Draft Terms of Reference
Process Monitoring of NRLM in North-Western and North-Eastern States

Introduction

1. The Ministry of Rural Development (MORD), Government of India (GOI) has been implementing National Rural Livelihoods Mission (NRLM) since June, 2011, after restructuring Swarnjayanti Gram Swarozgari Yojana (SGSY). The central objective of the Mission is to eliminate rural poverty through innovative implementation strategies involving mobilization and organization of the rural poor and building their financial and economic inclusion. The NRLM is implemented on a cost sharing basis between the Center and the States. In order to augment the resources required for implementation of NRLM in certain poverty stricken States (13) Districts (103) and blocks (400), the GOI has entered into an agreement with the World Bank (IDA credit) for an assistance equal to USD 1.00 billion over XII Plan period as National Rural Livelihoods Project (NRLP), which has since been restructured and scaled-down to USD 500 million.

Implementation Structure

2. At the national level, the Mission is implemented by a National Mission Management Unit (NMMU) comprising several thematic groups and professional experts, under the MORD. As part of transition to NRLM, the state governments are required to establish an autonomous and empowered State Rural Livelihoods Mission (SRLM) at the state level. As part of rolling-out SRLM, the states are required to set-up dedicated Mission Implementation Units at the State (SMMU), District (DMMU) and Sub-Districts Units like Block (BMMU) or Project Facilitation Team at Cluster Level. As NRLM is designed to promote certain new strategies requiring intensive application of financial, social capital and human resources, a phased expansion approach has been adopted. The phased implementation implies following a two track approach i.e. Intensive and non-intensive strategies of NRLM. While NRLP is absolutely an intensive strategy, under NRLM there is a freedom for the state to follow either intensive or non-intensive strategies. Eventually, the Mission will be implemented in over six lakh villages, 2.5 lakh gram panchayats, 6,000 blocks and 600 districts across 29 States and 6 Union Territories, covering over 70 million poor households.

Strategy, Objectives and Components

3. The cornerstone of NRLM strategy is the creation of Community Based Organizations of the poor, which if capacitated, nurtured and funded initially, will promote and sustain improved livelihoods for the poor. Thus, the NRLM aims at mobilizing all the rural poor households into SHGs and their higher level federations viz., Village Organizations, Cluster/Block Level Federations and use the institutional platforms so created to promote their
livelihoods. The Mission seeks to promote access of the CBOs of the poor to financial and technical services as well as economic support services and enable them to diversify and improve their livelihoods. Towards this end, the Mission intends to promote organic financial and non-financial relations between the SHGs and their federations. In addition, the poor would be facilitated to achieve increased access to their rights, entitlements and public services, diversified risk and better social indicators of empowerment. The NRLM also aims at harnessing the innate capabilities of the poor and seeks to complements them with their capacities (information, knowledge, skills, tools, finance and collectivization) to deal with the rapidly changing external world. Further, the Mission is designed to facilitate shift of the states from the allocation based strategy to a demand-driven strategy, enabling the states in the process to formulate their own poverty reduction plans. Thus, the Mission aims at bringing about fundamental structural changes and reforms in the manner in which rural poverty alleviation programmes are implemented. The NRLM framework is depicted in Fig.-1.

Adoption of Process Intensive Strategies

4. NRLM is a process intensive programme and the culmination outcomes of the Mission depend on the quality of processes adopted at all levels. Based on successful models implemented in a few states, the Mission has designed process intensive strategies for implementation of social mobilization, financial inclusion, economic inclusion and other components. There is an ideal process and sequence in which each activity is to be implemented to achieve the intended results. A process intensive approach is particularly required for the development of the sustainable institutions of the poor. Only through a process of intensive capacity building, nurturing and handholding, SHGs and their federations could emerge as self-managed, self-governed and sustainable institutions, capable of accessing and delivering financial and livelihood services to the poor. NRLM has outlined a
Draft to be finalized at the time of RFP

step-wise process for the states to implement Mission activities. Any deviation from the designed process could affect the Mission outcomes. However, if deviations are identified and corrected early, the Mission could achieve its objectives. Identifying the process deviations through internal reviews and monitoring is not always effective. Therefore, NRLM has provided for a third-party process monitoring to track the process deviations and provide early signals to the Mission management to undertake corrective action. Further, process monitoring would also help the Mission to learn from its own experience and improve upon its effectiveness over time. Thus, a well-designed process monitoring would identify deviations, facilitate mid-course corrections and improve upon the quality and effectiveness of Mission implementation.

