



ARC An Overview

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ASSESSMENT OF
RESULTS AND
COMPETENCIES



UNITED
NATIONS
DEVELOPMENT
GROUP

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What is the Assessment of Results and Competencies (ARC)

The ARC is an integrated model for the assessment of results and competencies of Resident Coordinator and UN Country Teams working together towards supporting the achievement of SDGs under the 2030 Agenda. It is the sole performance assessment for Resident Coordinators, and incorporates appraisals of their multi-hatted roles, such as Humanitarian Coordinator, Designated Official for Safety and Security, and Deputy Special Representative to the Secretary-General.

The ARC was approved by the UNDG in 2015, and was first used for the performance appraisal cycle of 2016 of RCs and UNCTs. While initially the process was paper based, an online platform has been developed to manage the ARC process digitally. Combining both results assessment and competency assessment in one platform, and underpinned by a conceptual framework that supports mutual accountability, the ARC process and platform provide the following:

- Competency assessment of RC, and team attributes assessment of UNCT
- Results performance assessment of RC and UNCT as a team and separately
- Peer feedback between RCs and UNCT Members, and between UNCT Members
- Mid-term review
- Developmental plan for both RC and UNCT separately

The ARC and the Repositioning of the UNDS to deliver on the 2030 Agenda

In 2017, the Secretary-General and Deputy Secretary-General have emphasized that ensuring mutual accountability across the UN system is critical to re-build trust in the system and its mechanisms. Furthermore, Secretary-General Guterres in his 21st December 2017 Report on UNDS repositioning, instructs to *"build on the current UNCT performance appraisal system to strengthen mutual accountability, under the strategic leadership of the UNDG"*.

With the ARC, the UNDG has been ahead of the curve on the critical importance of strengthening leadership of and mutual accountability for results between RCs and UNCTs. The ARC methodology allows for RCs and UNCT members to clearly indicate their contribution to strategic and joint UNCT goals, and will allow for mutual accountability to be addressed through a feedback mechanism between peers.

The Regional UNDG Performance Management Team also has the ability to provide more strategic guidance to UNCTs and RCs on their planned results for the year, and ensuring the UN is best responding to the needs in country. The ARC is the new approach to consolidating and streamlining the UN's performance appraisal approach with a vision to meet the Agenda 2030.



Why is the ARC unique?

The unique functions of the ARC are:

- The ARC brings together the appraisals of the RC, as well as their other roles and responsibilities as the Deputy Special Representative of the Secretary General (DSRSG), the Humanitarian Coordinator (HC), and the Designated Official (DO) – in one holistic performance review.
- Eligibility for participation in the ARC is clearly established thereby clarifying who is accountable for the UN's results in each country.
- The ARC provides the opportunity for UNCT members to clearly indicate their responsibilities against UNCT goal categories to their supervisors as well as the RC and UNCT.
- The ARC captures both results and competencies into a single platform, streamlining the process and the collection of inputs from all parties providing feedback to the RC.
- RCs and UN Country Team Members can indicate their individual leadership contributions to collective UNCT goals, and thus expressing their mutual accountability towards these common goals.
- The ARC creates a peer feedback mechanism between the RCs and UNCT Members, as well as UNCT Members to each other to allow for mutual accountability for agreed UNCT goals.
- The RCs provide formal input into the performance appraisal process of all UN representatives who are members of the UN Country Team participating in the ARC.
- The ARC provides flexibility in the formulation of UNCT goals and can be updated throughout the reporting cycle if the country context changes.
- The ARC also offers the flexibility of an informal mid-year review, as needed.



How does the ARC work?

