

A conversation with Anne Malleau, November 8, 2016

Participants

- Anne Malleau – Executive Director, Global Animal Partnership
- Lewis Bollard – Program Officer, Farm Animal Welfare, Open Philanthropy Project

Note: These notes were compiled by the Open Philanthropy Project and give an overview of the major points made by Ms. Anne Malleau.

Summary

The Open Philanthropy Project spoke with Ms. Anne Malleau of Global Animal Partnership (GAP) as part of an update on a \$500,000 grant that the Open Philanthropy Project made to GAP in April 2016 for general support. Conversation topics included progress GAP has made since receiving the grant, how it is using the grant funding, and its work to ensure the integrity and scalability of its program.

GAP's status as of April 2016

Staff

In April 2016, when grant was approved, GAP had three staff members:

- Ms. Malleau – Acting Executive Director
- David Wright – Program Specialist
- Frances Flower – Standards and Certification Manager

Programming

- GAP had recently launched sheep and goat standards and was about to launch bison standards (which have since been launched).
- It was working on a chicken initiative and other marketing projects.
- It was working on creating a strategic plan for 2016 and 2017.

Progress since April 2016

The grant from the Open Philanthropy Project has enabled GAP to hone and begin implementing the ideas that Ms. Malleau had for the organization when she joined in February, including improving GAP's labeled product authorization program and completing its work on standards for some animals. GAP was not previously able to implement these ideas due to a loss of momentum caused in part by a reduction in its staff.

Staff

GAP has hired four additional team members:

- Gabrielle Simon – Farm Animal Welfare Specialist. Ms. Simon helps with the day-to-day running of GAP's standards and certification work and with GAP's oversight program, which is a check of its certifier accreditation program. Ms. Simon's position is funded by the grant.
- Pam Williford – Office Manager.
- Diane McDade – Business Development Manager. Ms. McDade has over 20 years of experience in food manufacturing and retail and has worked with many of the suppliers in GAP's program. She has been working on bringing new business to GAP.
- Diana Dussan – Online Media, Communications, and Engagement Specialist. Ms. Dussan joined GAP at the beginning of October.

GAP is now at full operating strength, but plans to use the grant funding to hire two more staff members:

1. An additional Farm Animal Welfare Specialist to assist with a variety of tasks on the program side, such as:
 - a. Helping with day-to-day running of programs.
 - b. Helping with the oversight program.
 - c. Creating producer resources.
2. One additional person to help Ms. McDade with a variety of tasks on the business side, such as:
 - a. Furthering GAP's LPA program (product licensing).
 - b. Working on various networks. Ms. McDade has been working with Green Health Exchange and the Healthier Hospitals Initiative and sourcing antibiotic-free and welfare-certified meat.
 - c. Formulating the basis for a "broker-type employee."

Support from Whole Foods Market

GAP and Whole Foods Market have finalized the terms of a service agreement which requires all of GAP's activities and its budget to be approved by the GAP board. The board gets weekly updates from GAP staff.

Whole Foods funds GAP's office space, internet, and miscellaneous expenses. Whole Foods also funds the majority of Ms. Malleau and Ms. Flower's salaries; the other five employees are employed solely by GAP.

Expanding GAP's programs

Ms. McDade has been working on expanding GAP's programs beyond its existing partners. Some of the partners that have been added, such as Compass Group, are larger and more sophisticated than its previous partners; for example, some have multiple processing and distribution facilities. Working with these partners is helping GAP staff to gain a deeper understanding of the distribution process, which will enable GAP to improve its program.

Broker

GAP has been refining its plans to work with a broker; due to inadequate cash flow, it will not be able to implement the original version of this plan, but does intend to implement an altered version of it.

Countries where GAP standards have been adopted

GAP now works with producers in six countries:

1. The United States
2. Canada
3. The United Kingdom (pork producers in England and Scotland)
4. Australia (cattle producers)
5. New Zealand (sheep producers)
6. Jamaica (chicken producers)

GAP recently added its first sheep farms in New Zealand and is working on onboarding additional sheep producers in the US, including one large supplier.

GAP is also in discussions with producers in Iceland.

Strategy for implementing bison standards

GAP is working on a strategy to roll out its standards in the bison industry. This is complicated by a tender issued by the US government that would take over a large proportion of bison meat in 2017 at a set price that was higher than the market price at the time that the tender was issued. Due to the already high cost of bison meat, it is difficult to incentivize producers to take on the additional costs related to implementing GAP's standards certification. GAP is working with a large bison producer on strategies to incentivize producers to adopt the GAP program.

Developing egg standards

GAP has been using some of the grant funding to develop egg standards, which it is almost ready to launch.

GAP staff believe that it is important to incorporate industry and scientific feedback into the standards it creates, because this makes the standards more robust and makes producers more likely to adopt them. Since GAP does not have as many relationships with egg producers as it does with meat producers, it modified the process that it has used to develop meat standards to ensure that it could incorporate industry feedback.

In addition to holding a public comment period (during which it received some feedback), GAP tested a version of the egg standard with two suppliers of differing scale and complexity that it had existing relationships with, one of which is an organic egg producer. This enabled GAP to catch several implementation issues. The

process was so constructive overall that GAP has modified its standard-setting process to include:

1. Field testing the standard on different scales of production and different types of systems and soliciting feedback from the producers.
2. Conducting a mock audit and working through issues that have arisen.

This new process has helped to inform the way in which GAP asks questions and the kind of guidance it gives to certifiers in its certification manual.

In developing the egg standards, GAP also held an invited comment period in which it solicited feedback on the standard from the animal advocacy community, industry, and scientists. GAP staff believe that it has set a good standard for soliciting public comments, and are working on incorporating the feedback they received.

