

ELDER LINE

NATIONAL HELPLINE FOR SENIOR CITIZENS



STANDARD OPERATING PROCEDURE

Version 2.0
July 2022



Foreword

This document contains the guidelines to initiate and operate the National Helpline for Senior Citizens - Elder Line 14567. The intent behind the document is to equip all organizations and stakeholders implementing Elder Line with necessary information and knowledge in order to provide best service to the senior citizens of the nation. It contains standard operating procedures for handling calls and managing concerns pertaining to the elderly. The supporting documents are also attached in the form of Annexures.

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Director

National Institute of Social Defence

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Acronyms & Abbreviations

ACRONYM	FULL FORM
ACP	Assistant Commissioner of Police
BE / B. Tech	Bachelors of Engineering / Technology
CB	Capacity Building
CBO	Community Based Organization
CSR	Corporate Social Responsibility
CHC / PHC / UPHC	Urban Primary / Community / Primary Health Centre
CO / CCTL	Call Officer / Connect Centre Team Leader
CRM	Customer Relationship Management
DLSA	District Legal Service Authority
DM&HO	District Medical & Health Officer
DRO / RDO	Divisional Revenue Officer / Revenue Divisional Officer
DWO	District Welfare Officer
DRDO	District Rural Development Officer
DCP	District Child Protection officer
FRO / FRL	Field Response Officer / Field Response Leader
HR	Human Resource
IEC	Information Education and Communication
IT	Information Technology
ICDS	Integrated Child Development Services
MPWSC Act	Maintenance of Parents and Welfare of Senior Citizens Act
MBA	Master of Business Administration
MPDO / BDO	Mandal Parishad / Block Development Officer
MIS	Management Information Systems

NGO	Non-Government Organizations
NHSC	National Helpline for Senior Citizens
NIA	National Implementing Agency
OAH	Old Age Home
OS	Operating System
PRI	Primary Rate Interface
PKT	Process Knowledge Test
PG / PGDM	Post-Graduation / Post Graduate Diploma in Management
PLV	Para Legal Volunteer
QA / QL	Quality Analyst / Quality Leader
SHO	Station House Officer
SIP	Session Initiation Protocol
SOP	Standard Operating Procedure
TNI	Training Needs Identification
WCD	Women & Child Development

Elder Line

Standard Operating Procedures (SOP)¹

The SOP collates the guidelines for setting up a State Helpline for Senior Citizens as part of Elder Line, the National Helpline for Senior Citizens (NHSC). It can be used for training purposes and as a reference document.

Context

India has witnessed an exponential growth in the population of the elderly over the past couple of decades. At present, about 13 crore people, who are above the age of 60 years, constitute over 9% of the country's total population. As per various research documents, this number is expected to cross 32 crores by 2050, which would then constitute almost 20% of the population. Even the number of people above 80 years of age is increasing at a faster pace (1.1 crore as per 2011 census). Statistics indicate that the demographic shift is going to be a huge challenge and new models of services will need to be developed to address the needs of the elderly in rural and urban settings.

Connect Centre-based Helpline for Senior Citizens

A study was conducted to understand and assess the need of the elderly, the existing helplines in the country and also some international helplines for senior citizens. Based on the study, the need for a helpline for senior citizens at a national level was recognized. The key requirement of such a helpline was to be a single platform that would enable services both in the urban and rural areas with a strong backend of information aggregation of all the service providers and empathetic people to talk to the senior citizens.

¹ This document was compiled by Vijayavahini Charitable Foundation, supported by Tata Trusts and NSE Foundation and is improved based on the experience of running the Elder Line in States and UTs where it is functional by the end of June 2022.

Elder Line - National Helpline for Senior Citizens

Vision

To facilitate happy and healthy ageing by serving the senior citizens of India, compassionately.

Mission

To make a positive difference to the lives of senior citizens by creating a reliable National Helpline which acts as a platform for redressing the grievances of the senior citizens of India, by providing necessary information and intervention through a collective of highly committed partners including Government agencies, non-profits and volunteers.

Objectives

- To reach out to every senior citizen of the country to provide support and guidance.
- To disseminate information on Government schemes and programmes for the welfare of senior citizens.
- To provide a platform to facilitate queries related to implementation of Government Programmes.
- To provide a grievance redressal mechanism for senior citizens.
- To build up hope and trust amongst the senior citizens, and help them age happily.
- To understand the various requirements of senior citizens, and create necessary policies and implementation mechanism.

Model

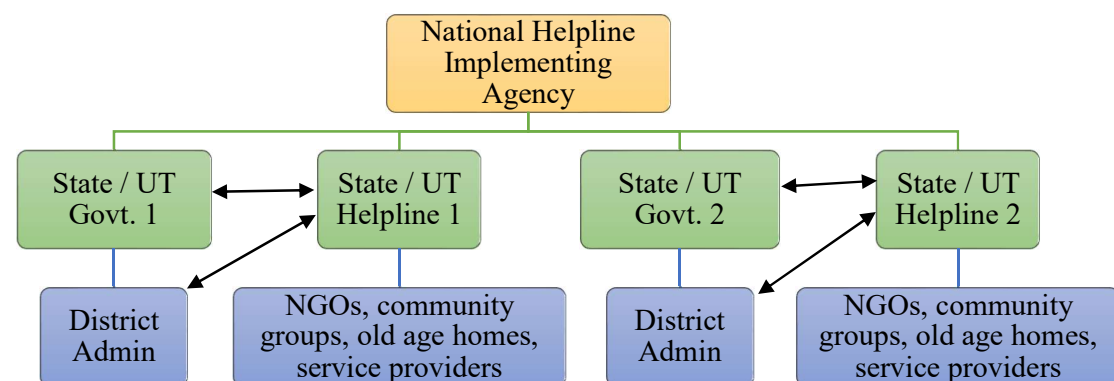


Figure 1: Elder Line Model

Key Components of Elder Line

1. Connect Centre

A centre for handling calls relating to senior citizens, with all the necessary infrastructure for call recording, analysis, and follow up, with database of information relevant to the elderly, and technology for effectively supporting the callers. In common parlance this would be known as a call centre, but since it is expected that the officers connect with the senior citizens, it is called as 'Connect Centre'. The Connect Centre can handle all the calls relating to information, counselling and guidance, resource linkage, follow up calls, and other telephonic assistance. Technical details of the Connect Centre are explained in **Annexure I**.

2. Field Response Team

The Field Response Team will handle all service requests which need direct field interventions for the elderly. The team will collect details of all agencies / resource persons / organisations who can support senior citizens. The team will also connect with the senior citizens in need of in-person support. In addition, this team will meet the stakeholders regularly and conduct meetings / outreach programmes. This will be managed through a local Field Response Officer (FRO) and network of NGOs working in the locality, resource persons / organisations in the locality, community-based groups, volunteers and State / UT actors.

Complete process of handling operations is explained in **Chapter 3**.

Scope of Work

Elder Line is a helpline that provides Information, Guidance, Emotional Support, and Field Intervention, driven by values of Consistency, Care, Empathy and Encouragement. The broad needs of the elderly are classified into the following areas:

Table 1: Broad Needs of Elderly

<u>Information</u> Health - Awareness, Diagnostics, Treatment Shelter / Old Age Homes Day-care Centres Nutrition (Nutrition for Health) Elder-friendly Products Cultural, Spiritual, Art, Entertainment Companionship	<u>Guidance</u> Legal (both on a personal and family level) Dispute Resolution (property, neighbours etc.) Financial (Basic Needs, Investment Needs, Medicinal and other Emergency Needs etc.) Pension-related Government Schemes
<u>Field Intervention</u> <u>Direct</u> Care and Support for Abused elderly Care for Missing and Homeless elderly Engagement Opportunities (volunteer / paid) <u>Indirect</u> Wish fulfilment Giving-related – Elderly giving (charity where elderly wishes to donate) Product Needs (wheelchair, walking stick, appropriate aid, etc.) Service Needs (movement, baggage, travel, shopping, banking, etc.) Any other Physical, Safety, Emotional or Healthcare Needs	<u>Emotional Support</u> Anxiety Resolution Relationship Management Death-related Bereavement Life Management (Time, Stress, Anger Management; Documentation prior to death etc.)

Starting with basic services, need, feedback and analysis of scope will help in evolving to providing complete services over the span of next five years.

Need for Standard Operating Procedure

Standard Operating Procedure (SOP) document has been developed to:

- Bring uniformity in nation-wide operations;
- Standardise approach for taking care of elders in the country; and
- To promote self-learning and cross learning among helplines for better resolution of elders' concerns.

The document consists of several processes in-built and closely knit. Each process explains a set of activities to be undertaken in a sequential order. The set of activities envisaged by Elder Line are mentioned in the following pages.

Chapter 1: Preparation and Implementation

1.1. Implementing Organization (IO)

The Implementing Organization is primarily responsible for setting up Elder Line (the Connect Centre, the Field Response Team, the Systems, etc.), launching and operationalising the Elder Line in the respective State / UT, and thereby providing quality service to the senior citizens. The SOP provides information which will enable effective implementation by the IO.

Workflow of Elder Line

Once a call lands in any of the State / UT unit of Elder Line, a trained and oriented team member will handle the call and understand the need of the caller. Based on the intervention required, the grievance shall be addressed in a logical sequence. The grievance and the solution will be recorded at every step in a time bound manner in the CRM. Reports as required can be generated from a dashboard. Broad Workflow of Elder Line in a State / UT is mentioned below:

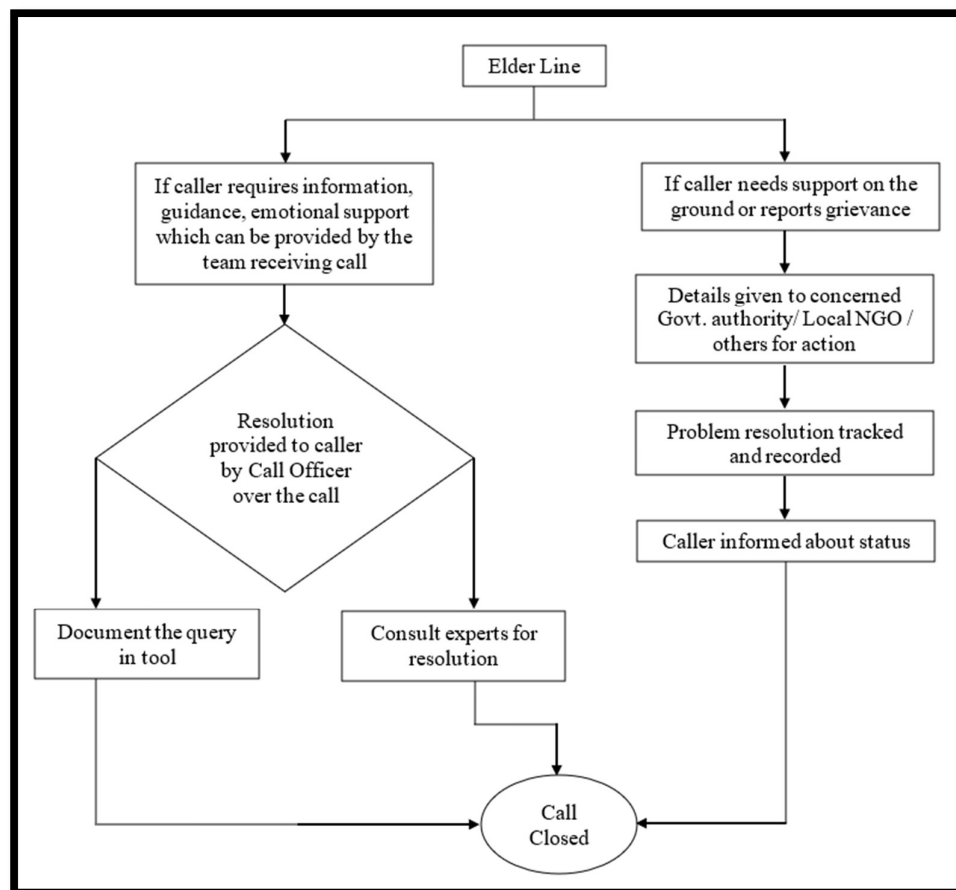


Figure 2: Broad Workflow of Elder Line in a State / UT

Implementing Team Details: IO Human Resource Structure



Figure 3: IO Human Resource Structure

**Number of Field Response Officers, Call Officers and their respective Team Leads will depend on the size of the State / UT (number of districts) and the number of senior citizens in the State / UT.*

List of HR

Table 2: List of HR

S. No.	Designation
1	Program Manager (PM)
2	Field Response Leader (FRL)
3	Connect Centre Team Leader (CCTL)
4	Quality Leader (QL)
5	IT Leader (IT)
6	Field Response Officer (FRO)
7	Call Officer (CO)
8	Field Response cum Call Officer
9	Administrative / Finance Executive
10	Security

Qualifications, Roles & Responsibilities of Staff

Roles, Responsibilities, Qualification and Experience of staff is shared in **Annexure II**.

Induction

Induction and Capacity Building for the state Elder Line team is done for four different groups, namely:

- a) ***For Call Officers (Connect Centre)***: training to take them through entire program in general and also train them on call handling process, which is exclusive to the Connect Centre;
- b) ***For Field Response Officers***: training to make them understand the finer nuances of field response along with complete overview;
- c) ***For everyone part of Program Implementation***: orientation of the complete program by giving detailed insights into the entire process and provisioning sufficient time for practical understanding of concepts to the possible extent; and
- d) ***For Implementing Organization teams***: to clarify on reporting and compliance.

Case method, puzzles, quizzes and tests are used to ensure seamless knowledge transfer. In addition, timely open forums are also organized to ensure that queries are addressed frequently. Schedule for the Training Programs is attached as **Annexure III**.

Operations of Elder Line

The Connect Centre is at the centre of operations of Elder Line where close to 90% of the elders' concerns can be resolved, while the field team acts as an extended arm of the Connect Centre, by intervening in:

- Popularising Elder Line;
- Creation and upkeep of Knowledge Bank;
- Attending to field interventions as needed; and
- Partnering with like-minded organizations.

The various aspects of Elder Line Connect Centre Operations are enlisted below:

Working Hours: The Connect Centre operates from 08:00 AM to 08:00 PM. While the field team also follows the same timings but FROs need to be ready for rescue / field calls after office hours also based on the situation.

Elder Line will not remain operational on only three National Holidays (26th January, 15th August and 2nd October). The individual States / UTs can have their local holidays list (proposed by the Implementing Organization and approved by their respective State / UT Department) and intimate to NISD by 25th December of every year for next year's holiday calendar. However, the Connect Centre will remain operational with optimal COs and FROs available on local holidays as well.

Roster for Work: The roster of the COs and FROs should be done in such a way that the operation of Elder Line is not hampered. The call officers should be divided into two or more shifts of nine hours each as deemed necessary by the leadership, basis the call volumes in the particular State / UT. The CCTL needs to access the call trend and volume so that roster of the COs is effectively managed. Similarly, FROs should be available on all days of a week. The week-off should be in such a way that the FRO is available on days when his neighbouring district FRO(s) are on week-off. **Each officer is entitled to mandatory six week-offs in a month. While the NHSC Elder Line HR Policy clearly states that the number of week-offs by the IO may differ from the above mentioned figure, the same needs to be approved by the respective State / UT Department and communicated to NISD in advance.**

The shift should be changed every fortnight or monthly for the Connect Centre to avoid any stagnation or comfort zone among the COs. The roster should be shared with the officers in the WhatsApp group / email and displayed on the notice board. The officers' pre-requested leave and week off list should be taken into consideration before finalizing the roster for the next month. The number of COs assigned per State / UT cannot be altered without written approval from NISD. A sample roster is attached as **Annexure IV**.

Schedule Adherence: A CO should be logged in the CRM for nine hours every day (including an hour for personal breaks). The CCTL should ensure that the COs are taking their breaks in an efficient manner without hampering the workflow. The CCTL should check the login report on a daily basis to avoid any unhealthy practices amongst COs. The Meeting Break / Quality Feedback / Team Huddle Break should be properly monitored and should be used for

Quality Feedback / Field Visit or Meeting purpose only. The different categories of breaks with their use and time allotted are elaborated below:

Table 3: Categories of Breaks & Time Alloted

Sl.	Breaks	Explanation	Duration
1	Lunch*	This is the long break given for the COs' lunch time. It is considered as an Unproductive Break.	30 mins.
2	Tea*	This is a short break for COs' personal use. It's considered as an Unproductive Break.	15 mins.
3	Team Huddle	This is a short break for Team Huddles. It's considered as a Productive Break.	15 mins.
4	Meeting	This is a long break which can be used for any long meeting or training purpose. It's considered as a Productive Break.	60 mins.
5	Rest Room*	This is short break for personal use of the COs. It's considered as an Unproductive Break.	10 mins.
6	Quality Feedback	This break is used by the QL for providing quality related feedback to the CO. It's considered as a Productive Break.	30 mins.

**Mandatory Breaks*

Team Building and Motivation: One of the important activities of the team leader is to keep the team focused. It is important for the team leads to ensure Monthly / Quarterly Reward and Recognition is done effectively. The Reward and Recognition Budget and programme are to be prepared by the Project Manager of each State / UT.

Quarterly Team Outing / Dinner² should be organised to help in the team building and motivation activities. Tea / Coffee / snacks³ should be made available to the officers at work.

Field Activity: It is very important for the COs to know the effort put on by the FROs in the field. To develop mutual appreciation, the COs should accompany the FRO / FRL on the field activities at least once every month / quarter based on the team strength. The CO should be

² The funds under the heading of Training and Capacity Building of team of the budget can be utilised for this activity.

³ The funds under the Office Expenses of the budget can be utilised for these activities.

kept on meeting break for that period and the record of the visit should be maintained in the Movement Register.

Call Sessions: It is very important for the FROs to know the effort of COs in answering queries over a call. To get an understanding of this, make use of a Y-jack (or Call Barging facility) and connect each FRO to calls once every month for half a day. This process should be done for first three months and then followed up once every quarter to be effective.

Health, Safety & Environment: The Connect Centre should have limited access and only authorised personnel should be allowed inside it. There are various hygiene issues that should be address effectively to maintain the minimum standard. Some of them are as follows:

- Any type of eatables and beverages should not be allowed inside the Connect Centre.
- Mobile phone should be kept outside in a safe and should not be allowed on the floor.
- For emergency, contact numbers of the Project management team to be shared with the call officer's family.

Quality Management: Quality includes factors at every step of the service request cycle. Amongst these, the factors that can be improved constantly are Call Quality in Connect Centre and Service Request Quality in Field Intervention. Therefore, Quality Management is applied to the Connect Centre as well as Field Interventions. Quality Management is explained in detail in **Chapter 4** including ways to measure the attributes.

Registers, Documents and Reports at Connect Centre: There are several registers, reports and documents required at Connect Centre for analysing the performance of team. All those are mentioned in **Annexure V**.

1.2. Introducing Elder Line to all Stakeholders

To seamlessly operate Elder Line in field, support from several Government officials and other stakeholders is the essential first step. A meeting with such important district officials should be organized either jointly or individually, introducing the idea of Elder Line and to request their support in serving the elderly in the district. The list of people and organizations to be met and expectations from each one of them is mentioned below:

- A. Collector & District Magistrate;
- B. District Legal Services Authority (DLSA), Judiciary;
- C. Revenue Divisional Officer (RDO) / Maintenance Tribunal Officer;
- D. Commissioner of Police / Superintendent of Police, Police Department;
- E. District Welfare Officer (DWO), Dept. of Women, Children, Disabled & Senior Citizen (or) District Social Justice Officer, Department of Social Justice;
- F. District Medical & Health Officer (DM&HO), Dept. Of Health & Family Welfare;
- G. District Rural Development Officer (DRDO), Dept. of Rural Development & Panchayat Raj;
- H. Municipal Commissioner, Dept. of Municipalities;
- I. Unique Identification Authority of India (UIDAI);
- J. Old Age Homes (OAH).

Points to be discussed in the meetings are mentioned below and draft letters which are to be shared with the concerned officials are shared and a copy of signed and scanned letters for work done in Telangana are attached for the purpose of convenience in **Annexure VI**.

1. Collector & District Magistrate

- To convene a meeting with all the district authorities to explain Elder Line and seek support required from the stakeholders;
- To publicize Elder Line 14567 across the district through release of communication and Information Education and Communication (IEC) material;
- Monitor the progress of district-specific Service Requests on a monthly basis;
- Instruct health centres in the district to dedicate a day every week for outpatient service for elders only, while also making it a priority to treat elders whenever they approach;
- As the Presiding Officer of the Appellate Tribunal, take up the appeal from senior citizens on Maintenance Case(s) where the senior citizens were not satisfied with the

orders from Maintenance Tribunal and give orders within one month from the date of receipt of the appeal;

- Track the progress of the Maintenance Tribunal Petitions as an Appellate Authority of Maintenance Tribunal;
- Convene a meeting with Senior Citizen Associations once a quarter and provide inputs to policy changes at national level;
- Encourage best practices of district towards elders by setting examples on service delivery to elders; and
- District Social Welfare Officer's support can be availed in coordinating with other stakeholders in the district, as and when required.

2. District Legal Services Authority (DLSA)

Following are some of the major instances in which Elder Line needs support from Legal Services Authority:

- Rescue & Reunion of Homeless Elderly;
- Support for Abused Elderly; and
- Legal Guidance.

The roles and responsibilities of Legal Services Authority on the above-mentioned services, are as follows:

Rescue & Reunion of Homeless Elderly

- In case of homeless elderly, Elder Line representative will call the Para Legal Volunteers (PLV) of the locality. On receipt of the call, the PLV to reach the spot where elderly person is found and support in admitting the elderly to a nearby OAH / Hospital / or take the elderly person to residential place.
- The PLV to support in guiding the elderly persons for necessary legal procedures to be followed under the Maintenance and Welfare of Parents and Senior Citizen's Act (MWPSA Act 2007) or any other Act, as per requirement.
- The PLVs to also facilitate conciliation or mediation process to ensure safety and security of elderly persons.

Abused Elder Person

- In case of abused elderly, Elder Line representative will call the PLVs of the locality and inform about visiting the abused elderly. Multiple visits may be undertaken to ascertain the details.
- The PLVs to support in guiding the elderly persons for necessary legal procedures to be followed under the Maintenance and Welfare of Parents and Senior Citizen's Act (MWPSA Act 2007) or any other Act, as per requirement.
- The PLVs to also facilitate conciliation or mediation process to ensure safety and security of elderly persons.

All the above-mentioned roles and responsibilities need to be conveyed to all the DLSA and the PLVs.

3. *Revenue Divisional Officer (RDO) / Maintenance Tribunal Officer*

Following are some of the supports required from the Tribunal Authority:

- On receipt of a call on Abuse / Maintenance, the Elder Line representative will do fact finding and investigate the case with support of the local Police and educate the elder person on provisions of MWPSA Act 2007, Rights of Senior Citizens, or any other related sections under Indian Penal Code (IPC) and possible interventions to resolve their problem.
- If the elder person wants to approach the Maintenance Tribunal, Elder Line representative will facilitate the same at the respective Maintenance Tribunal Office and help the elder person in filing a complaint.
- Maintenance Tribunal Authority may understand the case details from the elder person and the Elder Line representative will take up the case, and fix a hearing date.
- The Elder Line representative will follow-up / accompany the elder person till the final order is issued and the same being implemented.

All the above process needs to be conveyed to all the Maintenance Tribunal Authority. An orientation for all the Maintenance Tribunal Authority may be planned.

4. Commissioner of Police / Superintendent of Police

Most of the field operations of Elder Line can be done only with the support of the Police Department. Following are some of the major instances in which Elder Line needs support from the Police Department:

- Rescue and Reunion of Homeless Elderly; and
- Support for Abused Elderly.

The roles and responsibilities of Police Department on the above mentioned two services, are as follows:

Rescue & Reunion of Homeless Elderly

- In case of rescue & reunion of homeless elderly, Elder Line representative will call the Police on 100. On receipt of the call, the Police may send across a patrol vehicle to the spot where elderly is found.
- After fact finding, Police Personnel shall support Elder Line representative in escorting the elderly to a nearby OAH / Hospital / residential place based on requirement.
- The Police may also help in the necessary paperwork for getting the elderly person admitted / discharged from the hospital and /or OAH.
- The Police shall support in tracing the family of the abandoned elderly person by giving necessary instructions to the jurisdictional Police Station and handing over the elderly to their family or relatives, after due verification.
- In case of emergencies, the police personnel may need to admit the elder person in any Government Health Facility, under Medico-Legal Case.

Abused Elder Person

- In case of abused elderly person, Elder Line representative will get in touch with the local Police Station based on the elder person's location. Wherever Police support is required, Police personnel from the local Police Station shall accompany the Elder Line representative and support in necessary enquiry and intervention. The same may be placed on record by the Police.
- In the above case, the Police personnel may share the details of the diary noting and sign the acknowledgement form.

All the above-mentioned roles and responsibilities needs to be conveyed to all the SHOs in the State / UTs. It is requested to kindly communicate to all the Commissioners of Police and

Superintendents of Police in the State / UT to direct all the SHOs to perform their duties as per the above-mentioned guidelines. An orientation for the SHOs, 100 Call Centre Staff may also be planned.

5. *District / Senior Citizens Welfare Officer (WO)*

The support that the Department needs to provide is indicated below:

- Provide guidance and appropriate support based on feasibility for the effective implementation of the project;
- Inform the District Social Welfare Officers (DSWOs) and other concerned officials of the Department about Elder Line and instruct them to provide appropriate support as per exigency based on feasibility for implementation of the project;
- Support in achieving convergence with other Government Departments, wherever required;
- Communicate about Elder Line to all the stakeholders through appropriate channels of communication;
- Regularly review the progress of the project, at mutually convenient periodicity.

The Department needs to inform the District Social Welfare Officers (DSWOs) on the below roles and responsibilities:

- To provide space for Elder Line representative in the DSWO office;
- To issue a letter to Elder Line representative, authorizing him / her as resource person in the district;
- To provide the details of elder care service providers like OAH, caregivers, day care centres, NGOs, Senior Citizens Associations, Resident Welfare Associations, etc. in the district to Elder Line representative;
- To support the Elder Line representative as and when required during the operations;
- To work with Elder Line representative in building standards into OAH to support happy ageing as stated in objective of National Helpline; and
- DSWO to work with District Collector / District Magistrate to ensure the support of all the other line departments to Elder Line. DSWO will also keep the District Collector / District Magistrate updated about Elder Line operations and seek their support as and when required.

6. District Medical & Health Officer (DM&HO)

Following are some of the supports required and roles & responsibilities of Health Department in the Elder Line operations:

- Providing treatment on priority to elderly person rescued by Elder Line team and brought to any nearby Government Health Facility;
- Health Professionals have an important role in reporting elder abuse, since they can identify signs of abuse during examination and investigation. Health Department needs to be trained on educating abused victims about Elder Line when they visit the health centre so that more abuse cases can be reported and addressed, leading to an overall convergent structure in minimizing abuse;
- Popularising Elder Line through posters in the hospitals / health centres;
- Facilitating health camps at the OAH in their jurisdictions every fortnight for check-up of the elderly residents and dispensing medicines as required;
- Instruct health centres in the district to dedicate a day every week for outpatient service for elders only, while also making it a priority to treat elders whenever they approach;
- A letter to all DM&HO / Director Health (DH), about Elder Line and seek support in reaching all Primary Health Centres (PHC) and Community Health Centres (CHC);
- Request a letter from DM&HO / DH to all government health facilities to attend homeless elders brought by Elder Line representative on priority.

All the above-mentioned roles and responsibilities needs to be conveyed to all the Health Professionals in the State / UT.

7. District Rural Development Officer (DRDO)

- Introduction about Elder Line and services planned under Elder Line;
- Requesting support on fast tracking applications of elder pensions;
- Collecting details of Pension Officers, Mandal Parishad Development Officers (MPDO), Panchayats and Self Help Groups (SHG);
- A letter to be communicated to all MPDOs and Panchayats, regarding Elder Line;
- Permission to place posters in MPDO offices and Panchayats.

8. *Municipal Commissioner*

- Introduction about Elder Line and services planned under Elder Line;
- Requesting support on fast tracking applications of elder pensions;
- Collecting details of Pension Officers and Field Assistants.

9. *Unique Identification Authority of India (UIDAI)*

One of the important services that the Elder Line offers is Rescue and Reunion of Homeless Elderly. On receipt of a call for rescue of homeless elderly, Elder Line representative will rescue the elder person and get them accommodated in an OAH and work towards tracing the elder person's family details for reuniting the person with family members. UIDAI's support is required in tracing the homeless elder persons' address and family details. Following are some of the supports required from the UIDAI;

- UIDAI to give approval to conduct Aadhaar enrolment camps at OAHs identified by the Elder Line team. Aadhaar enrolment camp at OAH is done basically for two reasons:
 - To get the address of homeless elder persons accommodated in OAHs (if they already had an Aadhaar card), so that they can be reunited with their family members; and
 - If the homeless elder person did not have an Aadhaar, getting them a new Aadhaar card so that they can avail benefits from the Government (e.g., Pensions etc.).

10. *Old Age Homes*

OAH are very important stakeholders in the entire Elder Line operations. One of the important services offered by Elder Line is Rescue and Reunion of Homeless Elderly. Elder Line works closely with several stakeholders for accommodating homeless elder person in a safe place on a temporary or permanent basis, and works towards reuniting the person with their family. A detailed process flow for rescue and reunion of homeless elderly is attached in **Chapter 4**. For accommodating the homeless elderly rescued by the Elder Line team, all the Government-aided (Central & State) OAHs need to extend their support. Following are the roles and responsibilities of OAH:

- The OAH to accommodate the elderly person who is found to be homeless or abused, and requires temporary shelter. The said person will be brought by Elder Line representative, along with Police and local volunteers;
- The person-in charge at OAH, at the time of arrival of the homeless or abused elderly person to sign the required document and acknowledge admission of the elderly person in the OAH;
- In case the elderly person is to be reunited with the family, the OAH shall discharge the elderly person on receipt of written instruction from designated Police Officer requesting the same. At the time of discharge, necessary documentation and acknowledgement to be given by the relative to whom the elder is handed over;
- The OAH to accommodate the homeless or abused elderly person permanently in their institution in case of failure to reunite with the family;
- The OAH to share a monthly report on the number of residents handled and action taken by the OAH, in an agreed format; and
- The OAH has to share a monthly report on the services provided by representative of Elder Line for the benefit of the residents and / or the OAH, in an agreed format.

Note: Sample letters required for all the activities explained above are attached in Partnership Letters in Annexure VI.

1.3. Compiling Knowledge Bank

As people come to know about Elder Line, a wide number of callers will reach out to 14567 to know the services offered. For this, a prior collected and curated list of information across various services which elders may seek will create confidence among callers to seek next set of services which require the intervention other than resolution on call. The process for compiling data is:

- Collect secondary data / information
- Curate it through telephone calls, visits and cross-check the information

The information is made readily available for the caller. Some of the indicative areas of information collection are listed in table below:

Old Age Homes	Caregivers	Day Care Centres	Elder-friendly Products
List of Hospitals	Psychiatric Clinics	Counselling Centres	Palliative Care Units
Organ Donation Organizations	Diagnostic Centres	Senior Citizens Directory	Health Centres
Blood Banks	Volunteers	Para Legal Volunteers	NGOs / CBOs in the Elder Care area of work
District Officials	Other Helplines	Resident Welfare Associations	Police Stations

To collect secondary information from across the State / UT, either MS Excel or a mobile application offline tool “DELTA” is being employed which will collect and provide information that can be curated and used by the State / UT helpline under Elder Line.

Details of user guide and presentation on DELTA application developed by Dhwani Rural Information Systems is provided as **Annexure VII**.

Detailed list of sheets to be used to collect the Knowledge Bank information is provided as **Annexure VIII**.

Chapter 2: Strengthening Ecosystem

2.1. Building Awareness for various Stakeholders as External Support

Elders today are the most neglected age group of the society, and the most sensitive and unprotected. Though the Government makes several provisions, awareness of the law is a major hurdle. In order to improve the ecosystem for elders, it is imperative to interact with all the volunteer and Government groups that can help in percolating the information to household levels. All such groups fall under two broad categories and the support can be bundled as either direct or indirect support:

- a) **Government Departments:** Health & Family Welfare, Judiciary, Urban & Rural Development
- b) **Non-Government, Community-based Voluntary Organizations:** NGOs, CBOs, CSR organizations, Industry Associations, Religious Associations, individuals and student / youth groups

Direct Support: Direct support in making and implementing policy, development of elder friendly infrastructure to facilitate happy ageing, providing financial assistance through various sources wherever possible, guiding technology usage, introducing and enabling preventive healthcare including regular check-ups and timely supply of prescribed medicines.

Indirect Support: Indirect support is done by capacity building of the manpower that serves elders. Some of the services are self-care, first aid, fire-fighting training, emergency care, addressing Dementia / Alzheimer's condition, counselling for psychological support, financial literacy, digital literacy, etc. Additional services are best practices in occupation / engagement, making available elder-friendly products, medical camps, and assistance from industry on financial support, convergence with Government and Non-Government Organizations in upkeep of standards of living in OAHs, creating and nurturing of elder self-help groups.

To improve the overall ecosystem in support of senior citizens, it is ideal to nurture a strong group of volunteers from people of all age groups. This group may be supported by the Government machinery so that the volunteer body takes up ownership of the concerns of elders.

2.2. Outreach Workshops: To engage with people who can relay the message to Elders

Scope: The concept of creating awareness on elders, their rights and services requires a multi-layered approach. The content of the workshop should address the participants as per their roles and responsibilities by the virtue of their position / designation. Several Governmental and Non-Governmental entities that play a key role in welfare of elders are:

- **Primary Departments:** Police, Senior Citizen Welfare and Women Welfare Departments for safety, security and policy advocacy part
- **Secondary Departments:** Health, Finance and Law departments for support required while ageing and to face issues pertaining to health, social security and legal security

Each of the departments and awareness that department must have with regard to Senior Citizens is mentioned below:

Police: Participants: Station House Officer (SHO), Inspectors, Head Constables and Women Constables

Table 4: Topic & Methodology of Awareness with Police

Topic for Awareness	Methodology
Awareness on MWPSA Act and role of the Police department in successful implementation	Presentation
Procedures to attend an abuse service request, along with examples of cases explaining focus areas	Formats and Examples
Information on MWPSA 2007 resolved cases	Model Documents
Importance of family counselling to provide moral support for abuse victims	Solved Cases
Frequent visits to functioning OAH to explain handling death in a dignified and legally correct manner	Practical Session
Orientation on documented process to be followed in coordination with Health, WCD and OAHs during handling of homeless and rescue of elders	Formats
Orientation on counselling of families involved in elder abuse within 24 hours of the complaint	Family Counselling
Follow-up of cases resolved with the help of ICDS / existing system. Identify and strengthen	Flip chart or oral

Senior Citizen Associations (SCA) / Resident Welfare Associations (RWA): Participants: Senior Citizen Executive Body and Members, Volunteer Groups and Senior Citizen Champions from RWA

Table 5: Topic & Methodology of Awareness with SCA / RWA

Topic for Awareness	Methodology
Orientation to conduct awareness meetings with all departments on MWPSA Act 2007	Presentation
Initiating a volunteer structure at mandal level / village level	Formats & Examples
Awareness to youth on Elder Care Volunteer System initiation for rescue of homeless elders	Presentation / Sessions
Conducting awareness camps on Elder Care and treating elders with dignity	Discussion
Convergence with organizations for providing capacity building to OAH staff on Dementia, Alzheimer's, Neuro Care, Nutritional Food Preparation, etc.	Presentation / Sessions
Convergence with industries manufacturing elder-friendly products	Trainings
Convergence with local philanthropic associations and Medical Associations to raise donation of medicines and groceries for needy elders including OAH residents	List
Motivating Doctors to conduct medical camps on a regular basis with focus on elderly with problems of geriatric health care	Partnership
Convergence with caregiver service providers to link with the needy	List of Caregivers
Coordination with Government Administration to address pending requests for maintenance	Flip Chart or Oral
Convergence with Medical Shop Associations for supply of generic medicines to all needy OAHs	Partnership

Old Age Homes: Participants: In-charges and Staff serving residents including cooks on nutritious food supply

Table 6: Topic & Methodology of Awareness with OAH

Topic for Awareness	Methodology
OAH Admission Procedures, Relatives' Interaction Procedures, Death-related Procedures	Formats
Orientation on standards of OAH	SOP & Formats
Capacity Building of caregivers of OAH on First Aid, Emergency Care and Geriatric Care	Trainings to OAH Staff
Procedures to follow-up for renewal of license (Registration)	SOP & Formats
Periodic Progress / Inspection Report	Formats
Coordination issues with non-compliant relatives of residents	Family Counselling
Maintaining kitchen gardens, backyard poultry and possible animal husbandry at OAH, for pesticide free and organic food to residents	Training Sessions
Convergence with SCA for capacity building of OAH staff on different services focused on elderly	Details of SCA

Senior Citizen Welfare Officers: Participants: DWO & CDPOs on MWPSA Act 2007, OAH Standards and convergence for fund raising. Supervisors, Anganwadi Workers and Helpers as per roles and responsibility

Table 7: Topic & Methodology of Awareness with Senior Citizen Welfare Officers

Topic for Awareness	Methodology
MWPSA Act 2007 and its importance	Presentation
Importance of including elder issues alongside Child Committees at every village	Guidelines
Tools for monitoring OAH	Formats & Examples
Coordination with RDO on maintenance issues	Process Explanation
Coordination with Pensions Department for clearing pension issues of elders	Process Explanation

Topic for Awareness	Methodology
Coordination with women groups and Women Welfare Department teams to address elder women abuse cases as a special category	Process Explanation
Coordination with police in addressing abuse cases and counselling of family members	Practical Session
Coordination with SCA to motivate philanthropy associations for essential goods support to OAHs	Process Explanation Oral
Strengthening of ICDS centres for addressing elders at ground-level	IEC Booklet / Wall Painting of Process
Structured periodical reporting on elders from ICDS	Capacity Building Training for ICDS staff
SHGs in places with no / low presence of ICDS	Formation of Committees
Capacity Building of ICDS on First Aid and Nutritious Food Preparation for elders	Capacity Building
Procedure to follow reporting of homeless elders to Elder Line for action	Wall Painting
Family counselling of abuse cases at ICDS in their centre area	Counselling Training
Procedure to follow for filing a maintenance case under MWPSA Act 2007	Training on Process & Formats

All Field Team members should collect information / documentation and geo-tagged photographs during the event(s) and at the end of each of the event, upload the same in CRM FRO Tracker and / or Drive shared by Project Manager which is meant for this purpose alone.

