



Mobility and Transport Connectivity Series

# She Drives Change: A Toolkit for Redefining Opportunities for Women in Transport

## Chapter 4: Rail Transport



**WORLD BANK GROUP**



QUALITY  
INFRASTRUCTURE  
INVESTMENT  
PARTNERSHIP



JAPANGOV  
THE GOVERNMENT OF JAPAN





## Chapter 4: Rail Transport

© 2025. The World Bank  
1818 H Street NW, Washington, D.C., 20433, USA  
Telephone: +1-202-473-1000; Internet: [www.worldbank.org](http://www.worldbank.org)

### **Some rights reserved.**

This work is a product of The World Bank. The findings, interpretations, and conclusions expressed in this work do not necessarily reflect the views of the Executive Directors of The World Bank or the governments they represent.

The World Bank does not guarantee the accuracy, completeness, or currency of the data included in this work and does not assume responsibility for any errors, omissions, or discrepancies in the information, or liability with respect to the use of or failure to use the information, methods, processes, or conclusions set forth. The boundaries, colors, denominations, links/footnotes and other information shown in this work do not imply any judgment on the part of The World Bank concerning the legal status of any territory or the endorsement or acceptance of such boundaries. The citation of works authored by others does not mean the World Bank endorses the views expressed by those authors or the content of their works.

Nothing herein shall constitute or be construed or considered to be a limitation upon or waiver of the privileges and immunities of The World Bank, all of which are specifically reserved.



### **Rights and Permissions**

The material in this work is subject to copyright. Because The World Bank encourages dissemination of its knowledge, this work may be reproduced, in whole or in part, for noncommercial purposes as long as full attribution to this work is given.

### **Attribution**

Please cite the work as follows: Nato Kurshitashvili, Mitali Nikore, Ursula Casabonne and Brinda Juneja. 2025. *She Drives Change: A Toolkit for Redefining Opportunities for Women in Transport*. Washington D.C., World Bank.

Any queries on rights and licenses, including subsidiary rights, should be addressed to World Bank Publications, The World Bank, 1818 H Street NW, Washington, DC 20433, USA; fax: 202-522-2625; e-mail: [pubrights@worldbank.org](mailto:pubrights@worldbank.org).

Cover pages photo credits: World Bank and Adobe Stock.

## Table of Contents

<b>Preface</b> .....	<b>vi</b>
<b>Acknowledgements</b> .....	<b>vii</b>
<b>Rail Transport</b> .....	<b>1</b>
Mobility.....	2
Employment.....	12
Entrepreneurship.....	24

## Preface

*She Drives Change: A Toolkit for Redefining Opportunities for Women in Transport* is a comprehensive resource designed to empower transport sector professionals and policy makers to address disparities in mobility, employment, and entrepreneurship between women and men within the transport sector. The objective of this toolkit is to provide users with a structured approach to identifying and addressing gaps between men and women in various transport subsectors, including urban transport, rural and peri-urban roads, rail, aviation, maritime transport, and economic corridors and logistics. The toolkit presents specific interventions and indicators tailored to each subsector. The toolkit draws primarily from the World Bank's project experience and several other cases provided by other organizations.

The toolkit leverages practical insights from projects that tackle gender disparities in the transport sector, showcasing concrete examples and discussing common challenges and solutions. Projects were selected based on innovative approaches and a strong results chain, clearly articulating constraints, interventions, and indicators to measure progress. Examples span various subsectors and regions, ensuring diverse contexts and solutions, with preference for projects with several years of implementation to demonstrate tangible results. While some indicators may be challenging to adopt due to data limitations, the toolkit provides a comprehensive list of both tested and aspirational indicators for practitioners.

To enhance accessibility to the material, sector-specific interventions are detailed in separate chapters. This chapter addresses rail transport.

### **Online Interactive Toolkit:**

A digital version of this toolkit is available at [www.shedriveschange.org](http://www.shedriveschange.org) (as of July 2025). This online, interactive version serves as a dynamic and continuously evolving resource, ensuring that users have access to the most up-to-date and relevant examples. As a living document, the online toolkit will not be static; rather, it will be updated with new insights, best practices, and innovative approaches as they emerge, making it an indispensable resource for transport planners and gender specialists.

### **Downloadable (PDF) Toolkit:**

The entire toolkit, including this chapter and the sector-related chapters, is available at [She Drives Change: A Toolkit for Redefining Opportunities for Women in Transport](#).

## Acknowledgments

This toolkit was prepared under the guidance of Nato Kurshitashvili (Senior Transport Specialist) from the World Bank's Transport Global Practice, with contributions from the following authors: Ursula Casabonne (Senior Gender Consultant), Mitali Nikore (Senior Gender Consultant), and Brinda Juneja (Gender Consultant).

The authors are grateful to the following peer reviewers from the World Bank for their feedback: Ana Waksberg Guerrini (Senior Urban Transport Specialist), Arturo Ardila Gomez (Lead Transport Economist), Karla Dominguez Gonzalez (Senior Transport Specialist), and Najibullah Ziar (Operations Officer).

We would also like to acknowledge Binyam Reja (Practice Manager, World Bank Transport Global Knowledge Unit) and Nicolas Peltier (Global Director for Transport, World Bank) for their support of this study.

In addition, we would like to thank Benjamin Holzman and Jason Savino (Consultants, World Bank) for leading the development of the online version of the toolkit, Shamsiyya Mustafayeva (Consultant, World Bank) for splitting the toolkit into chapters, and RRD for the design of this toolkit.

Our sincere appreciation goes to the World Bank clients, project staff, and colleagues from development organizations whose insights and contributions enriched the project case studies.

Lastly, we thank the Government of Japan for its funding of the toolkit through the Quality Infrastructure Investment (QII) Partnership.

4

# Rail Transport



Railway projects aim to enhance the efficiency, safety, and sustainability of rail transport. They involve both passenger services, connecting urban and rural areas, and freight operations that support trade and logistics. While challenges for women rail users are similar to those in urban transport, freight rail presents unique issues tied to trade corridors and logistics. These projects focus on reducing transport costs, modernizing infrastructure, and strengthening institutional capacities. Key objectives include building railway branch lines, improving multimodal connections, and modernizing signaling systems. They may also involve engineering studies, environmental documentation, and managing rail-enabled logistics centers. Additionally, projects prioritize institutional strengthening, capacity building, and improvements in governance. Some promote a modal shift to rail for safer, lower-carbon freight and passenger transport, while others focus on track rehabilitation and regional trade. Overall, railway projects contribute to a more efficient, reliable, and sustainable rail network.

