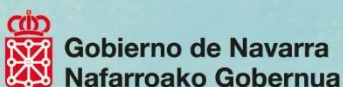


**EBRO
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Social Capacity-Building Plan LIFE Ebro Resilience Project P1

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1. Background

Floods are the natural hazard which have the greatest socio-economic impact worldwide.

The increased damage associated with floods has highlighted the fact that traditional risk mitigation measures based solely on hydraulic solutions are insufficient, costlier, more environmentally aggressive and do not resolve the problem. It has therefore proven necessary to change our approach to flood risk management (FRM), in which the riverbed has a dual hydraulic and environmental function, and in which the adaptive capacity or resilience of the river system and the associated socio-economic system are stressed. This change in our approach is particularly relevant to today's climate change and its effects. Forecasts suggest an increase in extreme weather events, including anomalous, above-average precipitation with heavy and persistent rainfall, which could increase flood damage in the future.

To fulfil this need, Directive 2007/60/EC of the European Parliament and of the Council on flood risk assessment and management was passed in 2007. It seeks to reduce the effect of flooding on human health, the environment, cultural heritage and economic activity. It also promotes the implementation of strategies to increase resilience. This directive was transposed into Spanish law by means of Royal Decree 903/2010, of 9 July, on flood risk assessment and management. In this context, the central planning instrument is the Flood Risk Management Plans (PGRI), which are implemented at the river basin demarcation level.

1.1. Background to the LIFE Ebro Resilience P1 Project: the Ebro Resilience Strategy

The Ebro hydrographic demarcation PGRI was approved by the Spanish Government at a meeting of the Council of Ministers on 15 January 2016.

After the major floods of 2015 in the middle section of the River Ebro, the then Ministry of Agriculture and Fisheries, Food and Environment (now the Ministry for Ecological Transition and Demographic Challenge), the Ebro Hydrographic Confederation and the Regions of La Rioja, Aragon and Navarre agreed to implement a series of measures to improve the resilience of the system, which culminated in the adoption of the Ebro Resilience Strategy (<https://www.ebroresilience.com/>).

The Ebro Resilience Strategy, as part of the Ebro Basin PGRI, seeks to reduce the effect of flooding by contributing to improving the state of bodies of water and riparian habitats in a territory spanning 325 km of the River Ebro and running through 62 municipal boundaries of La Rioja, Navarre and Aragon. This includes measures to prevent, protect, prepare for and recover from floods; as well as measures to improve river ecosystems and the people's ability to respond to these episodes.

The Ebro Resilience Strategy seeks to be a framework for collaboration across the various authorities, as well as other actors, to work in a public-spirited, coordinated and collaborative way to manage the risk of flood in the middle section of the River Ebro.

The Strategy's vision is to achieve a middle section of the River Ebro in which economic activities and built-up areas can coexist with a River Ebro that is in good condition, without the inevitable floods causing major damage.

The Strategy's scope is split into 18 sections, where flood risk reduction measures are explored at section level. Achieving this objective usually entails implementing a combination of measures which, when working jointly, achieve a reduction in flood risk. These combinations of measures have been in place since 2015 and have shown how effective they are in subsequent extraordinary floods (in 2018 and 2021), preventing the eviction of people in flood episodes with similar flows. These solutions, which have already shown how effective they are, and other nature-based solutions that may be implemented, are what we plan to implement as part of the Ebro Resilience Strategy.

As part of the Strategy, a successful application has been made for EU LIFE programme financing to implement new actions, through the LIFE Ebro Resilience P1 Project.

1.2. The LIFE Ebro Resilience Project P1

The LIFE Ebro Resilience P1 project seeks to improve flood resilience by implementing nature-based measures and adaptation measures; to improve the ecological status of intervention areas and their biodiversity; to involve local communities in designing, implementing, assessing and monitoring interventions and flood risk management in general; and to offer a starting point for the replication of similar actions at basin level and in other Spanish and European basins.

To achieve these aims, two interventions shall be executed to reduce the risk of flooding and improve river ecosystems in two different areas: area 1, between the town of Alfaro (La Rioja) and Castejón (Navarre); and area 2, between the towns of Fuentes de Ebro and Osera de Ebro (both in the province of Zaragoza, Aragon). Moreover, a process of dialogue shall be opened with the territory to improve social resilience. And, finally, actions shall be conducted to replicate the results achieved in other sections of the river, or in other rivers, with similar problems.

The LIFE Ebro Resilience P1 Project executed through various types of actions. A brief account of these actions is set out below:

- **A Actions-Preparation:** Type A actions include preparatory work necessary to execute the main actions. They include drawing up Participation and Capacity-Building Plans and construction projects, as well as managing authorisations, permits, licences and other preparatory steps.
- **B Actions-Implementation:** Type B actions are the Project's most important actions since they implement the LIFE Programme's policies. They comprise the two flood risk reduction and river ecosystem improvement interventions and replication of the results achieved.
- **C Actions-Monitoring:** They include the work of following up, monitoring and assessing the Project's objectives.
- **D Actions-Communication and participation:** They channel communication of the work performed, the participation of stakeholders and the general public and the capacity building through implementing their respective Plans.

- **Project E-Management Actions:** They encompass the Project's internal management and coordination tasks.

1.3. Capacity building in the LIFE Ebro Resilience P1 Project

The LIFE Ebro Resilience Project P1 considers social capacity-building against flood risk an essential element of flood risk management; it includes it as an essential factor for its effectiveness and promotes it within the framework of the European Flood Directive (2007/60/EC).

Social capacity-building is central to improving social resilience to flooding and the self-protection of the riverside population.

Social capacities are the individual or collective aptitude and attitude when dealing with a situation, to assess it and develop solutions to solve it.

