



Alliance of Small Island States (AOSIS)

Terms of Reference for AOSIS Fellowship Programme 2022–2024

PERMANENT MISSION OF ANTIGUA & BARBUDA
TO THE UNITED NATIONS
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1. Overview

The Alliance of Small Island States (AOSIS) has represented the interests of 39 nations¹ in the international climate change and sustainable development processes for 30 years. It is led by a rotating Chair (currently Antigua & Barbuda), who provides technical, political, legal, and administrative support to the alliance, facilitates the advancement of common positions, and produces concrete results for small island developing states (SIDS) under various multilateral processes.

SIDS are highly vulnerable to climate change and external environmental and economic shocks and have jurisdiction over large areas of the ocean. As such, they have a strong interest in the successful negotiation and implementation of international agreements on climate change, sustainable development and the oceans. Although some of these agreements have now been negotiated, their beneficial implementation requires considerable capacity to continue the engagement in the international processes tasked with implementation. However, most SIDS have extremely limited capacity to engage in these new rounds of detailed negotiations.

Recognising this need to build lasting capacity in AOSIS member governments, the AOSIS Chair established the AOSIS Climate Change Fellowship Programme in 2014—a SIDS-designed programme intended to meet the express needs of the SIDS, and to bring young professionals from AOSIS member countries to New York for a yearlong fellowship. The fellowship, structured to overcome the shortfalls of traditional one-off capacity building efforts, provides Fellows with the unique opportunity to gain real-world UN experience while participating in a world-class training programme.

Through the implementation of an innovative curriculum, the Fellows gain advanced knowledge of climate change, sustainable development, environmental protection, and international negotiations. The Fellows participate in lectures from renowned experts, in-depth research and writing projects, and specialized skills trainings. At the core of this experience are opportunities for Fellows to participate in UN negotiations, representing their government and AOSIS.

To date, twenty-eight Fellows have participated in the Fellowship Programme. All of the Fellows that have completed the programme have continued to work on climate change and sustainable development issues, either at the United Nations in New York or in their home country.

The Fellowship Programme has received tremendous praise from AOSIS member country Permanent Representatives in New York, noting the benefits of increased capacity for their

¹ Members of AOSIS: Antigua & Barbuda, Bahamas, Barbados, Belize, Cape Verde, Comoros, Cook Islands, Cuba, Dominica, Dominican Republic, Fiji, Grenada, Guinea-Bissau, Guyana, Haiti, Jamaica, Kiribati, Maldives, Marshall Islands, Federated States of Micronesia, Mauritius, Nauru, Niue, Palau, Papua New Guinea, Samoa, Sao Tome & Principe, Singapore, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, Seychelles, Solomon Islands, Suriname, Timor-Leste, Tonga, Trinidad & Tobago, Tuvalu, and Vanuatu

missions and engagement in international negotiations, both at the UNFCCC, as well as at the UNGA, particularly for resolutions related to climate change.

In light of the success of the Fellowship Programme thus far, to strengthen the cooperation between Italy and AOSIS, and in light of lessons learned from its seven years of experience, several changes will be made to the programme in the upcoming fellowship cycle. The curriculum will be expanded to cover not just climate change, but also topics related to environmental protection, oceans, and sustainable development. In addition, more enhanced training programmes and opportunities for the Fellows to develop expertise in particular areas that match their individual and national interests. In order to further improve the capacity building of all AOSIS member states and provide for the training of more young professionals, the Fellowship Programme will be expanded to accept ten Fellows per year.

2. Purpose

The purpose of the AOSIS Fellowship Programme, in both the short and long-term, is to increase the capacity of AOSIS member countries to engage in international negotiations, diplomacy, and international and domestic policy development on climate change, environmental protection, and sustainable development. This is primarily done through scholastic education and 'hands-on' training of the Fellows.

In the short-term, the engagement of the Fellows provides immediate increase in capacity for AOSIS member country Missions, UNFCCC delegations, and the AOSIS Chair. As small island UN Missions often operate with a handful of staff, the UNFCCC only funds one or two delegates, and AOSIS operates with a small staff, the increased capacity brought by the Fellows allows for significantly increased engagement for Missions and AOSIS. To further expand the knowledge and experience of the Fellows, they spend one day a week on Mission-specific priorities at the UN.

