



International
Labour
Organization

► Ship to Shore Rights South-East Asia: Safe migration for decent work in the blue economy

Institutional Capacity-Building Curriculum



Funded by
the European Union

► **Ship to Shore Rights South-East Asia: Safe migration for decent work in the blue economy**

Institutional Capacity-Building Curriculum

© International Labour Organization 2026.

First published 2026.



Attribution 4.0 International (CC BY 4.0)

This work is licensed under the Creative Commons Attribution 4.0 International. See: creativecommons.org/licenses/by/4.0. The user is allowed to reuse, share (copy and redistribute), adapt (remix, transform and build upon the original work) as detailed in the licence. The user must clearly credit the ILO as the source of the material and indicate if changes were made to the original content. Use of the emblem, name and logo of the ILO is not permitted in connection with translations, adaptations or other derivative works.

Attribution – The user must indicate if changes were made and must cite the work as follows: ILO, Imogen Howells, *Ship to Shore Rights South-East Asia - Safe migration for decent work in the blue economy: Institutional capacity-building curriculum*, Geneva: International Labour Office, 2026. © ILO.

Translations – In case of a translation of this work, the following disclaimer must be added along with the attribution: *This is a translation of a copyrighted work of the International Labour Organization (ILO). This translation has not been prepared, reviewed or endorsed by the ILO and should not be considered an official ILO translation. The ILO disclaims all responsibility for its content and accuracy. Responsibility rests solely with the author(s) of the translation.*

Adaptations – In case of an adaptation of this work, the following disclaimer must be added along with the attribution: *This is an adaptation of a copyrighted work of the International Labour Organization (ILO). This adaptation has not been prepared, reviewed or endorsed by the ILO and should not be considered an official ILO adaptation. The ILO disclaims all responsibility for its content and accuracy. Responsibility rests solely with the author(s) of the adaptation.*

Third-party materials – This Creative Commons licence does not apply to non-ILO copyright materials included in this publication. If the material is attributed to a third party, the user of such material is solely responsible for clearing the rights with the rights holder and for any claims of infringement.

Any dispute arising under this licence that cannot be settled amicably shall be referred to arbitration in accordance with the Arbitration Rules of the United Nations Commission on International Trade Law (UNCITRAL). The parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of such a dispute.

For details on rights and licensing, contact: rights@ilo.org. For details on ILO publications and digital products, visit: www.ilo.org/publns.

ISBN: 9789220434956 (print); 9789220434963 (web PDF)

DOI: <https://doi.org/10.54394/00034278>

The designations employed in ILO publications and databases, which are in conformity with United Nations practice, and the presentation of material therein do not imply the expression of any opinion whatsoever on the part of the ILO concerning the legal status of any country, area or territory or of its authorities, or concerning the delimitation of its frontiers or boundaries. See: www.ilo.org/disclaimer.

The opinions and views expressed in this publication are those of the author(s) and do not necessarily reflect the opinions, views or policies of the ILO.

Reference to names of firms and commercial products and processes does not imply their endorsement by the ILO, and any failure to mention a particular firm, commercial product or process is not a sign of disapproval.

Cover photo: © Worapon Rattanawarawong/ILO.

Printed in Thailand

Contents

► Acknowledgement	iv
► Abbreviations and acronyms	v
► 1. Introduction	1
Anchoring principles	2
Structure and progression	2
Digital tools and AI integration	3
Peer learning and mentorship	3
How to use the curriculum	3
► 2. Core capacity areas	4
1. Donor compliance	4
2. Reporting	5
3. Communications	7
4. Monitoring, evaluation and learning (MEL)	7
5. Organizational resilience	9
► 3. Strategic capacity areas	10
1. Donor compliance	10
2. Reporting	11
3. Communications	12
4. Monitoring, evaluation and learning (MEL)	13
5. Organizational resilience	13
6. Worker engagement and organizing	14
7. Peer learning and mentorship	14
► Annex	16
Table 1. Matrix of curriculum content	16

Acknowledgement

This institutional capacity-building curriculum was authored by Imogen Howells, with technical review and contributions from Mi Zhou, Benjamin Harkins, Phumphet Chetianonth, Worapon Rattanawarawong, Anyamanee Tabtimsri, Hussein Macarambon, Albert Y. Bonasahat, Florida Sandanasamy, and Sambo Sok.