In the case of floods, capacities are intrinsically related to vulnerability. Enhancing certain capacities enables a community to be better prepared and organised than it was before, during and after a flood, which results in a reduced likelihood of damage and a swifter return to normality after the end of the flood.

Implementing capacity-building measures seeks to:

- Contribute to development of an overall perception of risk, and to improve its approaches to mitigating it,
- Take responsibility for reducing one's personal and collective vulnerability,
- Promote networking and collaboration among stakeholders and the general public,
- Make it easier to obtain flood risk management resources.

2. Objectives

The overall objective of the LIFE Ebro Resilience P1 Social Capacity-Building Plan is to enhance the social capacities of the vulnerable people, to achieve greater social resilience to flooding.

The specific objectives of the Social Capacity-Building Plan are:

- Identify the main capacities requiring strengthening based on the diagnosis made.
- Set out a programme of capacity-building activities for various target audiences.
- Involve various target audiences to promote greater social commitment to flood risk management.
- Promote the replicability of activities and lessons for similar processes in other areas of the middle section of the River Ebro and other places with similar problems, by exchanging experiences and including groups from the entire Middle Section of the River Ebro.

3. Methodology

The methodology for developing and approving the Social Capacity-Building Plan of the LIFE Ebro Resilience P1 Project consists of the following phases:

- Diagnosis of social capacities in the action areas (Appendix 1).
 - Preparing and executing a survey of 450 people in the LIFE Ebro Resilience P1 Project's action area.
 - Producing a report setting out results at local (by area) and regional levels (the Project's entire action area).
- Deliberative workshops to test the diagnosis and propose social capacity-building activities (Appendix 2).
 - Preparing and holding 2 deliberative workshops in Project areas, with stakeholders.
 - Preparing a results report setting out the relative prioritisation of capacity-building activities.
- Interviews with experts to test the results generated in the diagnosis and workshops and to further set out capacity-building activities (Appendix 3).
 - Preparing an interview script and information collection sheet.
 - Conducting 15 interviews with experts in the area of flood risk management, training, facilitation, dissemination and environmental education.
- Preparing the draft plan for enhancing social capacities.
- Internal and external consultation: Internal review by the Project's partners and external review by Project Co-Creation Group 3, communication, participation and capacity-building in the two action areas and all the experts interviewed.
- Review of the contributions: Assessment of the contributions received to possibly integrate and give a reasoned response to them.
- Adoption of the Social Capacity-Building Plan.

4. Target audience

The LIFE Ebro Resilience P1 Project Social Capacity-Building Plan is aimed at stakeholders and the general public. Specifically, the activities are aimed at the following sectors:

- Technical and Managerial Sector: It includes Public Authorities, especially Local Authorities, and related companies.
- Education Sector: It includes formal and informal education educators, environmental educators, active tourism guides, schoolchildren, and interpretative centre technical staff and educators.
- Communication Sector: It includes local journalists and influencers.
- Primary Sector: It encompasses farmers including livestock farmers, agricultural organisations and irrigation communities in and adjacent to the LIFE project areas.
- Environmental Sector: It includes individuals and bodies with an environmental purpose.

In all circumstances, it seeks to include all voices and to pay special attention to including vulnerable groups.

5. Principles

The general principles governing the design and implementation of this Plan, in line and synergy with those of the LIFE Ebro Resilience P1 Participation Plan, are as follows:

- **Inclusion:** The willingness to include everyone into the Plan's activities, to enable them to participate and contribute to its objectives, as well as to benefit from its implementation.
- **Attention to diversity:** Social capacity-building must bear in mind the heterogeneity and substantial differences between different territories, sectors and people.
- **Intersectionality:** Efforts shall be made to ensure that the activities to be undertaken do not deepen existing inequalities, and that their effects are sustained over time as far as possible.
- **Equity:** This principle assumes an awareness of the unequal status of the people or actors with whom one seeks to interact. From this starting point, specific activities shall be included for the most vulnerable individuals and groups, and those with more fragile or weakened social capacities.
- **Emotional management:** To bear in mind the significance of emotions and affect in the formation of both personal and collective knowledge, as well as its influence on the development of heated positions among them. Likewise, to bear in mind the need to create or reinforce the affective link between people, communities and the river, as an essential social capacity-building tool in the field of flood risk management.

Moreover, other operational principles or factors to be borne in mind when implementing capacity-building activities have been identified throughout the Plan's development process, which relate to the following aspects:

- **Information:** It must meet the following quality criteria: agile (close in time to the phenomenon it describes), comprehensive (including all relevant voices and perspectives), systematic (integrating the various elements that make up the FRM system), tested and objective (developed using a scientific method) and meaningful and situated (assumed to be important and experienced by relevant FRM actors in the specific action area). The premise in this field will be to prepare and disseminate the information necessary to build the best possible knowledge, albeit accepting a certain degree of uncertainty inherent in a natural phenomenon such as flooding.
- **Training:** It must contribute to the aim of improving, increasing and exchanging knowledge about FRM and its context among the local people as a whole. This training considers the following points significant:
 - The need to commit extensively to a not exclusively negative view of floods and river dynamics. To bear in mind the benefits of periodic floods, alongside the risks and negative effects they also bring.
 - To welcome all present and meaningful voices in preparing and disseminating knowledge, avoiding any stigmatisation.
 - The need to temporalise the various flood management models, and to learn lessons for the present and the future, by identifying their positive, neutral or negative potential.
- **Common narrative:** The capacity-building activities must support the activities of the LIFE Ebro Resilience P1 Participation Plan in creating a "common narrative", advancing towards a social agreement on managing the risk of

flooding. Thus, in implementing all the activities, the aim is to incorporate the various perspectives and groups linked to FRM.

