

Project GRANT AGREEMENT NO 101019427

Deliverable 5.1 – Dissemination, Outreach, Engagement and Exploitation Plan

Executive Summary

The *Dissemination, Outreach, Engagement and Exploitation plan* (PEDR) describes the methodology across the PALOMERA project as a guideline for the activities of all project partners when sharing information about the project, engaging with the community, as well as the activities to enhance the successful exploitation of the project results. The guide identifies the strategy for dissemination, outreach, engagement, and exploitation, and describes the various channels that the project used. It is complemented by the *Communication kit* developed separately that provides an overview of items available to all project partners for download. The PEDR was a living document evolving for the duration of the project. Its structure mainly followed the template suggested in the PALOMERA Grant Agreement (proposal part). It was updated during the project implementation and tailored to the project's needs and progress on demand. The current document is the final M24 updated version.

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Table of Acronyms

Acronyms	
ALLEA	European Federation of Academies of Sciences and Humanities
AMU	Aix-Marseille University
CA	Consortium Agreement
CC0	Creative Commons Public Domain Dedication
CC BY	Creative Commons Attribution International Public Licence
COARA	Coalition for Advancing Research Assessment
CoNOSC	Council for National Open Science Coordination
CRAFT-OA	Creating a Robust Accessible Federated Technology for Open Access
D#	Deliverable
DACH	Germany, Austria, Switzerland
DESCA	Development of a Simplified Consortium Agreement
DIAMAS	Developing Institutional Open Access Publishing Models to Advance Scholarly Communication
DoA	Description of Actions
DOAB	Directory of Open Access Books
EDI	Equity, Diversity, Inclusivity
ERA	European Research Area
ESF	European Science Foundation
EUA	European University Association
FAIR	Findable, Accessible, Interoperable, Reusable
IPR	Intellectual Property Rights
GA	Grant Agreement
GDPR	General Data Protection Regulation
KB	Knowledge Base
KER	Key Exploitable Result
KPI	Key Performance Indicator
M#	Month
OA	Open Access
OABN	Open Access Books Network
OABT	Open Access Books Toolkit
OBP	Open Book Publishers
PALOMERA	Policy Alignment of Open Access Monographs in the European Research Area



Acronyms	
PEDR	Plan for Exploitation and Dissemination of Results (while in this document it will be referred to as Dissemination, Outreach, Engagement and Exploitation Plan)
PESTLE	Political, Economic, Social, Technological, Legal and Environmental Factors
RFO	Research Funding Organisation
RPO	Research Performing Organisation
SIG	Special Interest Group
SSH	Social Sciences and Humanities
UC	University of Coimbra
UGOE	University of Göttingen
UK	United Kingdom
UNIBI	University of Bielefeld
URL	Uniform Resource Locator
WP#	Work Package



1 Introduction

Dissemination, outreach, engagement, exploitation and communication activities were essential for PALOMERA to achieve its goals. To ensure that these activities were unambiguous and mutually reinforcing and complementary, they have all been grouped into one work package (WP) 5 to which all consortium participants contributed, and almost 25% of the budget was dedicated. WP5 thus operated across the whole project, implementing the *Dissemination, Outreach, Engagement and Exploitation Plan (PEDR)*. This resulted in:

- A solid and recognisable base for PALOMERA results in dissemination and communication using primarily OPERAS, OAPEN and the Open Access Books Network (OABN) channels as well as all the other project partners' channels. To achieve an effective outreach, it was not foreseen to create a dedicated social media channel for the project, but rather to use already well-established channels owned by the project partners to immediately reach the right audience.
- Strategies for dissemination, outreach, engagement and exploitation such as participation in conferences and third-party events, organising workshops and promotion campaigns, publishing scientific publications and similar.
- Recruitment of, and engagement with, stakeholders via surveys, the Funder Forum and other events that provided input and validated the outcomes of WPs 2, 3 and 4 during dedicated validation workshops.
- Promotion of the project's activities and outputs via social media posts, mentions in newsletters, blog posts and other publications via project partner's channels which made this a collaborative and effective effort. This was supported by the visual identity and *Communication kit*⁵ prepared separately.
- Activities aiming at widening and maximising impact in the European Research Area (ERA) and beyond by keeping the PALOMERA consortium active in its communication as well as dissemination efforts to engage all scientific communities from different disciplines.
- Uptake and sustainability of the project's Key Exploitable Results (KER) by organising post-project workshops and webinars to further develop and implement the project results such as the open access (OA) book policy recommendations.

The following PALOMERA partners are part of the dissemination, outreach, engagement and exploitation activities:

Participants			
1 – OPERAS	5 – LIBER	9 – ZRC SAZU	13 – OASPA
2 – OAPEN	6 – UC	10 – SPARC Europe	14 – AMU
3 – Hanken School of Economics	7 – DARIAH	11 – UNIBI	15 – Jisc
4 – IBL PAN	8 – ESF	12 – UGOE	16 – OBP

Table 1 PALOMERA Partners

⁵ <https://zenodo.org/records/7794724>

1.1 PALOMERA in a Nutshell

According to the report *The State of Open Monographs*⁶ around 86,000 monographs are published internationally every year. During 2021 the number of new OA books registered in the Directory of Open Access Books (DOAB) was 11,829 suggesting that only 14% of all scholarly books published are in OA. There is little clarity surrounding these numbers and better basic data such as the total number of books published and the total number of OA books published are still lacking and sorely needed. However, the available data shows a relatively low and slow uptake of OA despite innovative OA book experiments, increased focus on the area, advocacy, good intentions, etc. We know that policies and strategies are potential game changers that can drive more OA to scholarly communication. Therefore, academic books must be included in open science/OA policies and strategies developed by research funders and institutions. This ensures that open science becomes the modus operandi of modern science across all disciplines. Since OA book policies are still few and far between in the ERA, the PALOMERA project aimed to investigate the reasons for this situation. Using desk studies, surveys, in-depth interviews, and use cases, PALOMERA collected, structured, analysed, and made available⁷ knowledge that can explain the challenges and bottlenecks that prevent OA to academic books. Consequently, the project provided actionable recommendations⁸ and concrete resources⁹ to support and coordinate aligned funder and institutional policies for OA books. The recommendations are relevant to, and address, research funders and institutions, researchers, publishers, infrastructure providers, libraries, and national policymakers. The overall objective of this effort is to speed up the transition to OA for books to further promote open science.

1.1.1 PALOMERA Impacts

The main challenge when it comes to defining a successful strategy to ensure sufficient impact at the level of the ERA, is the diversity, complexity and fragility of the landscape. This is linked not only in terms of national contexts, but also to types of stakeholders involved, production models and lack of alignment between OA policies. PALOMERA addressed this issue by gathering a consortium made of complementary organisations that, altogether, engaged with the full diversity of the landscape in multiple dimensions. It represented the relevant stakeholders for this call: research funders and institutions, publishers, libraries, researchers, advocacy groups, and infrastructures across the geographical regions of Europe:

- IBL PAN and ZRC SAZU – East/Southeast;
- University of Coimbra (UC), Aix-Marseille University (AMU) and OPERAS – West/Southwest;
- University of Göttingen (UGOE) and University of Bielefeld (UNIBI) – Germany, Austria, Switzerland (DACH) area;
- OAPEN – Benelux;
- Hanken School of Economics – North;
- Jisc and Open Book Publishers (OBP) – United Kingdom (UK).

⁶ https://digitalscience.figshare.com/articles/report/The_State_of_Open_Monographs/8197625?file=15347819

⁷ <https://zenodo.org/records/13827251>

⁸ <https://zenodo.org/records/14049032>

⁹ <https://knowledgebase.oabooks-toolkit.org/communities/d1a1c329-7b66-44ff-b888-c1573a3cac85>

In addition, it included umbrella organisations such as LIBER, OASPA, SPARC Europe, DARIAH and (as supporting organisations) Science Europe, European University Association (EUA), and European Federation of Academics of Sciences and Humanities (ALLEA).

But the challenge was also addressed by the importance given to dissemination, outreach, engagement and validation actions that represent 25% of the budget and was coordinated consistently through a single WP (5). In particular, the actions that were necessary to collect data (WP2), inform the analysis (WP3) and communicate the recommendations (WP4) were consistently supported by a strong engagement effort all along the project, relying on two complementary community venues that were intensively used in the project:

1. The OABN, as an existing multi-stakeholder forum that brings together a network of different actors interested in the development of OA books;
2. The establishment of a new service, the Funder Forum, as one of the project's results, gathering a specific type of stakeholders that are key in the development of OA policies and strategies.

In short, PALOMERA relied on an engagement-based methodology that ensured that the stakeholders targeted for the communication and exploitation of the key project results were in fact engaged from the outset of the project. They were tightly involved at all stages of the project, in particular due to the validation process for the data collection, the analysis and in the design and co-creation of the recommendations. This will better guarantee the adoption of recommendations and increase alignment on OA book policies in Europe.

The wider impact, which is to address Equity, Diversity and Inclusivity (EDI) in open science practices in the ERA was attained through a combination of factors: the PALOMERA consortium was deliberately designed to actively include and directly or indirectly engage all scientific communities from different disciplines with special emphasis on the social sciences and humanities (SSH) domain where the importance of longform of scholarship still plays a defining role in epistemic cultures and different regions of the ERA. The Knowledge Base (KB) collects data relevant to EDI topics that consequently informed the analysis and the recommendations. More structurally, considering the uneven distribution of ethnicities, social classes and genders among the scientific disciplines, the support of OA book publishing will extend the adoption of open science practises to parts of the academic population that have been more or less ignored so far (e.g., the humanities and, to a lesser extent, the social sciences).

1.1.2 PALOMERA Results

In a guideline by the European Intellectual Property Rights (IPR) Helpdesk project, the term “results” is defined as follows:

“Any tangible or intangible output of the action, such as data, knowledge and information whatever their form or nature, whether or not they can be protected, which are generated in the action as well as any attached rights, including intellectual property rights.’ (Source: European Commission Research & Innovation Participant Portal Glossary/Reference Terms). In a nutshell, results encompass all project outcomes that may be used by the project partners or other relevant stakeholders outside the project. They have the potential to be either commercially exploited (e.g. concrete products or services) or lay the foundation for further research, work or innovations (e.g. novel knowledge, insights, technologies, methods, data)”.



According to this definition, various types of “results” of the PALOMERA project were produced within the project duration time frame. These include, but are not limited to:

- The KB¹⁰ comprising relevant information on OA book publishing landscape and policies;
- A report¹¹ identifying the bottlenecks that prevent the adoption of OA book policies and strategies;
- A set of actionable and evidence-based recommendations¹² to the adoption of OA book policies and strategies;
- A service¹³ helping research funding organisations (RFOs) align their policy development (the Funder Forum);
- Two policy briefs¹⁴ summarising key findings and results in plain text targeted at the most senior level of RFOs and research performing organisations (RPOs);
- Research data¹⁵ (from policy-analysis, surveys, interviews, workshops and similar);
- Scientific publications¹⁶ (individual and joint publications relating to the project).

2 Outreach and Engagement

2.1 Strategy

PALOMERA’s outreach and engagement strategy focused on gathering stakeholders and sought to identify and address the needs of these communities, by encouraging knowledge exchange and enabling the co-design, review, and adoption of key project outputs.

They were gathered through:

- The OABN;
- The Funder Forum;
- The creation of a stakeholder database with the aim to keep track of the type of stakeholders and their level of engagement throughout the project, which was managed and maintained as a living database;
- An extensive mailing list including approximately 631¹⁷ subscribers towards the end of the project;
- A flexible coordination framework between LIBER, OPERAS, Max Weber Stiftung – the partners managing the communication WPs/tasks in the DIAMAS¹⁸, CRAFT-OA¹⁹, PALOMERA and OPERAS-PLUS²⁰ projects with a specific focus on advancing scholarly communication.

Engagement activities were essential to reach the key actors impacted by the PALOMERA project. They gave stakeholders the opportunity to give input or feedback, table questions or

¹⁰ <https://knowledgebase.oabooks-toolkit.org/communities/d1a1c329-7b66-44ff-b888-c1573a3cac85>

¹¹ <https://zenodo.org/records/13827251>

¹² <https://zenodo.org/records/14049032>

¹³ <https://operas-eu.org/projects/palomera/results/palomera-funder-forum/>

¹⁴ <https://zenodo.org/records/8402385>, 2nd policy brief will be published by the end of 2024

¹⁵ <https://zenodo.org/records/13827251>

¹⁶ Have been submitted for publication in 2024 (expected publication in 2025), see section 3.3 *Dissemination Measures*

¹⁷ Subscription status on 12th December 2024

¹⁸ <https://diameterproject.eu>

¹⁹ <https://www.craft-oa.eu>

²⁰ <https://operas-eu.org/projects/operas-plus/>

advise the project while ensuring that the design of our services meet the needs of OA book policymakers be they national open science policymakers, funders or RPOs. Two-way communication between the project and its audience was essential for this reason. In practical terms this was achieved through events, including, but not exclusive to, workshops, webinars, talks and presentations.

The broad stakeholder groups have already been identified and are specified in the description of activities (DoA), including national open science policymakers, RFOs, RPOs, publishers, researchers, infrastructure providers, libraries, and scholarly societies. However, it was important to prioritise the key groups, to understand their needs more specifically, and to identify how to target them appropriately by collecting information on them through partners, as well as through the OABN and the Funder Forum.