## Mobility

Women's mobility in the context of railway projects faces several challenges across several dimensions (that is, availability, affordability, physical accessibility, cultural and social acceptability, and safety). These complex challenges differ across passenger and freight rail contexts and require nuanced understanding and targeted solutions to ensure equitable access and participation in rail transport systems.

### Availability

In many parts of the world, rail services are less accessible than other public transport modes, such as buses. This is because of limited networks, outdated infrastructure, and lack of investment in the sector. Additionally, inadequate first- and last-mile connectivity to rail services is a major issue and one of the most common challenges faced by rail passengers. In particular, women, who tend to have less access to private cars than men to cover the first mile, and who make multiple stops in their trip-chained journeys, often do not find rail convenient. Trains are often located away from other modes of public transportation, so improving connecting transport options—such as buses, cycling infrastructure, and pedestrian pathways—can significantly boost rail ridership by making it easier for passengers to reach stations.<sup>1</sup>

Rail frequency is another concern that often affects women disproportionately. Women, especially those with caregiving responsibilities or jobs with nonstandard hours, depend on flexible and frequent train schedules. Infrequent or unavailable service during early mornings, late evenings, or weekends can limit women's access to work, education, health care, and social activities. Irregular train schedules can add uncertainty to women's travel, especially for those who rely on public transport for time-sensitive responsibilities, such as picking up children or arriving at work on time.

In the freight rail sector, women face distinct but equally important accessibility challenges. Women entrepreneurs encounter significant barriers in accessing rail logistics services, especially in areas with limited freight infrastructure. The poor connectivity between rail networks and

---

<sup>1</sup> Kurshitashvili, N., Karla Gonzalez Carvajal, Kelly Saunders, and Laila Ait Bihi Ouali. 2022. "Paths toward Green Mobility: Perspectives on Women and Rail Transport in Bosnia and Herzegovina, and Serbia." World Bank. <https://openknowledge.worldbank.org/entities/publication/9a4530f2-7927-5cc2-a73f-6c303319cae8>

commercial zones creates additional hurdles for women-owned businesses attempting to utilize rail freight services. This infrastructure gap often compels these businesses to resort to costlier and less efficient transportation alternatives, undermining their market competitiveness. Additionally, a limited availability of freight handling facilities and convenient storage spaces further complicates their operational efficiency and growth potential. Table 4.1 highlights some key interventions to address availability of rail transport.

**Table 4.1. Addressing Availability Barriers for Women in Rail Transport**

Interventions	Output Indicators	Outcome Indicators
<p><b>Data collection:</b> Conduct a study to gather sex-disaggregated data on mobility needs for rail, focusing on:</p> <ul style="list-style-type: none"> <li>• Travel patterns, including duration, frequency, purpose, and first-/last-mile connectivity to rail</li> <li>• Travel preferences and perceptions regarding rail affordability, availability, accessibility, safety, and personal security</li> <li>• Overall satisfaction with rail services and suggestions for improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• A survey to collect and analyze data about rail usage and needs, travel patterns, frequency, first-and last-mile connectivity, trip purposes, travel times, and distances, broken down by sex and other demographic and socioeconomic factors.</li> </ul>	<ul style="list-style-type: none"> <li>• Number/percentage of women using rail services.</li> <li>• Number/percentage of women using rail services at non-working and off-peak hours (for example, late nights and weekends) due to the introduction of timetables that meet their needs.</li> <li>• Change in time spent by women traveling due to more frequent, well-timed services or better connectivity with other transport modes.</li> <li>• Number/percentage of women users reporting change in their economic (market access or incomes) or social (education and health) outcomes due to improved availability of rail services and infrastructure.</li> </ul>

Interventions	Output Indicators	Outcome Indicators
<p><b>Tailor rail service frequency and schedules</b> to accommodate women’s travel needs, such as work, childcare, and other responsibilities, particularly during off-peak hours.</p>	<ul style="list-style-type: none"> <li>• Percentage of rail services (for example, routes, schedules) adjusted to meet women’s travel patterns (for example, during early morning, late night, or weekends).</li> <li>• Percentage of train routes that include timetables or additional services catering to women’s travel needs (for example, additional trains during school holidays, or later services for night-shift workers).</li> <li>• Availability of information regarding service times, frequency, and safety features for women travelers (for example, printed materials, mobile apps, and website updates).</li> </ul>	
<p><b>Improve rail access</b> by enhancing first- and last-mile connectivity in collaboration with other transport sector stakeholders.</p>	<ul style="list-style-type: none"> <li>• Kilometers of pedestrian and bicycle infrastructure connecting to rail stations. Bike-sharing operations connecting to rail, number of bicycle racks in trains, bike storage in stations.</li> </ul>	

## Affordability

Affordability poses a significant barrier for women from low-income households who often prioritize essential household expenses over transportation, limiting their access to economic opportunities. Long-distance rail travel expenses often become prohibitive for women from low-income households, particularly when they travel with family members. The need for more expensive accommodations to ensure safety and comfort during overnight journeys adds to the financial burden. Women often face difficult choices between cheaper, but less safe travel options, and more expensive but secure alternatives. The cost implications become more significant when considering additional expenses such as porter services, food during travel, and secure accommodations at stations during long waits. Table 4.2 highlights some key interventions to address affordability of rail transport for women.

**Table 4.2. Addressing Affordability Barriers for Women in Rail Transport**

Interventions	Output Indicators	Outcome Indicators
<p><b>The following initiatives aim to improve the affordability of rail transport for women:</b></p> <ul style="list-style-type: none"> <li>• Creating financial assistance or discounted fare programs for women from low-income households, single mothers, or marginalized communities.<sup>2</sup></li> <li>• Offering reduced fares to women in specific situations, such as those traveling with children or caregivers.</li> <li>• Offering reduced fares to women traveling for education or work on regional or intercity trains serving smaller towns and villages.</li> <li>• Offering integrated passes combining rail with other transportation (for example, buses, metro systems, ferries).</li> </ul>	<ul style="list-style-type: none"> <li>• Number of women with children or caregiving responsibilities using discounted tickets.</li> <li>• Number/percentage of women traveling on regional or intercity trains with discounted fares.</li> <li>• Number/percentage of women using integrated transport passes for both rail and local transport.</li> <li>• Number/percentage of women traveling during off-peak hours using flexible fare options.</li> <li>• Number/percentage of low-income women benefiting from subsidized fare tickets.</li> </ul>	<ul style="list-style-type: none"> <li>• Change in number/percentage of women using rail services due to improved rail transport affordability.</li> <li>• Change in the number/percentage of women using multi-modal transport, enabled by integrated fare passes for rail and other modes of transport.</li> <li>• Number/percentage of women’ traveling for long-distance job interviews, training, or conferences enabled by rail travel.</li> <li>• Number/percentage of women users reporting change in their economic (market access or incomes) or social (education and health) outcomes due to improved rail transport affordability.</li> </ul>

