CASE STUDY MEANINGFUL ENGAGEMENT OF YOUNG PEOPLE IN GENERATION FNUALTY





IMPRINT

UN WOMEN

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GENERATION EQUALITY

Generation Equality is a multistakeholder initiative convened by UN Women in partnership with civil society, youth, governments, the private sector and philanthropists to catalyse partners, increase investments, drive results and accelerate the full and effective implementation of the Beijing Platform for Action and the Sustainable Development Goals. Generation Equality is anchored in the UN Decade of Action. It emphasizes the achievement of Sustainable Development Goal 5 on gender equality and the delivery of the 2030 Agenda for Sustainable Development to benefit women and girls in all their diversity.

View the report at: commitments.generationeguality.org/annual-report

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ACKNOWLEDGEMENTS

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INTRODUCTION

Generation Equality - including both adolescent Mexico and Paris to mark the 25th anniversary of the girls (up to age 19) and youth (aged 20 to 30, or Fourth World Conference on Women (Beijing, 1995), sometimes 35 depending on the organization), emerged as a global multi-stakeholder initiative to drawing insights from the 2023 Commitments accelerate the fight for gender equality. Generation Reporting Survey and through a series of key Equality established concrete commitments and informant interviews (KIIs) conducted in August action plans for the period from 2021 to 2026. It aims 2023 to explore young peoples' aspirations, ideas about what their effective and meaningful engageregional levels, spark intergenerational conversament involves in practice, the challenges that have emerged in the context of Generation Equality, and recommendations for the path forward. As only 23 per cent of youth- and adolescent-led organizations responded to the 2023 Generation Equality survey, these responses are complemented by inter-Action. views with members of seven youth-led organizations (Fridays for Future Most Affected People and Generation Equality distinguishes itself from other Areas (FFF MAPA), Engajamundo, Spring of the Arid and Semi-Arid Lands (SASAL), Hope Advocates international efforts by positioning youth and women activists at its core, recognizing their role as crucial Africa, Nalafem Collective (Nalafem), Tejiendo Pensamiento, and The YP Foundation), one adolescent girl's organization (Women's Association for Innovation for Rural Development (ASOFI)), and a focus group discussion at a youth bridge-building workshop with sub-Saharan African youth activists. activists from all regions of the world joined the These organizations are based in the Global South, Forum, sharing their unique knowledge and lived their scope ranging from grass-roots to national to international. All groups' activism predates their ment to gender and social justice. They balance their participation in Generation Equality. They are youthand adolescent-led and youth-integrated organizaother academic and work commitments, largely tions that contribute to gender justice in different ways, including by advocating for the defense of human and women's rights, empowering and mobilizing women and grass-roots organizations, increasing visibility on gender issues, supporting peacebuilding projects, and bringing technology and other educational tools closer to girls and examines the participation of young people in young women.

to catalyse global action at local, national and tions, drive increased public and private investment, and improve accountability. To coordinate and implement commitments, the Forums brings together agents for change. The 2010-2020 decade was an important period of youth activism that paved the way for youth and adolescent leaders' inclusion in this global initiative. More than experiences, driven by their passion and commitparticipation in Generation Equality alongside their

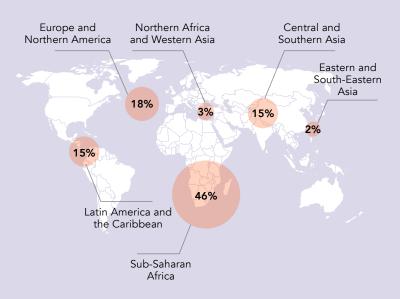
The Generation Equality Forums, held in 2021 in stakeholders in six Actions Coalitions and a Compact on Women, Peace and Security and Humanitarian 150 Youth- and adolescent-led organizations and without or with minimal monetary support. With 2023 marking the half-way point for Generation Equality, this is an opportune moment for collective reflection on progress, lessons learned, challenges and future opportunities. This case study

KEY FINDINGS

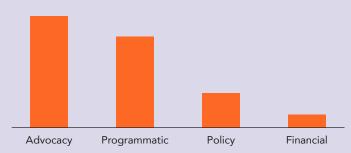
Youth-led organizations have made 364 commitments as part of the GEF process, representing 13 per cent of all commitments.



