



UNITED NATIONS INNOVATION ACCELERATOR FOR CITIES

PROGRESS REPORT

#01 JULY 2021

Executive Summary

With an initial project kick-off in late 2020, the United Nations Human Settlement Programme (UN-Habitat), the United Nations Office for Information and Communication Technology (UN-OICT) and HafenCity University Hamburg (HCU) have collaborated to establish the United Nations Innovation Technology Accelerator for Cities in Hamburg (UNITAC).

Despite the odds of travel, meeting and event restrictions due to the COVID-19 pandemic, the project partners have managed to achieve substantial progress in the constitution and materialization of UNITAC within the first six months of 2021.

The goals set for this period generally focused on setting up structures, processes and resources for UNITAC, with recruitment, governance bodies and workplan design at the core of the project's efforts for first quarter of 2021. In these areas, excellent progress could be recorded with UNITAC being fully operational by the end of June 2021 and working according to a clear and ambitious workplan for the rest of the year.

Whereas excellent progress has been made with regard to the identification of key partners and stakeholders for UNITAC, the engagement with these stakeholders could not be implemented to the full extent of the defined targets. In this regard, emphasis should however be put on the fact that stakeholder engagement activities were affected especially by restraints arising from COVID-19 related restrictions.

On the contrary, excellent progress was made in terms of the most ambitious target set for the period of the first six months of 2021 – the goal of acquiring substantial projects for UNITAC. Putting a focus on identifying concrete projects and project partners during the second quarter of 2021, the project team delivered this target item at the rate of 100% and thus fully achieved the set objective.

During the second half of 2021, UNITAC and the project partners will particularly focus on finalizing the legal basis of UNITAC, including the clearance of its Hamburg premises, the professionalization of communications and outreach activities as well as the generation of quick wins within the proposed concrete projects.

Index

A.	About the project	3
B.	Mandate, scope and methodology for this report	3
C.	Objectives and Key results for the current reporting period	4
D.	Progress and analysis	5
E.	Other updates	11
F.	Conclusions and outlook	13
G.	Closing remarks	14

Annexes

- Annex 1: Memorandum of Understanding
- Annex 2: Agenda for the PAC meeting on July 7, 2021
- Annex 3: UNITAC offer document
- Annex 4: Agenda for the Launch Event on March 16, 2021
- Annex 5: Selection procedure document

A. About the project

To respond to the potential of digital technologies, data and innovation to contribute to sustainable urban development, the United Nations Human Settlement Programme (UN-Habitat), the United Nations Office for Information and Communication Technology (UN-OICT) and HafenCity University Hamburg (HCU) have collaborated to establish the United Nations Innovation Technology Accelerator for Cities in Hamburg (UNITAC). The project is supported by the German Federal Government with funding from the Federal Foreign Office.

The accelerator works with a variety of innovation, prototyping and applied research methodologies to develop innovative solutions that accelerate the achievement of Sustainable Development Goals related to cities and urbanization as requested by the UN System-Wide Strategy on Sustainable Urbanization.

The solutions developed by UNITAC are tested and piloted with local governments and other partners through the partners' existing networks in Hamburg and across the world, as well as through a new network of partners from academia, private sector, governments and investors. UNITAC will collaborate with the city of Hamburg on an urban technology acceleration testbed in Hamburg in which technologies, governance frameworks and approaches are tested in a simulated urban environment before scaling up to other parts of the world.

B. Mandate, scope and methodology for this report

B.1. Mandate

The monitoring and evaluation of the progress of UNITAC and its objectives is facilitated by enpact e.V. (hereinafter referred to as «enpact»), a Berlin-based non-profit organization with long-standing expertise in developing, implementing and monitoring innovation-focused programs in international economic development.

The monitoring and evaluation partner's mandate to monitor, review and evaluate the implementation of UNITAC specifically entails the preparation of regular progress reports for the use of UNITAC and its steering bodies as well as German government agencies.

B.2. Scope

In alignment with the base targets provided by the donor, the scope and methodology of assessing performance objectives, results and indicators is outlined by the project partners in a tripartite agreement (Memorandum of Understanding, *see* Annex 1) and facilitated by the monitoring and evaluation partner enpact.

B.3. Methodology

While the expected impact and outcome of UNITAC including an outline of the outputs required for the achievement thereof are defined in the aforementioned Memorandum of Understanding, the project partners regularly determine a framework of modular and measurable objectives, results and indicators with the support of enpact that serve as the basis of progress monitoring within each of the project phases and their sub-projects.