In the long-term, the purpose of the Fellowship Programme is to increase capacity of AOSIS member governments on climate change, sustainable development and oceans. The programme trains the next generation of AOSIS leaders and international negotiators. The Fellows utilize the skills and knowledge gained during their fellowship for the rest of their careers, making them more effective and successful representatives and officers for their governments.

Upon conclusion of their fellowships, it is expected that Fellows will return to their home governments and continue to engage on climate change and the UNFCCC, environmental protection, and sustainable development. In the first seven years of the Fellowship Programme, we have successfully achieved this goal. The Fellows have all continued to work on climate change and sustainable development either at the United Nations in New York or in their home country. In addition, most of the former Fellows continue to participate at UNFCCC meetings on their national delegations, and two former Fellows now serve as AOSIS thematic coordinators at UNFCCC meetings.

The Fellows also enhance the capacity of the departments and ministries they return to following the completion of the programme. One former Fellow, for example, now holds a ministerial role in their national government. The Fellows have the ability to identify links between the national, regional, and international levels, including how to more effectively utilizing the tools and resources available at the international level. They are able to assist their colleagues, who may have less familiarity with the UNFCCC and its institutions, to understand the relevance of international processes to their national work.

3. Enhancing the Fellowship Programme for 2022–2024

Over the past seven years of the Fellowship, we have learned a number of lessons about the effective delivery of this unique programme. For 2022–2024, we are planning on a number of changes to the programme so that it may better suit the needs of the fellows and their home governments and align with the broader range of multilateral processes.

3.1. Expanded focus on climate change, sustainable development and oceans

While the fellowship has primarily focused on climate change to date, the Government of Italy has asked that the curriculum be expanded to include Sustainable Development and Oceans. The postponement of the Fellowship in 2021 has provided us with an excellent opportunity to substantially revise the fellowship programme and teaching curriculum include these new subjects. We have significantly expanded the consideration of the sustainable development processes at UN headquarters (including the SDGs, Agenda 2030, High-Level Political Forum and the General Assembly Second Committee Resolutions) and oceans issues (including sea level rise, marine plastic pollution, BBNJ and the GA resolutions). This broader focus allows the Fellows to see the commonalities between these issues and their treatment in international processes. Further, this expanded focus better compliments the work of the SIDS Missions at the UN, which are charged with a broad range of international issues. For 2022–2024, we plan on further enhancing this expanded focus on climate change, sustainable development and oceans.

3.2. Revised fellowship eligibility and size

The purpose of the fellowship is to educate and train junior professionals at an early stage of their careers to provide optimal benefits for both the individual and their national government. To better target the fellowship, we will adjust the eligibility requirements to narrow the age range to 25–32 years and to require that applicants have no more than 5 years of experience within any government ministry or international organization, and preferably have only 1–3 years.

At the suggestion of the Italian Ministry of Ecological Transition, and based on our ability to train additional fellows, we will expand the number of fellows in a year to 10. In 2020, we have been running a trial expanded fellowship of 5 fellows based on the growing interest of

AOSIS Members in the programme, with 1 fellow funded externally. We are confident that we can further expand the fellowship and provide the same high level of training and experience.

Finally, we have noticed over the years that few applicants have a background in law or international law. Considering the very limited number of SIDS negotiators and the consequent need to rely on external legal consultants, building lasting capacity in these skills would be very beneficial to SIDS. Considering the background of the fellowship directors, we will expand the recruitment of fellows to include some with law backgrounds.

3.3.Substantial connection between Fellows and Home Government

While the fellowship builds capacity in the Fellow themselves and their missions during the year of the fellowship, the goal is to build long-term capacity in their home governments. For this reason, we require that all Fellows be nominated by their national government through the country's Mission to the United Nations. This creates an automatic link between the Fellows and their national government. As a result, almost all of the fellows have returned to government work.

In 2022–2024, we would like to enhance the linkage between the Fellow and their government in two ways. First, in the terms of reference for the fellows, we will ask them to commit to returning to work for their government upon the completion of the fellowship, if there is a job in government for them. In nominating a fellow for the application process, related governments should express their commitment to assign a job in government to the fellow when he/she returns. Second, during the period of the fellowship, we will have the fellows work on research projects at the direction of the climate change, sustainable development, or oceans teams in capital. This direct engagement with capital experts and negotiators will continue while the fellows are at the international climate meetings, where they will be an integral part of their national delegations, as well as provide support to AOSIS thematic coordinators.