The Ship to Shore Rights South-East Asia programme would like to express its sincere thanks to partners in the implementing countries, including Cambodia, Indonesia, Malaysia, Myanmar, the Philippines, and Thailand, for their valuable contributions to the development of this curriculum.

This document was funded by the European Union under the Ship to Shore Rights South-East Asia. Its contents are the sole responsibility of the International Labour Organization and do not necessarily reflect the views of the European Union.

Abbreviations and acronyms

AI	artificial intelligence
ASEAN	Association of Southeast Asian Nations
CoPs	communities of practice
CSOs	civil society organizations
EU	European Union
FAO	Food and Agriculture Organization
GEDSI	gender equality, disability and social inclusion
HR	human resources
ILO	International Labour Organization
IOM	International Organization for Migration
KPIs	key performance indicators
MEL	monitoring, evaluation and learning
MIP	Multi-annual Indicative Programme
NGOs	non-governmental organizations
RBM	results-based management
RNA	rapid needs assessment
S2SR SEA	Ship to Shore Rights South-East Asia
SOPs	standard operating procedures
UN	United Nations

Introduction

Ship to Shore Rights South-East Asia: Safe migration for decent work in the blue economy (S2SR SEA) is promoting safe labour migration and decent work for a sustainable fish and seafood supply chain, including primary production (capture fishers and aquaculture) and post-harvest processing, in South-East Asia. The programme is being implemented at the regional level in the Association of Southeast Asian Nations (ASEAN), as well as the target countries of Cambodia, Indonesia, Malaysia, Myanmar, the Philippines and Thailand between 1 January 2025 and 31 December 2028.

The S2SR SEA is an initiative of the European Union (EU) and the United Nations (UN), and is being implemented by the ILO, as lead agency, in collaboration with the International Organization for Migration (IOM) and the Food and Agriculture Organization (FAO). The programme is aligned with EU priorities under the Regional Multi-annual Indicative Programme (MIP) for Asia and the Pacific (2021–2027) and will contribute to Priority Area 3: “Migration, forced displacement and mobility” of the Regional MIP, and in particular to Specific Objective 2: Contribute to strengthening migration governance and management, to enable orderly, safe, regular and responsible migration (including labour migration) and mobility of people.

This document sets out the S2SR SEA Curriculum for Institutional Capacity-Building is linked to the programme’s Institutional Capacity-Building Strategy, and provides a practical, adaptable framework to support long-term implementing partners, including trade unions, employers’ organizations, civil society organizations (CSOs), non-governmental organizations (NGOs) and migrant worker groups, in countries of action to ensure the effective and sustainable implementation of programme objectives.

The Curriculum supports “core” and “strategic” learning, with learning tools developed in five core areas, along with strategic “deep dives” in each of these five areas plus a further two key areas:

1. **Core and strategic: Donor compliance**
2. **Core and strategic: Financial reporting and technical reporting**
3. **Core and strategic: Communications**
4. **Core and strategic: Monitoring, evaluation and learning (MEL)**
5. **Core and strategic: Organizational resilience**
6. **Strategic: Worker engagement and organizing**
7. **Strategic learning and mentorship**

Grounded in the ILO’s normative standards and principles of rights-based, gender-responsive and inclusive development, the curriculum aims to support the systems, leadership skills and competencies that enable organizations to deliver effective, ethical and sustainable programming for migrant workers in the seafood value chain.

Anchoring principles

The curriculum draws on internationally recognized standards in institutional capacity development, including the 2019 [ILO-wide Strategy for Institutional Capacity Development](#), and takes a systems-thinking approach and commitment to national ownership and continuous learning. It reflects the principles articulated in the S2SR Blue Economy Institutional Capacity-Building Strategy and Gender Strategy, prioritizing participation, transparency, accountability and the empowerment of rights-holders, especially women, LGBTQI+ individuals, persons with disabilities and migrant workers in informal or precarious work.

