

D5.3 Dissemination, Exploitation, and Communication Strategy

Document overview

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D5.3 Dissemination, Exploitation, and Communication Strategy

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Acronyms

EDIB	Equity, Diversity, Inclusion, and Belonging
DOAS	Diamond Open Access Standard
FAIR	Findable, Accessible, Interoperable, Reusable
FSDs	Funders, Sponsors, and Donors: those organisations that offer financial or in-kind support to IPSPs. FSDs may be universities (including libraries), research institutions, associations, societies, academies, and regional, national, or international funding agencies, including governmental, charitable, and private organisations.
Institution	In the context of this proposal, an <i>Institution</i> is defined as a not-for-profit academic or scholarly organisation. These include but are not limited to Research Performing Organisations (RPOs), Research Funding Organisations (RFOs), organisations connected to RPOs (university libraries, university presses, faculties, departments, and labs), research institutes, scholarly societies, etc.
IPSP	Institutional OA Publishing Services Provider: a formal or informal institutional unit or team that is engaged in providing academic publishing services in OA within an institution.
Nonprofit publishing	Publishing activities that make available original scholarly outputs whose quality, editorial procedures, and content are controlled by (members of) an <i>Institution</i> without the aim to generate a profit. (<i>This excludes the hosting of content in repositories, educational materials, and archiving</i>)
OADJS	OA Diamond Journal Study. (Read on Zenodo)
RFO	Research Funding Organisation. Public and private organisations that provide funding for scientific and scholarly projects, typically via research schemes.
RPO	Research Performing Organisation. Public and private organisations that carry out scientific and scholarly research, typically in universities and research institutes.

Introduction

ALMASI's overall objective is to provide the research community with a globally aligned, nonprofit, high-quality, and sustainable scholarly communication ecosystem, capable of implementing nonprofit OA publishing as a standard quality publication practice. The project examines nonprofit institutional scholarly publishing in three world regions: Africa, Europe, and Latin America. In this particular context, special attention will be paid to multilingual communication (English, Spanish, French, Portuguese). The needs of scholarly communities in the three regions will be considered, as well as the solutions that are most adapted to them.

ALMASI builds on the work and expertise acquired during the DIAMAS project, as well as the long expertise of Redalyc in Latin America, that of AJOL in Africa, and PKP's experience with nonprofit OA publishing worldwide. For the communication strategy, key messages and the approach to reaching relevant audiences will be adapted as a function of the specific situation and context in each region or sub-region.

1. Overview and Aims

This document outlines the plan for Dissemination, Exploitation, and Communication throughout the ALMASI project. The content plan outlines how ALMASI will build an audience in the three regions, ensuring that its efforts reach the intended audience and have the expected impact. It engages stakeholders throughout, using the project Key Performance Indicators (KPIs) and Key Exploitable Results (KERs), identified at the proposal phase, as a base.

The actions described here aim to:

- Identify the target audience groups and multiply groups (linking with stakeholder mapping in T1.1);
- Define the key messages of the project;
- Present the relevant communication and dissemination channels, using the existing networks of AJOL in Africa, the DIAMAS project, the CRAFT-OA project, and the EDCH in Europe, Redalyc in Latin America, and PKP in all regions;
- Outline the planned communication, dissemination, and exploitation activities;
- Plan the activities.

The strategy will establish the basis for T5.2, T5.3, and T5.4 activities, as well as the linkages with WP1, WP2, WP3, and WP4. It is structured around three core pillars:

- Awareness-raising of the project and the current status of scholarly publishing around the world in terms of nonprofit OA publishing solutions;
- Dissemination and engagement related to the importance of nonprofit scholarly publishing and Diamond OA, highlighting the cooperation between the different regions;

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- Exploitation – encourage the take-up of project results amongst nonprofit scholarly publishing and Diamond OA journals and the Global Diamond Alliance in particular to ensure a lasting impact on policy.

Via these pillars, our project will target existing networks as well as publishing service providers and individual Diamond OA stakeholders at the global, EU, national, and local levels.

Work Package 5 (WP5) is responsible for delivering communication, engagement, dissemination, and exploitation actions, although all project partners will contribute. While this document states in some detail the tools and timeframes to achieve these goals, this plan will be adjusted and fine-tuned as a function of project developments.

1.1. Regions and multilingualism

The ALMASI project will map the Diamond OA landscape in three world regions: Africa, Europe, and Latin America. To do that successfully, these large regions can be usefully subdivided into smaller subregions. Initiatives and services that cross the regions in terms of languages must also be considered.

Below is proposed a pragmatic minimal subdivision of regions and countries within the scope of the project. This provides a good basis for discussion going forward, as well as a common understanding for the arguments underpinning the rationale for choosing these subregions rather than others.

1.1.1 Regions and sub-regions

Africa

Central Africa, East Africa, North Africa, Southern Africa and West Africa are five geographical subregions of the member states of the [African Union](#).

In the ALMASI project, we will combine Central and West Africa into one project subregion following the approach of the African regional organizations that we plan to collaborate with.



ALMASI project activities will target **four African geopolitical subregions**:

● Central and West Africa:

This subregion includes the Economic Community of Central African States ([ECCAS](#)) and the Economic Community of West African States ([ECOWAS](#)). In this subregion, members of the ALMASI project will collaborate with the West and Central African Research and Education Network ([WACREN](#)) that provides infrastructure and services (including Diamond OA infrastructure and services) for the West and Central African Research and Education community.

● East Africa:

This subregion includes the eight countries that are members of the East African Community ([EAC](#)) intergovernmental organisation. In this subregion, we will collaborate with the East African Science & Technology Commission ([EASTECO](#)) and the Inter-University Council of East Africa ([IUCEA](#)) - the leading EAC Institution strengthening the common Higher Education area and developing mutually beneficial collaboration between member Universities and governments, and the [UbuntuNet Alliance](#).