Using the system of Objectives and Key results (OKR), the project partners formulate targets to be reached within a certain time frame – usually six months – as well as the key performance results necessary for their achievement.

Each of these objectives will feed into one or more outcomes; key results are defined preferably in an actionable and measurable manner to serve as indicators and are accompanied by a baseline and target value for regular review.

C. Objectives and Key results for the current reporting period

C.1. Introduction

With UNITAC becoming initially operable by the end of 2020, a set of quantifiable Objectives and Key results (OKR) for the first two quarters of 2021 (current monitoring period) was defined by mid-January of 2021. These OKR serve as the basis for the assessment of the project's progress as described in the present report.

C.2. Objectives

The set of five objectives defines overarching achievements the project partners planned to earn by the end of June 2021. These objectives align with the targets agreed upon by the project donor – the Federal Foreign Office - and the project partners in their respective funding agreements as well as those set out between the project partners in their Memorandum of Understanding (*see* Annex 1).



While the first two objectives focus on setting up UNITAC as an operational entity with the necessary resources, processes and workstream, the third and fourth objective relate to the external image and engagement of UNITAC. Whereas these objectives are organizational in nature and do not necessarily refer to a single thematic target of UNITAC as outlined in the Memorandum of Understanding, the fifth objective clearly refers to UNITAC's substantial activities in the fields of the development of innovative urban solutions.

C.3. Key results

Each objective is assigned a set of five Key results serving as selected, most significant performance indicators. Their achievement can be measured in a quantitative way, whereas the threshold for successful completion does not necessarily need to be set at 100%. For the purpose of the present report, achievements surpassing a threshold of 70% will be marked as solid progress, while excellent progress requires a completion of at least 90% of the Key result.

It should be noted that these sets are not exhaustive and that other parameters can likewise contribute to the achievement of an objective. Such parameters are not measured as Key results but assessed in a qualitative manner and added to the narrative description of the project's progress.

C.4. Progress assessment

The assessment of the progress on Key results in the present report is based on

- constant monitoring of public and internal documentation accessible to UNITAC's monitoring and evaluation partner (enpact e.V.),
- reporting of key performance activities by the project team as compiled in the respective online database provided by enpact e.V., and
- dedicated review sessions conducted with team members in the preparation of this report.

Data and activities unknown to UNITAC's monitoring and evaluation partner (enpact e.V.) cannot be considered in the assessment of the project's progress.

D. Progress and analysis

D.1. Introduction

The objectives set for the first six months of 2021 generally focus on setting up structures, processes and resources for UNITAC which, in consideration of the incipient stage of the project, appears to be a thoroughly consistent approach. Nevertheless, the set of objectives and key results for the current monitoring period also includes more ambitious indicators in communications and substantial project implementation which is why it is – in the opinion of the author - especially remarkable that the overall achievement of the targets set for the first half of 2021 reached a solid 88%.

Objective	Status
D.2. UNITAC is fully operational by June 2021.	77%
D.3. UNITAC has a clear workplan for 2021.	100%
D.4. Key stakeholders know about UNITAC.	94%
D.5. Key stakeholders engage with UNITAC.	67%
D.6. We kick off UNITAC's first concrete project.	100%
Overall achievement of Q1 and Q2 targets	88%

It was observed that many of the obstacles encountered in progressing on the achievement of these targets can be attributed to the challenges that have arisen during the COVID-19 pandemic; thus, an uptick in progress can be expected once travel, personal meetings and events are permitted and safe for everyone.

D.2. Objective 1 – UNITAC is fully operational by June 2021

One of the most essential objectives of the current monitoring period was making UNITAC fully operational with the recruitment of staff and acquisition of members to the governance bodies being the center of this effort. By the end of June, the overall achievement of the five key results of this objective reached 77% which demonstrates solid progress regarding the full operability of UNITAC.

Key result	Target	Progress	Status
D.2.1. Appoint a (preliminary) lab manager.	1	1	100%
D.2.2. Recruit academic staff (HCU).	4	4	100%
D.2.3. Recruit administrative and technical staff (UN).	4	3	75%
D.2.4. Confirm all members of the Project Advisory Committee.	9	9	100%
D.2.5. Confirm all members of one Thematic Advisory Group.	5	0.5	10%
Overall objective achievement			77%

According to the Memorandum of Understanding (Annex 1) signed by the project partners, UN-Habitat is responsible for the recruitment of UNITAC's manager and oversees the recruitment of additional staff in close cooperation with UNOICT. HCU recruits local staff to be seconded to UNITAC to support the implementation of its mission and projects.

