic discourse and societal progress.

This area graph below illustrates the overall proportion of top-ranked publications appearing in Q1 and Q2 journals. The graph clearly highlights the significant increase in high-impact publications observed in recent years.

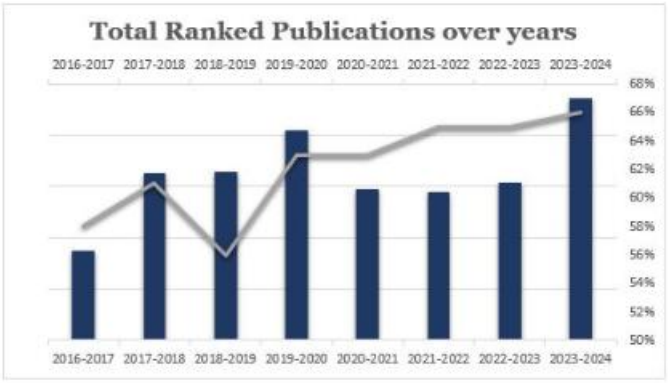


Figure 2 Area chart showing the overall proportion of top-ranked publications appearing in Q1 and Q2 journals

2. Supporting Active Researchers

a. Fostering a Dynamic Research Environment:

BAU researchers actively engage in a vibrant research community through participation in and hosting numerous conferences, workshops, and seminars.

"Where to Publish" Workshop: A workshop that focused on identifying and targeting high-impact journals for research publications, providing valuable guidance on publication strategies and best practices.

"The Future of Academia in Light of Artificial Intelligence," a thought-provoking seminar that served to enlighten Faculty members and to empower them with artificial intelligence tools applicable in academia.

b. Securing Research Funding and Partnerships:

Beirut Arab University has demonstrated a strong commitment to securing vital research funding.

Through proactive efforts, BAU established a repository of significant

funding bodies

, enhanced research capabilities, and fostered international collaborations.

This strategic approach enables researchers to pursue innovative projects and advance the frontiers of knowledge.

c. Cultivating Global Research Connections:

BAU fosters a global perspective through a variety of exchange programs and joint research initiatives with renowned institutions worldwide.

These collaborations promote cross-cultural learning, facilitate the exchange of ideas, and enhance the international visibility of BAU research.

d. Recognizing and Rewarding Research Excellence:

BAU actively supports its researchers through several means, whether in the form of awards or service support:

Financial Rewards: Competitive financial incentives are awarded for publications in highly-indexed journals.

Recognition and Awards: Outstanding research achievements are celebrated through awards and recognitions to deserving Faculty members.

Research Support: Grants are provided to support attendance at international conferences and workshops.

Access to Resources: Researchers have access to state-of-the-art research facilities and resources to support their innovative endeavors.

3. Engaging Research with Business, Industry, and Community

a. Building Bridges for Broader Impact:

Beirut Arab University (BAU) fosters a dynamic research environment through a network of national and international collaborations. These partnerships extend beyond academia, engaging with businesses, industries, and the wider community.

Collaborations are established with leading institutions around the world, including:

National Partners:



- **International Partners:**



b. Fostering Synergy and Success:

These collaborations serve a multitude of purposes:

Enriching Student Experience: Partnerships broaden student learning opportunities through exchange programs and joint research projects.

Faculty Development: Collaborations facilitate knowledge exchange and professional growth for faculty members.

Enhancing Research Impact: Joint research efforts lead to ground-breaking discoveries and solutions with wider societal impact.

Securing Funding: Collaborations can unlock access to external funding opportunities for research projects.

Industry Engagement: Partnerships with businesses and industries translate research findings into practical applications.

International Visibility: Collaboration with institutions enhances BAU's global reputation.

c. Cultivating Meaningful Partnerships:

BAU recognizes the importance of fostering strong, collaborative relationships. Collaborations often begin with informal interactions, evolving into formalized agreements that clearly define expectations and responsibilities for each partner.

These partnerships create a platform for:

Developing Common Research Practices: Collaboration fosters the exchange of best practices and methodologies, leading to advancements in research quality.By aligning with BAU’s research themes and subthemes, partners contribute to and benefit from the university’s commitment to exploring new ideas, challenging opinions, and creating knowledge that serves Lebanon and the world.

BAU Research Themes and Subthemes:

Our four research themes inspire our researchers to push boundaries and address global challenges. These themes are integral to our mission and provide a framework for meaningful partnerships:

Health and Wellbeing

Science & Technology

Society, Culture & Human Behavior

Creative Sustainable Development

Increased Mobility: Collaborations facilitate the exchange of researchers and staff, promoting cross-cultural learning and knowledge transfer.

4- Marketing our Research Findings and Updates to the Community

a. Showcasing Research Excellence:

BAU actively showcases its research achievements through various channels, highlighting innovative projects that address critical global and local challenges.

Pathoinfodemic During COVID-19 Crisis

"Research Ethics and Authorship" Seminar

These projects demonstrate the university's commitment to advancing knowledge and making a tangible impact on society.

As this typically aligns with the vision of BAU's Deanship of Graduate Studies as a leading institution in delivering excellence and relevance in research, recognized nationally and internationally as a center for innovative research.

b. Leveraging Cutting-Edge Technologies:

BAU provides its researchers with access to state-of-the-art technologies and tools, empowering them to conduct cutting-edge research at the forefront of their fields.