## Accessibility

Physical accessibility in passenger rail presents multifaceted challenges that significantly impact women’s travel experiences. The fundamental issue lies in infrastructure design that primarily caters to male passengers, resulting in significant discomfort for women travelers. This includes seating arrangements that do not consider women’s ergonomic needs, particularly during long journeys. Many railway stations lack women-friendly infrastructure, such as ramps or elevators, well-lit and safe pathways, clean and well-lit toilets, and baby-changing facilities. Insufficient amenities in train stations and on trains make it difficult for women, especially those with children or disabilities,

<sup>2</sup> See case study 2 in Chapter 2 (Urban Transport) of the toolkit on Increasing Affordability of Transport for Women in Rio de Janeiro through the Cartão Move-Mulher Program.

to navigate the system. A critical but often overlooked challenge is the information barrier women face in railway spaces. Since rail transport is typically used for long-distance travel, women are less likely to be frequent users and therefore less familiar with navigating these spaces. Complex station layouts, confusing signs, and a lack of clear information about schedules, platforms, and services can create significant anxiety and uncertainty.

In general compartments, limited designated women-only seating often results in an uncomfortable proximity to male passengers, particularly in crowded compartments. Even when women's reserved seats are mandated, these are sometimes occupied by male passengers, and women may hesitate to assert their rights due to fear of confrontation or retaliation.

For overnight journeys, the challenges become more acute. Lower berth preferences, crucial for elderly women, pregnant women, and those traveling with young children, are often difficult to secure due to high demand. Women traveling with infants face additional difficulties as there are rarely dedicated spaces for breastfeeding or childcare. The standard berth design, typically optimized for adult passengers, poses challenges for women managing both children and luggage simultaneously.

In freight rail facilities, women face distinct physical accessibility challenges that affect their ability to work effectively and safely. The infrastructure at freight terminals and handling facilities often lacks basic amenities essential for women workers, including clean restrooms, changing areas, and rest spaces. Poor lighting in work areas, inadequate ventilation, and an ergonomic equipment design create additional barriers. The layout of freight facilities often fails to consider women's safety needs, with isolated areas and poor visibility creating potential risk zones. Table 4.3 highlights some key interventions to address the accessibility of rail transport for women.

**Table 4.3. Addressing Accessibility Barriers for Women in Rail Transport**

Interventions	Output Indicators	Outcome Indicators
<p>Ensure platforms are level with train doors for easier boarding and alighting. Build ramps and elevators at stations to ensure smooth access to platforms and trains. Install baggage racks at accessible heights for women.</p>	<ul style="list-style-type: none"> <li>• Platforms aligned with train doors to allow for smoother boarding and alighting, ensuring easier access for all passengers, especially those with mobility challenges.</li> <li>• Stations equipped with ramps and elevators to ensure smooth access to platforms and trains, increasing accessibility for passengers with disabilities, seniors, and parents with strollers.</li> <li>• Trains with baggage racks installed at accessible heights for women and other passengers, improving ease of use and comfort.</li> <li>• Average boarding and alighting times at stations changed due to improved platform and accessibility features.</li> </ul>	<ul style="list-style-type: none"> <li>• Passenger satisfaction with station and train accessibility, disaggregated by sex.</li> <li>• Change in access to employment, education, and healthcare in areas served by upgraded stations, disaggregated by sex and disability.</li> </ul>

## Safety and Personal Security

Security concerns, such as poorly lit stations, inadequate security measures, and frequent harassment on trains, further exacerbate these challenges, making rail travel unsafe and unappealing for many women. This leads to women avoiding travel or only traveling with an escort, which limits their mobility and freedom compared to men. Furthermore, the isolated location of many freight facilities, combined with the necessity of night-shift operations, creates significant security concerns for women workers. The male-dominated work environment can lead to situations of harassment or discrimination. Addressing these barriers is essential to improving women's mobility and access to rail services.

The very few women working as railway staff or security personnel further reinforces these cultural barriers. The absence of visible female authority figures, ticket collectors, station managers, or security officers creates an environment where women travelers often feel insecure and unsupported. The lack of female employees in railway operations not only undermines women's confidence in using rail services but also perpetuates the perception of railways as a male-dominated space, making it more challenging for women to assert their right to safe and comfortable travel. Table 4.4 highlights some key interventions. Case study 13 presents an example from Georgia.

**Table 4.4. Addressing Safety and Personal Security Barriers for Women in Rail Transport**

Interventions	Output Indicators	Outcome Indicators
<p><b>Railway infrastructure safety:</b> Enhance infrastructure at railway stations to improve safety through the following measures:</p> <ul style="list-style-type: none"> <li>• Installing separate, well-lit toilets.</li> <li>• Providing baby changing facilities for parents.</li> <li>• Providing lactation rooms and safe, private rest areas for pregnant women and lactating mothers.</li> <li>• Providing sufficient space in carriages for strollers, bags, and bicycles in rail carriages.</li> <li>• Improving lighting at stations and on trains and installing surveillance systems to improve overall security.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of stations upgraded with women-friendly facilities.</li> <li>• Number of well-lit toilets, baby changing facilities, rest areas, or lactation rooms installed at railways stations.</li> <li>• Number of surveillance systems installed at railway stations.</li> <li>• Number of rail carriages with upgraded facilities.</li> </ul>	<p>Change in women's ridership across train routes with safety upgrades.</p> <p>Change in number and percentage of women using rail services at night and during off-peak hours due to their confidence in rail service and infrastructure safety.</p>