In the first instance, this required a stakeholder mapping exercise, as follows:

- Map PALOMERA organisations to the stakeholder groups;
- Map corresponding partner channels by stakeholder group (networks, mailing lists, events and conferences, social media, newsletters, projects, other media);
- Identify key stakeholder challenges and how the PALOMERA project could help address them.

This information was gathered primarily through:

- An internal project survey to collect data from each PALOMERA partner, e.g. who is their prime target group(s), what channels they use to communicate and who they are connected to.
- Brainstorm session among the project partners on the key actors of each stakeholder group, their challenges and how PALOMERA activities could help them. Using this method, we built meaningful messages used for these stakeholders throughout the project. This session also helped plan the engagement activities that made sense to help PALOMERA achieve its project goals whilst also raising the awareness of the importance of OA book policymaking.
- The creation of a stakeholder database (inspired from the stakeholder database building process done by the DIAMAS project) that kept track of the types of stakeholders and level of engagement throughout the project, which was managed and maintained as a living database. It contained organisations that the stakeholders could interact with, the events, the newsletters, and the social media channels that the partners could use to engage with these stakeholders. This database was also of use in the development of relevant messaging, engagement activity plans, such as workshops, conferences, mailing lists, social media campaigns or other events. See snapshot of the database in Appendix 6.1 *Snapshot of the Living Stakeholders' Database and Survey*.

Three other channels that supplemented this approach:

- The OABN helped gather stakeholders to gain better understanding of policymaker's needs and it served as the engagement platform for the project and for the broader OA books community. While the intention was for it to host the co-creation and validation process of the three major phases of the project (KB, analysis within the PESTLE²¹ framework, and actionable and evidence-based recommendations on OA book policies and strategies), it took the role of supporting these events together with the project

²¹ Political, Economic, Social, Technological, Legal and Environmental Factors



coordinators: OPERAS and OAPEN, to expand the engagement across more communities. The implementation was complemented by a transversal validation process (whose methodology and results are described in the *Validation Report*²²) which addressed issues pertinent to each phase and provided community feedback to the PALOMERA outputs.

- Funder Forum: developing and operating a trusted forum for RFOs on OA books where knowledge, support, and best practices regarding OA books is discussed and shared. It was a critical instrument for the future coordination of OA book funder policies and strategies across the landscape by gathering the relevant stakeholders in a permanent venue. This included involvement of RFOs outside of the ERA, for instance in the United States.
- Links with other major projects, including DIAMAS and CRAFT-OA developed through the cross-project webinar series²³.

We encouraged the use of local language where appropriate in order to be as inclusive as possible, and that material is shared openly, e.g. creating open educational resources, publishing online events via YouTube, or sharing resources via social media.

There was a matrix of activities across WPs and target stakeholders (see figure below), including a timeline, tools and channels used.

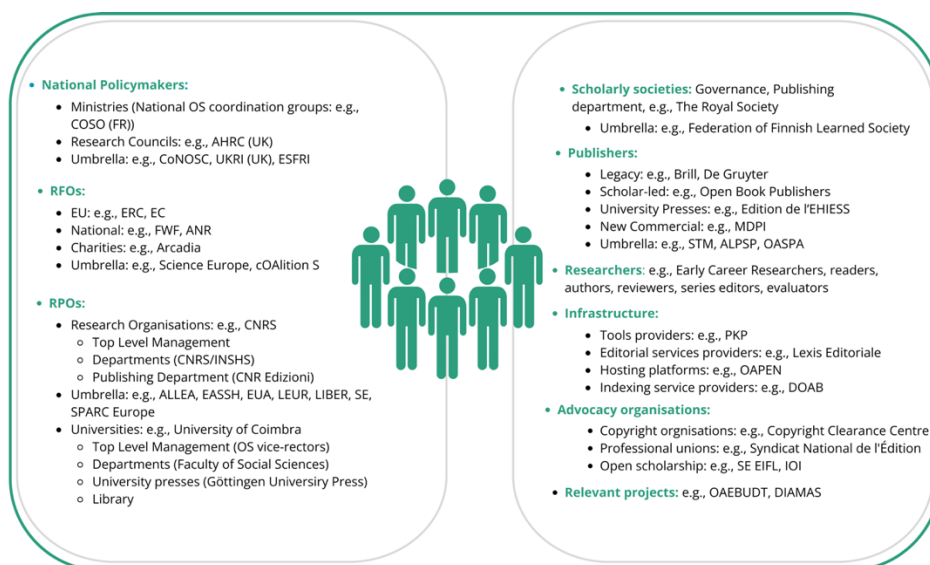


Figure 1 PALOMERA Stakeholders as Defined in the Grant Agreement and PEDR

2.2 Targets

The key target groups were:

1. National open science policymakers
2. RFOs
3. RPOs
4. Publishers
5. Infrastructure providers
6. Libraries

²² <https://zenodo.org/records/14265343>

²³ <https://zenodo.org/records/14185152>

7. Researchers
8. Scholarly societies

In early discussions, we identified the first three as critical stakeholder groups. These were prioritised in our stakeholder mapping, while the OABN was useful in helping us to reach groups 4-6 in particular. Groups 7-8 were reached via the activities planned for the rest of the groups since there were overlaps within some of the stakeholder groups, or indirectly via the involvement of a certain stakeholder group in the outreach to them. For example publishers shared information with researchers that are their authors. Additionally, dedicated events were planned for (i) researchers as part of the OABN PALOMERA series, (ii) and in collaboration with DIAMAS to reach scholarly societies. During these activities, stakeholders' national profiles were considered in order to make sure our stakeholder database was as representative as possible of the ERA (given our necessary limitations of time, resources, languages) and that we included sufficient representation from outside of ERA in general.

2.3 Outreach Measures

There were several outreach measures taken throughout the project, some of which overlapped with engagement and dissemination, including:

- 'Broadcast' measures: web pages updates, blog posts (via the OABN, OPERAS through the 'Take 5 with PALOMERA' series²⁴, and other high-profile organisations and project partners), mailing lists, newsletters, YouTube videos etc. The success of these depended on effective dissemination channels, including the OABN and those identified through our stakeholder mapping.
- Social media use: it's important to note that social media (including X/Twitter, LinkedIn, etc.) is not a 'broadcast' channel but involves interaction. It can assist with awareness-raising, engagement, and dissemination. It was important to find a balance between having a project presence and using pre-existing channels such as OPERAS and OABN X/Twitter channels and any channel used by the partners.
- Direct contact: Specific stakeholders were engaged directly via email, interview, etc.
- Various types of project events, including workshops, presentations or webinars. Those events that took place via the OABN were badged as part of an ongoing 'PALOMERA series' to raise awareness of the project within the OABN community, and to make sure that stakeholders beyond that community take note of the events and understand the PALOMERA connection.
- Supplementary outreach and third-party events: project members also communicated about this project where relevant in their country-specific community at conferences, via mailing lists, blog posts, etc.

2.4 Engagement Activities

There was an array of engagement activities through the duration of the project, from various events such as workshops and webinars organised by the project as well as participation in third party-events. The summary of the plan with the activities' target groups, key performance indicators (KPIs) and measures is presented in Tables 2 and 3.

²⁴ <https://operas.hypotheses.org/category/projects/take-5-with-palomera-partners>



An important initial event was the project announcement. The OABN released a blog post in early 2023 (including mailout, X/Twitter campaign, etc.) to alert the community about its support of the PALOMERA project and begin to raise awareness of the project. This was followed by an online launch event in March 2023, hosted by OABN, and including OAPEN, OPERAS and as many of the other project members who could attend. It introduced the project, allowed OABN members to voice how they might envisage engaging with what we are doing, and resulted in a video recording introducing PALOMERA that was shared. The launch event was followed by a series of webinars targeting specific stakeholders and ended with a final event in December 2024 that looked beyond the PALOMERA project.

Simultaneously, a collaboration with the DIAMAS and CRAFT-OA projects was established in a webinar format under the tagline: *Creating Community-Driven Pathways to Equitable Open Scholarly Publishing*. It resulted in the organisation of three webinars through the duration of the PALOMERA project.

To expand the outreach to stakeholders based in ERA and beyond, the project members participated in 23 third-party online and in-person events (more details on those can be found in section 3.3 *Dissemination Measures*). Additionally, to address the challenge of stakeholders that were harder to reach, the project organised: (i) a webinar in collaboration with DIAMAS aimed at scholarly societies, (ii) a webinar in collaboration with the EUA to target institutional policymakers, and (iii) researcher dedicated events via the OABN (focus group and webinar).

Finally, the PALOMERA conference held on 28 October 2024, was an in-person event that also featured online streaming attendance. The conference invitation was shared with the PALOMERA mailing list containing over 600 subscribers at the time, resulting in the overall attendance of 193 participants (online and in-person).

Where a recording was obtained (which was the case for most of the webinars), it was uploaded to YouTube and linked to the PALOMERA web pages²⁵ for further dissemination. Slides for the conference²⁶ (and the master slide deck²⁷ used for presentations on other public events) were uploaded in the PALOMERA Zenodo community.

An overview of the KPIs can be seen in Table 2, a more detailed summary of all events is available in Appendix 6.2 and 6.3.

Channel	Activity	KPI & Measure	Result
Events organised by the project	Workshops / webinars	# of workshops >13 online events in the duration of the project, including 3 validation workshops	16 events of which: <ul style="list-style-type: none"> • 12 webinars • 2 online validation workshops • 1 in-person validation workshop • 1 online focus group for researchers

²⁵ <https://operas-eu.org/projects/palomera/multimedia/palomera-publications-and-outputs/>

²⁶ <https://zenodo.org/records/14242415>

²⁷ <https://zenodo.org/records/14260638>



		# of participants >400 participants in total	1038 participants across all
Conference organised by the project	Conference organised by the project for the promotion of the project's outputs	# of participants >150 participants # of countries represented by the participants >12 types of stakeholders represented >7	193 participants 29 countries represented (across Europe and the rest of the world) 8 types of stakeholders represented

Table 2 Engagement Activities KPIs

More details on the countries and stakeholder representation can be found in Appendix 6.2.1 *Country Overview for the PALOMERA Conference* and 6.2.2 *Stakeholder Overview for the PALOMERA Conference*.

These activities were planned in collaboration with all PALOMERA WPs and with the input of the brainstorming session described previously. They were built on a sound understanding of stakeholder needs and concerns that were identified at the beginning of the project, and promoted using messages that have been designed to address these, utilising the channels identified by the project's partners. We knew from the internal project survey what skills and competencies each consortium organisation had to host events: experience in speaking/presenting; skills in hosting and moderating webinars/events; scope to promote events; familiarity with programming events and event logistics; specific skills with online events. Additionally, it helped single out all the communications specialists across the consortium to create a dedicated mailing list for a more effective dissemination activity. Overall, this shows that the PALOMERA consortium was well-placed to successfully administer a series of engaging events and sessions.

2.5 Timing

The overall outreach and engagement strategy was continuously deployed over the duration of the project.

3 Dissemination

3.1 Strategy

As part of the dissemination strategy in the first months of the project, PALOMERA provided the first version of its *Communication kit*²⁸ in English. Partners were able to adapt

²⁸ <https://zenodo.org/records/7794724>



communication materials in other languages, as required. The kit was coupled with the web pages²⁹, brand identity and social media presence to kick-start communication activities at an early stage by involving all stakeholders. The kit also included key facts and figures information about the PALOMERA project and its objectives to be shared among stakeholders where applicable. Messaging implementing specific communications needs of each stakeholder were developed at a later stage and throughout the project.

Several actions were implemented to support the dissemination and communication of PALOMERA activities and outputs, including, but not limited to those mentioned in the following sections. All activities considered several aspects of EDI, which concerns multidisciplinary, multilingualism, geography, and gender equality. Dissemination and outreach were deployed at three levels: Europe, associated countries, and international, as well as in multiple phases: launching activities and engaging stakeholders, informing and updating on ongoing activities, and disseminating final outputs. Special attention was given to impact for widening countries in the ERA, with a dedicated task.

The PALOMERA deliverables were published on ZENODO under the Creative Commons Attribution International Public Licence (CC BY) as part of the PALOMERA ZENODO community³⁰.

3.2 Target Audiences

The strategy was implemented to reach the ERA countries involved in the project and represented through the participating partners. When implementing the strategy, PALOMERA considered national differences and local stakeholders and aimed to ensure a balanced and inclusive approach. At a secondary level, it engaged with other non-ERA stakeholders that were relevant to the project.

3.3 Dissemination Measures

Table 3 provides an overview of all the dissemination measures and their results.

²⁹ <https://operas-eu.org/projects/palomera/>

³⁰ <https://zenodo.org/communities/palomera/records?q=&l=list&p=1&s=10&sort=newest>

Channel	Activity	KPI and Measure	Result
OA Books Toolkit	Presentation of the key data, analysis and recommendations of the project	# of visitors >750 unique visitors per month (since the re-launch Oct-Dec 2024)	20 200 (~6733 per month)
Social media	Usage of project partners' social media channels for dissemination and communication purposes	# of unique visitors on the PALOMERA web page >300 unique visitors per month	13 854 (~577 per month)
		# of social media outlets >2 social media outlets	6 (X/Twitter, LinkedIn, Facebook, Instagram, Mastodon, Bluesky)
		# of tweets/year >800 tweets/year (tweeted and retweeted) from all the partners	1786 (~893 per year)
		>1100 OABN Twitter followers	1493
		# LinkedIn posts >10 LinkedIn posts/year	143
		# of LinkedIn group members >100 LinkedIn group members	153
Communication materials	Communication material and stakeholder-specific content FAQ	# of newsletters >3 newsletters/year	14 (~7 per year)
		# of mentions in newsletters >10 mentions in newsletters/year	64 (~32 per year)



		# of blog posts/non-peer reviewed publications >10 blog posts/non-peer reviewed publications per year	42 29 blog posts 13 non-peer reviewed publications as part of the OA Books Toolkit (~21 per year)
		# of YouTube videos >3 videos during the project	10
Campaigns	Campaigning through online video channels	# of views on YouTube >300 views	1305
Participation in third-party events	Participation with presentations in third-party events	# of third-party events attended with a contribution >6 events	23

Table 3 Dissemination Activities KPIs

The above data was recorded on 12 December 2024. More detailed results can be found in Appendix 6.3 *Dissemination Measures Info*.