BAU Research Equipment Handbook.pdf

BAU's research activities are supported by advanced technologies and tools, enabling researchers to pursue innovative projects in fields such as

pharmaceutical nanotechnology, digital forensics, and environmental studies.

c. Fostering Interdisciplinary Collaboration:

BAU actively encourages interdisciplinary research, fostering collaboration among faculty from diverse disciplines.

BAU promotes interdisciplinary research through various initiatives, including collaborative projects that address regional and global challenges. The university's research centers and programs explore diverse topics, from medical discovery to socio-economic issues

BAU Research talks-2024

BAU “Dardacha Talks”-2019

BAU Research Talks-2019

d. Embracing the Future of Research:

- BAU is committed to staying at the forefront of research advancements.
- By continuously monitoring emerging trends, embracing new methodologies, and fostering a culture of innovation, BAU ensures that its research remains relevant, impactful, and contributes to a better future.
- BAU's commitment to future research is reflected in its focus on emerging trends and new methodologies. The university supports innovation through technology transfer and commercialization of research outcomes
- This commitment is reflected in the university’s focus on addressing pressing global challenges and contributing to the United Nations Sustainable Development Goals (SDGs), thereby playing a pivotal role in creating a more sustainable and equitable world.
- Through these efforts, BAU not only advances knowledge but also ensures that its research has tangible, real-world applications, driving positive change and sustainable development on a global scale.

Evidence mapping for Indicator 17.2.1

The matrix below distinguishes direct evidence from supporting evidence and records the limit of each finding. This allows the submission to answer YES without attributing national decisions to BAU that the sources do not document.

Indicator element	Best verified evidence	Finding
Direct involvement as a university body	BAU's Faculty of Business Administration co-organised an official national consultation; BAU's President signed agreements with CAS and a national ministry.	Satisfied
Identify problems and challenges	The reform consultation documented institutional challenges; the food study quantified national market non-compliance.	Satisfied
Develop policies and strategies	BAU contributed administrative approaches to Reinventing Government 2030 and agreed to provide studies supporting technology and digital policy.	Satisfied
Model likely futures	BAU input entered a government process that moves from baseline and benchmark analysis to a target operating model and pilot. BAU is not claimed as the model owner.	Supported with qualification
Monitor and report	The CAS memorandum creates a national data and research channel; the food study reports measurable compliance findings.	Supported

Indicator element	Best verified evidence	Finding
Enable adaptive management	OMSAR and BAU's 2026 conference addressed whether policies work, scale and endure; the programme includes pilots and timed implementation milestones.	Supported
SDG relevance	The evidence addresses SDGs 2, 3, 9, 12, 16 and 17 and strengthens the data and governance foundations relevant across the 2030 Agenda.	Satisfied
Current evidence period	Core events and agreements fall between October 2025 and October 2026, supported by a 2025 peer-reviewed study.	Satisfied

Conclusion

Beirut Arab University should answer YES. The University has direct, current and documented involvement in national policy development. Its participation in the Stakeholder Aspirations phase of Reinventing Government 2030 placed University leaders, faculty and students inside an official government process that identifies reform priorities and informs a national blueprint. This is independently confirmed by BAU and the Ministry of State for Administrative Reform.

The University's national role is reinforced by formal agreements with the Central Administration of Statistics and the Ministry of State for Information Technology and Artificial Intelligence. These agreements create continuing routes for data production, research participation, technical studies and policy consultation. BAU's 2025 food-market study demonstrates that these capabilities can produce measurable evidence and detailed enforcement options, while the 2026 research conference links policy evaluation to scaling, durability and institutional learning.

Taken together, the evidence covers the main functions identified in the indicator: diagnosing challenges, contributing to policy and strategy, supporting future-state design, strengthening monitoring and enabling adaptation. The response is strongest when presented as verified institutional participation and technical input, with the documented limitations retained.

Original evidence register

The report prioritises official government records, official BAU records and peer-reviewed research. Every item below is linked to its original source.

Date	Original source	Evidence used	Direct link
8 October 2025	BAU Reinventing Government consultation	University participation, faculty input, stakeholders and policy purpose	Open source
8 October 2025	OMSAR record of BAU consultation	Government confirmation that BAU was included in the national consultation process	Open source

Date	Original source	Evidence used	Direct link
Current 2026	OMSAR programme overview	Three-stage national policy process from stakeholder vision to implementation roadmap	Open source
Current 2026	OMSAR Stakeholder Aspirations	National consultation outputs, key insight categories and Citizen Charter	Open source
Current 2026	OMSAR operating model design	Baseline, benchmarks, target model, legislative agenda, pilot and milestones	Open source
20 November 2025	BAU and CAS memorandum	National statistics, socioeconomic studies, CAS research participation and public-policy purpose	Open source
11 February 2026	BAU and technology ministry memorandum	Technical studies and consultations supporting digital, cybersecurity and emerging-technology policy	Open source
28 April 2025	Peer-reviewed food-market study	National problem measurement and proposed regulatory enforcement sequence	Open source
6 October 2026	BAU ARSFC 2026 record	Research-policy forum with national government and CNRS-Lebanon	Open source
9 October 2026	OMSAR ARSFC 2026 record	Government framing of policy evaluation, scaling, durability and state-university cooperation	Open source
Current 2026	BAU research strategy	Institutional SDG alignment and research tracking	Open source