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WHITE PAPER 2002
MINISTRY OF DEFENCE*

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INDEX

PREMISE

PART I
THE SITUATION: FROM THREAT TO RISK

1.1 EVOLUTION OF THE GEOSTRATEGIC FRAMEWORK AND OF THE MISSIONS OF THE ARMED FORCES

1.2 THE WORLD FRAMEWORK AND INTERNATIONAL POLITICS: UN, WEU, EU, NATO, OSCE 1.2.1 General 1.2.2 The United Nations Organization (UN)

1.2.3 The North Atlantic Treaty Organization (NATO)
1.2.3.1 The New Strategic Concept of NATO 1.2.3.2 The "new" NATO - The process of "external adaptation"
- The process of "internal adaptation"
l Review of the Command Structure l Review of the Force Structure l DCI - Defense Capabilities Initiative
1.2.4 The Organization for Security and Co-operation in Europe (OSCE)
1.2.5 The Western European Union (WEU)
1.2.6 The European Union
1.2.6.1 The evolutionary process of European Defense
1.2.6.2 The future developments of European Defense

1.3 THE INNOVATIVE PROCESS OF NATIONAL DEFENSE
1.3.1 Political Military Relations 1.3.2 Disarmament and non-proliferation regimes -
General -
The CFE Treaty -
The Vienna Document - The Dayton Accords - The Stability Pact - The
Ottawa Convention on the ban on anti-personnel mines - The
Convention on the Prohibition of Chemical Weapons - Small Arms And Light Weapons (SALW)
- The Open Skies Treaty -
The NATO High Level Group - The
NATO Senior Defense Group on Proliferation (DGP)
- The Convention for the Ban of Biological Weapons (BIOLOGICAL WEAPON CONVENTION - BWC)

PART II
THE DEFENCE

2.1 THE COMMAND LINE 2.1.1 The Head of State 2.1.2 The Supreme Defense Council 2.1.3 The Parliament 2.1.4 The President of the Council of Ministers 2.1.5 The Minister of Defense

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2.1.5.1 The Undersecretaries of State

2.2 THE RESTRUCTURING OF THE ARMED FORCES 2.2.1 Legislative
legislation 2.2.2 The succession of
legislative decrees 2.2.3 The Chief of Defense
Staff 2.2.4 The Secretary General of Defense and
National Armaments Director 2.2.5 The Heads of State Major of the Armed Forces 2.2.6 The
General Commander of the Carabinieri 2.2.7 The
Committee of the Chiefs of Staff 2.2.8 Security: 2.2.8.1 The SISMI
2.2.8.2 The RIS (Information and Security
Department)

2.3 THE ORGANIZATION OF THE DEFENSE 2.3.1
The Defense General Staff 2.3.2 The
General Secretariat of Defense 2.3.2.1 General
Directorate for Military Personnel (PERSOMIL)
2.3.2.2 Directorate General for Civil Personnel (PERSOCIV)
2.3.2.3 General Directorate of Military Service, Compulsory Recruitment, Militarization,
Civilian Mobilization and Auxiliary Corps (LEVADIFE)
2.3.2.4 General Directorate of Land Armaments (TERRARM)
2.3.2.5 General Directorate of Naval Armaments (NAVARM)
2.3.2.6 General Directorate of Aeronautical Armaments (ARMAEREO)
2.3.2.7 General Directorate of Telecommunications, Information Technology and
Advanced Technologies (TELEDIFE)
2.3.2.8 Directorate General of the Commissariat and General Services
(COMMISERVIZI)
2.3.2.9 General Directorate of Works and State Property (GENIODIFE)
2.3.2.10 General Directorate of Military Health (DIFESAN)
2.3.3 The Central Offices
2.3.3.1 Central Office of Budget and Financial Affairs (BILANDIFE)
2.3.3.2 Central Office for Administrative Inspections (ISPEDIFE)
2.3.4 The Army
2.3.4.1 Army General Staff 2.3.4.2 The
Operational Organization 2.3.4.3 The
School and Training Organization 2.3.4.4 The Logistic
Organization 2.3.4.5 The Territorial
Organization 2.3.4.6 The Inspectorate of
Infrastructure 2.3.4.7 The Inspectorate for
Recruitment and Completion Forces 2.3.5 The Navy
2.3.5.1 The General Organization and the General Staff 2.3.5.2
The Organization of the Operational Forces 2.3.5.3 The
Peripheral/Territorial Organization 2.3.6 The Air Force
2.3.6.1 The new Air Force 2.3.6.2
The General Staff of the Aeronautics 2.3.6.3
Structural Aspects 2.3.7 The Carabinieri 2.3.7.1
Restructuring 2.3.7.2 Military
tasks 2.3.7.3 The structure 2.3.7.4
The General Command 2.3.7.5
Technical and Logistic
Administrative Groups
(RTLA)
2.3.7.6 The Barracks
2.3.7.7 The Training Organization 2.3.7.8 The
Territorial Organization 2.3.7.9 The Mobile
and Special Organization

Machine Translated by Google

2.3.7.10 Departments for special needs
2.3.7.11 Departments for central bodies
2.3.7.12 Personnel for military tasks

2.4 THE DEFINITION OF "MISSIONS"
2.4.1 Introduction
2.4.2 Missions
2.4.2.1 International crisis management
2.4.2.2 Multinational formations with Italian participation 2.4.2.3 Italian participation in the new NATO force structure 2.4.2.4 The Italian contribution to European defense

PART III
THE ECONOMY

3.1 BREAKDOWN OF DEFENSE EXPENDITURE 3.2 BUDGET FORMATION 3.3 HISTORICAL SERIES
3.4 COSTS 3.5 CONCLUSIONS /

CONSIDERATIONS

PART IV
THE INDUSTRIAL APPARATUS

4.1 TASKS - ORGANIZATION 4.2 THE DIRECTORS GENERAL 4.3 THE INDUSTRIAL DEFENSE SECTOR 4.3.1 Organizational structure 4.3.1.1 Before the reform 4.3.1.2 The reform 4.3.1.3 After the reform 4.3.2 Agenzia Industria Difesa

4.4 NATIONAL INDUSTRIAL APPARATUS

4.5 INTERNATIONAL CO-PRODUCTION IN THE NATIONAL INDUSTRIAL SCENERY 4.5.1 WEAG (European Armaments Group)
4.5.2 OCCAR (Joint Armaments Collaboration Body)
4.5.3 LOI (Letter of Intent)
4.5.4 Considerations

4.6 NATIONAL INDUSTRIAL SCENERY

4.7 PROCUREMENT POLICY 4.7.1 Development and implementation of programs 4.7.2 Private negotiation 4.7.3 Advisory committee 4.7.4 Peculiarities relating to the arms market 4.7.5 Computerization of contractual and e-procurement procedures

4.8 MARKETING OF WEAPONS

4.9 RESEARCH, DEVELOPMENT AND ACQUISITION
4.9.1 Joint forces component
4.9.1.1 C4I function
4.9.1.2 Recognition, surveillance and target acquisition function 4.9.1.3 Intelligence function 4.9.1.4 Mobility functions

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4.9.1.5 Defense/reaction functions
4.9.1.6 Force protection functions 4.9.2
Land component 4.9.2.1 C4I
function 4.9.2.2
Defense/reaction function
4.9.3 Maritime component
4.9.3.1 C4I function
4.9.3.2 Defense/reaction function
4.9.3.3 Force protection function 4.9.4 Air
component 4.9.4.1 C4I
function 4.9.4.2
Defense/reaction function 4.9.4.3
Mobility function 4.9.4.4
Function sustainability/logistics/training
4.9.5 Technological research
4.9.5.1 NATO RTO (Research & Technology Organisation)
4.9.5.2 ETAP program (European Technology Acquisition Program)
4.9.5.3 Test Facilities
4.9.5.4 Research funds
4.9.5.5 Dual use technologies

4.10 CONCLUSIONS / CONSIDERATIONS

PART V
THE MILITARY PERSONNEL

5.1 THE MILITARY STATUS 5.1.1 The
fact-finding investigation on the military condition

5.2 RECRUITMENT 5.2.1
Recruitment of enlisted soldiers 5.2.2
Recruitment of non-commissioned
officers 5.2.3 Recruitment of spe officers
5.2.4 Recruitment of auxiliary officers 5.2.5
Completion forces 5.2.6 Call-ups
from 5.2.7 Arma dei Carabinieri 5.2.8
Female military service 5.2.9
Military chaplains in Italy 5.2.10
Conscientious objection 5.2.11 The
balanced force of 2001

5.3 CAREER PROCESS (selection, evaluation and criteria)
5.3.1 Officers
5.3.2 NCOs 5.3.3
Troops 5.3.4
Resignation (Carabinieri excluded)

5.4 ECONOMIC TREATMENT 5.4.1
Periodic salary adjustment 5.4.2 Retirement benefits
5.4.3 Future developments 5.4.4
Treatment of military
personnel engaged in peacekeeping operations
and humanitarian in nature
5.4.5 The difference in the economic treatment of the Italian armed forces
compared to the NATO Allies

5.5 THE PROBLEM OF ACCOMMODATION
5.6 MILITARY REPRESENTATION

Machine Translated by Google

5.7 STAFF WELL-BEING 5.8 THE PHENOMENON OF HAVING

PART VI
TRAINING

6.1 GENERALITIES - EUROTRAINING 6.1.1
ARMY 6.1.1.1
Officers 6.1.1.2
NCOs 6.1.1.3 Men and women
6.1.1.4 Preparation for operational cycles
6.1.2 NAVY
6.1.2.1 Officers
6.1.2.2 NCOs
6.1.2.3 Men and women 6.1.2.4 The training activities 6.1.3
AERONAUTICS
6.1.3.1 Officers
6.1.3.2 Non-commissioned officers 6.1.4
CARABINIERI
6.1.4.1 Officers 6.1.4.2 Non-commissioned officers 6.1.4.3 Troops 6.1.4.4 Training activity for departments assigned to mi
6.1.5 POLYGONS, TRAINING AREAS AND SIMULATORS.
6.1.5.1 Managed by the Army 6.1.5.2 Managed by the Navy

PART VII
THE CIVIL PERSONNEL

7.1 CIVIL PERSONNEL 7.2 STAFF 7.3 EMPLOYMENT OF CIVIL PERSONNEL 7.4 USE OF EXTERNAL STRUCTURES (OUTSOURCING) 7.5 CIVILIAN PERSONNEL: A NEW CONCEPT. OUTLOOK 7.6 ROLE OF STAFF REPRESENTATIONS

PART VIII
MILITARY JUSTICE

8.1 GENERAL INFORMATION 8.2 COUNCIL OF THE MILITARY JUDICIARY 8.3 MILITARY JUDICIAL ORGANIZATION 8.4 JUDICIAL ACTIVITY: STATISTICAL DATA 8.5 JUDICIAL PERSONNEL 8.6 NON-JUDICIAL PERSONNEL 8.7 ASSIGNMENT OF MILITARY PERSONNEL 8.8 ESTABLISHMENT OF MILITARY JUDICIAL POLICE SECTIONS 8.9 THE MILITARY PENITENTIARY ORGANIZATION (OPM – EXECUTIVE BODIES)

8.10 CONSIDERATIONS
8.11 APPLICATION OF THE MILITARY PENAL CODE OF PEACE (AND NOT OF WAR) DURING MILITARY MISSIONS ABROAD – PROBLEMATIC ASPECTS

PART IX

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THE MATERIALS

9.1 LOGISTICS - GENERAL INFORMATION

9.2 CURRENT SITUATION AND FUTURE PROSPECTS

9.2.1 Procurement policy 9.2.2 Modernization programs in the field of materials 9.2.3 Modernization programs in the sector of the Command, Control, Communications and Information (C3I)

9.2.3.1 SICRAL system
9.2.3.2 Joint digital network 9.2.3.3 C4I Defense system 9.2.3.4 The Defense telematic network (DIFENET)

9.2.4 Modernization programs in the field of land materials 9.2.4.1 The blockade of the heavy forces 9.2.4.2 The blockade of the medium forces 9.2.4.3 The blockage of the light forces 9.2.4.4 New equipment for the soldier 9.2.4.5 Aircraft component 9.2. 4.6 Anti-Aircraft Defense 9.2.4.7 In the Command and Control/Communications/Computer sector (C4)

9.2.5 Modernization programs in the naval materials sector 9.2.5.1 Below is the current situation of the main modernization programs of the naval instrument 9.2.5.2 Main programs to be launched for the renewal and modernization of the aero-naval instrument according to the "minimum" requirements established 9.2.6 Modernization programs in the aeronautical materials sector 9.2.7 Technological innovation programs in the Carabinieri

9.3 POLICY OF INTERNATIONAL COOPERATION IN THE FIELD OF THE SUPPLY OF MATERIALS

9.4 OPERATION POLICY 9.4.1 Land segment

9.4.2 Naval segment
9.4.2.1 Food 9.4.2.2 Clothing
9.4.2.3 Barracks
9.4.2.4 Fuels and lubricants 9.4.2.5 Vehicles 9.4.2.6 "Outsourced" services
9.4.2.7 Current situation - ammunition 9.4.2.8 Current situation - materials 9.4.2.9 Logistic chain of repairs/maintenance

9.4.3 Aeronautical segment
9.4.3.1 Bureaucratic procedures

9.4.4 Carabinieri branch 9.4.4.1 Procurement policy in the Carabinieri branch 9.4.4.2 Logistic organization of the Carabinieri branch

9.5 LOGISTICS SUPPORT POLICY

9.6 STOCK POLICY 9.6.1 Land Segment
9.6.1.1 Spare parts 9.6.1.2 Ammunition 9.6.2
Naval segment 9.6.3
Aeronautical segment 9.6.3.1 Ammunition and fuel oil stocks

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9.6.3.2 Police Station
9.6.3.3 The Mobile Support Department

9.7 MILITARY HEALTH POLICY 9.8 MOVEMENT AND TRANSPORT POLICY 9.9 PROCUREMENT POLICY 9.10 CLOTHING AND EQUIPMENT POLICY

PART X
THE INFRASTRUCTURES

10.1 GENERAL ASPECTS
10.2 CONSTRUCTION OF ACCOMMODATIONS WITH THE "PROJECT FINANCING" SYSTEM
10.3 POLICY FOR INFRASTRUCTURE FOR FEMALE VOLUNTEERING

10.3.1 Army
10.3.2 Navy
10.3.3 Air Force

10.4 SALE/EXCHANGE PROGRAM
10.4.1 Disposal program 10.4.2 Special cases

10.5 NATO INFRASTRUCTURE PROGRAMS 10.5.1 NATO resources 10.5.2 AFSOUTH Command 10.5.3 Joint Command SOUTH Verona

10.6 INFRASTRUCTURAL PROBLEMS OF THE WEAPON DEI CARABINIERI
10.6.1 Introduction
10.6.1.1 Military state property barracks
10.6.1.2 Civil state property barracks
10.6.1.3 Barracks in privately owned buildings
10.6.1.4 Acquisition of abandoned properties by the FF.AA.

10.7 CONCESSION OF MILITARY STATE PREMISES TO WEAPON AND FIGHTING ASSOCIATIONS

PART XI
ARMED FORCES AND COUNTRY

11.1 INTERVENTIONS IN FAVOR OF THE COMMUNITY.
11.1.1 General information 11.1.2 Decision-making authority 11.1.3 Constraints 11.1.4 The contribution of the individual FF.AA. and the Carabinieri
11.1.4.1 Army - Natural disasters - Safeguarding free institutions - Public utilities - Strikes - Demolition of Bailey bridges - Explosive ordnance clearance - Demolition of illegal buildings - Forest firefighting campaign - Meteomont Service 11.1.4.2 Navy

Machine Translated by Google

11.1.4.3 Air Force 11.1.4.4
Carabinieri Corps

11.2 ACTIVITIES OF THE DEFENSE FOR ENVIRONMENTAL PROTECTION
11.2.1 Background
11.2.2 Policies and programs
11.2.2.1 Accident Prevention and Environment
Office 11.2.2.2 Interforce Working
Group 11.2.2.3 The "Guidelines" of the Ministry of
Defense 11.2.2.4 The Interforce Environmental
Directive 11.2.2.5 Training and personnel training 11.2.2.6
Establishing the organization 11.2.3 Italy - USA
military cooperation 11.2.4 Contribution to
NATO environmental protection 11.2.5 Recent
environmental protection activities
11.2.5.1 Activities of the technical-industrial
area 11.2.5.2 Activities of the
Army 11.2.5.3 Activities of the
Navy 11.2.5.4 Activities of the Air
Force 11.2.5.5 Activities of the Carabinieri

PART XII

MILITARY PUBLICITY, SPORTS ACTIVITY IN THE ARMED FORCES, FIGHTER ASSOCIATIONS AND WEAPONS, THE MILITARY MUSEUMS, THE GENERAL COMMISSIONER, HONORS TO THE FALLEN IN THE WAR

12.1 MILITARY PUBLICITY 12.1.1 General
12.1.2 Purposes
12.1.3
Publicity in the joint forces area 12.1.4
Publicity in the Armed Forces area 12.1.4.1 Army
12.1.4.2 Navy
12.1.4.3 Air
Force 12.1.4.4
Carabinieri 12.1.5
Communication 12.1.5.1
Introduction
12.1.5.2 The current communication structure of the Armed Forces
12.1.5.3 The information and communication activity of the Public Administrations

12.2 SPORTS ACTIVITY IN THE ARMED FORCES 12.2.1 General
information 12.2.2
Mass physical activity 12.2.3
Conservative activity for competitive spirit
12.2.4 Conservative activity for Middle
Managers 12.2.5 The sports centers of the FF.AA.
12.2.5.1 Army sports centers
12.2.5.2 Navy sports centers 12.2.5.3 Air
Force sports centers 12.2.5.4 Carabinieri sports
centers
12.2.6 Budget charges
12.2.7 Armed Forces-Coni agreements

12.3 WEAPON FIGHTING ASSOCIATIONS

12.4 MILITARY MUSEUMS
12.4.1 General a.
Shrine of the flags at the Vittoriano

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12.4.2 Army Museums
12.4.2.1 Historical Museum of the Infantry
12.4.2.2 Historical Museum of the Sardinian Grenadiers
12.4.2.3 Historical Museum of the
Bersaglieri 12.4.2.4 National Historical Museum of
the Alpini 12.4.2.5 Historical Museum of
the Cavalry 12.4.2.6 Historical Museum
of the Artillery 12.4.2.7 Historical Museum of
the Engineer Corps 12.4.2.8 Historical Museum
of Motorization 12.4.3 Navy Museums:
12.4.3.1 Naval Historical Museum
12.4.3.2 Naval Technical Museum
12.4.4 Historical Museum of the Air Force 12.4 .5
Historical Museum of the Carabinieri Corps

12.5 COMMISSIONER GENERAL HONORS TO WAR FALLEN
12.5.1 Historical notes and institutional
duties 12.5.2 Research, translation and final arrangement of the Italian fallen
12.5.3 Infrastructures
12.5.4 State-owned issues
12.5.5
Miscellaneous 12.5.5.1 Relations with
Associations
12.5.5.2 Museums 12.5.5.3 Publications and audiovisuals

APPENDIX: Possible evolution lines
Legislative references

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PREMISE

The 2002 White Paper stems from the Government's desire to take stock of the situation of the Armed Forces and, more generally, of the entire Defense sector in light of the new geo-political framework that emerged after the mass murders perpetrated on 11 September against The United States of America.