While the recruitment process was subject to certain challenges due to the COVID-19 pandemic, such as travel and meeting restrictions, it has progressed significantly during Q2 of 2021. The corresponding key results indicate solid to excellent progress in this field:

- Katja Schäfer (UN-Habitat) was appointed lab manager *ad interim* by the beginning of February 2021 while the final selection process for this position is in progress since March 2021. Furthermore, Gesa Ziemer (HCU) and Michael Ibach (UNOICT) have assumed their positions as UNITAC coordinators for their respective organizations.
- Four academic staff recruited by HCU were seconded to UNITAC (Steven Benkhardt, Hilke Berger, Ferris Storke, Lisa Reudenbach) by the beginning of April 2021.

- The call for applications regarding the UN positions is ongoing; three out of four positions have been filled by UN-Habitat (Shova Khatry, Pontus Westerberg, Isabel Wetzel).

The governance mechanism of UNITAC consists of a Project Advisory Committee (PAC) and Thematic Advisory Groups. The former is co-chaired by one representative of the Federal Foreign Office and UN-Habitat respectively and consists of seven additional members, including representatives of the project partners. The PAC advises on the overall mission of UNITAC, its objectives and approach and is responsible for the appointment of the members of the Thematic Advisory Groups made up of experts in the fields of urban development, data, smart cities and innovation who will provide advice to technology innovation activities and review specific strategies in the proposed thematic focus areas and projects.

As with the recruitment process, the constitution of UNITAC's governance bodies has significantly progressed since March of this year:

- The Project Coordination Group (PCG) has commenced its function; it consists of Katja Schäfer, Gesa Ziemer and Michael Ibach in their respective roles as lab manager or UNITAC coordinators, respectively.
- All nine invitees accepted their mandate for an initial two-year membership of the PAC which will hold its constitutive meeting on July 7, 2021, composed of the following members (*see Annex 2 for the meeting agenda*):

Name	Function and organization
Niels Annen (Co-chair)	State Minister, Federal Foreign Office of Germany
Victor Kisob (Co-chair)	Deputy Executive Director, UN-Habitat
Salem Avan	Director of Policy Strategy and Governance, UN-OICT
Stephanie Egerland	Chancellor, HafenCity University Hamburg
Julie Kae	Executive Director, QlikTech International A.B.
Lacina Koné	Director General, Smart Africa Alliance
Kunal Kumar	Joint Secretary, Ministry of Housing and Urban Affairs of India
Almut Möller	State Secretary, Free and Hanseatic City of Hamburg
Edgar Pieterse	Director, African Centre for Cities at the University of Cape Town

Table: Members of the Project Advisory Committee

- While the target to confirm five members to one Thematic Advisory Group was not achieved due to a delay in prerequisites (project selection and PAC formation), a shortlist of more than 30 personalities was created for future reference.

Beyond recruitment and governance, it is worth to mention the establishment of physical premises for UNITAC at the site of HCU in Hamburg. While the process of principal approval by the Executive Office of the Secretary-General (EOSG) has been started, the full use of the premises is temporarily restricted under [COVID-19 policies of HafenCity University](#).

