“She Drives Change” Toolkit

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QUALITY INFRASTRUCTURE INVESTMENT PARTNERSHIP

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Conceptual framework

1

Toolkit's conceptual framework

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Toolkit's structure

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Project examples

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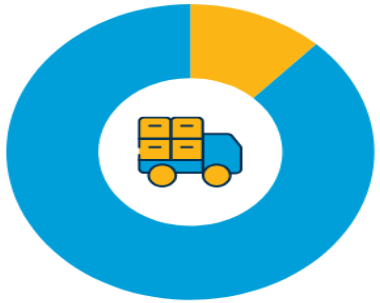
Website

Why to address gender gaps in transport: some facts and figures

WOMEN FACE MOBILITY BARRIERS, INCLUDING ISSUES OF **COST, AVAILABILITY, ACCESSIBILITY, AND SAFETY.**



Women represent **just 12%** of the global transport and storage workforce.

18 economies	42 economies	55 economies
prohibit women from working during **night hours**	restrict women from working in **hazardous**, **arduous** or **morally inappropriate** jobs	bar women from working in sectors such as **mining**, **construction**, **manufacturing**, **transportation**, **and energy**

Share of women employed in transport across sub-sectors:	
Land transport – 5%	Warehousing and support services – 21%
Water transport – 14%	Aviation -41 percent

Source: WBG Women, Business and the Law database; ILO Laborstat.

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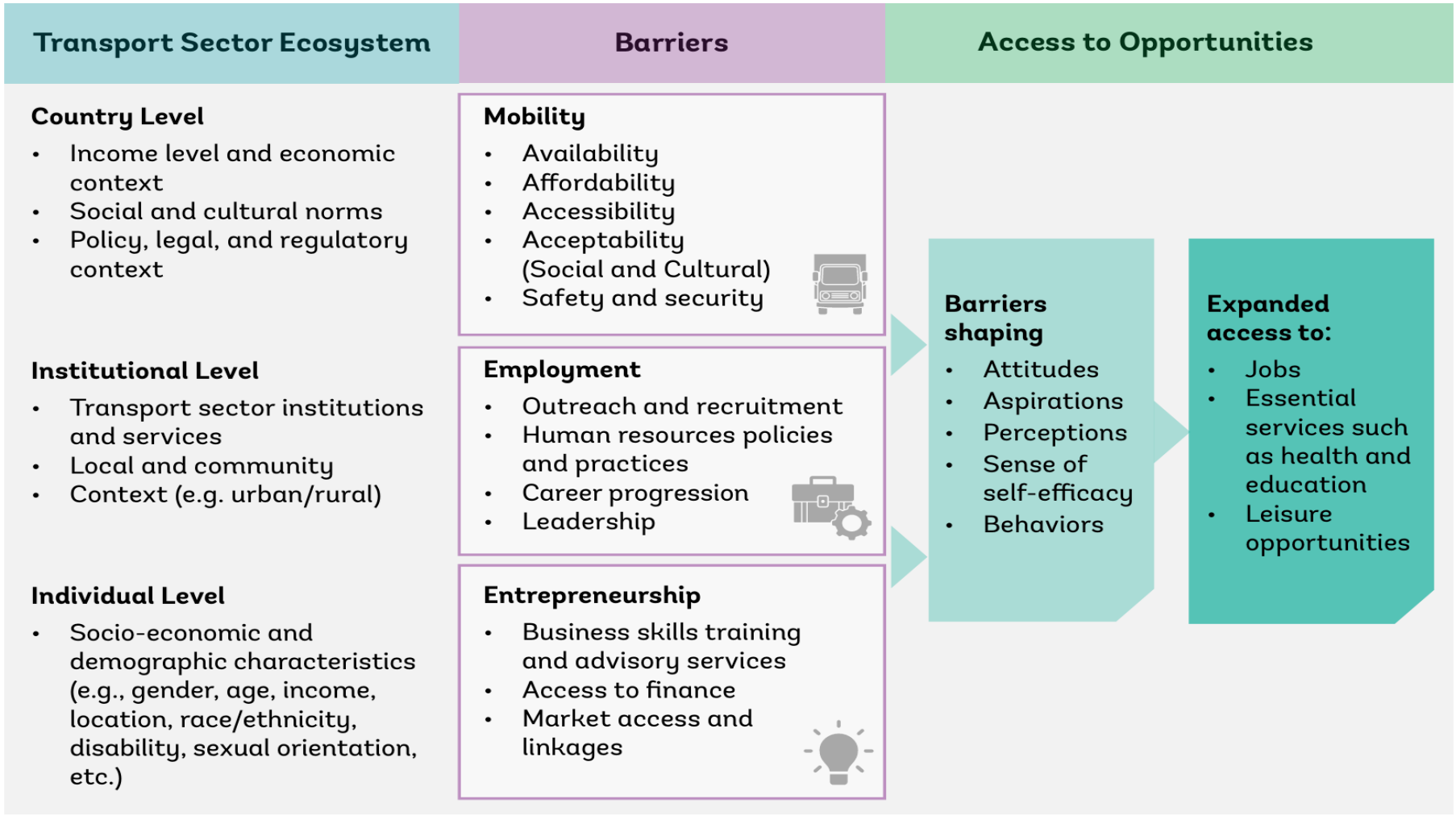