● North Africa:

This subregion is part of the geographic region of the Middle East and North Africa (MENA), as a part of the Arab world, and most North African states are members of the Arab League. In this subregion we will collaborate with the Association of Arab Universities ([AArU](#)),

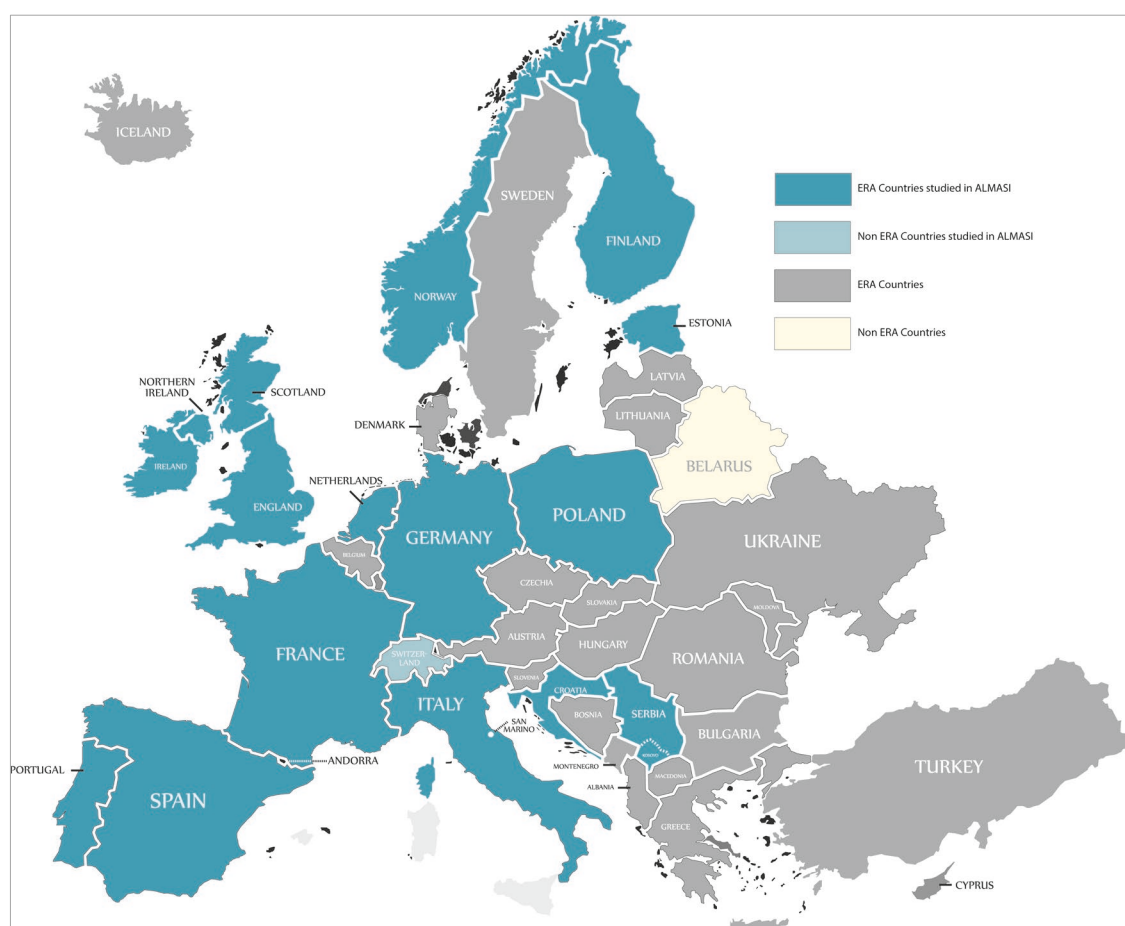
Federation of Arab Scientific Research Councils and Arab States Research and Education Network ([ASREN](#)). Some North African countries - Algeria, Morocco and Tunisia are also a part of the European Research Area (ERA).

● Southern Africa:

This subregion includes the countries that are members of the intergovernmental Southern African Development Community ([SADC](#)). In this subregion, we will collaborate with the Southern African Regional Universities Association ([SARUA](#)) - a membership-based association of public and private universities in the SADC and UbuntuNet Alliance for Research and Education Networking - the alliance of Eastern and South African National Research and Education Networks. UbuntuNet Alliance will also be our partner in the East African subregion.

Europe

For ALMASI, Europe is considered within the scope of the European Research Area ([ERA](#)). A total of 15 European countries have been selected for an in-depth study of national policies and funding mechanisms supporting non-profit and Diamond Open Access (OA) publishing.



Ten of these countries – Croatia, Poland, Germany, the Netherlands, Finland, Norway, Spain, France, Italy, and the United Kingdom – were previously analysed in the DIAMAS project¹. Although the reasons for choosing these 10 countries were not fully motivated in the DIAMAS report, the rationale behind is was to include countries a) from every region of Europe, b) countries where Diamond OA is coordinated at the national level (Croatia, Finland, France, Spain) c) large countries (France, Italy, the UK, Germany), d) smaller countries (Croatia, Norway, Finland, the Netherlands).

Five additional countries – Estonia, Serbia, Switzerland, Portugal, and Ireland – have been included to offer a more complete and comprehensive overview. These new countries provide a more balanced regional, linguistic, and policy diversity, helping to reflect an expanded scope of national policy developments. These countries were added with a view to adding further diversity to the sample, including additional smaller countries from every region: Estonia and Serbia in Northern and Eastern Europe, Portugal in Southern Europe, Ireland and Switzerland in Western Europe. A lack of resources prevents us from including all 27 European countries.

Latin America and the Caribbean



For the purposes of ALMASI and in order to understand the prevailing nonprofit publishing model in Latin America, a functional regional subdivision for the entire region is suggested.

Latin America and the Caribbean represent a cultural division, not a strictly geographical one. The shared cultural identity that unites the region is reflected in a tradition of scholarly communications that spans several decades, and that has resulted in the development of an ecosystem that serves epistemic communities rather than countries or geographical regions.

Therefore, the Latin American and Caribbean region will be addressed via **four subregions**. This division is very much in line with the United Nations Statistics Division ([UNSD](https://unstats.un.org/)).

¹ DIAMAS's *National overviews on sustaining institutional publishing in Europe*:
<https://doi.org/10.5281/zenodo.13683953>

● Latin America: North

Regarding Diamond Open Access publishing it is important to analyze Mexico separately for three major reasons: a) it is the largest Spanish-speaking country; b) the National Autonomous University of Mexico ([UNAM](#)) is the largest Diamond OA publisher of the Spanish-speaking countries in Latin America; c) two of the major publishing initiatives of the region are based in Mexico: [Latindex](#) and [Redalyc](#).

● Latin America: Central

Central America has developed a cohesive community of Diamond OA publishing institutions. These countries also share regional policies for Open Access and Open Science, and share cross-country mechanisms and structural organizations that allow for collaboration among institutions such as [CSUCA](#) (Central American Higher University Council).

