MICAD
Metropolitan Inclusivity in Climate and Digital Transitions

Toolkit prototype for local authorities on how to do digital and climate transition with a metropolitan inclusive perspective

MICAD Metropolitan Inclusivity in Climate and Digital Transitions

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Disclaimer

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Glossary

Actions - Concrete measures included in a metropolitan transition roadmap. Actions translate strategic priorities into implementable activities, with assigned responsibilities, resources, timelines, indicators and risks.

Diagnostic baseline - The shared starting point for the roadmap. It summarises the metropolitan territory, governance arrangements, climate and digital challenges, gaps, needs and available capacities.

Co-creation – A collaborative process through which metropolitan actors jointly define challenges, priorities, solutions and actions, ensuring that the roadmap reflects diverse knowledge, needs and capacities.

Hard governance spaces - Formal governance arrangements with legal mandates, defined competences, stable resources and decision-making powers, such as statutory metropolitan authorities or formal inter-municipal bodies.

Implementation mechanisms – The governance, coordination, funding, capacity and reporting arrangements that allow roadmap actions to be delivered in practice.

Living Labs - Structured co-creation processes where public authorities, stakeholders and users jointly test, refine and learn from solutions in real-life settings.

Metropolitan area - A functional urban territory made up of multiple municipalities connected through daily mobility, economic activity, services, infrastructure, environmental systems and shared challenges.

Metropolitan governance - The way metropolitan actors coordinate decisions, responsibilities, resources and actions across municipal and sectoral boundaries.

Metropolitan transition roadmap – A practical planning document that translates shared metropolitan priorities into coordinated climate and/or digital transition actions, including responsibilities, timelines, resources, monitoring arrangements and implementation mechanisms.

Soft governance spaces - Flexible cooperation arrangements based on voluntary participation, working groups, projects, networks or thematic partnerships. They can support coordination even when no formal metropolitan authority exists.

Stakeholder engagement – The structured involvement of public authorities, civil society, private actors, academia and communities throughout the roadmap process, from diagnosis to implementation and learning.

Strategic orientations – High-level directions agreed after the diagnostic phase, used to guide the structure of the roadmap and the selection of priority actions.

Twin transition – The coordinated development of climate and digital transitions, ensuring that digital tools support climate action and that digital transformation is guided by sustainability, inclusion and public value.

1.Introduction

This document is part of the MICAD Toolkit, developed under the MICAD project to support local and metropolitan authorities in designing and implementing inclusive climate and digital transition processes at metropolitan scale.

The Toolkit is composed of four interlinked modules that together guide metropolitan actors through the process of developing inclusive climate and digital transition roadmaps:

- **Module 1 - Analyse & Define:** establishes the territorial, governance, needs, and funding baseline for metropolitan transition planning.
- **Module 2 - Collaborate & Engage:** supports cooperation, stakeholder engagement, social inclusion, open innovation, and Living Lab processes.
- **Module 3 - Develop & Measure:** guides the development of transition roadmap components, implementation mechanisms, monitoring, and testing.
- **Module 4 - Communicate & Disseminate:** supports communication, dissemination, replication, scaling, and advocacy.

Each module can be used independently, depending on the specific needs and challenges faced by a metropolitan area. However, the modules are designed to be complementary. Together, they provide a coherent methodological pathway from diagnosis and cooperation to roadmap development, implementation, learning, and dissemination.

The Toolkit does not prescribe a single governance model or policy solution. Instead, it offers a flexible and adaptable framework that can be tailored to different metropolitan realities, capacities, and priorities.

