STANDARD OPERATING PROCEDURE FOR

PUBLICATION OPERATIONS

NATIONAL HEALTH SYSTEMS RESOURCE CENTRE

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MINISTRY OF HEALTH & FAMILY WELFARE
GOVERNMENT OF INDIA

STANDARD OPERATING PROCEDURE

PUBLICATION OPERATIONS

▪ Content Coordination ▪ Graphic Designing ▪ Event Branding ▪ Audio-Visual Production
▪ Printing ▪ Digital & Social Media Publication

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Document Control
The SOP shall be maintained as a controlled institutional document. Only the approved version shall be used for operational execution.

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Supersession	This version supersedes earlier approved versions upon formal approval

Amendment History

Version	Date	Section(s) modified	Nature of change	Approved by

TABLE OF CONTENT

1. INTRODUCTION

The Publication Section of the National Health Systems Resource Centre (NHSRC) provides centralised production and communication support for converting approved technical, programme and institutional material into professionally coordinated publications and communication outputs. Its work includes content coordination, graphic designing, event branding, audio-visual production, printing coordination, digital publication and social-media-ready communication material.

The Publication Section does not own the substantive technical or programme content of publications and does not directly act as the final disseminator to the target audience. It prepares and finalises publication and communication outputs and shares the approved final versions with the respective NHSRC Division and MoHFW for dissemination through the appropriate official channel.

A standardised institutional process is necessary because Publication receives requests from NHSRC Divisions and MoHFW, often involving parallel deadlines, external agencies, events and multiple levels of approval. This SOP therefore establishes a common system for intake, prioritisation, approvals, design, production, tracking, quality assurance, agency management, digital publication and record retention.

Core operating principle

The Originating Division owns the substantive content and approvals. The Publication Section owns and manages the production process. No publication, design, print or public-facing communication shall proceed on the assumption that Publication has authority to approve substantive content.

2. PURPOSE

The purpose of this SOP is to standardise and streamline the Publication Section's operations so that:

Requests are received through an official and traceable channel;

- The content to be published/printed/designed to be approved by Advisor/Division head and they should be responsible for getting approval from Executive Director before sharing it with publication.
- Content is complete and approved by Executive Director in case of publication work of NHSRC divisions or competent authority for MoHFW publication work before design work begins;
- Roles and responsibilities of originating divisions, Publication staff and empanelled agencies are unambiguous;
- Design options, review rounds and turnaround times are controlled;
- Event branding and event-related requests are planned in advance rather than handled at the last minute;
- Audio-visual, social media and digital publication requests are processed through defined controls;
- Preference is for designing and publication work to be handled by the in-house publication team.
- Empanelled agencies receive fair and transparent work allocation while performance

and non-compliance are actively managed;

- Quality, brand consistency, accessibility and technical specifications are checked before release;
- All assignments are tracked from request to closure and archived for institutional record; service timelines are measurable and escalation is possible where delays arise.

3. SCOPE

This SOP applies to publication and related communication work received from:

- NHSRC Technical and Programme Divisions;
- Human Resources, Finance/Administration and other authorised NHSRC units;
- MoHFW, where work is formally routed to NHSRC;
- Other institutions/organizations only where such work has been formally authorized by Executive Director NHSRC.

The SOP covers technical publications, institutional publications, IEC/communication material, digital products, graphic design, event branding, audio-visual production, printing, social media content, and related production services.

The list is indicative. The Publication Section may process other similar communication or production outputs where the work is authorized and the applicable controls of this SOP can be applied.

4. GUIDING INSTITUTIONAL PRINCIPLES

Principle	Operational requirement
Content ownership	The Originating Division is accountable for technical, programme, policy, data, recommendations, references and substantive accuracy.
Pre-approval before design	Executive Director approval of the substantive content shall be obtained before a publication is handed over to Publication for design, except where a formally approved exception applies.
Single point of official communication	Requests and approvals shall be communicated through official email / designated workflow. Publication personnel shall not be assigned work through personal calls, messages or informal channels.
One consolidated feedback stream	Divisions shall consolidate internal comments before sending them to Publication. Publication should not receive fragmented comments from multiple individuals.
Controlled design iterations	Design concepts and revision rounds shall be limited as per the applicable service standard however if MoHFW inputs are received it has to be incorporated. Permission of Executive Director is desired in all circumstances.
No print without approved master	Printing shall commence only against the approved production master.
Fair agency allocation	Empanelled agencies shall be allocated work through a documented, fair and performance-informed system, while protecting quality, urgency and institutional interest.
In-house development	Preference is for designing and publication work to be handled by the in-house publication team.

Traceability	Every request shall have a tracker entry, status, owner, due date and closure record.
Official dissemination	Publication prepares final outputs; dissemination/public release is through the authorised NHSRC/MoHFW channel and competent authority.

Note: The content to be published/printed/designed to be approved by Advisor/Division head and they should be responsible for getting approval from Executive Director before sharing it with publication.

5. DEFINITIONS AND ABBREVIATIONS

Term	Meaning
Originating Division	The NHSRC Division or authorised MoHFW unit that owns the substantive content and initiates the request.
Publication Division	The NHSRC unit responsible for coordinating and executing publication-production activities under this SOP.
Production Master	The final approved high-resolution file from which printing, web PDF or other final outputs are generated.
Design Brief	The approved task-specific document specifying purpose, audience, format, dimensions, content, branding, references, quantities and deadline.
Consolidated Comments	A single approved set of corrections from the Originating Division after its internal consultation and hierarchy review.
Urgent Request	A request requiring accelerated processing due to an approved and documented time-bound institutional requirement.
Event Branding	Design and production support for event-specific backdrops, stage panels, standees, banners, signage, invitations, certificates, digital screens, AV elements and related material.
AV	Audio-Visual production, including photography/video documentation, editing, animation, audio production, short movie development and 2D/3D animation.
Agency	An empaneled/authorized external service provider engaged for design, printing, AV or related production work.
Tracker	The central assignment monitoring register maintained by Publication, covering request, status, owner, agency, dates, approvals, outputs and closure.
ED	Executive Director, NHSRC, wherever approval is applicable.
MoHFW	Ministry of Health & Family Welfare.

