



ICAR Communication Policy and Strategy



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ICAR Communication Policy and Strategy

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Concept and Guidance

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FOREWORD

The Indian Council of Agricultural Research (ICAR), with its extensive network of 113 research institutes, has emerged as a global frontrunner in agricultural research, education, and innovation. By spearheading groundbreaking initiatives across India's diverse agro-ecological landscapes, ICAR plays a crucial role in boosting agricultural productivity, promoting environmental sustainability, and securing the nation's food and nutrition systems. Its pioneering research and breakthrough technologies have empowered farmers, guided national policy, and energized agribusinesses, thereby firmly positioning ICAR at the heart of India's agricultural transformation.

In this dynamic ecosystem, communication is no longer a peripheral activity, but a strategic catalyst for impact. In a sector where timely and accurate knowledge can uplift communities and change lives, effective communication serves as the bridge between science and society. It transforms research outcomes into real-world solutions, ensuring that innovations move beyond laboratories and reach the fields into tangible benefits for farmers and stakeholders.

This strategic communication blueprint is a forward-looking framework to sharpen ICAR's communication efforts, elevate its institutional visibility, and foster deeper, more meaningful engagement with its diverse stakeholders. It charts a clear pathway for harmonizing internal and external communications across the ICAR ecosystem by embracing digital platforms, building narrative strength, and fostering participatory dialogue. The strategy aligns with national development goals and India's digital ambitions while promoting inclusive, multilingual, and locally resonant communication models. ICAR's key stakeholders include farmers, researchers, extension agents, policymakers, development agencies, civil society organizations, private sector and the general public.

The support of ICAR's Governing Body is also duly acknowledged for adopting/endorsing this Communication Policy and Strategy in its 264th meeting held on July 1, 2025.

This document is both a vision for the future and a call to action. It reaffirms the belief that science must not only be done but also heard, understood, and acted upon. As ICAR continues to lead agricultural innovation, this communication strategy will ensure that its message travels far, inspires trust, and sparks transformation across fields, communities, and continents.



(M.L. Jat)

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and Director General, Indian Council of Agricultural Research (ICAR), New Delhi

PREFACE

It is with great satisfaction that we present the *ICAR Communication Policy and Strategy* as a timely and visionary framework that reflects ICAR's unwavering commitment to connecting agricultural science with society. This document emerges at a critical juncture, where the pace of agricultural advancement must be matched by equally dynamic communication practices to ensure that innovations reach every intended beneficiary.

The Indian Council of Agricultural Research (ICAR), through its robust network of 113 premier institutions, has consistently set benchmarks in agricultural research, education, and innovation. This document captures the spirit of that excellence and extends it to the domain of communication, recognizing it not as a peripheral function, but as a central pillar in the knowledge-to-impact continuum.

The contents of this document are both comprehensive and practical. It articulates the importance of consistency in messaging, responsiveness in outreach, and inclusivity in engagement. By emphasizing multilingual, technology-enabled, and stakeholder-focused communication, it offers a roadmap that is as forward-looking as it is grounded in the realities of Indian agriculture.

We hope this document will serve as a guiding light for ICAR institutions, communication professionals, researchers, and extension personnel. It encourages each of us to think beyond traditional boundaries and adopt a communication mindset that is strategic, empathetic, and outcome-oriented.

This visionary document was conceived under the exemplary leadership of Dr. M.L. Jat, Secretary, DARE, and Director General, ICAR, whose foresight and unwavering commitment to advancing agricultural research and communication have been instrumental in shaping this blueprint. We are deeply grateful for his inspiring guidance and relentless dedication to transforming India's agricultural landscape. Sincere appreciation extends to all the Deputy Directors General (DDGs) and the scientific teams across ICAR's Subject Matter Divisions, whose insightful contributions have been pivotal in refining this document. Heartfelt gratitude is extended to all stakeholders, including the dedicated team at DKMA, whose relentless efforts and constructive feedback have played a crucial role in bringing this blueprint to fruition.

We hope that the implementation of this strategy will not only amplify ICAR's voice but also deepen its connection with the very people it serves—India's farmers, youth, scientists, and citizens.

Authors

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Chapter 1

Introduction

1.1. The ICAR Communication Framework

For nearly a century, the Indian Council of Agricultural Research (ICAR) has been the architect of India's agricultural revolution and now stands as a global leader in agricultural research and innovation, driving advancements that enhance productivity, sustainability, and food security. It is one of the most consequential public science systems in the world, having cultivated deep, domain-specific expertise across a wide spectrum of agricultural disciplines, ranging from crop sciences to livestock management, fisheries, agro-technology, farming systems and beyond. The ICAR spearheads the national research, education and extension system (NARES) which include a network of 113 premier ICAR research institutes, 77 agricultural universities and 731 Krishi Vigyan Kendras (KVKs). Its pioneering work has empowered millions of farmers, informed evidence-based policymaking, and catalyzed growth across agri-industries, reinforcing its indispensable role as the torch-bearer of India's agricultural progress.

Since its inception, ICAR encouraged scholarly communications to disseminate the results of research to benefit the scientific fraternity and other stakeholders. In 1977, guidelines for forwarding of research papers to scientific journals were issued wherein scientists were encouraged to publish their research in reputed journals after obtaining suitable clearances (*Annexure 1*). These guidelines applied only to research papers; advisory content for farmers or the public was to be cleared by a designated screening committee.

Subsequently, in 2014, with an increased focus on assimilating intellectual property and its related dimensions, the ICAR developed comprehensive guidelines for the internal evaluation and forwarding of research publications, as well as for data management within ICAR institutes (*Annexure II*). These guidelines aimed to guide researchers and research managers in fostering a robust R&D environment, while ensuring the security of research data records and the credibility of published work. Furthermore, all ICAR employees are required to strictly follow the general government rules regarding the release of information to the press and media. These rules, as endorsed by ICAR are reproduced in Annexure III for ready reference.

Through sustained efforts, the ICAR brand has built a solid foundation and now stands well-positioned to further strengthen its communication, recognition, and overall impact.

1.2 The Imperative for Evolved Science Communication

In today's knowledge-driven era, the demand for effective science communication is increasing. Advances in digital technology have transformed how people access and consume information. The speed with which information is shared and its simple, fast-paced form, tends to put the quality and reliability

of information in the background and underscores the need to uphold scientific credibility. To promote evidence-based understanding and ensure the integrity of scientific messaging, science communication must evolve in substance, delivery, and intent.

Effective communication is not just an enabler but a force multiplier for scientific institutions. For an organization like ICAR, where ground-breaking research must translate into tangible benefits for farmers and society, strategic communication becomes the critical link between innovation and impact. It ensures that cutting-edge technologies, best practices, and scientific insights reach stakeholders in a timely, accessible, and actionable manner, bridging the gap between laboratory discoveries and field-level adoption.

