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**USE OF ISO 9000 IN GOVERNANCE**

This document was prepared by the United Nations Industrial Development Organization (UNIDO). It contains information on a possible use of ISO 9000 standards in public institutions.

It is presented for information to delegates and, apart from minor editorial changes, is reproduced in the form it was received by the secretariat.

## **“ISO 9000 as a strategy towards good governance”?**

### **I. Foreword**

1. This booklet is proposing the ISO 9000 / 9001 / 9004 International Standards on Quality Management Systems to be introduced and applied in public governance.
2. These are applicable in all organizations that make products and/or offer services. Public governance is based on organizations that in most cases offer services to the public (population, people) and quite often also makes products as well. (Example: there are health centres where the population can be vaccinated –public health service. The vaccines - products - can be manufactured also in a public institution. Another example: a Blood-Transfusion Centre where blood is collected, controlled, stored and distributed –production and service.)
3. There are numerous publications on good governance. On the Internet hundreds of documents, books, reports, declarations are available.
4. It is an important aim of the UN and other bodies as well to improve on public governance. This booklet offers practical solutions for a strategy that is based on the ISO 9000 / 9001 / 9004 International Standards.

### **II. Introduction**

5. Recently the terms "*governance*" and "*good governance*" are being increasingly used in development literature. Bad governance is being increasingly regarded as one of the root causes of all evil within our societies. Major donors and international financial institutions are increasingly basing their aid and loans on the condition that reforms that ensure "good governance" are undertaken.
6. "**Governance**" means: **the process of decision-making and the process by which decisions are implemented (or not implemented)**. Governance can be used in several contexts such as corporate governance, international governance, national governance and local governance.
7. Since governance is the process of decision-making and the process by which decisions are implemented, an analysis of governance focuses on the formal and informal actors involved in decision-making and implementing the decisions made and the formal and informal structures that have been set in place to arrive at and implement the decision.
8. Government is one of the actors in governance. Other actors involved in governance vary depending on the level of government that is under discussion. In rural areas, for example, other actors may include influential land lords, associations of peasant farmers, cooperatives, NGOs, research institutes, religious leaders, finance institutions, political parties, the military etc. The situation in urban areas could be much more complex. At the national level, in addition to the above actors, media, lobbyists, international donors, multi-national corporations, etc. may play a role in decision-making or in influencing the decision-making process.
9. All actors other than government and the military are grouped together as part of the "civil society." In some countries in addition to the civil society, organized crime syndicates also influence decision-making, particularly in urban areas and at quite often at the national level.

10. Similarly formal government structures are one means by which decisions are arrived at and implemented. At the national level, informal decision-making structures, such as "kitchen cabinets" or informal advisors may exist. In urban areas, organized crime syndicates such as the "land Mafia" may influence decision-making. In some rural areas locally powerful families may make or influence decision-making. Such, informal decision-making is often the result of corrupt practices or leads to corrupt practices.

### **III. Good governance has 8 major characteristics.**

11. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

#### **1. Participation**

12. Participation by both men and women is a key cornerstone of good governance. Participation could be either direct or through legitimate intermediate institutions or representatives. It is important to point out that representative democracy does not necessarily mean that the concerns of the most vulnerable in society would be taken into consideration in decision making. Participation needs to be informed and organized. This means freedom of association and expression on the one hand and an organized civil society on the other hand.

#### **2. Consensus oriented**

13. There are several actors and as many view points in a given society. Good governance requires mediation of the different interests in society to reach a broad consensus in society on what is in the best interest of the whole community and how this can be achieved. It also requires a broad and long-term perspective on what is needed for sustainable human development and how to achieve the goals of such development. This can only result from an understanding of the historical, cultural and social contexts of a given society or community.

#### **3. Accountability**

14. Accountability is a key requirement of good governance. Not only governmental institutions but also the private sector and civil society organizations must be accountable to the public and to their institutional stakeholders. Who is accountable to whom varies depending on whether decisions or actions taken are internal or external to an organization or institution. In general an organization or an institution is accountable to those who will be affected by its decisions or actions.