6. Types of capacities

The prioritised capacities arising from the diagnosis of capacities made in the LIFE Project area and the skills associated with them are then identified. To do so, we taking as a starting point the classification of social capacities in the CAPFLO Project (Ballester, et. al. 2017).

6.1. Knowledge capacities

Generating, acquiring and sharing knowledge about flood risk management (FRM) helps to develop an overall perception of the problem and improves approaches to resolving it.

Code	Social capacity
C ₁	To be aware of the risk of flood.
C ₂	To understand the causes and characteristics of flooding, and the existing FRM system.
C ₃	To operate within the administrative structure of local flood risk management.
C ₄	To disseminate knowledge about FRM.
C ₅	To exchange knowledge among stakeholders.

6.2. Motivational capacities

Taking responsibility for reducing personal and collective vulnerability is a key requirement for public commitment to flood risk management.

Code	Social Capacity
M ₁	A proactive attitude of self-protection, group protection
M ₂	A proactive approach to protecting river environmental values.
M ₃	The capacity to create social commitment to flood risk management.

6.3. Network or organisational capacities

This aspect includes the capacity to build and enhance networks of people affected by and involved in flood risk management. This type of social capacity is a tool that strengthens other capacities, such as knowledge sharing and dissemination, or making participatory processes easier.

Code	Social Capacity
R ₁	Use social media for flood risk management.
R ₂	Create specific social media accounts for flood risk management.

6.4. Participatory capacities

This aspect includes the skills and resources that will enable stakeholders and the general public to collaborate in FRM.

This type of social capacity has been developed through the LIFE Ebro Resilience P1 Project Participation Plan (download [here](#)).

Code	Social Capacity
P ₁	To access information about FRM projects and public policies.
P ₂	Deliberative and proactive participation in FRM.

6.5. Financing capacities

From taking out adequate insurance to accessing EU funds, this type of social capacity is related to obtaining financial resources for flood risk management.

Code	Social Capacity
F ₁	To access general financial resources that make it possible to meet the flood risk management objectives.
F ₂	To access specific funding for projects related to flood risk management.
F ₃	To conduct activities related to flood risk management.

7. Programming

The main dimension of the Social Capacity Building Plan is the Programme of activities consisting of the following parts:

1. Types of actions and activities.
2. Prioritisation criteria for activities.
3. Campaigns to enhance social capacities.
4. School of mayors
5. Dissemination materials and complementary resources.

7.1. Type of actions and activities

The Plan is structured into three types of actions for enhancing social capacities for flood risk management:

- Capacity-building campaigns
- School of Mayors
- Dissemination materials

For each of these actions, there are activities that seek to reinforce one or more social capacities, and which are organised as follows:

- Dissemination / Outreach: Leaflets, dossiers, digital documents, or other mass communication media and other non-in-person means, to disseminate information.
- Information sessions: Meetings, gatherings or sessions in person or online, to disseminate information about flood risk management.
- Field trips and visits: Field trips, interpretative descents, guided tours, excursions, etc., to get to know the territory, the river and its characteristics.
- Public events: Public events, simulations, exhibitions, celebrations, competitions, etc., to bring together a large number of people around flood risk management.
- Training workshops: Workshops and training courses, seminars, etc., about aspects of flood risk management, offering opportunities for learning, exchange and open discussion of FRM. They are orientated towards sharing and creating knowledge, enabling participants to learn from each other.

For each activity set out in the programme, the following are identified:

- Target audience: The activity's target audience is identified, be it a specific sector (technicians and managers, formal and informal education, schoolchildren, active tourism guides, farmers including livestock farmers, environmentalists, the media and journalists), or be they cross-sectoral activities, or those aimed at the general public.
- Type of activity: To identify the type of activity to be conducted.
- Activity: Description of the activity to be run and the implementation area: It differentiates between general activities for all LIFE areas, and activities specific to any of the LIFE area (Area 1: Alfaro - Castejón and Area 2: Fuentes de Ebro – Osera de Ebro).
- Objectives: Objectives are set for each activity.
- Capacities: The social capacities the activity seeks to strengthen are identified. The codes in the activity tables are under heading 6.
- Traceability: The origin of each of the proposed activities shall be stated: Diagnosis (1), Deliberative workshops (2), Expert interviews (3), Public consultation (4).
- Resources: The necessary materials and resources to implement the activities are set out. The same resource shall be used for various activities. For more details on resources, see heading 7.5.

7.2. Criteria for prioritising activities

Throughout the process of drafting the Plan, an extensive battery of proposed activities has been compiled, taken, in most cases, from the deliberative workshops and expert interviews, and complemented by the contributions of the technical team drafting the Plan. From all these proposals, a selection has been made according to the following technical criteria:

- Regarding the principles of the Plan, priority has been given to information and training activities, due to their more direct effect on the conflict between different approaches to FRM.
- Regarding the analysis of the initial status of the social capacities within the scope of the LIFE Project, priority has been given to measures that reinforce the most fragile capacities identified in the four places where the actions are planned.
- Regarding the potential of each action to reinforce one or more social capacities, priority has been given to measures that contribute to reinforcing more than one social capacity at once.
- Regarding the importance given by the participants in the deliberative workshops and the experts identified in the interviews, priority has been given to the measures that are shared and in greatest demand.

Besides these technical criteria, a series of time and financial viability criteria set out in the framework of the LIFE Ebro Resilience P1 project have been applied, in order to create an effective, feasible and systematic set of activities.