Source: World Bank's Transport team. She Drives Change Toolkit

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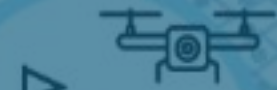

Toolkit's structure

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Availability	Affordability	Accessibility	Safety
Outreach and Recruitment	Human Resources Policies and Practices	Career progression	Leadership
Business Skills Training and Advisory	Access to Finance	Market Access and Linkages	

Source: World Bank's Transport team. She Drives Change Toolkit

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Results Chain

Table 2.2. Addressing Affordability Barriers for Women in Urban Transport

Interventions	Output Indicators	Outcome Indicators
Subsidized fares: Introduce discounted public transportation fares for low-income women to make transport more affordable.	• Number/percentage of eligible women benefiting from subsidized transport fares.	• Number/percentage of women using public transportation as a result of the subsidized fares. • Number/percentage of women commuters who report savings on public transport by X percent. • Percentage of transport cost savings (percent of monthly income) reported by women commuters.
Off-peak discounts accommodating women's trip chaining patterns: Provide women and their dependents with multitrip and family passes during peak hours, like early morning school drop-off and late afternoon pick up, to accommodate the various needs associated with mobility of care.	• Number/percentage of eligible women/their dependents using group/flexible transport fares. • Multiride or family passes that allow multiple people (for example, a woman and her dependents) to travel at a reduced collective fare during peak hours.	
Integrated ticketing systems: Implement seamless ticketing solutions that allow passengers to use a single ticket or payment method across multiple modes of public transport.	• Percentage of public transport services that have implemented integrated ticketing systems.	
Real-time fare information: Develop mobile apps and kiosks that provide up-to-date fare details and ticket purchasing options, helping to minimize uncertainty and enhance convenience. Integrate fare information into apps and kiosks.	• Number of transport hubs equipped with real-time fare information kiosks or app access.	

Interventions

Output indicators

Outcome indicators

Source: World Bank's Transport team. She Drives Change Toolkit

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Examples: lending, advisory and policy dialogue

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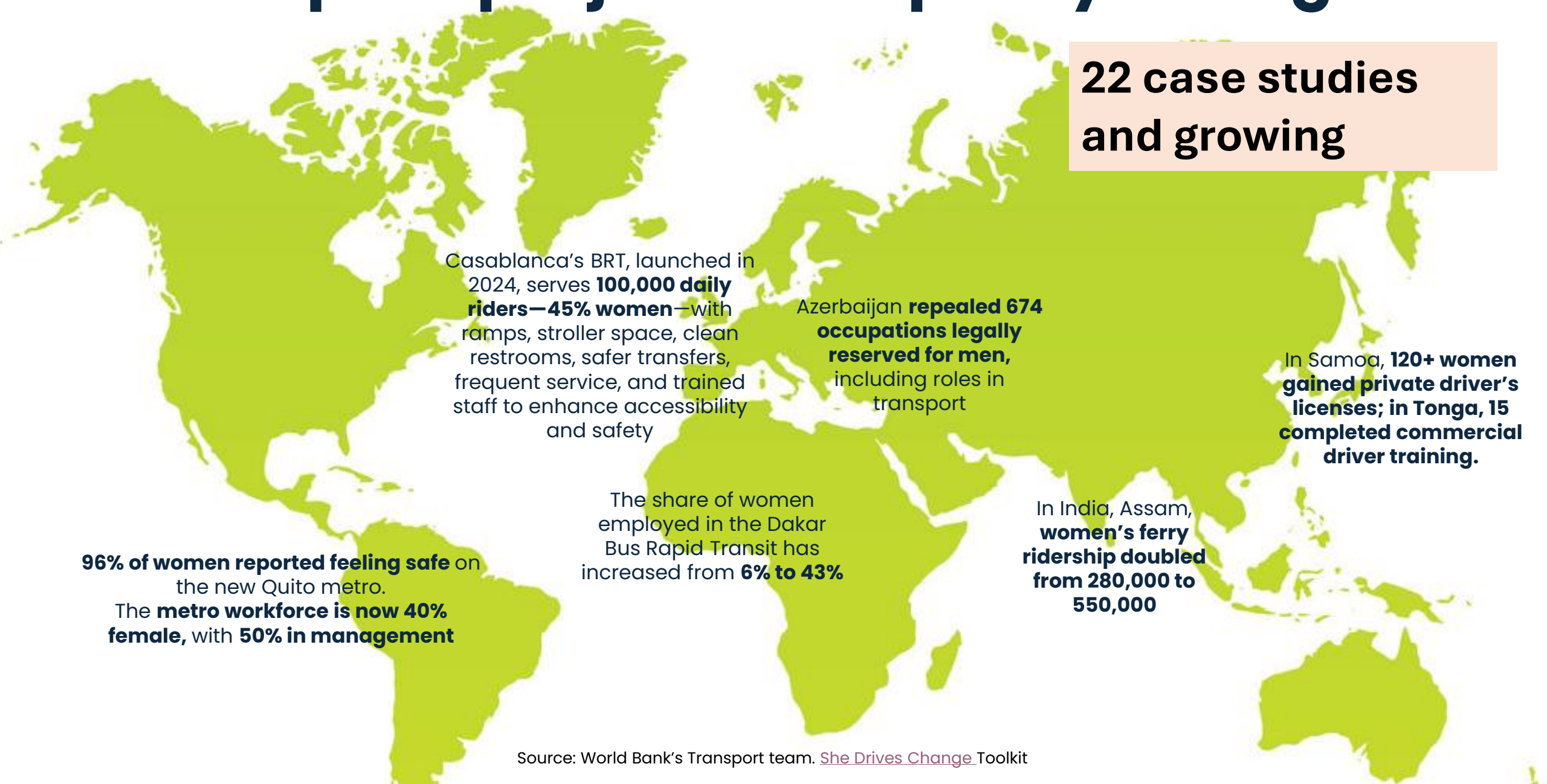
Examples: projects and policy dialogue



