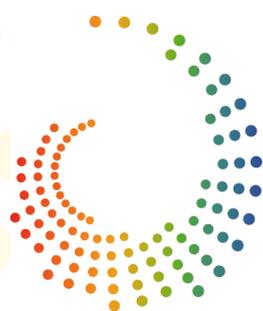




asociación **2012 – 2020**  
calidad y cultura  
democráticas



Asociación por la  
calidad y cultura  
democráticas

**Fifth Anniversary 2012 – 2017**  
Special Edition

## TABLE OF CONTENTS

	Pág.
Foreword.....	2
AACD Timeline .....	3
First ACCD life cycle, 2012 – 2016.....	3
Incorporation, articles of association and registration.....	4
Fundraising.....	5
Revenue and expenditure structure.....	6
Grants Programme.....	7
ACCD body of knowledge.....	9
ACCD brand building.....	10
Second ACCD life cycle, 2016 – 2020 .....	12
Collaboration Agreements .....	13
Provision of services. ....	14
A. Conflict-Resolution Tool (CRT) .....	15
B. Continuous Improvement Plan (CIP) .....	15
C. Institutional Credibility Plan (ICP) .....	16
D. Facilitators Certification Programme (FCP) .....	16
ANNEXES	
I. Mass media appearances of ACCD .....	17
II. Report <i>LOGO</i> structure, a real case study .....	21

## FOREWORD

The Association for Democratic Quality and Culture (ACCD by its Spanish acronym) is a **non-partisan** and non-profit institution fostering the **continuous improvement of people, organizations and institutions**. We believe that furtherance of a resolute betterment spirit in every life facet, both individually and collectively, is the finest guarantee of prosperity and a source of credibility, not only to oneself but also to the environment in which we operate and interact.

The means that we cultivate and make available to society in order to contribute to achieving such goals belong to **Administration as a social science**. Accordingly, such means are part of the existing set of techniques, built over time, for effective and efficient resources management. Resources that are put to use for goods production and services provision, both in the private sector and in the public sphere.

ACCD has published the present document on the occasion of its **fifth foundation Anniversary** with a view to make known its **2017-2020 Plan**. By doing so, the ACCD seeks to bolster its presence within the context of its related social initiatives.

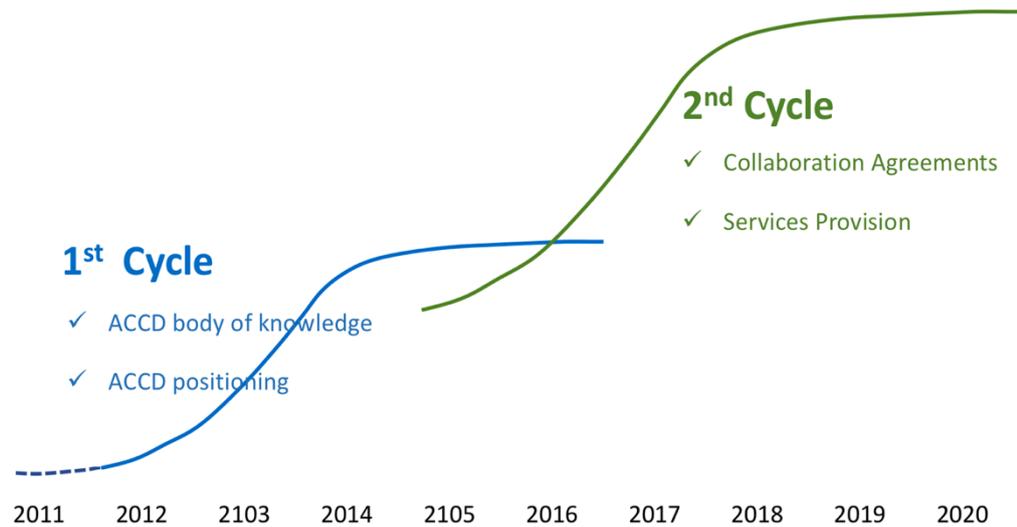
The document includes two sections:

- One first chapter, corresponding to the past years focused on:
  - The elaboration of the **body of knowledge**, methods and operating protocols, intended to be proposed and offered to society
  - ACCD brand set up and **positioning** as an initiative of social entrepreneurship
- And a second chapter, compiling the current and planned initiatives:
  - The **Alliances** Programme, both generated and in progress, with other institutions
  - The listing of the different **services** that we offer at present and also those planned to be offered

The document concludes with two **Annexes**. The first one provides a detailed record of main mass media appearances of ACCD. The second one recreates the report structure related to an organization (by a fictitious name *LOGO*), outlining our facilitation services in their strategic definition process in terms of political quality.

## ACCD TIMELINE

With regards to ACCD existence, two cycles of different nature can be clearly singled out, what we graphically depict as follows:



Incorporation

Articles of Association

Registration

2012

Fundraising

2013

Grants Programme

2012 -2015

Setting up of:

○ Methods

○ Protocols

2013 – 2015

Since 2012: Presence in forums, conferences, round tables...