The curriculum content has been developed based on partner feedback from key informant interviews held between 10 June and 4 August 2025 of ILO, IOM and FAO S2SR project staff and organizations identified by the ILO, as well as findings from the 2025 independent final evaluation of the S2SR (2020–2024).¹ The curriculum is responsive to operational realities across the region, while offering a coherent framework to build shared capabilities, encourage peer learning and strengthen organizational ecosystems.

Structure and progression

The curriculum follows a modular approach with training and tools provided in **core** and **strategic** areas designed to enable long-term implementing partners to engage fully with the S2SR programme and reduce their administrative burden throughout the project cycle. **Strategic capacity-building areas** will enable partners who have established core capacities to further develop their skills and learn new approaches. Long-term implementing partners will also be able to grow skills in leadership roles to strengthen the wider ecosystem. When core capacity has been developed, partners are not expected to move through the curriculum in a fixed sequence. Each organization will follow a tailored learning path, determined by its existing experience with the ILO, specific needs and institutional priorities.

Progression through the curriculum will be based on an initial rapid needs assessment (RNA), which will inform each implementing partner’s capacity-building plan. A light-touch RNA tool will be developed to assess strengths, risks and learning preferences and provide a list of modules to sign up to. While partners’ self-identified needs will form a core input, these will be validated against programme data and observations to ensure that all partners have had the opportunity to cover all baseline materials needed for effective collaboration under the S2SR programme. RNA responses will guide individual partner’s tailored participation, which will be tracked through the MEL system. Where necessary, the ILO will bring external expertise to provide trainings and tools for partners in specialized fields where the core project team does not have the necessary skills.

¹ ILO, Independent Final Evaluation of Ship to Shore Rights South-East Asia Regional Programme on Labour Migration in the Fishing Sector, 2025.

Some partners will take on mentoring and convening roles, but not all participants are expected to do so. Strategic area 7 on peer-learning and mentorship will provide opportunities for partners to build their capacity in contributing to communities of practice, including in relation to co-hosting learning events for the broader network of institutional partners. Support in this area would allow S2SR Blue Economy to deepen its impact, support scale-up of good practice and enable peer-to-peer replication.

- ▶ **Core areas of the curriculum** are designed to equip all partners with:
 - ▶ A shared baseline of institutional knowledge needed to implement S2SR efficiently and in line with programme requirements.
 - ▶ Targeted role-specific or function-specific competencies are also developed through **core learnings** for staff in finance, technical reporting, MEL, communications or outreach roles.
- ▶ **Strategic areas of the curriculum** offer deep dives into each of the seven thematic areas:
 - ▶ Strategic training materials are tailored for staff with technical, management or strategic responsibilities.
 - ▶ Training materials in organizational resilience, growth, and coaching and mentoring aim to boost sustainability and influence. These thematic areas are designed to enable partners to play a leadership role across the ecosystem, sharing innovations, facilitating learning and co-building systems for broader movement growth.

Capacity-building will be delivered over multiple years, using modular content and a flexible delivery approach that enables repeated participation, learning-by-doing and peer exchange. The structure supports adaptation to staff turnover, evolving needs and external changes in legal or governance environments.

Digital tools and AI integration

In line with the strategy's emphasis on institutional resilience and innovation, the curriculum embeds the **ethical and responsible use of digital tools and artificial intelligence (AI)** across all levels and themes. In core modules, the focus is on accessible digital tools that support everyday tasks, such as budgeting templates, online survey tools and shared file systems. Strategic modules introduce AI-enabled applications for content generation, analysis and MEL data processing. All digital content is aligned with ILO and EU principles of equity, consent, data protection and "Do No Harm".

Peer learning and mentorship

To reinforce sustainability and ecosystem-wide growth, the curriculum also promotes peer-led learning and mentorship. Partners with stronger systems or specialized expertise can be invited to serve as co-trainers, mentors or community facilitators. Horizontal learning models such as communities of practice, learning exchanges and peer coaching complement formal training by embedding capacity directly within the network. The curriculum also encourages drawing on the expertise of CSOs from other sectors, including environmental justice, disability rights, gender equality and women's empowerment, and LGBTQI+ movements whose approaches to advocacy, resilience, and organizing offer valuable insights for strengthening migrant worker associations.