Sixteen years separate us from the previous White Paper, drawn up in 1985 by the then Minister Spadolini. In those years the East - West confrontation was alive, with the question of Euromissiles, but new commitments were already appearing, anticipated by the missions in Lebanon from 1982 to 1984, almost as if to announce that season of radical changes in the international scenarios which would then open in 1989, with the fall of the Berlin Wall.

The end of the Cold War and the disintegration of the USSR have given rise to ethnic, nationalist, religious, economic tensions along the "arc of crises", as strategy experts call the vast area of the planet which starts, in the West, from North Africa, crosses the Middle East and the Caucasus, extends eastwards to the Gulf, Central Asia, Kashmir up to South-East Asia where conflicts of an ethnic-religious nature arise (just think of the case of East Timor). To the north, this "arch of crises" has the Balkan appendage, contiguous to our land and sea borders, through which a complex conflict, with ancient historical roots, has wedged itself into the very heart of Europe.

The attacks of 11 September have definitively marked **the new reality of** planetary security and have confirmed that the threats to be faced in the future have a very different nature from those we have fought and defeated in the past, thanks to the Atlantic cohesion which has united in a common effort in defense of freedom European and North American democracies. Today, an identical cohesion - possibly with a wider participation of States - must counter the obscure threat of a **terrorism,** which could arrive at its disposal of weapons of mass destruction and demonstrates the capacity for global organization, penetration and proselytism not only in areas affected by crisis but even in Western societies.

At the same time, the other novelty that marks a radical break with the context in which the previous White Paper matured is the different approach of public opinion towards the issue of national security.
The large majorities registered in Parliament in support of the missions in Albania and in Kosovo, in the past Legislature, and in support of our participation in "Enduring Freedom" prove that Italy has matured a full national awareness of international responsibilities, regardless of the contingents roles of majority and opposition.

The issues of military security, geopolitics and geo-economics have become, even in Italy, topics of collective interest, assuming, in the media, a relevance that was unimaginable until the recent past. The White Paper also intends to represent this new awareness of the problems.

Italy and the Italians have closely followed our military in the many operations outside the national borders **from Africa to the Balkans to Timor;** they appreciated his work, dedication to duty, professionalism. At the same time, public opinion was an active spectator of the evolution of the military tool, especially the entry of women and the launch of the professional model: real and incisive changes in national customs and traditions.

The White Paper not only serves to warn the country about the centrality of defense, expanding and consolidating attention and consensus around the Armed Forces and their needs, but also to photograph the existing situation in order to evaluate the effects of the change process on the national military instrument, compared to the military instruments of other countries of the world, in the framework of an Atlantic Alliance which is rethinking itself and of a Europe aiming to equip itself with a political structure also in the military field.

The Atlantic Alliance, after confirming its role in crisis management in the Balkans, has become a mechanism also characterized by an "inclusive" logic, no longer just one of opposition to the threat. The openings to the Russian Federation, following Moscow's decisive stance against international terrorism, certainly mark the end of an era and give the Alliance greater flexibility, at the service of both the political role and the military function, within the framework of common values that unite the countries of the most recent democracy to those that have already consolidated it.

The progress of the EU's common security and defense policy is another cornerstone of the security of Italy and - more generally - of Europe and of the entire planet. Italy participates in the efforts aimed at creating a first, large nucleus of European forces, as decided in Helsinki; we know that there are many difficulties, as evidenced by the long, ten-year journey towards the single currency. In any case, it is necessary to continue along the path of the common security and defense policy, in parallel with the reform of the Union's institutions, now unavoidable above all in the light of the forthcoming enlargement of the Union towards the East and towards the Baltic and Mediterranean area.

Even the national Armed Forces have profoundly changed compared to the configuration they had in correspondence with the previous White Paper, in 1985. The reform of the top management is a reality with all its beneficial consequences in terms of unity of command and joint vision of the entire military instrument ; the

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Carabinieri have become the fourth armed force; the technical-operational area is still being simplified and streamlined like the technical-administrative and technical-industrial areas. The objective of quality is pursued with greater determination even if many expectations of modernization and professionalisation have been frustrated by the limited resources available: a true "sword of Damocles" for national defense and of which only now - under the pressure of terrible threat of international terrorism – the negative effect on national security is clearly and widely felt.

In concrete terms, the legacy that the 2nd Berlusconi government has received consists essentially in the large participation in peace-keeping operations, excellently carried out by our military, which however, in terms of presence, alternation and turnover, is reduced to 9,000 men multiplied by 3: that is, 27,000 soldiers or, at most, 30,000. A small number compared to the 112,000 men of the Army and the approximately 200,000 soldiers of the three "traditional" Armed Forces (excluding the Carabinieri, equal to another 116,000 units), at the end of the "professionalisation" phase.

The numerous series of legislative measures passed by the Governments of the past 13th legislature, while with the appreciable intention of modernizing the defensive instrument, can be seen as a shock dose inoculated into a body that is not in perfect health because it has been undernourished or cared for for a long time with the bare minimum. However, the sudden and massive cure does not yet seem able to deal with operational needs that today are approaching the maximum sustainable possibilities of our military instrument and, moreover, in a phase of transition from compulsory conscription to voluntary service and with increasingly pressing international obligations due to developments in Islamic fundamentalist terrorist activity.

It is true that today Armies are no longer evaluated in quantitative terms, much less as a summation of men. But the relationship between Operational Departments and General Staffs is symptomatic, from which certain imbalances in attendance can be deduced, preponderant among the Top Commands, Intermediate Commands and Scholastic Institutions, with respect to the "operatives". Nor is this disharmony attenuated by passing to the Navy and the Air Force where the function of the machine prevails over man, yet the intermediate Command structures are not perfectly sized to the complex of Ships and Flight Departments.

Imbalances in the use of personnel, overall undercapitalization of the forces, qualitative level of the military instrument lower than the average of our main allies: these appear to be the main handicaps of our Defense which can weigh, and not a little, also on the role and authority of the Italy in international forums.

We need answers.

In the first place, the entire personnel sector needs a balancing act and this will be the first objective of the new government which has also set itself the goal of reducing the transition phase from military "draft" to "professionalism" so as to be able conclude by 2004, before the end of the legislature, the formation of fully professionalized Armed Forces in the number of 190,000 men.

This reformulation of the structure will naturally also have to be extended to the complex of top management bodies which, despite the reforms implemented, amount to 5 General Staffs, 10 General Directorates and 2 Central Offices as well as Intermediate Headquarters, Inspectorates and various Bodies.

Secondly, another sector to consider is that of means and materials where it appears necessary to define priorities more carefully. On the other hand, the sector is no longer conceivable as an expression of national productivity, but as the result of international collaboration and cooperation both due to the high costs reached by new weapon systems and due to the need for so-called "interoperability" within the framework of our alliances .

The Air Force and Navy are currently the most suffering Armed Forces; especially the Air Force, which is not only valuable in terms of aircraft, but also in terms of electronic airspace control. The recent terrorist attack on the United States has dramatically highlighted the urgent need to ensure security from attacks from the air. Unfortunately, the Italian flaws in this sector are very consistent and emphasized by the lack of manned interceptors, missiles and radars. Therefore the control of the airspace, which is part of the first task of the Armed Forces in the framework of the defense of the territory, as stated, in its most complete meaning of defense of the State, the article 1 of the law n. 331 on the suspension of compulsory conscription, will be one of the urgent priorities for the near future.

The Navy is not living in better times, also because the prolonged use of ships in naval blockade tasks and interventions implemented in the last decade has worn out ships beyond measure, shortening their average duration calculated on the basis of employment rates at the time of the war cold.

Finally, attention must inevitably focus on the defense budget, which cannot be separated from the defense model. The 2002 defense budget set by the past government amounts to 36,837 billion, equal to 1.48% of GDP. But the rate allocated to the "defence function" is 26,460 billion, equal to 1.06% of GDP. If we compare these data with the homogeneous ones of other NATO countries, we find negative differences. In fact, France allocates 1.75% to the defense function, England 2.48%, Germany 1.18% but against a GDP 70% higher than Italy's.

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Deepening the analysis of the resources that Italy allocates to the "defence function" it is found that about half of resources (48%) is allocated to personnel, 26% to operating expenses and 26% to investments.

It is true that, compared to the 2001 budget, there has been an increase of 8.2%, but it is also true that in the breakdown of expenses for personnel, for the year and for investment there is an increase for personnel far higher (+11.6%) than those for the year (+3.0%) and investment (+8.0%). The reasons used to justify these differences are all based on the transition from "leverage" to "professionalism" which inevitably causes an increase in costs in this sector.

However, it is undeniable that we are faced with an "unbalanced balance sheet" and the ideal subdivision of 2/3 to personnel and operations and 1/3 to investments is still a distant goal.

The rational solution to the Italian defense problem can only come from the adoption of a defense model that is well defined a priori and based on real budget availability. It will therefore be necessary to review the current architecture of the Armed Forces in all its military and civilian components, eliminate all those intermediate structures between the top and the base for the benefit of the operational forces, also reducing the transition times between the "draft" and the "professionalism"; it is necessary to eliminate everything that does not coincide with the fulfillment of the obligations that come from our main alliances: NATO, the EU and the UN, establishing the priorities to be met with specific budget items.

In conclusion, with this White Paper, the Defense intends to configure the current situation to redefine the "Defense model" and then adapt the reality of the "Defense function" to it, with a prudent use of available resources, aiming to have motivated and trained men, efficient means, 100% stock. From the 2003 budget these will be our guiding principles. Parliament and the country will be involved in decisions and informed on the actions necessary to achieve the desired results.

The ultimate goal remains to equip Italy with modern and efficient Armed Forces, an operational arm of Italy's policies, to contribute to the best of our possibilities to the construction of a world where freedom, law and justice rule everywhere.

Rome, 20 December 2001

Antonio Martino
Ministry of Defense

NOTE

The book was edited by General Pietro Giannattasio, Head of the Office for Military Policy (office of direct collaboration with the Minister of Defence), who was the inspiration for it. The structure was modeled on the one adopted in the 1985 volume. The text is based on the material provided by the General Staff for the drafting of the individual parts and is aimed at photographing the existing situation on 18 October 2001, therefore it does not indicate the developments subsequent. General Pietro Giannattasio added, on my directive, his personal assessment of the possible evolutionary lines of defense policy. The essay, contained in the appendix, represents a valuable contribution provided by an authoritative expert who simply indicates the topics that could be the object of further study in the future in order to increase, without prejudice to the organic volumes established by law, the efficiency of operating units. The White Paper will be updated every year with a file reporting all the changes that have occurred in the meantime. To General Giannattasio and to all who have made this meritorious work possible goes the gratitude of the Government and myself for the commitment made.

Antonio Martino

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PART I
THE SITUATION: FROM THREAT TO RISK

1.1 EVOLUTION OF THE GEOSTRATEGIC FRAMEWORK AND OF THE MISSIONS OF THE ARMED FORCES

1.2 THE WORLD FRAMEWORK AND THE SUBJECTS OF INTERNATIONAL POLITICS: UN WEU, EU, NATO, , OSCE 1.2.1 General 1.2.2

The United

Nations Organization (UN)
1.2.3 The North Atlantic Treaty Organization (NATO)
1.2.3.1 The New Strategic Concept of NATO 1.2.3.2
The "new" NATO - The

process of "external adaptation"
- The process of "internal adaptation"
l Review of the Command Structure l Review
of the Force Structure l DCI - Defense

Capabilities Initiative

1.2.4 The Organization for Security and Co-operation in Europe (OSCE)
1.2.5 The Western European Union (WEU)
1.2.6 The European Union
1.2.6.1 The evolutionary process of European Defense
1.2.6.2 The future developments of European Defense

1.3 THE INNOVATIVE PROCESS OF NATIONAL DEFENSE

1.3.1 Political Military Relations 1.3.2

Disarmament and non-proliferation regimes -
General -
The CFE Treaty -
The Vienna Document - The
Stability Pact - The
Ottawa Convention banning anti-personnel mines - The Convention
on the Prohibition of Chemical Weapons - Small Arms And Light

Weapons (SALW)
- The Open Skies Treaty -
The NATO High Level Group - The
NATO Senior Defense Group on Proliferation (DGP)
- The Convention for the Ban of Biological Weapons (BIOLOGICAL WEAPON
CONVENTION - BWC)

1.1 Evolution of the geostrategic framework and of the missions of the Armed Forces The fall of the Berlin Wall and the collapse of the Twin Towers have completely changed the fundamental parameters of the global strategic scenario. The first of those events, twelve years later, can already be framed in a minimum of historical perspective. The second heralds an actuality with consequences of extraordinary evolutionary significance.

Before 1989 the East/West confrontation presented a threat of clear origin and of quantitative and qualitative scope that could be defined with appreciable accuracy. It was a threat limited in its extreme consequences by the deterrence of the nuclear response, possible for both sides.
The end of bipolarity, and of the Cold War, did not create the conditions for the expected stability, instead giving rise to new types of crisis.
After the eclipse of the bipolar order, the enthusiasm and the just and understandable hopes of the first hour have died down, while all the difficulties inherent in the attempt to build a different, freer, more democratic, more respectful international order have emerged. of human rights.
Many factors of insecurity have appeared on the international scene, which have forced a radical rethinking of the defense models of Western societies, previously focused on the availability of arsenals calibrated on the old standard threat.

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The immobility of the European scenario during the Cold War was replaced by a framework of instability and new security risks that prompted Italy, together with its European and Atlantic allies, to substantially rethink and redesign their military policy action .
It is thus that, in the last decade of the last millennium, the Atlantic Alliance was affected by a profound process of reforms. The United States of America have reviewed their strategic priorities, their operational tools, their international commitments. The European Union is committed to developing its own common foreign, security and defense policy.
The Mediterranean, with its strong economic imbalances between north and south, its multiple conflicts and tensions, its centrality as an economic, civil and military communication route, has assumed an increasingly high strategic value. Eastern countries are looking for a place in Europe and in the world, with a strong anchorage to the West and its system of values.
The current phase of the Euro-Atlantic security framework is the heir of the transformations that took place in NATO and the EU in the last decade of the last century, a process in which Italy played an important role, contributing to overcoming the old barriers that divided Europe and to the updating of the transatlantic bond, also combining in a qualified way the strategic objectives of European integration with those of consolidating the Euro-Atlantic spaces.

At the same time, an extraordinary effort of adaptation by national and international defense organizations has led to the revision of strategic concepts and doctrines, to face the new threats that have become multiform, widespread and multidirectional, and such as to require multidimensional and multinational responses.

The terrorist attacks of 11 September 2001 further upset the previous geostrategic arrangements, projecting new risks onto the international scene deriving from possible acts of terrorism and organized crime.

The traditional threat no longer exists, area risks arise which base their capabilities not only on armaments, but also on more diversified and sophisticated tools, such as the movement of money or licit and illicit commercial goods, which allow large gains, which can be used for criminal purposes.

It is a question of a multiplicity of asymmetrical activities which, variously combined and articulated with each other, go to configure those risks with which the international community will have to confront in the future. Of these risks, terrorism is a catalyst and multiplier factor.
Today, security and defense policies find that they can no longer be limited to the traditional sphere of warlike capabilities, but also have to deal with a transversal enemy, often sneaky and sometimes immaterial.

The evolution from that threat to these risks represents a real difference between what was and is today a condition of systemic crisis, which negatively affects the pursuit of the country's vital interests.

But the risks transcend national borders. In an increasingly interconnected environment, the "amount of risk" accepted by a nation included in international coalitions represents the risk shared by all.
Compared to the old threat, the current risks, but also the challenges and opportunities, are more complex in nature and require broader and more diversified responses. In addition to the traditional political, diplomatic, economic, cultural and cooperation instruments, international action increasingly makes active use of the military instrument, which has become one of the essential indicators of the credibility and reliability of the country-system in the context of international relations.
This new geostrategic phase confronts European and allied military instruments with new operational requirements and with the need to acquire the flexibility of use necessary to face new missions with continuously variable geometry.

The "missions" of our Armed Forces today are defined in the context of a vast spectrum of operational actions aimed, in compliance with the constitutional principles, at the protection of national security, territorial political integrity, the values of our civilization and the well-being and of economic and social development.
But the protection of national security today takes on a broader meaning which includes, in addition to the defense of national sovereignty, the contribution to international stability and security, the legitimate safeguarding and protection of our interests as well as the prevention of old and new risks, and the fight against violations of law and peace.
Naturally, this concept is increasingly rooted in the action of the large international organizations of which we are an active and responsible part, in particular the European Union, the Atlantic Alliance and the United Nations.
As a result, support for the international community's operational missions has become, especially in recent years, a characterizing element of the use of our Armed Forces.
The new configuration of the global framework therefore imposes a continuous and careful re-evaluation, first political and then strategic, of defense priorities aimed also at the preparation of new military capabilities and new systems of forces, capable of facing a diversified multiplicity of new risks.

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The Italian Armed Forces do not shy away from this challenge, evolving from the predominantly static dimension of the defense of sovereignty, towards dynamic support for the action of the International Community for the prevention and management of crises, and enriching their professionalism, to be disseminated to all the levels, as an indispensable guarantee to face the multiplicity of tasks.
This commitment has developed in a context in which the country has recently demonstrated its ability to clearly identify its security interests, strengthening its national identity.
The lines of the national and international Security and Defense Policy have in fact shown a significant sharing of choices of a "bipartisan" nature and, therefore, more authoritative and credible in the international context.

1.2 The global framework and the subjects of international politics: UN, WEU, EU, NATO, OSCE

1.2.1 General In
this difficult decade animated by armed conflicts, wars and international crises that have tragically affected all continents, including Europe, new principles have slowly been establishing themselves in the international community in ways unthinkable in the old system, even if still insufficient to define a new system of relations between states.

State sovereignty has ceased to be an absolute and indisputable value in the international order.
The conviction has gradually been affirming that the international community has the right and the duty to intervene in the internal affairs of a single State should it be responsible for serious and repeated violations of human rights, to the detriment of its own citizens. In such cases, the conduct of states appears in itself capable of creating a breach in international peace and security and cannot leave one indifferent.
On the other hand, the experience of recent years has clearly demonstrated that the violation of human rights is frequently connected with the violation of the right of peoples to identity and self-determination.
In such a changing geopolitical framework, the major international institutions have acquired growing awareness of their role and responsibility in support of peace, in a framework of complementarity and synergy of the contributions of the individual member countries. At the same time, international institutions have shown that they are only partially capable of managing new crises and conflicts.
Italy is characterized, in the international context, by a strong presence in the International Security and Defense Organizations.
Thanks to this significant participation in international initiatives, as well as a strong proactive capacity, Italy has acquired a growing global political "weight" and, from a "consumer" country of security, has become a "producer" country of security.
This policy is consistent with and substantiates the commitments undertaken and the role played within the framework of the United Nations, the European Union, the Atlantic Alliance and the OSCE, the major international organizations on which the security, the foundation of well-being and national cohesion.
In summary, the principles governing the national approach towards the various international subjects are:

- participation in NATO, an organization which remains the foundation of the continent's collective defense and a primary guarantee for the country's security; •
  participation in the European Union in its role as a regional body for cooperation, development and security in and for Europe, as the European pillar of transatlantic cooperation in the field of security;
- recognition of the UN and the OSCE as representative bodies of a global will and therefore sources of legitimacy of the initiatives promoted at regional level;
- development of bilateral relations for common security, both within the organizations mentioned above, but also with those countries that are not part of them, particularly in the Mediterranean area.