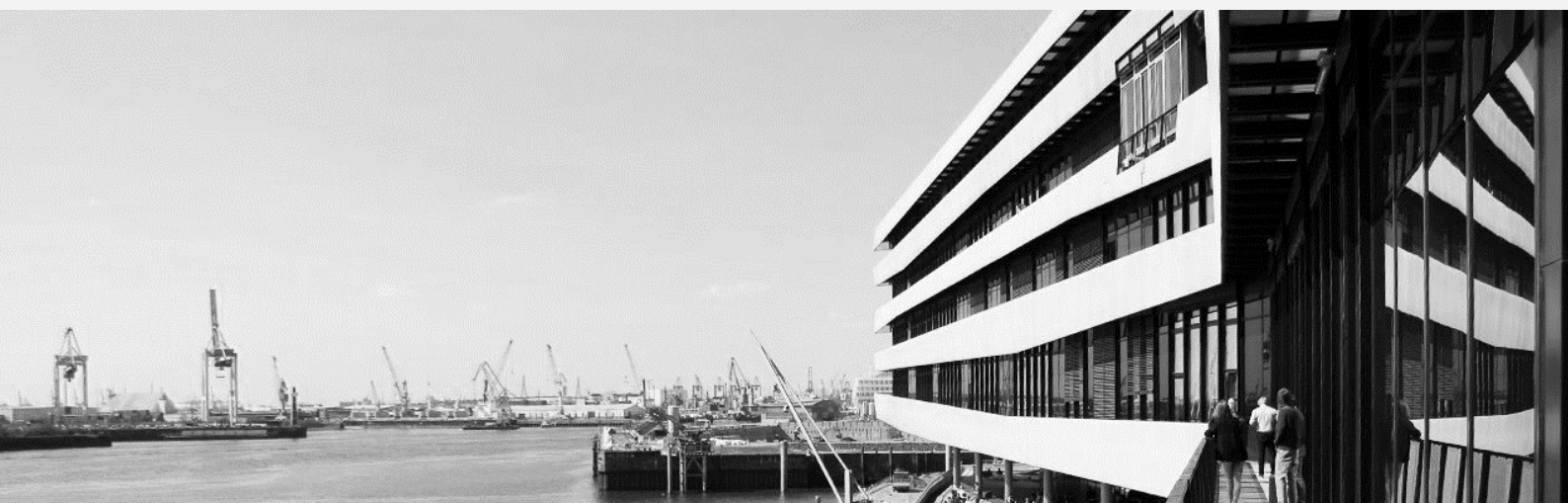


Image 1: Location of UNITAC at HafenCity University Hamburg

D.3. Objective 2 – UNITAC has a clear workplan for 2021

While recruitment is still ongoing, the project partners aimed to define a clear workplan for the operative phase of UNITAC within the first half of 2021. At the end of the current monitoring period, there is a full achievement (100%) of all five key results of the workplan objective which attests to the excellent progress recorded in the definition of instruments and processes.

Key result	Target	Progress	Status
D.3.1. Define a catalogue of three products/instruments.	3	3	100%
D.3.2. Complete two internal workshops with UNITAC partners.	2	22	>100%
D.3.3. Develop a partnership and network strategy.	1	1	100%
D.3.4. Produce one bi-annual monitoring report on UNITAC.	1	1	100%
D.3.5. Organize one scoping mission to Hamburg.	1	1	100%
Overall objective achievement			100%

To translate the purpose and expected outcomes of UNITAC into a tangible offer of solutions to potential problem providers, a catalogue of UNITAC's instruments was conceptualized by the project partners. As consolidated in its portfolio document (Annex 3), UNITAC will support projects in three different areas through a wide but well-defined set of methodologies:

- Open, transparent and participatory governance of data and digital platforms
- Mapping, spatial analysis, data analytics and visualization
- People-centered smart cities

In addition to the range of activities, the aforesaid portfolio document also outlines the target group of UNITAC as well as the requirements for potential partnerships; hence, this document also serves the purpose of UNITAC's preliminary partnership strategy.

Due to COVID-19 restrictions, most team members of UNITAC have been working remotely during the current monitoring period; thus, most of the project activity was conducted in an asynchronous manner. The necessary coordination was to be provided in internal (virtual) workshops of which 22 were conducted within the first six months of 2021, exceeding the targeted value more than tenfold.

As regards the supervision of UNITAC's progress, the project partners aimed at having one written progress report prepared after the first monitoring period of six months as well as to organize one scoping mission to Hamburg to assess the project's academic environment as well as the ecosystem and stakeholder network in Hamburg.

Whereas the present report fulfills the task of providing a written summary of the project's progress, the scoping mission to Hamburg had to be pared-down due to COVID-19 travel restrictions and was conducted by the preliminary lab manager, Katja Schäfer, in May of 2021.

During this mission, the preliminary lab manager met UNITAC's team at HafenCity University, where the university's CityScience Lab presented tools and approaches to the team in order to understand the scope of work possible and explore initial areas for collaboration with UNITAC. Supported by Gesa Ziemer, UNITAC project lead at HCU, Katja Schäfer met with the university's President – Jörg Müller-Lietzkow – and its Chancellor and confirmed PAC member - Stephanie Egerland – to discuss administrative matters, including the secondment of HCU staff and the project's office space. Both the temporary location for UNITAC at HCU and the future premises at *Elbarkaden* - currently under construction - were visited.

This was followed by a briefing regarding UN-Habitat and the United Nations in general for the team as well as a strategic brainstorming, with key questions being clarified and milestones for the project's implementation agreed upon.

