

TRACKING GENDER MAINSTREAMING IN HIV/AIDS WORKPLACE POLICIES OF ZAMBIAN GOVERNMENT LINE MINISTRIES



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ACRONYMS

BCC	Behaviour Change Communication
CEDAW	Committee on the Elimination of Discrimination against Women
FNDP	Fifth National Development Plan
GIDD	Gender in Development Division
IEC	Information, Education and Communication
ILO	International Labour Organisation
NAC	National HIV/AIDS/STI/TB Council
NASF	National AIDS Strategic Framework
NASP	National AIDS Strategic Plan
NGO	Nongovernmental Organisation
SADC	Southern Africa Development Community
SHARe	Support to the HIV/AIDS Response Project
ZANARA	Zambia National Response to HIV/AIDS (NGO)
ZDHS	Zambia Demographic and Health Survey

BACKGROUND AND LITERATURE REVIEW

Zambia has an estimated national HIV prevalence rate of 14.3 percent for the population ages 15–49 years (Zambia Demographic and Health Survey [ZDHS] 2007).¹ Prevalence rates vary significantly according to sex, age, and geographical area. Women are more vulnerable to HIV infection than males. The most recent ZHDS (2007) shows 16.1 percent of females infected by HIV compared to 12.3 percent among men. HIV prevalence in young women ages 15–24 years (8.8 percent) is double that of males in the same age range (4.4 percent). These marked gender differentials are related to a host of cultural, social, and biological factors that place Zambian females at higher risk for HIV infection than males, and point to the need for thorough gender analysis and targeting throughout HIV/AIDS policy development and programming.

In Zambia, the adoption of gender mainstreaming in HIV/AIDS programmes and policies is a widely held principle, articulated in all major policy documents and frameworks. Experience in recent years and review of policy documents, however, reveals that gender mainstreaming is challenging to consistently articulate, operationalise, and implement in Zambia.²

The government institutional framework for HIV/AIDS policies comprises:

- A Cabinet Committee of Ministers of selected key ministries established as the Gender in Development Division (GIDD) (in early 2010 made the Ministry of Gender), which has served as the official Zambian government institution responsible for gender;
- The National HIV/AIDS/STI/TB Council (also called the National AIDS Council, or NAC), which is responsible for coordination, monitoring and evaluation, providing technical guidance, and undertaking research;
- HIV/AIDS/STI/TB Focal Point Persons appointed in all line ministries;
- Nongovernmental organisations (NGOs), community-based organisations, and faith-based organisations, including the Gender Sector Advisory Group, whose activities complement government efforts.

In addition, the government has made an effort to put in place an institutional framework for gender mainstreaming, and monitoring and evaluation at the provincial and district level. Domestically, the government has adopted a national gender policy and developed a Joint Gender Sector Support Programme, while at the regional and international level, Zambia has signed and ratified a number of conventions and protocols.

¹ Central Statistical Office (CSO), Ministry of Health (MOH), Tropical Diseases Research Centre (TDRC), University of Zambia, and Macro International Inc. Zambia Demographic and Health Survey 2007. Calverton, Maryland, USA: CSO and Macro International Inc. 2009.

² National AIDS Council (NAC). Joint Mid-Term Review of the National AIDS Strategic Framework. January 2009. p. 73–78.

Gender appears as a guiding principle of the National HIV and AIDS Strategic Framework (NASF) 2006–2010, which recognises that “gender equity and HIV issues are interconnected.”³ The need for mainstreaming of gender in social policies and programmes was clearly articulated in Zambia’s Fifth National Development Plan (FNDP) 2006–2010, in its goal “To reduce gender imbalances and attain gender equality.” The FNDP, in its discussion of Gender and Development, includes the following objectives relevant to the present study⁴:

- Mainstream gender into macro and sectoral policies and programmes.
- Mainstream gender in all policies and programmes on the control and prevention of HIV and AIDS and other sexually transmitted infections (STIs).

