

# INTERNATIONAL STANDARD

# ISO 18091

First edition  
2014-02-15

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## Quality management systems — Guidelines for the application of ISO 9001:2008 in local government

*Systèmes de management de la qualité — Lignes directrices pour  
l'application de l'ISO 9001:2008 à la collectivité locale*

ISO 18091:2014 - Preview only Copy via ILNAS e-Shop



Reference number  
ISO 18091:2014(E)

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Published in Switzerland

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## Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see [www.iso.org/directives](http://www.iso.org/directives)).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see [www.iso.org/patents](http://www.iso.org/patents)).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation on the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the WTO principles in the Technical Barriers to Trade (TBT) see the following URL: Foreword - Supplementary information

The committee responsible for this document is Technical Committee ISO/TC 176, *Quality management and quality assurance*.

This first edition of ISO 18901 cancels and replaces IWA 4:2009, which has been technically revised.

# Introduction

## 0.1 General

One of the great challenges that societies are facing today is the need to develop and maintain citizens' confidence in their governments and their institutions. In this respect, local governments have a mission to make possible the development of sustainable local communities. Management of quality in local governments can result in sustainable economic prosperity and social development at local level, including deployment of, and interaction with, national and regional policies in a coherent and compatible way.

Citizens expect to have a community providing all public products/services with quality, such as safety and security, roads in good conditions, availability of public transportation, ease and speed in processing of documents, transparency and public information, availability of health and education systems, infrastructure; they expect all their needs to be satisfied.

Citizens expect to feel the local government represents them and that their community is well protected.

It is possible to build stronger regional, national and even global government working from the local level, based on managing the quality of the public products/services and increasing the confidence of the citizens in their government at local, regional and national level.

Achieving a high quality of local government enables the whole system of government to become stronger. Coherence of such approaches can help to create reliable and sustainable governments at local, regional and national level.

This International Standard has been prepared to provide guidelines to local governments throughout the world for understanding and implementing a quality management system that meets the requirements of ISO 9001:2008, in order to meet the needs and expectations of its citizens.

[Annex A](#) provides information about typical local government processes. [Annex B](#) gives a description of a diagnostic model that can be used as a starting point for the implementation of an integral quality management system aimed at achieving reliable local government.

The relative stages in the implementation of a quality management system and the role of this International Standard can be seen schematically in [Figure 1](#).

