	BUREAU OF ANIMAL INDUSTRY	
	QUALITY MANUAL	
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Determining Our Strategic Direction


BAI has reviewed and analyzed key aspects of itself and its stakeholders to determine the strategic direction of the agency. This involves:

- Understanding our core Products and Services and scope of the management system (see QM 4.3 Scope of the QMS and QM 4.4 QMS and Its Processes).
- Identifying "interested parties" (stakeholders) who receive our Products or Services, or who may be impacted by them, or those parties who may otherwise have a significant interest in our company. These parties are identified in this document. See Table 1. Interested parties.
- Understanding internal and external issues that are of concern to BAI and its interested parties; also identified in the document. Many such issues are identified through an analysis of risks facing either BAI or the interested parties. Such issues are monitored and updated as appropriate, and discussed as part of management reviews.

This information is then used by senior management to determine the company's strategic direction. This is defined in records of strategic plans, management review, and periodically updated as conditions and situations change. The Strategic Objectives of BAI are shown in Figure 2.

Table 1. List of Interested Parties

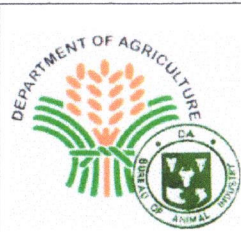
Interested Party	INT/EXT	Reason for Inclusion
Attorney	External	Provides legal services
Certification Body	External	Audit for ISO compliance, issue certifications/accreditation
Direct Customer (meat/feed/drug importers/traders, feed/drug manufacturers, animal producers, feed/drug establishment owners, backyard farmers, pet owners, veterinarians/practitioners, politicians, animal facility owners, raising pigeon associations, local chief executives, gamefowl aficionados, POs/NGOs, etc.)	External	End user of our products and services
Employee / Staff	Internal	Directly responsible for manufacture of products, and delivery of services
Employees' Association	External	Interfaces with management and labor union
Local Community	External	Impacted by our activities in the region
Department of Agriculture	Internal	Concerned with output and fund utilization
Public	External	Receive some products
Regulatory Bodies	External	Mandate regulatory requirements
Top Management	Internal	Has direct responsibility for management of the agency

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Interested Party	INT/EXT	Reason for Inclusion
Other government agencies	External	Regulatory requirements and collaborative work
Politicians/Local Chief Executives	External	Undue pressure given to Top/Middle Management for favors

Table 2. Issues of Concern

TYPE	ISSUES OF CONCERN	Internal/ External
Political/Local Chief Executives	Disregard regulations and queueing protocol	External
	Politician demands resources from agency	External
	WTO signatory status hinders the implementation of safety nets for imports	External
Economic	Financial resources are depleted due to inflation (reagents/chemicals/test kits/ supplies/raw materials used are imported)	External
Financial	Reduced budget allocation due to underutilized cash/fund allotment in the preceding year	Internal
	Low cash disbursement	Internal
Technological	Difficult to detect forgery	Internal
	Slow to adopt paperless procedures	Internal
Legal/ Regulations	Slow to comply to laws and regulations	Internal
	Absence of waste generator ID	Internal
Supply Chain/ Outsourcing	Delay in the delivery of goods/services/ infrastructure	Internal
	Delay in the payment of delivered goods/services/infrastructure projects	Internal/ External
Employee Base	Absence of individual development plan to foster competency	Internal
	Slow Validation of Appointment	External
	Harassment during inspection activities	External
	Insufficient manpower	Internal
	No emergency disaster plan	Internal
	Different proficiency of Employees on IPCR and OPCR	Internal
	Exposure to health hazards (LAIs)	Internal
Unsafe workplace (presence of cracks, etc.)	Internal	
Community/Social	Bad publicity/media bashing (image of the organization)	External
	Disease outbreaks (spread of diseases)	External
Ecological/ Environmental Issues	Hazardous fumes emitting from the labs.	Internal
	Smoke emission from incineration of lab. waste	Internal