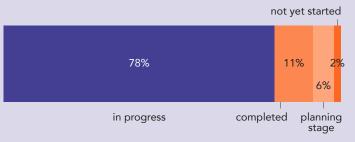
GEOGRAPHICAL DISTRIBUTION OF YOUTH COMMITMENTS



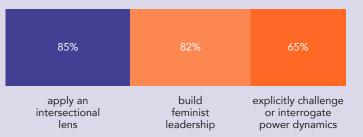
ADVOCACY, PROGRAMMATIC, POLICY, FINANCIAL



PROGRESS ON THE IMPLEMENTATION **OF COMMITMENTS**



ADHERENCE TO GENERATION EQUALITY PRINCIPLES



PROGRESS ON THE IMPLEMENTATION **OF COMMITMENTS**

/U% qualify feminist leadership is "effective" /U% qualify intersectionality as "effective"

qualify transformation as "effective"

Source: Data are from the Commitments Dashboard and the second annual Commitments Reporting Survey.¹

as leaders. Young people say they see Generation Equality as an opportunity to connect and collaborate with stakeholders that share their goals, to gain attention for their work and the work of grass-roots communities, to hold their governments accountable, and to access various resources. They say their participation has afforded them opportunities to grow as leaders and as individuals. Young leaders continue to have high expectations for Generation Equality and want to see action and accountability for pledges made.

Young people's meaningful engagement is key to transformation, but has yet to be achieved. Although the

meaningful participation of young people was a foundational aspiration of Generation Equality stakeholders, young leaders say this means more than simply "having a seat at the table" but being able to co-create and co-lead projects and processes, set agendas and actively participate in decision-making. They view this as a precondition for the transformational impact of Generation Equality. Yet, two years after the inaugural forum in Paris, this case study reveals that many young people believe their meaningful participation has not yet been achieved. Young people recognize that Generation Equality stakeholders have created spaces for their participation and facilitated their participation in important fora. However, young leaders say they're seldom included on an equal footing with other stakeholders, that tokenistic practices remain common, and that this often renders their participation less effectual or meaningful. They also find language to be a barrier to their participation, as not all of them are comfortable speaking English.

Youth-led organizations face multiple challenges in implementing their commitments. The most frequently

mentioned challenges include: financial and human resource constraints; work overload and burnout; a lack of information about how Generation Equality functions, financial accountability and participation opportunities; communication and relationship gaps between civil society, governments and other national actors due to limited awareness of Generation Equality efforts at national and local levels; difficulties around understanding reporting and documentation requirements; and challenges associated with working in complex situations characterized by climate disasters, political turmoil or other humanitarian crises. They mentioned the importance of providing and guaranteeing safety measures for activists, for example, in conjunction with UN Women country offices. Young people also cited a need for more technical and financial resources to implement their commitments and co-design or co-decide Generation Equality processes on an equal footing with more established organizations.







¹ Overall, 42 per cent of Commitment Makers have reported (compared to 26 per cent in 2022) on 69 per cent of commitments (more than double last year's reporting rate of 31 per cent of commitments). Despite some methodological limitations, the high survey response rate provides a robust reporting on commitments for an accounting and better understanding of progress made over the past two years. See Generation Equality 2023 report - Technical Note for details.

Young people's understanding of "meaningful engagement"

ANALYSIS OF YOUTH ENGAGEMENT IN GENERATION EQUALITY

Aspirations in joining Generation Equality

Youth- and adolescent-led organizations say they joined Generation Equality to **elevate their advo**cacy and work for gender equality and social justice to the international arena. They wanted to be included in and help shape the larger gender equality agenda and connect with diverse stakeholders who share similar ideals. Notably for them, Generation Equality has included not only activists and youth- and adolescent-led organizations, but also key development, philanthropic and government actors with varied expertise, access to resources and abilities to leverage power.

Young leaders also say they joined because they envisioned Generation Equality as a mechanism by which to **hold their governments accountable to** the commitments they've made to achieve gender equality:

"We got involved because we saw Mexico was a host and commitmentmaker. We wanted to take the opportunity to remind Member States that we have an equal space at the table, and that commitments aren't enough if they're not aligned with national policies and what's going on at home." —FFF MAPA

Moreover, they aspired to bring young women and girls, gender-diverse, and other historically segregated populations' demands to the Forum, and ensure that they all had a seat at decision-making tables. This aspiration goes well beyond the current Generation Equality structures and processes. Youth-led organizations expected Generation Equality to open doors to regional and national opportunities to get involved in social and policy issues.

Young people also wanted to bring visibility to the work and projects they were undertaking in their home communities. They saw Generation Equality as an opportunity to create social awareness about the problems their communities are facing and the solutions they are building from the ground up.