● Latin America: The Caribbean

In terms of Diamond OA journal publishing, Cuba is one of the strongest countries of this subregion that is in the scope of the ALMASI. Diamond OA publishing also receives strong support from the government.

● Latin America: South America

South America is a very rich region for Diamond OA publishing. It is of particular interest to ALMASI to analyze Brazil. A list of 1217 non-profit Brazilian scholarly journals² can be found online. A number of Brazilian journals have recently adopted the APC business model.

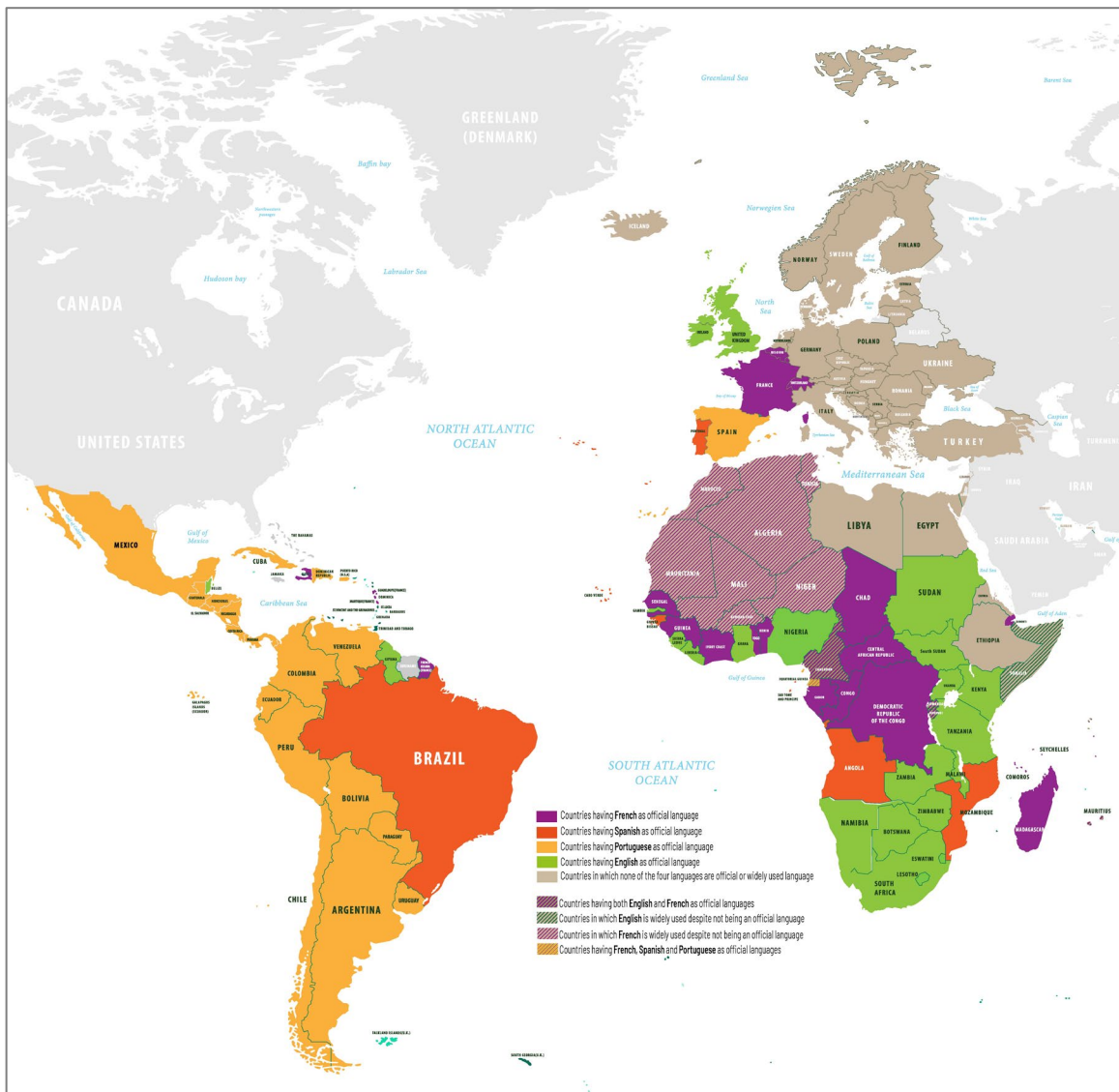
1.1.2 Multilingualism

ALMASI adopts the definition of “balanced multilingualism” proposed by Sivertsen (2018) and referenced by Balula and Leão (2019), which advocates for “a dynamic approach” considering and valuing a variety of “communication purposes [...] and all the languages needed to fulfil these purposes, in a holistic manner without exclusions or priorities.” This means that four main communication languages will be used to disseminate multi-format and multi-channel content dynamically, by judging language relevance and capacity on a case-by-case basis. The four languages are English, French, Portuguese and Spanish, which are common to the geographical areas addressed by ALMASI. It should be noted that English is included not only because it is generally considered as the *lingua franca* of international communication, but notably because it is the official language of several countries that are part of the object of research.

² [List of non-profit Brazilian scholarly journals](#).

Presence of English, French, Portuguese and Spanish in the 3 regions

As well as being official languages in the countries shown on the map below, English, French, Spanish and Portuguese are also widely used in other countries in these three regions, including in local scholarly communication ecosystems. On the other hand, we are also aware that these are not the only official and majority languages spoken in the considered areas. While we do not have the capacity to use them all as communication languages of the project, the ambassador programme will be used to produce targeted communication materials in these languages where necessary.



Translation

In line with the definition of “balanced multilingualism” presented above, relevant communication materials will be translated into the communication languages of the

project. The translation process will rely on human expertise – mainly internal to the consortium – and technologies, in particular collaborative and AI-driven translation tools which will support the work of four language teams (one for each language). A description of the expert profiles involved and the tools deployed in the translation process will be delivered in the final report.

A multilingual glossary presenting the main concepts relating to Diamond and nonprofit open-access publishing will also be made available in the four communication languages of the project. The definitions will be elaborated from local sources whenever possible to help highlight potential differences in open-access publishing solutions and landscapes across geographical areas.

2. Project Stakeholders

The project has identified seven key stakeholder groups that will make up the core audience for the communications, engagement, and impact work of the ALMASI project: Research Performing Organisations (RPOs) and Academies of Science, Scholarly Societies, Libraries, Institutional Publishing Service Providers (IPSPs), Research Funding Organisations (RFOs), Regional, national and international OS policymakers, the OA support community. Each key stakeholder is detailed below.