How to use the curriculum

Organizations may use the curriculum to plan individual learning journeys, design training plans or support onboarding of new staff. Long-term implementing partners engaged in S2SR Blue Economy can also use the curriculum to plan regional or cross-border peer exchanges and to map institutional strengths and gaps. As the curriculum is modular and structured thematically, it can be adapted over time, revisited and embedded into broader programme cycles or donor planning processes.

The following sections present the full content of core and strategic learning areas, organized by the seven institutional capacity themes: **(1) donor compliance; (2) financial and technical reporting; (3) communications; (4) monitoring, evaluation and learning (MEL); (5) organizational resilience; (6) worker engagement and organizing; and (7) peer learning and mentorship.** Progression through the modules provides deeper engagement with the knowledge, tools and leadership competencies needed to support rights-based, resilient and inclusive institutional development.

▶ 2

Core capacity areas

Core learning materials equip long-term implementing partners with foundational knowledge and practical skills across five thematic areas. These core learnings draw on the ILO's labour rights-based approach to capacity development, emphasizing accountability, participation, transparency, intersectionality and the centrality of rights-holders. Each thematic area includes **core modules** for all relevant staff.

1. Donor compliance

Donor compliance underpins institutional integrity, ensuring that programmes operate in line with donor requirements and adopt mechanisms to ensure transparency and the safeguarding of beneficiaries, and that they uphold the legal and ethical requirements of funding agreements.

Core capacity area 1.1.1: Introduction to donor compliance



Target audience: All staff

Key topics:

- ▶ Overview of EU and ILO rules on financial, procurement and visibility compliance.
- ▶ Responsibilities of individual staff and partners.
- ▶ Use of templated procurement logs, digital sign-off forms and shared folders to ensure audit readiness.
- ▶ Introduction to visual guides/checklists for branding compliance in Word/Canva templates: Logo use and disclaimer guidelines; branding compliance checklists.

Core capacity area 1.1.2: Procurement and financial compliance



Target audience: Finance and admin staff

This learning area focuses on procurement thresholds, audit readiness and common errors, which are practical compliance issues related to institutional systems. It contributes to implementation of learning on financial reporting, approaching audit readiness from the angle of collecting and organizing documentation (such as receipts) and files rather than generating financial reports.

Key topics:

- ▶ Understanding procurement thresholds, sourcing documentation (such as complete receipts), and internal compliance protocols for financial integrity.
- ▶ Financial file organization and audit readiness.
- ▶ Common errors and how to avoid them.
- ▶ Distinguishing financial system safeguards from reporting outputs: Audit trails, file structuring and compliance checklists.

Core capacity area 1.1.3: Safeguarding and conflict of interest



Target audience: Outreach staff, MRC personnel, human resources (HR) focal points

Key topics:

- ▶ “Do No Harm” principles.
- ▶ Safeguarding procedures and response protocols.
- ▶ Addressing violence and harassment in the workplace.
- ▶ Managing real or perceived conflicts of interest.
- ▶ Ethical photography and informed consent.

2. Reporting

2.1. Financial reporting

Timely, accurate and transparent financial reporting is essential for institutional credibility and for safeguarding the ethical and sustainable use of donor and organizational funds. This area introduces partners to the concept of fiduciary responsibility within a rights-based framework, emphasizing compliance with ILO and EU cost eligibility rules, and the systems and behaviours needed to deliver accountable financial management.

Core capacity area 2.1.1: What is financial accountability?



Target audience: All staff, especially project and administrative staff

This capacity area looks at the role of financial transparency in rights-based development, and should include practical activities like uploading annotated documentation, assessing whether receipts are complete, and shared Excel templates.

Key topics:

- The role of financial transparency in rights-based development.
- The interdependence of financial and narrative reporting.
- Responsibilities of non-finance staff in budgeting and documentation.
- Introduction of internally shared digital budget templates (Excel) for version control and collaboration.
- Training for non-finance staff in uploading and annotating expense documentation (for example, itemized receipts with full information) into shared folders to reduce reporting delays.

Core capacity area 2.1.2: Preparing donor-compliant financial reports



Target audience: Finance and administrative staff

This module looks at eligible/ineligible costs, budget tracking, reconciliation against workplans and use of ILO templates.