4. Description of Programme

4.1.The Fellows

The strength of this programme are the fellows themselves, their education while in the programme and then the capacity that they take back to their home governments. To be most effective, we target early career professionals with a limited number of years of experience in either national governments or regional or international organizations, with a demonstrated interest in environment and development issues. The fellows are all between 25 and 32, are from an AOSIS member country and are nominated by their national governments. As almost all of the informal discussions at the UN and within AOSIS are conducted in English, all fellows need to have a working proficiency in English. As they are moving to a new city and working in a new environment, we choose Fellows that have a demonstrated level of maturity and professionalism.

For 2022-2024, at the request of the Italian Ministry of Ecological Transition, we will expand the fellowship to 10 fellows drawn from the three regions of AOSIS. We will allocate fellows to each of the 3 regions proportional to the number of islands in each region. As such, the distribution of fellows will be 4 from the Pacific, 4 from the Caribbean, and 2 from the AIS region (aiming for gender balance). The AOSIS Chair may also come to an agreement with AOSIS members from its area to consider the specific activities of the Chair in the selection of candidates.

The Fellows are selected by the AOSIS Bureau (AOSIS Chair and 2 additional Permanent Representatives representing the other 2 regions of AOSIS) from amongst the applications nominated by a Fellow's respective national government. The Fellowship Director works with the AOSIS Chair to coordinate the recruitment and selection process.

The Fellows spend the year of their fellowship resident in New York. The education and training curriculum of the Fellowship Programme focusses on both skills and substantive knowledge in climate change, sustainable development, oceans and the relevant international law and politics. This work, which accounts for about 80% of their time, is organized by the Fellowship Director/s. The remaining 20% of their time is devoted to the operational component of the Programme that includes activities within the fellows country's Mission. This component is aimed to apply the skills and knowledge learned to the daily work of the Missions. Its main contents and objectives are identified by the Fellowship Director in agreement with the relevant Missions. The Fellows attend twice weekly fellowship seminars, complete fellowship skills assignments, conducting research for their Mission and AOSIS, attend meetings and summarize outcomes, product briefing documents and participate in international negotiations.

The physical arrangement for their engagement in these activities will depend on the continuing progression of COVID-19. The fellowship has been very cautious with the Fellows under these circumstances and will continue to follow all guidelines by the UN, the Missions, and state and local governments. Further, the Fellows' good health is particularly important. As such, AOSIS organizes and pays for health insurance for all Fellows while they are in New York or travelling to international negotiations. We ensure that this health insurance is comprehensive and does not place out-of-pocket expenses on the Fellows.

4.2. Home Governments/Missions

In order to ensure that we are building both immediate and long-term capacity for SIDS governments, the fellows are nominated by their governments and work out of the country's Mission to the United Nations. National governments are required to commit to making best efforts to have a position available for the Fellow upon completion of the fellowship and to include the Fellow on all national negotiating delegations for climate, sustainable development, and oceans negotiations.

The Mission to the UN will need to provide the fellow with space to work from, accreditation to the UN and coordinate the Fellow's visa. Importantly, the fellowship is most effective when

the Fellow is integrated into the work of the Mission, so proper supervision of the fellow by the Mission is strongly encouraged. The Fellowship Directors work with the Mission and Fellow to ensure that they are being well integrated.

4.3. Fellowship Directors

Training and educating small island diplomats to be effective advocates for their country's developmental and environmental interests require a tailored program of skills and knowledge development and mentorship—off-the-shelf capacity building programs are rarely effective. The Fellowship Directors (1.5 FTE) manage the entire fellowship from conducting the twice-weekly fellowship seminars, creating and providing feedback on assignments, coordinating with AOSIS for the fellow's work, working with the Missions and all of the logistics of running the programme (i.e. relocation of fellows to NYC, coordinating with AOSIS finance, travel to international negotiations, social media).

In addition to managing the programme and deploying the curriculum, the Fellowship Directors are an essential point of contact for the Fellows as they navigate a new city, new working relationships and the world of international diplomacy.