The three regions will take a targeted approach that is culturally appropriate, with some stakeholders more dominant in certain areas than others. Partners with networks and key contacts will be utilised to effectively mobilise change in their OA environments as they see fit.

In addition to these primary stakeholders, secondary audiences such as cultural institutions, industry, and museums can also play active roles in policymaking and funding academic publishing in some regions, though to a lesser extent. They may be included in communication activities when their influence on the local scholarly communication landscape is significant. Engagement with multipliers, umbrella organisations or associations can also be considered to help support the project's outreach efforts.

2.1. Research Performing Organisations (RPOs) and Academies of Science

Research performing organisations or academies of science can be 1) OA and research policymakers; 2) owners and service providers of IPSPs; and 3) research assessors and/or reformers.

Key actors include: Rectors/vice-rectors for research; Heads of department for research affairs; Research support offices and research managers, and OS/OA coordinators.

Key organisations:

Africa	AAS – African Academy of Sciences ARUA – African Research Universities Alliance AAU – Association of African Universities CRUFAOCI – Conference of Rectors of French-speaking Universities in Africa and the Indian Ocean IUCEA – Inter-University Council for East Africa NASAC – Network of African Science Academies RUFORUM – Regional Universities Forum for Capacity Building in Agriculture SARUA – Southern African Regional Universities Association
Europe	ALLEA – All European Academies AURORA – European University Alliance CESAER – Conference of European Schools for Advanced Engineering Education and Research EUA – European University Association FOREU4ALL LERU – League of European Research Universities Science Europe The Guild YERUN – Young European Research Universities Network
Latin America	ANDIFES – National Association of Leaders of Federal Higher Education Institutions ANUIES – National Association of Universities and Institutions of Higher Education CEAACES – Council for Evaluation, Accreditation and Quality Assurance of Higher Education CIN – National Interuniversity Council CSUCA – Central American University Council OEI – Organization of Ibero-American States for Education, Science and Culture RedCLARA – Latin American Cooperation of Advanced Networks UDUAL – Union of Universities of Latin America and the Caribbean

2.2. Scholarly societies

Organisations that promote an academic discipline, profession, or a group of related disciplines that are publishers and disseminators. Key actors include international umbrella organisations, national umbrella organisations, and Individual societies.

Key organisations:

Africa	CODESRIA – Council for the Development of Social Science Research in Africa
Europe	TSV – Federation of Finnish Learned Societies

Latin America	ALAIC – Latin American Association of Communication Researchers ALAM – Latin American Agroecology Association ALAPE – Latin American Pediatric Association ALAS – Latin American Sociological Association ALASBIMN – Latin American Association of Societies of Biology and Nuclear Medicine CLACSO – Latin American Council of Social Sciences FeLACBE – Latin American Federation of Scientific Associations of Experimental Biology FLACSO – Latin American Faculty of Social Sciences, ISTEC – Ibero-American Science and Technology Education Consortium OBREAL Global – Observatory of European-Latin American Relations in Higher Education RLCU – Latin American University Cooperation Network REDBIO – Technical Cooperation Network on Plant Biotechnology RIACES – Ibero-American Network for Quality Assurance in Higher Education RILESS – Latin American Researchers' Network on Social and Solidarity Economy RLB – Latin American Botanical Network SLAF – Latin American Physics Society SOLAMC – Latin American and Caribbean Mathematical Society
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2.3. Libraries

Academic libraries in Higher Education who are publishers, service providers, incl. university presses, or who wish to be more involved in this area. Key actors include senior management, heads of OA publishing service providers or university presses based in the library, collection specialists, trainers, Open Access officers. Library consortia are an additional important subgroup.

Key organisations:

Africa	AFLIA – African Library & Information Association and Institutions NC – National Library Consortia
Europe	EIFL – Electronic Information for Libraries ICOLC – International Coalition of Library Consortia IFLA – International Federation of Library Associations and Institutions LERU – League of European Research Universities and national networks LIBER – Association of European Research Libraries SPARC Europe – Scholarly Publishing and Academic Resources Coalition
Latin America	ABINIA – Association of Ibero-American States for the Development of National Libraries of Ibero-America ACURIL – Association of Caribbean University, Research and Institutional Libraries, Virtual Library Network on Social Sciences of Latin America and the Caribbean (CLACSO)

	IFLA-LAC – Latin America and the Caribbean Regional Division of the International Federation of Library Associations and Institutions RedIAB – Network of Higher Education Institutions and Librarianship Associations SIIDCA-CSUCA – Central American Integrated Documentary Information System
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2.4. Non-profit Publishing Service Providers (IPSPs)

Networks, presses or individual institutional publishing service providers, incl. publishers, OA publishers and other publishing services, specifically university presses. Key actors include directors and managers of publishing services; publishing professionals; regional, national, or international publishing infrastructures; and standards/best practices providers.

Key organisations:

Africa	AJOL – African Journals Online UbuntuNet – Alliance for Research and Education Networks WACREN – West and Central African Research and Education Network
Europe	AEUP – Association of European University Presses DOAJ – Directory of Open Access Journals DOAB – Directory of Open Access Books EASE – European Association of Science Editors EDCH – European Diamond Capacity Hub EOSC – European Open Science Cloud OAPEN – Online Library of Open Access Books ORE – Open Research Europe SSP – Society for Scholarly Publishing
Latin America	AmeliCA – Open Knowledge for Latin America and the Global South Latindex – Regional Cooperative Online Information System for Scholarly Journals from Latin America, the Caribbean, Spain and Portugal Redalyc – Network of Scientific Journals from Latin America and the Caribbean, Spain and Portugal SciELO – Scientific Electronic Library Online Universities Higher Education Institutions
International	PKP – Public Knowledge Project

2.5. Research Funding Organisations (RFOs)

Public and private organisations that provide funding for scientific and scholarly projects, typically via research schemes such as national research agencies, charities, international funding organisations, or private funders.

Key organisations:

Africa	CAMES - African Malagasy Council for Higher Education SFA Foundation - Science for Africa Foundation SGCI - Science Granting Councils Initiative
Europe	cOAlition S - consortium of research funding and performing organisations committed to immediate Open Access KE - Knowledge Exchange Science Europe and other charities and national funding agencies not included in the aforementioned networks such as Arcadia .
Latin America	CNPq - National Council for Scientific and Technological Development CONACYT - National Council for Science and Technology CONICYT - National Council for Science and Technology MINCIN - Ministry of Science, Technology and Environment MINCyT - Ministry of Science, Technology and Innovation Red CLARA - Latin American Cooperation of Advanced Networks Universities Higher Education Institutions

2.6. Regional, national, and international OS policymakers

Policymakers who set, develop, or monitor Open Science (OS) or Open Access (OA) policy or research assessment on regional, national or international levels.

