Name of Case <resnAME1>
</re>

ORGANIZATIONAL STRUCTURE AND PROCESS CODING FORM NIIS DATABASE

Before filling in this form, you have to fill in the Organizational Inventory. For the first round of coding, you only have to code organizations that are related to the appropriation process of the resource (i.e., organizations under column C "Appropriation" in the Collective Choice Form.)

If K (i.e., a group that has achieved coordination without formal organization) is coded under column C4 in the Organizational Inventory Form, you have to answer A1 and A24 (the short paragraph) of this form and leave the other questions blank.

A. STRUCTURE AND PROCESS

- A1. Identify which organization the following questions are being answered for. Use the same code as in the matrix of the Organizational Inventory Form ______.
- A2a. What is the name of this organization or group? <ORGNAME>

Give the formal name of the organization if it has one. If not, assign a name that can best reflect the nature and scope of the organization.

A2b. How long has this organization had the structure and process as described herein?

SBEGDATE> _____ <ENDDATE> (if appl.): _____

This question asks how long this organization has had the structure and process as described in this form. The beginning date may not be the same as the date when the organization was established. If an organization has undergone significant changes in regard to its structure and process, you may have to fill in separate forms for the two or more periods.

A3. What is the relationship of the territorial jurisdiction of the organization (or group that has achieved coordination without a formal organization) to the physical boundaries of this resource? <TERJUR1>

Remember that the resource here refers to the appropriation resource. If the production resource is different from the appropriation resource and the organization is responsible for both, you have to answer (3) "the resource is within the organization." In order to perceive the relationship sought here, it may be useful to compose sketches of both the jurisdiction of the organization and the appropriation resource.

- (1) _____ The two boundaries are roughly equivalent
- (2) _____ The organization is within the resource
- (3) _____ The resource is within the organization
- (4) _____ The two boundaries overlap partially
- (5) _____ The two boundaries are totally separated
- (-1) _____ MIC
- (-2) NA
 - _____ CL

A4. What is the relationship of the territorial jurisdiction of the organization (or group that has achieved coordination without a formal organization) to that of the smallest relevant general purpose government/administrative unit (e.g., a village)? <TERJUR2>

The smallest relevant general purpose government/administrative unit refers to any collective unit which has general authority over an area. It is not necessarily a collective unit instituted by a formal government. It may be a traditional village community within which general purpose authority can be exercised.

- (1) _____ The two boundaries are roughly equivalent
- (2) _____ The organization is within the government/administrative unit
- (3) _____ The government/administrative unit is within the organization
- (4) _____ The two boundaries overlap partially
- (5) _____ The two boundaries are totally separated
- (-1) ____ MIC
- (-2) ____ NA
 - ____ CL
- A5. What is the relationship of the size of this organization (or group) to the number of appropriators? <MEMBAPPR>

In this question, "appropriators" refers to those who appropriate units from the particular appropriation resource we coded on the resource form.

- (1) ____Organization (or group) has more members than the number of appropriators
- (2) ____Organization (or group) has fewer members than the number of appropriators
- (3) ____Organization (or group) has roughly the same members as the number of appropriators
- (-1) _____ MIC
- (-2) _____ NA CL

A5a. Number of formal members of this organization: ______ <FORMNUMB>

A6. If the membership in the organization is smaller than total number of appropriators, is the membership the same as a subgroup? <MEMBSUB1>

Answer this question if there are multiple subgroups related to the resource. Otherwise, answer (-2) "NA".

- (1) ____ Yes, and the subgroup id is _____ <MEMBSUB2> ____ NA
- (2) _____ No
- (-1) _____ MIC
- (-2) _____ NA CL
- A7. In the following list, mark which activities the members of this organization (or group) use to express their needs and concerns to those officials **of other organizations** who make collective choice decisions in relation to the resource. If there are multiple layers of

organizations, code the one immediately above this organization. Use the following code: <EXPOTHER>

- "0": that activity is not used.
- "1": that activity is used and appropriators have a favorable evaluation of its usefulness.
- "2": that activity is used and appropriators have an unfavorable evaluation of its usefulness.
- "3": that activity is used and the document does not indicate the appropriators' evaluation of its usefulness
- "4": MIC

If there are other organizations that are responsible for the production and\or distribution resources or have a higher level of jurisdiction, how do officials or members of this organization express their needs and concerns to these organizations.