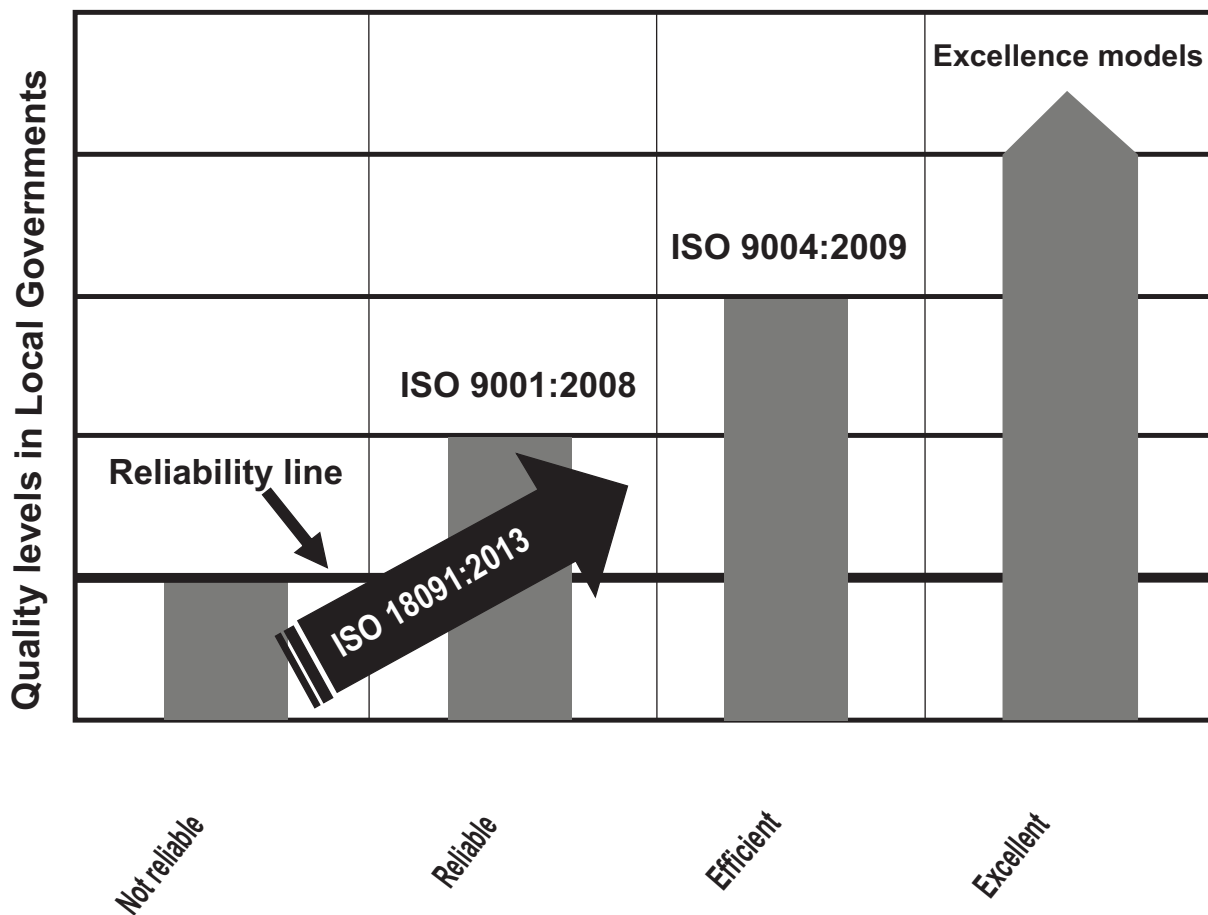


Figure 1 — Schematic diagram to show the positioning of this International Standard

In this International Standard, the text reproduced from ISO 9001:2008 is placed in boxes, in order to distinguish it from the specific guidance for local government given for each clause.

## ISO 9001:2008, Quality management systems — Requirements

### Introduction

#### 0.1 General

The adoption of a quality management system should be a strategic decision of an organization. The design and implementation of an organization's quality management system is influenced by

- a) its organizational environment, changes in that environment, and the risks associated with that environment,
- b) its varying needs,
- c) its particular objectives,
- d) the products it provides,
- e) the processes it employs,
- f) its size and organizational structure.

It is not the intent of this International Standard to imply uniformity in the structure of quality management systems or uniformity of documentation.

The quality management system requirements specified in this International Standard are complementary to requirements for products. Information marked "NOTE" is for guidance in understanding or clarifying the associated requirement.

This International Standard can be used by internal and external parties, including certification bodies, to assess the organization's ability to meet customer, statutory and regulatory requirements applicable to the product, and the organization's own requirements.

The quality management principles stated in ISO 9000 and ISO 9004 have been taken into consideration during the development of this International Standard.

The guidelines in this International Standard are intended to help local government organizations relate the concepts of quality management, as described in ISO 9000, ISO 9001, ISO 9004 and associated standards, with the practice and terminology commonly deployed in the context of local government.

NOTE 1 The use of the terms and definitions presented in these guidelines can vary according to the culture, practices and customs of each location and region in which the local government is located. See also the guidance on terminology found in Reference [18].

It is expected that a development plan or work programme in the short or medium term is received, understood and applied by the employees, officers and representatives of local government. However, the plan or programme itself does not ensure that the needs and expectations of the local community will be covered, if the processes needed for the effective implementation of such plans or programmes are deficient or non-existent. The need to avoid these deficiencies has motivated the elaboration of this International Standard to help local governments in the implementation of an effective quality management system.

This International Standard does not assume that local governments will seek certification of their quality management system, although they might choose to seek certification to ISO 9001:2008 if they wish. Internal quality audits can provide the verification of compliance with the requirements, in conjunction with the control of complaints or claims from customers, users, citizens and the local community in general.

Any quality management system will be influenced by the different policies, objectives, diverse work methods, resource availability and administrative practices that are specific for each local government. Therefore, it can be expected that the details of each quality management system will vary in each local government. It is not the detailed method of implementation of the quality management system that is important; what matters is that the quality management system yields effective, consistent and reliable results. It is important that the quality management system is as simple as possible in order to function