1.2.2 The United Nations Organization (UN)
The UN is the first international institution of reference for its prominent role in the prevention and political management of crises and in globally addressing the new challenges and the increased risk of instability in the various regions of the world.
This principle of primacy of the UN mandate derives from its universalism which gives it the necessary legitimacy and political authority.
But, in the face of this undisputed institutional and moral preeminence, the UN does not appear to have a structure that is still sufficiently effective for the direct management of complex crises involving the use of military force.

1.2.3 The North Atlantic Treaty Organization (NATO)

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The North Atlantic Treaty Organization (NATO), the bastion of our national defense during the Cold War, remains today the pivot of our security, but in the new forms towards which the Atlantic Alliance is evolving, both in terms of missions and internal arrangements.
From a defense organization against the threat from the East, therefore "exclusive", the Alliance has transformed itself, with a series of internal and external reforms, into a builder of Euro-Atlantic security, capable of projecting stability and security, therefore "inclusive".
The transatlantic link thus remains the foundation of Western security, in a context of accelerated transformation towards a more balanced and equitable relationship of responsibilities and duties between Europeans and the United States.

1.2.3.1 The New Strategic Concept of NATO The evolutionary process that led to the definition of the New Strategic Concept of NATO, most recently finalized at the Washington Summit (1999), began in the early 1990s with the "Declaration of London", which launched a project to adapt the organization's structures to the new security context resulting from the disappearance of the East-West confrontation.
A third fundamental element was added to the binomial dialogue-deterrence, i.e. cooperation with former adversaries, potential future partners, in the search for a new type of relationship that would guarantee the highest possible level of peace and stability in the Euro-area. atlantic.
The subsequent Rome Summit (1991) created the basis for a more institutional system of relations with the countries of Central and Eastern Europe, with the establishment of a forum, the North Atlantic Cooperation Council (NACC), which initially involved 9 nations.
At the Brussels summit in January 1994, the Partnership for Peace (PfP) initiative was inaugurated, in its dual function of cooperation instrument, but also of preparation and scrutiny of candidate countries for eastward enlargement of the Alliance.
This initiative consisted of the invitation, open to States participating in the North Atlantic Cooperation Council-NACC (subsequently replaced, in 1997, by the Euro-Atlantic Partnership Council-EAPC), and to other member countries of the Conference on Security and in Europe-CSCE (subsequently renamed OSCE), to join NATO countries in a program of practical cooperation, aimed at enhancing the ability to work together in peacekeeping, crisis management and generally humanitarian tasks.

At present, this cooperative form, which makes use of the participation of 27 partner countries, in addition to those of the Alliance, can rightly be considered a fundamental component of security in the Euro-Atlantic area, a real central moment of NATO policy.
The "New Strategic Concept", recognizing the security factor as intimately connected to considerations of a political, economic and social order, founded the existence of a collective defense capability on dialogue and cooperation, to be achieved through collaboration with the new partners of the Central and Eastern Europe.
The concept of security had to be understood in an even more global way than in the past, including risks of a different nature such as the proliferation of weapons of mass destruction and their means of delivery, the interruption of flows of vital resources, acts of terrorism and sabotage.
The most significant aspect of the New Strategic Concept consisted in the reworking of the tasks (fundamental security tasks): with the confirmation of those relating to security, consultation and deterrence and defence, but with the elimination of that of maintaining the strategic balance in Europe, considered no longer current.

Instead, two new tasks have been included: that of crisis management, to be carried out "on a case-by-case basis and by consensus of the individual nations", and that of cooperation with other countries in the Euro-Atlantic area (partnerships) .
Furthermore, the Alliance, in working towards its purpose and critical security tasks: • Recognizes the "authority of the United Nations Security Council and the responsibility of the OSCE for the maintenance of international peace and security";
- reaffirms its willingness to intervene with its own procedures, while respecting the autonomous ones decisions of the Member States and in accordance with their respective constitutions.
-

Following the definition of the New Strategic Concept, the guidelines were drawn up for: • the review of the Alliance's political and military structures and procedures; • the reduction of Alliance forces and their reaction levels, with a restructuring in place of the new crisis management and peacekeeping missions.
Thus we arrive in Washington (1999), where, in essence, NATO redefines itself as an organization for the 21st century.
On that occasion, in fact, the "new" NATO saw the light.

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1.2.3.2 The "new" NATO The process of "external adaptation"

The key step for the reconfiguration of the Alliance towards external countries occurred with the Madrid summit (July 1997), a real turning point for NATO policy.
During this Summit, the enlargement of the Atlantic Organization to new countries of Central and Eastern Europe (Czech Republic, Hungary, Poland) was formally launched, and the Charter for a specific Partnership with Ukraine was also signed.

In essence, these are two significant "moves" of "external adaptation" that start a process that has not yet concluded. In fact, the "open door" principle underlines that the Alliance could extend future invitations to nations capable of assuming the responsibilities and obligations of membership.
To this end, NATO has established a program of activities to assist aspiring countries, the Membership Action Plan (MAP), which offers aspiring countries a list of activities that can be used to support their preparation for possible entry into the Alliance.

Italy has set its policy on full support for the "open door", in particular, supporting the entry of those countries whose membership in NATO could represent the driving force to achieve better goals in the social and economic fields but at the same time contribute to the increase of general safety.

The process of "internal adaptation"

In parallel with NATO's "external adaptation", a process of "internal adaptation" has developed to make the Alliance more effective against new types of threats.
An initial response to the need for a functional adaptation of the military structure of the Alliance had already occurred with the creation, in 1993, of the Combined Joint Task Forces (CJTF), Operational Unit (Task Force)
Multinational (Combined) and Joint (Joint) organized and constituted to face Contingent Operations that require a Multinational Command and Control.
This idea, still under development, has been incorporated into a more general revision process that has affected the command structure and that of the forces. l Revision of the
Command Structure Following the initiatives

concerning the internal adaptation of the Alliance, initiated with the Strategic Concept of 1991 and materialized in the "Long Term Study", the need emerged for new and updated operational tools, in order to effectively and credibility both the traditional defense missions of the member countries (operations under art. 5) and the new tasks, with particular reference to non-art. 5 - "Out of Area".

Therefore, the mission, number, type and location of the NATO Commands were redefined, passing from a structure on four levels of command (for a total of 65 Headquarters, of which eight on the Italian territory) to a leaner organization centered on 20 Commands .

As far as the Southern Region is concerned, the CINCSOUTH Regional Command and the Sub-Regional Commands for the air and naval assets of Naples (COMAIRSOUTH and COMNAVSOUTH) and a Sub-Regional Joint Command in Verona (JHQSOUTH) mainly terrestrial.

Articulation of NATO Commands

„ 2 Strategic Commands (Strategic Command, SCs), SACLANT in the Atlantic (NORFOLK) and SHAPE (MONS) in Europe;
„ 3 Regional Commands (RCs) in the Atlantic (NORFOLK, NORTHWOOD and LISBON);
„ 2 Regional Headquarters (RCs) in Europe (BRUNSSUM and NAPLES);
„ 7 Joint Sub-Regional Headquarters in Europe of which 3 in the Northern Region (HEIDELBERG, KARUP and STAVANGER) and 4 in the South Region (VERONA, MADRID, LARISSA and IZMIR);
„ 2 Component Commands (CCs), one naval and one air, in the Northern European Region (NORTHWOOD e RAMSTEIN);
„ 2 Component Commands, one naval and one air, in the Southern European Region, both in Naples;
„ 2 Commands immediately subordinate to SACLANT and located in NORFOLK:
n Command of the Atlantic Strategic Fleet (Strikfltlant); n Atlantic Submarine Command (Subaclant).

ARTICULATION OF NATO COMMANDS

l Revision of the structure of the Forces

The NATO Force Structure Review (NFSR) process was initiated after the 1999 NATO Washington Summit, with the aim of ensuring both an adequate reduction

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of the dimensions of the military instrument of the Alliance, and the satisfaction of the new strategic demands. With this in mind, it was decided to abandon the traditional "mission oriented" structure to switch to a "capability oriented" device.

Headquarters needed for NATO Response Forces
„ three High Readiness Forces (L) HQs (HRF (L) HQs), predominantly terrestrial, with readiness between 0 – 90 days;
„ six Forces at Lower Readiness HQs (FLR (L) HQs), predominantly terrestrial, with readiness between 90 – 180 days; a
„ certain number of Longer Term Build-up Forces (LTBF) with readiness greater than 365 days, necessary in case of an "aggression of great proportion" (operation Art.5); three
„ MCC (Maritime Component Command) or better HRF (M) HQs.

The project on the revision of the structure of the Forces is set in 4 phases. After passing the 1st (the study) and the 2nd (the analysis of the offers, completed with the issue of the "Phase 2 Final Report", March 2001, with the acceptance of all the valid proposals of HRF/ FRL (L) HQs, HRF (M) HQs under the new formula of Graduated Readiness HQ), has now entered the 3rd phase. Finally, the actual implementation of the new structures will follow (4th and final phase).

l DCI - Defense Capabilities Initiative The
NATO Defense Capabilities Initiative, launched on the occasion of the Washington Summit, consists of a wide-ranging initiative, stimulated by the conspicuous shortcomings highlighted by the Armed Forces of the European Partners on the occasion of the recent Balkan crises. It is intended to strengthen the "European pillar" of the Alliance through a clear acceleration of the process of modernization of operational capabilities.

Leveraging the support expressed at the highest political levels, NATO has therefore launched a collective activity of stimulus and impulse, capable of coagulating synergies and guiding the onerous adjustment process that the Europeans, to varying degrees, had already individually undertaken.

A high-level political-military working group, High Level Steering Group - HLSG, led by the Secretary General was set up with the task of coordinating activities and presenting concrete results.
Five areas have been identified regarding the "priority sectors of intervention", listed below:

- mobility and redeployability;
- logistical sustainability;
- ability to engage effectively; -
survival of forces and infrastructure; - command and control.

These general sectors were then divided into 59 specific implementing measures, for each of the which solutions are studied, costs are assessed, progress is monitored.

It is hoped that the strong political determination at the basis of the initiative, the union of efforts and, last but not least, the comparison with the Partners, can help to overcome the financial and bureaucratic crises that hinder renewal everywhere.

The capability sectors in which the deficiencies appear most evident at a strategic level are Force Command and Control (including the lack of airport radars), Intelligence and Strategic Transport (both air and sea).

Italy, considering that the initiative is of priority importance, has started the process of modernization of the Armed Forces towards the objectives of the DCI, favoring the increase of projectability and interoperability.

In Command and Control, the protected military communications satellite, SICRAL, was recently launched, which constitutes an essential component for any real and increased capability in the force sector in external theaters.

As for air and sea transport, the acquisition of dedicated aircraft and the construction of a major multifunctional naval unit with capabilities for air, amphibious and personnel and vehicle transport operations are important examples of our growing commitment in this sector.

1.2.4 The Organization for Security and Co-operation in Europe (OSCE)
The OSCE, which derives directly from the Final Act of the Conference on Co-operation and Security in Europe held in Helsinki in 1975, is the organization which includes, in a new framework of pan-European collaboration, all of the 55 countries previously adversaries during the Cold War. It is the guarantor of the Treaty

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CFE (Conventional Forces in Europe), signed in 1990 by the countries belonging to NATO and those of the Warsaw Pact, which represents the architrave of the conventional disarmament of the Continent.
For twenty years, the OSCE has played an important role in preventive diplomacy and in the in-depth resolution of conflicting causes, operating mainly in sectors relating to civil coexistence, such as the control of the democratic nature of electoral and political-institutional, humanitarian and social processes, conflict prevention or the re-establishment of post-conflict normal conditions.
The CFE Treaty, the Code of Conduct, the Vienna Document 1999, the charter for European Security, the management of disarmament agreements in the former Yugoslavia, the study of new measures of confidence and security (CSBM) are some of the tools with which the OSCE develops its activity.
Italy participates in OSCE operations by sending numerous experts and with a financial contribution to long-term missions, exceeding 10% of the total.

1.2.5 The Western European Union (WEU)
The evolutionary process of Europe in the security and defense sector has primarily involved the Western European Union, the oldest post-war European defensive institution.
The definition of the role of the WEU underwent a significant evolution in June 1992, when the so-called "Petersberg Declaration" was elaborated, which entrusted it with the use of the Armed Forces of the European Nations for the tasks, known as "Petersberg missions", including humanitarian, peacekeeping and crisis management activities.

The creation of the European Union in November 1993 and the entry into force of the Maastricht Treaty subsequently led to the elaboration of the "Common Foreign and Security Policy" (CFSP). It has been defined as the “defense of common values, fundamental interests and the independence of the Union; in maintaining peace and strengthening international security in accordance with the principles of the United Nations Charter; in the development and consolidation of democracy and the rule of law and in the definition of a common defense policy, which could subsequently lead to a common defence".
This led to a redefinition of the WEU, envisaging its development "as a defense component of the European Union and as an instrument to strengthen the European pillar of the Atlantic Alliance". role of "hinge" between NATO and the EU.

Even if the operational role of the organization was not considered "decisive", the achievement of important goals must be ascribed to the WEU, such as the creation of common structures in the analysis of satellite intelligence, the development of a European security concept, the management of the first operations with international police forces and the creation of "European multinational forces".
These advances have paved the way for the development of the EU in the field of Defense and Security, according to a criterion of inheritance between the two institutions.
In 1997, the European Union, which had in the meantime established itself in the economic dimension and strengthened itself in the political one, in fact began to establish itself as a new player in the security of the Continent also thanks to the launch of the Euro-Mediterranean Partnership (Barcelona, 1995).
The inclusion of the Petersberg missions in the Amsterdam Treaty created the conditions for the decision of the 1999 Cologne European Summit to bring elements of the WEU into the European Union. At the same time, the evolution of the transatlantic relationship has favored the emergence of the European Security and Defense Identity (ESDI).

Both of these passages require European countries to face a process of renewal and adaptation which requires them to assimilate and develop a culture of safety which is indispensable for managing the new scenarios.

1.2.6. The European Union
1.2.6.1 The evolutionary process of European Defense
From the initial Treaty of Rome (March 25, 1957) to today, the European Union has been able to create an economic community and of values. Now, moving towards progressive political integration, the Security and Defense Dimension plays an essential role and constitutes a very powerful engine of integration and a driving force capable of supporting a common foreign policy of the future Europe.
This objective requires the availability of adequate operational capabilities to support policies for the expansion of the framework of security, democracy and stability, beyond the current borders of the Union. An expansion that is fully within the interests of a highly industrialized country like Italy, for which the freedom and security of commercial and economic exchanges are a vital interest.

European Defense is part of both the Atlantic Alliance and the European Union context. For the first area, the reference framework consists of the decisions taken at the Atlantic Council in Berlin (June 3, 1996) where support for the development of a European Security and Defense Identity was agreed

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(ESDI) within the Alliance through the strengthening of a European pillar (European pillar) of NATO and the development of "separable but not separate military capabilities".
For the second, the reference framework is represented by the Treaty of Amsterdam (October 2, 1997) which established that the defense dimension is an integral part of the Union's action and of its Common Foreign and Security Policy (CFSP).

At the Washington Summit, on the 50th anniversary of NATO, (April 24, 1999) it was reaffirmed that the development of the CFSP is compatible with the common concept of "Security and Defense Policy" and it was agreed to define and adopt the necessary provisions, while respecting the needs of NATO's operations and the cohesion of its command structure, to:

- ensure EU access to NATO planning capabilities that can contribute to planning of EU-led operations;
- foresee the availability of previously common NATO capabilities and assets to the EU identified for use in EU-led operations; • identify a range of

European command options for EU-led operations; • further adapt NATO's defense planning system to incorporate more into it
the full availability of forces for EU-led operations.

Along the same lines, at the WEU Ministerial Council in Bremen (10-11 May 1999), the following were reconfirmed:

- the willingness of European nations to strengthen their operational capabilities to carry out missions of this type Petersberg, relying on appropriate decision-making structures and using effective military assets within NATO or national or multinational assets outside the NATO framework; the desire to further develop these
- structures and capabilities in complementarity with the Alliance Atlantica, avoiding unnecessary duplication;
- the need for the WEU to be operationally effective through the involvement and participation of all WEU countries, according to their "status" and to continue cooperation with the EU and NATO.

The decisions of the European Council of Cologne (3-4 June 1999) on the subject of European defence, established, in June 1999, the lines for making it possible for the European Union to fully play its international role, giving it military capabilities in support of the CFSP in the framework of peace missions (the so-called Petersberg missions) and emphasizing that the Union's action in matters of defense takes place "in accordance with the principles of the UN charter".

At the Helsinki European Council (10-11 December 1999) the Union set itself the objective of having a capacity for autonomous action, supported by credible military forces and an adequate decision-making process. Its Member States are committed to further developing a policy that will allow them to have an effective institutional framework to direct it, effective military capabilities to manage it, adequate financial resources to implement it and a competitive and technologically advanced defense industrial base. advanced to support it.

Italy, one of the founding countries of the process of European construction, must play a role worthy of its political and economic potential. The ever more incisive participation in European and Atlantic bodies must therefore be accompanied by a coherent national policy, to give concrete effect to the choices that will gradually be taken within the EU.

In particular, the following was agreed in Helsinki: "A common
European Headline Goal (Helsinki Headline Goal) for readily deployable military capabilities will be defined and objectives for collective capabilities in the fields of command and control, information and transport will be rapidly elaborated strategic, to be achieved through coordinated national and multinational efforts, on a voluntary basis, to carry out the full range of Petersberg tasks.

New political and military bodies will be established within the Council to enable the Union to take decisions on the EU-led Petersberg operations and to ensure, under the Council's authority, the necessary political control and strategic direction of these operations.
Principles for cooperation with European third country members of NATO and other European partners in EU-led military crisis management will be agreed, without prejudice to the autonomy of EU decision-making processes.

The determination to carry out the Petersberg tasks will require member states to improve national and multinational military capabilities, which will simultaneously strengthen NATO capabilities as needed and increase the effectiveness of the Partnership for Peace (PfP) in promoting security European."

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The primary objective, "Headline Goal", formulated at the Helsinki summit, necessary to develop European capabilities, can be stated as follows:
"by 2003, thanks to voluntary cooperation, the European Union must be able to rapidly deploy and maintain forces capable of carrying out all of the Petersberg tasks under the Treaty of Amsterdam, including the most ambitious ones, in corps-level operations (up to 15 brigades, or 50,000-60,000 men). These forces should be militarily autonomous and equipped with the appropriate command, control and information capabilities, as well as logistics, other war support units and, if necessary, also air and naval support elements. Member States will have to be able to organize a full deployment at this level within 60 days, and in this context they will have to be able to provide smaller formations, ready to be mobilized in a very short time for situations of rapid intervention. Member States must be able to sustain this deployment for at least one year, which will require an additional pool of less rapidly available deployable units (and support elements) to replace initial forces.