**Scope of Consultancy**

5. MORD seeks to commission concurrent process monitoring in the North-Western states (*Jammu & Kashmir, Punjab, Haryana, Himachal Pradesh and Uttarakhand*) and states in the North-Eastern region (*Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim and Tripura*) for a period of two years by an external agency. It is proposed therefore to procure the services of an agency experienced in conducting process monitoring/similar studies to undertake process monitoring by deploying adequate number of team members. Details of the intensive districts and blocks falling under these states from which sample is to be chosen is available on [nrlm.gov.in](http://nrlm.gov.in). The services of the agency will be contracted as per the procurement guidelines of the NRLM. The contracted agency will undertake the assignment under the supervision of the Mission Director, NRLM or officers nominated by him.

**Process Monitoring as Envisaged by NRLM**

6. Process monitoring is an important corner-stone of any monitoring and evaluation framework for development programmes, especially for a programme like NRLM that aims to reducing rural poverty in the country through nurturing community institutions of the poor and stay engaged with them till they come out of poverty. NRLM perceives process monitoring as a regular activity involving analyses of programme and community level interactions and the emerging outcomes. The analysis of processes needs to be done against the ‘normative processes’ defined for NRLM. NRLM considers process monitoring as an ongoing and core function of programme management for enhancing the programme efficacy; hence it has to be undertaken by the external agency in close interaction with the implementation team and the community institutions. Internal process monitoring may be influenced by biases resulting in it being sub-optimal hence there is a need for ‘neutral’ external organization to also undertake process monitoring. Given the criticality of analyses emanating from process monitoring, it is imperative that triangulation of information and analyses is inbuilt in the design of process monitoring. NRLM, thus, proposes to commission
Draft to be finalized at the time of RFP

external process monitoring by a competent and experienced third party agency. After every round of process monitoring, the external agency would share the key process deviations in each component, internal and external factors responsible for such deviations, suggestions for addressing deviations and good practices and innovations that could be replicated.

Objective of Assignment

7. As pointed out earlier, NRLM is based on a community driven development model (CDD). Any CDD programme requires continuous learning and adaptation in the course of implementation. Not all processes conform to pre-set rules, regulations, procedures and target approaches. Each state has a particular context in which the Mission is being implemented. Within each state, there could be a vast degree of diversity. What works in one state or in one geography may not work in other states/geographies. Process monitoring is therefore envisaged to assess the quality of implementation processes in each state and in each phase and identify deviations which could affect the outcomes of the Mission, using both qualitative and quantitative information and taking into account the perceptions of different stakeholders. More specifically, process monitoring is expected to enable the Mission management units at the central and state levels to understand:

- how and through what processes the intensive/resource block strategy has actually been rolled out (vis-à-vis the intended strategy) including the key processes initiated at SMMU, DMMU, BMMU and the community levels;
- what issues are critical to the roll out of the strategy;
- which part of the strategy worked well, and where, which did not work and why;
- what type of obstacles were faced and how were they resolved;
- what are the strategic changes required to improve effectiveness of the strategy;
- what are the best practices emerging from the strategy; and
- what are the outcomes of the strategy?

8. The process monitoring agency is intended as a partner to the Mission, which will act as additional ‘eyes and ears’ on the ground, feeding key observations and information to project staff and management. The process monitoring team will work in close association with staffs of DMMU and BMMU. Their findings will be systematically observed, documented and communicated in order to inform management decision making. Process monitoring should identify any areas for adaptation or modification, thereby enabling the project management to learn how to better shape and implement the project activities and processes. The list of processes to be monitored in each state and in each round will be mutually agreed upon first as part of the inception report and later ahead of each process monitoring quarter.
Sampling

