



DIAMAS

Developing Institutional Open Access
Publishing Models to Advance
Scholarly Communication

D7.2 Dissemination, Outreach, Engagement, and Exploitation Plan

Author(s): Oliver Blake, Iryna Kuchma, Vanessa Proudman, Milica Sevkusic, Irakleitos Souyioultzoglou & Andrej Vrčon

Reviewer(s): Judith Schulte, Virginia de Pablo Llorente, & Celine Bitoune



**Funded by
the European Union**

Document Overview

| | |
|------------------------------------|---|
| Project Acronym: | DIAMAS |
| Project Name: | Developing Institutional Open Access Publishing Models to Advance Scholarly Communication |
| Project No: | 101058007 |
| Start Date: | 1/09/2022 |
| End Date: | 31/08/2025 |
| Contributing WP | WP7 |
| WP Leader: | LIBER |
| Deliverable identifier: | 7.2 |
| Contractual Delivery Date: 02/2023 | Actual Delivery Date: 02/2023 |
| Nature: Report | Version: 2.0 Final |
| Dissemination level | PU |
| Status | Approved by the European Commission |

Version History

| Version | Created/Modified | Comments |
|---------|------------------|---|
| 0.0 | 06/02/23 | First draft completed |
| 0.1 | 08/02/23 | Draft reviewed by consortium in presentation during meeting |
| 0.2 | 10/02/23 | Comments from meeting incorporated |
| 0.3 | 15/02/23 | Final draft sent to reviewers |
| 0.4 | 23/02/23 | Reviewers feedback returned |
| 1.0 | 28/02/23 | Document submitted |
| 1.5 | 16/11/23 | EC Reviewers feedback |
| 2.0 | 04/12/23 | Final version of updated document submitted (pg.26,32,43) |

DISCLAIMER

The project has received funding from the European Union's Horizon -WIDERA-2021-ERA-01 research and innovation programme.

Disclaimer- "Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them."

This deliverable is licensed under a Creative Commons Attribution 4.0 International License



**Funded by
the European Union**

Table of Contents

| | |
|---|----|
| Document Overview..... | 1 |
| Version History..... | 1 |
| Table of Contents..... | 2 |
| Acronyms..... | 3 |
| Executive Summary..... | 4 |
| 1. Introduction..... | 4 |
| 1.1. Overview and Aims..... | 5 |
| 1.2. Methods..... | 5 |
| 1.3. Structure of Report..... | 6 |
| 2. Project Stakeholders..... | 7 |
| 2.1. Funders | 7 |
| 2.2. Institutional Publishing Service Providers (IPSP)..... | 9 |
| 2.3. Learned Societies..... | 11 |
| 2.4. Libraries..... | 13 |
| 2.5. OA Diamond Action Plan signatories..... | 15 |
| 2.6. Policymakers..... | 15 |
| 2.7. Research Assessment Agencies..... | 16 |
| 2.8. Researchers, Lecturers, and Students | 18 |
| 2.9. Research Performance Organizations (RPO)..... | 20 |
| 3. Communication and Dissemination..... | 23 |
| 3.1. High-level General Project Messaging | 23 |
| 3.2. Project Messaging - Update (November 2023)..... | 24 |
| 3.3. Website | 26 |
| 3.4. Social Media | 26 |
| 3.5. Newsletter..... | 27 |
| 3.6. Publications..... | 28 |
| 3.7. Campaigns..... | 29 |
| Engagement (Update November 2023)..... | 30 |
| 4.1 Design and planning..... | 30 |
| 4.2 Primary target audience: IPSPs and Learned Societies..... | 30 |
| IPSPs..... | 31 |
| Learned societies..... | 31 |
| 4.3 DIAMAS dissemination and engagement activities..... | 32 |
| DIAMAS events..... | 32 |
| External Events..... | 33 |
| DIAMAS - Final Conference | 34 |

| | |
|---|----|
| 4.4 Engagement plan..... | 35 |
| 4. Maximising and Widening Impact, Exploitation and Sustainability..... | 38 |
| Exploitation Plan (Update November 2023)..... | 41 |
| Exploitable results..... | 41 |
| Target users..... | 41 |
| Exploitation and sustainability strategy..... | 42 |
| The Development of European Diamond Capacity Hub and the Global Diamond Federation..... | 44 |
| 5. KPIs & KERs: Defining, Tracking, and Monitoring..... | 46 |
| 5.1. Quantifiable KPIs..... | 46 |
| 5.2. Key Exploitable Results – Exploitation Strategy..... | 47 |
| 6. Risks and mitigation..... | 50 |
| 6.1. Low Interest in Project..... | 50 |
| 6.2. GDPR | 50 |
| 6.3. Twitter Risk/Mastodon Mitigation..... | 50 |
| 7. Implementation and Next Steps | 51 |
| Consortium Overview..... | 52 |

Acronyms

| | |
|-------|---|
| EQSIP | Extensible Quality Standards for Institutional Publishing |
| ERA | European Research Area |
| KER | Key Exploitable Results |
| KPI | Key Performance Indicators |
| OA | Open Access |
| OS | Open Science |
| PEDR | Plan for Exploitation and Dissemination of Results |
| RF | Research Funder |



| | |
|-----|----------------------------------|
| RPO | Research Performing Organisation |
| TF | Task Force |
| WP | Work Package |

Executive Summary

In the transition towards Open Access (OA), institutional publishing is challenged by fragmentation and varying service quality, visibility, and sustainability. To address this issue, DIAMAS gathers 23 organisations from 12 European countries, well-versed in OA academic publishing and scholarly communication. The project will: 1. Map the current landscape of Institutional Publishing Service Providers (IPSPs) in 25 countries of the ERA with special attention for IPSPs that do not charge fees for publishing or reading. This will yield a taxonomy of IPSPs and an IPSP landscape report, a basis for the rest of the project. 2. Coordinate and improve the efficiency and quality of IPSPs by developing a Extensible Quality Standard for Institutional Publishing (EQSIP). This quality seal will professionalize, strengthen and reduce the fragmentation of institutional publishing in Europe. EQSIP will serve as a benchmark for a gap analysis of the data.

This document outlines the plan for Dissemination, Outreach, Engagement, and Exploitation throughout the DIAMAS project. Its contents chart the keyways DIAMAS will build an audience, ensuring the efforts of DIAMAS reach their intended audience and have the expected impact, engaging stakeholders throughout. This was built with the project Key Performance Indicators (KPIs) and Key Exploitable Results (KERs), aligning closely to the Plan for Exploitation and Dissemination of Results (PEDR), outlined at the project's initial proposal.

1. Introduction

1.1. Overview and Aims

This document outlines the plan for Dissemination, Outreach, Engagement, and Exploitation throughout the DIAMAS project. The following strategies and proposals chart the keyways DIAMAS will build an audience, ensuring the efforts of DIAMAS reach their intended audience and have the expected impact, engaging stakeholders throughout. This was built with the project Key Performance Indicators (KPIs) and Key Exploitable Results (KERs), identified at the proposal phase, aligning closely to the Plan for Exploitation and Dissemination of Results (PEDR), also state at the project's initial proposal.

The actions described here, as stated in the PEDR, aim to: 1) create a solid, recognisable brand identity for DIAMAS; 2) develop and deploy the strategies for dissemination, engagement, exploitation, and outreach; 3) assist the recruitment of stakeholders participating in project activities with producing input and validation; 4) promote the project's activities and outputs, engage with different stakeholder groups to co-create, validate, and discuss project outcomes; 5) deploy activities aiming at widening and maximising impact in the European Research Area (ERA) and beyond; and 6) ensure uptake and sustainability of the project's key exploitable results (KER).

While this document is closely linked to the PEDR, taking it as a starting-point, the contents have been significantly adapted to create a pathway to reach the DIAMAS project's goals, with more concrete proposals and tailored action. Work Package 7 (WP7) is responsible for the delivery of communication, engagement, dissemination, and exploitation actions, although efforts will be supported by all project partners. While the contents of this report state in some detail the methods, tools, and timeframes to achieve these goals, this plan can be adjusted and fine-tuned depending on the developments of the project.

1.2. Methods

To aid the production of this document, an online survey was prepared and distributed to all consortium partners in November 2022 to collect data on *Dissemination, Engagement, Outreach, and Exploitation* of each DIAMAS partner, which covered three main sections: 1) You and your organisation; 2) Communication and dissemination; and 3) Engagement.

In this survey, data was collected on the DIAMAS consortium to understand what communication channels were popular, in order to build a community around DIAMAS on social media and online, to assist communication, dissemination, and engagement



(two-way communication). The survey also collected data on possible DIAMAS stakeholders, deepening our understanding of these groups. Finally, we also collected ideas about events which would be suitable outlets to disseminate and share project information. Throughout the rest of this document, the findings of this survey will be referenced. In total, 22 partners responded to the survey which was shared on 10/11/22 and closed on 24/11/22. By collecting this initial information, we aimed to build our communications strategy in a way that reflects the needs and knowledge of the consortium, establishing a platform for the project's successful communication and dissemination.

To support engagement activities, we initially organised a brainstorm on key stakeholder groups at the project's kick-off meeting where project partners mapped out the names and types of stakeholders that were important to the project. These were then fed into a DIAMAS stakeholder database. To better understand these groups, our internal survey asked each DIAMAS project member what stakeholder group they worked mostly with or represented. Key data related to engagement was then also fed into the stakeholder database. This work culminated in an internal stakeholder database which was submitted as a milestone in month four of the project.

To kick-start focussed engagement activities with all partners, WP Leaders were then asked to endorse the nine proposed stakeholder groups. As a next step we organised a series of internal stakeholder meetings based on the survey data, splitting partners into stakeholder Task Forces based on the profile of their organisations. Partners met online to develop a deeper understanding of each stakeholder and the actors within those groups, discussing their challenges they currently face, and why DIAMAS is relevant for them. This fact-finding exercise culminated in developing tailored messages for each stakeholder group, which can be found below. WP leaders were also asked to look at their key deliverables, milestones, and tasks to identify which stakeholders were important, and which ones they needed direct input from for specific activities. This was used to identify who the primary DIAMAS stakeholders.

Finally, a plenary meeting was held in February 2023 to present the Dissemination, Engagement and Exploitation Plan and verify the proposals made by WP7. The draft deliverable was then finalised.

1.3. Structure of Report

In the next section of the report, the project's nine core stakeholder groups are outlined and described. Following this, the communication and dissemination strategy is presented, then plans for engagement, before a section on exploitation and sustainability is described. In the next section, the key performance indicators (KPI) and Key Exploitable Results (KER) are presented, defined, and described. Finally, risks and mitigation strategies are outlined. The report closes with an action-focused conclusion, outlining next-steps and how progress will be monitored.

2. Project Stakeholders

Since the institutional publishing landscape is broad and diverse, with scores of actors that have grown over time, it will be important to engage and communicate with them throughout the project so that they and the project can benefit from one another to be able to meet the many needs of the sector. The project has identified nine key groups of stakeholders who will make up the core audience for communications, engagement, and impact work of the DIAMAS project. These stakeholders are: Funders, Institutional publishing service providers (IPSPs), Learned Societies, Libraries, OA Diamond Action Plan signatories, Policymakers; Research Assessment agencies; Researchers, Lecturers, and Students; and Research Performing Organisations (RPOs). Each stakeholder group is likely to be interested in the project results and will have vital feedback and input to form the project's work. They will be the principal adopters of the proposed changes and service consumers of the project.