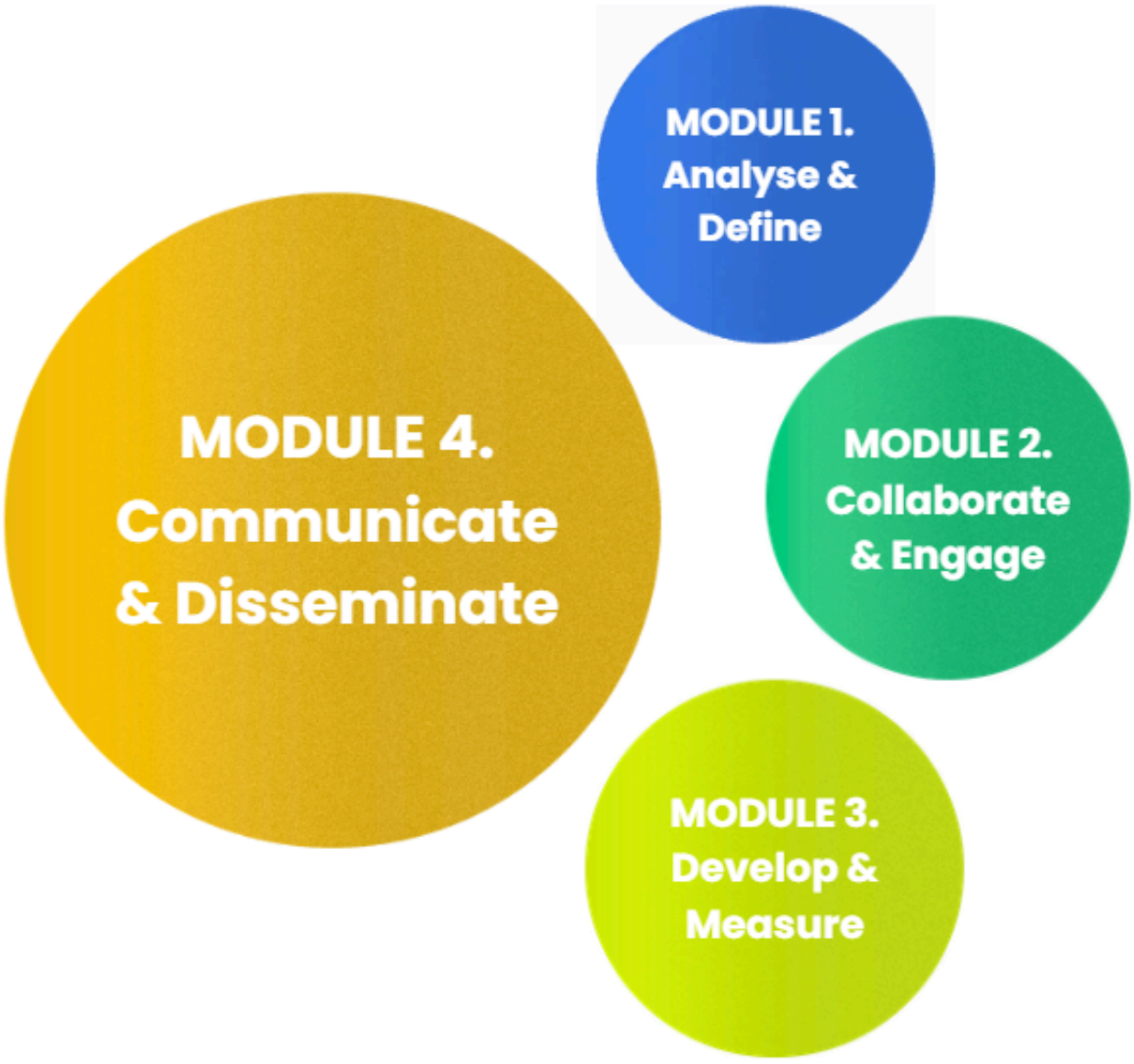
The use of the Toolkit follows four simple steps:

1. **Identify the metropolitan challenge or question** - Start from a concrete issue, barrier, or planning need (e.g. governance coordination, stakeholder engagement, implementation, or monitoring).
2. **Locate the question in the Toolkit navigation table** - Use the navigation table below (Table 1) to find the question that best matches your challenge.
3. **Identify the corresponding module and topic** - Each question is linked to a specific module and topic within the Toolkit, guiding you to the most relevant section.
4. **Follow the step-by-step methodological guidance provided in the tool** - Each topic includes a structured tool with guiding questions, implementation steps, and practical examples to support action.