6. PUBLICATION GOVERNANCE AND ORGANIZATIONAL STRUCTURE

The Publication Section shall maintain a clear functional structure. The following structure incorporates the proposed strengthening of the Section; actual sanctioned positions and designations shall remain subject to approval by the competent authority.

Role	Core responsibility	Indicative qualification / experience*
Senior Consultant / Publication Manager **(proposed)**	Overall operational coordination; internal & external work allocation; tracker/MIS; quality oversight; agency coordination; escalation; annual publication calendar; social media/editorial calendar; e-newsletter; performance review of empaneled agencies.	Postgraduate degree/ diploma in publication, mass communication, journalism, media, design or related field; preferably 7+ years relevant experience.
Media / Publication Consultant	Content coordination; publication planning; social media calendar; annual e-newsletter; positive-story identification; event communication planning; coordination with Divisions and MoHFW.	Postgraduate degree in mass communication, journalism, media/publication or related field; preferably 3+ years relevant experience.
Graphic Designer / Consultant Graphic Designer	Graphic designing includes book design and layout, formatting, infographics, image enhancement/generation, digital creatives, event branding and production-ready artwork.	Graduate Degree in graphic design/visual communication/ fine arts or related field; preferably 2+ years relevant experience.
Publication Assistant **(proposed)**	Image enhancement, resizing, file preparation, social-media posters, record keeping, file movement/tracker support and other assisting tasks.	Graduate/diploma in relevant field; basic digital design/ file-management skills.
Fellow **(proposed)**	Image enhancement, resizing, file preparation, social-media posters, PPTs record keeping, file movement/tracker support and other assisting tasks.	Graduate/diploma in relevant field; basic digital design/file-management skills. Fellowship may be annual and non-extendable unless separately approved.
External Consultant **(proposed)**	Graphic designing including book design and layout, formatting, infographics, image enhancement/generation, PPTs, digital creatives, event branding and production-ready artwork.	Degree/diploma in graphic design/visual communication/ fine arts or related field; preferably 2+ years relevant experience.

**Qualification and experience requirements shall be finalised by the competent authority/ HR in accordance with applicable NHSRC rules. The proposed positions do not create any entitlement to appointment or continuation.*

Interns **(proposed)**	Image enhancement, resizing, file preparation, social-media posters, record keeping, file movement/tracker support and other assisting tasks.	Graduate/diploma in relevant field; basic digital design/file-management skills.

Note : *These are indicative role profiles for administrative consideration and are not a substitute for sanctioned Recruitment Rules/HR requirements*

6.1 INTERNAL HIERARCHY AND WORK ALLOCATION

- The Lead Consultant (Ed. Sect.) will have overall responsibility for the functioning and output of the Publication Section, including its overall direction, coordination, and quality oversight, while the day-to-day functioning and supervision of publication-related work will be handled by the Senior Consultant
- The Publication Manager/Senior Consultant, where sanctioned, shall coordinate day-to-day allocation and prioritisation of assignments.
- The two Publication/Media Consultants, Graphic Designers and supporting personnel shall work through the approved task allocation system rather than parallel informal instructions.
- Each task shall have one designated internal owner. Where an assignment requires multiple skill sets, the primary owner shall coordinate the internal team.
- The internal allocation sheet/tracker shall show workload and due dates to reduce duplication and avoid over-allocation.

7. ROLES AND RESPONSIBILITIES

Responsibility Area	Primary owner	Requirement
Substantive/ technical content	Originating Division	Ensure accuracy, completeness, policy/programme correctness, data validation, references, recommendations and technical review.
Content approval	Originating Division	Obtain Executive Director approval of the word-to-word final content before design handover, and Ministry approval where applicable.
Request and brief	Originating Division	Submit official request, approved content, design brief, specifications, images, branding instructions, quantity and deadline.
Content Coordination	Publication Division	Coordinate receipt, completeness, sequence, version control and clarification of content; Publication does not authorise substantive changes.
Graphic Designing	Publication Division	Book design & layout, formatting, infographics, image enhancement/generation, PPTs, digital creatives, event branding and production-ready artwork.
Event coordination	Publication Section+ Originating Division	Originating Division provides event brief/calendar/ content; Publication plans and delivers agreed communication/branding outputs.

AV production	Publication Section/ authorised agency	Plan, coordinate and produce approved photography/video/animation/audio outputs to agreed brief and specifications.
Social media/ digital	Publication Division	Prepare approved creatives, captions/metadata and platform-specific formats; publish only through authorised official channels and approvals.
Printing/ production	Publication Section/ authorised agency	Coordinate quotations/specifications/production, proof, quality inspection, quantity and delivery against approved master.
Agency management	Publication Division	Allocate work, issue briefs, monitor timelines, evaluate performance, maintain scorecards and recommend corrective action.
Final approval	Originating Division / competent authority	Approve final designed proof/production master before printing, web release or public dissemination.
Records	Publication Division	Maintain tracker, source files, approvals, proofs, agency records, final masters and closure documentation.

8. SERVICE REQUEST INITIATION AND INTAKE

All publication work shall enter through an official request. The request shall not be treated as formally accepted until it is registered in the Publication tracker.

8.1 Official communication channel

- A Nodal to be assigned from each division for coordination with publication for the resource work. The Nodal should have prior apporval from Executive Director before suggesting any ammendment via official communication channel.
- Publication staff shall not be personally contacted for assigning or progressing work through personal phone calls, messaging applications or other informal channels.
- All requests, approvals, corrections and deadline commitments shall be sent through official email or the approved institutional workflow.
- Requests should be routed through the Division's designated officer only after due approvals are obtained from ED /Competent authority/Ministry .
- Verbal instructions shall be documented by the Originating Division through an official email before work is initiated.

8.2 Minimum request package

- Official request with purpose, deliverable and required date;
- ED/competent authority-approved final content, where substantive content is involved;
- Task-specific design brief;
- Required format, dimensions, page count/estimated length and quantity;

- Approved branding/logo instructions and any mandatory text;
- High-resolution photographs/images and source credits/permissions, where applicable;
- Names/designations of dignitaries and their approved messages, where applicable;
- Event date, venue and programme details for event-related work;
- Digital/social-media platform requirements, if applicable;
- Single point of contact from the Originating Division.