7.3. Social Capacity-Building Campaigns

A total of 16 campaigns shall be run as follows: 1 with the technical and managerial sector (Regions), 4 with the education sector (teachers, schoolchildren, active tourism and environmental education guides, interpretation centres), 1 with the communication sector (influencers), 3 with the primary sector (farmers including livestock farmers, women farmers including livestock farmers, young farmers including livestock farmers), 1 with the environmental sector, 3 inter-sectoral (knowledge, conflicts, entrepreneurship), 3 with general public (field, entrepreneurship, leisure-cultural). The following tables detail the activities and objectives of each campaign¹.

¹ The meaning of the codification of capacities and Traceability of the tables can be found in sections 6 and 7.1, respectively.

7.3.1. Campaign with the Technical and Managerial Sector

Target audience	Type	Activity	Objectives	Capacities	Traceability	Resources
Regional Technical Staff and Managers	Information meetings	Informative talks about FRM (where to find information, how to request it, download it, use it, etc.) with technical staff from the Regions.	To improve access to and understanding of scientific and technical information and the current FRM model	C1, C2	4	Fact sheets, videos, information dossier

7.3.2. Campaigns with the Education Sector

Target audience	Type	Activity	Objectives	Capacities	Traceability	Resources
Teachers (formal)	Workshop and Visit	A training course that includes interpretative descent about FRM-related aspects, and didactic units (river dynamics, environmental values, mitigation and adaptation measures, land use planning, communication, mediation, etc.)	To train educators about FRM and generate social commitment to FRM.	C1, C2, C4, M3	2, 3	Teaching packs, game, fact sheets, videos, teaching units
	Workshop	Workshop about review of the official curriculum on content related to flood risk.	To motivate teachers to include FRM in their teaching.	C1, C2, C4, M1, M3, P3	2, 3	Curriculum, review bibliography (synthesis as workshop working paper), Teaching packs.
	Event	Competition to design flood risk awareness materials among school audiences, applying knowledge acquired in the workshop and the course.	To encourage the inclusion of FRM in teaching and to produce and distribute local dissemination materials about FRM.	C4, M1	3	Fact sheets, videos and others

Target audience	Type	Activity	Objectives	Capacities	Traceability	Resources
Students (formal and informal)	Visit	Playful and interpretative descents with schoolchildren and youth houses.	To improve knowledge about FRM.	C1, C2, M2	1, 2, 3	Fact sheets, videos, orthophotos, kits and others
	Workshops	Classroom dissemination activities for schoolchildren on values and conflicts over FRM, with the involvement of stakeholders.	To generate greater understanding and engagement regarding values and conflicts in FRM.	P2, M3, M2, R1	2, 3	Teaching packs and units, game
Tourist guides and environmental education (informal)	Workshop, visit and dissemination	Training course for active tourism guides.	To train in FRM and generate social commitment to FRM.	C1, C2, C4, M3	3	Kits, fact sheets, videos and other
Interpretation centres	Dissemination workshop	Training-deliberative workshop about FRM and the conservation of cospes (IC Sotos de Alfaro- Zone 1 and Galachos de la Alfranca- Zone 2). Joint development of dissemination materials.	To preserve and appreciate the good condition of the river ecosystem and to get to know the current FRM mode in the sections around the Interpretation Centres.	C2, M2	3	Dissemination materials (fact sheets, kits, etc.)

7.3.3. Campaign with the Communication Sector

Target audience	Type	Activity	Objectives	Capacities	Traceability	Resources
Influencers (journalists, opinion leaders)	Workshop, Visit, Dissemination	Courses for journalists, opinion leaders and local influencers (including descent/field visit).	To improve understanding of river dynamics and the current FRM model.	C1, C2, C4, M2	1, 2	Fact sheets, videos, orthophotos, dossier of actions, videos (on powers and responsibilities of public authorities in FRM)

Target audience	Type	Activity	Objectives	Capacities	Traceability	Resources
locals, influencers)	Event	Exchange of experiences among influencers throughout the Middle Section of the Ebro.	To promote social engagement and debate about FRM and to enhance information and knowledge exchange networks.	C5, M3, P3, R2	1, 2	Dissemination materials; inventory of good practices in FRM.

7.3.4. Campaigns with the Primary Sector

Target audience	Type	Activity	Objectives	Capacities	Traceability	Resources
Farmers and livestock farmers in general	Visit	Field visits with farmers including livestock farmers about exchange of exchanges, analysis of impact of actions undertaken and proposed for the future.	To improve understanding of the actions undertaken and planned and to facilitate joint development of solutions given the risk of flooding.	C1, C2, C3, C5, M1, M3, P2, R1.	2, 3	Studies (for example, evolution of floods, damage and compensation) and fact sheets
	Events	A series of talks about river dynamics, adaptation, alternative crops, agricultural insurance, post-flood field recovery, good farming practices, etc.	To promote access to and understanding of key topics and financing mechanisms for FRM.	C1, C2, C3, M1, M3, P1, F1, F2	1, 2, 3	Fact sheets, studies (for example, land use planning in flood areas; evolution of flooding, damage and compensation; the impact and importance of agribusiness; adaptations and alternatives for the agricultural sector)

Target audience	Type	Activity	Objectives	Capacities	Traceability	Resources
Women farmers including livestock farmers	Workshop	Training workshop for women farmers about FRM with a space on work-life balance.	To improve knowledge of the current FRM model, to access and understand technical information about FRM, and to motivate people to participate in FRM networks and deliberative spaces.	C2, C5, P2	1, 2	Dissemination material
Young farmers including livestock farmers	Visit	Interpretative training for young farmers including livestock farmers (Zone 1)	To improve knowledge of the current FRM model, to access and understand technical information about FRM, and to motivate people to participate in FRM networks and deliberative spaces about FRM.	C2, C5	3	Fact sheets, videos, orthophotos and others.

