

Case study:

Implementation of Framework Agreement Program for Italy's Department of Youth

Deloitte entity:	Deloitte Italy
Client name:	The Department of Youth in Italy and the Presidency of the Council of Ministers
Topics:	Program strategy, coordination, and implementation
Country:	Italy
Timeframe:	November 2009-February 2011
Services supplied:	Strategic planning; system integration and analysis; technology implementation; communication strategies; operational support
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Global Public Sector

The situation

Over the past 10 years, the younger generation in the European Union, and in Italy specifically, has been finding it increasingly difficult to become established in society, from both a personal and professional perspective. This dissatisfaction has led to increased anxiety and frustration, and in many cases, a desire to move abroad in order to seek a brighter future.¹

To counter this growing dejection among youth, Italy developed specific strategies for building a more prosperous and promising future for

the younger generation. And with the recent international economic crisis only exacerbating the grim outlook for younger people, the Italian government knew these measures were more important than ever.

The Department of Youth in Italy, with the support of the Presidency of the Council of Ministers, took action to improve and reinvigorate the youth strategy and the effectiveness of its implementation. Programs were to be viewed more as a means of ensuring a brighter future as opposed to a tool to assist what many viewed as a disadvantaged class. To disseminate this new message and improve participation, the department set out to promote youth activities at both a national and regional level. Local authorities, in accordance with the policies of the ministry, developed the Framework Agreement Program, a tool for the planning, implementation, and monitoring of local authority youth actions. But

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given the large number of institutional partners involved (21 agreements were signed with 800 projects to be implemented), running the programs was going to be challenging.

The solution

To meet that challenge, Deloitte Italy was brought on board in November 2009 to run and coordinate specific youth programs, ensuring they were implemented within a pre-determined budget and timeline. These professional, personal, cultural, and social youth programs focused on areas as varied as employment and assistance with new enterprises, such as business start-ups; international mobility of young people; and nurturing talent. Some programs even sought to improve upon the community center structure so that younger individuals could come together for activities, sports, mentoring, and overall socializing.

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To run the programs, it was imperative that Deloitte achieve consensus within a system of numerous stakeholders operating on both a national and regional level, all with different mandates and sometimes with overlapping areas of responsibility. Deloitte also had to contend with a lack of visibility into youth policies, which were often embedded within obscure social policies and difficult to define and understand.

The first step for the Deloitte team was an analysis of already planned strategies and programs to gauge their potential and progress. This included an analysis of information flows, mapping, documentation, and technology systems as well as a rationalization of processes and procedures, specifically for the 2007-2009 period. By modeling the experience of this time period, Deloitte was able to plan and coordinate programs for the 2010-2012 period and identify “golden rules” for the governance and implementation of the programs through specific strategies, stakeholders, operating mechanisms, and financial planning.

Deloitte monitored the progress of the programs by developing a new reporting model and detected and solved any shortcomings or critical issues. The team also developed a communications strategy for educating the public on the new youth policy actions.

The outcomes

With the help of Deloitte, procedures and information flows were reengineered for the rollout of a variety of youth programs established by the Framework Program Agreements and served as a foundation for future programs. Stronger communication and education initiatives were also implemented, leading to better public understanding and buy-in of the initiatives as well as greater participation on behalf of the younger generation throughout Italy.

Overall, the Department of Youth and regional authorities improved 21 programs at a total value of approximately €250 million and is now introducing new programs aimed at 16-to 29-year-olds, a demographic that represents 16 percent of the national population. With the success of this effort, the department restored its role in drawing up inter-ministerial policies to solve topical social problems—such as employment, housing, and participation in social life. Now in a stronger position to govern existing programs, the department is ensuring it meets predetermined objectives and is more effectively addressing issues as they arise.

¹ “NEETS - Understanding young people who are Not in Education, Employment or Training.”