#### **4. Transparency**

15. Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. It also means that enough information is provided and that it is provided in easily understandable forms and media.

#### **5. Responsiveness**

16. Good governance requires that institutions and processes try to serve all stakeholders within a reasonable timeframe.

6. Effectiveness and efficiency

17. Good governance means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal. The concept of efficiency in the context of good governance also covers the sustainable use of natural resources and the protection of the environment.

7. Equity and inclusiveness

18. A society's well being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups, but particularly the most vulnerable, have opportunities to improve or maintain their well being.

8. Rule of law

19. Good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of human rights, particularly those of minorities. Impartial enforcement of laws requires an independent judiciary and an impartial and incorruptible police force.

**IV. Accountability cannot be enforced without transparency and the rule of law**

20. Good governance is an ideal which is difficult to achieve in its totality. Very few countries and societies have come close to achieving good governance in its totality. However, to ensure sustainable human development, a STRATEGY should be worked out and appropriate actions must be taken to work towards this ideal with the aim of making it a reality.

**1. Discussion:**

**ISO 9000 – 9001 – 9004**

21. The origin of the above International Standards is in industry. However, during their evolution they became GENERAL Quality Management Systems standards: applicable for all Organizations (regardless their size) and all activities.

<b>ISO 9000</b>	contains the fundamentals and vocabulary
<b>ISO 9001</b>	defines requirements (this is “The ISO Standard” to which Certification/Registration of Conformity can be established and a Certificate issued.)
<b>ISO 9004</b>	gives Guidelines for further performance improvements

22. According to **ISO 9001** the term on the “supply chain” is illustrated as  
 Supplier===== organization ===== customer

23. In governance this corresponds to:  
 Population =====government=====population  
 (Elects and authorizes) (Governs) (Benefits of good governance)

24. Authorization =====governance ===== population  
 (Authorization is the process of democratic and free elections whereby the Population elects its leaders to govern in 4/5/6 years cycles.)

## 2. **Focus on your customers**

25. Governances rely on Population. Therefore:
  - Governances must understand Population needs.
  - Governances must meet Population requirements.
  - Governances should exceed Population expectations.
  - Provide leadership
26. Governances rely on its leaders. Therefore:
  - Leaders must establish a unity of purpose and set the direction the governance should take.
  - Leaders must create an environment that encourages people to achieve the governance 's objectives.
27. Governances rely on people who elected and authorized them. Therefore:
  - Governances must encourage the involvement of people at all levels.
  - Governances must help people to develop and use their abilities in a “process approach”.
28. Governances are more efficient and effective when they use a PROCESS APPROACH. Therefore:
  - Governances must use a process approach to manage activities and related resources. s approach
29. Governances are more efficient and effective when they use a SYSTEMS APPROACH. Therefore:
  - Governances must identify interrelated processes and treat them as a system.
  - Governances must use a systems approach to manage their interrelated processes.
  - Encourage continual improvement
30. Governances are more efficient and effective when they continually try to improve. Therefore:
  - Governances must make a permanent commitment to continually improve their overall performance. he facts before you decide
31. Governances perform better when their decisions are based on facts. Therefore:
  - Governances must base decisions on the analysis of factual information and data with your Authorizations
32. Governances depend on their Authorizations to help them create value. Therefore:
  - Governances must maintain a mutually beneficial relationship with their Authorizations.

## 3. **Origin of the ISO 9000 Family of standards**

33. The ISO 9000 / 9001 / 9004 International Standards originally have been conceived for PRODUCTION INDUSTRIES where the health and life of people depended on good quality of the products and where the final checking of the products was not fully sufficient. The whole production cycle and the different procedures of the production were analysed. On the basis of the findings REQUIREMENTS FOR A MANAGEMENT SYSTEM were proposed that has proven to be efficient to achieve those goals.
34. During the Second World War (WW II.) in the United States it was very important that the Military Industry produces for the army in good order (no accident, no explosions) and their products are also good (bombs do not explode in storage and during loading, and explode when they must explode). These standards do not contain new or radical ideas. They have been collected from practical, proven

experience. They do not tell HOW to satisfy the requirements, they rather tell WHAT should be done in very general terms. They provide a very good basis for improving customer (population) satisfaction while reducing costs. The concept of quality management is applied mainly by the way of quality assurance: the most effective level of quality is achieved when it is managed into a product. Prevention of quality problems is the most effective way to manage quality. Careful planning and organization of the factors and circumstances of production to overcome and avoid quality problems (preventive action).