Key topics:

- Understanding eligible and ineligible costs.
- Budget tracking and reconciliation against workplans.
- Using ILO financial reporting templates to summarize expenditures, document results alignment and ensure consistency with narrative reporting.

2.2. Technical reporting

Core capacity area 2.2.1: Technical reporting for impact



Target audience: Project and MEL staff

Technical reporting is critical for accountability and communicating programme impact. It allows organizations to demonstrate results achieved, challenges addressed and lessons learned, reinforcing a commitment to decent work, rights-based outcomes and evidence-based programming.

Key topics:

- Understanding results-based management (RBM) and the role of outcomes.
- Stories of change: Looking at project impacts through a decent work and rights-based lens.
- Framing stories of change using evidence.

Core capacity area 2.2.2: Techniques on writing effective narrative reports



Target audience: MEL officers, reporting focal points, communications staff

This applied module trains programme and communications staff to produce donor-facing narrative reports that are structured, readable and evidence-driven. It introduces practical writing techniques to improve clarity and flow, and supports the integration of MEL data, financial context and stories of change into cohesive outputs. While this module focuses on reports for internal and donor audiences, see also core capacity area 3.1 for principles of ethical and inclusive public communications.

Key topics:

- ▶ Writing against logframes using appropriate indicator language.
- ▶ Integrating financial data with technical progress narratives.
- ▶ Ethical storytelling and visibility requirements.
- ▶ Structuring narrative reports for clarity: headings, summaries and flow.
- ▶ Synthesizing data from MEL and financial sources.
- ▶ Writing in plain, concise and persuasive language.
- ▶ Adapting tone and content for donor use versus internal use.

3. Communications

Strategic communication is central to institutional visibility, stakeholder engagement and advocacy. This thematic area equips partners to produce inclusive, impactful communications that align with donor branding, centre worker voices, and support learning and fundraising objectives.

Core capacity area 3.1: Ethical and inclusive communications for impact



Target audience: All staff

Key topics:

- ▶ Communications for impact: What is the goal, and how do we get there?
- ▶ Understanding audience and purpose: Choosing platforms to reach your audience.
- ▶ Avoiding harm in storytelling and visual representation.
- ▶ Promoting behaviour change and building your reach.

Core capacity area 3.2: Strategic communications and media planning



Target audience: Communications focal points, project managers

Key topics:

- ▶ Basic campaign design and key messaging: Taking good photos and drawing in your audience.
- ▶ Media relations, content calendars and tracking key performance indicators (KPIs) related to visibility.
- ▶ Crisis communication and safeguarding protocols.
- ▶ Using Canva or other free tools for ethical visual design and use of branding elements.
- ▶ Creation of content calendars using digital scheduling platforms (such as Meta Business Suite).

4. Monitoring, evaluation and learning (MEL)

MEL is more than a compliance mechanism, it is a tool for institutional learning, adaptive management, accountability and social dialogue. MEL systems grounded in rights-based principles support organizations in understanding what works, document what triggers change, and listen to the people they serve. This learning area strengthens partners' ability to generate and use data ethically, inclusively and strategically across the programme cycle.

Curriculum content for this theme builds directly on the existing S2SR MEL Training Manual, which remains the primary resource for partner learning. Learning tools in this area are designed to help organizations understand and apply the tools and frameworks already in use, with a focus on hands-on practice and contextual adaptation. The manual provides templates, data collection forms, analysis strategies and a MEL glossary.

Digital tools and basic AI applications are introduced to support more efficient, secure and inclusive MEL practices. These are integrated with ILO principles on transparency, safeguarding and “Do No Harm”.

Core capacity area 4.1: Understanding MEL and the results chain



Target audience: All staff

This foundational module introduces the logic of MEL, connecting it to programme design, donor accountability and continuous improvement.

Key topics:

- Results-based management: From activities to outcomes.
- What is data for? Using evidence to support programming and impact.
- Logframes, indicators and institutional learning.

Core capacity area 4.2: MEL data collection in the field



Target audience: Field staff, outreach workers, case managers

This module supports ethical, inclusive data collection that amplifies worker voice and upholds safeguarding standards. It draws on tools from the S2SR MEL Manual such as outcome harvesting templates and client card formats, and includes peer discussion on adapting tools to informal or remote contexts.