DEFINITION OF GENDER MAINSTREAMING

“Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit.”

The GIDD (now Ministry of Gender), NAC, and the Support to the HIV/AIDS Response Project (SHARe) of the United States Agency for International Development (USAID) agreed to review the HIV/AIDS workplace policies of line ministries to determine whether gender has been mainstreamed in the policies.

Workplace policies on HIV/AIDS are a key instrument for protecting and safeguarding employee rights, and providing care for employees and their families. Workplace policies are also imperative to stem the employee illness and death rates, lost capacity and productivity of government sectors, and high costs to retain a diminished and weakened work force.

Responding to the injunctions of the National HIV/AIDS/STI/TB Policy, which provides the directive and mandate for the national response, Zambian line ministries began to develop workplace HIV/AIDS policies around 2004.

The NASF 2006–2010 identified a key role for workplace policies in two of its Strategic Objectives:

- Develop and implement comprehensive workplace policies that take into consideration issues around education, awareness and prevention, treatment, care and support.
- Support the development of workforce development strategies which prioritise the key sectors critical to the response to HIV and AIDS.

In an earlier phase of workplace policy development, the National HIV/AIDS Intervention Strategic Plan (NAISP) 2002–2005 reported, in its Sectoral Mainstreaming Objective, that 80 percent of surveyed institutions had HIV/AIDS workplace policies and programmes in place. The Joint Mid-Term Review of NASF (2009) found that “Most HIV and AIDS workplace policies are not gender sensitive.”

³ Report of the Economic and Social Council (A/52/3, 18 September 1997). Chapter IV. 1997.

⁴ FNDP 2006–2010.

Further it was found that workplace policies were mainly implemented at central and not sub-national levels.⁵

Most Zambian line ministries were offered technical assistance and support from NGOs such as Afya Msuri, SHARe, Zambia National Response to HIV/AIDS (ZANARA), and others, to guide the policy process. Financial support was provided from the Global Fund to Fight AIDS, Tuberculosis and Malaria, GTZ, Swedish International Development Cooperation Agency (SIDA), and other sources. No standard framework appears to have been applied across all policies.

The key reference document for policy formulation was the National HIV/AIDS/STI/TB Strategic Plan (NASP). The NASP incorporates gender as a guiding principle: “Addressing gender equity issues and HIV concerns are a central element in the fight against HIV/AIDS,” and gender is highlighted in its broad objectives: “To effectively mainstream equity considerations and gender in HIV/AIDS programmes and activities and to enhance women’s role in making decisions in sexual partnerships.”⁶ The document also outlines the responsibilities of the different sectors in the national effort to fight HIV/AIDS. The International Labour Organisation (ILO) Code of Practice of HIV/AIDS and the world of work has also been used as a reference, and is frequently cited in sector workplace policies.⁷

Several helpful guidelines and frameworks are available to guide HIV/AIDS workplace policy, both Zambia-specific and generic; however, none of these has yet been used exclusively across sectors.^{8 9 10}

11 12

⁵ NAC 2009, p. 76.

⁶ Ministry of Health 2005, p. 19.

⁷ ILO. An ILO code of practice on HIV/AIDS and the world of work. 2001.

⁸ Afya Msuri. Workplace HIV and AIDS Policy Manual. 2006.

⁹ ILO. A workplace policy on HIV/AIDS: putting it into practice. ILO Programme on HIV/AIDS and the World of Work. 2004

¹⁰ Zambia AIDS Partnership. HIV/AIDS and the Work of Work: Good Practice Guidelines in Zambian Workplaces. 2006.

¹¹ Impact Project, Family Health International. Workplace HIV/AIDS Programs: An Action Guide for Managers. June 2004.

¹² ILO. Implementing the ILO code of practice on HIV and AIDS and the world of work: An education and training manual. 2002.

