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

Stakeholder Institutional Capacity-building Strategy



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

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Abbreviations and acronyms

CSO	civil society organization
EU	European Union
FAO	Food and Agriculture Organization
GEDSI	gender equality, disability and social inclusion
IOM	International Organization for Migration
MEL	monitoring, evaluation and learning
MRC	Migrant Worker Resource Centre
NGO	non-governmental organization
OECD	Organisation for Economic Co-operation and Development
S2SR	Ship to Shore Rights
SOP	standard operating procedure
UN	United Nations





▶ 1

Introduction

This document sets out an Institutional Capacity-Building Strategy for the Ship to Shore Rights (S2SR) Blue Economy Programme (2025–2028). The purpose of this Strategy is to guide and support programme partners, including trade unions, employers' organizations, civil society organizations (CSOs), non-governmental organizations (NGOs) and migrant worker associations, in all countries of action, namely: Cambodia, Indonesia, Malaysia, Myanmar, the Philippines and Thailand, to support development of the institutional capacity required to ensure the effective and sustainable implementation of programme objectives.

This Strategy document outlines:

- ▶ overarching principles, strategic interventions and programme management tools on donor compliance;
- ▶ financial and technical reporting;
- ▶ communications;
- ▶ monitoring, evaluation and learning (MEL);
- ▶ organizational resilience;
- ▶ worker engagement and organizing; and
- ▶ peer learning and mentorship.

The Strategy has been designed to enhance programme outcomes by ensuring implementing partners are equipped with the knowledge, skills, and systems needed to align with ILO and European Union rules and requirements, communicate more effectively with stakeholders and the public, and contribute to programme

outcomes through improved institutional operations and sustainability. In the longer term, the Strategy looks to promote the sustainability of institutional capacity and programme outcomes by providing two complementary sets of learning materials to ensure **core areas** of capacity are built for all long-term partners, and that **strategic capacity-building** is available to enable long-term partners to further develop relevant skills in the areas of organizational resilience, worker engagement and organizing, and peer learning and mentorship.

1.1. S2SR Blue Economy Programme background

The S2SR Blue Economy programme 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 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 Blue Economy programme 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 of the Regional MIP: “Migration, forced displacement and mobility”, 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.”

The programme builds on the work of the South-East Asia regional programme on labour migration in the fishing sector (S2SR South East Asia 2020–2024), the S2SR Thailand project (2016–2020); and the South East Asia Fisheries Project, which each used a multipartite and multifaceted approach at the subregional and regional levels, and focused on promoting safe labour migration and decent work, combatting forced labour and human trafficking, as well as unacceptable forms of work in the target sectors.

In addition, S2SR Blue Economy supports the establishment and operation of Migrant Worker Resource Centres (MRCs) in countries of origin. Under the 2020–2024 phase, S2SR supported the establishment of 23 MRCs, which offer information and assistance regarding migration to potential migrant workers, returned migrant workers, migrant workers’ families and other community members. Services include the provision of:

- ▶ safe migration information and training;
- ▶ legal assistance;
- ▶ pre-departure orientation;
- ▶ reintegration support;
- ▶ counselling; and
- ▶ networking and organizing, among others.

In the 2020–2024 phase of programming, more than 242,316 migrant workers and their family members received services, 47 per cent of whom were women (ILO 2025). All MRCs received trainings and guidance under ILO migration programmes, including S2SR, on MRC operational management, project cycle management, MEL, and reporting and donor compliance. A range of subject-specific trainings have also been provided under S2SR, including on the use of the gender equality and women’s empowerment strategies and on the inclusion of gender equality in MEL.¹

¹ Additional technical training has also been provided on topics including: safe migration; labour rights; international labour standards; labour organizing; provision of pre-departure training (including gender-sensitive and inclusive training); advocacy and communications in the seafood sector; collective bargaining and organizing; as well as trainings for a range of stakeholders on indicators of forced labour, identification and referral of trafficking cases, fair recruitment practices and occupational safety and health (OSH) in the fishing and seafood processing industries, and the enforcement of labour laws specific to the fishing and seafood processing industries.

The 2025 independent final evaluation of the S2SR (2020-2024) programme recommended that in order to build on the successes of that phase of the programme, it would be essential to continue to reinforce the institutional capacities of unions and CSOs “to ensure sustainability and increase the potential impact.” This Strategy has been developed to respond to that recommendation, with a particular focus on organizational capacity. Technical capacity-building among partners, including government, employers and workers’ organizations and implementing partners, including MRC operators will also continue, again building on earlier work, and will take place under project activities separate from the Institutional Capacity-Building Strategy.²

1.2. The ILO’s commitments to institutional capacity-building

Capacity development is one of the ILO’s core means of action to achieve decent work and social justice (ILO 2019a). The ILO defines capacity development as: “a process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time” (ILO 2013, para. 2).³ This is embedded through:

- Policy Outcomes and Country Programme Outcomes in the ILO Results Framework;
- The ILO’s [2016 Resolution on Social Justice through Decent Work](#), which calls for the optimal use of capacity development through the ILO’s Strategic Plan, and systematic monitoring and evaluation of the results of capacity development;
- The 2018 [Independent Evaluation of the ILO’s Capacity Development Efforts 2010-2017](#); and
- The 2019 [ILO-wide Strategy for Institutional Capacity Development](#).

The overarching goal of the 2019 ILO-wide Strategy is to enhance the ability of constituents to give value to their members and potential members, and to have the capacity to engage in policy-based advocacy, so that they can make the maximum possible contribution to decent work outcomes. In addition, the ILO aims to ensure that capacity development is relevant, impactful and sustainable, so as to enhance the likelihood that interventions are effective and long-lasting (ILO 2019a). S2SR Blue Economy is integrating these commitments, and the programme will, in part through this Strategy, work with implementing partners to build institutional capacity in third sector actors⁴ in the blue economy to enable support for blue economy workers and their communities beyond the lifespan of the programme.

Capacities can be conceptualized as technical and functional. Technical capacities including fields such as labour market governance, the labour rights of migrant workers, social security, occupational safety and health (OSH) standards and practices, as well as normative labour standards. Functional capacities include areas such as financial management, leadership, partnership and relationship building, and monitoring and evaluation (ILO Evaluation Office 2023). Both technical and functional capacities are essential to ensure a positive impact on decent work. To this effect, the ILO supports enhancement of the institutional capacity of Member States, employers’ organizations and workers’ organizations in line with their expressed priorities and needs, working across three levels:

- **Individual:** increasing skills and abilities of direct recipients and beneficiaries;
- **Organizational:** increasing capacity of organizations to fulfil their mandates; and
- **Resulting from the enabling environment:** including improvements in governance systems (legislation, policies, labour market institutions and so on) (ILO 2019a).