35. Companies quite often tried to outsource the task of building and fine-tuning the system. They contracted advisors, consultants for preparing the required documentation. That can be justified, however, it costs money and also, a consultant need to learn everything what the company does and where should be changes introduced.

36. Other companies took it as an excellent possibility for improving their quality management system, and benefit from the ISO 9000 – 9001 – 9004 International Standards. These are the companies that go further by surpassing the ISO 9001 requirements and employing other tools (TQM, EFQM, Balanced Scorecard etc.) These are the companies with wisdom and vision, that indeed feel their mission. These are the most successful companies.

37. The success of the above standards in production industries encouraged the SERVICE INDUSTRIES to try the adaptation of these standards in their quality management system. If the adaptation has been effected with care and intelligence the service companies also experienced the benefits of the system.

38. In short: the introduction of a good quality management system helps to make order at companies that can prevent problems or in certain cases can correct problems before those could cause harm.

39. Since GOVERNANCE is a sort of service (for the population) the ISO 9000 / 9001 / 9004 International Standards have been tested at different levels in governance. The success again depends on correct ADAPTATION.

40. Below here the EIGHT MANAGEMENT PRINCIPLES are given, then there is an attempt to their adaptation for governance.

41. **The new ISO 9000 / 9001 / 9004 International Standards** are based on eight quality management principles.

42. Those principles are derived from the collective experience and knowledge of the international experts in the field of developing and maintaining the ISO 9000 standards.

43. Examples are also given of the benefits derived from their use and of actions that managers typically take in applying the principles to improve their organizations' performance.

- [Principle 1 Customer focus](#)
- [Principle 2 Leadership](#)
- [Principle 3 Involvement of people](#)
- [Principle 4 Process approach](#)
- [Principle 5 System approach to management](#)
- [Principle 6 Continual improvement](#)
- [Principle 7 Factual approach to decision making](#)
- [Principle 8 Mutually beneficial supplier relationships](#)

**Principle 1: Customers focus**

44. Organizations depend on their customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations.

45. Key benefits:

- Increased revenue and market share obtained through flexible and fast responses to market opportunities.
- Increased effectiveness in the use of the organization's resources to enhance customer satisfaction.
- Improved customer loyalty leading to repeat business.

46. Applying the principle of customer focus typically leads to:

- Researching and understanding customer needs and expectations.
- Ensuring that the objectives of the organization are linked to customer needs and expectations.
- Communicating customer needs and expectations throughout the organization.
- Measuring customer satisfaction and acting on the results.
- Systematically managing customer relationships.
- Ensuring a balanced approach between satisfying customers and other interested parties (such as owners, employees, suppliers, financiers, local communities and society as a whole).

**Principle 2: Leadership**

47. Leaders establish unity of purpose and direction of the organization. They should create and maintain the internal environment in which people can become fully involved in achieving the organization's objectives.

48. Key benefits:

- People will understand and be motivated towards the organization's goals and objectives.
- Activities are evaluated, aligned and implemented in a unified way.
- Miscommunication between levels of an organization will be minimized.

49. Leaders establish unity of purpose and direction of the organization. They should create and maintain the internal environment in which people can become fully involved in achieving the organization's objectives.

50. Applying the principle of leadership typically leads to:

- Considering the needs of all interested parties including customers, owners, employees, suppliers, financiers, local communities and society as a whole.
- Establishing a clear vision of the organization's future.
- Setting challenging goals and targets.
- Creating and sustaining shared values, fairness and ethical role models at all levels of the organization.
- Establishing trust and eliminating fear.
- Providing people with the required resources, training and freedom to act with responsibility and accountability.
- Inspiring, encouraging and recognizing people's contributions.