8.3 Registration

Publication shall assign a unique request/assignment number and enter the task in the tracker. The acknowledgement shall identify the internal owner, preliminary category, expected inputs and indicative timeline.

9. ANNUAL PLANNING, CALENDAR AND PRIORITISATION

9.1 Annual event calendar

For annually scheduled events, Divisions should submit a tentative approved calendar during April–May each year. Changes may be incorporated later, subject to approvals and resource availability.

- The calendar shall identify event name, tentative date, location, organizer, expected Publication deliverables and anticipated approval level.
- Publication shall use the calendar to forecast workload, agency requirements and major production dependencies.
- Changes in event dates shall be communicated immediately through official email.

9.2 Prioritization criteria

Priority	Examples	Treatment
P1 – Statutory/ leadership critical	MoHFW/ED-directed, statutory, ministerial or fixed-date high-level event outputs	Highest priority; schedule protected; escalation for blocked inputs.
P2 – Fixed-date institutional	Conference, workshop, campaign or event with confirmed date	Planned against event calendar; minimum lead times apply.
P3 – Programme priority	Guideline/manual/report/ IEC material with programme importance	Processed according to queue and agreed service standard.
P4 – Routine	Non-time-bound formatting, reprint, resizing or minor creative work	Processed in normal queue.
Urgent exception	A documented late requirement where normal lead time is not possible	Requires approval and explicit acknowledgement of compressed timelines/dependencies.

Important

Priority does not remove the requirement for approved content, consolidated feedback, technical specifications or competent-authority approvals. A late request cannot automatically transfer the delay risk to Publication.

10. CONTENT READINESS AND MANDATORY PRE-APPROVAL

To address repeated late-stage changes, substantive content approval shall precede design handover wherever content is intended for publication or public communication.

- Originating Division prepares and internally verifies the substantive content.
- The Division obtains word-to-word approval from ED/competent authority, and Ministry approval where applicable.
- Only the approved content package is submitted to Publication for design/production.
- Publication registers the approved version and does not proceed on unapproved substantive drafts.
- Any substantive change after design commencement shall be treated as a change request and may reset timelines.

10.1 Dignitary messages

The standardized format for messages of dignitaries already circulated to Divisions shall be followed strictly (ANNEXURE - 1). Divisions shall provide the approved message in the prescribed format and sequence. For urgent publications, the message timeline shall be agreed at the time of request and shall not be left to the final production stage.

10.2 Content change after approval

- Minor typographical/formatting correction: may be incorporated if it does not affect approved substance and can be completed within the timeline.
- Substantive text/data/sequence change requires written confirmation from the Originating Division and may require renewed ED/Ministry approval.
- Late change after final artwork or printing: shall be treated as a rework/reprint risk and escalated where the deadline or cost is affected.

11. END-TO-END PUBLICATION WORKFLOW

Stage	Publication action	Originating Division action	Output / gate
1. Request	Receive, register and acknowledge	Submit official request and minimum package	Request number
2. Scrutiny	Check completeness, category and dependency	Provide missing inputs	Accepted / pending inputs
3. Approval gate	Verify content approval	Obtain ED/competent authority approval before design	Approved content package
4. Brief	Confirm format, quantity, dimensions, audience and deadline	Provide task-specific brief	Design/production brief
5. Allocation	Assign internal owner and agency if required	Nominate authorised contact	Tracker allocation

6. Design/ production	Prepare design/AV/print output	Respond with consolidated comments	Draft/proof
7. Review	Coordinate correction round(s)	Consolidate and send approved comments	Revised proof
8. Final approval	Prepare final artwork/ production master	Provide final approval	Approved master
9. Production	Print/produce/export final formats	Confirm quantity/ delivery details	Final outputs
10. Dissemination handover	Share approved digital/ physical outputs	Disseminate through authorised channel	Handover record
11. Closure	Archive and update tracker	Confirm receipt/closure where required	Closed assignment

12. CONTENT COORDINATION

The Publication Section shall use the term "Content Coordination" for its coordination role. Publication is not responsible for drafting substantive editorials or for changing technical meaning.

- Check sequence, consistency, formatting readiness, cross-references, tables/figures and completeness of the supplied package.
- Flag obvious inconsistencies or missing information to the Originating Division without altering substantive meaning.
- Maintain version control so that only the latest approved content is used for design/ production.
- Coordinate one consolidated set of comments from the Originating Division per review round.
- Ensure that approved changes are incorporated accurately and that obsolete versions are not released.

13. GRAPHIC DESIGNING AND DESIGN STANDARDS

Formatting and design/layout are treated as one integrated Graphic Designing responsibility. The function includes book design and layout, formatting, infographics, image enhancement/ generation, presentations/PPTs, digital creatives, event branding and production-ready artwork.

13.1 Standardised publication identity

- NHSRC publications shall use standardised design templates, grids, heading hierarchy and institutional branding wherever applicable.
- The core font system shall normally be restricted to 2–3 approved font families to build organizational identity and consistency (Annexure 2).
- Standard colour, logo, margins, page-numbering, heading, table and caption conventions shall be maintained through approved templates.

- The Publication Section shall maintain master templates for recurring publication types and logo placement.

13.2 Standard book sequence

- Title/Cover Page
- Inside Title/Copyright/Publication Information page, as applicable
- Approved Message(s) of Dignitary/Dignitaries, in the prescribed format
- Foreword/Preface, where applicable
- Table of Contents
- List of Abbreviations / Figures / Tables, where applicable
- Main Chapters/Sections
- Annexures, where applicable
- Glossary, where applicable
- References/Bibliography, where applicable
- List of Contributors/Reviewers, where applicable
- The List of Contributors shall also give credit to the Graphic Designer (subject to approval of Executive Director, NHSRC & MoHFW)
- Back Cover / Contact and dissemination information, as applicable

The sequence is the default institutional standard. A deviation may be made only when justified by the publication type and agreed at the briefing stage; Divisions should not seek ad-hoc rearrangement after design has commenced.

