出國報告（出國類別：會議）

赴多明尼加共和國參加世界選舉機關協會（A-WEB）第 2 屆會員大會及國際研討會出國報告

目錄

壹、會議緣起

　　世界選舉機關協會（Association of World Election Bodies；簡稱 A-WEB）係我國於 1998 年加入亞洲選舉官署協會（Association of Asian Election Authorities；簡稱 AAEA）之後，第二個以 Taiwan, Republic of China 名稱參與的選舉國際組織。該協會由韓國國家選舉委員會（National Election Commission，簡稱 NEC）倡議設立，2013 年 10 月 14 日於韓國仁川正式成立，會員為世界各國的選舉機關，其成立之目的在發展永續性的民主，實現自由、公平及民主的選舉制度及支持民主轉型國家的政治發展，並致力於建構世界各國選舉機關間的交流網絡，以分享彼此之選舉資訊、知識與經驗，及藉由舉辦教育訓練活動，強化選舉管理相關人員的能力。我國在 A-WEB 成立大會時，即派員與會，並加入該協會，成為創始會員之一。

　　A-WEB 主要組織包括會員大會、執行委員會及秘書處。會員大會為 A-WEB 最高決策機關，由所有會員組成，並以共識決方式進行決議。執行委員會則由 A-WEB 主席、副主席、秘書長及由會員中選出 10 名以內的委員組成。至秘書處則係 A-WEB 的幕僚機構，負責協會一般業務，常設於韓國。

　　依據 A-WEB 會章規定，會員大會每 2 年舉行一次，由副主席所屬的選舉機關負責舉辦下屆會員大會。2013 年 A-WEB 成立大會時，多明尼加共和國中央選舉委員會（以下簡稱多明尼加中選會）主任委員當選為 A-WEB 副主席，2015 年第 2 屆會員大會爰由多明尼加共和國舉辦。除會員大會外，多明尼加中選會與 A-WEB 秘書處並規劃延續 A-WEB 成立大會與第 6 屆全球選舉組織（Global Election Organizations；簡稱 GEO）會議前例，於辦理會員大會同時舉辦「選舉機關在確保廉能選舉所扮演的角色與挑戰」（Role and Challenges of Election Bodies to Guarantee the Integrity of Elections）國際研討會，以促進會員間選務經驗與知識的交流。

　　A-WEB 秘書處於 2015 年 3 月來函邀請本會派員參加第 2 屆會員大會及國際研討會。本會為 A-WEB 會員，為履行會員義務，積極參與會務運作，並藉由參與會員大會，與各國選務機關進行交流，以拓展我國國際空間，爰由劉主任委員義周親自率團與會。

貳、出席會議人員

A-WEB 第 2 屆會員大會及國際研討會,計有韓國、澳洲、多明尼加、東加、加拿大、墨西哥、哥斯大黎加、厄瓜多、巴拿馬、薩爾瓦多、波士尼亞與赫塞哥維納、俄羅斯、阿爾巴尼亞、羅馬尼亞、摩多瓦、蒙古、巴勒斯坦、印度、菲律賓、吉爾吉斯、肯亞、布吉納法索、南非及我國等五大洲 60 餘國派員參加會議。

我國係由本會劉主任委員率團,並由余副秘書長明賢、選務處謝副處長美玲、陳專員宗蔚陪同出席。另外交部關心本會參與國際組織及交流現況,指派該部國際組織司吳參事體金,以本會顧問名義陪同與會。

叁、會議行程

A-WEB 第 2 屆會員大會及國際研討會開會期間為 2015 年 8 月 17 日至 8 月 21 日(當地時間),由於開會地點位於多明尼加共和國,考量時差及行程安排因素,本會出席人員於 104 年 8 月 15 日出發,於 8 月 24 日結束行程返抵國門,共計 10 日。有關行程概述如下:

一、104 年 8 月 15 日（星期六）至 8 月 16 日（星期日）

本日下午啟程,途經美國紐約甘迺迪國際機場轉機,於當地時間 8 月 16 日上午抵達多明尼加共和國首都聖多明哥。多明尼加中選會指派專人接機,我國駐多明尼加共和國大使館張參事正漢等人亦前往接機。是日駐多明尼加共和國大使館侯大使平福晚宴,與本會劉主任委員就多明尼加共和國之國情現況、兩國之雙邊關係及與多明尼加共和國進一步合作交流等交換意見。

二、104 年 8 月 17 日(星期一)

本日召開 A-WEB 臨時執行委員會議,本會非執行委員會成員,無須參加會議。承蒙駐多明尼加共和國大使館費心安排,是日本會出席人員前往多國總統府參觀,由專人導覽解說,並前往聖多明哥舊城區參訪。

本會出席人員參觀多明尼加共和國總統府

三、104 年 8 月 18 日（星期二）

本日上午 10 時 A-WEB 第 2 屆會員大會及國際研討會開幕式，由 A-WEB 主席、韓國國家選舉委員會主任委員李仁馥先生主持，儀式盛大隆重。主辦國多明尼加共和國總統 Danilo Medina 先生親臨致詞，國際民主及選舉協助機構（International Institute for Democracy and

A-WEB 第 2 屆會員大會及國際研討會開幕式

Electoral Assistance，簡稱 International IDEA）秘書長、前比利時總理 Yves Leterme 先生則應邀進行專題演講。

各國出席代表團人員於本日下午驅車前往位於多明尼加東方聖母省（La Altagracia Province）迦納角（Punta Cana），其後第 2 屆會員大會及國際研討會均於該地舉行。

四、104 年 8 月 19 日（星期三）

本日上午 9 時舉行 A-WEB 第 2 屆會員大會。首先進行 A-WEB 主席交接儀式，由 A-WEB 創會主席、韓國國家選舉委員會主任委員李仁馥先生將 A-WEB 會旗交予新任主席多明尼加中選會主任委員 Roberto Rosario Márquez 先生。其後依序進行工作報告、新會員入會、

A-WEB 會員大會進行主席交接儀式

會章修正、會費、副主席、執行委員選舉等事項。

本日下午舉行「選舉機關在確保廉能選舉所扮演的角色與挑戰」國際研討會，第一場次主題為「選舉架構：確保選舉誠信必要的制度化」，分組議題為「選舉組織：選舉機關的組成與統合機制。財政及預算獨立的重要性」及「選舉過程中

的司法審查」。

五、104 年 8 月 20 日（星期四）

本日上午繼續進行國際研
討會第二場次，主題為「提供政
治、政黨及政治參與的資助」，
分組議題則為「公共與私人資助
的影響與成效」及「透明化與可
課責性。控制的機關與裁罰的架
構」。會議期間，基於主辦國多

本會劉主任委員義周擔任國際研討會特別
論壇評論人

明尼加中選會主任委員已接任
A-WEB 主席，為拓展本會與該
會之友好關係，溝通兩國中選會進一步合作之可能性，本會劉主任委員與該會主
任委員 Roberto Rosario Márquez 先生進行雙邊會談，氣氛融洽，為未來進一步合
作達成共識。

本日中午進行國際研討會特別論壇，主題為「社群媒體：選舉過程中的責任
及參與」。本會劉主任委員於本場次擔任評論人。

本日下午 5 時，於我國駐歐盟兼駐比利時代表處安排下，本會劉主任委員與
International IDEA 秘書長 Yves Leterme 先生進行會談，就 International IDEA 運作
現況、我國 105 年總統大選籌辦情形、政黨及候選人政治獻金募集及規範，以及
我國加入 International IDEA 會員可能性等交換意見。

六、104 年 8 月 21 日（星期五）至 8 月 24 日（星期一）

本日上午進行國際研討會第三場次及第四場次，主題分別為「科技革命及其
對選舉程序的影響」及「選舉程序的觀點分析：挑戰、趨勢、前景」，下午 1 時
舉行國際研討會閉幕式。閉幕式後，本會出席人員於 8 月 22 日下午搭機，經美
國紐約甘迺迪國際機場轉機，於 8 月 24 日上午 5 時返抵國門，完成本次行程。

肆、A-WEB 第 2 屆會員大會會議情形及重要決議事項

A-WEB 第 2 屆會員大會於 2015 年 8 月 19 日及 8 月 20 日舉行。8 月 19 日為

開幕式，多明尼加共和國極為重視本項國際盛事，由總統 Danilo Medina 先生親臨致詞，該國外交部部長 Architect Andrés Navarro 先生、美洲國家組織（Organization of American States，簡稱 OAS）秘書長 Luis Almagro 先生及多明尼加中選會主任委員 Roberto Rosario Márquez 先生等人亦相繼發表賀詞。

其後由 International IDEA 秘書長 Yves Leterme 先生以「選舉機關對強化民主品質之責任」（Responsibility of the Election Bodies in the Strengthening of the Quality of Democracy）為題發表專題演講。Leterme 先生指出，當前選舉誠信面臨了建構法律規範、建立專業獨立選舉機關、建立共同安全機制、移除參政障礙及政治財務等五個方面的挑戰。而選舉機關的任務，則在於法律架構、計畫與執行、訓練與教育、選舉人登記、競選活動、投票作業與投票日、確認投票結果、選後後續處理等，進行完善之規劃與執行。Leterme 先生並建議，選舉機關於踐行其任務之過程中，應遵循獨立、公正、誠信、透明、專業及用心服務等 6 項指導原則，與各國選舉機關代表共勉。

開幕式後，A-WEB 第 2 屆會員大會各項議程於 8 月 20 日上午依序進行。依據 A-WEB 會章規定，A-WEB 主席由主辦會員大會的選舉機關首長擔任。依據上開規定，會議伊始，A-WEB 創會主席、韓國國家選舉委員會主任委員李仁馥先生旋即宣布由多明尼加中選會主任委員 Roberto Rosario Márquez 先生接任 A-WEB 主席，並將 A-WEB 會旗交接予新任主席，完成主席交接儀式，會議隨即改由 Roberto Rosario Márquez 先生主持。其後會員就新會員入會、2015 年至 2017 年計畫、會章修正、會費等重要事項達成共識，並通過重要決議事項，為強化 A-WEB 運作之基礎及重申 A-WEB 願景，奠定重要基石。有關會議情形及重要決議事項，謹摘述如下：

一、A-WEB 秘書處工作報告：

(一)A-WEB 自 2013 年舉行成立大會後，共舉行 3 次執行委員會議：

  1. 第 1 次： 2013 年 10 月 14 日於 A-WEB 成立大會後舉行。

  2. 第 2 次：2014 年 4 月 2 日於 A-WEB 辦公室舉行。

  3. 第 3 次：2015 年 3 月 25 日於羅馬尼亞舉行。

(二) 秘書處成立及工作人員現況：

  1. A-WEB 秘書處於 2014 年 4 月正式成立。

2. 秘書處目前有 24 名工作人員，除了部分人員由秘書處直接聘用外，還包括向韓國、肯亞、多明尼加共和國及南非選舉委員會借調的人員。

二、新會員入會申請案：

(一)第 2 屆會員大會共有 9 個選舉機關及 1 個國際組織提出入會申請：

1. 申請成為會員：巴拉圭最高選舉法院、阿根廷內政部選舉處、秘魯國家選舉法院、尼加拉瓜最高選舉法院、甘比亞獨立選舉委員會、突尼西亞獨立高等選舉部、厄瓜多選舉法院、巴西高等選舉法院、斐濟選舉局。

2. 申請成為合作夥伴：法語系國家選舉技術網絡（Network of Francophone Electoral Management Bodies，簡稱 RECEF）。

(二)討論結果：新會員入會申請案，照案通過。新加入之會員代表逐一發表感言，並表示未來將遵守 A-WEB 會章規定，履行會員權利及善盡會員義務。

(三)A-WEB 會員概況更新：新會員入會申請案經會員大會決議通過後，會員數由原本 94 個國家 97 個會員，增加至 102 個國家 106 個會員[1]；合作夥伴由 6 個增加至 7 個。

三、2014 年計畫執行成果報告及 2015 年至 2017 年計畫：

(一)2014 年計畫執行成果：

1. 能力建構計畫：2014 年共辦理 9 場次訓練，共計 124 名專家參與。其中有 8 次係針對選舉管理，1 次針對選舉法律。

2. 舉辦觀選活動：2014 年辦理韓國地方公職人員選舉觀選活動，共計 111 人參與。

3. 成立 A-WEB 顧問委員會：由 21 名專家組成，3 名來自國際選舉專家，另 18 名於韓國召募相關專業人士。

4. 製作 3,000 份選舉日曆，分送會員、國際組織、顧問委員會及其他相關機構。

5. 設置 A-WEB 網站，提供 A-WEB 相關活動資訊。

6. 其他資訊分享、參與國際會議、觀選等活動。

(二)2014 年財務收支情形：

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[1] A-WEB 允許一個國家有 2 個以上選舉機關同時成為會員。