Chapter 3: Processes Flow Guidelines for Call Handling and Field Intervention

Process Flow of a call handling is represented in the flow chart below for an idea on various types of calls and responses by Elder Line:

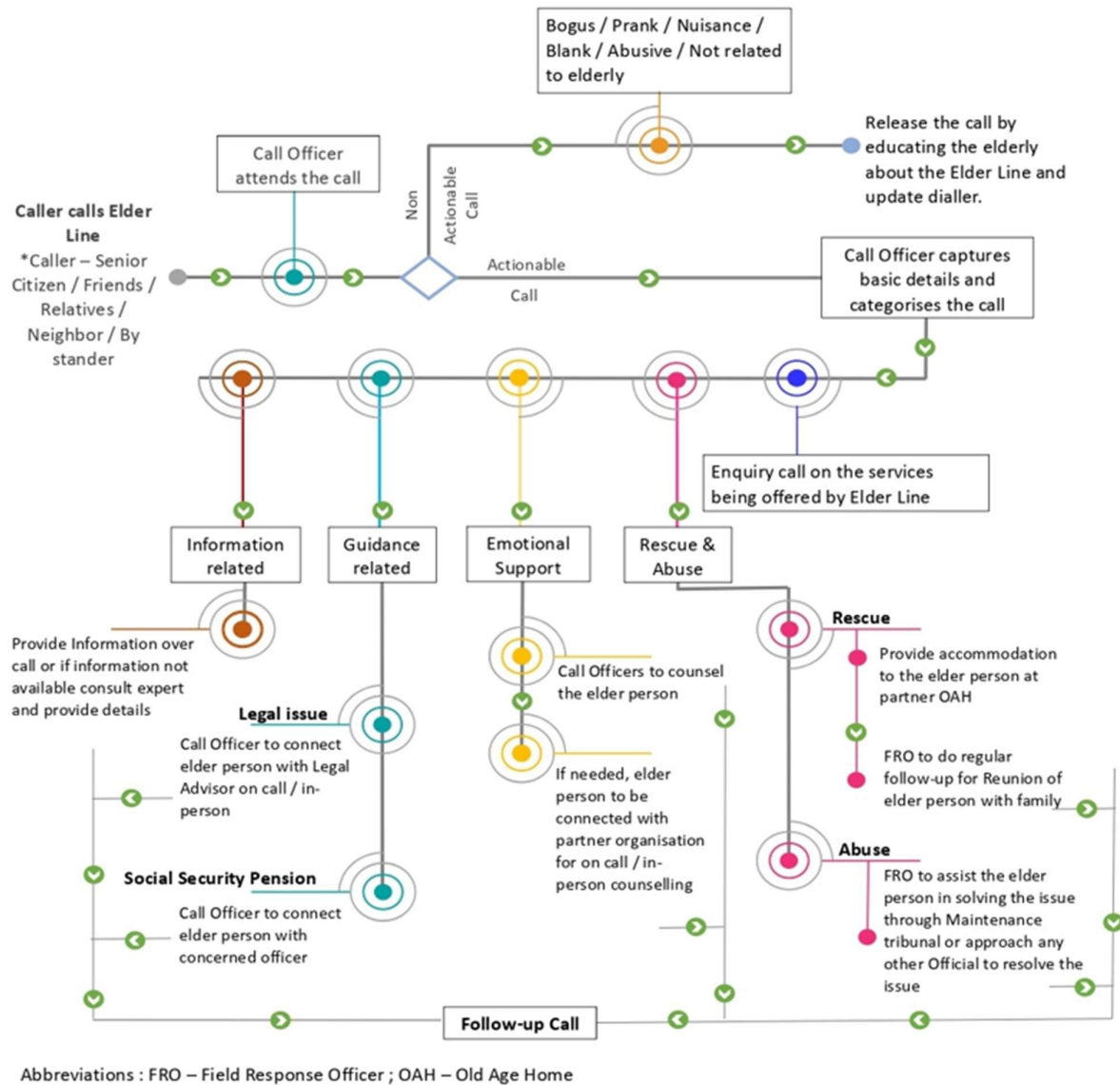


Figure 4: Process Flow of a Call on various types of calls and responses handled by Elder Line

Types of Service Request Calls

The four major types of request related calls are as follows:

1. Information-related calls
2. Guidance-related calls
3. Emotional Support-related calls
4. Field Intervention-related calls

3.1. Information-related Calls

These are calls where the caller (either the senior citizen or caregiver or any well-wisher) calls Elder Line and seeks information. The information could be about Elder Line, for caregivers, OAH, activity centres, elder-friendly products, hospitals and diagnostic centres, etc.

Flowcharts depicting call handling guidelines for Information-related calls on OAH and caregivers are illustrated in the subsequent pages.

3.1.1. Call Handling Guidelines of OAH Information Calls

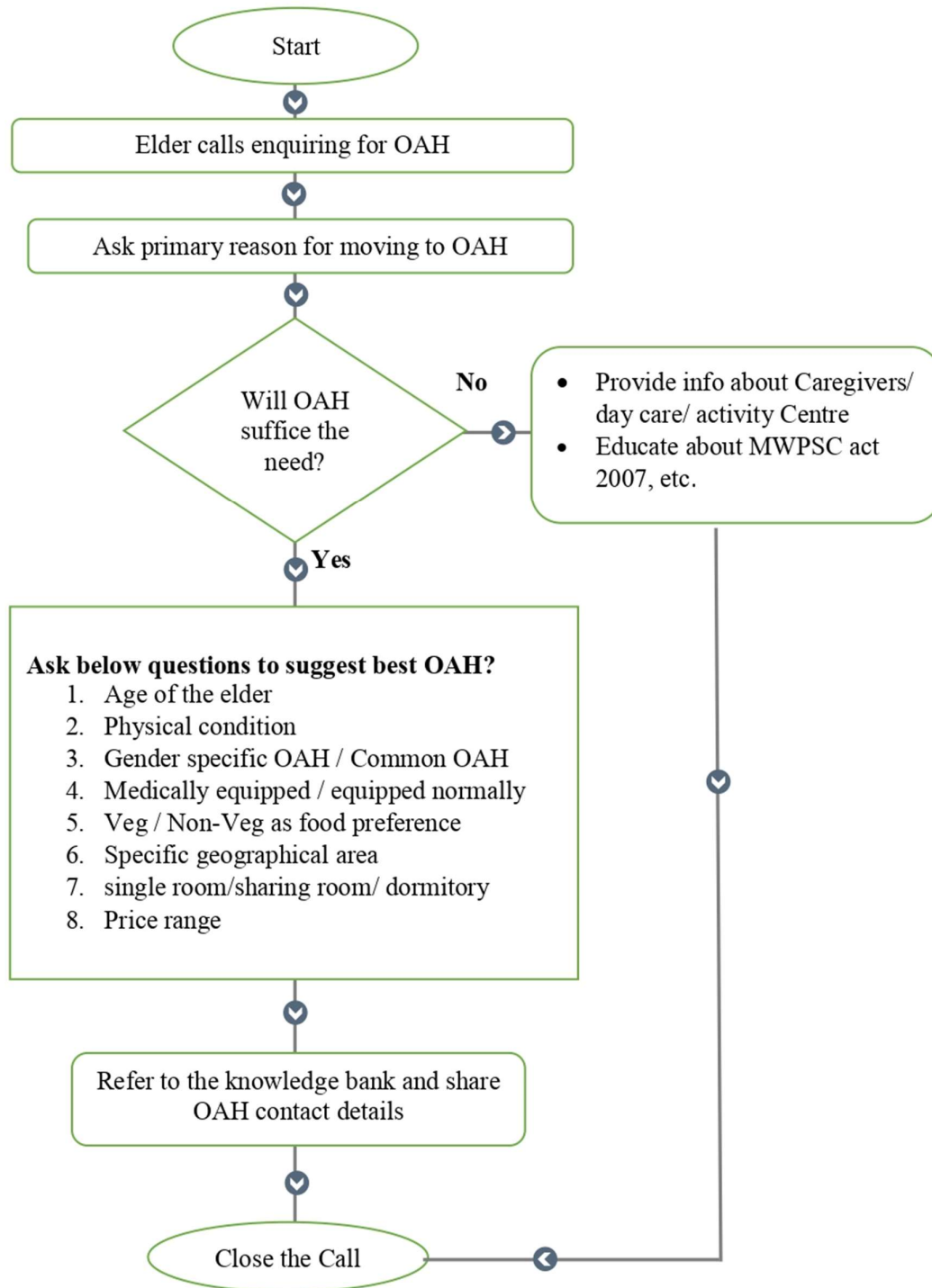


Figure 5: Flowchart depicting Call Handling Guidelines of OAH Information Calls

3.1.2. Call Handling Guidelines for a Caregiver Information Calls

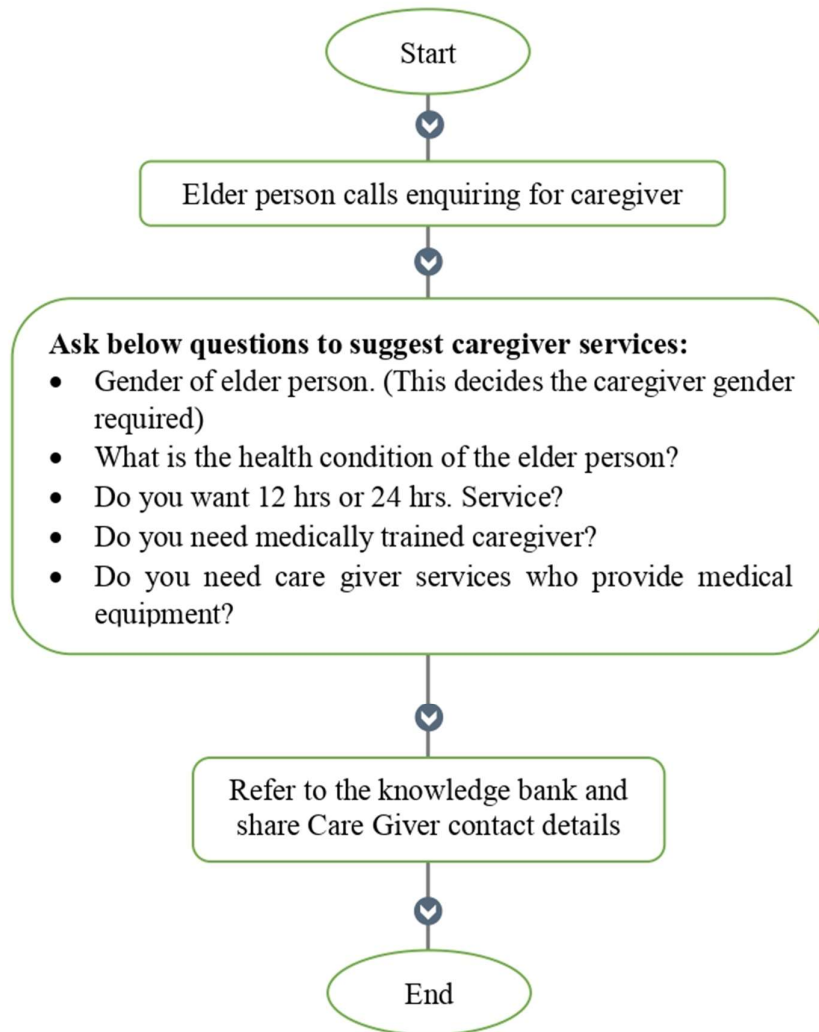


Figure 6: Flowchart depicting Call Handling Guidelines of Caregiver Information Calls

For all other information calls like Hospital, Diagnostics Centres, elder-friendly products, etc.; CO will refer to their Knowledge Bank and share the required information with the elder person or caller based on their geographic location.

Points to Remember:

- Refer Knowledge Bank if elder needs contact details or address.
- If CO is unable retrieve information efficiently, they can put the caller on hold and check from Knowledge Bank or consult CCTL / QL.

- If information is unavailable, then the CO needs to raise a Service Request (SR) to the field team. The FRO needs to close the SR within 48 hours after providing information to the elderly. Timeline is explained in the 5th section of **Chapter 3** (3.5).
- In certain cases, we can provide other helpline numbers i.e., Covid (104), Childline (1098), etc. if it is beyond the scope of our work.
- After sharing any information, CO should follow the information verbiage / script.

3.2. Guidance-related Calls

These are calls where the caller (either the senior citizen or caregiver or any well-wisher) calls Elder Line and seeks guidance. The guidance could be for Social Security Pension Schemes or Legal Issues.

3.2.1. Call Handling Guidelines of Guidance on Legal Calls

Introduction: Legal Guidance / Advice is providing a professional or formal opinion regarding the substance or procedure of law in relation to a particular factual situation.

Legal Guidance in the context of Elder Line

Elder Line provides legal guidance to senior citizens through legal advisors. Legal advisors can be advocates (public / private), Para Legal Volunteers or someone legally authorized to provide information and guidance related to the law / legal action. Respective State / UT teams either has to on-board legal advisor(s), by tie-up with SLSA / DLSA or hire an external legal advisor to handle legal-related issues. A legal advisor can meet the elderly in a pre-decided location (as per the State / UT agency's decision) or can connect through phone or video call to the elderly, based on mutual convenience.

Cases that are already filed in court fall out of Elder Line's scope, hence, will not be taken by Elder Line.

Following are the questions frequently asked by the elders in the legal segment:

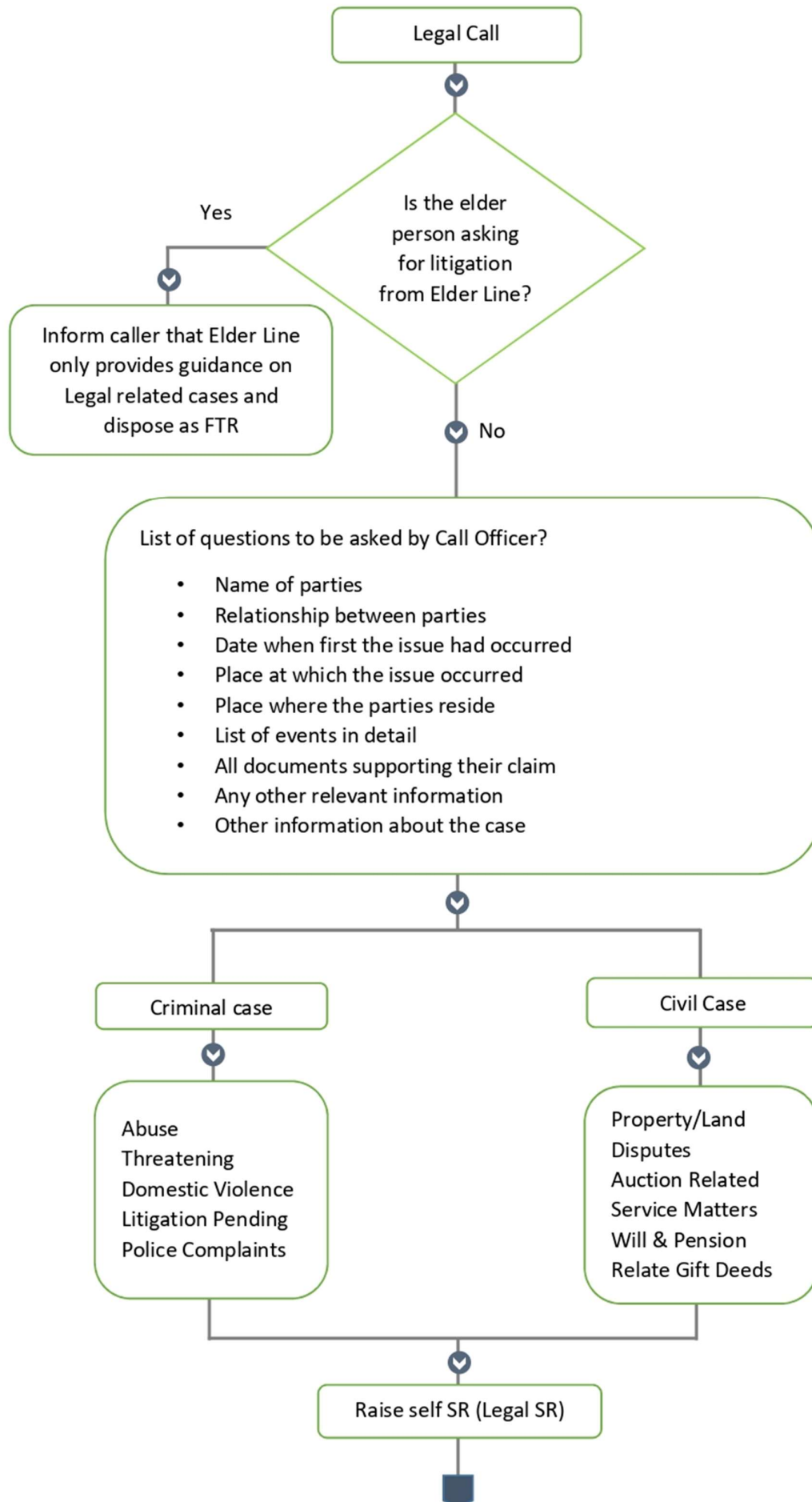
- How to write a will? Should I register my will? What is the procedure?
- My child is abusive, what can I do?
- Got an order in the Maintenance Tribunal but my children aren't adhering to the order.

- My case is pending at the RDO Office, what can I do?
- Will you talk to my children? They are not looking after us, and we don't want to litigate?
- What is the procedure in a Consumer Court, Civil Court, etc.?
- How much time will my case take to end?
- What is the limitation period for various cases?
- Will you provide us with litigation support in courts?
- Will you take on our cases without fees?
- Can you give references of reliable and cost-effective lawyers?
- Can you refer some lawyers in general?
- Query regarding property documents and registration
- What is the law on Gift Deed?
- Can I take back the property given to my children under the gift deed?

Legal guidance cases can be classified based on the mode of connecting the elder person with legal advisor as:

- Cases where the elder person gets legal guidance over phone, following process needs to be followed:
 - COs should connect the senior citizen with the Legal Advisor within 48 hours (two days); and
 - Biweekly follow-up of the proceedings of the case with the elder person and Legal Advisor and the same needs to be updated in CRM.
- Cases where in-person guidance is being provided:
 - COs should facilitate first round of meeting between elder person and professional Legal Advisor within 7 days; and
 - Biweekly follow-up of the proceedings of the case with the elder person and Legal advisor and the same needs to be updated in CRM.

Timeline is explained in the 5th section of **Chapter 3** (3.5). A flowchart of call handling guidelines of Legal Guidance calls is illustrated in the subsequent pages.



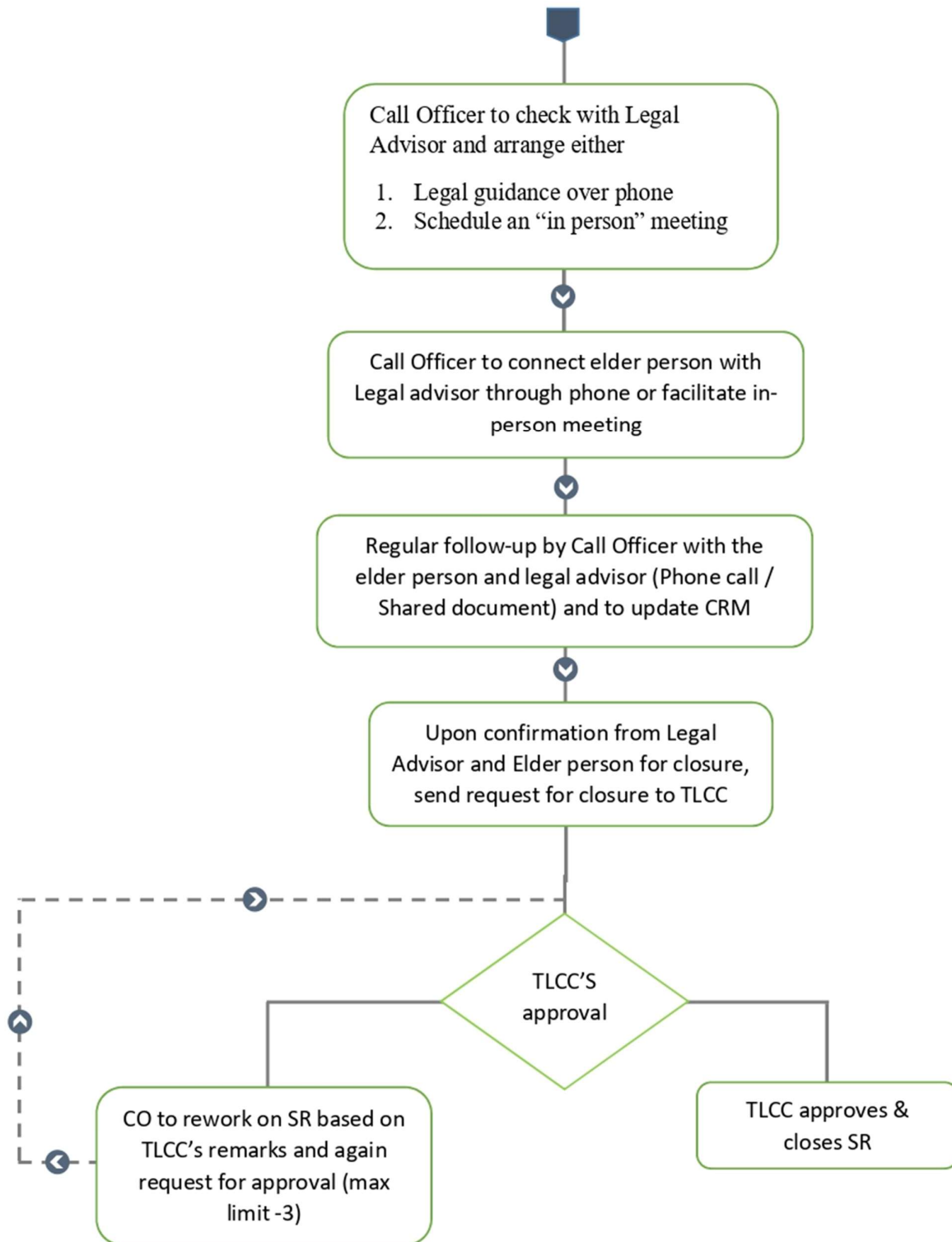


Figure 7: Flowchart depicting Call Handling Guidelines of Legal Guidance Calls

3.2.2. Social Security Pension Calls

3.2.2.1. Call Handling Guidelines of Guidance on Social Security Pension Calls

Pension calls are broadly classified into two based on type of intervention – calls addressed at the Connect Centre and calls that need field intervention. Detailed definitions of Pension and terms used are enclosed in **Annexure IX**.

General Information: calls are closed at the Connect Centre level. These are calls for knowing the pension application process, documents required or for any information which can be fetched at / through the Connect Centre. These cases are handled by Call Officers either as First Time Resolution (FTR) or SR (if required)

3.2.2.2. Field Intervention for Guidance on Social Security Pension Calls

Specific Intervention: Cases where the information is not available or cannot be accessed at / through Connect Centre and cases where assistance is required falls into the second category of “*Field Intervention*”. The level of intervention varies across States & UTs based on the system available in the respective State / UT.

For example, few States & UTs have an online portal for public to check the status of their pension application, while few States & UTs had shared the contact number of the Pension Disbursing Authority to be contacted in case of requirements and in a few other States & UTs, the FRO has to visit the Pension Authority and get the details. Based on the requirement and the system available in the respective State / UT, SR is handled by the concerned officer.

The process flow for the same is illustrated in the next page:

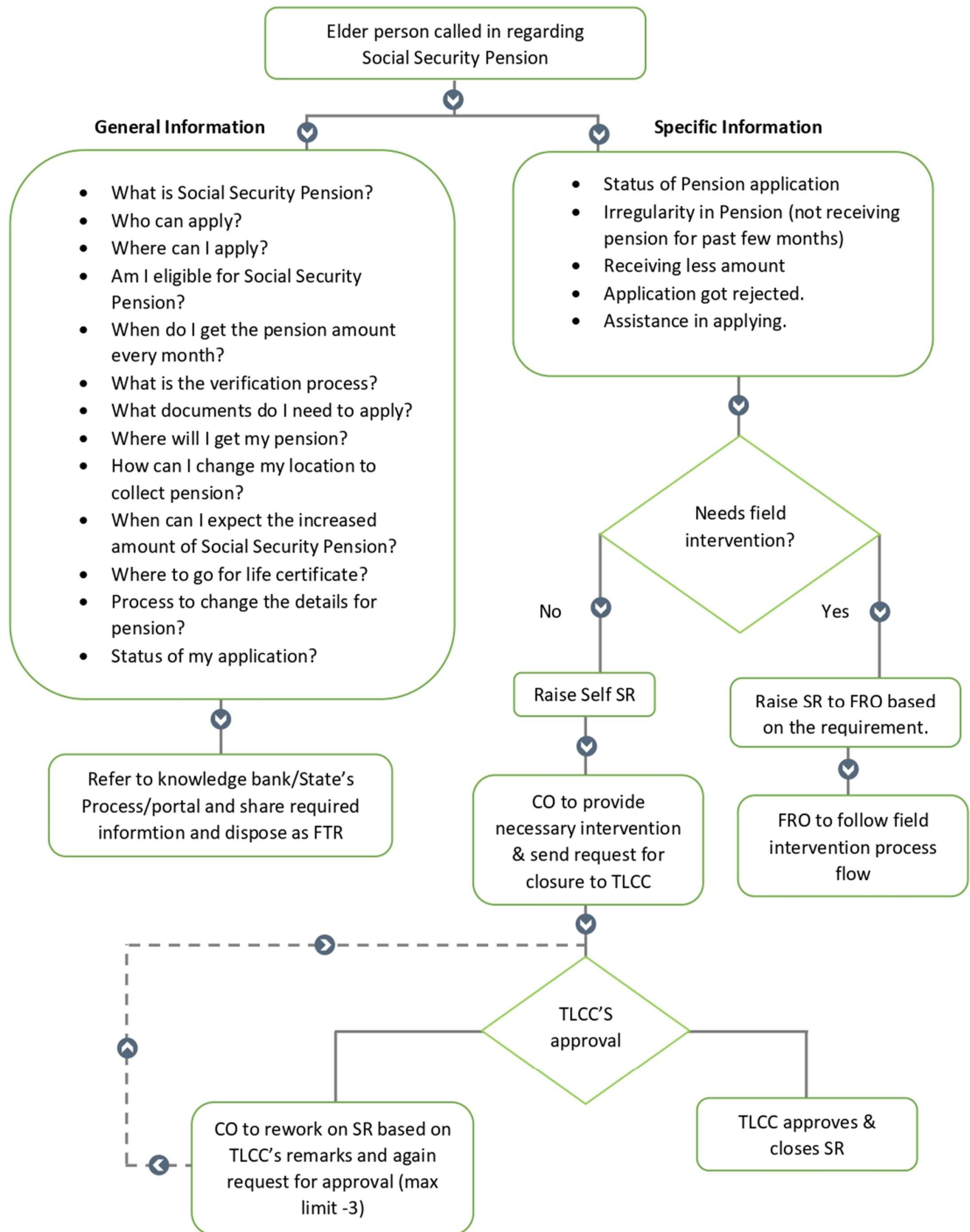


Figure 8: Flowchart depicting Handling Guidelines of Social Security Pension Calls

3.2.3. Pension Process: Documents to be Collected

Following documents can be obtained and uploaded in CRM:

- Copy of duly filled application form;
- Photographs (in case of field intervention) – mandatory;
- Other relevant documents as needed.

Points to Remember:

- CO will rise a FTR if the elderly is asking for the details or process of application.
- CO to update the pension application number in the notes in case of elderly asking for only status of pension application for future references.

3.3. Emotional Support-related Calls

These are the calls where the caller feels emotionally low because of stressful events, childhood events, mental health history in the family or due to emotional conditions like anger, sadness, fear, anxiety, shame, guilt, frustration, envy, jealousy, etc.

While providing emotional support, the following points should be kept in mind:

- Speak with compassion
- Encourage the callers
- Speak patiently even when they are irritated
- Build trust with the caller
- Empathize with the caller
- Always respect the privacy of the caller
- Do not ask for questions which makes the caller feel unsafe
- Promote good food habits and exercise
- Ask the callers to avoid bad habits
- Promote social activities
- Promote oral and physical hygiene
- Promote anger and stress management

Detailed definitions of Emotional Support and Maintenance and terms used are enclosed in **Annexure X**.