13.3 Design concepts and sample limits

- For book cover design, Publication may provide up to 2 initial design concepts.
- For inner-page/layout style, Publication may provide up to 2 initial layout concepts where the brief requires a choice.
- After a concept is selected, one consolidated refinement round and one final correction round shall normally be included.
- For urgent work, the design shall be finalized no later than the third shared draft, and preferably by the second draft where the brief is complete.
- Additional concepts/revision rounds shall require justification, availability of resources and a revised timeline; repeated rejection of samples without a consolidated direction shall be escalated.

13.4 Task-specific inputs

The request shall specify the exact design input required. Examples include:

- Book: up to 2 cover concepts + up to 2 inner-layout concepts, final page size, estimated page count and binding/print specification.
- Standee/banner: final approved text, dimensions, logo/branding files and output format.
- PPT: slide count, source content, template/branding and presentation date.
- Infographic: approved data, key message, target platform/size and source attribution.
- Digital/social media creative: approved copy, platform, dimensions and posting date.

14. REVIEW, PROOFING AND APPROVAL CONTROL

14.1 Consolidated review

The Originating Division shall conduct its internal review before sending comments to Publication. Publication shall not be expected to reconcile conflicting comments from multiple officers or versions.

14.2 Maximum review cycles

Work type	Standard review allowance	Escalation / timeline effect
Standard publication	2 consolidated correction rounds after first proof	Additional rounds may extend timeline.
Urgent publication	Finalise by 2nd/3rd draft; consolidated comments each round	Delay or new changes may require ED escalation.
Event creative	1 concept + 1 consolidated refinement + final proof	Late hierarchy/Ministry changes may require revised delivery commitment.
Print proof	1 consolidated proof correction round unless technical defect is found	Substantive changes after proof approval may affect cost/date.

14.3 Final approval gate

- The Originating Division provides final approval of the designed proof.
- Publication incorporates only approved corrections and prepares the final production master.
- No print order or public digital release shall be authorised without the required final approval.
- Where Ministry approval is applicable, the Ministry approval requirement shall be completed before release.

15. EVENT COORDINATION AND EVENT BRANDING

Event-related requests shall be planned through an Event Publication Brief. This section applies to NHSRC and MoHFW events where Publication is requested to support branding, AV or communication.

15.1 Minimum event lead time

Deliverable	Minimum lead time from Publication-ready brief	Examples of inputs required
Basic standee/ banner	1 working day	Approved text, dimensions, logo/ branding, output format
Standard event branding package	3–5 working days	Approved branding brief, venue dimensions, stage/backdrop requirements, programme

Complex event branding	7–10 working days	Full venue plan, multiple branding assets, print/installation specifications
Event AV package	7–15 working days	Script/content, footage, voice-over/audio, duration, format, screening date
Event social media package	2–3 working days where pre-event; same-day only for pre-approved rapid templates	Approved copy, images, platform, posting plan
Any other task	Immediate work related to MoHFW	The task should be approved by Executive Director before sharing.

15.2 Event deliverables

The Originating Division shall specify the deliverables expected from Publication before the event. These may include backdrop, stage branding, standees, banners, directional signage, certificates, invitations, PPT templates, digital screens, professional photography, video documentation, AV films, social media creatives and post-event outputs.

15.3 Branding readiness gate

- Division submits event brief and approved word-to-word content.
- Branding/logo placement and mandatory language are confirmed before design.
- Publication shares design/prototype within the applicable timeline.
- Division consolidates comments and obtains any required hierarchy/ED/Ministry clearance.
- Final artwork is locked before printing/production.

Escalation

If the Division submits content/design decisions after the agreed cut-off, Publication shall record the delay in the tracker and immediately flag the risk to the concerned Division/ED, especially where the event date is fixed.

16. AUDIO-VISUAL PRODUCTION

Production services shall include audio-visual work in addition to conventional print production. The scope may include:

- Video documentation of facilities, events and campaigns;
- Short movie / short film development;
- Audio production and voice-over;
- Video editing, subtitling and post-production;
- 2D and 3D animation videos;
- Motion graphics and animated explainers;
- Photography/image capture and image enhancement;
- Digital/static models of facilities where specifically authorised.

16.1 AV workflow

- Approved concept/brief and objective.
- Script/storyboard and shot list, where applicable.
- Content, facts, logos and approvals validated by Originating Division.
- Production plan and agency allocation, if required.
- First cut/prototype.
- Consolidated review and corrections.
- Final technical QC and approval.
- Export in agreed master and platform-specific formats.
- Handover and archive of final master/source files as applicable.

17. DIGITAL PUBLICATION AND SOCIAL MEDIA

17.1 Digital publication

- Prepare web-optimised PDFs/e-books and other agreed digital formats from the approved production master.
- Check hyperlinks, bookmarks, page order, metadata, readability and file integrity before handover.
- Where accessible PDFs are required, apply appropriate accessibility checks and tagging to the extent supported by the tools/process available.
- Digital release shall occur only through authorised NHSRC/MoHFW channels and after the applicable approval.

17.2 Social media planning

The Publication Section shall maintain a social-media/content calendar covering planned institutional announcements, publications, events, positive stories and campaign outputs. The Publication Consultant/Manager may coordinate the calendar and production of approved posts, stories and posters. Additionally, the Publication Consultant/Manager shall seek annual approval of the calendar from ED, NHSRC on file and coordinate preparation of the Health Day posters/social media posts accordingly.

17.3 Positive Stories

Publication may develop a structured “Positive Stories” initiative highlighting programme achievements and field-level impact from across the country, subject to approval to better visualize the creative requirements of Division.

Publication may undertake authorised field visits to facilities/locations to generate stories, photographs and videos and exposure to various initiatives and achievements.

- The originating programme team shall validate factual content and facilitate access/permissions.
- Consent, privacy, copyright and attribution requirements shall be addressed before publication.
- A consent form may be drafted, if approved, the same may be signed by the persons involved/depicted in the photograph/video **(ANNEXURE 3)**

- Stories shall be released only through official NHSRC/MoHFW channels.

17.4 Event social media turnaround

For event-related social media, the Division shall provide the first approved draft/input and photographs as early as possible after the event. As a planning standard, the first content package should ordinarily reach Publication within 1 working day of the event; where same-day posting is required, this shall be identified in the event brief and pre-approved.