2 Contributing to Result 4.2: Improved access to accurate information and responsive support services for migrant workers, their families, and communities throughout the migration cycle, including counselling, legal assistance, information and training, networking, worker organizing, and return and reintegration services.

3 This definition is largely consistent with the broadly accepted concept defined by the Organisation for Economic Co-operation and Development (OECD 2006) and used by the UN Development System (United Nations 2017).

4 “Third sector” actors, broadly defined, make up the not-for-profit industry and include organizations not owned by the State (public sector) or by private entities (private sector).

1.3. The EU and capacity-building

Institutional capacity development is a foundational pillar of the EU's external action and international cooperation. It underpins the EU's commitments to inclusive governance, effective service delivery, peacebuilding and the advancement of the Sustainable Development Goals (SDGs). Capacity development is understood as a technical intervention as well as a strategic and political process that supports systems strengthening, local accountability and democratic reform.

The EU, along with other international organizations, takes the Organisation for Economic Co-operation and Development (OECD) definition of capacity development as: "The process whereby individuals, organisations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time" (OECD 2006).

EU guidance outlines the following principles for effective institutional capacity development (European Commission 2011; European Commission 2016):

- ▶ **National ownership and leadership:** Programmes must align with national development priorities and empower institutions to lead reform.
- ▶ **Inclusivity and participation:** Capacity support should engage a wide range of actors, including women, youth and marginalized communities, to promote equitable governance.
- ▶ **Transparency and accountability:** Institutions should adopt clear mandates, robust financial controls and participatory decision-making systems.
- ▶ **Results-based management and learning:** Monitoring, evaluation and adaptive learning should be built into programme design and implementation.
- ▶ **Sustainability and institutional resilience:** Institutional strengthening must lead to enduring change, avoiding parallel structures and ensuring knowledge transfer.

The EU supports both state and non-state actors – including local authorities, social partners, CSOs and NGOs – recognizing their role in governance, service delivery and accountability. All capacity-building efforts are expected to be:

- ▶ **Partner-led:** ensuring alignment with national strategies;
- ▶ **Context-specific:** based on institutional assessments and political economy analysis;
- ▶ **Systemic:** targeting individuals, organizations and enabling environments simultaneously;
- ▶ **Focused on results and sustainability:** with clear mechanisms for monitoring, learning and long-term resilience.

1.4. Overview of Strategy development

The S2SR Blue Economy programme recruited an independent specialist to conduct an analysis of the institutional capacity needs of implementing partners and to prepare an Institutional Capacity-Building Strategy. The Strategy is based on evidence collected through a desk-based review and analysis of challenges and opportunities for institutional capacity-building among partner organizations in the fishing and aquaculture sectors, including study of programme documents and existing training materials. A series of 20 in-depth interviews were conducted online between 10 June and 4 August 2025 with ILO, IOM and FAO S2SR project staff, and with organizations identified by the ILO (see Annex II). The identified partners covered the geographic scope of the project, with organizations from Cambodia, Indonesia, Malaysia, Myanmar, the Philippines and Thailand participating. During the in-depth interviews, partners shared their experiences with the ILO and other donors in the area of institutional capacity-building, discussed the challenges they face and identified opportunities for future training and capacity-building to meet their needs and promote sustainability of capacity gains at project closure. Data from the interviews was then analysed together with information from the desk review to develop the Institutional Capacity-Building Strategy and a separate Institutional Capacity-Building Curriculum.

The Strategy and associated Curriculum have been designed to support achievement of Specific Objective 4 of S2SR Blue Economy, under which the programme aims to: “Promote social dialogue, increase freedom of association and collective bargaining and empower migrant workers, their families and communities”. The recommended activities in the Strategy and content of the Curriculum have been formulated to support outputs under Specific Objective 4, as follow:

- **Output 4.1.** Increased capacity and inclusiveness of worker and civil society organizations providing information, organizing and support services to workers in the fish and seafood supply chain.
- **Output 4.2.** Improved access to accurate information and responsive support services for migrant workers, their families and communities throughout the migration cycle, including counselling, legal assistance, information and training, networking, worker organizing, and return and reintegration services.

The Curriculum accompanying this Strategy is structured around two training areas:

1. **Core capacity areas**, which cover competencies required for all long-term implementing partners to engage fully across donor compliance, financial reporting, communications, MEL and organizational resilience.
2. **Strategic capacity areas**, which provide “deep dives” into particular areas of strategic relevance across core areas, as well as, worker engagement and organizing, and peer learning and mentorship.



▶ 2

Overview of institutional capacity needs in the fishing and seafood industry

2.1. Brief overview of the sector and its challenges

In 2021, ASEAN accounted for 21 per cent of global fish and aquaculture production, and the total value of ASEAN's trade in fishing and seafood-related products to the rest of the world was US\$13.7 billion. ASEAN countries are jointly the third-largest trading partners of the EU, which is the largest single import market for seafood in the world (European Commission 2021). Aquaculture is expanding rapidly in output and as a source of employment, with output increased by 600 per cent between 1990 and 2020. Moving forwards, it is expected that most future jobs in industrial fish processing will be in Asia, with migrant labour remaining essential to the sector (ILO 2022a; IOM 2024).

Achieving sustainable seafood production is essential, with existential challenges stemming from global heating, pollution, overfishing and poor resource management. Although aquaculture is sometimes seen as a solution to overfishing, its growth has also been at the expense of the environment. To thrive, the industry will need to adopt sustainable techniques (FAO 2022).

The blue economy is an important source of employment in South-East Asia. More than 625 million people in the region depend on the ocean for work and food security. Globally, workers in Asia account for 84 per cent of all people employed in the fisheries and aquaculture sector. Migrant workers form the backbone of the workforce. Although disaggregated data on migrant workers in fishing, seafood and aquaculture is limited, it is estimated, for example, that some 90 per cent of fishers in the Thai fleet are from Cambodia and Myanmar (ILO 2019b), and Malaysian fisheries are also known to be heavily dependent on migrant fishers.⁵ Yet despite the economic significance of the sector, there is a widening labour shortage. Persistent decent work deficits mean nationals are reluctant to take up work in the sector, as it is perceived to be low-paid and hazardous.