The project has established task forces to support dissemination and engagement activities and they will convene and collaborate online to target specific stakeholders. Building on the identification of the challenges and concerns of each stakeholder group and associated targeted messages, task forces will further discuss how to reach their groups, using which channels, at what frequency with the guidance of WP leaders and WP7 throughout the project. Each task force has a lead, who works for a large multiplier organisation that have a sound understanding of the stakeholder. Output gained from these groups so far can be found here.

Throughout the rest of this section, each of the nine stakeholder groups is defined and described. The key messages which will be used to communicate and engage this stakeholder are also stated. On analysis of project tasks and deliverables, these stakeholder groups have been identified, however different groups will be critical at different project phases, for certain work packages, and will be essential for the impact and success of sustaining an institutional publishing system for years to come.

2.1. Funders

Taskforce lead: Valentina Garoia, Science Europe

Partners: cOAlition S/ ESF and Science Europe.

Definition: Those that fund research and research outputs, including IPSPs, e.g., government, Research Funding Organisations (RFOs,) RPOs, and charities. The project has identified key actors within this group: President/Vice-President/other leadership and Open Science policy officer/advisers.

Our Funders Task Force discussed the challenges this group faces and what project outputs would help this group ([see full results here](#)). This information will be updated as



we better understand the stakeholder group and assess our communication and engagement efforts. Based on this work, we have developed the following messages:

- Institutional publishing – as being steered and controlled by academia – takes the needs of research, researchers and societal stakeholders as a starting point for deciding why, what, how, when and where to publish.
- Institutional publishers often put their local communities, languages central to their efforts. By strengthening these journals we contribute to more equity in the scientific/ publishing landscape and to solving local problems.
- The work of DIAMAS will help to understand the landscape of institutional publishing, demonstrating the added value that consistent funding can bring in the mid to long term and where efficiencies might be gained.
- Institutional publishing is a vital part of a healthy and diverse publishing landscape, which must be sustained!
- DIAMAS will highlight the financial vulnerabilities that threaten the valued publishing outlets, services, and infrastructures which enrich scholarly communication.
- DIAMAS will produce evidence-based policy recommendations for funders, showing what kind of funding can best support diamond models.
- DIAMAS will raise awareness about possible funding mechanisms for institutional publishing to help sustain diversity within scientific publishing based on good practices.
- Research funding must be allocated appropriately to support a health publishing landscape – DIAMAS will provide the evidence to support decision-making when allocating money for Diamond publishing.
- Our funding self-assessment tool will help organisations to better discuss how they are and how they might support institutional publishing efforts.

We envisage that this messaging will effectively target funder concerns and convey the benefit of DIAMAS, to effectively build an audience and engage with this stakeholder target group. However, it is important for the project outputs (e.g., Capacity Centre and EQSIP) and the benefits for the wider Diamond OA community to become the focus of messages at a later stage, as these will outlive the project; essential for impact and sustainability after the project lifecycle. The messages can be tailored to de-centre the project and emphasise the outputs that will have impact beyond DIAMAS.

The above messages currently emphasise DIAMAS, taking the project as the primary focus of our messaging. However, these messages will be adapted later in the project to centre on the Diamond Open Access community and the project outputs – Capacity Centre and ESQUIP – for project sustainability and provide lasting benefits DIAMAS will provide after the project lifecycle.

So far the project has identified a range of types of funder organisations which include academies of science, charities, funder networks, funding interest groups, international associations of educational and research institutions, international networks of scientific unions and associations, ministries, national associations of educational and research institutions, national OS policymakers, national research agencies and other OS networks.

The project has identified over 25 organisations as possible targets so far. These organisations are stored in our stakeholder database and we will update this as new stakeholders are identified. They include: [AEI-Agencia Estatal de Investigación](#), [Bundesministerium für Bildung und Forschung \(BMBF\)](#), [Coalition of Research Assessment \(CoARA\)](#), [cOAlition S](#), [Deutsche Forschungsgemeinschaft \(DFG\)](#), [European Commission, Open Science](#), [European Research Council \(ERC\)](#), [European Foundation Centre \(EFC\)](#), [Fonds zur Förderung der wissenschaftlichen Forschung \(FWF\)](#), [G7 OS Working Group](#), [Global Research Council](#), [ISCIII- Instituto de Salud Carlos III](#), [Global Research Council](#), [International Science Council \(ISC\)](#), [Invest in Open Infrastructure](#), [JISC](#), [Knowledge Exchange](#), ministries of Science and Education, [National Agency for Quality Assessment and Accreditation of Spain \(ANECA\)](#), [NORF - The National Open Research Forum](#), [OEI - Organización de Estados iberoamericanos \(Latin America\)](#), [Open Research Funders Group](#), [Schweizerische Nationalfonds \(SNF\)](#), [Science Europe](#), [SURF](#), [The Council for National Open Science Coordination \(CoNOSC\)](#), [UNESCO](#), [Open Science](#), [VolkswagenStiftung \(VW-Stiftung\)](#)

2.2. Institutional Publishing Service Providers (IPSP)

Taskforce lead: Irakleitos Souyioultzoglou, OPERAS

Partners: AMU, DOAJ, FECYT, LIBER, OASPA, OPERAS, SE, TSV, UGOE, UNIZD.

Definition: Networks, presses or individual institutional publishing service providers, incl. publishers, OA publishers and other publishing services. The project has identified key actors within this group: Directors and managers of publishing services; Publishing professionals; Regional, national or international publishing infrastructures, and Standards/best practices providers. Our IPSP Task Force discussed the challenges this group faces and what project outputs would help this group ([see full results here](#)). Based on this work, the following messages have been developed:

- Institutional publishing is a vital part of a healthy and diverse publishing landscape, which must be sustained.
- Through the DIAMAS project, we aim to build a community of institutional publishers allowing greater collaboration, learning, and knowledge sharing – strength in numbers.



- Get involved in the Diamond community and ensure your voice is heard in the growing community of institutional publishers.
- Diamond journals will use sound international best practices and quality standards to support and grow their publishing activities.
- Our Capacity Centre will help institutional publishers more effectively comply with international standards and quality criteria by building on existing standards and tools and optimising them for an environment that is often short on resources.
- The work of DIAMAS will help understand the landscape of institutional publishing, building both on its strengths and innovating for a more equitable publishing ecosystem whilst fully acknowledging that resources are limited.
- DIAMAS will raise awareness about a range of funding mechanisms and share cost-saving efforts to help institutional publishers and sustain diversity within scientific publishing.

We envisage that this messaging will effectively target IPSPs concerns and convey the benefit of DIAMAS, to effectively build an audience and engage with this stakeholder target group. However, it is important for the project outputs (e.g., Capacity Centre and EQSIP) and the benefits for the wider Diamond OA community to become the focus of messages at a later stage, as these will outlive the project; essential for impact and sustainability after the project lifecycle. The messages can be tailored to de-centre the project and emphasise the outputs that will have impact beyond DIAMAS.

So far, the project has identified a wide range of IPSPs. This includes associations of editors, associations of OA publishers, associations of university presses, cultural publishers, editorial service companies, educational publishers, for profit publishers, International networks of repositories, International publishing associations, International publishing platform, IPSP networks, local hosting platforms, national associations of university presses, national publishing associations, national publishing platforms, non-profit publishers, preprint services, publisher associations, regional publishing platforms, scientific publishers, service /infrastructure providers scholarly society publishing, and university presses.

We have identified over 20 organisations as possible targets for IPSPs. These organisations are stored in our stakeholder database and we will update this as new stakeholders are identified:

[ACS Publications](#), [AEUP \(Association of European University Presses\)](#), [The Portuguese Association of Higher Education Publishers \(APEES\)](#), [CLACSO - Consejo Latinoamericano de Ciencias Sociales](#), [COAR - Confederation of Open Access Repositories](#), [Council of Science Editors \(CSE\)](#), [CROASC - Croatian Association for Scholarly Communication](#), [EOSC - European Open Science Cloud](#), [Erudit](#), [European Association of Science Editors \(EASE\)](#), [IEEE](#), [OAPEN - Online Library and Publication Platform](#), [Open Access Scholarly Publishers Association \(OASPA\)](#), [Open Research Europe \(ORE\)](#), [OpenEdition](#), [PKP - Public Knowledge Project](#), [Redalyc](#), [Réseau Repères](#),

[Scielo](#), [Skolska Knjiga](#), [STM Association](#), [Svenscluska Nakl](#), [The Medici Network](#), [The Society for Scholarly Publishing \(SSP\)](#), [University Press Italiane \(UPI\)](#)

2.3. Learned Societies

Taskforce lead: Mikael Laakso, The Federation of Finnish Learned Societies (TSV)

Partners: TSV

Definition: Organisations that exist to promote an academic discipline, profession, or a group of related disciplines, who are publishers and disseminators. The project has identified key actors within this group: International umbrella organisations, national umbrella organisations, and Individual societies.

Our Learned Society Task Force discussed the challenges this group faces and what project outputs would help this group ([see full results here](#)). This information will be updated as we better understand the stakeholder group and assess our communication and engagement efforts. Based on this work, we have developed the following messages:

- Learned society publishing is a vital part of a healthy and diverse publishing landscape, which must be sustained!
- Through the DIAMAS project, we aim to build a community of institutional publishers allowing greater collaboration, learning, and knowledge sharing – strength in numbers!
- Get involved in the DIAMAS project and ensure your voice is heard in the growing community of learned society publishers. Make sure that the specific challenges of learned society publishers are understood and heard!
- The DIAMAS Project will help learned society journals to adopt and meet the sound international best practices and quality standards for Diamond OA to support and grow their publishing activities.
- The DIAMAS project is shining a light on the richness of institutional and learned society publishing and its professional publishing process. Follow the project to learn how it is contributing to the quality of research and increasing skills in the research profession.
- By engaging with DIAMAS, learned society publishers can contribute to co-creating international quality standards as part of a new international independent quality publishing framework for diamond publishing, whilst supporting a diverse and stable scholar-led publishing landscape.



- DIAMAS is helping institutional and learned society publishers of all shapes and sizes improve standards to ensure they are attractive and viable options for researchers to publish.
- DIAMAS will create tools to better understand what quality looks like in institutional publishing, ensuring authors make informed decisions when it comes to sharing their research!
- The work of DIAMAS will help build a better understanding of the landscape of institutional publishing, demonstrating why it needs consistent support and where and how efficiencies might be gained to alleviate the pressures of publishers and service providers, their editors, reviewers and authors.
- DIAMAS will raise awareness about a range of funding mechanisms and share cost-saving efforts to help learned society publishers sustain their publishing efforts.
- Learned society publishers often put their local communities and languages central to their efforts. By strengthening these journals, DIAMAS contributes to more equity and inclusion in the scientific publishing landscape and ensures the continued availability of locally relevant research in different languages.