Since 2013: Presence in print and digital media

Since 2011: Library. Documental repository

## INCORPORATION, ARTICLES OF ASSOCIATION AND REGISTRATION

The ACCD founding meeting was held on **Monday, October 22<sup>nd</sup> of 2012**. Attached to the Charter of Incorporation were included the Articles of Association, whose article 3 stipulates the **purposes** of the entity:

### ART 3:

The purpose of the Association is to foster projects of social interest standing for the strengthening of the democratic system, boosting the cultural level of citizens in matters regarding democracy, by enlarging their knowledge base in terms of its nature and functioning, while striving for the implementation of a continuous improvement organizational culture within the bodies and institutions of the Administration.

Finally, the Resolution of Registration of the Incorporation in the National Associations Registry, dated on Friday, November 30<sup>th</sup> 2012, includes the following registration details:

Registered in the National Association Registry: Group 1<sup>st</sup>/ Section 1<sup>st</sup>/ National Number: 601411.

## FUNDRAISING



With a view to set the necessary fundraising in motion so as to address ACCD initial set up and first activities expenses, an **explanatory brochure**, displayed as leaflet, was published, as the illustration along these lines shows.

## COVER AND BACK COVER



Key foundational messages are summarized in the leaflet outer flap, together with statements of support from **four leading personalities from the academic world**, belonging to the following universities: University of Notre Dame, Indiana, US; Carlos III University of Madrid; University of the Basque Country; and Autonomous University of Barcelona.

## INSIDE THE LEAFLET



calidad y cultura democráticas  
toma la iniciativa

Financiación

Sistema de indicadores de calidad

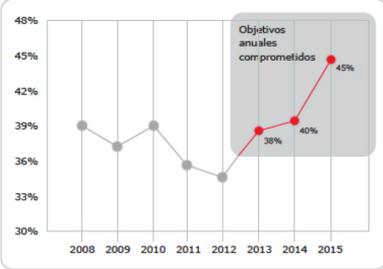
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**Recursos y personas**

Calidad y Cultura Democráticas es una iniciativa innovadora que reúne recursos y personas. Los fondos conseguidos se aplican al desarrollo de las actividades programadas y a remunerar el trabajo de quienes aportan su esfuerzo. Estamos inscritos en el Registro Nacional de Asociaciones:

Grupo: 1º / Sección: 2ª / Número Nacional: 601411, con fecha 30 de noviembre de 2012.

**Evolución del porcentaje de ingresos por cuotas de afiliados con relación a los gastos de personal**



---

**Cómo nos financiamos**

El fondo social y los gastos de primer establecimiento han sido aportados por los socios fundadores de la Asociación.

Si deseas contribuir a este esfuerzo colectivo en favor de una ciudadanía más competente, puedes enviarnos cualquier cantidad, a partir de 10,00 €, mediante transferencia bancaria a la Asociación:

Número de cuenta:  
0128 0100 52 0100063651  
Titular: Asociación CCD

**Partidos**



---

**A quién financiamos**

**Becas 2013-2014**

Matrícula del Máster en Comunicación, Cultura y Ciudadanía Digitales. Universidad Rey Juan Carlos de Madrid 3.900 €

**Proyecto 2013-2014**

Sistema de Indicadores de Calidad  
Diseño, elaboración y lanzamiento 15.000 €

**Estructuras de las fuentes de financiación**

**Grado de formación escolar profesional, universitaria**

**Años de ejercicio profesional antes de ingresar en el partido**

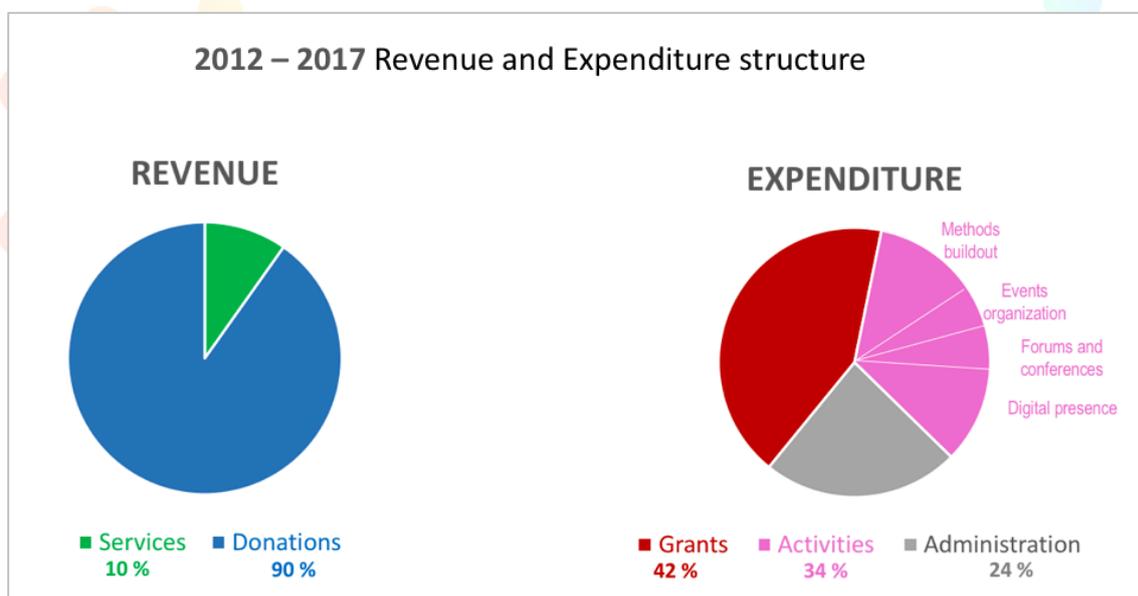
**Experiencia Internacional**

**Democracia Interna**

Etc...