In short, youth-led organizations joined Generation Equality to build partnerships, scale up projects and enhance their efforts. They aimed to do so through access to networking and resources, knowledge-exchange and capacity-building.

Priority issues among youth- and adolescent-led organizations

- The persistent use of fossil fuels and the potential for renewable energy alternatives to facilitate fossil fuel phase out (FFF MAPA)
- The armed conflict in Cameroon and the peacebuilding efforts by the Cameroon Women's Peace Movement (Hope Advocates Africa)
- The gap between policy and local implementation in Africa and the transformative potential of young feminist leadership (Nalafem Collective)
- The power of Indigenous intergenerational knowledge to work towards gender and climate justice in Colombia's Nariño department (Tejiendo Pensamiento)
- Colombia's armed conflict and the transformative potential of science, technology, engineering and math (STEM) (ASOFI)
- The lack of access to information, services and empowerment opportunities for young people in India (The YP Foundation).

"People tend to separate Generation Equality and youth, but looking at the history of how the Forum was created, young people and civil society were there from the start. We [the youth] are the success of the Generation Equality". - FFF MAPA

"Meaningful youth engagement is about digital access, digital literacy, and digital safety for all adolescent girls in all their diversity." —YP Foundation's **Executive Director** Prabhleen Tuteja, at the 67thCommission on the Status of Women (CSW 67)

Youth- and adolescent-led organizations regard "meaningful young people's engagement" as a pre-condition for the success of Generation Equality that has not been fully achieved. Some activists and youth-led organizations said Generation Equality was falling short of their expectations, embodied in the Young Feminist Manifesto in 2020. The document laid out that young people's involvement in Generation Equality should aspire to co-ownership, co-leadership and co-creation, moving beyond simple ideas of participation. For young people, change must begin by recognizing young people as leaders and key actors in social transformation. This includes acknowledging the value of their expertise, contributions and time, as Generation Equality would with any other stakeholder.

In key documents,¹ consultation spaces² and in case study interviews, youth-led organizations have stated that they envision meaningful engagement to include having a seat at the table and actual power to set the agenda, make decisions, and take on leadership roles in all Generation Equality projects and processes. For them, this would require a fairer distribution and sharing of power. It is not enough to share the same spaces and be heard by relevant stakeholders if their voices are not considered important, and if responses to their ideas and demands do not materialize. Young people also mentioned the need for alternative horizontal working dynamics, contrary to top-down practices such as unilateral decisions on schedules and agendas, limited feedback spaces, decision-making consisting in binary votes (yes or no), and being informed instead of being consulted.

Young people discussed the need to create the conditions to guarantee equality among Generation Equality stakeholders, which would facilitate more meaningful youth engagement. They said continued impediments include: the lack of remuneration, limited access to the Internet and electricity, language barriers, meetings organized during regular school/work hours, and narrow understanding of how to navigate UN spaces.

Tuteja makes an important point that speaks to the need to create equal conditions that enable women and girls to engage meaningfully in a safe environment. Youth-led organizations could benefit from financial support, capacity-building and training courses to counteract power imbalances and help them perform their advocacy work on a more equal footing.

Furthermore, youth-led organizations have asked for the inclusion of young people from diverse backgrounds and stressed the importance of practising "intersectionality" as a vital condition for young people's meaningful engagement. Young people emphasize that they are not a homogenous group but hail from both urban and rural areas around the world, and from historically marginalized populations - including Black, Indigenous and People of Colour (BIPOC), Lesbian, Gay, Bisexual, Transgender, Queer, Intersex and other (LGBTQI+), and people with disabilities. It is fundamental that these populations are included in all national, regional and international social justice spaces, as they can enrich discussions by bringing different ideas and perspectives to the fore. Lastly, for youth-led organizations, only meaningful young people's engagement will enable them to truly challenge power structures and relations. This requires addressing the root causes of inequality and creating long-lasting transformation, which is urgently needed to bring the world back on track to achieving the Sustainable Development Goals by 2030.