3.3.1. Call Handling Guidelines on Emotional Support-related Calls

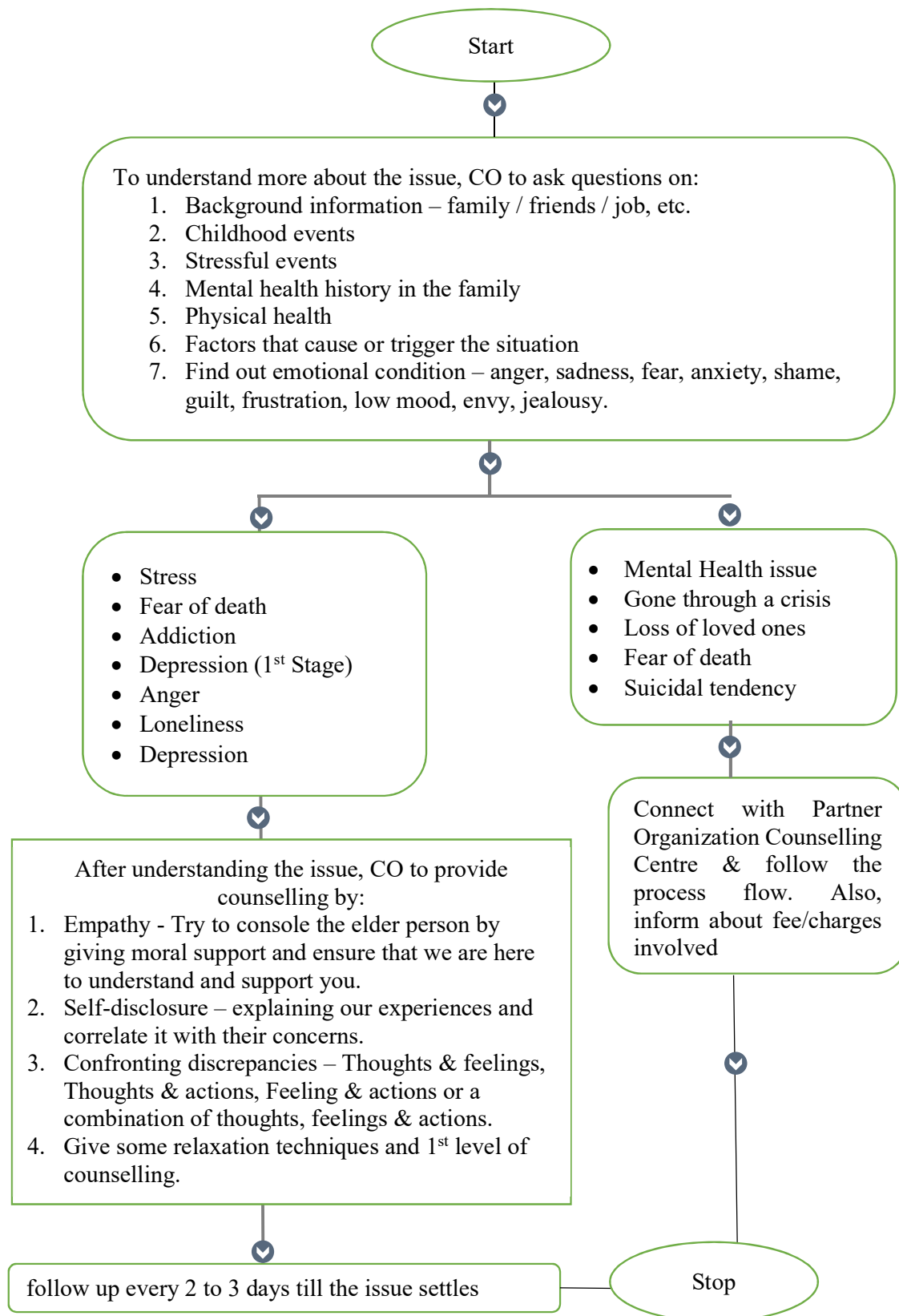
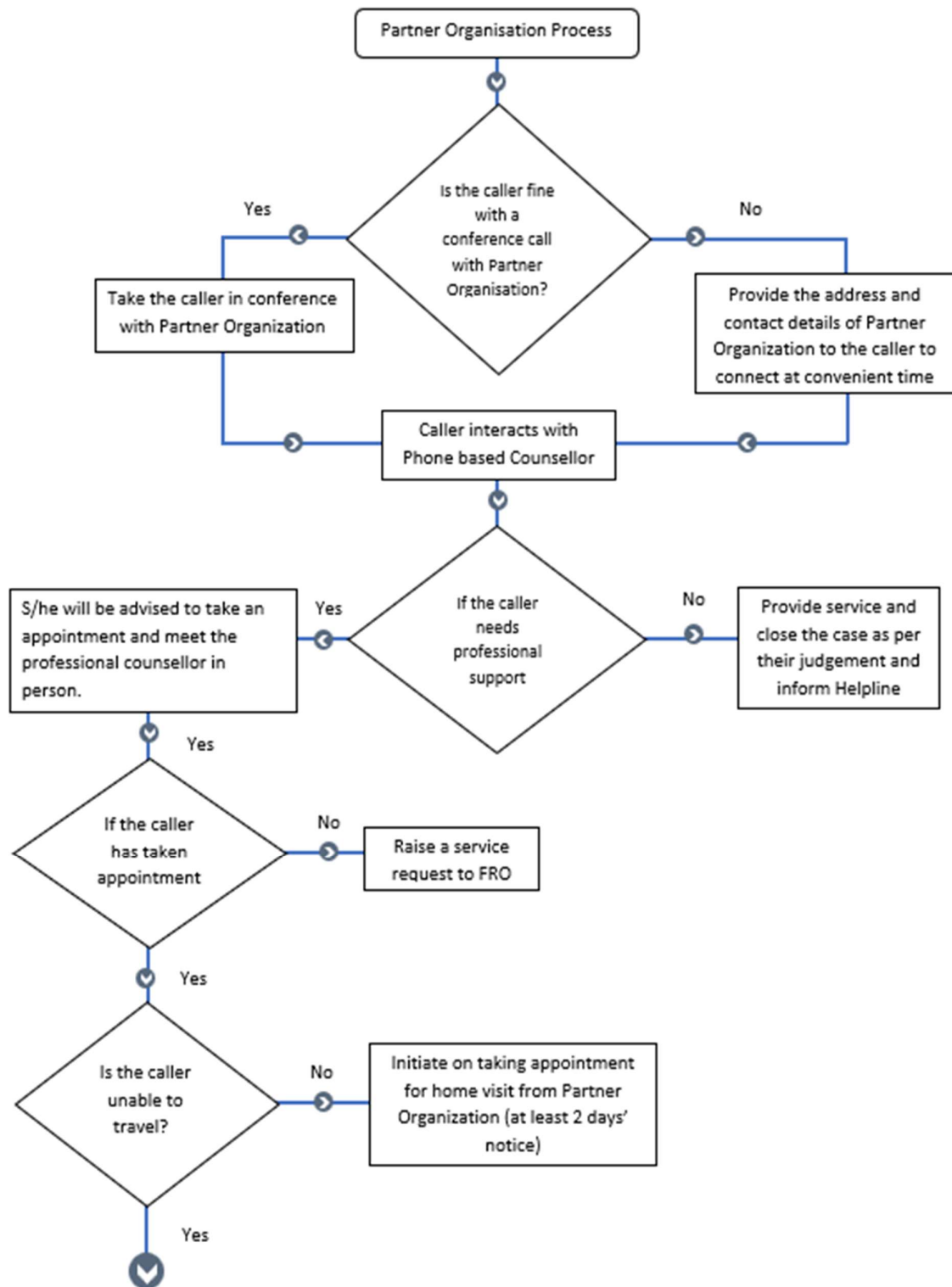


Figure 9: Flowchart depicting Call Handling Guidelines of Emotional Support-related Calls

3.3.2. Process while providing Emotional Support through Partner Organization



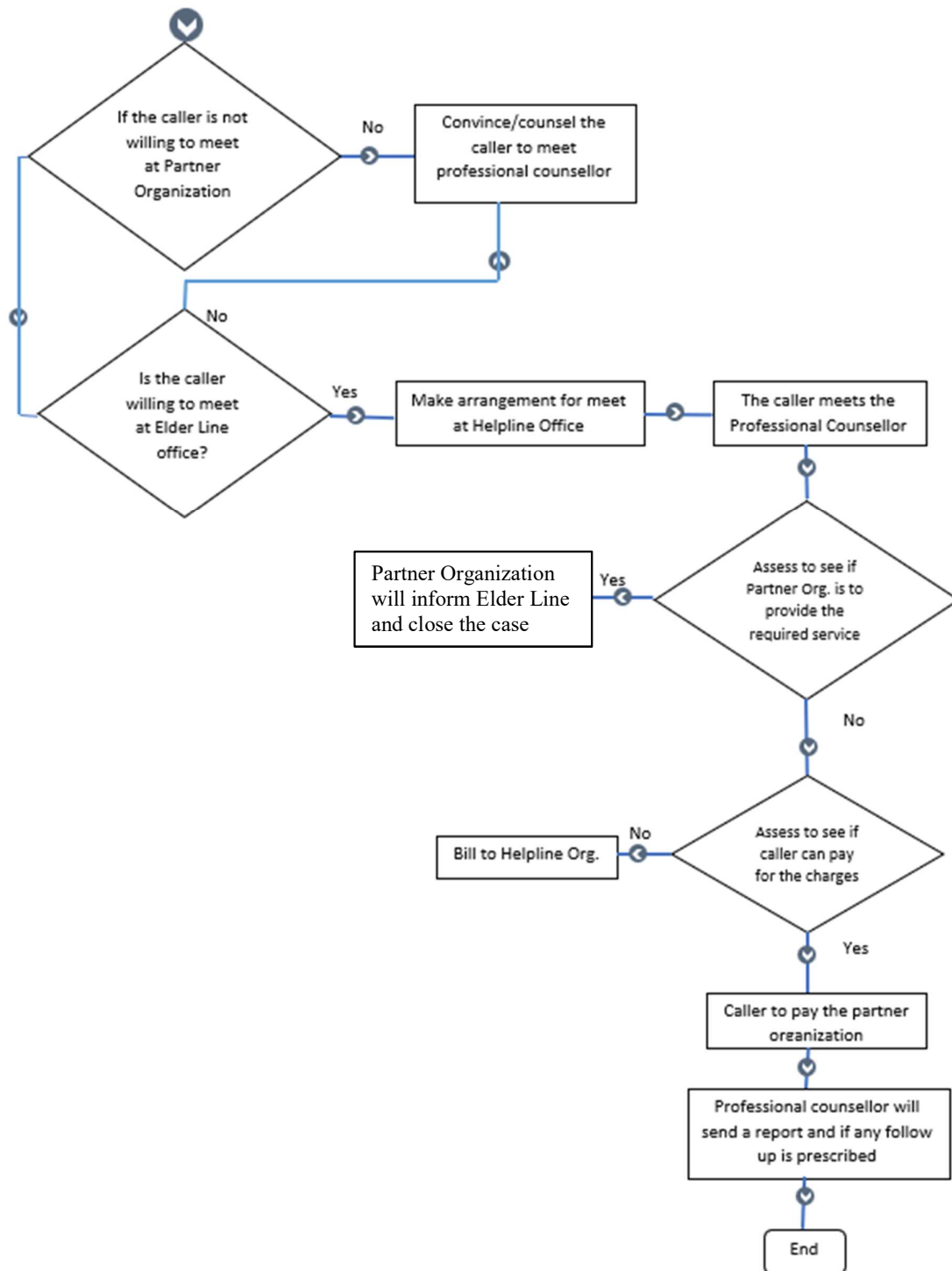


Figure 10: Process while providing Emotional Support through Partner Organization

3.3.3. Emotional Support: Documents to be Collected

- Geo-tagged Photographs (mandatory), in case of in-person meeting;
- Compromise Letter (in case of abuse related emotional support to abuser and elder person); and
- A Google Doc / Excel to communicate the proceeding with the partner organization.

Points to Remember:

- CO to connect elder person with partner organisation within 24 hours of call.
- Identity of the elderly should be kept confidential at all times.

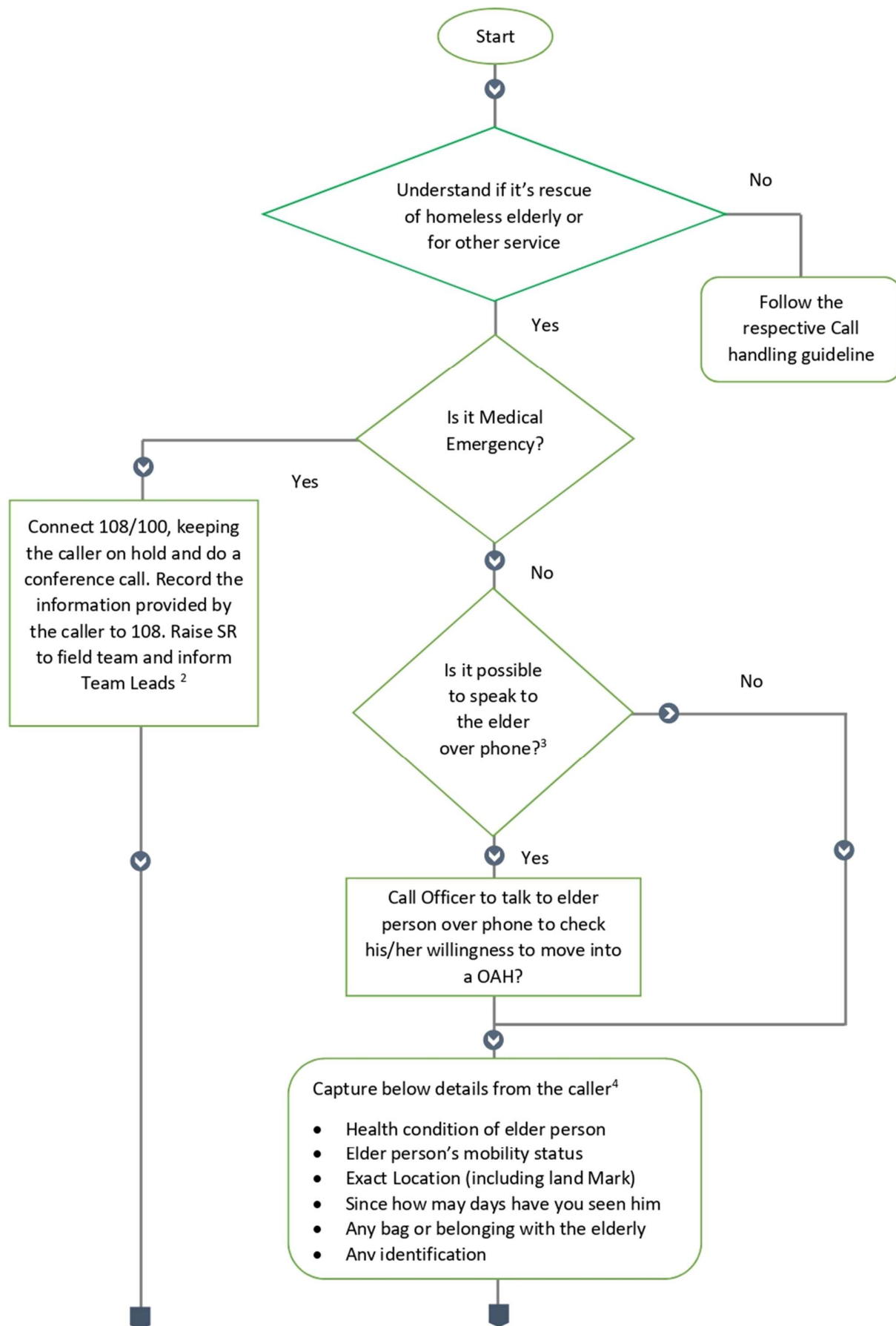
3.4. Field Intervention-related Calls (Homeless Elderly & Abuse)

3.4.1. Rescue of Homeless Elders

Detailed definitions of Rescue and terms used for Rescue are enclosed in **Annexure XI**.

3.4.1.1. Call Handling Guidelines for a Rescue Call

Rescue of homeless elderly, starts like any other call at the Connect Centre, with the CO receiving the call and capturing information about the elder person. Being a complete field intervention, rescue doesn't mean the COs have limited role to play. They have a huge responsibility in capturing important information, which would help the FRO in identifying and availing the support required for rescue. The more exact information the CO captures over phone, the smoother it will be for the FRO on ground. Therefore, the CO probing the right questions and getting a picture of the type of rescue is much pivotal for handling the case. The following flowchart explains the process for CO to handle rescue call:



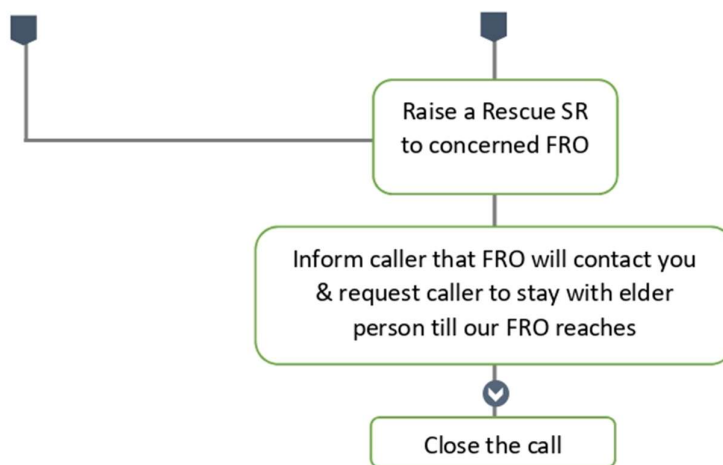


Figure 11: Flowchart depicting Call Handling Guidelines of Homeless Elderly Rescue-related Calls

Points to Remember:

- It is the responsibility of the CO to identify the type of rescue based on the information collected from the callers. The first and foremost step is to understand if the elder person is in any emergency situation.
- If it's an emergency situation (life endangering situation), an entirely different process has to be followed. The reason is that since we are not an emergency service provider, we are not authorised, competent and equipped to handle emergency cases. Elder Line's role in such cases is to support or assist other emergency service providers (like 108 ambulance service). Therefore, in such scenarios, COs have to connect with 108 and conference a call with the caller. This is basically forwarding the case to 108 service. As explained earlier about our role to support 108 service, a Rescue SR has to be raised to the concerned FRO and the FTL has to be informed about the rescue (emergency condition).
- In case of non-emergency situations, CO has to check with the caller the possibility of talking to the elder person over phone. This is to check the elder person's willingness to go to an OAH. Though the same can be checked by the caller himself / herself, it's better if the CO can check themselves. The reason for this is that the CO will be able to explain the elder person what an OAH is and what are the facilities that can be availed from an OAH and how it would help the elder person and so on. Giving this responsibility of explaining to the caller might not be effective, since there might be chances that the caller may not be able to explain clearly or has no time. Therefore, it

is better if the CO talks to the elder person over phone. If the CO is not able to talk to the elder person over phone, then the CO has to raise a SR to the concerned FRO.

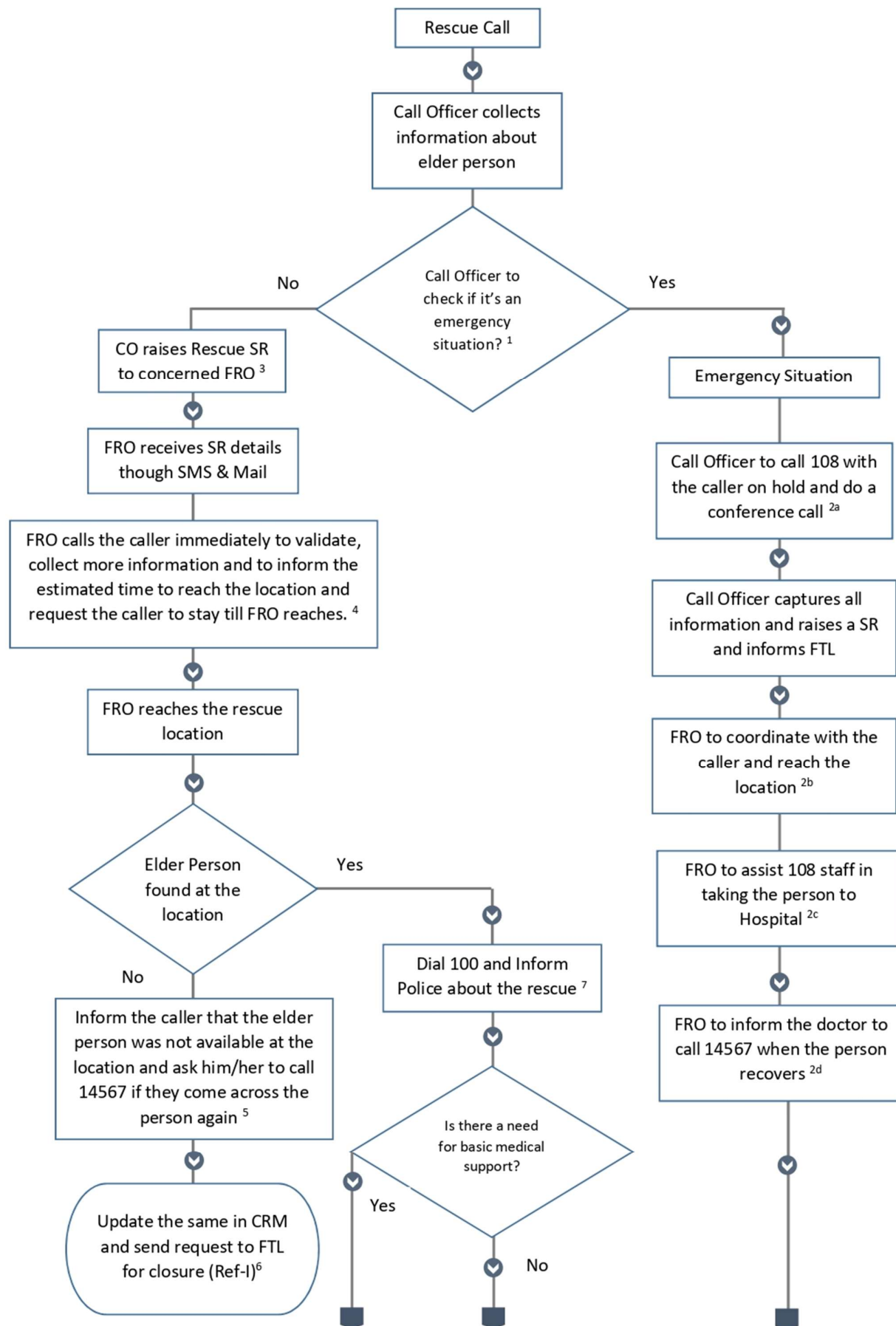
- The next step is to capture more information about the elder person, such as the health condition, mobility status, appearance, belongings, etc. The same needs to be updated in CRM and a SR has to be raised to the concerned FRO. A detailed explanation on creating a SR can be found in the CRM handbook, which is separately provided.

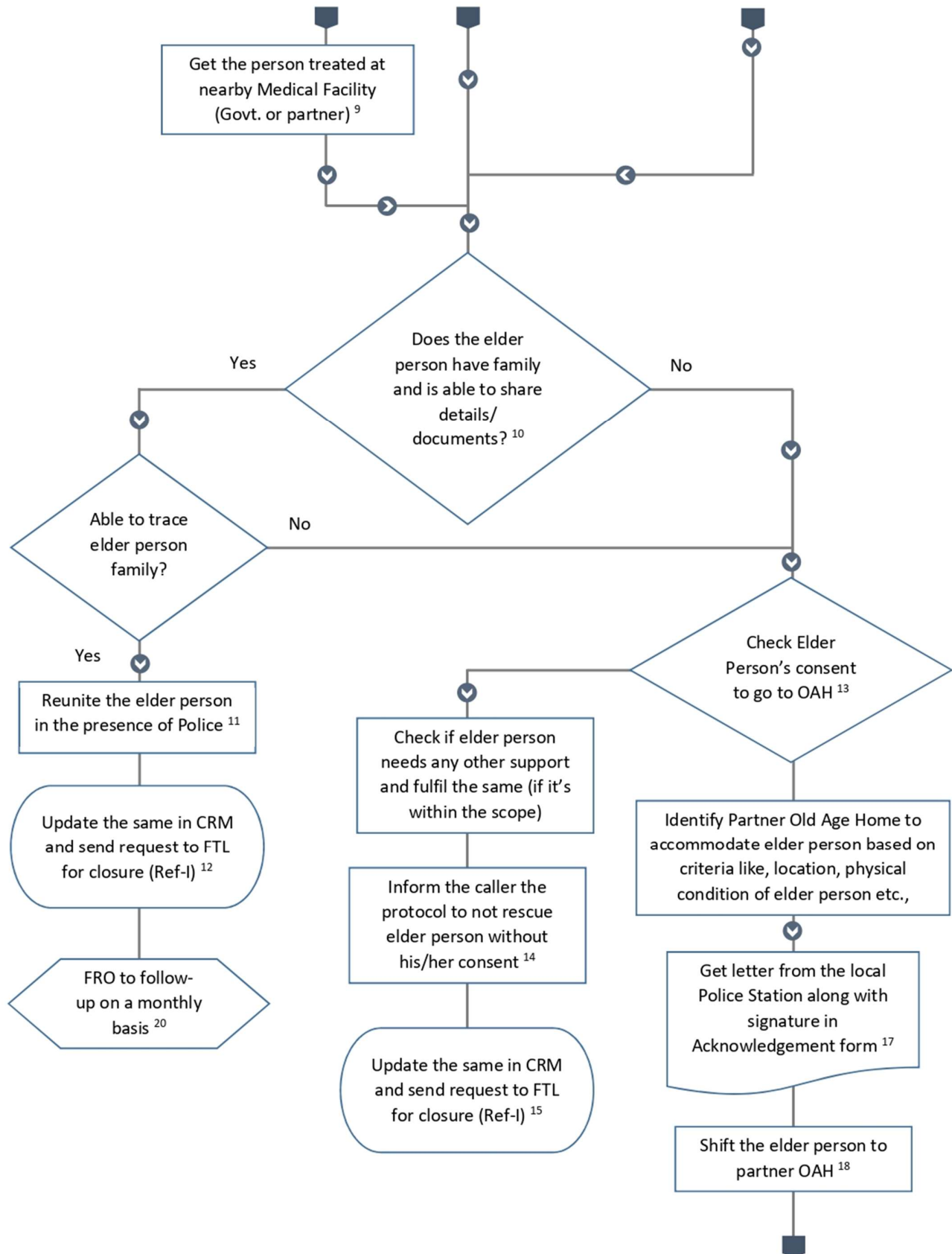
Note: Rescue of homeless elderly being the primary responsibility of the field team, all calls for rescue should result in a SR for field team. Even cases where the CO had spoken to the elder person over phone and the elder person has shared that their unwillingness to go to an OAH, a SR needs to be raised. The reasons behind raising a SR to field team are as follows:

- To meet the elder person and build rapport since Physical conversation would build trust more than a telephonic conversation;
- To explain about OAH and the facilities that can be availed at an OAH and also to make the person aware about the differences between OAH and rehabilitation centre, etc.;
- To know if the senior citizen has any other requirement and fulfil the same.

3.4.1.2. Field Process Flow and Explanation for a Rescue Call

Rescue being an exclusive field operation, the following process flow helps in categorising the situation and understanding the step-by-step process that needs to be followed to complete any rescue:





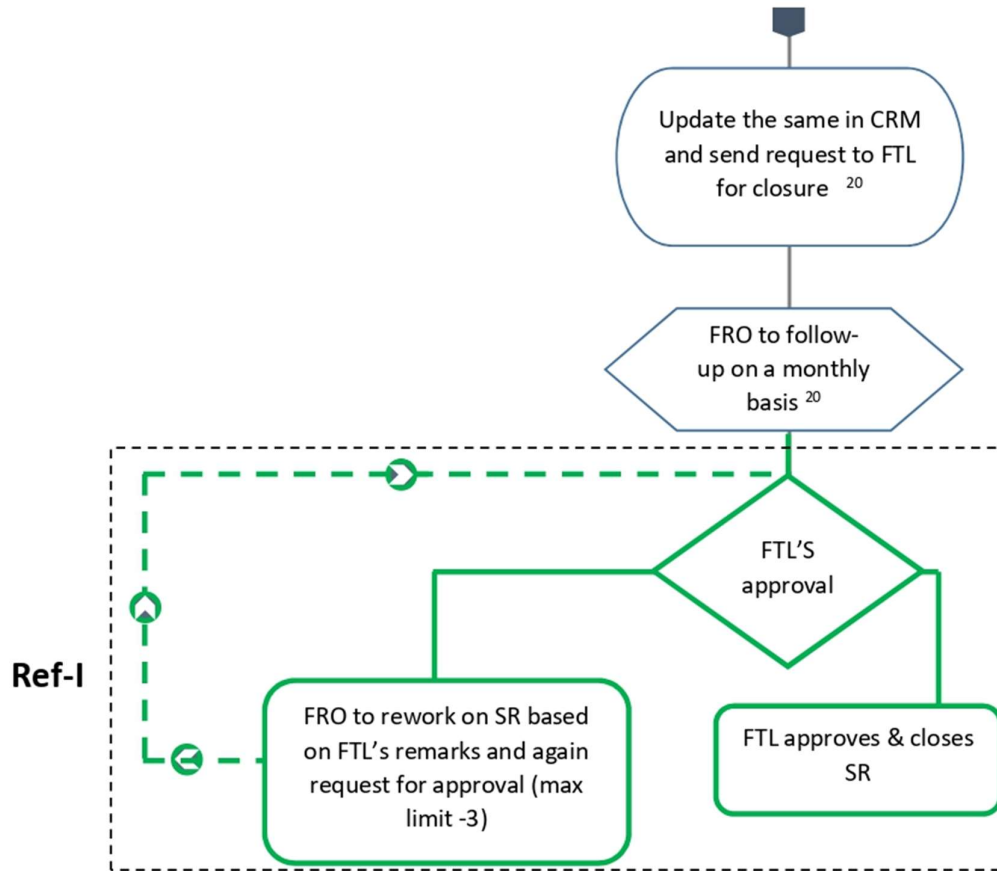


Figure 12: Flowchart depicting Field Handling Guidelines of Homeless Elderly Rescue-related SR

Points to Remember:

- As defined in the Call Handling Guideline (previous section), the CO would identify if the elder person is in medical emergency situation or not.
- Emergency Situation Process:
 - CO will do a conference call with 108 and forward the case to 108 and also raise a SR to concerned FRO.
 - FRO has to coordinate with the caller and reach the location on time. Rescue operation has the highest priority among the different services offered under Elder Line.
 - After reaching the location, FRO can support 108 staff in shifting elder person to hospital.

- After the elder person gets admitted in the hospital, FRO has to inform the doctor about the Elder Line and ask them to call 14567 once the elder person recovers.
- If it's not an emergency situation, CO will capture details about the rescue and will raise a SR to the concerned FRO.
- Once the FRO receives the SR (SMS or Mail), FRO has to call the caller immediately to validate the information received and also to collect more information (if required). As explained earlier, rescue operations being high priority operation, FRO has to put other activity in which they are engaged on hold and immediately start working on Rescue SR. FRO to also inform the caller the estimated time required for them to reach the location. In the meantime, FRO can avail help from any local stakeholder near the rescue location (volunteer, NGO, community people, ASHA worker, ANM, etc.).
- After the FRO reaches the location, FRO will try to identify the elder person based on the information shared by caller. If caller was at the location along with the elder person till FRO reached the location, there shouldn't be any difficulty. If caller was a passer-by and was not there with the elder person, then FRO has to identify the elder person on their own based on the information collected. In such scenarios, there are chances that the elder person had moved from the location. If the elder person was not found at the location, FRO has to check with the local people about the elder person's whereabouts and also search the nearby places. Still if the FRO was not able to find the elder person, after thorough searching, FRO should inform the caller that the elder person was not found at the location and request the caller to call us back if they come across the person again. We can even request the caller to stay with the elder person or make the elder person be at some shop / place of worship, till our FRO reaches the location, the next time they call us.
- The above incidents have to be updated in CRM and the SR can be closed.
- If the elder person was available at the location, the next immediate step for the FRO is to dial 100 and inform Police about the rescue and request Police support i.e., request Police personnel from the local Police Station to come to the rescue location. **This is an important and mandatory step, since any rescue operations must not be done without Police presence and support. Without Police intervention and documents, rescues done will not be considered.**

- In the meantime, (till Police reaches the location), FRO should interact with the elder person and try to understand if the elder person needs basic medical support (first aid or a basic treatment).
- If there is a need for basic medical support, the elder person has to be taken to the nearby medical facility (Government or partner organisation), after the Police reaches or after informing the Police based on the situation.
- If there is no need for basic medical treatment or in cases where the basic medical treatment is done, the next step is to understand if the elder person has family and if they are able to share details about the family members.
- If the elder person has family and can share details, FRO has to trace the family, with the help of Police, volunteers, local people, etc. and reunite the elder person with their family after counselling. Required documents need to be collected. Bag or belonging with the elder person may be verified with their consent in the presence of Police to look for any relevant document (ID proof, bills etc.). **It also very important to be aware that the elder person's bag or belonging should not be examined without Police presence.**
- SR to be updated with the details and documents collected and SR can be closed. (Refer CRM handbook)
- If the elder person doesn't have a family, or is not able to recollect family details or is not willing to stay with family members, FRO has to explain the elder person about OAH and the facilities available at the OAH and check the elder person's consent to go to an OAH. This is again an important and mandatory step in the entire operation. Elder Line doesn't get into any activity without the elder person's consent. A video to be captured (with elder person's consent) which captures the elder person sharing his unwillingness to go to OAH.
- If the elder person is not willing to go to OAH, even after counselling by FRO, then FRO has to inform the caller about our protocol not to forcefully shift anyone to OAH. FRO can request the caller to call back if in future the elder person wishes to go to OAH. SR to be updated with the details and the video captured and can be closed. (Refer CRM SOP handbook)
- If the elder person is willing to go to OAH, a suitable partner OAH has to be identified. FRO should talk to the partner OAH and check for vacancy. After identifying the OAH to shift, FRO has to complete documentation of the work, i.e., collecting letter from the

local Police Station and also filling Acknowledgement Form and getting signature from the stakeholders involved (Police, caller, volunteers, etc.). Documentation is again a very important process. There are mandatory documents for rescue, without which the rescue won't be considered complete. Please refer **“Homeless Elderly Rescue: Documents to be Collected”** section below.

- After completing all due documentation, FRO has to shift elder person to the OAH identified. FRO can avail help from the Police / State / UT Social Welfare Dept. / Identified OAH / volunteer or can hire an auto or cab (which can be reimbursed as per the Implementing Agencies' Policy) from the Elder Line Program Budget.
- SR to be updated with the details and documents collected and can be closed. (Refer CRM SOP handbook)
- Follow-up: Regular interaction with the elder person to understand the person's well-being and to know family details for reunion to be initiated. Follow-up process flow has been described in **Section 3.4.1.3** of this document.

3.4.1.3. Rescue: Follow up

As explained earlier, the end objective of the entire Rescue process is not just accommodating the elder person at OAH. Our interaction with the elder person continues even further, which is termed as “Follow-up”. As its clear that our ultimate goal is to reunite the elder person with family, follow-up is a crucial task to help us achieve this.

Though our intention is to trace the elder person's family and reunite them, it may not happen in all the cases for various reasons like the elder person not having any family, elder person may not be interested to get reunited with family, etc. In such scenarios, the elder person will continue to stay at the OAH permanently. Even then, we need to follow-up with the elder person. Our contact / interaction with the elder person should stop only when we encounter any of the three scenarios given in the flow chart in the next page:

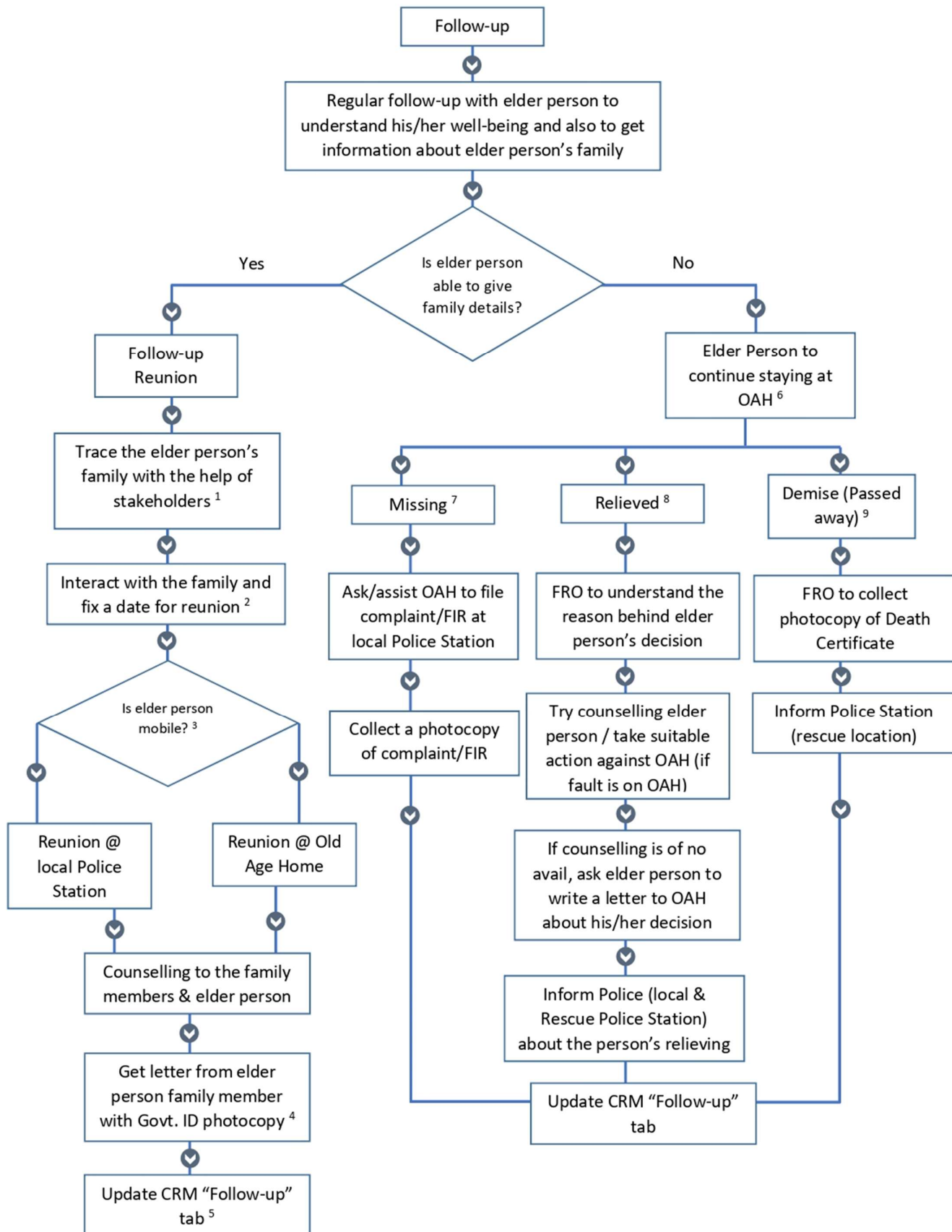


Figure 13: Rescue Follow-up Process

Points to Remember:

1. During Follow-up, if we get to know details of elder person's family and if the elder person is willing to get reunited, FRO has to trace the elder person's family with the help of other stakeholders (Police, local contacts, other State / UT Elder Line teams, other grassroots workers, etc.).
2. After locating the family, FRO has to understand the reason behind the elder person being abandoned. FRO to counsel the family members, make them aware about MWPSA Act 2007 and schedule reuniting the elder person with elder's family.
3. Based on the elder person's mobility status (active or bedridden), the location for reunion can be fixed. If the elder person is active, the reunion can be done at the local Police Station. If the elder person is bedridden, reunion can be done at the OAH in the presence of Police.
4. Documenting the reunion is a very crucial step. A letter has to be written by the elder person's family member (whoever is taking the elder person back home) to the OAH. The letter should include the person's name, address with pin code, occupation, phone number and Govt. ID proof details. Also, collect a photocopy of the family member's Govt. ID proof. Capture a geo-tagged photograph of the elder person along with the family member, OAH management, Police personnel.
5. Reunion details and documents should be uploaded in CRM in the appropriate tabs.
6. Cases where the elder person does not have a family, elder person is not interested to get reunited with family, etc., the elder person will continue their stay at the OAH, till we encounter any of the scenarios of Missing Cases / Relieving / Demise.
7. Missing Cases: where the elder person had left the OAH, without informing the OAH authority are termed as "Missing Cases". In such scenarios following process needs to be followed:
 - Ask the OAH in-charge to file a complaint or FIR at the local police station about the missing elder person;
 - Collect a photocopy of the Complaint / FIR; and
 - Update CRM Follow-up tab and upload the documents in CRM.
8. Relieved Cases: where the elder person doesn't wish to continue their stay in OAH and expresses their interest to leave OAH, are termed as 'Relieved Cases'. In such scenarios following process needs to be followed:

- FRO has to meet the elder person and understand the reason for their decision to leave OAH;
 - If the reason is that the elder person was uncomfortable staying at OAH and wants to leave, FRO has to try counselling the elder person to stay back;
 - If the reason was because of any fault at the OAH side, FRO has to talk to the OAH management and rectify the issue;
 - If the above steps were of no avail, help the elder person to write a letter mentioning their decision to leave the OAH on their own;
 - Collect a photocopy of the letter and update the fields in Follow-up tab and upload the document.
9. Demise: In case the elder person passed-away, FRO has to talk to the OAH management to understand the reason for the same. In such scenarios following process needs to be followed:
- Collect photocopy of the death certificate;
 - Inform Police (place of rescue) about the elder's death; and
 - Update the fields in Follow-up tab and upload the document.