ICAR stands on the threshold of a transformative decade. With food systems becoming central to debates on climate change, nutrition security, rural income, and technological disruption, there is a pressing need, and a global appetite, for public science to lead the conversation. This period presents ICAR with a generational opportunity: to move from being a system known to insiders to one that is respected, trusted, and recognized across India and beyond.

1.3 Current Communication Challenges

ICAR's discoveries and innovations change lives. For that change to spread, however, the public and other stakeholders need to hear about this work in a way that resonates. While ICAR has successfully built connections, there is potential to strengthen them further. By adopting a shared approach to communication, the organization can ensure its message is not just heard, but understood and valued. This is how ICAR will build stronger relationships and maximize its contribution to the world. Some of the challenges in communication that need sustained efforts to be addressed, are listed below.

Area	Challenges
Public awareness	Many Indians, even educated citizens, are not fully aware of ICAR's contributions. There is the lack of an emotionally resonant national narrative.
Farmer engagement	Research doesn't always translate into trust. Without frequent, accessible communication (especially in local languages), farmers rely more on informal channels or private sector players.
Digital presence	Although ICAR maintains institutional social media accounts, current engagement levels are modest, with content tending to be generic and limited in narrative depth, and storytelling is sparse.
Media visibility	While ICAR gains prominence during key national events or crises, there is significant opportunity to expand its presence in everyday public and media discourse.
Internal communication	There is significant scope to enhance coordination across the ICAR ecosystem, as institutes currently operate independently, with opportunities to develop shared content pools, unified campaigns, and common communication guidelines.
Youth appeal	For India's agri-students, ICAR is a degree-granting body, not yet a dream career destination or a cultural force. This creates a great chance to rebrand it as an exciting career choice and a leader in agricultural innovation.

Chapter 2

Communication Blueprint: Vision and Objectives

This strategic communication blueprint provides a framework for consistent, ethical, and effective communication across all ICAR institutions. It endeavours to ensure that internal and external communications reflect ICAR's mission, uphold scientific integrity, and support stakeholder engagement. It applies to all ICAR headquarters and institutes, employees, researchers, staff, and collaborators engaged in any form of official communication, including print, digital, verbal, and visual.

2.1 Vision

To position ICAR as a globally recognized leader in agricultural research, innovation, policy advocacy, and farmer-centric knowledge dissemination through effective, inclusive and proactive communication.

2.2. Objectives

This document embodies ICAR's commitment to amplifying its reach, relevance, and resonance across the agricultural value chain. By adopting a structured, forward-looking approach, it seeks to:


- (a) Enhance visibility of ICAR's scientific contributions at national and global levels.
- (b) Strengthen stakeholder engagement through inclusive, participatory dialogue.
- (c) Accelerate knowledge dissemination via digital platforms, extension networks, and multimedia channels.
- (d) Foster a culture of collaboration and feedback-driven innovation among researchers, farmers, and policymakers.

2.3 Goal

- (a) **Empowering Farmers:** Provide real-time advisories, facilitate market linkages, and deliver climate-smart agricultural solutions directly to farmers.
- (b) **Bridging Research-Application Gap:** Simplify and disseminate scientific research findings into accessible and actionable formats for practical application.
- (c) **Enhancing Visibility and Trust:** Build institutional visibility and strengthen stakeholder trust through transparent, evidence-based communication.
- (d) **Fostering Collaborative Networks:** Develop and nurture partnerships with farmers, agri-entrepreneurs, NGOs, and industry stakeholders.
- (e) **Strengthening Policy Advocacy:** Support policy development and influence decision-making by providing timely, data-driven insights.
- (f) **Reach and engage youth** and broadly the general public effectively through strategic digital platforms and partnerships with agricultural influencers.

2.4 Impact

Aligned with India's national development goals and leveraging the country's burgeoning digital infrastructure, this blueprint focuses on responsive, two-way communication that not only informs but also listens and adapts to the needs of farming communities. It is a visionary roadmap designed to ensure that ICAR's scientific breakthroughs are widely understood, adopted, and celebrated, driving sustainable agricultural growth and rural prosperity for a *Viksit Atmanirbhar Bharat*.



Chapter 3

Guiding Principles for ICAR Communications

The following principles ensure that all internal or external communications, are ethical, effective, and aligned with ICAR's mission.

3.1 Transparency

- Share information openly and proactively to build trust among stakeholders.
- Withhold sensitive information only when necessary, such as in cases involving proprietary research, personal data, or national security concerns.
- Provide clear justification for any information withheld to ensure transparency and maintain credibility.

3.2 Accuracy

- Verify all facts, data, and scientific claims rigorously before any form of dissemination.
- Cite only credible and authoritative sources, and promptly correct inaccuracies identified.
- Maintain scientific integrity by avoiding exaggeration, selective reporting, or misleading interpretations.

3.3 Timeliness

- Ensure prompt communication, especially during emergencies, policy changes, or significant research developments.
- Balance urgency with accuracy by avoiding premature, speculative, or unverified announcements.
- Provide regular updates to keep stakeholders consistently informed as situations evolve.

3.4 Inclusivity

- Use clear, jargon-free language to ensure accessibility for diverse audiences such as farmers, policymakers, researchers, and the general public.
- To effectively reach varied demographic groups, adapt suitable communication formats including multilingual content, visual aids, and digital or print media.
- Encourage feedback and two-way communication to better understand and address stakeholder needs.

3.5 Ethical Standards for ICAR Communications

- Align all messaging with ICAR's core values, such as innovation, sustainability, and public service.

- Avoid conflicts of interest and ensure communications serve the public good.
- Protect ICAR's reputation by avoiding speculative or politically charged statements.

Chapter 4

Communication Targets

1. Strengthen Brand Visibility and Recall

(ICAR should be visible to those it serves)

- ICAR shall build a unified brand identity across its entire ecosystem, encompassing headquarters, affiliated institutes and regional stations.
- ICAR to ensure uniform representation of its name, logo and core messaging across academic platforms, media engagements, rural outreach initiatives and policy initiatives.
- ICAR shall endeavor to strengthen its role as India's foremost authority on agricultural science, enhancing its presence and influence in both national and international fora.

2. Deepen Stakeholder Engagement

(Publishing research to shaping outcomes)

- ICAR will translate complex scientific research into accessible and engaging formats, including videos, infographics, field stories, and audio content, to enhance public understanding and adoption.
- ICAR will deliver tailored messaging to key stakeholders:
 - (i) Farmers → Practical advice, new technologies
 - (ii) Students → Inspiration, opportunities, relevance
 - (iii) Policymakers → Insights, data, innovations
 - (iv) Public → National pride in Indian science

3. Strengthening Institutional Communication Capacity

(Every scientist, faculty and student must strive to become a communicator)

- All ICAR institutes will operationalize Communication Cells/Units to streamline outreach, content creation, and stakeholder engagement.
- Scientists, research managers and extension personnel will undergo structured training in digital storytelling, media engagement, and behavioural communication.
- ICAR to incentivize and recognize scientists and field staff who excel in public communication, while also empowering local influencers to bridge the gap between research and grassroots adoption.

