

### Some Examples of Coordination Challenges

<b>Category : Cooperation</b>		
<b>#</b>	<b>Specific Challenge</b>	<b>Example</b>
1	Threats to Autonomy	Organizations fear that coordination will reduce their freedom to decide over their own programs
2	Disagreement among operational agencies	Persons or groups providing resources/responding to the crisis or disaster disagree about needs to be met, services to be provided, programming approaches, etc
3	Lack of trust	Participating agencies or individuals may have a history of poor relations with each other or they may never have worked with each other before. This may cause suspicion and doubt and lead them to see each other as threats, competitors, or untrustworthy.
4	Fragmentation	The diversity of mandates, policies, and procedures as well as ideologies, values, and vested interests among organizations leads to fragmentation within the "human response" system.
<b>Category : Structural Differences</b>		
5	Different expectations at different levels of government or organizations	Different expectations about which clients should be provided with services and how services will be provided. This is further complicated by differing and/or changing political interests
6	Coordination is a low priority	Senior managers of organizations think that coordination is not really necessary and do not follow through with commitments.
7	Highly centralized and bureaucratic organizations	Coordination will be hindered by agencies which must seek approval from their headquarters or heads of ministries before agreeing to inter-organizational goals or making commitments of time and resources
8	Unilateral donor actions	Donors act unilaterally, politicize aid, or earmark funds for specific populations or purposes, which may undermine efforts of established coordination mechanisms.
<b>Category : Situational</b>		
9	Costs and benefits are not certain	Staff of organizations think the costs of coordination or the program costs will be too high
10	Diffusion of credit	In a coordinated effort, "credit" for or acknowledgement of the individual contributions of member organizations may get lost or diffused. Sometimes recognition is the only form of personal reward members of organizations get and in a coordinated effort, this form of reward may be lost.
11	Multiple organizations	Coordination is complicated by the presence of too many actors

14	Client representatives	Concern that strong representatives of client groups may dominate the organizations that provide services
15	Absence of consensus	Disagreements among organizations regarding: 1) the right of one or more organizations to be involved; 2) which organization should function in a given geographic area; 3) which organization should provide specific services; 4) which beneficiaries are to be served by each organization ; or 5) lack of agreement on strategy and priorities.
<b>Category : Organizational / Operational</b>		
16	Lack of resources or insufficient access to resources	Some organizations, which may want to participate in a coordinated effort have few resources to contribute
17	Lack of coordination skills, knowledge, and experience	Organizations which do not understand the pre-conditions and dynamic nature of co-ordination, or field representatives without the proper training and skills who either frustrate or are frustrated by efforts to co-ordinate.
18	Ineffective or inappropriate leadership	Participation in co-ordination efforts breaks down if the leadership is autocratic, imposing their decisions and agenda on the body. Lack of leadership skills or resources will diminish the value and quality of the co-ordination effort.
19	Staff turnover	Frequent turnover of staff threatens policy continuity, co-ordination agreements and institutional memory. Trust often depends on increasing levels of familiarity and contact among parties, which usually suffers with high turnover rates.

### Some Examples of Creating Opportunity

Challenge	Opportunity
Threat to autonomy	This is an opportunity to introduce the CAP and CHAP. One can explain that if, as part of the CHAP process, an organization submits a realistic project proposal that addresses a priority need, when the project is funded, implementation will be largely the responsibility of the organization.
Coordination is a low priority	This situation presents at least two opportunities. One is to limit the number of organizations involved. Organizations that are unable to commit to a coordinated effort should be encouraged to operate independently. The second opportunity is to share examples of achievements that have been made through inter-agency cooperation. The Sphere Project was a collaborative effort, for example. The assessment tool developed by the Health, Water and Sanitation and Nutrition clusters is another. The point being that we are stronger together than we are standing alone.
Diffusion of	This is an opportunity to enhance the standing of all cluster members.

Credit	For example, if a cluster develops a strategy to address a set of humanitarian needs and the strategy is successfully implemented, all the members of the cluster can claim “we did it”, we were part of that successful operation.
Lack of resources or insufficient access to resources	These are really two different challenges and present two different opportunities. In the first instance, an organization with very limited resources may have personnel who are dedicated, hard working, and have intimate knowledge of the local culture. They could become excellent implementing partners in a larger project. In the second case, an opportunity may be present in the cluster approach and through the CHAP to create access to resources.