D.4. Objective 3 – Key stakeholders know about UNITAC

As a part of the strategy to acquire concrete projects and to gain general visibility, the goal of having key stakeholders know about UNITAC was set to be achieved during the first six months of 2021, including the establishment of UNITAC as a brand and resource for potential collaboration partners. With an overall objective completion of 94%, excellent progress regarding these efforts was achieved during the current monitoring period.

Key result	Target	Progress	Status
D.4.1. UNITAC has brand identity and presence.	1	1	100%
D.4.2. Reach out to 40 existing stakeholders.	40	880	>100%
D.4.3. Identify ten additional key stakeholders.	10	31	>100%
D.4.4. Devise a communication strategy.	1	0.70	70%
D.4.5. Identify three potential Hamburg testbed partners.	3	4	>100%
Overall objective achievement			94%

In perfect alignment with the date of the official launch event of UNITAC, which was broadcast online on March 16, 2021, UN-Habitat had a logo and brand guidelines prepared for UNITAC in addition to several introductory texts on the project, its scope, objective and offer. While the official website of UNITAC is still under preparation by the UN-OICT (see image), the communication items have been published on a variety of channels, such as the press, social media outlets and during events and contributed significantly to UNITAC's visibility.



Developing Sustainable Cities with Technology, Data and Innovation



The United Nations Innovation Technology Accelerator for Cities in Hamburg (UNITAC Hamburg), Germany, has been established to address the potential of digital technologies, data and innovation to contribute to sustainable urban development through a partnership among the United Nations Human Settlements Programme (UN-Habitat), the United Nations Office of Information and Communications Technology (UN-OICT) and HafenCity University Hamburg (HCU). UNITAC Hamburg is supported by the Government of Germany.

The Accelerator will use innovation, prototyping and applied research methodologies to develop innovative solutions that accelerate the achievement of the Sustainable Development Goals related to cities and urbanization as requested by the UN System-wide Strategy on Sustainable Urban Development.

Image 2: Mock-up of the website frontend (unitac.un.org)

Complementary to the logo and brand identity, UN-Habitat prepared a preliminary communications strategy for the project team's internal use. While a call for applications for an external communications specialist is still ongoing, it is expected that the communications strategy will be finalized within the upcoming monitoring period.

The launch event (Agenda *see* Annex 4) was used as a vehicle for UNITAC's first stakeholder outreach: Whereas multiple thousands of contacts from the project partner's databases were invited, 880 persons registered for the event of which 517 eventually attended the virtual launch of UNITAC. Through the online outreach form created specifically for the launch event, 118 interested participants contacted UNITAC's project team, 31 of which reported concrete leads for potential future projects.

Alongside the launch event and general communications efforts, HCU and other project partners presented UNITAC at eight research conferences and events within the last six months, such as:

- TEDx, Bonn, June 2021
- Moonshot Conference, Hamburg, May 2021
- Mint:pink Day, Hamburg, May 2021
- DeepCity Conference, Lausanne, March 2021

Lastly, the project team aimed to shortlist three potential key stakeholders in the Hamburg region for quick local prototyping and testing of solutions developed by UNITAC. In this regard, a comprehensive kick-off workshop was held in May 2020, introducing UNITAC to various network partners of the HCU's CityScience Lab, relevant departments of the Hamburg Senate, selected actors from the private sector, academic partners and civil society representatives. Furthermore, contact was established with the Hamburg-based UNESCO Institute for Lifelong Learning and three well-known Hamburg-based foundations: the Körber Foundation, the New Institute and the Holistic Foundation.

D.5. Objective 4 – Key stakeholders engage with UNITAC

Subsequent to the identification of key stakeholders and potential partners, the project partners also set a target for UNITAC to actively engage with its community through events and dedicated outreach activities. By the end of June, the overall achievement of the five key results of this objective reached 67% which documents solid progress with regard to UNITAC's stakeholder engagement.

Key result	Target	Progress	Status
D.5.1. Host two ecosystem workshops in Hamburg.	2	1	50%
D.5.2. Plan two networking events/webinars for Q2 and Q3.	2	1	50%
D.5.3. Have 250 followers across social media outlets.	250	140	56%
D.5.4. Publish five news items.	5	4	80%
D.5.5. Map five relevant projects within the network.	5	5	100%
Overall objective achievement			67%

In order to facilitate stakeholder engagement, a Twitter account and a general email address were set up for UNITAC while the preparation of its website is still in progress; by the end of June of this year, UNITAC's Twitter outlet had been subscribed by 140 persons. These engagement handles were not only communicated during the launch event, but also through four press releases, issued by the project's partner organizations and the Federal Foreign Office prior to said event.