We envisage that this messaging will effectively target Learned Societies concerns and convey the benefit of DIAMAS, to effectively build an audience and engage with this stakeholder target group. However, it is important for the project outputs (e.g., Capacity Centre and EQSIP) and the benefits for the wider Diamond OA community to become the focus of messages at a later stage, as these will outlive the project; essential for impact and sustainability after the project lifecycle. The messages can be tailored to de-centre the project and emphasise the outputs that will have impact beyond DIAMAS.

We have identified over 35 organisations to target learned societies. These include associations, federations and societies and International or national umbrella organisations for learned societies. These organisations are stored in our stakeholder database and we will update this as new stakeholders are identified:

[Association of European Operational Research Societies](#), [Association of European Toxicologists & European Societies of Toxicology](#), [Association of Learned and Professional Society Publishers](#), [Association of Slovak Scientific and Technological Societies](#), [Collège des Sociétés Savantes Académiques de France](#), [Confederation of European Environmental Engineering Societies](#), [Confederation of Scientific Societies of Spain](#), [Convention of National Societies of Electrical Engineers of Europe](#), [Council of European Professional Informatics Societies](#), [Czech Association of Scientific and Technical Societies](#), [European Association of Neurosurgical Societies](#), [European Biophysical Societies' Association](#), [European Coordinating Committee for Artificial Intelligence](#), [European Federation of Academies of Sciences and Humanities \(ALLEA\)](#), [European Federation of Catalysis Societies](#), [European Federation of Chemical Engineering](#), [European Federation of Corrosion](#), [European Federation of National](#)

[Engineering Associations](#), [European Mathematical Society](#), [European Meteorological Society](#), [European Physical Society](#), [European Union of Medical Specialists](#), [Federation of European Biochemical Societies](#), [Federation of European Materials Societies](#), [Federation of European Microbiological Societies](#), [Federation of European Neuroscience Societies](#), [Federation of European Simulation Societies](#), [Federation of German Biologists and Bioscience Societies](#), [International Committee of Historical Sciences](#), [International Federation of the Societies of Classical Studies](#), [International Science Council](#), [Le Comité des travaux historiques et scientifiques](#), [Polish Federation of Engineering Associations](#), [Society Publishers' Coalition](#), [Swiss Academy of Humanities and Social Sciences](#), [The Federation of Austrian Scientific Societies](#), [The Federation of Finnish Learned Societies](#), [Union of German Academies of Sciences and Humanities](#)

2.4. Libraries

Taskforce Lead: Iryna Kuchma, EIFL

Partners: DOAJ, EIFL, JISC, LIBER, SPARC Europe, UB.

Definition: Academic libraries in Higher Education that are publishers, service providers, incl. university presses or who wish to be more involved in this area. The project has identified key actors within this group: Senior management; Heads of OA publishing service providers or university presses based in the library, and Open access officers.

Our Libraries Task Force discussed the challenges this group faces and what project outputs would help this group ([see full results here](#)). This information will be updated as we better understand the stakeholder group and assess our communication and engagement efforts. Based on this work, we have developed the following messages:

- DIAMAS will provide evidence-based research on the landscape of Diamond OA publishing, helping libraries build knowledge, demonstrate good practices and benefit from new collaborations within a growing diamond community.
- DIAMAS will highlight the significance of institutional diamond publishing based on evidence-based research.
- DIAMAS will provide libraries with knowledge and guidance on how best to support publishing activities in your university – technically, legally and financially.
- Use our evidence-based best practices to best support journals within your institution!



- By raising awareness of Diamond OA publishing, DIAMAS will strengthen and legitimise greater diversity in the publishing landscape.
- By building a network of Diamond OA journals, DIAMAS will help raise the profile of journals in your institution.
- DIAMAS will help set a solid international quality standard for excellence in institutional publishing to provide a new quality assurance in institutional publishing.
- DIAMAS is working to deliver a self-assessment to understand governance and funding capacity for in-house diamond publishing.
- Build your library's capacity to support institutional publishing with the DIAMAS project's Capacity Centre, upskilling where resources are scarce.

We envisage that this messaging will effectively target libraries concerns and convey the benefit of DIAMAS, to effectively build an audience and engage with this stakeholder target group. However, it is important for the project outputs (e.g., Capacity Centre and EQSIP) and the benefits for the wider Diamond OA community to become the focus of messages at a later stage, as these will outlive the project; essential for impact and sustainability after the project lifecycle. The messages can be tailored to de-centre the project and emphasise the outputs that will have impact beyond DIAMAS.

So far the project has identified a range of types of organisations associated to libraries. This includes international library networks, international library organisations, international and national networks of library consortia, international and national networks of repositories, national library networks, national research library associations, national scholarly communication associations, research libraries, research library alliances.

The project has identified over 30 library organisations as possible targets so far. The details of these organisations are stored in our stakeholder database and we will update this as new stakeholders are identified. This includes the following organisations:

[ADBU - Association française des directeurs et personnels de direction des bibliothèques universitaires et de la documentation](#), [American Library Association \(ALA\)](#), [Association of Research Libraries \(ARL\)](#), [Canadian Association of Research Libraries \(CARL\)](#), [COAR - Confederation of Open Access Repositories](#), [CROASC - Croatian Association for Scholarly Communication](#), [CSUC - Consorci de Serveis Universitaris de Catalunya](#), [Danish Research Library Association \(DFFU\)](#), [EIFL](#) and [37 partner national library consortia](#), [ICOLC - International Coalition of Library Consortia](#), [IFLA - International Federation of Library Associations and Institutions](#), [International Alliance of Research Library Associations \(IARLA\)](#), [LERU - League of European Research Universities](#), [LIBER](#), [OCLC](#), [Research Libraries UK \(RLUK\)](#), [SCONUL - The Society of College, National and University Libraries](#), [Scottish Confederation of](#)

[University & Research Libraries \(SCURL\)](#) and [SPARC Europe, The Big Ten Academic Alliance \(BTAA\)](#).

2.5. OA Diamond Action Plan signatories

Taskforce lead: Bregt Saenen, Science Europe

Partners: Science Europe, SPARC Europe

Science Europe will manage this stakeholder group which was set up in 2022. Signatories come from a wide range of stakeholder groups and from across the globe. The full list of backers can be viewed [here](#). They are keen to follow the project, also since their first meeting took place at the time of the DIAMAS kick-off.

2.6. Policymakers

Taskforce lead: Vanessa Proudman, SPARC Europe

Partners: AMU, cOAlition S, EUA, OPERAS, Science Europe, SPARC Europe and TSV

Definition: Policymakers who set, develop, or monitor Open Science (OS) or Open Access (OA) policy or research assessment on local, regional, national or international levels, including RFOs, RPOs, and others. The project has identified key actors within this group as being national OS policy makers and umbrella organisations with an international scope such as Science Europe.

Our Policymaker Task Force discussed the challenges this group faces and what project outputs would help this group ([see full results here](#)). This information will be updated as we better understand the stakeholder group and assess our communication and engagement efforts. Based on this work, we have developed the following messages:

- DIAMAS will map the landscape of institutional publishing activities throughout Europe - this evidence base, including good practices, funding models, or quality standards, can help policymakers make informed strategic decisions on what they support and why!
- Institutional publishing - as being controlled or steered by academia - takes the needs of research, researchers and societal stakeholders as a starting point for deciding why, what, how, when and where to publish.
- Institutional publishing is a vital part of a healthy and diverse publishing landscape, which must be sustained!



- DIAMAS is a consortium of key players in Open Access Publishing – the project's recommendations have been built and endorsed by this vast community and their stakeholders.
- Policymakers can benefit from DIAMAS with our quality criteria and self-assessment tools, supporting good decision-making when it comes to Diamond publishing.
- DIAMAS will develop recommendations and guidelines for policy makers, developing a set of common strategies to support the implementation of policies addressing OA institutional publishing at regional, national and European levels.

We envisage that this messaging will effectively target policymaker concerns and convey the benefit of DIAMAS, to effectively build an audience and engage with this stakeholder target group. However, it is important for the project outputs (e.g., Capacity Centre and EQSIP) and the benefits for the wider Diamond OA community to become the focus of messages at a later stage, as these will outlive the project; essential for impact and sustainability after the project lifecycle. The messages can be tailored to de-centre the project and emphasise the outputs that will have impact beyond DIAMAS.

At present, the project has identified 20 organisations related to policymakers so far. The details of these organisations are stored in our stakeholder database and we will update this as new stakeholders are identified. These include:

[AEI-Agencia Estatal de Investigación](#), [Coalition of Research Assessment \(CoARA\)](#), [cOAlition S](#), [CoNOSC](#), Croatian Ministry of Science and Education, [European Commission](#), [Open Science](#), [European Research Council \(ERC\)](#), [European Foundation Centre \(EFC\)](#), [European University Association \(EUA\)](#), G7 OS Working Group, [ISCIII-Instituto de Salud Carlos III](#), [Global Research Council](#), [International Science Council \(ISC\)](#), [Invest in Open Infrastructure](#), [JISC](#), [Knowledge Exchange](#), [National Agency for Quality Assessment and Accreditation of Spain \(ANECA\)](#), [OEI - Organización de Estados iberoamericanos \(Latin America\)](#), [Open Research Funders Group](#), [Science Europe](#), [SURF](#), [The Council for National Open Science Coordination \(CoNOSC\)](#), [UNESCO](#), [Open Science](#)

2.7. Research Assessment Agencies

Taskforce lead: Pilar Rico, FECYT

Partners: FECYT

Definition: Research assessment agencies that are tasked to implement research assessment policy on national levels, e.g. ANECA (Spain). The project has identified key actors within this group: National Research Assessment agencies; Research assessment units at RPO institutional level, and Researchers in evaluation committees.

Our Research Assessment Agency Task Force discussed the challenges this group faces and what project outputs would help this group ([see full results here](#)). This information will be updated as we better understand the stakeholder group and assess our communication and engagement efforts. Based on this work, we have developed the following messages:

- DIAMAS will map the landscape of institutional publishing activities throughout Europe – this evidence base, including good practices and quality standards, can help those upholding the quality in research make informed strategic decisions.
- Institutional publishing – as being steered and controlled by academia – takes the needs of research, researchers and societal stakeholders as a starting point for deciding why, what, how, when and where to publish.
- Institutional publishers often put their local communities’ languages central to their efforts. By strengthening these journals we contribute to more equity in the scientific/ publishing landscape and to solving local problems.
- DIAMAS is creating international quality standards for diamond publishing, whilst supporting a diverse publishing landscape.
- The DIAMAS project is shining a light on institutional publishing and the professional publishing process in Europe. Follow the project to learn how it is contributing to the quality of research and increasing skills in the research profession. How might it be considered in the research evaluation process?
- DIAMAS will provide a new international independent quality publishing framework: helping ensure the stability of scholar-led publishing.

We envisage that this messaging will effectively target research assessment agencies' concerns and convey the benefit of DIAMAS, , to effectively build an audience and engage with this stakeholder target group. However, it is important for the project outputs (e.g., Capacity Centre and EQSIP) and the benefits for the wider Diamond OA community to become the focus of messages at a later stage, as these will outlive the project; essential for impact and sustainability after the project lifecycle. The messages can be tailored to de-centre the project and emphasise the outputs that will have impact beyond DIAMAS.