**Principle 3: Involvement of people**

51. People at all levels are the essence of an organization and their full involvement enables their abilities to be used for the organization's benefit.

52. Key benefits:

- Motivated, committed and involved people within the organization.
- Innovation and creativity in furthering the organization's objectives.
- People being accountable for their own performance.
- People eager to participate in and contribute to continual improvement.

53. Applying the principle of involvement of people typically leads to:

- People understanding the importance of their contribution and role in the organization.
- People identifying constraints to their performance.
- People accepting ownership of problems and their responsibility for solving them.
- People evaluating their performance against their personal goals and objectives.
- People actively seeking opportunities to enhance their competence, knowledge and experience.
- People freely sharing knowledge and experience.
- People openly discussing problems and issues.

**Principle 4: Process approach**

54. A desired result is achieved more efficiently when activities and related resources are managed as a process.

55. Key benefits:

- Lower costs and shorter cycle times through effective use of resources.
- Improved, consistent and predictable results.
- Focused and prioritized improvement opportunities.

56. Applying the principle of process approach typically leads to:

- Systematically defining the activities necessary to obtain a desired result.
- Establishing clear responsibility and accountability for managing key activities.
- Analyzing and measuring of the capability of key activities.
- Identifying the interfaces of key activities within and between the functions of the organization.
- Focusing on the factors such as resources, methods, and materials that will improve key activities of the organization.
- Evaluating risks, consequences and impacts of activities on customers, suppliers and other interested parties.

**Principle 5: System approach to management**

57. Identifying, understanding and managing interrelated processes as a system contributes to the organization's effectiveness and efficiency in achieving its objectives.

58. Key benefits:

- Integration and alignment of the processes that will best achieve the desired results.
- Ability to focus effort on the key processes.
- Providing confidence to interested parties as to the consistency, effectiveness and efficiency of the organization.



59. Applying the principle of system approach to management typically leads to:
- Structuring a system to achieve the organization's objectives in the most effective and efficient way.
  - Understanding the interdependencies between the processes of the system.
  - Structured approaches that harmonize and integrate processes.
  - Providing a better understanding of the roles and responsibilities necessary for achieving common objectives and thereby reducing cross-functional barriers.
  - Understanding organizational capabilities and establishing resource constraints prior to action.
  - Targeting and defining how specific activities within a system should operate.
  - Continually improving the system through measurement and evaluation.

**Principle 6: Continual improvement**

60. Continual improvement of the organization's overall performance should be a permanent objective of the organization.

61. Key benefits:
- Performance advantage through improved organizational capabilities.
  - Alignment of improvement activities at all levels to an organization's strategic intent.
  - Flexibility to react quickly to opportunities.
62. Applying the principle of continual improvement typically leads to:
- Employing a consistent organization-wide approach to continual improvement of the organization's performance.
  - Providing people with training in the methods and tools of continual improvement.
  - Making continual improvement of products, processes and systems an objective for every individual in the organization.
  - Establishing goals to guide, and measures to track, continual improvement.
  - Recognizing and acknowledging improvements.

**Principle 7: Factual approach to decision making**

63. Effective decisions are based on the analysis of data and information.
64. Key benefits:
- Informed decisions.
  - An increased ability to demonstrate the effectiveness of past decisions through reference to factual records.
  - Increased ability to review, challenge and change opinions and decisions.
65. Applying the principle of factual approach to decision making typically leads to:
- Ensuring that data and information are sufficiently accurate and reliable.
  - Making data accessible to those who need it.
  - Analysing data and information using valid methods.
  - Making decisions and taking action based on factual analysis, balanced with experience and intuition.

**Principle 8: Mutually beneficial supplier relationships**

66. An organization and its suppliers are interdependent and a mutually beneficial relationship enhances the ability of both to create value.

67. Key benefits:

- Increased ability to create value for both parties.
- Flexibility and speed of joint responses to changing market or customer needs and expectations.
- Optimization of costs and resources.