To present UNITAC's offer to a narrower group of high-potential partners and to facilitate the acquisition of concrete project proposals, an ecosystem workshop was organized on April 20, 2021; due to COVID-19-related restrictions, the workshop had to take place virtually.

In this workshop, 31 participants from UN-Habitat's field offices and other high-potential partners were given the opportunity to learn more about the solutions UNITAC provides for the challenges of their respective regions and to follow-up with concrete project proposal. Workshop presentations were followed by discussions and networking opportunities since physical networking events are still impeded by COVID-19 restrictions.

Within three weeks of this workshop, the participants had submitted 32 substantial project outlines to UNITAC, five of which were further mapped out and conceptualized by UNITAC's project team, forming the basis for the selection of concrete projects for 2021 (see below).

D.6. Objective 5 – We kick off UNITAC's first concrete project

Whereas – due to the incipient stage of the project – most objectives for the first half of 2021 focused on setting-up structures, processes and resources for UNITAC, the project partners aimed to kick-off one substantial project during this period; laying the foundation for all of UNITAC's future project activity, project criteria and potential partners were to be defined. By the end of June 2021, there is a full achievement (100%) of all five key results of this objective, demonstrating the excellent progress recorded in acquiring substantial projects.

Key result	Target	Progress	Status
D.6.1. Assess pre-existing projects the case could be based on.	2	5	>100%
D.6.2. Complete one thematic partner workshop until May 2021.	1	2	>100%
D.6.3 Identify/mobilize three potential UN local office partners.	3	13	>100%
D.6.4. Select projects according to selection criteria.	2	3	>100%
D.6.5. Conduct a needs assessment for the proposed project.	1	3	>100%
Overall objective achievement			100%

As described above, UNITAC's project team facilitated a virtual partner workshop on April 20, 2021, providing 31 participants – including representatives of 13 UN-Habitat local offices – a platform to learn about UNITAC's offer and potential opportunities for cooperation.

African Region	Asia & Pacific Region	Western Asia Region	Latin America & the Caribbean	Europe & Central Asia
Cameroon	Iraq	Cambodia	Brazil	Belgium
Egypt	Lebanon	Japan	Mexico and	Kosovo
Tunisia	Syria		Cuba	Spain

Table: Participating UN-Habitat local offices

Out of the 32 pre-existing projects proposed, five were shortlisted and further assessed for project selection in accordance with the selection criteria and procedures prepared by the project partners (*see* Annex 5). In accordance with this framework three projects were selected for implementation within the scope of UNITAC's offer:

- **City Resilience Diagnostic Tool (Brazil, Colombia):** The City Resilience Tool is built to reduce risks and enhance resilience of urban systems by providing cities with information on potential urban shocks, vulnerabilities, and stresses. While a methodology is already established, the tool requires an upscaling of operations to increase capabilities and reach more urban settlements which will be supported by UNITAC.
- **Informal Settlements Mapping in eThekweni (South Africa):** The project looks to upgrade the city of eThekweni's pipeline plan and introduce service delivery projects such as machine learning, to radically accelerate the spatial recognition of informal settlements and structures. UNITAC will develop machine learning algorithms to identify informal structures and settlement boundaries.
- **Sustainable and Inclusive Urban Prosperity in the State of Alagoas (Brazil):** This project aims to upgrade local capacities to produce and utilize data in planning processes and

policy making. An improvement of tools and methodologies for data collection and reporting designed specifically for the informal settlements of Maceio, Alagoas is also within the periphery of the project's aims, in hopes of creating an integrated urban plan that leaves no one behind. UNITAC – together with local partners - will construct a data governance framework.

With the selection of these three concrete projects, three project groups consisting of expert members of UNITAC and the project partners' teams were formed. These groups will be immediately responsible for project implementation; to this extent, concept notes including work-flows, initial budget considerations and needs assessments for the respective regions were created.

E. Other updates

E.1. Diversity and inclusivity

Whereas, in their Memorandum of Understanding regarding UNITAC, the project partners expressly agreed that membership to the Project Advisory Committee (PAC) will be gender balanced and geographically diverse, the embedment of the present project within the framework of the Sustainable Development Goals (SDG) requires to consider aspects of gender equality (SDG 5) as well as geographical balance and inclusivity (SDG 10) in all UNITAC's action.

In this regard, the project partners show a solid track record at accounting for these aspects in the implementation of the objectives mentioned above:

- Setting up the PAC, the terms of reference issued by the project partners explicitly required gender balance and geographical diversity. The current members confirmed for the committee include two female and seven male members from four regions.