Interventions	Output Indicators	Outcome Indicators
<p><b>Safety on trains and at stations:</b> Enhance safety protocols to address concerns that discourage women from using rail services by:</p> <ul style="list-style-type: none"> <li>• Improving/adopting standard operating protocols (SOPs) for harassment reporting, response, and enforcement for people in distress.</li> <li>• Providing training for security personnel on SOPs and to ensure empathetic responses.</li> <li>• Increasing patrols by well-trained personnel, including female staff.</li> <li>• Recruiting female front-facing personnel.</li> <li>• Conducting awareness campaign to communicate sexual harassment policy and protocols, and address social norms and stereotypes that condone harassment.</li> </ul>	<p>Railway authority's/companies' new or improved SOPs for reporting sexual harassment developed, adopted, and implemented. Protocols including:</p> <ul style="list-style-type: none"> <li>• Easy and safe reporting.</li> <li>• Staff trained to assist survivors.</li> <li>• Clear follow-up steps on the complaints.</li> <li>• A commitment to investigate claims and enforcement capacity.</li> <li>• Gender-based violence (GBV) referral pathways.</li> <li>• Reported incidents (by route, time of day) and cases followed up on.</li> </ul> <p>Number/percentage of women staff recruited to the railway police.</p> <p>Number/percentage of women staff (train conductors, ticket collectors, maintenance, and so on) recruited.</p> <p>Number/percentage of women users reporting improved perceptions of safety due to safer services.</p>	

 **Case Study 13**

## Attracting Women to Railway Jobs through the Georgian Railway Green Bond Project

### The Challenge

Georgian Railway JSC, which employs around 12,000 people, 17 percent of whom are women,<sup>3</sup> faces significant challenges in attracting women to technical and engineering positions—jobs that are often perceived as unsuitable for women. At Georgia’s Railway Transportation College, a vocational education center established by the company to train workers with a streamlined theoretical and practical approach, only 32 women were enrolled in 2020, compared to 298 men. Despite Georgian Railway’s non-discrimination policy and the career development tools available to all staff, the company continues facing difficulties attracting female employees to a sector widely seen as unsuitable for women.

### The Intervention

A Gender Action Plan was developed for the Georgian Railway Green Bond project under the Asian Development Bank’s investment to help women access jobs in transport. During the project’s construction phase, the company created 350 jobs, of which 41 were filled by women—an improvement from the 2020 baseline of 31 out of 323 jobs. The project also aimed to increase the percentage of women in internships to at least 15 percent, up from the 2019 baseline of 11 percent. By the end of 2023, women held 22 percent of the internships, surpassing the initial goal.

Addressing sexual harassment in the workplace is another priority outlined in the project. The company adopted a comprehensive policy to counter sexual harassment, supported by easy-to-use reporting tools and transparent redress systems. Additionally, to help change attitudes in the workplace, nearly 100 percent of Georgian Railway’s staff and contractors attended awareness-raising sessions on zero tolerance policies for GBV and non-discrimination, while also learning about female-friendly workplace rules and provisions.

Women transport users are another focus of the Georgian Railway Green Bond project, which is promoting safety and equality within its system. To help women and girls feel safe on public transport, the Green Bond project installed notice boards at railway passenger stations, providing information on hotlines and helplines for reporting violence and harassment and seeking assistance.

<sup>3</sup> Georgian Railway Green Bond Project. Gender Action Plan. Asian Development Bank. <https://www.adb.org/sites/default/files/project-documents/55132/55132-001-gap-en.pdf>. Data from 2020. The team is grateful to Claire Charamnac, Harumi Toyama, Tamar Bortsvadze and Gisela Garzon De La Roga from the ADB team for the case study.

## Challenges and Successes

Georgian Railway introduced new policies and took action, but meeting new staffing targets proved challenging due to systemic barriers for women in the railway sector. Gender norms discourage women from applying for male-dominated jobs, while mobility issues and care responsibilities further limit their opportunities to travel outside the main cities for work. However, the internship program attracted a relatively high number of women, suggesting it is an effective way to encourage female participation in the sector. With early exposure to railway jobs, women may transition from internships to entry-level roles, potentially viewing these non-traditional industries as viable career paths.

## Lessons Learned

- **Addressing Societal Norms:** The project aims to challenge the deeply ingrained social norms in Georgia that limit women's full economic potential, by promoting non-traditional career paths for women.
- **A Holistic Strategy:** The project takes a strategic approach to challenge inequalities between men and women in the transport sector, combining policy changes (e.g., establishing a sexual harassment policy), practical measures (e.g., increasing women's employment and safety measures), and capacity building (e.g., training).

Practical steps, such as a sexual harassment policy, awareness-raising initiatives, and rigorous monitoring, have created conditions that encourage more women to enter the railway sector, including as interns. The Green Bond project sets a strong precedent for future initiatives in the transport sector. Its positive outcomes will contribute to a more inclusive and equitable transport system in Georgia, benefiting both women employees and riders. If additional efforts are made to include women in highly skilled and decision-making roles, it could significantly enhance women's economic inclusion and contribute to the country's broader development, fully recognizing women's potential.

Human trafficking is one of the major forms of GBV in the rail sector, affecting all, though women and girls are disproportionately victimized for both sexual exploitation and forced labor, with rail networks creating vulnerabilities at stations, along routes, and at border crossings. Traffickers exploit rail systems' extensive connectivity and cross-border reach. The extensive rail networks, ease of anonymous travel, and limited law enforcement presence on trains and at stations make countering human trafficking challenging. Rail connectivity creates hot spots at major stations and transit hubs where recruiters can approach potential victims, enables traffickers to use less monitored routes and stations to avoid detection, and facilitates the movement of victims across long distances and borders with reduced scrutiny.

Railway personnel—including conductors, ticket counter staff, security officers, and maintenance workers—encounter thousands of people daily, positioning them uniquely to identify potential human trafficking victims. The nature of rail work puts employees in a strategic position to recognize signs that someone is in danger and to report potential cases appropriately. Table 4.5 lists some interventions and their associated indicators to address human trafficking in rail projects.