Photo: UN Women/Ryan Brown

Progress towards more meaningful young people's engagement

"So far, some development spaces are overwhelmingly white and the main language is English. In contrast, when you change the language and make the interaction more accessible and localized/ contextualized, you start seeing more participation." —YP Foundation

"When we first heard about the Generation Equality, we were very excited to be part of a movement that, for the first time, takes into consideration our generation, that has an intersectional approach, and that creates space for young people." ---YP Foundation

"Being isolated, [the interaction with these actors] is something that would have taken us more time and effort." —Tejiendo Pensamiento

While youth-led organizations have a clear vision of what their meaningful engagement should entail, they feel that their aspirations have not yet been achieved within Generation Equality. In their eyes, Generation Equality has not yet achieved one of its key objectives: to establish co-led, co-owned or co-created processes in which youth-led organizations have parity in decision-making with UN actors, governments, philanthropic foundations and private companies. From the onset, young people have been reimagining work dynamics and vocalizing the need to uphold the priorities of intersectionality, feminist leadership and transformation of power dynamics. Young people say they must also keep advocating for integrating and facilitating young people's participation from diverse backgrounds.

Youth-led organizations feel as though their inclusion is sometimes tokenistic, only used to give legitimacy to some processes but lacking a genuine interest in their demands, local experiences and wellbeing. This may happen more when they do not have co-leadership and co-ownership roles, agenda-setting and decision-making power, or equal conditions to participate (e.g., financial support). Young people also may feel this way when interactions and dynamics lack a feminist approach. For example, when there are impositions instead of consensus, when considerations of gender, race or class are left aside, or when there is too little active listening.

In addition, young people indicated a perceived distrust in Generation Equality structures due to situations such as: 1) the lack of transparency about the use of funds aimed at youth-led and grass-roots organizations, 2) the gap between policy and implementation by their governments, and 3) a lack of clarity regarding decision-making processes. In some cases, this stems from lack of access to data on flows of funds and commitment implementation as well inclusion in information flows. This is added to the fact that **51 per cent of reported financial commit**ments that aim to invest in civil society, youth-led or adolescent girl organizations did not disclose financial information in the 2023 survey, hindering the tracking of flows of funds to young people.³ Moreover, youth-led organizations perceive

a mismatch between the Generation Equality commitments made by their governments and the changes actually made at the national/local level. This makes them wonder about the effectiveness of global initiatives like this.

Nevertheless, youth-led organizations do recognize that significant efforts have been made by the various stakeholders, including with the UN, towards substantive engagement. Firstly, they appreciate that the Generation Equality narrative places young people at the centre as agents of change. They mention that co-leadership was one of Generation Equality's foundational ideals and that it continues to hold an important place in ongoing conversations. This international inclusion and recognition has helped organizations such as Nalafem Collective and Hope Advocates Africa navigate negotiations with decision-makers and donors.

Secondly, youth-led organizations note the opportunity to collaborate and build partnerships with relevant stakeholders as an example of Generation Equality contributions to meaningful engagement. Some organizations consulted mentioned that these interactions would have been harder to attain without Generation Equality. Illustrating this collaboration, the 2023 survey shows that 20 per cent of the Generation Equality commitments are being implemented in partnership with youth-led organizations. The actors with the highest percentages of commitments in partnership with young people, are civil society organizations, government actors and multilateral organizations. This indicates that there is growth potential for partnerships between young people with other actors, particularly philanthropic foundations, academia and the private sector to live up to Generation Equality's ambition to centre the voices of young people and civil society organizations at large. The formulation of the Generation Equality Accountability Framework and the Feminist Accountability Framework are examples of meaningful collaboration where young people joined governments, philanthropy and the private sector to decide on the accountability framework that has been guiding Generation Equality since 2021.