Questions that can emerge in the process of developing a roadmap	Where guidance can be found
Which metropolitan perimeter should serve as the shared spatial baseline for designing and delivering the roadmap?	Topic 1.1
How are roles, responsibilities, and decision-making organised across the metropolitan area to deliver this roadmap?	Topic 1.2
What are the priority metropolitan challenges and needs that this roadmap must address?	Topic 1.3
How will this roadmap be financed in a coordinated and sustainable way?	Topic 1.4
How will metropolitan actors cooperate in practice to co-create and deliver this roadmap?	Topic 2.1
How can this roadmap be co-designed through open, inclusive, and transparent innovation processes?	Topic 2.2
How can social inclusion be embedded into the design and implementation of this roadmap?	Topic 2.3
How can Living Labs structure and anchor the co-creation of this roadmap?	Topic 2.4
How should stakeholders be strategically engaged throughout the co-creation of this roadmap?	Topic 2.5
How should the roadmap plan be structured to translate strategy into coordinated and actionable components?	Topic 3.1
How can agreed objectives be translated into coordinated, sequenced and operational roadmap components?	Topic 3.2
How will this roadmap be implemented in a coordinated, accountable and sustainable way?	Topic 3.3
How will progress and impact of this roadmap be measured and used to inform adaptive decision-making?	Topic 3.4
Which actions of the roadmap should be tested before full-scale implementation, and how?	Topic 3.5
How should this roadmap be communicated to ensure trust, clarity and engagement?	Topic 4.1
How can roadmap outputs be translated into reusable assets for peer metropolitan areas and professional ecosystems?	Topic 4.2
Which roadmap actions are intended for scaling, and under what conditions can they be replicated across municipalities?	Topic 4.3
How can this metropolitan roadmap be strategically advocated to influence policies, resources and institutional support across governance levels?	Topic 4.4

MODULE 4.

Communicate & Disseminate

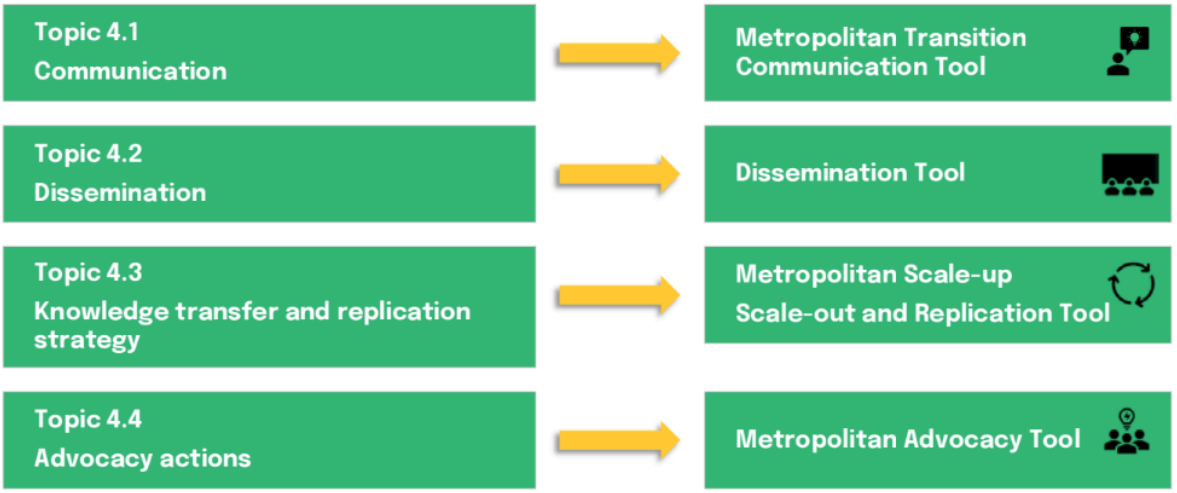


Understanding the Module

Clear, inclusive, and accessible discourses, materials and actions support transparency, build trust, increase engagement, and enable diverse communities to understand, contribute to, and benefit from the transition pathways.

This section of the toolkit provides metropolitan authorities with practical guidance, tools, and principles for developing communication and dissemination approaches that are inclusive, participatory, and aligned with the values of the MICAD project, ensuring that the green and digital transitions are not only effective, but also equitable and widely supported.

Communication and dissemination are fundamental pillars of effective and inclusive metropolitan governance. By ensuring transparency, accessibility, and the open sharing of knowledge, they reinforce institutional credibility, support informed participation, and enable a shared understanding of the metropolitan transitions underway. Embedding these practices into metropolitan strategies for climate and digital transformation ensures that progress is equitable, evidence-based, and collectively supported – strengthening both governance capacities and public trust in the long term.