7.3.5. Campaign with the Environmental Sector

Target audience	Type	Activity	Objectives	Capacities	Traceability	Resources
Environmentalists	Visit	Visits or interpretative descents to action areas with environmentalists about FRM.	To improve understanding of actions undertaken and planned and facilitate joint development of solutions to the risk of flooding.	C1, C2, C3, C5, M1, M3, P2, R1.	4	Fact sheets, videos, orthophotos, etc.

7.3.6. Multi-sectoral campaigns

Target audience	Type	Activity	Objectives	Capacities	Traceability	Resources
Inter-sectoral	Workshop	Biannual exchange seminar about new developments in FRM, with key players (Authorities, Universities, Research centres, agricultural sector, environmental sector, etc.)	To improve knowledge transfer regarding innovative and pioneering FRM research and experiences.	C4, C5, R2	2	Dissemination material about recent experiences, articles, studies, synthesis document for seminar, inventory FRM-related good practices.
		Deliberative workshop about conflict resolution for technical staff, farmers including livestock farmers and environmentalists	To improve understanding of the various dimensions of FRM and to facilitate the joint development of solutions to the risk of flooding.	R1, C5, P2	1, 3	Fact sheets, videos, studies, presentations.
	Workshop	Training workshop about FRM-related conflict for different audiences	To understand different conflicting positions and foster engagement in the collective search for solutions.			<i>Ad hoc</i> material on conflict resolution.
	Workshop	Training-deliberative workshop about entrepreneurship related to FRM (the possibilities of restoration, etc.)	To foster local FRM-related entrepreneurship and to provide access to finance.	F1, F2, F3	4	Report about economic resource analysis and preliminary proposals

7.3.7. Campaigns with the general public

Target audience	Type	Activity	Objectives	Capacities	Traceability	Resources
General public	Visit	Visit to pilot actions	To improve understanding of the current FRM model, and to motivate people to become involved in FRM.	C1, C2, C3, M1, M3, P1	1, 3	Fact sheets, orthophotos, plans, etc.

Target audience	Type	Activity	Objectives	Capacities	Traceability	Resources
		Thematic interpretative descents about flooding	To improve knowledge of river dynamics, FRM and their motivation to preserve the river's environmental values.	C1, C2, M2, M3	1, 2, 3	Fact sheets, packs, videos, orthophotos, etc.
		Guided river walks on environmental values and flood risk	To enhance motivation to preserve the river's environmental values.	C1, C2, M2	3	Dissemination kits.
	Workshop	Workshops for women on FRM-related entrepreneurship and communication skills training.	To improve involvement in FRM, facilitate tools for FRM-related entrepreneurship.	C5, R1, P2	1, 3	Synthesis report about financial resources for river restoration projects, and proposed actions.
	Event	Celebration: festive event on the river or revival of related traditional festivities.	To generate social commitment to FRM and appreciate the good condition of the ecosystem.	M1, M2, M3	2	All the dissemination materials generated by the LIFE Ebro Resilience P1 project.
		Annual cultural action (for example, urban murals, film festival, escape room, etc.)	To generate social engagement with FRM, promote participation on social media related to FRM.	C2, M1, M3	4	Fungible material, Ebro Resilience information material.

7.4 School of Mayors

The School of Mayors is conceived as a series of sessions to reinforce the capacities of local authorities (mayors, technical staff, councillors, secretaries and other Local Authority staff) within the scope of the LIFE Ebro Resilience P1 Project and neighbouring areas, regarding legal, technical and jurisdictional aspects of public water management and flood risk management in general.

The analysis of the deliberative workshops and expert interviews produced the following proposed activities, which shall be consulted in the session establishing the School of Mayors. The land bank activity, as a deliberative action, is to be executed as part of the Participation Plan of the LIFE Ebro Resilience P1 Project.

Type	Activity	Objectives	Capacities	Traceability	Resources
Visit	Interpretative visits and descents covering river dynamics and related social conflicts (river, agriculture, livestock, floods).	To improve understanding of actions executed and planned and to make it easier to implement joint solutions given the risk of flooding.	C1, C2, M2	1, 2, 3	Fact sheets, videos, panels, virtual tours, orthophotos, etc.
Workshop	Training workshops covering town planning and land use planning legislation in flood zones; prevention plans; decision-making in flood situations; administrative procedures about financing and grants for flood risk management actions, etc.	To improve the management of tools, regulations, preferred FRM-related action lines and their forms of financing.	C1, C2, C3, F1, F2	4	Fact sheets, reference and synthesis documents, presentations.
Workshop and dissemination	Workshop to design protocols to integrate flood information into channels for disseminating municipal services.	To promote the permanent flow of information between authorities, allowing for local dissemination of information.	C3, C5, P2, M3, R1, R2	2, 4	Monitoring platform including information, crisis channel with mayors, complaints photo, etc.
Workshop	Deliberative workshop about land bank, to facilitate recovery of river space for flood risk mitigation.	Jointly to set out operational forms of land management in the intervention area to mitigate the risk of flooding.	P2	4	Land Registry, Maps, GIS

7.5 Dissemination materials and complementary resources

The development of dissemination materials and resources (technological tools, studies, etc.) may be a determining factor in improving the effectiveness of social capacity-building activities.

To develop the various social capacity-building campaigns, it is necessary to implement at least the following dissemination materials as part of the Capacity-Building Plan:

- Teaching pack: 6 teaching packs about flood risk management for pre-school, primary and secondary school teachers.
- Dissemination resource kits: 2 educational resource kits for interpretative excursions to riverside and in-river areas, designed for active tourism professionals and environmental educators.
- Interactive game: 1 Board game about flood risk management, aimed at primaries five and six, ESO (compulsory secondary education - ages 12-16) and Bacalaureate.
- Dissemination videos: 2 dissemination videos about the Project's various participatory and capacity-building activities.
- Information panels: 6 information panels about the Project's activities, to be installed in the action areas.
- Fact sheets: 5 digital fact sheets about topics relevant to flood risk management.