22 case studies and growing

Casablanca's BRT, launched in 2024, serves **100,000 daily riders—45% women**—with ramps, stroller space, clean restrooms, safer transfers, frequent service, and trained staff to enhance accessibility and safety

Azerbaijan **repealed 674 occupations legally reserved for men,** including roles in transport

In Samoa, **120+ women gained private driver's licenses; in Tonga, 15 completed commercial driver training.**

The share of women employed in the Dakar Bus Rapid Transit has increased from **6% to 43%**

In India, Assam, **women's ferry ridership doubled from 280,000 to 550,000**

96% of women reported feeling safe on the new Quito metro.
The **metro workforce is now 40% female,** with **50% in management**

Source: World Bank's Transport team. She Drives Change Toolkit

Example 1: Unlocking Jobs for Women in Infrastructure: Azerbaijan

- 2022

Context: 674 jobs in Azerbaijan were legally restricted for women, the majority in infrastructure sectors - **transport, energy, and construction.**

2020-2022

What was done: An advisory and analytics program provided occupational health and safety, legal and labor expertise, leading to a Labor Code reform that **removed all restrictions.**

2022-24

What was done (cont.): Technical assistance provided to Azerbaijan Railways (ADY) to strengthen human resources policies and practices; **ADY launched the first female train driver program.**

Photo credit: Azerbaijan Railways

Source: World Bank's Transport team. She Drives Change Toolkit

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Example 2: Dar Es Salaam, Tanzania: Infrastructure and Workforce Development

Project: 2017-2026

Context: Urban inefficiencies in Dar Es Salaam limit productivity, job creation, and mobility, especially for women;
World Bank's Dar es Salaam Urban Transport Improvement Project (2017–2026) supports building a BRT network to address some of these challenges.

Project: 2017-2026

What was done: BRT system **to reduce wait times, overcrowding, and safety risks** for female passengers; Built **safer pedestrian infrastructure** (sidewalks, lighting, crossings); **Implemented Structured Engineering Apprenticeship Program (SEAP)** targeting 50% female enrollment.

2025

Results: **433** engineering graduates completed SEAP, with **near-equal gender split;** 199 graduates became registered professional engineers, including **91 women; 102 women trained as bus drivers; 77 completed the course and many secured BRT driver positions**

Photo credit: World Bank

Source: World Bank's Transport team. She Drives Change Toolkit

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A Toolkit for Redefining Opportunities for Women in Transport

Explore Case Studies

CHAPTERS

1 Introduction: Unlocking the Potential for Women in Transport
2 Urban Transport
3 Rural And Peri-Urban Roads
4 Rail Transport
5 Aviation
6 Maritime Transport

She Drives Change is a comprehensive resource to help transport professionals address disparities between women and men related to mobility, employment, and entrepreneurship in the transport sector.