STUDY OBJECTIVES, METHODOLOGY, AND LIMITATIONS

OBJECTIVES

The overall objective of the study is to determine the extent to which gender has been mainstreamed in HIV/AIDS workplace policies of government line ministries in Zambia, using a desk review approach.

Key activities:

- To undertake a review of HIV/AIDS workplace policies of the 23 government line ministries to determine the extent to which gender is referenced in the policy.
- To review the mandate of each ministry, and the related HIV/AIDS risks to its employees, and examine how or if the mandate is addressed in the HIV/AIDS policy and gender concerns.
- To identify current gender gaps and challenges in HIV/AIDS workplace policies and programmes and provide recommendations.
- To examine whether line ministries have made gender part of their HIV/AIDS workplace policy development agenda as well as inform and guide future planning and implementation of HIV/AIDS workplace policies and programmes.

METHODOLOGY

The review was carried out as a desk study. A content analysis was undertaken of the existing HIV/AIDS workplace policies of 21 of the 23 Zambian line ministries. Two newly formed ministries – Ministry of Gender, and Ministry of Livestock and Fisheries – were excluded as they have not yet prepared policies.

The study team comprised a gender specialist, research associate, and technical specialist. The team prepared a list of key generic features of a workplace policy, based on an initial rapid scan of a number of policies, and review of relevant guidelines.¹³ Each policy was read using the list to check whether any specific reference to gender was made concerning each section (e.g. introduction, foreword, objectives, guiding principles, policy statements). All specific references to gender or male/female issues were noted. Also noted was all content related to sexual harassment, and to types of employment occupied primarily by one gender, as these have implied gender dimensions. In addition, risks associated with the type of work conducted by the ministry labour force were noted, as these are often gender specific (mobile road transport workers or migrant labourers, health workers, etc.). The dates of publication of the policies were recorded, and review dates were noted to determine whether the policies are current. The technical assistance that NGOs provided to the ministries was

¹³ Afya Mzuri, 2008.

noted, as this would assist in clarifying the process and instruments used in the policy development, and could explain patterns in the structure and content of the policies.

An overall assessment was made as to whether, and to what extent, the policy explicitly addresses gender. Notes were prepared on special inclusions regarding gender, as well as gaps in the policy where gender could have been addressed. The desk study did not endeavour to examine how the policies have been implemented, or to review any associated documents such as implementation plans.

In assessing gender mainstreaming the team followed these assumptions:

- Gender mainstreaming should be explicit.
- An assumption of gender neutrality generally should not be made in HIV/AIDS policy and programming.
- Workplace policy will reveal intention rather than gender mainstreaming in practice.
- Gender mainstreaming can best be assessed where targets, results, and outcomes of gender mainstreaming are monitored and documented.

LIMITATIONS

The study design and research environment have the following limitations:

- **Policy documents provide only a partial picture of gender mainstreaming:** Policy documents are general statements of intention that may not contain the level of detail necessary to determine the degree of gender mainstreaming that is actually taking place in a ministry.
- **No set parameters to gauge gender mainstreaming:** Ministries carried out different policy development processes, with varied guidance and tools. This influences whether gender was addressed explicitly in the policy documents.
- **Lack of policy implementation plans in the ministries:** It is generally understood that what is contained in the policy gets unpacked in the implementation plans. Access to the plans, and subsequent reports, would provide a more complete picture of the status of gender mainstreaming.
- **Access to information:** Updated policies were difficult to obtain from the ministries, and several appear to be outdated; gender-disaggregated data were not available; and the availability of HIV/AIDS Focal Persons to respond to questions was very limited.