Key challenges in the area of decent work include:

- **Trafficking, forced labour and labour exploitation:** Inconsistent laws, limited victim identification and weak institutional capacity of government authorities to inspect, detect and enforce legislation obstruct efforts to eliminate forced labour and human trafficking and other exploitative practices, such as wage theft (Harkins and Åhlberg 2017).
- **Barriers to freedom of association and right to collectively bargain:** Migrants are frequently barred from joining or forming trade unions, undermining collective bargaining (ILO 2022a), or they face practical barriers such as lack of trade union activity in the fishing industry, informal employment and lack of awareness of their right to organize.
- **Occupational safety and health:** Fisheries remain among the world's deadliest industries. Risks stem from high physical demands, limited training and social norms that valorize risk-taking among male workers (ILO 2022a).
- **Recruitment and migration risks:** Workers face exploitative recruitment practices, including: deception about the nature and conditions of work; overcharging for recruitment related costs; illegal wage deductions; debt bondage linked to repayment of recruitment fees; retention of passports and personal documents; and threats, if workers want to leave their employers. These abuses leave migrants in situations of extreme vulnerability, and can amount to human trafficking and forced labour.
- **Gender-based inequalities:** The sector is characterized by a high degree of gender segmentation. Migrant women constitute the majority of workers in seafood processing factories, but are underrepresented in factory supervisory or management positions, earning on average 13 per cent less than male counterparts. In the pre-processing sector, which is characterized by lower levels of formality and where piece-rate payment is more common, women earn 41 per cent less than men, and in aquaculture, the gap is 30 per cent (CSO Coalition 2021). In addition, discrimination against pregnant women is prevalent and access to maternity protection is limited, even when legal entitlements exist (ILO 2022a).

Ensuring sustainability and fair trade in fish and seafood products has been an important element of the EU's partnerships in South-East Asia. The EU has signed free trade agreements with Viet Nam and Singapore, and additional agreements are being negotiated with Indonesia and Thailand, with discussions on the Comprehensive Economic Partnership Agreement (CEPA) ongoing with Indonesia and a conclusion expected by the end of September 2025 on the free trade agreement with Indonesia (European Commission 2025). Free trade negotiations between the EU and the Philippines resumed in March 2024 to update an existing agreement, and sustainability conditions are a strong component, reflected in the provisions of a "Trade and Sustainable Development" chapter in the agreement.

⁵ "Migrant fishers" are understood to be "migrant workers who are employed in any capacity or carrying out an occupation on board commercial fishing vessels flying the flag of a country other than their own nationality", as per the ASEAN Declaration on the Placement and Protection of Migrant Fishers (2023)

2.2. Progress and successes in the blue economy

Legal and policy reform: Legislative advances have been achieved in Cambodia, Indonesia, the Lao People's Democratic Republic, the Philippines, Thailand and Viet Nam, including updates to fishing regulations, labour codes and seafarer protections. Notable examples of reforms bringing national legal frameworks more closely in line with international standards include:

- ▶ Thailand's ratification of the Work in Fishing Convention, 2007 (No. 188), and the Protocol of 2014 to the Forced Labour Convention, 1930, and preparations are underway in Indonesia, the Philippines and Viet Nam to ratify Convention No. 188.
- ▶ In Cambodia and Indonesia, Action Plans have been adopted aimed at preventing and responding to trafficking and forced labour, and these incorporate commitments to international standards under the Force Labour Protocol.
- ▶ In Indonesia, the Decree on Joint Monitoring Team for Labour Norms on Fishing Vessels at Fishing Ports was adopted in Central Java Province (Decree No. 523/012, March 2023) and in North Kalimantan Province (Decree No. 100.3.3.1/295/2025). In addition, a decree was issued in May 2025 on the Joint Inspection Team in the Marine and Fishing Sectors (2025–2026), and discussions are being held on the revision of the Regulation of the Minister of Marine Affairs and Fisheries (No. 33 of 2021), including consideration on coherence with Indonesian labour laws.

Further legal reforms in the region include the:

- ▶ adoption of the Regulations of the Lao Employment Business Association (January 2024);
- ▶ advancement of the Magna Carta of Filipino Seafarers in the Philippines;
- ▶ revision of the Ministerial Regulation on Labour Protection in Sea Fisheries in Thailand; and
- ▶ adoption in Viet Nam of sub-laws under Law No. 69 of 2020 on Contract-Based Vietnamese Overseas Workers.

Regional cooperation: By facilitating the development of the ASEAN Declaration and Guidelines on the Placement and Protection of Migrant Fishers (2023–2024) the S2SR programme has supported the development of a unified regional framework that promotes fair recruitment, equality of treatment and decent work (ILO 2022a).

Labour inspection reform: Support to inspection models such as Thailand's Port-In/Port-Out system and Central Java's joint inspections have improved enforcement of standards and equipped inspectors with skills to enforce labour laws (ILO 2022a).

Anti-trafficking initiatives: Development of standard operating procedures (SOPs) for human trafficking victim identification, and support to national referral mechanisms have strengthened victim identification and support in Cambodia, Indonesia and Thailand (Harkins and Fisher 2018).

Access to justice initiatives: A series of trainings were held in Cambodia on complaints mechanisms, and policy briefs on complaints mechanisms were developed in Cambodia and Thailand. By the end of the programme in 2024, 668 cases involving 2,211 people (43 per cent women) were resolved through legal assistance provided to expand access to justice for migrant workers in the fishing and seafood processing sectors. A total of US\$1,786,064 in financial remedies was awarded to complainants to resolve these cases.

Stakeholder engagement: Participation by governments, employers, trade unions and civil society under previous phases of S2SR has driven ownership of capacity-building outcomes within the broader enabling environment (ILO 2025). Implementing partners, including trade unions, CSOs, NGOs and migrant workers' organizations have benefitted from extensive efforts to boost technical capacity on safe migration and migrant labour rights, as well as targeted support on:

- ▶ institutional capacity-building, including project cycle management;
- ▶ gender equality, disability and social inclusion;

- MEL systems;
- donor compliance;
- technical and financial reporting; and
- communications for impact.

Many reported that the capacity-building they received allowed them to play a more effective role in national dialogues, contribute to legislative reforms and expand service delivery to migrant workers. For example, MRCs reported improved ability to engage in cross-border cooperation and to represent migrant interests in both destination and origin countries (Villar and Ahn 2022).