The subsequent European Council of Lisbon (May 22, 2000), established a Committee with specific competence for the civilian aspects of crisis management and for the relative strengthening and use of non-military instruments. Consistent with these determinations, Italy - which attaches particular importance to the EU initiative - has offered a qualified conceptual contribution in the various sectors of intervention (police, civil protection, humanitarian aid, activities for the reconstruction of institutions, electoral observations, administrative experts, etc.).

At the European Council of S. Maria di Feira (19-20 June 2000) it was decided to organize a capabilities commitment conference, with the intention of moving from a political objective to a precise military assessment of needs, on the basis of which each State can determine its participation in the collective effort and on the basis of which the Fifteen will identify together the unsatisfied needs and the relative means to satisfy them.

The Feira Summit also defined the principles and modalities of the agreements intended to allow the European members of NATO, which are not members of the EU, and the other candidate countries for accession, to contribute to the military crisis management led by the 'EU. Furthermore, the principles of consultation with NATO on military matters were defined and the following four priority areas were identified towards which the EU will develop its relations with NATO: •

security issues; • capability goals; •
modalities allowing the EU to access
NATO assets; • definition of permanent consultation mechanisms.

Furthermore, the Fifteen have set the objective of having, by 2003, on the basis of voluntary contributions from the Member States, 5,000 police units for international missions with a rapid deployment capacity of 1,000 men in thirty days. With reference to the possible transition period between an initial military command and a subsequent civilian leadership, the line of establishing robust, rapid deployment, flexible and interoperable Integrated Police Units of the European Union was approved, as well as the possibility of cooperation in this specific field between a small number of Member States. In Feira it was also clarified that the European contribution to civilian crisis management can be expressed in response to requests from leading organizations such as the United Nations or the OSCE or for actions carried out autonomously by the European Union itself.

The catalog also deals with collective capabilities, known as "key capabilities" which bring together the fields of intelligence, strategic transport, "command and control". These capabilities are the subject of bilateral or multilateral partnerships within the EU and which complete the land, sea and air capabilities in which the Fifteen are committed to participate.

The Force Commitment Conference (20 and 21 November 2000) in Brussels represented a further significant step forward in the construction of a European Dimension of Security and Defense.

The European Council of Nice (7-8-9 December 2000) took place the day after the Conference on the Commitment of Forces, which took a whole series of important political decisions for the continuation of the CFSP plan. These decisions concern: •

the formalization of the permanent structures: Political and Security Committee, Military Committee e Military General Staff;
• the launch of a civilian dimension of crisis management, through the creation of a police rapid intervention force of 5,000 men, 1,000 of whom can be deployed within 30 days (in this regard

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the Arma dei Carabinieri contributes about 800 men, placing itself in first place among all European nations);

• the definition of the permanent modalities of consultation between the European Union and NATO; • the integration of the WEU's own functions into the EU; • agreements on how to consult and participate with potential partners (candidate countries accession to the EU and European countries which are part of NATO but not of the EU).

In particular, the go-ahead was given to the establishment of permanent bodies responsible for carrying out, under the impetus of the High Representative for Foreign Affairs and Security Policy, a more active and responsible role in the field of security and crisis management . They are:
the permanent Political and Security Committee (PSC) , based in Brussels, composed of national representatives at senior official/ambassador level. It is the forum for dealing with all matters relating to the CFSP. In the case of military crisis management operations, the PSC will have to ensure, under the authority of the Council, the political control and the strategic direction of the operations; **the Military Committee (CM),** composed of the Chiefs of Defense Staff, represented by their military proxies. It is the forum for providing military advice and recommendations to the PSC, as well as for ensuring the military direction of the General Staff. The chairman of the CM will attend Council meetings when decisions with Defense implications need to be made; **the General Staff (SM),** operating within the Council, to provide military advice and support to the CFSP, including the execution of EU-led military crisis management operations. The General Staff will ensure early warning, situation assessment and strategic planning in the context of the Petersberg missions, including the identification of European national and multinational forces

In Nice, a concept was developed for the use of European police forces, including both civilian and military police forces, according to two scenarios: the first, which aims at strengthening local police capabilities with training missions, of assistance, control and consultancy; the second - which corresponds to complex crises, - envisages the use of EU police forces to replace local police forces for the execution of missions aimed at restoring public security.

1.2.6.2 Future developments of European Defense

The Union, in implementing a European Security and Defense Policy, faces a major integration challenge, equal in complexity and scope to that of the euro. Just as the euro is fully integrated into the global economy, so the European security and defense policy must be firmly interconnected with the security policy of the Atlantic Alliance: two sides of the same coin, distinct but not separate, under penalty of losing effectiveness and value of our own security and therefore of the process of European political integration.

The first of the main components of the process of building a Common European Security and Defense Policy is institutional management.
The definitive arrangement of the new institutional bodies created to manage this policy envisages an important role for the Political Security Committee (PSC). It will be essential that this Committee has the capacity to become a crisis management governing body and to establish effective interactions with the North Atlantic Council, thus ensuring a reliable and transparent relationship between the Union and the Alliance.
With reference to the particular implications inherent in decisions relating to the use of military force, the institutional direction for Europe will have to be able to combine the unity of the overall framework of the Union with the specificity of security and defense policy compared to other policies community.

The second component of the process concerns the reform of military instruments. For them there is a need for an organisational, doctrinal transformation and the use of men and means. A transformation that requires a leap in quality consistent with the ambitious yet realistic objective of Helsinki, ie the achievement by 2003 of an adequate operational capacity.
There is a very high degree of political sharing, on the part of all, of the project of creating effective European military capabilities, connected and coherent with those of NATO, even of those countries traditionally considered more prudent by nature. With reference to the initial objective set in Helsinki, a "Catalogue of Capabilities" was prepared, necessary to face all types of crisis management missions, from those of a strictly humanitarian nature, to the more demanding maintenance or peace enforcement.

In defining these capabilities - both quantitatively and qualitatively - the document outlines a coherent link with the Defense Capabilities Initiative (DCI), decided by the Alliance at the 1999 Washington summit.

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In the definition of national contributions to the common European goal, however, the shortcomings of operational capabilities of European countries have emerged.
This "gap", between the required capabilities, defined in the Helsinki Catalogue, and those that Europeans are now able to place at the Union's disposal, constitutes the challenge for making the Union's external action more credible, providing it with effective decision-making and operational skills.

These shortcomings have repercussions both on the process of building European Defense and on the European capabilities available to the Alliance. In filling these shortcomings - as is necessary - each national contribution will therefore take on a double value: on the European side and on the Atlantic side, thus outlining a bond between the two areas, that of the Union and that of the Alliance.
The convergence between the operational objectives outlined in the European Defense Initiative and in the "Defense Capability Initiative" of the Atlantic Alliance ensures the integration of one into the other, according to the concept of "seperable but not separate forces".
The sectors in which to invest with greater determination have been identified in interoperability, in the availability of forces that can be projected on a professional basis, in strategic mobility, in Command and Control, in Communication, in Surveillance and in Intelligence, in precision engagement, in self-protection and the ability to operate in environments at risk due to the phenomenon of proliferation of weapons of mass destruction.

The construction of European Defense cannot ignore the problem of adequate resources. The effectiveness of military spending represents the third component of the process of building the European Security and Defense Policy.

European countries as a whole allocate about 60% of US military spending to defense, while the operational and projection capabilities of Europeans are far from having a value proportional to it.
They represent only 10-15% of US capabilities. It is easy to see how the cost of the lack of European convergence is equal to 50% of the missing capabilities. To this assessment we can add the estimate made by NATO military authorities, according to which the cost of the operational gap between the United States and EU countries would amount to approximately 30 billion dollars. These estimates, although questionable in absolute terms, are indicative of a real, "political" as well as operational phenomenon.
The military gap between Europe and the United States is such as to reflect on the real ability to decide and operate together; in essence, the split in military capabilities risks turning into an operational and political split between the United States and Europe, which puts European security at risk.
The simple reductive restructuring, even if necessary and in progress, of the quantity of forces of the European countries, is not sufficient to modernize the European military instruments to reduce the operational gap mentioned above.

European spending must certainly be optimized in all sectors, but it must also be increased in investments and advanced technologies. The convergence process must direct us towards the reduction of the common factor costs present in each of our military instruments, the so-called "overheads", concentrating and rationalizing the management structures in support of the operational forces, and gradually integrating the military demand, both in terms of operational requirements and procurement processes.
In this sense, the convergence of European defense policies is a necessity to keep faith with the objectives of modernization both in NATO and in Europe. In this context, after having defined, as a premise, a homogeneous picture of the current European military expenditure, it could be appropriate and effective to indicate the lines of progressive approach by the European countries to some qualitative standards of military expenditure, identifying some indicators which outline objectives of convergence.
Among these, the incidence of military expenditure on GDP, the ratio between investment expenditure and operating expenditure; the percentage of expenditure dedicated to research and development; levels of per capita military spending; the amount of professional forces available with respect to the size of the population.
These are all indicators for which today there is a strong lack of homogeneity among Europeans, even of one to five, and for which convergence paths should be outlined which would facilitate the contribution of each European country to the achievement of the common objective of an increased European military capability . Adopting military spending convergence criteria, albeit in a flexible and not rigidly prescriptive way, as was the case with the single currency, would greatly facilitate the process of creating an effective European Security and Defense Policy.

It is from this point of view that the discussion and the appropriate decision-making processes on the concept of European Defense convergence criterion must be promoted in the European institutional forums.

**1.3 Innovative process of National Defense 1.3.1 Political-
Military Relations**

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In the new international framework, exposed to profound geo-strategic transformations, defense policies have become a factor of primary importance, increasingly called upon to make their contribution and in any case to be crucial for the definition of new international relations.
The link between foreign policy and defense policy has consequently become very close.

1.3.2. The regimes of disarmament and non-proliferation Generalities.

The network of international relations in which Defense participates is completed by the activity of qualified support to the Ministry of Foreign Affairs in the various negotiating forums for disarmament and non-proliferation (UN, OSCE, EU, NATO, Geneva Conference on Disarmament) and by active and direct implementation of the Treaties and Conventions ratified by Italy (CIVA).

The lowering of weapon levels and the verification measures that result from arms control and non-proliferation agreements support NATO's political and military efforts to achieve strategic objectives. Among these, the strengthening of stability on the European continent, made possible by the CFE Treaty, the substantial reductions of nuclear weapons made possible by the START treaties, the signing of the Comprehensive Test Ban Treaty (CTBT), the automatic and unconditional renewal of the Treaty on the Non-Proliferation of Nuclear Weapons (NPT), the entry into force of the Chemical Weapons Convention (CWC), the aforementioned Ottawa Convention to ban anti-personnel mines and other measures of confidence and security (CSBMs) developed by the OSCE which, although only politically binding, contribute to détente in crisis areas.

This is due to the fact that, despite the positive evolution of the strategic context and the high improbability of a large-scale conventional aggression directed against the Alliance, the possibility of the emergence of such a long-term threat persists.

The CFE Treaty, signed in 1990 by the NATO and Warsaw Pact countries, sets the maximum quantity of armaments of five categories (tanks, armored vehicles, artillery, combat aircraft and attack helicopters) that each group of States Parties can possess.

On 19 Nov. 1999, at the OSCE Summit in ISTANBUL, the CFE States Parties signed a new text of the convention adapted to the new geo-strategic reality, eliminating the structure of the opposing blocks and establishing specific limits for each State Party.

As a corollary to the text of the agreement, various nations have signed political commitments of various kinds. Of note are the bilateral agreements on the withdrawal of Russian forces from Georgia and Moldova, the full implementation of which, costly in terms of financial and technological resources, requires the support of Western nations.

The ratification of the Agreement adopted, currently carried out only by Belarus and Ukraine, has been subordinated by all Western countries to full compliance by Moscow with the limits established by the current treaty, exceeded as a result of the Chechen crisis, and with the commitments to withdraw from Georgia and Moldova.

The Vienna Document, signed by the 54 OSCE countries (55 with the readmission of the Federal Republic of Yugoslavia), introduces measures of confidence and security including the exchange of information, notification of unusual military activities, inspections and observation visits, military contacts. Its first draft was in 1990. It was followed by three other versions, the last one in 1999.

The Dayton Accords envisaged stabilization measures in the ex-Yugoslav area in general and in Bosnia in particular. In Annex IB, the two articles, II and IV, of a predominantly military nature, tended to reconcile the various Bosnian components and to rebuild confidence between the States concerned (Croatia, Serbia and the Entity of Bosnia-Herzegovina). Article V, of an eminently political nature, completed the stabilization process by involving not only all the countries of the area but, on a voluntary basis, also external nations.

The Stability Pact, for South-Eastern Europe, signed by the Ministers of Foreign Affairs of numerous States, including Italy, and representatives of various international organizations, pursues the intention of defining the strategy of interventions in Europe of the South-East, create synergies between the initiatives launched by anyone and in any context and ensure added political value to the actions undertaken. It operates through a regional discussion table and three thematic tables relating, respectively, to high Democratization and Human Rights, to Economic Reconstruction, Development and Cooperation and to Security. In the latter, the Defense directly follows projects relating to arms control, non-proliferation, military contacts and control of small arms. Two experienced Arms Control Officers constitute the national contribution to a Regional Arms Control Verification and Implementation Assistance Center (RACVIAC), established in Zagreb.

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The Ottawa Convention on the ban on anti-personnel mines, of December 1997, was de facto anticipated by Italy both with the decision of the Council of Ministers of June 13, 1997 (prohibition of production, export, storage and use) and with the subsequent Law no. 374 of 29 October 1997.
The destruction of the mines in storage is still ongoing and is expected to be completely eliminated by 2002.
Furthermore, according to the provisions of the same Convention, the Defense contributes, in competition with the MAE, to the support of demining and stockpile destruction activities in the countries most at risk. An Italian officer is present in the mission that the WEU, with EU funding, has arranged for Croatia (WEUDAM).

The Convention on the Prohibition of Chemical Weapons, ratified by the Italian Parliament with Law No. 496 of 18 November 1995 and entered into force in April 1997, extends its effectiveness not only to Defense structures, but to the broader national context of the civil industry. In prohibiting the development, production, purchase, conservation, possession, transfer and use of chemical weapons and imposing the destruction of the same and any production facilities, it also represents a Non-Proliferation Treaty.

The term "chemical weapons", in fact, refers to the products listed in the text of the Convention in any form or packaging. It is, therefore, not only about weapons in the traditional sense.
As far as defense is concerned, the obligations deriving from the Convention concern:

- Periodic declarations relating to the destruction of old chemical weapons (OCW) and abandoned chemical weapons (ACW), the only ones in Defense possession; • the declaration of any findings of residues in subsequent periods; • the destruction of existing stocks.

With regard to **Small Arms And Light WeaRons** (SALW), the interest aroused by the United Nations General Conference on the illicit trafficking of arms in all its aspects, suggests a possible evolution towards initiatives similar to those adopted for anti-personnel mines. In this regard, as regards the legislation on production, export, import and control of SALW, it is certainly at the forefront.
Italy's support for regional initiatives led by the OSCE and the EU also increases the transparency and coherence measures that our country has long adopted with regard to armaments.
In particular, the Defense will be able to provide its contribution of expertise, or in the context of Peace Operations, in the activities of confiscation/seizure, reduction and security of deposits.

The **Open Skies Treaty,** aimed at promoting greater openness and transparency through measures aimed at strengthening confidence and security in military activities, provides for the overflight of the States Parties (from Vancouver to Vladivostok) with an aircraft equipped with sensors. Signed in 1992 by the same CFE (NATO and former Warsaw Pact), it will enter into force on January 1, 2002.
The Treaty assigns to all participants the right to carry out observation flights over the territories of any other Member State and the duty to accept observation flights over their own territories in accordance with the modalities established by the treaty itself.
In order to contain costs and optimize available resources, ten nations, including Italy, have joined forces to develop a common observation system called the "Pod System". This system consists of a removable external container containing the sensors and some consoles to be mounted on board the C130 H aircraft.

Pending the entry into force of the Treaty, Italy, like other countries, has conducted a series of test flights (bilateral and multilateral) with both Western and Eastern European countries.

The **Convention for the Banning of Biological Weapons** (BIOLOGICAL WEAPON CONVENTION - BWC), of April 1972, today has 138 States Parties, including Italy. To these will be added 18 which are in the process of ratification.
Under the Biological Convention, there are also programs for the monitoring and control of a certain number of biological agents and toxins (and related activities), which have the potential to be used in biological warfare, but which at the same time they have legitimate commercial use (dual use).

This Convention does not have a system of verification and control of the prohibitions imposed. A Protocol to strengthen the Convention, under discussion at the Geneva Conference on Disarmament, was not approved.

Italy also participates in the work of: -NATO's High Level Group, which deals with issues relating to NATO's policy and planning in the nuclear sector and issues related to the safeguarding and security of nuclear weapons.

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In response to the ministerial mandate of the 1999 Washington Summit, specific confidence-, security- and transparency-building measures with Russia were elaborated and are currently under discussion in the NATO-Russia Permanent Joint Council.

NATO Senior Defense Group on Proliferation DGP which defines the NATO policy lines concerning the defense and the military dimension of the proliferation of weapons of mass destruction (WMD).

With the decision taken by the NATO summit in Washington on 1 May 2000, the Center on Weapons of Mass Destruction (WMDC) was set up within the International Secretariat to focus attention on emerging risks and coordinate the activities of the various bodies of the NATO interested in proliferation, thereby strengthening political consultations related to counter-proliferation activities and increasing the defense and preparedness capability of allied forces aimed also at protecting civilian populations.
In this perspective, the WMDC inter alia:

- serves as an intelligence repository on existing WMD civilian response programs in Allied nations; • enhances existing
programs aimed at elevating the military's reaction capability to operate in a WMD context and to counter the threats posed by them.

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In this perspective, the WMDC! inter alia: . serve as a collection of information on existing civil response programs in Allied nations regarding

WMD; .improve existing programs aimed at enhancing military readiness to operate in a WMD context and to counter WMD threats.