9. The third party process monitoring is required to be conducted in sample districts and blocks quarterly in the states in north-eastern region (Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim and Tripura) and north-western region (Jammu & Kashmir, Punjab, Haryana, Himachal Pradesh and Uttarakhand). The consulting organization is required to operate from three hubs of Chandigarh (to cover north-western states), Kolkata (Mizoram, Nagaland, Tripura and Sikkim) and Guwahati (Assam, Meghalaya, Manipur, Arunachal Pradesh). The firm may however suggest alternate solutions if they deem to be more effective and economical. The team to study both the north western and eastern states may comprise of one team leader (full time), one analyst and 4 process monitors each. Each team would be required to undertake at least three rounds of process monitoring in each state covering a minimum of 2 blocks drawn from 2 districts. Thus, the North Western team would cover 80 intensive blocks drawn from different agro-climatic regions/districts over a period of two years. At least one-third of the sample blocks would be revisited by the team to study the maturity of the community institutions and financial inclusion and livelihood and other activities taken up over a period of time. In each block, the team would be expected to visit 2 GPs, 4 villages and a representative set of SHGs, VOs, CLFs and other collectives. The team would be expected to undertake monitoring of all key activities implemented in different components in the sample villages with particular focus on the issues indicated by MORD/SRLMs for each round. In addition, the team would be required to monitor all developments at the sample block, district and state levels for the relevant quarters. While this is only indicative sampling, the consultant is expected to come up with a suitable sampling frame as part of the technical proposal. The sampling frame may also indicate the proportion of villages to be covered repeatedly for measuring changes over a period of time (panel of villages). Other villages may be purposively selected within the indicated sample such that they best represent implementation strategies adopted in the state. The team would also be required to interact with all key professionals at the state, sample district and sample block levels. The team would also discuss with frontline staff, resource persons and different forms of social capital to assess implementation issues and identify critical constraints affecting the Mission. In each block, the consultant team would be expected to undertake process monitoring study for 7 to 10 days, covering the sample GPs, villages and CBOs. After completing one block, the team would move to the other sample block, as per the sample plan. The number of sample blocks, gram panchayats/villages and CBOs as finally agreed upon and the issues to be critical examine, would be indicated to the consultant ahead of each quarter. The indicative sample size and distribution of blocks are furnished in Annex Table-1.
10. The external process monitoring agency is expected to be a partner of the Mission and act as an objective evaluator of the implementation of the intensive block strategy in select states. The external agency is expected to provide evidence based observations to MORD and the state Mission partners, based on a systematic study of the entire spectrum of implementation from SMMU to the community and covering all the stakeholders. The agency would adhere to **standard methodology of process monitoring, sample size and distribution and focal themes** for each round and such other aspects germane to process monitoring. For each round, the agency will systematically observe, document and present key findings in the form of a standard report as prescribed by MORD. For each round, the MORD/SRLMs would identify themes, sample size and distribution as well as the methodology. Overall, process monitoring should provide continuous information about problems, learning and issues emerging from the implementation of intensive strategies. The information collected should feed into decision-making and result in improved strategies, guidelines, rules and regulations such that NRLM becomes more participatory and responsive.

**Potential Themes for Process Monitoring**

11. The themes for process monitoring would be decided dynamically as the Mission implementation progresses, and for each quarter, the focal themes would be finalized by the MORD jointly with the states. The MIS data collected by SRLM/MORD and the supervision/field visits made by the MORD and SMMU would also inform the selection of themes for process monitoring. The patterns demonstrated through analytics of MIS would be integrated into the design and structuring of process monitoring. During the first year of process monitoring, the following potential sub-themes may be assigned to the agency viz.,

- implementation architecture, systems and policies and their functioning;
- social mobilization and inclusion efforts;
- promotion of SHGs and their capacity building;
- quality of functioning of SHGs as revealed by core financial and non-financial parameters;
- promotion and nurturing of VOs;
- quality of VOs as revealed by core financial and non-financial parameters;
- promotion of cluster level federations;
- identification and training of CRPs;
- training of SHGs on micro-plan preparation;
- preparation of micro-plans and sanction of CIF;
- quality of CIF management by VOs and SHGs;
- implementation of livelihood activities by SHG members; and
- extent to which SHG members are able to access entitlements/public services through convergence efforts.
12. Depending on the progress of implementation of MORD in each State, the MORD would identify specific areas for Process Monitoring in each sample state/district/block and suggest appropriate sample size (blocks, clusters, gram panchayats, habitations, new and old SHGs, CRPs, PRPs, internal CRPs, key project staff and other stakeholders) in consultation with the State Missions. For each round, the agency, following the methodology and sampling protocol agreed upon, would systematically observe, assess, document and present key findings in the form of a standard report, the size, content and style of which would be indicated by the MORD. Quarterly process monitoring may also use light surveys, qualitative assessment tools, stakeholder analysis and instruments like community score card, citizen’s report cards etc., to provide evidence based information. The consulting agency would be required to triangulate its findings with MIS information at the state, district and the block levels and with the findings of other studies if any.