Institutional capacity-building effectiveness: The 2025 independent final evaluation of the S2SR (2020–2024) programme showed that implementing partners found ILO-supported trainings and on-the-job coaching on institutional capacity to be highly relevant and useful. However, the most effective outcomes were linked to training accompanied by ongoing mentoring or follow-up support. Partners that received periodic coaching or participated in communities of practice reported stronger application of new skills and greater confidence (ILO 2025).

2.3. Gaps to achieve normative standards

A systemic and sustained approach to institutional development is essential to support programme delivery in the short term and to strengthen partners' independent ability to advance and sustain decent work outcomes in the long term. Institutional capacity gaps hinder the ability of partner organizations to fulfil their mandates and to sustainably contribute to the realization of decent work for migrant workers in the blue economy.

Identifying and addressing institutional capacity gaps and building on emerging good practices is critical for ensuring long-term impact, sustainability and normative compliance in the fishing and seafood sectors. The following limitations have been highlighted through programme experience, evaluation findings and partner feedback:

- **Legislative misalignment:** National frameworks are still not fully aligned with ILO standards. While this is primarily a national-level issue, many implementing partners expressed a need to enhance their advocacy capacity to better influence legal reform processes.
- **Weak labour market institutions:** Labour inspection regimes remain underfunded, and third-sector partners are often unable to systematically engage with inspection authorities or support enforcement due to lack of formal cooperation mechanisms and technical capacity although ASEAN is committed to strengthen labour inspectorates (ASEAN 2018).
- **Strengthening MRCs:** MRCs have proven to be highly effective in delivering support to migrant workers. Individual MRCs, as well as the network of MRCs emerging through their growing collaboration, enable service provision to outlive the programme life cycle (Villar and Ahn 2022). A key to the success of MRCs has been that they are operated by trusted local organizations able to apply their contextualized local knowledge. The S2SR (2020–2024) final evaluation found that extending contracts with MRC implementing partners to beyond the one-year duration would reduce administrative costs and enable reorientation of focus to service provision, as well as strengthened cross-border collaboration and enhanced use of digital tools, particularly social media, for outreach and support (ILO 2025).
- **Institutional turnover:** High staff turnover in some partner organizations leads to loss of institutional knowledge and undermines training investments. In the absence of SOPs, internal training systems or succession planning, organizations are unable to retain gains over time (ILO 2025).
- **Retention and application of training:** While training under the previous S2SR phase was extensive, evaluation findings reveal that without ongoing mentoring or institutional embedding, the application of new skills remains inconsistent. Many organizations lacked systems to transfer knowledge internally or apply tools in real-time programming (ILO 2025).

- **Reliance on project funding:** Many third sector organizations and trade unions remain highly dependent on donor-funded projects, including S2SR. Few have internal strategies for resource mobilization, budgeting for sustainability or integration of project systems into broader institutional frameworks. This poses a risk to post-project continuity, particularly in constrained funding environments (ILO 2025).
- **Disparities among partners:** Significant variability exists in institutional maturity and absorptive capacity to implement new and additional tools. Some partners operate with robust policies, financial controls and MEL systems, while others need support to build such systems. This unevenness necessitates differentiated capacity-building strategies that respond to partners' specific operating contexts (ILO 2025).

2.4. Gender equality, disability and social inclusion (GEDSI) considerations

To ensure equitable benefits of the S2SR programme, it is important to have awareness of – and seek to address – impacts stemming from the intersectionality of individual characteristics such as migration status, gender identity and sexuality, disability, ethnicity, caste, class, age and many other characteristics, and how these affect individuals' experiences and their ability to access their rights. Gender inequality remains deeply embedded across the blue economy. Women are overrepresented in low-wage, insecure processing roles, but are underrepresented in supervisory, managerial and trade union leadership positions. Discrimination during pregnancy, the persistence of gender pay gaps, as well as limited access to maternity protection and family-friendly policies all constrain women's ability to participate equally in the sector (WSI 2021; ILO 2022a).

LGBTQI+ workers face additional, often unacknowledged, forms of exclusion. Very few partner organizations currently have LGBTQI+ inclusive policies in place or offer targeted support or training for LGBTQI+ workers, reflecting broader social challenges of inclusion that differ widely across countries in the region. Many LGBTQI+ individuals experience discrimination, inequality and violence on the basis of their sexual orientation, gender identity and intersex status. In the workplace, discrimination can be experienced as workplace stigma, lack of legal recognition and limited access to safe complaint mechanisms (ILO 2022b). In addition, persons with disabilities frequently face barriers to equal participation in labour markets and to accessing the potential benefits of labour migration. Barriers include discriminatory recruitment practices, inaccessible services and exclusion from leadership and decision-making spaces.

Implementing partners need to be strongly committed to inclusion, and will benefit from capacity-building to enable practical understanding of how to promote the inclusion of different groups of people and to build and realize institutional frameworks, tools and SOPs to fully integrate gender equality, disability and social inclusion (GEDSI) into operations.

To deliver services equitably, represent the needs of all migrant workers and contribute to decent work outcomes at scale, institutional capacity-building must support the development of inclusive systems. Priorities include:

- **Developing inclusive governance frameworks**, including internal codes of conduct, anti-discrimination policies and gender-responsive budgeting.
- **Training staff and senior management on inclusive leadership**, unconscious bias and disability-sensitive service provision.
- **Ensuring accessibility of services and materials**, including through universal design, language translation and accommodations for workers with disabilities.
- **Collecting and using data disaggregated** by gender identity and sexual orientation, disability, nationality, ethnicity, age and other identity factors to inform programming and track progress.
- **Promoting participation of underrepresented groups** – especially migrant women, LGBTQI+ migrant workers and migrant workers with disabilities – in decision-making and leadership roles.

Capacity-building efforts must be grounded in rights-based, culturally sensitive approaches that empower institutions to serve diverse communities with dignity and respect. GEDSI is not an add-on but a core pillar of institutional effectiveness and sustainability under the S2SR Blue Economy programme.