**Table 4.5. Addressing Human Trafficking Barriers for Women in Rail Transport**

Interventions	Output Indicators	Outcome Indicators
<p><b>The following are some of the interventions to address human trafficking threats in rail transport:</b></p> <ul style="list-style-type: none"> <li>• <b>Rail safety protocols:</b> Strengthen safety and security protocols at railway stations and trains through improved lighting, surveillance systems, designated safe spaces, emergency communication systems, and information displays about trafficking hotlines and support services.</li> <li>• <b>Accessible reporting mechanisms:</b> Establish clear, accessible reporting mechanisms for victims, rail personnel, and passengers through hotlines, mobile apps, in-person reporting points at key stations, and 24/7 availability to report suspected trafficking incidents.</li> </ul>	<ul style="list-style-type: none"> <li>• Information displays and hotline postings installed at stations and in rail carriages.</li> <li>• Accessible reporting mechanisms established (hotlines, apps, reporting points).</li> <li>• Human trafficking incidents reported through established mechanisms.</li> <li>• Rail personnel trained on victim identification and reporting procedures, disaggregated by job category.</li> <li>• Standard operating procedures developed and implemented for trafficking response.</li> </ul>	<ul style="list-style-type: none"> <li>• Number/percentage of trafficking victims supported and rescued through coordinated efforts, disaggregated by sex and age.</li> <li>• Number of trafficking cases reported through various mechanisms.</li> <li>• Number of trafficking cases identified and reported by trained rail workers.</li> <li>• Increased public awareness of trafficking indicators and reporting procedures.</li> <li>• Interagency response time to trafficking incidents.</li> <li>• Number/percentage of trafficking victims successfully referred to appropriate support services.</li> </ul>

Interventions	Output Indicators	Outcome Indicators
<ul style="list-style-type: none"> <li>• <b>Staff training on victim identification:</b> Develop training programs for railway personnel (conductors, ticket staff, security personnel, maintenance workers) on identifying trafficking indicators, responding appropriately to suspected cases, and implementing standard operating procedures for trafficking incidents.</li> <li>• <b>Public awareness and coordination with partners:</b> Launch targeted awareness campaigns at railway stations and develop partnerships with law enforcement agencies, non-governmental organizations, and international organizations to ensure a coordinated response, victim referral pathways, and cross-border cooperation in trafficking cases.</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness campaigns launched at railway stations and through rail company communication channels.</li> <li>• Partnership agreements signed with law enforcement, NGOs, and international organizations.</li> <li>• Formal referral pathways established with victim support services.</li> </ul>	

## Employment

Women in the rail sector face numerous employment challenges rooted in structural, cultural, and institutional barriers. Low participation in technical education, limited awareness of job opportunities, and exclusion from professional networks hinder recruitment. Gender biases in promotion further restrict women's advancement. In the workplace, inadequate facilities, ill-fitting PPE, and rigid schedules—often conflicting with caregiving roles—create additional obstacles. Safety concerns, regulatory restrictions, and a lack of mentorship and leadership development programs contribute to low retention and limited career progression, leaving women underrepresented, especially in technical and leadership roles.

## Outreach and Recruitment

The rail industry faces significant challenges in recruiting and retaining female employees. Barriers include low female participation in technical education, gender stereotypes that discourage women from pursuing rail careers, and a lack of awareness about job opportunities, especially in semi-skilled roles like train drivers and conductors. This information gap is worsened by women's exclusion from professional networks where these roles are often shared, limiting career access. Table 4.6 highlights some suggested interventions for improving women's recruitment in the rail sector.

**Table 4.6. Addressing Outreach and Recruitment Barriers for Women in Rail Transport**

Interventions	Output Indicators	Outcome Indicators
<p><b>Workforce database:</b> Enhance the HR database to allow an analysis of staff entitlements and conditions based on sex, as well as other demographic and socioeconomic factors. Collecting sex-disaggregated workforce data is essential for developing evidence-based policies and responses. This data can cover a wide range of areas, including overall employment rates for women and men, distribution across various positions, age, training and development opportunities, leave uptake, and duration of employment.</p>	<p>Database system enhancement to ensure the collection and analysis of sex-disaggregated data.</p>	<ul style="list-style-type: none"> <li>• Number/percent of women recruited and retained, in total and by different job levels, including low-, mid-, and high-skilled technical roles, as compared to the number and share of men for corresponding roles.</li> <li>• Number/percentage of staff reporting improved job satisfaction, disaggregated by sex and other key organizational metrics.</li> </ul>
<p><b>Communication to challenge perceptions about the suitability of transport roles for women:</b> This can be done through public communications, job descriptions, and the building of an employer narrative around engaging with women (through links with education, hiring statistics, and new initiatives).</p>	<ul style="list-style-type: none"> <li>• Number of images and articles showing women in technical and leadership jobs in the employer organization.</li> <li>• Employer website and communications include references to the organization as an equal opportunity employer.</li> <li>• Job descriptions and employer documents showing unbiased language.</li> </ul>	

Interventions	Output Indicators	Outcome Indicators
<p><b>Nurturing female talent</b></p> <ul style="list-style-type: none"> <li>• <i>Education talks:</i> (transport authorities/rail service providers) Visit schools and universities to talk about the social and environmental aspects of transport work and the importance of addressing the constraints women face in entering and remaining in the sector.</li> <li>• <i>“Open days:”</i> Organizing open days where potential candidates (especially women and young people) are invited to visit the workplace and talk to staff; this could help challenge or demystify some aspects of rail careers, in addition to bringing potential reputational benefits.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of girls reached through education talks and “open days.”</li> <li>• Links deepened or created between rail transport employers and education institutions.</li> </ul>	
<p><b>Internship program:</b> Establish a paid internship program for women in male-dominated fields like rail engineering, targeting X female final-year students or recent graduates for X-month internships in key agencies (the ministries of transport/rail, rail service providers, and so on).</p>	<ul style="list-style-type: none"> <li>• Number/percentage of women who enrolled and completed the internship program out of the total number/percentage of enrollment or completions for interns.</li> </ul>	
<p><b>Targeted trainings:</b> Develop targeted training programs for women in rail, collaborating with technical and vocational education and training institutions and universities that prepare graduates for rail to identify candidates.</p>	<ul style="list-style-type: none"> <li>• Number of women and men who participate in training programs, by trainee roles and training topics.</li> </ul>	
<p><b>Women as rail operators:</b> Recruit and train women in customer-facing roles such as train drivers, conductors, and other staff.</p>	<ul style="list-style-type: none"> <li>• Number/percentage of women employed as train operators and other customer-facing staff.</li> </ul>	

Interventions	Output Indicators	Outcome Indicators
<p><b>Promoting Women’s Employment through Public Procurement:</b> Require or incentivize private sector operators to include women in technical and managerial roles by integrating gender-related criteria into concessionaire bidding documents. This approach aims to increase women’s participation and employment in the road sector through public procurement processes.</p>	<ul style="list-style-type: none"> <li>Bidding documents for procuring goods in transport amended, specifying targets or quotas for women’s representation.</li> </ul>	

## Human Resources Policies and Practices

Biases in HR and management also persist, particularly toward women with family obligations or those expecting children. These biases can result in unfair treatment, such as overlooking qualified women for promotions or assigning fewer demanding routes to female drivers. The unique challenges of rail work—like security risks during late shifts, long or unpredictable hours, and poor workplace amenities—further discourage women from pursuing frontline roles.