3.4.1.4. Homeless Elderly Rescue: Documents to be Collected

For Rescue: Rescue of homeless elderly being a critical activity, requires proper documentation with signature from the competent authority and other stakeholders involved in the process. Any rescue activity will be considered to be complete only with the following mandatory documents:

- i. Police Letter: A letter from the local Police Station from where the elder person is being rescued.
- ii. Acknowledgement Form: Organisation's internal document, which needs to be filled at the time of rescue by FRO with relevant information along with the authorities' signature and seal.
- iii. Handover Letter: A letter which needs to be given by the Implementing Agency to the OAH, where the elder person is being accommodated. The letter can be given the next day or during the first follow-up (week-1 follow-up).
- iv. Photos: Geo-tagged photos captured at the time of rescue.

For Reunion:

- i. Letter from the family member (whoever is taking the elder person back home) to the OAH, that they are taking over the elder person and thereafter they will be responsible for the elder person's well-being. The letter should include the person's name, address with pin code, occupation, phone number and Govt. ID proof details. Also, collect a photocopy of the family member's Govt. ID proof.
- ii. Capture geo-tagged photograph of the elder person along with the family member, OAH management, Police personnel.

For Missing Cases:

- i. A photocopy of complaint / FIR filed by the OAH at the local Police Station.

For Relieving:

- i. A photocopy of the letter written / signed by the elder person to the OAH management to relieve them, along with a geo-tagged photograph.

For Demise:

- i. A photocopy of the Death Certificate.

Note: Mandatory documents not updated in CRM would impact FRO's Quality Score.

3.4.2. Abuse of Elders-related Calls

Detailed definitions of Abuse and terms used for handling abuse of elders are enclosed in **Annexure XII**.

3.4.2.1. Call Handling Guidelines for Abuse-related Calls

Handling Abuse-related service starts with the CO receiving the call and capturing information about the elder person facing abuse. CO has major responsibility in capturing important information, which would help the CO / FRO in identifying and availing the support required for understanding, categorising and handling the Abuse SR. The more exact information the CO captures over phone, the smoother it will be for the SR. So, the CO probing the right questions and getting a picture of the type of abuse is going much pivotal for the case to be handled. The following flow chart explains the process for CO to handle Abuse calls:

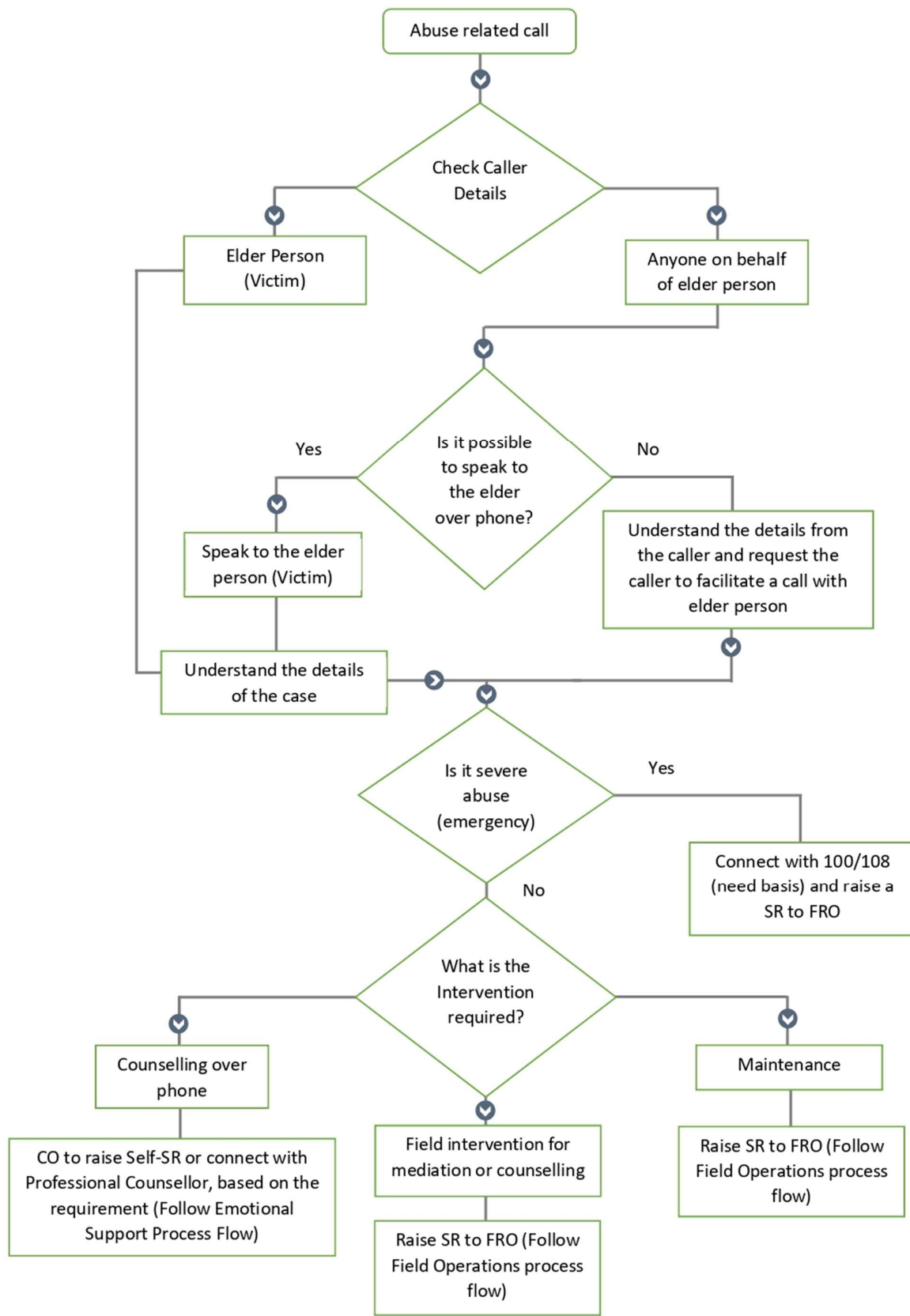
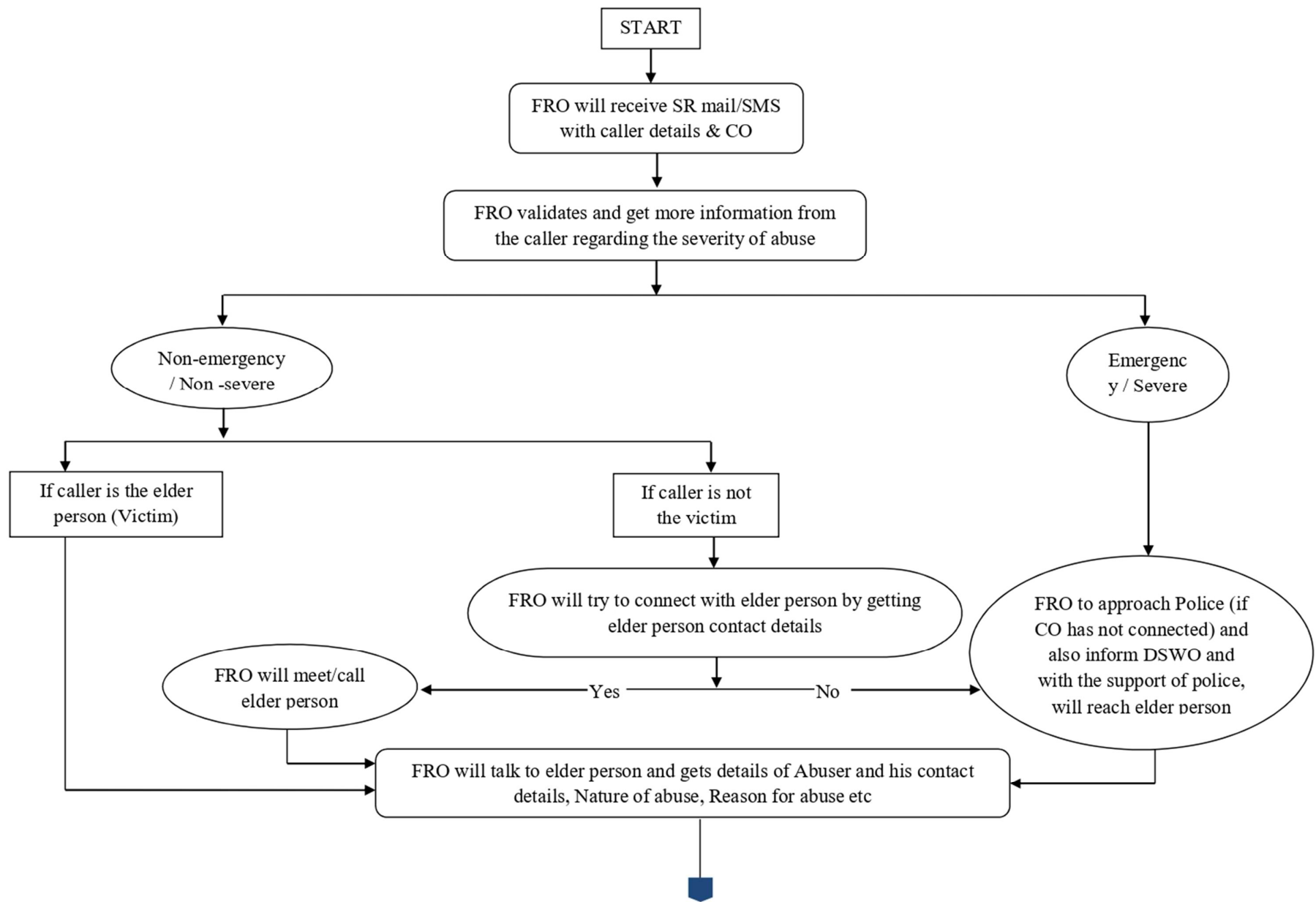


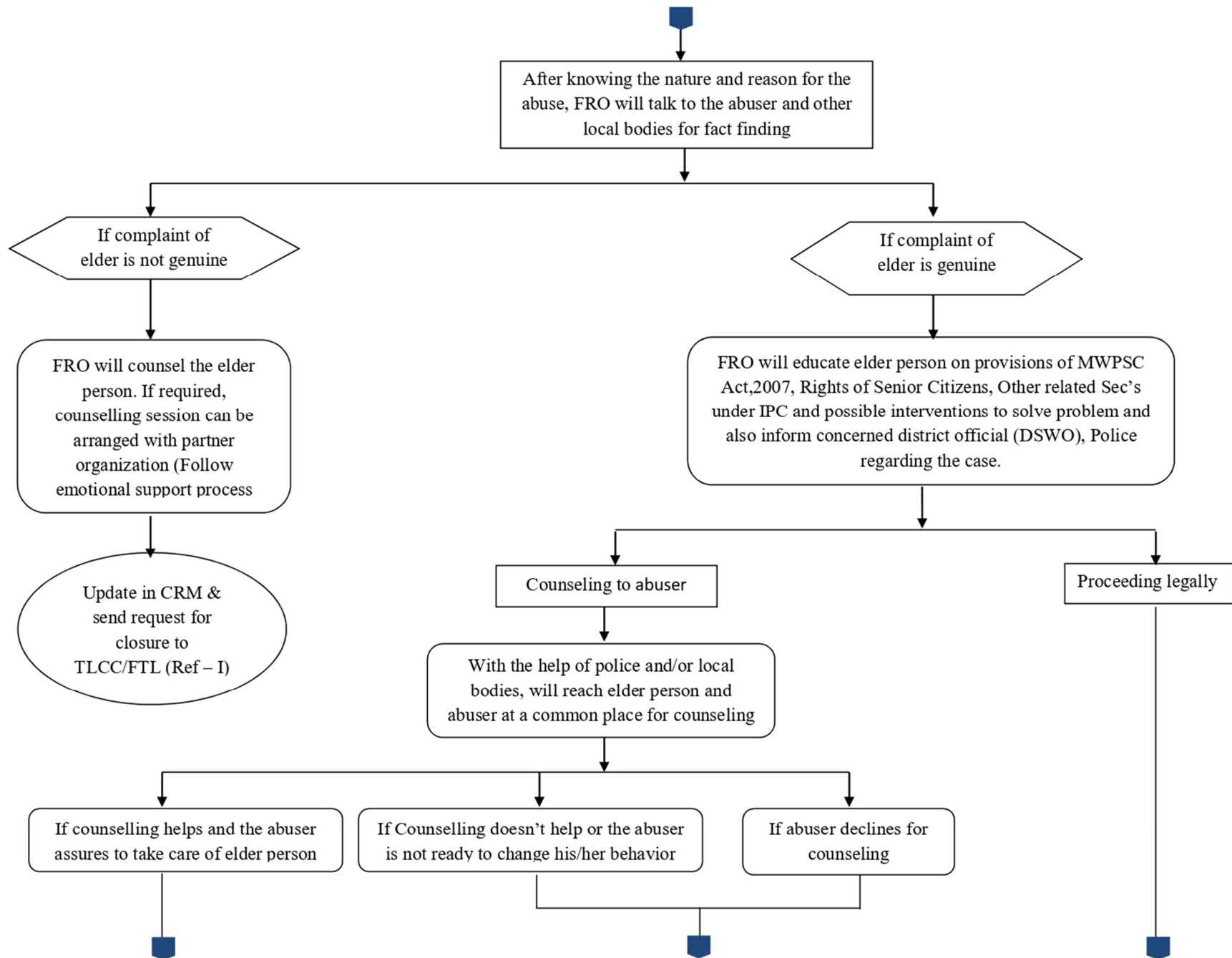
Figure 14: Flowchart depicting Call Handling Guidelines of Abuse-related Calls

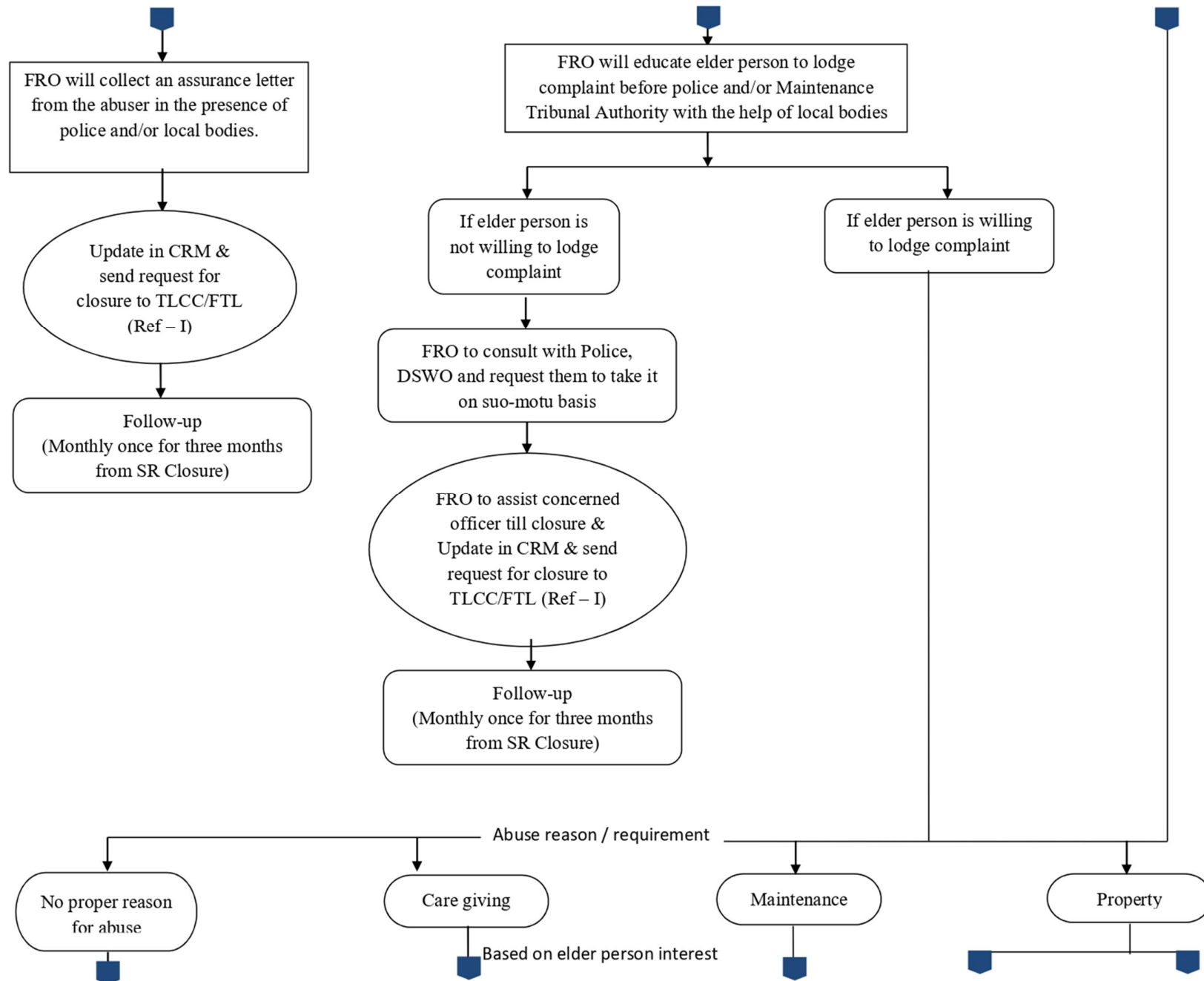
Points to Remember:

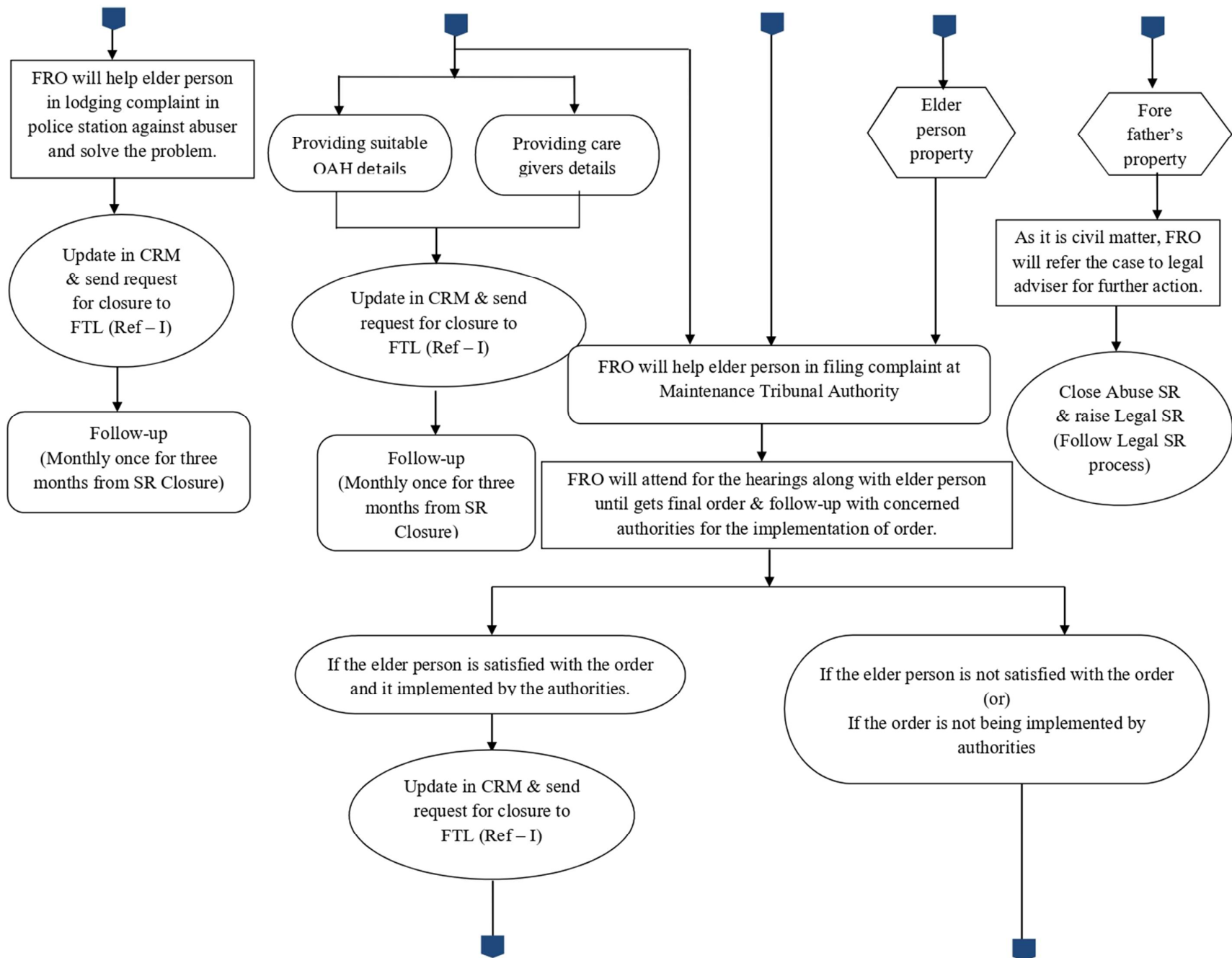
- CO should identify what type of abuse based on the information collected from the callers. The first and foremost step is to understand if the elder person is in any emergency situation.
- In Emergency situation (physical harm, locked up in room, etc.), an entirely different process has to be followed to bring the situation to normal, for further intervention, which needs support from emergency service providers. Since we are not an emergency service provider, we are not authorized, competent and equipped to handle emergency cases. Elder Line's role in such cases is to support or assist other emergency service providers. (Ambulance Service (108) / Police (100) / Fire (102)).
- In case of non-emergency situations, CO has to try talking to the elder person (in case of calls on behalf of elder person). Cases where reaching out to elder person was not possible, CO has to capture all details required and raise a SR to concerned person (CO / FRO) for further proceeding.
- Cases where the caller (elderly or anyone else) doesn't want to disclose their identity and want us to take it on *Suo-motu* basis, the same needs to be clearly mentioned by CO in the appropriate fields.
- Cases which need counselling and which can be solved by the CO can be raised as Self-SR (CO raising SR to themselves).

The following flowchart explains the process for FROs to handle Abuse SRs:









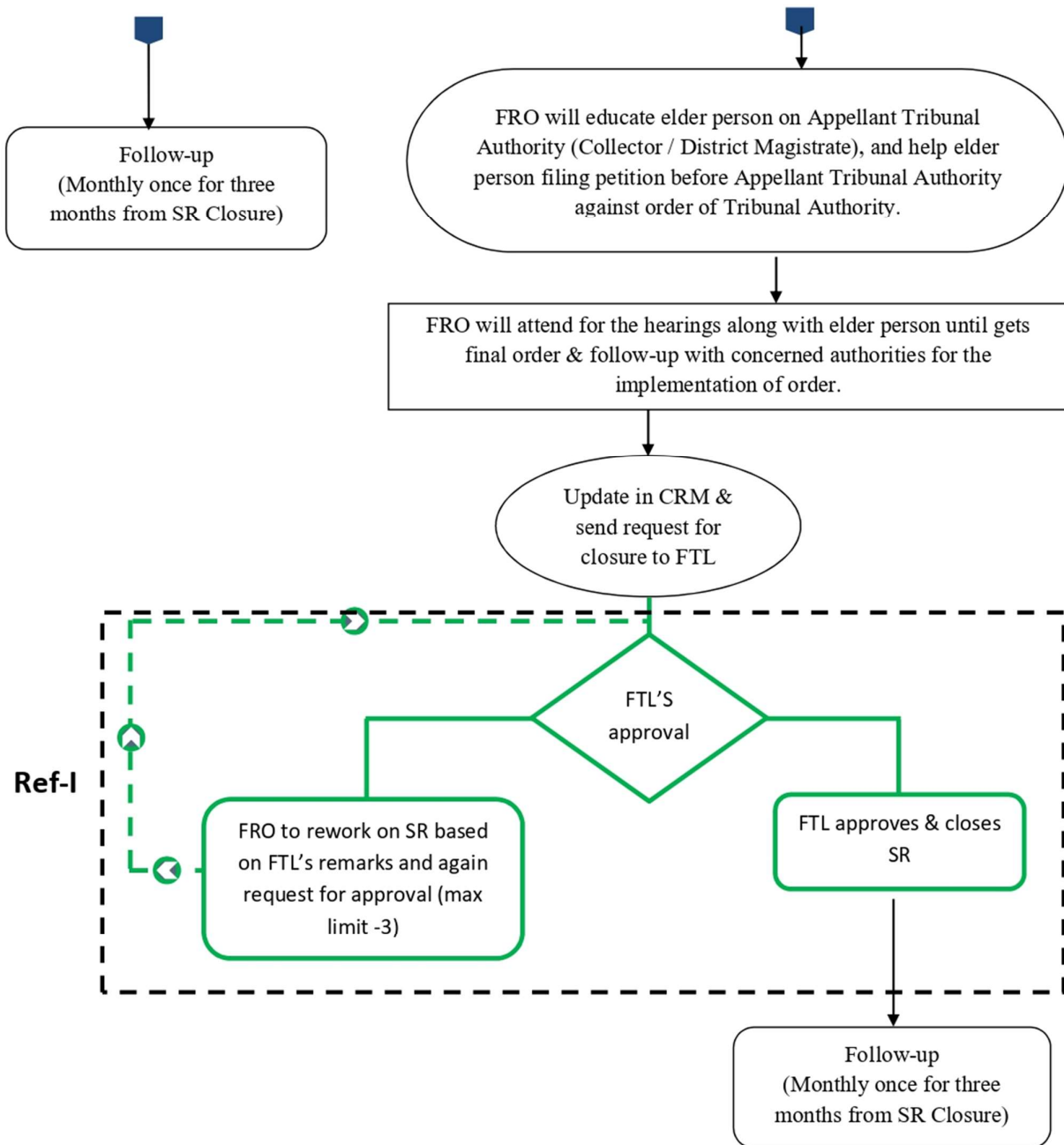


Figure 15: Flowchart depicting Field Handling Guidelines of Abuse-related SR

- FRO receives SR via SMS / Mail with caller details and CO remarks. FRO would validate the same by calling the caller. The first thing to check with the caller is about the severity of the case. Though CO would have tried to capture this, FRO should also verify the same at their end.
- Based on the severity of the case, FRO will take further steps to resolve the case. If it's a severe / emergency case and CO hadn't connected the caller with emergency service provider (100, 108, etc.), FRO will get in touch with the appropriate emergency service provider and also inform District Social Welfare Officer (DSWO), Tribunal Officers, local bodies or any stakeholder whose support would help. FRO would take the SR on high priority and reach the location. If it's not a severe / emergency situation, FRO would go with the further process defined below.
- The next important step in an abuse case is to talk to the elder person (victim). In case of call from person other than elderly (victim), FRO should try to get in touch with the elderly over phone or in-person. This is a mandatory and an important step, as this would give us the first-hand information about the case.
- Cases where FRO is not able to reach to the elder person over phone or in-person, FRO should make the caller understand the importance of getting in touch with the elder person and that without which we won't be able to move further as per our protocol.
- Cases where the caller doesn't want to disclose their identity, FRO has to first verify the case with nearby / local people (Village Head, ASHA worker, etc.) confidentially and upon confirmation FRO should inform Police / DSWO / Tribunal Officers and *Suo-motu* by Police / DSWO / Tribunal Officers should be explored, based on the severity of the case.
- One of the most important steps in any abuse case is fact finding, basis which the intervention needs to be designed and executed. Facts of the case must be understood from the victim (elder person), abuser and also from other people who are involved or aware about it. One important point to keep in mind is not to jump to any conclusion just by listening to one party. Only after complete investigation or fact finding, FRO (understanding the case from all the stakeholders' point of view) should take decision on intervention. Counselling skills, asking right question in right way, being polite and other soft skills would help FRO in investigation.
- Any physical meeting with the elder person / abuser at their home, should be done along with Police presence. Without Police presence, FROs are not supposed to enter any

person's home. This is a mandatory step for the safety of our FROs. The other option is to meet the elder person / abuser at some public place (Police presence is not required).

- By fact finding, FRO would get to know the genuineness of the complaint received. Cases where the complaint is not genuine and it was as false allegation by the elder person, FRO should counsel the elder person or should facilitate professional counselling for the elder person (if required). An important point to keep in mind during such scenario is not blame or hurt the elderly. The end objective being elderly living a happy life with their family, our role should be to facilitate it with the system available.
- If the FRO finds that the complaint is genuine, FRO has to educate the elder person about the possible interventions available (counselling to the abuser, Maintenance Case at Tribunal, Legal case, etc.) and proceed as per the elder person's wish.
- Cases which are solved by counselling or mediation, should be substantiated with Assurance / Mediation Letter from the abuser with signature of the parties / people / officials involved in mediation.
- Cases where elder person wants to proceed legally based on the requirement, FRO has to follow the process flow defined within the stipulated time and update the same in CRM with documents.
- Cases where Tribunal's intervention is sought, FRO should attend all the hearings, follow-up with concerned officer about the status of the case till closure.
- All abuse SR needs follow-up to check if the abuse or abuse related issue repeats. FRO to follow-up with the elder person once in a month for three months after closing the SR.

Follow-up helps in preventing further abuse.

- During Follow-up, if it is observed that elder person still faces the problem, FRO should intimate FRL and the FRL has to coordinate with CCTL and raise a SR clearly mentioning that it's a follow-up SR with previous SR number and required details.

3.4.2.2. Abuser Interaction

“Abuser Interaction” is a CRM feature, which should be used to capture the details of meetings with Government officials to resolve the SR. The need behind this feature is to keep track of the number of instances it takes at any Government body to resolve elder abuse issues. This data would help the Central / State Government in understanding the ground reality and to take

necessary action to improve the process. Process to update “Abuser Interaction” field in CRM is available in CRM SOP.

3.4.2.3. Abuse Cases: Documents to be Collected

- Assurance Letter from Abuser (in case of counselling / mediation)
- Copy of FIR (in case of FIR being filed)
- Legal documents (if applicable)
- Order Copy of Tribunal
- Geo-tagged photograph of meeting

All the above-mentioned documents are mandatory, as and where applicable. All the documents collected are to be uploaded in CRM in the respective SR.

3.4.3. Call Handling Guidelines on Maintenance (MWPSC Act 2007)-related Calls

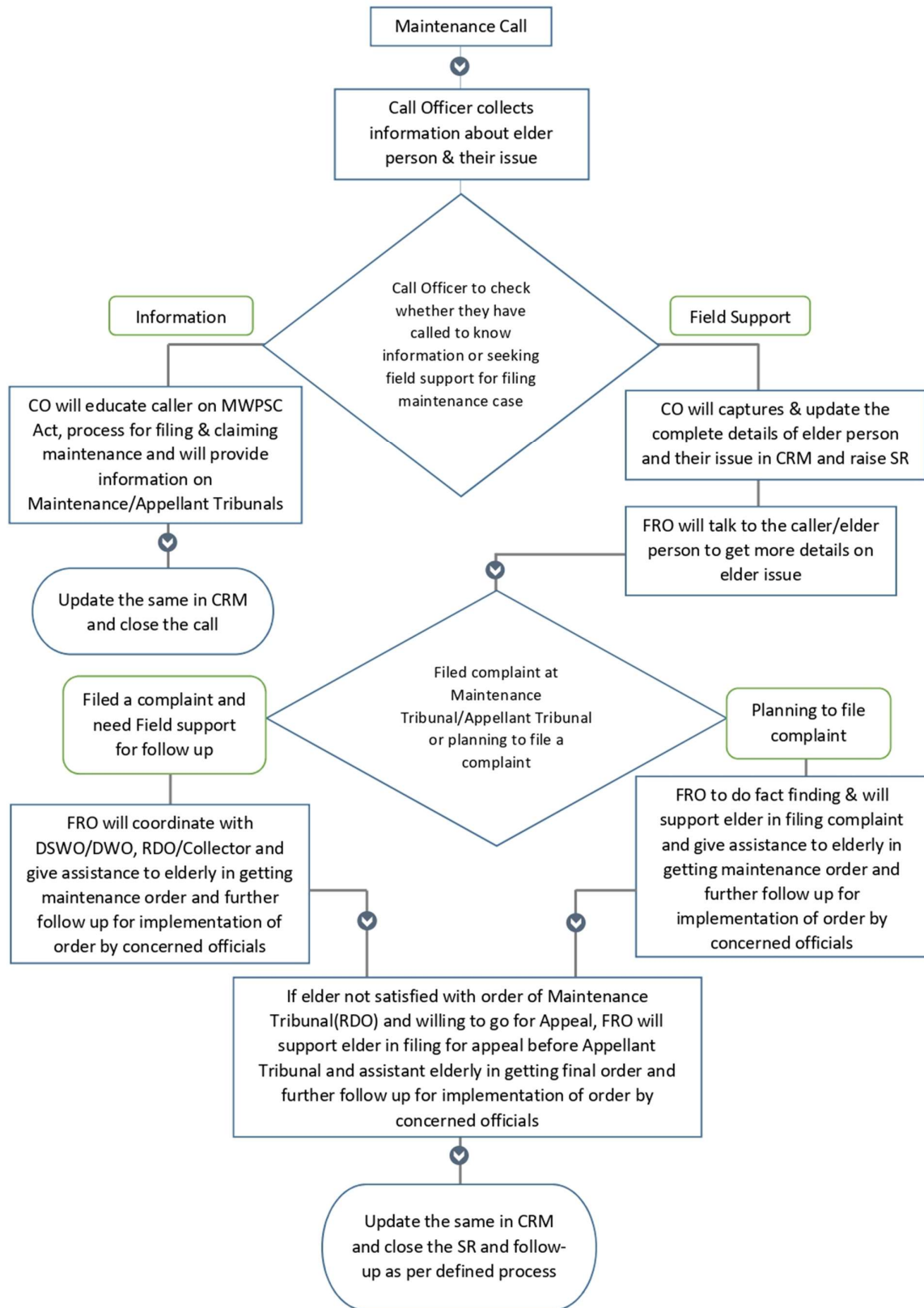


Figure 16: Flowchart depicting Call Handling Guidelines of MWPSC Act 2007-related Calls

3.4.3.1. MWPSC Act 2007: Documents to be Collected

- Geo-tagged photograph with elder person at the time of meeting elder person and others at field and while visiting Maintenance Tribunal*
- Complaint Letter for maintenance by elder person*
- Any other documents if elder person willing to provide.