	Europe	Africa	Asia	North America
Female	1	-	-	1
Male	3	3	1	-

Table: PAC-Members according to global region and gender

- The calls for application for all staff for UNITAC expressly indicate the goal to reach a 50/50 gender balance in UNITAC staff; female candidates are explicitly encouraged to apply for this position. The eight positions mentioned in chapter D.2. above are occupied by five female and three male staff.
- While the alignment of the project's overall objective with the SDG – in particular, SDG 11 – presupposes that project selection will set a particular focus on projects in low- and medium-income countries or fragile countries, the selection process and criteria document (Annex 5) does not explicitly refer to such criterion. It must be noted, however, that 28 out of the 32 proposed projects targeted low- and medium-income countries or fragile countries.

E.2. Endorsements and mentions

In the run-up to the virtual UNITAC launch event on March 16, 2021, and during the event itself, the project was endorsed by several high-ranking individuals from the fields of science and politics. The following paragraphs contain a selection of these endorsements and mentions in the order of their appearance during the launch event:

«Digital technologies have the potential to serve people, improve public services and contribute to sustainable urbanization, but persistent digital divides remain. By establishing this Accelerator, UN-

Habitat and our partners are contributing to building an inclusive digital society, developing digital capacity and fostering digital cooperation, as promoted by the UN Secretary General.»

Maimunah Mohd Sharif

Under-Secretary General and Executive Director of UN-Habitat

«With the establishment of the UNITAC Hamburg, we aim to support UN-Habitat in developing and deploying people-centered technologies and innovations for sustainable urban development. UN-OICT is committed to realizing the full potential of new and emerging technologies for tackling sustainable urbanization challenges. We are grateful for the commitment and assistance of the Federal Government of Germany in this effort.»

Patrick Carey

Acting Assistant Secretary General, UN-OICT

«The demand for inclusion and for citizens to be heard and involved in planning processes and decision making will grow all over the world. Big data analysis and digitization can ease the way to a more inclusive development and transparency of decision-making procedures. Thanks to the commitment and openness of the city of Hamburg, we as a Technical University have been able to test new approaches and smart city technologies in an almost real-life urban lab. We are looking forward to expanding these activities even more in cooperation with UN-Habitat and feel honored that other cities in the world will profit from our experiences.»

Stephanie Egerland

Chancellor, HafenCity University

«The COVID-19 pandemic and climate change are interlinked crises which are all connected to the local, regional, national and global levels which requires collaboration and multi-level cooperation.»

Niels Annen

State Minister, Foreign Office of the Federal Republic of Germany

«UNITAC will engage member states, citizens and other stakeholders in the development of innovative urban solutions. Without the engagement of all groups, particularly vulnerable groups, the project will not thrive, as the outcomes of the project as well as the paired activities are designed to benefit all people equitably thus leaving no one behind.»

Victor Kisob

Deputy Executive Director, UN-Habitat

«World cities bear a unique responsibility since they hold economic power and expertise in technological development to set societal changes in process. Hamburg is proud to host UNITAC as the third UN institution in the city.»

Peter Tschentscher

First Mayor, Free and Hanseatic City of Hamburg

«UNITAC cannot be more opportune in terms of its timing and in terms of its potential research focus. We have to ensure that this is not a techno-graphically driven initiative but rather something that understands the mandate of societal transformation as set out in the SDGs.»

Edgar Pieterse

Director, African Centre for Cities at the University of Cape Town

«I really look forward to the opportunities and the potential UNITAC holds for the implementation of the Secretary General's Roadmap and realizing the Secretary General's vision of this digital future for all.»

Yu Ping Chan

Lead Digital Cooperation, UN Office of the Technology Envoy

F. Conclusions and outlook

F.1. Conclusions

The OKR set for the current monitoring period set a significant focus on setting up structures, processes and resources for UNITAC which should be attributed to the incipient stage of the project. Regarding those four OKR groups (see D.2. to D.5.) the achievement rate is high to very high, ranging from 67% to 100% which can be considered solid to excellent progress. In most cases, underachievement can be attributed to restrictions resulting from the COVID-19-pandemic, especially in the fields of recruiting, travel and events.

Additionally, the targets reviewed in the present report also included more ambitious indicators on concrete project implementation in the fifth OKR group (see D.6.) which were delivered at a rate of 100% and thus fully achieved. This significant and excellent progress in project acquisition is exemplary for the accelerated realization of UNITAC's objectives during the second quarter of 2021 and proof that the efforts of professionalizing processes and roles under the first four objectives can quickly come to fruition.