The left side of the leaflet interior provides with data related to the **fundraising campaign**. Its right side, in turn, displays illustrations and graphics evidencing one of the major ideas that nurtured the inception of the Association: The **Quality Indicators System (QIS)**, applied to a specific sort of public institution: **Political Parties**.

The **Revenue and Expenditure structure**, during the initial 5 years of ACCD existence, is as follows:



## GRANTS PROGRAMME AND ITS BROADCASTING

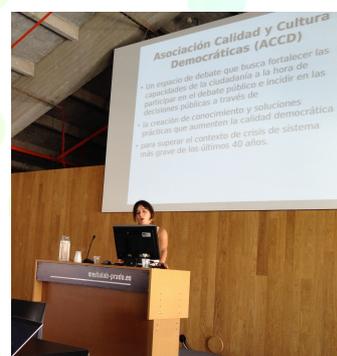
The Association for the Democratic Quality and Culture **was born intimately linked to the University**. The rationale for adopting such a strategy was the strong conviction of its founders on the need for acting permanently straddling **theory and practice**. Therefore, every effort of our organization strives to equally avoid not only activities without a theoretical solid ground, but also ideas exclusively valued from an academic standpoint.

Subject to the financial possibilities of the Association, our Grants Programme covered the period 2012-2015. The beneficiaries of this programme were students from the **Master in Digital Communications, Culture and Citizenship** of the Rey Juan Carlos University of Madrid, Master conceived, and headed at that time, by Víctor Sampedro Blanco, professor of Public Opinion and Political Communication.

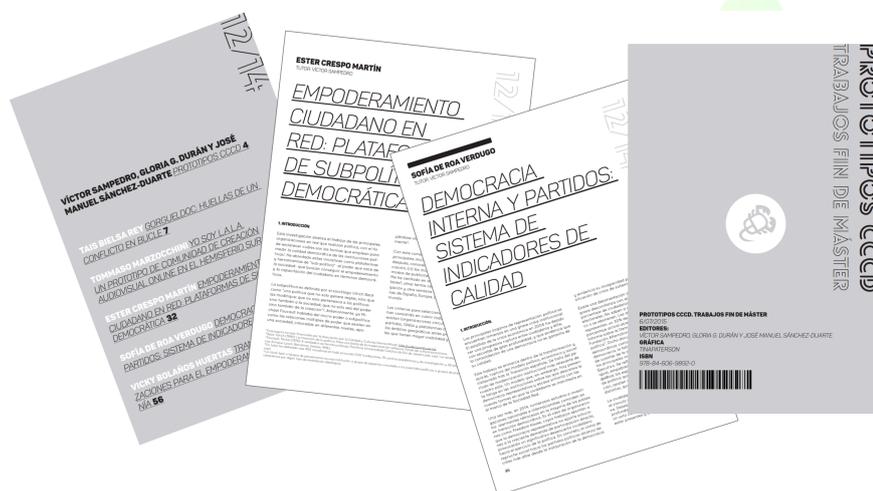
- Ester Crespo Martín, academic year 2012-2013. Work for completion of Master: “Networked Citizen Empowerment: democratic sub-politics platforms and tools”. It analyzes parameters that networked communities bring into play when quality of democratic institutions is to be measured. It comes up with a **first atlas** of chief foundations, renowned think tanks, academic and research centers, as well as active citizen platforms both in analysis and action in politics.



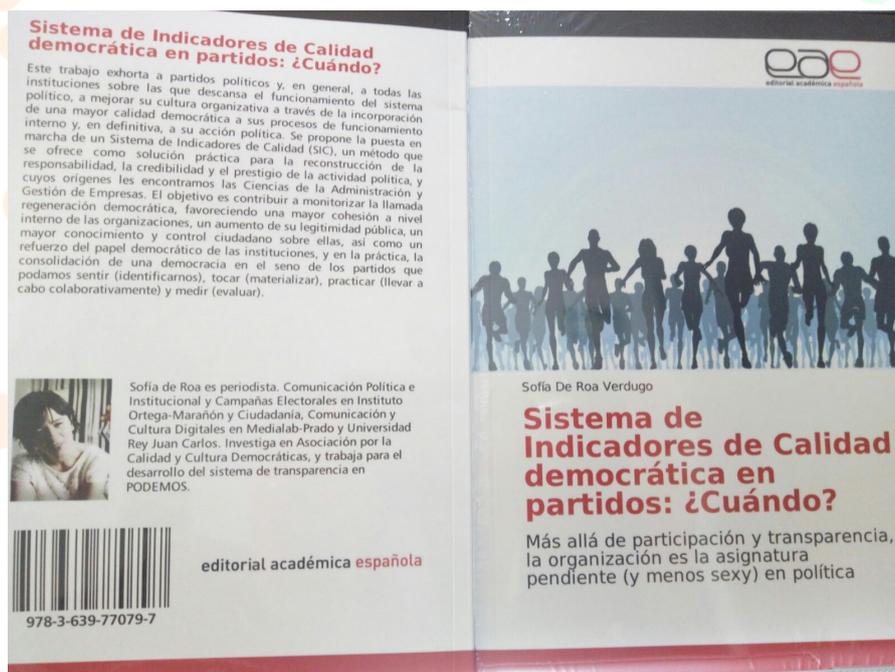
- Sofía de Roa Verdugo, academic year 2013-2014. Work for completion of Master: “Internal democracy and political parties: Quality Indicators Systems”. This research work advocates for the opportunity to apply our **“Quality Indicators System” to political parties, in terms of introducing the continuous improvement method** in their respective organizations. For that purpose, once analyzed their operating mechanisms, the work devises a tool for the enhancement of political parties as for their spaces and forms of participation.