- (1) _____ Elections
- (2) _____ Formal petitions
- (3) _____ Formal hearings
- (4) Advice and consent on nominations to nonelected positions
- (5) ____ Demonstrations
- (6) _____ General meetings
- (7) _____ Illegal exchanges with officials
- (8) _____ Informal contacts
- (9) _____ Other: ____
- (-2) ____ NA
 - ____ CL
- A8. In the following list mark which activities the members of this organization (or group) use to express their needs and concerns to those officials of **this** organization who make collective choice decisions in relation to the resource. Use the code outlined above (question A7). <EXPOWN>
 - Elections (1)(2)Formal petitions (3) Formal hearings _____ Advice and consent on nominations to nonelected positions (4)(5) _____ Demonstrations (6) General meetings (7)Illegal exchanges with officials _____ (8)Informal contacts (9) Other: ___ (-2) NA
 - _____ CL
- A9. Does the organization provide the appropriators with services in addition to provision, production, distribution, appropriation, and use activities that are already provided? <ADDSERV>

If your answer is (2) "no", the code for this organization as it appears in question A1 should be either I, J, or K. Conversely, if the answer is (1) "yes", the code should be neither I, J, nor K. Please check if you have got this right.

(1) _____ Yes (2) _____ No (-1) _____ MIC (-2) _____ NA CL

A9a. If yes, what are the major services provided: <SERVICES>

The space limit for this variable is 300 characters.

_____ MIC ____ NA

A10. If the appropriators do participate in elections for representatives and officials of this organization, are these elections contested? <CONELECT>

Is there usually more than one candidate competing for the positions?

| (1) | Yes |
|------|---------|
| (2) | No |
| (-1) | MIC |
| (-2) | NA |
| | CL |

A11. Do most of the officials who are responsible for the appropriation resource reside in or near the resource? <OFFNEAR>

This question asks about those officials who make major operating decisions related to the appropriation resource.

- (1) ____ Yes (2) ____ No (-1) ____ MIC
- (-2) <u>NA</u>
 - _____ CL
- A12. In questions A13 to A20, you are asked a series of variables about the administrator(s) or leader(s) who make(s) major operating decisions for the appropriation resource. Please identify what level of administrator you are coding for those questions. <ADMLEVEL>
 - (1) _____ The highest level (chief) executive(s) for the AGO of the FMIS, AMIS, or JMIS
 - (2) _____ A mid-level administrator(s) who is responsible for this resource only (for example, a DOI Engineer).
 - (3) _____ A mid-level administrator(s) who is responsible for this and other resources (for example, district level MPLD officer).
 - (4) _____ The lowest level administrator(s) who is responsible for this resource only (for example, a *Jimmawal*).
 - (5) _____ The lowest level administrator(s) who is responsible for this and other resources
 - (6) ____ Others: _____

- (-1) MIC (-2) NA (no executive or administrative position) CL
- A13. Is/are the leader(s), chief executive(s) or administrator(s) position(s) filled by appropriators? <EXECAPPR>
 - (1) _____ No
 - (2) _____ Yes, through direct or indirect elections by appropriators
 - (3) ____ Yes, appointed by external government with active
 - (4) _____ Yes, appointed by external government without active
 - (4) _____ Yes, appointed by external gov advice by appropriators
 - (5) ____ Yes, through inheritance
 - (6) _____ Other: _____
 - (-1) _____ MIC
 - (-2) _____ NA (no executive positions)
 - _____ CL
- A14. Can an external or higher level authority remove the chief executive(s) or administrator(s)? <EXTREMOV>
 - (1) Yes, at the discretion of the external or higher level authority
 - (2) _____ Yes, with substantiated evidence from malfeasance
 - (3) ____ No
 - (-1) _____ MIC
 - (-2) ____ NA
 - ____ CL
- A15. Does/do the leader(s), chief executive(s) or administrator(s) report to any external or higher level authority? <EXTREP>

Does the executive or administrator files reports to any external or higher level authority regularly as part of his or her usual responsibility?