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4 Rail Transport
5 Aviation
6 Maritime Transport
7 Economic Corridors And Logistics

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Case Study Explorer

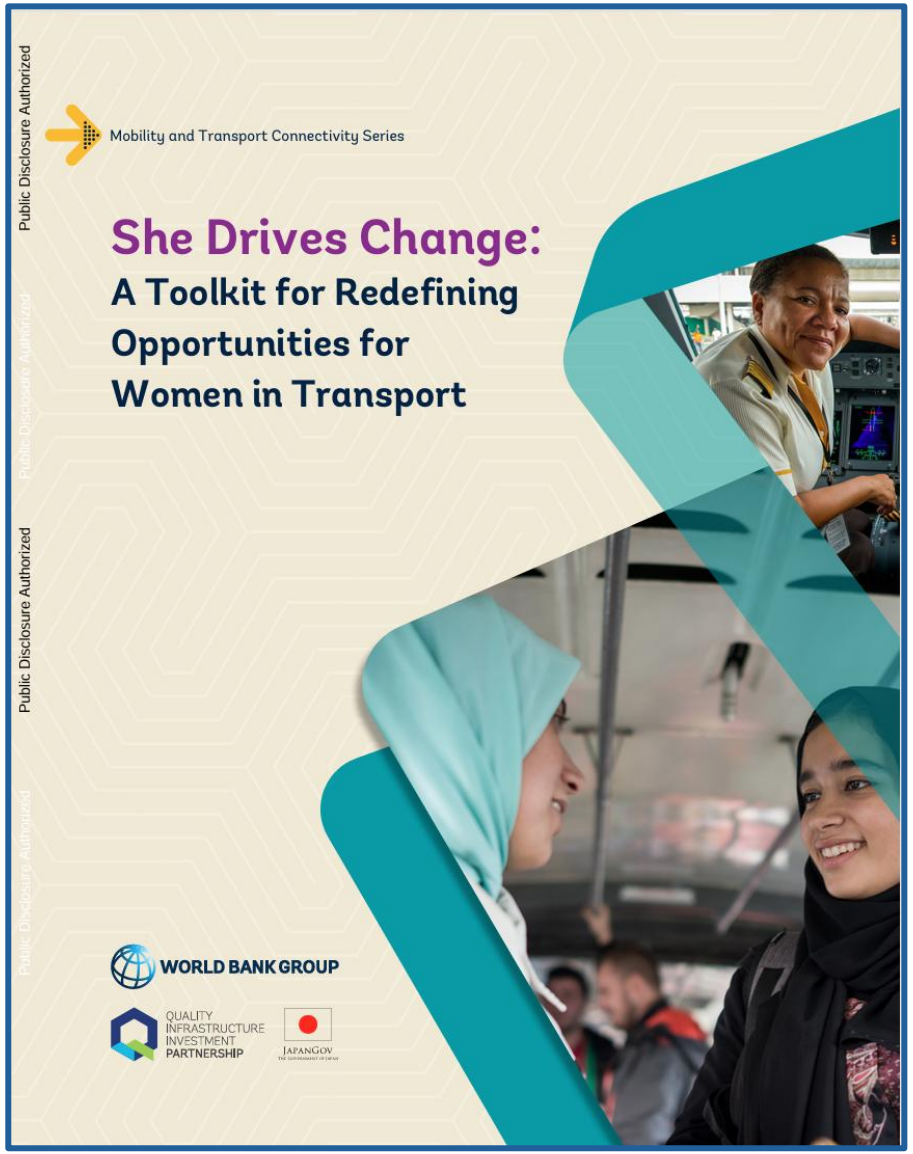
Explore all case studies in this toolkit by selecting a pin from the map above or filtering the list below.

Subsector

- [ ] Urban Transport
- [ ] Rural and Peri-Urban Roads
- [ ] Rail Transport
- [ ] Aviation
- [ ] Maritime Transport
- [ ] Economic Corridors and Logistics

Key Area

- [ ] Employment
- [ ] Entrepreneurship
- [ ] Mobility



User feedback 12 months since the launch

- **Over 10,000 cumulative downloads and website visits in over 100 countries.**
- Themes emerged in user feedback:
  - Appreciated the sub-sector perspectives: what works in rail may not work in aviation or maritime, making the toolkit's tailored approach valuable.
  - Valued the concrete country examples and diversity of interventions and geographies across the case studies.
  - Welcomed the candid discussion of achievements and challenges, which made the case studies credible.

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Building roads and bridging gender gaps in Samoa -a video

Mobility and Transport Connectivity Series

She Drives Change:

A Toolkit for Redefining Opportunities for Women in Transport

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