To provide more context to the social media posts, in particular those posted via X/Twitter, an analysis has been prepared to understand the split between the different partners and the reach their efforts created. A full list of social media posts is provided as a separate dataset³¹ (given its vast data) alongside the PEDR M24 update. Table 4 provides a summary of this data. To note that the posts' uniform resource locators (URLs) were collected when a post was published to assess the real-time impact (views and re-posts). If an organisation has deactivated their account or deleted their post since, the URL would have become inactive.

OABN	25%
Jisc	22.9%
OPERAS	16.2%
Other stakeholder ³²	10.6%
SPARC Europe	8.8%
OAPEN	4.4%
LIBER	4.1%

³¹ <https://zenodo.org/records/14448995>

³² The 'other stakeholder' category indicates organisations that were in a way linked to the project (but not project partners) or were engaged during the various activities. Some examples of the other stakeholders are Science Europe, COPIM, DIAMAS, etc.



UC	3.8%
IBL PAN	2.1%
DARIAH	1.5%
OASPA	1.2%
cOAlition S	0.9%
OBP	0.6%
DOAB	0.3%
ZRC SAZU	0.3%

Table 4 X/Twitter Social Media Posts Distribution

This approach allowed for the following aspects to be addressed:

- Reaching a variety of stakeholder groups that cannot all be reached if only one profile is used (for example, OABN predominantly reaches publishers, infrastructure providers and libraries, OPERAS includes researchers, policymakers, RPOs, RFOs, etc.) as well as a variety of different countries (IBL PAN – Poland, UC – Portugal, Jisc – UK, etc.).
- Overwhelming one group of followers constantly can have a counter effect.
- It helped increase the diversity of the mailing list (631 subscribers). Due to general data protection regulations (GDPR), details cannot be shared, but the subscribers’ list shows a variety of countries and stakeholder groups. The project partners invited stakeholders to subscribe to it at different times through the two years of the PALOMERA project.

The overall dataset of all the X/Twitter posts is not 100 % exhaustive. Due to the nature of social media, it was not possible to capture every single post created. However, it shows a very good representation. The re-posts and views were recorded only for X/Twitter and this was done on occasion through the project given the extensive work this monitoring required. A small random selection of posts was checked occasionally to understand which stakeholders were re-sharing content. From the example below³³ (Figure 2) it can be seen that a variety of stakeholders are re-sharing the post: project partners, publishers, researchers, other projects, funders, RPOs and similar.

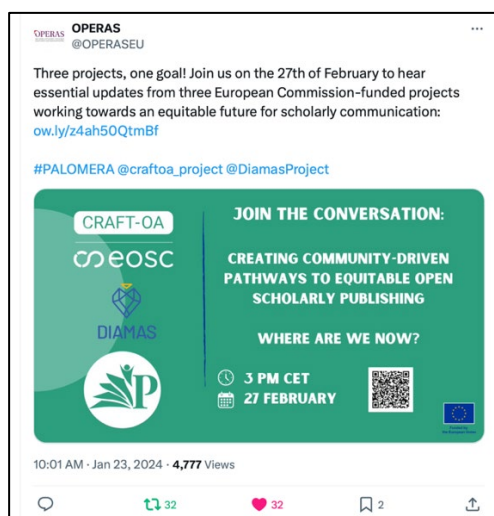


Figure 2 PALOMERA Social Media Post Example

³³ <https://x.com/OPERASEU/status/1749718917650555036>



Additionally, the PALOMERA Project Officer was informed of major activities such as events or surveys to help share the news via the European Commission channels.

Finally, if we look at the total views of all the X/Twitter posts recorded we reach more than 200K views. With the understanding that some of the viewers might be duplicates, it shows an effective outcome.

It's also important to note the successful strategy of using the OPERAS website to host a dedicated PALOMERA web page that helped in reaching a great number of stakeholders quickly and from the start of the project. If we compare the result of this strategy with other projects that have built their own websites (rather than using an existing project partner's website), especially if we look at the first 12 months, it shows the trend of initial views and how it progressed over time. For the purpose of this comparison, Table 5 shows the unique visitors in the first 12 months of four other comparable projects (anonymised).

Month	PALOMERA	PROJECT 1	PROJECT 2	PROJECT 3	PROJECT 4
1	252	8	27	872	236
2	218	9	84	508	162
3	401	27	33	482	52
4	276	85	40	353	168
5	569	154	47	387	160
6	623	550	51	365	164
7	311	306	30	1600	129
8	523	500	34	2000	203
9	642	573	63	1200	220
10	539	755	168	1000	320
11	683	1195	116	436	499
12	356	4740	154	376	397
~ per month	449	741	70	798	225

Table 5 First 12 Months Unique Web Visitors Per Project

Given how much smaller the OA books landscape is in comparison to OA journals, it's a success to have been able to reach a steady number from the very first month of the project. This distinction in scholarly communication landscape coverage between books and journals is supported by multiple sources, to quote one: "In August 2017, the DOAJ lists over 2.5 million articles. In contrast, the DOAB contains close to 8,900 [book] titles"³⁴. It was also verified that the high numbers of some of the other projects in specific months were linked to major events or activities they were organising, which was not the case for PALOMERA. Most of PALOMERA's major activities were part of year two with a similar trend (for example the PALOMERA conference month, October 2024 in year two of the project, recorded 2197 unique web page visitors).

The additional social media outlets used provided increased coverage. On top of the 1786 posts and re-posts recorded via X/Twitter and the 143 LinkedIn posts, there were:

- 16 Instagram posts;
- 29 Bluesky posts;

³⁴ Sourced from <https://library.oapen.org/handle/20.500.12657/25287>



- 28 Facebook posts;
- 4 Mastodon posts.

Regarding newsletters, there was a twofold approach. The PALOMERA dedicated mailing list received 14 newsletters over the two years of the project (example Figure 3) and project partners as well as other interested stakeholder included news on PALOMERA in their own newsletters (64 mentions over the course of the project). Not all are publicly available (but rather shared with a selected list of mailing list subscribers). However, a selection of publicly accessible examples is provided in Table 6.

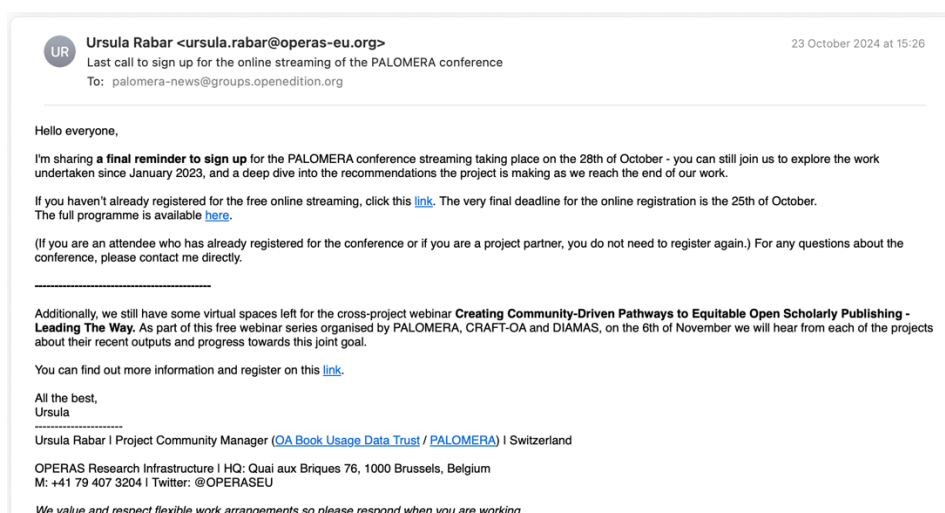


Figure 3 PALOMERA Newsletter Example

Month/Year	Link	Organisation
01/2023	https://mailchi.mp/operas-eu.org/operas-newsletter-12023	OPERAS
10/2023	https://mailchi.mp/oapen/oapen-newsletter-october-2023	OABN
02/2024	https://mailchi.mp/sparceurope/open-feb2024-20284962	SPARC Europe
02/2024	https://mailchi.mp/operas-eu.org/operas-newsletter-02-2024?e=0600ed4f09	OPERAS
09/2024	https://ec.europa.eu/newsroom/rea/newsletter-archives/55493	European Commission

Table 6 Examples of Newsletter Mentions for PALOMERA

The newsletter inclusion saw the reach outside of the US, one example is the inclusion of the recommendations in the December 2024 edition of the National Information Standards Organisation – NISO:





Figure 4 NISO Inclusion of PALOMERA in December 2024 Newsletter

Blog posts included posts from project partners as well as a dedicated *Take 5 with PALOMERA Partners*³⁵ series hosted by the OPERAS blog website. Additionally, 13 non-peer reviewed articles were published together with the re-launch of the OA Books Toolkit (OABT). The full list of blog posts and non-peer reviewed articles is listed in Appendix 6.3 *Dissemination Measures Info*.

In addition to the pre-defined KPIs, other measures were taken to amplify the results. Different mailing lists and listservs were used by the project partners but also by engaged stakeholders:

- The PALOMERA mailing list built up to 631 subscribers (data from 12 December 2024).
- Project partners mailing lists and listservs included significant outreach numbers for subscribers (for example OABN ~300, Jisc ~ 400).
- Engaged stakeholders shared events with their own mailing listservs (for example Library Publishing Coalition ~1000).

PALOMERA also produced a range of documents and publications that needed to reach specific groups (Table 7). Those outputs were all OA and findable, accessible, interoperable, reusable (FAIR).

Document type	Target groups	KPI and Measure	Result
Scientific publications to maximise and channel project outputs	Researchers Libraries Publishers Infrastructures	# of publications >2 papers proposed to publication over the duration of the project	2 submitted papers
Guidelines and recommendations	RPOs, RFOs Libraries Scholarly societies	# of guidelines & recommendations	1 set of 42 recommendations

³⁵ <https://operas.hypotheses.org/category/projects/take-5-with-palomera-partners>

	Policymakers, Publishers, Infrastructure providers	1 set of >10 recommendations tailored to specific stakeholders: RPOs, libraries, policymakers, publishers, infrastructure providers, and 5-6 clusters of ERA countries RFO policies.	
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Table 7 Documents KPIs

The submitted papers are:

- Article *Questions to the ERA National Libraries: Academic Open Access Books in National Bibliographies* submitted on 2 December 2024 to *LIBER Quarterly: The Journal of the Association of European Research Libraries* (authors: Malte Dreyer, Oliver Blake, Jan-Philip Tummes, Hanna Varachkina, Andrej Vrčon)
- Article *Attitudes towards Open Access Books in the European Research Area* submitted on 12 December 2024 to *Liber Quarterly: The Journal of the Association of European Research Libraries* (authors: Gabriela Manista, Maciej Maryl, Magdalena Wnuk)

Besides the scientific papers mentioned above, the PALOMERA team published a variety of documents in the dedicated Zenodo community³⁶ including previously mentioned slides, as well as project deliverables and other outputs such as survey results. A full list of these documents can be found in Appendix 6.4 *PALOMERA Zenodo Community Records List*. Across all the records there were 3960 downloads and 9250 views in total (12 December 2024).

While the recommendations can be found in *The PALOMERA Recommendations for Open Access Books*³⁷, it is important to note that the aim of having 5-6 clusters of ERA countries RFO policies has proven challenging already during the data analysis phase. The data showed how fragmented the policy landscape is, and we found no viable option to objectively group countries together given how different they are on the different key dimensions that are related to OA book policy and publishing. The data analysis report³⁸ contains the full national indicators that we collected and summarised for each country (Figure 26, page 127). From those values it is possible to easily create custom groupings/clustering depending on one's own perspective and how one decides to weigh the importance of the six categories of indicators.

4 Exploitation

4.1 Strategy

Exploitation is recognised as one of the key enablers for the success of the PALOMERA project. Hence, all partners within the project were aware of and committed to the exploitation of the project results. The consortium, with their diverse and complementary contexts and

³⁶ <https://zenodo.org/communities/palomera/records?q=&l=list&p=1&s=10&sort=newest>, in total 23 records at the time of writing this deliverable

³⁷ <https://zenodo.org/records/14049032>

³⁸ <https://zenodo.org/records/13827251>



capabilities, provided all potential exploitation modalities and routes to bring PALOMERA results to all targeted stakeholder communities.