So far, the project has identified a few important research assessment agencies, including [Coalition of Research Assessment \(CoARA\)](#), [DORA- The Declaration on Research Assessment](#), and the [National Agency for Quality Assessment and Accreditation of Spain \(ANECA\)](#). These organisations are stored in our stakeholder database and we will update this as new stakeholders are identified.



2.8. Researchers, Lecturers, and Students

Taskforce lead: Pending confirmation

Partners: CNRS, CNR, EKT, FFZG, IBL-PAN, UiT, UniZD, UU.

Definition: Researchers include networks, research groups or individuals who are publishers, authors, disseminators or reviewers at institutions of Higher Education, and whose research publications are assessed. Lecturers as teachers or readers who are publishers, authors or reviewers at institutions of Higher Education. Students as learners, either as authors or as readers at institutions of Higher Education, incl. PhDs, postdocs and undergrads.

The project has identified 5 key actors within this group: 1. Authors of institutional scholarly output, incl. OA journals; 2. Editors of institutional scholarly output, incl. OA journals (Editorial Boards); 3. Reviewers of institutional scholarly output; 4. Open innovators and activists; and 5. Users and consumers of the content, incl. learning and research.

Our Researchers, Lecturers and Students Task Force discussed the challenges this group faces and what project outputs would help this group ([see full results here](#)). This information will be updated as we better understand the stakeholder group and assess our communication and engagement efforts. Based on this work, we have developed the following messages:

- Institutional publishing – as being steered and controlled by academia – takes the needs of research, researchers and societal stakeholders as a starting point for deciding why, what, how, when and where to publish.
- The DIAMAS project is shining a light on the richness of institutional publishing and its professional publishing process. Follow the project to learn how it is contributing to the quality of research and increasing skills in the research profession. It is important to raise the visibility of this important sector.
- The work of DIAMAS will help to understand the landscape of institutional publishing, demonstrating the added value that consistent funding can bring in the mid to long term and where efficiencies might be gained to alleviate the pressures of publishers and service providers, their editors, reviewers and authors.
- DIAMAS is creating international quality standards for diamond publishing, whilst supporting a diverse publishing landscape.
- DIAMAS is helping institutional publishers of all shapes and sizes improve standards to ensure they are attractive and viable options for researchers to publish.

- DIAMAS will create tools to better understand what quality looks like in Institutional Publishing Service Providers, ensuring authors make informed decisions when it comes to sharing their research!
- Our network of IPSPs are supporting each other to improve quality of their journals and author experience.
- Publishing Diamond means quality -- DIAMAS aims to ensure this is possible for all IPSPs.
- If you are interested in publishing and scholarly communication, look at our network of IPSPs to find journals that you can support and publish with.
- DIAMAS will raise awareness about a range of funding mechanisms and share cost-saving efforts for institutional publishers to help sustain diversity within scientific publishing.

We envisage that this messaging will effectively target Researchers, lecturers, and students concerns and convey the benefit of DIAMAS, to effectively build an audience and engage with this stakeholder target group. However, it is important for the project outputs (e.g., Capacity Centre and EQSIP) and the benefits for the wider Diamond OA community to become the focus of messages at a later stage, as these will outlive the project; essential for impact and sustainability after the project lifecycle. The messages can be tailored to de-centre the project and emphasise the outputs that will have impact beyond DIAMAS.

The project will use the project partners to target researchers, lecturers, and students and, so far, over 35 organizations have been identified as potential targets for this group. These organisations are stored in our stakeholder database and we will update this as new stakeholders are identified. These include:

[Aix-Marseille Université \(AMU\)](#), [Association des États Généraux des Étudiants de l'Europe \(AEGEE\)](#), [Association Européenne de l'Université \(EUA\)](#), [Associazione Internazionale dei ricercatori italiani nel mondo](#), [Associazione professionale per la ricerca \(ANPRI\)](#), [Centre National de la Recherche Scientifique \(CNRS\)](#), [Consiglio Nazionale delle Ricerche \(CNR\)](#), [Council of Science Editors \(CSE\)](#), [Croatian Association for Scholarly Communication](#), [EIFL - Electronic Information for Libraries](#), [Erasmus Students Network \(ESN\)](#), [Ethniko Kentro Tekmiriosos Kai Ilektronikou Periechomenou \(EKT\)](#), [European Council of Doctoral Candidates and Junior Researchers \(EURODOC\)](#), [European Geography Association](#), [European Pharmaceutical Students Association \(EPSA\)](#), [European Students Union \(ESU\)](#), [Filozofski fakultet Sveučilišta u Zagrebu \(FFZG\)](#), [Fondation Europeene de la Science \(ESF\)](#), [Forskerforbundet](#), [Fundación Española para la Ciencia y la Tecnología \(FECYT\)](#), [Georg-August-Universität Göttingen](#), [Stiftung Öffentlichen Rechts \(UGOE\)](#), [Global Young Academy \(GYA\)](#), [Infrastructure Services for Open Access C I C \(DOAJ\)](#), [Instytut Badań Literackich Polskiej Akademii Nauk \(IBL PAN\)](#), [JISC](#), [LIBER - Ligue des Bibliothèques Européennes de Recherche](#),



[Open Access in the European Area through Scholarly Communications \(OPERAS\)](#), [Open Access Scholarly Publishers Association \(OASPA\)](#), [Science Europe](#), [SPARC Europe \(SPE\)](#), [Sveučilište u Zadru \(UniZD\)](#), [The European Federation of Psychology Students Associations \(EFSPA\)](#), [The European Law students association](#), [Tieteellisten seurain valtuuskunnasta \(TSV\)](#), [UiT The Arctic University of Norway](#), [Universitat de Barcelona \(UB\)](#), [Universitet Utrecht \(UU\)](#).

2.9. Research Performance Organizations (RPO)

Taskforce lead: Federica Garbuglia, European University Association (EUA)

Partners: CNR-IGSG, EIFL, EKT, EUA, LIBER, SE, SPE, UGOE.

Definition: HEIs or research organisations as owners and service providers of IPSPs and as research assessors and/or reformers. While there is overlap with other stakeholder groups identified as importance to the project, specific characteristics apply here. The project has identified key actors within this group: Rectors/vice-rectors for research; Heads of department for research affairs; Research support offices and research managers, and OS/OA coordinators.

Our RPO Task Force discussed the challenges this group faces and what project outputs would help this group ([see full results here](#)). This information will be updated as we better understand the stakeholder group and assess our communication and engagement efforts. Based on this work, we have developed the following messages:

- Institutional publishing – as being controlled or steered by academia – takes the needs of research, researchers and societal stakeholders as a starting point for deciding why, what, how, when and where to publish.
- Institutional publishing is a vital part of a resilient and diverse publishing landscape, which must be sustained!
- DIAMAS will create clear definitions of what quality in institutional publishing looks like and will use these definitions to support a healthy publishing landscape.
- The DIAMAS project is shining a light on institutional publishing and the professional publishing process in Europe. Follow the project to learn how it is contributing to the quality of research and increasing skills in the research profession.
- DIAMAS will map the landscape of institutional publishing activities throughout Europe – this knowledge base, including good practices, funding models, or quality standards, can help organisations make informed strategic decisions on what they support and why it matters.
- DIAMAS will help institutional publishers more effectively to comply with established international standards and quality criteria. This support will build

on existing standards and tools and optimising them for an environment that is often short on resources.

- DIAMAS will provide clear and accurate information about institutional publishing in Europe, providing tools that will support RPOs in ensuring that funds and policy can be directed appropriately to support diversity in academic publishing.
- The work of DIAMAS will help to understand the landscape of institutional publishing, demonstrating the added value that consistent funding can bring in the mid to long term and where efficiencies might be gained.
- DIAMAS will highlight some of the financial shortcomings and vulnerabilities that threaten the publishing outlets, services and infrastructure RPOs depend upon and care about.
- DIAMAS will create best practices to address issues of sustainability and funding for institutional publishing.
- DIAMAS will raise awareness about possible funding mechanisms for institutional publishing to help sustain diversity within scientific publishing based on good practices.
- DIAMAS will help institutional publishers to understand and comply with regulatory frameworks.
- DIAMAS will propose clear guidelines and recommendations for university leaders that are interested in developing a clear vision and strategy to embed institutional publishing in institutional policies and strategies.

We envisage that this messaging will effectively target RPOs concerns and convey the benefit of DIAMAS, to effectively build an audience and engage with this stakeholder target group. However, it is important for the project outputs (e.g., Capacity Centre and EQSIP) and the benefits for the wider Diamond OA community to become the focus of messages at a later stage, as these will outlive the project; essential for impact and sustainability after the project lifecycle. The messages can be tailored to de-centre the project and emphasise the outputs that will have impact beyond DIAMAS.

The project has identified over 20 organisations as possible targets for RPOs so far. These organisations are stored in our stakeholder database and we will update this as new stakeholders are identified. These include:

[ADBU - Association française des directeurs et personnels de direction des bibliothèques universitaires et de la documentation](#), [ALLEA - All European Academies](#), [AURORA - European University Alliance](#), [CESAER](#), [COAR - Confederation of Open](#)



[Access Repositories](#), [Coimbra Group Universities](#), [Conferenza dei Rettori delle Università italiane \(CRUI\)](#), [European Council of Doctoral Candidates and Junior Researchers \(EURODOC\)](#), [European University Association \(EUA\)](#), [Global Young Academy \(GYA\)](#), [Italian National Agency for the new technologies, and sustainable economic development \(ENEA\)](#), [LERU - League of European Research Universities](#), [Max Planck Institutes](#), [National Institute for Nuclear Physics](#), [National Institute of Astrophysics \(INGV\)](#), [Research Managers and Administrators \(EARMA\)](#), [Russell Group](#), [Science Europe](#), [The Big Ten Academic Alliance \(BTAA\)](#), [The Guild](#), [University of Zagreb Computing Centre \(SRCE\)](#), [Yerun - Young European Research Universities Network](#)

3. Communication and Dissemination

DIAMAS project dissemination and outreach activities will fulfil several key aspects of the aims outlined in the PEDR, including the establishment of a solid and recognisable brand for DIAMAS, recruiting stakeholders for future activities, and promoting the project's activities and outputs. To achieve this, DIAMAS 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 7.1.

In the following section these channels of communication will be explained, with additional details about how they will be used by the project. Note that we will use the channels of our partners to disseminate more widely to stakeholder groups. Channels have been identified for each stakeholder group and [can be found here](#) organised by target group. Dissemination will be led by WP7 with the support of project partners.

Within the internal project consortium survey, we identified 13 communications staff members, belonging to partner organisations, who are placed to assist the project with communication and dissemination. These individuals will be important, as it is hoped that each organisation uses their existing methods of communication and networks to raise awareness of the project.