1. 收入：1,094,984 美元。包括韓國捐贈 994,984 美元，我國捐贈 10 萬美元。其中有關我國捐贈經費部分，我國於 A-WEB 成立之初，考量該協會尚在草創階段，亟須各界提供資源，以利後續會務之推動，爰於 2014 年經由駐韓國代表處捐贈 10 萬美元予 A-WEB 秘書處。此筆捐贈於 A-WEB 第 2 屆會員大會提出報告，彰顯我國對 A-WEB 的參與及支持。

2. 支出：1,007,204 美元。用以支應選務官員訓練計畫、觀選、選舉知識展、A-WEB 秘書處開幕儀式、第 2 次執行委員會議、A-WEB 網站建置、A-WEB 顧問費、國際選舉日曆、推廣及募款活動、營運支出、補助借調人員的補助等。

3. 節餘：87,780 美元。

(三)2015 年至 2017 年策略計畫：

1. 國家協助計畫：協助及支援會員組織，確保其選舉的自由、公平及透明。國家協助計畫的模式有四：選舉資通訊科技能力、選舉法律系統、公民教育及能力建構。

2. A-WEB 秘書處能力建構：包括研究能力的強化、建立國際選舉資料庫及建置廣泛的國際專家網絡。

3. 舉辦國際研討會。

4. 建立選舉機關網絡：促進會員間相互分享選舉經驗與知識，提升選舉管理能力。

5. 確保人力及財務資源：A-WEB 秘書處人力預計增加 1 倍，並提高非韓國籍人士之比例；財務部分，A-WEB 預估每年須花費 8 百至 1 千萬美元，未來將持續進行募款以推動各項活動。

(四)2015 年財務收支情形：

1. 收入：8,266,796 美元。包括韓國捐贈 2,336,757 美元，韓國國際合作機構（Korea International Cooperation Agency，簡稱 KOICA）捐贈 5,842,259 美元，以及 2014 年度結餘 87,780 美元。

2. 預估支出：8,266,796 美元。用以支應國家協助計畫、選舉管理能力建構計畫、國際選舉論壇、吉爾吉斯觀選、建立全球選舉機關網絡、管理及營運成本等。

(五)2015 年計畫：

1. 國家協助計畫：辦理吉爾吉斯中央選舉委員會及肯亞獨立選舉與選區委員會協助計畫。

2. 選舉管理能力建構計畫：共提供 4 種不同訓練課程。

3. A-WEB 秘書處能力建構計畫：建置選舉系統資料庫、開放更多機會給各國選務官員調派 A-WEB 秘書處、出版選舉日曆。

4. 國際選舉論壇：即與會員大會同時舉辦之國際研討會，目標在成為為會員彼此分享、討論與交流選務經驗的平臺。

5. 舉辦觀選活動：2015 年 10 月辦理吉爾吉斯大選觀選活動。

6. 強化 A-WEB 基礎：包括促進與國際選舉組織的合作關係、拓展募款來源並推廣各項活動。

四、會章修正案：

(一)依據 A-WEB 會章第 29 條規定，會章修正案須由 10 名以上之會員提出，並經執行委員會簽署。本次會章修正草案係由韓國國家選舉委員會、多明尼加中選會、南非選舉委員會、羅馬尼亞常設選舉機關、加拿大選舉委員會、印度選舉委員會、吉爾吉斯中央選舉委員會、肯亞獨立選舉暨選區委員會、波士尼亞與赫塞哥維納中央選舉委員會、摩多瓦中央選舉委員會等提案，於 2015 年 4 月 15 日遞交 A-WEB 秘書長，並於 2015 年 5 月 15 日提報執行委員會討論通過。另依據 A-WEB 會章第 28 條規定，會章修正案須經全體會員三分之二以上之出席，以秘密投票方式表決。

(二)A-WEB 會章修正重點如下：

1. 第 6 條增列第 3 款，明定新會員申請入會案於會員大會審議通過前，得授予臨時會員資格之規定。

2. 第 9 條第 2 款關於暫停會員資格之程序，增列須經會員大會決議之規定，並修正暫停會員資格之事由。

3. 第 14 條關於會員大會功能之規定，修正第 1 款第 2 目、第 6 目及第 8 目，將會員大會對於 A-WEB 政策及相關計畫、預算、審計及財務報告具有「接受、討論及批准權」，修正為具有「最終核准權」。

4. 第 15 條第 2 款增訂現任執行委員接任主席或副主席職務，仍保有其執行委員資格之但書規定；同條第 3 款增列執行委員會對於 A-WEB 政策及相關計畫、預算、審計及財務報告具有接受、討論及提供初步批准權之規定。

5. 修正第 18 條關於秘書長任命程序及秘書長候選人之否決程序。

6. 第 28 條關於會章修正之決議人數規定，由「全體會員三分之二以上出席表決通過」，修正為「出席會員大會之會員三分之二以上表決通過」。

會章修正案以我國政府捐贈的觸控式投票系統進行投票

7. 第 29 條關於會章修正之提案，由「須由 10 名以上之會員提出，並經執行委員會簽署」，修正為「須由秘書處或 10 名以上之執行委員提出，並經執行委員會簽署」。

(三)討論：部分會員對於會章修正案應採包裹表決或逐點表決持有疑義，經討論後，主席裁示仍採包裹表決。

(四)表決方式：本次會員大會，主辦單位已預先安排各會員代表座位桌上備有一觸控式投票系統，該套投票系統硬體設備，係來自我國政府所捐贈。A-WEB 會章修正案表決，即使用該觸控系統進行投票。在多明尼加中選會解釋投票程序後，即由會員代表以該套系統進行投票。

(五)結果：A-WEB 會章修正案由會員投票表決，65 名出席會員中，有 3 名棄權。62 名投票會員，贊成 61 票，反對 1 票，會章修正案照案通過。

五、會費：

(一)委員會建議方案：會費建議數額為 1 萬美元，僅用以支付各會員參加 A-WEB 正式活動的旅費。執行委員會得在特殊情況下，應會員個別請求，經執行委員會同意，允許該會員免繳納會費。本案自 2017 年起生效。

(二)討論：會費不得用以支付秘書處及專案計畫的運作，僅用以支付會員參加 A-WEB 正式活動的旅費，目的在於強化會員間的關係、促進 A-WEB 活動

的參與，並增加獲取政府經費的可能性。因考慮各國的會計年度有所不同，選定 2017 年為繳納會費的起始年度。執行委員會給予會費免除者除外。

(三)結果：照案通過。

六、副主席選舉：

(一)候選會員：羅馬尼亞常設選舉機關（Permanent Electoral Authority，簡稱 PEA），為唯一提出申請擔任副主席及舉辦下屆會員大會的選舉機關。

(二)羅馬尼亞及羅馬尼亞常設選舉機關簡介：羅馬尼亞位處東南歐，西鄰匈牙

羅馬尼亞常設選舉機關主席 Ana Maria Patru 女士當選為 A-WEB 副主席

利，塞爾維亞，北接烏克蘭與摩爾多瓦，南鄰保加利亞，東濱黑海，人口約 1,994 萬人，首都為布加勒斯特。羅馬尼亞常設選舉機關係依據該國憲法及組織法設立，首長為主席（president），層級相當於部會首長，由國會兩院任命，其下有兩名副主席，分別由總統及總理任命。羅馬尼亞常設選舉機關前於 A-WEB 成立大會時即積極爭取擔任副主席，惟未能成功，第 2 屆會員大會亦為唯一申請擔任副主席的選舉機關。

(三)結果：羅馬尼亞常設選舉機關主席 Ana Maria Patru 女士當選為 A-WEB 副主席。依 A-WEB 會章規定，下屆 A-WEB 會員大會將於羅馬尼亞舉辦。Ana Maria Patru 女士於當選後致詞感謝各國與會代表的支持，會場並播放羅馬尼亞宣傳短片介紹該國風光，歡迎各國會員屆時派員參加 2017 年於羅馬尼亞舉辦的第 3 屆會員大會。

七、執行委員會委員選舉：

(一)依據 A-WEB 會章規定，執行委員會由 10 個以內選舉機關的首長擔任，其組成須考量各洲之代表性，以各洲會員數決定該洲可分配之執行委員名額。

(二)選舉結果：
1. A-WEB 執行委員得連任一次，經 A-WEB 秘書處徵詢結果，現任執行委員中，南非選舉委員會及印度選舉委員會表達續任之意願，加拿大選舉委員會則無意願，故由南非選舉委員會及印度選舉委員會續任為 A-WEB 執行委員。
2. 其餘新選任執行委員如下：
非洲：肯亞獨立選舉暨選區委員會、布吉納法索獨立國家選舉委員會。
亞洲：吉爾吉斯共和國中央選舉委員會。
歐洲：阿爾巴尼亞中央選舉委員會、摩爾多瓦中央選舉委員會。
美洲：巴西高等選舉法院、阿根廷國家選舉委員會。

伍、「選舉機關在確保廉能選舉所扮演的角色與挑戰」國際研討會會議情形及摘要

A-WEB 會員大會的舉辦，各會員組織難得齊聚一堂，除就 A-WEB 會務相關事宜進行討論決定，並提供各國選舉機關進行交流的機會。2013 年 A-WEB 成立大會時，主辦會議的韓國國家選舉委員會，並與聯合國開發計劃署共同合作舉行第 6 屆全球選舉組織（Global Election Organizations；簡稱 GEO）會議，以「永續的選舉程序及民主強化」為主題，邀請各國選舉機關、區域性選舉協會代表、國際選舉專家及學術界人士共同參與討論。2015 年第 2 屆會員大會延續成立大會的模式，除辦理會員大會外，亦同時舉辦以「選舉管理機關在確保廉能選舉所扮演的角色與挑戰」為主題，為期 3 天的國際研討會。

本次國際研討會關注於選舉過程的管理和選舉的完整性，由各會員組織分享各國面對不同情況所得之經驗與知識。研討會以全體會議及分組會議的方式進行，即針對討論主題，由報告人於全體會議中進行報告，並開放問答及討論。第一場次及第二場次各有 2 場分組會議，於全體會議後同時進行，與會代表可自由選擇參加有興趣的分組會議。

一、四場次研討會及分組會議

研討會第一場次，以「選舉架構：確保選舉誠信的必要制度化」為主題，主持人為選舉推廣及諮詢中心執行主任 Salvador Romero 先生，報告人為德國學者

Dieter Nohlen 先生、科索沃中央選舉委員會主任委員 Valdete Daka 女士、印度國家選舉委員會主任委員 Nasim Zaidi 先生。本場次分組會議主題分別為「選舉組織：選舉機關的組成與統合機制。財政及預算獨立的重要性」及「選舉過程中的司法審查」。

在「選舉組織：選舉機關的組成與統合機制。財政及預算獨立的重要性」分組會議中，主要關注選舉機關的組成及預算自主。與會者提供之觀點，包括選舉機關是對民主制度具有重要象徵性責任的一種實體。面對公民時，選舉機關的形象及行為是建構及保存公信力的基礎。就此，選舉機關成立的合法性深受其成員選任及成員背景的影響，而實務上其合法性須視其預算執行、處理、制定以及後續的報告責任所定。因此，從司法及行政的觀點，在思考其自主程度為何時，結合上述條件，選務機關的經驗將是唯一確定的根源。

至於「選舉過程中的司法審查」分組會議，則關注選舉過程所生爭議之處理。與會者提出之看法，包括在整個選舉過程中，衝突的解決以及其資格的衡量，為選舉法的基本要素；其程序、主體，調查及判決的條件，在社會及政治動盪不安的時候，構成選舉程序中重要的工具。及時且公平的選舉正義，可強化並合法化選舉結果，提供當選人一個強而有力的根源。

研討會第二場次，以「提供政治、政黨及政治參與的資助」為主題，主持人為 International IDEA 加勒比海地區主任 Daniel Zovatto 先生，報告人為前智利國際關係部長及法官 Soledad Alvear 女士及前巴拿馬總統 Martín Torrijos 先生。本場次分組會議主題分別為「公共與私人資助的影響與成效」及「透明化與可課責性。控制的機關與裁罰的架構」。

在「公共與私人資助的影響與成效」分組會議，主要關注競選經費的影響。與會者提供之觀點，包括競選活動的籌資，以及其對活動本身及當選人所衍生的影響，近來構成了選舉程序的主要挑戰之一。這些情況必須從性別及社會的角度，尋求社會代表的一種合理的平衡。同時必須避免私人利益對當選人行使其公權力時，有不當的影響。