On Monday, July 6th 2015, the first compilation of CCC (Communication, Culture and Citizenship) **Prototypes** came into existence, comprising prominently those two works of the above referred ACCD fellow researchers.



At a later stage, Sofía de Roa, relying on ACCD theory and case studies support, released a new version of its work, under the heading “Quality Indicators Systems in political parties: When?” (Spanish Academic Publish House, February 2017).



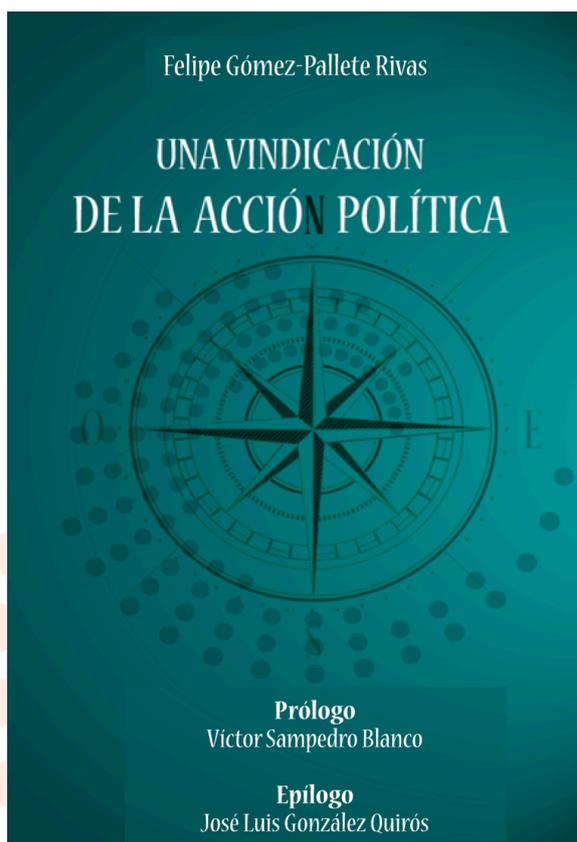
## ACCD BODY OF KNOWLEDGE

Increasingly uncertain environments are forcing to all sorts of human communities to organize themselves in swelling complex forms. A **new governance style** is coming to the fore.

In terms of public management, mental and operational structures, underdeveloped or poorly practiced until our days, are forcefully emerging: **Open Government, Transparency, Collaboration and Citizen**

**Participation**, etc. They are all shaping a territory of novel constructs. In order to cope positively with them, a body of knowledge *ad hoc* is required, failing which we risk being swept away by those endlessly evolving ideas and systems.

Since its foundation, ACCD is focused on working in a very specific area of this arising organizational universe, crammed with old and new issues: step by step, the Association has been successfully assembling a set of ideas and practical methods on transparency and quality, on fight against corruption and on **tools for continuous improvement of**



**people, organizations and institutions.** All together is enabling us to build a body of knowledge that we deem both relevant and useful.

A first output of all this has been unfolded in the form of a book: “A vindication of political action” (ACCD, Charleston, SC, 2015). The book was launched at the Higher Technical School of Mining Engineers of Madrid in September 2015, and it is currently available in different platforms, such as Amazon, Academia o ACCD website. A good number of reviews, interviews and opinion articles gave prominence to its release. This book is largely envisaged as a guidebook or **work manual**, in which we piece together and connect indispensable, if not imperative, concepts, words, methods and operational protocols so as to delve deeper into the continuous improvement world of all kinds of institutions, and in particular that of **political parties**.

## ACCD BRAND BUILDING

ACCD brand positioning, within the movement of social entrepreneurship initiatives, has



pivoted on the Association's constant

presence in mass media, both oral and written

ones. Besides ACCD members' work, such a presence has also been made possible thanks to people publicly supporting the initiative, despite not being members of the Association.



# EL PAÍS

Throughout its first 6 years of existence,

ACCD has made itself known in multiple ways:



- **Organizing** outreach events, working meetings and pilot cases studies, such as the one devoted to the financial structure of political parties, included in our reference book "A vindication of political action".

# ABC

TU DIARIO EN ESPAÑOL

- **Participating** in round tables, academic venues, forums for discussion and debate, as in the case of our hearing before the parliamentary commission for Democratic Quality of the Spanish Parliament.



- **Giving lectures** in both private and public institutions, inter alia, Comillas University of Madrid.