Key organisations:

Africa	AUC - African Union Commission AUDA - African Union Development Agency EAC - East African Community SADC - Southern African Development Community
Europe	CoNOSC - Council for National Open Science Coordination EC - European Commission ERC - European Research Council Science Europe
Latin America ³	UNESCO Regional Office for Latin America and the Caribbean Universities Higher Education Institutions
International	Global Research Council G7 OS working group UNESCO

³ Note that in Latin America there is an overlap between policymakers and research funders.

2.7. OA support community

Organisations such as UNESCO, other intergovernmental agencies and NGOs that support and promote Diamond OA publishing.

Key organisations:

Africa	UbuntuNet - UbuntuNet Alliance for Research and Education Networks WACREN - West and Central African Research and Education Network
Europe	EIFL - Electronic Information for Libraries OASPA - Open Access Scholarly Publishing Association SPARC Europe - Scholarly Publishing and Academic Resources Coalition
Latin America	AmeliCA - Open Knowledge for Latin America and the Global South CEPAL - Economic Commission for Latin America CLACSO - Latin American Council of Social Science UNESCO - Regional Office for Latin America and the Caribbean Universities

3. Communication and Dissemination

The ALMASI project dissemination and outreach activities will fulfil several key aspects of the aims outlined in the proposal, including establishing a solid and recognisable brand for ALMASI, recruiting stakeholders for future activities, and promoting the project's activities and outputs. To achieve this, ALMASI will share information about events, project developments and results, and related news, making use of the project website, social media channels, newsletters, publications, and printed materials, where appropriate. A set of campaigns will also be rolled out, which use these tools to create awareness and share information. Throughout all these activities, the project will use a set of messages to convey the project's meaning and importance, aims, and activities. These activities will be supported by the project's visual identity, which was outlined in Deliverable 5.1.

The following section sets out the communications channels and how they will be used. Note that we will use the channels of our project partners and ambassadors to disseminate more widely to stakeholder groups. Channels will be identified for each stakeholder group and organised by target group. Dissemination will be led by WP5 with the support of project partners.

Both the website and project outputs will be published in compliance with established web and digital accessibility standards.

3.1. Key messages

At this stage of the ALMASI project, the development of comprehensive key messages is still in progress. The project, a multi-regional initiative involving partners and stakeholders across Africa, Europe, and Latin America, necessitates communication messages that are grounded in a profound understanding of the specific contexts, needs, and perspectives of each region.

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A comprehensive data collection process and stakeholder consultation is currently being carried out in all three regions. This will enable the project team to identify shared priorities, regional specificities, and relevant narratives that will inform a coherent communication approach.

The final key messages will reflect the project's overarching goals while being tailored to resonate with diverse audiences across geographic, cultural, and institutional boundaries. This section will be updated as the information-gathering phase advances and conclusions are progressively drawn.

The following table summarises the principal objectives for each stakeholder as set out in the ALMASI proposal.

Stakeholders	ALMASI's objectives
Research Performing Organisations (RPOs) and Academies of Science	ALMASI will enhance the visibility and impact of their research outputs, align with their missions of advancing knowledge for the public good, and support sustainable and inclusive practices in scholarly communication, ultimately fostering collaboration, innovation, and societal progress.
Scholarly societies	ALMASI will advance the scholarly societies' missions of disseminating research, enhance the visibility and impact of their journals, and align with their values of inclusivity and knowledge sharing, ultimately fostering collaboration and innovation within their respective fields while benefiting their members and the broader research community.
Libraries	ALMASI will expand access to scholarly resources, align with the libraries' mission of providing equitable access to information, and support their role as information stewards and advocates for OA, ultimately benefiting library users, researchers, and the broader academic community. The project will explore their financial and HR role in supporting institutional publishing.
Non-profit Publishing Service Providers (IPSPs)	ALMASI will expand non-profit publishing services providers' service offerings, align with institutional OA policies, and foster collaborations with libraries and researchers, enhancing their role in scholarly communication.
Research Funding Organisations (RFOs)	ALMASI will ensure maximal dissemination of research outcomes, align with OA mandates, and enhance the return on investment by facilitating wider access to funded research, ultimately advancing the organisation's mission to foster scientific progress and societal impact.
National and institutional policymakers	ALMASI will ensure maximal dissemination of research outcomes, align with OA mandates, and enhance the return on investment by facilitating wider access to funded research, ultimately advancing the organisation's mission to foster scientific progress and societal impact.

OA Community	ALMASI will align with the OA community's values of accessibility, transparency, and equity in scholarly communication, foster collaboration and knowledge sharing, and strengthen the infrastructure for OS, ultimately advancing the goal of making research freely available to all without barriers.
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3.2. Platforms and channels

This section outlines the range of communication platforms and dissemination channels that will be employed to support the strategic objectives of the project. In alignment with the principles of Diamond OA, the selected tools and media aim to facilitate transparent, equitable, and wide-reaching engagement with key stakeholder groups, including academic communities, research institutions, policymakers, and the general public. Particular attention will be paid to the geographical and cultural diversity of the project's scope, with communication approaches tailored to the specific contexts, needs, and practices of stakeholders in Africa, Europe, and Latin America.

3.2.1 Website

The project website (<https://almasiproject.org>) functions as the central digital hub for online communication activities of ALMASI and engagement. It encompasses information on ALMASI's partners, work packages descriptions and activities, future results and outputs, news and events, and it is available in English, French, Spanish, and Portuguese. The "news and events" section of the website will be a key way to communicate outputs, upcoming events, event summaries, and project updates. Creating longer news items on the website will generate pages to be shared via ALMASI social media channels and the newsletter, directing attention to the website and contributing to our website views KPI. Website content is created in coordination with WP5, supporting with developing stories and news, editing, guidance, and feedback, images, and uploading to the website. As the project develops, members of the consortium will be asked to write content for the website to ensure different partners' voices are heard, sharing their work, and ensuring the project communications reflect all participants. This will be managed via a rotating schedule to distribute responsibility for producing articles and content for the website. For project results, the website has a dedicated page to log all outputs, linking to our Zenodo repository "Diamond OA".