至於「透明化與可課責性。控制的機關與裁罰的架構」分組會議，則關注選舉過程的透明化及控制機制的問題。與會者所提看法，認為在選舉程序及其管理制度方面，公眾的信賴有 2 個要素。首先是行為必須遵守相關規範，其次是國家能透過選舉機關，確保相關規定獲得遵守，並對不法行為行使制裁。針對前者，

透明性的相關規定是必要的工具，因為透明性將候選人及政黨不得從事的行為展現於公眾；關於後者，主管當局監督及制裁能力的相關法律架構。

研討會第三場次，以「科技革命及其對選舉程序的影響」為主題，主持人為南非選舉委員會副主任委員 Terry Tselane 先生，與談人為巴西高等選舉法院主任委員 Jose A. Dias Toffoli 先生、烏干達選舉委員會主任委員 Badru M. Kiggundu 先生、突尼西亞選舉委員會委員 Riadh Bouhouchi 先生、韓國國家選舉委員會 Soyoung Yoo 女士、厄瓜多國家選舉委員會主任委員 Juan Pablo Pozo 先生。

本場次主題係有關科技革命對於選舉程序的影響。與會者提出之意見，包括在每個國家及每次選舉中，選舉程序及政治行動者的行為不斷地變化，因此，提高選舉機關能力的手段或方法，確有其必要性。透過新科技的使用，不但可以持續改進選舉制度，達成選舉機關的任務，並且可提供公民直接使用，藉此產生監督的力量及提升公民知識的程度。選舉的正確性、複雜性及立即性構成選舉制度的基石。「正確性」係指投票結果與投票偏好間的關係；「複雜性」係指選舉程序本質上有多重且多樣的選擇，例如政黨初選制的產生；「立即性」則如國外投票結果的傳送等。以上因素驅使選舉機關必須尋求可行且適合該國的新科技。

研討會第四場次，以「選舉程序的觀點分析：挑戰、趨勢、前景」為主題，本場次與談人為德國學者 Dieter Nohlen 先生、墨西哥國家自治大學法律研究中心 Flavia Freidenberg 女士及多明尼加中選會主任委員 Roberto Rosario Márquez 先生。本場次為國際研討會最後一場全體會議，採開放討論。

二、「社群媒體：選舉過程中的責任及參與」特別論壇

另外，在本次研討會，於 2015 年 8 月 20 日舉行以「社群媒體：選舉過程中的責任及參與」為主題的特別論壇，為整個研討會最重要，也最熱烈的一場討論。主持人為 International IDEA 秘書長、前比利時總理 Yves Leterme，報告人則為各國政要，包括前西班牙總理 Jose Luis Rodrigues Zapatero 先生、前哥斯大黎加總統 Laura Chinchilla Miranda 女士及前多明尼加共和國總統 Leonel Fernandez 先生。

本會於獲知 A-WEB 召開第 2 屆會員大會，將同時舉辦國際研討會，經與外交部討論後，以本會劉主任委員長期在國立政治大學教授政治學，專精選舉行為、民意調查研究，如擔任研討會評論人，可充分增加我國之國際能見度，爰主動致函 A-WEB 秘書處及多明尼加中選會，本會主任委員樂於擔任評論人，為本次研

討會貢獻專業與心力，外交部亦居中協調促成。A-WEB 主席、韓國國家選舉委員會主任委員李仁馥先生及多明尼加中選會主任委員 Roberto Rosario Márquez 先生旋即於 2015 年 6 月 22 日聯名致函邀請劉主任委員於 2015 年 8 月 20 日特別論壇擔任評論人。

本項特別論壇係因應社群媒體發展趨勢，關注社群媒體於選舉過程中之參與問題。近年隨著科技革新與社會變遷，傳播媒體不但是一個有力的因素，更是社會現實的建構者，政治行動者對於傳播媒體取得上的差異，促使選舉機關必須思考，如何透過制定規則及條件，促成機會的平等。考量選舉的特殊性質，選舉機關亦須促進媒體對其所傳播的訊息採取負責的態度。另一方面，社交網絡構成公民之間溝通的新方法，在許多國家，社交網絡成為社會動員的工具；在其他國家，社交網絡是社會面臨風險或危急時，警示公民的手段。

在論壇中，前多明尼加共和國總統 Fernandez 先生強調有關制定法律框架，以規範社群媒體的需要；前西班牙總理 Zapatero 先生認為目前適用於傳統媒體的法規，也應適用於社群媒體；前哥斯大黎加總統 Laura Chinchilla Miranda 女士闡述有關媒體，如網絡，可以用來推展持續的選舉進程。

本會劉主任委員於評論時全程以英文就前開報告人提出觀點進行回應，並提出有關看法。劉主任委員指出對於制定法律框架，以規範社群媒體的需要，我們正在尋求解決方案，但個人並不指望一個簡單的解決方法，即可解決所有的問題。對於目前適用於傳統媒體的法規，也應適用於社群媒體的看法，劉主任委員表示同意，並表示目前臺灣也採取相同的做法，這個方法具有成本低、成效穩定的優點，在目前是一個很好的策略。對於媒體可以用來推展持續的選舉進程的看法，則認為選舉管理機關（EMBs）應主動扮演媒體的角色，在傳統及社群媒體釋出報導前，率先提供所有選舉相關資訊給大眾。

劉主任委員進一步指出，選舉管理機關應在某種程度上，扮演媒體的角色。雖然近年「透明度」已受到高度的重視，但這個進程是脆弱、易受侵害的。透明度對所有 EMBs 的工作極為重要，EMBs 不僅應扮演如同媒體般的角色，亦須提供各種與選舉有關的訊息，而不僅僅是數據資料。關於報告人提到由政府提供開放資料的觀點，我國目前也在實施相關計畫。將選舉相關資訊提供給所有人，是一項艱鉅的任務。但這意味著所有人均擁有相同的機會取得相同的資訊，而不僅是將此資訊提供給政黨及候選人。

劉主任委員認為，並非所有社群媒體皆對選舉機關抱持敵意，社群媒體中有許多是我們的朋友，可以為 EMBs 的工作提供協助。如果 EMBs 能成功的扮演媒體的角色，使民眾能夠理解這些資訊是完全公開的，相信 EMBs 就可以獲得成功。

　　劉主任委員於本項研討會擔任評論人，其所作評論，深獲與會者認同，隨後劉主任委員也參與討論，和與會者進行互動與對話，提高我國國際能見度。

陸、心得與建議

一、深化與邦交國多明尼加共和國之合作關係

　　多明尼加共和國為我國邦交國，向與我國維持良好之友邦關係，駐多明尼加共和國大使館侯大使平福為極為專業的外交官，在侯大使做得深、做得廣的外交工作努力下，此行可深刻感受多國與我國穩固的邦誼。又此行外交部陪同人員吳參事體金於引介重要國際友人及雙邊會談時，也提供極大之協助，展現專業外交官風範。A-WEB 第 2

本會劉主任委員義周與多明尼加中選會主任委員 Roberto Rosario Márquez 先生進行會談

屆會員大會及國際研討會，本會由劉主任委員親自率團，代表團共計 5 人，可見本會對該國舉辦本項會議的重視。

　　對於本會之與會，多明尼加中選會也給予本會劉主任委員特別禮遇，並特別指派 1 名專責人員全程陪同本會人員，提供必要之協助，並作為本會與該會之溝通橋樑，顯見該會對於本會出席與會之重視及尊重。多明尼加共和國為我國在中美洲重要友邦，該會主任委員 Roberto Rosario Márquez 先生於 2015 年 8 月起至 2017 年間擔任 A-WEB 主席，對於 A-WEB 發展，具有相當影響力。會議期間本會劉主任委員於 2015 年 8 月 20 日特別安排與該會主任委員 Roberto Rosario Márquez 先生進行會談。於會談中，劉主任委員祝賀 Roberto Rosario Márquez 先生接任 A-WEB 主席，未來 A-WEB 在其帶領下，相信會持續發展茁壯。劉主任委員並感

謝多明尼加中選會費心規劃辦理 A-WEB 第 2 屆會員大會及研討會，以及該會於會議期間對本會出席人員所提供的細心接待。鑑於我國與多明尼加共和國向來有著深厚的邦誼，希望未來兩會可以在此友好基礎上，持續發展合作關係，共同促進選務經驗交流與分享，提升雙方對於管理選舉的能力。

多明尼加中選會主任委員 Roberto Rosario Márquez 先生則感謝劉主任委員親自率團與會，參與並且支持此項活動，並感謝本會對於該會擔任 A-WEB 主席國的支持。Roberto Rosario Márquez 先生表示，多明尼加共和國與我國長期保有友好的兄弟關係，長久以來，該會也深獲我國之支持，以此次活動所使用之投票機為例，硬體機器及設備即來自我國之捐贈，未來希望能持續發展友好關係，並進一步進行選舉方面有關的訓練與合作。又多明尼加中選會與該國經濟計劃部、外交部向來密切合作，在未來 2 年擔任 A-WEB 主席期間，將與國內相關部門合作。此外，也將與我國全面增強持續進行合作，超越個人間的關係，建立機關與機關、國與國之間的合作，希望未來能持續維持並發展信賴與良好的友好關係。

由於本會與該會對於加強雙方合作關係已取得共識，鑑於 Roberto Rosario Márquez 主任委員地位崇高，甚具人望，邀請訪臺有助於促進雙邊關係，並強化我參與 A-WEB，本會於結束出國行程返國後，即積極辦理邀請來臺訪問事宜，俾作進一步的經驗交流，提升雙方之合作關係。Roberto Rosario Márquez 先生業已於 104 年 11 月表示將接受邀請，預定 104 年 12 月中旬來臺訪問，除拜會本會，將就加強兩國選務交流及合作事宜進一步討論外，並將近身觀察第 14 任總統副總統及第 9 屆立法委員選舉候選人競選活動及相關選務作業流程。

二、加強與國際友人之互動

A-WEB 為本會所參與的第二個選舉國際組織，會員組織區域及會員數較亞洲選舉官署協會(AAEA)更為廣泛。第 2 屆會員大會及國際研討會共有 67 個會員組織，約 200 人出席，實屬難得之國際盛會。為加強本會與各國選舉機關、國際組織之聯繫，會議期間，在我國駐歐盟兼駐比利時代表處之安排下，本會劉主任委員並與 International IDEA 秘書長 Yves Leterme 先生進行會談。

International IDEA 係於 1995 年，依據聯合國的協議，在瑞典斯德哥爾摩成立的政府間國際組織，總部設於斯德哥爾摩，成立之目的在維持世界的民主，目標則包括：協助國家建構發展民主制度的能力、整合研究與實務經驗，發展促進民

主程序的能力、提倡選舉管理的可課責性、透明化與高效率，以及促進公民發起地方民主評定、監督與推廣等。 International IDEA 目前共有澳洲、比利時、加拿大、瑞典等 28 個會員國。

International IDEA 現任秘書長 Yves Leterme 先生從政經歷豐富，曾任比利時國會議員、外交部長、總理、歐盟理事主席、經

本會劉主任委員義周與 International IDEA 秘書長 Yves Leterme 先生進行會談

濟發展與合作組織（The Organisation for Economic Co-operation and Development，簡稱 OECD）副秘書長，於 2014 年 6 月出任 Internaional IDEA 秘書長迄今。2015 年 8 月 20 日本會劉主任委員與 Leterme 先生的會談中，Leterme 先生對於我國即將舉行的第 14 任總統副總統及第 9 屆立法委員選舉表達關心，並對於我國政黨及候選人政治獻金捐贈、流向以及規制情形有所詢問。本會劉主任委員則向 Leterme 先生敘及我國民主發展與選舉制度現況、第 14 任總統副總統及第 9 屆立法委員選舉籌辦情形，以及我國政治獻金現況及法律規制，並交換意見。另基於 International IDEA 成立之目的與我國所珍視之民主價值相契合，劉主任委員亦表達本會樂意對於該組織推動之業務提供協助，並探詢未來進一步加入該組織之可能性。Leterme 先生則表達未來如有適當時機，可就進一步合作再作洽談。

在此次會議期間，本會劉主任委員並與各國選舉委員會出席代表，包括選舉制度國際基金會(International Foundation for Electoral Systems,簡稱 IFES)主席 Bill Sweeney 先生、韓國國家選舉委員會主任委員李仁馥先生、A-WEB 秘書長金容熙先生、印度選舉委員會主任委員、現任 AAEA 主席 Nasim Zaidi 先生、菲律賓選舉委員會委員 Ma. Rowena Amelia V. Guanzon 女士等人晤談，進行選務經驗交流，並交換意見。未來本會仍將持續於各種國際場合，與國際友人保持聯繫，增進本會對於各國選舉制度及選務發展現況的瞭解，作為本會選務革新之參考。