- **Meeting with** leaders of different political parties and groupings in the Spanish political spectrum through the dissemination round of the ACCD Quality Indicators System

- **Delivering presentations** on the relentless, incremental advancement of the



Association, such as the one during the Master in Digital Communications, Culture and Citizenship Master, ACCD's *alma mater*



- **Conducting seminars**, both theoretical and practical ones, arranged as workshops, such as the one carried out within the venue "Democratic Cities", organized by the Media Lab Prado of Madrid

- **Publishing** opinion articles, essays, reviews, news and interviews, with a particular significance of those dedicated to Corruption in Spain and the organization of political parties



**Corruption as a symptom\***

Felipe Gómez-Pallete Rivas† & Paz de Torres‡

- **Appearing**, for each one of the above mentioned specific tracks, in both print and digital mass media: El País, ABC, La Vanguardia, El Periódico; in magazines: Nueva Revista de la Universidad Internacional de la Rioja; in blogs (including ACCD blog) and in social media



**EFE: DOC ANÁLISIS**

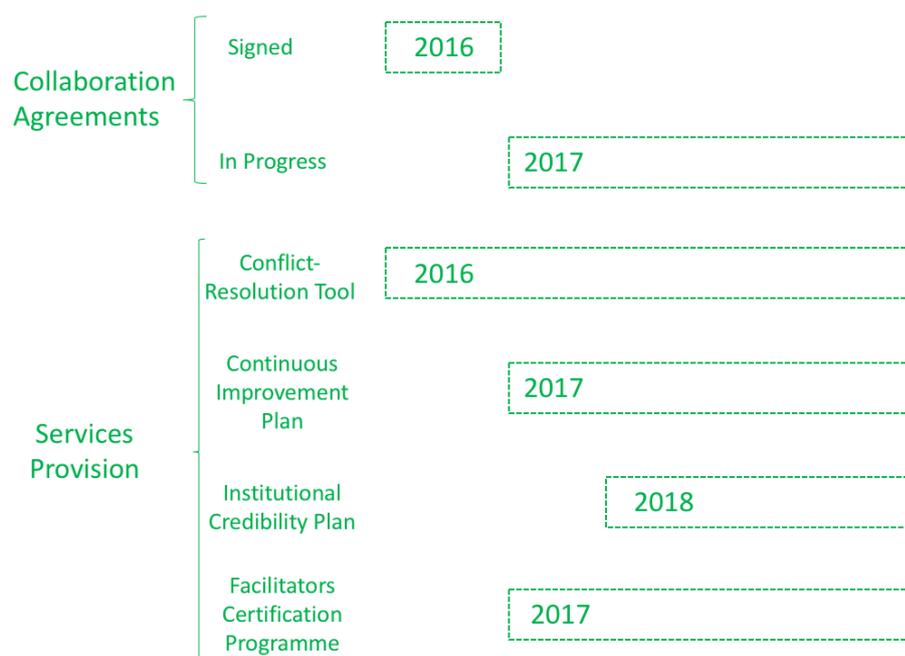
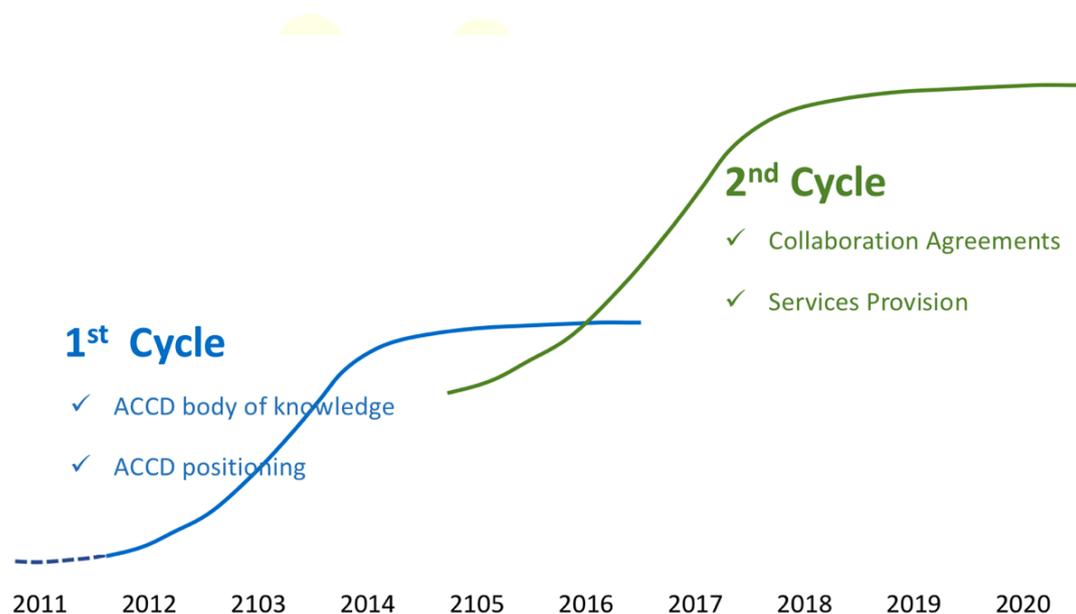
Las firmas de EFE Felipe Gómez-Pallete  
Viernes 06.10.2017

**Por qué fracasan las instituciones**

*"Nada es posible sin los hombres, nada es duradero sin las instituciones" (Jean Monnet)*

Annex I displays a good summary of all this, highlighting **nearly two dozen of those appearances**, from 2012 to date, as well as a compendium of the several sources feeding us with criticisms and comments.