2.5. Needs and purposes of institutional capacity-building

Ultimately, the purpose of capacity-building is to equip implementing partners to go beyond delivery of project outputs and to operate as resilient, rights-based institutions capable of long-term advocacy, service delivery and institutional development. By strengthening functional capacities, institutions should be able to consistently meet organizational goals. Ultimately, this enables institutions to lead, sustain and scale rights-based migration governance. Successes have already been made in this intentional strategy, as ongoing capacity-building has enabled MRC implementing partners to attract additional funding, further increasing their sustainability as donors crowd in. Based on partner interviews and literature review, key institutional capacity needs include:

- **Sustainability planning:** End-of-project feedback from the S2SR (2020–2024) programme final evaluation, as well as interviews with selected partners revealed a demand for support on strategic planning in relation to financial sustainability and reducing dependency on project-based financing. Participants in in-depth interviews conducted to support the development of this Strategy also highlighted the need for structured exit strategies in preparation for the end of S2SR Blue Economy, including development of peer-to-peer training models and embedding capacity within national and regional networks of implementing partners.
- **Tailored capacity support:** One-size-fits-all training was found to be insufficient. Partners expressed a preference for capacity-building that was responsive to their operational scale, internal staffing structure and expressed needs. Needs assessments and modular learning pathways, as well as peer-to-peer learning and collaborative mechanisms were recommended by partners as effective models.
- **Equity and inclusion:** There is demand for tools to mainstream equity and inclusion into policies and services, including in relation to promoting gender equity and women's empowerment, promoting the inclusion of LGBTQI+ individuals and persons with disabilities, and taking into account language and cultural requirements.
- **Financial and technical reporting:** Organizations need systems, tools and training to maximize their own efficiency in meeting EU and ILO requirements for budgeting, cost eligibility and reporting.
- **Compliance:** Partners lack familiarity with visibility requirements, procurement standards and EU contractual obligations.
- **Strategic communication:** Organizations seek additional support to develop storytelling for impact, audience engagement and ethical advocacy building on earlier trainings.
- **Integrating MEL into core operations:** While MEL systems were introduced, only a minority of partners systematically integrated them into planning and learning cycles. Barriers included limited staff time, lack of budget and inadequate digital tools. Needs include training in results frameworks, data disaggregation and collection, learning loops and participatory evaluation. Future capacity-building must also support the institutionalization of MEL, not just compliance-based reporting (Harkins and Fisher 2018).



▶ 3

Institutional Capacity-Building Strategy

A set of specific recommended activities on institutional capacity-building are provided below to support achievement of Specific Objective 4 of S2SR Blue Economy to: “Promote social dialogue, increase freedom of association and collective bargaining and empower migrant workers, their families and communities”. These have been derived from the interviews and group discussions undertaken as part of the research for developing the Strategy and from the desk review. The principles of the Institutional Capacity-Building Strategy and core and strategic support tools for long-term partners are outlined in section 3.1. This is followed by the recommended capacity development objectives in section 3.2 and the recommended activities in section 3.3, which represent a menu of options with thematic deep dives in strategic learning materials, building on essential capacity-building areas covered in core learnings. The S2SR Blue Economy programme can draw from the Strategy and the Institutional Capacity-Building Curriculum in developing annual work plans with tripartite plus constituents in each target country and at the regional level.

To ensure resource efficiency and maximize impact, institutional capacity-building will use scalable delivery formats wherever possible. These include reusable content, such as template libraries, multilingual SOPs, video modules and regional or national peer exchanges. A rapid needs assessment (RNA) will precede each implementing partners’ 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 all partners have had the opportunity to cover all baseline materials needed for effective collaboration under the S2SR programme. RNA responses will guide individual partners' tailored participation, which will be tracked through the MEL system.

The approach aims to increase institutional resilience and autonomy across the lifecycle of the S2SR programme to build sustainability while maintaining flexibility and the provision of ILO support across diverse contexts. The proposed use of a combination of capacity-building support, including training, provision of learning tools, peer-led learning and a strong focus on organizational sustainability, offers a replicable model that could be adapted for other ILO programmes and sectors. The emphasis on system-level change, rather than one-off training, makes it a durable approach to institutional capacity-building in development settings as well as in complex, high-risk environments.

3.1. Principles for implementing the Strategy

Institutions are agents of their own change. Capacity-building must support locally led development by strengthening institutions' ability to define, lead and manage their development agendas. The implementation of this Strategy is grounded in globally recognized principles of capacity development, drawing from the:

- **ILO**, including its ILO-wide Strategy on Institutional Capacity Development, which emphasizes systems thinking, national ownership and continuous learning;
- **UN** system; and
- **EU** institutional capacity-building standards.

The principles reflect a commitment to rights-based, gender-responsive, transparent and evidence-informed institutional growth. They are further shaped by the S2SR Gender Strategy, promoting equity and transformation at all levels.

The S2SR Blue Economy programme is committed to inclusive institutional capacity-building across all trade union, civil society and NGO implementing partners targeted by this Strategy. To maximize sustainability, the programme will provide opportunities to long-term partners to develop leadership skills in mentoring, piloting new tools, co-hosting learning events and contributing to communities of practice for the broader network of institutional partners. Prioritizing support to these champions would allow S2SR Blue Economy to deepen impact, support scale-up of good practice and enable peer-to-peer replication.

Selection criteria will be co-designed by ILO country teams and will be transparent and reviewed annually to adapt to programme needs and performance trends. Potential criteria for identifying champion partners are likely to encapsulate:

- demonstrated reach and influence among migrant worker populations;
- history of timely and quality financial and technical reporting;
- geographic or sectoral coverage (for example, fishing, seafood processing, aquaculture); and
- active engagement in worker organizing, advocacy or service provision.

These will be refined in collaboration with ILO country teams.

As capacity levels across partners varies, the Strategy introduces a range of **core and strategic** learning materials. **Core capacity-building** tools and materials are designed to enable long-term 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 in core areas as well as organizational sustainability, mentoring and trying new approaches. Participants in these areas will also be able to grow skills in leadership roles to strengthen the wider ecosystem.

1. Commitment to tripartism and social dialogue

Institutional capacity-building under S2SR Blue Economy will bolster the tripartite model of social dialogue, while supporting the capacity of CSOs and migrant-led groups to participate effectively in tripartite plus settings. Effective institutional ecosystems depend on functional dialogue mechanisms, shared mandates and sustained commitment to social dialogue.

2. Upholding rights and addressing structural inequalities

Institutions will be equipped to uphold international labour and human rights standards and address intersecting inequalities linked to gender, migration status, ethnicity, disability and sexual orientation (ILO 2023; UNDG 2019).

