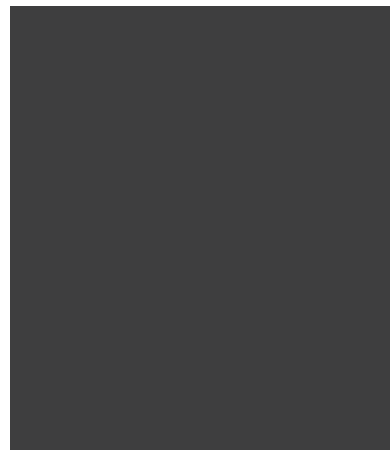


STRATEGIC PLAN ABRIDGED VERSION

2024-2028



About Flone Initiative

We are dedicated to creating a public mobility system that is inclusive and functional for all. This means promoting access, safety, and security for women, persons with disabilities, and older persons across all modes of public mobility. By advocating for the inclusion and active participation of these groups in governance and decision-making processes, we aim to ensure that our public transport sector reflects the diverse voices and needs of our society. Mainstreaming public mobility practices and principles will be central to achieving these goals.

Recognizing the critical linkages between health, environment, and public mobility, we are committed to enhancing awareness and action in this area. We will work to reduce emissions from public mobility vehicles, improve the working environment and occupational safety in the transport sector, and highlight the connections between gender, climate change, and public mobility.

These efforts will contribute to a healthier and more sustainable future for all.

Our commitment to leveraging existing knowledge is critical for evidence-based decision-making and advocacy in public transport. We will conduct rigorous research to gather data on relevant issues and establish strategic partnerships with academia, research institutions, and industry leaders. These collaborations will enhance our ability to develop innovative solutions, inform our policies with the latest insights and research, and generate new best practices.

Flone will collaborate with government agencies and other stakeholders in developing and implementing effective public mobility policies. We will offer technical support, establish partnerships with state and non-state actors, and develop targeted advocacy campaigns. Our goal is to influence policy decisions that align with our vision for a more inclusive and sustainable public transport system.

To deliver on our mandate effectively, we must build robust organizational capacity and resilience. This involves developing and implementing a comprehensive sustainability plan, enhancing resource mobilization, and improving our visibility, profile, and image. By leveraging innovation and technology, we aim to deliver more effective solutions and ensure the long-term sustainability of our initiatives.

Flone Initiative aims to significantly improve public mobility accessibility, safety, and environmental sustainability across Kenya by 2028, working toward a public transport system that upholds the dignity, health, and rights of all individuals.



Global Fund for Women Visit



Creating Skills and Professional Path
Framework for You and Your Loved One
**The Cotswold
Foundation**

Flone- KBS Training day



Word from Chairperson

It is a privilege to share this strategic plan—a reflection of Flone Initiative’s journey and vision to transform public transport in Kenya and beyond. This plan represents our commitment to building a transport system that serves everyone, especially women, youth, and marginalized communities that rely on it daily. In recent years, we have grown from a passionate grassroots organisation into a recognized leader advocating for gender equity, social justice, and environmental sustainability in the transport sector. This progress is a testament to our team’s dedication, our partners’ commitment, and the trust of the communities we serve.

*Caroline
Kioko*



Executive Director’s Note

I am honored to present our strategic pillars that will guide our efforts in advancing a more inclusive, sustainable, and efficient public mobility system. The choices made reflect our commitment to addressing the diverse needs of our community and fostering an environment where every individual can thrive. We are dedicated to creating a public mobility system that is inclusive and functional for all.

*Naomi
Mwanira*



Mission (Our why)

To promote a safe, inclusive, and accessible public mobility system for all, especially for vulnerable and marginalized groups in Kenya, through research, policy engagement, and advocacy.



Vision (Our big picture)

A just public mobility system.