4. Enable a Coordinated, Multi-platform Outreach Ecosystem

(To support seamless content flow, brand coherence, and strategic amplification of ICAR's initiatives)

- ICAR-DKMA to establish a centralized repository of approved content, visual assets, templates, and messaging guidelines to ensure consistency in tone, identity, and quality across all ICAR institutes and affiliated bodies.
- ICAR institutes to plan and implement thematic, multilingual communication campaigns aligned with national priorities, agricultural seasons, and institutional milestones. These campaigns will leverage a mix of digital platforms, print media, and on-ground activations to maximize reach and engagement.
- Ensure that every ICAR initiative, whether scientific breakthroughs, training programmes, or public outreach efforts, is strategically promoted across relevant media channels. A coordinated dissemination strategy will be adopted to make ICAR's contributions more visible, valued, and widely acknowledged by stakeholders, partners, and the general public.

Chapter 5

Communication Channels and Approaches

ICAR's communication strategy serves both internal and external stakeholders. The key internal stakeholders include scientists, technical personnels, administrative personnels, and governing bodies. External stakeholders encompass farmers and rural communities, academia and students, government agencies and policymakers, donors and developmental agencies, agribusiness industries and entrepreneurs, NGOs and extension agencies, media houses, international organizations, research bodies, and the general public. Each stakeholder group has distinct communication needs, requiring tailored messaging and appropriate channels for effective engagement. Accordingly a multi-faceted approach to communication is to be employed, ensuring seamless information dissemination both within the organization and to external stakeholders. Special focus to be given in making information accessible in regional languages and through culturally appropriate formats, thereby empowering even the most unreached farming communities including women, school drop outs etc.

A structured outline of official communication channels is detailed below, each serving a distinct purpose while adhering to ICAR's branding guidelines:

5.1 Internal Communication

Purpose: To facilitate coordination, disseminate policy updates, and enable knowledge sharing among ICAR institutions, scientists, and staff.

Channels:

- **E-mail :** Used for official correspondence, announcements, and directives. All staff must use their designated official email accounts for work-related communication and refrain from using personal email addresses (e.g. Gmail, Rediffmail, Yahoo Mail, etc.) for any official purposes.
- **Internal Portals:** Employed for resource sharing, collaboration, and access to institutional updates. Sensitive or confidential information must be shared only through secure, authorized channels adhering to ICAR/GoI data protection policies.
- **Circulars:** Serve as formal instruments for communicating policy changes, administrative directives, and official notices. Clarity, accuracy, and proper authorization are paramount before circulation.

Guidelines: All internal communications must maintain professionalism, clarity, and consistency with ICAR's mandates.

5.2 External Communication

Purpose: To disseminate scientific advancements, policy decisions, and agricultural innovations to the public, media, and stakeholders through appropriate and authorized channels.

Channels:

Traditional Media

- **Press Releases:** Provide timely, factual updates on research breakthroughs, initiatives, and official statements. Engage journalists for broader coverage.
- **Radio and Television Programmes:** Feature farmer-focused shows in local languages, address issues pertinent to farm women and youth, and include television interviews, documentaries, and radio programmes/podcasts.
- **Print Publications:** Publish peer-reviewed research articles in journals, comprehensive reports, books, and book chapters to share research findings. Utilize brochures, policy briefs, newsletters, annual reports, project reports, and popular science articles/training manuals for general public updates on ICAR's activities, achievements, and upcoming programmes.

Digital Platforms

- **Official Websites:** Serve as the authoritative source for policies, research data, and all institutional information. Websites must be dynamic, multilingual, and regularly updated with publications, events, feedback mechanisms, and success stories.
- **Social Media (Verified Handles):** ICAR headquarters (via DKMA) and all institutes should maintain official, verified accounts on relevant social media platforms (e.g. X (formerly Twitter), Facebook, LinkedIn, YouTube, Instagram) for dynamic outreach, sharing updates, infographics, and live events.
- **E-newsletters:** Disseminate regular updates on research, events, and funding opportunities.
- **Video/Audio Content:** Develop webinars, podcasts, and instructional videos to simplify complex agricultural knowledge. Expert discussions on emerging agricultural trends, advisories, forewarnings and contingency plans.

Guidelines: Digital content must be regularly, updated, interactive, and optimized for user experience.

Direct Stakeholder Engagement

- **Farmer Fairs, Field Days and Demo Plots:** Organize farmer fairs to demonstrate technologies, distribute inputs, and provide expert consultations. Conduct on-ground demonstrations of new technologies and facilitate on-spot farm visits.
- **Conferences and Seminars:** Platforms for expert discussions, policy dialogues, and public engagement.
- **Exhibitions:** Showcase technologies, best practices, and innovations at national/international events.
- **Workshops and Training Programmes:** Conduct hands-on training sessions tailored for farmers, extension workers, and agri-entrepreneurs.

Guidelines: Content must be accurate, non-technical where needed, and align

with ICAR's mission. Outreach must be participatory, need-based, and delivered in local languages for maximum impact.

5.3 Scientific Freedom and Institutional Conduct

Academic and Research Freedom: Scientists have the unrestricted right to publish their research findings and express their professional opinions on scientific matters. The organization actively encourages the dissemination of scientific knowledge through appropriate channels.

5.4 Engagement in Science Policy

Scientists are entitled to freely contribute their expertise and perspectives in discussions concerning scientific policies and research directions.

5.5 Restrictions on Public Communications

While open discourse on scientific and policy matters is upheld, scientists must refrain from using public platforms, including the media, to air personal grievances or critique internal organizational affairs. Such concerns should be addressed through designated institutional mechanisms.

5.6 Branding and Compliance

All communication, whether internal or external, must strictly adhere to ICAR's branding guidelines. This includes:

- **Standardized Visual Elements:** Consistent use of official logos, fonts, and colour schemes.
- **Consistent Messaging:** Content must consistently reflect ICAR's core values of scientific rigour, public service, and innovation, while effectively highlighting its legacy, impact, and future vision.
- **Uniform Tone and Style:** Maintaining a consistent tone and stylistic approach across all communication materials.
- **Rigorous Approval Protocols:** Adhering to established approval processes for high-visibility content, such as press releases and major social media campaigns.

Chapter 6

Target Audience Segmentation

ICAR stands at the crossroads of science, society, and government, impacting farmers, students, industry, policy experts and international observers. To amplify its impact in the coming years, ICAR communication strategy must speak in a manner that is both tailored to and yet cohesive across all its key audiences. A multi-channel approach promotes inclusivity and broad outreach by delivering the right message to the right audience at the right time, as detailed below.