劉主任委員、吳參事體金與印度選舉委員會主任委員 Nasim Zaidi 先生、菲律賓選舉委員會委員 Ma. Rowena Amelia V. Guanzon 女士討論電子投票之應用現況與瓶頸

劉主任委員、余副秘書長與選舉制度國際基金會（IFES）主席 Bill Sweeney 先生晤談

三、本會參與 A-WEB 之未來展望

A-WEB 係以世界各國選舉機關為主體組成之選舉國際組織。該會於韓國仁川設有常設秘書處，專責推動辦理各項 A-WEB 之計畫及執行委員會交辦事項，從 A-WEB 第 2 屆會員大會工作報告所展現之各項活動成果，可瞭解 A-WEB 雖為一新成立之組織，但創會主席國韓國對於 A-WEB 會務之推動極具積極性及前瞻性。另 A-WEB 資金之籌措及來源，預料將影響 A-WEB 會務發展，2014 年度 A-WEB 支出達 109 萬美元，2015 年度預估支出將高達 826 萬美元。而 A-WEB 收入來源，主要為韓國政府及韓國國際合作機構，另有部分來自我國之捐款，至於會員費則僅供會員出席相關活動之用。是以，如 A-WEB 欲持續推動廣泛之發展及合作計畫，勢須確保資金來源之穩定性。又 A-WEB 主席國交接予多明尼加共和國後，韓國政府是否持續給予資金之挹注，以及多明尼加共和國對 A-WEB 資金之籌措及會務發展的推動情形，有待持續關注。

就本會參與之角度言，A-WEB 係目前本會所參與最具規模之國際組織，對於本會推動國際選務合作具有重要意義。鑒於我國選舉制度及辦理選務之經驗已臻成熟，歷次公職人員選舉結果，均深獲國內外輿論之肯定。未來如有機會，本會將進一步與 A-WEB 合作，積極參與協助發展中國家之選舉，包括參加觀選活動、選務經驗及資源之提供等，俾協助促進全球選舉民主之普及化，提升我國與各國之實質友好關係，並宣揚我國之民主成就。

附錄

一、A-WEB 會員名單

A-WEB MEMBERS

* 106 MEMBER ORGANIZATIONS FROM 102 COUNTRIES AS OF SEPTEMBER 2015

No.	Country	Organization
1	Afghanistan	Independent Election Commission of Afghanistan
2	Albania	Central Election Commission of Albania
3	Angola	National Electoral Commission
4	Argentina	National Elections Directorate of Argentina
5	Australia	Australian Electoral Commission
6	Bahamas	Parliamentary Registration Department
7	Bangladesh	Election Commission Bangladesh
8	Barbados	Electoral and Boundaries Commission
9	Belarus	The Central Commission of the Republic of Belarus
10	Benin	La Commission Electorale Nationale Autonome
11	Bhutan	Election Commission of Bhutan
12	Bolivia	Bolivian Electoral Supreme Court
13	Bosnia and Herzegovina	BiH Central Election Commission
14	Brazil	Superior Electoral Court of Brazil
15	Bulgaria	Central election commission
16	Burkina Faso	Commission Electorale Nationale Independante
17	Burundi	National Independent Electoral Commission
18	Cameroon	Elections Cameroon
19	Canada	Elections Canada
20	Colombia	Registraduria Nacional Del Estado Civil
21	Costa Rica	Supreme Electoral Court of Costa Rica
22	Cote d'Ivoire	Commission Electorale Independante
23	Croatia	State Election Commission of the Republic of Croatia
24	Djibouti	Election Department /Ministry of Interior
25	Dominica	Electoral Commission of Dominica

26	Dominican Republic	Junta Central Electoral
27		Tribunal Superior Electoral
28	DR Congo	Commission Electorale Nationale Independante
29	Ecuador	National Electoral Council of Ecuador
30		Tribunal Contencioso Electoral of Ecuador
31	Egypt	Higher Elections Commission
32	El Salvador	Supreme Electoral Tribunal
33	Ethiopia	National Electoral Board of Ethiopia
34	Fiji	Fijian Elections Office
35	France	Conseil Constitutionnel
36	Gabon	General Election Management
37	Gambia	Independent Electoral Commissions of Gambia
38	Ghana	Electoral Commission of Ghana
39	Georgia	General Election Commission of Georgia
40	Guatemala	Tribunal Supremo Electoral
41	Guinea	Independent National Electoral Commission
42	Guyana	Guyana Elections Commission
43	Haiti	Haiti Permanent Electoral Council
44	India	Election Commission of India
45	Indonesia	General Elections Commission
46	Iraq	The Independent High Electoral Commission
47	Jamaica	Electoral Commission of Jamaica
48	Kazakhstan	Central Election Commission
49	Kenya	Independent Electoral and Boundaries Commission
50	Korea	National Election Commission
51	Kosovo	Central Election Commission
52	Kyrgyzstan	CEC of Kyrgyz Republic
53	Latvia	The Central Election Commission
54	Lebanon	Ministry of Interior & Municipalities
55	Libya	The Libyan High National Election Commission

56	Madagascar	Independent National Electoral Commission for The Transition
57	Malawi	Malawi Electoral Commission
58	Maldives	Elections Commission of Maldives
59	Mali	Territorial Administration of Republic Mali
60		National Independent Election Commission
61	Mexico	Federal Electoral Institute of Mexico
62	Moldova	Central Electoral Commission
63	Mongolia	General Election Commission of Mongolia
64	Mozambique	Comissao Nacional de Eleicoes
65	Myanmar	Union Election Commission, Myanmar
66	Nicaragua	Nicaragua Supreme Electoral Tribunal
67	Nigeria	Independent National Electoral Commission
68	Pakistan	Election Commission of Pakistan
69	Palestine	Central Elections Commission - Palestine
70	Panama	Tribunal Electoral de Panama
71	Paraguay	Paraguay Supreme Electoral Tribunal
72	Peru	Peru National Electoral Tribunal
73	Philippines	Philippine Commission on Elections
74	Poland	National Electoral Commission
75	Portugal	Comissão Nacional de Eleicões
76	Puerto Rico	Puerto Rico State Elections Commission
77	Romania	Permanent Electoral Authority
78	Rwanda	National Electoral Commission
79	Russia	Central Election Commission
80	Saint Lucia	St Lucia Electoral commission
81	Samoa	Office of the Electoral Commissioner
82	Sao Tome and Principe	National Electoral Commission
83	Senegal	CENA
84	Serbia	The Republic Electoral Commission
85	Sierra Leone	National Electoral Commission Sierra Leone

86	Slovenia	State Election Commission
87	South Africa	Electoral Commission of South Africa
88	South Sudan	National Election Commission
89	Sri Lanka	Department of Elections, Sri Lanka
90	Suriname	Independent Electoral Council of Suriname
91	Taiwan, R.O.C	Central Election Commission
92	Tanzania	National Electoral Commission
93		Zanzibar Electoral Commission
94	Thailand	The Election Commission of Thailand
95	Timor Leste	Timor-Leste's National Electoral Commission
96	Togo	Commission Electorale Nationale Independante
97	Tonga	Tonga Electoral Commission
98	Trinidad and Tobago	Elections & Boundaries Commission
99	Tunisia	Independent High Authority for Elections of Tunisia
100	Turkey	Supreme Electoral Council of Turkey
101	Uganda	Electoral Commission
102	Uzbekistan	Central Election Commission
103	Vanuatu	Electoral Commission of Vanuatu
104	Venezuela	National Electoral Council of the Bolivarian Republic of Venezuela
105	Yemen	Supreme Commission for Elections and Referendum
106	Zambia	Electoral Commission of Zambia

二、多明尼加共和國當地有關 A-WEB 第 2 屆會員大會及國際研討會
之報導

REPÚBLICA DOMINICANA

SEDE DE LA ASAMBLEA GENERAL DE LA ASSOCIATION OF WORLD ELECTION BODIES (A-WEB)

Durante los días del 18 al 21 de agosto del presente año 2015, ese llevará a cabo en el país la 2da. Asamblea General de la Association of World Election Bodies (A-WEB) y la Conferencia Mundial *"Rol y desafíos de los órganos electorales para garantizar la integridad de las elecciones"*. En este evento los órganos electorales miembros debatirán temas fundamentales para el fortalecimiento de la administración de los procesos electorales.

El acto inaugural tendrá lugar el martes 18 a las 10:00 de la mañana en el salón Ambar del hotel Dominican Fiesta y el desarrollo de las sesiones de trabajos serán los días 19, 20 y 21 en el hotel Paradisus Palma Real, Punta Cana.

La A-WEB es el ente multilateral más importante que agrupa a los órganos electorales del mundo, y ha sido un espacio que procura fomentar la cooperación entre sus miembros, así como con los organismos de cooperación internacional que trabajan los temas de elecciones y democracia.

Actualmente la presidencia de la A-WEB está ocupada por las autoridades del National Election Comission de Corea, y la vicepresidencia es ocupada por la Junta Central Electoral de la República Dominicana. En esta segunda Asamblea General que tendrá lugar en nuestro país, la Junta Central Electoral asumirá la presidencia del organismo por un período de dos años. La sede permanente

2da Asamblea General y Conferencia Mundial de la A-WEB
18 al 21 de Agosto 2015 - REPÚBLICA DOMINICANA

de la Secretaría General se encuentra en la ciudad de Incheon, República de Corea, donde se llevan a cabo una serie de programas permanentes de intercambios, capacitación y entrenamiento para funcionarios de los órganos electorales, pasantías, experiencias en observación electoral, cooperación técnica; entre otras actividades.

La Junta Central Electoral ha estado involucrada en todo el proceso de constitución de la A-WEB, ya que estuvo presente en las distintas sesiones de trabajo que fueron celebradas, trabajando para lograr los objetivos que la originaron, fortaleciendo la comunicación entre todos los órganos miembros e instituciones involucradas en la organización periódica de elecciones en todo el mundo mediante

el establecimiento de lazos de cooperación interinstitucional horizontal.

La 2da. Asamblea General tiene como temas de agenda el conocimiento y aprobación del ingreso de nuevos órganos electorales, como son Paraguay, Argentina, Nicaragua, Perú, Fiji, Gambia, Tunisia; entre otros. Igualmente conocerá de algunas propuestas de modificación estatutarias de la organización. Otro aspecto será la elección de la nueva Junta Directiva de la A-WEB por un período de dos años.

En el marco de la 2da. Asamblea General se llevará a cabo la Conferencia Mundial titulada *"Rol y desafíos de los órganos electorales para garantizar la integridad de las elecciones"*. En la misma se busca abordar los diferentes tópicos relacionados con la administración de los procesos electorales y la integridad de las elecciones, con lo cual se pretende socializar experiencias y conocimientos en la materia desde el punto de vista de las mejores prácticas y el

CONFERENCIA MUNDIAL:
"Rol y desafíos de los órganos electorales para garantizar la integridad de las elecciones"

aprendizaje de situaciones presentadas en cada uno de los países miembros que participen.

El martes 18 de agosto en horas de la mañana, se llevará a cabo el acto inaugural del evento, con la participación de todos los delegados miembros, así como con la presencia de invitados internacionales, autoridades y funcionarios del más alto nivel del Estado dominicano, académicos, representantes de los partidos políticos, de los medios de comunicación y organismos internacionales; entre otros. Esta actividad será realizada en el Hotel Dominican Fiesta, en la ciudad de Santo Domingo, Distrito Nacional, y en la misma el Sr. Yves Leterme, secretario general de IDEA Internacional y ex primer ministro de Bélgica dictará una conferencia magistral sobre el tema "Integridad y transparencia en las elecciones".

Las sesiones de trabajo se desarrollarán en el centro de convenciones del hotel Paradisus Palma Real de Punta Cana durante los días del 19 al 21.

La conferencia ha definido cuatro importantes temas, sobre los cuales girarán las discusiones y el análisis, así como las exposiciones de las experiencias de los países en cuanto a los mismos. Los temas a los que se hacen referencia son los siguientes:

1. "Arquitectura electoral: La institucionalidad necesaria para garantizar la integridad electoral";

2. "Financiamiento de la política, partidos políticos y participación";

3. "La revolución tecnológica y su impacto en los procesos electorales";

4. "Los medios de comunicación social: Su responsabilidad y presencia en los procesos electorales".

El jueves 20 de agosto se llevará a cabo un panel sobre el tema del financiamiento de la política, en el cual participarán la Dra. Soledad Alvear, ex ministra de Justicia y de Relaciones Exteriores de Chile, y el ex presidente de Panamá, Sr. Martín Torrijos. Igualmente tendrá lugar un foro sobre los medios de comunicación y su rol en los procesos electorales. En el mismo participarán los ex presidentes Rodríguez Zapatero de España; Mauricio Funes de El Salvador; Laura Chinchilla de Costa Rica; y Leonel Fernández de República Dominicana.