4.2 Targets

Table 8 shows the project’s vision on the exploitation targets for the five KERs of the PALOMERA project as stated in the Grant Agreement (GA):

KER	Target stakeholder	Exploitation strategy
Knowledge Base	All stakeholders	Thanks to the Knowledge Base, stakeholders will gain detailed knowledge on a national and international level about the OA book policy landscape in Europe, understand the challenges preventing RFOs and RPOs from developing and aligning on policies for OA books.
Analysis	Researchers, Libraries, Publishers, Infrastructures	The relevant stakeholders will be able to understand the current ERA landscape i.e., the existing policies and identify the blockers preventing OA to books policy alignment.
Recommendations	RFOs, RPOs, policymakers	The set of tailored, actionable, evidence-based, and community-validated recommendations will support the stakeholders in the creation of aligned policies and strategies to advance the transition to OA books.
Funder Forum	RFOs	A Funder Forum that will coordinate OA book funder policies and strategies across the landscape by gathering the relevant stakeholders in a dedicated venue. The project will seek a sustainability model for the Funder Forum to ensure its continuation beyond the project lifetime. This will allow the initiation and fostering of a continuous dialogue between RFOs and RPOs about OA book policies and strategies and their implementation.
Policy Development Tool (design only)	RFOs, policymakers, RPOs	The Policy Development Tool will help building policies and strategies for OA books drawing on the data in the Knowledge Base. PALOMERA will only design the tool as a concept.

Table 8 Exploitation Strategies Targets



4.3 KERs Exploitation and Sustainability Plan

As part of the PEDR, the PALOMERA project has prepared the sustainability and exploitation plan for five KERs:

- KB
- Data Analysis
- Recommendations
- Funder Forum
- Policy Development Tool

As described in the PALOMERA GA, the exploitation strategy builds upon the dissemination and communication strategy, it includes requirements, strategies and tools for fostering, and developing the different aforementioned KERs. These include, but are not limited to, workshops and webinars for furthering the discussions, adding the KB to the OABT, including the analysis in the OPERAS Living Book and similar. OPERAS will play a key role in this activity as a distributed research infrastructure dedicated to open scholarly communication within SSH and working in close coordination with OAPEN (an OPERAS core member³⁹) to advocate for the development and alignment of OA books policies in the ERA. The following sections provide a detailed overview of the plan. Table 9 provides a high-level description of the KERs. This is followed by detailed information for each. As a final part of this plan, we also provide an overview of the next steps for the PALOMERA web pages, LinkedIn group, ZENODO community as well as the mailing list.

KER	Target stakeholder	Sustainability	Partner(s) responsible for upkeep	Sustainability timeframe	Effort needed for upkeep
Knowledge Base	All	Open source (DSpace repository) ⁴⁰ and part of OA Books Toolkit	Distributed responsibility	4 years	Medium
Analysis	Researchers, Libraries, RFOs, Publishers, Infrastructures	Part of OPERAS Living Book	OPERAS	4 years	Low
		Added to Knowledge Base, parts of the analysis have been re-written into short articles for the OA Books Toolkit	OAPEN	4 years	Low
Recommendations	All	Added to Knowledge Base and OA Books Toolkit articles	OAPEN	4 years	Low

³⁹ <https://operas-eu.org/about/governance-schema/members/netherlands/>

⁴⁰ OAPEN has a partnership agreement with CERN whereby OAPEN's technical environments are hosted in the CERN Data Centre. Conversations will be held in 2025 between the parties regarding the extension of the hosting arrangement to also include the Knowledge Base as part of the existing partnership.



		Post-project workshops and webinars	Distributed responsibility	To be coordinated via the Policy Forum for OA Books	TBD
Funder Forum	RFOs, RPOs, national policymakers	Renamed to ‘ Policy Forum for OA Books ’ to be open for RFO, RPO, and national policymaker participation. Attached to the Science Europe Working Group Open Science ⁴¹ as an independent task force	Science Europe, cOAlition S, OAPEN	4 years	Medium
Policy Development Tool	RFOs, RPOs, policymakers	To be further developed within the future Policy Forum and/or via a future project (if a relevant call emerges)	Science Europe, cOAlition S, OAPEN, SPARC Europe	N/A	N/A

Table 9 PALOMERA KERS

4.3.1 KER1 KB Exploitation

The KB⁴² is a structured repository designed to provide comprehensive access to data on OA policies for books. It compiles both qualitative and quantitative data from 39 countries⁴³, derived from desk research, survey responses, and stakeholder interviews. This includes policy documents, grey literature, research articles, reports, and anonymised transcripts from over 42 in-depth interviews⁴⁴ with key stakeholders. The methodology⁴⁵ employed for data collection integrates resource identification in multiple languages, document curation via Zotero, and data analysis through MaxQDA. Quantitative data was collected through a survey with 420 responses, while qualitative insights were gained from 39 individual and three group interviews, contributing to the KB containing over 600 OA policy-related documents and interview transcripts⁴⁶.

The KB was devised and made operative in Q3 2024, just before the launch of the renewed version of the OABT, on 30 September 2024. The KB is hosted on the DSpace platform, which OAPEN is familiar with as it is used to run other services they provide. The KB serves as a platform and it stores the primary sources (data, official documents, etc.) on which the OABT articles are based. Compared to the first version of the OABT released in September 2020, the

⁴¹ Work in progress and still to be confirmed by members and project partners of Science Europe - see section KER 4.3.4 below.

⁴² <https://knowledgebase.oabooks-toolkit.org/home>

⁴³ Albania, Austria, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czechia, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Moldova, Montenegro, Netherlands, North Macedonia, Norway, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, Ukraine, and the United Kingdom.

⁴⁴ <https://knowledgebase.oabooks-toolkit.org/collections/ef4a289b-2333-496d-82a8-ce701abe3f17>

⁴⁵ <https://zenodo.org/records/10777132>

⁴⁶ <https://knowledgebase.oabooks-toolkit.org/collections/ef4a289b-2333-496d-82a8-ce701abe3f17>



recent version provides users (researchers, practitioners and, since the new version, also policymakers) with a deeper and broader level of information and knowledge, offering direct access to primary sources and raw data.

While the KB provides a snapshot of OA book policies across the ERA in 2024, its value as a static resource will depreciate over time. For the KB to be a valued resource for policy formation in the future, it needs to be continuously updated. Exploitation and maintenance go hand in hand, therefore it is important to consider how this is done to make the KB constantly exploitable.

In the 4th Funder Forum workshop during the PALOMERA conference (29 October 2024), three potential scenarios for sustainability were discussed:

- **Scenario 1: Community support.** A ‘user’ or ‘contributor’ would have their own account credentials and direct access to the KB allowing them to upload new documents at any time. OAPEN would be contacted for any technical support.
- **Scenario 2: Mediated support.** Funders and other contributors would be asked twice a year whether there are any new documents in their country that might be uploaded into the KB. These documents would be sent to OAPEN who would upload the documents. This scenario would require financial support for administrative resources.
- **Scenario 3: Full support.** OAPEN conducts a search for new policy documents in a particular country and consults with the relevant funder as to whether this document is relevant. OAPEN then uploads the document into the KB. This would require financial support for administrative resources. It might fit a potential use case where a funder requests this to be done on an ad hoc basis.

This discussion was followed by an online project members’ two-hour workshop on 6 November 2024, where scenario 1 was identified as the best intermediary solution since it had the potential to work as the minimum viable product for the ongoing maintenance of the KB. There is a possibility to use in-kind contributions from OPERAS Special Interest Groups (SIGs) and National Nodes for this task. Some funders are also interested in outreach activities in their countries/regions and could offer in-kind support on a case-by-case basis. These strategies will be further defined in early 2025 between the organisations part of the joint ownership of the KB (mentioned below), and within the new Policy Forum meetings. Furthermore, a low entry barrier will enable interested contributors to upload policy documents, in a similar way to the Registry of Open Access Repositories Mandatory Archiving Policies⁴⁷, which will allow the best efforts to be made to keep the KB updated with a minimal amount of gatekeeping.

During the two-hour workshop, joint ownership was discussed with the partners taking part in WP2 and WP3 to define which organisations would be participating in it. It has been decided that the following organisations will be listed as the joint owners of the KB (in alphabetical order): DARIAH, IBL PAN, OAPEN, UC, UGOE and UNIBI.

Considering scenario 1 has been accepted as the intermediary solution for updating the KB, it was estimated that this will incur the following costs:

- Maintenance and hosting of the DSpace repository: € 3,700 per annum;
- Effort: 0.1 FTE per annum.

⁴⁷ <https://roarmap.eprints.org/>

Additionally, during the KB validation exercise in January 2024 and within a follow-up survey to collect feedback on the outputs of the project available at the time, information on how the scholarly community members are using or how they are planning to use the KB was collected. The full methodology, participants demographics and use cases are described in the following sections.

Within the survey, we also asked the community to inform us if they had previously had access to such data. Over 80% of the 52 respondents said they did not have such a resource until the PALOMERA project (see Figure 5).

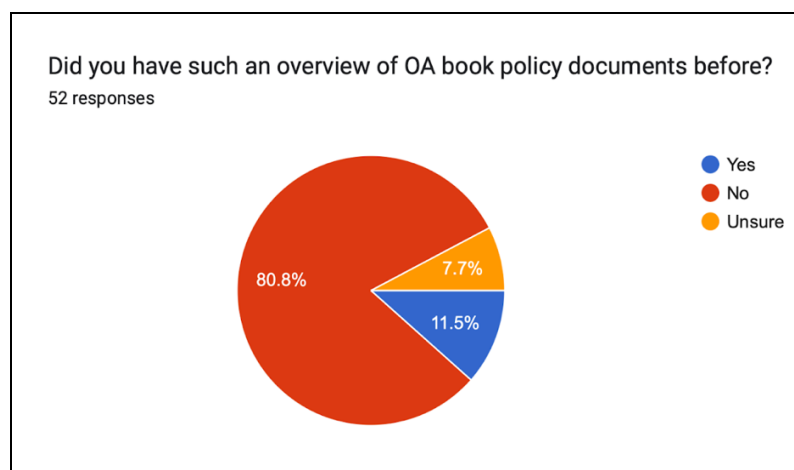


Figure 5 PALOMERA Feedback Survey Response on KB Question

Following this, a video⁴⁸ was produced to provide the KB users with instructions on what it contains and how to navigate it. It has been integrated into the KB website as well as shared on the PALOMERA web page⁴⁹.

4.3.1.1 KB Use Cases

It was important for WP5 to investigate to what extent the PALOMERA KB was considered valuable to the OA books community. Therefore, in 2024, we set out to engage the scholarly communication community, including a range of different stakeholders, to gather ideas, opinions and perceptions on the use of the KB. This was to form concrete use cases and anticipate PALOMERA's exploitation strategy of the KB.

4.3.1.1.1 Methodology

Two methods were implemented to gather the necessary feedback on KB use cases from stakeholders:

1. Zoom breakout groups were used as part of the first validation exercise in January 2024 (a high-level results overview of this event was published within the *Validation Report*⁵⁰). They included the question, 'How do you imagine you could use the Knowledge Base in your organisation or activity? Please provide concrete use cases'. Participants were divided into groups based on their stakeholder type:

⁴⁸ <https://knowledgebase.oabooks-toolkit.org/communities/d1a1c329-7b66-44ff-b888-c1573a3cac85>

⁴⁹ <https://operas-eu.org/projects/palomera/results/knowledge-base/>

⁵⁰ <https://zenodo.org/records/14265343>

- Group 1 Policymakers/RFOs;
- Group 2 Publishers;
- Group 3 Libraries;
- Group 4 Researchers/RPOs.

2. From 28 April until 15 June 2024, a Google form was open for feedback from the wider scholarly communication community. It included the question, *'How do you envision your organisation would use the Knowledge Base?'*. A full dataset⁵¹ containing the answers was published alongside the form questions.

Across both events, there were 86 participants representing:

- 11 stakeholder groups (library, university press/institutional publisher, RPO, commercial publisher, policymaker, RFO, researcher/scholar, infrastructure provider and platform, publication services provider, advocacy organisation, scholarly/learned society).
- 22 countries from the ERA and beyond (Germany, UK, Switzerland, Croatia, Poland, Italy, Portugal, Spain, Bosnia and Herzegovina, Brazil, Cuba, Czech Republic, Finland, France, Hungary, Ireland, Lithuania, Netherlands, Serbia, Slovenia, South Africa, Sweden).

WP5 analysed the data in order to extract the use cases mentioned and the stakeholder groups that provided them. From the analysis, it surfaced that the stakeholders would use the KB in 12 different ways (gathering evidence, access to knowledge or resources, advocacy, informing decision making, good/bad practices, points of contact/access to community, learning and study, benchmarking, policy element search, networking, and transparency), with five KB use cases being more common (see Figure 6).