Topic 4.1 Communication

CHALLENGE

Metropolitan communication faces the task of remaining **strategic and empathetic**. Communication is not only a technical tool but also a form of governance. Yet, fragmented or overly technical messages can deepen divides and amplify mistrust.

Metropolitan areas confront **three interrelated layers of challenge**:

- **Reaching and resonating with diverse audiences.** Cultural, political, ethical, language and literacy barriers influence inclusion and trust; and structural inequalities limit engagement for marginalized groups.
- **Crafting coherent messages.** Climate and digital transitions can generate stress, fear, or distrust. Communication that ignores these emotional dimensions risks being technocratic, abstract, and ineffective.
- **Coordinating internal communication.** Communication must be coordinated across departments to avoid mixed signals and conflicting priorities. Political turnover and resource constraints can weaken clarity on transition goals

BENEFITS OF THE ACTION

Effective communication can connect places and social groups, bridging governance levels and fostering inclusive participation. By integrating digital and analog channels, it ensures that underserved groups can access information and influence public decisions, promoting social justice in metropolitan transitions. Storytelling, visual formats, and people-centered approaches translate technical goals into relatable experiences. Clear and transparent information empowers communities, strengthens public understanding of metropolitan developments, and encourages engagement. Consistent internal and external messaging reduces confusion, links policies, and reinforces trust among institutions and communities.

SOLUTIONS/TOOLS

A **Metropolitan Transition Communication Tool** helps coordinate internal communication among departments and partners while aligning external messaging toward citizens, media, and institutions.

Guiding questions

- What are we trying to achieve, and how will we know it worked?
- Who are our priority audiences, and what message will resonate with them (tone, emotions, accessibility)?
- What is our delivery plan–channels/formats, timing, roles/resources, data/evidence, and feedback loops for adaptation (including environmental responsibility)?

Step-by-step process

Step 1: Map and Plan Communication. Define up to three **communication goals**; for each, specify the primary audience, the intended change (awareness, engagement, or action), and one KPI. Map available resources (budget, staff, and time). Then, develop a channel matrix for every channel, detailing target audience(s), objective, formats, frequency, responsible unit, required effort, accessibility requirements, and KPIs. Finally, define responsibilities and internal coordination protocols.

Step 2: Align Internal and External Communication. Create internal protocols and assign responsibilities by developing a checklist covering message consistency, evidence use, inclusive language, accessibility, and compliance requirements. Establish shared editorial and reporting calendars and integrate communication outputs with monitoring dashboards and KPIs.

Step 3: Use Data as a Common Language. Agree on a limited set of shared KPIs and create a data sheet for each (definition, source, frequency, owner, limitations, and narrative use). Develop 3–5 visual templates for KPIs and progress indicators with clear design rules, and map external data sources to integrate them into dashboards.

Step 4: Tailor Communication to Diverse Audiences. Map audience segments and develop 4–6 personas covering motivations, barriers, preferred channels, tone, and objections. Produce multilingual content in accessible formats by defining mandatory requirements per channel and clear language-prioritization criteria. Collaborate with community leaders and civil society through a protocol that clarifies roles, expectations, consent for content use, and recognition mechanisms. Run user testing, feedback loops, retrospectives and accessibility checks to refine materials.

Step 5: Build a Shared Narrative and Project Identity. Define 4–5 communication pillars aligned with your data-driven storytelling, and ensure consistency by maintaining a shared message bank with approved wording, boilerplates, and reusable content blocks. Adapt messages to each channel and audience, and test final assets with sample target audiences. Integrate storytelling guidelines that link individual projects to a metropolitan-wide journey.

Step 6: Communicate Sustainably. Prioritize digital-first approaches and set clear criteria for any physical materials. Integrate channels into a single, continuous communication flow by establishing a content pipeline from planning and production to publishing, repurposing, and archiving. Track indicators of reach, engagement, and inclusivity.

Step 7: Foster Participatory and Experiential Storytelling. Launch participatory content calls (photos, videos, stories) and train local ambassadors as communicators. Combine online campaigns with place-based formats such as events or exhibitions.

Document processes openly and measure engagement through participation metrics, including number of contributions, diversity of contributors and participants, event attendance, satisfaction of participants and content reuse.