Accessibility

The website will be tested with a tool such as the [ANDI](#) tool.

3.2.2 Social Media

ALMASI will use a social media strategy across four platforms to help raise awareness and build the project's audience. These channels of communication are intended to target sets of stakeholders and as a means to communicate across stakeholder groups and reach a wider audience. Utilising these means of communication will help raise awareness about project results, while Zenodo will store results in full. The key messages to be produced will be used across each social media channel. Each of the four social media channels – Bluesky, LinkedIn, Facebook, and YouTube – are addressed in more detail below.

- **Bluesky** – The kick-off meeting discussed which social media to use, including whether or not to use X (Twitter), and if not, what other channel to select. The consortium decided to use Bluesky instead of X because of its better alignment with the project's overall values. Efforts will be made to interact with other Bluesky accounts of consortium participants to maximise the impact of reach of this social media channel.
- The [ALMASI Bluesky account](#) will be used to promote all new outputs that appear on the ALMASI website, as well as any external press (publications, event participation) that the project receives. More engaging content will be created, with videos and real attempts to provoke discussion, for example.
- **LinkedIn** – A [LinkedIn page](#) has been created specifically for the ALMASI project. All partners have been encouraged to join and share posts from this community. LinkedIn and Facebook can be used to share longer posts highlighting outputs and project campaigns.
- **Facebook** – The [ALMASI Facebook page](#) will be used to raise awareness, promote its activities, and engage a wider audience. This platform was chosen because it has a strong presence in Latin America and Africa, key regions for the project. Being present on Facebook also allows ALMASI to connect with existing partner communities.
- **YouTube** – The [ALMASI project YouTube](#) account will share video content about the project. This channel allows the project to disseminate online events, which are recorded, and create infographics, explainers, and informative videos to relay project information in novel and engaging ways.

In addition to using the above accounts, each partner organisation will be encouraged to post and share news about ALMASI from their social media channels, through mailing lists, newsletters, and through their own events.

Any ALMASI-based activities from project accounts (and from other accounts mentioning ALMASI) will be recorded and tracked for our KPIs and our communication strategies' reach.

3.2.3 Campaigns

During the project's lifecycle, coordinated campaigns will be created and deployed to help draw attention to the project. The campaigns will each have a theme or concept, with associated branding and messages. Each may be accompanied by events, blogs and news pieces, and other materials.

At present, the following campaign is planned:

[Open Access Week Campaign](#) (October 2025) – this could be the opportunity to create special campaigns during Open Access Week – taking place in October. This week raises awareness for Open Access generally and will be a key moment for ALMASI to promote its work and engage with the Open Access Community.

3.2.4 Newsletters

ALMASI will also publish a dedicated newsletter, sharing project updates and wider information about OA, using content from the ALMASI website and external sources that have featured ALMASI. The newsletter is a key tool to communicate and help establish an audience and build a community around the project. A sign-up link for the newsletter will be available on the ALMASI website home page. Across the course of the project, ALMASI aims to publish nine newsletters. At this stage, it is expected that two will be published in year 1; three in year 2; and finally, four in the project's final year.

3.2.5 Publications

To share information about the project and reach a broader audience, ALMASI will target our results and findings in both scientific and non-scientific publications such as specialised magazines and blogs. This strategy allows the project to have a wider impact and connect with a broader audience. WP5 will focus primarily on non-scientific publications. However, peer-reviewed publications will be shared and promoted through the communication activities discussed in this document.

For project materials produced by the consortium, such as Deliverables, a Zenodo community "Diamond OA"⁴ has been created. This is expected to be used as a repository to disseminate project outputs, creating an ethos of openness and transparency with the work completed by the project.

4. Engagement

Effective stakeholder engagement is a cornerstone of the ALMASI project's communication strategy, aiming to build a network of stakeholders – including funders, libraries, IPSPs, etc. – and connect the fragmented landscape. This section outlines the planned activities and opportunities designed to foster active participation, knowledge exchange, and collaborative networking among the diverse communities involved. Key engagements include the ALMASI events series, which serve as dedicated forums for dialogue and co-creation within the project's core partners and stakeholders. Additionally, the project will maintain a presence at external conferences and workshops to broaden outreach and influence beyond the consortium. Finally, the Final Conference will provide a platform to disseminate outcomes, celebrate achievements, and chart the future direction of Diamond Open Access across Africa, Europe, and Latin America. Through these engagement initiatives, the project aims to build lasting partnerships and foster a vibrant, global community committed to sustainable, equitable scholarly communication.

4.1. Ambassador programme

ALMASI plans to establish an ambassador programme to support outreach and engagement with local communities through multiple channels. The goal of the programme is to establish a distributed network of individuals who actively promote the values and benefits of Diamond Open Access (OA) publishing to researchers, thereby increasing awareness and encouraging the uptake of non-profit scholarly publishing venues. This initiative will be

⁴ <https://zenodo.org/communities/diamondoa/records?q=&l=list&p=1&s=10&sort=newest>

D5.3 Dissemination, Exploitation, and Communication Strategy

embedded in the project's communication strategy and directly linked to ALMASI's outputs and activities.

The ambassador programme will run for the duration of the project and is not expected to continue beyond its lifetime. However, ambassadors will be encouraged to participate in similar longer-term initiatives led by ALMASI partners to ensure continuity and alignment with broader open science efforts. A key consideration for the programme is its geographical scope. It will explore how best to support regional adaptation and empower each area to engage its own audiences through localised activities. In doing so, the programme aims to broaden ALMASI's reach and expand the impact of its results by engaging new communities.

The target audience for the programme includes researchers from all disciplines and career stages who are enthusiastic about promoting Diamond OA within their academic and professional networks. It also includes librarians with deep expertise in scholarly communication and strong institutional connections, as well as research support staff—such as grant officers and administrators—who are well-positioned to integrate Diamond OA principles into their guidance. Editors and editorial board members of scholarly journals are also central to the programme, particularly those committed to transforming publishing practices in line with Diamond OA values.

The expectation is that ambassadors will contribute to ALMASI in several key ways. By raising awareness, they will disseminate information about Diamond OA and the ALMASI project through their networks, including social media, mailing lists, and internal communication channels. They may also present on Diamond OA at local seminars, departmental meetings, and conferences, and share ALMASI materials such as event invitations and online resources. In facilitating engagement, ambassadors could organise informal discussions or "roadshows" within their institutions or communities, help connect researchers with relevant Diamond OA venues, and address questions or concerns about publishing in such outlets. By championing Diamond OA values, they are expected to promote transparency, equity, and community-led publishing, thereby reinforcing ALMASI's mission and fostering a supportive environment for sustainable Open Access.