Gender inequalities are evident in workplace infrastructure. Many rail hubs and trains are designed for male employees, with insufficient facilities for women, such as basic sanitation or properly fitted personal protective equipment (PPE). Ill-fitting PPE, like oversized gloves or high visibility clothes, not only creates discomfort but can pose health risks by failing to protect against hazards, potentially leading to injuries or reduced productivity. This lack of consideration is often justified by the sector’s historical male dominance or perceived physical job requirements, reinforcing misconceptions about women’s suitability for certain roles.

Regulatory barriers also hinder women’s participation, such as restrictions on working in certain transport roles or during night shifts. These policies disproportionately affect women, especially when combined with long working hours, which can conflict with caregiving responsibilities or safety concerns.

Table 4.7 highlights some suggested interventions for improving HR policies and practices in the rail sector. Case study 14 presents interventions from Serbia.

**Table 4.7. Addressing HR Policies and Practices Barriers for Women in Rail Transport**

Interventions	Output Indicators	Outcome Indicators
<p><b>HR policies:</b></p> <ul style="list-style-type: none"> <li>• <i>Flexible work-life policies:</i> Revise or adopt HR policies to include provisions such as flexible working hours, parental leave, and childcare to balance professional and personal responsibilities.</li> <li>• <i>Sexual harassment policy:</i> Develop a sexual harassment policy with an accompanying implementation plan that is accessible to all staff and available on the company website.</li> <li>• <i>Isolated worker policy:</i><sup>4</sup> Develop an isolated worker policy with an accompanying implementation plan that is accessible to all staff and available on the employer website.</li> </ul>	<ul style="list-style-type: none"> <li>• Policies rolled out with staff-wide communication.</li> <li>• Number/percentage of staff trained on the sexual harassment policy.</li> <li>• Number of sexual harassment reports received through the formal redress mechanism and addressed.</li> <li>• Number/percentage of women utilizing flexible work options.</li> </ul>	<ul style="list-style-type: none"> <li>• Number/percentage of women retained with the organization, in total and by different job levels, including low-, mid-, and high-skilled technical roles.</li> <li>• Number/percentage of staff reporting improved job satisfaction, after the introduction or improvement of company’s HR policies and practices; disaggregated by sex and other key organizational metrics.</li> </ul>
<p><b>Childcare facility:</b> Establish employer-provided childcare services, tailored to the organization’s business needs and workforce size. Additionally, consider offering financial support to employees—such as childcare subsidies or vouchers—to help cover associated costs.</p>	<ul style="list-style-type: none"> <li>• Childcare facilities established or upgraded in compliance with national standards.</li> <li>• Number of staff (women and men) benefiting from childcare facilities or subsidies.</li> </ul>	

<sup>4</sup> An **isolated worker policy** is a set of guidelines or procedures designed to protect employees who work alone or in isolated environments where they may be at higher risk of injury, illness, or other emergencies due to the lack of immediate assistance or supervision. This policy is often implemented in industries like rail, construction, utilities, and health care, where workers may be required to perform tasks in remote locations or during off-hours. Many transport companies, including rail operators, have adopted isolated worker policies.

Interventions	Output Indicators	Outcome Indicators
<b>Workplace infrastructure and PPE:</b> Provide separate toilets, changing rooms, lighting and PPE that is appropriately designed to fit both women and men.	<ul style="list-style-type: none"><li>• Number/percentage of workplace facilities equipped with separate toilets, changing rooms, and appropriate lighting.</li><li>• Gender-sensitive PPE provided to all workers who require it.</li></ul>	
<b>A staff satisfaction survey:</b> Conduct periodic surveys to assess satisfaction with employment terms, working conditions, hours, leave, professional development, and equal opportunity outcomes. Analyze results by sex and demographics to inform activities, evaluate implementation, and identify areas for improvement.	<ul style="list-style-type: none"><li>• Surveys completed periodically.</li><li>• Results disseminated and discussed among staff.</li><li>• Percentage of recommendations acted upon.</li><li>• Staff feedback on overall communication improved.</li></ul>	



Photo credit: World Bank

 **Case Study 14**

## Developing a Pipeline for Female Talent in the Rail Industry in Serbia<sup>5</sup>

### The Challenge

To get more women to work in transportation, Serbia is going right to the top. The teachers in higher education and technical schools who prepare students for careers in transport tend to be men, and most of the students are men. It is no wonder that, in many countries, transport tends to be thought of as a place for men to work. A scarcity of female teachers, professors, and even students make it hard for female engineers to find mentors.

### The Intervention

Serbia's Ministry of Construction, Transportation, and Infrastructure<sup>6</sup> is piloting a project to give three PhD scholarships to women working in the railway business. A key condition of the program, as in other scholarship programs, is a mandatory requirement to work in Serbia for at least four years after completing the program.

The PhD scholarship program got off to a rough start. Recruiting candidates was slow. Only four women applied, and only two of those met the minimum criteria. The PhD candidates were required to finish their degree programs in three years or repay their tuition. Many women, who often juggle multiple responsibilities, found this deadline tight.

### Lessons Learned

Despite delays and a very small candidate pool, the PhD program generated a great deal of interest from students and school administrators. This indicates that the PhD program has the potential to inspire women to do high-level studies in engineering and logistics, disciplines that are important for railways. Importantly, this is the first pilot of this kind in the sector, and the ministry and the World Bank are learning useful lessons on scholarship administration, better outreach to candidates, and more, so they can enhance the program offering in the future.

## Career Progression

Women in the rail sector face numerous barriers to career advancement, many of which stem from structural inequalities and workplace practices. A key issue is the lack of accessible training and skill development programs, which limits opportunities for women to upgrade their capabilities and move into more advanced roles. Additionally, the disproportionate burden of unpaid care work

<sup>5</sup> The team thanks Svetlana Vukanovic (World Bank Senior Transport Specialist), Larisa Puzovic (Lead of the Project Implementation Unit of the Railway Project) and Sonja Mamic (Advisor to Assistant Minister for Railway) for sharing their input into the case study.

<sup>6</sup> Serbia Railway Sector Modernization (P170868).

often carried by women requires employers to adopt more flexible and inclusive approaches when designing work schedules and career pathways. The absence of support systems such as tailored mentorship and professional development programs further hinders women’s ability to thrive in the sector. These gaps contribute to high attrition rates and discourage long-term engagement, particularly in technical or operational roles where women remain significantly underrepresented.