Step 8: Monitor, Evaluate, and Iterate. Monitor KPIs and participation metrics while gathering feedback from stakeholders and communities through short post-activity surveys and periodic qualitative interviews. Use evaluation findings to refine messages, channels, and formats. Assess alignment between governance objectives and public perception through regular perception checks, and translate results into corrective communication actions.

ILLUSTRATION

Institutional coherence as communication (AMB)

The Barcelona Metropolitan Area (AMB) shows how communication can operate as governance, not a support function. Institutional coordination–shared data systems, regular reporting, and cross-department meetings–integrates communication into daily metropolitan management. Formal, continuous information exchange gives teams a common view of priorities, progress, and risks, strengthening policy coherence and a unified external voice. By treating dashboards and reporting routines as strategic channels, AMB reduces silos, reinforces accountability, supports sustainable communication practices (Step 6), and enables ongoing monitoring and adjustment (Step 8), building on planning and alignment (Steps 1-2).

Data Transparency as Communication (Milan)

Milan's platforms–DataLab, DeciWatt, and DeciMetro–show how data infrastructure can function as a primary communication channel. By publishing indicators, progress, and technical information through open dashboards and visual tools, Milan makes complex metropolitan action traceable, understandable, and open to scrutiny. These platforms do more than release data: they standardize what is selected, how it is visualized, and when it is updated, creating a consistent logic for public communication. This supports transparency and trust, while illustrating data-led channel planning (Step 3), visual coherence for a shared narrative (Step 5), sustainable digital channels (Step 6), and continuous monitoring and iteration (Step 8).

BOTI: Chatbot for Inclusive Digital Public Services (Buenos Aires)

BOTI, Buenos Aires' WhatsApp chatbot, shows how channel choice drives inclusion and engagement. Built on a platform familiar to diverse social groups, it reduces barriers linked to access and digital literacy, letting residents use everyday language to reach municipal services and information. BOTI proved especially valuable during COVID-19, delivering real-time health and emergency updates at scale. Its conversational design shifts communication from one-way broadcasting to ongoing dialogue. BOTI illustrates audience-tailored channel selection (Step 4), sustainable high-frequency digital communication (Step 6), participation through interaction and experiential storytelling (Step 7), and evaluation through usage data (Step 8).

Topic 4.2 Dissemination

CHALLENGE

Metropolitan areas face structural barriers to disseminating project results effectively. Limited capacity for synthesis and knowledge transfer makes it difficult to translate complex technical outputs into concise, policy-ready insights for professional audiences. Dissemination efforts are further weakened by institutional fragmentation, political discontinuity, and insufficient dedicated resources, which interrupt dissemination cycles and reduce long-term uptake. When project results are not embedded in formal policy, planning, or professional ecosystems, dissemination remains disconnected from decision-making processes, limiting the reuse, replication, and long-term impact of metropolitan knowledge.

BENEFITS OF THE ACTION

A structured dissemination approach increases the scientific and policy value of metropolitan work by ensuring that results are made available in formats that professional audiences can actually reuse. This improves the likelihood that methods, findings, and tools are referenced in strategies, replicated by peers, or integrated into sectoral programmes. Dissemination also strengthens institutional credibility and long-term impact. When evidence, datasets, and methodological outputs are published with clear metadata, ownership, and quality standards, metropolitan actors position themselves as reliable knowledge producers and partners for research, policy, and funding ecosystems. Dissemination creates structured feedback loops with professional communities (peer metropolitan areas, researchers, sectoral agencies), helping refine tools over time and supporting continuity beyond short project cycles.

SOLUTIONS/TOOLS

The **Dissemination Tool** helps metropolitan teams move from "outputs" to evidence that travels. It guides them in identifying which results are worth disseminating, using the materials produced for project communication–such as texts, images, and graphic identity–but adapting them to different audiences. It also helps teams package results for professional audiences, whether policy-ready, technical, or academic, define minimum publication standards regarding clarity, metadata, versioning, and reuse conditions, choose appropriate channels such as networks, repositories, policy fora, and conferences, and track uptake through practical indicators of reuse and influence. The goal is not public visibility but professional uptake and long-term impact.