Besides the aforementioned materials and resources, the following materials and resources shall be promoted as part of the entire LIFE Ebro Resilience P1 Project:

- Dissemination videos about the action sections as part of the LIFE Ebro Resilience P1.
- Dossier on the types of flood risk mitigation actions, including a description, examples and photographs.
- Inventory of national and international FRM-related good practices.
- Bibliographic overview of the new educational curriculum and examples of FRM being included in the educational curriculum.
- Dissemination material about recent novel experiences in FRM.
- Dissemination materials about conflict resolution in FRM.
- FRM monitoring and information platform.

Besides these information materials, the following resources will be used; they were developed by various public bodies or other social organisations and are available to the general public:

Resource	Promoter/Origin
Orthophotos from different years	Confederación Hidrográfica del Ebro
Plans for action areas	Confederación Hidrográfica del Ebro
Automatic Hydrological Information System (SAIH)	Confederación Hidrográfica del Ebro
Ebro Hydrographic Demarcation Flood Risk Management Plan (PGRI)	Confederación Hidrográfica del Ebro
Fact sheets on key topics in the FRM	Ebro Resilience Strategy
Dissemination videos on FRM	Ebro Resilience Strategy
Cost-benefit analysis for alternative flood risk mitigation options	Strategy and LIFE Ebro Resilience P1

Resource	Promoter/Origin
Educational curriculum	Ministry of Education and Vocational Training
Analysis of financial resources for the sustainability of river restoration projects.	Proposal for an EU Regulation covering restoration of nature and the process of drawing up the National Ecological Restoration Plan.
Compilation of updated studies of the various dimensions of FRM.	Research centres and universities

Throughout the process of developing the Capacity-Building Plan, stakeholders have identified other resources of interest, which are included as proposals for the future:

- Comparative study of town planning and land use planning legislation in flood zones.
- Study of options for implementing territorial custody formulas.
- Study of flood developments, damage and compensation.
- A critical study of the impact and importance of agricultural activity in the area.
- Study of adaptations and alternatives for farmers including livestock farmers related to the risk of flooding.
- Partial reports on the progress with implementing flood and evacuation plans.
- Creation of a documentary and photographic archive or fund about the river (for example, with local sayings about the river and flooding, record of historical memory on flooding, etc.)
- Exhibition about flooding and river heritage.
- Leaflet about municipal planning related to flooding.
- Leaflet to promote responsible enjoyment of the river.
- Translation of information materials into migrants' languages.
- Placement of plaques indicating maximum flow heights.
- Installation and distribution of more flow rate meters.
- Installation of more information panels in riverside areas.
- Making a comic about FRM.
- Integration of flood-related information into municipal news services
- Flood maps for farmers including livestock farmers (link to SIGPAC).
- Making a short film about FRM.
- Micro videos about powers and responsibilities of public authorities regarding FRM.

8 Timeline

All the activities in Plan shall be arranged chronologically, bearing in mind:

- 1) Priority shall be given to activities that enhance weak capacities as identified in the diagnosis.
- 2) Priority shall be given to activities whose contents generate strengths that promote the later implementation of other planned activities.

3) Priority shall be given to preparing the resources necessary to implement activities (for example, dissemination material for field visits, exhibitions, etc.).

4) There will be activities whose implementation will depend upon when other actions in the LIFE Project itself are implemented (for example, visits to the actions will be determined by the progress of their execution, etc.).

At all events, there will be some flexibility to adapt the implementation of the Plan to possible unexpected circumstances, as well as to evolve in conjunction with the progress made by the local people in terms of their social capacities.

The following table shows the schedule for the planned activities by sector, campaign or target audience, activity and expected execution. Points to bear in mind:

- The school for mayors, although it has a separate itinerary, is also included in the timetable within the technical staff and managers sector to facilitate its integration into the remaining activities on the timetable.
- Activities that are implemented via the Participation Plan or the Communication Plan are included and scheduled based on the relevant plans, but do not count as activities in this plan.
- In the case of the activities with the general public concerning festive or celebratory events, no timetable is specified, since it will depend upon what is agreed with the people and local councils of each LIFE area as the LIFE Ebro Resilience P1 Project is developed.

Sector	Campaign and Target audience	Type	Activity	Envisaged	2023				2024				2025				2026			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Technical Staff and Managers	Campaign with Technical Staff and Managers Regions	Information Sessions	Information talks about FRM (where to find information, how to request, download, use it, etc.)	1 initial online survey																
				3 sessions, 1 in each region of the LIFE area				1					3							
	School of Mayors	Visit	Interpretative visits and descents on river dynamics and related social conflicts (river, agriculture, livestock, flooding).	6 activities, 3 visits and 3 descents in each LIFE action area				2				2				2				
		Workshop	Training workshops covering town planning and use planning legislation in flood zones; prevention plans; decision-making in flood situations; administrative procedures about financing and grants for flood risk management actions, etc.	8 workshops, 1 a year for each LIFE area.									2				2			2
		Workshop + dissemination	Workshop to design protocols to integrate flood information into channels for disseminating municipal services.	Implemented in the Communication and Participation Plans (monitoring platform)																
	Workshop	Deliberative workshop about the land bank, to make it easier to recover river space to mitigate the risk of flooding.	Developed in the Participation Plan (participation in the land bank)																	
Communication	Campaign with those who influence opinion (journalists, local opinion leaders, influencers)	Workshop, Visit, Dissemination	Courses for journalists (including descent/field visit)	3 courses, one in each Region of LIFE.							3									
		Event	Exchange of experiences among influencers.	1 meeting to exchange experiences with participants in the courses. Middle Ebro section.									1							
Educational	Campaign with Teachers (formal)	Workshop	Workshop on reviewing the official curriculum in content related to flood risk	At least 2 workshops, 1 per LIFE action area.		1	1													
		Workshop	A training course that includes interpretative descent about FRM-related aspects, and didactic units (river dynamics, environmental values, mitigation and adaptation measures, land use planning, communication, mediation, etc.)	3 in-person courses (2 days each, classroom +visit), one in each LIFE Region.							3									
		Visit																		