**Short Films on Process Monitoring/Best Practices**

13. The process monitoring agency would be required to produce short films on each round of process monitoring, and also identify the best practices. These knowledge products would be uploaded by the MORD/SRLMs into social media like YouTube etc. The agency would be required to produce at least two short films/clips per state per year of process monitoring. The MORD would provide necessary guidelines for the making of short films and indicate their content and such other details for each state.

**Development of Process Monitoring Guide for Community Monitors**

14. While NMMU is promoting process monitoring in intensive blocks of the states for a maximum period of 2 years, it is expected that over a period of time, each SRLM will take over this responsibility and initiate process monitoring by community process monitors. Given the innovative nature of process monitoring, the community monitors require not only initial training and handholding support but more importantly a process monitoring guide book. Therefore, the consulting agency would be required to produce a user-friendly guide book for the community monitors. The guide should inter alia incorporate the following:

1. concept of process monitoring;
2. importance of process monitoring;
3. identification of process areas and indicators;
4. methods of process monitoring;
5. tools/instruments for collection of process information;
6. potential sources and levels of information;
7. methods of analysis;
8. methods of reporting/mainstreaming process monitoring findings;
(ix) Incorporation of feedback into implementation strategies and formats for reporting corrective measures etc; and

(x) training and skill requirements for undertaking process monitoring.

Training and Development of Community Process Monitors

15. Process monitoring is not an end itself. The key findings of process monitoring should result in improved implementation of the Mission activities. The process monitoring should contribute to the effectiveness of Mission objectives. As the functioning of CBOs is central to the Mission, process monitoring should result in efficient functioning of CBOs. However, external process monitoring based on a small sample has certain inherent limitations. The findings of monitoring based on a small sample cannot be generalized in as much as the community situations are widely different from each other. Further, though the CBOs provide information to external process monitors, they do not actively participate in monitoring. Only when the community members actively participate and undertake monitoring, the learning impact would be greater. Therefore, the MORD has decided to promote institution of a system of community process monitoring under which trained members of the community undertake process monitoring at regular intervals and facilitate quick learning and adaptation. This would however require identification of suitable community persons for training and development as community monitors. The external process monitoring agency would provide initial support to the states for the identification of potential community monitors in the sample blocks. The states would be expected to scale-up the system in other blocks to identify, train and use community monitors as part of their institutional development strategy. In the sample blocks, however, the external process monitoring agency would work closely with the sample community institutions, particularly with the members of the social audit committee of village organizations to identify potential community monitors, train and provide them handholding support before they could be deployed for process monitoring in blocks other than their native blocks. It is, therefore, proposed to entrust the task of training and development of initial set of community monitors to the external process monitoring agency. It is expected that the agency would identify, train and provide initial handholding support to at least 10 persons per state over the duration of consultancy.

16. The MORD would provide guidelines for identifying the potential process monitors. It would also indicate the type, content and duration of training to be provided to the potential process monitors. The MORD would also indicate the nature of handholding support to be provided to the process monitors. The agency will use the trained community monitors as trainee monitors/observers at least for two rounds in a block, before accrediting them as qualified community monitors in other blocks by the state/district Mission management units. Thus, the key tasks of the external process monitoring agency with regard to the development of community process monitors include:
• identification of women activists with potential to undertake process monitoring with the support of project management;
• training of identified persons in methods, tools, reporting and internalization procedures of process monitoring using the process monitoring guide;
• accreditation of community process monitors; and
• handholding support for the community process monitors for at least two rounds.
Schedule of Key Tasks to be completed in a Typical Quarterly Round