Requirement	Communication approaches	Platform options
1. Farmers, Farmer Collectives and KVK experts		
Practical farming techniques, new technologies and technology transfer, market trends, real-time weather/crop advisories	<ul style="list-style-type: none"> • Localized storytelling via success stories • Demonstration videos and field footage • WhatsApp-based micro-content (audio, video, text) • Voice-based advisories • Farmer exposure visits 	WhatsApp, YouTube, Community Radio, Kisan Call Centres (KCC), KVK demonstrations, Posters, Farmer helplines, Local workshops
2. Students pursuing or aspiring for agriculture and allied sciences courses/degrees		
Career visibility, mentorship, inspiration, access to cutting-edge developments	<ul style="list-style-type: none"> • ICAR changemakers videos • Campus-based competitions and hackathons • Online course content 	Instagram, LinkedIn, X, YouTube Shorts, Student WhatsApp groups, Alumni Webinars
3. Scientists and Researchers		
Research visibility, recognition, media training, policy influence	<ul style="list-style-type: none"> • Research highlight reels and podcasts • Science-to-policy whitepapers • Training in popular science communication 	Scientific publications, webinars, conferences, research portals, LinkedIn, ResearchGate, Institutional YouTube, Internal newsletters, Conference circuits
4. Government and Policy-makers		
Credible data, success stories, actionable insights, models for replication	<ul style="list-style-type: none"> • Policy briefs and summary decks • Exposure visits to institutes/ KVKs • Agri roundtables and innovation demos 	Reports, policy dialogues, high-level meetings, interactive dashboards, LinkedIn, newsletters, conference recommendations and briefs

Requirement	Communication approaches	Platform options
5. International Partners, Donors, Developmental Agencies and Institutions		
Visibility of ICAR's global impact, collaboration opportunities, data transparency	<ul style="list-style-type: none"> • English-language reports • Publications • International exhibitions • Research collaborations 	Institutional websites, LinkedIn, Global conferences, Embassy networks, Annual reports, donor meetings, impact assessments
6. Private Sector and Agri-Startups		
Brand credibility, licensing support, market linkage, co-branding visibility	<ul style="list-style-type: none"> • Startup spotlight series featuring ICAR tech • Easy co-branding protocols • Joint communications at expos, fairs • Innovations scouting • Partnerships, commercialization opportunities 	LinkedIn, startup India portal, startup incubator platforms, business fora, industry expos, newsletters
7. Media and influencers		
Access to visuals, field data, expert voices, credible content pipelines	<ul style="list-style-type: none"> • ICAR Science Communication • Fact sheets • Infographics • Press briefings • Rural media bootcamps 	News portals, TV news, Longform journalism, Podcasts, Twitter/X, press kits, press releases, media briefings
8. Civil Society and Cultural Icons		
Trust in science, awareness on food security, climate-smart agriculture, relatable narratives, short-form formats, emotional storytelling, partnership opportunities	<ul style="list-style-type: none"> • Creator collaborations on YouTube Instagram • Influencer bootcamps on agri-science 	Storytelling, podcasts, popular media, documentaries, infographics, Instagram Reels, YouTube, OTTs, regional festivals

Chapter 7

Content Strategy


ICAR's impact depends not just on what it communicates, but also on how and where. A well-defined content strategy transforms communication from reactive to intentional, ensuring that every message reaches the right audience with relevance and clarity. By tailoring content to specific needs and presenting scientific insights in engaging, actionable formats, it bridges the gap between knowledge and impact, turning information into meaningful outcomes. The table below outlines a framework to guide content creation and dissemination across ICAR's ecosystem.

Principle	Interpretation
Audience first	Speak in the language (literal and cultural) of the user, such as farmers, students, policymakers, media
Bilingual by default	All central and public-facing content in Hindi and English; regional adaptations where possible
Visual-first	Prioritize content that can be seen, scanned, and shared, such as photos, reels, graphics, videos, illustrations
Layered depth	Create multi-format versions of the same idea, such as 1-2-min video, a tweet, an infographic, and a longer explainer
Co-created, not just top-down	Involve KVKs, students, startups, and rural communicators in sourcing and narrating stories
Evergreen and event-led Mix	Balance timeless, educational content with topical, high-impact content around events/milestones
Devise content calendars	Each month may be organized around a core theme, reinforced through sub-campaigns, media outreach, and institutional storytelling

ICAR's social media channels need to shift from broadcasting to engaging so as to transform itself into a public science brand. With farmers increasingly on YouTube, students on Instagram, and policymakers on LinkedIn, ICAR needs to fine-tune its social media calendar template, enrich its hashtag bank, develop short video toolkits and track the engagement, reach and content performance through a analytical dashboards.

ICAR's visibility in mainstream and regional media needs a greater push, beyond flagship events or official announcements. To establish itself as a trusted household name and a thought leader in food, farming, and science, greater strengthening of media engagement through strategic partnerships, proactive and sustained storytelling is required. This is to be achieved through:

1. **Press kits and media briefings** - Host journalist briefings before major launches, conferences, or campaigns.

2. **Embedded media days** - Allow selected journalists to spend 1–2 days inside an ICAR lab, KVK, or field station to produce deeper human-interest stories.
 3. **Mobile-friendly fact sheets** - Bilingual 1 or 2-pager briefs for every major ICAR output (e.g. new seed, innovation, report) for use by journalists, anchors, and influencers.
 4. **ICAR spokesperson pool** - Media-train 10–12 senior officials for regular media appearances, interviews, and panel discussions.
 5. **Opinion pieces and columns** - Regular authored columns by ICAR experts in national dailies and digital platforms.
 6. **Science popularization series** - Partner with DD Kisan, AIR, and YouTube creators to run weekly “Explained by ICAR” episodes on agri-science topics.
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Chapter 8

Institutionalizing Communication

8.1 At Institute Level

To ensure consistent and effective communication across all ICAR, individual institutes shall have :