4.2. ALMASI Events

Channel	KPI	Measure
Events organised by the project	# of webinars/ workshops	<ul style="list-style-type: none"> 20 online events in the duration of the project
	# of participants	<ul style="list-style-type: none"> An average of 20 participants/ workshop
Conferences organised by the project	2 conferences	<ul style="list-style-type: none"> 1 Kick-off meeting, 1 Final Event
	# of participants	<ul style="list-style-type: none"> 100 participants

List of events planned

- Funders forum (planned in October 2025)

4.3. External Events

Participation in third-party events	# of third-party events attended with a contribution	<ul style="list-style-type: none"> ▪ 30 events (including all WPs and target groups/ other contributions at 3rd party events during the project)
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4.4. ALMASI - Final Conference

To mark the end of the project, ALMASI will host a final conference to conclude and exhibit the work of the project. This will be a key opportunity to guarantee the project's impact and share results with stakeholders, eliciting feedback on how project tools and resources will be used by each stakeholder group after the project's lifecycle. For this event, we will invite representatives from the stakeholder groups with whom the project has engaged and targeted across its three-year duration. Additional details about the execution of this event will be planned more concretely as the project develops.

5. KPIs & KERs: Defining, Tracking, and Monitoring

ALMASI has established a comprehensive framework for tracking and monitoring the project's impact. Key Performance Indicators (KPIs) provide measurable targets that guide the project's communication, dissemination, and engagement activities. Key Exploitable Results (KERs) represent the project's outcomes that can ensure long-term sustainability through the broader uptake, reuse, or further development beyond the project's lifespan.

5.1. Quantifiable KPIs

The below Key Performance Indicators (KPIs) display aims for communications, dissemination, and engagement. Our planning for the project is driven by these figures, ensuring the project meets its expected goals. Communication goals will build awareness of the project and effectively disseminate its efforts. Engagement targets will help create a network of stakeholders, able to exchange knowledge, co-design, review, and ultimately adopt key project outputs.

Communication and dissemination

Special attention will be paid to multilingual communication (English, Spanish, French, Portuguese).

Channel	KPI	Measure
Website	# of visitors	<ul style="list-style-type: none"> ▪ 300 unique visitors per month
Social media	# of social media outlets	<ul style="list-style-type: none"> ▪ 2 social media outlets

	# of tweets/ year	▪ 300 tweets/year
	# of Bluesky/ LinkedIn followers	▪ 500 Bluesky/LinkedIn followers from outside the project
	# LinkedIn/ Facebook posts	▪ 20 LinkedIn/ Facebook posts/ year in various languages.
	# of LinkedIn/Facebook followers	▪ 100 LinkedIn/ Facebook group followers
Communication materials	# of Newsletters	▪ 3 newsletters/ year
	# of blog posts/non-peer reviewed publications	▪ 10 blog posts/ non-peer reviewed publications per year in 4 languages.
	# of press releases	▪ 3 press releases during the project in 4 languages (English, Spanish, French, Portuguese)

Publications, guidelines, and recommendations

ALMASI will produce a range of documents and publications that need to reach specific target groups. Those outputs will be OA, FAIR, and carry a CC BY open license or equivalent.

Document type	KPI	Measure
Scientific publications to maximise and channel project outputs	# of publications	▪ 8 publications throughout the project, in English, French, Spanish, or Portuguese, with as many translations as possible.
Training materials to support capacity building in the project	# of training materials	▪ 3 learning path descriptions (e.g., program outlines), tailored for different audiences.
		▪ 5 training modules (e.g., course syllabi), including reading and watching lists, possible assignments, and assessment strategies.
		▪ 30 training materials (e.g., lessons) in the form of presentations, written materials, and videos
	Relevant initiatives & projects	▪ ALMASI YouTube channel with recordings of all online events organised by the project, promotional videos, etc
Guidelines and recommendations	# of guidelines & recommendations	▪ A guidebook that aggregates existing guidelines and can create new ones as needed

		<ul style="list-style-type: none"> ▪ A suite of resources to support the sustainability of nonprofit scholarly publishing and Diamond OA publishing: models, self-assessment tools and primers, ▪ Actionable, evidence-based, and community-validated recommendations for learned/academic societies, institutional leadership, national governments, and research agencies
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For the project to track and monitor progress towards the above KPIs several internal tables have been established which are managed by WP5 but are accessible to the ALMASI consortium. WP5 leads this activity and will explain how these charts must be maintained, in order to accurately record the social media activity of partner accounts and participation in events. The consortium will receive regular reminders to keep these records up to date. These systems and processes are done with the purpose of reaching project KPIs and monitoring where effort is directed and where more emphasis must be applied to properly communicate and disseminate the ALMASI project.

5.2. Key Exploitable Results – Exploitation Strategy

Exploitation and sustainability of a nonprofit OA publishing services global network

The ALMASI Exploitation Strategy will build upon the Dissemination and Communication Strategy. It will focus on:

- developing an exploitation strategy of the project,
- identifying the requirements, strategies and tools for fostering and developing the IPSP global network, building on its existing and growing network of organisations and communities,
- providing a sustainability plan for the platforms that will host the global network of nonprofit OA publishing services and solutions.

Dedicated Tasks (T5.4, T6.4) will work on the ALMASI project exploitation and sustainability of the project outputs by engaging the Global Diamond Alliance, all regions of the project, and other initiatives and projects.