Delegados de 78 órganos electorales, representantes de 75 países, además de organismos internacionales de cooperación vinculados al tema electoral participarán en este evento.

Como parte de las actividades se tiene previsto un salón de exhibición de tecnología en la que 19 empresas internacionales, expondrán la diversidad de productos, servicios y medios que hay disponibles y que son ofrecidos para la administración de los procesos electorales.

Como expositores participarán importantes personalidades del mundo político, electoral y académico.

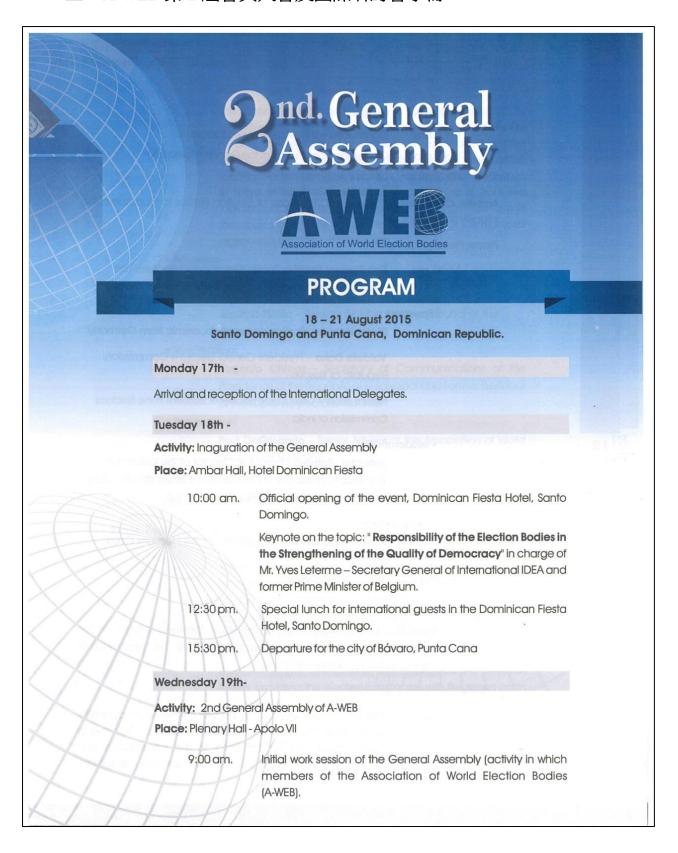**EXPOSITORES NACIONALES E INTERNACIONALES:**

YVES LETERME
Secretario general de IDEA y ex primer ministro de Bélgica

DIETER NOHLEN
Académico alemán

VALDETE DAKA
Presidenta Comisión Central de Elecciones de Kosovo

ALEJANDRO TULIO
Director Nacional Electoral de Argentina

ANA MARÍA PATRU
Presidenta de la Autoridad Permanente Electoral de Rumanía

ERASMO PINILLA
Presidente Tribunal Electoral de Panamá

EUGENIO CHICAS
Secretario de Comunicaciones de la Presidencia de El Salvador

FRANCISCO TÁVARA
Presidente del Jurado Nacional de Elecciones del Perú

MARIANO RODRÍGUEZ
Presidente del Tribunal Superior Electoral de la República Dominicana

IRENA HADZIABDIC
Miembro y ex presidenta de la Comisión Electoral Central de Bosnia y Herzegovina

SOLEDAD ALVEAR
Ex ministra de Relaciones Exteriores y de Justicia de Chile

MARTÍN TORRIJOS
Ex presidente de la República de Panamá

DANIEL ZOVATTO
Director Regional para América Latina y el Caribe de IDEA

FONKAM SAMUEL AZU'RU
Presidente de Elecciones de Camerún

SALVADOR ROMERO
Director Ejecutivo CAPEL/IIDH

BILL SWEENEY
Presidente de la Fundación Internacional para los Sistemas Electorales - IFES de EE. UU.

STANISLAV VAVILOV
Vicepresidente Comisión Central Electoral de la Federación de Rusia

CARLOS ARIEL SÁNCHEZ
Registrador Nacional del Estado Civil de Colombia

RAFAEL BLANCO
Decano Facultad de Derecho de la Universidad Alberto Hurtado de Chile

JOSÉ LUIS RODRÍGUEZ ZAPATERO
Ex presidente del Gobierno de España

MAURICIO FUNES C.
Ex presidente de la República de El Salvador

LAURA CHINCHILLA
Ex presidenta de la República de Costa Rica

LEONEL FERNÁNDEZ
Ex presidente de la República Dominicana

I-CHOU LIU
Presidente de la Comisión Electoral Central de Taiwán

CÉSAR CALDERÓN A.
Director Ejecutivo de Redlines, España

FRANCISCO GUERRERO
Secretario de Asuntos Políticos de la OEA

JOSÉ A. DIAS TOFFOLI
Presidente del Tribunal Superior Electoral de Brasil

BADRU M. KIGGUNDU
Presidente de la Comisión Electoral de Uganda

RIADH BOUHOUCHI
Miembro de la Comisión Electoral de Túnez

SOYOUNG YOO
Comisión Nacional Electoral de Corea

JUAN PABLO POZO
Presidente Consejo Nacional Electoral de Ecuador

TERRY TSELANE
Vicepresidente de la Comisión Electoral de África del Sur

FLAVIA FREIDENBERG
Instituto de Investigaciones Jurídicas de la Universidad Nacional Autónoma de México

NASIM ZAIDI
Jefe del Comisionado de Elecciones de la India

AWEB
Association of World Election Bodies

Junta Central Electoral

三、A-WEB 第 2 屆會員大會及國際研討會手冊

2nd. General Assembly

AWEB
Association of World Election Bodies

PROGRAM

18 – 21 August 2015
Santo Domingo and Punta Cana, Dominican Republic.

Monday 17th -

Arrival and reception of the International Delegates.

Tuesday 18th -

Activity: Inaguration of the General Assembly

Place: Ambar Hall, Hotel Dominican Fiesta

10:00 am.	Official opening of the event, Dominican Fiesta Hotel, Santo Domingo.
	Keynote on the topic: "**Responsibility of the Election Bodies in the Strengthening of the Quality of Democracy**" in charge of Mr. Yves Leterme – Secretary General of International IDEA and former Prime Minister of Belgium.
12:30 pm.	Special lunch for international guests in the Dominican Fiesta Hotel, Santo Domingo.
15:30 pm.	Departure for the city of Bávaro, Punta Cana

Wednesday 19th-

Activity: 2nd General Assembly of A-WEB

Place: Plenary Hall - Apolo VII

9:00 am.	Initial work session of the General Assembly (activity in which members of the Association of World Election Bodies (A-WEB).

10:45 am.   Recess

11:00 am.   Continuation of the Assembly work sessions

13:00 pm.   Closing and conclusion of the General Assembly

13:15 pm.   Lunch

Activity: Conference " Role and Challenges of Election Bodies to Guarantee the Integrity of Elections"

Place: Plenary Hall - Apolo VII

14:30 pm.   **First Plenary Session:** Topic: "Election Architecture: The necessary Institutionality to guarantee Electoral integrity".

• **Speakers:**

Dieter Nohlen – Researcher and academic from Germany.

Valdete Daka – President Central Elections Commission, Republic of Kosovo

Nasim Zaidi – Chief Commissioner of Elections in the Electoral Commission of India

• **Moderation:**

Salvador Romero - Executive Director of the Center for Electoral Promotion and Consultation (Centro de Asesoría y Promocion Electoral – CAPEL/IIDH)

• · **Rapporteur:**

Pablo Klappenbach – Magistrate of the Elections Court, Uruguay

15:30 pm.   Working group session

Panel No. 1: *The Organization of Elections: The Mechanisms for the Makeup and Composition of the Electoral Agencies. The Importance of Financial and Budgetary Autonomy.*

Place: Plenary Hall - Apolo VII

Topic: Election Bodies are entities with a symbolic responsibility important to the democratic system, such that their image and conduct are fundamental to the construction and conservation of credibility vis-à-vis the citizenry. In this context,

12

the legitimacy of their inception is seen to be profoundly conditioned by the designation and origin of its members. For its part, the legitimacy in practice is conditioned on the budgetary execution, handling and formulation, as well as the subsequent rendering of accounts. For this reason, reflection in terms of what "degree" of autonomy there is, from the judicial and administrative viewpoint, results from the linking of the above conditions, where the experience of the electoral agencies is the only certain source.

• **Panelists:**

> **Ana María Patru** - President of the Permanent Electoral Authority of Romania

> **Erasmo Pinilla** – President of the Election Tribunal of the Republic of Panama

• **Moderation:**

> **Eugenio Chicas** - Secretary of Communications of the Presidency of the Republic of El Salvador and Former President of the Supreme Electoral Tribunal

• **Rapporteur:**

> **Paul DeGregorio** – Senior Advisor of the Association of World Election Bodies A-WEB

13

Panel No. 2: *Jurisdictional control of the electoral processes.*

Place: Session Hall - Apolo III

> **Topic:** The resolution of conflicts throughout the electoral process, as well as the measures for qualifying them, are elements essential to the Electoral Law. The procedure, The legitimate actor subjects, the terms for investigation and resolution, can constitute vital tools of times of social or political tension in the electoral process. Timely and balanced electoral justice strengthens and legitimizes the election results, providing the elected candidates with the strong origin that is indispensable for their beginning mandates.

• **Panelists:**

> **Francisco Távara** -Chairperson of the National Election Court of Peru

Mariano Rodríguez - Chairperson of the Superior Electoral Tribunal of the Dominican Republic

- **Moderation:**

    Irena Hadziabdic – Member and former Chairperson of the Central Election Commission of Bosnia Herzegovina

- **Rapporteur:**

    Adonai Jiménez – Director of International Relationships of the Supreme Electoral Council of Nicaragua

16:45 p.m   Plenary for the presentation of the work sessions

17:15 pm.   Closing for the day

20:00 pm.   Welcome Cocktail Reception for the guests, terrace area of the Paridisus Palma Real Hotel

Thursday 20th-

Activity: Continuation of the Conference work

Place: Plenary Hall - Apolo VII

9:00 am.   **Second Plenary Session.** *Topic: "Financing politics, political parties and participation"*

- **Speakers:**

    Soledad Alvear - Former Minister of Foreign Relations and Justice of the Republic of Chile

    Martín Torrijos - Former President of the Republic of Panama

- **Moderation:**

    Daniel Zovatto – Regional Director for Latin America and the Caribbean of International IDEA

- **Rapporteur:**

    Gerardo de Icaza - Director of the Department for the Electoral Observation and Cooperation, OAS

10:15 am.   Recess

10:30 am.   Working group sessions

14

28

Panel No. 3: *Effects and results of public and private financing. Guarantees of quotas and their repercussions in the representation of the Branches of the Government.*

Place: Plenary Hall - Apolo VII

Topic: The financing of campaigns, as well as the direct derived effects on it and the elected candidatures, these days constitute one of the principal challenges for the electoral process. These conditions must seek to generate a reasonable balance of social representation, from the viewpoint of gender, as well as society. At the same time, it must avoid undue influence over private interests in the exercise of the public mandate granted to the elected candidates.

• **Panelists:**

Dr. Fonkam Samuel Azu'u - Chairperson of Elections of Cameroon

Alejandro Tullio - Director of National Elections of Argentina

• **Moderation:**

Bill Sweeney - President of the International Foundation for Electoral Systems - IFES-USA

• **Rapporteur:**

Janja Horvat Drobnjak - Member of the State Electoral Commission of the Republic of Croatia

Panel No. 4: *Transparency and accountability. The agencies for control and the framework for sanctions*

Place: Session Hall - Apolo III

Topic: There are two central factors in public trust with respect to the electoral process, as well as the institutionality governing it. First, a conduct in conformity with the rules of the game and secondly, the certain possibility of the State, via its election body, to control the compliance with those rules and, eventually, to sanction illegal conducts. For the former, the rules of transparency are a necessary tool, since they place

15

before the citizenry what conduct has been exhibited by a candidate or a party. For the latter, the judicial framework for the agencies of control, insofar as their capacity to supervise as well as to sanction.