FINDINGS

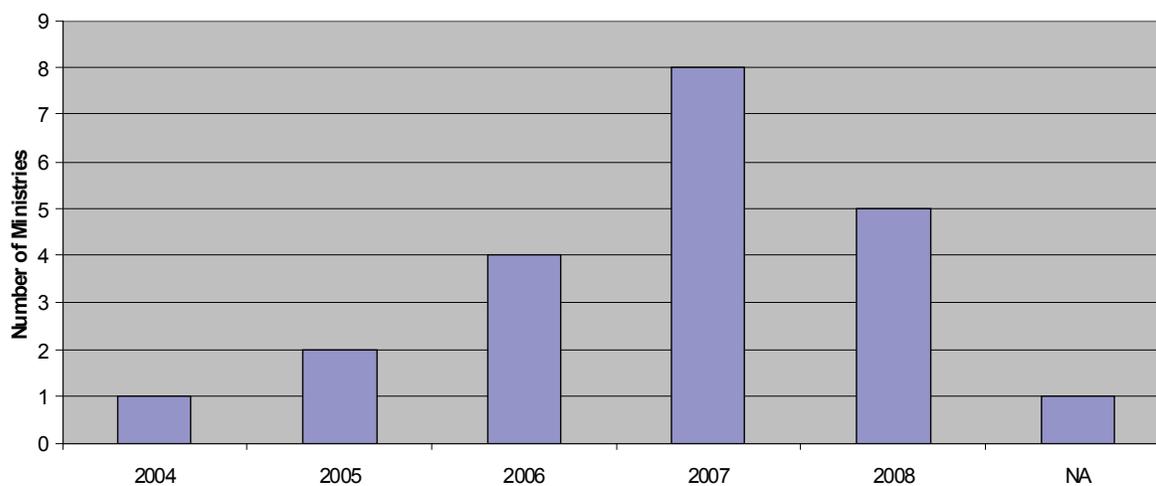
THE POLICY DEVELOPMENT PROCESS AND GUIDANCE

Several elements were examined to better understand the source of guidance each ministry used in preparing its policy, and whether the policy was current:

- Reference to resource documents used – primarily the ILO Code of Practice.
- Acknowledgement of support from NGOs and other institutions.
- Format of document (some standard formats were recognised).
- Dates of publication and review periods stipulated.

Most policies were published in 2006 through 2008 (Figure 1), and of the 13 that stipulated review dates, nine were outdated. Eight did not specify the date of publication, or the review date, or both. Those policies that are current are due for review before 2011. These findings all point to the need for the existing policies to be reviewed and updated.

FIGURE 1. MINISTRY HIV/AIDS WORKPLACE POLICIES. YEAR OF POLICY PUBLICATION



Most ministries acknowledged the assistance that had been provided by local NGOs and international organisations. ZANARA, Afya Mzuri, and SHARe were the most frequently acknowledged (14, six, and three times, respectively). It was not possible to immediately determine how these organisations may have guided the ministries to include gender in their policies, but there is clear evidence that the ILO Code of Practice was often cited and adopted. No single policy made reference to the National Gender Policy, the Southern Africa Development Community (SADC) gender protocol, or the **Committee on the Elimination of Discrimination against Women**

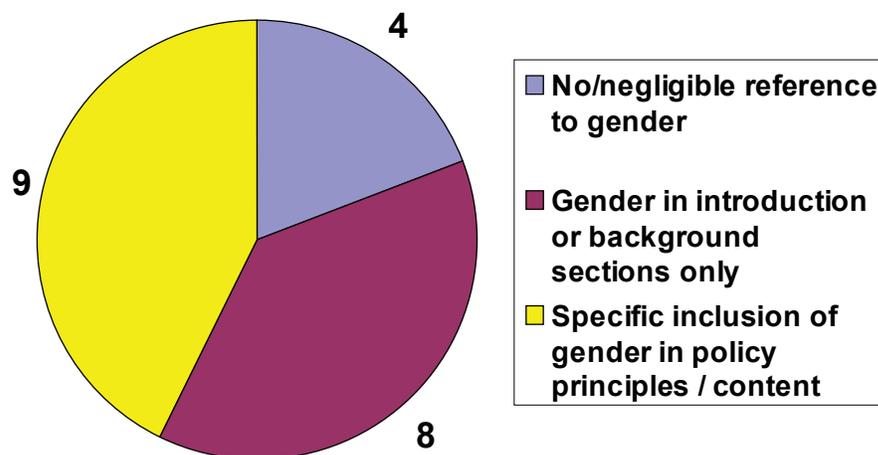
(CEDAW) guidelines.¹⁴ It is important to add these as guiding documents, because they set the direction on the treatment of gender.