Guiding questions

- What are the key results to disseminate, and how can their accuracy be validated?
- Who are the professional audiences for these results, and how can they use them to improve decisions or practices?
- What formats, channels, and indicators best support professional uptake and long-term impact?

Step-by-step process

Step 1: Select dissemination assets. Identify the results that have reuse value: tools, templates, methods, datasets, comparative insights, replicable practices.

Step 2: Define target professional audiences and objectives. Identify primary audiences for each asset (e.g. policymakers, metropolitan practitioners, researchers, sectoral agencies, peer cities). Define the intended use per audience (reference, adoption, replication, citation, integration into policy or programmes).

Step 3: Package results into reusable formats. Select appropriate formats per audience (policy brief, technical note, toolkit, dataset package, case study, presentation). Prepare each asset with minimum dissemination standards: clear purpose and scope, methodology or logic, limitations and assumptions, date, version, and ownership, reuse conditions.

Step 4: Select channels and timing. Map suitable dissemination channels (networks, policy fora, professional platforms, conferences, repositories). Align dissemination with relevant policy

moments (strategy reviews, funding calls, regulatory debates). Decide whether dissemination is passive (publication) or active (presentations, peer exchanges, targeted outreach).

Step 5: Validate and approve dissemination materials. Apply an internal review process for factual accuracy and clarity. Validate methodological claims, data sources, and policy implications. Secure formal approval where required (especially for data and comparative results).

Step 6: Release and actively circulate results. Publish assets on agreed platforms or repositories. Actively circulate through professional networks, peer cities, and institutional partners. Present results in relevant events, workshops, or technical sessions. Respond to requests for clarification or reuse.

Step 7: Track uptake and reuse. Track basic quantitative indicators (downloads, citations, references, reuse by peers). Collect qualitative evidence of uptake (policy references, adaptation by other cities, invitations). Document early replication or follow-up use cases.

Step 8: Maintain and update key dissemination assets. Identify which assets require updates (toolkits, templates, datasets). Define responsibilities for maintenance and version updates. Integrate key assets into institutional repositories or long-term platforms.

ILLUSTRATION

Standardised metropolitan geodata as a dissemination asset (Guadalajara - IMEPLAN)

Guadalajara (IMEPLAN) shows how dissemination can focus on reusable technical outputs rather than visibility. Its portfolio of metropolitan digital platforms provides standardised, comparable, and downloadable territorial data for planners, municipal departments, researchers, and professionals. Zoom Metropolitano offers 100+ GIS layers, while the Unique Flood Map consolidates historical flooding events, is updated annually through municipal coordination, and integrates with Google Maps for easy reuse. IMEPLAN tracks uptake (~100,000 views first month) and treats GIS layers and risk maps as "dissemination-ready assets," demonstrating selection of high-reuse outputs, professional packaging, appropriate channels, basic impact tracking, and planned maintenance through periodic updates.

Topic 4.3 Scale up & replication strategy

CHALLENGE

Metropolitan areas often succeed in developing innovative pilot projects, focused studies and local initiatives yet struggle to scale or replicate them beyond their initial context. Results remain tied to specific neighbourhoods, funding cycles, or project teams, limiting their systemic impact. Scaling is challenged by institutional fragmentation, uneven municipal capacities, and the absence of shared criteria for transferability. What works in one municipality may not be feasible in another due to differences in governance, resources, or socio-economic conditions. In addition, lessons from experimentation are rarely formalised or translated into decision-ready formats that support replication. Without structured scale-up and replication strategies, metropolitan innovation risks remaining episodic, reinforcing territorial inequalities instead of enabling coherent, inclusive, and long-term climate and digital transitions across the metropolitan area.

BENEFITS OF THE ACTION

A structured scale-up and scale-out replication strategy transforms successful initiatives into systemic metropolitan change. It enables metropolitan authorities to extend proven solutions across municipalities while adapting them to local contexts and capacities. By clarifying transferability conditions, resource needs, and governance arrangements, scaling reduces duplication of effort and maximises the return on public investment. Replication also supports territorial equity, ensuring that smaller or less-resourced municipalities can benefit from innovation. Embedding scaling pathways into metropolitan strategies strengthens long-term impact, policy coherence, and institutional learning across climate and digital transitions.