Budget

Spending to date

GAP has improved its accounting systems and now has a better representation of specific costs and how well it is tracking against its budget. As of the end of September, GAP had spent \$53,000 of the \$250,000 it has received of the grant so far. Main expenditures have included:

- \$15,000 on developing the egg standards, including consultants, field testing, and the invited comment process.
- \$12,000 on a meeting in June to develop the fourth version of its chicken standards (including some travel costs). GAP ran a day-long meeting with all of its suppliers, three primary breeding companies, and several invited speakers. The presence of the breeders and speakers, as well as the positive response from the breeders, helped to add credibility to the initiative and determine how GAP will proceed with it.
- \$5,000 on additional work to create standards.
- \$10,000 creating the first four brochures explaining GAP's program. It is finalizing the beef brochure and plans to launch these first four before Thanksgiving.

The remainder of the funding that GAP has spent so far has been spent on:

- Its accreditation program.
- Shadow audits for the certification oversight program.
- Benchmarking pilot projects.
- Outreach. GAP staff have traveled to trade shows (e.g. Expo East) to find new organizations to work with on implementing its animal welfare standards.
- Creating materials.

Hiring staff

The salaries of the four new staff members that GAP has hired were taken from GAP's existing budget. Salaries for the two people it plans to hire next will be taken from the grant.

GAP's proposed budget included funding to hire a fundraiser. Due to GAP staff members' limited experience with fundraising, GAP plans to run a couple fundraising pilot projects to gain a more in-depth understanding of how to fundraise before hiring someone for this role. GAP staff are considering hiring a contractor for this role.

GAP has been working with a marketing brand specialist to help with its strategic planning. She has been very helpful, and GAP has budgeted some grant funding to continue working with her on identity work and on making the program concise and easy to understand. She has also shared some ideas about fundraising; GAP may work with her on this and may end up hiring her as the fundraising contractor.

Ensuring integrity of the program

Creating and improving tools for certifiers

Certifier accreditation program

GAP's certifier accreditation program and certification manuals are useful tools for certifiers, but both will need to be refined to ensure adequate execution of GAP's program. GAP has learned a lot during the first phase of its accreditation program and expects the second version to be much better.

Oversight program

GAP plans to pilot launch an oversight program that will provide an "in the field" check of the certifier accreditation program. This will seek to not only provide an additional view of the process and opportunity for refinement, but will support best practice in developing a robust program.

Certifier meetings

GAP's certifiers have worked hard to ensure that they are enforcing standards consistently with one another. GAP has changed its process of answering certifiers' questions to ensure that all certifiers hear the answers. GAP has started holding in-person meetings to discuss issues with its certifiers; it held one last year and plans to hold two per year going forward.

AssureWel

AssureWel is a project that aims to develop a system for assessing the welfare of farm animals. GAP participates in meetings held by AssureWel, where AssureWel

protocols and on-farm verification are discussed with various programs from around the world. The members of this group have been able to share a lot of information with each other because they are not in close competition, and these meetings have helped to inform GAP's thinking and facilitate networking opportunities.

Ms. Malleau is working on a deal in which GAP will pay for a certain number of auditors to be trained via AssureWel's web-based training protocols in 2017, as part of GAP's partnership with its certifiers. While all of GAP's certifiers currently use calibration programs, Ms. Malleau hopes that GAP's support of the AssureWel training will demonstrate to its certifiers the value of using a third-party calibration tool. GAP is likely to learn a lot in the process of supporting this training. If the training is successful, GAP may begin requiring its certifiers to be AssureWel-trained and to cover the cost of the training (which is not very expensive).

Improving standards

GAP has been working on improving its standards in a way that tightens loopholes and makes the standards easier to apply consistently. It recently re-launched its pork standards and plans to launch beef standards and the third version of its chicken standards.

Onboarding new certifiers

It has been challenging to onboard new certifiers while preserving the integrity and execution of the program. GAP has piloted possible ways to do this. It did not have time to completely onboard the certifier for its farms in England and Scotland, and instead created a partnership between the UK certifier and one of its US certifiers. The UK certifier was trained by the US certifier and uses the US certifier's forms for final review and certification. This model has worked well in countries where there is no competition.

Some certifiers have expressed interest in offering the GAP program; GAP is interested in onboarding new certifiers on the condition that they bring in new suppliers.

Scalability of the program

Challenges

One challenge to scaling up GAP's program is that in order to be able to market a final product as GAP-certified, all of the farms in the supply chain need to be certified. This poses particular challenges to certifying pork and ruminant species, which can move through a large number of farms and a variety of different systems. This is less of a problem for chickens and turkeys, which tend to stay on the same farm.

Commitment partners

GAP is encouraging some large companies to become "commitment partners," committing to achieve GAP certification by a specified year in the future. GAP is offering to work with these partners on creating a plan to transition its supply base on a certain timeline, and would apply certain terms during the transition period. Companies may choose to transition the whole company to GAP standards, or just a certain portion or brand.

GAP is currently finalizing an agreement with Compass Group, which will become its first commitment partner. Compass Group plans to transition 100% of the company to GAP standards and is committing to benchmarking how it will make the transition to higher welfare standards over time. It has not yet set a timeline for its transition.

Ms. Malleau believes that offering a transparent commitment that GAP can benchmark against and a way to end its work with companies that are not meeting expectations will be a realistic way to scale up the program. She believes that it will be important to help partners with their transitions while being transparent about what GAP's expectations are and how companies can use GAP's label and materials during the transition.

All Open Philanthropy Project conversations are available at <http://www.openphilanthropy.org/research/conversations>