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PART II THE

DEFENSE 2.1

THE LINE OF COMMAND 2.1.1 The
Head of State 2.1.2 The
Supreme Defense Council 2.1.3 The
Parliament 2.1.4 The
President of the Council of Ministers 2.1.5 The
Minister of Defense
2.1.5.1 The Undersecretaries of State

2.2 THE RESTRUCTURING OF THE ARMED FORCES 2.2.1 Legislative
legislation 2.2.2 The succession of
legislative decrees 2.2.3 The Chief of Defense
Staff 2.2.4 The Secretary General of Defense 2.2.5
The Chiefs of Staff of the Armed Forces 2.2 .6
The General Commander of the Carabinieri 2.2.7 The
Committee of Chiefs of Staff 2.2.8 Security: 2.2.8.1 SISMI 2.2.8.2
RIS (Information and Security Department)

2.3 THE ORGANIZATION OF THE DEFENSE 2.3.1
The Defense General Staff 2.3.2 The
General Secretariat of Defense 2.3.2.1 General
Directorate for Military Personnel (PERSOMIL)
2.3.2.2 Directorate General for Civil Personnel (PERSOCIV)
2.3.2.3 General Directorate of Military Service, Compulsory Recruitment, Militarization, Civilian Mobilization and Auxiliary Corps (LEVADIFE)
2.3.2.4 General Directorate of Land Armaments (TERRARM)
2.3.2.5 General Directorate of Naval Armaments (NAVARM)
2.3.2.6 General Directorate of Aeronautical Armaments (ARMAEREO)
2.3.2.7 General Directorate of Telecommunications, Information Technology and Advanced Technologies (TELEDIFE)
2.3.2.8 Directorate General of the Commissariat and General Services (COMMISERVIZI)
2.3.2.9 General Directorate of Works and State Property (GENIODIFE)
2.3.2.10 General Directorate of Military Health (DIFESAN)
2.3.3 The Central Offices
2.3.3.1 Central Office of Budget and Financial Affairs (BILANDIFE)
2.3.3.2 Central Office for Administrative Inspections (ISPEDIFE)
2.3.4 The Army
2.3.4.1 Army General Staff 2.3.4.2 The
Operational Organization 2.3.4.3 The
School and Training Organization 2.3.4.4 The Logistic
Organization 2.3.4.5 The Territorial
Organization 2.3.4.6 The Inspectorate of
Infrastructure 2.3.4.7 The Inspectorate for
Recruitment and Completion Forces 2.3.5 The Navy
2.3.5.1 The General Organization and the General Staff 2.3.5.2
The Organization of the Operational Forces 2.3.5.3 The
Peripheral/Territorial Organization 2.3.6 The Air Force
2.3.6.1 The new Air Force 2.3.6.2
The General Staff of the Aeronautics 2.3.6.3
Structural Aspects 2.3.7 The Carabinieri Corps
2.3.7.1 Restructuring

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2.3.7.2 Military tasks
2.3.7.3 The structure
2.3.7.4 The General Command
2.3.7.5 Technical and Logistic Administrative Groupings (RTLA)
2.3.7.6 The barracks
2.3.7.7 The training organization 2.3.7.8
The territorial organization 2.3.7.9 The
mobile and special organization 2.3.7.10
Departments for specific needs 2.3.7.11
Departments for the central bodies
2.3.7.12 Personnel for the tasks military
2.4 The definition of "missions"
2.4.1 Introduction
2.4.2 Missions
2.4.2.1 International crisis management
2.4.2.2 Multinational formations with Italian participation 2.4.2.3
Italian participation in the new NATO force structure 2.4.2.4 The Italian
contribution to European defense

2.1 The line of command

2.1.1 The Head of State

The Constitution (art. 87), with regard to Defence, attributes the following responsibilities to the President of the Republic:

- the Command of the Armed Forces; • the presidency of the Supreme Defense Council; • the declaration of the state of war approved by the Chambers.

On the effective command of the Armed Forces, even if the doctrine seems to lean that it belongs to the Government, according to the guidelines and under the control of Parliament, it nevertheless recognizes how the command constitutionally conferred on the President of the Republic cannot have a purely ceremonial and symbolic nature, also in function of the fundamental role of control and guarantee, recognized to the Head of State, of the use of the Armed Forces.

This role of guaranteeing the constitutional balance in matters of defense and security policies, in particular, is clearly strengthened by law no. 25/1997 containing "Attributions of the Minister of Defense, and restructuring of the heads of the Armed Forces and Defense Administration" which, involving the increase and relevance of the tasks of the Supreme Defense Council in matters of security and defense, increases also the political relevance of the powers of the Head of State, as President of the institutional body.

2.1.2 The Supreme Defense Council The law establishing the Supreme Defense Council n. 624/1950 assigns to the Council the examination of the general, political and technical problems pertaining to national defense and the determination of the criteria and directives for the organization and coordination of the activities which in any case concern it.

Subsequently, the law n. 25/1997 broadened the powers of the Council by attributing to it the examination of fundamental decisions on national security and strengthened its nature as a means of connection between constitutional bodies in which security issues can be addressed and set.

In fact, the Supreme Defense Council is the seat in which, even in times of crisis, timely and in-depth information is provided to the President of the Republic on government choices in the field of defense to allow him the quickest and most balanced function of guaranteeing respect of the ends, of the means (in particular of the military instrument) and of the limits established by the Constitution, in order to ensure the ultimate subjection of the Armed Forces to the supreme political institutions of the Republic, guaranteeing their political neutrality and ensuring their use for the exclusive service of the Nation .

In particular, the provision of the aforementioned Law no. 25/1997 that government deliberations on the subject of security and defense must be examined by the Supreme Defense Council and approved by Parliament ensures that the President of the Republic exercises further control over the delicate matter.

Moreover, this appears to conform to the composition of the body in which the ministers responsible for strategic sectors of the nation participate.

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The Supreme Defense Council is chaired by the President of the Republic and has the following composition:

- President of the Council of Ministers, acting as Vice President; • Minister of Foreign Affairs; • Interior Minister; • Minister of the Treasury; • Ministry of Defense; • Minister of Productive Activities; • Chief of Defense Staff.

The Supreme Defense Council normally meets twice a year, however the President of the Republic can convene meetings whenever he deems necessary, subject to prior agreement with the President of the Council of Ministers, or on the proposal of the President of the Council of Ministers.
At the request of the President of the Republic, other Ministers may participate, in addition to those indicated, other institutional offices of the State and the Armed Forces, as well as individuals with particular competence in the scientific, industrial and economic fields.

2.1.3 The Parliament The
Parliament is the constitutional body which directly represents the will of the people. The Constitution (articles 56, 57, 70 and 71) gives Parliament a position and a central role in the constitutional political system, configuring it as the most important link between the community and the rulers. Its centrality in the constitutional order takes place through the ownership of functions of pre-eminent importance, among which the fundamental ones are the legislative function and that of political direction and control of the Government. It appears evident that the two fundamental functions of Parliament are inserted in a decisive and incisive way in the general policy of the Government and therefore in that of State security.

In particular, as regards the security policy, the approval of law no. 25/1997 seems to achieve at least four objectives:

- indicate a single subject responsible for the operations of the Armed Forces
- the Chief of the Defense Staff - in order to allow the bodies that exercise the function of political-administrative direction or the legislative and direction and supervision functions to identify the various responsibilities more quickly; • provide for two subjects (security and defense policy) for which the Government has political responsibility, in the sense that it is responsible for developing the objectives and programs to be pursued in the field of defense and security and proposing the related political, international, operational consequences and financial; • promptly make known to public opinion those acts that are decisive for the life of the country and for the maintenance of its international relations;
- obtain parliamentary consent on governmental deliberations of great importance for the whole national community.

Furthermore, the involvement of the Parliament in government deliberations on defense and security implies a more shared political responsibility in the adoption of decisive choices for the future of the nation and also contributes to establishing a relationship of respectful collaboration between military leaders and political leaders of each person's skills.

2.1.4 The President of the Council of Ministers The
function of the President of the Council of Ministers, as deduced from art. 95 of the Constitution, is to direct the activity of the Council of Ministers and to promote and coordinate that of the individual Ministers to ensure the implementation of the political and administrative guidelines established collegially. More specifically, and also in the light of the law n. 400/1988, the main responsibilities of the Prime Minister in terms of State security are those of: • directing the general policy of the Government, for which he is responsible, to this end drafting its program and establishing its directives; • coordinate the activity of individual Ministers in relation to acts concerning Government policy; • promote and solicit, also through directives, the activity of the Government for the implementation of the agreed programme.

Although Law 25/1997 attributes the adoption of resolutions regarding security and defense to the entire Government, the need for timeliness in the adoption of decisions regarding the protection of State security have tempered the principle of collegiality with the equally preeminent monocratic principle, thus highlighting the figure of the President of the Council of Ministers, i.e. the body responsible for the general policy of the State.

The monocratic principle in security and defense policy has been confirmed by the same constitutional jurisprudence. In fact, the Constitutional Court has significantly affirmed that it must be considered competent

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of the President of the Council of Ministers also the political activity aimed at the internal and external defense of the State. On the basis of this pronouncement of the Constitutional Court, the legislator has explicitly provided for the President of the Council of Ministers, with regard to the "internal" and "external" profiles of security, the attribution of general political responsibility and coordination of policy to senior management information and security in the interest and for the defense of the State (Law 24 October 1977, n. 801, establishing the information and security services).

2.1.5 The Minister of Defense (fig.1)

The Minister of Defence, on the basis of the provisions of the law of 18 February 1997, n. 25 "Attributions of the Minister of Defence, restructuring of the top management of the Armed Forces and of the Defense Administration" and of the Presidential Decree of 25 October 1999, n. 556 "Implementing regulation of article 10 of Law no. 25 of 18 February 1997 concerning the duties of military

leaders": • implements the resolutions on defense and security adopted by the Government, submitted for examination by the Supreme Defense Council and approved by Parliament;

• issues directives regarding military policy, information and security activity and technical-administrative activity;

• approves the joint general and operational planning with the consequent technical-financial programs as well as the planning relating to the public and private industrial area of defense interest;

• issues the directives on communication, public information and promotion activities in favour of the Armed Forces;

issues general directives to the Chief of Defense Staff: on the relations he must maintain with the corresponding Military Authorities of the other Countries regarding military problems of common defence; on the national address that he must represent in the high military forums established within the framework of international defense agreements; on the formulation by the Chief of the Defense Staff of the common planning directives, for the multinational employment, logistic support and training, of the programs and of the international technical-operational agreements deriving from them, taking into account the commitments undertaken; on the preparation and management of memorandums of understanding and joint international technical agreements having implications of an operational and/or training nature; on the transfer of the means and materials of the FF.AA. with regard to countries with which bilateral or international agreements exist in any capacity; • establishes, as regards

the technical-administrative and industrial technical area: the directives pertaining to scientific research of interest to the Armed Forces; political-administrative and high-administration guidelines concerning the technical-industrial and technical-administrative area of Defence; • from the national direction in the field of technical-scientific activities for defense purposes to represent in high international fora within the framework of the implementation of multinational agreements; avails itself of the high consultancy of the

• Superior Council of the Armed Forces for all matters envisaged by law.

For the implementation of its powers, it receives from the Chief of the Defense Staff:

• news on the strategic operational situation of national interest and on foreseeable developments; • news on the efficiency of the military instrument, on the need for human, material and financial resources to achieve the set objectives; • proposals and provisions relating to the general financial planning of the military instrument; • proposals on joint operational planning and the consequent technical-financial programmes; • general guidelines of the organization of each Armed Forces; • allocation of military and civilian personnel resources to be assigned to technical-operational bodies as well as that of military personnel to be assigned to defense technical-administrative and technical-industrial bodies. by the Secretary General, National Armaments Director: • proposals regarding actions aimed at harmonizing defense objectives with economic policy

national industrial and technical-scientific;

• proposals on the general lines of the organization of the bodies of the technical-administrative area e technical-industrial competence;

• technical-industrial advisory elements relating to the production of defense materials in the area of the armaments policy for which it is responsible.

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The entire set of provisions indicated above find their place in the "Ministerial Directive" on the basis of which the Chief of Defense Staff issues the "Strategic Concept" where the directives of the Minister of Defense find concrete implementation.

In summary, according to the democratic principle, the military summit depends on the political summit and answers for its actions to the political summit.

FIGURE 1

2.1.5.1 The Undersecretaries of State

The Undersecretaries of State (Article 10, Law No. 400 of 23 August 1988), appointed by decree of the President of the Republic, on proposal of the President of the Council of Ministers, in agreement with the Minister of Defense :

- assist the Minister and carry out the tasks delegated to them with the ministerial decree published in the Official Gazette;
- they can participate, as representatives of the Government, in the meetings of the Chambers and of the Commissions parliamentarians;

support the discussion in accordance with the directives of the Minister and respond to questions and interpellations.

2.2 The restructuring of the Armed Forces

2.2.1 Legislative legislation The current restructuring of the Defense largely traces its origins back to November 1986, when the then Minister of Defense Giovanni Spadolini presented to the Senate a draft law aimed at revising the structure in a unitary sense at the top of the Dicastery with the attribution of precise responsibilities at the political and military levels. In fact, a Chief of Defense Staff was envisaged no longer "primus inter pares", but hierarchically superordinate to the Chiefs of Staff of the Armed Forces and to the Secretary General of Defense and National Director of Armaments limited, for the latter, to technical-operational attributions.

As is known, it took ten years and four legislatures to complete this reform which, even if modified in some points, still retains the basic approach it had at the beginning.

The Armed Forces are today defined as one of the tools used by the Government to implement its policy.
The Military Instrument, therefore, must be adequately structured and prepared to carry out the tasks assigned to it. These tasks are defined in the law of 14 November 2000, n.331 containing the "Rules for the establishment of professional military service" and are configured as follows:

1. the Armed Forces are at the service of the Republic; 2. the organization and activity of the Armed Forces comply with articles 11 and 52 of the Constitution and with the law; 3. the priority task of the Armed Forces is the defense of the State; 4. the Armed Forces also have the task of operating for the purpose of achieving peace and security, in compliance with the rules of international law and with the decisions of the international organizations of which Italy is a member; 5. the Armed Forces contribute to the safeguarding of free institutions and perform specific tasks in circumstances of public calamity and in other cases of extraordinary necessity and urgency.

In reality, the changed international scenario, the crisis situations that suddenly arise, the various hotbeds of tension that manifest themselves in areas of priority national strategic interest, but also in other geographical areas where Italy has found itself operating in support of peace and human rights, had already induced the various Defense Ministers who succeeded one another after the collapse of the Berlin wall to propose successive restructurings of the Armed Forces in the light of the criterion, also followed by other nations, of reducing the quantity to the advantage of the quality.

The initial triggering of the latest changes was promoted by the law of 28 December 1995, n. 549 "Measures for the rationalization of public finance" linked to the 1996 financial law where, in article 1, the guiding principles and criteria to be followed in the implementation phase of the subsequent specific delegation granted to the Government regarding the reorganization of military structures were indicated.

Consequently, "drafts" of legislative decrees were prepared substantially attributable to:

- reduction and rearrangement of the number of territorial operational commands and peripheral structures of Defence;
- differentiation and expansion of activities aimed at civil defense and environmental protection;

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• constitution of the Higher Joint Forces Staff Institute; • reorganization of the central area of the Ministry of Defence; • redetermination of the personnel numbers of civilian personnel of the Ministry of Defense and related mobility;
• disposal of structures and buildings no longer used; • restructuring of arsenals, factories and technical centres.

All without an initial definition of the "defence model" of reference, for which many legislative provisions had to undergo successive variations to the point that even today the final goal is not outlined in its entirety.

At the conclusion of the preparation of the aforementioned legislative decrees, the "drafts" were subjected to the foreseen consultation with the trade union organizations, which ended with the signing of two memoranda of understanding.

Subsequently, the aforementioned Legislative Decrees were forwarded for consideration to the two houses of Parliament.

At the same time, on 18 February 1997, Law no. 25 called "Reform of military leaders".
This with particular reference to the duties of the Minister of Defense, the Chief of Defense Staff, the Secretary General of Defense and National Director of Armaments and the Chiefs of Staff of the individual Armed Forces. (Army, Navy and Air Force).

2.2.2 The succession of Legislative Decrees In particular, with the Legislative Decree of 16 July 1997, n. 264, the reorganization of the central area of the Ministry of Defense was set up, in order to simplify the difficult links between the Directorates General, the Central Offices and the General Staffs.
The Decree substantially halved the organizational structures of the central area of the Dicastery, with the reduction of the General Directorates from 19 to 10 and of the Central Offices from 5 to 2.
The latter, the Central Office of the Budget and Financial Affairs (BILANDIFE) and the Central Office for Administrative Inspections (ISPEDIFE) were placed directly under the Ministry, while the suppression of the Central Office for Military Preparations (ALLESDIFE) and the Central Office for Organisation, Methods, Mechanization and Statistics (ORMEDIFE) and the Central Office for Juridical Studies and Legislation (LEGGIDIFE), entailed the transfer of competences, respectively, to the Office of the General Secretariat (SEGREDIFESA) and to the Cabinet of the Minister (DIFEGABINETTO) for LEGGIDIFE.

The Legislative Decree of 16 July 1997, n. 265, issued new regulations on civilian personnel and established the mechanisms for the re-employment of personnel.

The Legislative Decree of 28 November 1997 n. 459 established the criteria for the organizational and functional reorganization of the technical-industrial area. In practice, the 35 entities in the sector have been reduced in terms of personnel by around 5,000 units with the intention of giving the entire sector concrete rationalization and substantial streamlining.

Furthermore, in accordance with the delegation granted to the Government with Law no. 662/96, Legislative Decree No. 490 of 30 December 1997 was promulgated, which provides for a general revision of the existing body of legislation on the subject of recruitment, legal status and advancement of Officers. All with a view to strict inter-force homogeneity and within a framework of concrete reduction of the workforce.

The Legislative Decree of 28 November 1997 n. 464, reorganized, in a reductive sense, the operational technical area in its command, operational, logistic and scholastic-training components.
Therefore, this Decree is considered one of the main provisions of the reform, because it determines - after more than thirty years - a drastic reduction of the technical-operational area of the Defence. In fact, it: - defines the provisions for the suppression, revision and adaptation of the Commands/Bodies of the territorial, operational and training Organization of each individual Armed Force and joint forces, reducing, among others, the number of Territorial Military Commands of the Armed Forces (Military Region Commands for the Army, Chief Commands of the Maritime Military Department for the Navy, Air Region Commands for the Air Force); • seeks to pursue a better overall balance of the operational tool in its various components and articulations,
attempting to achieve a qualitative increase in forces and an increase in external projection capacity, with accentuated promptness of "response", high autonomy and logistical sustainability, in coherence with the structure of forces defined in the new NATO doctrine;

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- tends to simplify the organization of operational, logistic and scholastic-training Command, providing, among others, for a Joint Operational Command (COI) and Operational Commands of Armed Forces, delegating to Commands/Logistic Inspectorates and Commands/Inspectorates in charge of the school-training function functions that, previously, were proper to the General Staffs; • establishes the Istituto Superiore di Stato Maggiore Interforze, replacing the higher state courses Major of the Armed Forces, with the task of perfecting the professional training and cultural preparation of the Officers of the Armed Forces;
- prepares the regulatory bases for civil protection and environmental protection activities.

In a second moment, and precisely after 31 months, in the light of the teachings taken from the previous Legislative Decree, in the presence of a specific legislative delegation, a further Legislative Decree of 21 May 2000 n. 214 "Corrective and supplementary provisions of the Legislative Decree of 28 November 1997 n. 464 containing structural reforms of the Armed Forces, pursuant to article 9, paragraph 2 of the law of 31 March 2000, n. 78".
This regulatory act concerned the operational bodies of the Army, Navy and Air Force and was aimed at further eliminating the duplication of effort and the expenditure of energy deriving from the different organisation, preparation and use of the individual Armed Forces and at ensuring adequate compliance of the military organization with the need for joint planning and integrated direction and management of the instrument.