*Note: Above points with * mark are mandatory.*

3.5. Timelines for Service Handling

3.5.1. Information regarding Elder Care Services

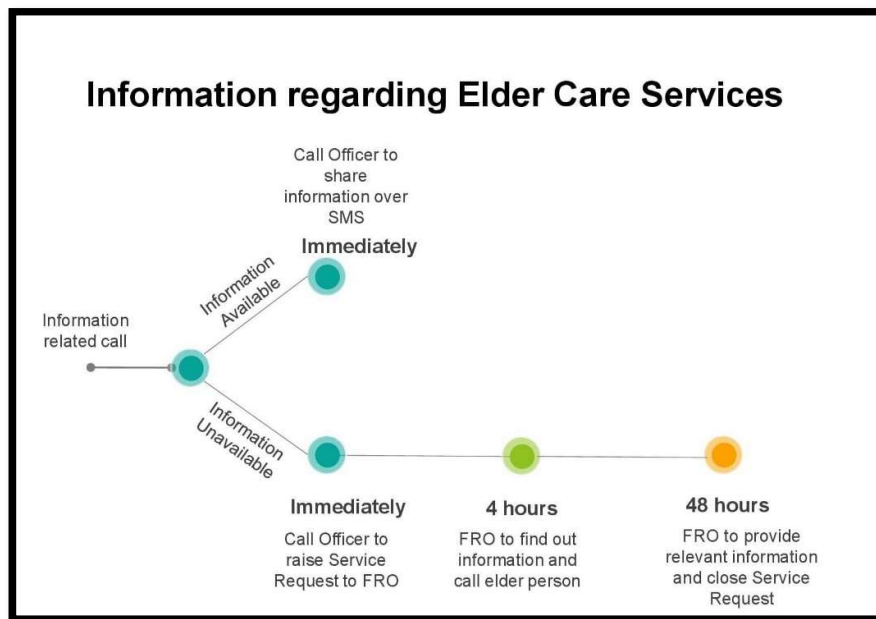


Figure 17: Timeline for Calls seeking Information of Elder Care Services

Note: Elder Care Services include Caregivers, Day-care Centres, Diagnostics, Elder-friendly products, Hospital, OAHs, etc.

3.5.2. Legal Guidance

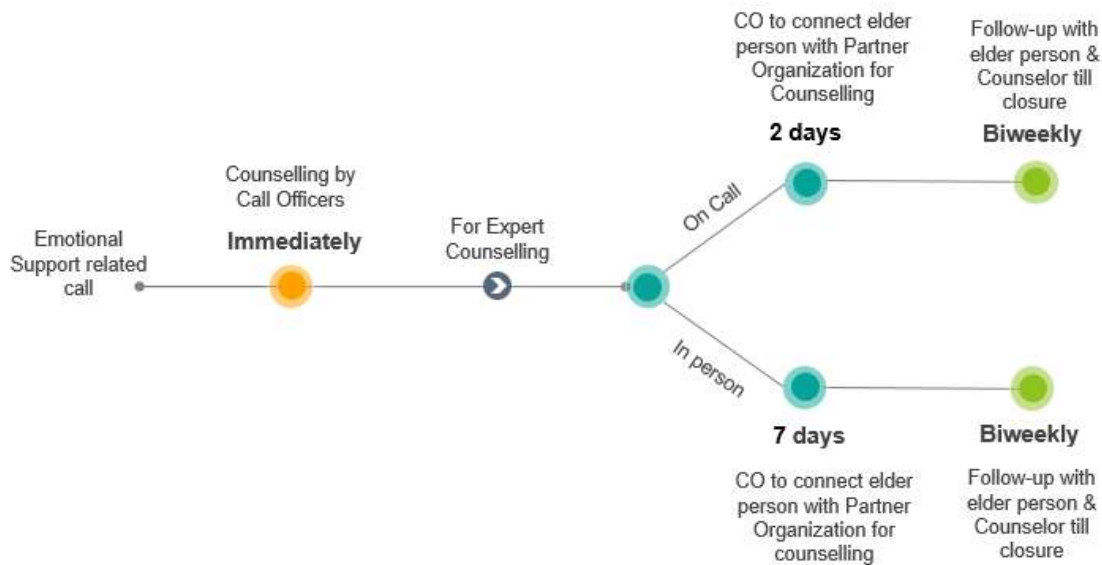


Figure 18: Timeline for Calls seeking Legal Guidance

3.5.3. Social Security Pension

Pension SR can be closed based on elder person's requirement. Cases where the elder person needs assistance in registering, the case can be closed once the FRO supports the elder person with registration. If the requirement was to understand the status of application, case can be closed once the status has been obtained and informed. So, based on the requirement, SR closure can be decided. Cases need not be kept open till the elder person receives pension, since pension disbursal is not in our hands. A simple logic to decide is to check based on the effectiveness of our intervention. Cases where the pension is pending because of Govt. norms / issues (like waitlist, no budget, etc.) cannot be addressed by Elder Line. Such cases can be closed with proper intimation to the elder person. Any pension related call, which can be handled at Connect Centre, for example, guidance of registration, status of pension / application (accessible through online portal), etc., should be closed within 48 hours. These are cases which can be closed by the COs. Any Pension related call which requires field intervention to solve, should be initiated within 48 hours. SR to be closed within 30 days from of date of creation.

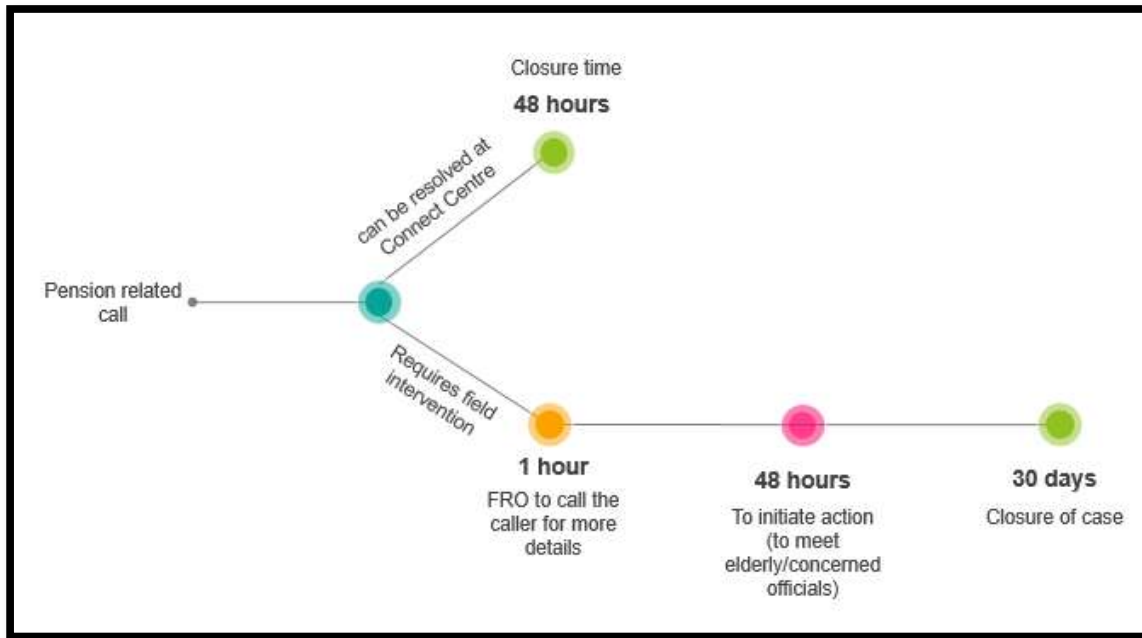


Figure 19: Timeline for Calls & SRs regarding Social Security Pension

3.5.4. Emotional Support

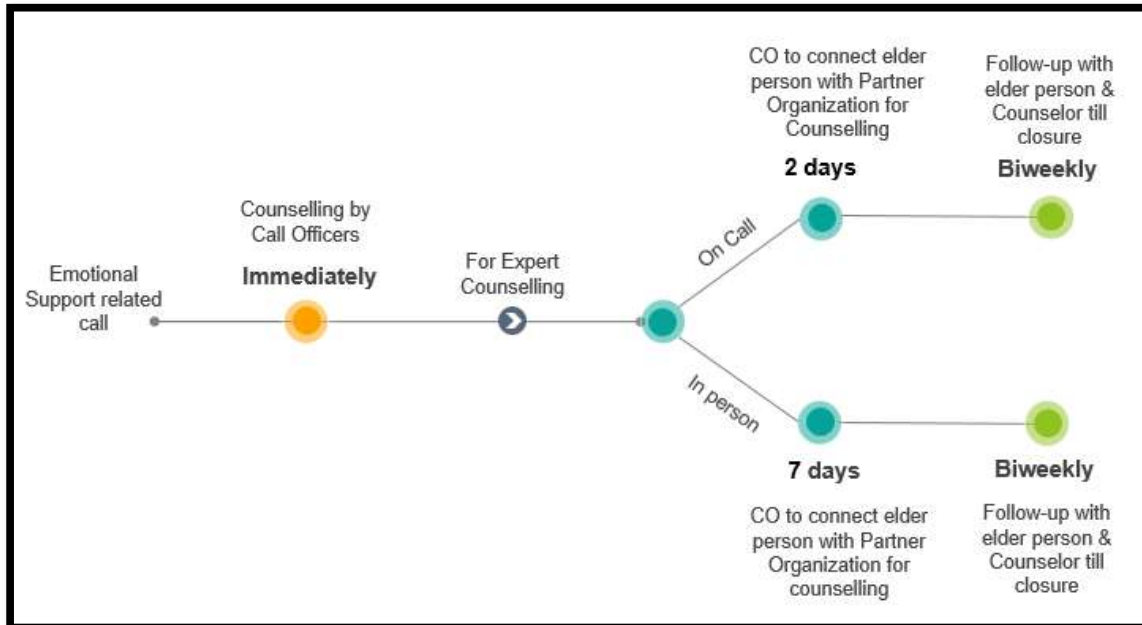


Figure 20: Timeline for Calls & SRs seeking Emotional Support

As explained in the flowchart, Emotional Support cases can be handled either at the Connect Centre level or with the help of expert intervention. So, based on the level of intervention, the timeline varies.

- Cases which can be handled at the Connect Centre will eventually happen as and when required. COs will be responsible for handling the SRs.
- Cases which need expert intervention, can further be categorized based on the type of intervention required by the caller. If the caller requires, on-call counselling the following timeline should be adhered to:
 - COs should connect the senior citizen with the professional counsellor / organization within 48 hours (two days);
 - Biweekly follow-up of the proceedings of the counselling with the elder person and counsellor and the same needs to be updated in CRM.
- Cases where in-person counselling by professional counsellors is required, the following timeline should be adhered to:
 - COs should facilitate first round of meeting / counselling between elder person and professional counsellor / organization within seven days;
 - Biweekly follow-up of the proceedings of the counselling with the elder person and counsellor and the same needs to be updated in CRM.

3.5.5. Maintenance Support

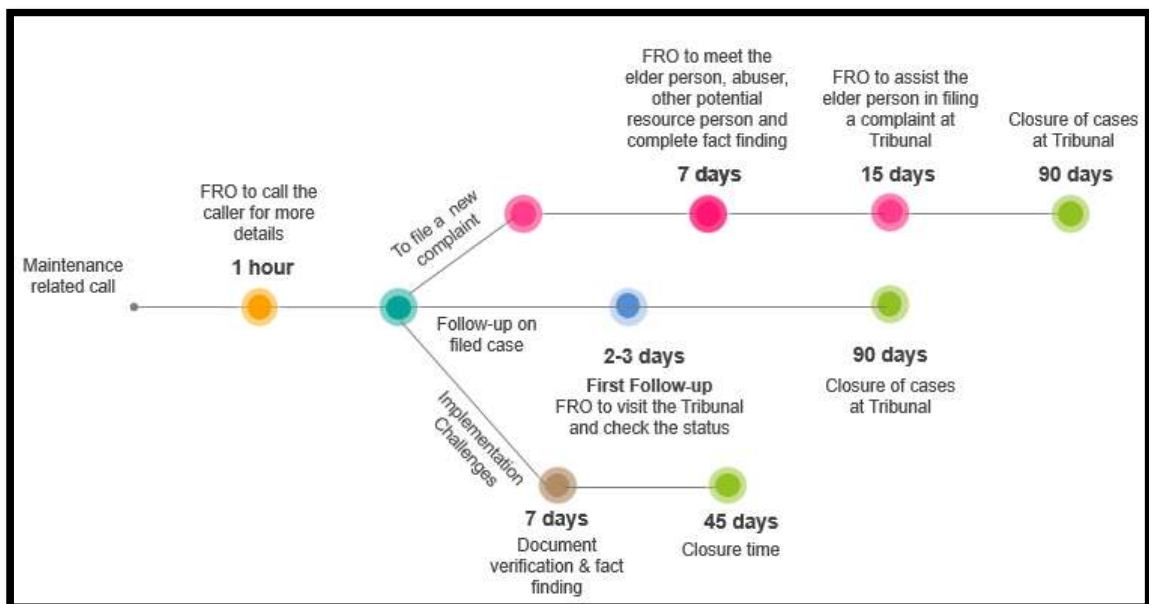


Figure 21: Timeline for Calls & SRs regarding Maintenance Support

3.5.6. Field Intervention

3.5.6.1. Rescue of Homeless Elderly

Rescue and Reunion of Homeless Elderly is an activity which requires tremendous field work, and cannot be fit into any specific time frame. The timeline shown below is indicative or suggestive time required to complete the activity. The time mentioned is average time taken to complete the activity and it is not a pre-defined time to complete the activity (except for the first response), since each and every rescue is unique and has its own challenges

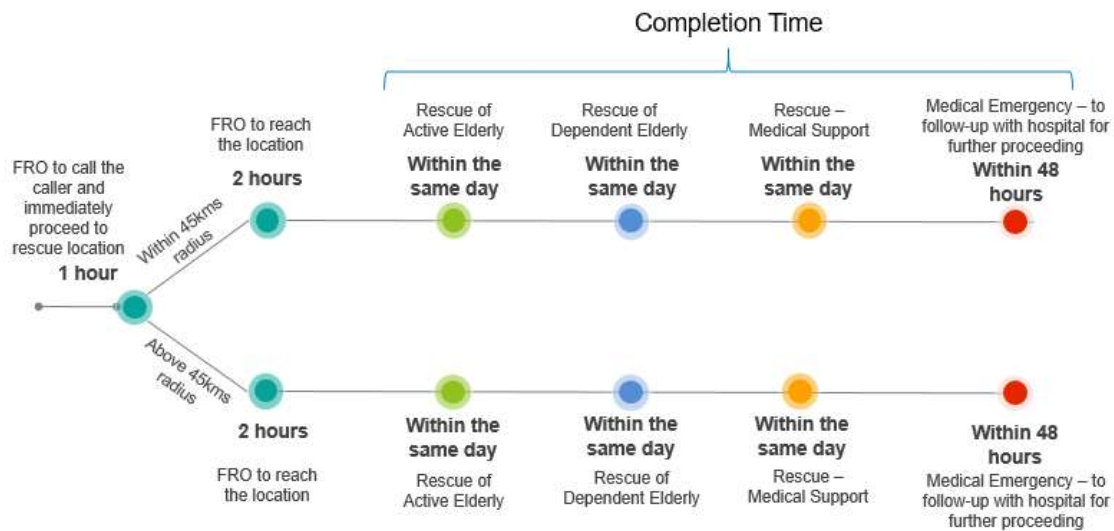


Figure 22: Timeline for Calls & SRs regarding Rescue of Homeless Elderly

- First Response, which is basically the time taken by the FRO to call the caller to get more details and inform the estimated time to reach the location is the only timeline that can't be exceeded, i.e., any rescue SR, from the moment FRO receives a SR, within one hour, the FRO has to call the caller. One hour itself is a sufficient time, considering the other activity which the FRO might be engaged in. But rescue being the highest priority among the other services offered by Elder Line, FRO has to take rescue SR on priority and call the caller as soon as possible, irrespective of the location (City / Rural District).
- Rescue calls in the late evening hours, are something which needs to be discussed with the TLs and Program Manager and decided upon. A simple guideline to keep for decision making is the condition of the elder person and, how long the person was at the location. If the elder person's condition is not so good and needs immediate help, it's better to go ahead with the rescue. In cases where the elder person looks lost (forgot

their address), it's better to go ahead with the rescue, since there are high chances of missing out the elder person if we don't take action on time. The team can decide upon based on the ground reality. If rescue is not happening on the same day, the same needs to be updated in CRM.

- In medical emergency cases, within 48 hours (maximum) the FRO has to check with the hospital / doctor about the elder person's condition. If the elder person has recovered, then FRO will meet the elder person at hospital and proceed with the usual rescue process of checking elder person's family details for reunion or elder person's willingness to move to OAH. If the elder person had not recovered within 48 hours, FRO to do regular follow-up every 48 hours or on time mentioned by the doctor, till elder person's recovery.

CRM Update: CRM should be updated with all the actions being taken. It's not required to update CRM as and when the FRO takes any action. But the action taken has to be updated on the same day (at least by the end of the day). Any deviation or miss on timely update will impact FRO's Quality Score.

3.5.6.2. Rescue: Follow-up

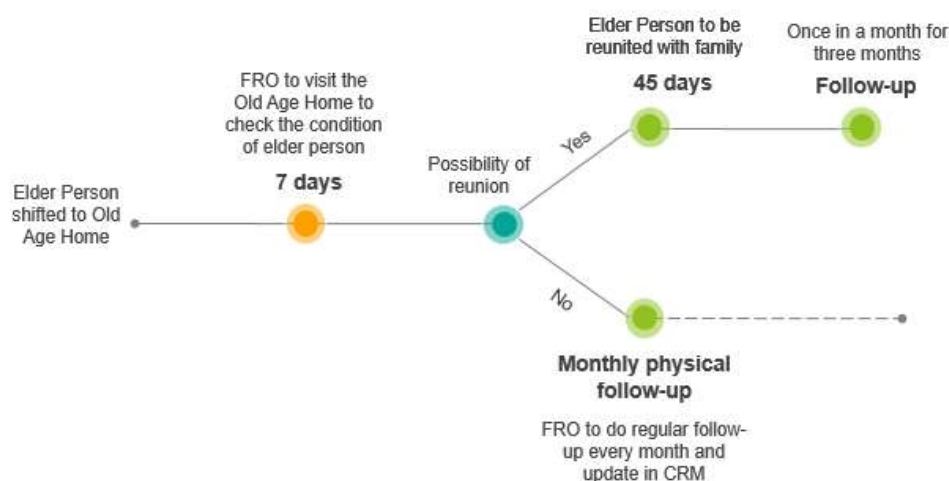


Figure 23: Timeline for Follow-up of Rescue Cases

Points to Remember:

- As explained above, follow-up is the regular activity of meeting the elder person whom we have rescued and accommodated in OAH / Shelter Home. There are two types of follow-ups defined: Week-1 Follow-up and General Follow-up.

- *Week-1 Follow-up*: as the name indicates, is the first visit to the OAH where the elder person was shifted, which has to be done within a week or maximum 10 days of shifting elder person to OAH.
- The remaining follow-ups which are termed as “*General Follow-up*” are to be done on a monthly basis, till we encounter any of the four scenarios (Reunion / Missing / Relieved / Demise) explained in Follow-up Process Flow. All General Follow-ups are to be done physically.
- In case of Reunion, 45 days’ timeline mentioned above is again an indicative figure and the actual days may vary according to the conditions on ground. 45 days’ time period is from the date of knowing the possibility of reunion.

3.5.6.3. Care for Abused Elders

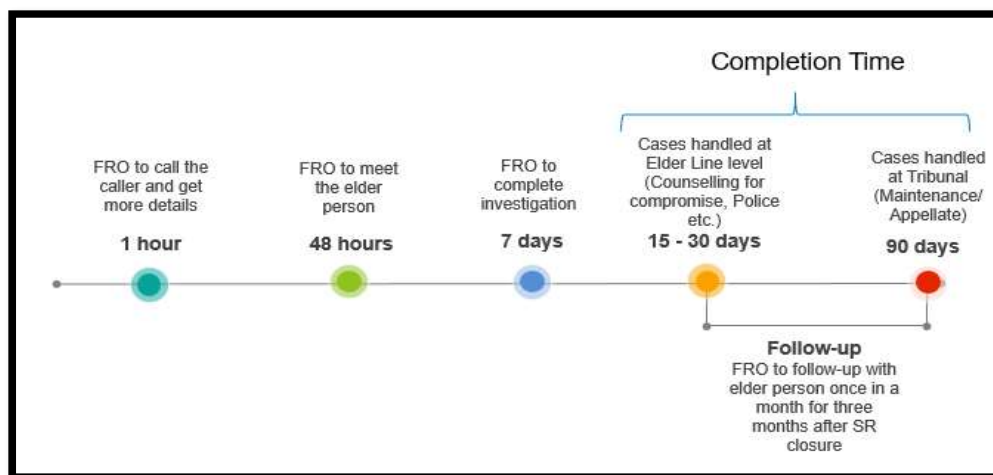


Figure 24: Timeline of Care for Abused Elders

Abuse cases being complicated to understand and also to resolve, takes more time than any other service offered by Elder Line.

- As mentioned in the above timeline, upon receiving SR SMS / Mail, FRO should call the caller for validation and also to get more details within one hour.
- Since meeting the elder person and other people involved is an important and mandatory step in handling any abuse related case, FRO has to arrange meeting with the elder person within 48 hours and complete the investigation / fact finding by interacting with all the parties / people involved within seven days.

- Completion time depends on the type of intervention provided. Cases which can be handled at the Elder Line level (counselling, mediation with the help of stakeholders), can be closed within 15-30 days from the date of raising SR. Cases which needs Tribunal's (Maintenance / Appellate) intervention can be closed within 90 days.
- All Abuse SR, needs follow-up after closure. As described earlier, FRO has to follow-up with the elder person once in a month for three months after closing the SR.

Chapter 4: Quality Management

Quality management consists of a three-tier structure that guides quality of service at:

- a) Implementing Agency-level;
- b) State / UT Government-level; and
- c) By a NISD / NIA appointed body at Government of India-level.

Majority of quality building happens by being open to the feedback on call handling and field intervention handling, adhering to the process and constantly focusing on the shortcomings and trying to address those.

4.1. Connect Centre Quality Management

Introduction: A process to oversee all activities and tasks of Connect Centre to ensure that desired level of excellence through Quality is delivered.

Definition: Defining policies, creating and implementing the quality plan and improving overall performance through quality control and assurance

Team Roles and Responsibilities

Quality Lead: Responsible for Call Quality Monitoring, identifying the areas where agents require strengthening and designing a continuous training plan to ensure COs delivers 100% Call Quality.

Team Leader: Responsible for the entire operations of Elder Line which includes call-related activities, data management of field resources, work force optimization, MIS, training and quality.

Project Manager: Responsible for planning and implementing Elder Line including infrastructure, technology, manpower, processes, systems, field-related activities, training and quality.

Call Officer: Connects with callers, filters genuine calls and understands the need to logically address the concern of the caller / elder.

Objective

- To improve quality of services with 100% accuracy and 100% caller satisfaction.
- To ensure all COs have strong command on all domains that are handled and have a continuous learning procedure for all new processes that are being introduced.

4.1.1. Call Quality Management Processes

Call Monitoring Process

- Call Monitoring allows QL to maintain quality standards of Connect Centre, identify problems and prepare a training plan for all the training needs.
- QL has to randomly audit a pre-defined number of calls per CO per week, which are of different duration (short, medium and lengthy calls), identify positive observation and areas of improvements, domain training (if needed), etc.
- Audit Count per CO are (minimum 15 for tenured and 30% for new joiners), 90% Actionable and 10% Non-Actionable, 70% (10 calls) Inbound, 20% (3 calls) Outbound and 10 % (2 calls) Feedback as audit targets for QL.

Coaching Process

- A written feedback email of the respective call will be sent to the CO, copying their team leader in the email;
- A one-on-one feedback session about the call with the CO will also be taken and required feedback about the call will be shared with the CO.

4.1.2. Sample Feedback Form shared with CO

Table 8: Sample Feedback Form shared with CO

Field	Details
Officer Name	XHGWYPOH
Caller Name	SHOIIGIL
Language on Call	Telugu
Date & Time of call	June 20, 2019 15:11 PM
Inbound / Outbound / Feedback	Inbound

Call Duration	7 min 11 sec
Client Query	Caller called to get caregiver contact numbers for her father.
Call Summary	CO asked for their requirements and informed that she will text their contact details via SMS.
Positive Observations	• CO followed the call flow effectively • Sounded clear and helpful throughout the call. • Good job done by appreciating the caller for her efforts of taking care of parents in her busy schedule.
Areas of Improvement	• Try and avoid using the acknowledgement “aaa ha” to sound more professional. Let’s use “OK” instead. • CO missed informing about sharing 14567 number with friends & family
Overall Score	92.00%

4.1.3. Quality Dashboard

A consolidated Call Quality Report will be published on the last working day of every week and month and will include:

- Individual / Team Average Call Quality Scores;
- Key Action Items, i.e., issues which needs to be addressed at the earliest; and
- Common Call Observations for the week / month.

Quality Dashboards are available as **Annexure XIII**.

Call Calibration: refers to the process of ensuring that the Quality Lead, Team Leader and the Project Manager are aligned on call expectations.

- Quality Calibration sessions typically consist of having both parties review and score calls, then meeting to review and ensure that both scores are as identical as possible to ensure that the variance between call scoring results between a Quality Lead and the leadership team are minimal.
- Call Calibration sessions to be conducted once in fortnight and an email communication to be sent all COs, leadership team and NISD by QL with points discussed for every session.

Call Learning Session: helps in understanding and improving the domain knowledge in areas of elderly needs, as well as services offered. This will be carried out once in fortnight through a discussion forum and improved continuously. An email communication has to be sent all COs, leadership team and NISD by QL with points discussed for every session.

4.1.4. Process Knowledge Test (PKT)

- Process Knowledge Test is the most efficient way to ensure that our officers have the requisite product and process knowledge.
- QL prepares a questionnaire on different domains, gets it approved by the Project Manager and conducts an open book test for all COs once a month.
- Basing PKT results, QL will identify common retraining topics for the team and prepare a training plan accordingly.
- A monthly report of individual / team scores will be published to the leadership team.

Note: - As an experiment, cross state PKT will be attempted in FY 22-23.

Sample PKT is enclosed in **Annexure XIV**.

4.1.5. Training Need Identification (TNI) & Retraining

- Parameter and Officer-wise Training Need to be identified every month using Call Evaluation Report and refresher sessions are to be conducted.
- Highlight the bottom quartile performers month-wise to leadership team and monitor their performance for next three months. If no improvement is observed, leadership team can take disciplinary action including termination.

Table 9: Sample TNI

Attributes	Weightage	Weighted Score	Scoring Options	Notes	Total Weighted Score
Officer greets caller with proper welcome script within three seconds	5%	0.05	Y/N/NA		0.05
Listens to the caller actively without interruptions	5%	0.05	Y/N/NA		0.05
Officer asked probing questions, rephrased caller's issue and assured to guide them accordingly	8%	0.08	Y/N/NA		0.08
Officer built rapport and had a friendly conversation with the caller	2%	0.02	Y/N/NA		0.02
Officer captured correct address, health condition, income source and family details of the elder person on CRM	12%	0.12	Y/N/NA		0.12
Officer followed call handling guidelines and raised valid SR whenever required	20%	0.20	Y/N/NA		0.20
Follow-up: Officer followed up as promised on call (per given time frames)	8%	0.08	Y/N/NA		0.08
Officer ensured everything is addressed before he / she ends the conversation	10%	0.10	Y/N/NA		0.10
Officer selected correct disposition, documented correct and clear notes on FTR and SR	20%	0.20	Y/N/NA		0.20
Officer followed proper hold procedure	3%	0.03	Points		0.03
Officer was confident, empathetic, polite and had moderate rate of speech throughout the call	7%	0.07	Points		0.07

Attributes	Weightage	Weighted Score	Scoring Options	Notes	Total Weighted Score
No Fatal Error					0.00
Overall Score	100%	100%	Y/N		1.00

Table 10: Feedback Template

Feedback Form				Feedback on Process
Field	Details	Sum of Weighted Scores	1	
Officer Name				
Call Date & Time		Total of Weighted Scores	1	Feedback on CRM
Inbound / Outbound				
Query		Overall Score without Fatal Error	100%	
Resolution Shared		Actual Score	100%	Feedback to Training
Positive Observations				
Areas of Improvement				
Overall Score				Suggestions for Process Improvement

4.2. Field Team Quality Management

Introduction: A process to oversee all activities and tasks of field operations to ensure Elder Line delivers the best quality service at desired level of excellence.

Definition: Defining policies, creating and implementing the quality plan and improving overall performance through quality control and assurance.

Team Roles and Responsibilities

Quality Lead: Responsible for SR Quality Monitoring. QL identifies the areas where FROs require strengthening and to help FROs to improve their skills.

Team Leader: Responsible for evaluating “Additional Task”-related parameters and to design a continuous training plan to improve the Field Service Quality.

Project Manager: Responsible for planning and implementing Elder Line including infrastructure, technology, manpower, processes, systems, field-related activities, training and quality.

Field Response Officer: Connects with callers and respective stakeholders to logically address the concern of the caller / elder on field.

Objective

- To improve quality of services with 100% accuracy and 100% satisfaction of the caller.
- To ensure all FROs have strong command on all domains handled and have a continuous learning procedure for all new processes that are being introduced.

4.2.1. Service Request (SR) Quality Evaluation Process

This section explains the parameters used for evaluating the field operations, frequency of evaluation and guideline for evaluation.

Parameters to be Evaluated:

There are a total of 10 parameters, each carrying five marks. These 10 parameters are categorized into:

- I. Service Request-related; and
- II. Additional Tasks-related.

Further breakup can be found in the table below:

Table 11: Categories & Parameters of SR Evaluation

Sl.	Category	Parameter for Evaluation	Maximum Marks	Guideline for Evaluation
1	Service Request-related	Adherence to defined process	5	If the FRO has followed the defined process or if there is any deviation in the process. For e.g. If a rescue SR was raised late evening, and if the FRO has postponed the work without approval, it will be considered as a

Sl.	Category	Parameter for Evaluation	Maximum Marks	Guideline for Evaluation
				deviation. QL can evaluate it with SR Updates in CRM.
2		CRM updates	15	
2.1		Timely update in CRM about the status of SR	5	Can be monitored using the time / date of updates in CRM
2.2		Quality of the remarks / notes written	5	Clear explanation of the intervention
2.3		Documents to be updated in CRM	5	All documents collected during field intervention, to be uploaded in CRM
3		Documentation	15	
3.1		Submitting documents collected during field intervention	5	Original documents (hardcopy) to be submitted, verified and uploaded in CRM
3.2		Documentation of other activities (Outreach Program, Meetings, etc.)	5	Outreach Activities conducted / attended and meetings attended, etc., to be updated using FRO Tracker in CRM
3.3		Case Study	5	Number of case studies submitted and the quality of the work
4	Additional Task-related	Work Outside Office Hours	5	If any FRO puts extra effort or does something exceptional during the month, they may be rewarded based on this
5		Outreach Programs conducted / attended	5	No of programs a FRO has conducted / attended in the month
6		Database Refinement / Addition	5	Frequency and quality of addition / refinement done to database in respective districts. Partnering with

Sl.	Category	Parameter for Evaluation	Maximum Marks	Guideline for Evaluation
				other stakeholders and efforts put in maintaining the partnership
Total			50	

4.2.2. Frequency of Evaluation

- SR-related parameters will be evaluated twice in a month, i.e., at the middle of the month and at the end of the month. This creates scope for FROs to correct their mistakes (if any) and to improve the Service Quality.
- Additional Tasks-related parameters will be evaluated at the end of the month with the help of respective Team Leads.
- Scores will be published at the end of each month. FROs performance will be evaluated on all 10 parameters explained above, and separate score card for “Service Request-related” and “Additional Tasks-related” parameters should be published.

4.2.3. Evaluation Guidelines

QL randomly evaluates SRs handled by each FRO in that particular month. If there is no SR raised on a particular FRO, there won't be any evaluation done on SR-related parameters to the particular FRO. They will be evaluated only on Additional Tasks-related parameters. Following are the guidelines used for evaluation:

1. Adherence to Defined Process: The FRO to follow the defined process on handling a SR.

Followed the defined process	25.0
Small misses in the defined process without prior intimation*	12.5
Deviation in the defined process	00.0

**For example: In Abuse SR, FRO is not supposed to meet the elder person at their house. The meeting should be held at a common place. If the meeting is held at the elder person's home, for no valid reason / without prior intimation to the FRL, it will be considered as a miss and will be given a score of 12.5.*

2. CRM Updates

2.1. Timely Update in CRM about the status of the SR: Updates on CRM, on the same day of intervention will be given full marks of 25. Rescue SR needs to be updated on the same day. For Abuse SR, since we are using the template where the “Next Action” is being mentioned with date, there should be an update on that day. If so, score can be 25. If there are any misses, like update after few days, the score will be 12.5. If there is no update for more than three days, the score will be 0.

CRM updated on the same day	25.0
CRM updated within three days	12.5
No update on SR for more than three days	00.0

2.2. Quality of the Remarks / Notes Written: Clear explanation (people involved, actions taken, challenges faced, resolution provided, etc.) of the service being provided would fetch a score of 25. Since, QL is not involved in the intervention, if they are able to understand clearly what exactly has happened through the remarks, then it can be termed as a good update. If the remarks / notes are not complete (explanation not clear or people attended are not mention), it will be rated 12.5. If the remarks are not self-explanatory, it will be rated 0 and needs improvement.

Self-explanatory with all required information	25.0
Not very clear	12.5
Not self-explanatory	00.0

2.3. Documents to be uploaded in CRM: Check whether all documents collected have been uploaded in CRM (for example, for Rescue case there are a set of mandatory documents, for Abuse – geo-tagged photograph is mandatory; for MWPS, filing documents is mandatory, etc.).

All documents uploaded in CRM	25.0
Few documents missing	12.5
No documents uploaded	00.0

3. Documentation

3.1. Submission of Documents Collected: Documents (other than SR-related), collected during meetings, etc. to be uploaded in the FRO Tracker on the CRM. This will be considered while evaluation. Physical copies should be submitted to FRL when visiting office or be sent by courier to office address. From the FRO Tracker, we will get to know the documents collected. It can be cross checked with the documents received. If the FRO didn't have any chance for such document, by default the score will be 25.

All soft copies uploaded in the drive	25.0
If one or two documents are missing	12.5
If more than two documents are missing	00.0

3.2. Documentation of Other Activities (Outreach Program, Meetings, etc.): Proper and timely documentation of other activities, like Outreach Programs attended or organized, and any other important activities to be submitted.

Documentation of other activities submitted on time	25
Documentation not submitted on time	00

3.3. Case Study: Submitting minimum one case study a month, would fetch a score of 25. If no case study is submitted, the score will be 0.

4. Work Outside Office Hours: If any FRO had put extra effort (field work, late hour) or does something exceptional during the month, they will get 25 marks. If not by default 12.5 marks will be given.

5. Outreach Programs Conducted / Attended: If an FRO attends any outreach programs (or meetings to popularize 14567), they would get a score of 12.5. If there are more than four events attended, then the score will be 25. If FRO organized any outreach activity, then they will get a score of 25.

Organized an Outreach Program	25.0
Attended more than four events	25.0
Attended four or less number of events	12.5

No Outreach Programs attended / organized	00.0
---	------

6. Database Refinement / Addition: Based on the number of visits to already existing and new partner organization, ratings will be given. Can be measured from the shared platform (to be worked upon).

Overall Score: The total maximum score based on the above parameters is 50.

Exceeds Expectations	40 and above
Met Expectations	25 to 39
Requires Improvement	Below 25

4.3. Call Officer Performance Evaluation Metrics

Definitions and Sample Call Officer Performance Evaluation is available as **Annexure XV**.

4.3.1. Educating on Parameters

All COs will be briefed about their evaluation metrics at the end of their training session post their joining, so that they understand and perform accordingly.

4.3.1.1. Categories of Performers

Total team strength in individual groups will be divided as 20%, 70% and 10%.

- The top performer which is 20% of the total team strength will be rewarded as **EE (Exceeded Expectation)**;
- The next 70% bucket from the remaining will be categorized as **ME (Met Expectation)**;
- The bottom 10% will be categorized as **NI (Needs Improvement)**.

4.3.2. Growth Metrics / Criteria for COs

A CO should have at least seven EEs in a year to be considered for next level profile.

4.3.3. Training Need Identification (TNI) and Retraining for Non-Performers

- The bottom quartile performers will be given refresher sessions. CCTL and QL should regularly keep a track on their performance and ensure these COs are out of the list over a course of time.
- Identified Areas of Improvement will be designed in the form of Refresher Training Module and non-performers will be imparted Refresher Training for improvement.

4.3.4. Action Plan for Non Performers

- If a CO is a non-performer continuously for three months, they will be put through corrective action plan by HR.
- If non-performance still persists, continual of contract should be reviewed.