REFERENCES TO GENDER

Policies were grouped into three categories, based on the overall document review:

1. Policies in which there was no mention, or negligible mention of gender.
2. Policies in which gender was referred to in background sections but not in the principles or policy sections.
3. Policies which clearly articulated a commitment to gender as an objective or guiding principle, or through gender-specific content which reflects gender mainstreaming.

FIGURE 2. GENDER MAINSTREAMING CONTENT IN MINISTRY WORKPLACE POLICIES IN ZAMBIA



Results showed that four policies did not address gender, eight included gender in background information only, and nine ministries featured gender as an objective, guiding principle, or assured that gender equity and responsiveness would be assured (Figures 2 and 3). In the latter group, there were a number of gender-specific policies.

Some examples of unique attention to gender are the following: The Ministry of Education policy provides specific gender content concerning the vulnerability and special needs of the girl child, including protecting the rights of pregnant students to continue to attend school. The Ministry of Community Development addresses the need to ensure protection of the rights of widows (it references “property grabbing”). The traditional roles of women in providing care, and the implied disadvantages and special needs of female workers, was included in the policy of the Ministry of Tourism. The Ministry of Health was the only ministry that referred to gender and sexuality, although not elaborating on the wide-ranging

¹⁴ United Nations. Convention on Elimination of All Forms of Discrimination against Women. 1981.

related topics that have policy implications. The Ministry of Science and Technology made special reference to sexual abuse and traditional practices.

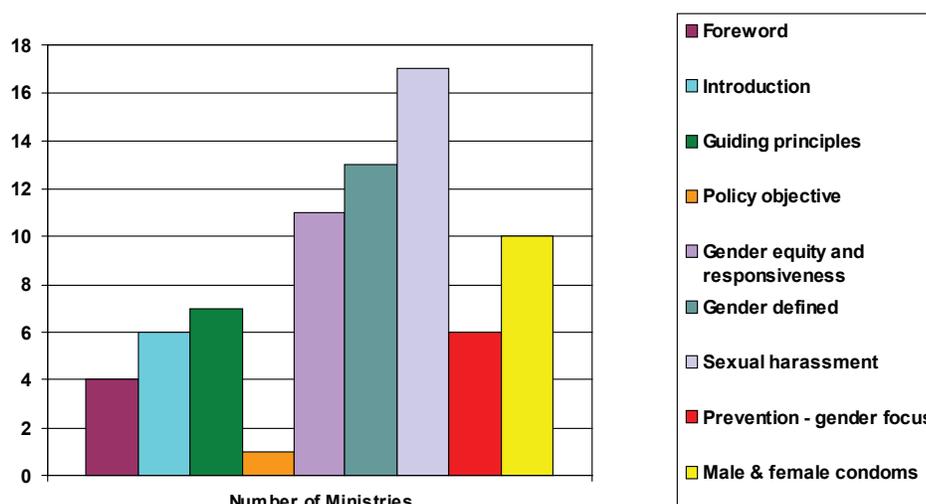
As there are no set standards or parameters for how gender mainstreaming should be incorporated into Zambian workplace policies, the team considered whether the content found was comparable to that advised in guidelines from international agencies and programmes.

Most policies incorporated the key elements of the ILO Code of Practice on HIV/AIDS and the world of work,¹⁵ and this was explicitly noted in nine policy documents. While the text differed among the policies, Table I is representative of what was found.