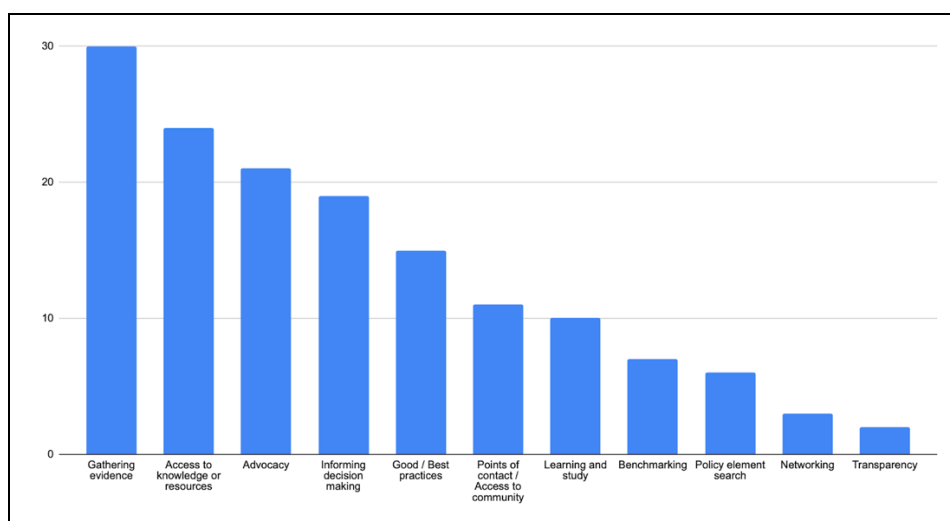


Figure 6 KB Use Cases

The following sections describe the KB use cases in detail. The quotations provided are sourced verbatim from the Validation Report⁵² Zoom breakout groups results (Appendix 4.3 *Validation Exercise 17th-24th January: Responses from the Breakout Groups about KB Uses and Improvements Needed*) as well as the PALOMERA feedback survey dataset⁵³. During the data

⁵¹ <https://zenodo.org/records/14236824>

⁵² <https://zenodo.org/records/14265343>

⁵³ <https://zenodo.org/records/14236824>



analysis, it became clear that some use cases overlap to a degree. The project team has linked the data to all relevant matches to ensure transparency. However, the use case descriptions below account for these overlaps to minimise repetition.

Gathering evidence

Evidence-gathering was the most widely mentioned use case for the KB, with several stakeholders anticipating using it to gather evidence supporting the creation and development of OA book policies.

RPOs, publishers, and libraries anticipate using the KB to demonstrate the necessity of an OA book policy or to incentivise its development. For example, one RPO suggested: *‘Knowing the international panorama of open science policies is inspiring and can be an incentive for the institution to draw up its own policies’*. The publishers in the validation exercise suggested that the KB could be used when *‘advocating change’* and *‘setting off OA policies’*. Librarians said, *‘we will try to create our own Open Access policy [...] it will then be very useful to access easily a plurality of documents related to the topic’*, and *‘The KB is an evidence base that can be referred to showing to stakeholders that your efforts are not coming out of nothing’*. Another librarian said the KB would be useful *‘as a convincing argument in a discussion for developing policy or for strategic decisions to make’*.

Members of a wider group – including libraries, publishers, RPOs, RFOs, and a scholarly society – believe that the KB will be useful as evidence for policy creation and development. This use could involve finding exemplary models to follow; for example, an RPO noted, *‘We would use it as a source of OA policies that can be used/adapted to create our own policies.’* Another RPO anticipates using the KB in more granular and locally targeted ways: *‘We could get inspired by documents made by other institutions, especially the ones of a higher rank (to which we aspire) or the ones from our region (to which we compare ourselves the most), while creating such a document on our own.’* Institutional publishers believe that the KB will *‘help in finding the policy which could be modified to suit our needs’* and that *‘it would help to build our own institutional policy’*; another mentioned *‘Consulting other institutional policies in the process of defining ours’*. The librarians in the validation exercise believe they would use the KB *‘to help in designing or improving the institutional policy about monographs’*, while the RFOs in the same exercise suggested they would *‘read the policies to check what the others are doing.’* An RFO in the Survey stated they *‘Could use [the KB] as inspirational source’*, while a scholarly society anticipated its use *‘For developing various publishing policies’*, and a service provider believes that *‘We can get an overview about existing policies and based on that, add further policies to our website’*.

Access to knowledge or resources

A range of different stakeholders believe that the KB will serve as a way to access knowledge and resources. Some noted that this use case will enable cooperation between different stakeholders, and/or between stakeholders in different countries. RFOs mentioned this in ways that are quoted in the Benchmarking use case, while an infrastructure provider likewise foresaw that access to knowledge could assist in coordination between institutions: *‘First disseminating the knowledge base between the universities, Second collecting their policies. Third, promoting a shared policy’*.

The publishers involved in the validation exercise stated they could use the KB to be more informed about their peers to improve their processes: *‘[Look] at what other publishers do and how they define their OA policies’*. They also believe they could use the KB to *‘Look at*



mandates from funders, we want to look at what specifically they require - criteria, specifications on what is needed'. An institutional publisher in the survey thought they would use the KB: *'Mainly for checking for potential authors/ book projects what different policy requirements need to be met'*. This respondent also thought that their university *'would use it in a similar way to help with researcher queries about OA book policies, especially for projects from international collaborations,'* and a librarian had a similar idea: *'Internally we can use as a reference; externally we can share with academics and post-grads as a useful resource'*.

Another librarian thought that the KB would help them make decisions about resourcing OA publishing programmes: *'The database could be consulted before deciding on OA framework contracts or specific funding decisions'*. A researcher also saw a benefit to the KB in expanding their knowledge about OA book policies in other countries: *'Take some examples from other countries on some particular cases connected to OA'*.

Advocacy

Representatives of various stakeholder groups feel that the KB can support advocacy efforts on behalf of *both* OA book publishing activities *and* the development of policies that include OA books. In the results of the validation exercise and the survey, stakeholders provided advocacy use cases for the KB. The variety of these stakeholders (libraries, publishers, RPOs, scholarly societies, service providers, national policymakers, researchers) reflects the many advocacy applications of the KB.

Certain publishers, libraries, national policymakers and one service provider identified that the KB can be used to provide policy evidence informing advocacy for OA books. Learning from other policymakers is also a use identified by certain publishers, national policymakers and libraries. Certain publishers, libraries and RPOs identified that the KB can be used for advocacy purposes to find exemplary policies to use as models for policy development and to provide policy evidence to demonstrate the necessity of having an OA book policy, to incentivise the development of an OA book policy and to improve advice on OA books given to researchers. According to one RPO, *'This Base would be a great example given to the authorities of our institute while trying to convince them about the necessity of having our own OA books policy'*. Certain libraries and one scholarly society also identified that the KB can be used to raise awareness of OA books among researchers and students.

Informing decision-making

The use of the KB as a way to inform decision-making overlaps with the use case for Gathering Evidence, since several different stakeholder groups suggested that they would use the KB to gather evidence to help them make decisions about either implementing or developing their OA book policies. It also overlaps with Access to Knowledge or Resources, since several of the stakeholders quoted in the latter use case are interested in using the knowledge they acquire to compare themselves with peer organisations, either nationally or internationally, as a basis for making decisions to improve their processes or policies. These examples are provided in greater detail in the relevant sections. However, given how important this use case is within the policymaking landscape, it was also listed as a standalone use case to emphasise the practical outcome of these activities (gathering evidence and acquiring knowledge) and their potential to affect outcomes.

Good/Best practices

The KB has been identified as a tool that can share and inform about and ensure that good practices are followed in research/learning, institutional publication and policy development



and revision processes. The variety among these stakeholders (libraries, publishers, RFOs, RPOs, scholarly societies, service providers, and national policymakers) reflects the diverse applications of the KB as a source for identifying and implementing good/best practices.

The KB can be used to share and inform good or best practices among diverse stakeholder groups. Some publishers, libraries and one national policymaker identified it as a tool for sharing best practices. Certain publishers also noted that it can be used to search for specific policy details, facilitating good practice. One scholarly society noted that it can be used to improve the quality of the institutional publications process so that *'knowledge will be more open and more accessible.'*

The KB is also a tool for ensuring good practices in the policy development and policy revision processes. Some publishers, libraries and RPOs identified that the KB can be used for finding exemplary policies to use as models for policy development. One RPO noted that *'it could help us to sharpen or update our OA policy with regards to books'*. Certain publishers also noted that it can be used to find policies from higher-ranking institutions, which they can use as aspirational models for policy development or revision. Other libraries also noted its potential use in finding policies from local institutions to use as points of comparison for policy development and revision. Along with one infrastructure provider, certain libraries also identified that it can be used to find policy evidence to develop a shared or more standard policy across institutions to create better alignment.

Other use cases

Access to the community

Certain publishers see the KB as having the potential to help identify, connect with and be involved with more OA book policy communities. Similarly, both libraries and RPOs believe that providing easier access to policy documents makes it easier to contact other organisations on the topic. An RPO reported that they *'could contact some of organisations listed in the Base in order to ask for advice, and ask them to share their experience with the use of their policies'*. A scholarly society noted that policy knowledge has the potential to be more open and more accessible to students and academic staff, and an academic library also considered the KB to be a source that can potentially help advise researchers better on OA. Ideally, the KB could also provide an interface for contacting policymakers.

Learning and study

Publishers have expressed interest in the KB to stay/become well-informed: *'To be informed about book policies and trends and understand various markets at a country-specific level so we can have flexible offerings as a publisher.'* The KB can provide *'Improved information access, enhanced knowledge sharing, faster problem-solving and can have onboarding and training benefits'*. It is helpful to identify examples when talking to governments, learn about what mandates or requirements exist amongst funders, and be able to look at what other publishers are doing and how they define their policies. Libraries can find this evidence-based resource helpful when discussing policy with stakeholders. It is also a place to learn whether other institutions already have a policy.

Certain national policymakers or funders consider the KB useful because it can give them *'a good overview of the landscape of open access policies'*. For example, they can learn more about policies from other funders regarding the inclusion of books, book processing charges or infrastructure. It could also be valuable for learning more about what measures to implement to



support OA nationally and to what extent. Similarly, access to policies via the KB can help RPOs increase their awareness of the current policy landscape.

Certain researchers mentioned that the KB could be used as a basis for creating courses or curricula, for research purposes or as input for identifying convincing arguments for developing policy or strategic decision-making.

Benchmarking

Two publishers thought that the KB was useful for research and benchmarking and that it helps in international policy comparison. Benchmarking informs which mechanisms are used by other institutions or countries. Certain national policymakers and funders would find it helpful to know how many countries have policies for an overview at the ERA level. Understanding the state of the art of policies, one can benchmark and contextualise a single policy piece against others in the same country: *‘How does it compare, work with others, and with other pieces of the national framework, how many are there, etc.’* An RFO shared how it would use the KB to *‘learn from other policies to understand where [name of the organisation] is aligned or different to inform future reviews of our policy’*.

Policy search

Some publishers are interested in finding good policy examples, and results can be used to monitor policy work. However, it is only helpful if it provides more than a Google search, is easily navigable, and delivers summarised results quickly. Browsing policies might not be the best way to access them through the KB. Libraries can find searching for policies useful since it allows them to compare with other policies. Selected national policymakers consider having quick central access to this policy base where users can search for policies in a specific area as useful. Some RFOs would also like to locate funders from their funding agency peers and understand what other policymakers prioritise. It would be *‘interesting to see the granularity of policies in different countries’*.

Networking

Facilitating international networking between institutions has been considered a use case for the KB. One library sees the KB as a place that stimulates more networking between policymakers in the ERA and expresses the wish to have an interface for getting in touch with policymakers. A publisher noted that the KB can help them find and connect with its community, whereas others thought it could be used for national coordination groups.

Transparency

One library considers transparency a positive outcome of having access to the KB. It was mentioned as part of other use cases and is therefore highlighted here as well.

4.3.1.2 *KB Use Cases Conclusion*

The PALOMERA project conducted several targeted efforts to understand how one of its key outputs, the PALOMERA KB, is valuable to the community it is designed for. In 2024, it consulted with close to 100 stakeholders through a short survey and at validation exercises with policymakers, RFOs, RPOs, researchers, libraries and publishers on how stakeholders might use the KB and how it helps with their challenges or to what extent the KB might impact them in any way.



The analysis identified 12 specific use cases that speak to a range of stakeholder needs. The five most prominent ones in order of prevalence are evidence-gathering, increased access to knowledge or resources, advocacy support, help with informed decision-making and the provision of good or best practices. Other use cases include increasing access to the policymaking community and networking, a resource to help with learning and study, and a tool for benchmarking and policy search; the KB is also considered a means to make policy developments more transparent.

These use cases make a strong argument for the current and potential future value of the KB. As a result, project partners are committed to maintaining and updating this service in years to come, ensuring its continued relevance and growth. We look forward to the PALOMERA KB serving the OA book community in a variety of ways as a strong evidence base for policy making, collaboration, learning, and advocating for OA books.

4.3.2 KER2 Analysis Exploitation

The main report on the analysis Deliverable (D)3.1 is accessible on Zenodo⁵⁴. An extended separate report of the ERA web-survey and its analysis⁵⁵ is also available. Alongside these formal reports, accessible and easily discoverable write-ups from major stages of the analysis have resulted in 13 new articles that have been added to the OABT⁵⁶ where they form part of a growing and curated body of knowledge around the OA book publishing landscape. Additionally, the analysis report has been added to the OPERAS Living Book, constituting a new chapter concerning OA policies. We have also added the analysis report to the KB⁵⁷ so that it is more readily discoverable by users accessing PALOMERA materials that way. The data analysis conducted as part of WP3 will be further reported through several peer-reviewed OA journal publications, for which preprints will be publicly available as soon as possible.

The estimated effort for the described exploitation actions is low:

- There are no extra costs for adding the analysis to the KB and OABT.
- The costs of sustaining the OPERAS Living Book will be covered as part of the existing cost OPERAS incurs on a yearly basis (~300 EUR VAT excl. /year) for the OPERAS website.

4.3.3 KER3 Recommendations Exploitation

The PALOMERA Recommendations for Open Access Books are D.4.2⁵⁸ of the PALOMERA project and are based on evidence from the KB. To help the stakeholders identify the recommendations that apply to them and also see what has been recommended for others, they are subdivided into three sections:

- Recommendations relevant for all stakeholders;
- A set of common recommendations for RFOs, RPOs and national and regional policymakers;
- Recommendations that apply to specific stakeholders.