- **Designated Communication Nodal Officer:** Each ICAR institute will appoint a Communication Nodal Officer, typically an AKMU In-charge, PME In-charge, or a Senior Level Officer with comprehensive knowledge of institute activities, responsible for vetting all content prior to dissemination. Co-nodal officers and a support team may also be identified for support and ease of business.
- **Unified Digital Presence:** Each institute shall maintain a single, comprehensive website hosting all independent projects, programs, platforms, and applications. This site must provide access to all open-access publications, links to subscription-based research (papers, books, manuals, reports), detail organizational structure and services offered, and feature updated staff data. Dedicated sections for success stories, events, and forthcoming activities, along with specialized pages for farmer interests, Kisan Sarathi, and product information (seeds/products) based on the institute's mandate, are essential. "Contact Us" details must be consistently updated.
- **Compliance and Security:** All institute websites must be GIGW-compliant and feature verified social media handles. Websites are to be hosted on secure cloud/server domains, with mandatory annual security audits.
- **Rich Digital Content:** Digital platforms should be enriched with short videos, infographics, and podcasts etc. to simplify complex research outcomes for the general public. Content must be customized for various agro-climatic zones and include regional languages.
- **Media Engagement:** Every ICAR institute is encouraged to engage local and national media for press releases in Hindi and regional languages, following due approval from the respective Subject Matter Division (SMD) and intimation to ICAR-DKMA.
- **Public Outreach Initiatives:** In addition to Krishi Melas, institutes should observe an "Open Day" for all citizens to showcase their efforts, allowing visitors to experience research laboratories, museums, and fields. Museums/display centers/ATICs must always be maintained in a presentable condition to enable public appreciation of ICAR's scientific social responsibility. Guided tours can be arranged, ensuring avoidance of sensitive or hazardous areas.

8.2 At ICAR Level

To ensure centralized coordination and professional outreach for ICAR:

- **Strengthened Central Media Hub:** The Public Relation Unit within ICAR-DKMA will be strengthened to serve as a central media hub for coordinated content dissemination. This hub will manage press and media coordination during conferences and provide regular materials for wider publicity.
- **Professional Agency Empanelment:** ICAR-DKMA to empanel professional content creators/content development agencies for expert content creation and film-making/AV agencies/multimedia agencies/production houses for developing need-based films, documentaries, clippings, and videos. This addresses the inherent gap in effectively communicating scientific achievements to a non-scientific audience. Qualified press and media specialists to be engaged to compile and tailor agricultural research outputs, technologies, success stories, news, and events from across NARES for print, electronic, and social media platforms. This will involve a fully equipped public relations and social media agency with experienced content writers, web designers, animators, infographic specialists, and audio/video recording/editing experts.

Official Social Media Transparency: Information regarding certified official social media accounts will be prominently displayed on the ICAR website and relevant organizational documents.

Strategic Brand Promotion: Media interactions should preferably occur in locations where the ICAR logo is clearly visible to enhance brand promotion. A dedicated Media Nodal Officer/Public Relation Officer and a team of highly credible spokespersons to be designated.

- **Consistent Media Presence:** ICAR media bytes to be prepared for regular broadcast on prominent TV channels. Channels like DD-Kisan, Akashvani, and local FM platforms to be fully leveraged to promote ICAR technologies and achievements for mass outreach.
- **National Advertising:** On important occasions, ICAR to publish advertisements in key national and regional newspapers and magazines.
- **Centralized Knowledge Repository:** Content shared by institutional AKMUs and the central media hub will be aggregated into a central knowledge repository maintained by DKMA, serving as a comprehensive hub for diverse knowledge resources.
- **High-Impact Publications:** A professionally designed Coffee Table Book, depicting prominent technologies, strengths, and success stories, to be made available to the PMO, all relevant government scientific departments, and embassies to attract international attention. This publication to be periodically revised/updated as needed.

8.3 Guidelines for ICAR Staff for Media Interaction

ICAR scientists and subject matter experts frequently share insights via various media platforms. As designated Media Spokespersons representing ICAR, adherence to the following guidelines is essential for effective and responsible communication:

- **Accuracy and Integrity:** Disseminate only verified, scientifically sound

information suitable for public consumption. Avoid premature disclosures or speculative statements that could lead to misinformation. Conduct thorough research and verification. Be open and transparent about Department/Organizational policies and actions, providing information as necessary.

- **Clarity and Responsiveness:** Proactively address public misconceptions or ambiguities through timely clarifications. Ensure explanations are concise, evidence-based, and tailored to diverse audiences. Present all facets of an issue to ensure a balanced perspective, avoiding bias. Use simple, clear language, eschewing jargon or technical terms that may confuse the media.
- **Media Monitoring and Feedback:** Analyze media coverage to assess public perception of ICAR/DARE policies and programmes. Provide structured feedback to the Department to refine communication strategies.
- **Digital Engagement:** Maintain a professional and active online presence to effectively engage with stakeholders. Leverage digital platforms (e.g. social media, webinars) to amplify ICAR's outreach.
- **Inclusivity:** Ensure all communications are accessible, including for persons with disabilities (e.g. subtitles, alt-text). Use clear, jargon-free language to maximize reach across all audience segments.
- **Ethical and Legal Considerations:** Safeguard confidential information and data by adhering to privacy and security protocols. Refrain from sharing information that could prejudice legal proceedings or infringe upon individual rights. Carefully consider implications for national security and other sensitive matters. Ensure media coverage is not influenced by financial considerations or paid advertisements.
- Following designated officials to be the spokespersons in front of media and press:

Role	Responsibility
Director General (DG), ICAR	Principal spokesperson for national and international matters.
Deputy Director General (DDG), ICAR	Spokesperson for subject-specific matters, for their respective Subject Matter Division (SMD).
Head of Institutes (Directors, Project Directors)	Spokesperson for institute related matter and the Authority to approve institute-level communication, in alignment with this policy.
Nodal Communication Officers	Draft and disseminate press releases, social media content, and reports, with due approval from institute Head/SMD.
Institute IT/AKMU Units	Manage institutes official websites, media relations, and digital platforms.
PD, DKMA	Manage ICAR's official website, media relations, and digital platforms. Also manage ICAR's Public Relation Unit.
Scientists and Researchers	May share research findings via approved channels, following ethical and clearance norms.

Chapter 9

Capacity Building and Monitoring

9.1 Building Communication Capacity

A skilled and well-equipped workforce is essential for transforming technical research into impactful, stakeholder-oriented communication. Building such capacity requires targeted training and sustained investment in knowledge management across the ICAR system.

- To strengthen communication effectiveness, ICAR to prioritize capacity building at all levels. Scientists and staff must receive training in key areas such as media engagement, science storytelling, visual content development, and the proficient use of digital communication tools.
- Workshops focusing on public speaking, writing for lay audiences, and science journalism will further enhance outreach capabilities.
- Integrating structured communication modules into agricultural education curricula will foster long-term competency within the next generation of professionals.
- Strategic collaborations with journalism schools, communication experts, and media organizations will introduce external expertise and best practices into ICAR's communication framework.
- Fellowship and internship programmes to be introduced to attract young professionals and fresh talent to the field of agricultural communication, ensuring a vibrant and future-ready communication ecosystem.