TABLE I. COMMON REFERENCE TO GENDER FOUND IN ILO GUIDELINES AND SELECTED ZAMBIAN POLICIES

ILO CODE OF PRACTICE	COMMON TEXT IN ZAMBIAN POLICIES (found in 11 policies, with some variations)
<p>Key principle: Gender equality: “The gender dimensions of HIV/AIDS should be recognized. Women are more likely to become infected and are more often adversely affected by the HIV/AIDS epidemic than men due to biological, socio-cultural and economic reasons. ... More equal gender relations and the empowerment of women are vital to successfully prevent the spread of HIV infection and enable women to cope with HIV/AIDS.”</p>	<p>Guiding principle: Gender equity and responsiveness: “The impact of HIV and AIDS has a gender bias, with females often being more adversely affected due to physiological, socio-cultural and economic reasons. (Ministry) shall promote gender empowerment and equal relations in the prevention, protection and care of HIV infected and affected employees. (Ministry) shall seek to redress the impact of biological, socio-cultural and economic factors, in order to enable female employees to cope with effects of the HIV and AIDS pandemic.”</p>

FIGURE 3. REFERENCES TO GENDER IN LINE MINISTRY WORKPLACE POLICIES (N=21)



¹⁵ ILO, 2001.

Using the matrix on gender-related content (see Annex A), results were tallied from the desk review, to summarise the frequency of specific policy inclusions. Policy guidelines and model HIV/AIDS workplace policies reviewed generally confined the discussion of gender to: contextual and background sections (gender statistics, vulnerabilities) in the beginning of the document; an overall statement of gender as a guiding principle; and occasional references to the gender dimension in respect to specific services (e.g. male and female condoms). This same pattern is found in most of the 21 line ministry policy documents.

Non-discrimination, which indirectly includes gender, as a key principle, was present in all workplace policies reviewed. Sexual harassment was addressed in 17 out of 21 policies. In 11 out of 21 ministries a section on *Gender equity and responsiveness* was included, and in seven policy documents *Gender equity and equality* was addressed as a guiding principle.

The policies did not stipulate gender participation – in policy dialogue and development, or in designing workplace programmes. Hence it was not possible to draw conclusions about gender participation and inclusion. Among the HIV/AIDS Focal Point Persons at the 21 ministries, eight are male and 13 are female.

DEFINITION OF GENDER FROM MOI POLICY:

All attributes associated with women and men, girls and boys, which are socially and culturally ascribed and which vary from one society to another and over time.

Ministries assisted by Afya Mzuri followed a specific format that is common to around half of the policies reviewed. Most of these contain a glossary of definitions, which include a definition for gender. These policies contain a section on gender as a guiding principle with text similar to that in Table 1.

Sexual harassment is discussed in 17 out of the 21 policies, albeit with different definitions, language, and attitudes toward its seriousness. Fourteen policies defined sexual harassment as “persistent, unwanted sexual approaches or suggestions to a colleague, or any sexual approaches, suggestions or pressure on a worker in a workplace,” while three policies used the following definition: “any action by an employee which offends another or suggests sexual advance without the consent of the offended employee as sexual harassment. These shall include touching and commenting indecently as prescribed in the disciplinary code of conduct of the public service.”

There was also variation in the degree of seriousness and treatment of the subject (Table 2).

TABLE 2. ILLUSTRATIVE LANGUAGE ON SEXUAL HARASSMENT

MINISTRY	POSITION ON SEXUAL HARASSMENT
Ministry of Finance, Ministry of Information	“shall be discouraged”
Ministry of Health	“shall not be condoned”
Ministry of Energy	“will protect individuals at the workplace”
Ministry of Works and Supply	“will not be tolerated”
Ministry of Home Affairs	“shall be prohibited”

The various definitions and seriousness of the offense points to lack of consistent policy across the ministries. Similar weak language was found in one policy which stated that “Willful HIV infection of others will be discouraged.”