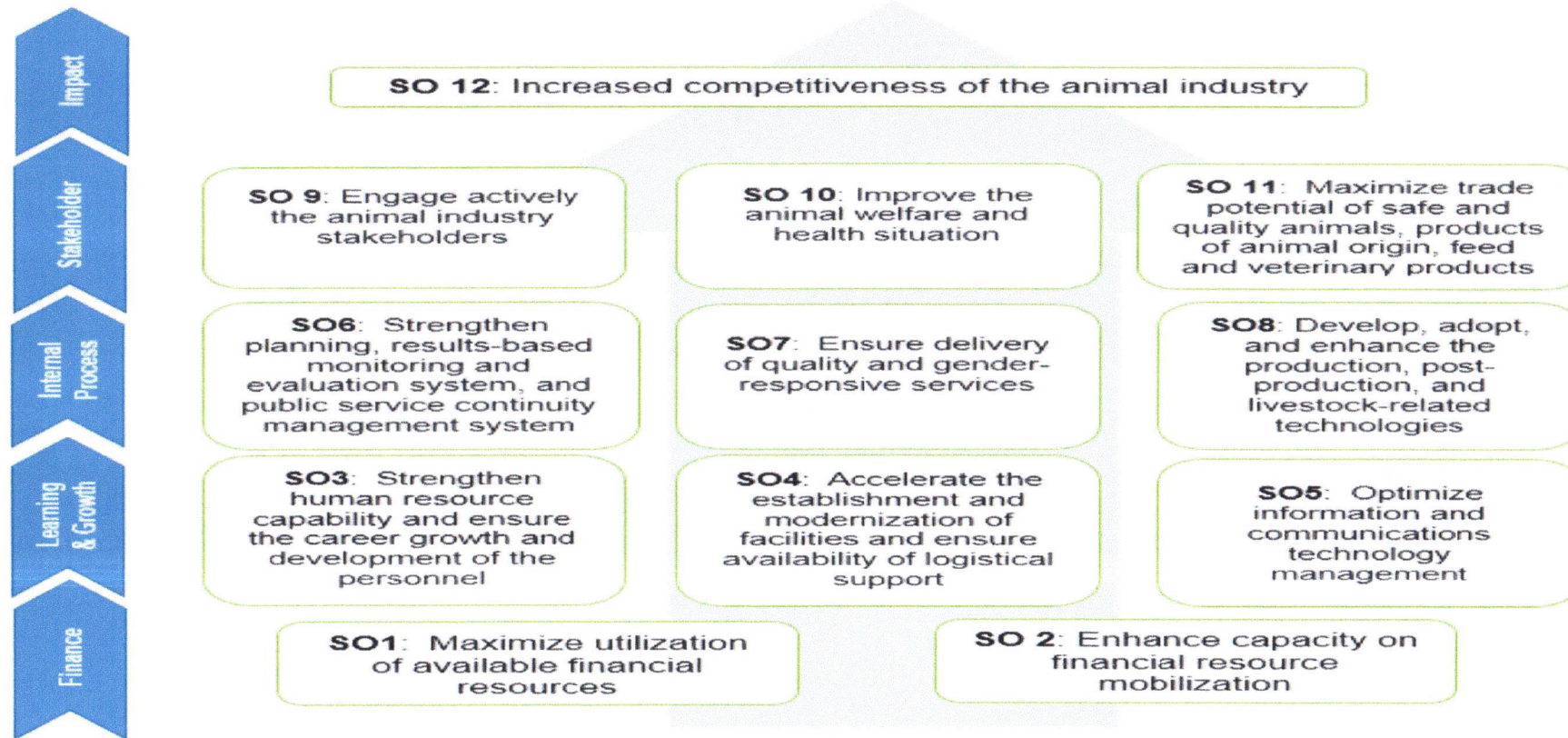
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FIGURE 2. BAI STRATEGIC OBJECTIVES



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