9.2 Monitoring and Evaluation

ICAR's communication strategy must be data-driven, feedback-informed, and course-corrected regularly. A robust monitoring and evaluation (M&E) framework must ensure ICAR's communication efforts stay relevant, impactful, and aligned with evolving stakeholder needs. This entails:

- (i) Tracking reach and impact - Understand how many people are being reached, and how they are responding.
- (ii) Identify what works - Use evidence to double down on formats, platforms, and messages that generate traction.
- (iii) Ensure accountability - Create a culture of ownership across all media cells.
- (iv) Enable adaptation - Use real-time insights to improve future content, campaigns, and coordination

Key Performance Indicators (KPIs)

Area	Metric	Frequency
Digital reach	Impressions, views, followers, website traffic	Monthly

Engagement	Likes, shares, comments, WhatsApp forwards	Monthly
Content production	Number of videos, infographics, blogs, vernacular outputs	Quarterly
Media visibility	Number of press articles, TV/radio mentions, regional coverage	Quarterly
Institutional participation	Number of institutes contributing to content or campaigns	Quarterly

Chapter 10

Policy Statement and Way Forward


The ICAR Communication Policy and Strategy is more than a procedural document; it represents a strategic vision that reaffirms ICAR's unwavering commitment to transparency, inclusivity, and innovation in connecting scientific advancements with society. In an era characterized by rapid technological shifts and information saturation, the imperative for coherent, credible, and audience-responsive communication has never been more critical.

This framework empowers every ICAR institution, scientist, communicator, and stakeholder to serve as ambassadors of knowledge. It ensures that groundbreaking agricultural research transcends academic publications, transforming into actionable, relatable insights for those who need them most. From farmers navigating climate uncertainties to policymakers formulating data-driven strategies, communication is designed to be the essential bridge connecting solutions with real-world needs.

Moving forward, ICAR is dedicated to institutionalizing this communication culture by:

- Embedding communication competencies throughout the agricultural research and education ecosystem.
- Investing strategically in people, platforms, and partnerships that foster open dialogue, collaborative co-creation, and continuous learning.
- Strengthening multilingual, digital-first, and locally contextualized outreach initiatives nationwide.
- Continuously reviewing, adapting, and upgrading communication tools and approaches to align with national priorities and global best practices.

As India's apex body in agricultural research, ICAR recognizes that scientific impact is fully realized only when knowledge is shared, understood, and applied. This policy provides the essential structure, comprehensive guidance, and vital inspiration to bring that vision to fruition, ensuring that every innovation resonates, every stakeholder is engaged, and every message serves the overarching cause of agricultural transformation.



Annexures

Annexure-I

**INDIAN COUNCIL OF AGRICULTURAL RESEARCH
KRISHI BHAVAN: NEW DELHI**

No. 10-11/77-Per. IV

Dated: the 9th November, 1977

To

The Directors/Project Director of All
the Research Institutes.

Subject:- Forwarding Research papers to Scientific Journals.

Sir,

The question of formulating certain guidelines with a view to ensuring that in Research Institutes, there is full freedom for Scientists to publish their research findings in scientific journals, has been under the consideration of the Council for some time in the past. This matter had also been discussed at the Directors Conference. The consensus view was that if the Head of the Division or the Director does not give his constructive comments within a fixed period of time, the individual scientist could be authorized to forward his/her Research paper to a Scientific Journal. The onus for assessing the suitability of the Paper for publication will vest in the Editor of the Journal. The full responsibility of the paper will rest with the author(s).

1. In order to eliminate any ambiguity in this regard, the following guidelines are laid down with the approval of the Governing Body and President, ICAR:-
 - (i) All research workers will be encouraged to write up the results of their research work in good scientific journals.
 - (ii) For this purpose, the research worker(s) would be required to submit the manuscript of his/her/their research paper(s) to the Director of the Institute or Head of Division in which he/she/they are working, seeking his clearance.
 - (iii) The manuscript of scientific papers should be cleared by the Head of Division in large Institutes (Indian Agricultural Research Institute, Indian Veterinary Research Institute and National Dairy Research Institute) and Directors in the other Institutes positively within a month from the date of submission of the manuscript by the Scientist.
 - (iv) All Directors (and Heads of Divisions, Indian Agricultural Research Institute, Indian Veterinary Research Institute and National Dairy Research Institute) shall maintain a Register specifically for keeping a record of the such manuscripts cleared (with dates of receipt and clearance of the manuscript).
 - (v) While communicating the clearance of the manuscript, the Official No. in accordance with the Register mentioned at (iii) above shall be recorded on

- the approved copy of the manuscript as
(Paper No. from (Name of Institute/Divisions).
- (vi) Where the Head of a Division/Director considers that the paper does not merit publication, but the individual scientist does not agree with that view or where there is undue delay in offering comments, the scientist concerned could forward the paper for publication on his/ her responsibility making it explicit in the forwarding letter to the Editor of the Journal that the Institute does not hold responsibility for the opinions expressed therein. A copy of the paper should be endorsed to the Head of the Division/Director.
 - (vii) If any paper had been withheld in the past by the Director/Head for any reason but the scientist still holds the view that the paper is worthy of publication, he/she may forward the paper to a scientific journal as provided under guideline (vi).
2. Wide publicity may kindly be given to these guidelines in your Institute. These guidelines apply only to research papers and not to material of extension value. Papers giving advice to farmers/fishermen/public should be cleared by the appropriate screening committee set up by the Institute for this purpose so as to ensure that only well-tested and economically proven results are passed on to farmers/fishermen.

Your faithfully,
Sd/-
(M.S. Swaminathan)
DIRECTOR GENERAL

Copy forwarded to:-

1. All DDGs, ICAR.
2. All ADGs, ICAR.
3. All Officers of the Headquarters in the Council.
4. Chairman, Agricultural Scientists Recruitment Board, 1205, Nirmal Tower, 26-Barakhamba Road, New Delhi.

Sd/-
for Director General

—

ICAR Guidelines for Internal Evaluation and Forwarding Research Papers to Scientific Journals

Chapter 1

Publications

1.1 Introduction

- 1.1.1 ICAR's instructions for forwarding of research papers to scientific journals were issued by ICAR vide F.No.10-11/77-Pers. IV, dated 9.11.1977 (Copy at Appendix II). In recent times, it, however, emerged that different ICAR institutes have different procedures for processing and forwarding of research papers and other materials for publication. It was, therefore, required that a uniform procedure that provides academic flexibility to accommodate independent scientifically validated views must be followed in all ICAR institutes while ensuring accountability of the authors for the information published.
- 1.1.2 Accordingly, the idea here is to reiterate the policy and bring it up to date with the present times. In explaining the procedure for guidance, the fundamental commitment of ICAR remains not to limit the freedom to publish and to maintain an academic environment that is open for free exchange of ideas.
- 1.1.3 These guiding principles and procedures are issued with the ICAR's belief that appropriate publication of the research findings not only extends their dissemination to a target audience, but also provides the researchers the opportunity to register their claim to the work they have done, and gain peer esteem and the rewards that may subsequently flow from their work.
- 1.1.4 Therefore, these guidelines have been developed with the objective to encourage publication of results emanating from research work in the ICAR system through a uniform procedure which simultaneously allows a systematic record keeping of ICAR's research contributions in each of the ICAR institute¹.
- 1.1.5 The following paragraphs, thus, cover all the procedural dimensions on this issue faced by ICAR institutes in their day-to-day operations. The Director of the Institute, therefore, shall be the Competent Authority to implement these instructions and take appropriate decisions as per these guidelines.