SOLUTIONS/TOOLS

Scaling up, scaling out and replication require more than extending limited initiatives; they demand deliberate planning, coordination, and learning mechanisms that account for metropolitan diversity. The **Metropolitan Scale-up Scale-out and Replication Tool** supports metropolitan authorities in systematically expanding successful climate and digital initiatives beyond their initial pilot context. It helps teams assess which solutions are suitable for scaling, under what conditions they can be replicated, and how adaptations are required across different municipalities.

The tool guides users in analysing transferability factors–governance arrangements, technical dependencies, financial requirements, and social acceptance–while identifying risks and constraints linked to scale. It supports the definition of phased scaling pathways, from consolidation in the pilot area to progressive deployment across the metropolitan territory or transfer to peer cities. By linking evidence from prototyping and evaluation to strategic planning, the tool helps embed scaling decisions into metropolitan roadmaps, budgets, and policy frameworks..

Guiding questions

- Which solutions are ready to be scaled or replicated, and what evidence demonstrates their effectiveness, feasibility, and added value at metropolitan level?
- What conditions must be in place to replicate these solutions across different municipalities or contexts (governance, resources, data, skills, partnerships), and where is adaptation required?
- How will scaling and replication be sequenced, resourced, and monitored to ensure long-term impact, territorial equity, and alignment with metropolitan climate and digital strategies?

Step-by-step process

Step 1: Identify scale-ready solutions. Review pilots, prototypes, and implemented actions to identify solutions with demonstrated results. Use evaluation evidence to assess effectiveness, feasibility, user acceptance, and contribution to metropolitan climate and digital objectives. Clearly document what problem the solution addresses and which components are essential to its success.

Step 2: Assess transferability and adaptation needs. Analyse the conditions under which the solution can be replicated across the metropolitan area. Assess governance requirements, technical dependencies, data needs, financial costs, skills, and legal or regulatory constraints.

Identify which elements are standardised and which require adaptation to local contexts, particularly for smaller or less-resourced municipalities.

Step 3: Define the scaling pathway. Design a phased scaling strategy, specifying scope (geographical or functional), timeline, and sequencing. Decide whether scaling will occur through progressive roll-out, modular replication, or integration into existing metropolitan programmes. Clarify how scaling aligns with metropolitan priorities and policy cycles.

Step 4: Secure financial and technical resources. Identify the resources required for scaling, including investment costs, operational budgets, staffing, data infrastructure, and technical support. Explore funding sources such as metropolitan budgets, inter-municipal cost-sharing mechanisms, innovation or sectoral funds, and external financing. Define cost-allocation principles to ensure affordability and fairness across municipalities.

Step 5: Establish organisational ownership and governance. Define clear roles, responsibilities, and decision-making mandates for scaling and replication. Identify lead organisations, supporting departments, and participating municipalities, and clarify coordination mechanisms. Ensure that actors involved have the formal authority, skills, and capacity to act, and establish governance structures that support inter-municipal cooperation and long-term ownership.

Step 6: Support municipalities during replication. Provide guidance, templates, training, and technical assistance to support local adaptation and implementation. Encourage peer learning between municipalities through workshops, mentoring, or shared platforms. Tailor support to address capacity gaps and promote territorial equity.

Step 7: Monitor, learn, and adjust at scale. Define indicators to track performance, costs, and outcomes during scaling. Collect feedback from implementing municipalities and users to identify challenges and unintended effects. Use this evidence to refine the solution, adjust the scaling pathway, and inform future replication within or beyond the metropolitan area.

Topic 4.4 Advocacy actions

CHALLENGE

In the context of climate and digital transitions, metropolitan authorities play an active role in shaping the political, institutional and societal conditions that enable inclusive and effective change. Advocacy is therefore a strategic governance function, allowing metropolitan administrations to influence policy design, mobilise actors and investments, and connect local priorities with higher-level decision-making.

BENEFITS OF THE ACTION

In times of transition, a clear advocacy strategy helps metropolitan authorities address shared challenges and drive positive change while safeguarding institutional accountability and governance integrity. Advocacy enables metropolitan areas to promote coherent governance approaches for climate and digital transitions, influence policy-making at regional, national and European levels, and raise awareness across public and private sectors. It also supports dialogue and collaboration among Quadruple Helix actors, strengthens public-private partnerships, reduces fragmentation of governance efforts, consolidates knowledge and data, and helps attract skilled professionals capable of steering transitions in a fast-changing context.