Tagline

Public Mobility Matters



Our Core Values

				
Passion:	Empathy:	Integrity:	Diversity:	Innovation:
<p>We pursue our mission with unwavering commitment and honor the trust placed in us.</p>	<p>We seek to understand others' perspectives and are sensitive to the experiences of our staff, partners, and communities we serve.</p>	<p>We are honest in all undertakings and prudent in the use of resources. We believe in being accountable, transparent, and responsible in all we do.</p>	<p>We promote and advocate for inclusion, safety and respect for all people.</p>	<p>We promote a culture of continuous learning, aiming for excellence and sharing our insights to drive improvement.</p>

Key Priority Areas



Inclusive & Functioning Public Mobility System: Promote equitable, accessible, and safe mobility for all, with a focus on women, persons with disabilities, and other marginalized groups.



Health & Environmental Sustainability in Mobility: Strengthen the connections between environmental sustainability, public health, and transport, promote eco-friendly practices, and reduce the sector's environmental impact.



Research & Knowledge Generation: Provide an evidence base for decision-making by conducting rigorous research that informs advocacy and drives policy reforms in the transport sector.



Policy Engagement & Advocacy: Influence inclusive transport policies through strategic partnerships and advocacy efforts that support marginalized groups in accessing safe public mobility options.



Organisational Development & Sustainability—Build strong internal capacities, improve governance, and secure financial stability to effectively fulfill Flone's mission.



Gender Mainstreaming: Bodaboda Mjadala

Operating Context

Global context



SDG 5 emphasizes gender equality and aims to bridge gender gaps, including in cycling and public mobility. SDG 9 focuses on resilient infrastructure, inclusive and sustainable industrialization, and innovation. SDG 11 aims to make cities and human settlements inclusive, safe, resilient, and sustainable, specifically through Target 11.2, which advocates for accessible, safe, and affordable transport systems, particularly for vulnerable groups. The New Global Urban Agenda aligns with these goals, encouraging sustainable and accessible transportation options, including non-motorized transit.

Regional context



To address infrastructure challenges and boost connectivity, the AU has adopted the Programme for Infrastructure Development in Africa (PIDA). This program prioritizes project preparation, implementation, and operation across sectors such as transport, energy, ICT, and water resources. PIDA aims to bridge infrastructure gaps and improve living standards by enhancing physical connectivity within Africa.

The African Network of Women in Infrastructure (ANWIN), launched in 2019, is a platform for promoting gender-responsive infrastructure development. ANWIN connects civil society, the private sector, and government entities and focuses on the equitable participation of women in infrastructure-related fields across Africa.

Local Context

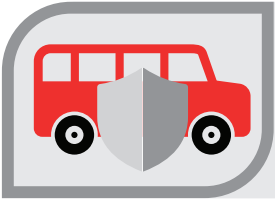


Kenya's 2010 Constitution introduced a progressive framework, including a comprehensive Bill of Rights that protects the rights of women, children, and marginalized communities. In transport, responsibilities are shared: the national government is accountable for policy, planning, and capacity building, while county governments manage local transport functions, including county roads, street lighting, traffic management, public road transport, and ferries, with exceptions for international and national shipping regulation. The relevant frameworks are the updated Integrated National Transport Policy (2024), The Street Design Manual for Urban Areas in Kenya (SDMUAK), The Physical and Land Use Planning Act (2019), and the Draft National Building Code (2020).




BRT Corridors Visit - 11th February 2022


Key Achievements




a. Objective: Innovative Programming & Impact

This program is aimed at advocating for safe, inclusive, and accessible public transport.

