

We help nonprofit organisations better achieve their goals. As a think tank, consultancy and social organisation, we work to ensure that community engagement has a real impact. We are committed to ensuring that every hour of work and every euro is spent for the best possible outcome.

Our work within the framework Global Career Readiness Initiative

The Zukunftsträger initiative supports disadvantaged young people in Germany on their path to a career. To this end, it funds and enables local stakeholders who build strong alliances of schools, companies, government agencies and civil society organizations in their regions. These alliances work closely together and coordinate their services to increase young people's chances of successfully entering apprenticeships and employment. The three main goals for the coming three years are (1) to stabilise existing alliances, (2) to build three new alliances in different regions, and (3) to share best practices and knowledge arising from the different regions.

Organizational priorities

For the Global Initiative, we believe that activities related to goal (3) would be most suited. We could support answering questions such as: How to build and maintain impact focused collectives? What are best practices for funders to provide the most effective funding framework for collective impact initiatives? What are the implications of for governmental policy frameworks?

Evidence of Impact

Data from PHINEO's Initiative Zukunftsträger shows improvements in young people's career readiness and transitions into training and work. Condrops—one of the initiative's backbone organisations, reaching approximately 50% of participating youth— illustrates these outcomes clearly. In the Munich programme, 98% of participants report gaining skills relevant for education and employment. Participants also report stronger career awareness and personal development, including 53% who better understand their strengths and weaknesses, 49% who improved communication skills, and 37% who better understand the steps involved in career planning. Practical exposure is central: 91% gained insights into real workplaces, primarily through internships and employer engagement. These experiences translate into tangible outcomes: 47% of participants are currently engaged in internships or voluntary work, and 21% have entered dual vocational training.

System-Level Impact: A survey of organisations participating in the Initiative Zukunftsträger network (N=25) reports improvements in organisational processes, stronger fundraising capacity, clearer alignment around shared priorities, and improved coordination among stakeholders supporting school-to-work transitions.

Partnerships & Alliances

- Partnering with local authorities and schools to improve school-to-work transitions, prevent dropouts, and ensure clear career pathways (e.g., REGE mbH in Bielefeld).
- Collaborating with employers to create training, mentoring, and apprenticeship opportunities, supporting dual vocational pathways (e.g., initiatives in Frankfurt, Leipzig, and Rhine-Neckar).
- Working with experienced non-profits like HEIZHAUS gGmbH, EDUCATION Y e.V., Condrops e.V., and GJB e.V. to deliver tailored youth support, guidance, and skill-building programs.

Germany Landscape

Phineo



Data - Transition From School To Work (Germany)

Indicators for youth between 15 - 24 years old

Labor Force Participation Rate (ILO, 2025)	Share Of Youth Not In Education, Employment Or Training ("NEET") (ILO, 2024)		Unemployment Youth (ILO, 2025)	
55% total	7.3% male	7.8% female	7.6% male	6.6% female

Current State of Career Readiness

- The Ministry of Education's **Vocational Orientation Programme** includes a skills assessment in grade 7 and practical career guidance days in grade 8, helping students identify strengths and plan for further education or training.
- Hessian State Ministry's **Optimisation of Local Placement Work in the Transition from School to Work (OloV)** improves coordination among schools, employment agencies, and businesses to support smooth post-school transitions.
- North Rhine-Westphalia State's **No Degree Without Connection (KAoA)** programme ensures all students have clear post-school pathways through comprehensive vocational orientation, counselling, and placement services.

Emerging Trends

- Technology is a valuable tool for career guidance, offering innovative, immersive experiences—such as VR simulations—to enhance career exploration, practical learning, and decision-making.

Challenges and Gaps

- Many young people lack clear, targeted guidance and face an overwhelming number of fragmented offers, making it hard to identify the right opportunities.
- Increasing absenteeism means many students are no longer reliably reached in school. Parents are essential partners for engagement and play a critical role in supporting their development.
- Better coordination and collaboration between schools, families, and organisations is needed to provide consistent and effective support.

Recommendations for Leaders *Shaping Career Education Policy and Practice*

- **Invest at the systemic level** by supporting stronger collaboration among schools, employers, families, and service providers.
- **Enhance impact monitoring** by allocating resources to measure and communicate meaningful outcomes, not just outputs.