SOLUTIONS/TOOLS

The **Metropolitan Advocacy Tool** supports metropolitan authorities in designing, structuring and implementing an advocacy campaign aligned with climate and digital transitions, while ensuring inclusiveness and coherence with the MICAD framework. It is conceived as a self-assessment and planning tool that helps administrations:

- clarify why and for what they want to advocate;
- identify who to influence and with whom to build alliances;
- define how to communicate and engage stakeholders;
- position their role within a multi-level and multi-actor advocacy ecosystem.

The tool can be used:

- during the Analyse & Define phase (Module 1) to define priorities and objectives;
- during the Collaborate & Engage phase (Module 2) to align advocacy efforts with existing actions;
- during the Develop & Measure phase (Module 3) to advocate accordingly to monitoring results.

Guiding questions

The following guiding questions help metropolitan authorities structure their advocacy strategy in a systematic and context-sensitive way.

- Which objectives of the metropolitan roadmap do you want to promote through advocacy?
- Who are the most relevant decision-makers and institutions to engage?
- How will you monitor progress and adapt the strategy if context or priorities change?

Step-by-step process

Step 1: Analyse the local context. Assess how the metropolitan roadmap aligns with existing policy priorities, strategies and plans at local, regional, national and European levels; Identify ongoing initiatives, programmes or reforms that the roadmap can reinforce or complement, as well as political, institutional, social or technical barriers that may affect its adoption and implementation.

Step 2: Define advocacy objectives and messages. Decide what your advocacy campaign aims to achieve (e.g. political endorsement, integration into formal strategies, allocation of resources, stakeholder or citizen mobilisation, etc.); Tailor your messages to highlight the added value of the roadmap for the metropolitan area and its contribution to addressing climate and digital transition challenges.

Step 3: Map stakeholders and allies for roadmap endorsement and implementation. Identify decision-makers and institutions whose support is needed to legitimise, adopt or implement the roadmap at different governance levels; Map potential allies and partners across public institutions, civil society, academia, the private sector and community groups that can contribute to promoting, refining or implementing the roadmap's actions.

Step 4: Design communication and engagement actions. Adapt communication channels' strategy to effectively propose actions to target audiences; Identify opportunities to present, discuss or promote the roadmap

through existing events, campaigns, networks or partnerships, and to engage ambassadors who can amplify its messages.

Step 5: Clarify roles and resources. Define your metropolitan authority's role in leading, facilitating or supporting advocacy actions related to the roadmap; Identify human, financial and technical resources required to sustain advocacy efforts and support the roadmap's implementation over time.

Step 6: Implement, monitor, and adapt. Roll out advocacy activities to promote the roadmap, secure commitments and mobilise stakeholders. Monitor progress, collect feedback and assess how the roadmap is being received and used. Adapt advocacy strategies to respond to changing political conditions, stakeholder dynamics or emerging opportunities, ensuring the roadmap remains relevant and actionable.

ILLUSTRATION

Citizen-led Urban Regeneration Policy (Seoul)

This case presents a metropolitan policy framework that promotes urban regeneration through strong citizen involvement and cross-departmental coordination. It illustrates how advocacy is operationalised by first reading the policy and political context, then defining clear messages around inclusive regeneration and local empowerment. The metropolitan authority builds alliances with districts, community groups and national institutions, using public programmes and legal instruments to legitimise the approach. Advocacy actions combine targeted communication, continuous stakeholder engagement and institutional coordination, allowing the policy to gain endorsement, adapt to changing contexts and remain embedded in long-term urban development agendas.

C6 Finland – Finnish Alliance Model (Helsinki Metropolitan Area)

C6 Finland is a cooperative alliance of major Finnish cities designed to strengthen their collective influence on national innovation, digital and sustainability agendas. It illustrates how metropolitan advocacy works through coordinated positioning rather than isolated lobbying. Cities align priorities internally, agree on shared messages and distribute roles to engage ministries, agencies and funding bodies with a single, credible voice. The model relies on long-term relationship-building, clear governance arrangements and dedicated resources, allowing advocacy efforts to be sustained, monitored and adjusted over time as policy windows and strategic opportunities evolve.

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