## SECOND ACCD LIFE CYCLE, 2016 – 2020



2016, year in which we place the beginning of the second ACCD life cycle, was marked by the signature of the first two Collaboration Agreements with some prestigious and authoritative entities as well as by the fulfillment of the first working projects with private and public organizations that demanded our services. The following is a brief description of each one of these two focus of activities.

## COLLABORATION AGREEMENTS

In June 2016, Elisa de la Nuez, Secretary General of **Fundación ¿Hay Derecho?** and the president of Association for Democratic Quality and Culture signed a Collaboration Agreement between both entities.



¿Hay Derecho? Is a foundation incorporated in 2014, devoted to “the defense of the rule of law in Spain and the improvement of our legal system and institutions”. From our side, the ACCD strives for the reinvigoration and improvement of the institutions in their organizational practices and culture”. In this sense, the normative approach that singles this prestigious Foundation out and the management improvement services for institutions provided by ACCD complement each other in their common endeavor in favor of the political activity regeneration.



Later on, in September that same year, the Association signed another Collaboration Agreement, this time with the **Association Más Democracia, Mejor Política**, headed by Manuel Villoria.

Más Democracia, Mejor Política is an Association incorporated in 2014, for the purpose of influencing in institutions, political parties, mass media and public opinion and networking with other national and international organizations. Both associations have agreed to actively collaborate in proposals formulation and development, together with services provision, for the everlasting improvement of institutions underpinning the democratic functioning, such as political parties or the Parliament, and to do so in areas of transparency and accountability, the fight against corruption and, ultimately, the political activity regeneration.

ACCD is currently studying the possibility to arrange **two new collaboration agreements:**

- One case is seeking collaboration with a prominent entity in the field of certification on public institutions **Transparency**
- A second case under consideration is involving a recognized and influential agency in the field of **Excellence** in private organizations management.

## PROVISION OF SERVICES

Whenever a group of people faces a problematic situation, or aims to achieve a goal, or intends to undertake a project, a similar situation comes out: views of each group member do not point in the same direction. All and sundry define the **critical elements** of the matter very differently and they fundamentally disagree about the **connecting relations** between them. In this way, a collaborative solution design as well as an effective task execution are seriously jeopardized.

ACCD founders have more than **30 years of experience** gained in conducting groups of people confronted by a situation demanding to combine a **participative design** of a working plan and its subsequent **effective execution**. It becomes therefore imperative, to aptly tackle these two scenarios, be it to avoid a flawed execution of a good plan or to prevent further progress of a badly prepared initiative.

And this true, **in any case**:

- For both public institutions and private organizations
- Regardless of their size, activity sector, legal form, status or nationality
- And whether it involves implementing, for example, a democratic quality indicators system, reassessing the rights policy for the party-affiliated, nudging a particular organizational change or introducing the continuous improvement culture and practice within an institution.

ACCD has developed over time methods and implementing protocols with the aim of, firstly, assisting the working groups in order to define their optimal setting up, and secondly, helping them to identify next the critical success factors that constrain the design and development of a particular project, the resolution of a specific problem or the achievement of a defined goal. In essence, **ACCD comes in and assists human organizations whenever they need to successfully combine the participative design of an action and its effective execution.**

The provision services cycle is rounded off by the ACCD assistance in **documenting, assessing and monitoring** the devised plan and the following execution of the scheduled activities.

Our proven ability to adapt and tailor (instead of reproducing uncritically) the accumulated experience over decades in the private sector to the public organizational world, is what places a **distinctive value** to our offer in support of what is nowadays known as Open Government: Transparency, understood as a continuous improvement process, Collaboration and Participation of citizens, political parties, civil servants, enterprises and private organizations, all involved in the government policies design and its subsequent social wealth creation.

## FOUR LINES OF SERVICES

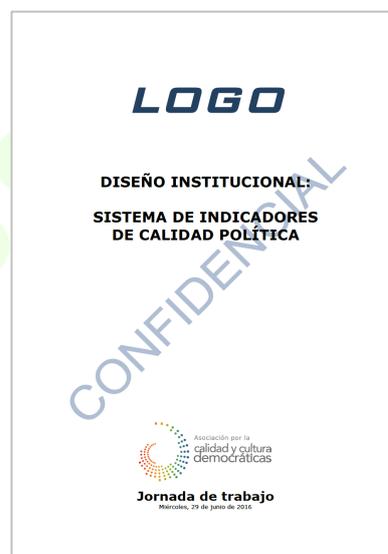
### A. Conflict - Resolution Tool (CRT)

Over the course of 2016, ACCD carried out 4 performances responding to this first sort of demand: analysis and resolution of critical and strategically salient situations to the concerned organizations.

We bring attention to 2 cases:

- How to rekindle an educational offer from a consortium of public universities
- How to configure of a Quality Indicators System for a local and provincial political group.

Annex II includes the Report structure that was elaborated for the above mentioned second case, under the fictitious name LOGO, whose cover is reproduced along these lines.



### B. Continuous Improvement Plan (CIP)

All through 2017, ACCD has enlarged its methods and action protocols published in 2015 so to develop this second area of work: introducing the continuous improvement practice in the public institutions, building on the transparency indexes system.

This second category of ACCD services entails bringing onboard the Quality Circles discipline and its specific methods, that is, the circumstance in which groups of people get together voluntarily and periodically, for the purpose of pinpointing and introducing, where possible, enhancements in their respective working fields in terms of transparency.