17. Each process monitoring team would be required to complete the following key tasks in a typical round.

<table>
<thead>
<tr>
<th>Week</th>
<th>Activity</th>
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</table>
| 1          | • Identification of themes and issues for process monitoring in each state/district.  
             | • Finalization of sample size and distribution.                                                                                           |
| 2          | • Preparation/refinement of methodology and tool kit.                                                                                     |
|            | • Training / reorientation of field staff.                                                                                                 |
| 3          | • Field work movement plan and sharing with MORD and SRLM. \                                                                            |
| 4,5,6,7,8,9| • Conduct of process monitoring by the team as per the agreed plan-size and composition of the teams, sample size and distribution, duration of monitoring in each block etc.  
             | • Making of films on best practices.                                                                                                       |
| 10,11,12   | • Analysis of data and triangulation. \                                                                                                   |
|            | • Preparation of draft reports of block/district/state as per the thematic scheme agreed upon. \                                          |
|            | • Presentations at district and state levels and collection of feedback. \                                                                   |
|            | • Preparation of final report incorporating feedback for each quarter covering the blocks completed. \                                        |
|            | • Presentation of quarterly report to MORD/SRLM along with short films. \                                                                 |

Autonomy

18. The agency would maintain the required degree of autonomy from the Mission management to ensure objectivity in process monitoring studies. Further, the agency would be required to conform to the reporting standards; style, format, size and such other specifications as required by the MORD and undertake revisions, value additions and such other changes as required by the state Mission units.

Period of Consultancy

19. The total period of consultancy will be 18 months but on completion of term, the contract would be extended subject to satisfactory performance. The MoRD would lay down criteria for the purpose of assessing the performance of the agency. Value addition made by the process monitoring agency to the overall improvement in the quality of implementation.
of the Mission and the new valuable insights provided by the agency would be considered among other factors, for extension of the contract.

**Deliverables**

20. The agency whose services are finally contracted are expected to deliver the following outputs as per the timelines to be indicated by the MORD.

**Inception Report**

21. Inception report covering methodology of process monitoring, sample size and distribution for each round, thematic coverage for each round, details of teams deployed, tools developed and tested, arrangements made for filming etc.

**Conduct of Process Monitoring**

22. Conduct of process monitoring as per the sample design agreed upon, in each quarter, covering the key themes indicated. The agency would deploy qualified dedicated full-time team as agreed upon and cover the sample blocks, CBOs, and other units as per the contract. Following completion of each round in a block, the team would debrief the BMMU and DMMU before proceeding to other blocks/states.

**Quarterly Process Monitoring Report**

23. Detailed reports for each selected state as per the format suggested by MORD in terms of size, style, content, analytics etc. The report should clearly bring out evidence based observations and suggestions/recommendations for the consideration of the Mission Management Units. Each successive quarterly report will also incorporate a report on actions taken by the states in response to the process monitoring findings and recommendations.

**Annual Synthesis Report**

24. The agency would be required to submit annual synthesis report for each region comprising state specific reports as well as synthesized findings for all states in the region. The MORD will prescribed necessary reporting template for this purpose.

**Presentations at DMMU, SMMU and MORD**

25. The agency would make quarterly presentations at the district and state level in the presence of key thematic specialists in a format prescribed by MORD. The agency would be required to make a presentation at MORD at half-yearly intervals.
Short Films

26. The agency would also present short films made on each round to the MORD for uploading on the YouTube and Ajjeevika and SRLM websites. In addition, the process monitoring agency should organize other dissemination events as agreed with MoRD.

Process Monitoring Guide for Community Monitors

27. The agency would prepare a user-friendly guide on process monitoring, incorporating modules on concept, content and significance of process monitoring, key processes and indicators to be monitored, methods and tools to be adopted, methods of analysis of information and use of process monitoring findings. The guide is intended to guide the community monitors.

Develop Community Monitors

28. The agency would facilitate identification of agreed number of community monitors and provide them basic training and handholding support. The SRLMs may use the services of the identified monitors for monitoring the Mission activities in other blocks.

Qualifications and Experience of the Process Monitoring Teams and Their Location

29. The agency is required to deploy a team of the following size and composition as well as qualifications and experience. The consultant may also suggest a team of different size and composition along with justification for the same. The North-Western team headed by the team leader and comprising at least one analyst and 4 process monitors may be located in Delhi or in any one of the convenient/centrally located state capitals. The North-Eastern team headed by another team leader and comprising one analyst and 6 process monitors may be located in a centrally located place such Guwahati.