3.1. High-level General Project Messaging

Communication activities will be underpinned by a series of messages to explain the value and importance of DIAMAS. [Section 2](#) showed specific messaging for each of the project's stakeholder groups based on the internal communication survey and follow-up work within the consortium. To support this, the project will also deploy more general messages which cover many stakeholder groups and emphasise the importance of the project. Below are a series of statements which have been formulated with input from the consortium via an open collaborative document and through data collected from the survey, identifying the biggest challenges and issues cutting across stakeholder groups:

- DIAMAS is building a community of those working towards a sustainable future for Diamond OA.
- DIAMAS will create a plan for a sustainable future for Diamond OA.



- Diamond journals are a key component of scholarly communication, DIAMAS will map their strengths and suggest improvements where needed!
- DIAMAS will help make non-commercial academic-led publishing more visible and sustainable.
- The project will work towards quality guidelines and best practices to help set standards for institutional publishers.
- DIAMAS will help promote a scholar-led system of communication and knowledge sharing.
- DIAMAS supports diversity in scholarly communication.
- The 'OA Diamond Journals Study' (2021) found an institutional publishing ecosystem that's vast in size and scope with over 20k journals, present across disciplines (i.e., 60.6% in SSH, 17.1% in medicine, 22.2% in science). It makes a sizeable contribution to (OA) publishing, i.e. 44% of OA journal publishing and yet it is not always recognised and duly validated as such when compared to large commercial publishers.

This list is non-exhaustive and can be adapted throughout the project, depending on the activity and specific developments with DIAMAS, with fine-tuning as required. However, it is intended as a starting point for communications to ensure the project can quickly build an audience and transmit the logic and intent of our work. As stated with stakeholder messages, the above list mainly focuses on “the project” and “DIAMAS” in order to build awareness round the project and initiate activities. Later, it is expected that the results of DIAMAS and the Diamond Open Access community more generally will become a central focus of project communications to ensure sustainability and impact of our work beyond the project’s lifecycle.

3.2. Project Messaging - Update (November 2023)

The first phase of DIAMAS focused on understanding the landscape of Institutional Publishing Service Providers (IPSPs). Until now, and in line with the original specifications of the original call (HORIZON-WIDERA-2021-ERA-01-43 Capacity-building for institutional open access publishing across Europe), we have used the term IPSP to describe the types of publishers the project wishes to engage and ultimately serve. Based on the feedback we have received from IPSPs during the Landscape Survey (WP2) , we believe that it is important and timely to start replacing the term 'Institutional Publishing Service Providers' (IPSPs) by 'Diamond (Open Access Publishers)' in the project’s communications.. The reasons for this are explained below.

The term IPSP describes the types of publishers and connected service providers which the DIAMAS project aims to support. At its conception, this acronym was used with an eye to including all types of institutional publishers. The current institutional publishing landscape includes a varied subset of IPSPs who are not yet fully Diamond OA, and partly rely on subscriptions, print sales, and, marginally, APCs for their diverse

revenue streams. Nevertheless, during the course of the project, and especially during the Landscape Survey, we found that a vast majority of IPSPs are already fully in line with the Diamond model, which we consider to be the ideal, most equitable, end state of institutional publishing, and that a minority are still relying on other, unstable forms of revenue as defined above. We have therefore coined the term ‘diamondisation’ for these journals that we believe have the capacity of moving towards fully Diamond OA. .

The DIAMAS communications WP started the project by using the IPSP terminology, and efforts were made to help explain what we meant by this term ([project glossary](#), [explainer blog](#), [supporting videos](#)). Such efforts were necessary because the consortium was aware that the term was not commonplace beyond our project, despite it being a fitting moniker for the whole scope of DIAMAS activities.

However, while using the term IPSP in our outreach activities, we ran into several communication problems. First of all Institutional Publishers (IPs) and Service Providers (SPs) can be two separate entities, and IPs can also act as service providers. In other words, the term IPSP often refers to two different types of organisation, and this created problems with proper identification. Early in the project we began separating these terms. Furthermore, while we ran the IPSP Landscape Survey (WP2) numerous people reported that publishers were not self-identifying with the term ‘Institutional’, and often associated it in their local languages as referring to other types of institutions than the academic ones. In the push to recruit respondents, we decentred the word institutional, and tried to explain the term to make sure the survey reached the correct audience. The Survey-a-thons created a direct feedback link with respondents, and it became apparent that the IP/SP distinction often was very hard to socialize.

In the wake of this experience, WP7, in consultation with the other WPs and the project Pls, began internal conversations about the wisdom of the use of IPSP. We came to the conclusion that it came across as jargon or ‘project speak’ for the audience we were trying to reach. If we kept this term, we could miss publishers which we were hoping to serve, or other stakeholders who are broadly interested in “no-fee” publishing.

The term IPSP has often been used in our communications alongside the term Diamond (Diamond OA, Diamond model, Diamond publisher, etc.). There was reluctance to focus on this term since the scope of the project was broader than Diamond alone.. However, the Landscape Survey revealed that the vast majority of IPs are working with Diamond models and active in a growing movement of Diamond publishers. We believe that the minority of IPSPs which are still relying on other, unstable forms of revenue such as subscriptions, print sales, and, marginally, APCs, can progressively be brought into the fold of Diamond Open Access. . In addition, the term Diamond has become a rallying cry for the community of actors who believe that the future of equitable publishing requires that no fees be levied on authors or readers. The last few years have also seen a



renewed and vivid interest in equitable models of scholarly publishing, as attested in the 2021 UNESCO declaration on Open Science, and the 2023 EC Council Conclusions. Although these documents do not explicitly refer to the term Diamond Open Access, that term nevertheless reflects how the community that gathers around 'not for profit', 'no fee' publishing chooses to identify itself.

In view of these developments, the DIAMAS consortium agreed that the term Diamond should henceforth take centre stage, slowly replacing IPSP in our communications, since Diamond has now become an established phrase that stakeholders easily identify with and understand. We feel that this will contribute to the overall success and impact of the DIAMAS project.

This change will be initially actioned in two ways. First, internal communication guidelines will be created to instruct all consortium members about what terms and phrases to use around the project to avoid further confusion. The documents will provide instruction and associated terminology to use to describe what Diamond means to DIAMAS. For example, there will be supporting terms to help illustrate Diamond such as equitable publishing, institutional publishing, non-commercial, etc. Second, the new use of Diamond will be reflected on our project website. Much of the text on the website currently uses Institutional Publishing, and since the website is the primary point of interaction with the project, this needs to be re-written. Both of these actions will be aligned as we look to action this updated communications approach.

3.3. Website

The project website will act as a central information point for DIAMAS, exhibiting the project, its aims, composition, and results. The news 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 DIAMAS social media channels and the newsletter, directing attention to the website and contributing to our website views KPI (see [section 6](#)). 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 reflects all participants. This will be managed with a rotating schedule to distribute responsibility for producing articles and content for the website. With this proposal, each partner would have to create one story per year. Website content will be created in coordination with WP7, supporting with developing stories and news, editing, guidance and feedback, images, and uploading to the website. For project results, the website has a dedicated page to log all outputs, linking to our Zenodo repository (discussed in [section 3.5](#)).

3.4. Social Media

DIAMAS will employ a social media strategy across three 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 speak across stakeholder groups and reach a wider audience. Utilising these means of communication will help raise awareness about project results, while Zenodo ([publications section](#)) will store results in full. The messages stated earlier in this document will be used across each social media channels. Each of the three social media channels – Twitter, LinkedIn, and YouTube – are addressed in more detail below.

[Twitter](#) – Our internal survey found that Twitter is by far the most used channel among the project partners and therefore it will spearhead social media efforts (reflected by the highest KPI – see [section 6](#)). Within the first six months of the project the DIAMAS Twitter account already has 386 followers, demonstrating the network and interest in the project that exists on this platform, prior to project results and this strategy's execution. 19 of the 23 partners who responded to the survey use this platform. Efforts will be made to interact with other Twitter accounts of consortium participants to maximise the impact of reach of this social media channel.

As the primary social media channel of the project, Twitter will be used to promote all new pages that appear on the DIAMAS 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 group has been created specifically for the DIAMAS project. All partners have been encouraged to join and share posts from this community. While Twitter will act as a channel to give more constant updates on the project, LinkedIn will share longer posts highlighting outputs and project campaigns.

[YouTube](#) – The DIAMAS 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, 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 DIAMAS from their social media channels, through mailing lists, newsletters, and through their own events. In the survey, we collected 37 organisations' Twitter accounts and personal accounts to ensure we build an initial following for the DIAMAS pages. Any DIAMAS-based activities from project accounts (and from other accounts mentioning DIAMAS) will be recorded and tracked for our KPIs and our communication strategies reach – see [section 6](#).

3.5. Newsletter



DIAMAS will also publish a dedicated newsletter, sharing project updates and wider information about OA, using content from the DIAMAS website and external sources which have featured DIAMAS. 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 is available on the DIAMAS website home page. Across the course of the project, DIAMAS aims to publish a minimum of 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.

In addition, through our internal survey, we learned that 15 partners within the DIAMAS consortium have their own newsletter. We will encourage partners to share out news through them at appropriate moments throughout the project.

Six partners identified mailing lists that they are subscribed to. These mailing lists can also be used to promote the project and partners will be encouraged to do this as updates about the project arise. DIAMAS will approach these mailing lists with key news stories from the project in effort to try and promote our work on these channels.

3.6. Publications

To share information about the project and reach a broader audience, DIAMAS 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. WP7 will focus primarily on non-scientific publications. However, peer-reviewed publications will be shared and promoted through the communication activities discussed in this document.

In the scoping survey for communications activities, consortium partners already suggested 13 blogs and news sources that are suitable to share information about the project. In addition, within the first 6 months, the project has been featured in [Open Scholarship Policy Observations](#) and [Open Science Talk](#) podcast which demonstrates the cross-dissemination work has already begun and will increase as the project produces outputs and results, stemming from other WPs.

For project materials produced by the consortium, such as Deliverables, a [DIAMAS Zenodo](#) community 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.

3.7. Campaigns

During the project's lifecycle, at least three 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 two campaigns are foreseen:

Open Access Week Campaign – Throughout the remainder of the DIAMAS, there will 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 DIAMAS to promote its work and engage with Open Access Community.

The DIAMOND Papers – The project intends to run a series of opinion pieces and longer-form blogs allowing consortium members the opportunity to reflect on developments within the project or Diamond publishing in general. It may be possible to also invite authors external to the project to write content for this feature. The campaign will be published on the DIAMAS website; however, it will have distinct branding and will be tagged differently from other blogs/news.



Engagement (Update November 2023)

4.1 Design and planning

In addition to the above dissemination activities, engagement activities will form a core component of reaching the key actors impacted by the DIAMAS project. Activities which give stakeholders the opportunity to give input or feedback, table questions or advise the project are vital to ensure that the design of our services meets the needs of the institutional publishing community, and that DIAMAS proposals and recommendations are adopted. Two-way communication between the project and its audience is essential for this reason. In practical, terms this is mainly achieved through events, including, but not exclusive to, workshops, webinars, talks and presentations. Activities will be planned in close collaboration with Stakeholder Task Forces, which have been set up, as described above. They will be built on a sound understanding of stakeholder needs and concerns that have been identified at the beginning of the project, using messages that have been designed to address these, and utilising the channels identified by the project's partners.