Sector	Campaign and Public objective	Type	Activity	Envisaged	2023				2024				2025				2026			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Inter-sectoral	knowledge available in FRM		University, Research centres, agricultural sector, environmental sector, etc.).																	
	Inter-sectoral campaign on conflict transformation	Workshop	A deliberative workshop about conflict resolution for technical staff, farmers, livestock farmers and environmentalists.	Developed in the Participation Plan (a stable group of 12 open forums on FRM-related conflict)																
		Workshop	Training workshop on FRM-related conflicts.	1 workshop for sectors who are stakeholders in the whole LIFE Area.							1									
	Inter-sectoral campaign on entrepreneurship in FRM.	Workshop	Training-deliberative workshop about entrepreneurship related to FRM (the possibilities of restoration, etc.)	1 workshop throughout the LIFE area.								1								
General Public	Field campaign with audience	Visit	Guided visits to sections of interest in the FRM.	4 visits in Middle Section Ebro.							1	1						1	1	
		Visit	Thematic interpretative descents about floods	6 descents, 1 per year in each LIFE action area.		2				2				2						
		Visit	Guided river walks on environmental values and flood risk	3 guided routes, 1 in each LIFE Region.			1				1				1					
	Campaign forentrepreneurship in FRM with women	Workshop	FRM-related entrepreneurship and communication skills-training workshops for women	2 workshops, 1 for each LIFE action area.										2						
	Campaign of FRM-related cultural and festive events with the public general	Event	Celebration: a festive event on the river (or reviving traditional festivities)	To be decided according to the Project's progress.																
		Event	Cultural action (for example, urban murals, film festival, escape room, etc.)	At least 1 action per year throughout the LIFE area.			1				1				1					1

9 Relationship with the Communication Plan and Participation Plan

There is a direct relationship between the Capacity-Building Plan and the Communication and Participation plans of the LIFE Ebro Resilience P1 Project.

There are coordination mechanisms between them and a team of people working to implement them. The main interactions between the Capacity-Building Plan and the Communication Plan and the Participation Plan are described below.

9.1 Relationship with the Communication Plan

All the activities set out in this Plan shall be strengthened by the Communication Plan of the LIFE Ebro Resilience P1 Project, which sets out the most appropriate communication mechanisms, the content to be communicated, the target audiences, the objectives and messages to be conveyed, the timeline, the required and available means and tools, and the people responsible for preparing them.

Similarly, the Communication Plan provides for the implementation of a series of tools and activities complementary to the Social Capacity-Building Plan.

1) Online communication tools:

- The Project's website and the Project's partners' websites
- Social media, Telegram Channel / WhatsApp Channel and Video Blog, where the results of the Project's actions and environmental values of the river are shared.
- Videos about the Project's activities

2) Offline communication tools:

- Press releases
- Contacts with media, journalists and journalism degree students
- Attendance at fairs, conferences, courses, both technical and local
- Dissemination and information material about the LIFE Project
- Publicity campaigns

9.2 Relationship with the Participation Plan

The Capacity-Building Plan identifies capacities related to public participation that is essential for improving social resilience to floods. The LIFE Ebro Resilience P1 Project has a specific Participation Plan, hence, deliberative actions or actions promoting interaction with and among stakeholders shall be undertaken within the framework of the Participation Plan.

Below is a list of actions to be conducted through the Participation Plan, in coordination with the Social Capacity-Building Plan, which contribute to developing participatory capacities:

1) Information actions about the LIFE Project:

- Information materials (leaflets, panels, posters, etc.).
- Local presentations (information sessions, etc.).
- Information visits to intervention areas.
- Small-scale information meetings (talks over coffee, etc.).

2) Participation actions:

- Co-creation groups: This is a deliberation and co-creation group for the Project's actions, which is multi-sectoral and which is part of the Project's management structure. Most actions and capacity-building materials shall be co-generated in this space.
- Local and regional forums: deliberative spaces that are open to the general public to discuss various Project actions.
- Virtual deliberative platform: a virtual platform for digital participation in various Project actions, which are complementary to the remaining participatory actions.
- Monitoring platform: a virtual platform for social monitoring of the progress of the Project's actions.

3) Conflict transformation actions:

- Stable participation group representing all the interests of the middle section of the River Ebro regarding FRM.

Likewise, the Capacity-Building Plan will promote the strengthening of social capacities aimed at public participation, complementing those fostered through the activities of the Participation Plan, through the following activities:

- Field visits with farmers including livestock farmers to exchange experiences and to analyse the impact of actions taken and proposals for the future.
- Training workshop for women farmers including livestock farmers on FRM with a space on work-life balance.
- Visits or interpretative descents to action areas with environmentalists about FRM.
- Training workshop about conflict resolution for various stakeholders.
- Workshop to design protocols to integrate flood information into channels for disseminating municipal services.
- Workshops for women on FRM-related entrepreneurship and communication skills training.

10 Results, assessment and review of the Plan

All capacity-building activities require assessment to measure the quality of the process, the main effects and results, and the difficulties encountered. The assessment shall be performed on various levels:

- Preliminary assessment: A diagnosis has been performed of the status of social capacities in the LIFE areas when preparing the capacity-building plan.
- Activity assessment: Each activity shall have its own assessment system, which shall be set out in its detailed design, and may make preliminary and

post-activity assessments, using surveys, interviews, discussions or other information-gathering techniques.