INSTITUTIONAL MANDATE AND RESPONSIBILITIES

Each ministry has a distinct mandate, and services or functions it provides. These have a bearing on the ministry’s role and obligations in HIV/AIDS workplace policy, and its relative importance within the ministry agenda. Ministries which maintain a mobile workforce, often predominantly male, and working along transport routes or far from home for long periods, have special risks and interests where work-based programmes and policies are concerned. Ministries whose workers are permanently stationed in office environments are less likely to reflect mandate-specific HIV/AIDS workplace concerns.

The Ministry of Health, for example, is the main provider of health and medical services for the nation and must protect its over 28,000 employees (and clients) from the risk of HIV infection in the course of providing patient care. Different categories of health workers are exposed to varying levels of risk, and professional cadres in health care are highly gender biased (e.g. nurses and midwives are overwhelmingly women; doctors and clinical officers are predominantly men). Ministry policy recognises the high risk of health workers and the need for infection prevention precautions and facilities, and addresses equal participation, equal access to prevention, and gender equality in provision of care and support.

The policy of the Ministry of Communications and Transport addresses the situation of mobile and migrant workers in the road construction sector, and their risk for casual sexual liaisons when stationed away from home for long periods. The policy acknowledges: “The spread of HIV/AIDS has been heightened by the nature of the workforce in this sector which involves movement from one project site to another and movement along the main routes from country to country in the region... This does not only put these workers at risk but also affects the communities that are near the project sites...”¹⁶ While gender is not specifically mentioned, it is implied.

Similarly, the policy of the Ministry of Energy and Water Development (MEWD) recognises the risk of mobile workers: “While the mobile workforce is most vulnerable to HIV infection in the communities they serve, the impact of HIV in MEWD is being felt at all levels” (p. 11). The Ministry of Works and Supply likewise acknowledges that the majority of the workforce is located at construction sites away from home, placing the workers at increased risk. The risk for communities near project sites is also recognised. All of the examples related to the mobile workforce are specific to male workers, (and indirectly their spouses) incorporating a gender dimension which is not directly discussed.

Gender-based strategies by the ministries with large mobile workforces, which were common across all, included: information, education and communication (IEC)/behaviour change communication (BCC), voluntary counseling and testing (VCT), and availability of condoms.

¹⁶ Ministry of Communications and Transport. HIV/AIDS Policy for the Transport Sector. August 2004.

CONCLUSION AND RECOMMENDATIONS

Some inclusion of a gender perspective in workplace policy documents is observed in the majority of policies in Zambia. Far more work is needed to fully mainstream gender, and to monitor how it is being implemented. Based on the standard definition of gender mainstreaming used in this review, we can conclude that gender mainstreaming has not yet been achieved. As yet “the process of *assessing the implications* for women and men of policies or programs, in all areas and at all levels” is still at a very early stage. Awareness, political will and sufficient resources are needed to take the work further and to assure that “women’s as well as men’s concerns and experiences (are) an integral dimension of the design, implementation, monitoring and evaluation of policies and programs...”

Based on the guidelines we reviewed, most of the Zambian policies show adequate attention to gender, however more specificity should be found in the actual HIV/AIDS programmes which evolve from policies. These should be gender sensitive throughout, including explicit targeting of men and women. IEC/BCC programmes should be related to the specific risks and vulnerabilities of men and women, and all programmes should assure gender participation.^{17 18}

Following are next steps and recommendations that emerge from the study findings.

- Virtually all policies are out of date or due for review. It is recommended that all policies be reviewed within the coming 12-18 months so that updated policies can be synchronised with the 6th National Development Plan, the Ministry of Health Strategic Plan 2011–2015, NASF, and other national-level planning documents.
- Implementation plans should be developed in accordance with the policy review, and monitored annually.
- Guided gender analysis should be performed as a component of policy review; the linkage between the drivers of HIV/AIDS gender differences, specific risks related to the ministry mandate, and policy elements and actions should be clearly articulated.
- Use of a standard guideline for policy development would assist in assuring that all key elements are found in each policy, and that terms are defined. An explicit section on mainstreaming of gender, which is consistently defined in workplace policy, should be included. These should draw from the national, regional and international guidelines and best practices found in ILO, CEDAW, and SADC guidelines and similar protocols and manuals. Similarly, the Public Management Service Division will take the lead in standardizing job descriptions for HIV/AIDS Focal Point Persons.
- Balanced gender representation on policy review teams, including an appropriate mix of stakeholders, should be encouraged.