The module also introduces practical digital strategies, such as the responsible use of mobile data tools and simple AI-supported functions (such as auto-translation, speech-to-text with consent) that can ease the documentation burden in the field.

Key topics:

- Outcome harvesting, client cards and qualitative tools.
- Disaggregating data to ensure GEDSI inclusion and participatory MEL.
- Ethical documentation and safeguarding in data collection.
- Ensuring MEL inclusivity for informal and underrepresented groups.
- Using digital tools for safer, more inclusive data collection (for example, mobile forms).
- Introduction to simple AI tools for transcription and translation (with data protection emphasis), looking, for example, at how to use AI to synthesize transcripts and draft analysis of monitoring data.

5. Organizational resilience

Core capacity area 5.1: Proposal writing



Target audience: Management, technical and finance staff

Key topics:

- ▶ Understanding donor priorities and aligning proposals with institutional strategy.
- ▶ Structuring proposals: problem statements, objectives, logframes and budgets.
- ▶ Writing clear, concise and persuasive narratives.
- ▶ Integrating MEL, safeguarding and GEDSI considerations.
- ▶ Building evidence-based cases to support your proposal: Using data, worker voice and stories of change.
- ▶ Budget narratives and workplans: Linking staff time and costs to activities and outcomes.
- ▶ Common pitfalls in proposal writing and how to avoid them.
- ▶ Introduction to digital tools and templates for collaborative drafting and version control.

▶ 3

Strategic capacity areas

The strategic capacity areas in the curriculum provide training and leadership development for partners who have either completed relevant core modules or demonstrated strong foundational capacity. These modules combine technical deep dives with opportunities to take on mentoring and peer-learning roles, ensuring that institutional growth benefits the wider S2SR ecosystem.

Participants will strengthen their organizations' capacity in key areas of compliance, reporting, communications, MEL, resilience and worker organizing, while selected champions will also be able to develop the skills needed to support peer institutions through coaching, cross-country exchanges and communities of practice. In this way, partners enhance their own organizational performance, and have the opportunity to contribute to ecosystem-wide resilience, inclusion and sustainability.

1. Donor compliance

The strategic learnings on donor compliance capacity-building tools support leaders to identify systemic compliance risks and to institutionalize good practice through integrated risk mitigation, standard operating procedures (SOPs) and internal oversight systems. Strategic capacity area 1.1 examines proactive compliance as a driver of institutional integrity and credibility.

Strategic capacity area 1.1: Institutional compliance, risk mapping and mitigation



Target audience: Programme directors, compliance focal points

Key topics:

- ▶ Conducting compliance risk assessments across departments.
- ▶ Establishing internal response and escalation protocols.
- ▶ Strengthening internal SOPs to reflect regulatory and ethical standards.
- ▶ Building a culture of transparency and accountability.
- ▶ Supporting digitizing procurement workflows with version control, embedded sign-off pathways and secure backups.
- ▶ Using AI tools to audit draft reports for visibility and branding compliance.

2. Reporting

2.1. Financial reporting

The materials covered in strategic reporting equip senior finance staff and programme managers to move beyond compliance-focused budgeting and financial reporting toward more strategic and adaptive resource allocation. The learning materials focus on integrating institutional priorities into budgeting decisions, developing multi-donor resource strategies and budgeting for sustainability.

Strategic capacity area 2.1.1: Budgeting, financial planning and risk preparedness



Target audience: Finance leads, programme leads, directors

Key topics:

- ▶ Developing multi-scenario financial plans that align with programmatic goals.
- ▶ Budgeting for organizational development (for example, digital tools, HR, resilience).
- ▶ Aligning budgets with logframes, strategic plans and impact goals.
- ▶ Anticipating and mitigating financial risks (for example, currency shifts, delayed disbursements).
- ▶ Forecasting and planning for funding cycles, gaps and scale-up.
- ▶ Framing financial arguments for strategic funding proposals.
- ▶ Creating internal budget norms, planning SOPs, and cost control tools.
- ▶ Cost allocation across functions (for example, MEL, safeguarding, training, outreach).
- ▶ Approaches to indirect cost recovery, budgeting for in-kind contributions, and donor leverage.
- ▶ Using simple digital tools (and optional AI assistants) to streamline financial summaries or variance justifications.
- ▶ Co-develop templates to streamline reporting across multi-donor frameworks using AI-driven form summarization.