17.5 Platform specifications (to be resized by Pubilications, as per requirement)

Platform	Standard operating requirement
X (formerly Twitter)	Platform-specific aspect ratio, legibility and concise copy; use approved institutional handle, tags and hashtags.
Instagram	Use platform-appropriate portrait/square/carousel/reel formats; ensure text remains readable on mobile.
LinkedIn	Use professional institutional copy and approved visual dimensions; include publication/event context and relevant links.
Facebook	Use only if the official NHSRC account is active/authorised; if revived or newly created, governance and access shall be formally assigned.

17.6 Official spokesperson / posting control

Mandatory control

Individual consultants/staff shall not independently post institutional updates, announcements or developments before the information is officially announced through the authorised NHSRC/MoHFW website or official social-media accounts. Consultants/staff shall not present themselves as organisational spokespersons unless specifically authorised.

18. PRINTING, PRODUCTION AND DELIVERY

18.1 Pre-print controls

- Final approved production master available;
- Page count and sequence verified;
- Print size, paper, GSM, colour mode, binding, finishing and quantity confirmed;
- Proof/sample requirements specified;
- Delivery address(es) and timeline confirmed;
- Agency purchase/work order/authorisation completed as applicable.

18.2 Printing vs design clarification

The tracker and request shall distinguish whether the assignment is Design/Graphic Designing, Printing/Production, or both. This distinction is necessary for accurate allocation, costing, timeline measurement and agency performance review.

18.3 Quality inspection

- Check sample/finished output against approved master.
- Verify quantity, page sequence, colour/print quality, paper/finish, binding, trimming, packaging and delivery condition.
- Record defects and require correction/replacement where applicable.
- Where quality compromise is material, document the incident for agency scorecard and future allocation decisions.

19. EMPANELLED AGENCY MANAGEMENT

The Publication Section may use empanelled agencies for design, printing, AV, animation and other authorised services. The agency management system shall be transparent, documented and performance-informed.

19.1 Work allocation principles

- The Publication Section shall maintain an up-to-date list of empanelled agencies, their service categories, capacity and contact details.
- Work shall ordinarily be distributed fairly among eligible empanelled agencies to provide equitable opportunity, while considering technical suitability, workload, urgency, past performance and capacity.
- Allocation decisions shall be documented in the tracker/agency allocation register.
- Where an agency is unsuitable for a specific task, the reason shall be recorded.
- No agency shall be prioritised solely because of familiarity or past association.

19.2 Agency refusal / non-response

- An agency that repeatedly refuses assignments, fails to respond within the required time or becomes unavailable without valid reason shall be recorded in the performance register.
- Such an agency may be moved down the allocation priority, subject to applicable empanelment/contract conditions.
- Repeated refusal/non-response may be escalated for formal warning, suspension from allocation or other action permitted under the empanelment terms.
- Any exception to the allocation sequence due to urgency, specialised capability or capacity shall be documented.

19.3 Quarterly Agency Performance Review

Parameter	Indicative assessment	Evidence
Timeliness	On-time / delayed / repeated delay	Tracker, delivery dates
Quality	Meets / minor defects / major defects	Proofs, inspection notes, rework
Professional performance	Responsiveness, conduct, coordination	Communication record, project feedback

Compliance	Adherence to brief, confidentiality, file specifications	Project records
Cost/ administrative compliance	Compliance with approved terms and documentation	Bills/work orders/records
Overall score	Weighted score and status	Quarterly scorecard

19.4 Corrective action

Where service quality is compromised, corrective action may include rework at agency cost where contractually permissible, written warning, reduced allocation priority, suspension from new assignments, or other contractual/administrative action. Any penalties shall be applied strictly in accordance with the applicable empanelment/work order terms.

20. SERVICE STANDARDS AND TIMELINES

Timelines below are planning standards. The clock starts only when the Publication Section has received a complete, approved and production-ready input package. Time spent awaiting Division/ED/Ministry approval, missing content, revised briefs or late feedback is excluded from Publication's turnaround time and shall be recorded in the tracker.

20.1 Publication service standards

Service	Minimum complete input	Target turnaround
Registration	Official request	1 working day
Completeness scrutiny	Request + content/brief	2 working days
Simple formatting	Final approved manuscript	3–5 working days
Book up to 100 pages	Approved content + complete brief	Up to 4 working days for standard design/layout*
Book up to 200 pages	Approved content + complete brief	Up to 7 working days for standard design/layout*
Complex publication >200 pages	Approved content + complete brief	10–15 working days or task-specific plan
Standard standee/ banner	Approved text + dimensions + branding	1 working day
Standard design proof	Complete design brief	5–7 working days
Complex design/ prototype	Complete brief + references	10–15 working days
Proof correction	One consolidated comment set	2–4 working days
Final artwork/master	Approved final proof	1–2 working days

**Page-based timelines are indicative planning standards for standard books and assume complete approved content, no major design experimentation and timely consolidated feedback. Final timelines may be set at registration based on complexity.*

Web-ready PDF	Approved master	1–2 working days
Routine printing	Approved master + quantity/ specification	7–15 working days
Complex printing	Approved master + specifications	15–30 working days
Reprint	Existing approved master + confirmation	5–10 working days
AV production	Approved brief/script and assets	Task-specific, normally 7–15+ working days
Archiving	Final output	2 working days

20.2 Division turnaround standards

- Initial content/brief: as early as possible and before the applicable service clock starts.
- Consolidated comments: ordinarily within 1–2 working days for routine proofs and within the agreed event deadline for fixed-date events.
- Urgent design: finalise no later than the second/third draft as applicable.
- Event inputs: provide the final approved content and branding brief before the minimum lead time; last-minute inputs shall be escalated as a risk.
- Post-event social media: first approved draft/images ordinarily within 1 working day unless same-day posting has been pre-planned.

20.3 Agency turnaround

Agency-specific turnaround shall be fixed in the work order/brief based on the task. The Publication Section shall record the committed delivery date and monitor it through the tracker. Any delay shall be documented and reflected in the quarterly scorecard.

21. PUBLICATION TRACKER AND MIS

The existing Publication tracker shall be formally recognised as a mandatory control. It shall be the single operational record for assignment monitoring.