¹⁷ ILO, 2001.

¹⁸ Afya Mzuri, 2006.

- Indicators and minimum gender disaggregated data are needed to monitor the progress of gender mainstreaming, and should be tracked by all ministries.
- Research is needed to further document issues of gender mainstreaming, and actual practice (employee awareness of policy; access to services for employees, families, and spouses; reporting of gender bias, sexual harassment, discrimination, etc.).
- The NAC should take the lead in the review of all policies; share guidelines for policy development; the NASF and the NASP; and conduct training of the HIV/AIDS and Gender Focal Point Persons from each line ministry.
- Gender expertise and resources of partners and NGOs, such as the Joint Gender Support Programme, should be mobilised to support a revitalised gender mainstreaming process in HIV/AIDS workplace policy.¹⁹

¹⁹ Joint Gender Support Programme for Zambia 2008, led by GIDD (now the Ministry of Gender), and supported by a grant of \$11 million, to strengthen national capacities to mainstream gender in legal, political, economic, and social spheres.

ANNEX A. WORKPLACE POLICY GENDER REVIEW TOOL

MINISTRIES		Policy dated 2007 or later	Foreword refers to gender	References ILO code of practice	Structures - reference to gender participation	Introduction includes gender in HIV/AIDS	Guiding principles includes gender	Policy objective mentions gender	Gender defined	Gender equity and responsiveness addressed	Gender focus in prevention	Care and treatment gender focus	Prevention of Mother-to-Child Transmission (PMTCT) addressed	Sexual harassment addressed	Sexual harassment defined	Vocational risks related to gender	IEC / BCC gender focus	Male and female condoms referenced	Special needs of women and men	Other specific gender references	Comments
1	Ministry of Agriculture	●												●							
2	Ministry of Commerce, Trade and Industry	●		●	●	●		●	●					●	●	●	●	●			
3	Ministry of Community Development	●									●		●	●							● Rights and protection of widows
4	Ministry of Defence	●	●			●		●	●					●	●			●	●		
5	Ministry of Education					●		●	●	●			●	●	●						● Vulnerability and protection of girl child
6	Ministry of Energy	●						●	●					●	●				●		
7	Ministry of Finance					●								●				●			
8	Ministry of Foreign Affairs				●		●							●	●			●			● Equal access to due benefits
9	Ministry of Gender																				No policy - Ministry recently formed
10	Ministry of Health	●	●	●	●	●	●	●	●	●				●	●	●	●	●			Addresses gender and sexuality
11	Ministry of Home Affairs					●		●	●				●	●	●	●					
12	Ministry of Information	●	●	●				●	●	●	●			●	●			●	●		
13	Ministry of Justice								●					●							Incomplete document/draft
14	Ministry of Labor	●	●	●	●	●				●								●			● Male and female training of trainers (TOT) in workplace
15	Ministry of Lands	●			●			●	●					●	●						Incomplete document
16	Ministry of Livestock																				No policy - Ministry recently formed
17	Ministry of Local Government	●			●			●	●					●	●			●	●		
18	Ministry of Mines							●							●						
19	Ministry of Science and Technology			●	●										●						● Sexual abuse and traditional practices
20	Ministry of Tourism	●						●		●	●			●	●	●					● Women's care-giving role
21	Ministry of Transport and Comm.		●	●				●								●		●			
22	Ministry of Works and Supply	●		●				●	●					●	●	●		●	●		
23	Ministry of Youth and Sports	●	●	●				●	●				●	●	●						