In preparation for this work, the internal project survey asked the consortium what skills and competencies each organisation had with hosting events. Of the 22 respondents, 21 partners report experience in speaking/presenting and 20 have skills in hosting and moderating webinars/events. Furthermore, 15 partners are competent at promoting events. 13 respondents are familiar with programming, designing events, and event logistics and planning. Eight respondents indicated they had specific skills with online events. Overall, this shows the DIAMAS consortium is well-placed to successfully administer a series of engaging events and sessions.

We will encourage that the local language will be used where possible to be as inclusive as possible and that material is shared openly, e.g. creating OER, publishing online events via the project's YouTube channel, or sharing things out via social media, for example.

This section outlines the strategy for how we intend to facilitate this engagement, but first we wish to highlight the targeted approach needed to reach our two most important stakeholders: IPSPs and Learned Societies.

4.2 Primary target audience: IPSPs and Learned Societies

Before addressing our general engagement strategy, we would like to emphasise that two key stakeholders need our specific attention: IPSPs and learned societies, as they are only partly addressed by the DIAMAS partnership. They are key beneficiaries of DIAMAS.

IPSPs

Project partners are well-connected with many hundreds of RPOs and academic libraries as members. Many of them are OA policymakers, advocates and practitioners, who run university presses or advise or fund open publishing and who are seeking to support non-APC publishing. They are therefore certain to reach IPSPs to a certain extent.

Reaching IPSPs comprehensively across Europe is challenging as IPSPs are not generally organised on a national level, except for in some countries such as Croatia, Finland, Spain or Serbia. Project partners from these countries have consistently been reaching out to their IPSPs during the project, and they are proving to be crucial in advising us on how to reach other IPSPs.

Furthermore, many institutions are not even aware of who is actively publishing within their organisations as they often work in isolation and are not connected to other IPSPs. This makes reaching them a challenge and we will be very much dependent on drawing on limited research, services such as DOAJ and knowledge of the institutional publishing industry locally and nationally as we build out our connections to IPSPs.

Concerted efforts are therefore needed to be able to increasingly reach IPSPs over time:

- 1) Building on knowledge of the publishing sector, partners have so far created a list of 3,500 IPSPs from a wide range of countries across and beyond the European Region. This list was used to reach our IPSPs for the survey, and we garnered responses from over 500 IPSPs. We will utilise this large list and the respondent list (GDPR compliant) going forward and build upon it as we identify gaps through our research and as we get to know our IPSPs at our online events and through other collaborative activities.
- 2) As national studies come out on OA publishing in Europe, such as [Germany](#) and [Switzerland](#), we will draw on them to help us identify contacts in other countries.
- 3) We will plan dissemination and engagement activities to reach and involve IPSPs. See the Engagement Plan below for more details.
- 4) As we have outputs to share and with the need to raise awareness of Diamond OA, our partners will spread the word within their institutions in particular to reach local publishing outfits.

Learned societies

We will leverage partnerships of the TSV, which includes 298 learned societies from Finland https://www.tsv.fi/en/toiminta_en/membersocieties. TSV has a strong



understanding of the publishing landscape of Finnish and European learned societies: In 2023 identifying 7,018 journals, of which 2,967 from Europe, published by or associated with societies: https://www.zehrataskin.com/wp-content/uploads/2023/07/Taskin-Learned_societie_s_as_publishers_in_the_international_journal_landscape-180_b.pdf and in 2021, it conducted a study of societies in Europe identified 2,463 societies from 11 countries: <https://zenodo.org/doi/10.5281/zenodo.5513560>. This intelligence has also fed into our IPSP contact pool.

Partners have also created a list of 38 national and international umbrella organisations for learned societies: <https://docs.google.com/spreadsheets/d/130y36YhczcHcJWKCn40Y1ZhqlixXuhgRm8hTzzEHaBM/edit#gid=2141302789> and we will target them in our dissemination and engagement efforts. Our connection to Learned Societies is evidenced by c. 75 individual societies responding to our survey, but greater reach is the ambition.

We will also attend the Association of Learned and Professional Society Publishers 2024 conference: <https://www.alpsp.org/conference> to learn more about their community and to speak to them about DIAMAS with the view to involve more in our activities.

4.3 DIAMAS dissemination and engagement activities

DIAMAS events

To share the work of our project and elicit feedback and input from stakeholder groups, the DIAMAS project will organise multiple events. The project's proposal aims for 54 online events throughout the project and achieving this will require effort from across the consortium in coordination with WP7. At this stage we see multiple paths to deliver these events, including:

- Each partner will generally organise two online event, supported by WP7. Events in local languages will be encouraged. It will be particularly important that umbrella organisations who act as multipliers will host events such as EIFL, the European University Association, the European Science Foundation, Science Europe, LIBER, SPARC Europe and others (supported by WP7).
- Each of the nine stakeholder task forces will plan to organise events aimed at their associated stakeholder group (supported by WP7).
- WP7 will lead on organising a selection of events with the support of consortium members.

Types of events may include:

- Results workshops – series (for example, IPSP survey results presentation) – with room for discussion and feedback, incl. panel discussions, presentations, and break-out rooms.
- Survey-a-thons to support respondents in filling in the survey.
- Common access point exhibit/tutorial.
- Self-assessment tool exhibit/tutorial.
- Joint event with similar EU projects (E.g., Craft- OA/PALOMERA).
- Other specific events will be held together with WP leaders to acquire feedback for interim results/drafts/concepts, incl. online presentations and break-out rooms.

To achieve our targeted number of events, we expect that these proposals will successfully meet our aims. By dividing DIAMAS events throughout the project's partners and our targeted task force, DIAMAS will achieve a high level of awareness in partner organisation's communities with a distributed workload. Furthermore, WP7 will lead DIAMAS events with a more general focus throughout the project life cycle. Importantly, the delivery of these events will be monitored routinely to ensure this approach is appropriate, taking alternate measures if required.

Some online events will be recorded, uploaded to the project's YouTube Channel, and shared via social media. Depending on the nature of the online workshop/webinar, the discussion section may not be recorded to allow participants space to freely express themselves – this will be determined on a case-by-case basis. Furthermore, events will be incorporated into social media and other communications outputs featured in the previous section.

External Events

Across the course of the project, we will present the DIAMAS project at events in order to engage stakeholders with the project and raise the profile of the project. In the internal survey, the consortium identified 23 conferences that are suitable venues for DIAMAS presentations (papers, workshops, panels, etc.). These events have been filed on a shared spreadsheet with information about the date and submission period – this is accessible to the whole consortium and individuals are encouraged to add new events and opportunities as they arise. In the project proposal, the project aimed for presentations at 50 events (see KPIs in [section 6](#)). At the time of publication, the project has already been introduced at three events and we expect this rate will increase significantly once results and outputs are produced.

The below table shows a selection of the events which have been identified, highlighting those that have confirmed dates for 2023.



Table 1: Events identified with confirmed dates, 2023

| Event | Date of next edition | Location | Link |
|-------------------------|-----------------------------|----------------------------|---|
| LIBER Annual Conference | 05-07/07/223 | Budapest, Hungary | https://liberconference.eu/ |
| LIBER Winter conference | TBC (December 23) | Florence, Italy | |
| Open Repositories | 12-15/06/23 | Stellenbosch, South Africa | https://or2023.openrepositories.org/ |
| FORCE11 | 18-20/04/23 | Online | https://force11.org/force2023/ |
| OS Fair | 25-27/09/23 | Madrid, Spain | https://www.opensciencefair.eu/ |
| UKSG Annual Conference | 13-15/-4/23 | Glasgow, UK | https://www.uksg.org/ |
| OAI-13 | 4-8/09/23 | Online | https://oai.events/ |
| DHD | 10-14/07/23 | Graz, Austria | https://dh2023.adho.org/ |
| Open Science Conference | 27-29/06/23 | Online | https://www.open-science-conference.eu/calls2023/ |
| EUA Annual Conference | 20-21/04/23 | Gdanks, Poland | https://eua.eu/events/237-2023-eua-annual-conference.html |
| CRECS | 3-5/05/23 | Arequipa, Peru | http://www.crecs.info/ |

DIAMAS - Final Conference

To mark the end of the project, DIAMAS 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 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.

4.4 Engagement plan

WP leaders are consistently reminded to consider and plan how to involve stakeholders in their work to listen to their needs, to co-create, test and endorse our outputs. The plan below outlines activities set out to engage with our stakeholders from Dec 2023 until mid 2024 as our work gets fully underway on several levels, particularly IPSPs.

Phase 1 plan. Dec 2023 - June 2024

| WP | Goal | Target audience | Partners | Activity | Quarter & Year |
|-----|---|---|---|--|----------------|
| WP1 | Advocate for the importance of a more equitable scholar-led OA publishing system across three EC-funded projects: CRAFT OA, DIAMAS and PALOMERA | IPSPs, libraries, OA advocates | Leads of the EC-projects, OPERAS, UGOE, OAPEN, and their partners | Two cross-project public online events hosted by two of the three related EC projects. (DIAMAS initiated this in Q4/2023) | Q1 & Q2 2024 |
| WP2 | Awareness-raising of the institutional publishing landscape and its challenges | IPSPs, learned societies, libraries, OA advocates, national OS policymakers, funders, and | All partners, incl many umbrella organisations such as LIBER, EUA, Science Europe | A series of online events (national, regional and international) in local languages and English organised as part of existing events or dedicated to DIAMAS drawing in particular on the results of the WP2 survey | Q1 2024 |



| | | | | | |
|-----|--|--|-------------------------------------|--|---|
| | | research assessment agencies | | | |
| WP3 | Co-creation and endorsement of EQSIP v2 | IPSPs, incl. learned societies | WP3 partners | <ul style="list-style-type: none"> - Month-long open consultation - Focus groups with small IPSPs, national IPSPs and learned societies - Public webinar (specifically targeting IPSPs) | Q4 2023 Q4 2023 & Q1 2024 Q1 2024 |
| WP4 | Co-creation of the toolsuite design | IPSPs, libraries and OA advocates | WP4 partners | - Online event to co-create the IPSP toolsuite | Q1 2024 |
| WP4 | Co-design of the Common Access Point (CAP) | IPSPs, libraries and OA advocates, funders and national policymakers | WP4 partners | - a series of c 4 online co-design events to design the Common Access Point (CAP) targeted at different stakeholders | Q2 2024 |
| WP4 | IPSP registry co-design and endorsement | IPSPs, libraries and OA advocates | WP4 partners | - Online event to co-design the IPSP registry | Q1-2 2024 |
| WP5 | Awareness-raising of the status of funding Diamond OA and its challenges | Funders and IPSPs | WP5 partners | - First DIAMAS online webinar on funding Diamond OA | Q1 2024 |
| WP6 | Information-gathering and awareness-raising of | Funders, national OS policymakers | Science Europe, cOAlition S, CoNOSC | - DIAMAS co-design inception meeting for funders, sponsors and donors to co-design Diamond OA | Q4 2023 |

| | | | | | |
|-----|---|---|-----|--|-------------------------------|
| | diamond OA publishing, policymaking and funding | kers and OA Diamondf Action Plan signatorie s | | Recommendations and Guidelines | |
| WP6 | Information-g athering and awareness-ra ising of diamond OA publishing and policymaking | RPOs and IPSPs | EUA | <ul style="list-style-type: none"> - EUA membership on-site meeting and webinars (invitation to 800 members) - EUA 2nd on-site meeting | <p>Q1 2024</p> <p>Q2 2024</p> |



4. Maximising and Widening Impact, Exploitation and Sustainability

DIAMAS aims to deliver tailor-made, sustainable solutions to stakeholders in the institutional publishing ecosystem. Its capacity to achieve maximum and continuous impact relies on showcasing the full potential of institutional publishing, providing tools and services adjusted to the needs of IPSPs, as well as fostering interaction with –and across – the project stakeholders once DIAMAS services and outputs are complete. The strategies and activities described in this section directly address several objectives outlined in the PEDR, namely deploying activities aiming at widening and maximising impact in the ERA and beyond, and ensuring the uptake and sustainability of the project’s KERs.