1.2 Communicating results of research

- 1.2.1 To maximize the benefits from research, publications resulting from research activities must be disseminated in the most effective manner and at the earliest opportunity. Exceptions may be appropriate in certain circumstances, such as restrictions stipulated in Institute/ICAR-approved agreements for collaborative/sponsored/contract research or to preclude disclosure prior to patent filing or for similar reasons.

Formal research publications can be communicated in the form of books, academic and professional journals; and through conferences and their proceedings. However, a variety of less acknowledged. Courtesy demands that individuals and organizations providing facilities must also be acknowledged.

- 1.2.2 In cases when a student/scientist who is a corresponding author publishes her/his research paper from a location outside the country, it is her/his responsibility to ensure that (s)he informs the Head of Division/Regional Station or PME Cell by sending a copy of the manuscript. Formal means, including web-based publications and tools for social networking, are also now increasingly being used to disseminate information.
- 1.2.3 The best mode for publications arising from the research should be considered by the author(s) based on the status and reputation of the journal or publisher, the peer review process of evaluating the research outputs, access by other stakeholders to the work, the likely impact of the work on users of research, and further dissemination and production of knowledge.
- 1.2.4 The intended publication should provide an honest description and analysis of the findings by the authors. Plagiarism, fabrication of data, wilful deception or misinterpretation of results by selective reporting of data, as well as the theft of data or research results from others, shall constitute unethical scientific behaviour and shall not be acceptable under any circumstances.
- 1.2.5 Submission of the same work based on the same set(s) or subset(s) of data to more than one journal is unethical and should not be permitted.
- 1.2.6 If, after publication, any honest error is discovered in the publication, the author(s) shall be responsible to promptly retract the paper or notify the same to the journal's editor for publishing the erratum. Such honest error shall not be considered as an example of scientific misconduct. The institute should have a mechanism in place to minimize occurrence of such "honest errors".
- 1.2.7 Probable exceptions to point 1.2.5 may be writing of books/chapters/ review articles etc., where there is full cross-referencing and which is fully acknowledged.

1.3 Authorship and acknowledgements

- 1.3.1 The authorship should truthfully reflect individual's contribution to the reported study. The sequence of authorship should be decided keeping in view the substantial contribution in conceptualization/design, or analysis and interpretation of data; and/or drafting the article or revising it critically for important intellectual content. In case of publications emanating out of the thesis (M Sc/Ph D), the concerned student shall necessarily be the first author. However, it is equally important that deserving authors are not omitted. In case of controversy/dispute, the Director of the institute may, if necessary, constitute a Committee, with a set time frame (not exceeding 15 days) for resolving the issue.

- 1.3.2 It is advisable that the authorship is discussed between the members of research team at an early stage of execution of the project, and reviewed whenever there are changes in participation/contribution. In case where there is more than one author of an intended publication, all the authors should take responsibility for the integrity of the work and findings reported. However, one of them (not necessarily the Principal Investigator or Project Leader) should be nominated as corresponding author. The corresponding author shall assume overall responsibility for the manuscript and act as a point of contact between the PME Cell²/Editor and the other authors.
- 1.3.3 All those who have contributed to the study but in a manner that does not merit authorship should be duly acknowledged. Publications involving work done by a student enrolled with a University other than the ICAR institute must acknowledge that the work was carried out at the Institute. The sources of financial support for the project should also be duly disclosed.
- 1.4 Procedure for submitting manuscripts to research journals - To get clearance for each research publication, the procedure laid down below needs to be followed in all ICAR institutes**
 - 1.4.1 The complete manuscript under the signature of corresponding author should be submitted to the PME Cell (through Head of the Division or Regional Station in large Institutes or deemed universities) in the proforma as placed at Annexure I. In case authors from outside the Institute are included, the corresponding author will also be responsible for her/his contribution, which too should be reflected in the proforma enclosed. If one of the researchers of the ICAR Institute is co-author in a publication from any other organization (other than ICAR), (s)he should inform the PME Cell in writing.
 - 1.4.2 If required, the PME Cell (or Head of Division or Regional Station) should constitute a small committee of 2-3 scientists to check the veracity of research. Accordingly, the comments received, if any, shall be conveyed by the PME Cell (or Head of the Division or Regional Station) to the corresponding author for consideration within a period of 15 days.
 - 1.4.3 The corresponding author should submit the revised/final manuscript to the intended national/international journal for publication endorsing a copy to the PME Cell.
 - 1.4.4 In specific cases when a research paper is rejected from publication by any journal, it should be left to the discretion of the author to resubmit the manuscript to any other journal for publication after considering the comments of reviewer/editor. However, a copy of revised and submitted manuscript shall be endorsed to PME Cell as per regular practice.
 - 1.4.5 The PME Cell shall maintain a record of all the manuscripts sent for publication by assigning a reference number with dates of receipt and clearance of the manuscript.

1.5 Divergence of views regarding merit of the research paper or undue delay in communicating approval

- 1.5.1 In cases where there is divergence of views regarding merit of the research paper, the concerned scientist/staff shall forward the paper for publication under her/his responsibility and making it explicit in the forwarding letter to the Editor of the intended journal that *"The Data/ Results/Schemes and ideas given in the papers are entirely the work of my/our research work and the Institute and ICAR are not responsible for any liability arising out of this publication"*. A copy of the paper would, in any case, be endorsed/forwarded to PME Cell for record.
- 1.5.2 If there is undue delay in the Institute in offering comments on the received manuscript, but the scientist holds the view that the paper is worthy of early and timely publication, (s)he may forward the paper to the intended scientific journal as provided in point 1.5.1 above after a waiting period of 15 days after its receipt in the PME Cell.

1.6 Procedure for forwarding abstracts/full paper for national/international seminar/symposia/conference etc.

The abstract should be forwarded within 7 days by the Head of Division/ Head of Research Station/Centre along with the proforma as placed at Annexure II. The full paper shall also be forwarded through the same Annexure II.

1.7 Publishing material of extension value

Publications of extension value or other literature for benefit of farmers, other users of information or the general public should be cleared by an appropriate mechanism developed in each Institute by itself. However, such publications should also be given a reference no. and recorded in the PME Cell; and a copy of such publication must also be kept for safe record in the Institute Library.