- **Panelists:**

  Stanislav Vavilov - Vice-Chairperson, Central Electoral Commission of the Russian Federation

  Carlos Ariel Sánchez - Registrar of the National Civil Status, Colombia

- **Moderation:**

  Rafael Blanco - Dean of the Law School of the Alberto Hurtado University in Chile

- **Rapporteur:**

  Richard William Soudriette – Senior Advisor of the Association of World Election Bodies (A-WEB)

11:45 am.   Recess/refreshments

12:00 pm.   **Plenary - Special Forum** On the topic *"The Social Communication Media: Their responsibility and presence in electoral processes".*

Place: Plenary Hall - Apolo VII

Topic: The communication media, these days, are not just the power factors but constructors of social realities. Therefore differentiated access by political actors to the communication media constitutes a factor that must be rectified by electoral institutions, generating the rules and conditions for an equal access. Along with this, they must seek the tools that make the media responsible in the dissemination of information, given the special nature of the electoral process.

Social networks constitute a new way of communication among citizens, revealing the nature of the concerns of those having access to these media. In many countries, they constitute the tools for social mobilization; in others they are the means for citizen alert, in the face of risks or dangers for the community. This neutral tool constitutes an opportunity that

16

must take on a multiplicity of functions with an eye towards strengthening the electoral process, among them, the dissemination of ideas or complaints of risks in the elections themselves.

- **Speakers:**

   Jose Luis Rodriguez Zapatero
   Former President of the Government of Spain

   Mauricio Funes C.
   Former President of the Republic of El Salvador

   Laura Chinchilla Miranda
   Former President of the Republic of Costa Rica

   Leonel Fernandez
   Former President of the Dominican Republic

- **Analysts:**

   I-Chou Liu – Chairman of the Central Election Commission of Taiwan

   Cesar Calderon A. - Executive Director of Redlines, Spain

   Francisco Guerrero - Secretary of Political Affairs of the Organization of American States (OAS)

- **Moderation:**

   Yves Leterme - General Secretary of International IDEA and Former Prime Minister of Belgium

- **Rapporteur:**

   Wilfredo Penco - Vice Chairperson of the Election Court of Uruguay

   13:30 pm.   Questions and Answers session

   14:00 pm.   Lunch

   FREE AFTERNOON

   20:30 pm.   •Official typical dinner (artistic presentation and Dominican cultural show)

   •Act of recognition

Place: Olympus Theatre

17

Activity: Continuation of the Conference work
Place: Plenary Hall - Apolo VII

9.00 am.   **Plenary - Debate on the topic** "The technological revolution and its impact on electoral processes"

Topic: The electoral process, including the conduct of its actors, is   in constant flux in every country and in every election. Thus the need to have the tools to improve the capacity of the election bodies is bedrock fundamental. The regulation, control and transparency, via the use of new technologies not only enable the electoral institutionality to continuously improve in accomplishing its mission, but to also allow a direct access to the citizens, generating the citizen control and improving the levels of knowledge of voters.

The accuracy, complexity and promptitude of elections constitute fundamental pillars of the system. Accuracy, whereby the will expressed by the vote speaks with relation to the preference of the vote; complexity of the electoral processes, where the options are multiple and diverse in nature, such as the emergence of Party Primaries; promptitude in the delivery of the results of overseas voting. All these factors drive the election body to seek new technologies, viable and adequate alternatives for their countries.

• **Participants:**

José A. Dias Toffoli- Chairperson of the Election Superior Tribunal of Brazil

Badru M. Kiggundu- Chairperson of the Election Commission of Uganda

Riadh Bouhouchi- Member of the Election Commission of Tunisia

Soyoung Yoo - National Election Commission of the Republic of Korea

Juan Pablo Pozo - Chairperson of the National Elections Commission, Ecuador

- **Moderation:**

  Terry Tselane – Vice-Chairperson of the Elections Commission of South Africa

- **Rapporteur:**

  Representative of Asia Foundation

11:00 am.	Questions and answers session
12:15	**Final Plenary Session** - Prospective analysis of electoral processes: challenges, trends and scenarios.

- **Panalists:**

  Dieter Nohlen - Researcher and academic, Germany

  Flavia Freidenberg - Legal Research Institute, Universidad Nacional Autonoma de Mexico

  Roberto Rosario Marquez - Chairperson of the Central Election Board (JCE) Dominican Republic

- **Rapporteur:**

  Daniel Zovatto - International IDEA Regional Director for Latin America and The Caribbean.

13:30 pm.	Closing act of the event
13:45	Lunch

  FREE AFTERNOON

Saturday 22-

Departure of the delegates to the Punta Cana and Las Américas Airports, as the case may be.

Report to the 2nd General Assembly

August 2015

Association of World Election Bodies Secretariat

1   Executive Board Meetings

2014 Executive Board Meeting

A-WEB has held three Executive Board (EB) meetings since it was established. (The 1st EB meeting was held along with A-WEB Inaugural Assembly). The 2nd EB meeting was held on April 2, 2014 at the A-WEB Secretariat office in Songdo, Incheon, the Republic of Korea. Four EB members participated: 1) The Chairperson Lee In-Bok (NEC of the Republic of Korea) 2) The Vice Chairperson Roberto Rosario Marquez (JCE of Dominican Republic) 3) The Secretary-General Kim Yong-Hi 4) EB member Ana Maria Pătru (PEA of Romania). The issues discussed in the second meeting were as follows:

- Internal policies on; staff regulation, financial regulations and administrative regulations of A-WEB Secretariat

- The decision on who will host the 3rd EB meeting

- Membership approval on applications submitted by Paraguay and Argentina.

- Report on the Korean domestic law on Supporting A-WEB

2015 Executive Board Meeting

The 3rd EB meeting was held on March 25, 2015 at the Phoenicia Grand hotel, Bucharest, Romania. Seven EB members participated: 1) The Chairperson Lee In-Bok (NEC of the Republic of Korea) 2) The Vice-Chairperson Roberto Rosario Marquez (JCE of Dominican Republic) 3) The Secretary-General Kim Yong-Hi 4) EB member Ana Maria Pătru (PEA of Romania) 5) EB member Karine Morin (representing Elections Canada on behalf of Marc Mayrand) 6) EB member Terry Tselane (IEC of South Africa) 7) EB member M.Manimekalai (representing EC of India on behalf of V.S.Sampath) discussed the following issues;

-   2014 programs, Financial reports,

-   A-WEB Strategic Plan for year 2015-2017 and 2015 Budgetary plans,

-   Host of the next EB meeting,

-   Revision of the A-WEB charter and Introduction of an annual membership fee

The details of the outcomes of EB meetings were described in a previous report sent to all members.

2   A-WEB Secretariat Opening Ceremony & Composition of the Secretariat Staff

Opening Ceremony

The Secretariat of A-WEB was formally inaugurated on April 2, 2014 in Songdo, Incheon, the Republic of Korea. More than 60 invited guests including the Chairperson Lee In-Bok, Vice-Chairperson Roberto Rosario Marquez, EB member Ana Maria Pătru, and three of the Oversight and Audit Committee (Eugenio Chicas, Irena Hadziabdic, Ahmed Issak Hassan) celebrated the formal establishment of the A-WEB Secretariat.

Composition of the Secretariat Staff

Currently, A-WEB secretariat is comprised of 24 staff. Out of 24 staff members, 16 were seconded from the NEC of the Republic of Korea, 4 were seconded from other member EMBs, and 4 were directly hired by the Secretariat.

The following are the seconded staff members from other member EMBs

1) Mr. George Ngugi Gathuka (Independent Electoral and Boundaries Commission of the Republic of Kenya),

2) Ms. Greicy Milennis Sanchez Perez (Junta Central Electoral of the Dominican Republic),

3) Mr. Aibek Dzholbunov (Central Commission for Elections and Referenda of the Kyrgyz Republic),

4) Ms. Thuleka Kholisa (Independent Electoral Commission of the Republic of South Africa)

The following are benefits and entitlements for seconded staff who is residing and serving outside his or her recognized home country. They include:

- Housing grant: up to USD $15,000 / year

- One time relocation allowance: USD $2,000

- Performance expense and international affair allowance: USD $400 / month

- Living allowance: USD $800 / month

1 Applications for A-WEB Membership

According to the A-WEB charter, the procedure to admit new members is as follows 1) "National election management bodies shall submit a request for membership to the Executive Board, care of the Secretary General in writing (Article 6.1)," 2) "The Secretariat shall immediately table the request for consideration at the next General Assembly, where a decision on whether to accept or reject the request will be taken (Article 6.2)"

In compliance with the Charter, the membership applications were reviewed at the 2nd and the 3rd Executive Board meetings and the Secretary General hereby reports to the General Assembly as follows:

Since the A-WEB Inaugural Assembly, a total of eight national election bodies had applied for membership. All applications were reviewed and approved in the consecutive Executive Board meetings. They include

- Election Department, Ministry of Home Affairs, Argentina (National Elections Directorate)

- Paraguay Supreme Electoral Tribunal (Tribunal Superior de Justicia Electoral)

- Peru National Electoral Tribunal (Jurado Nacional de Elecciones)

- Nicaragua Supreme Electoral Tribunal (Consejo Supremo Electoral)

- Independent Electoral Commissions of Gambia

- Fijian Elections Office

- Independent High Authority for Elections of Tunisia
- Tribunal Contencioso Electoral of Ecuador

A total of one international organization has applied for partnership:

- RECEF: Reseau des Competences Electorales Francophones

※ *Appendix A : Membership Applications of the aforementioned EMBs and organization*

2   Outcomes of 2014 Programs & 2015 Programs

The A-WEB Charter stipulates tha "The General Assembly shall be the supreme decision-making body of A-WEB. It shall comprise all its members(Article 14.1)" and some of its functions are to: "agree on policies and project plans; agree on the agenda proposed by the Executive Board; receive, consider and approve the budget; approve the appointment of a registered auditing company; receive, consider and approve the audited and financial report (Article14.1.2;5;6;7;8)."

In compliance with the Charter, the Secretary General hereby reports to all members the agenda regarding programs and finances, which was approved at the 3rd Executive Board meeting through in-depth discussions. After the meeting, the A-WEB Secretariat also has shared the outcomes of the 3rd Executive Board meeting with all members.

2014 Program Outcomes

In 2014, A-WEB programs and projects produced the following positive results:

- **Capacity Building Program**: From June to December, A-WEB executed nine capacity building training programs for election officials, in which 124 experts from 27 countries participated. Among the nine programs, eight were focused on election management and one was aimed at improving electoral law.

- **Election Visitor Program**: A-WEB organized its first International Election Visitor Program for 111 participants from 42 countries, in conjunction with the 6th local elections in the Republic of Korea. The participants experienced the voting and counting process and participated in seminars led by international election experts.

- **The A-WEB Advisory Committee** was established in (May 20(internal), October 21(external)) and is composed of 21 experts. 3 of the advisors are international election experts while the rest of the 18 are drawn from various professionals in the Republic of Korea. Their role is to promote A-WEB within the international community, fundraise and advise A-WEB on international affairs.

- A-WEB published 3,000 international **election calendars** which were distributed among its members, international organizations, advisory committee and other affiliate institutions as a promotion strategy of its activities and those of its members.

- A-WEB launched its official website (www.aweb.org). The website is a hub of information about A-WEB, its activities, programs and progress reports. It also acts as a contact point to all our members and partners.

- A-WEB also undertook various other information sharing and fundraising activities within the international community such as participating in international conferences, observing elections worldwide and meeting with international aid agencies.

※ *Appendix B : 2014 Annual Report*

38

2014 Financial reports

(Approximately 1USD = 1,027 KRW)

In the fiscal year of 2014, A-WEB received voluntary contributions from the following members:

- Republic of Korea   : USD $994,984

- Taiwan   : USD $100,000

Therefore, A-WEB's **total income** in 2014 was **USD $1,094,984.**

In the fiscal year of 2014, A-WEB expenditure was as follows:

- Training Program for Electoral Officials   : USD $311,729.00

- Election Visitor Program   : USD $156,191.40

- Election Knowledge Fair   : USD $22,108.00

- A-WEB Secretariat Opening Ceremony   : USD $29,380.90

- 2nd Executive Board meeting   : USD $35,996.40

- A-WEB Website Construction   : USD $73,655.90

- Appointment of A-WEB Advisors   : USD $19,457.50

- International Election Calendar   : USD $16,821.50

- Promotional & Fundraising Activities   : USD $77,629.70

- Operation Expenses   : USD $252,013.90

- Seconded Staff Subsidies   : USD $12,220.00

Therefore, A-WEB's **total expenditure** in 2014 was **USD $1,007,204.**

USD $87,780 was carried over to 2015.

The following operational expenses were also borne by the Korean government.

- Free lease of Secretariat Office at an estimated cost of USD $ 1M / year

- Free provision of Office Equipment: USD $180,000

- Payment for Seconded Staff members: USD $730,000 / year

Appointment of Auditor and 2014 Audit Report

In accordance with A-WEB financial regulations (validated since April 2, 2014) "The Secretary General, when necessary, shall be able to nominate an external specialized institution or certified public accountant that is best qualified and located in the host country," (Article 7.1), the Secretary-General appointed an external auditor to conduct an audit of A-WEB's finances.