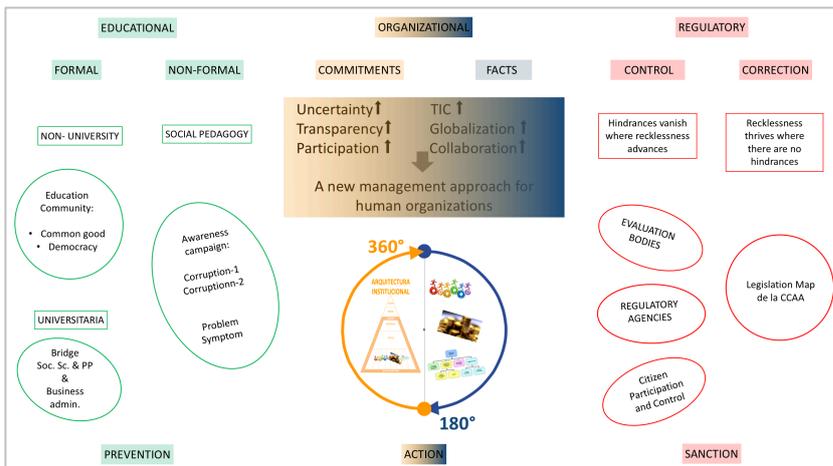


Thereafter, Quality Circles, progressively implemented, always on a voluntary basis, are poised to conceive and propose solutions to the appropriate levels of decision and execution within the organization.

Grounded on the ACCD founders' accumulated experience, all this encompasses a natural progression of the transparency culture, while at the same time, an easy way to gradually take in the organizational culture to the continuous improvement practice, in all fields of its institutional architecture, and not just in terms of transparency.

While CRT services lead to ad hoc, punctual interventions for each case, CIP services are performed over a longer period of time, through an assisting and coaching process, going from the moment the political decision is taken until the Continuous Improvement Plan is implemented.

## C. Institutional Credibility Plan (ICP)



Both CRT and CIP services are typically activities of **organizational kind**. The common factor embracing them is the action within a specific institution (whether realized punctually or through an implementation process), with the

aim of improving the quality of its organization.

An open government initiative is a gradual, long-term building process that requires, in addition to these mentioned organizational measures, a different set of actions placed along the other two main axis that determine the future of societies: 1) the **education** component and 2) the **regulatory and controlling** dimension.

An **integral action** on this triple - organizational, educational and regulatory – front synoptically illustrated herein by a conceptual map, is, in our view, the necessary and sufficient path in order to strengthen the credibility of the institutional domain in the eyes of society.

## D. Facilitators Certification Program (FCP)



As part of its ongoing efforts to elevate the cultural political level of citizens and to introduce the continuous improvement habit in every organizational area of **the institutional thinking and practice**, the Association for the Democratic Quality and Culture, offers, along with its three lines of services, its accumulated experience and

know-how, developed over the years.

The sequential formalization grades of our methods, published in several articles, reached its pinnacle with the publication of our book of reference *A vindication of the political action*. However, we believe that its reading does not guarantee the indispensable qualification and understanding in order to be capable to deal with this kind of situations, acting as facilitator and/or expert agent. In addition, it is required to possess a sound **personal experience** that can only be gained through several practical workshops and seminars, and participation in real cases.

Once evaluated the eligibility of the candidates, ACCD can also feature, if needed, **ad hoc devised training programs**, not only for the instance of individual facilitators but also for those entities willing to certificate so as to operate following the ACCD developed methods.



# ANNEX I

## MASS MEDIA ACCD PRESENCE <sup>(1)</sup>

Date	Type	Place	Title
2017-10-19	Round Table	OpenGov Summit La Nucía, Valencia	360° Transparency vs. 180° Transparency <sup>(2)</sup>
2017-10-06	Opinion piece	EFE Agency	Why Institutions fail <sup>(3)</sup>
2017-09-20	Forum	Club de Campo, Madrid	Why corruption is outstripping us
2017-09-11	Essay	Web ACCD	Corruption as a symptom
2017-06-15	Opinion piece	El País	Corruption as per Eddington
2017-05-17	Appearance	Spanish Parliament	Appearance before the Commission of Democratic Quality
2017-05-13	Post	¿Hay Derecho? Foundation	Understanding before fighting corruption
2017-04-19	Essay	New Magazine of Politics, Culture and Arts of International Univ. La Rioja	Light and shade of corruption in Spain
2016-12-00	Article	International Journal of Political thinking	The pending (and the least sexy) task of political parties: their organization
2016-05-26	Seminar- Workshop	MediaLab Prado, Madrid	Quality Indicators Systems. Rekindling institutions.
2016-05-13	Seminar	King's College London	Ciberparty: Popular politics in digital times