68. Applying the principles of mutually beneficial supplier relationships typically leads to:

- Establishing relationships that balance short-term gains with long-term considerations.
- Pooling of expertise and resources with partners.
- Identifying and selecting key suppliers.
- Clear and open communication.
- Sharing information and future plans.
- Establishing joint development and improvement activities.
- Inspiring, encouraging and recognizing improvements and achievements by suppliers.

69. Now these are the same (adapted) quality management principles for good governance requirements: Examples are also given of the benefits derived from their use and of actions that leaders/managers typically take in applying the principles to improve their governances' performance.

- [Principle 1 Population focus](#)
- [Principle 2 Leadership](#)
- [Principle 3 Involvement of people](#)
- [Principle 4 Process approach](#)
- [Principle 5 System approach to governance/management](#)
- [Principle 6 Continual improvement](#)
- [Principle 7 Factual approach to decision making](#)
- [Principle 8 Mutually beneficial Authorization relationships](#)

**Principle 1: Population focus**

70. Governances depend on their Populations and therefore should understand current and future Population needs, should meet Population requirements and strive to exceed Population expectations.

71. Key benefits:

- Increased effectiveness in the use of the governance's resources to enhance Population satisfaction.
- Improved Population loyalty leading to repeat authorization (at next elections).

72. Applying the principle of Population focus typically leads to:

- Researching and understanding Population needs and expectations (public-opinion research).
- Ensuring that the objectives of the governance are linked to Population needs and expectations.
- Communicating Population needs and expectations throughout the governance.

- Measuring Population satisfaction and acting on the results.
- Systematically managing Population relationships.
- Ensuring a balanced approach between satisfying Populations and other interested parties (such as neighbouring governances, higher governances, financiers, and society as a whole).

## **Principle 2: Leadership**

73. Leaders establish unity of purpose and direction of the governance. They should create and maintain the internal environment in which people can become fully involved in achieving the governance's objectives.

### **74. Key benefits:**

- People will understand and be motivated towards the governance's goals and objectives.
- Activities are evaluated, aligned and implemented in a unified way.
- Miscommunication between levels of governance will be minimized.

### **75. Applying the principle of leadership typically leads to:**

- Considering the needs of all interested parties including Populations, owners, employees, financiers, local communities and society as a whole.
- Establishing a clear vision of the governance's future.
- Setting challenging goals and targets.
- Creating and sustaining shared values, fairness and ethical role models at all levels of the governance.
- Establishing trust and eliminating fear.
- Providing people with the required resources, training and freedom to act with responsibility and accountability.
- Inspiring, encouraging and recognizing people's contributions.

## **Principle 3: Involvement of people**

76. People at all levels are the essence of governance and their full involvement enables their abilities to be used for everyone's benefit.

### **77. Key benefits:**

- Motivated, committed and involved people within the governances (and the population).
- Innovation and creativity in furthering the governance's objectives.
- People being accountable for their own performance.
- People eager to participate in and contribute to continual improvement.

### **78. Applying the principle of involvement of people typically leads to:**

- People understanding the importance of their contribution and role in the governances.
- People identifying constraints to their performance.
- People accepting ownership of problems and their responsibility for solving them.
- People evaluating their performance against their personal goals and objectives.
- People actively seeking opportunities to enhance their competence, knowledge and experience.
- People freely sharing knowledge and experience (transparency at all levels).
- People openly discussing problems and issues (cornerstone of democracy).

**Principle 4: Process approach**

79. A desired result is achieved more efficiently when activities and related resources are managed as a process.

80. Key benefits:

- Lower costs and shorter cycle times through effective use of resources.
- Improved, consistent and predictable results.
- Focused and prioritized improvement opportunities.

81. Applying the principle of process approach typically leads to:

- Systematically defining the activities necessary to obtain a desired result.
- Establishing clear responsibility and accountability for managing key activities.
- Analyzing and measuring of the capability of key activities.
- Identifying the interfaces of key activities within and between the functions of the organization.
- Focusing on the factors such as resources, methods, and materials that will improve key activities of the organization.
- Evaluating risks, consequences and impacts of activities on populations, authorizations and other interested parties.

**Principle 5: System approach to management**

82. Identifying, understanding and managing interrelated processes as a system contributes to the governance 's effectiveness and efficiency in achieving its objectives.