An audit on A-WEB's finances was conducted and reported (*refer to appendix C*) by Shinhan Accounting Corporation Company, a member of RSM International. The audit firm was appointed by the Secretary General in accordance to A-WEB financial regulations (2014).

Auditors Statement

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Association of World Election Bodies as at December 31, 2014, and the results of its financial performance and cash flows for the year then ended in conformity with International Public Sector Accounting Standards.

Choi Jongman

Jong-Man Choi
Chairman, Board of directors

※ *Appendix C : 2014 Audit Report*

A-WEB Strategic Plan for 2015-2017

Country Programs

- The operation of country programs shall be focused on assisting and supporting its member EMBs in securing free, fair and transparent election process. The country programs will be run on an invitation basis. When the Secretariat receives a request for support, an initial consultation with the EMB concerned will take place to determine the requirements of the program. According to the outcome of those bilateral consultations and initial field research, a detailed country program will be proposed by A-WEB in conjunction with the partner EMB. Country programs shall be executed in three phases: Phase 1) Situation analysis and recommendations; Phase 2) Execution of the recommendations; Phase 3) Review and evaluation (Phase III). The program period will coincide with the electoral cycle of the partner EMB and shall begin at least two years before an election. On completion of the program, A-WEB will evaluate and review the process to determine how successfully A-WEB assisted the partner EMB in administering its electoral process in a fair, transparent and efficient way.

- The country programs of A-WEB shall be composed of four main modules: 1) Electoral ICT capacity support; 2) Electoral legal system support; 3) Civic education 4) Capacity building of partner EMBs. According to the requirements of the partner EMB, A-WEB will devise a customized plan that is a combination of these four modules with measurable outcomes.

The Four Modules of A-WEB's Country Programs

- Electoral ICT Capacity Support
  This module aims to support a member EMB in introducing a customized and electronic system for administering transparent and efficient elections. The program, based on field research, shall manage any technical elements from the establishment and setup of the system for education and training. The estimated period for this module is one year.

- Electoral Legal System Support
  On the request of a member for support in improving a particular aspect of the country's electoral legislation, A-WEB will provide consultation by drawing on its knowledge of other electoral systems and suggest the most optimum draft of electoral law. The estimated period for implementation of this module is between six months to one year.

- Civic Education
  A-WEB will assist civic education efforts by member EMBs. The estimated period for the module will be from one year to two years, and the budget will be secured according to the program content.

- Capacity Building of Partner EMBs
  The capacity of partner EMBs will be strengthened in order to improve election management. These efforts will require a long-term strategic approach over a one or two year period. The target parameters of this module shall be determined depending on the partner EMB's needs.

Capacity Building of A-WEB Secretariat

In order to build up and maintain A-WEB's knowledge and experience obtained from field experience and participation to international seminars, A-WEB understands that the institutional capacity of the A-WEB Secretariat needs to be strengthened. Therefore A-WEB will: 1) Bolster its research capacity, 2) Build an international election database and 3) Maintain an international network of experts in elections and democracy.

Specific Elements of the Capacity Building of the A-WEB Secretariat

- Research Capacity
  A-WEB will institutionalize the experience and knowledge gained from its country programs and international seminars.

- International Election Database
  A-WEB will strengthen its capacity by building a database of information and knowledge accumulated from A-WEB programs and partners. The database will be established in late 2015 and be updated continuously.

- International Network of Experts
  By building up a broad network of experts by field, A-WEB will foster the sharing of knowledge and experience. The initial step will be the establishment of a database of trusted experts and inviting them to A-WEB programs.

International Seminars

In order to raise the issues and topics on elections and democracy, A-WEB will lead international discussions by holding various international seminars.

Specific Elements of the International Seminars

- General Assembly
  In order to maximize its effectiveness, A-WEB will host the main international forum alongside the biennial General Assembly of its members. The seminar will discuss wider topics and themes suggested by members and invite world-class experts.

- Seminars by subject
  A-WEB will host three or four in-depth particular seminars annually on diverse topics and calibrate the results into the A-WEB election database.

Establishment of EMB Network

- A-WEB will establish a network among its member EMBs to promote peer review and peer support based on knowledge and experience sharing.

- The network will engage member EMBs who have interest in becoming regional hosts of networks and A-WEB will consider regional and linguistic characteristics when establishing the network. The network building shall be continuously fostered and expanded.

- The EMB network project will include 1) Establishment of A-WEB training network, 2) Joint development of training curriculums and materials 3) Joint research with global institutes

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Specific Contents of Establishment of EMB Network

- Establishment of A-WEB training network
  A-WEB plans to establish a network of training centers in different regions, conducting cross-training programs of the A-WEB Secretariat and the regional centers.

- Joint Development of Training Curricula and Material
  A-WEB will develop common training curricula and materials for the capacity building of all member EMBs.

- Joint Research with Global Institutes
  A-WEB will conduct joint research in collaboration with the world-class universities and academic institutes and other regionalized partners.

Strategy to Secure Human and Financial Resources

- Human Resources
  In order to implement these strategic activities, A-WEB plans to double its staff at the Secretariat. The A-WEB Secretariat will also continue to hire more international talent until the ratio of non-Korean reaches at least half. The A-WEB Secretariat will continue to employ experts according to its internal hiring process to ensure continuity and institutional development.

- Financial Resources
  A-WEB is expected to spend USD $8~10million in total per year, including USD $5~6million for projects and USD $3~4million for operating costs. A-WEB will continue its fund-raising activities to sustain its strategic plan. A-WEB will explore other forms of fundraising, including from international donors, to encourage sustainable and consistent contributions from our international partners. In order to reduce the financial burden on A-WEB more than half the budget for country programs will be sought from international donor organizations working in the concerned partner country.

2015 Programs

Country Programs

- **Kyrgyz Republic**: Central Commission for Elections and Referenda (CEC)
  A-WEB implementation plan on electoral support for the Central Commission (CEC) of Kyrgyz Republic has been spread through to 2017. The program is comprised of integration of ICT in election management, building of a data center, training election officials on the latest information on election ICT, with the aim of the successful operation of electronic voting and counting systems in General Elections on October 4, 2015. The project will be funded by the Korea International Cooperation Agency (KOICA) and implemented by A-WEB as project manager.

- **Republic of Kenya**: Independent Electoral and Boundaries Commission (IEBC)
  In order to develop and enhance IBEC's existing ICT infrastructure and training of its election officials, A-WEB will: 1) Support the IEBC to upgrade its ICT system, 2) Assist in the review of it's the current electoral laws, 3) Assist in review and enhancement of the voter education curriculum; 4) Capacity Building of IEBC. These measures aim at enhancing the electoral system in Kenya and in particular as the IEBC prepares for the next General Election in 2017.

Election Management Capacity Building Programs

The programs aim to the build the capacity of EMBs and promote partnerships among them. Currently, A-WEB offers four different training courses for electoral officials at senior / mid-level / working-level and for those managing election ICT. In the future, A-WEB plans to hold election law seminars which help participants to develop solutions to the present challenges of EMBs through the review and analysis of electoral laws of two different participating countries.

Capacity Building of the A-WEB Secretariat

- **Creating a Database of Electoral Systems Worldwide**
  With the aim of sharing the latest knowledge among members, A-WEB will build the up-to-date electoral system database by building on the comprehensive information which the ACE Electoral Knowledge Network has accumulated and sorting necessary data.

- **Diversifying Secretariat's Staff**
  A-WEB will diversify its Secretariat staff to promote exchanges and partnerships with international organizations and EMBs around the world. Currently, for implementation of various projects, election officials from member election management bodies such as Kenya, the Dominican Republic, the Kyrgyz Republic and South Africa have been seconded and working at the A-WEB Secretariat. Considering the budget, we will open up more opportunities for election officials around the world to join the A-WEB staff.

- Publication of Academic Journals and Election Calendars
A-WEB will collect and share research data on studies conducted by election institutions on election management best practices. In addition A-WEB plans to design and distribute a calendar of elections in 2016 around the world as form of information distribution among member EMBs.

International Forum and Conference on Elections

International conferences on elections that will be held for two to three days in conjunction with the A-WEB General Assembly, will serve as a platform where member EMBs discuss common issues and share their best practices. Discussions and presentations given at these conferences will be digitalized and stored in A-WEB's database. In addition, an Election Knowledge Fair will provide opportunities for election officials to experience and share up-to-date e-voting systems and devices.

2015 Election Visitor Program for General Elections in the Kyrgyz Republic

A-WEB plans to organize an election visitor program consisting primarily of its members to General Elections of the Kyrgyz Republic to be held on October 4, 2015. The program which shall comprise 40 participants, shall include experiencing the introduction of the new voting system, polling and counting, and aims to assess the efficiency of the election management and exchange knowledge between members.

Solidifying A-WEB's Foundation

- Promoting Partnerships with International Organizations
We will explore areas where A-WEB and other international organizations can work together to promote long-term partnerships. The Secretariat will seek to launch joint projects by signing Memorandums of Understanding with identified organizations.

- Diversifying Funding Sources
A-WEB will continue to organize and carry out fundraising and grant seeking activities especially aimed at international Official Development Assistance (ODA) agencies, which include developing and proposing projects linked to those organizations' priority areas to secure a stable supply of resources and grow into a leading international organization.

- Promotion of A-WEB's Activities
To improve its reputation in the international community, A-WEB will continuously administer promotional activities: reorganizing and updating its website contents, actively sharing its projects at international conferences and events and distributing news releases to the media.

Building a Global EMB Network & Strengthening Cooperation

- A-WEB Membership Expansion

To expand A-WEB's membership, which will contribute to the advancement of A-WEB into a more representative electoral organization in the global arena, A-WEB will contact other electoral institutions to encourage them to join the organization and will be committed to expanding a network of representatives of EMBs by attending international conferences and events.

- Building Cooperative Relationships with Regional Election Associations

A-WEB will develop and jointly initiate programs with regional partners to meet region-specific needs. The objective is strengthening partnerships with regional election associations which played a key role in the establishment of A-WEB.

2015 Budget Plan

(Approximately 1USD = 1,027 KRW)

The total expected revenue of A-WEB in the fiscal year of 2015 is approximately **USD $8,266,796.**

- Republic of Korea   : USD $2,336,757
- Korea International Cooperation Agency (KOICA)   : USD $5,842,259
- Open balance carried forwarded from 2014   : USD $87,780

The total expected expenditure of A-WEB for 2015 is approximately **USD $8,266,796.**

- Country Programs   : USD $5,910,419
- Election Management Capacity Building Programs   : USD $613,437
- Capacity Building of the A-WEB Secretariat   : USD $107,108
- International Forum and Conference on Elections   : USD $243,427
- 2015 Election Visitor Program for General Elections in the Kyrgyz Republic : USD $350,536
- Solidifying A-WEB's Foundation   : USD $126,582
- Building a Global EMB Network & Strengthening Cooperation : USD $233,690
- Administration and Operation Cost   : USD $681,597

The following expenses are contributed.

- A-WEB office space and office supplies were provided by the Republic of Korea.
- Expenses of the 3rd Executive Board meeting in April were borne by the PEA of Romania.
- Expenses of the 2nd General Assembly and conference in August will largely be borne by the JCE of the Dominican Republic.

3 Revision of the A-WEB Charter

- As Article 29.1 of the Charter stipulates, "An amendment to the Charter must be proposed by at least 10 members and endorsed by the Executive Board," the proposal of revisions to the Charter backed by ten members (NEC of Korea, JCE of the Dominican Republic, IEC of South Africa, PEA of Romania, Elections Canada, EC of India, CEC of Kyrgyz Republic, IEBC of Kenya, CEC of Bosnia and Herzegovina, CEC of Moldova) was submitted to the Secretary General on April 15, 2015.

- In accordance with Article 29.1, the proposed revisions to the Charter were presented to and approved by the Executive Board on May 15, 2015.

- Under Article 29.2, the Secretary General circulated the proposed revisions approved by the Executive Board to members on June 22, 2015.

- As Article 28 stipulates that "Amendments to the Charter shall be adopted by at least two thirds of the members present at the General Assembly and a vote by secret ballot," the Secretariat will therefore present the revision to the Charter to the General Assembly.

A-WEB Charter

- 28. Amendments to the Charter Shall be adopted by at least two thirds of the members present at the General Assembly and a vote by secret ballot.
- 29. 1 An amendment to the Charter must be proposed by at least 10 members and endorsed by the Executive Board.
- 29.2 The proposed amendment shall be submitted to the Secretary General at least 45 days prior to the General Assembly. The Secretary General shall circulate it to members of the General Assembly at least 30 days prior to the General Assembly.