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The Usalama wa Umma Program, launched in 2015, promoted behavior and mindset changes through training on gender mainstreaming and bystander interventions against sexual and gender-based violence (SGBV) in public transport.
- 


The Women in Transportation Program (WIT) successfully attracted, retained, and advanced women in transport by providing personal and professional development training, addressing gender-based violence and discrimination, and facilitating collective bargaining. The program also increased the entry and visibility of women working in the transport industry in Mombasa, Nairobi, Machakos, and Nakuru Counties, leading to recognition and appreciation of women working in these spaces. Increased WIT access to government support, including health insurance and bursary support for their children.
- 


The RISI app, designed to track incidents of gender-based violence on and around public transport, successfully utilized technology and innovation to drive evidence-based advocacy. The Moving Barrier/Inclusion Program addressed disability inclusion in public transport and successfully created a platform for persons with disabilities to engage with policymakers. The Women and Transport Africa (WITA) Conference convened five conferences with representation from over 73 countries, providing a platform for stakeholders to exchange ideas and influence the realization of just public transport.



b. Objective: Capacity-building

Build the capacity of women and vulnerable groups in public transport.

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Strengthened the capacity of women transport workers to report sexual harassment cases and increased advocacy by women with disabilities for accessible and safe public transport.
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Conducted training in transformational leadership and financial skills, empowering women to invest in assets like land and form table banking groups, enhancing savings and access to credit.

- Supported SACCOs in combating SGBV and mainstream gender in their operations and management, which improved the experiences of women and vulnerable groups and increased representation in leadership.
- Empower women to take on leadership roles within the public transport sector, allowing them to engage in decision-making processes and pursue better employment opportunities.



c. Research

Objective: Bridge the data gap on gender inclusion and sustainable mobility.

Flone Initiative disseminated 25 research publications on topics such as gender, disability, the safety and security of vulnerable and marginalized groups, and gendered economic status in public transport.

- Identified sexual and gender-based violence (SGBV) hotspots through monitoring and mapping incidents, shaping interventions on bystander interventions, behavior change, and gender mainstreaming.

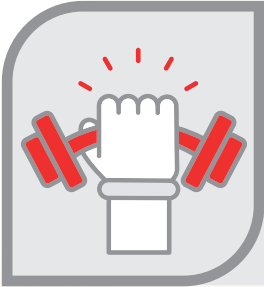


d. Advocacy and media engagement

Objective: Raise awareness and influence policy for safer public transport.

- Conducted public awareness and sensitization campaigns across radio, TV, and social media platforms, including Citizen TV, Nation TV, Classic FM, and other mainstream outlets, as well as platforms like Chini ya Mbuyu Podcast and Mine is a Comment Podcast.
- Strengthened the advocacy capacity of Boda and PSV operators, contributing to the prosecution of SGBV perpetrators within the transport sector
- Created a global platform for women to showcase their skills, bridging the gap between the WIT program and potential employers.
- Contributed to the adoption of anti-sexual harassment laws, leading to the criminalization of sexual harassment in public transport spaces.
- Enhanced policy coordination and integrated planning of activities and decision-making between the national and county government actors and non-state actors through inclusive stakeholder meetings and forums.

- Published articles on reputable platforms, such as Kenya Young Parliamentarians Association (KYPA), International Transport Virtual Conference on Innovation for Gender Equality, France Summit, TUMI East African Mobility Summit, TED Talk Global, MakeShift Mobility Blog, ForumCiv, Heinrich Boll Foundation, The Rockefeller Foundation, New Cities Foundation, and Swedish International Centre for Local Democracy (ICLD), focusing on safer public transportation, shaping inclusive cities, and bridging the gender data gap.



e. Institutional Development
Objective: Strengthen Organisational Capacity

Enhanced organizational capacity to effectively analyze, document, and monitor the implementation of sexual harassment policies, reporting mechanisms, and advocacy efforts.

Gender Mainstreaming: Bodaboda Mjadala





Join the Community

We invite you to be part of our community. We are a movement focused on creating positive change, and we need your support to make it happen. Through a donation, you will help us amplify our impact and continue to drive progress in the public transport sector.

Your contribution will take us a step forward towards a future we can all be proud of.

[Your generosity can help turn our vision into reality](#)



Flone- KBS Training day



Flone Initiative

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