- (1) ____ Yes (2) ____ No (-1) ____ MIC (-2) ____ NA
 - CL
- A16. The period which the leader(s), chief executive(s) or administrator(s) serve is: <EXECPER>
 - (1) _____ A life term
 - (2) Fixed period of time, may be re-elected
 - (3) _____ Fixed period of time, may not be re-elected
 - (4) _____ Variable subject to vote of confidence
 - (5) _____ Administrative tenure subject to rules of relevant agency
 - (6) _____ Other: _____
 - (-1) _____ MIC
 - (-2) _____ NA (no executive positions)
 - _____ CL

A17. Is/are the leader(s), chief executive(s) or administrator(s) paid? <EXECPAID>

- (1) _____ No
- (2) _____ Yes, from the general fund of the organization
- (3) _____ Yes, mostly by receiving shares of the appropriation units
- (4) _____ Yes, mostly by receiving reduced obligations
- (5) _____ Yes, mostly by receiving voluntary contributions of the appropriators
- (6) Yes, mostly by a local or external government
- (7) ____ Yes, mostly by a development agency
- (8) ____ Yes, mostly by receiving special levies
- (9) ____ Yes, by other means: _____
- (-1) _____ MIC
- (-2) <u>NA</u>
 - ____ CL
- A18. Does/do the leader(s), chief executive(s) or administrator(s) own assets or capital which depends on the units from the resource(s) (e.g., farmland that depends on water from an irrigation system)? <EXECOWN>
 - (1) _____ No
 - (2) Yes, the amount is below average in the location
 - (3) _____ Yes, the amount is average in the location
 - (4) _____ Yes, the amount is above average in the location
 - (5) _____ Yes, the amount is very high in the location
 - (-1) _____ MIC
 - (-2) NA
 - ____ CL
- A19. Given the economy of this location, the average annual income (including all non-monetary forms of income) of the leader(s), chief executive(s) or administrator(s) is: <EXECINC>
 - (1) _____ Very low
 - (2) ____ Low
 - (3) _____ Average
 - (4) _____ High
 - (5) _____ Very high
 - (-1) _____ MIC
 - (-2) NA
 - _____ CL
- A20. Does/do the leader(s), chief executive(s) or administrator(s) hold leading positions in other collective or governmental bodies? <EXECOTHR>
 - (1) _____Yes
 - (2) _____No
 - (-1) _____ MIC
 - (-2) _____NA CL

A21. The major financial sources of the organization (or group) are (Mark "0" for not used, "1" for used, and "2" for MIC): <FISOURCE>

Response (8) "own taxes" refers to taxes raised by a general purpose government. Regular levies by other kinds of organizations should be referred to as (2) "membership fee".

- (1) _____ Voluntary contribution
- (2) _____ Membership fee
- (3) _____ Payments that substitute for labor input
- (4) _____ Fines
- (5) ____ External government
- (6) ____ Development agency
- (7) _____ Sales of units from the resource
- (8) ____ Own taxes
- (9) _____ Special levies
- (10) ____ Other: _____
- (-1) _____ MIC
 - _____ CL
- A22. Keeping in mind the rules this organization (or group) has evolved/adopted to govern the activity it has organized, classify these rules according to the following scale: <rul>
 «RULECLAS
 - (1) _____ Simple, easily understood
 - (2) _____ Relatively complex, can be understood through learning and experience
 - (3) _____ Very complex, difficult to understand
 - (-1) _____ MIC
 - (-2) ____ NA
 - _____ CL
- A23. The enforcement of the rules of this organization (or group) is primarily undertaken by: <ENFRULE>
 - (1) _____ Members of the organization (or group) itself
 - (2) _____ Members and external officials
 - (3) ____ External officials only
 - (-1) _____ MIC
 - (-2) ____ NA
 - _____ CL
- A24. In a short paragraph summarize the following information about this organization (or group): the day-to-day operating structure and the decisions these individuals are allowed to take; the strategic decision-making structure, who composes it, and how often it convenes; and any information about this organization (or group) that you believe is important but has not been captured elsewhere: <ORGPARAG>

The space limit for this variable is 1000 characters.