⁵⁴ <https://doi.org/10.5281/zenodo.13827251>

⁵⁵ <https://doi.org/10.5281/zenodo.13607261>

⁵⁶ <https://oabooks-toolkit.org/open-access-book-policies>

⁵⁷ <https://operas-eu.org/special-interest-group-living-book/open-access-policies-palomera/>

⁵⁸ <https://zenodo.org/records/14049032>



As part of the recommendation exploitation plan, the project members engaged with relevant organisations and associations during the project, as part of the validation process described in the *Validation Report*⁵⁹. Additionally, several events were organised to help disseminate the recommendations as well as discuss the next steps:

- PALOMERA conference: official presentation of the recommendations with a panel discussion available for in-person and online participants, 28 October 2024⁶⁰
- Cross-project webinar (in collaboration with projects CRAFT OA and DIAMAS), 6 November 2024⁶¹
- Library Publishing Coalition and IFLA Library Publishing Special Interest Group joint webinar (in collaboration with projects CRAFT OA and DIAMAS), 19 November 2024⁶²
- Final OABN PALOMERA webinar, 3 December 2024⁶³

To continue with this strategy, discussions and planning have started for Q1 and Q2 workshops in 2025 with cOAlition S, EUA, COPIM, LIBER and similar organisations within the framework of the Funder Forum. Further details will be announced in early 2025 by the organisations involved. These events will aim to keep the community updated, disseminate the recommendations, and further expand on the use case scenarios that surfaced during the recommendation validation exercise held in September 2024. They included using the recommendations report for:

- Advocating for resources and support at institutions;
- Informing future strategy or policy internally, as well as forming a basis for future debates;
- Updating OA policy;
- Evaluating OA academic books as a different entity from a trade digital or printed book;
- Promoting discussion within the organisation of all matters relating to OA books.

Currently, it is challenging to predict the exact costs of sustaining these activities. However, it is estimated that the effort will include coordination tasks at a moderate level (approx. 20 hours per event, i.e. around 100 hours in total based on five events).

4.3.4 KER 4 Funder Forum

The Funder Forum was established to facilitate the exchange of practices and experiences between research funders regarding policies designed to promote OA to academic books, and – where possible – align such policies and practices. It was also designed to explore ways to deal with challenges and obstacles identified by the participants collectively. In addition, Funder Forum members were invited to participate in the development of the OAPEN infrastructure and its service provision to research funders⁶⁴ to embed the project results within existing community initiatives.

To underscore that the Forum should be inclusive also for RPOs and national policymakers, it has been suggested to change the name of the Funder Forum to the *Policy Forum for OA Books*.

⁵⁹ <https://zenodo.org/records/14265343>

⁶⁰ <https://zenodo.org/records/14242415>

⁶¹ <https://zenodo.org/records/14185152>

⁶² <https://zenodo.org/records/14191189>

⁶³ <https://www.youtube.com/watch?v=rpZl8-oucPw>

⁶⁴ <https://oapen.org/funders/13139405-services-funders>

[The following text – drafted on 26 November 2024 – proposes a future organisational model for the Policy Forum. The proposed model will be subject to a validation process among the various steering groups of Science Europe, cOAlition S, and OAPEN before it can be confirmed. Final confirmation or denial of the model is expected in Q1 2025.]

4.3.4.1 Policy Forum Objectives

The objectives and organisational structure described below are subject to the final validation of the proposed model by the main stakeholders mentioned above in early 2025. They provide a scenario that could get the Policy Forum started and operational, while the intention is that the Policy Forum members over time would themselves define the objectives, agendas, and ways of working of the Policy Forum.

The objectives of the first year (short-term) could be to:

- Discuss and agree on the objectives for the Policy Forum;
- Establish the Policy Forum Terms of Reference, including membership;
- Decide on how to invite and include new members;
- Enable knowledge exchange between members of the Policy Forum;
- Discuss exploitation of the KB and other project outputs (both towards the research community and in policy settings);
- Commence co-creation of the Policy Development Tool (see details in KER5, section 4.3.5).

Following on from the objectives of the first year, the objectives of the second and third year (mid-term) could be to:

- Deepen the knowledge exchange and reflection of year one;
- Develop the Policy Development Tool;
- Develop guidelines for evaluation of policies;
- Implementation of the PALOMERA recommendations;
- Exploit PALOMERA outputs in policy settings at EU and national level.

After the initial period of three years, it is recommended that an evaluation of the Policy Forum takes place.

4.3.4.2 Partners and Stakeholders

The Policy Forum should consist of research funding and performing organisations and OA policymakers in the ERA. It should be an inclusive and committed forum.

The Policy Forum will convene three times annually: two meetings online (one early in the year and one late in the year) and one meeting in-person in June coinciding with the Science Europe Working Group on Open Science in-person meeting. In-person meetings are subject to the calendar of the Science Europe Working Group on Open Science.

The Policy Forum should be coordinated by Science Europe, cOAlition S, and OAPEN. The distribution of roles between these three organisations could be as follows:

- Science Europe: Host organisation of the Policy Forum providing the necessary meeting facilities that allow for three annual meetings for all Policy Forum members, and reporting the findings of the Policy Forum to the Science Europe Working Group;



- cOAlition S: Providing three-time slots per year in online Expert Group Meetings where one or more members of the Policy Forum report on the discussions and findings of the Policy Forum;
- OAPEN: Developing the meeting agendas of the Policy Forum, chairing meetings, providing expertise on OA books, and mediating input from the wider OA books community via the OPERAS OA Books SIG.

The Policy Forum will formally be a Task Force of the Science Europe Working Group on Open Science. As a Task Force, the Policy Forum will be able to set its own agenda and discuss topics of shared interest to its members (supported by OAPEN, cf. infra). These discussions will be reported to the Science Europe Working Group and cOAlition S Expert Group, where they can be connected to broader developments in open science.

Membership of the Policy Forum will initially be open to Science Europe members, cOAlition S members, and those organisations that have attended any or all of the PALOMERA Funder Forum meetings. Other organisations can apply to become members or observers and are subject to approval by Science Europe, cOAlition S, and OAPEN in consultation with Policy Forum members. Members commit to engaging in the knowledge exchange and discussions that will take place during the meetings of the Policy Forum. No fee will be required.

Furthermore, the Policy Forum could be supported by a number of relevant stakeholders, such as SPARC Europe, OPERAS, EUA, Coalition for Advancing Research Assessment (CoARA), and Council for National Open Science Coordination (CoNOSC). Representatives of these organisations will be invited to the Policy Forum meetings as observers and/or experts.

4.3.4.3 *Expected impact*

Policies are important drivers of change. Aligned and efficient OA policies can help advance the open science agenda. Books have long lived in the shadow of journal articles when it comes to institutional strategies and funder policies for OA. However, books are essential scholarly formats across many disciplines, so there is a demand to develop policies that include OA books.

The Policy Forum holds the potential to coordinate and encourage aligned policies for OA books, considering a multi-stakeholder perspective, which would improve the quality of the policies and therefore also their impact on scholars' ability to comply with the policies. By reporting its discussions to the Science Europe Working Group on Open Science and the cOAlition S Expert Group, there is also the potential to connect OA books to broader developments in open science and research and innovation policy.

As an inclusive forum, the Policy Forum could also encourage other funders who currently have no plans to develop policies for OA books, to do so.

In short, the expected impacts of the Policy Forum would be:

- Increased awareness of the role of scholarly books in the context of open science;
- Improved understanding of the landscape for OA books across the ERA and beyond;
- Exploitation of synergies between RFOs, RPOs, and national policymakers to solve current challenges related to funding, reward and recognition, and the support for open infrastructures;



- Increased number of OA books policies;
- Increased capacity among policymakers to develop and implement policies for OA books;
- Better alignment of OA books policies across the ERA;
- Better alignment between stakeholders relevant to OA book publishing (e.g. publishers, libraries, infrastructure providers, researchers, and scholarly societies) and RFOs, RPOs, and national policymakers.

4.3.4.4 Budget

There are several costs attached to the coordination of the Policy Forum. These costs are primarily related to human resources needed to fulfil the coordination tasks.

- Science Europe: in-kind staff cost, meeting room (online and in-person), catering; [TBC in 2025]
- cOAlition S: in-kind staff costs, organisation of online meetings as needed; [TBC in 2025]
- OAPEN: in-kind staff costs, coordination of setting the agendas and chairing the meetings plus in-cash costs covering travel etc. [TBC in 2025]

4.3.4.5 Next steps

In collaboration with Science Europe and cOAlition S, OAPEN will set the date and prepare the agenda for the next Policy Forum meeting to be held towards the end of Q1 2025. OAPEN will solicit input to the agenda from the community via the OPERAS OA Books SIG, Science Europe and cOAlition S.

4.3.5 KER 5 Policy Development Tool

The PALOMERA GA states that the potential exploitation and further development of the Policy Development Tool should be executed in a follow-up project in coordination with the Funder Forum. It is therefore recommended to place the further development of the Tool on the agenda of future *Policy Forum for OA Books* meetings. This would include the need to establish a plan for making the Compass financially sustainable. Future project opportunities are currently not available but relevant calls will be monitored.

The OA Book Policy Compass (aka the OA Book Compass) has the potential to become a valuable resource for RFOs and RPOs, as well as for other stakeholders in the academic book publishing ecosystem. By providing a structured and adaptable approach to policy development, the Compass helps organisations navigate the complexities of open access, ensuring that their OA book policies are both effective and aligned with broader OA practices. Through collaboration, flexibility, and a focus on stakeholder needs, the OA Book Policy Compass will play a crucial role in shaping the future of OA book publishing.

The OA Book Policy Compass is envisioned as a living resource that will evolve over time. It could potentially be hosted on a dedicated web page as part of the OAPEN OABT, thereby being technically maintained by OAPEN. The revision and updating of the content should be managed through the Policy Forum, incorporating input from the wider community, for



example via the OABT Editorial Advisory Board⁶⁵ and the OPERAS OA Books SIG (which is being established in January 2025). Both fora represent the different types of stakeholders relevant to OA book publishing. This dynamic nature of the Compass ensures that it remains responsive to changes in the field of OA book publishing.

The costs and efforts associated with this KER will be indicated only once it is fully developed in a future project. For more information on the Compass, please refer to D4.3⁶⁶.

4.3.6 Sustainability of Project Outreach Channels

PALOMERA Web Pages

After the end of the project, the PALOMERA web pages hosted on the OPERAS website will remain permanently accessible under the "Past Projects" section of the "Projects" menu. This approach ensures both long-term preservation and ongoing curation, as OPERAS manages all content on its website. Importantly, this arrangement does not require any allocation of funds from the PALOMERA budget.

PALOMERA Zenodo Community

After the end of the project, the PALOMERA Zenodo community will remain on Zenodo as a dedicated archive for all project outputs. All PALOMERA deliverables are also added to the OPERAS Zenodo community, which allows them to edit and change or update information if necessary. It will be linked to the KB through hyperlinks, ensuring that users on both platforms can easily access and locate the necessary information. This arrangement does not incur any costs from the PALOMERA budget.

PALOMERA LinkedIn Group & Mailing List

After the end of the project, the PALOMERA LinkedIn group and mailing list will be closed with a final message inviting members to subscribe to the OABN mailing list as well as to follow their social media channel⁶⁷. As a key resource in the OA books landscape and within OPERAS, the OABN mailing list will provide subscribers with ongoing updates on developments and policies related to OA books.

4.4 Competition Analysis

Surveying the landscape, no other results, activities, or efforts similar to the above mentioned have been identified. Therefore, the added value of PALOMERA's results is multi-layered:

- It added significant value to scholarly OA book publishing by providing actionable and evidence-based recommendations to relevant stakeholders;
- It engaged relevant stakeholders and created awareness of the importance of the transition to OA to books;
- It broadened the scope of open science to also include books and more broadly the humanities and social sciences.

⁶⁵ <https://oabooks-toolkit.org/about-the-toolkit/15210909-welcome-to-the-toolkit/article/12789105-who-is-responsible-for-this-toolkit>

⁶⁶ <https://doi.org/10.5281/zenodo.14049358>

⁶⁷ <https://bsky.app/profile/oabooksnetwork.bsky.social>

4.5 IPR Management

The Consortium Agreement (CA) addresses IP Ownership, Confidential Information, Open-Source issues, Standard contributions, and Access Rights to Background and Results within the project. Each Beneficiary signed the CA which was based on the Development of a Simplified Consortium Agreement (DESCA) model. As per the CA, the results within the project's activities are owned by the Party that generates them.

The joint ownership is governed by GA Article 16.4 and its Annex 5, Section Ownership of results, with the following additions:

Unless otherwise agreed:

- Each of the joint owners shall be entitled to use their jointly owned Results for non-commercial research and teaching activities on a royalty-free basis, and without requiring the prior consent of the other joint owner(s);
- Each of the joint owners shall be entitled to otherwise Exploit the jointly owned Results and to grant non-exclusive licenses to third parties (without any right to sub-license) if the other joint owners are given: (a) at least 45 calendar days advance notice; and (b) fair and reasonable compensation. The joint owners shall agree on all protection measures and the division of related cost in advance.

4.5.1 Transfer of Results

Each Party may transfer ownership of its own Results, including its share in jointly owned Results, following the procedures of the GA Article 16.4 and its Annex 5, Section Transfer and licensing of results, sub-section Transfer of ownership.