83. Key benefits:

- Integration and alignment of the processes that will best achieve the desired results.
- Ability to focus effort on the key processes.
- Providing confidence to interested parties as to the consistency, effectiveness and efficiency of the organization.

84. Applying the principle of system approach to governance /management typically leads to:

- Structuring a system to achieve the governance's objectives in the most effective and efficient way (economies on taxpayer's money).
- Understanding the interdependencies between the processes of the system.
- Structured approaches that harmonize and integrate processes.
- Providing a better understanding of the roles and responsibilities necessary for achieving common objectives and thereby reducing cross-functional barriers.
- Understanding organizational capabilities and establishing resource constraints prior to action.
- Targeting and defining how specific activities within a system should operate.
- Continually improving the system through measurement and evaluation.

**Principle 6: Continual improvement**

85. Continual improvement of the governance's overall performance should be a permanent objective of governance.

86. Key benefits:

- Performance advantage through improved organizational capabilities.
- Alignment of improvement activities at all levels to a governance's strategic intent.
- Flexibility to react quickly to opportunities (as well as in cases of catastrophes).

87. Applying the principle of continual improvement typically leads to:

- Employing consistent governance -wide approach to continual improvement of the governance's performance.
- Providing people with training in the methods and tools of continual improvement.
- Making continual improvement of products, processes and systems an objective for every individual in the organization.
- Establishing goals to guide, and measures to track, continual improvement.
- Recognizing and acknowledging improvements.

**Principle 7: Factual approach to decision making**

88. Effective decisions are based on the analysis of data and information

89. Key benefits:

- Informed decisions.
- An increased ability to demonstrate the effectiveness of past decisions through reference to factual records.
- Increased ability to review, challenge and change opinions and decisions.

90. Applying the principle of factual approach to decision making typically leads to:

- Ensuring that data and information are sufficiently accurate and reliable.
- Making data accessible to those who need it (transparency).
- Analyzing data and information using valid methods.
- Making decisions and taking action based on factual analysis, balanced with experience and intuition.

**Principle 8: Mutually beneficial authorization relationships**

91. A governance and its authorization are interdependent and a mutually beneficial relationship enhances the ability of both to create value

92. Key benefits:

- Increased ability to create value for both parties (governance and population).
- Flexibility and speed of joint responses to changing demand or population needs and expectations.
- Optimization of costs and resources.

93. Applying the principles of mutually beneficial authorization relationships typically leads to:
  - Establishing relationships that balance short-term gains with long-term considerations.
  - Pooling of expertise and resources with partners.
  - Clear and open communication.
  - Sharing information and future plans.
  - Establishing development and improvement activities.
  - Inspiring, encouraging and recognizing improvements and achievements by authorizations.
94. Quality requirements will obviously not be the same for a rubber band used in an office than for a seal which, if it fails, might endanger the safety of air travellers. Similarly, the controls of the production of popcorn will be different from the controls during the process of production of pacemakers – where each piece shall work faultlessly for years implanted into a patient. Similarly requirements for the management of fire brigades are more strict and serious than management of gardening.
95. In industry QUALITY is when a supplier fully meets what customers expect, in PUBLIC GOVERNANCE taxpayers' money should be spent on the most economic way to fulfil declared expectations.
96. The ISO 9000 / 9001 / 9004 International Standards in fact are a worldwide compilation of the best quality practices on which everyone has agreed. They set the basic rules for quality management systems – from concept to implementation – whatever the product or service. They are fully relevant to public governance as well. They are a set of GOOD PRACTICE rules.
97. The ISO 9000 / 9001 / 9004 International Standards describe how to proceed about making sure that a given organization (producer, service provider, governance) has the capability (resources included) has the capability of meeting these standards and delivering good quality products or services.
98. The ISO 9000 / 9001 / 9004 International Standards enumerate the basic rules governing quality management systems. The manner in which these quality management systems are implemented must, however, be adapted to the actual activity. The general rules have to be adapted to each situation. This is obvious for the good governance as well.
99. The suggestion of this book is that each governance should write down what are their tasks, write down the actual organigram with the spheres of authorities, (who does what) authorizations and responsibilities, scope of activity, scope of authority.
100. Inputs and outputs: in the case of governances inputs could be the promises given to the public, the taxes collected (or allocations from higher governances) requests from the public, etc. while outputs could be all service (and products if relevant) supplied.
101. The DOCUMENTATION system should also be written down. This is an important basis for self-assessment.
102. Where all the above are written down like a Status Report one can begin to perform a GAP analysis: what is missing which has been described in the ISO 9000 / 9001 / 9004 International Standards.
103. For the GAP analysis there is an excellent tool available at the International Trade Centre ITC Palais des Nations, 1211 Geneva 10, Switzerland. It is the **“ISO 9001 Fitness Checker”** that is a book and a CD, they are very helpful indeed. (Please contact Mr. Shyam Kumar Gujadhur, Senior Adviser on Export Quality Management).