Chapter 5: Reports of Performance

“Progress not measured is not achieved”. Therefore, Elder Line monitors the progress of State & UT Helplines in order to course correct and help each State / UT reach out to elders, understand their issues and address their concerns in a process-oriented way. Following are the list of reports to be submitted by the Implementation Organizations:

- i. Monthly Progress Report (MPR): by 5th of next calendar month;
- ii. Quarterly Progress Report (QPR): by 5th of the next calendar month after quarter; and
- iii. Annual Progress Report (APR): by 7th of April in next financial year.

Format to collect information, case studies and details to be collected are shared in a draft format as **Annexure XVI**.

5.1. Monthly Performance Report (MPR)

The structure of MPR is as follows:

- **Cover Page:**
 - Logo of Elder Line 14567
 - Name of the State / UT
 - Reporting Month and Year
 - Logo of the Ministry of Social Justice & Empowerment (MoSJE), National Institute of Social Defence (NISD), State / UT Govt. Dept. and Implementation Organization(s)
- **About the Program:**
 - Launch Date (Operational and / or Official) and details
 - Highlights of the reporting month
- **Call Classifications:**
 - Total Calls received in the reporting month
 - Actionable Calls in the reporting month
 - Non-Actionable Calls in the reporting month, etc.
- **Demographic Information:**
 - Break up of Callers: Gender, Location, Age
- **Intervention Areas:**
 - **Information:** Number and types of calls received

- **Guidance:**
 - Legal: Number of the calls received, Reason for the call, Status of SRs (Closed / Open / Working / Under Approval)
 - Pension: Number of the calls received, Reason for the call, Number and Status of SRs (Closed / Open / Working / Under Approval)
- **Emotional Support:**
 - Number and types of calls received
 - Number of calls that have been forwarded to External Agency
 - Number and Status of SRs (Closed / Open / Working / Under Approval)
- **Field Intervention:**
 - Rescue: Number of calls received, Number of SRs raised, Number of elders Rescued / Not Rescued / Reunited
 - Abuse: Number of calls received, Number of SRs raised, Types of abuse recorded with Number and Status of SRs (Closed / Open / Working / Under Approval)
- **Other:** Number and Types of calls received
- **Quality Management:**
 - Average Quality Score of the Connect Centre
 - Average Quality Score of the Field Team
 - Number of Call Calibration Sessions conducted
- **Case Study:** Minimum one Case Study from the reporting month (format provided in Annexure XVI)
- **Ecosystem Building:** List of activities conducted with 2-3 geo-tagged photographs
- Any other aspect which states wishes to highlight

5.2. Quarterly Progress Report (QPR)

- **Cover Page:**
 - Logo of Elder Line 14567
 - Name of the State / UT
 - Reporting Quarter and Year
 - Logo of the Ministry of Social Justice & Empowerment (MoSJE), National Institute of Social Defence (NISD), State / UT Govt. Dept. and Implementation Organization(s)

- **About the Program:**
 - Launch Date (Operational and / or Official) and details
 - Highlights of the reporting quarter
- **Call Classification:** Details related to capturing data from CRM is mentioned in brackets
 - Total Calls received from launch (Quarter-wise) *{All calls from Inbound Call Register except Call Transfer}*
 - Total Calls received (Quarter-wise) *{All calls from Inbound Call Register except Call Transfer}*
 - Actionable Calls (Quarter-wise) *{All calls from Inbound Call Register except Call Transfer and Outbound Call Register of Inbound Service, filter Call Type “Outbound”}*
 - Non Actionable Calls (Quarter-wise) *{All calls from Inbound Call Register except Call Transfer and Outbound Call Register of Inbound Service, filter call type “Outbound”}*
 - Unique Callers (Quarter-wise) *{Unique Number to be picked from Customer Id}*
 - Repeat Callers (Quarter-wise) *{Filtering out Duplicate Customer Ids from Ticket Report}*
- **Demographic Information:**
 - Age of the Callers *{From Galaxy Dump Report on Unique Callers}*
 - Gender of the Callers *{From Galaxy Dump Report on Unique Callers}*
 - Health Status of the Elderly *{From Galaxy Dump Report on Unique Callers}*
 - Living Situation of the Elderly *{From Galaxy Dump Report on Unique Callers}*
 - Pension Availed *{From Galaxy Dump Report on Unique Callers}*
 - Geographic Location of the Elderly *{From Galaxy Dump Report on Unique Callers}*
 - Caller Description: How many calls were from the elderly themselves / relatives / children / others (category-wise description) *{From Galaxy Dump Report on Unique Callers}*
- **Intervention Areas:** Describe the five categories of intervention and sub-categories (as applicable) with quarter-wise number of calls and overall percentage, i.e., Information, Guidance, Emotional Support, Field Intervention and Others
- **Information:** *{From Inbound Call Register and Ticket Report}*

- Total Number of Calls received, FTRs & SRs raised
- Demographic Information of the elderly (Gender, Age)
- Month-wise trend of calls and SRs
- Reason of Call / Intervention (Analysis of category and sub-category)
- **Guidance:**
 - **Legal:** {From Inbound Call Register and Ticket Report}
 - Total Number of Calls received, FTRs & SRs raised
 - Demographic Information of the elderly (Gender, Age)
 - Month-wise trend of calls and SRs
 - Reason of Call / Intervention (Analysis of category and sub-category)
 - Status of SRs (Closed / Open / Working / Under Approval) and reason of SRs not getting closed

Note: If any specific intervention / policy level work is going on / something to highlight (Example: 80% are the Maintenance-related cases)
 - **Pension:** {From Inbound Call Register and Ticket Report}
 - Total Number of Calls received, FTRs & SRs raised
 - Demographic Information of the elderly (Gender, Age)
 - Month-wise trend of calls and SRs
 - Reason of Call / Intervention (Analysis of category and sub-category)
 - Status of SRs (Closed / Open / Working / Under Approval) and reason of SRs not getting closed

Note: If any specific intervention / policy level work is going on / something to highlight (Example- 50% elderly pension is stuck at District Pension Office or major cases were received where pension application is stuck at a corresponding level.)
- **Emotional Support:** {From Inbound Call Register and Ticket Report}
 - Total Number of Calls received, FTRs & SRs raised
 - Demographic Information of the elderly (Gender, Age)
 - Month-wise trend of calls and SRs
 - Reason of Call / Intervention (Analysis of category and sub-category)
 - Status of SRs (Closed / Open / Working / Under Approval) and reason of SRs not getting closed
 - Number of cases closed internally and forwarded to external agencies respectively

- Number of cases closed with one intervention and with more than one intervention

Note: If any specific intervention / policy level work is going on / something to highlight

- **Field Intervention:**

- **Rescue:** *{From Inbound Call Register and Ticket Report}*
 - Total Number of Calls received, FTRs & SRs raised
 - Demographic Information (Gender, Age) and Health Status of the elderly
 - Month-wise trend of calls and SRs
 - Reason of Call / Intervention (Analysis of category and sub-category)
 - Status of SRs (Rescued / Not Rescued / Not available at the location / Not Interested to be Rescued / Others)
 - Rescue Location: District-wise breakup analysis (to analyse HR needs)
 - Number of Follow-ups done
 - Number of Reunion, Relieved from OAH, Deceased, Left on their own and Presently at the OAH cases
 - Any specific qualitative highlight / observation
- **Abuse:** *{From Inbound Call Register and Ticket Report}*
 - Total Number of Calls received, FTRs & SRs raised
 - Month-wise trend of calls and SRs
 - Demographic Information (Gender, Age) and Health Status of elderly (victim)
 - Demographic Information (Gender, Age) of abuser
 - Relationship between victim and abuser
 - Reason and Types of Abuse
 - Intervention Level: Number of SRs handled at the FRO-level / RDO / Police / Maintenance Tribunal / Others
 - Status of SRs (Closed / Open / Working / Under Approval) and reason of SRs not getting closed (Example: open at Maintenance Tribunal, Police Station)
 - Any specific qualitative highlight / observation

- **Maintenance and Welfare of Parents and Senior Citizens (MWPSA) Act 2007:**

- Percentage of Legal / Abuse cases falling under MWPSA Act
- Percentage of SRs Closed

- Percentage of SRs Pending and reasons thereof, example, pending at RDO / Maintenance Tribunal / Collectorate / Police Station, etc.
- On-ground Challenges faced by Field Team
- **Quality Management:** (*month-wise*)
 - Number of Audits conducted (SR and Calls)
 - Three major Training Needs Identified, from SR and Call Audits
 - Number of sessions of On-Call Learning / Calibration Session undertaken
 - Feedback Calls Remarks – Satisfaction Percentage
 - Average Audit Scores for COs and FROs
- **Ecosystem Building:**
 - List of Stakeholders of the Program
 - Number of new Partnerships done (OAH, etc.)
 - Number of Awareness Programs conducted
 - Any other Program / Stakeholder Meeting / Visit Conducted
 - Details of Addition / Updation / Verification of Knowledge Bank data
- **Case Study:**
 - Minimum one Case Study from each of the four broad categories
 - Unique Case Studies should be presented in each report without repeating any Case Study
 - Format is shared in **Annexure XVI**
- **Challenges:** Highlight challenges faced at work, with respect to program, team or any other
- **Best Practices Followed:** Any unique solution for an identified problem to be highlighted
- **Photographs and News:** 4-5 geo-tagged photographs of various activities (Rescue, Outreach, Meeting, etc.) and newspaper clippings or online news updates about Elder Line activities done in the State / UT.

5.3. Annual Performance Report (APR)

- **Cover Page:**
 - Logo of Elder Line 14567
 - Name of the State / UT
 - Reporting Financial Year 20XX-XY

- Logo of the Ministry of Social Justice & Empowerment (MoSJE), National Institute of Social Defence (NISD), State / UT Govt. Dept. and Implementation Organization(s)
- **About the Program:**
 - Launch Date (Operational and / or Official) and details
 - Highlights of the reporting year
- **Call Classification:** Details since inception to end of the reporting financial year-related data from CRM is mentioned in brackets
 - Total Calls received from launch (Quarter-wise) *{All calls from Inbound Call Register except Call Transfer}*
 - Actionable Calls (Quarter-wise) *{All calls from Inbound Call Register except Call Transfer and Outbound Call Register of Inbound Service, filter Call Type “Outbound”}*
 - Non Actionable Calls (Quarter-wise) *{All calls from Inbound Call Register except Call Transfer and Outbound Call Register of Inbound Service, filter call type “Outbound”}*
 - Unique Callers (Quarter-wise) *{Unique Number to be picked from Customer Id}*
 - Repeat Callers (Quarter-wise) *{Filtering out Duplicate Customer Ids from Ticket Report}*
 - FTRs (Quarter-wise) *{Ticket Report}*
 - SRs (Quarter-wise) *{Ticket Report}*
- **Demographic Information:**
 - Age of the Callers *{From Galaxy Dump Report on Unique Callers}*
 - Gender of the Callers *{From Galaxy Dump Report on Unique Callers}*
 - Health Status of the Elderly *{From Galaxy Dump Report on Unique Callers}*
 - Living Situation of the Elderly *{From Galaxy Dump Report on Unique Callers}*
 - Pension Availed *{From Galaxy Dump Report on Unique Callers}*
 - Geographic Location of the Elderly *{From Galaxy Dump Report on Unique Callers}*
 - Caller Description: How many calls were from the elderly themselves / relatives / children / others (category-wise description) *{From Galaxy Dump Report on Unique Callers}*

These can be represented through Tabular or Graphical format. Also add quantitative as well qualitative analysis to the above.

- **Intervention Areas:** Describe the five categories of intervention and sub-categories (as applicable) with quarter-wise number of calls and overall percentage, i.e., Information, Guidance, Emotional Support, Field Intervention and Others. A pie chart on percentage of each of calls of each types versus total calls
- **Information:** *{From Inbound Call Register and Ticket Report}*
 - Total Number of Calls received, FTRs & SRs raised
 - Demographic Information of the elderly (Gender, Age)
 - Month-wise trend of calls and SRs
 - Reason of Call / Intervention (Analysis of category and sub-category)

This analysis can be described through tabular and graphical format
- **Guidance:**
 - Description of Guidance Services
 - Total Number of Calls received under Guidance Category
 - **Legal:** *{From Inbound Call Register and Ticket Report}*
 - Total Number & Percentage of Calls received, FTRs & SRs raised
 - Percentage and Number of Calls regarding existing cases that could not be entertained by Elder Line
 - Demographic Information of the elderly (Gender, Age)
 - Month-wise trend of Calls and SRs
 - Reason of Call / Intervention (Analysis of category and sub-category)
 - Status of SRs (Closed / Open / Working / Under Approval)
 - Number of SRs open at which level (CO, Legal Guidance, Maintenance Tribunal, Police Station, Others)
 - Qualitative and Quantitative Analysis
 - Major challenges observed by the Field Team

Note: If any specific intervention / policy level work is going on / something to highlight (Example: 80% are the Maintenance-related cases)
 - **Pension:** *{From Inbound Call Register and Ticket Report}*
 - Total Number & Percentage of Calls received, FTRs & SRs raised
 - Percentage and Number of Calls regarding existing cases that could not be entertained by Elder Line
 - Demographic Information of the elderly (Gender, Age)
 - Month-wise trend of Calls and SRs
 - Reason of Call / Intervention (Analysis of category and sub-category)

- Status of SRs (Closed / Open / Working / Under Approval)
- Number of SRs open at which level (Elder Person, Pension Office, Others)
- Qualitative and Quantitative Analysis
- Major challenges observed by the Field Team

Note: If any specific intervention / policy level work is going on / something to highlight (Example- 50% elderly pension is stuck at District Pension Office or major cases were received where pension application is stuck at a corresponding level.)

- **Emotional Support:** *{From Inbound Call Register and Ticket Report}*

- Total Number of Calls received, FTRs & SRs raised
- Number & Percentage of cases closed internally and forwarded to external agencies respectively
- Status of SRs (Closed / Open / Working / Under Approval) and reason of SRs not getting closed
- Number & Percentage of cases closed with one intervention and with more than one intervention
- Demographic Information of the elderly (Gender, Age)
- Month-wise trend of calls and SRs
- Reason of Call / Intervention (Analysis of category and sub-category)
- Qualitative and Quantitative Analysis
- Major challenges observed

Note: If any specific intervention / policy level work is going on / something to highlight

- **Field Intervention:**

- **Rescue:** *{From Inbound Call Register and Ticket Report}*
 - Total Number of Calls received, FTRs & SRs raised
 - Status of SRs (Rescued / Not Rescued / Not available at the location / Not Interested to be Rescued / Others)
 - Number of Reunion, Relieved from OAH, Deceased, Left on their own and Presently at the OAH cases
 - Month-wise trend of calls and SRs
 - Demographic Information (Gender, Age) and Health Status of the elderly
 - Rescue Location: District-wise breakup analysis (to analyse HR needs)

- Month-wise trend of Rescue versus Reunion
- Any specific qualitative highlight / observation
- Any other challenges in the Rescue and Follow-up process

The above can be described in a graphical format with few lines of qualitative analysis

○ **Abuse:** {From Inbound Call Register and Ticket Report}

- Total Number of Calls received, FTRs & SRs raised
- Number & Percentage of SRs status-wise (Closed / Open)
- Number of SRs which have been reopened after Follow-up
- Month-wise trend of calls, FTRs and SRs
- Demographic Information (Gender, Age) and Health Status of elderly (victim)
- Demographic Information (Gender, Age) of abuser
- Relationship between victim and abuser
- Reason and Types of Abuse
- Intervention Level: Number of SRs handled at the FRO-level / RDO / Police / Maintenance Tribunal / Others
- Status of SRs (Closed / Open / Working / Under Approval) and reason of SRs not getting closed (Example: open at Maintenance Tribunal, Police Station)
- Any specific qualitative highlight / observation
- Any other challenges in the Abuse and Follow-up process

The above can be described in a graphical format with few lines of qualitative analysis

• **Maintenance and Welfare of Parents and Senior Citizens (MWPSA) Act 2007:**

- Percentage of Legal / Abuse cases falling under MWPSA Act
- Percentage of SRs Closed
- Percentage of SRs Pending and reasons thereof, example, pending at RDO / Maintenance Tribunal / Collectorate / Police Station, etc.
- Trends observed in the pattern of SRs
- On-ground Challenges faced by Field Team

• **Quality Management:** (month-wise)

- Number of Audits conducted (SR and Calls)
- Three major Training Needs Identified, from SR and Call Audits

- Number of sessions of On-Call Learning / Calibration Session undertaken
- Feedback Calls Remarks – Satisfaction Percentage
- Average Audit Scores for COs and FROs
- **Ecosystem Building:**
 - Total Number of Awareness or Outreach Programs conducted (month-wise)
 - Total Number of Stakeholder Meetings conducted (month-wise)
 - List of Awareness Sessions conducted (Type, Number of Attendees [Elderly, Non-elderly], Districts)
 - Number of new Partnerships done (OAH, etc.)
 - Any other Program / Stakeholder Meeting / Visit Conducted
 - Details of Addition / Updation / Verification of Knowledge Bank data
- **Case Study:**
 - Minimum one Case Study from each category from the seven aspects: Information, Guidance (Legal, Pension and Maintenance), Emotional Support, Field Intervention (Rescue and Abuse). Unique Case Studies should be presented in each report without repeating any Case Study
 - Format is shared in **Annexure XVI**
- **Challenges:** Highlight challenges faced at work, with respect to program, team or any other
- **Best Practices Followed:** Any unique solution for an identified problem to be highlighted
- **Photographs and News:** 4-5 geo-tagged photographs of various activities (Rescue, Outreach, Meeting, etc.) and newspaper clippings or online news updates about Elder Line activities done in the State / UT
- **Testimonials / Experience of two or three staff members.**

5.4. Submission of Reports

Progress Report needs to be worked on a MS Word file in A4 size and its converted PDF file need to be submitted. In case states use any creative website / software to prepare the Progress Reports, then they can submit the Progress Reports in PDF format of A4 size. Other formats such as copy paste of JPG, PPTs will not be accepted and shall be asked to be prepared again and resubmitted.

All Progress Reports need to be submitted over email as per the said timelines to nisd.elderline@gmail.com, elderline-india@gov.in, respective State / UT Govt. Dept. and a copy to nia@tatatrust.onmicrosoft.com with the subject line “Monthly / Quarterly / Annual Report: <Reporting Month and Year>: <Name of State / UT>” (Example - Monthly Report: October – December 2022: Delhi).

Chapter 6: Software & Hardware Verification for seamless experience of Connect Centre

6.1. Daily ICT Health Checks

There are a set of basic checks, which are required to be done every day by the IT Lead of every State / UT Elder Line. These are listed below in a comprehensive manner for the convenience of IT Leads:

Primary & Secondary Internet Lease Line (ILL) Status: State / UT IT Lead need to check both ILL status using firewall monitoring and Ping Commands. Report to respective Service Providers if facing any problem. Keep the Escalation Matrix readily available.

Primary & Secondary SIP / PRI Status: IT Lead should verify both SIP / PRI status by logging-in into the server and using basic monitoring commands. Conduct troubleshoot work on a standalone system. Verify issue (if any) with TeckInfo team by marking NIA ICT team in communication.

Call Landing from Primary & Secondary SIP / PRI: IT Lead should verify the status by doing test call before operation starts on every day. Keep record of call landing time and check voice quality. Also monitor the switchover time.

Inter-State & Internal Call Transfer: While checking status of Call Landing from SIP / PRI, IT Lead should check call transfer feature as well. Check whether the call gets transferred from both SIP / PRI. Report to respective Service Providers if facing any problem. Keep the Escalation Matrix readily available.

Software Checks: IT Leads needs to check software components like SMS features, CRM Campaign, Call Recording and its count. Antivirus should be updated. Please test SMS / Notification and also SMS template and characters.

Hardware Checks: Before starting day operations, IT Lead must check hardware like AC, UPS and verify Server Room Hygiene. Send geo-tagged photograph of the Server Room Hygiene. Note down the room temperature every day. Verify all parameters of hardware checks and maintain logs.

Form for all the above verifications need to be documented daily by 1 PM on the following link: <https://forms.office.com/r/sMLpMm2N6Q> and geo-tagged photos be sent to elderline-ict@gov.in

6.2. Service Validation Checks Report

- IT Leads need to check whether short code 14567 and respective toll-free Number of State / UT is working fine from all locations and from all major providers for Primary SIP / PRI.
 - Dial local calls on short code 14567 from each Service Provider;
 - Check incoming and outgoing call voice clarity;
 - Check on different locations for different Service Providers;
 - Make a report for call routing issue that was observed;
 - If facing any call connecting issue, escalate to respective Service Providers. Maintain the Escalation Matrix of all Service Providers.
 - For Short Code mapping issue, check with respective Service Provider and inform NIA ICT team about it on elderline-ict@gov.in
- Checking short code 14567 and toll free number mapping on Secondary PRI / SIP:
 - Disable Primary SIP / PRI and shift to Secondary SIP / PRI;
 - After switchover to Secondary SIP / PRI, dial local calls on short code 14567 from each Service Provider;
 - Check incoming and outgoing call voice clarity;
 - Check on different locations for different Service Providers;
 - Prepare the Service Validation Check Report for it;
 - Complain to the concerned team if short code 14567 and toll-free number is not working after fail over.
- The Service Validation Report needs to be submitted twice in a month (i.e., on 5th and 20th) on email to elderline-ict@gov.in with relevant observations and remarks. One report has to be on Primary SIP / PRI while the second report needs to be on Secondary SIP / PRI.

6.3. Local ICT Ticket Report

- IT Leads should raise ticket to nisdsupport@teckinfo.in for any CRM or web console-related issues. But before raising tickets, IT Leads should do basic troubleshooting. Do copy NIA ICT team (elderline-ict@gov.in) on such communications. Resolution Logs should be sought from TeckInfo team regarding issues of knowledge database.

- IT Leads should maintain ticket reports that raised locally as well as with TeckInfo and submit to elderline-ict@gov.in on every Monday by 01.00 PM. In case there are no tickets in the previous week, the IT Lead should inform NIA ICT Team over email.
- IT Leads must attend all NIA ICT Training Sessions conducted every Wednesday for Tickets and Reports Review. Queries or doubts should be communicated before training session starts.

6.4. ICT Infrastructure Maintenance

IT Leads must check ICT Infrastructure and Security Policies. Following is an illustrative list:

Table 12: Illustrative List of ICT Infrastructure & Security Policy Checks

Description	Points to Check
Firewall Access	Check whether firewall is accessible through web with default ports like 80, 443, etc.
	Check whether firewall is accessible through Telnet (Port23) and SSH (22) ports
Firewall: WAN Link Load Balancing / Failover	Remove ILL-1 and check whether services are working
	Remove ILL-2 while ILL-1 is connected and check whether services are working
WAN Link Failure Detection using remote IP (Gateway) PING	Remove only fibre connection to Service Provider Equipment / MODEM and see whether firewall detects link failure for that WAN interface and switch traffic to alternative link
Web Filtering	Check whether unwanted website content, adult content, game gambling, job sites, torrent, social media, etc. are blocked or not
User MAC Binding / MAC Registering	Check whether any unknown device can be connected to network and access local network / internet
VLAN separation	Check whether SIP Server (Telephony Server) and users are in different virtual LANs
Firewall Restart Check	Restart firewall and check whether all services started automatically
Firewall Backup	Check whether backup has been taken and stored outside

Description	Points to Check
Email Alert Configuration in Firewall	Check whether email alert sent by firewall when any WAN interface is down
Check for latest firmware	Check whether firewall is upgraded to latest firmware
Check Password Policy for Firewall and Desktops	Check whether Password Policy is implemented in Firewall and Desktops
Telephony Server Access	Check whether you can access Telephony Server from public internet
PRI / SIP TRUNK - Failover Test	Remove / disable PRI-1 / SIP-1 and check whether calls are landing to Telephony Server
	In case of SIP Trunk, we can unregister TRUNK from Telephony Server
Telephony Server - Restart Test	Restart Telephony Server with shutdown / restart command
	Check whether all services came up automatically and calls are landing to agents
Internet Access to Telephony Server	Ping to internet IP other than NIC IP, it should not reach that IP
Core Switch Restart Test	Restart switch with Power OFF and Power ON buttons, and check whether all services respond properly
Access Switch Restart Test	Restart switch with Power OFF and Power ON buttons, and check whether all services respond properly
UPS Testing	Turn OFF RAW Power and see if there is any interruption in power supply to all systems and servers
Desktop - External Storage Devices	Connect USB device and try to copy data from USB to Desktop and vice versa
Desktop - Internet Access	Try to open some of websites like YouTube, Facebook, https://www.cartoonnetworkhq.com/games etc.
Desktop - Screen Lock	Test whether Screen Lock / Windows Login is protected with password

Description	Points to Check
Structured Cabling Testing	Check labelling for each and every cabling done for ICT Infra

6.5. Auto Failover / Conditional Call-Forwarding Process: Points to be verified by IT Lead

1. Check both Primary and Secondary SIP / PRI and ILL status
 - 1.1. Do a test call on short code 14567 and toll-free number. Check Incoming, Outgoing voice clarity;
 - 1.2. Do a test call on Secondary SIP / PRI Pilot Number. Check Incoming, Outgoing voice clarity.
2. Take off primary PRI/SIP connection
 - 2.1. After disabling Primacy SIP / PRI, check working status of Secondary SIP / PRI;
 - 2.2. Use following command to check working status of Secondary PRI / SIP:
 - 2.2.1. SIP show registry
 - 2.2.2. SIP show peers
 - 2.2.3. PRI show spans
 - 2.3. After disabling Primary SIP / PRI, please call on short code 14567 and toll free number for State / UT;
 - 2.4. Note down time taken for switchover to Secondary SIP / PRI;
 - 2.5. Check Incoming, Outgoing voice clarity;
 - 2.6. If auto-failover is not working, immediately raise a complaint to respective Circle BSNL and Central BSNL Corporate Teams.
3. Check short code and toll-free number mapping after failover (on Secondary SIP / PRI):
 - 3.1. Try local calls on short code 14567 from each Service Provider;
 - 3.2. Check Incoming, Outgoing Call voice clarity;
 - 3.3. Check on different locations and Service Providers;
 - 3.4. Make Service Validation Check for it;
 - 3.5. Raise a complain to respective Service Provider teams if short code and toll-free number are not working after failover.
4. Restore primary SIP / PRI:
 - 4.1. Connect Primary SIP / PRI again;
 - 4.2. Follow the procedure from 3.1 to 3.5 again.

5. *Frequency*: Please do the activity of auto failover atleast once every month after working hours.

6.6. Internet Leased Line (ILL) Failover Process

1. Check both ILL status
2. Check ILL WAN Load Balancing and Link Failover Configuration status
 - 2.1. Alert mechanisms for ILL failure which is configured in firewall;
 - 2.2. Configure email alert notification for failure.
3. Remove Primary ILL connections and verify if operations working fine on Secondary ILL
 - 3.1. Check internet status and speed on web and on firewall;
 - 3.2. Check whether calls are landing on CRM or not.
4. If operations are not working on Secondary ILL, then check with concerned team immediately.
 - 4.1. Check with respective Service Provider and inform NIA ICT team;
 - 4.2. Need to check Port Forwarding Status in firewall;
 - 4.3. Check if NIA Application IP is added in source and ports are mapped;
 - 4.4. Check IP Whitelisting Status and also if ports are open or closed.
5. After checking failover, roll back to Primary ILL:
 - 5.1. Check internet status and speed on web and on firewall;
 - 5.2. Check if calls land on CRM.
6. *Frequency*: Please do the activity of auto failover atleast once every month after working hours.

Process for troubleshooting common issues by IT Leads are mentioned in **Annexure XVII**.

Annexure I: Technical Details of Connect Centre

Connect Centre part of Elder Line comprises of infrastructure with technology-backed software, resources for call handling and updating knowledge repository.

Connect Centre: A centre for handling calls relating to senior citizens, with all the necessary infrastructure for call recording, analysis, and follow up, with database of information relevant to the elderly, and other technology for effectively supporting the callers. In common parlance, this is a ‘Call Centre’, but since here the COs connect with the senior citizens, it is called as “Connect Centre”. The Connect Centre can handle all the calls relating to Information, Counselling and Guidance, Resource Linkage, Follow-up calls, and other telephonic assistance.

Infrastructure: Connect Centre office space should keep the following points in consideration:

- Office space must have a reception, a room for handling calls, a training room and a server room;
- Décor of the place should reflect hope, positivity and related “IEC” elements;
- Have an elder-friendly empathetic approach;
- The office space should be scalable based on future needs.

Technology: Necessary technological requirement has to be made available at the Connect Centre.

Server Hardware: (Required below servers for Call Centre)

- PBX Server
- Desktops and Laptops
- External Storage (To keep Backup)

The Application Server and Database Server has to be accessible from NIC Cloud.

Software:

- Computer telephony interface and Contact Centre Solution, with ability to collect feedback, analysis of calls, analytics-related to the calls;
- CTI;
- ADailer;
- MySQL;
- SMS / MAIL application;
- MS Office for laptops;
- Desktop Antivirus;
- Server Antivirus.

In case of Elder Line, M/s TeckInfo Solution Pvt. Ltd. has developed X-lite in CO Desktops to receive calls from Server. They also provide the agent licenses.

Network Devices:

- Firewall to manage entire office;
- One (Cisco 24 Port) Switch for Connect Centre based on seating.

Other:

- Two SIPs / PRIs with each having 30 Channels – both from BSNL but taken from different locations so that in case one goes down the other can be used and there is no disruption in service;
- Two Internet Leased Lines (10 MBps or more) – one as primary and the other as a backup.

Annexure II: Job Description of Elder Line Human Resources

HR Structure:



**Number of FROs, COs and their respective Team Leads will depend on the size of the State / UT (number of districts) and the number of senior citizens in the State / UT.*

Job Description of Project / Program Manager (PM):

A) Educational Qualifications:

- PG or equivalent in fields of Healthcare / Humanities / Social Sciences / Management or PGDM in Rural Management / Community Development / Social Work.

B) Work Experience:

- Minimum 10 years of management experience at various levels working with field-based staff to ensure timely and efficient program implementation for State / National NGO;
- Proven experience of handling projects involving linkages with NGOs, National / State / local organizations and government;
- Preferably experience on working with elderly focused programs in partnership with Government, local NGOs or CBOs;
- Experience in working as Program Manager in any State / National-level programs not less than two years' desirable.

C) Skills Required:

- Fluency in English, Hindi and local language(s) with excellent verbal and written communication;
- Experience of quality reporting and documentation;
- Decision making;
- Prior experience working in teams in a leadership role;
- Experience with training and capacity building is highly desirable;
- Ability to travel frequently within the State / UT / country to learn and adopt new practices;
- Ability to prioritize, organize and carry out multiple tasks efficiently under pressure and with little supervision;
- Ability to accept supervision.

D) Roles & Responsibilities:

- Ensure adoption of effective team management approaches across the organization, building synergies and talents across teams and individuals to ensure high quality achievements and results;
- Working closely with the State-level government officials, allied departments, State-level Senior Citizens Welfare Committee and the Management and Executive teams;
- Organizing review meetings with Management and Executive teams in monthly, quarterly, half-yearly and annually on the performance in the development of the program;
- Improving Professional Skills, Capacity and Team Cohesion for Management and Executive teams to strengthening them;
- Taking effective measures in popularizing Elder Line and its services and toll-free number;
- Ensure monitoring the performance by getting daily, monthly work done reports by utilizing dashboard tools, etc.;
- Ensure that team members bring their individual skills, expertise and competencies to form a cohesive and supportive team to achieve goals and objectives in an accountable manner;

- Assume line management of Field, Connect Centre, Communication, IT, Human Resource (HR) and Finance;
- Make significant contributions to the quality and quantity of institutional partnerships and partnerships with government;
- Identifying the problems in the implementation of the program and addressing them.

Job Description of Information Technology Leader (ITL)

A) Educational Qualifications:

- Graduate with experience in handling IT / MIS

B) Work Experience:

- Experience of working in the same field for not less than two years

C) Roles & Responsibilities:

- Software Professional with an overall three years on production support engineer in LINUX, UNIX environment, especially VOIP technology with ASTERISK PBX server with installation, dial plan configuration, maintenance;
- Controlling and evaluating IT and electronic data operations, configure antivirus software to ensure safety of the hardware and software;
- Monitor the performance of the Servers and computer systems and address issues as they arise;
- Managing information technology and computer systems;
- Plan, organize, control and evaluate IT and electronic data operations;
- Design, develop, implement and coordinate systems, policies and procedures;
- Identify problematic areas and implement strategic solutions in time;
- Excellent knowledge of technical management;
- Information analysis and computer hardware / software systems;
- Installing and configuring software, hardware and networks;
- Monitoring system performance and troubleshooting issues;
- Develop expertise to train staff on new technologies;

- Build an internal wiki with technical documentation, manuals and IT policies;
- Familiarity with various operating systems and platforms.

Job Description of Field Response Leader (FRL)

A) Educational Qualifications:

- Any PG / Masters in Social Work / Social Sciences / MBA / PGDM in Rural Management / Community Development / Social Work.

B) Work Experience:

- Experience in working as Program Manager in any State-level program not less than two years;
- Five years of management experience at field-level working with field-based staff to ensure timely and quality program implementation for State-level NGO;
- Experience of working in projects involving linkages with NGOs and government;
- Preferably experience on working with elderly focused programs in partnership with Government, local NGOs or CBOs.

C) Skills Required:

- Fluency in English, Hindi and local language(s) with excellent verbal and writing skills;
- Experience of quality reporting and documentation;
- Should have vast knowledge about working State / UT;
- Prior experience working in teams in a leadership role;
- Experience with training highly desirable;
- Ability to travel frequently within the State / UT;
- Ability to prioritize, organize and carry out multiple tasks efficiently under pressure and with little supervision;
- Ability to accept supervision.

D) Roles & Responsibilities:

- Ensure working closely with the Project Director, PM, CCTL, QL, other FRL for better results;
- Coordinating with internal officials and external officials like Government, NGOs and other organizations for partnership building;
- Maintaining a close relationship with Government officials, NGOs and other associations for effective implementation of the program;
- Monitoring the performance of the teams for implementation of the program;
- Conducting combined and individual team meetings, review the work done by the teams;
- Identifying the backlogs of the teams and providing solutions to improve the performance;
- Closely observing the developments / issues in the lives of elders or society and accordingly preparing and assigning the work to the teams with compliance of higher management;
- Playing an effective role in connecting the field teams with government officials, NGOs, etc.;
- Ensure daily, weekly and monthly reports through dashboard;
- Represent field team in review and share feedback with the team wherever required;
- Maintain field roster and allot work to all the members.

Job Description of Connect Centre Team Leader (CCTL)**A) Educational Qualifications:**

- Any PG / MBA / BE / B. Tech or equivalent course and related course on handling customer relationship;
- More education or diploma to handle helpline in a related field may be preferred.

B) Work Experience:

- Experience in working as Program Manager in any State-level program not less than two years;
- Proven experience as Call Centre Manager or similar position for five years;

- Experience of working in projects involving linkages with NGOs and government;
- Preferably experience on working with elderly focused programs in partnership with Government, local NGOs or CBOs.

C) Skills Required:

- Fluency in English, Hindi and local language(s) with excellent verbal and writing skills;
- Proficient in MS Office and Call Centre Equipment / Software Programs;
- Strong coaching and leadership skills, ability to motivate employees;
- Proficiency with the necessary technology, including computers, software applications, phone systems, etc.;
- Strong communications and presentation skills;
- Experience of quality reporting and documentation;
- Experience with training highly desirable;
- Ability to travel frequently within the state;
- Ability to multitask and remain calm under pressure, especially during peak hours or intense situations.