More in detail, this last order provision concerned the so-called Peripheral High Commands of FA with particular reference to the Army (Military Region Commands) and the Air Force (Air Region Commands) redistributing their extensive logistic-administrative powers- garrison-infrastructural and military services and recruitment in a small number of Inspectorates/ Commands created from scratch and responsible for a single function on a national scale.

Also in the year 2000 on the basis of the law of 20 October 1999, n. 380 which sanctioned the possibility for Italian citizens to participate, on a voluntary basis, in competitions for the recruitment of Officers, NCOs in permanent service and enlisted soldiers in voluntary service, in the roles of the Armed Forces and the Guardia di Finanza Corps, was issued the Legislative Decree of 31 January 2000 n. 24. This regulated recruitment, legal status and advancement for women's military service. All inspired primarily by the implementation of the principle of equal opportunities in recruitment and access to different degrees, qualifications, specializations and assignments.

In this way it was intended to formalize the regulatory support necessary to support the future developments of the "Defence landscape" and of the four pillars that support it: the reform of the top management, the personnel reform, the restructuring of the operational tool and the streamlining of the area technical-administrative and technical-logistical support.

In the meantime, the entire set of regulations had found a more precise specification with the Decree of the President of the Republic dated 25 October 1999 n. 556, "Implementing regulation of art. 10 of the law of 18 February 1997, n. 25, concerning the attributions of the military top management", especially as regards the dependencies and responsibilities of the military top management, which found a further clarification in the combined provided for by the two provisions in the title.

2.2.3 The Chief of Defense Staff The Chief of Defense Staff:

- reports directly to the Minister of Defence, of which he is the senior technical-military consultant, and to whom he answers for the implementation of the political-military guidelines received regarding the planning, preparation and use of the military instrument;
- proposes to the Minister the joint general financial and operational planning, as well as the consequent technical-financial programmes, having consulted the Chiefs of Staff of the Armed Forces; presents to the Minister of Defense the strategic operational situation of national interest and foreseeable evolutions; • reports to the Minister of Defense on the efficiency of the military instrument, indicating the necessary resources human, material and financial resources for the achievement of the objectives set;
- proposes to the Minister the general guidelines of the organization and the allocation of military and civilian personnel resources within the technical-operational, technical-administrative and technical-industrial areas.
- defines the overall operational and technical-financial priorities; • issues directives of a joint nature concerning logistics, transport and military health;

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- proposes to the Minister of Defence, having consulted the Chiefs of Staff of the Armed Forces, the general lines of the organization of each Armed Force;
- issues directives concerning mobilization and related escorts.

In the financial sector, the Chief of the Defense Staff: • exercises the operational control of the funds destined for investment; • exercises operational control of the funds allocated to the operating sector; • issues directives for the operational use of investment funds, exercising it through the Secretary General of Defense and Chiefs of Staff of FA.

With regard to the use of personnel, the Chief of the Defense Staff: • designates, on the basis of the proposals made by the Chiefs of Staff of the Armed Forces, the Officers destined for assignments in the joint, international and other Departments, informing The Minister as far as he is concerned;

- defines the general employment criteria in the Armed Forces; •

provides indications to the Minister, having consulted the Chiefs of Staff of the Armed Forces, regarding the assignment of the Lieutenant Generals or corresponding ranks to the various positions of the single Armed Forces. With regard to the use of forces as a whole, the Chief of Defense Staff, on the basis of the Minister's directives:

- sets the operational objectives, those of information research, training and exercises, verifying the operational capabilities of the Armed Forces;
- exercises the Operational Command of operations and exercises both nationally and internationally, making use of the Joint Operational Commander. In particular, for the information activity, he supervises the related activities making use of the appropriate department which has assumed the functions of the dissolved departments (SIOS) of the Armed Forces.

2.2.4 The Secretary General of Defense and National Armaments Director: • reports directly to the Minister of Defense for administrative duties and to the Chief of Defense Staff for technical-operational duties; • exercises the powers inherent to the high administration of the technical-administrative and technical-industrial area, on the basis of the directives received from the Minister to whom he answers for their implementation; • proposes actions to harmonize objectives in terms of research and development, production and procurement of weapon systems, means and equipment both nationally and internationally;

- manages, directs and coordinates the activities of the General Management, issuing rules and directives uniform behavior.

In the financial sector, the Secretary General/National Armaments Director, on the basis of the directives of the Chief of Defense Staff, exercises:

- the operational control of the funds intended for the functioning of the technical-administrative and industrial area, of which it also holds and exercises the operational use, including those intended for cooperation and international agreements; • the operational use of the funds allocated to the joint research and development and investment sectors of the area technical-administrative and industrial.

With regard to the use of personnel, the Secretary General/National Armaments Director proposes to the Chief of the Defense Staff the qualitative and quantitative requirements of the personnel to be assigned to the General Secretariat, to the Directorates General and to the joint bodies of the technical- administrative and industrial. Lastly, with regard to the use of forces, on the basis of the provisions of the Chief of Defense Staff, it issues directives for the definition of activities related to militarization and civilian mobilization, in relation to the technical-administrative and industrial areas.

2.2.5 The Chiefs of Staff of the Armed Forces:

- report directly to the Chief of Defense Staff, to whom they answer for the implementation of the directives and provisions received;
- exercise the command function of the respective Armed Forces;

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- are responsible for the organisation, preparation, training and logistics of the respective Armed Forces.

In the financial sector, the Chiefs of Staff of the Armed Forces, on the basis of the directives issued by the Chief of Defense Staff, exercise:

- the operational control of the funds destined for the functioning sector of the respective Armed Forces, of which they also hold and exercise the operational use, with the power to provide for the administration of those destined for the efficiency of the means and materials with skills similar to those of the Directors General;
- the operational use of the funds assigned to the investment sector of the respective Armed Forces.

With regard to the use of personnel, the Chiefs of Staff of the Armed Forces:

- propose to the Chief of the Defense Staff the Officers destined to cover positions in the joint, international and other Dicasteries, as well as the Lieutenant General or equivalent to be assigned to the various positions of the Armed Forces;
- designate, giving prior notice to the Chief of the Defense Staff, the General Officers or Admirals of a rank no higher than Major General or equivalent, to be assigned to the various positions within the respective Armed Forces; • arrange for the discussion of matters relating to the employment of Officers, NCOs and enlisted personnel of the Armed Forces, without prejudice to the powers of the Chief of Defense Staff, and putting in place the relative administrative acts.

Lastly, with regard to the use of forces, in the context of the exercise of the command function of one's own Armed Forces and based on the provisions issued by the Chief of Defense Staff:

- define the training activity of the respective Armed Forces; • ensure, for the exercise of national and multinational joint operations and exercises, the qualitative and quantitative availability of the operational departments;
- direct and conduct operations and exercises, making use of the dependent operational Commanders of interest to the respective Armed Forces.

2.2.6 The General Commander of the Carabinieri Corps: depends on the Defense Chief of Staff for the performance of military tasks. He is also vested with duties in the operational, training and technical-logistic fields, in matters of recruitment, status, advancement and employment, in line with the provisions of the "law on defense leaders" and with the subsequent "implementing regulation".

As far as the financial and administrative sector is concerned, the General Commander is in charge of both the activity of the Central Organ (programming body, General Management and Center of Administrative Responsibility), and the so-called "decentralized" one (proper of the Territorial Military Command) from which the dual role that characterizes its juridical-administrative figure.
Furthermore, the General Commander defines the organizational and operational policies necessary for the achievement of the institutional objectives: he therefore has all the policy, administrative and management tools allocated within the General Command.

2.2.7 The Committee of Chiefs of Staff (composed of the Secretary General of Defense and National Armaments Director, the Chiefs of Staff of the FA, the Commander General of the Carabinieri) is the advisory body of the Chief of Staff who presides over said high consensus.

To the series of legislative decrees indicated above, it is necessary to add, to complete the regulatory framework:

- the law of 31 March 2000 n. 78 "Delegation to the Government regarding the reorganization of the Carabinieri, the State Forestry Corps, the Guardia di Finanza and the State Police. Rules on the coordination of the Police Forces" and the descendants of delegated decrees n. 297 and 298 of 5 October 2000 which elevated the Arma dei Carabinieri to the rank of Armed Forces also allowing the reorganization and qualification of its structure with extensive recourse also to new technological resources;
- the law of 14 November 2000 n. 331 "Regulations for the establishment of professional military service" followed by Legislative Decree 8 May 2001 n.215 "Provisions to regulate the progressive transformation of the military instrument into a professional one, pursuant to article 3, paragraph 1, of law 14

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November 2000, no. 331" which imposed a change of high qualitative and quantitative impact on the entire structure of the Defence, both because they led to the suspension of compulsory conscription and because they reduced the total number of military personnel to 190,000 elements (officers, non-commissioned officers and enlisted of the Army, Navy and Air Force);

- the Presidential Decree 14 May 2001, n. 241 "Regulations for the organization of the offices directly collaborating with the Minister of Defence" which, in defining the structure of the Cabinet, ratifies in particular the establishment of the Military Policy Office - formerly part of the Defense General Staff - and of the internal control, recently established in all ministries.

The primary and direct competence of the Minister of Defense in the sector of Military Policy is thus further reaffirmed and therefore in the issuing of the consequent guidelines to all dependent Bodies. Just as he is assigned the instrument for monitoring the achievement of the objectives set in the "ministerial directive".

2.2.8 Security 2.2.8.1
SISMI The entire

restructuring process could not but have an impact on information and security activities, even if to a lesser extent since the basic system, the one relating to the SISMI, has not undergone any changes.
It therefore remains confirmed that the assessment of the framework of the threat to Italy is institutionally entrusted to the Information Service for Military Security (Law 24 October 1977 n. 801 "Institutions and regulations of the services for information and security and regulation of State secrecy").
SISMI performs all information and security tasks for the military defense of the independence and integrity of the State from any danger, threat or aggression. For the aforementioned purposes, SISMI also carries out counter-espionage tasks (Article 4 of Law No. 801).
In essence, the SISMI represents a defense instrument and its activity:

- concerns the military sphere, bearing in mind the extension that this concept has undergone in relation to the global defense of the State, also including sectors such as the political-military, economic, industrial, technological, scientific research that have direct repercussions on the military potential ; • is aimed on the one hand at

acquiring information that may have an impact on the defense of the state and on the other at preventing access to the information services of other states (counter-espionage).

In this regard, it is necessary to underline that some States use their information services as an offensive tool of "indirect strategy" whose dynamics do not end with military espionage but above all reveal forms of political, industrial, technological espionage or subversion, sabotage, disinformation , penetration into the Armed Forces and manipulation of social groups.
The counter-espionage activity carried out by SISMI tends to prevent all forms of indirect strategy, applied against the Italian State and its legal systems, and in any case to prevent them from achieving their objectives.

The President of the Council of Ministers is assigned senior management, general political responsibility and the coordination of information and security policy in the interest and for the defense of the democratic state and the institutions established by the Constitution as its foundation (art. 1 law No. 801).
The Minister of Defence, on whom SISMI depends, establishes its organization and oversees its activities on the basis of the directives and provisions of the President of the Council of Ministers.
SISMI is required to communicate to the Minister of Defense and to the Executive Committee for Information and Security Services (CESIS) all the information received or in its possession, the analyzes and situations elaborated, the operations carried out and everything pertaining to to its activity (Article 4 of Law No. 801).
The activity of SISMI is carried out within the exclusive framework of the directives received from the political Authorities and another important aspect of it is represented by the elaboration of analyzes and situations.
Every decision-making act must be supported by secure information elements: the more realistic the decision is, the greater the availability of reliable information.
Errors of assessment in the field of information can lead the political authorities to decisions that are not pertinent to the defense of the state. These considerations underline not only the delicate work of collecting, evaluating and interpreting the great mass of information that modern means of research and communication make available, but above all they enhance the professionalism, experience, culture, intellectual rigor and straightforwardness morale, as specific qualities of the personnel of the Information and Security Services.

An Interministerial Committee for Information and Security has been set up at the Presidency of the Council of Ministers with consultancy and proposal functions for the President of the Council of Ministers, on the general guidelines and on the fundamental objectives to be pursued in the framework of the information and security policy.
The Committee is chaired by the President of the Council of Ministers and is made up of the Ministers for Foreign Affairs, the Interior, Justice, Defence, Productive Activities and Finance (Article 2 of Law No. 801).

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The Government reports to Parliament every six months, with a written report, on information and security policy and on the results obtained. A Parliamentary Committee made up of four deputies and four senators nominated by the Presidents of the two houses of Parliament, on the basis of the criterion of proportionality, exercises control over the application of the principles established by this law (art. 11 law n. 801).
The control of SISMI's activities takes place on two levels: • on the

government level, through the senior management and general political responsibility of the President of the Council of Ministers, who avails himself of the advice of the Interministerial Committee for the definition of the fundamental objectives to be pursued ; • at the parliamentary

level, through the six-monthly report of the Government to Parliament through the Committee set up by the two houses of Parliament.

In summary, the SISMI finds its place in the structures of the State, which through its Bodies directs and controls its activities in compliance with "three indispensable purposes of the Security Services": - their correct functioning
within the ambit of the principles and rules of Constitution; - their secrecy; - their efficiency.

2.2.8.2 The RIS (Information and Security Department)

With the law on the restructuring of the top management of the Armed Forces (law 25/97) and, subsequently, with the provisions of Presidential Decree 556/99 (Implementing Regulation) the SIOS (Operational Information and Situation Services) of the Armed Forces were disbanded and the information activity was brought to joint level at the Defense General Staff.

The transfer of competence was sanctioned by the directive of the Minister of Defense n. 1/30863/14.1.8/97 on 15 May 1997 and the activity, after an experimental phase, assumed a definitive configuration on 1 September 2000 with the establishment of the Information and Security Department and the employees of the Interforce Intelligence Center and Joint Intelligence/Electronic Warfare School.

The information and security research activity starts from the directives of the Minister of Defense (DPR 556/99, art. 2, paragraph 1, letter o) and is developed, through the definition of the objectives, by the Chief of Staff of the Defence.

The usefulness of this function has assumed particular importance in peace-keeping operations underway for many years as an element of guarantee for the performance of the operational activity both at the managerial level of the commands and at the executive level of the departments.
The activity is naturally part of that of SISMI which, operating on a wider scale, is able to provide a general overview of the situation and reference support with related services.
Furthermore, the internal security function carried out to protect the military structures and infrastructures in the country should not be overlooked, in close connection, in this case, with the Carabinieri and with the specialized bodies of the service itself at all regulatory levels.

2.3 The defense order The defense
structures, following the aforementioned law 25/1997 on the reform of top management and the subsequent legislative provisions, have taken on a new ordering configuration.

2.3.1 The Defense General Staff The structure
of the Defense General Staff (fig. 2) as well as including the staff bodies and the COI, is characterized by an adequate joint component which is completed with the following bodies:

- the Center for Higher Defense Studies (CASD), divided into the Higher Defense Studies Institute (IASD), the Institute of Interforce Staff (ISSMI) and Military Center for Strategic Studies (CeMiSS), responsible for the joint training of Armed Forces Officers; the Joint Arms Verification Center (CIVA), in
- charge of managing the inspection activities deriving from the application of the treaties in terms of armaments;

- the three joint schools, responsible for the specialization of personnel in the fields respectively of NBC Defense, Telecommunications and Air Operations; the Joint
- Control and Management Center of the Italian Satellite Confidential Communications and Alarm (SICRAL).

In this way it was intended to carry out a more careful work of inter-force harmonization and homogenization in the awareness, however, that further efforts must be made to centralize at the level of the Defense General Staff many functions that are repeated in the General Staff of the Armed Forces.

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FIGURE 2

FIGURE 2A

But we must not forget the additional needs that the Armed Forces must satisfy, in terms of personnel, to feed both the international bodies and the other departments:

EFFECTIVE JOINT ORGANIZATIONS

PERSONNEL SUMMARY TABLE
EFFECTIVE IN OTHER DICASTIES

2.3.2 The General Secretariat of Defense The
arrangement of the General Secretariat /DNA (fig. 3) in addition to the staff divided into two distinct sectors by competence: armaments policy and administration of personnel and services, provides for ten Directorates General (fig. 4) corresponding in terms of competence to the aforementioned division into distinct sectors.

FIGURE 3

FIGURE 4

The General Directorates

2.3.2.1 General Directorate for Military Personnel (PERSOMIL)
The Directorate General - which became operational on 1 April 1998 with the appointment of the Director General - merged the four pre-existing Directorates General for Military Personnel (Army Officers, Army NCOs, Navy Personnel and Air Force Personnel) and absorbed the powers relating to military personnel, formerly the responsibility of the General Directorates of Litigation, Pensions and Personnel Provisions.

It administers all military personnel (active and retired) of the Army, Navy, Air Force and Carabinieri and deals with the following matters:

- recruitment of Officers, Non-Commissioned Officers and Volunteers by competition; legal status, advancement, discipline, rewards, honors and provisions of Officers, NCOs, Volunteers and Enlisted; balance sheet and financial affairs, continuous and eventual remuneration, fair compensation; characteristic documentation and serial number; pension treatment; debt collection;
- ordinary and special NATO accident prevention and computerization of procedures; •
  recognition of qualifications and attribution of rewards to Partisans.

The General Manager is assisted by three Deputy Directors. The General Management is divided into 7 Departments and 25 Divisions.

The total workforce of the four pre-existing General Managements amounted to approximately 4,500 units. When the Directorate General for Military Personnel was set up (in 1998), the expected workforce was estimated at 1,433 units, of which 178 military and 1,255 civilian. Considering that the 25 existing Divisions have merged 81 pre-existing Divisions, it has been proposed to raise the workforce to 2,099 units, an essential number to be able to achieve the programmed objectives.

General, **Directorate General for Civilian Personnel (PERSOCIV) 2.3.2.2** The Directorate
which merged the two previous Directorates General of civilian personnel (White Collars and Workers) and partially absorbed the responsibilities of the dissolved Directorates General for Litigation, Pensions and Assistance Personnel, deals with matters relating to civilian personnel:

- recruitment, hiring, legal status, discipline, employment and mobility, education and training,
  providences and honors, matriculation documentation;
- legal status and discipline; •
  economic and pension treatment of civilian employees of the Defence, professors of
  Military academies and institutes, military magistrates and officers of the Military Justice Corps on leave, as well as defense workers;

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• treatment of labor disputes and legal affairs.

The General Management is divided into 6 Departments, 18 Divisions and a Litigation and Labor Office. The Director General has two Deputies, one civilian and one military.

The personnel in service at Persociv amounts to a total of 471 military and civilian units, compared to a requirement of 503 units.

2.3.2.3 General Directorate of Military Service, Compulsory Recruitment, Militarization, Civilian Mobilization and Auxiliary Corps (LEVADIFE)

The General Management provides:

- the organization and performance of operations relating to leverage, aptitude selection and other compulsory recruitment into the Army, Navy and Air Force; to militarization and
- civilian mobilization; the treatment of matters relating
- to the recruitment, status, advancement, employment, discipline, characteristic and matriculation documentation and the economic treatment of the personnel of the Spiritual Assistance Service, of the military personnel of the Association of Italian Knights of the Sovereign Military Order of Malta and military personnel of the Italian Red Cross; dealing with the practices relating to soldiers killed or missing in war and the formation of the
- Albo d'Oro; the annual planning of the quantitative and qualitative revenues of voluntary soldiers discharged without demerit
- to be included in the world of work; the definition, in agreement with the State-Regions conference, of programs of initiatives in the field of professional training and
- placement on the labor market of enlisted volunteers for short and long term service.