Tracker field	Minimum requirement
Request number	Unique identifier
Date received	Official receipt date/time
Originating Division	Division / MoHFW unit
Task type	Design / Printing / AV / Social Media / Event / Digital / Other
Description	Short task description
Priority	P1–P4 / Urgent
Internal owner	Named Publication staff member
Agency	If outsourced
Inputs received	Date and completeness status
Approval status	ED/Ministry/other applicable approval

Target date	Committed delivery date
Draft/proof dates	Version-wise dates
Comments pending	Division/agency/Publication
Final approval	Date and approving authority
Production/delivery	Date and status
Closure	Archive location and closure date
Delay reason	If target missed

21.1 Weekly review

The Publication Manager/Consultant shall review the tracker at least weekly to identify overdue tasks, upcoming events, blocked approvals, agency delays and resource conflicts. A short exception report may be placed before the competent authority/ED where required.

22. QUALITY ASSURANCE AND FINAL RELEASE CONTROL

22.1 Publication QA checklist

- Approved content version is used.
- Title, author/contributor names, designations and dates are correct.
- Table of contents/page numbers/cross-references are accurate.
- Tables, charts, figures and captions are legible and correctly placed.
- Logo/branding is used correctly.
- Fonts and styles conform to approved template.
- Images are high-resolution and have required permissions/credits.
- Dignitary messages follow the approved standard format.
- Final proof matches approved corrections.
- Digital file opens correctly and has no missing pages/fonts/links where applicable.
- Print specification and quantity match the approved production request.

22.2 Four-eye check

For major publications, final production master shall preferably be checked by the Advisor of the respective division and subsequently a second Publication team member before release. The checker shall verify technical/design integrity, while substantive content approval remains with the Originating Division.

23. RECORDS, FILE NAMING AND ARCHIVING

Publication records shall be retained in a structured digital folder and/or approved document management system.

24. CONFIDENTIALITY, COPYRIGHT AND USE OF IMAGES

- Confidential or draft material shall be shared only with authorised personnel/agencies

and through approved channels.

- Agencies shall be bound by confidentiality requirements where applicable.
- Photographs, illustrations, stock images, music, footage and other third-party material shall be used only where rights/permissions permit such use.
- The Originating Division shall provide ownership/permission information for supplied external material where required.
- Final publication shall include required attribution, disclaimer or copyright information.

25. URGENT REQUESTS, ESCALATION AND NON-COMPLIANCE

25.1 Urgent request control

- Urgent status shall be explicitly requested by Advisor and approved by Executive Director; it shall not be assumed merely because the event/publication date is near.
- The request shall identify the fixed deadline, reason for urgency, approvals completed, remaining approvals and deliverables that are essential.
- Publication shall provide a feasibility response based on available resources and agency capacity.
- For urgent design, Divisions shall finalise within the second/third draft as applicable; repeated late changes shall be escalated.

25.2 Escalation triggers

- Unapproved content submitted for design;
- Late approval by Executive Director/MoHFW;
- More than the allowed design/review rounds;
- Late event inputs or branding decisions;
- Agency refusal/non-response/repeated delay;
- Substantive changes after final artwork;
- Risk to a fixed event/publication deadline.

Non-compliance principle

Where a delay is caused by late inputs, approvals or repeated changes from the Originating Division, the delay shall be recorded as an input/approval dependency in the tracker and shall not be attributed to Publication turnaround time.

26. QUARTERLY REVIEW

A quarterly review may be undertaken covering Publication workload, turnaround, overdue assignments, event preparedness, agency performance, recurring bottlenecks, social media/digital output and improvement actions.

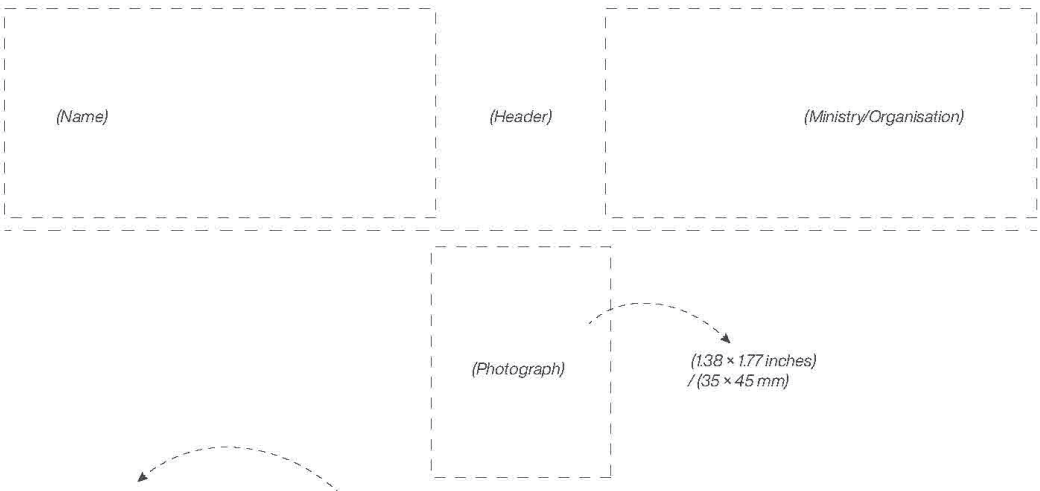
27. SOP REVIEW AND CHANGE CONTROL

- This SOP shall be reviewed at least once every two years.
- Earlier review may be initiated when organisational structure, technology, digital

platforms, approval processes, procurement/empanelment conditions or major service requirements change.

- Changes shall be documented through amendment history and approved by the competent authority before becoming operational.
- Templates, checklists and operational forms may be updated through controlled annexure revisions without rewriting the entire SOP where the core process remains unchanged.

ANNEXURE 1



MESSAGE / FOREWORD

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(Helvetica Now Display {Regular} - 12 pt)

(Signature)

(Helvetica Now Display
{Bold} - 12 pt)

(Footer)

ANNEXURE 2

Typography

Primary Typeface

Helvetica Now Display

Typography hierarchy for a company involves organizing text elements to prioritize information. This is achieved through variations in font size, weight, and style to guide readers' attention and convey the importance of different content. It enhances readability and helps communicate messages effectively.

