

3.2. Preparation of policy positions

This part of this publication touches upon the real policy work of the employers' organisations.

Having gathered information and having done some research, the translation of these data in employers' organisations' policy position, which then lead hopefully to effective policy interventions and policy influence in favor of the private sector, is covered in this paragraph.

The ideal outcome of this phase is that the employers' organisation is perceived to be the voice of business to translate the needs/concerns of companies into clear realistic policy positions towards the decision making political authorities and other decision making or powerful stakeholders such as trade unions. These policy positions may be of a general nature, or more specific. They are formulated in a evidence based, constructively voiced position papers, which are also widely communicated to the members and the public at large.

In this phase of policy preparation, some elements, which are characteristic of good advocacy and lobbying strategies in general, are also crucial here. We just recall the most important one's briefly :

- the need for mandates of the employers: the policy positions need to reply to real concerns of members, based upon a mandate by the governance bodies of the employers' organisation if possible.
- the need for a certain prioritization based upon a logic of criteria. Themes which are of interest for many companies; feasible- realistic positions and proposals; positions which serve the common national interest; urgent issues first
- the need for an evidence based approach, with constructive non polarizing argumentation
- the need for realism and feasibility, both financially and implementation with the need to tackle real issues and not symptoms, in other words focus and specificity

Find a good example of the Irish employers' organisation here:

<https://www.ibec.ie/employer-hub/covid-19/policy-advocacy/covid-19-business-priorities>

Find a good example of the Ghanaian employers' organisation here:

<https://ghanaemployers.com.gh/wp-content/uploads/2020/04/2GEA-PRESS-RELEASE-ON-COVID-19-2.pdf>

The ILO published a complete overview of policy responses per country:

<https://www.ilo.org/global/topics/coronavirus/country-responses/lang--en/index.htm#UN>