- Campaign assessment: Through partial assessments of the activities, once all the activities in a campaign have been completed, an overall assessment of their functioning and impact shall be performed:
- Assessment and annual review of the plan: Since the plan is to be implemented over several years, partial annual assessments are proposed to actively monitor the implementation of the Plan, enabling it to be revised and updated if necessary. These assessment shall be performed by the Project's working and co-creation groups.
- Final assessment: Once all the Plan's actions and activities have been concluded, an overall assessment of the Plan shall be conducted by means of partial assessments and final surveys of the stakeholders involved in the activities.

As a starting point for designing the activity assessment system, the following table sets out the capacities to be strengthened in the various activities, and the indicators of their existence, differentiated into skills and resources (Ballester et. al. 2017):

Code	Social Capacity	Skills	Resources
C1	Be aware of the flood risk.	Consult and interpret flood maps.	Public and accessible flood maps.
		Know and be able to follow evacuation plans.	Municipal evacuation plans or adaptation plans and evacuation protocols for farms.
		Value, compile and disseminate local experiences of FRM.	Local experiences of historical floods, flow rate meters, historical flood press dossier.
C2	Understand the causes and characteristics of flooding, and the existing FRM system.	Include quality information about local FRM in the formal education system.	Teaching materials on FRM adapted to the formal education curriculum (didactic units, teaching packs, interactive game).
		Access and understand scientific and technical information about FRM.	Scientific and technical information about FRM that is accessible to the public (studies, fact sheets)
		Understand the current flood risk management model in your area.	Information about local flood risk mitigation infrastructure and strategies, dissemination kits about flood zones.
C3	Operate within the administrative structure of local flood risk management.	Identify the powers and responsibilities of the various public authorities involved in FRM.	Dissemination materials about FRM policies and legislation.
		Know the preferred action lines set out in the European Flood Directive and by the	Information point about FRM legislation and local FRM policies.

Code	Social Capacity	Skills	Resources
		national FRM regulations and regional FRM plans.	
C4	Disseminate knowledge about FRM.	Produce and distribute local dissemination materials about FRM.	Local FRM dissemination kits (leaflets, orthophotos, maps, information panels, videos, multimedia)
		Promote and organise dissemination activities about local FRM (excursions, workshops, etc.).	Dissemination activities (workshops, field trips, etc.) about local FRM.
		Use general and specific FRM networks for dissemination.	General or specific FRM networks.
C5	Exchange knowledge among stakeholders.	Participate in FRM deliberative multi-sectoral processes.	Process of multi-sectoral and deliberative engagement in FRM.
		Communication among various actors.	FRM-related networks.
M1	Proactive attitude of self-protection and group protection.	Find and understand real-time flood-related information.	Real-time flood-related information (SAIH Ebro App), action-monitoring platform, etc.
		Take out adequate insurance for flooding.	Information about insurance in the event of flooding.
		Adapt private infrastructure exposed to flooding.	Adaptation guides for dwellings, farms, urban infrastructure.
		Commit to a collective search for solutions to the risk of flooding.	Dissemination materials promoting social engagement in FRM and conflict resolution.
M2	Proactive approach to protecting the environmental values of rivers.	Appreciate the good conditions of the river ecosystem.	Local activities using rivers' environmental services (canoeing, fishing, hiking, folk festivals, etc.)
M3	The capacity to create social commitment to flood risk management.	Promote and organise public FRM-related events.	FRM-related public events (thematic events, exhibitions, etc.).
R1	Use social media for flood risk management.	Exchange and disseminate knowledge and/or discuss FRM in the digital news media.	Online social media.
		Exchange, disseminate information and/or debate FRM in person.	In-person meeting and debate spaces.
		Propose, finance and collectively develop	organisations with their own legal personality.

Code	Social Capacity	Skills	Resources
		FRM-related measures.	
R2	Create specific social media accounts for flood risk management.	Create and promote online FRM-related networks using social communication platforms.	Online social media (Facebook, Twitter, WhatsApp, etc.)
P1	To access information about public projects and policies regarding FRM.	Look up the websites of the relevant authorities to gather information about their projects and policies regarding FRM.	Public information section on the websites of the authorities responsible for FRM.
P2	Deliberative and proactive participation in FRM	Actively participate in stable FRM discussion forums.	Stable spaces for active participation (discussion forums, NGOs, etc.).
		Promote FRM-related citizen initiatives	Inventory of good practices in FRM-related citizen initiatives.
F1	To access general financial resources that make it possible to meet the flood risk management objectives.	Access loans for FRM-related investments (adaptation of housing and infrastructure, purchase of civil protection equipment, etc.).	Private bank loans.
		Access local or regional public funds via direct public investment or subsidies/grants for FRM-related investments (adaptation of housing and infrastructure, purchase of civil protection equipment, etc.).	Public funds from local, regional or national governments.
F2	Access specific funding for flood risk management-related projects.	Access specific public funds for FRM-related projects.	Financing programmes for environmental projects at the EU, national, regional or local level.
		Access innovative social funds for FRM-related environmental projects.	Innovative social funds (crowdfunding, time banks, etc.)
F3	Carry out flood risk management-related activities.	Create a local FRM-related business project.	List of good practices in FRM-related entrepreneurship.

Appendices

Downloadable links:

[Appendix 1: Report of results of capacity-diagnosis surveys.](#)

[Appendix 2: Report on the outcome of the deliberative workshops about proposed capacity-building actions](#)

[Appendix 3: Report of outcome of expert interviews on capacity-building actions](#)

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