Each Party may identify specific third parties it intends to transfer the ownership of its Results to in Attachment (3) of the CA. The other Parties hereby waive their right to prior notice and their right to object to such a transfer to listed third parties according to the GA Article 16.4 and its Annex 5, Section Transfer of licensing of results, sub-section Transfer of ownership, 3rd paragraph.

The transferring Party shall, however, at the time of the transfer, inform the other Parties of such transfer and shall ensure that the rights of the other Parties under the CA and the GA will not be affected by such transfer. Any addition to Attachment (3) after signature of this CA requires a decision of the General Assembly.

The Parties recognise that in the framework of a merger or an acquisition of an important part of its assets, it may be impossible under applicable EU and national laws on mergers and acquisitions for a Party to give at least 45 calendar days prior notice for the transfer as foreseen in the GA.

The obligations above apply only for as long as other Parties still have - or still may request - Access Rights to the Results.

The digital research data generated must be made open access — via the repository — under the latest available version of the CC BY or Creative Commons Public Domain Dedication



(CC0) or a licence with equivalent rights, following the principle ‘as open as possible as closed as necessary’, unless providing open access would in particular:

- Be against the beneficiary’s legitimate interests, including regarding commercial exploitation, or;
- Be contrary to any other constraints, in particular the EU competitive interests or the beneficiary’s obligations under this Agreement; if open access is not provided (to some or all data), this must be justified in the DMP. Metadata of deposited data must be open under a CC0 or equivalent (to the extent legitimate interests or constraints are safeguarded), in line with the FAIR principles (in particular machine-actionable) and provide information at least about the following: datasets (description, date of deposit, author(s), venue and embargo); Horizon Europe or Euratom funding; grant project name, acronym and number; licensing terms; persistent identifiers for the dataset, the authors involved in the action, and, if possible, for their organisations and the grant. Where applicable, the metadata must include persistent identifiers for related publications and other research outputs.

4.6 Timing

The timing of the exploitation strategy for the duration of the project depended on the three main methodology phases of the PALOMERA project illustrated in Figure 7.

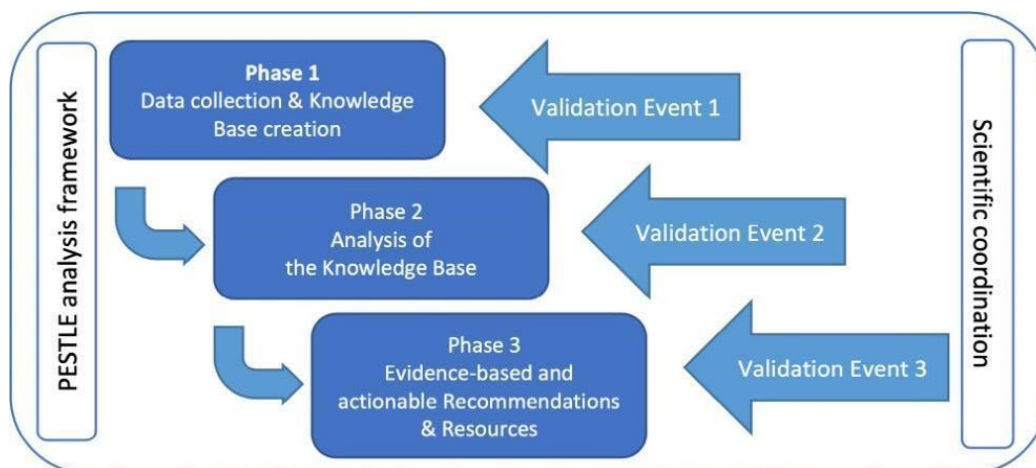


Figure 7 PALOMERA Methodology

However, any further exploitation timeframe will depend on the activities described in the exploitation and sustainability plan for each KER (section 4.3).

4.7 Alignment, Management and Monitoring

The alignment piece was achieved both internally (among the different OA projects) and on a larger scale between the partners participating in the PALOMERA project.

There are currently three OA focused projects in addition to PALOMERA addressing complementing objectives: DIAMAS, CRAFT-OA and OPERAS-PLUS. Additionally, the OA Book Usage Data Trust⁶⁸ effort was taken into consideration for alignment strategies. The

⁶⁸ <https://www.oabookusage.org>

coordinators of these projects consulted each other in a group meeting setting to explore synergies.

The partners working on PALOMERA's WP5 met on a weekly basis to make sure the alignment as well as deadline management of the various tasks are achieved. The reporting processes during the bi-weekly leaders' meetings of all the WPs made sure the progress is noted and monitored.

A sound, KPI-driven strategy provided the framework to be followed during the project for the coordination, implementation and evaluation of dissemination, outreach, engagement, validation, exploitation and communication activities.

5 Conclusion


The PEDR document represents an agreed upon methodology across the PALOMERA project that guided the activities of all the project partners when they engaged with the community, communicated about its results, and planned the exploitation activities. It was crucial in supporting the impact of the project and went hand in hand with the *Communication kit* developed separately. All the projects' partners part of the WP5 and beyond have collaborated in creating this document.



6 Appendix

All the data in the PEDR’s Appendix section was recorded on 12 December 2024.

6.1 Snapshot of the Living Stakeholders’ Database and Survey



Stakeholders types included in the database

- Infrastructure providers
- Libraries
- National OS policy makers
- Publishers
- Research funding organizations (RFO)
- Research performing organizations (RPO)
- Researchers
- Scholarly societies

Stakeholder name	URL/email/contact person	PALOMERA partner	Direct collat
The Finnish National Library Consortium FinElib	https://finelib.fi/negotiations/	Hanken School of Economics	YES
The Federation of Finnish Learned Societies	https://www.tsv.fi/en	Hanken School of Economics	YES
Finnish Association for Scholarly Publishers	https://tiedekustantajat.fi/	Hanken School of Economics	YES
Slovenia Research Agency	https://www.arrs.si/en/	ZRC SAZU	YES
Slovenia Ministry for education	https://www.gov.si/en/state-authorities/ministries/minis	ZRC SAZU	YES
Portuguese Association of Higher Education Presses - APEES	██████████ / President: João Caetano Joa	University of Coimbra	YES
Calouste Gulbenkian Foundation	https://gulbenkian.pt/en/publications/	University of Coimbra	YES
Imprensa Nacional - Casa da Moeda	https://incm.pt/site/en/index.php	University of Coimbra	YES
Portuguese Foundation for Science and Technology:	João Moreira ██████████	University of Coimbra	YES
UKRI Research England	https://www.ukri.org	Jisc	YES
UUK	https://www.universitiesuk.ac.uk	Jisc	YES
SCURL	https://www.scurl.ac.uk/about	Jisc	YES
WHELP	https://whelf.ac.uk	Jisc	YES
RLUK	https://www.rluk.ac.uk	Jisc	YES
SCONUL	https://www.sconul.ac.uk/sconul-access	Jisc	YES
AU Presses	https://aupresses.org	Jisc	YES
Library Publishing Coalition	https://librarypublishing.org	Jisc	YES
UKSG	https://www.uksg.org	Jisc	YES
LYRISIS	https://www.lyrasis.org/Pages/Main.aspx	Jisc	YES
IFLA Library Publishing SIG	https://www.ifla.org/units/library-publishing/	Jisc	YES
OASPA	https://oaspa.org	Jisc	YES
Association of European University Presses	██████████@aeupress	University of Coimbra	NO
Unión de Editoriales Universitarias Españolas	██████████@ueue.es	University of Coimbra	NO
Irish Open Access Publishers	https://www.ioap.ie	Jisc	NO
CLACSO	https://www.clacso.org/	Hanken School of Economics	NO
Association of Learned and Professional Society Publishers https://www.alpsp.org/	https://www.alpsp.org/	Hanken School of Economics	NO
Associação Brasileira de Editoras Universitárias - ABEU	https://www.abeu.org.br/	University of Coimbra	NO
Scielo Books	https://books.scielo.org/en/	University of Coimbra	NO
Asociación de Editoriales Universitarias de América Latina y el Caribe - EULAC (https://eulac.org/)	https://eulac.org/	University of Coimbra	NO
African Open Science Platform	https://aosps.org.za	coAllition S	NO

Figure 8 Database Snapshot - Initial Stakeholders List (Email Addresses Protected)



Which dissemination means do you/your organisation already have in place for communicating with your stakeholders?

9 responses

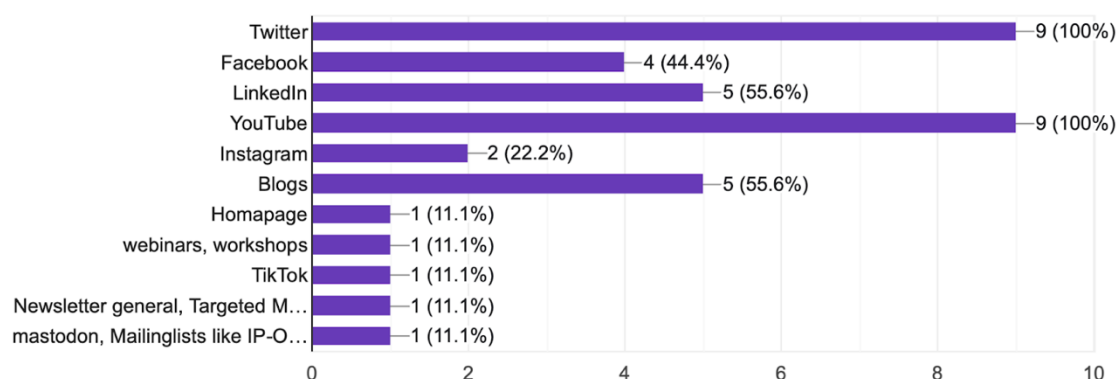


Figure 9 Database Snapshot - Social Media Presence of Project Partners

Which of the following skills and experiences do you, or members of your team/staff/organisation, have in hosting events (online/in-person)? (You may...ct more than one answer. If other, please specify)

9 responses

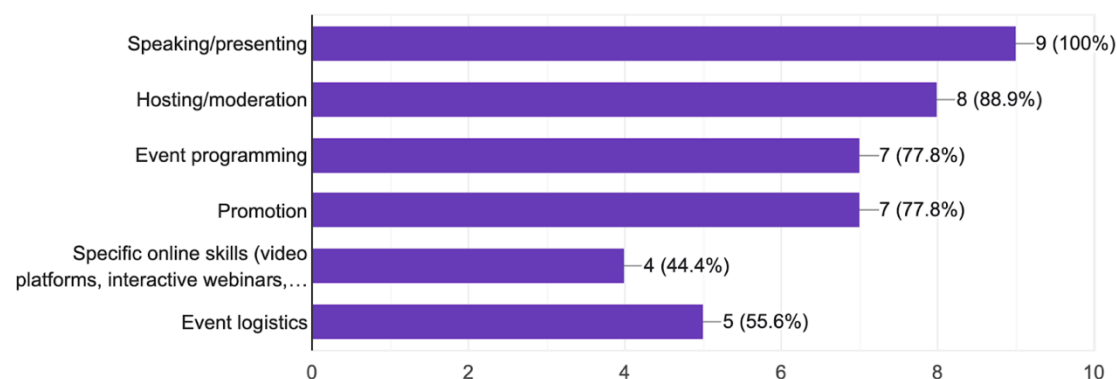


Figure 10 Database Snapshot - Hosting Events Experience of Project Partners

6.2 PALOMERA Events Detailed Overview

Event	Month/Year	Participants number
OABN PALOMERA series webinar – launch event	03/2023	50
OABN PALOMERA series webinar – publishers event	05/2023	9
OABN PALOMERA series webinar – libraries event	05/2023	5



OABN PALOMERA series webinar – infrastructure providers event	06/2023	6
Cross-project webinar 1	06/2023	191
Online focus group – researchers	11/2023	24
Validation exercise 1*	01/2024	34
Cross-project webinar 2	02/2024	111
Validation exercise 2*	06/2024	3
Scholarly societies webinar with DIAMAS	09/2024	88
Institutional policymakers webinar with EUA	09/2024	193
Validation exercise 3*	09/2024	28
OABN PALOMERA series webinar – researchers event	10/2024	65
Cross-project webinar 3	11/2024	74
Cross-project event with IFLA and LPC	11/2024	99
OABN PALOMERA series webinar – closing event	12/2024	58

Table 10 PALOMERA Events List

*Validation exercise participants do not include project members participating in the event

6.2.1 Country Overview for the PALOMERA Conference

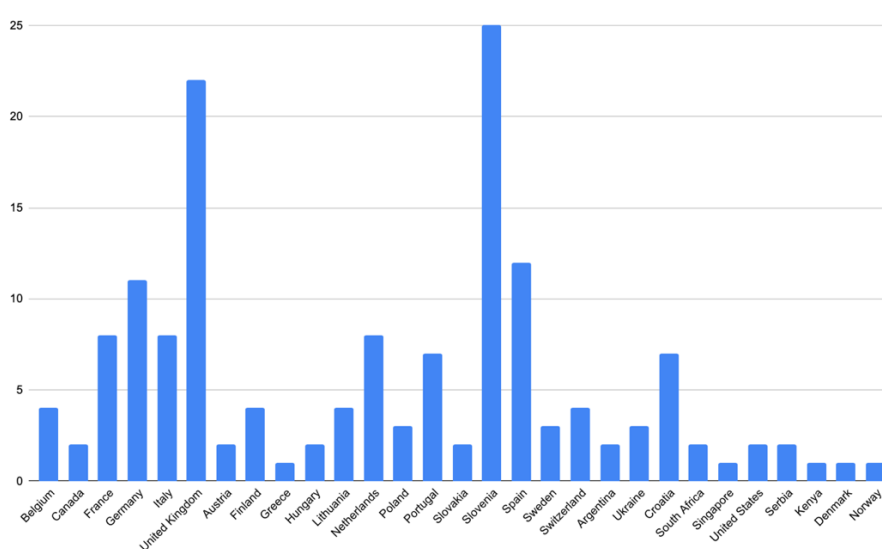


Figure 11 PALOMERA Conference Countries List (Excluding Project Partners)