3. Ensuring diverse and meaningful participation of rights-holders

Institutional capacity-building must be inclusive and equitable, ensuring the meaningful participation of rights-holders, including women, LGBTQI+ groups, young people, persons with disabilities and other marginalized groups. Drawing on the ILO's principles of equality of opportunity and treatment, interventions will promote leadership diversity, inclusive representation and respect for all forms of identity. This includes removing structural and institutional barriers to participation and promoting a culture of dignity, respect and non-discrimination throughout institutional governance and programming.

4. Systems thinking: Strengthening institutions through enabling environments

Rather than isolated training, this Strategy targets institutional ecosystems. This includes strengthening the internal mandates of participating organizations, functional coordination and collaborative processes, resourcing models, information systems, and accountability mechanisms. The ILO stresses that capacity is not only a function of skills but of systems, structures and enabling conditions (ILO 2013).

5. Embedding transparency, accountability and integrity

Institutional accountability will be reinforced through training on ethics and financial responsibility; procurement integrity; and conflict-of-interest management; aligned with EU financial and operational standards⁶ and the ILO's Financial Rules and Regulations (ILO 2013). Ethical principles will be applied to governance, case management, beneficiary safeguarding and public communications.

6. Locally led and grounded in reality

Capacity-building processes will be participatory, empowering institutions to develop responses to their specific operational environments, legal frameworks and opportunities for financial sustainability. Local knowledge and stakeholder engagement will be integral to all programme phases. Partners will not be expected to follow a linear training path. Entry points into each set of learnings will reflect each organization's existing strengths, roles and readiness.

7. Evidence-informed and adaptive

Institutional learning is a cornerstone of sustainable capacity. MEL systems will be embedded not only for compliance, but to enable adaptive management and evidence-driven, rights-based decision-making. Institutions will be equipped to generate, synthesize and apply knowledge, linking data to both learning and communications. Disaggregated data, outcome harvesting and participatory evaluation will be embedded from the start.

8. Learning and adaptation: Embedding MEL for continuous improvement

MEL systems will not only track results but serve as foundations for institutional strategic communication. Institutions will be trained in evidence-based storytelling that centres worker and community voices, consistent with ethical guidelines as well as EU and ILO visibility requirements. Capacity-building will drive communication that is rights-based, ethical and tailored to diverse audiences. Stories of change, lessons learned and impact evidence will be used to inform public advocacy, donor engagement and internal learning.

⁶ As per Regulation (EU) 2021/947 establishing the Neighbourhood, Development and International Cooperation Instrument.

9. Institutional resilience: Enabling innovation, agility and preparedness for shocks

Resilient institutions adapt to shocks and uncertainties. Capacity interventions will strengthen crisis management, digital transformation and multi-actor coordination. The Strategy promotes institutional innovation through digital tools, knowledge hubs and multi-sector collaboration. Institutions will be equipped to adapt to crises (such as pandemics, climate change) and maintain service delivery through resilient planning and resource diversification. Lessons from earlier experiences also underline the importance of resilience. For example, the ILO's study on organizational resilience of trade unions and civil society in Myanmar following the 2021 coup highlights how agility, strong internal governance and diversified partnerships enabled institutions to sustain operations in crisis conditions (ILO 2022c). These insights reinforce the Strategy's focus on resilience, sustainability planning and preparedness for shocks

3.2. Institutional capacity development objectives and areas

The Strategy seeks to strengthen institutional capacity across seven core areas, each aligned with one or more outcomes and outputs in the programme logframe.

► Subject areas and purposes of capacity-building

Area	Purpose
1. Compliance	Improve understanding and implementation of ILO and EU donor rules, visibility, procurement and financial accountability.
2. Reporting	Strengthen timely, accurate and insightful financial and technical reporting for donor-funded projects.
3. Communications	Equip partners to deliver evidence-based, engaging and high-impact communications that reach key audiences.
4. MEL	Institutionalize robust MEL systems with strengthened research methods that are participatory and gender-sensitive and inclusive.
5. Organizational resilience	Support partners to build sustainable internal systems (human resources and fundraising, including developing proposals), digital tools, succession planning and collaborative practices.
6. Worker engagement and organizing	Boost capacity for leadership, community organizing, trade union-building and policy advocacy, especially for migrant fishers and aquaculture workers.
7. Peer learning and mentorship	Building capacity on mentoring and coaching functions across reporting, compliance, communications, MEL, organizational resilience and worker organizing.

3.3. Recommended activities

The recommended activities all fall under Specific Objective 4 of S2SR Blue Economy, under which the programme aims to: "Promote social dialogue, increase freedom of association and collective bargaining and empower migrant workers, their families and communities". Activities have been formulated to support outputs under this objective.

Output 4.1. Increased capacity and inclusiveness of worker and civil society organizations providing information, organizing and support services to workers in the fish and seafood supply chain.

Institutional capacity-building activities under Output 4.1 focus on strengthening partners' institutional and technical capacity across the core areas of financial and technical reporting, MEL, compliance and communications. The S2SR (2020–2024) final evaluation highlighted that effective institutional transformation came not from training alone, but from follow-up, embedded systems and peer engagement. It noted that while many partners received training, those who translated learning into sustained improvements had one or more of the following:

- ▶ dedicated technical and project staff;
- ▶ access to templates or SOPs; and
- ▶ opportunities to follow up with mentors or peers, including through feedback provided by the ILO.

To enable sustainability beyond the lifespan of S2SR, it is essential to reduce the need for continued on-the-job coaching by the ILO. Capacity-building under this output must therefore adopt a more structured, tiered model that includes onboarding, follow-up training, initial coaching for new partners, practical tools and light-touch resources for ongoing support.

Activity 4.1.1. Provide training and technical support for trade unions and CSOs on proposal writing, project management, financial management, research, MEL and communications.

Institutional capacity gaps remain a persistent challenge across many implementing partners, particularly in areas such as financial reporting, technical reporting, compliance, MEL and strategic communications.

In addition to functional capacity-building, the Strategy will address deeper organizational development issues that are essential for long-term sustainability, including fundraising, knowledge retention and digital transformation. Several partners emphasized the need to move beyond project-based systems to more permanent internal structures, and to develop skills and tools that allow organizations to maintain operations between funding cycles.

