



Looking back at one year of PANAO



The Partnership for Sustainable Orange Juice reached its first birthday this month. A reason to celebrate! The story of PANAO had begun long before, but the official founding charter was signed by the eight founding members at the German Sustainability Award in 2020. Our common goal is to improve human and labour rights in the orange juice market. That goal admittedly seems very far off. But in my opinion, the journey is the reward. And the first important steps were taken during my chairmanship. In this paper, we accordingly deliver a positive summary and take a look ahead. First, however, I would like to take this opportunity to pass the baton to our new chairwoman, Stephanie Nutzenberger of ver.di. I wish her every success for the next phase!

*O vosso Sebastian Köppel
Beckers Bester, Chairman of the Steering Committee 10/2020-10/2021*

The objective of PANA0

PANA0 wants sustainably produced orange juice to become the norm, meaning that it is produced in an economic, environmentally friendly and socially responsible manner. In particular, PANA0 hopes to lastingly improve the living and working conditions of the people in the orange juice supply chain.

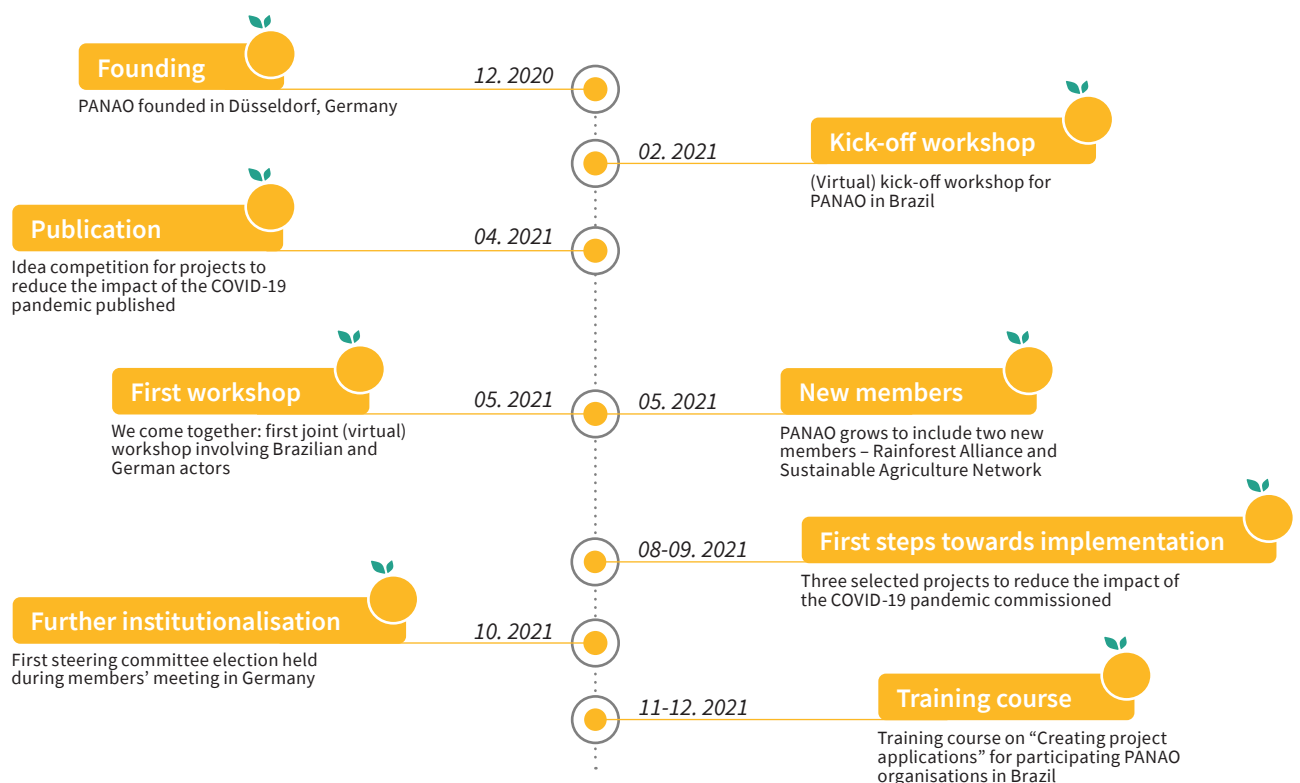
In addition to these social and economic aspects, PANA0 also aims to protect and preserve natural resources by making the orange juice supply chain sustainable. PANA0 focuses on the largest producer of juice oranges used to make orange juice sold in Germany: Brazil. To achieve the goal we have jointly set ourselves, the members of PANA0 have agreed on a two-phase roadmap.

The first phase involves developing and piloting approaches to improve working conditions and increase wages and incomes. In the second phase, we will scale up the piloted approaches and establish them on the mass market. In order to successfully imple-

ment this roadmap, PANA0 involves relevant actors from all parts of the supply chain, from workers and their representatives through major producers to retailers in consumer countries.



Timeline and results



PANAO members



Conclusion and outlook

The foundations have been laid

Our focus over the previous year was on establishing structures. Alongside the secretariat in Germany, the secretariat in Brazil also began its work. In Germany, our members finalised their processes, thereby creating the basis for their collaboration. In addition to the documents setting out our principles of cooperation, our members agreed on a "Theory of Change" (macro level) that was complemented by a results model (meso level) and finally a work plan (micro level). In the latter, PANAO defined target outcomes and the associated milestones. Important development work was performed in Brazil: Alongside establishing connections to relevant stakeholders, monthly virtual meetings and workshops to discuss targets, methods and structures were instituted.

Expanding structures

Now that the foundations have been laid, in the first half of 2022 we aim to further align our structures in Germany and Brazil. Another important goal is to expand our partner structure. So far, a formalised membership structure exists only in Germany. If we are to succeed, it is however imperative that we on the one hand increase the involvement of Brazilian actors from all stakeholder groups, and on the other hand continue to expand our current partner base. A comprehensive analysis and mapping of the entire orange juice supply chain will underpin these efforts. PANAO thus strives to significantly improve the representation of relevant actors.

The next step: Pilot projects

In the coming year, PANAO will be turning its attention primarily to practical implementation. Additional projects will complement the three pilot projects that were launched in 2021. Beforehand, we will be confirming the problem areas on which PANAO intends to work. The goal is that at the end of the pilot projects we scale up our findings and thereby enter phase 2 of the roadmap.

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