Light	Regular	Medium	Bold	Extra Bold	Black
ABCDEF-GHIJKLM-NOPQRSTU-VWXYZ	ABCDEF-GHIJKLM-NOPQRSTU-VWXYZ	ABCDEF-GHIJKLM-NOPQRSTU-VWXYZ	ABCDEF-GHIJKLM-NOPQRSTU-VWXYZ	ABCDEF-GHIJKLM-NOPQRSTU-VWXYZ	ABCDEF-GHIJKLM-NOPQRSTU-VWXYZ
abcdefghijklm-nopqrstuvwxyz	abcdefghijklm-nopqrstuvwxyz	abcdefghijklm-nopqrstuvwxyz	abcdefghijklm-nopqrstuvwxyz	abcdefghijklm-nopqrstuvwxyz	abcdefghijklm-nopqrstuvwxyz
0123456789	0123456789	0123456789	0123456789	0123456789	0123456789
A	A	A	A	A	A

NATIONAL HEALTH SYSTEMS RESOURCE CENTRE

Secondary Typeface

Baskerville

Sample Text - Lorem ipsum dolor sit amet, consectetur adipiscing elit. Donec eget sapien at quam suscipit ultricies non quis risus. Nulla pretium lacinia bibendum. Etiam eu congue nisl, ac tincidunt ex. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Mauris quis lobortis tortor, ac consectetur est. Sed non sem felis. Integer pellentesque faucibus arcu, vitae convallis justo lobortis ac.

Italic	Regular	Medium	SemiBold	Bold
ABCDEF-GHIJKLM-NOPQRSTU-VWXYZ	ABCDEF-GHIJKLM-NOPQRSTU-VWXYZ	ABCDEF-GHIJKLM-NOPQRSTU-VWXYZ	ABCDEF-GHIJKLM-NOPQRSTU-VWXYZ	ABCDEF-GHIJKLM-NOPQRSTU-VWXYZ
abcdefghijklm-nopqrstuvwxyz	abcdefghijklm-nopqrstuvwxyz	abcdefghijklm-nopqrstuvwxyz	abcdefghijklm-nopqrstuvwxyz	abcdefghijklm-nopqrstuvwxyz
0123456789	0123456789	0123456789	0123456789	0123456789
A	A	A	A	A

Publications

Back Cover Design

All publications and reports across NHSRC divisions will adhere to a standardized back cover layout. This fixed design ensures visual consistency and reinforces institutional identity. Elements such as the NHSRC logo, MoHFW, and mandated color elements could be placed uniformly across all books, regardless of division or subject matter.

ANNEXURE 3

National Health Systems Resource Centre
National Health Mission
Ministry of Health & Family Welfare, Government of India

PHOTOGRAPHY, VIDEOGRAPHY & TESTIMONIAL CONSENT FORM

This Consent Form is to be read and signed voluntarily by the beneficiary, medical officer, health worker, or any other individual ("the Participant") who is photographed, filmed, interviewed, or quoted as part of the "Positive Stories" initiative undertaken by the National Health Systems Resource Centre (NHSRC) under the National Health Mission (NHM).

1. Purpose

I understand that photographs, video footage, audio recordings, written testimonials, and/or personal details (including my name, designation, location, and health/service-related experience) collected during this shoot/interaction are intended to document and showcase positive stories, best practices, and achievements under NHM and related programmes of MoHFW, Government of India.

2. Consent for Use

I hereby voluntarily and knowingly give my consent for the photographs, video/audio recordings, written material, and my name/designation/testimonial to be:

a) Used by NHSRC, NHM, State Health Departments, and MoHFW for official communication, training, IEC/BCC material, reports, publications, websites, and presentations;

b) Shared in the public domain, including but not limited to print media, television, official websites, and social media platforms (Facebook, X/Twitter, Instagram, YouTube, WhatsApp, etc.);

c) Reproduced, edited, translated, or adapted as required for the above purposes, without further reference to me, provided the context is not misrepresented.

3. Voluntary Participation

I confirm that my participation in this shoot/interview is entirely voluntary and that I have not received, nor been promised, any monetary or other compensation for it. I am participating of my own free will and without coercion of any kind.

4. No Adverse Effect

I understand that my decision to give or withhold consent will not affect the healthcare services, employment, or any other benefits I am currently receiving or am entitled to.

5. Right to Withdraw

I understand that I may withdraw this consent at any time through written communication to the NHSRC/NHM nodal officer (contact given below), except with respect to material already published or disseminated prior to such withdrawal.

6. Minors / Persons Unable to Consent Independently

Where the Participant is a minor (below 18 years of age) or is otherwise unable to give independent consent, this form shall be signed on their behalf by their parent/legal guardian.

7. Declaration

I have read (or have had read out and explained to me in a language I understand) the contents of this consent form, and I understand them fully. I am signing this of my own free will.

Participant Details	
Name of Participant	
Category (Beneficiary / Medical Officer / Health Worker / Other — specify)	
Designation / Role	
Facility / Institution & Address	
Contact Number	
Date	
Place	
Signature / Thumb Impression	
Parent / Legal Guardian (to be filled only if Participant is a minor)	
Name of Parent/Guardian	
Relationship to Participant	
Date	
Signature	
Witness	
Name of Witness	
Date	
Signature	
For Office Use — Consent Obtained By	
Name & Designation of NHSRC/NHM Official	
Date	
Signature	

For queries or to withdraw consent, please contact:

[Nodal Officer Name & Designation],

NHSRC,

[Address]

Email: [_____]

Phone: [_____]

एनएचएसआरसी
राष्ट्रीय स्वास्थ्य मिशन
स्वास्थ्य एवं परिवार कल्याण मंत्रालय, भारत सरकार

फोटोग्राफी, वीडियोग्राफी एवं अनुभव-कथन हेतु सहमति पत्र

यह सहमति पत्र राष्ट्रीय स्वास्थ्य मिशन (एनएचएम) के अंतर्गत राष्ट्रीय स्वास्थ्य तंत्र संसाधन केंद्र (एनएचएसआरसी) द्वारा संचालित "पॉजिटिव स्टोरीज़" पहल के भाग के रूप में फोटो खींचे जाने, फिल्माए जाने, साक्षात्कार लिए जाने अथवा उद्धृत किए जाने वाले लाभार्थी, चिकित्सा अधिकारी, स्वास्थ्य कर्मी अथवा किसी अन्य व्यक्ति ("प्रतिभागी") द्वारा स्वेच्छा से पढ़ा तथा हस्ताक्षरित किया जाना है।