D) Roles & Responsibilities:

- The person will be responsible for managing the operations of the Connect Centre;
- Hiring, training, coaching, and leading COs as they provide support for callers;
- Conducting combined and individual team meetings, review the work done by the teams;
- Leading team meetings, asking questions to better understand the calls COs are receiving, educating and coach COs regarding processes and practices, and explain expectations to COs;
- Preparing reports and analysing Connect Centre data to improve processes, ensure resources and properly allocated, and maximize efficiency and caller satisfaction;
- Ensure working closely with Project Director, PM, FRL, QL, other CCTL for better results;
- Ensure daily, weekly and monthly reports through dashboard;
- Manage roster of COs as per guidelines and call load;

- Plan and implement overall call strategy.

Job Description of Quality Leader (QL)

A) Educational Qualifications:

- Masters / Graduation in any field

B) Work Experience:

- Experience in working as a QL in any Call Centre Operations not less than two years;
- Experience of working in Call Centre Operations not less than five years.

C) Skills Required:

- Fluency in English, Hindi and local language(s) with excellent verbal and writing skills;
- Proficient in MS Office and efficient in preparing quality PPTs, Reports and Documentation;
- Strong coaching and leadership, ability to motivate employees;
- Proficient with necessary technology, computing and software application skill and phone systems, etc.;
- Strong communications, telephonic etiquette and presentation skills;
- Experience with training highly desirable;
- Listening skills;
- Patience and politeness with elderly persons;
- Ability to multitask and remain calm under pressure, especially during peak hours or intense situations.

D) Roles & Responsibilities:

- QL is responsible for call quality monitoring, identifying the areas where COs require strengthening and designing a continuous training plan to ensure COs delivers 100% Call Quality;

- Organizing team sessions or individual sessions to addressing and improving the quality and performance;
- QL is responsible to improve quality of services with 100% accuracy and 100% caller satisfaction by proving to the team;
- The person will be required to check the quality of the calls (inbound and outbound) managed by the COs and guide the team accordingly;
- The person will be required to monitor the performance parameters and work towards the improvement of the same;
- Responsible for SR Evaluation, the scoring process for each attribute, Training Need Identification and learning initiative to ensure FROs deliver 100% quality;
- Any other jobs assigned by the higher management as per exigencies of work.

Job Description of Field Response Officer (FRO)

A) Educational Qualifications:

- Masters or Graduation in any field with interest in Social Work

B) Work Experience:

- Experience in working at district / regional-level in any of the Government or NGO;
- Two or more years in field with strong understanding on needs of elders preferred;
- Freshers are welcome if found bright, but for not more than 25% of positions.

C) Skills Required:

- Excellent people skills;
- Empathy;
- Listening skills;
- Patient and politeness with elders;
- Relationship and rapport building;
- Ability to liaise with various departments of Government and NGOs;
- Closure orientation;
- Coordination skills;

- Fluency in English / Hindi and local language(s) with excellent verbal and writing skills.

D) Roles & Responsibilities:

- Interaction with elderly persons on Elder Line and support system;
- Person is required to conduct awareness camps or meetings with all departments to create safe and happy environment at all levels for elderly;
- Coordination and advocacy with Senior Citizen Associations and community groups of expanding their services and supporting during abuse and rescue of needy elderly;
- Person will be required to provide physical support during abuse and rescue tickets;
- Persons will be required to coordinate with concerned official or person to support the elderly who ever calls to Elder Line;
- Person will be required to interact and liaison with the government officials and other stakeholders to resolve challenges faced by the elderly;
- Person will be required to interact and liaison with resource persons and resource organisations that can provide services to the elderly, assess them for quality, enlist them as resource providers;
- Person will be an important link between the Connect Centre on one-hand and elderly persons, community, NGOs, resource providers and Government officials of concerned departments on the other hand;
- Person is responsible for preparing all necessary documents related to rescue or abuses cases;
- Person is required to collect and share success stories, case studies or media clippings for monthly report documentation;
- Person is required to create awareness, strengthen youth groups and other volunteer service groups to create abuse free environment for elderly;
- The person required to contribute updating the information to Knowledge Bank from time to time;
- The person required interacting and guiding OAH In-charge, staff on standards of OAH, and elderly care;
- The person required to educate the OAH staff in registering OAH to senior citizen website and updating regularly whenever needed;

- The person may identify and link with local sources to improve facilities and infrastructure at OAHs with prior permission and approval from reporting authority;
- The person required to identify elder champions and youth groups at ground level and refer them for strengthen towards elder care;
- Person required representing the organisation during professional events;
- The person has to attend any other task assigned by the organizational reporting authority based on the project demand.

Job Description of Call Officer (CO)

A) Educational Qualifications:

- Any Masters / Graduation in Counselling / Psychotherapy / Geriatrics / Social Work

B) Work Experience:

- Three years' experience in working at any of the Response Systems / Health Emergency Connect Centre / other call centre, preferably counselling experience or working with the elderly;
- Freshers are welcome if found bright, but for not more than 50% of positions.

C) Skills Required:

- Excellent communication skills;
- Counselling;
- Telephone etiquette;
- Empathy;
- Listening skills;
- Patience and politeness with elderly persons;
- Decision making;
- Relationship building;
- Fluency in English, Hindi and local language(s).

D) Roles & Responsibilities:

- Person will be responsible for responding to the calls made by the elderly to the Elder Line number;
- Person will be responsible to assess the genuine / serviceable calls;
- Person will be required to ask the right questions to validate the calls, understand the requirements of the elderly persons and respond appropriately;
- Persons will be required to coordinate with concerned official or person to support the elderly who ever calls to Elder Line;
- Person will be required, to coordinate with the field teams where field intervention is required and follow up for closure of action;
- Person will be required to create appropriate documentation, protocols, processes etc. for effectively handling the requests;
- Person will be required to generate necessary reports and case studies regarding the calls.

Annexure III: Induction and Capacity Building Schedule

Generic Capacity Building sessions cater to all the team members. In addition, specific inputs to Team Leaders are provided in various phases of Capacity Building. Details are as follows:

A. Generic Capacity Building Schedule:

No.	Session Name	Topics Covered
01	General Introduction	Introduction to the program, Elder Line, about the project, expectations, Mission and Vision
02	Domain Introduction	Introduction to Ageing / Concepts of Ageing, Ageing Population
03	Domain Training	Communication with Older Person
04	Domain Training	Grand Flow and Concepts on Information of Old Age, Homecare Giver, Activity Centre, Physiotherapy, Hospitals
05	Concepts of Field	Understanding of Abuse and handling Abuse cases
06	Concepts of Field	Understanding of Recue and handling Rescue
07	Concepts of Field	Collaborating and garnering support from partners, Institutions such as Hospitals, Police stations, Lawyers and other professionals
08	Doctor Session	About General Health Issues of elderly, understanding of Dementia and Alzheimer
09	Functional	Understating of Quality and importance of Quality
10	Domain Training	Concept of MWPS Act 2007, Legal Aid Clinics, PLVs and other legal support, Will
11	Domain Training	Schemes for elders in respective State / UT and nation
12	Active Listening	• What is listening • Hearing versus Listening • Six stages in the listening process

No.	Session Name	Topics Covered
13	Active Listening	• Recap • Types of Listening • Behavioural traits to become an effective listener • Active listening tips • How to manage barriers in listening
14	Telephone Etiquette	• How to greet • Identifying • Transferring • How to address Emotions • Identifying emotions • PICTURE (Pitch, Inflection, Courtesy, Tone, Understanding, Rate, Enunciation)
15	Establish Rapport	• Elements of Rapport • How to build and maintain rapport • Pacing and leading • Rapport Puzzle
16	The Art of Questioning	• Why questions? • Methods of asking questions • Types of questions
17	Counselling	• What is counselling? • Types of counselling • Why counselling? • The process of counselling
18	Counselling	• Qualities of an effective counsellor • Sympathy versus empathy • Situations of empathy and sympathy • How to be non-judgmental • Genuineness • Self-disclosure
19	Recap and Assessment	Recap of Functional / Domain Training / Report Writing and Case Study and Final Assessment

B. CRM Training:

No.	Session Name	Topics Covered
01	CRM for Connect Center Team	• Introduction to Xlite • Configuring and using Xlite: Inbound and Outbound • Working on CRM for various SR types • Open, Close and Edit requests and transfer to various stakeholders • Sending SMS and alerts
02	CRM for Field Team	• Introduction to CRM • Inbox, verifying and updating SR and closure of SR • FRO Tracker Updation

C. Training for Connect Center Team Lead:

No.	Session Name	Topics Covered
01	• Queue Management • Roster Management	• Managing Queue System • Planning and Monitoring Roster
02	• Daily Activity • Team Briefings • Monitoring Calls	• How to efficiently manage the day • When and how to conduct Team Briefings • Method to monitor calls
03	• CRM Reports • CO Performance Evaluation	• How to obtain reports from CRM? • How to manage Performance Evaluation of CO

D. Training for Quality Lead:

No.	Session Name	Topics Covered
01	Introduction to Quality Management and Call Monitor Process	• Discuss QA Roles and Responsibilities • Introduce Call Evaluation Attributes • Usage of CRM Voice Retrieval • Live Call Barging on CRM and monitoring a call on CRM

No.	Session Name	Topics Covered
02	Coaching Process and Practice Sessions	• Introduce various coaching methods • Practice Call Monitoring, Calibration & Learning Sessions • Dashboards
03	SR Monitoring	• Discuss SR Evaluation Attributes • Usage of CRM to retrieve SR dump
04	Feedback	• Discuss Training Need Identification Process & Dashboard • Practice One-on-One Quality Feedback
05	Assessment	15 to 20 question Final Assessment on Google Forms

E. Training for Field Team Lead:

No.	Session Name	Topics Covered
01	Ecosystem Building	• Building Knowledge Bank • Coordinating with various stakeholders • Overseeing outreach
02	SR Monitoring	Monitoring Abuse and Rescue SRs
03	Monitoring and Evaluation of FROs	Observe closed SRs, provide feedback and monitor adherence to processes

F. Training for IT Lead:

No.	Session Name	Topics Covered
01	Capacity Building	Daily activity, Backups and troubleshooting signing in and out activities

G. Training for Project Manager:

No.	Session Name	Topics Covered
01	Capacity Building	Handling finances, coordinating with State / UT, NIA and NISD

Capacity Building for Role Change / Location Change

The following are the two possibilities where Capacity Building boundaries may be tested:

- a) Employee shifting role within same State / UT Elder Line due to promotion or internal selection to a parallel role;
- b) Employee quitting one State / UT and joining another State / UT either due to transfer or resignation or relocation.

In either possibilities, following set of rules will guide Elder Line team on Capacity Building:

Sl.	Situation	Is retraining required (Yes/ No)	Modules of Training Required
1	Role Change / Location Change - CO→ FRO - FRO→ CO	Yes	Corresponding Connect Centre / Field Module from A and B listed above and Assessment
2	Promotion or Internal Transfer - CO, FRO→ Any leadership role - Lateral movement to any Leadership position	Yes	Corresponding module from among C, D, E, F or G and Assessment
3	3.1. Any designation with a Transfer to any other State / UT or rejoining the same State / UT within Elder Line	Yes, if gap > 30 days	A, B and applicable module from among C, D, E, F or G and Assessment
	3.2. Any Leadership position with a transfer to any other State / UT or rejoining the same State / UT within Elder Line	Yes, if gap < 30 days	Corresponding module from among C, D, E, F or G and Assessment
	3.3. CO or FRO rejoining same State / UT in same role	No, if gap < 30 days	Assessment
4	Any other reason not specified above	Yes	A, B and applicable module from among C, D, E, F or G and Assessment

Post completion of training (as applicable) will entitle creation of new CRM Id or modification of CRM role.

Annexure IV: Sample Roster

Sample Roster for Connect Center:

Calling Officer	Tuesday	Wednesday	Thursday
Calling Officer 1	11:00 - 20:00	11:00 - 20:00	Off
Calling Officer 2	08:00 - 17:00	08:00 - 17:00	08:00 - 17:00
Calling Officer 3	08:00 - 17:00	08:00 - 17:00	Off
Calling Officer 4	11:00 - 20:00	Off	11:00 - 20:00
Calling Officer 5	11:00 - 20:00	11:00 - 20:00	11:00 - 20:00
Total Approved Headcount	5	5	5
STAFFING	5	4	3
Count in Training	1 (CO5)	1 (CO5)	1 (CO5)
Staff Capacity %	100%	80%	60%

Shift	Shift Roster Count	Shift Roster Count	Shift Roster Count
08:00 - 17:00	2	2	1
09:00 - 18:00	0	0	0
10:00 - 19:00	0	0	0
11:00 - 20:00	3	2	2
8 AM to 8 PM Coverage	100%	100%	100%

Planned Leave (EL)	0	0	0
Unplanned Leave (UPL)	0	0	0
Casual Leave (CL)	0	0	0
Comp-Offs (CO)	0	0	0
No Call No Show (NCNS)	0	0	0
Holiday	0	0	0
Half Day (HLF)	0	0	0
Resigned (R)	0	0	0
6 Week-offs per month			
Fixed Week Offs			

Annexure V: Registers, Reports and Documents required at Connect Centre

‘After Office Hour’ Call Record for the Month (MMM/YYYY)

Date	Name of Responsible Leader	Number	Date & Time
DD/MM/YYYY			
DD/MM/YYYY			
DD/MM/YYYY			
DD/MM/YYYY			

S. No.	Leaders’ Name	Number
1		
2		
3		
4		

Sample Attendance Report:

Sl.	Name of Officer	ID	Designation	Date: DD-MMM-YYYY
1	CO 1		Call Officer - NHSC	P
2	CO 2		Call Officer - NHSC	P
3	CO 3		Call Officer - NHSC	P
4	CO 4		Call Officer - NHSC	P
5	CO 5		Call Officer - NHSC	TRNG
6	FRO 1		Field Response Officer - NHSC	P
7	FRO 2		Field Response Officer - NHSC	P
8	FRO 3		Field Response Officer - NHSC	P
9	FRO 4		Field Response Officer - NHSC	P
10	FRO 5		Field Response Officer - NHSC	P
11	FRO 6		Field Response Officer - NHSC	P
12	FRO 7		Field Response Officer - NHSC	P

Sl.	Name of Officer	ID	Designation	Date: DD-MMM-YYYY
13	CCTL		Connect Centre Team Leader	P
14	IT TL		IT Leader	P
15	FRL		Field Response Leader	WO
16	QL		Quality Leader	P
17	PM		Project Manager	P

COs / FROs (Attendance Data)	Count	Code	Explanation
Total Staff Present	12	P	Present
Total Staff on Leave	0	EL	Earned Leave (comment to be added)
Total Staff on Compensatory Offs	0	WO	Week Off
Total Staff on Absenteeism	0	A	Absent from duty
Total Staff on Half day	0	CO	Compensatory Off
Total Staff undergoing Training	1	TRNG	Training
Total Staff on Holiday	0	FIELD	Field Work
Resignation	0	R	Resigned

Call Recording Report for the Month (MMM/YYYY):

Sl.	Date	Call Count	Recording Count	Count of Missing Records
1	DD-MMM-YYYY	23	19	4
2	DD-MMM-YYYY	43	35	8
3	DD-MMM-YYYY	46	41	5
4	DD-MMM-YYYY	48	43	5
5	DD-MMM-YYYY	34	33	1
6	DD-MMM-YYYY	36	32	4
7	DD-MMM-YYYY	49	41	8

Call Dispositions:***For All Inbound, After Office Hours and Manual Calls: Additional CRM Guidelines***

Group	Disposition	Sub-Disposition
Actionable - CO	Covid Support	1. Vaccine Registration Information 2. Hospital Bed Information 3. Test Centres Information 4. Vaccine Registration 5. Vaccination Centre Information 6. Facilities at Vaccination / Testing Centres 7. Ambulance 8. Doctor's Suggestion 9. Plasma Supply Information 10. Oxygen Supply Information 11. Financial Help 12. Food / Groceries 13. Medicines 14. Medicines and Food / Groceries 15. Volunteer 16. Transport 17. Shelter 18. Others
	Emotional Support	Emotional Support
	Enquiry	Enquiry
	Field Intervention	1. Abuse 2. Rescue
	Guidance	1. Pension-related 2. Legal
	Information	1. OAH 2. Care Giver 3. Activity Centre 4. Health-related

Group	Disposition	Sub-Disposition
		5. Physiotherapy 6. EFP
	Others	1. Volunteering 2. Feedback / Suggestion 3. Donation – Monetary 4. Donation – Material 5. Employment 6. SACRED Portal
Non-Actionable - CO	Genuine Request	1. Transferred to Other State / UT 2. Employment 3. Financial Assistance 4. Call from Media 5. Follow-up 6. Concierge 7. Covid-related Support 8. Others
	Non-Genuine Request	1. Request for Call Back 2. Call Not Answered 3. Not related to Elderly 4. Nuisance 5. Prank 6. Test Call 7. Call Drop 8. Child Call 9. Emergency 10. Blank

One-on-One Meeting with Call Officer:

Manager / Supervisor Tools One-on-One Tracking Form

Team Member:

Date: DD-MMM-YYYY

Department:

Time: HH:MM

- Personal Notes:**
1. Discussion of Performance
 2. Ongoing Issues and Challenges
 3. Scope for Improvement

Team Member Update:

- 1.
- 2.
- 3.

Manager / Supervisor Update:

- 1.
- 2.
- 3.

Additional Observations:

- 1.
- 2.

Call Officer Name:

Supervisor Name:

Signature:

Signature:

Annexure VI: Draft Letter Format and Signed Documents for various Stakeholders

1. Partnership with Old Age Homes: Draft letter requesting partnership with Old Age Home for admitting rescued / abused homeless elders. ***This letter has to be handed over to the OAH In-charge after meeting and discussing regarding the Elder Line.***

DD/MMM/YYYY

To,

The Founder / Head / Manager

Name of the Old Age Home

Full Address

State and Pincode

Dear Sir / Madam,

Sub: Partnership for providing a short-term / long-term shelter for homeless and abused elderly persons

This is further to our meeting with your good self and discussions regarding the Elder Line for the elderly being set up by <Name of Implementing Organization> in the <Name of State / UT>. We would like to enter into a partnership with your institution.

As discussed with you, we are working with several stakeholders for accommodating homeless elder person in a safe place on a temporary or permanent basis. We have prepared a draft process for the same and it is enclosed along with the letter. We are also attaching the documentation that we propose to make at various stages of the process.

We would like to request your support in accommodating such elderly persons whom we would bring to your institution. We request you to kindly confirm and finalize the modalities of partnership. Post your confirmation of the partnership, we would also like to request your consent to mention your institution's name in our list of partners.

We would be happy to meet you and provide additional information, if required.

Thanking you,

Yours faithfully,

Name of the Officer

Designation

Email Id

Mobile and / or Landline Number

Enclosures:

- Process for “Care for Homeless Elder Persons”, along with Acknowledgement Form
- Process for Support to Abused Elderly Persons
- Roles and Responsibilities of an Old Age Home in partnership

Roles and Responsibilities of an Old Age Home in partnership:

- i. The OAH to accommodate the homeless elder person requiring temporary shelter. Elder Line representative, along with Police and local volunteers, will bring the elder to OAH.
- ii. The person-in charge at OAH, at the time of arrival of the homeless or abused elderly person to sign the required document and acknowledge admission of the elderly person in the OAH.
- iii. In case the elderly person is to be reunited with the family, the OAH shall discharge the elderly person on receipt of written instruction from designated authority (Police) requesting the same. At the time of discharge, necessary documentation and acknowledgement to be given by the person accompanying the elderly.
- iv. In case of inability to reunite the elderly person with their family, the OAH shall, discharge the elderly person on receipt of written request from designated authority. At the time of discharge, necessary documentation and acknowledgement to be given by the person accompanying the elderly.
- v. The OAH to accommodate the homeless or abused elderly person permanently in their institution in case of failure to reunite with the family.
- vi. The OAH to share a monthly report on the number of residents handled and action taken by the OAH, in an agreed format.
- vii. The OAH to share a monthly report on the services provided by partners of Elder Line for the benefit of the residents and / or the OAH, in an agreed format.

2. Partnership with Police Head of a District / City: Draft letter requesting partnership with Police (Department of Home) in a District / City. *This letter has to be handed over to the Officer after meeting and discussing regarding the Elder Line.*

DD/MMM/YYYY

To,

The Commissioner of Police / Superintendent of Police,

Address, City / District

Name of State / UT

Respected Sir / Madam,

Sub: Partnership for rescue of homeless elderly and support for abused elderly

This is further to our meeting and discussions regarding the Elder Line being set up by the State / UT. We would like to enter into a partnership with the Police Department for rescue of homeless elderly and support for abused elderly persons. A draft process document explaining the rescue process is attached as annexure.

We have also attached the support that we would like to get from Police Department, (name of the District / City) for the above.

We look forward to meeting you and finalizing the process.

Thanking you,

Yours faithfully,

Name of the Officer

Designation

Email Id

Mobile and / or Landline Number

Enclosures:

- Draft Process for Rescue of Abandoned Elderly Persons
- Draft Process for Support to Abused Elderly Persons
- Support requested from the Police Department

Partnership for Rescue of Abandoned Elderly in <name of District / City>:

Support requested from the Police Department

Direct Intervention:

Homeless Elderly:

- In case of homeless elderly, Elder Line representative will call the Police on 100. On receipt of the call, the Police may send across a Patrol vehicle to the spot where elderly is found and support in escorting the elderly to a nearby OAH / hospital / residential place.
- The Police may also help in the necessary paperwork for getting the elderly person discharged from the hospital and / or OAH and either:
 - Handing over the person to the family or relatives, after due verification;
 - Moving the person to any permanent place of shelter.
- The Police may support in tracing the family of the abandoned elderly person by giving necessary instructions to the jurisdictional Police station.

Abused Elderly Person:

- In case of abused elderly person, Elder Line representative will call the Police on 100 and inform about visiting the abused elderly. The Police may place the same on record.
- After due investigation, wherever Police intervention is required, the same will also be communicated to the Police through 100, basis which a Patrol vehicle may reach the required location for necessary enquiry and intervention.

In the above cases, the Police personnel may share the details of the dairy noting and sign the Acknowledgement Form on placing the elderly person in the OAH / hospital / residential place.

Training: In order to successfully implement the process, an orientation for the Police teams, 100 Call Centre staff, may be planned.

Review: Work may be regularly reviewed jointly along with Department of Senior Citizens, to analyse the incidences, and plan and execute remedial measures based on specific trend that may emerge.

3. Partnership with Department of Health: Draft letter requesting partnership with Department of Medical Education (District Medical and Health Officer) in a district. ***This letter has to be handed over to the officer after meeting and discussing regarding the Elder Line.***

DD/MMM/YYYY

To,

The Directorate of Medical Education / District Medical & Health Officer

Name of District / Government of <Name of State / UT>,

Full Address

Respected Sir / Madam,

Sub: Partnership for rescue of homeless elderly and care for abused elderly

This is further to our meeting with your good self and discussions regarding the Elder Line for the elderly being set up by <Name of Implementing Organization> in the <Name of State / UT>. We would like to enter into a partnership with the Department of Medical Education for rescue of homeless elderly and care for abused elderly persons. We have prepared process for the above, and attaching the same.

We request the following support from the Medical Education Department:

- i. To communicate to the medical colleges that there is Elder Line for the elderly existing in the State / UT / District and its partnership with the DME;
- ii. To call toll free number 14567 and inform if any elderly person is being homeless, so that the elderly person can be rescued and cared for;
- iii. To share the Elder Line number 14567 with the elderly, encourage them to call and take support, if any elderly person is identified with signs of abuse during the treatment process. (You may be aware of the role of Health Department in prevention and report of abuse);
- iv. To attend to the elderly person on priority when they are rescued by the Elder Line and brought to the medical colleges for treatment;
- v. To display Elder Line poster prominently in each health centre.

We look forward to your kind support and direction to the medical colleges and hospitals in the State / UT / District.

Thanking you,

Yours faithfully,

Name of the Officer

Designation

Email Id

Mobile and / or Landline Number

Enclosures:

- Process for Rescue of Abandoned Elderly Persons
- Process for Support to Abused Elderly Persons

4. Partnership with State Legal Services Authority: Draft letter requesting partnership with State Legal Services Authority. *This letter has to be handed over to the officer after meeting and discussing regarding Elder Line*

DD/MMM/YYYY

To,

The Member Secretary

State Legal Services Authority,

Name of the State / UT

Full Address

Dear Sir / Madam,

Sub: Partnership for rescue of homeless elderly and support for abused elderly

This is further to our meeting with your good self and discussions regarding the Elder Line for the elderly being set up by <Name of Implementing Organization> in the <Name of State / UT>. For serving elders better, we would like to enter into a partnership with State Legal Services Authority and subsequent District Legal Service Authorities for rescue of homeless elderly and support for abused elderly persons. Draft process for the above is attached for your convenience.

We would like to request the involvement of empanelled Para-Legal Volunteers and Legal Clinics of districts for enabling legal help to elders requiring this service.

We request you to kindly confirm and finalize the modalities of partnership. We would be happy to meet you and provide additional information, if required.

Thanking you,

Yours faithfully,

Name of the Officer

Designation

Email Id

Mobile and / or Landline Number

Enclosures:

- Process for Care for Homeless Elderly Persons, along with Acknowledgement Form
- Process for Support to Abused Elderly Persons

Sample Letters:

GOVERNMENT OF TELANGANA
(Police Department)

Office of the
Commissioner of Police,
Cyberabad.

C.No. 01/W&CSW/Cyb/2019. **Date: -03-2019.**

CIRCULAR MEMO

Sub: Cyberabad Police- Rescue and support for abandoned and abused elderly persons- initiative from Tata Trust, Mumbai -Reg

* * *

Tata Trust, Mumbai, has come up with an initiative in Cyberabad with Cyberabad Police for rescue and support for abandoned and abused elderly persons. The service will be accessible to public through a toll free No.145678. The process of rescue is as follow:-

ABANDONED ELDERLY PERSON:-

- In case of abandoned elderly person, Tata Trusts representative will call the Police on DIAL -100. On receipt of the call the Blue Colts / Mobile Patrol will reach the spot, where elderly person is found and support in sending the elderly to a nearby Old Age Home/Hospital/Residential Place.
- The SHO will help in necessary paperwork for getting the elderly person discharged from the hospital or Old Age Home and handing over to any permanent place of shelter.
- The SHO will support in tracing the family of the abandoned elderly person.

ABUSED ELDERLY PERSON:-

- In case of abused elderly person, Tata Trust's representative will call the police on DIAL-100 and inform about visiting the abused elderly. A OD entry will be made based on the call.
- After due enquiry, wherever Police intervention is required, the same will be communicated to the Police through DIAL 100, on the basis of which a Patrol vehicle has to be sent to the location for necessary enquiry and intervention.
- The police personnel will assist the Tata Trust representative and sign the acknowledgement form on placing the elderly person in the Old Age Home/ Hospital/Residential Place.

All the SHOs are hereby directed to invoke the provisions of the Maintenance and Welfare of Parents and Senior Citizens Act, 2007 wherever applicable and are also directed to maintain a separate register with regard to the above issues,

2/3
Commissioner of Police,
Cyberabad.

To

DISTRICT LEGAL SERVICES AUTHORITY, RANGA REDDY DISTRICT



Nyaya Seva Sadan, District Court Complex
L.B. Nagar, Hyderabad-500 074
Ph.No.23446798 Fax: 23446798
E-mail: dlsa.rangareddy@yahoo.com

Lr.Dls.No. 16 /2019 dated 3.01.2019

Smt. Renuka Yara,
PJ District Judge/Chairperson

Sr.

Sub: District Legal Services Authority, Ranga Reddy District -
For rescue of abandoned elderly and support for elderly -
List of Para Legal Volunteers - Furnished -Regarding.

Ref: Hon'ble Telangana State Legal Services Authority,
Rec.No.6524/1SLSA/2018, dt.11.12.2018.

* * *

With reference to the subject cited, the Programme Manager, Tata Trusts is hereby requested to give the information to the Secretary, District Legal Services, R.R.District with regard to rescue of abandoned elderly and support for abused elderly persons as and when occasion arises, to go through the draft process and work together with Tata Trusts.

In this regard, I am herewith enclosing the list of Para Legal Volunteers by involving with the Tata Trusts for rescue of abandoned elderly and support for abused elderly persons as and when occasion arises.


Chairperson,
District Legal Services Authority,
Ranga Reddy District.

Encl: List of Para Legal Volunteers.

To

1. The Programme Manager,
TATA TRUSTS, 1st Floor,
Khan Latif Khan Estate,
Fateh Maidan, Hyderabad - 503 001.

2. The Para Legal Volunteers,

Copy to
The Member Secretary,
Telangana State Legal Services Authority,
Nyaya Seva Sadan, City Civil Court,
Purnimavati, Hyderabad.

S.No	Name of the PLV	Contact Number	Place
1.	Sri.Madhubabu Chikole	9889201221	Qutbullapur
2.	Sri.I Narayan Rao	9849042005	Medchal
3.	Sri.Vignendra Varna Rashod	9032696177	L.B.Nagar
4.	Sri.Rathan Babu	9603255030	Jeedimela
5.	Smt.Somathi	8897540412	Uppal
6.	Sri.Naresh Mukkera	9059193404	L.B.Nagar
7.	Sri.Vishnu Sai Reddy	9953390029	B.N.Reddy Nagar
8.	Sri.K.Ashok Kumar	9396982414	Shamshabad
9.	Smt.B.Sanjana	9605054534	Nagole
10.	Smt.T.Vijaya Lakshmi	9294005566	L.B.Nagar
11.	Smt.Madugula Anuradha	9052841963	Boduppal
12.	Smt.Pushpala Malathi	9573349902	Boduppal
13.	Smt.Natka Kalavathi	9705511787	Vanasthalipuram
14.	Sri.T. Balreddy.	8341503739	Shamshabad
15.	Smt.Lalli Arunasri	984863789	Chaitanyapuri
16.	Smt.Cherukuri Lavanya	9951365325	Medchal
17.	Smt.Burra Jayalaxmi	9650806582	Medchal
18.	Smt.Surasani Swaroopa	7386777880	Kandukur
19.	Smt.V.Marasa	9705499445	Kokapet
20.	Smt.A.Shamalamma	8978152398	Manchal
21.	Smt.Padakanty Sabitha	9000191688	Yacharam
22.	Smt.P.Nirmala	9705798838	Ibrahimpatnam
23.	Sri.B.Ravi Kumar	9849599828	Vikarabad
24.	Smt.A.Pappy	9908392331	Ibrahimpatnam
25.	Smt.P.Krishnareni	9652944139	Ibrahimpatnam
26.	Sri.P.Raju	7893692748	Uppal
27.	Smt.K.Madhavi	9032490708	Hasthinapuram
28.	Smt.R.Srilatha	9575321564	Sarooranagar
29.	Sri.B.Vinayak Prasad	9090702934	Shamshabad
30.	Smt.G.Swarupa	7032558785	Manchal
31.	Smt.P.Sridevi	9951076930	L.B.Nagar
32.	Smt.R.Shirisha	8121417626	L.B.Nagar
33.	Smt.B.Sanjana	9605054534	L.B.Nagar
34.	Sri.N.Mahender	9912372724	Hasthinapuram
35.	Sri.N.Narsimha	8187026599	L.B.Nagar

M. JAGADEESHWAR, I.A.S.
Principal Secretary to Government
Department for Women, Children,
Disabled and Senior Citizens
Government of Telangana



IS-Block, 1st Floor, Room no. 376
Telangana Secretariat,
Hyderabad-500 022.
☎: DR : +91 040-2345 0034,
Fax : +91 040-2345 0796
Cell: 98497 32053
e-mail : wcdschg2014@gmail.com

Letter No.19/PrSecy, P.S., WCDP/66/2019, 07.08.2019.

To
The Collector & District Magistrate,
Collectorate,
Karimnagar Dist.

Subject: Operationalizing Response System for Elderly (Senior Citizens) in the district.

Department Women & Children Development and Development of Disabled and Senior Citizens, Government of Telangana, in association with Vijayabhini Charitable Foundation (VCF) supported by Tata Trusts, have been running Elder Spring Response system in Hyderabad City. The Response System is accessible through a toll-free number 14567. It is a free service that provides information, guidance, and emotional support in order to improve the quality of life of elderly persons. As part of this, abandoned elderly persons are also rescued, accommodated in Old age homes, and efforts are made to reunite them with their families.

The Response System was launched on 17th March 2019 in Hyderabad City. In last 4 months of functioning over 1000 relevant calls were handled for information about pensions, senior citizen schemes, legal issues, reporting elder abuse and abandoned elderly, etc. to name a few.

The Telangana Govt. has decided to extend the service of the Elder Spring Response system to the entire state. To ensure the services are available to all the elderly in the state, response system team has started the ground work in the district. In this connection the concerned representative will meet you in person to explain the concept and seek your support in extending the services of Elder Spring Response system in your district.

Request you to extend your support to the team in the following areas:

1. District Welfare Officer shall be instructed to coordinate the efforts of the Response system team and to support compilation of basic information of service providers / organizations for the elderly in the district
2. Identifying competent Community based Organization to be the support agency for the senior citizens in the district
3. Inviting existing senior citizen forums present in the district for a meeting to share the details.

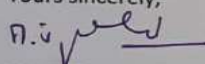
Contd., 2....

-2-

For further details on the above said subject you may get in touch with the Elder Spring Response System team members on the following contact details:

1. Sri Tapan Kumar Das - 9849900801 (tdas@tatatrust.org)
2. Smt. Saraswati Padmanabhan 9619572007 (psaraswati@tatatrust.org)

Encl : Detailed Note on the Elder Spring Response
System for the Elderly

Yours sincerely,

(M.JAGADEESHWAR)

M. JAGADEESHWAR, I.A.S.,
Principal Secretary to Government
Department for Women, Children,
Disabled and Senior Citizens
Government of Telangana



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Dt.10.12.2018

Dear Ms Baliga,

Sub: Design of website for senior citizens in Telangana

The Department of Women, Children, Disabled and Senior Citizens, Telangana Government would like to create a website for senior citizens. This website would require gathering and displaying information relating to various service providers for senior citizens, available in Telangana State, such as old age homes, caregivers, activity centres etc.

I request Sir Dorabji Tata Trust to kindly develop content for the website seniorcitizen.telangana.gov.in, in the lines mentioned above.

Regards,

Yours sincerely,

(M. Jagadeeshwar)

To
Ms Sugandhi Baliga,
Sir Dorabji Tata Trust,
1st Floor, Khan Lateef Khan Estate,
Opp. L.B. Stadium,
Nampally,
Hyderabad – 500001

Annexure VII: Delta Application for Knowledge Bank Creation

- DELTA app is available only for **Android OS** as a mobile version.
- The app works **Offline**, i.e., whenever network is available the DELTA app syncs the completed surveys to the server.
- Inputs must be only in **English**.