**Table 4.8. Addressing Career Progression Barriers for Women in Rail Transport**

Interventions	Output Indicators	Outcome Indicators
<p><b>A performance review system:</b> Develop a performance review system for staff with a standardized framework linking performance reviews to workforce competencies, skills development, and promotions.</p> <p>A range of actions can achieve this objective, such as: establishing a promotion committee comprised of both women and men, adopting a blind selection process where candidates’ resumes do not include personal details, and testing participants without revealing their personal information to eliminate potential conscious or unconscious gender bias in promotion decisions.</p>	<ul style="list-style-type: none"> <li>• Number/percentage of promotion committee members completing training on unconscious bias and gender equality.</li> <li>• Gender balance in decision-making processes, ensuring a fairer and more diverse representation in promotion decisions.</li> </ul>	<ul style="list-style-type: none"> <li>• Number/percentage of women promoted within X months/years after the introduction of the formal performance review system.</li> <li>• Number/percentage of women promoted within X months/years after the introduction of the women’s mentorship program.</li> <li>• Change in employee perceptions of organizational culture related to equal employment opportunities (measured through regular staff satisfaction surveys).</li> </ul>
<p><b>Women’s mentorship program:</b> Implement a mentorship program pairing women with senior female and male professionals, focusing on various issues such as improving technical and soft skills, and addressing specific workplace challenges.</p>	<ul style="list-style-type: none"> <li>• Number of women participating in the mentorship program.</li> </ul>	
<p><b>Women’s networking:</b> Create a platform for women in rail transport to connect, share experiences, and seek mentorship.</p>	<ul style="list-style-type: none"> <li>• Number of women participating in networking events.</li> </ul>	

## Leadership

Women aspiring to leadership roles in the rail sector encounter unique challenges that go beyond technical qualifications. Informal decision-making processes—often influenced by entrenched biases and power dynamics—undermine merit-based advancement and limit women’s access to leadership positions. The lack of mentorship opportunities and the scarcity of female role models in leadership further exacerbate these challenges. Without relatable mentors who understand the specific hurdles women face in the industry, many feel isolated and unsupported in their career journeys. These dynamics not only hinder individual progress but also contribute to a wider leadership gap within the sector.

Table 4.9 highlights some interventions to support women’s career progression and leadership aspirations in the rail sector. Case studies 15 and 16 present interventions from Egypt and India, and Azerbaijan, respectively.

**Table 4.9. Addressing Leadership Barriers for Women in Rail Transport**

Interventions	Output Indicators	Outcome Indicators
<p><b>Women’s leadership training program:</b> Establish a targeted leadership training program for women in the rail sector, focusing on strategic planning, financial management, and team leadership.</p>	<ul style="list-style-type: none"> <li>• Number of women enrolled in the leadership training program each year.</li> <li>• Number/percentage of enrolled participants who successfully complete the training program.</li> </ul>	<ul style="list-style-type: none"> <li>• Number/percentage of women promoted to leadership roles within X months/years after the introduction of the women’s leadership training program.</li> <li>• Change in employee perceptions of organizational culture related to equal employment opportunities (measured through regular staff satisfaction surveys).</li> </ul>
<p><b>Annual review process:</b> Implement an annual review to track progress in women’s representation in managerial and senior roles using specific metrics to measure effectiveness and adjust initiatives as needed.</p>	<ul style="list-style-type: none"> <li>• Number of women participating in the review process.</li> <li>• Employer introducing annual review process.</li> </ul>	

## Case Study 15

# Childcare Centers Keep Women Working in Egypt and India

## The Challenge

If a lack of childcare keeps women out of the workforce, the solution is to bring the childcare to work. India's Mobile Creches program<sup>7</sup> allows women to get, and keep, construction jobs because babies and children can come to work with their mothers. In Egypt, the country's national railways is opening an improved childcare center because, while women make up 18.5 percent of the labor force, they comprise only 3 percent of over 40,000 Egyptian National Railways employees.<sup>8</sup> Notably, almost one-half of Egypt's Science, Technology, Engineering and Mathematics (STEM) graduates are women, but barriers such as gender norms, limited childcare, and restrictive workplace policies often keep them from working in engineering and technical jobs.

## The Intervention

In India, Mobile Creches, as its name suggests, sets up mobile childcare services at construction sites. Mobile childcare is especially useful in rural areas, where childcare options are limited. Providing childcare on rural road construction projects can significantly increase female labor force participation and contribute to more inclusive and sustainable development. In Egypt, the new childcare facility will be designed to support both male and female employees. It will use an employee survey to inform its offerings.

Mobile Creches provides more than just childcare, though that alone is crucial. It offers health care, nutrition, and early learning services for children ages zero to twelve. Operating 40 centers and serving over 5,000 children, the organization aims to put childcare centers at all worksites, as a matter of policy. In Egypt, offering on-site childcare hopes to increase female labor force participation and retention at the railway.

## Lessons Learned

The Mobile Creches' early childhood care model is a smart and innovative way to help working parents and a useful tool for addressing gender disparities in the workforce. Egyptian National Railways' childcare facility might be less novel, only because it is stationary, but also supports employment and retention, especially for women workers. These projects highlight

<sup>7</sup> Mobile Crèches. <https://www.mobilecreches.org/>; Rising Together: Annual report for Mobile Creches 2023-24. [https://www.mobilecreches.org/\\_files/ugd/ee163e\\_2527e717a143419f9c06a6fe14322c55.pdf](https://www.mobilecreches.org/_files/ugd/ee163e_2527e717a143419f9c06a6fe14322c55.pdf)

<sup>8</sup> Cairo Alexandria Trade Logistics Development Project (P177932). The team thanks Salma Abdel Fattah (Senior Transport Specialist) for her review and input into the case study.

that both India and Egypt recognize the crucial role of childcare in supporting families and the benefits of promoting women's participation in, and retention within, the workforce. Mobile childcare services in rural road projects help remove barriers to women's employment, benefiting not only women but also their families and broader communities. The childcare facility at Egyptian National Railways serves as a model for integrating social support into infrastructure projects, with the potential to set a significant example for other large employers. Both projects tackle a fundamental barrier to women's participation in traditionally male-dominated industries.