The current Fellowship Director, Bryce Rudyk, has worked as Legal Advisor to AOSIS since 2013 and is an Adjunct Professor and Senior Fellow at the NYU School of Law. He teaches courses in international environmental law, law of the sea, and global environmental governance. In addition, he runs a United Nations Diplomacy Clinic that places NYU law students as student legal advisors in SIDS UN Missions. He has been assisted by Sara Savarani, a legal fellow at NYU.

To manage the significantly increased workload with the fellowship expanding to 10 fellows for 2022–2024, there will be 1.5 full-time Fellowship Directors during the 2022 fellowship year (Jan-Dec 2022), with an evaluation at the end of the year regarding the following programme years.

5. Fellowship Curriculum and Timeline

As mentioned above, the education and training curriculum of the Fellowship Programme focusses on both skills and substantive knowledge in climate change, sustainable development, oceans and the relevant international law and politics. The curriculum is generally divided into three trimesters. The intent is to move from classroom style academic instruction in the first trimester to practical experience as a full AOSIS negotiator by the final trimester.

Throughout the year, Fellows attend twice-weekly Fellowship seminar sessions led by the Fellowship Directors. During these meetings, Fellows receive assignments and readings; discuss developments on relevant climate change, sustainable development, and ocean issues; and complete curriculum activities, ranging from lectures by guest speakers to skills trainings and group projects.

Fellows are also assigned a particular thematic focus area for each of climate change, sustainable development and oceans that they will work on throughout the whole year. The expectation is that they will develop a deep understanding and expertise in these thematic areas, and will be able to make valuable contributions to their national delegations, national governments and AOSIS.

5.1. First Trimester (Feb-April)

In the first trimester of the programme, the Fellows receive intensive classroom instruction on multilateral negotiation processes, and the science, law and politics of climate change, oceans, and sustainable development. This instruction includes lectures, readings, and seminar-style discussions with experts. In addition, throughout this portion of the programme, the Fellows attend classes in global environmental governance at New York University and climate change law course at Columbia University.

Also in the first semester, the Fellows focus on skills development, in particular: public policy research, presentations, and writing (e.g. talking points, political briefs, issue memos, speeches and interventions). With each bi-weekly skills assignment, the Fellows receive substantive feedback from the Fellowship Directors. Recognizing the increased role for social diplomacy these days, the fellows (in consultation with the Fellowship Directors) prepare tweets and manage the AOSIS Fellowship twitter account.

5.2. Second Trimester (May-Aug)

The second trimester begins the Fellows engagement with international negotiations as they prepare and attend the UNFCCC negotiations in Bonn, the HLPF and potentially the BBNJ negotiations if they are occurring. In the weeks leading up to the sessions, each Fellow is assigned a thematic area (e.g. marine protected areas, mitigation, adaptation, finance, or a specific SDG) and conducts research and analysis on issues pertinent to their thematic area.

During the sessions, the Fellows work closely with AOSIS thematic coordinators—serving as “apprentice” coordinators—to provide support to AOSIS. Each Fellow provides continuous support to their AOSIS thematic coordinator, including through analysis of proposed text, note-taking during meetings, and requested research and writing. The Fellows also report to the AOSIS Chair on the progress of their thematic area and consult with their thematic coordinators on issues that may require special attention by the AOSIS Chair. The fellows meet twice a day with the Fellowship Directors during the negotiations, using this not only as a chance to discuss substantive issues, but as a real-time learning opportunity on the process of negotiation and what makes effective negotiators.

In the latter half of the trimester, the Fellowship Directors and external experts conduct a tailor-made 4-week negotiation simulation. The negotiation simulation provides Fellows with experience in developing negotiating strategies, preparing opening statements and talking points, participating in roundtables and formal negotiations, conducting bilaterals, negotiating text, drafting briefs, and preparing submissions.

5.3. Third Trimester (Sept - Dec)

The third trimester is focussed on applying the skills and knowledge learned to the process of actual negotiations. The trimester is centred around the negotiation of resolutions in the General Assembly, specifically the sustainable development, macroeconomic and oceans clusters, and the annual UNFCCC COP.

For the resolutions, the Fellows work with the AOSIS Chair and team to prepare language for these resolutions, attend negotiation meetings and report back, and making interventions on behalf of their countries. As these are very important resolutions for most SIDS countries, the extra capacity that the Fellows provide during this time allows the Missions to expand the range of resolutions that they are able to participate in.