2016-03-31	Consultation meeting with PSOE leadership	Madrid	Transparency and political regeneration
2016-03-09	Seminar	Master CCCD, Madrid	What we are, what we advocate
2015-10-27	Interview	Magazine Visión	Continuous improvement applied to politics? An inclusive vision of politics and business
2015-09-24	Book launch	Mining School, Madrid	Book launch "A vindication of political action"
2015-08-02	Op-ed column	ABC	<i>Langue de bois</i>
2015-06-03	Interview	Noticias Positivas	The gullible (and pending) revolution in politics
2014-02-17	Opinion piece	Público.es	Democratic quality and political parties
2013-11-07	Conference series	Arucas Townhall, Canarias	Changes and evolution
2013-09-12	Panel discussion	Dontknow, Madrid	How to improve democracy
2013-06-06	Interview	La Marea	Political parties, with no quality control
2012-10-20	Conference	Swiss School in Madrid	ACCD and democracy improvement
2012-06-07	Conference	Canarias 7, Las Palmas de Gran Canarias	Democratic Quality and Culture. A call to action
2012-04-24	Conference	University of Comillas	A social entrepreneurship case: The ACCD
2012-03-07	Presentation	Palace of Zarzuela, Madrid	Ideas for an Institute for Democratic Quality and Culture

## NOTES ON ANNEX I

**(1)** The Association for Democratic Quality and Culture, in line with its approach on continuous improvement of people, organizations and institutions, painstakingly collects and peruses every criticism and review to our work provided by a significant array of authoritative people in different areas of sciences, arts and culture. On the occasion of our fifth Anniversary, we would like to take this opportunity to express our gratitude to:

- Alfredo Pérez Rubalcaba – Politician. PSOE (Spanish Socialist Party)
- Álvaro Delgado-Gal – Books Review Managing Director
- Antonio Garrigues – Spanish jurist
- Antoni Gutiérrez-Rubí – Communication and politics consultant. Writer
- Daniel Ayllón – Journalist
- Daniel Innerarity – Professor of Political Philosophy. University of the Basque Country
- Daniel Jiménez – Journalist
- Eduardo Buxaderas - Economist
- Elisa de la Nuez – State attorney. Secretary general of Hay Derecho Foundation
- Emilio Menéndez del Valle – Lawyer and politician. Member of International Trade Committee
- Ernesto Sáenz de Buruaga – Journalist
- Fernando Pajares – Journalist
- Irene Lozano – Journalist and politician. *The Thinking Campus* Founder
- Joaquín Almunia – Politician. PSOE
- Jordi Claramonte – Professor of Aesthetics and Theory of Arts, UNED (open University)
- José Ignacio Torreblanca – Professor of Political Science, UNED. Editorial Director *El País*
- José Luis González Quirós – Writer and philosopher
- Leticia Soberón – Member of Secretariat of Communications of the Holy See
- Luis María Ansón – Journalist and writer. Member of the Royal Academy of the Spanish Language
- Manuel Alfonseca – Writer and university professor
- Manuel Márquez Dorsch – Engineer
- Manuel Villoria – Government and Public Policies Department Director of Ortega y Gasset Institute
- Miguel Ángel Aguilar – Journalist and writer
- Rafael Jiménez Asensio – Professor of Constitutional Law, Pompeu Fabra University
- Víctor Lapuente Giné – Professor of Political Science, Quality of Government Institute, Goteborg
- Víctor Sampedro – Professor of Public Opinion and Political Communication, King Juan Carlos University
- Xavier Collier – Sociologist and journalist. Professor of sociology. Pablo de Olavide University

**(2)** “360° Transparency vs. 180° Transparency”, the most recent ACCD work, announced at the Leadership and Open Government Summit organized by Public Transparency, earned a fine lot of reviews, including the following:

- “ A significant contribution to democratic quality matters that I reckon extremely necessary and useful, particularly in times of confusion and of “anything goes” (César Díaz Carrera, professor of Political Science, Univ. Complutense de Madrid)
- “ Outstanding presentation for its vision, not just interesting, but compelling in the sense that it should be assimilated and embraced by different agents making up this universe” (Daniel Neira, strategic consultant to Public Administrations, Transparency, Access to Information and Data Protection).
- “ Farsighted and discerning conference, a splendid counterbalance so to summarize new approaches to measure or to judge what some of us call transparency ”. (Manuel Relinque, sociologist, Barbate Townhall)

**(3)** “Why Institutions fail”, published originally on EFE Agency website, has been reproduced in other digital media:

- Diserta Conferenciantes: <http://bit.ly/2yo045o>
- ATALAYAR: <http://bit.ly/2yocGJA>
- Hospital Clínico Universitario de Valencia: <http://bit.ly/2xCH66Y>
- El Imparcial: <http://bit.ly/2lEZxe>
- Transparencia Publica: <http://bit.ly/2ltHlhH>



# ANNEX II

## REPORT STRUCTURE FOR *LOGO*

### **DISEÑO INSTITUCIONAL: SISTEMA DE INDICADORES DE CALIDAD POLÍTICA**

1. META OBJETO DEL ANÁLISIS .....	4
Meta	
Plazo	
2. ANÁLISIS COLABORATIVO .....	5
Influencias dominantes	5
Factores críticos de éxito	15
Actividades	17
3. PLAN DE TRABAJO.....	19
Asignación de actividades	
4. FUNDAMENTOS DE LA MEJORA CONTINUA EN LAS INSTITU- CIONES Y POTENCIALES BENEFICIOS PARA ESTE CASO	21
ANEXOS	23
Anexo I: Reunión preparatoria.....	24
Anexo II: Participantes y Agenda de la Jornada de trabajo.	26
Anexo III: Sobre el método de trabajo.....	28
Anexo IV: Principios básicos: Sistemas, índices, indicadores	31
Anexo V: Cuaderno de campo .....	39
<i>CRÉDITOS</i> .....	44



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