DELTA app – for data collection



DELTA
Dhwan Rural Information

Download DELTA app from Google Play store using the keyword - DELTA (by Dhwan Rural Information Systems Private Limited)

(or)

using the link: https://play.google.com/store/apps/details?id=com.dhwaniris.tata_trust_delta

Login Credentials:
User ID: 9876543210 (Surveyor's mobile number)
Password : 999999 (six digit password)



ELDER LINE
National Helpline for Senior Citizens
Call Toll-Free
14567

National Helpline for Senior Citizens - NHSC

DELTA app – for data collection



DELTA
Dhwan Rural Information

User ID

Password

LOGIN

Powered by Dhwan's R&D



DELTA
Dhwan Rural Information

National Helpline for Senior Citizens

1. Old Age Home 2. Care Centre Service Provider

3. Day-care centre / Activity Centre 4. Senior Citizens Association

5. Resident Welfare Association 6. Police Station

7. Panchayat 8. Municipality



ELDER LINE
National Helpline for Senior Citizens
Call Toll-Free
14567

Login page

Home page

National Helpline for Senior Citizens - NHSC

Annexure VIII: Data needed for Knowledge Bank Creation

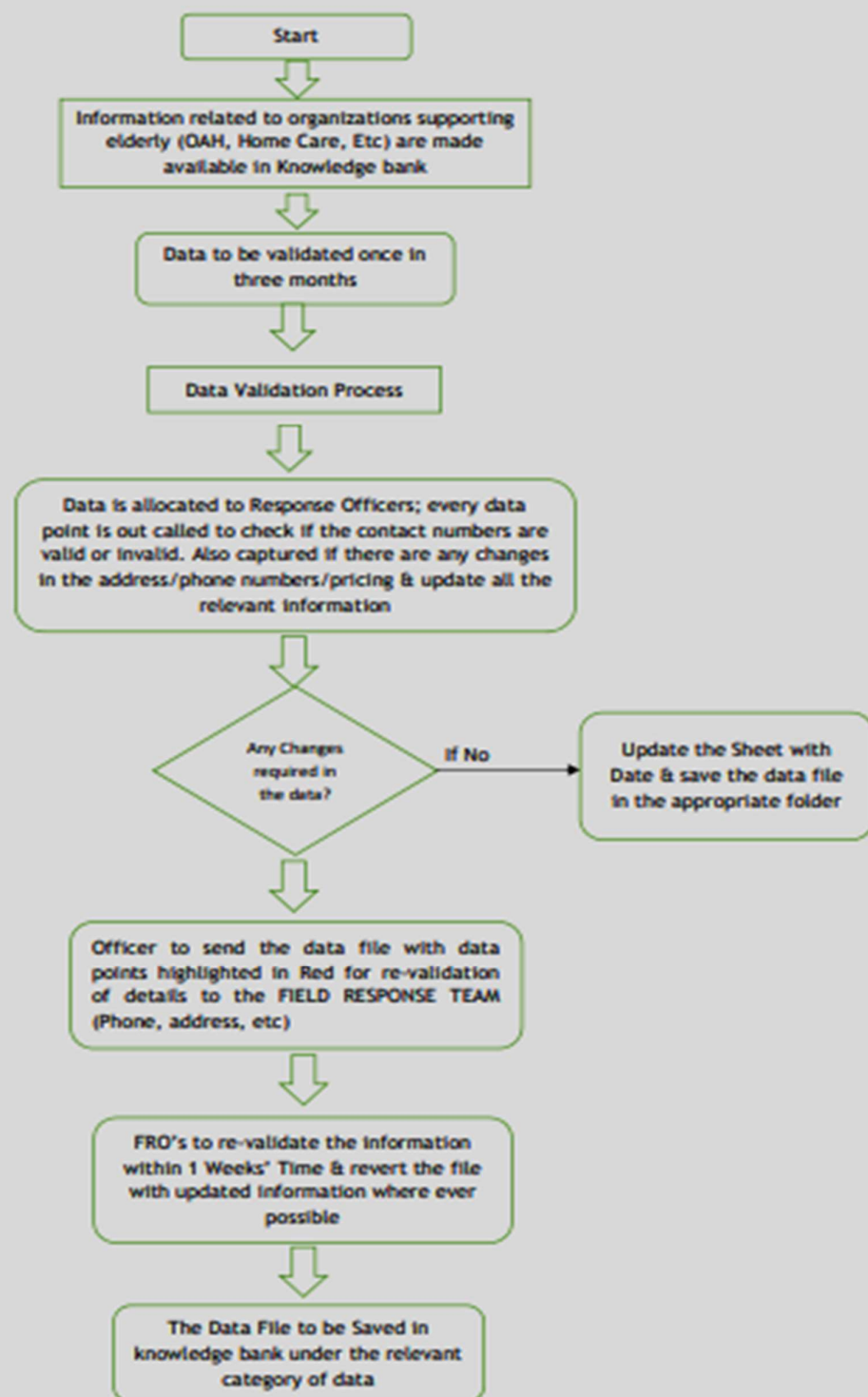
Formats for List of Information elders seek

1. Old Age Homes
2. Caregivers
3. Day-care Centres
4. Elder-friendly Products
5. List of Hospitals
6. Psychiatric Clinics
7. Counselling Centres
8. Palliative Care
9. Organ Donation Organizations
10. Diagnostic Centres
11. Senior Citizens' Sub-Centres, PHCs, CHCs
12. Blood Banks

Other-related Information:

13. District Information
14. District Officials
15. Senior Citizen Associations
16. Resident Welfare Associations
17. Other NGOs or Helpline numbers in the district
18. SPMU and Implementing Team Contact Details
19. Volunteers Contact Details
20. PLVs' Contact Details

Data validation process



Annexure IX: Definitions and Terms related to Pension

What is Social Security Pension?

Social Security Pension is aimed at addressing some of the financial needs of elders as they age. It is estimated as a support for food security and medicines to be purchased. It is funded by Central Government, without direct contributions to the scheme by, or on behalf of, potential beneficiaries. The pension paid from a social assistance pension scheme is determined according to criteria set by Government. It is also known as Old Age Pension / Indira Gandhi National Old Age Pension / Atal Pension Yojana.

Introduction and Objective: The scheme is implemented as part of the National Social Assistance Program (NSAP) of the Ministry of Rural Development, Government of India. It is a non-contributory scheme and provides a monthly income for citizens above 60 years, who have no other source of income.

Eligibility: In this scheme, old age persons belonging to poor household and aged 60 years or above are covered. Elder persons not drawing any salary, pension, family pension or social security pension from the Central / State Government are eligible to enrol under this scheme.

Benefits / Services: Below Poverty Level family members of age group of 60-79 years will be eligible to get the pension amount decided by the Government of India and in several states; the State Government augments it by additional amount.

Documents Required:

1. Identity Proof – Aadhaar Card
2. Age Proof – Birth Certificate or Mark-sheet
3. Address Proof – BPL Ration Card
4. Bank Account Details
5. Income Certificate
6. Domicile Certificate
7. Photograph of the applicant

Process of Application: The person who fulfils the eligibility for availing the benefit of the scheme has to visit the RTPS counter located at the block office-level with the prescribed form.

Process of Selection: To get the benefit of Indira Gandhi National Old Age Pension, the person who fulfils the eligibility has to submit his application in the prescribed form at the RTPS counter located at the block office-level. In the light of the recommendation received from the Panchayat Secretary and the documents maintained, the Indira Gandhi National Old Age Pension Scheme is approved by the Sub-Divisional Officer on the recommendation of the Block Development Officer on SSPMIS electronically. After accepting online, the approval order is issued automatically with the number and date, as well as if the mobile number of the beneficiary is maintained then it is also given on their mobile.

Process of Benefit Transfer: Under the Indira Gandhi National Old Age Pension, the amount is paid to the beneficiaries through the Direct Benefit Transfer (DBT) process. In this process, based on the account number provided by the beneficiary, the amount of pension is paid directly to the beneficiaries' account from the state level through PFMS. Pension payments are made quarterly / monthly as far as possible. After the verification of the payment file from PFMS, the authorized officials from the Directorate-level prepare it as soon as possible. After approving it on PFMS, the pension is ready for payment.

Annexure X: Definitions and Terms related to Emotional Support and Maintenance-related Service

Emotional Support: Emotional Support can be defined as, *“the verbal and non-verbal processes by which one communicates care and concern for another, offering reassurance, empathy, comfort, and acceptance”*.

Emotional Support in the context of Elder Line: When we are referring to Emotional Support in the context of Elder Line, it means we help the elders who are above 60 years of age to overcome stress, sadness, frustration, anger, grief, loneliness, and even suicidal tendencies. Providing Emotional Support to the elders is an important pillar of Elder Line which helps them to deal with issues related to the process of ageing. Through the process of Emotional Support to these needy elders, we can motivate them to make positive changes in their lives that will lead to a healthy and happy ageing. Elder Line offers Emotional Support at different levels / phases. In the first phase of Emotional Support, cases can be solved at Connect Centre level, COs try to counsel elder persons on their own and help them come out of the situation. Cases where expert intervention is required falls into second category where COs connect the senior citizens with Professional Counselling organizations / individuals. In such cases, COs do regular follow-up with the elder person and the counselling organization till the issue gets resolved. So, all the cases start with COs counselling the elder person (Phase-I) and then move to Phase-II where professional's support is required.

Following are some of the samples for Phase-I & Phase-II intervention:

1. Emotional support by our own COs / FROs in the following conditions where elderly:
 - a. Is stressed;
 - b. Has depression (1st stage);
 - c. Is angry;
 - d. Is lonely;
 - e. Is depressed;
 - f. Is addicted;
 - g. Fears death; or
 - h. Has lost property.

2. Emotional Support by professional counselling organizations (our partners) is provided in following conditions where elderly:
 - a. Is not mentally well;
 - b. Has lost a close one;
 - c. Has lost property;
 - d. Fears death; or
 - e. Has suicidal intentions.

Outcomes of Emotional Support provided to elderly: Emotional Support through Elder Line is a crucial part of elder care, mainly because taking care of an elderly person's emotional wellbeing significantly improves their overall quality of life. Furthermore, the importance of providing Emotional Support to the elderly cannot be denied, especially since it has shown to improve good health and reduce stress amongst the elderly.

Stakeholders to be Involved:

- *Professional Emotional Support Partner:* Cases which are critical and cases where the elder person requires in-person professional counselling are handled with the help of Professional Emotional Support Partners.
- *Police Department (in case of an emergency):* Cases where elder person is being abused and a counselling would solve the issue, Police Department's support can be sought for in-person counselling at the elder person's residence.

Maintenance: The definition of 'Maintenance' under 'Maintenance and Welfare of Parents & Senior Citizens Act, 2007' is 'Maintenance' includes provisions for food, clothing, residence and medical attendance and treatment.

Maintenance in the context of Elder Line: In the context of Elder Line, when we say "Maintenance", the senior citizen including parent who is not maintained by their children or relative(s) who are in actual position to maintain such senior citizen including parent.

A Senior Citizen including parent who is unable to maintain themselves from their own earnings or out of the property owned by them, shall be entitled to get maintenance from their

children or relative having sufficient means shall maintain such senior citizen provided he/she is in possession of the property of such citizen or he/she would inherit the property of such senior citizen.

Elder Line being a dedicated helpline for senior citizens, provides physical support / assistance at field level to senior citizen in filling a complaint at Maintenance Tribunal (which is presided by not below the rank of Sub-Divisional Officer of a State / UT) and Appellant Tribunal (District Collector), follow-up with the different government authorities in providing hassle-free justice to senior citizen.

End Objective: Deriving our intervention from the definition of maintenance that we read above, our end objective is to provide an in-expensive and speedy field-level support / assistance to needy senior citizen including parent to claim monthly maintenance to maintain themselves to live peacefully, healthy and with dignity and upmost respect.

To achieve this goal, there are few intermediate sub-goals, which need to be achieved. One of which is effective coordination and collaboration with line departments like Police, Judiciary, Revenue, Health, Senior Citizens Welfare, Panchayat Raj, etc. and other stakeholders and giving periodic sensitization and awareness trainings to officials and other citizens, on the issues relating to senior citizens.

Various Scenarios in Maintenance:

- Maintenance to senior citizens including parent who are not in a position to maintain themselves: under Section 2(b) of MWPSC Act, 2007 - “Maintenance” includes provisions for food, clothing, residence and medical attendance and treatment;
- Property occupied by children or relative(s) or legal heirs (who ever inherit the property of senior citizen): under Section 2(f) of MWPSC Act, 2007 - “Property” means property of any kind, whether movable or immovable, ancestral or self-acquired, tangible or intangible and includes rights or interests in such property;
- Abuse on Senior Citizen: Senior citizens are facing different kind of abuse like physical, verbal, financial exploitation and emotional abuse from their children / relatives as they are fully depended on them.

Stakeholders Involvement: Elder Line alone cannot do the entire process of maintenance; in the whole process of ‘Maintenance’, Elder Line can provide field-level support / assistance in filling application at Maintenance / Appellant Tribunals and follow-up for implementation of orders by concerned officials. As per the Maintenance and Welfare of Parents and Senior Citizens Act, 2007 the following departments / officials have a major role in the process of Maintenance:

- District Collector
- Police Department
- Sub-Divisional Officer / RDO
- Maintenance Officer / Welfare Officer

Elder Line ensures providing an in-expensive and speedy field-level support / assistance to needy senior citizen including parent for claiming of monthly maintenance to maintain themselves to live peacefully, healthy and with dignity and upmost respect by coordinating with above stakeholders / officials.

Annexure XI: Definitions and Terms related to Rescue of Abandoned Elders

What is Rescue?

The general definition of Rescue is “*saving someone or something from a difficult or dangerous situation*”. We would have heard this word more often during the time of disaster like flood, earthquake, fire accident, etc.

Rescue in the context of Elder Line: In the context of Elder Line, when we say “Rescue” i.e., when we say we are saving someone from a difficult situation what that means is saving an elder person from a difficult situation. This is an attempt to explain the elder person, we may have to rescue and the possible difficult situations in which they may be.

Elder Line being a dedicated helpline for Senior Citizens, our rescue operations is focused on people who are above the age of 60 years. (The MWPS Act, 2007 defines senior citizens as any person who is a citizen of India and has attained the age of ‘60 years and above’). Is there a need to rescue everyone who is above the age of 60 years? To answer this question, first we need to understand the second part of the definition (difficult situation). There can be many difficulties the senior citizens in our country face today, for example, health issue, abuse at home, financial dependency, etc. However, our rescue operation is not meant for all of these difficult situations. We focus on a particular set of people, who are the most vulnerable and left out from the society. They are “Homeless Elderly”. Therefore, our intervention focuses only on the Homeless Elderly.

Now let us try to understand ‘Homelessness’. Homelessness is an extreme form of social exclusion, caused by a combination of personal and structural factors. Homelessness can happen either voluntarily or involuntarily. Most Voluntary Homelessness happens because people leave their home either because children are no longer willing to accommodate them or because of the breakdown of a relationship. Involuntary Homelessness may happen if the children or caretaker abandons the elder person or the elder person gets lost because of mental health issues related to ageing.

Homelessness not just means the person does not have a shelter but also lacks family or well-wisher to take care of them. The difference between house and home would give a deeper insight. The word ‘house’ is used to denote a building made for people or a family to live in.

The word 'home' is used to denote the family living in a house. Home is more personal and involves the people and daily activities inside. So, a homeless person is deprived of shelter and / or people to take care of them. These are usually found in any public place like footpath / platform, bus stand, railway station, etc. This definition of homelessness is crucial to understand the end objective of our rescue operation.

End Objective: Deriving our intervention from the definition of homelessness that we saw earlier; our end objective is to reunite the elder person with their family members. As homelessness is about not having shelter and people to take care, even if OAH / Shelter Homes can fulfil this to a certain extent, it cannot replace the comfort, care, love received at one's home. Therefore, the ultimate aim is to trace the family of the elder person and reunite the elder person with their family.

To achieve this objective, a few intermediate sub-goals need to be achieved. One of which is providing accommodation to the elder person at a partner OAH. Therefore, accommodating elder person is not the end objective. It is just an intermediate step to reach the end objective. The process flow in **Section 3.4** explains the systematic process for Rescue and Reunion of homeless elder person.

Types of Rescue Operations: Though Rescue has no different types, based on the health condition of elder person and support required for the elder person, Rescue can be classified into the following three major types.

- a) **Active or Bed-ridden Elderly without Medical Support:** All the cases where there is no medical treatment required, falls into this category, i.e., an active or even a bed-ridden elder person who is not in need of any first aid or basic treatment.
- b) **Medical Support (Basic First Aid or Treatment before shifting to OAH):** Elder person, who needs basic medical treatment before shifting to OAH, comes under the second category, where before shifting the elder person to OAH, the person should be treated at a nearby health facility.
- c) **Emergency Condition:** These are situations where the elder person is in an emergency, which is any life-endangering situation like being unconscious or people who had met with a severe accident.

Stakeholders Involved: The process of Rescue and Reunion of homeless elder person cannot be done by Elder Line alone. It needs support from several external stakeholders. Some of the major stakeholders include:

- Police Department;
- Health Department or Partner Health Facility for medical support;
- Old Age Homes / Shelter Home;
- Volunteers,
- NGOs and CBOs;
- Anganwadi workers, ASHA workers, ANMs.

Police Department's role is very crucial for Rescue process. Since Rescue involves relocating person from one place to another, Police Department must be involved in the process. Therefore, it is mandatory to involve Police and get documentation done with Police Department for any Rescue or Reunions.

For Rescue where medical support is needed for the elder person, Health Department or any partner Health Facilities' support would be required.

Since one important step in Rescue operation is accommodating elder person at a partner OAH / Shelter Home, they are one of the major stakeholders in the entire process. OAH / Shelter Home is the place where the rescued elder person will stay until either they are reunited or spends the rest of their life. Therefore, OAHs have a major responsibility in the person's wellbeing.

Other Stakeholders like volunteers, NGOs, CBOs, Anganwadi workers, ASHA workers, ANMs can be of great support at the time of Rescue. We can get their assistance for Rescue and Reunion, but should not outsource our work to them. It should be Elder Line FRO, who takes charge of the entire process along with documentation.

The above-mentioned stakeholders support should be sought well before the Elder Line gets operational in the State / UT and constant partnership strengthening activities are to be planned with all the major stakeholders. A complete guide on ecosystem building is **Chapter 2**.

Follow-up: Follow-up is the regular activity of meeting the elder person whom we have rescued and accommodated in OAH / Shelter Home. The intention behind follow-up is to check

the wellbeing of elder person at OAH / Shelter Home and also to check if there is any possibility of reuniting the elder person with their family.

Follow-up visits: Follow-up visits to OAH / Shelter Home can be done anytime. But to do it in a structured and periodic manner, follow-up visits are to be done as per the following process:

- i. *Week-1 Follow-up:* Follow-up which needs to be done within a week or maximum 10 days of shifting the elder person to OAH / Shelter Home is termed as “Week-1 Follow-up”. Elder Person’s geo-tagged photograph to be captured.
- ii. *General Follow-up:* General Follow-up are to be done fortnightly, i.e., once in two weeks. Elder person’s geo-tagged photograph to be captured.

The above activities should be recorded in CRM, along with geo-tagged photographs captured at the time of follow-up. Please refer CRM SOP.

Different Scenarios: Though our intention is to trace the elder person’s family and reunite, that may not happen in all the cases for various reasons like the elder person not having any family, elder person not interested to get reunited with family, etc. In such scenarios, the elder person will continue to stay at the OAH permanently. Even then, we need to follow-up with the elder person. Our contact / interaction with the elder person should stop only when we encounter any of the three scenarios given in the flow chart in **Section 3.4.1.3**.

Annexure XII: Definitions and Terms related to Elder Abuse

What is Abuse?

“Abuse is a situation in which a person is treated in a way that is harmful to them”. Abuse is the improper usage or treatment of a thing, often to unfairly or improperly gain benefit. A person the victim knows and, often, lives with most commonly commits abuse.

Support in Cases of Abuse in Elder Line: Elder abuse is a single or repeated act, or lack of appropriate action, occurring within any relationship where there is an expectation of trust, which causes harm or distress to an older person. This type of violence constitutes a violation of human rights and includes physical, sexual, psychological and emotional abuse, financial and material abuse, abandonment, neglect, and serious loss of dignity and respect.

In the context of Elder Line, cases where the senior citizen (a person above the age of 60) is treated unfairly by family members or any other known person or doesn't take care of the elder person's needs (neglect) are considered as Elder Abuse cases. The type and the reason for abuse may differ from case to case.

End Objective: The ultimate aim is resolving the issue and prevention of elder abuse by carrying out suitable intervention so that the elder person leads a peaceful, dignified, happy and healthy life with the family members. The intervention depends on the various factors like type of abuse, severity of abuse, support sought by the elder person, etc. In order to prevent this, a simple follow-up strategy can reinforce support to the senior citizens.

Type of Abuse Operation

- i. **Psychological Abuse:** Psychological Abuse can include someone regularly embarrassing you in public or in front of family, friends, support workers or people you work with. Treating you badly because of things you cannot change, for example, your religion, race, past, calling names, disability, gender, sexuality or family. Signs of psychological abuse include anxiety, loneliness, and loss of dignity, trust and hope, withdrawal from normal activities, unexplained change in alertness, or other unusual behaviour.

- ii. **Physical Abuse:** Includes any act or violence, whether or not it results in physical injury. The signs of physical abuse are beating, burning, pushing, hitting, and slapping.
- iii. **Financial Abuse:** It is *“the misuse of an elder person’s funds or property through fraud, trickery, theft or force to acquire anything which is define as monetary terms”*. Signs of financial abuse include sudden change in finances and accounts, altered wills and trusts, unusual bank withdrawals, checks written as “loans” or “gifts” and loss of property.
- iv. **Neglect:** This includes the intentional or unintentional failure to provide for the needs of elderly. Signs of neglect are untreated bedsores, need for medical or dental care, unclean clothing, poor hygiene, overgrown hair and nails, and unusual weight loss, etc.
- v. **Elder Abandonment:** Elder Abandonment happens when someone who assumed care of an elderly person intentionally deserts them.
- vi. **Sexual Abuse:** This includes all *“unwanted sexual activity, such as verbal or suggestive behaviour, fondling, sexual intercourse or a lack of personal privacy”*. Signs of sexual abuse includes panic attacks, visible injuries, problems walking or sitting, social or emotional withdrawal, suicide attempts, bleeding, etc.

Stakeholders Involved: Elder Abuse is a sensitive issue and since a lot of eco system is already in place to handle it, Elder Line would be tapping into the existing system to handle Elder Abuse. Following are the stakeholders whose support is required:

- Police Department;
- OAH / Shelter Home;
- NGOs;
- Maintenance Tribunal;
- Health-related Partner / Medical Support;
- Member of Society (Village Head, Member of Panchayat, Senior Citizen Association).

Police Department plays a very important role in handling abuse cases. In any emergency that requires immediate help, Police Department support should be availed. It is also mandatory to involve Police while meeting an elder person / abuser at their home. This is for the safety of Elder Line staff, since there is a risk of the being questioned by abuser or any other person on entering their home. Prior permission has to be sought from the person making them aware that Police personnel will accompany us to meet them at their home.

OAH / Shelter Home support would be required when an elderly does not want to stay with the abuser, and wants to stay at OAH or Shelter Homes on a temporary basis until the issue gets resolved.

NGOs support may be availed in cases where counselling is required and in cases where they can support us with any immediate relief.

Tribunal (Maintenance / Appellate): One of the most important stakeholders for abuse case related to maintenance is Maintenance Tribunal and Appellate Tribunal. The Maintenance and Welfare of Parents and Senior Citizens Act, 2007 mandates all the States / UTs to constitute one or more tribunal at each sub-division level (Maintenance Tribunal) presided over by an officer not below the rank of Sub Divisional Officer of the State / UT. Similarly, States & UTs should also constitute one Appellate Tribunal for each district to hear the appeal against the order of the Tribunal. The Appellate Tribunal shall be presided over by an officer not below the rank of District Magistrate for cases where the elder person seeks maintenance amount from children / legal heir from the tribunal.

Annexure XIII: Quality Dashboards

Call Quality Dashboard Month & Year									
CO Name	Call 1	Call 2	Call 3						Call 15
CO 1	80%	60%							
CO 2									
CO 3									
...									
...									
CO x									
Average Score	70%								
Team Average Score: 97%									

SR Quality Dashboard Month & Year									
FRO Name	SR 1	SR 2	SR 3						SR 10
FRO 1	80%	60%							
FRO 2									
FRO 3									
....									
...									
FRO x									
Average Score	70%								
Team Average Score: 97%									

Annexure XIV: Sample Process Knowledge Test

1. Abuse under MWPSC Act 2007 includes:
 - a) Physical Abuse
 - b) Psychological or Emotional Abuse
 - c) Financial or Material Abuse
 - d) Sexual Abuse
 - e) Neglect
 - f) (a), (b), (c) and (d)
 - g) All of the above

2. Children under MWPSC Act 2007 includes:
 - a) Son, daughter, grandson and granddaughter but does not include a minor
 - b) Children and grandchildren including step-children, adoptive children, children in-laws, and the legal guardian of minor children
 - c) Both (a) and (b)

3. Choose the incorrect definitions under MWPSC Act 2007:
 - a) Maintenance includes provisions for food, clothing, residence and medical attendance and treatment
 - b) Welfare means provision for food, health care, recreation centres and other amenities necessary for the senior citizens
 - c) Relative means any legal heir of the childless senior citizen who is not a minor and is in possession of or would inherit his property after his death
 - d) Welfare means provision for food, health care, recreation centres and other amenities necessary for the senior citizens including the provision of housing, clothing, safety, and other amenities necessary for the physical and mental well-being of a senior citizen / parent
 - e) None of the above

4. Who is eligible to apply for Maintenance under Section 5 of MWPSC Act 2007?
 - a) Parent or grandparent
 - b) A childless senior citizen

- c) Any person on behalf of the elderly
 - d) Both (a) and (b)
 - e) All of the above
5. Ms Muriel, an elderly aged 75 years had transferred her property to her nephew on the understanding that he and his wife shall take care of her, and there is no specific clause in the transfer deed to provide for the welfare of the elderly. However, the nephew and his wife failed to provide the basic amenities. The elderly's needs have also not been addressed. How do you understand the case to justify the elderly?
- a) The elder can make an application to the Maintenance Tribunal
 - b) The transfer is valid and it cannot be declared void since there is no specific clause in the transfer deed to provide for the welfare of the elderly
 - c) The transfer deed is liable to be declared as void as per Section 23 of the Act as they have not kept with the understanding with which the transfer was made
 - d) The Maintenance Tribunal can declare the settlement deed for the transfer of property as void by issuing an order
 - e) (a) and (b)
 - f) (a), (c) and (d)
6. The main attribute(s) of the MWPC Act, 2007 is / are:
- a) The Maintenance and Welfare of Parents and Senior Citizens Act, 2007 was enacted to provide financial security, welfare and protection for senior citizens
 - b) It requires children to provide maintenance for their parents, and the government to provide OAHs and ensure medical care for senior citizens
 - c) It sets up Administrative Tribunals and Appellate Tribunals to ensure maintenance
 - d) All of the above
 - e) (a) and (b)
7. This Bill amends the 2007 Act to expand the definition of children, relatives and parents, remove the upper limit on the maintenance amount payable to parents by children and relatives, and provide for care-homes and other welfare measures for senior citizens.
- a) True
 - b) False

c) Statement Not Complete

8. Amendments proposed by the Maintenance and Welfare of Parents and Senior Citizens (Amendment) Bill, 2019 include:

- a) Punishable with imprisonment between three and six months, or a fine of up to Rs. 15,000 or both for abandonment of senior citizen
- b) No provisions for Abuse of senior citizen
- c) Expands the definition to include the provision of healthcare, safety, and security for parents and senior citizens to lead a life of dignity for definition of Maintenance
- d) None of the above

9. As per the MWPSA Act 2007,

- a) Maintenance Tribunals may be constituted by States & UTs to decide on the monthly maintenance amount payable to senior citizens by children and relatives. This amount may exceed Rs 10,000 per month
- b) Children and relatives must pay maintenance amount within 30 days of the order of the Tribunal
- c) Both (a) and (b) are CORRECT
- d) Only (a) is CORRECT
- e) Only (b) is CORRECT

10. As per the Maintenance and Welfare of Parents and Senior Citizens (Amendment) Bill, 2019,

- a) Senior citizen care homes may be set up by the government or private organisations
- b) These homes must be registered with a registration authority set up by both the Central and State Governments
- c) The Central Government will set minimum standards for these homes, such as infrastructure, and medical facilities
- d) Requirements for institutions providing homecare include: (i) staff must be trained and certified, and (ii) institutions must register with a registration authority set up by the State Government
- e) Only government hospitals to provide these facilities for senior citizens

Identify the wrong statement(s) from (a), (b), (c), (d), (e).

Annexure XV: Definitions and Sample Call Officer Performance Evaluation

- **Number of Calls Answered:** The total number of calls that are answered by COs in a month, to drive taking more calls and managing time.
- **Successful Outcome Rate:** The total number of successful calls answered of the total calls made (For COs who got assigned outbound Calls).
- **Capturing Data on CRM:** Effective data or information captured by COs in CRM to create effective database of elderly.
- **Documenting Case Studies:** COs handle critical cases, it is important for them to document the cases for program's knowledge.
- **Quality Score:** The Call Quality Score for the month scored by a CO, this metric will help CO to provide quality service to the elderly.
- **PKT Score:** Process Knowledge Tests are the most efficient way to ensure that our COs have the requisite product and process knowledge. This will ensure the team to be up to date on the new updates, call scenarios and process knowledge.
- **Schedule Adherence:** To ensure discipline and work ethics, this parameter helps CO in ensuring log in on time and adhere to the break schedules. Not more than three instances of late logins and break exceeds in a month. To maintain wrap time below 30 minutes' average in a month.

Sample Call Officer Performance Evaluation

Parameter	Weightage	Criteria	Result
Number of Calls Answered & Successful Outcome Rate (For Outbound)	5%	• CO answering Maximum Calls <=> 5% • Second Highest <=> 4% • Rest all <=> 2%	34 Inbound calls (ranked 2 nd) <=> 4%
	5%	• Highest conversion rate for Outbound Calls <=> 5%	Outbound Call Conversion Rate -

Parameter	Weightage	Criteria	Result
		- Second Highest Conversion $\Rightarrow$ 4% - Rest $\Rightarrow$ 2%	60% (ranked 4 th) $\Rightarrow$ 2%
Capturing Data on CRM	10%	Customer Data on Basic Settings on CRM, pick up any five random fields other than mandatory. - Maximum data filled $\Rightarrow$ 10% - Second Highest $\Rightarrow$ 7% - Rest $\Rightarrow$ 5%	Four Data Points filled (ranked 2 nd) $\Rightarrow$ 7%
	5%	Filling Notes and Capturing Correct Call Types. - Maximum filled $\Rightarrow$ 5% - Second Highest $\Rightarrow$ 4% - Rest $\Rightarrow$ 2%	Two errors noted in Call Capture Data (ranked 4 th) $\Rightarrow$ 2%
	5%	Best Quality of Notes captured to be evaluated with at least in a sample size of 15 (if less then all) - Best $\Rightarrow$ 5% - Second Best $\Rightarrow$ 4% - Rest $\Rightarrow$ 2%	Ranked 4 th in Quality Note making $\Rightarrow$ 2%
Schedule Adherence, Number of days logged in on time and number of times not exceeding break	10%	- If >18 days $\Rightarrow$ 10% - If <18 but >15 days $\Rightarrow$ 5% - If <15 days $\Rightarrow$ 0%	18 days on-time $\Rightarrow$ 10%

Parameter	Weightage	Criteria	Result
Quality Performance	30%	• If > 95% $\Rightarrow$ 30% • If 85-95% $\Rightarrow$ 20% • If 75-85% $\Rightarrow$ 10% • If 65-75% $\Rightarrow$ 5% • If <65 $\Rightarrow$ 0%	97.8% Quality Score $\Rightarrow$ 30%
PKT Score	10%	• If >90% $\Rightarrow$ 10% • If 80-90% $\Rightarrow$ 5% • If <80% $\Rightarrow$ 0%	100% PKT Score $\Rightarrow$ 10%
Case Studies shared	20%	• 4 or more Case Studies shared $\Rightarrow$ 20% • 3 Case Studies shared $\Rightarrow$ 10% • 2 Case Studies shared $\Rightarrow$ 5% • No Case Studies shared $\Rightarrow$ 0%	5 Case Studies shared $\Rightarrow$ 20%
Overall Score - 87%			

Annexure XVI: Formats for Collecting Information to prepare Progress Reports

Please fill the data from the launch date of the program: DD/MMM/YYYY

FY (2021-22):

Call Category	Q1			Q2			Q3			Q4		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Total Calls												
Total Number of Calls												
Total Actionable Calls												
Total Unique Callers												
Information												
Enquiry												
OAH												
Caregivers												
Hospitals and Diagnostic Centres												
Physiotherapy												
Activity and Day-care Centres												
Elder-friendly Products												
Other												
Guidance												
Pension												
Legal												

Call Category	Q1			Q2			Q3			Q4		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Emotional Support												
Emotional Support												
Field Intervention												
Rescue												
Abuse												
Other												
Other												

Case Study Format: Case Study should ideally include the following aspects:

- SR Number *{from Ticket Report}*
- Type of Service
- Location
- Background of the Case: caller, reason for the call, information provided by the caller
- Process Followed:
 - Types of Intervention: What are the processes followed while handling the case in the field / in actual (Call Center / Field Intervention)? How many interventions? For example, in case of Emotional Support, how many times the counselling was conducted.
 - Desire Resolution: Outcome of the Case
 - Partners / Stakeholders Involved
 - Feedback (if any). Example (Reunion of the elder person / three months' follow-up needs to be done)

Note: Don't disclose the elder's real name and photographs without written consent. Either pseudo name or anonymous can be used. The face should be made opaque to disable identification.

Collecting Testimonial: Capture the experience / testimony of two employees working on this project. You may also add the photograph of the person with the testimony. (Kindly take the consent for adding the photo)

External Recognition (*if any*): State any specific recognition received from any stakeholder (Govt. Dept., Elderly, Prominent Personality, Police, etc.)

List of Media Reports: Add the list and link of Media Reports since inception.

Annexure XVII: Process for troubleshooting common issues at local level by IT Leads

Sl.	Issue Statement	Possible Reason	Steps to Troubleshoot
1	No Internet Access for all users	Both ILL links are down	Check WAN status and if required, raise complaints with Service Providers
		Firewall might be malfunctioning	Restart Firewall
		Firewall is crashed	Raise ticket with Firewall vendor. Once you get the firewall repaired restore configuration with backup file
2	After logging into Web console, welcome ring is not received in X-lite	SIP Server may not be reachable	PING to SIP Server IP. If not getting any response, then check LAN connectivity to Telephony Server
		Telephony Server may not be communicating with Central Application Server	Check whether whitelisted Public IP is UP. If not coordinate with Service Provider for restoring the service. If whitelisted IP is UP and reachable, check firewall configuration
		No issue with local network	Raise ticket with NISD Support
3	Calls to 14567 are not landing	SIP / PRI Trunk may be down	Login to Asterisk Server and check PRI Status of both Service Providers. If Primary SIP / PRI is down and calls not routed to Secondary, escalate the matter to NIA ICT team and coordinate with BSNL for restoring primary PRI / SIP Trunk

Sl.	Issue Statement	Possible Reason	Steps to Troubleshoot
4	After logging into CRM, CO does not see links in left navigation or Manual Calling Section	As the quota of app licenses issues is exhausted, app licenses are missing to load in agent's session	1. Log in to CRM with State / UT IT role 2. Go to Management>>Logins 3. Observe the agent's sessions are listed in the order with latest "Session Start Time" with latest on top 4. Go to the last page and reset all the agent's sessions older than the current day by clicking on the vertical 3 dots at Agent's Login ID 5. Ask the agent to log off and re-login to CRM
5	Agent sees message 'Already logged in from another machine <192.16X.X.XXX>'	The previous CRM session of the agent was terminated without logging off	1. Log in to CRM with State / UT IT role 2. Go to Management>>Logins 3. Locate the agent from the list 4. Reset agent's session by clicking on the vertical 3 dots at Agent's Login ID 5. Ask the agent to re-login to CRM
6	Agent sees message when try to login to CRM 'Your username or password is invalid'	Agent is entering incorrect username or password or has forgotten the password	1. Tell agent to click on Forgot Password link on the login windows of CRM 2. Enter the user's CRM ID in username and click on Next button 3. Open the email ID of the agent and open the email received to reset password 4. Click on the link from the email to open the page of reset password 5. Enter a new password and confirm the new password

Sl.	Issue Statement	Possible Reason	Steps to Troubleshoot
			6. Click on the link displayed below after entering the password 7. Login to CRM from the login page displayed with CRM ID and new password
7	A message 'Make Call Failed - Agent port status is not IDLE for Make Call for DMI-XXXXXX' on CRM when agent is on outbound or feedback calls	The PRI / SIP assigned for outbound calls may be down	1. Check the status of the PRI / SIP assigned for outbound calls from the server by PUTTY 2. If the PRI / SIP is down, assign alternate PRI / SIP for outbound calls

Some useful Asterisk commands for day-to-day operation support:

#pri show spans

#sip show peers

#sip show registry

#service httpd start - voice file retrieval

#reload or sip reload

Annexure XVIII: List of Elder Line SOP Version 2.0

Contributors (*alphabetical*)

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