6.3 Dissemination Measures Info

Channel	Month/Year	Info
Blog posts	02/2023	https://www.dariah.eu/2023/02/01/open-access-book-publishing-a-big-step-closer-to-making-this-a-reality/
	03/2023	https://openaccessbooksnetwork.hcommons.org/2023/03/02/the-oabn-is-working-with-palomera/
	05/2023	https://biuletynpolonistyczny.pl/pl/events/projekt-palomera-wydarzenia.2880/details?page=1&per_page=10&o=event_date_from,event_time_from&event_status=FURTHCOMING&event_status=IN_PROGRESS&event_status=PAST
	05/2023	https://research.jiscinvolve.org/wp/2023/05/23/palomera-the-case-for-open-access-academic-books/
	05/2023	https://ibl.waw.pl/pl/strona-glowna/aktualnosci/projekt-palomera
	06/2023	https://lab.operas-eu.org/2023/06/02/the-growing-world-of-open-access-books/
	08/2023	https://odprtaznanost.si/obvestila/anketa-na-temo-znanstvenih-monografij-v-odprtem-dostopu-projekta-palomera/
	08/2023	https://knjiznicarske-novice.si/anketa-na-temo-znanstvenih-monografij-v-odprtem-dostopu-projekta-palomera/
	08/2023	https://operas.hypotheses.org/6541
	09/2023	https://operas.pl/2023/09/26/jak-sprawic-by-otwarty-dostep-do-ksiazek-stal-sie-powszechna-praktyka/
	10/2023	https://operas.hypotheses.org/6623
	11/2023	https://operas.hypotheses.org/6749
	01/2024	https://operas.hypotheses.org/6933
	01/2024	https://operas.hypotheses.org/6990
	02/2024	https://operas.hypotheses.org/7031
	04/2024	https://operas.hypotheses.org/7122
	05/2024	https://openaccessbooksnetwork.hcommons.org/2024/05/01/creating-community-driven-pathways-to-equitable-open-scholarly-publishing-where-are-we-now/
	05/2024	https://openaccessbooksnetwork.hcommons.org/2024/05/01/palomera-feedback-survey-help-shape-the-future-of-oa-books/
	05/2024	https://operas.hypotheses.org/7215
	06/2024	https://www.uc.pt/openscience/noticias/inquerito-palomera-ajude-a-moldar-o-futuro-dos-livros-em-acesso-aberto/
	06/2024	https://operas.hypotheses.org/7293
	07/2024	https://operas.hypotheses.org/7354
	09/2024	https://operas.hypotheses.org/7721
	09/2024	https://odprtaznanost.si/obvestila/spletni-seminar-palomera-knjige-v-odprtem-dostopu-in-izkusnje-avtorjev/
	09/2024	https://www.uc.pt/openscience/noticias/projeto-palomera-apresenta-resultados-e-metodologia-em-sua-conferencia-final/
	11/2024	https://avointiede.fi/fi/ajankohtaista/uudet-kansainvaliset-suuntaviivat-vertaisarvioitujen-tieteellisten-kirjojen
11/2024	https://sparceurope.org/palomera-develops-four-key-resources-for-open-access-books-policy/	
12/2024	https://operas.hypotheses.org/8016	



	12/2024	https://www.eua.eu/news/member-and-partner-news/palomera-policy-work-helps-create-a-more-mature-and-resilient-oa-book-ecosystem.html
Non-peer reviewed publications	09/2024	https://oatoolkit.trilobiet.eu/open-access-book-policies/9324430-oa-book-policy-landscape/article/attitudes-towards-open-access-books-in-the-european-research-area
	09/2024	https://oatoolkit.trilobiet.eu/open-access-book-policies/9324430-oa-book-policy-landscape/article/needs-obstacles-and-challenges-of-policy-making-for-open-access-books
	09/2024	https://oatoolkit.trilobiet.eu/open-access-book-policies/policy-life-cycle/article/policy-life-cycle-for-oa-books
	09/2024	https://oatoolkit.trilobiet.eu/open-access-book-policies/best-practises-and-different-case-studies/article/key-elements-of-an-open-access-books-policy
	09/2024	https://oatoolkit.trilobiet.eu/open-access-book-policies/best-practises-and-different-case-studies/article/processes-surrounding-open-access-book-policy-formulation-and-implementation
	09/2024	https://oatoolkit.trilobiet.eu/funding-policies-for-oa-books/insights/article/landscape-of-oa-book-policies-and-funding-mechanisms
	09/2024	https://oatoolkit.trilobiet.eu/funding-policies-for-oa-books/funding-policies/article/funding-mechanisms-for-open-access-books-research-funding-organisations
	09/2024	https://oatoolkit.trilobiet.eu/funding-policies-for-oa-books/funding-policies/article/funding-mechanisms-for-open-access-books-research-performing-organisations-rp-os
	09/2024	https://oabooks-toolkit.org/Open-access-for-books/oa-books-landscape/article/the-research-life cycle-in-relation-to-the-publication-of-an-open-access-book
	11/2024	https://oabooks-toolkit.org/publishing-open-access-books/book-contract-permissions-rights-and-license/article/rights-retention-1
	12/2024	https://oabooks-toolkit.org/business-models-and-funding/funding-for-oa-books/article/9012512-overview-of-available-funding
	12/2024	https://oatoolkit.trilobiet.eu/open-access-book-policies/9324430-oa-book-policy-landscape/article/overview-of-literature-on-oa-book-policies
	12/2024	https://oatoolkit.trilobiet.eu/open-access-book-policies/9324430-oa-book-policy-landscape/article/oa-book-and-journal-policies-compared
	YouTube videos	04/2023
06/2023		https://www.youtube.com/watch?v=MujsbammMOW&t=76s
03/2024		https://www.youtube.com/watch?v=bODthvt-0kM
09/2024		https://www.youtube.com/watch?v=4ou613v4zoE
10/2024		https://www.youtube.com/watch?v=LRX94pPjISI&embeds_referring_euri=https%3A%2F%2Foperas-eu.org%2F&source_ve_path=MjM4NTE
10/2024		https://www.youtube.com/watch?v=hP2JmGs9wL0
11/2024		https://www.youtube.com/watch?v=JYTJLhipiAQ&t=8s
11/2024		https://www.youtube.com/watch?v=_Ox3QiuQQk
12/2024		https://www.youtube.com/watch?v=qhUdmDdsd_Y&t=2s
12/2024		https://www.youtube.com/watch?v=rpZI8-oucPw
Third-party events	03/2023	CRAFT-OA conference – Talk presentation (in-person)
	05/2023	Fiesole retreat - Talk presentation (in-person)
	06/2023	AUPresses annual meeting – Talk presentation (online)
	09/2023	Open Access Tage conference – Poster presentation (in-person)
	09/2023	OASPA conference – Cross-project collaboration poster presentation (online)
	09/2023	OPERAS GER final event – Talk presentation (in-person)
	09/2023	ALPSP conference – Talk presentation (in-person)



10/2023	Global Diamond Summit – Cross-project collaboration poster presentation (in-person)
04/2024	OPERAS conference – Workshop, poster and talk presentation (in-person)
04/2024	IOAP Open Monographs webinar – Talk presentation (online)
04/2024	ALPSP OA Book Group meeting – Talk presentation (online)
04/2024	The Polish Open Science conference – Talk presentation (in-person)
05/2024	RESSH conference – Talk presentation (in-person)
05/2024	PASA Scholarly Committee Open Access seminar – Talk presentation (online)
06/2024	Annual Conference of Polish Association of Academic Presses – Talk presentation (in-person)
06/2024	OPERAS PL workshop – Talk presentation (in-person)
07/2024	LIBER conference – Cross-project collaboration workshop
09/2024	Open Access Tage conference – Poster presentation (in-person)
09/2024	OASPA conference – Panel discussion (in-person)
11/2024	Charleston Library conference – Panel discussion (in-person)
11/2024	Munin conference – Talk and poster presentation (in-person)
12/2024	Global Diamond Summit – Workshop (in-person)
12/2024	PLOS webinar – Panel discussion (online)

6.3.1 Stakeholder Overview for the PALOMERA Conference

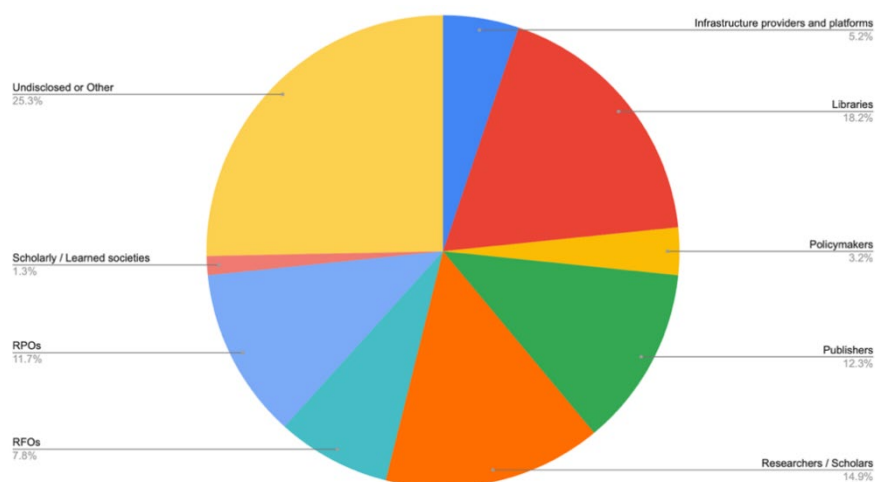


Figure 12 PALOMERA Conference Stakeholders List (Excluding Project Partners)

Table 11 Dissemination Activities List



6.4 PALOMERA Zenodo Community Records List

Title	Type	Views	Downloads	Link
PALOMERA D1.1 – Internal rules and procedures to the consortium	Deliverable	120	95	https://zenodo.org/records/7871197
PALOMERA D1.2 – Quality and Risk Management Plan	Deliverable	115	58	https://zenodo.org/records/8189578
PALOMERA D1.3 – Data Management Plan	Deliverable	238	161	https://zenodo.org/records/8154723
PALOMERA D2.1 Report on Compiling the Knowledge Base	Deliverable	434	269	https://zenodo.org/records/10777132
Report on the PALOMERA survey on open access policies for books in the European research area	Survey report	1794	758	https://zenodo.org/records/13607261
PALOMERA ERA Wide Survey Dataset	Survey dataset	149	64	https://zenodo.org/records/13641415
Questionnaire of the PALOMERA Survey on Open Access Book Policies	Survey questionnaire	26	24	https://zenodo.org/records/10777962
PALOMERA Deliverable 3.1 – Report on Analysis Findings	Deliverable	423	229	https://zenodo.org/records/13827251
Bibliography for Open Access Book Policies	Other	28	33	https://zenodo.org/records/13857755
D4.1 – PALOMERA 1st Policy Brief: Alignment beyond PALOMERA	Deliverable	615	346	https://zenodo.org/records/8402385
PALOMERA Deliverable 4.2 - The PALOMERA Recommendations for Open Access Books	Deliverable	1853	475	https://zenodo.org/records/14049032



PALOMERA Deliverable 4.3 - Report Describing Services A and B	Deliverable	24	23	https://zenodo.org/records/14049359
PALOMERA D5.1 – Dissemination, outreach, engagement, and exploitation plan	Deliverable	482	318	https://zenodo.org/records/8385842
PALOMERA D5.2 – Website, Communication Kit and Social Media Presence	Deliverable	206	137	https://zenodo.org/records/7794724
PALOMERA D5.3 - Validation Report	Deliverable	1126	220	https://zenodo.org/records/14265343
About PALOMERA Slide Deck	Presentation	30	30	https://zenodo.org/records/14260638
PALOMERA Conference 28th October 2024	Presentation	42	44	https://zenodo.org/records/14242415
PALOMERA Feedback Form and Dataset	Survey + Dataset	28	15	https://zenodo.org/records/14236824
Creating Community-Driven Pathways to Equitable Open Scholarly Publishing with CRAFT-OA, DIAMAS, and PALOMERA - WEBINAR Slides	Presentation	517	163	https://zenodo.org/records/8070435
Creating Community-Driven Pathways to Equitable Open Scholarly Publishing with CRAFT-OA, DIAMAS, and PALOMERA - Where Are We Now? WEBINAR Slides	Presentation	653	292	https://zenodo.org/records/10793499
Creating Community-Driven Pathways to Equitable Open Scholarly Publishing - Leading the Way	Presentation	62	32	https://zenodo.org/records/14185152



Empowering Communities: Shaping Open Scholarly Publishing in Europe and Beyond (19 November 2024)	Presentation	81	58	https://zenodo.org/records/14191189
OABN PALOMERA Series: Launch Event	Presentation	204	116	https://zenodo.org/records/7827581

Table 12 PALOMERA Zenodo Community Records