- Team Leader (North-Western Team on full-time basis) with proven track record in anchoring/ conducting process monitoring activities. He/she should be post-graduate in social sciences preferably with a Doctorate in the relevant field. S/he should have at least 12-15 years of experience in rural development of which at least 5 years of field work experience. Specific experience in monitoring and evaluation of social development projects including process monitoring for at least for 4-5 years is a must.
- Team Leader (North-Eastern Team on full-time basis) should be post-graduate in social sciences with at least 12 to 15 years of experience in social development projects, of which at least 5 years of experience in monitoring and evaluation of rural development projects. He/she should be well acquainted with the
methodology of institutional development, participatory research and impact monitoring/assessment.

- Two analysts (one for each team on full-time basis) should be graduates/post-graduates in computer science/statistics/ any social science with experience in using qualitative and quantitative data analysis software such as atlas-ti, SPSS/SAS/STATA as well as data management and documentation.

- 8 process monitors (4 for each team on full-time basis), with a post-graduate degree in social science with at least 7 years of experience in community development/ livelihoods promotion/financial inclusion/women empowerment projects etc. They should be familiar with the methodology of community development and participatory research, along with good facilitation skills. Field work experience for at least 3-4 years in Monitoring and evaluation of social/community development projects, is a must. In addition, they must possess good analytical and documentation skills.

**Review Committee to Monitor Consultant’s Work**

30. The Mission Director, NRLM is the competent authority to undertake monitoring and review of the work of process monitoring agencies. He may constitute a review/steering committee to monitor the progress of the agencies from time to time and provide necessary advice. The review/steering committee may also seek comments and inputs on the consultant’s work from the MORD, SRLMs, the World Bank staff and other experts as appropriate.

31. Payments to the agency will be made upon submission and acceptance of the reports and such other deliverables by the MORD and as per the terms and conditions to be laid down for this purpose in the contract agreement to be executed between the selected consultant and the MoRD.

**Services to be Provided by the Client**

32. The process monitoring agency would be provided access to MIS data, internal project communications, correspondence, study reports, manuals, handbooks, policy note and such other material which are not in the nature of classified documents of the MORD and the states. The states would also facilitate the conduct of process monitoring. However, the agency would be required to seek prior appointment with each state/district in advance.
Ownership

33. All information collected by the process monitoring agency will be used only for the purpose of preparing and presenting process monitoring reports. No part of the information shall be used for any other purpose without the prior explicit consent of the MORD and the states. All material and data collected shall be the property of the MORD.
### Annex 1

**Suggested Sample Blocks in NW and NE Regions**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>State</th>
<th>Months/Block*</th>
<th>Total</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
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<tr>
<td></td>
<td><strong>North-Western Region</strong></td>
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<tr>
<td>1</td>
<td>Punjab</td>
<td>2</td>
<td>2</td>
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<tr>
<td>2</td>
<td>Haryana</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>Himachal Pradesh</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>Jammu &amp; Kashmir</td>
<td>2</td>
<td>2</td>
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<tr>
<td>5</td>
<td>Uttarakhand</td>
<td>2</td>
<td>2</td>
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<tr>
<td></td>
<td><strong>Sub-Total</strong></td>
<td>4</td>
<td>4</td>
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<tr>
<td></td>
<td><strong>North-Eastern Region</strong></td>
<td></td>
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<tr>
<td>1</td>
<td>Assam</td>
<td>2</td>
<td>2</td>
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<tr>
<td>2</td>
<td>Arunachal Pradesh</td>
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<td>3</td>
<td>Manipur</td>
<td>2</td>
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<td>4</td>
<td>Meghalaya</td>
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<td>5</td>
<td>Mizoram</td>
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<tr>
<td>6</td>
<td>Nagaland</td>
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<td>7</td>
<td>Sikkim</td>
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<td>Tripura</td>
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<tr>
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<td><strong>Sub-Total</strong></td>
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<tr>
<td></td>
<td><strong>Total</strong></td>
<td>8</td>
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* The same schedule may be repeated with one third of the blocks being revisited