B. REVENUE COLLECTION

- B1. Are monetary fees assessed by the relevant agency? <FEES>
 - (1) _____ No
 - (2) ____ Yes, and regularly collected
 - (3) ____ Yes, and some fees collected
 - (4) _____ Yes, only insignificant or no fees collected
 - (-1) _____ MIC (-2) _____ NA
 - -2) _____ NA ____ CL
- B2. If 2, 3, or 4 above, do fees collected cover operating costs of the irrigation system? <ENOUGH>
 - (1) _____ No (2) _____ Substantially (3) _____ Fully (-1) _____ MIC (-2) _____ NA _____ CL

- B4. If fees collected, what agency collects the fees? <FEECOLL>
 ______ MIC _____ NA ____ CL
- B5. Is there any direct relationship between the budget for operation and the fees collected? <RELATION>
 - (1) _____ No
 - (2) ____ Yes
 - (-1) _____ MIC
 - (-2) _____ NA CL
 - _____ 0.
- C. INTERVENTION
- C1. If the irrigation system has been a FMIS during the past 25 years, is there any information indicating that some government or private agency has attempted to provide assistance to the system through grants, loans, technical assistance or other major forms of intervention? <INTERVEN>
 - (1) _____ No
 - (2) ____Yes, Either DIHM or DOI has rebuilt the system or otherwise made major investments.
 - (3) Yes, FIWUD has undertaken major investments
 - (4) Yes, MPLD has under taken major investments

- (5) _____ Yes, CARE/NEPAL ADB/Nepal has funded major investments
 (6) _____ Yes, some other agency has undertaken major investments:
- (7)
 Yes, an Irrigation Line of Credit Program:

 (-1)
 MIC

 (-2)
 NA

 CL
- C2. If YES to any of the above, write a short paragraph describing the intervention to the extent contained in this document. Who initiated the request and when, who did the engineering, how was the intervention paid for, what role did the farmers have in the design, construction, and operation of the system? If the intervention is completed, give date of completion. Were the property rights of the farmers respected? What has happened to the system since the intervention -- are the farmers still maintaining it well? Are prior water allocation systems still used? Is the command area larger or smaller? Have crop yields increased? <PARAGRAF>

_____MIC _____NA

C3. Is the system part of an official joint management or turnover project? < JOINTURN>

- (1)Yes, Joint Management
- (2) Yes, Turnover
- (3) No
- MIC (-1)
- (-2) NA CL

If (1) or (2), continue with the rest of the questions in this section. If (3), do not continue with the rest of the questions in this form.

- C4. Initiation of joint management or turn-over in the system:
 - When did the users first learn that the system would be brought under joint a1. management/turn-over? < USRJMT>

_____ (month/year)

a2. When did actual implementation of management transfer program start? <WHENIMPL>

_____ (month/year)

- C5. Process of program implementation:
 - What were the early steps involved in the WUA organizational development process? a1. (text) <INISTEPS>

- a2. Looking from top to bottom, how many tiers of organization of WUA have been created? <TIERNUM>
 - ____ One (Main only) (1)
 - _____ Two (Main and Branch level) (2)
 - _____ Three (Main, Branch and Tertiary level) (3)
 - Four (Main, Branch, Tertiary and Quaternary level)
 No organizations formed yet (4)
 - (5)
 - MIC (-1)
 - ____ NA (-2) CL
- Has a new constitution been approved? <NEWCONST> a3.
 - _____ Yes, using DOI model without any changes (1)
 - ____ Yes, using DOI model with changes (2)
 - _____Yes, using the DOI model but with the addition of the earlier (3)

constitution

- (4)
 No, but the old constitution is still being used

 (5)
 Not yet, in process

 (-1)
 MIC

 (-2)
 NA
 - , _____ CL
- a4. If (1), (2), (3), or (4), when was the constitution of WUA approved by membership? <CONSTAPP>