In preparation for the COP, the Fellows draft issue briefs on their respective thematic areas, which form part of the AOSIS briefing materials. At the COP, the Fellows continue to support AOSIS coordinators and the AOSIS Chair. The Fellows also attend any AOSIS Ministerial meetings prior to the high-level segment of the COP. In many ways, the COP serves as the “final exam” of the Fellowship Programme. By this point in their training, Fellows are able to engage fully in the negotiations representing their country and AOSIS.

5.4. Fellowship Alumni Workshop

In late Spring 2022, the fellowship will have graduated 29 fellows and there will be 20 current fellows. We have developed a Fellowship Alumni Network made up of twenty-eight former Fellows. The Alumni Network allows current Fellows to interact with and receive guidance and support from former AOSIS Fellows, both in New York and around the globe. It also allows all Fellows, current and former, to discuss their work in real time with counterparts working on climate change issues in all three AOSIS regions.

To date, the Alumni Network provides networking opportunities for the Fellows both in person (in New York and at international negotiations sessions) and online (through email and social media). In Spring 2022, we propose holding a workshop of all current and previous fellows. The modalities, including a potentially virtual workshop, will be decided between AOSIS and IMET in 2021. We envision a series of discussions amongst the fellows, and then between fellows and developed countries, international organizations and funding agencies about the challenges facing their countries.

5.5. Timeline for Selection of Fellowship Programme

Following is a reference timeline for the selection of fellows and the implementation of the Fellowship Programme:

- *September:* The Fellowship application will be released, and Governments through Permanent Missions may begin to nominate their candidates for the programme.
- *September and October:* The Fellowship Directors will review the applications and conduct virtual interviews with each of the applicants as they are submitted.
- *Late October:* Fellowship applications are due.
- *Early November:* The AOSIS Bureau will meet and select the fellows for the upcoming fellowship year. Selected fellows will be contacted, and arrangements for their arrival and participation in the program will be made, also considering the evaluation of the status of progression of COVID-19.
- *February:* Fellows will arrive in New York for the commencement of the fellowship programme

6. Programme Outcomes, Outputs and Indicators

As indicated in the previous sections, the primary outcome of the Programme is the education and training of early career small island diplomats and policy experts and through them increased capacity of small island governments. The impact of this program will be seen through the increased engagement of small island governments in domestic, regional or multilateral environmental processes.

Of course, the central outputs of this Programme are the Fellows themselves. The Fellows leave the programme well versed in climate change, environmental protection, and sustainable development issues and equipped with the knowledge, skills, and real-world UN experience necessary to represent their countries at the UN and in other multilateral fora. By the end of the programme, these Fellows are experts in their thematic areas and have an advanced understanding of climate change and of the broader political context in which the UN negotiations take place. The Fellows are able to advise their Missions and governments as issues arise and are able to make recommendations on the best options for their country.

In addition, there are a number of written outputs, including issue briefs, analyses of texts and submissions, research papers, presentations, and meeting reports produced for AOSIS and the Missions, as well as reference documents that analyse the latest draft text or compare and synthesize the submissions by Parties for use by their thematic coordinators and AOSIS coordination groups in advance of international negotiations (e.g. UNFCCC, BBNJ).

In order to assess this Programme over time, recognizing the inherent difficulty in fully evaluating the effectiveness of capacity building programmes, we have developed the following results framework to apply to the Fellowship Programme in the 2022-2024 period.

The key outputs, methods of assessment and indicators of this Programme are:

1. Increased knowledge of the science of climate change and other environmental issues
 - a. Qualitative assessment
 - b. Assessed through:
 - i. Baseline set through initial self-assessment by Fellow and initial evaluation interview by Fellowship Director
 - ii. Final self-assessment by Fellow and final evaluation interview by Fellowship Director
 - c. Indicators:
 - i. Increase in knowledge
2. Increased knowledge of international multilateral processes on climate change, sustainable development and oceans
 - a. Qualitative and Quantitative assessment
 - b. Assessed through:
 - i. Baseline set through initial self-assessment by Fellow and initial evaluation interview by Fellowship Director
 - ii. Final self-assessment by Fellow and final numerical evaluation by Fellowship Director
 - c. Indicators:
 - i. Increase in knowledge
3. Increased abilities and experience in international negotiations
 - a. Qualitative and Quantitative assessment
 - b. Assessed through:
 - i. Baseline set through initial questionnaire on experiences, initial evaluation interview by Fellowship Director
 - ii. Tracking of experiences by Fellow
 - iii. Final questionnaire on experiences, evaluation by Mission and evaluation by Coordinators in negotiations.
 - c. Indicators:
 - i. Bilateral negotiations attended
 - ii. Multilateral negotiations attended
 - iii. Informal negotiations attended
 - iv. Increase in negotiation skills
4. Increased abilities and experience in writing skills
 - a. Quantitative and Qualitative assessment
 - b. Assessed through:
 - i. Baseline set by initial questionnaire on writing experiences and initial writing sample
 - ii. Multiple evaluations of similar written assignments to track progress
 - iii. Final writing assignment
 - c. Indicators
 - i. Increased number and types of documents written
 - ii. Increased quality of documents
5. Increased preparation to assist home government