National networks and initiatives, identified by DIAMAS partners in the survey, will act as a backbone for DIAMAS maximising and widening impact activities – associations of university presses and library consortia, [National Open Science Cloud Initiatives in South Eastern Europe](#), OpenAIRE, OPERAS National Nodes, NOADs and many more. DIAMAS results will also be amplified in regional and international networks, as listed in the stakeholder database.

National, regional and international networks will create a multiplier effect. Embedding DIAMAS deliverables and other results into current OA publishing activities and support structures on the national and regional levels, will help to reach wide audiences and co-create solutions with the communities.

Activities to maximise impact on funders, policymakers and IPSPs in the ERA (and beyond, to the extent possible) will be organised – targeted national/regional stakeholder events and activities, taking into account EDI, multidisciplinary, multilingualism and geography, and building on T7.2.

The DIAMAS impact and exploitation strategy is structured upon the combined utilisation of the project’s outputs to address the fragmentation of the institutional publishing landscape and overcome the obstacles that hinder the transition to sustainable models (e.g. limited skills, technical and operational constraints). Building on its growing network of organisations and communities, DIAMAS will:

- I. Design, promote and facilitate the use of integrated services.
- II. Foster the engagement of stakeholders beyond the project consortium and project life cycle.
- III. Consolidate a hub for efficient coordination and collaboration of agents in the domain of institutional publishing.

DIAMAS partners have rendered the above-mentioned objectives into tasks generating specific, measurable, realistic and exploitable results in the form of formal deliverables and services also relevant to the CRAFT-OA and PALOMERA projects and other national, regional and international networks and initiatives. More specifically, the project's landscaping results (IPSP and publisher data, documentation on the state-of-art), resources (tools, guidelines), and services will be collectively exploited to consolidate the features of institutional publishing and upgrade the capacity of IPSPs and other stakeholders in terms of technical efficiency, business models, and operational standards. To this end, the three projects will also design collective outreach activities (e.g., webinars), focusing on community-building and the uptake by IPSPs, publishers, RFOs and policymakers.

DIAMAS will focus on increasing impact along the following axes:

Landscaping and preparatory activities (underway upon submission of this report)

- Identify and share information on stakeholder types, their activities, operational capacity, and roles within the institutional publishing landscape.
- Analyse the WP2 survey results and deliver a landscape report identifying stakeholder needs and concerns
- Identify project activities, milestones, and deliverables in all WPs where we can target and involve our stakeholders to increase the impact of our project's outputs during and after the project.

Develop a sustainability framework (throughout the project's life cycle)

- Map each project phase to specific outreach goals and develop effective means, messages and actions per stakeholder category.
 - Prepare a detailed engagement plan, based on the identified stakeholder types and needs
 - Update the plan according to the WP implementation progress
- Introduce processes of co-creation and evaluation from the community.
 - Organise events, on a regular basis, to present the project's outputs and receive feedback
 - Target and invite specific stakeholder types, according to output relevance
- Design tools and resources to enhance IPSP competencies
 - Deliver guidelines, training materials and a toolsuite addressing key operational and sustainability challenges
 - Create a virtual space for stakeholders to interact and exchange knowledge (IPSP forum) and support its development into an engaged and responsive community of practice.



- Foster collaboration across the institutional publishing landscape, by providing a comprehensive registry of IPSPs, their services and competencies
- Provide recommendations and guidelines to support IPSPs
 - Provide recommendations and guidelines for FSDs and policymakers, taking into account the needs and standards mapped and established by the project

Suggest strategies and provide tools for establishing a global IPSP network and a Capacity Hub

- Launch the Common Access Point as a building block of a future Capacity Centre
 - Design the CAP as a digital hub with open-end architecture allowing the integration of additional components
 - Complement the digital infrastructure with a strategy for further development
 - Deliver a report containing information and recommendations on setting up federated infrastructures to support institutional publishing
- Develop sustainable patterns of knowledge exchange and collaborative processes for the enrichment of available resources (guidelines, toolkits, registries).
 - Enable access to tools and resources to upgrade IPSP competencies
 - Support training, provide training materials and design learning paths addressing specific challenges
 - Promote collaboration, bring together and foster interaction of IPSPs from different countries, disciplinary fields (IPSP registry and forum)

The project's long-term engagement strategy revolves around the foreseen Common Access Point (CAP – to be developed by WP4), which complements and showcases the work undertaken by the DIAMAS and CRAFT-OA partner consortia. During the project, emphasis will be placed on compiling its inventory of tools, guidelines and documentation resources as well as introducing workflows that will enable interaction of stakeholders targeted by the three projects. Thus, by the time DIAMAS ends, the CAP will become a knowledge hub and central communication venue for the institutional publishing community, whose potential for sustainability will be reinforced by its uniqueness as a marketplace and forum that addresses the fragmentation of the institutional publishing landscape.

Additionally, the project's short- and mid-term activities will a) provide an external and user-centred perspective to its deliverables, helping the consortium in designing outputs highly relevant to the community needs, b) spark collaboration of consortium members and external stakeholders as regards the adoption of common standards, sustainable economic models, open scholarly communication practices, best editorial/publishing workflows, and inclusion/diversity aspects, and c) address

inequalities, by providing common access to a pool of tools and resources that will help small IPSPs upgrade their operations.

Exploitation Plan (Update November 2023)

The exploitation plan set out below defines the successful exploitation of the project results.

The overall plan focuses on defining:

- (a) the results that can be exploited,
- (b) target users (including secondary implementers and front running partners),
- (c) exploitation strategy, and
- (d) The Plan to Development of European Diamond Capacity Hub and the Global Diamond Federation.

Exploitable results

The DIAMAS project aims to produce multiple exploitable results that will enhance our understanding of the current state of institutional scientific publishing in Europe. This includes better coordination amongst institutional publishing services and initiatives at the non-technical level, improving overall service efficiency, especially in multilingual environments, and providing actionable recommendations for strategies regarding institutional publishing in research-performing organisations throughout the European Research Area. The Key Exploitable Results are listed in the table section [6.2 Key Exploitable Results-Exploitation Strategy](#)

Target users

Identifying target users is crucial to successfully exploiting the DIAMAS project and research work. Following identifying target users, the consortium must keep them successfully engaged to keep them informed and interested in the project developments. As referenced in the Dissemination and Communication Plan, the consortium has developed a plan that ensures positive engagement, and the primary target audiences for dissemination are defined in Section 2 of this deliverable.



Dissemination and engagement activities will pave the way for exploitation by building a good network of stakeholders and keeping them engaged in the DIAMAS community. Therefore, all nine identified stakeholder groups will also be targets for our exploitation activities, given that they are the most interested in and will benefit from the project results. In the first step, the project partners set up task forces, taking advantage of their proximity to specific categories of stakeholders. Furthermore, we will put additional effort into engaging with different national Open Access communities through their national contact points.

Exploitation and sustainability strategy

To further guarantee that DIAMAS investment effectively comes to the good of the partners and the wider institutional publishing community beyond the end of the project, an exploitation and sustainability strategy is necessary.

The exploitation strategy of the project is formulated upon regular consultation with the project partners and targeted stakeholders: in the first instance, each work package identifies specific outputs and exploitable results, which are then confirmed in a DIAMAS KER Overview document, which forms the basis for further discussion on the project's KER and output ownership, exploitation and sustainability amongst project partners and stakeholders before making concrete decisions on their future exploitation. Stakeholder feedback on the potential relevance of the resources to their respective communities will be assessed and inform exploitation scenarios for the DIAMAS results (outputs that can be further exploited and how this will be achieved) beyond the project's timeframe.

Initial exploitation plan

| Activity | Who | Date |
|--|-----------------------------------|------------------------|
| Discussion of WP 3-6 KERs and outputs, who they serve and their benefits to them, and partner involvement | WP 3-6 partners | Jan-Feb 2024 |
| Establishment of <i>DIAMAS KER Overview</i> listing KERs by WP, interested stakeholder and benefits | WP leaders and Project Management | March 2024 |
| Review of DIAMAS KER Overview by WP leaders, and discussion of future ownership and exploitation and sustainability plans | WP 3-6 partners | Sept 2024 |
| Creation of concise Draft <i>DIAMAS Exploitation and Sustainability Plan</i> | WP 7 lead | Oct 2024 |
| Series of discussions on contents of <i>Draft DIAMAS Exploitation and Sustainability Plan</i> at DIAMAS planned stakeholder events | TBD | Aug 2024- June 2025 |
| Finalisation of concise <i>DIAMAS Exploitation and Sustainability Plan</i> | WP7 | July 2025 |



The exploitation plan serves the twofold objective of providing support to a future network of Diamond Capacity Centres as well as the building blocks of the European Diamond Capacity Hub - a federated infrastructure helping journals reach alignment with quality standards/guidelines. To this end, the following sustainability and exploitation measures have already been decided upon:

DIAMAS resources (training materials, guidelines, reports) will first of all be uploaded into Zenodo, thereby better guaranteeing their access and preservation beyond the life of the project. They will then be linked to in the Common Access point and, eventually, into the Diamond Capacity Hub; thus, they will be linked to workflows and tools that IPSPs across Europe will be applying to meet current quality and operational standards. Furthermore, they will be openly available under a CC-BY licence, which allows for their adaptation (e.g. translation) and reuse in the Diamond Capacity Centres managed by project partners.

The DIAMAS Tools (IPSP registry, self-assessment tool, IPSP forum, toolsuite) will be developed with open-source software and delivered as open-end interoperable components. This approach enables their integration into larger infrastructures and the designing of interoperability workflows, allowing the exchange of resources and information across them and for the broader community to build upon them in years to come. Additionally, to enable further exploitation, the self-assessment tool will be translated into multiple languages and public extension features will be added to monitor IPSPs.

The long-term sustainability and further development of the project's tools will be grounded in partner in-kind contributions, which has already been confirmed in the case of the IPSP self-assessment tool.

The Development of European Diamond Capacity Hub and the Global Diamond Federation

DIAMAS leverages its landscaping activities, the EQSIP as an inclusive quality framework for Diamond publishing, and the experience of the consortium in coordinating institutional publishing at the national level to address existing challenges, enhance the capacities of IPSPs, and facilitate a distributed, aligned, high-quality, and sustainable scholarly communication infrastructure that is managed and owned by the scholarly community.