Image 3: Screenshot of the virtual launch event

F.2. Outlook

During the upcoming monitoring period (July to December of 2021), UNITAC and the project partners will particularly focus on the following issues:

- Finishing UNITAC's recruitment efforts,
- Finalization of UNITAC's legal basis, including the clearance of premises, notification with the host country's authorities and financial agreements,
- Finishing the communications and partnership strategy for UNITAC,
- Generating quick wins as well as lessons learned from the selected projects,
- Establishment of thematic advisory groups around these projects, and
- Scoping for mid- and long-term projects.

These issues will be incorporated in the second set of Objectives and Key results (OKR groups 6-10) which will be defined by the project partners in collaboration with UNITAC's monitoring and evaluation partner (enpact e.V.) in the weeks following this report.

G. Closing remarks

G.1. Notice by the author

The present report was prepared by Simon Wendelin Burger, Senior Manager at UNITAC's monitoring and evaluation partner – enpact e.V., Albrechtstraße 10, 10117 Berlin, Germany. For questions, comments and other inquiries, the author can be contacted at swb@enpact.org.

Furthermore, the following staff of UNITAC and the project's partner organizations contributed to the preparation of the present report (in order of seniority):

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- Hilke Berger, Urban Innovation Specialist, UNITAC Hamburg
- Ferris Storke, Urban Innovation Specialist, UNITAC Hamburg
- Jia Li, Intern, UN-Habitat
- Linnus Kimani, Intern, UN-Habitat

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G.3. Objectives achievement reference

Overall achievement			Status
D.2. UNITAC is fully operational by June 2021.			77%
D.3. UNITAC has a clear workplan for 2021.			100%
D.4. Key stakeholders know about UNITAC.			94%
D.5. Key stakeholders engage with UNITAC.			67%
D.6. We kick off UNITAC's first concrete project.			100%
Overall achievement of Q1 and Q2 targets			88%

	Target	Progress	Status
D.2. UNITAC is fully operational by June 2021			77%
D.2.1. Appoint a (preliminary) lab manager.	1	1	100%
D.2.2. Recruit academic staff (HCU).	4	4	100%
D.2.3. Recruit administrative and technical staff (UN).	4	3	75%
D.2.4. Confirm all members of the Project Advisory Committee.	9	9	100%
D.2.5. Confirm all members of one Thematic Advisory Group.	5	0.5	10%
D.3. UNITAC has a clear workplan for 2021			100%
D.3.1. Define a catalogue of three products/instruments.	3	3	100%
D.3.2. Complete two internal workshops with UNITAC partners.	2	22	>100%
D.3.3. Develop a partnership and network strategy.	1	1	100%
D.3.4. Produce one bi-annual monitoring report on UNITAC.	1	1	100%
D.3.5. Organize one scoping mission to Hamburg.	1	1	100%
D.4. Key stakeholders know about UNITAC			94%
D.4.1. UNITAC has brand identity and presence.	1	1	100%
D.4.2. Reach out to 40 existing stakeholders.	40	880	>100%
D.4.3. Identify ten additional key stakeholders.	10	31	>100%
D.4.4. Devise a communication strategy.	1	0.70	70%
D.4.5. Identify three potential Hamburg testbed partners.	3	4	>100%
D.5. Key stakeholders engage with UNITAC			67%
D.5.1. Host two ecosystem workshops in Hamburg.	2	1	50%
D.5.2. Plan two networking events/webinars for Q2 and Q3.	2	1	50%
D.5.3. Have 250 followers across social media outlets.	250	140	56%
D.5.4. Publish five news items.	5	4	80%
D.5.5. Map five relevant projects within the network.	5	5	100%
D.6. We kick off UNITAC's first concrete project			100%
D.6.1. Assess pre-existing projects the case could be based on.	2	5	>100%
D.6.2. Complete one thematic partner workshop until May 2021.	1	2	>100%
D.6.3. Identify/mobilize three potential UN local office partners.	3	13	>100%
D.6.4. Select projects according to selection criteria.	2	3	>100%
D.6.5. Conduct a needs assessment for the proposed project.	1	1	>100%

In order to respond to the potential of digital technologies, data and innovation to contribute to sustainable urban development, UN-Habitat, the UN Office for Information and Communication Technology (OICT), and HafenCity University have collaborated to establish the UN Innovation Technology Accelerator for Cities (UNITAC) in Hamburg, Germany.