The General Management is divided into 9 Divisions of which 2, the 8th and 9th, provided for by the Ministerial Decree of 8 June 2001 (art.10) registered at the Court of Auditors on 22.6.2001, are still in the organization phase.

Within the framework of the regulations relating to the transition from military service to professional service, the Management will also assume functions relating to the placement of volunteers at the end of their service in the world of work.

The personnel currently in service at Levadife amounts to a total of 201 military and civilian units, compared to a requirement of 250 units.

2.3.2.4 General Directorate of Land Armaments (TERRARM)

The General Directorate is assigned the attributions of the pre-existing General Directorates relating to equipment (Terrarmimuni) and land vehicles (Motordife), appropriately modified, those on materials already the responsibility of the General Directorate of Engineering (Geniodife) and others of the General Directorate of aeronautical armaments (Armaereo) and litigation (Contendife).

The General Management has tasks related to the study and technical development, standardization, procurement, distribution, processing and disposal activities regarding: • portable weapons, machine guns, mortars,

recoilless guns, wheeled and self-propelled artillery, rocket launchers, artifices, shoulder materials, helmets, bulletproof and fragment-resistant jackets, combatant equipment in general; • ammunition for portable weapons, machine guns, mortars, artillery, rockets, artifices, hand grenades,

rifle grenades, explosive explosives, mines, laying systems, detectors and demining systems, exploders, shaped and prepared charges, explosive components;

• means and materials for nuclear, biological and chemical defence, materials for fire protection; • surface-to-surface and surface-to-air missile systems; • electronic, optical and

optoelectronic systems, telecommunications, electronic warfare and command e control for Army weapon systems;

• commercial, tactical, armoured, combat and special motor vehicles; • tactical, amphibious,

combat and special tracked vehicles; • machines for earthmoving and

for building and road works, special pneumatic, hydraulic and electrical equipment for engineering works, mobile systems for the life of troops in relation to the structure, equipment and systems, bridges on fixed supports and mobile cableway systems , mobile and fixed railway equipment, locomotives, railway bridges and specific materials, road and rail vehicles, prefabricated metal structures and materials for field fortification.

To carry out its functions, the General Directorate of Land Armaments makes use of 2 UTTs (Territorial Technical Offices).

The personnel in service at Terrarm amounts to a total of 324 military and civilian units, compared to a requirement of 354 units.

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2.3.2.5 General Directorate of Naval Armaments (NAVARM)
The General Management:

- supervises the study and technical development, acquisition, construction, transformation, distribution and conservation, refitting, maintenance, overhaul and repair, recovery and alienation of naval vessels and weapons, ammunition, apparatus and equipment which form an integral and inseparable part of the "vessel system"; • plans, plans and carries out the consequent technical-

administrative procedures connected with the acquisition of naval units and vessels and the related embarked systems, as well as with the management of the transformations and mid-life modernizations of the naval units;

The transfer of responsibilities following the suppression of some Directorates General (particularly that of Litigation) and the transfer to other branches of the Armed Forces Work Establishments, led on the one hand to the attribution to NAVARM of additional tasks, such as the management of litigation with the contracting companies and that relating to naval and maritime accidents, and on the other hand the termination of duties such as the maintenance of naval units (transferred to the Inspectorate of Naval Logistics and Lighthouses of the Navy - NAVISPELOG - and to the arsenals dependent on it), the management of the acquisition of centralized control materials (transferred to the Navy Stock Management Center - MARICEGESCO) and that of materials for general use.

The central structure is organized into 4 Departments, which are in turn divided into 14 Divisions responsible for categories of vessel, installations, systems and for administrative aspects.
To carry out its functions, the General Directorate of Naval Armaments makes use of 4 UTTs (Territorial Technical Offices).
The personnel in service at Navarm amounts to a total of 247 military and civilian units, compared to a requirement of 322 units.

2.3.2.6 General Directorate of Aeronautical Armaments (ARMAEREO)
The General Directorate of Aeronautical Armaments is responsible for acquiring and making available to the operational units of the Armed Forces as well as, when required, to the Armed Corps of the State and the Civil Protection: • aeronautical weapon systems:

- that they are safe in relation to the crews, the personnel transported and the populations flown over; - that they meet operational requirements, in a timely manner and at reasonable prices, taking due account of the need not to depress, but to encourage the efficiency, productivity and scientific and technological growth of the national industrial base in the vision of European integration and fair transatlantic cooperation.

To carry out its functions, the General Directorate of Aeronautical Armaments makes use of 3 Territorial Technical Offices.

Within the central organization, the Director General is assisted by a Deputy Director General (civil).

4 Departments report to the Director General, three with a mainly technical content (headed by Brigadier Generals or equivalent rank) and one with an administrative vocation, headed by a civilian manager.
The new organization maintains the current functions and responsibilities, while changing the way of operating, which is no longer based on a widespread and continuous presence at the various companies, but on inspections to be carried out in response to specific needs.
The personnel in service at Armaereo amounts to a total of 319 military and civilian units, compared to a requirement of 368 units.

2.3.2.7 Directorate General for Telecommunications, Information Technology and Advanced Technologies (TELEDIFE)
The General Management has exclusive competence over the modernization and upgrading activities relating to: • radar and electronic systems; • broadcast material; • space observation and communication systems; • IT and telematic systems.

In this context, it constitutes a "Joint Pole" for the procurement of IT and Telematics, Flight Assistance and Meteorology, Command, Control, Communications and Information (C3I), Radar and electronic surveillance and warfare systems Electronics and Space Activities. It also has competence in the study, research and development and experimentation activities in the aforementioned sectors in relation to materials as long as they are not an integral part of weapon systems.

The General Management also carries out Logistic Support activities (even if not strictly within its competence) requested by the planning bodies and international activities in programs regulated by

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Memorandum of Understanding and/or cooperation agreements, in the field of research and development and technological research, both within NATO and WEAG/WEAU.
Furthermore, the Directorate General, through its Director General, is "Head of Information Systems of the Defense Administration" and, through the Head of the 3rd Department, exercises the functions of "Head of Telephony of the Defense Administration".
The restructuring pursuant to the Ministerial Decree of 26.1.1998 led to the transfer to the General Management of various programs, previously developed and followed by other General Managements, with an increase in workloads and adaptation difficulties encountered in acquiring the new knowledge and professional experience necessary to meet the needs.

The personnel in service at Teledife amounts to a total of 292 military and civilian units, compared to a requirement of 362 units.

2.3.2.8 Directorate General of the Commissariat and General Services (COMMISERVIZI)
The General Management has absorbed the pre-existing General Management of the Commissariat and General Services, taking over their respective responsibilities in matters of study, development, procurement, distribution, support and disposal in the sectors of: • food; • fodder; •
clothing; •
barracks
equipment
and materials, and the acquisition of transport services, manpower,
catering, cleaning, etc.
Two Departments report to the General Manager, both divided into four Divisions.
Within the context of the powers, Commiservizi pursues and achieves particular objectives, such as: transparency, through the strengthening of the URP and the website on which the contractual activity is advertised in terms of planning, execution and conclusion and the legislation that is made known regulates the industry; spending control, through which it was possible to achieve a price saving of around 20% compared to the past; search for maximum cost-effectiveness, through the reduction and unification of tenders, with the achievement of savings of over 57% compared to the past; timeliness of administrative action, with the achievement of the objective of paying invoices in 40-60 days, instead of the 90 foreseen by the regulations in force; "push" informatization; resource optimization; reduction of litigation; regulatory renewal.

The personnel in service at Commiservizi, between the General Management and the Territorial Technical Offices, amounts to a total of 522 military and civilian units, compared to a requirement of 515 units.

2.3.2.9 General Directorate of Works and State Property (GENIODIFE)
The General Management supervises the following activities:
- homologation and checks in the infrastructural plant engineering field and works testing; work related to bilateral international agreements, relations with NATO, the Italian section of the joint Italy/USA construction commission; activities related to
- coordination with the General Staff of the Armed Forces for infrastructural interventions (construction and maintenance of ordinary and special buildings and systems); • proposals for project approval and assignment
of works and coordination and supervision of
executive activities;
- explosive ordnance clearance on the national territory; expropriations, purchases, exchanges, disposals, declassification and land servitude; concessions, rentals, energy supplies, state-owned housing and compensation for damages, military and airport
easements. • budget and payments and administrative litigation; general building design, for the construction of permanent and temporary infrastructures in the national or international territory and design for the construction of permanent and temporary plants in the national or international territory.

The personnel in service at Geniodife amounts to a total of 213 military and civilian units, compared to a requirement of 267 units.

2.3.2.10 General Directorate of Military Health (DIFESAN)
The Directorate General supervises the military health activity and the following activities:
- scientific research and military health publications; •
preventive and social medicine; healthcare litigation; • military blood
transfusion service; • curative and
rehabilitative medicine; forensic medicine; military psychology and health statistics.

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With regards to sanitary and pharmaceutical materials, Difesan is responsible for: • study and technical development;
• construction, production, procurement, processing, distribution and storage; • maintenance, repair, overhaul, recovery and disposal; • issue of the related technical regulations.

It also supervises the training, when carried out at dependent bodies and establishments, of military and civilian technical and specialized personnel for the operational units and for the training, logistic and territorial bodies.

The workforce of the Directorate General amounts to a total of 116 units (38 military and 78 civilian). Unlike the other Directorates General, Difesan has not been subjected to the reorganization process resulting from the law on military leaders. The reorganization has been postponed to the more comprehensive reorganization of Military Health, in progress and under examination by the current Legislature.

2.3.3 The Central Offices

With the same legislative provision which reduced the General Management, the Central Offices were also reduced and thus passed from 5 to 2, remaining under the direct authority of the Minister.

2.3.3.1 Central Office of Budget and Financial Affairs (BILANDIFE)

In general, the Office looks after the formation and management of the defense budget, as the body in charge of maintaining relations with the Ministry of Economy and Finance. In particular, it provides for: • formation of the outline of the estimates of the Ministry of Defence, prepared in the dual capacity, financial and economic;
• elaboration of proposals for variations to the ordinary allocations, during the year, for the purposes of budget management, by the Administrative Responsibility Centres; • preparation of ministerial provisions, for the allocation of funds to Programmers and Administrative Responsibility Centres; • administration of the budgetary funds relating to the expenses for which it acts as a planning body; • instruction of practices relating to economic and currency issues, in relation to the agreements agreements stipulated by the Defence;
• instruction of practices related to tax and fiscal issues, at a national level, as well as those at an international level; • instruction of the practices relating to international agreements stipulated by the Defence, in close contact with the Ministry of Finance, with regard to fiscal and tax aspects;
• definition of practices connected with the handling of materials, vehicles and personnel, in the area Community (WEU/EU);
• management of the "single VAT number", for acquisitions made on a national level and intra-community, by the Defense Administration;
• completion of the deeds relating to the "operational and administrative use and control" of the funds relating to NATO infrastructure;
• treatment of currency, tax and fiscal aspects concerning international agreements, ensuring, in this regard, legal-administrative and technical-financial advice, for the correct preparation of the "memorandum of understanding";
• completion of the deeds relating to the definition of the economic treatment of personnel employed outside the national territory.

The Director General reports directly to the Minister.
The personnel in service at Bilandife amounts to a total of 40 military and civilian units, compared to a requirement of 58 units.

2.3.3.2 Central Office for Administrative Inspections (ISPEDIFE)

The Central Office provides:
- for the service of administrative and accounting inspections, with both direct and decentralized action, promoting the assessment of any responsibilities and the consequent provisions: for relations with the Ministry
- of the Treasury for the activity assigned to it in the inspection field .

With DM 24.11.1997 the Office was also assigned the administrative checks on the observance of the provisions on part-time work (Law 662/1996).
They are subject to verification of the regularity of the administrative action pursuant to articles 524 and following of the Regulations for the Administration and Accounting of Army, Navy and Air Force bodies (RAU, approved with Presidential Decree 5.6.1976, n. 1076) about 650 entities/detachments of the Defense Administration.

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The inspections are, as a rule, ordinary, ie carried out periodically, as part of the planning prepared for the year in question; however, when the need arises, extraordinary inspections can be ordered.

The Director General reports directly to the Minister and is the General Directorate headed by a senior manager assisted by a Deputy Director with the rank of Brigadier General (or equivalent).
The personnel in service at Ispedife amounts to a total of 63 military and civilian units, compared to a requirement of 125 units.

The total number of personnel employed in General Management and Central Offices amounts to:
TABLE FOLLOWS

2.3.4 The Army The
following depend on the Chief of Staff of the Army:

SYNTHETIC OVERVIEW OF THE ARMY'S ORDERING STRUCTURE

the General Staff of the Army;
the Land Operational Forces Command (COMFOTER), which also holds the NATO position of Joint Head Quarter South (JHQS), on which 4 Intermediate Operational Commands depend which frame the current 13 Brigades of the EI plus Supports; The
Logistics Inspectorate;
The Inspectorate for Training and Specialization, newly established, on which all training institutes and specialization schools depend; The Infrastructure
Inspectorate, with functions in the state-owned and infrastructural sector on a national scale for the management of the real estate assets of the Armed Forces; The three Military
Region Commands (North, Central and South). Furthermore, by 2001 it is envisaged that the North and South Region Headquarters will be placed under the Logistics Inspectorate.

FIGURE 3A

The Army will soon reorganize the recruiting structure by creating the Inspectorate for Recruiting and Completion Forces (reconfigured based on the Central Military Region Command).

FIGURE 4

**ARMY COMMAND ORGANIZATION
(FUTURE)**

EXPLANATORY NOTES

- COMFOTER (Operational Command of the Land Forces): tasks and functions unchanged;
Cdo FOP: Projection Operational Forces, Cdo expandable in an inter-force and international sense and projectable in a Theater outside the national territory as Cdo of the Force. Reporting to him are the Brigades and combat support and support units aimed at carrying out the tasks of projection (defense of external interests and contribution to International Security) and reaction (integrated defense of national spaces and of the Alliance); Cdo TA: Alpine Troops, potentially projectable and
expandable Cd, able to replace the FOP in the event of prolonged interventions, under whose command the Brigades and combat support and logistic support units suitable for use in the context of missions operate of projection and presence and surveillance of national spaces; Cdo 1st and 2nd FOD: Operational Defense Forces; Cdi capable of satisfying the
operational needs connected with the national territory, including those of assistance to other State institutions in the event of serious calamities and disturbances of public order. The Brigades and support units operate under them

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combat and logistical support mainly oriented towards the presence and surveillance of national spaces; ISPE.L (Logistics Inspectorate): is responsible
for all logistics functions including administrative and health ones; The North and South RMs (Military Regions), passing under the responsibility of the Logistics Inspectorate, absorb the functions, respectively, of the Logistics Commands of the North and South area while transferring the current responsibilities as indicated below: administrative responsibilities: to the Inspectorate logistical through the Administration Department; garrison skills and those
connected with conscription, recruitment and mobilization: to the Recruitment Commands and Interregional and Regional Completion Forces; infrastructural and state-owned competences: to the Infrastructure Inspectorate, to the Area Infrastructure Commands and to the Infrastructure Departments; Dir. Adm. (Administration Department):
ensures the financing of administratively dependent entities, through the availability of funds accredited by the central administration on the special special accounts and the
relative rendering of accounts; perform the functions of a legal-administrative nature assigned to them in relation to the organization of the FA; exercises administrative control over the bodies of jurisdiction both during inspections and during the review of management acts on behalf of the central accounting office of the Ministry of Defence; ISPE.RFC (Inspectorate for Recruitment and Completion Forces): established on the basis of the suppressed RM center, it assumes, on a national level, the functions of top organism for the recruitment and completion activities of FA units, makes use of the commands subordinates (Cdi RFC Regionali) to create a valid and effective interface with the youth world; Cdo Interregion. RFC
(Interregional Command for Recruitment and Completion Forces): subordinate to the regional CRCs. The North, Central and South RFC interregional commands also perform the functions of the Piedmont, Lazio and Sicily regional RFC commands. the functions of the Central and Regional RFC Interregional Command are carried out by the Military Command of the Capital; Cdo RFC Reg. (Cdo RFC Regionale): established following the reconfiguration of the regional military
commands (CMR); ISPE.FS (Inspectorate for Training and Specialization): established on the basis of the reconfigured Inspectorates of Arms and Schools, it absorbs the functions connected with the training and specialization of personnel, as well as with the training and verification of the Cdi and units, as a premise of their use in operations; ISPE.INFR. (Infrastructure Inspectorate): established on the basis of the Engineering Command of the Capital Command, it centralizes the
functions of control and management of the Army's infrastructure assets; Cdo Infra. area (area infrastructure Cdo): established following the reconfiguration of the Engineering Headquarters of the RM NORD, Centro and Sud; Phew. Gen. center Resp. Admin.: performs the administrative duties devolved to the Head of SM.

FOLLOWS FIGURE 4

2.3.4.1 Army General Staff The Army General
Staff was also in turn reconfigured to adapt its structure to the new functions assigned to the Chief of Staff of the Army and to create a planning body - rather than a command one - with the task of "looking to the future" and that is to say to the presumable employment scenarios and to the correlated structural evolution of the Armed Forces.

Therefore the EMS, in January 1998, was divided (fig. 5) into: • an Office of
the Chief of Staff of the Army; • a General Office of
the Administrative Responsibility Center; • both directly dependent on the Chief of
Staff of the Army and in the following five Departments, placed at
dependencies of the Deputy Head of EMS:

- Personnel Employment Department (RIP), which has acquired the function of "employment" of the Officers, Non-Commissioned Officers, Volunteers and enlisted soldiers of the FA, these responsibilities previously carried out by the respective General Managements;
- Employment of Forces Department (RIF), which carries out study, research, development and general guidelines in the fields of operational planning, training, doctrine and security; • Logistics Department (RL), responsible for the definition of
the "policy", for the elaboration of the technical-administrative directives and for the definition of the priorities with which all the logistic activities will have to conform;

- General Affairs Department (RAG), responsible for defining both the internal and external communication "policy" and the promotional policy of the FA. It also carries out study, research and orientation activities on the "quality of life" in military structures and deals with problems relating to well-being and social affairs;

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• Planning, General and Financial Department (RPGF), "body of thought" of the EMS with the task of developing medium and long-term planning, on the basis of the presumable operational scenarios of the future and, consequently, setting up the programming in all sectors, consistently with the objectives set and compatibly with the financial resources available; • for a total of 427 officers, 317 non-commissioned officers and 129 civilians.