104. Another excellent, however, very specific document is a “Self-Assessment model for day-nurseries” that is a very successful adaptation of ISO 9001 to this specific field that quite often belongs (in many countries) to public governance domain. Its Author is Mr. Tamas Foldesi and the publication is available at MSZT, the Hungarian Standards Body H-1450 Budapest 9 P.O. Box 24 HUNGARY. General Director Mr. Gyorgy Ponyai.

105. Further publication that is strongly recommended has been published in “ISO Management Systems” Vol. 5, No. 3, May-June 2005 by Mr. David Beardsley Head of Operations, Trading Standards Service, West Sussex County Council, United Kingdom. E-mail [David.beardsley@westsussex.gov.uk](mailto:David.beardsley@westsussex.gov.uk). The Author works in the public sector, managing the Trading Standards Service of West Sussex County Council, a large local government authority in the United Kingdom. The Author underlines that certification is not mandatory and quite often the expenses for the certification could be better spent on the community’s services. They follow the eight quality management principles and rely on inter-authority auditing and review as well as peer review. They invite independent qualified auditors to assess their system periodically to get a check and further guidance. Their purpose to make the maximum benefit of the ISO 9000 / 9001 / 9004 International Standards at no extra cost.

106. Others insist that the help of a Consultant or Advisor Company could be very useful and their knowledge and experience would certainly reduce the time required for the re-working of the existing System to bring it to conforming to ISO 9001 requirements. The other possibility would be a Twin-arrangement with a similar organization, governance with similar tasks and budget where the quality management system has been running smoothly and probably they have been already certified to ISO 9001.

107. The domains of public institutions and governances are numerous and very varied. Here there is a short listing of a few examples.

- Ministries
- Regional governances
- Municipalities
- Social Security Institutions
- Power Supply (Electricity, Gas, Oil production)
- Water Supply (see also Millennium Goals)
- Police
- Fire fighters
- Health Services (Hospitals etc.) Education (from day-nursery to universities)
- Inspections of food, road, constructions, etc.
- National Banks, issue of banknotes
- Prisons
- Intelligence
- Cadastre
- Taxing

108. Example of the Phoenix Police Department in ISO Management Systems, May-June 2004

109. **Phoenix City Government.** In 1913, Phoenix became one of the first cities to adopt a council-manager form of government, commonly viewed as a more progressive form of government. The city has won many major awards, including the Carl Bertelsmann Prize, a prestigious international competition that recognizes the best-run city government in the world. Visitors to this section will learn about city departments, boards and commissions, the City Council and the mayor. You’ll also find information about elections, Municipal Court, public meetings and the city budget. [www.phoenix.gov](http://www.phoenix.gov)

**V. Conclusions**

110. Governments (National or Local), Public Institutions (any type) that have been criticized (rightly or wrongly) could initiate an overhaul their Management System, and they could benefit out of this if they follow ISO 9001 requirements. Firstly they could benefit from the gap-analysis (and of course from the corrective actions as well as preventive actions), secondly, they could prove their good intentions.

111. The World is not perfect; we all could contribute to improve it. This is the STRATEGY that has proven successful in Industry (production and service). This STRATEGY would be successful in the Public Domain as well.

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