Grounds for Proposal

- According to the current Charter, candidate organizations which submit a request for membership may wait a long period of time since the General Assembly meeting, where a decision on whether to accept or reject the request is taken, is held biennially.

- The grounds for suspension from the Association are too ambiguous.

- It is impossible for the Executive Board members to take over the Chairperson or Vice Chairperson position, as the Charter stipulates that the Executive Board members may serve a maximum of two consecutive terms.

- Under the current Charter, it is difficult to reflect the balanced opinion of each continent when it comes to appointing the Secretary General.

48

- It is necessary to supplement the Charter revision procedure in order to improve the efficiency in promoting projects, as it is difficult to maintain the efficiency and transparency in promoting projects in a timely manner as the General Assembly, in which the members approve the project and budget plans, and audited and financial report, is held biennially.

Therefore, the aim of this proposal is to:

1. assign temporary membership to candidate organizations seeking to be members ;

2. to clarify the grounds for suspension from the Association;

3. to clearly stipulate the term of office and service of consecutive terms of members of the Executive Board and the Secretary General;

4. to transfer part of the authority of the General Assembly to the Executive Broad such as the authority to pre-approve policies, projects and budget plans as well as audited and financial reports prior to the General Assembly; and

5. to supplement part of the Charter revision procedure.

Overview of Proposed Revisions

- Prior to the approval of membership requests at the General Assembly, the Executive Board may assign temporary membership to candidate organizations, and such temporary members shall have identical rights and responsibilities to full members, unless otherwise agreed. (Revised Article 6.3)

- A member may be suspended from the Association in case of violation of the spirit in which A-WEB is established. (Revised Article 9.2.2)

- If a member of the Executive Board takes the position of Chairperson or Vice Chairperson, the successor will serve the remaining duration of the original term. (Revised Article 15.2)

- The Executive Board shall provide preliminary approval of policies, projects, budget, audit and financial reports of A-WEB prior to the final approval of the General Assembly. (Revised Article 15.3)

- Candidates for the next Secretary General shall submit their application to the Secretariat with the recommendation of at least two members of the Executive Board twelve months before the end date of the term, and then Secretariat shall select two of the candidates and recommend the candidate at the preceding Executive Board meeting. Provided that there is a single candidate for the next Secretary General, the Secretariat may recommend the candidate to the Executive Board meeting. (Revised Article 18)

- The Secretary General may also propose a revision to the Charter. (Revised Article 29.1)

Comparison Chart

    A. Change in the Membership Request Approval Body (Article 6)

        a. Proposed Revision

Current	Revision
Article 6 Membership Request	Article 6 Membership Request
6.1 ~ 6.2 (no change) <Addition of New Article>	6.1 ~ 6.2 (no change) 6.3 Prior to the approval of membership requests at the General Assembly, the Executive Board may assign temporary membership to candidate organizations, and temporary members shall have identical rights and responsibilities to full members, unless otherwise decided by the Executive Board.

    B. Termination of Membership (Article 9)

        a. Proposed Revision

Current	Revision
Article 9 Termination of Membership	Article 9 Termination of Membership
9.2 Suspension from the Association A member may at anytime be suspended from the Association on the following grounds:	9.2 Suspension from the Association A member may be suspended from the Association pursuant to decisions by the General Assembly on the following grounds:
9.2.1 Failure to participate in the Association's activities for a period of 2 consecutive years;	< Deletion>
9.2.2 Failure to pay annual membership fees for a period of 3 consecutive years;	9.2.1 Failure to pay annual membership fees for a period of 3 consecutive years; or
9.2.3 Any other conditions determined by the General Assembly	9.2.2 Violation of the spirit in which A-WEB was established.

C. Adjustment of authority of the General Assembly (Article 14, Article 15)

a. Proposed Revision (The functions of the General Assembly)

Current	Revision
Article 14 The General Assembly	Article 14 The General Assembly
14.1 The General Assembly shall be the supreme decision-making body of A-WEB. It shall comprise all its members and its functions are to:	14.1 The General Assembly shall be the supreme decision-making body of A-WEB. It shall comprise all its members and its functions are to:
14.1.1 (no change); 14.1.2 agree on policies and project plans; 14.1.3 - 14.1.5 (no change) 14.1.6 receive, consider and approve the budget 14.1.7 (no change); 14.1.8 receive, consider and approve the audit and financial report;	14.1.1 (no change); 14.1.2 provide final approval of policies and project plans; ; 14.1.3 - 14.1.5 (no change) 14.1.6 provide final approval of the budget; 14.1.7 (no change); 14.1.8 provide final approval of the audit and financial report

D. Appointment and Term of the Executive Board (Article 15)

a. Proposed Revision

Current	Revision
Article 15 The Executive Board	Article 15 The Executive Board
15.2 Term of office Except for the Secretary General, the Executive Board members shall serve a two-year term of office and shall serve a maximum of two consecutive terms. <provisionary clause addition> Five members out of the total number of members of the Executive Board, as determined by the General Assembly, may retire after one term. Thereafter the retirement of the next group of Executive Board members will be duly staggered.	15.2 Term of office Except for the Secretary General, the Executive Board members shall serve a two-year term of office and shall serve a maximum of two consecutive terms. However, provided that a member of the Executive Board takes over the position of Chairperson or Vice Chairperson, he/she shall maintain his/her membership on the Executive Board until his/her term of offices as Chairperson or Vice Chairperson expires. Five members out of the total number of members of the Executive Board, as determined by the General Assembly, may retire after one term. Thereafter the retirement of the next group of Executive Board members will be duly staggered.

51

b. Proposed Revision (Functions of the Executive Board)

Current	Revision
Article 15.3 Functions The functions of the Executive Board shall be to:	Article 15.3 Functions The functions of the Executive Board shall be to:
15.3.1 ~ 15.3.6 (no change) <Addition of New Article>	15.3.1 ~ 15.3.6 (no change) 15.3.7 receive, consider and provide preliminary approval of the project plan prior to the approval by the General Assembly;
<Addition of New Article> <Addition of New Article> 15.3.7 take any action as may be considered necessary to realize the objectives of the Association.	15.3.8 receive, consider and provide preliminary approval of the budget proposal prior to the approval by the General Assembly; 15.3.9 receive, consider and provide preliminary approval of the audit and financial report prior to the approval by the Generally Assembly; and 15.3.10 (no change)

E. Appointment and Term of the Secretary General (Article 18)

a. Proposed Revision

Current	Revision
Article 18 The Secretary General	Article 18 The Secretary General
18.1 The General Assembly shall approve the appointment of the Secretary General taking into account the recommendation of the Executive Board following the suggestions by the Head of the Election Management Body of the country where the Secretariat is located.	18.1 Candidates for the next Secretary General will submit their application to the Secretariat with the recommendation of at least two members of the Executive Board twelve (12) months before the end date of the term of the Secretary General. The Secretariat will then select two of the candidates and recommend the candidates at the next Executive Board meeting. However, provided that there is a single candidate for the next Secretary General, the Secretariat may recommend the candidate to the Executive Board at their next meeting.
<Addition of New Article> <Addition of New Article>	18.2 The Executive Board shall recommend the final nominee among candidates submitted pursuant to Article 18.1 to the General Assembly. The General Assembly then shall approve the appointment of the Secretary General. 18.3 The Executive Board may reject the recommendation of a candidate nominated

	by the Secretariat only once and may request the Secretariat to nominate another candidate.
18.2 The Secretary General shall be appointed to a term of office of four years and may serve a maximum of two consecutive terms. <Addition of the Latter Part>	18.4 The Secretary General shall be appointed to a term of office of four years and may serve a maximum of two consecutive terms. The Executive Board shall make a decision on the reappointment of the Secretary General in office before the end of the term and place it on the agenda of the General Assembly for approval of their recommendation.

F. Supplementation of Revision Procedures (Articles 28 and 29)

a. Proposed Revision

Current	Revision

Article 28 Amendments
  Amendments to the Charter shall be adopted by at least two thirds of the members present at the General Assembly and a vote by secret ballot.
	Article 28 Revisions
	  Revisions to the Charter shall be adopted by at least two thirds of the members present at the General Assembly.

Article 29 Procedures
  29.1 An amendment to the Charter must be proposed by at least 10 members and endorsed by the Executive Board.
 	
  29.2 (no change)
	Article 29 Procedures
	  29.1 A revision to the Charter must be proposed by the Secretary General or at least 10 Executive Board members, and endorsed by the Executive Board.
	  29.2 (no change)

4 A-WEB Annual Membership Fee

In accordance with Article 23.1 of the A-WEB Charter, the issue of the annual membership fee discussed and endorsed at the 3rd EB Meeting is presented for the approval by the General Assembly.

A-WEB Charter

- 23.1 Annual membership fees shall be determined by the Executive Board and approved by the General Assembly

Proposal for Annual Membership Fees & Payment

The Secretariat is proposing that members pay annual membership fees from the year of 2017.

Annual Membership Fees

The Secretariat proposes two options for the amount of annual membership fee as follows:

[Proposal 1]

Setting a USD $20,000 fee for OECD member countries and a USD $10,000 fee for non-OECD member countries, while granting exemption to members from the least developed countries and countries under unusual/dire situation

[Proposal 2]

Setting a USD $10,000 fee for all members, while granting exemption to members from the least developed countries or countries in extenuating circumstances

Annual Membership Fee Payment

[Proposal 1]

Leaving members with the choice whether to continue to pay their annual membership fee when the balance of its account reaches USD $15,000

[Proposal 2]

Accumulating annual membership fee in each member's account through an annual payment regardless of the balance in accounts.

Management and Usage of Annual Membership Fee

- Annual membership fee shall be used to cover the travel expenses and other costs for the concerned member to participate in A-WEB conferences and seminars. Part of the membership fee will also be used to cover operation costs of the A-WEB Secretariat on condition that such expenses shall receive prior approval from member EMB's.

- The total membership fees collected will be deposited in a bank account and will be managed by the A-WEB Secretariat. All the members will be received a quarterly report about the status of membership fees.

Election of the Vice-Chairperson

- Article 17.1 of the Charter stipulates that "The head of the election management body to host the next General Assembly shall serve as the Vice-Chairperson of A-WEB."

- The Secretariat has received applications from member EMBs wishing to hold the next General Assembly and confirmed with the applying country its intention to assume the position of the Vice Chairperson.

- As the Permanent Electoral Authority of Romania expressed its extent to host the next General Assembly and stand as a candidate for the Vice-Chairperson, under Article 14.1.9, the organization shall be presented at the General Assembly.

A-WEB Charter

- 14. 1 The General Assembly shall be the supreme decision-making body of A-WEB. It shall comprise all its members and its functions are to:
- 14.1.9 to elect a host election management body for the General Assembly
- 17.1 The head of the election management body to host the next General Assembly shall serve as the Vice-Chairperson of A-WEB.

Candidate Organizations

Permanent Electoral Authority of Romania (President : Ana Maria Pătru)

※ *Appendix D : Application for the 3rd A-WEB General Assembly Host Country*

Composition of the Executive Board

- In accordance with Article 15.1.1 of the A-WEB Charter, the Executive Board shall consist of the heads, or the duly designated representatives, of not more than 10 election management bodies elected at the General Assembly, guaranteeing well-balanced representation.

- As the Secretariat asked the existing Executive Board members whether they would like to continue to serve as board members as long as the charter permits, three board members – South Africa, India and Romania – expressed their willingness to remain on the board, while Elections Canada said it was not in a position to extend its commitment on the Executive Board Member for a second term.

- In this regard, the Secretariat took applications from member EMBs interested in joining the Executive Board and total of 4 organizations – Kenya from Africa, Bhutan and Kyrgyz Republic from Asia and Albania from Europe had applied. No application has been received from America and Oceania.

- According to Article 15.2 of the A-WEB Charter, the Secretariat accepted the resignation of Elections Canada as Executive Board member and the willingness of the other three existing members (South Africa, India and Romania) to serve consecutive terms. Together with those four applying organization, considering the number of new Executive Board members allocated to each continent, new (   ) candidate organizations recommended through discussions with members by continent and regional election associations will be presented to the General Assembly.

A-WEB Charter

- 15. 1   The Composition of the Executive Board
  The Executive Board shall consist of:
- 15.1.1 the heads, or the duly designated representatives, of not more than 10 election management bodies elected at the General Assembly, guaranteeing a well-balanced representation;
- 15.2 Term of office
  Except for the Secretary General, the Executive Board members shall serve a two-year term of office and shall serve a maximum of two consecutive terms. Five members out of the total number of members of the Executive Board, as determined by the General Assembly, may retire after one term. Thereafter the retirement of the next group of Executive Board members will be duly staggered.