## Case Study 16

### Lifting Legal Restrictions on Women's Employment in Azerbaijan

#### The Challenge

In some countries, women are barred from working outside the home due to cultural reasons, childcare responsibilities, or legal restrictions. For instance, in 12 countries, legal barriers limit women's access to certain transport jobs, while in 45 economies, policies restrict women from working in hazardous roles.<sup>9</sup>

It's not only women who are affected by job restrictions—businesses also suffer. These barriers to entry for women reduce the national talent pool, ultimately hindering economic development. The legal bans on women's work are often rooted in outdated assumptions about health risks, reflecting a paternalistic and antiquated view of women. They fail to consider technological advancements and modern safety standards that have since made these restrictions irrelevant.

Until 2022, Azerbaijan's legislation prohibited women from working in 674 occupations, including roles in transport, energy, and agriculture. For example, women were banned from laying asphalt, working as train engineers, or driving large buses. These restrictions, inherited from Soviet laws, reinforced a stark divide between women and men in the workforce, with women mostly in low-wage sectors like health and education, while men dominated other often better-paid industries.

<sup>9</sup> World Bank's Women, Business and the Law. 2024. <https://wbl.worldbank.org/en/wbl>.

## The Intervention

In November 2022, with World Bank support, Azerbaijan repealed these restrictions,<sup>10</sup> replacing them with a health-based approach that applied only to pregnant women and new mothers. This reform aimed to open up higher-paying jobs, address occupational segregation, and narrow the gender pay gap, increasing female labor force participation and benefiting businesses by expanding the talent pool.

Alongside the labor code reform, the World Bank worked with Azerbaijan Railways and the Port of Baku to improve their HR policies and boost women's representation in male-dominated sectors.<sup>11</sup> Progress includes:

- Azerbaijan Railways launched its first-ever women's train operator training program and created a women-in-rail network.
- The Port of Baku committed to increasing female employment from 8 percent to 20 percent by 2030.

## Lessons Learned

Azerbaijan's experience offers key lessons for other countries looking to remove employment barriers for women:

- **Setting an example:** Azerbaijan's reforms serve as a model for countries that still carry similar employment bans.
- **Comprehensive action:** Legal reforms must be paired with policies that challenge social attitudes and workplace behaviors.
- **Evidence-based approach:** Data and risk assessments were crucial in challenging outdated assumptions and changing policies and attitudes.

Azerbaijan's repeal of employment restrictions is a vital step toward promoting women's employment, but legal changes alone are insufficient. Cultural norms and stereotypes continue to influence women's career choices. To fully integrate women into the labor market, legal reforms must be accompanied by efforts to change societal attitudes, particularly in male-dominated sectors like transportation and engineering.

<sup>10</sup> World Bank blog. [With legal restrictions lifted, it is time to break "soft" barriers to women's employment in Azerbaijan.](#)

<sup>11</sup> Kurshitashvili N., Mustafayeva S., Mammadov T., Mynbayeva J., Kelly S., Newett K, 2024. Breaking Barriers to Women's Employment in Azerbaijan. World Bank. <https://openknowledge.worldbank.org/entities/publication/62dc02c7-3cdc-45c6-8846-191b73a6f092>

## Entrepreneurship

Women entrepreneurs operating in railway stations face barriers such as limited business training, unclear vendor policies, and high permit costs, which hinder their ability to start and grow businesses. Informal competition and lack of access to networks further challenge their success. Targeted training, financial support, and stronger market linkages are key to enabling their participation and growth.

### Business Skills Training and Advisory Services

Women entrepreneurs operating in railway stations—particularly in the retail and service sectors—have unique opportunities to establish businesses such as small shops, food stalls, or childcare services. However, many women are either unaware of these opportunities or lack the guidance and support needed to navigate the system. Further, inconsistent vendor policies and unclear lease agreements create uncertainty and hinder business continuity. Informal competition from unregulated vendors and the unpredictability of train-based foot traffic add to the difficulty, often resulting in unstable income streams. Tailored business training and advisory services can play a critical role in bridging these gaps. Such support can help women understand licensing procedures, develop business plans, and navigate complex vendor policies—thereby enhancing their confidence and capacity to engage in railway station commerce.

### Access to Finance

Even when women are aware of the business opportunities in railway stations, they face significant financial barriers to entry. Securing vendor permits can be prohibitively expensive—not only due to formal fees but also because of informal payments and hidden costs that add to the burden. These financial hurdles limit many women’s ability to start or sustain businesses in these settings. Without access to affordable credit or startup capital, women entrepreneurs struggle to invest in inventory, infrastructure, or staff. Financial support mechanisms tailored to women—including microfinance, grants, and flexible loan products—are essential to enable their participation and success in railway-based enterprises.

### Market Access and Linkages

Women entrepreneurs tend to be excluded from business networks that could offer peer support, shared resources, or market insights. Strengthening access to such networks and formalizing market linkages would help level the playing field, enhance business resilience, and open up opportunities for growth. These intertwined challenges restrict women entrepreneurs’ potential to thrive in the railway sector. Table 4.10 highlights some interventions to promote women’s entrepreneurship in the rail sector and the corresponding indicators to measure progress.

**Table 4.10. Addressing Barriers to Entrepreneurship for Women in Rail Transport**

Interventions	Output Indicators	Outcome Indicators
<p><b>Market access through spaces at railway stations:</b> Reserve retail space and stalls for women entrepreneurs to set up their physical shops at railway stations. Provide training on marketing strategies, logistics, and customer engagement to help women maximize their income from these spaces.</p>	<ul style="list-style-type: none"> <li>• Number/percent of retail space earmarked for women-owned and managed businesses.</li> <li>• Number of training sessions held for women entrepreneurs on marketing, logistics, and customer engagement who lease retail spaces at railway stations.</li> </ul>	<ul style="list-style-type: none"> <li>• Number/percentage of local women reporting higher incomes, more work orders, or increase in market access.</li> <li>• Percentage of revenue among female entrepreneurs using retail space versus male entrepreneurs.</li> </ul>
<p><b>Procurement:</b> Strengthen the capacity of the procurement workforce (rail authorities) to enhance awareness among potential bidders, including women-owned enterprises in the retail and hospitality sectors, about available opportunities.</p> <p>Provide capacity building workshops to help women navigate procurement processes, develop competitive proposals, and connect with opportunities to supply goods and services for railway station projects.</p>	<ul style="list-style-type: none"> <li>• Number/percentage of women-owned and managed businesses awarded retail space at railway stations.</li> <li>• Information sessions and capacity building workshops offered to existing and potential women entrepreneurs.</li> <li>• Bidder awareness sessions held.</li> </ul>	<ul style="list-style-type: none"> <li>• Number/percentage of women entrepreneurs using reserved retail space (compared to men).</li> </ul>