2.2. Technical reporting

Strategic technical reporting supports evidence-driven advocacy, allowing senior staff to elevate change narratives into actionable influence and institutional positioning. Participants will strengthen their ability to craft strategic messages, document outcomes and support others through results-based storytelling.

Strategic capacity area 2.2.1: Advanced reporting: Storytelling, evidence, and strategy



Target audience: Senior programme staff, MEL specialists

Key topics:

- Framing stories of change for policy and donor engagement.
- Linking narratives to decent work indicators and rights-based outcomes.
- Integrating quantitative data, qualitative insights, financial execution and community voice into coherent reports.
- Editing and synthesizing diverse sources into well-structured, readable institutional reports that meet technical and communications goals.
- Aligning communications with ILO/EU visibility and safeguarding standards with attention to ethical storytelling, voice, informed consent and safeguarding.

3. Communications

This area develops high-level capacity in advocacy communications, strategic narrative framing and campaign planning tied to programme goals and regional movements. It emphasizes media strategy, donor visibility and movement-aligned storytelling.

Strategic capacity area 3.1: Media engagement and advocacy campaigns



Target audience: Communications focal points, advocacy officers

Key topics:

- Designing evidence-based campaigns with clear goals.
- Managing reputational risk and engaging journalists strategically.
- Integrating MEL and lived experience into messaging.
- Ethical communication in multi-stakeholder environments.
- Introduction to digitally-assisted drafting for donor messaging, short reports and multilingual posts.
- Using storytelling bots or voice-to-text for capturing worker narratives with informed consent.

Strategic capacity area 3.2: Digital advocacy planning and ethical platform engagement



Target audience: Communications focal points, advocacy officers

This module strengthens the capacity of partners to use digital platforms – including social media, websites and messaging apps – as well as AI-assisted content tools for strategic advocacy, community engagement and storytelling. It positions digital communication as a tool for organizing, influencing and movement-building.

Key topics:

- Developing a digital engagement strategy tailored to audience, risk and voice.
- Understanding the digital ecosystem for advocacy: Platforms, algorithms, gatekeepers.
- Managing safety, safeguarding and reputational risks in online content.
- Framing and co-creating digital narratives that elevate migrant and worker voices.
- Using low-cost AI tools for video scripting, image generation or automated captions.
- Ethics of platform use: Consent, surveillance, extractive storytelling.
- Digital metrics that matter: Tracking influence and engagement for MEL and learning.

4. Monitoring, evaluation and learning (MEL)

Senior MEL staff are trained to lead adaptive learning, generate strategic evidence and embed MEL systems that drive decision-making and institutional memory. This module supports MEL leaders to link data use with learning, resource mobilization and advocacy.

Strategic capacity area 4.1: MEL for adaptive programming and management



Target audience: MEL leads, directors

Key topics:

- Developing MEL frameworks that support adaptive planning.
- Linking evidence to programme strategy and design.
- Facilitating outcome harvesting and learning sessions.
- Using MEL outputs for resource mobilization and external influence.
- Train MEL staff on using AI tools to summarize key informant interview transcripts or synthesize qualitative data from case studies.
- Introduce dashboarding for real-time results visualization and participatory review.

5. Organizational resilience

Strategic organizational resilience tools focus on long-term institutional sustainability and capacity to withstand shocks. Tools in this theme also aim to support strengthening of internal policy frameworks, preparing organizations to remain agile and principled amid shifting governance contexts, funding cycles or legal environments.

Strategic capacity area 5.1: Leadership in governance and sustainability



Target audience: Executive directors, board chairs, senior advisors

Key topics:

- Leading strategic visioning and scenario planning.
- Designing growth pathways.
- Building strategic partnerships and diversifying revenue streams.
- Advancing inclusive governance and board capacity across partners.
- Integrating sustainability planning: Developing resilience playbooks and donor diversification strategies.