"Generation Equality has been a school for the youth, especially for the grass-roots." —Tejiendo Pensamiento Thirdly, youth-led organizations feel that they are (MSLG), the six Action Coalitions and the Compact starting to be seen as experts and actors with as positive examples of meaningful inclusion. unique knowledge of what happens on the ground Currently, there are 16 young people's leadership as a result of being active members of Generation positions in the six Action Coalitions and the Equality. For instance, Tejiendo Pensamiento and Compact. Hope Advocates Africa, a Compact signa-ASOFI have developed distinctive knowledge about tory, highlights some good practices of meaningful how Indigenous and rural women experience engagement in this space, including: 1) the creation violence, including gender-based violence, and of formative/educational spaces; 2) a conducive envicreate forms of resistance in the context of prolonged ronment for the interaction between young people armed conflict. ASOFI's project "AgroScan", which and powerful actors, such as donors and decisupports farmers through an artificial intelligence sion-makers; and 3) a sensation of equity among all tool that detects crop diseases, has received a grant stakeholders. In addition, FFF MAPA noted the from the UN Foundation Girl Up Initiative and the importance of collaboration between action coali-Conrad Innovators Award. On the other hand, tions - for example, the Feminist Action for Climate members of Tejiendo Pensamiento and FFF MAPA Justice and Bodily Autonomy and Sexual and Reprohave been invited to high-level fora such as the 2022 ductive Health and Rights ACs - as another example of meaningful engagement. United Nations Climate Change Conference (COP 27), the 2022 UN Biodiversity Conference (COP 15), and the 2023 Bonn Climate Change Even though meaningful engagement of young Conference (SB58) as a result of their engagement people within and generated by the Generation as leaders in the Feminist Action for Climate Justice Equality is still considered a work in progress, organ-(FACJ) Action Coalition. There, these two organizaizations say they are happy to be part of this tions specifically shared their experiences in global initiative. Generation Equality has offered advancing gender and climate justice using Indigethem a platform for collaboration, learning and nous intergenerational knowledge. In these cases, exchange among stakeholders. It has been a space and at other conferences such as Women Deliver for young people to grow as leaders, serving their and CSW, Generation Equality has furthered communities and representing them in the internayoung people's participation in a number of intertional fora. Organizations say they have been able national fora. Another example of young people's to bring the experiences and demands of women recognition as experts in such spaces as the workand other populations to international and decishops organized by the FACJ Action Coalition to sion-making spaces. They've also connected with diverse stakeholders, exchanging knowledge and inform the Agreed Conclusions of CSW 66 in 2022. building collaborative projects.

Furthermore, youth-led organizations point to their participation in institutional spaces as the most representative example of substantive engagement. They refer to initiatives such as the Youth Task Force, the National Gender Youth Activists, the creation of young people's leadership positions in the Multi-Stakeholder Leadership Group



Young people's challenges and concerns

Youth-led organizations and activists in Generation Equality confront several challenges in their daily work. For example, most youth-organizations lack predictable funding and operate on a voluntary basis. Many rely on sporadic grants and the recognition of influential stakeholders such as governments and the UN. The following paragraphs summarize the most salient challenges mentioned by youth-led organizations in the 2023 Generation Equality Survey and in interviews.

Financial and human resource constraints: Almost all organizations highlighted insufficient funds for running and implementing their projects. The grants they receive are usually project-based and shortterm. Normally, they come with a series of conditions and demanding reporting requirements that overload their teams. Without financial support, young people cannot share their experiences at international and national events or collaborate in meetings because of electricity outages, insufficient mobile data, and print-only advocacy material. They also highlighted that language can present a barrier to their participation, as some meetings are held only in one language (usually English).

Work overload and burnout: Most members of youth-led organizations perform their advocacy work in addition to their regular jobs, education and family responsibilities. In a context where their advocacy is usually unpaid or underpaid, managing or executing their projects, participating in meetings and events can cause exhaustion.

A lack of information about financial accountability and participation opportunities within Generation Equality: Organizations have information gaps regarding some Generation Equality structures, processes and decision-making spaces. For example, there are doubts about how Generation Equality financial commitments are deployed and tracked, how compliance with commitments by the UN is monitored, how Action Coalitions interact with one another, and the role of young people in some Generation Equality activities. Organizations also lack information about additional engagement opportunities within Generation Equality.

Communication and relationship gaps between civil society, governments and other national

actors: The recognition and support that young people enjoy in international spaces is not always replicated in national contexts. For example, although several governments are involved as Generation Equality commitment-makers and Action Coalition leaders, governments and youth-led organizations rarely cooperate to implement Generation Equality commitments. In some cases, these dynamics are related to a mutual distrust between government and civil society, due to the role of the latter in advocating for change and accountability. Young leaders also reflected on instances when private initiatives and UN country offices were less amenable to collaboration than organizations in international fora. This is compounded by the limited awareness of Generation Equality efforts at national and local levels.

Challenges associated with working in complex

conditions: Those who advocate for gender equality and justice have historically faced resistance from conservative sectors of society, which can manifest as backlash. Youth-led organizations frequently encounter opposing forces, both in physical and virtual spaces. Moreover, many organizations operate in unfavourable environments characterized, for example, by climate disasters, political turmoil or other humanitarian crises. Youth-led organizations have to adapt to unexpected circumstances and respond to new problems, sometimes in settings putting their members at risk. For example, Tejiendo Pensamiento specifically noted the lack of security protocols to protect them as they undertake their advocacy work.