----- (month, year)

a5. Has the WUA been registered? <WUAREGIS>

(1) _____ Yes (2) _____ No (-1) _____ MIC (-2) _____ NA CL

a6. If yes, when did this occur? <WUAWHEN>

_____ (month/year)

a7. If WUA existed prior to management transfer program, what changes have occurred in the organizational structure and charter of WUA? (paragraph) <WUACHANG>

a8. When was the first general assembly of WUA called after the initiation of this management transfer project? <WUAASSEM>

----- (month/year)

a9. When was the first election of functionaries of WUA held after the initiation of this management transfer project? (month/year)

| Main System Level | <elecmain></elecmain> |
|-------------------|---------------------------|
| Branch Level | <elecbran></elecbran> |
| Tertiary Level | <electert></electert> |
| Quaternary Level | <elecquat></elecquat> |

a10. What was the process for election/selection of functionaries at the main, branch and tertiary levels? (include in a text paragraph whether elections were contested and other relevant aspects of this process). <ELECPROC>

a11. After the initiation of management transfer project, how many times has the election/selection of functionaries of WUA been held?

| Main System Level | <timemain></timemain> |
|-------------------|---------------------------|
| Branch Level | <timebran></timebran> |
| Tertiary Level | <timetert></timetert> |
| Quaternary Level | <timequat></timequat> |

- C6. DOI Support in the Institutional Development Process:
 - a1. What material and financial supports were provided by the DOI in the institutional development process? (text) <DOISUPP>

- a2. Has there been farmer-to-farmer training or exchange visits to improve the capability of WUA functionaries? <DOIVISIT>
 - (1) _____ Yes
 - (2) _____ No
 - (-1) _____ MIC
 - (-2) _____ NA CL
- a3. What types of training have been provided by DOI or any other organization to improve the operation and management capability of WUA functionaries and irrigators? (text) <DOITRAIN>

ORGANIZATIONAL STRUCTURE INTERVENTION

a4. How many training programs have been held? <TRAINNUM>

- a5. Have the functionaries of WUA found the training useful? <TRAINUSE>
 - (1) ____ Yes (2) ____ No (-1) ____ MIC (-2) ____ NA CL
- C7. Operations and Management Agreement between WUA and DOI
 - a1. Under present agreement what part of the system is operated and maintained by DOI. <DOIOM>
 - (1) ____ Headworks only
 - (2) _____ Headworks and main canal
 - (3) _____ Headworks, main canal and branches
 - (4) _____ Headworks, main canal, branches and tertiary canals
 - (5) _____ None of the above, WUA is responsible for all O&M
 - (-1) _____ MIC
 - (-2) ____ NA
 - _____ CL
 - a2. Describe the process for coordination between DOI and WUA related to O&M. (text) <DOIWUAOM>

- C8. Meetings and Decision Making
 - a1. How often per year since the management transfer program, has the general assembly been called? <GENCALL> _____
 - a2. What decisions are normally taken during general assembly? (text) <GENDECID>

a3. How often per year since the management transfer program, has the WUA main

committee meeting been called? <MAINCALL>

a4. What issues are discussed and what type of decisions are taken during WUA main committee meeting? (text) <MAINDISC>

- a5. How often per year since the management transfer program has the WUA branch and tertiary committee meetings been called? <COMMCALL>
- a6. Normally what issues are discussed and what decisions are taken during branch and tertiary committee meetings? (text) <COMMDISC>