This integrated approach is expected to forge a community of practice and stimulate the future upgrading of the CAP to a Diamond Capacity Hub (DCH) that will coordinate the activities of Diamond Capacity Centres (DCC), some of them being managed by consortium partners (FECYT, TSV, Openedition, Hrcak) at national level. DIAMAS will contribute with building blocks (IPSP registry and forum, toolsuite, training platform), resources (guidelines, trainings) as well as with a proposed governance scheme to

support a community-managed network of DCCs that will provide support and help journals comply with quality standards and best practices.

To this end, DIAMAS will lay the foundation for the foreseen European Diamond Capacity Hub – a community-managed infrastructure of innovative services for IPSPs. Drawing on the conclusions of the gap analysis (WP3) and the findings of the project's landscaping exercise (WP2), the main tasks of the Diamond Capacity Hub have already been identified as follows:

- Coordinate and streamline services and practices across DCCs; implement and monitor DIAMAS standards (EQSIP 2.0).
- Manage a European Common Access Point (ECAP) for shared resources such as the outputs of DIAMAS and CRAFT-OA projects
- Create efficiencies, complementarity, and subsidiarity between existing European DCCs, and stimulate the creation of new national DCCs across Europe.
- Pool and redistribute financial and service resources for Diamond Open Access in Europe.
- Organise exchanges of electronic publishing specialists across Europe to increase the professionalisation of Diamond Open Access publishing.
- Set goals for the expansion of Diamond Open Access journals in Europe via a Diamondisation Task Force.
- Represent Europe in the Global Federation for Diamond Open Access.

The Diamond Capacity Hub will be achieved both as a federated digital infrastructure and an organisational framework. The sustainability of the Diamond Capacity Hub will be ensured by adopting OPERAS as its legal (fiscal) host and service provider; moreover, it will be further supported by an independent governance scheme that prioritises the representation of diverse stakeholders – such as funding agencies in the ERA, national and thematic Diamond Capacity Centers, and the Diamond action plan community.

The Diamond Capacity Hub will also be represented in the Global Diamond Federation (GDF), an initiative actively supported by UNESCO with a mission to facilitate Diamond Open Access publishing, in line with the 2021 [UNESCO Recommendation on Open Science](#).

To further guarantee that DIAMAS investment effectively comes to the good of the partners and the wider institutional publishing community beyond the end of the project, an exploitation and sustainability strategy is necessary.



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

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.

Table 2: KPIs as stated in project proposal

| Area | Item | Measure |
|--|---|--|
| Communication & Dissemination | Website | >300 unique visitors per month |
| | Twitter followers | >500 Twitter followers from outside the project |
| | No. of Tweets | >800 Tweets per year (tweets/retweets) |
| | LinkedIn followers | >100 LinkedIn Group followers |
| | No. of LinkedIn posts | >40 LinkedIn posts per year |
| | Project Newsletters | >3 per year |
| | Blog posts and other non-peer reviewed articles | >10 per year |
| | Press releases | >3 throughout the project |
| | Specialised campaigns | >3 throughout the project |
| Engagement | Online events (workshop/webinar) | >54 events throughout the project; >25 participants per workshop |
| | Conferences | 1 Final conference; >300 participants |

| | | |
|--|--------------------|---|
| | Third-party events | >50 featured sessions (online and in person) at third-party events throughout the project |
|--|--------------------|---|

For the project to track and monitor progress towards the above KPIs several internal tables have been established which are managed by WP7 but are accessible to the DIAMAS consortium. WP7 has led this activity and gone to efforts to 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 DIAMAS project.

5.2. Key Exploitable Results – Exploitation Strategy

The below table adds context for the exploitation and sustainability strategy outlined in [section 5](#), as well as a monitoring framework that relates the elements of the strategy to specific stakeholder categories and key exploitable results (KER). Thus, by using available tools (e.g., KPIs, stakeholder database, identified stakeholder types/groups), the consortium will monitor per instance the level of engagement throughout the project. Additionally, through the project's internal reporting tools and task force interaction with external stakeholders, the consortium will be receiving feedback on the uptake of the project's output and services by the targeted communities, and use this to assess and adapt –if needed – the project's exploitation strategy.

Table 3: KERs as stated in project proposal

| <u>Key Exploitable Results</u> | <u>Target Stakeholder</u> | <u>Exploitation and Sustainability Strategy</u> |
|---------------------------------------|----------------------------------|--|
| Legal mapping & gap analysis | All stakeholders | Engagement throughout project and consortium comms channels Early release of data under CC0 Dissemination and preservation on Zenodo under CC0 Continuous communication through global network platform |



| | | |
|--|---|--|
| EQSIP | IPSP | <p>Engagement through project events (webinars and workshops)</p> <p>Dissemination and preservation on Zenodo under CCO</p> <p>Continuous communication through Global Network platform Regular Updates with engagement via Global Network forum</p> |
| Global Network (including common access point, toolsuite, training materials, guidelines, forum) | IPSP | <p>Dissemination through project and consortium communication channels Integration in OPERAS catalogue of services for continuous communication and support</p> |
| ED&I Tools | IPSP | <p>Engagement through events (webinars and workshop)</p> <p>Engagement and dissemination through project and consortium communication channels</p> <p>Outreach via T7.4</p> <p>Integration in the global network platform supported by OPERAS</p> <p>Outreach via the international advisory board</p> |
| Quality and sustainability self-assessment tools | IPSP and institutions' financial departures | <p>Engagement through project events (webinars and workshop)</p> <p>Continuous communication through Global Network platform</p> <p>Technical sustainability of the tool ensured by FECTY</p> |
| Actionable recommendations | RFOs, RPOs, policy-makers | <p>Engagement through project events (webinars and workshop)</p> |

| | | |
|---------|------------------|--|
| | | <p>Continuous communication through Global Network platform</p> <p>Continuous advocacy and updates by specialised umbrella organisations: EUA (RPOs), Science Europe (RFO), OPERAS (national policy-making bodies)</p> |
| All KER | All stakeholders | ALL KER will be integrated in the Institutional Publishing Global Network' that will become one of the core services of OPEARS |



6. Risks and mitigation

6.1. Low Interest in Project

Despite the intentions outlined in this document, it is possible that there is low interest in the project or messaging and target audiences have been miscalculated. In order to mitigate this risk, we see this as a living document and regular WP7 meetings will assess and monitor the general engagement with the project from audience and key stakeholder groups. Doing so allows changes to strategy to be made and future milestones and project reviews will act as natural points to adjust processes and the course of the strategy.

In the situation that there is a lack of interest in the project, it is likely our KPIs will not be met. The KPIs can act as a measure to gauge if the DIAMAS project is on track and performing as expected, in which case changes to the strategy can be made.

6.2. GDPR

As described in this deliverable, the project will contact stakeholders and use their data for the project's internal stakeholder database. All these interactions, when concerning personal data, will be governed by General Data Protection Regulation (GDPR). All project events, such as workshops or awareness-raising webinars, will ask attendees when they sign up if they want more information about the project and ask for explicit permission to communicate with them further. The project wide Privacy Statement (found here on the DIAMAS website) will be used as a reference during outreach work and the data controller (appointed from WP1 – Management and Coordinating the Project) will act as a contact person for stakeholders whom wish to contact the project with privacy queries.

6.3. Twitter Risk/Mastodon Mitigation

We understand Twitter to be our primary social media channel – it is most widely used by the consortium and anecdotally is the biggest platform for our stakeholder groups and project audience. However, changes to the ownership of Twitter in the Autumn of 2022 have led to numerous updates to the platform and some users migrating away from the service. In response, DIAMAS has discussed setting up a MASTODON account (an alternative platform attracting many from within the research and scientific community). The situation with Twitter and how our audience responds to changes will be assessed to see if this change is of importance for the strategic dissemination of DIAMAS.

7. Implementation and Next Steps

This document has summarised what will be done for the Dissemination, Outreach, Engagement, and Exploitation efforts of the DIAMAS project, led by WP7. Each section has sought to describe the plans in place and how we hope to begin executing activities, with the aim of establishing the DIAMAS brand, sharing project updates and results, recruiting and engaging stakeholders, widening and maximising impact of the project in and beyond the ERA, and the eventual uptake of the project's results.

Two project milestones will enable us to review and monitor the success of essential parts of this strategy – Requirements and strategy for Widening Impact (M12) and Website Communications Kit and Social Media Iteration 1 (M18). In addition, the proposed project review at month 15 will allow us to revisit, assess, and revise, these aims and associated KPIs and KERs. At these moments the strategy may be fine-tuned and adjusted depending on the success of certain actions and wider developments of DIAMAS, creating a flexible approach able to respond to the work of the project and the needs of key stakeholders.



Consortium Overview

| | | |
|----------------|---|----|
| AMU | UNIVERSITÉ D'AIX MARSEILLE | FR |
| PVM | PROTISVALOR MEDITERRANEE SAS | FR |
| OPERAS | OPEN ACCESS IN THE EUROPEAN RESEARCH AREA THROUGH SCHOLARLY COMMUNICATION | BE |
| CNRS | CENTRE NATIONAL DE LA RECHERCHE SCIENTIFIQUE CNRS | FR |
| EIFL | STICHTING EIFL.NET | NL |
| FECYT | FUNDACIÓN ESPAÑOLA PARA LA CIENCIA Y LA TECNOLOGIA, F.S.P., FECYT | ES |
| TSV | TIETEELLISTEN SEURAIN VALTUUSKUNNASTA | FI |
| LIBER | STICHTING LIBER | NL |
| UB | UNIVERSITAT DE BARCELONA | ES |
| UniZD | SVEUČILIŠTE U ZADRU | HR |
| FFZG | SVEUČILIŠTE U ZAGREBU FILOZOFSKI FAKULTET | HR |
| Science Europe | SCIENCE EUROPE | BE |
| EUA | ASSOCIATION EUROPÉENNE DE L'UNIVERSITÉ | BE |
| OASPA | STICHTING OPEN ACCESS SCHOLARLY PUBLISHERS ASSOCIATION | NL |
| UiT | UNIVERSITETET I TROMSØ - NORGES ARKTISKE UNIVERSITET | NO |
| CNR | CONSIGLIO NAZIONALE DELLE RICERCHE | IT |
| UGOE | GEORG-AUGUST-UNIVERSITAT GOTTINGEN STIFTUNG OFFENTLICHEN RECHTS | DE |

| | | |
|---------|---|----|
| SPE | STICHTING SPARC EUROPE | NL |
| UU | UNIVERSITEIT UTRECHT | NL |
| EKT | ETHNIKO KENTRO TEKMIRIOSIS KAI ILEKTRONIKOU PERIECHOMENOU | EL |
| IBL PAN | INSTYTUT BADAŃ LITERACKICH POLSKIEJ AKADEMII NAUK | PL |
| ESF | FONDATION EUROPÉENNE DE LA SCIENCE | FR |
| JISC | JISC LBG | UK |
| DOAJ | INFRASTRUCTURE SERVICES FOR OPEN ACCESS C I C | UK |