1. उद्देश्य

मैं समझता/समझती हूँ कि इस शूट/संवाद के दौरान लिए गए फोटोग्राफ, वीडियो फुटेज, ऑडियो रिकॉर्डिंग, लिखित अनुभव-कथन तथा/अथवा व्यक्तिगत विवरण (मेरा नाम, पदनाम, स्थान तथा स्वास्थ्य/सेवा संबंधी अनुभव सहित) का उद्देश्य एनएचएम तथा एमओएचएफडब्ल्यू, भारत सरकार के संबंधित कार्यक्रमों के अंतर्गत सकारात्मक कहानियों, सर्वोत्तम प्रथाओं तथा उपलब्धियों का दस्तावेज़ीकरण एवं प्रदर्शन करना है।

2. उपयोग हेतु सहमति

मैं स्वेच्छा से एवं जानबूझकर इस बात हेतु अपनी सहमति देता/देती हूँ कि फोटोग्राफ, वीडियो/ऑडियो रिकॉर्डिंग, लिखित सामग्री तथा मेरा नाम/पदनाम/अनुभव-कथन:

क) एनएचएसआरसी, एनएचएम, राज्य स्वास्थ्य विभागों तथा एमओएचएफडब्ल्यू द्वारा आधिकारिक संचार, प्रशिक्षण, आईईसी/बीसीसी सामग्री, रिपोर्ट, प्रकाशन, वेबसाइट तथा प्रस्तुतियों हेतु उपयोग किया जा सकता है;

ख) सार्वजनिक डोमेन में साझा किया जा सकता है, जिसमें प्रिंट मीडिया, टेलीविज़न, आधिकारिक वेबसाइट तथा सोशल मीडिया प्लेटफ़ॉर्म (फेसबुक, एक्स/ट्विटर, इंस्टाग्राम, यूट्यूब, व्हाट्सएप आदि) शामिल हैं, परंतु इन्हीं तक सीमित नहीं है;

ग) उपरोक्त प्रयोजनों हेतु आवश्यकतानुसार पुनरुत्पादित, संपादित, अनूदित अथवा रूपांतरित किया जा सकता है, बिना मुझसे पुनः संपर्क किए, बशर्ते संदर्भ को गलत ढंग से प्रस्तुत न किया जाए।

3. स्वैच्छिक सहभागिता

मैं पुष्टि करता/करती हूँ कि इस शूट/साक्षात्कार में मेरी सहभागिता पूर्णतः स्वैच्छिक है तथा मुझे इसके लिए न तो कोई मौद्रिक अथवा अन्य प्रतिकर प्राप्त हुआ है और न ही देने का वादा किया गया है। मैं अपनी स्वतंत्र इच्छा से तथा बिना किसी दबाव के भाग ले रहा/रही हूँ।

4. कोई प्रतिकूल प्रभाव नहीं

मैं समझता/समझती हूँ कि सहमति देने अथवा न देने के मेरे निर्णय का मुझे वर्तमान में प्राप्त अथवा प्राप्य स्वास्थ्य सेवाओं, रोज़गार अथवा किसी अन्य लाभ पर कोई प्रतिकूल प्रभाव नहीं पड़ेगा।

5. सहमति वापस लेने का अधिकार

मैं समझता/समझती हूँ कि मैं नीचे दिए गए एनएचएसआरसी/एनएचएम नोडल अधिकारी को लिखित सूचना देकर किसी भी समय यह सहमति वापस ले सकता/सकती हूँ, सिवाय उस सामग्री के जो ऐसी वापसी से पूर्व पहले ही प्रकाशित अथवा प्रसारित की जा चुकी हो।

6. नाबालिग/स्वतंत्र रूप से सहमति देने में असमर्थ व्यक्ति

जहाँ प्रतिभागी नाबालिग (18 वर्ष से कम आयु) हो अथवा स्वतंत्र रूप से सहमति देने में असमर्थ हो, वहाँ यह फॉर्म उनकी ओर से उनके माता-पिता/कानूनी अभिभावक द्वारा हस्ताक्षरित किया जाएगा।

7. घोषणा

मैंने इस सहमति पत्र की विषय-वस्तु को पढ़ लिया है (अथवा मुझे यह मेरी समझ की भाषा में पढ़कर तथा समझाकर सुनाई गई है), और मैं इसकी विषय-वस्तु को पूर्णतः समझता/समझती हूँ। मैं अपनी स्वतंत्र इच्छा से इस पर हस्ताक्षर कर रहा/रही हूँ।

प्रतिभागी का विवरण

प्रतिभागी का नाम	
श्रेणी (लाभार्थी / चिकित्सा अधिकारी / स्वास्थ्य कर्मी / अन्य — उल्लेख करें)	
पदनाम / भूमिका	
संस्थान/सुविधा एवं पता	
संपर्क नंबर	
दिनांक	
स्थान	
हस्ताक्षर / अंगूठे का निशान	

माता-पिता/कानूनी अभिभावक (केवल तभी भरें जब प्रतिभागी नाबालिग हो)

माता-पिता/अभिभावक का नाम	
प्रतिभागी से संबंध	
दिनांक	
हस्ताक्षर	

साक्षी

साक्षी का नाम	
दिनांक	
हस्ताक्षर	

कार्यालय उपयोग हेतु — सहमति प्राप्त करने वाला अधिकारी

एनएचएसआरसी/एनएचएम अधिकारी का नाम एवं पदनाम	
दिनांक	
हस्ताक्षर	

प्रश्नों अथवा सहमति वापस लेने हेतु कृपया संपर्क करें: [नोडल अधिकारी का नाम एवं पदनाम], एनएचएसआरसी, [पता] | ईमेल: [_____] | फोन: [_____]

National Health Systems Resource Centre,
Ministry of Health & Family Welfare,
Government of India