Furthermore, although discussed with less frequency, some youth-led organizations also reported language and accessibility barriers within Generation Equality, the centralization of Generation Equality processes or difficulty localizing the global initiative, lack of support in socializing the work they do, the need for evaluation and monitoring skills, and difficulty in driving policy and legal change at home. Some organizations also expressed **concern** regarding the accomplishment of Generation Equality's objectives, given the ambitious commitments, short timeline, and narrow progress by some government actors.

RECOMMENDATIONS

meaningful engagement within Generation Equality.

For uouth-led organizations and **Generation Equality:**

Pursue opportunities to build trusting, collaborative relationships among young people and other actors in the same country or region

through the creation of virtual and in-person spaces. These spaces could benefit from the support of UN Women country offices and other local commitment-makers.

For Generation Equality:

Establish more systematic means of tracking investment in youth- and adolescent-led organizations, for example with dedicated indicators. Tracking



funding for youth-focused, youth-led and adolescent girls' organizations in a more systematic, granular manner could help to answer questions about whether, or to what extent, resource constraints are limiting young people's ability to participate in Generation Equality in a meaningful manner.

For governments, philanthropic organizations, private companies, UN agencies and civil society organizations:



Allocate unconditional, flexible funding and technical resources to defray the costs of young people's meaningful participation in Generation Equality. It has been widely recognized that young people bring distinctive energy to

giving up this process, when it becomes draining and [takes up] the time I'm supposed to use for advocacy." -Nalafem Collective

"Sometimes I feel like

"When we achieve advances in one country, then the neighbouring country has pushbacks. There is a ripple effect. And this is exhausting for civil society. It puts us back even to before the Generation Equality."

-Nalafem Collective



The following recommendations stem from the study's findings to accelerate efforts to achieve young people's







Generation Equality initiatives. Adequately resourcing their participation and their local or regional implementation of commitments could place these organizations on a more equal footing with other actors. This includes ensuring that funding and logistics to attend international events is flexible and reducing the related bureaucratic burdens on youth- and adolescent-led organizations.

For Generation Equality:

Enable youth activists to act as partners in co-creative processes and tap into the expertise and local knowledge that young people can contribute to decision-



making spaces. Driven by their passion to change the lives of women and girls in their communities, young people often join discussions despite a lack of procedural knowledge, language limitations and adequate remuneration. Generation Equality should build the capacities of young leaders and other actors to facilitate their more meaningful engagement so that it goes beyond tokenistic practices and centres the needs and priorities of young people.



Summary of methodology

The case studies were developed through an iterative, mixed-methods scoping review process spanning five stages, and integrating quantitative and gualitative methods as well as extensive document analysis. Like other scoping reviews, the proposed methodological approach places equal priority on academic rigor and the need for a rapid and iterative process to develop relevant, in-depth analysis that demonstrate how Generation Equality is advancing change.

STAGE 1

Inception and concept development: First, priority themes and relevant cases were identified through consultation with the UN Women Accountability Framework team and refined in light of a preliminary review of Generation Equality background literature. This background literature initially included the Global Acceleration Plan, the draft Action Coalition Accountability Framework, the Generation Equality Accountability Report 2022 and descriptions of what constitutes policy, financial and collective commitments.

STAGE 2.

Document analysis: Once the study team has absorbed relevant background information, relevant documents were assembled for each case study. These documents included, for example, internal documents and public reports regarding the work of particular Action Coalitions, the text of commitments that exemplify themes of interest, and the institutional websites and blog posts of organizations that may be featured in the case studies. Preliminary findings from the 2023 Generation Equality Survey were reviewed to contextualize the trends and cases to be featured in the case study reports.

STAGE 3.

Data collection: At this stage, the study team conducted key informant interviews with the UN Women Accountability Framework team, commitment-makers, Generation Equality leaders and other actors, such as beneficiaries. Informants were selected based on four primary criteria: 1) a high degree of engagement with Generation Equality; 2) substantive participation in Generation Equality initiatives that have demonstrated advanced and progressive results; 3) the relevance of particular institutions and initiatives to the selected case study; and 4) representation across Action Coalitions and regions.

STAGE 4

Data analysis: Documents and interview findings were then charted, analysed thematically and summarized. The central aim of this stage was to triangulate findings from the document analysis and key informant interviews, and to contextualize these qualitative findings in light of the quantitative findings of the 2023 and 2022 Commitments Reporting surveys.

STAGE 5.

Review and finalization: At this stage, the study team produced second drafts of each case study for review by the Accountability Framework team. In addition to drawing out the distinctive features of each case, this stage of writing was also concerned with establishing a consistent voice and format across the case studies.

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