- a. Qualitative assessment
- b. Assessed through:
 - i. Baseline set by initial assessment of Fellow's skills by Home Mission and initial interview by Fellowship Director
 - ii. Final evaluation by Home Mission.
- c. Indicators
 - i. Increased ability to assist government

7. Fellowship Programme Terms of Reference

The Fellowship Programme will:

- Provide short and long-term human capacity for small island developing states;
- Focus on climate change, sustainable development and oceans;
- Have 10 fellows each year in the period 2022-2024.

The Fellows must:

- Be a national of an AOSIS country;
- Be 25 to 32 years old at the beginning of the Fellowship;
- Hold a degree in a relevant field (international relations, international law, environment, climate change, sustainable development, fisheries, oceans, finance, etc.);
- Have 1–3 years of experience (maximum 5 years) working in national government, or regional or international organization.
- Commit to work in the national government following the completion of the Fellowship;
- Demonstrate discretion and sound judgment in dealing with politically sensitive issues in a diplomatic environment;
- Demonstrate excellent academic record and writing skills; and
- Be proficient in written and spoken English

The Host Government/Mission will:

- Nominate the fellow from amongst their nationals through their UN Mission;
- Commit to ensure a job position within the government for the fellow at the end of the Fellowship
- Accredite the fellow to their Mission and to their National UNFCCC delegation;
- Secure a US visa for the fellow; and
- Provide a suitable workspace and supervision in their respective Mission in New York.

The Fellowship Directors will:

- Manage the Fellowship Programme, including the logistics of the programme;

- Develop and conduct the fellowship curriculum, including providing opportunities for both skills and knowledge development; and
- Serve as a point of contact for the Fellows, Missions and AOSIS Chair for all issues relating to the programme.

8. AOSIS Travel Policy

Official Travel

The Chair of AOSIS covers travel, accommodation, and insurance expenses for staff members and AOSIS delegates travelling on official business.

All travel must be approved, in advance, by the Permanent Representative in New York (PRNY). To receive approval, the staff member/delegate must provide the following information to the PRNY:

1. Official Invitation, including dates of travel and whether travel and DSA are covered by conference/meeting host; and
2. Proposed itinerary and cost of travel

Once approved, the staff member/delegate must then discuss the details of the trip with the AOSIS programme officer, who will book travel tickets through the AOSIS travel agent, or the staff member/delegate may book their travel independently, but it must be no more expensive than the amount approved by the PRNY.

Transportation Expenses

All tickets for official travel shall be purchased, preferably through the AOSIS travel agent, in advance and no later than two weeks before departure. **Travel will be by most direct and economical route and in economy class.**

DSA Policy

Full DSA shall be payable for the number of days of authorized travel multiplied by the daily rate for the host country (UN/WHO rates). DSA covers accommodation, meals, and local transport fares (hotel/place of dwelling to meeting/conference venue) for the staff member/delegate. If any of the components of the DSA (e.g. hotel, meals) are covered by another source of funding, then the DSA will be reduced in accordance with the UNDP DSA policy. **All staff members/delegates will need to sign a DSA voucher certifying that no portion of their DSA expenses being paid by AOSIS have been paid by another source.**

Based on the dates DSA shall be paid beginning from the day on which staff member/delegate arrives at their destination and ends the day before the staff member/delegate departs for home.

Deviation from Itinerary

Any deviation from an authorized itinerary for personal convenience would be at the risk of the staff member/delegate. He/she will be responsible for all expenses incurred for changes to authorized itinerary including cancellation fees, taxes, and incidentals.