The four main components of the Performance Appraisal process are:

1. **RC/HC/DO/DSRSG Appraisal:** The appraisal by Regional UNDG Performance Management Teams will be based on the RC/HC/DO/DSRSG self-assessment of results against the indicators the RC identified against the UNCT goals and success criteria, as well as consideration of performance feedback from all UNCT Members participating in the ARC. Collected through the peer feedback feature under the ARC inputs from UNDG agencies will also be collected, as well as inputs from UNDSS, OCHA and DPA/DPKO for inputs to the respective DO/HC/DSRSG roles.
2. **UNCT Appraisal:** The UNCT as a team will also be appraised using the ARC methodology. The Regional UNDG Performance Management Team will review the success criteria set by the UNCT against the UNCT goals, in addition to the team's self-assessment to determine performance feedback to the UNCT as a team.
3. **UNCT Member Appraisal:** UNCT Members participating in the ARC will include their indicators against the UNCT goals and success criteria, to clearly define their individual contributions towards these. The peer feedback from the RC and UNCT Members will be provided to the staff member's agency to include as part of their overall performance assessment.
4. **Peer Feedback:** A RC/UNCT peer feedback process will be used to collect feedback from RC and UNCT Members on each other's leadership contributions to achieving common UNCT goals and demonstration of competencies to support the team's results. Peer feedback is not anonymous, and in addition to receipt by managers, participants will receive their individualized peer feedback report.

Who participates in the ARC?

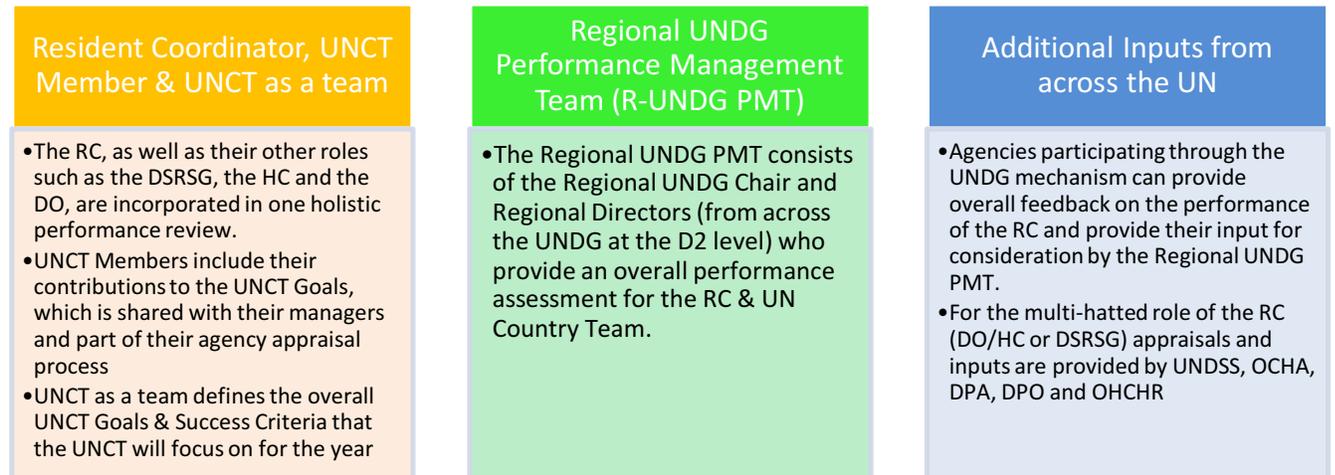
Participation in the ARC is mandatory for the RC. For UN Country Team members, certain criteria must be met to be eligible. Eligibility criteria can be found in the [FAQs 2017 ARC Participation](#) and the [2017 Interim Technical Guidance](#).

By no means does the ARC replace the respective performance assessment processes of the individual UN entities that comprise the UNCT. UNCT Members, regardless of their participation in the ARC, need to comply with the performance appraisal obligations of their respective UN entities. UNCT Members participating in the ARC are to discuss with their managers their planned contribution to common UNCT goals and success criteria, and also to provide them their self-assessments at year end. The ARC platform will allow for a report to be generated that can be shared with their manager, showing the UNCT goals, success criteria, and their specific indicators and self-assessment.



How is the ARC structured?

The 3 operational levels are:



The 3 administrative levels have the following functions:



Further Support on the ARC

1. For further information on the ARC and access to the FAQs, technical guidance and training packages: <https://undg.org/leadership/arc/>
2. For technical questions on the ARC online platform and to access the helpdesk, as well as any policy related questions email: arc@undg.org