In other circumstances, new members were convened in a 5-day in-person residence to kick-off their journey with CIVICUS to clarify expectations and responsibilities. This first in-person orientation week has proven to be a very successful technique to build community, promote inclusion and facilitate the members’ success in the programme. However, this was very challenging in the remote working environment that COVID-19 created. Members were spread out across the world and isolated from each other. Between February and March 2021, the team dedicated at least 28 hours in online calls with the members of the YAT and the YAL covering the background, goals and terms, and conditions of the engagement.

**LEARNINGS**

1. Providing an effective onboarding process to build community and equip everyone with the necessary information and resources simultaneously required more time investment to present the information three times in three different formats: in group, in one-on-one calls and in text.

2. For a YAT meeting to work well, it requires at least an investment of twice the time of the duration of it, both in planning and then processing the outcomes and sending information regarding next steps.

3. More talking = less work. By having one-on-one check-in calls with each YAL activist, the Youth Team and the YAL member got to know each other better. During the check-in, we went through the Funding Agreements to help guide the participants on what is expected i.e., reporting, how payments work, etc. It helped to talk them through the process so that they have a good grip on what the formalities are for the year ahead which helped them draft their action/project plan for the year. As a result, we received 8/11 Funding Agreements in less than 4 weeks. This is a stark contrast to the 10+ weeks it took to receive filled-in Funding Agreements with the 2020 cohort.