C9. Responsiveness of WUA Functionaries

- a1. How many users of this system (or this section of system) know in person the functionaries of main and branch committee? <FNCTUSR>
 - (1) _____ Almost all of the users know the functionaries
 - (2) _____ About half of the users know the functionaries
 - (3) Less than half of the users know the functionaries
 - (-1) _____ MIC
 - (-2) ____ NA
 - _____ CL
- a2. How frequently do the functionaries of the main and branch committee meet with the users to identify their problem? <FNCTMEET>
 - (1) ____ Very rarely
 - (2) _____ At least once a year
 - (3) _____ At least once in each irrigation season
 - (4) _____ Several times in each irrigation season
 - (-1) _____ MIC
 - (-2) <u>NA</u>
 - _____ CL
- a3. How frequently do the functionaries of main and branch committee inspect the system to identify operation and maintenance problems? <FNCTINSP>

- (1) ____ Very rarely
- (2) _____ At least once a year
- (3) _____ At least once in each irrigation season
- (4) _____ Several times in each irrigation season
- (-1) _____ MIC
- (-2) _____ NA CL
- a4. How often do the WUA functionaries meet with DOI officials to coordinate the operation and maintenance of the system? <FNCTCOOR>

| (1) | Very rarely |
|------|---|
| (2) | At least once a year |
| (3) | At least once in each irrigation season |
| (4) | Several times in each irrigation season |
| (-1) | MIC |
| (-2) | NA |
| | CL |

C10. Water Supply Situation

Which of the following attributes of system performance do the users agree has improved?

- a. Timeliness in irrigation delivery <wsstime>
 - (1) _____ Yes, timeliness has improved
 (2) _____ No, timeliness has not improved
 (2) _____ Users are uncourse
 - (3) Users are unsure
 - (-1) _____ MIC (-2) _____ NA
 - $\frac{12}{CL}$
- b. Adequacy of irrigation water supply <WSSSUPPL>
 - (1) Yes, adequacy has improved
 - (2) _____ No, adequacy has not improved
 - (3) ____ Users are unsure
 - (-1) _____ MIC
 - (-2) <u>NA</u>
 - _____ CL
- c. Reliability of irrigation water supply <wssRelia>
 - (1) ____ Yes, reliability has improved
 - (2) _____ No, reliability has not improved
 - (3) ____ Users are unsure
 - (-1) _____ MIC
 - (-2) _____ NA CL
- d. Equity in the distribution of water supply <wssEQUIT>

- (1) Yes, equity has improved
- (2) _____ No, equity has not improved
- (3) Users are unsure
- (-1) _____ MIC
- (-2) _____ NA CL
- e. Size of the area under irrigation <WSSAREA>
 - (1) ____ Yes, size has increased
 - (2) _____ No, size has not increased
 - (3) ____ Users are unsure
 - (-1) _____ MIC
 - (-2) <u>NA</u>
 - _____ CL
- f. Conflict over water distribution <WSSCONFL>
 - (1) Yes, conflict levels have decreased
 - (2) _____ No, conflict levels have increased
 - (3) ____ Users are unsure
 - (-1) _____ MIC
 - (-2) _____ NA CL

C11. Resource Mobilization

- a1. After the management transfer, what proportion of total annual repair and maintenance cost is mobilized by the DOI? <RMAREP>______%
- a2. Before the management transfer, what proportion of total annual repair and maintenance cost was mobilized by the DOI? <RMBREP> _______%
- a3. After the management transfer, what is the total amount of water fees collected for this system? <RMAFEE> ______
- a4. Before the management transfer, what was the total amount of water fees collected for this system? <RMBFEE> _____
- a5. After the management transfer, what proportion of the water users pay the water fee for this system? <RMAPAY> ______%
- a6. Before the management transfer, what proportion of the water users pay the water fee for this system? <RMBPAY> ______%
- a7. What proportion of collected water fee is retained by WUA? <RMWUA>
- C12. Essential Structure Improvement (ESI)
 - a1. What engineering works of ESI have been performed in the system after the

ORGANIZATIONAL STRUCTURE INTERVENTION

management transfer program? (text) <ESIWORKS>

a2. What was the total costs of ESI? <ESICOST>_____

a3. How were the resources for ESI mobilized? (text) <ESIMOBIL>

a4. What proportion of total cost for ESI were mobilized by WUA? <ESIPROP>

_____%