Curriculum entry points will be guided by a light-touch capacity scan conducted with each partner. This rapid assessment will draw on past performance, existing institutional capacity, systems and technical focus areas. Some organizations, particularly those with established systems or long-standing partnerships with the ILO, may begin directly with strategic content in specific thematic areas. Others may benefit from phased exposure starting with core areas of capacity-building. Movement across materials will remain flexible and iterative, allowing organizations to self-assess progress and request deeper engagement in specific domains.

Access to peer-to-peer and mentorship learning materials and opportunities will enable some long-term partners to play a role in supporting other partners. This approach reflects a more strategic and sustainable deployment of ILO resources.

Recommended tasks:

- ▶ Establish a training curriculum and training materials:
 - ▶ **Core:** Essential training for long-term implementing partners on compliance, reporting, communications, MEL and organizational resilience.
 - ▶ **Strategic:** Deep dives for partners in core areas of functional capacity, with additional thematic training on worker engagement and organizing, and peer learning and mentorship.
- ▶ Adapt the existing ILO MRC operational guidelines for use by partner organizations outside the MRC framework, making use of existing materials developed on capacity-building subjects identified in this Strategy.

- Develop and maintain a curriculum resource directory, mapping existing training materials, languages, and coverage, and identifying key content gaps.
- Encourage the development or tailoring of **onboarding packages, internal handbooks and learning agendas** to reduce knowledge loss and support continuity between funding phases.
- Use light-touch formats (FAQs, briefings, quick guides) to communicate rule changes, reducing the need for full-scale training.
- Continue to provide targeted guidance and resources – such as templates – to support budget planning, results-based reporting and audit readiness.
- Support partners to develop **internal capacity development plans**, including human resource systems, safeguarding, succession planning and learning documentation.
- Deliver training and provide learning materials on **digital tools** and knowledge management platforms that improve data security, coordination and institutional memory.
- Offer training and learning materials on **resource mobilization, including preparing budgets for multi-donor scenarios and integrating capacity-building into fundraising proposals**.

Activity 4.1.2. Support outreach, training and the promotion of migrant workers' rights (including women, LGBTQI+ and migrant workers with disabilities).

Ensuring that partners can meaningfully reach, represent and support all migrant workers in the blue economy, including women, LGBTQI+ individuals and persons with disabilities, is a core equity goal of the programme. However, partners reported substantial variation in their readiness and confidence to do this: all reported following donor requirements, and some have internal gender equity or safeguarding policies at the institutional level. In areas seen as less relevant, or where donor requirements have not been experienced, partners rely on informal approaches, notably in the areas of LGBTQI+ and disability inclusion. To address this, activity 4.1.2 focuses on building internal systems for inclusive programming (such as, training on policies, SOPs, safeguarding frameworks and provision of templates); strengthening the skills of frontline organizers and service providers; and learning from other social justice movements. Champion partners with established equity practices will also be encouraged to mentor or pair with others to strengthen learning, behaviour change and consistency across the programme.

- Develop and deliver inclusive training of trainers and learning materials that equip frontline staff to engage meaningfully with inclusion of women, LGBTQI+ individuals and workers with disabilities and ensure equitable outcomes for migrant workers in the blue economy and their families.
- Support organizations to embed GEDSI policies and safeguarding standards into their core operations and internal codes of conduct.
- Foster peer mentorship schemes, supporting the matching of migrant worker-focused organizations with equity-focused organizations.
- Draw from adjacent movements – for example, gender equality and women's empowerment, LGBTQI+, disability rights and environmental – to strengthen organizing approaches, communications and reach.

Activity 4.1.3. Promote peer-to-peer learning and create opportunities for worker advocates to network and share with broader social justice movements.

Peer-to-peer learning is widely recognized across S2SR stakeholders as one of the most impactful, cost-effective and sustainable forms of capacity-building. Partners consistently expressed that they learn well from one another, especially through exposure to diverse models, contexts and problem-solving strategies. Partners

across countries emphasized their desire for more structured mechanisms to share tools, troubleshoot challenges and adapt strategies in real time.

This activity promotes institutional strengthening by investing in horizontal learning: communities of practice, thematic exchanges, cross-country learning visits and curated knowledge resources. It also opens the door to dialogue with other social movements such as gender equality and women's empowerment, disability rights, LGBTQI+, and climate justice, whose organizing tactics, advocacy frameworks and resilience models offer valuable insights for migrant worker organizations.

Long-term partners will be able to gain experience in leadership roles serving as conveners, mentors and demonstrators of innovative practice. They will facilitate thematic communities of practice, mentor emerging organizations and host site visits or demonstration workshops. Their regional positioning and technical depth make them ideal candidates to anchor peer-learning platforms.

Peer exchanges under a community of practice will focus on functional domains outlined in Table 1 and provide settings for "deep dives" envisaged in strategic capacity-building. This broadens the peer-learning function to help deliver all six capacity development objectives outlined in this Strategy.

- ▶ Establish a community of practice to exchange on reporting, compliance, communications, MEL, organizational resilience, and worker engagement and organizing.
- ▶ Facilitate peer learning exchanges within and across countries, communities of practice and partners.
- ▶ Encourage cross-sector learning with activists from other movements to broaden strategies and impact.
- ▶ Facilitate experience-sharing on institutional resilience and strategizing, including on fundraising, safeguarding, GEDSI, managing transitions between donor funding cycles and diversifying funding sources.

Activity 4.1.4. Support the expansion of workers' organizations and CSOs, and promote opportunities for collective bargaining.

The ability of civil society, migrant and worker organizations to organize, represent and advocate for migrant workers – particularly those in informal and hard-to-reach areas of the blue economy – is essential to systemic change. However, as revealed through the in-depth interviews and evaluation, many organizations face institutional barriers to expansion: limited strategic planning capacity, unclear mandates and insufficient knowledge of inclusive rights-based organizing. This activity addresses these challenges by strengthening internal systems and strategies that enable growth, representation and collective bargaining. Special emphasis is placed on supporting organizations working with pier-based fishers, seafood processors, aquaculture workers and cross-border migrants, who are often underrepresented in formal trade union spaces. Coaching, organizing toolkits and leadership development, including cascade training by experienced partners, will be deployed to ensure that organizational expansion is not only possible, but sustainable and inclusive.

- ▶ Develop learning materials on worker organizing in informal and hard-to-organize settings (for example, pier sorters, aquaculture day labourers).
- ▶ Develop learning materials on collective bargaining, especially where legal or political constraints limit formal negotiations.
- ▶ Provide opportunities for partners to cascade knowledge, adapting their approaches to local contexts.
- ▶ Strengthen GEDSI transformative internal organizational strategies for growth, such as governance planning and sustainability mapping.
- ▶ Strengthen leadership capacity in long-term partners to build competencies needed to support rights-based, resilient and inclusive institutional development.