Key Exploitable Result (KER)	Target stakeholder	Exploitation and sustainability strategy
An overview and map of nonprofit OA publishing services and solutions in	All stakeholders	<ul style="list-style-type: none"> ▪ Engagement through project and consortium communication channels;

Africa, Europe, and Latin America (WP1)		<ul style="list-style-type: none"> ▪ Early release of data under CC0; Dissemination and preservation on Zenodo under CC0; ▪ Continuous communication through Global Network platform for IPSPs
Aligned quality support instruments for nonprofit publishing (quality assessment, etc) across Africa, Europe, and Latin America (WP2)	Nonprofit OA publishing services and solutions, IPSPs	FECYT is committed to maintaining and updating the quality support instruments beyond the duration of the project.
A complete suite of training materials, training pathways, and curricula (WP3)	IPSPs, journal editors and journal staff	<ul style="list-style-type: none"> ▪ Engagement through project events (webinars and workshops). ▪ Learner-to-learner interactions in course participation will be maintained via the regional Diamond Capacity Hubs in the context of the Global Diamond Federation.
A suite of resources to support institutional and national OS policymakers, and national research agencies. (WP4)	Institutional leaders, ministries, and policymakers	<ul style="list-style-type: none"> ▪ Engagement through project and consortium communication channels; ▪ Early release of data under CC0; Dissemination and preservation on Zenodo under CC0; ▪ Continuous communication through Global Network platform
A policy & funder forum on nonprofit scholarly publishing for policymakers in Africa, Europe, and Latin America. (WP4)	Institutional leaders, ministries, and policymakers	To be maintained by the regional Diamond Capacity Hubs in the context of the Global Diamond Federation.
All KER	All stakeholders	All KER will be integrated in the 'Nonprofit Scholarly Publishing Global Network' that will become one of the core services of OPERAS.

6. Risks and mitigation

6.1. Three highly diversified regions

The project will work with the assumption that there is no single solution that fits all. This means a flexible, diverse set of policies, flexible sustainability measures, and roadmaps will be developed that can be adapted to specific situations on the ground.

6.2. Existing power imbalances

The project partners will emphasise South-South learning and South-North learning, and be respectful of context complexities and diversities. Regional stakeholders will be involved in all WPs of the project, and deliberate efforts will be undertaken to co-create and improve quality support instruments via twinning (WP2) and the co-creation of training materials and curricula (WP3).

6.3. Lack of prioritisation by governments and institutions

An interregional Policy and Funder Forum will be established with the aim of creating solidarity between the various regional policymakers, stakeholders, and funders.

6.4. Inadequate representation of regional stakeholders.

The project has secured the participation of key regional organisations with an international scope in both Latin America and Africa – Redalyc, EIFL, and AJOL – which host, represent, or have a network of relevant journals and organisations that are active in nonprofit publishing. The project partners include four key global infrastructures (PKP, DOAB, DOAJ, OAPEN).

7. Conclusion and next steps

This document outlines the initial approach for the Dissemination, Exploitation, and Communication activities within the ALMASI project, coordinated by Work Package 5. Each section presents the preliminary roadmap for implementation, with the overarching goal of establishing the ALMASI identity, sharing progress and results, actively involving stakeholders, amplifying the project's visibility and influence across and beyond the targeted regions (Africa, Europe, and Latin America), and ultimately supporting the uptake and sustainability of project outcomes.

Several key milestones will serve as checkpoints to assess and refine the communication and impact strategy – notably, the advocacy materials to be delivered at the end of this year (M12). Additionally, the midterm review planned for Month 18 will provide a valuable opportunity to evaluate progress, measure performance against defined KPIs and KERs, and make necessary adjustments.

Annexe 1 – Details of regions and countries

Africa

- **Central and West Africa:**

Central Africa: Burundi, Cameroon, Central African Republic, Chad, Congo Republic, DR Congo, Equatorial Guinea, Gabon, and Sao Tome and Principe.

West Africa: Benin, Burkina Faso, Cabo Verde, Ivory Coast, Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, and Togo.

- **East Africa:**

Countries: Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Mauritius, Rwanda, Seychelles, Somalia, South Sudan, Sudan, Tanzania, and Uganda.

- **North Africa:**

Countries: Algeria, Egypt, Libya, Mauritania, Morocco, and Tunisia.

- **Southern Africa:**

Countries: Angola, Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, South Africa, Zambia, and Zimbabwe.

Europe

The European Research Area (ERA) comprises the 27 European Union member states, as well as around 18 associated countries in Horizon Europe.

15 Countries studied for ALMASI: Croatia, England, Estonia, Finland, France, Germany, Ireland, Italy, Norway, Poland, Portugal, Serbia, Spain, Switzerland, and the Netherlands.

Latin America

- **North**

Country: Mexico.

- **Central America**

Countries: Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, and Panama.

- **The Caribbean**

Countries: Anguilla, Antigua and Barbuda, Aruba, Bahamas, Barbados, Bonaire, Sint Eustatius and Saba, Sint Eustatius, Saba, British Virgin Islands, Cayman Islands, Cuba, Curaçao, Dominica, Dominican Republic, Grenada, Guadeloupe, Haiti, Jamaica, Martinique, Montserrat, Puerto Rico, Saint Barthélemy, Saint Kitts and Nevis, Saint Lucia, Saint Martin (French part), Saint Vincent and the Grenadines, Sint Maarten (Dutch part), Trinidad and Tobago, Turks and Caicos Islands, United States Virgin Islands

● South America

Countries: Argentina, Bolivia, Bouvet Island, Brazil, Chile, Colombia, Ecuador, Falkland Islands, French Guiana, Guyana, Paraguay, Peru, South Georgia and the South Sandwich Islands, Suriname, Uruguay, Venezuela (Bolivarian Republic of).

Annex 2 - List of countries having English, French, Spanish, or Portuguese as official language(s)

● Countries where English is one of the official languages

Continent	Countries
Africa	Botswana, Burundi, Cameroon, Eswatini, Gambia, Ghana, Kenya, Lesotho, Liberia, Malawi, Mauritius, Namibia, Nigeria, Rwanda, Seychelles, Sierra Leone, South Africa, South Sudan, Sudan, Tanzania, Uganda, Zambia, Zimbabwe
Latin America	Belize, Guyana
Europe	United Kingdom, Gibraltar, Ireland, Malta

● Countries where French is one of the official languages

Continent	Countries
Africa	Benin, Burundi, Cameroon, Central African Republic, Chad, Comoros, DR Congo, Republic of the Congo, Djibouti, Equatorial Guinea (co-official with Portuguese and Spanish), Gabon, Guinea, Ivory Coast, Madagascar, Mauritius, Rwanda, Senegal, Seychelles, Togo
Latin America	French Guiana, Haiti
Europe	France, Belgium, Switzerland, Luxembourg, Monaco

● Countries where Portuguese is one of the official languages

Continent	Countries
Africa	Angola, Cabo Verde, Equatorial Guinea (co-official with French and Spanish), Guinea-Bissau, Mozambique, São Tomé and Príncipe
Latin America	Brazil
Europe	Portugal

● Countries where Spanish is one of the official languages

Continent	Countries
Africa	Equatorial Guinea (co-official with Portuguese and French)
Latin America	Argentina, Bolivia, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Puerto Rico (territory), Uruguay, Venezuela
Europe	Spain