6. Worker engagement and organizing

Worker engagement and organizing learning materials equip senior organizers to design and implement organizing strategies, build coalitions and expand rights-based movements across migrant worker communities. This strategic capacity area supports leadership to deepen outreach, expand organizing models and mainstream inclusion.

Strategic capacity area 6.1: Organizing and movement-building among migrant workers



Target audience: Executive team, programme leads, senior organizers

Key topics:

- Designing long-term, inclusive organizing strategies rooted in decent work.
- Leading intersectoral organizing strategies (for example, in relation to gender equality and women's empowerment, LGBTQI+, climate, disability rights).
- Leadership development for marginalized worker communities.
- Building regional advocacy alliances.
- Linking worker-led organizing with broader social movements.
- Using mapping tools (for example, Google Maps + spreadsheet overlays) to visualize outreach zones or migration corridors.
- Drawing strategic and tactical insights from other social movements – including feminist, LGBTQI+, disability and climate justice organizing – to enrich engagement models and deepen collective power.

7. Peer learning and mentorship

Peer-to-peer learning and mentoring are central to building a sustainable ecosystem of organizations under the S2SR Blue Economy programme. While formal training equips staff with technical knowledge, peer exchange embeds capacity directly within the network and promotes collective ownership of institutional growth. This theme supports selected partners by providing opportunities to take on mentoring roles, facilitate cross-country exchanges, and co-develop tools and practices that strengthen the entire partner ecosystem.

This learning area consolidates mentoring and coaching functions across reporting, compliance, communications, MEL, organizational resilience and the organizing of workers into one streamlined theme. By focusing on ethical practices, inclusivity and knowledge-sharing, strategic capacity area 7 ensures that capacity gains extend beyond individual organizations to the broader community of migrant worker advocates.

Strategic capacity area 7.1: Peer learning and mentorship for institutional strengthening



Target audience: Senior staff, programme leads, communications/MEL focal points in champion partners.

Key topics:

- Principles of ethical peer mentoring: trust, inclusivity, safeguarding and cultural sensitivity.
- Coaching peers in core institutional areas (donor compliance, reporting, communications, MEL, resilience and organizing).
- Facilitating communities of practice (CoPs), peer exchanges and cross-country learning events.
- Designing and hosting participatory formats: storytelling labs, knowledge-sharing workshops, learning visits.
- Tools and methods for adapting training materials for smaller or newer partners (for example, simplified templates, onboarding kits).
- Promoting equitable participation of women, LGBTQI+ individuals and persons with disabilities in peer-learning spaces.
- Embedding peer-learning outcomes into organizational MEL systems to track institutional change.

Annex

Table 1. Matrix of curriculum content

Thematic area	Core capacity areas	Strategic modules
1. Donor compliance	► Introduction to donor compliance	► Institutional compliance, risk mapping and mitigation
	► Procurement and financial compliance	
	► Safeguarding and conflict of interest	
2. Reporting	► What is financial accountability?	► Budgeting, financial planning and risk preparedness
	► Preparing donor-compliant financial reports	
	► Technical reporting for impact	► Advanced reporting: Storytelling, evidence and strategy
	► Writing effective narrative reports	
3. Communications	► Ethical and inclusive communications for impact	► Media engagement and advocacy campaigns
	► Strategic communications and media planning	► Digital advocacy planning and ethical platform engagement
4. Monitoring, evaluation and learning (MEL)	► Understanding MEL and the results chain	► MEL for adaptive programming and management
	► MEL data collection in the field	
	► Technical reporting for impact	
	► Writing effective narrative reports	
5. Organizational resilience	► Proposal writing	► Leadership in governance and sustainability
6. Worker engagement and organizing	► Not covered in core areas	► Organizing and movement-building
7. Peer learning and mentorship	► Not covered at Level 1	► Peer learning and mentorship for institutional strengthening

ILO Regional Office for Asia and the Pacific

United Nations Building
Rajdamnern Nok Avenue
Bangkok 10200, Thailand
T: +662 288 1234
F: +662 280 1735
E: BANGKOK@ilo.org
W: ilo.org/asiapacific

SHIP TO | SOUTH
SHORE | EAST
RIGHTS | ASIA