1.8 General

- 1.8.1 *Publication of books and booklets by the institutes, publications arising from work of scientists outside the mandate of the institute, popular articles etc.* - ICAR may have no objection provided the publication is permitted under the CCS (Conduct) Rules. However, prior intimation may be given to Director of the Institute, and copy submitted in the PME Cell.
- 1.8.2 *Page charges required for publication in scientific journals* - Page charges required for publication in certain journals should be provided in the cases of higher rated NAAS journals or journals having international impact factor. This can be done either from the budget head of "Non-Plan (others)", or from the funds available in the case of externally funded projects. However, a decision to allow the page charges should emanate from a Committee constituted for this purpose.

¹ICAR Institute (or 'Institute') in these guidelines shall refer to the network of institutions of the ICAR, including Institutes designated with the prefixes Indian/National/Central, National Academy, National Bureaus, Project Directorates, and National Research Centres. These also include the Coordinating Units of All India Coordinated Research Projects (AICRP)/All India Network Projects (AINP) and the Krishi Vigyan Kendras (KVK) with ICAR.

²These are Prioritization, Monitoring and Evaluation (PME) Cells, being established in each ICAR Institute/Unit, and aim toward bringing proper and judicious allocation of research resources, based on priority, using analytical tools, and tracking the implementation and progress; and bringing in accountability, transparency and objectivity in the system. PME Cells must be fully integrated with research decision making at the Institute/Unit level, and need to be assimilated into project proposal formulation, evaluation and implementation. The idea is to ensure through a single window system in each Institute/Unit a continuous communication with all kinds of key stakeholders. A continuous commitment to PME in each Institute/Unit is considered absolutely necessary.

■

ICAR Administrative Manual

Chapter 27

Release of information to the Press

27.1 General

Rule 8(2) of CCS (Conduct) Rules, 1964, provides as under:

No government servant shall, except with the previous sanction of the government or of the prescribed authority, or except in the bonafide discharge of his duties,

- a) Publish a book himself or through a publisher, or contribute an article to a book or a compilation of articles, or
- b) Participate in a radio broadcast or contribute an article or write a letter to a newspaper or periodical either in his own name or anonymously or pseudoanonymously or in the name of any other person:

Provided that no such sanction shall be required:

- i) If such publication is through a publisher and is of a purely literary, artistic or scientific character; or
- ii) If such contribution, broadcast or writing is of a purely literary, artistic or scientific character

These rules of government are applicable to the employees of the Indian Council of Agricultural Research, and should be strictly complied with. Failure on their part to adhere to these provisions will be viewed seriously and will be treated as good and sufficient reason for taking disciplinary action against them.

As far as the publication of research results in scientific journal is concerned, separate procedure has, been laid down in the Council's letter No.10-11/77-Per-IV dated 9.11.77 which permits scientists to forward research papers to scientific journals in the circumstances specified in the letter.

(ICAR No. 22-3/78-EE IV dated 13.2.1978)

- 27.1 Detailed instructions issued by the Ministry of information and Broadcasting in regard to release of information to the Press and the role of information officers attached to various Ministries/Departments of the Government of India apply mutatis-mutandis to the ICAR. They are given below:

27.2 Communication of information to the Press

- 27..3.1 All news should be communicated to the Press through the Press information Bureau. The Bureau should also be normally the channel of communication to other news media, like radio, television, etc
- 27.2.2 In all Ministries, no one except the Minister in charge and the Secretary should give any information to, or be accessible to press representatives.

i.e. Correspondents accredited to the Government of India by the Press Information Bureau. The Minister in-charge may, in special cases, authorize an Additional Secretary or Joint Secretary, or other officer to give information to press representatives on any particular subject. But no general authorization should be given. Any other official if approached by a Press representative, should direct the latter to the Press information Bureau.

- 27.2.3 Information officers (Deputy Principal information Officers/Directors of Public Relation) of the Press Information Bureau are attached to every Ministry of the Government of India. It is the function of the information officer to give publicity to the policies and programmes of the Ministry to which he is attached and to keep the Ministry informed of the reactions of the public thereto as reflected in the Press. In order to discharge his functions properly, the information officer should be given all facilities in keeping with his functional responsibilities. He should be invited to attend internal meetings in the Ministry and should be supplied with copies of reports and background note for official use.
- 27.2.4 Since the information officer is the Ministry's official spokesman to the Press, it is important that he should have access to all source of information and be briefed by 'Senior Official from time to time. On his part, the information officer will not release to the Press any information without obtaining clearance from the appropriate quarter.
- 27.2.5 At interviews with accredited Press Correspondents, the information officer should normally be asked to be present

27.3 Press Release

- 27.3.1 The form in which information is to be released to the Press will be decided by the Press Information Bureau, that is, whether it should be a Press Note, an official handout, an unofficial release or in any other suitable form (A Press communiqué is issued only to announce appointments of high dignitaries or Joint Statements with foreign Government.) The release will be drafted by the information officer from material placed at his disposal by the Ministry.
- 26.3.2 When any official report, resolution, notification etc. comes up for publication, the information officer should be consulted well in advance about the date and time of the publication. This will enable him also to prepare the Press release explaining the salient features of the publications. A public notice or any matter which should appropriately issue in the form of an advertisement should not be issued as Press release. Material of this kind should be advertised through the Directorate of Advertising and Visual Publicity. However, in the suitable cases, there should be no objection to a press note or press release being issued in addition to an advertisement to explain the subject.
- 27.3.3 If the information received from the Ministry is found to be in conflict with that already released or about to be released by another Ministry, the Press Information Bureau will hold over the release of such information

to the Press and immediately consult the Ministry or Ministries concerned in order to reconcile the conflict. Publicity given to the material will be decided on the basis of these consultations.

27.4 Press Conferences

- 27.4.1 Communication with the Press may also take the form of a press conference or a press briefing. Such press conferences or press briefings are generally held to:
- 27.4.2 Explain to accredited correspondents and selected editors the scope and purpose of an important report or an official statement, etc. which is likely to be of wide-spread public interest or
- 27.4.3 Give the Press a general review of the policies and activities of government; or
- 27.4.4 Explain to the Press any specific important development
- 27.4.5 Press conferences may be held by the Minister only, or under his direction, by Secretary. Press briefing may however, be held by other senior official, specifically authorized in this behalf. Information given at such briefings will be attributed to an official spokesman or 'official source' but not to anybody by name.
- 27.4.6 Whenever it is proposed to hold a Press Conference, the information officer concerned should be informed in advance and consulted about the date and time of the conference. The information officer will also make suggestion for holding a Press Conference or a Press Briefing when, in his opinion, this would help to put forward the governments point and clarify details of policies.

The information officer should be provided with material from which he will prepare a handout for distribution at the Press Conference.