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Annexes

Annex I. Capacity-building interventions mapped to Theory of Change (ToC)

Result	Output	Activity (from ToC)	Capacity-building interventions
4.1	4.1	4.1.1. Provide training and technical support for trade unions and CSOs on proposal writing, project management, financial management, research, MEL and communications.	Training modules on reporting, MEL, compliance and communications. Dissemination of SOPs, templates and trackers. Mentoring for audit readiness and narrative-financial integration. Light-touch formats (FAQs, briefs) for compliance updates. Includes internal capacity development plans, digital tools, donor diversification, onboarding systems, and RNA self-assessment scorecards. Champion partners lead piloting and dissemination. Also includes adaptation of MRC operational guidelines, curriculum resource directory, and strategic mentoring.
4.1	4.1	4.1.2. Support outreach, training and promotion of migrant workers' rights (including women, LGBTQI+ and disabled migrant workers).	Inclusive training of trainers and coaching for outreach staff. Development of inclusive SOPs and safeguarding policies. Peer mentoring pairs between equity-focused and emerging partners. Draws on feminist, disability, and LGBTQI+ organizing models. Embeds GEDSI principles into internal governance and equips outreach and service delivery staff.
4.1	4.1	4.1.3. Promote peer-to-peer learning and create opportunities for worker advocates to network and share with broader social justice movements.	Cross-country exchanges, thematic community of practice. Learning visits and mentoring embedded. Leadership training for communities of practice and host regional learning events. Directory of training content and tools maintained.
4.1	4.1	4.1.4. Support the expansion of worker organizations and CSOs and promote opportunities for collective bargaining	Training on organizing in informal and cross-border contexts. Training-of-trainers models for replication by experienced partners. Strategic support on governance, leadership and growth planning. Includes GEDSI-transformative planning for leadership, governance and sustainability.

Annex II. List of stakeholders and partners interviewed

Name of partner	Date
Regional	
ILO	9 June
IOM	4 July
FAO	16 July
Cambodia	
Centre for Alliance of Labour and Human Rights (CENTRAL)	3 July
Cambodia Labour Confederation (CLC)	15 July
Legal Support for Children and Women (LSCW)	2 July
Indonesia	
KAMPIPARHO	10 July
Indonesian Migrant Workers Union (SBMI)	10 July
Malaysia	
National Union of Peninsular Seafarers Malaysia (NUSPM)	14 July
Tenaganita	23 July
Myanmar	
Foundation for Education and Development (FED)	7 July
Future Light Centre (FLC)	7 July
Philippines	
SENTRO	22 July
Stella Maris	11 July
Thailand	
Human Rights and Development Foundation (HRDF)	14 July
Stella Maris	10 July
Labour Rights Foundation (LRF)	9 July
Migrant Working Group (MWG)	4 August

Annex III. Research and interview questions

Section 1. Institutional profile, existing ILO engagement and strategic fit	
Can you describe your organization's mandate in the fish and seafood supply chain	Recent programmes? Geographic scope?
S2SR has four objectives: regional cooperation, legal frameworks, corporate accountability and social dialogue. Which of those four objectives feels most urgent for you and why?	Gaps? Opportunities?
How aware are you of ILO institutional-capacity-building trainings that cover reporting, compliance, communications and MEL?	Which ones have you heard of or consulted? How?
Has your organization ever received training or technical assistance from the ILO under S2SR-SEA or any other migration-related project?	When? What topics? Value gained?
Section 2. Current capacity: Financial and technical reporting	
How are your financial and technical reports currently prepared for donor-funded projects (e.g., EU, ILO)?	Software? Dedicated staff?
What challenges have you faced in meeting donor reporting formats, deadlines or audit requirements?	Data quality issues?
What internal systems or SOPs help you ensure cost eligibility and budget tracking?	Digital accounting tools?
Section 3. Compliance with ILO and donor rules	
Which ILO or EU rules/regulations are you most familiar with, and where do you feel least confident?	Procurement? Visibility/branding?
Are you familiar with the terms and conditions of the agreement you signed with ILO under S2SR Blue Economy?	Content? Activities? Financial standards/expectations? Reporting standards?
Can you recall a situation where non-compliance created a bottleneck or risk? What would have helped?	Templates, mentoring, peer support?
Section 4. Communications and story-telling for impact	
Who are your priority audiences (e.g., migrant fishers, policymakers, buyers) and what channels do you use to reach them?	Social media, radio, community meetings?
Give an example of a successful communication campaign you led. What made it work?	Data visualization, human-interest stories, partnerships?
Which aspects of storytelling or media engagement would you like to strengthen?	Visual design, pitching to journalists, impact metrics?

Section 5. Monitoring, evaluation and learning (MEL)	
What MEL tools or frameworks do you currently use to track project results?	Log-frame, outcome harvesting, dashboards?
How do you ensure MEL findings feed back into programme design and resource allocation?	Learning loops, after-action reviews?
Which MEL capacities (indicator design, data collection, analysis, gender-disaggregation) need the most support?	Staff skills, budget, software?
Section 6. Cross-cutting issues and equity	
How do you integrate gender, youth, disability or LGBTQI+ considerations into your existing programmes and organizational policies?	Guidelines? Champions?
In your view, what are the main barriers migrant workers face in accessing your services or engaging in social dialogue?	Language, legal status, distance, cost?
What are your plans for integrating inclusion and equity into your work under S2SR Blue Economy?	Training needs? Perceived relevance? Development of internal guidelines/SOPs?
Section 7. Preferred learning modalities and sustainability	
What learning formats work best for your staff (e-learning, workshops, on-the-job coaching, peer exchanges)?	Time constraints? Connectivity?
How can capacity-building support be structured so that improvements are sustained after S2SR Blue Economy ends in 2028?	Training-of-trainers models, internal budgets, policy integration?
Section 8. Partnerships and resources	
Which local, regional or international partners could complement your capacity-building needs?	Universities, private-sector platforms, tech providers?
Section 9. Reflections and recommendations	
If you could secure one piece of assistance tomorrow to boost your institutional capacity, what would it be?	Systems, staff, tools?
Is there anything else I haven't asked that is critical for developing an effective capacity-building strategy and curriculum?	Open floor.

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