FIGURE 5

NUMBERS OF THE MAIN SUMMIT BODIES
AND OF THE OPERATIONAL AND PERIPHERAL COMMANDS OF THE ITALIAN ARMY

2.3.4.2 The operational organization (fig. 6)
To meet the needs of preparing the forces and exercising the Command and Control (C2) functions in "Land heavy" operations on the national territory or abroad, the Command of the Land Operational Forces was established in 1997 in Verona, whose Commander (COMFOTER) coincides with the Joint Head Quarter South (JHQS) of NATO (the old FTASE command: Southern European Land Forces) on which depend:

FIGURE 6

- the Command of the Projection Forces in MILAN (FOP): it was set up through the reconfiguration of the 3rd CA Command. Initially employed by the "Garibaldi", "Folgore", "Friuli" Brigades and some tactical, logistic and training support regiments; at the moment it does not have forces as it is being reconfigured into Projection Army Corps Command intended for the planning and conduct of out-of-area operations; the Alpine Troops Command in Bolzano (TA): also
- projected, it was activated due to the reconfiguration of the 4th CA Command and framed the "Taurinense", "Julia" and "Tridentina" Brigades; the 1st Command of the Defense Forces in Vittorio Veneto (1st FOD): also established
- through the reorganization of the pre-existing Command of the 5th CA, with the "Ariete", "Centauro", "Pozzuolo del Friuli" Brigades under its control, "Folgore" and "Friuli"; the 2nd Command of the Defense Forces in Naples (2nd FOD): obtained through the enucleation of some
- components from the Southern RM Command, it has framed the "Granatieri di Sardegna", "Sassari", "Garibaldi", "Pinerolo" and " Aosta".

The first two Commands were considered readily "explodable" to manage "out of area" operations, with the ability to "expand" to assume the Joint/Combined configuration, acquiring inter-force/multinational modular cells. Furthermore, reporting to the Deputy Commander of the Land Forces, all the tactical and logistic support units of the operational area have been placed, which include the Air Cavalry, the Artillery Brigade, the Anti-Aircraft Artillery Brigade, the Engineer Brigade and the Projection Logistics Brigade.
The current structure of the Operational Forces employed by COMFOTER (Fig. 6), is as follows:

BRIGADES

Tridentine Brigade

On: - Rep. CDO, 6th and 11th Regt. alp. fueled with 15%
leverage; - 5th regiment alp. fed with 80% VFA.
The Brigade has light vehicles, particularly suitable for use in mountain environments. The main weapon systems are represented by 24 TOW c/c systems, 36 MILAN c/c systems, 123 PANZERFAUST c/c systems, 18 120 mm mortars and 108 60 mm mortars.

Brigade "Julia"

On: - Rep. Cdo, 14th rgt. alp. and 3rd Regt. to. ter. fed with 100% VFB/VSP;

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- 7th and 8th Regt. alp. and 2nd Regt. g. gua. fed with 100% VFA.
The Brigade has light vehicles, particularly suitable for use in mountain environments. The main weapon systems are represented by 24 TOW c/c systems, 36 MILAN c/c systems, 123 PANZERFAUST c/c systems, 18 120 mm mortars and 108 60 mm mortars. The Regt. to. it has 24 pieces of 155/39 FH-70 and a battery of 105/14. The engineer regiment has means for mobility support (bridges, demining, special vehicles), for counter-mobility (laying mines, excavators) and for deployment support.

Brigade "Taurinense"
On:

Rep. CDO, 2nd, 3rd, 9th Regt. alp. and 1st Regt. to. ter. all fed with 105% VFB/VSP.
The Brigade has light vehicles, particularly suitable for use in mountain environments. The main weapon systems are represented by 24 TOW c/c systems, 36 MILAN c/c systems, 123 PANZERFAUST c/c systems, 18 120 mm mortars and 108 60 mm mortars. The Regt. to. it has 24 pieces of 155/39 FH-70 and a battery of 105/14. In addition, for the needs associated with participation in the AMF (L) has 60 BV-206 high mobility vehicles.

132nd Cor. Brigade "Aries"
On:

Rep. CDO, 4th, 32nd and 132nd Regt. , 11th regiment b., 132nd Regt. to. ter. and 10th Regt. g. gua. all fed with VFB/VSP al cr. 105%.
The Brigade has 162 C1-ARIETE tanks, in the final delivery phase to replace the LEOPARD-1s. The Bersaglieri Regiment is equipped with 59 VCC-2 (derived from the well-known M-113), 8 TOW c/c systems, 12 MILAN c/c systems, 41 PANZERFAUST c/c systems, 6 120 mm mortars and 36 60 mm mortars mm. The Regt. to. has 24 pieces M-109L of 155/39.

Brigade c.
"Pozzuolo del Friuli"
On:

- Rep. CDO, 4th and 5th Regt. c., reg. lag. "Serenissima" and 3rd Regt. g. gua. fed with 100% VFB/VSP; - rgt.
c. (2nd) powered with 15% leverage.
The Brigade has 168 B1-CENTAURO heavy armored vehicles. The Lagunari Regiment is equipped with 59 VCC-2 (derived from the well-known M-113), 8 TOW c/c systems, 12 MILAN c/c systems, 41 PANZERFAUST c/c systems, 6 120 mm mortars and 36 60 mm mortars mm. The Regt. to. has 24 pieces FH-70 from 155/39.

mech brigade "Centaur"
On:

- Rep. CDO, 2nd and 3rd , 21st Regt. f. and rgt. c. (1°) fueled with 15% leverage;
Regt. b. - 52nd Regt. to. ter. fed with 100% VFA.
The Brigade has 56 B1-CENTAURO heavy armored vehicles, 177 VCC-2 (derived from the well-known M-113), 24 TOW c/c systems, 36 MILAN c/c systems, 123 PANZERFAUST c/c systems, 18 120 mm mortars and 108 60mm mortars. The Regt. to. has 24 pieces M-109L of 155/39.

mech brigade "Garibaldi"
On:

Rep. CDO, 8th and 18th Regt. b., 131st Regt. cr., rgt. c. (19th), 8th Regt. to. ter. and 21st Regt. g. gua. all fed with 115% VFB/VSP.
The Brigade has 41 LEOPARD-1 A-5 tanks, 40 B1-CENTAURO heavy armored vehicles, 36 light armored vehicles, 118 VCC 1 (derived from the well-known M-113), 16 TOW c/c systems, 24 MILAN c/c systems, 82 PANZERFAUST c/c systems, 12 120 mm mortars and 72 60 mm mortars. The Regt. to. has 24 pieces M-109L of 155/39. The engineer regiment has means for mobility support (bridges, demining, special vehicles), for counter-mobility (laying mines, excavators) and for deployment support.

mech brigade "Pinerolo"
On:

- Rep. Cdo, 9th rgt. f., 7th regiment b., 31st Regt. cr., 21st Regt. to. ter. fed with 115% VFA; -
82nd Regt. f. and 11th Regt. g. gua. fueled with 15% leverage.
The Brigade has 41 LEOPARD-1 A-5 tanks, 177 VCC-1 and VCC-2 (derived from the well-known M-113), 24 TOW c/c systems, 36 MILAN c/c systems, 123 PANZERFAUST c/c systems , 18 120 mm mortars and 108 60 mm mortars. The

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rgt. to. has 24 pieces M-109L of 155/39. The engineer regiment has means for mobility support (bridges, demining, special vehicles), for counter-mobility (laying mines, excavators) and for deployment support.

mech brigade
"Grenadiers of Sardinia"
On:

- Rep. Cdo, 2nd rgt. f. G. and 1st Regt. b. fueled with 15% leverage; -
1st Regt. f. G., rgt. c. (8th) and 33rd Regt. to. ter. fed with 115% VFA.
The Brigade has 56 B1-CENTAURO heavy armored vehicles, 177 VCC-1 and VCC-2 (derived from the well-known M-113), 24 TOW current-account systems, 36 MILAN current-account systems, 123 PANZERFAUST current-account systems, 18 120 mm mortars and 108 60 mm mortars. The Regt. to. has 24 pieces FH-70 from 155/39.

mech brigade "Aosta"
On:

Rep. CDO, 5th and 62nd Regt. f., 12th regiment b., rgt. c. (6th), 24th Regt. to. ter. and 4th Regt. g. gua. all fed with 115% VFA.
The Brigade has 56 B1-CENTAURO heavy armored vehicles, 177 VCC-1 and VCC-2 (derived from the well-known M-113), 24 TOW current-account systems, 36 MILAN current-account systems, 123 PANZERFAUST current-account systems, 18 120 mm mortars and 108 60 mm mortars. the Regt. to. has 24 pieces FH-70 from 155/39. The engineer regiment has means for mobility support (bridges, demining, special vehicles), for counter-mobility (laying mines, excavators) and for deployment support.

mech brigade "Sassari"
On:

Rep. CDO, 151st and 152nd Regt. f. all fed with 120% VFB/VSP.
The Brigade has 118 VCC-2 (derived from the well-known M-113), 16 TOW c/c systems, 24 MILAN c/c systems, 82 PANZERFAUST c/c systems, 12 120 mm mortars and 72 60 mm mortars. .

aemb. brigade "Friuli"
On:

- Rep. CDO, 5th and 7th Regt. c.(A), 66th Regt. f. aemb. and rgt. c. (3rd) all fed with VFB/VSP at 115%; - 6th Regt.
b. fueled with 15% leverage.
The Brigade has 54 A-129 helicopters, 24 AB-205 helicopters, 24 AB-412 helicopters and 18 A-109 helicopters, 40 B1-CENTAURO heavy armored vehicles, 36 light armored vehicles, 59 protected VM-90s (waiting for the PUMA series), 8 TOW c/c systems, 12 MILAN c/c systems, 41 PANZERFAUST c/c systems, 6 120 mm mortars and 36 60 mm mortars..

brigade par. "thunderbolt"
On:

Rep. Cdo, 183rd, 186th and 187th rgt. par., 9th Regt. par. ass., 185th regiment to. RAO and 8th batt. g. gua. all fed with 95% VFB/VSP.
The Brigade has light vehicles. The main weapon systems are represented by 24 TOW c/c systems, 54 MILAN c/c systems, 123 PANZERFAUST c/c systems, 24 120 mm mortars and 98 60 mm mortars. The engineer battalion has the means to mobility support (bridges, demining, special vehicles), countermobility and deployment support.

SUPPORTS

Artillery Brigade Up: -
5th

rgt. to. ter. MLRS and 7th Regt. NBC defense powered with 100% VFB/VSP; - 2nd and
Regt. "On horseback" (a. ter.) fed with 100% VFA.
The Brigade has 18 MLRS heavy rocket launchers (5th), 48 FH-70 mechanical towed howitzers of 155/39 (24 per rgt.) and materials for NBC detection and remediation, including 14 VAB armored vehicles equipped for NBC reconnaissance.

Su **engineer**

brigade : 6th rgt. gp, rgt. g. fv. and 2nd Regt. g. pt. all fed with 100% VFB/VSP.

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The Brigade has the floating bridges of the PFM series, materials for the execution of road works, earthmoving and deployment support, as well as the materials necessary for the repair and management of railway lines.

Anti-aircraft artillery
brigade Up:
-

5th and 17th rgt. to. a/c fed with 100% VFA; - 4th and
121st Regt. to. a/c fed with 120% VFA.
The Brigade has the c/a HAWK (4th and 5th) missile system, for area defense, as well as SHORAD and V-SHORAD point defense materials. The 17th has the SKYGUARD-ASPIDE missile system, STINGER shoulder missile and 25 mm SIDAM quadruple system. The 121st is on STINGER-SIDAM.

Projection Logistics
Brigade Up: -
1st,

6th and 10th rgt. man., 1st, 6th 10th rgt. Between. fed with 90% VFB/VSP; - 24th
Regt. man. fed with 100% VFA; - 8th regiment
Between. fed with 80% VFA.

Command C4-IEW Up:
-

2nd, 7th and 11th rgt. t. projection, 41st rgt. SAO and 33rd btg. gu. elt. fed with 80% VFB/VSP;
- 3rd, 32nd and 46th Regt. t. of infrastructure fueled with 40% leverage.

Alpine Battalion
par. "Mount Matterhorn"
Powered with 100% VFB/VSP. The Battalion is articulated, in addition to the cp. Cdo and S., on two cp. alpine paratroopers (three rifle platoons and a support weapons platoon per CP).
The battalion has 16 c/c MILAN systems, 16 c/c PANZERFAUST systems and 8 60 mm mortars.

Transmission Brigade
(SOLBIATE OLONA)
Up:

1st Regt. t. and 1 rep. Corps Cdo powered by 95% VFB/VSP.

Air Cavalry Command
Up: - 1st
rgt.

c.(A) and 11th gr. sqd. c.(A) powered with 90% VFB/VSP, 26° gr. sqd. c.(A) powered with 15% leverage.
The Regt. has no. 22 ETM (CH-47), of no. 6 ETT (AB-212/AB-412); - 4th
Regt. c.(A) and 54th gr. sqd. c. (A) fed with lever at 15%, 34° gr. sqd. c.(A) powered with 80% leverage. The Regt. has no. 6 ETT (AB-205/AB-212), of no. 12 ESC/EOC (AB-205/AB-212); - 2nd Regt. c.(A) and 30th
gr. sqd. c. (A) fed with 90% VFA, 20° and 21° gr. sqd. c.(A) fueled with 15% leverage.
The Regt. has no. 6 ETT (AB-205/AB-212), of no. 12 ESC/EOC (AB-205/AB-212); - 28th gr.
sqd. c.(A) powered with 80% leverage. It has the aircraft for transport and connection on fixed-wing aircraft (n. 5 Do-228 and n. 3 P-180).
The helicopter units destined for the training units (on the whole range of helicopters) also depend on the Command.

The total personnel amount to 6,092 officers, 15,273 non-commissioned officers and 58,904 enlisted men.

2.3.4.3 The School and Training Organization (fig. 7)
In the context of the reorganization of the Armed Forces, the reconfiguration of the school-training area has taken on particular value, following both the pressing need to update the training and training cycles of the personnel, and the need to abandon the logic of in-depth initial preparation with few episodes of "updating", to move on to permanent training, congenial to the application of an increasingly complex and sophisticated training method.

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To achieve these results, both the training sector of the effective permanent service categories, and the school-training sector responsible for the qualification/specialization of all personnel at all levels of the Army, have been interested in modifications.

First of all, the Inspectorate for Training and Specialization (Rome) was recently established, responsible for the basic training, specialization and subsequent qualification of all personnel of the Armed Forces. It was established through the merger of the pre-existing Arms Inspectorates and Schools and directs the activities of all the Army Officers, Non-Commissioned Officers and Volunteer Schools.
The Inspector for Training, in addition to the staff of the Inspectorate, is employed by the training bodies listed in the following mirror. The total personnel amount to 2065 officers, 2136 non-commissioned officers, 9906 enlisted men and 815 civilians.

FIGURE 7

ACTUAL STAFF IN THE INSPECTION AREA

Furthermore, for coordination needs, the Inspector avails himself of the Deputy Inspectors of the Arms, who coincide with the Commanders of the respective Armed Forces Schools.

2.3.4.4 Logistics organization (fig. 8)
Among the functional sectors of the Armed Forces that have been revised the most, the logistic organization must be mentioned which has undergone a profound transformation, from the static organization, largely territorial and aimed at well-defined employment hypotheses, to a streamlined organization, with a integrated, efficient and well-defined chain of Command and Control, ready to support the multiple forms of employment that today can be attributed to the Armed Forces.

In this context, it was decided to redefine the top of the chain of Command and Control of the logistics organization, which sees three fundamental players reporting to the Head of EMS, each of which has distinct tasks and responsibilities:

FIGURE 8

- the Logistics Department of the EMS, essentially responsible for the policy functions, i.e. the preparation of the financial planning proposals for the modernization and renewal, as well as the subsequent implementation of the programs through the definition of the technical-operational requirements of the new materials, the development, experimentation, technical-operational evaluation and the conferment of mandates to the general management responsible for procurement;

- the Army Logistics Inspectorate, responsible for all management activities, both at a central level, also through the resources of the pre-existing Commands of the Logistics Corps, later incorporated into Departments of the Inspectorate, and on the territory; the Command of the Land
- Operational Forces.

In the new organizational structure, the Inspectorate certainly constitutes a key figure, to allow the Operational Forces to express the right capacity, in terms of efficiency, putting in place modular capacity structures, which can be used in any eventuality, especially for interventions abroad or "out of area", and expandable without problems, also through the insertion of support components supplied by the other Armed Forces. or from allied or friendly countries.

In particular, ISPEL is responsible for identifying, finding and assigning the resources necessary for logistical support, in operations, such as in training/settled life, the issuing of the related Directives for the Commander of the Land Operational Forces, as well as the planning of home deliveries to users. By virtue of this, the logistics organization has been divided into two groups:

- adherence logistics, intended for the direct support of the operational component with projectable executive bodies, entrusted to the responsibility of the Commander of the Land Operational Forces; • support logistics,
intended for indirect support of the entire Armed Forces, operating with executive bodies located in the Motherland, whose responsibility goes back to the Army Logistics Inspector.

The structure of ISPEL (fig. 8) includes: • the
Logistics Inspector and his own Office; • a
Coordination and General Support Department; • four
Departments, divided into homogeneous functional areas.

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Furthermore, to manage all the logistical formations of supplies (depots, warehouses), maintenance (laboratories) and transport (units of various types) in the area, 2 Area Logistic Commands were initially set up (North and South), today merged in the North and South Military Region Commands (fig. 9).

FIGURE 9

The North (Padua) and South (Naples) Area Logistics Commands, demultiplier bodies of the Logistics Inspectorate, have area responsibility for the management of logistics activities in the area. The Heads of the TRAMAT and Commissariat Services report to the respective executive bodies:

- Commissariat Sector: n. 4 CERICO (Candiolo, Verona, Rome and Naples) and n. 3 SERICO (Bologna, Palermo and Cagliari);
- TRAMAT Sector: Special Materials Support Regiment of Verona - Montichiari, MACRA of Piacenza, Pontieri Laboratory of Piacenza, n. 4 CERIMANT (Milan, Padua, Rome and Naples), n. 3 SERIMANT (Treviso, Palermo and Cagliari), no. 2 reg. TLC support (Treviso and Rome), n. 4 Regt. supportive c. Aria (Bologna, Orio al Serio, Bracciano and Viterbo), n. 2 Support Transport Companies (Padua and Naples) and n. 2 Dp. cel. gc (Giavera and Monopoli).

The basis of the functioning of the organization is the will to put in place a logistical support no longer "just in case", which presupposes to prepare or carry out everything that could possibly be needed, with great expenditure of resources and energy, but "just in time" logistical support, such as to provide only what is needed and at the desired time, making use of the most modern management systems for all sectors and for all activities, from refueling to maintenance; this, with a considerable saving of resources previously immobilized in the organs present in the various links of the logistics chain.

The total personnel amount to 1256 officers, 2157 non-commissioned officers and 2189 enlisted men.

2.3.4.5 The Territorial Organization The
restructuring of the Territorial Organization has made it possible both to eliminate the areas of overlapping/duplication of competence deriving from the vagueness, in some sectors, of the three "operational", "logistics" and "territorial" lines of command " and to achieve a reduction of the Command structures and those of logistic-administrative support.

To achieve these results, we proceeded in phases, which saw:

- in 1998, the suppression of the North-West Military Region, the transformation of the North-East, Tuscan-Emilian and Southern Military Regions into the North, Central and South Military Regions, the reconfiguration of the Sardinia and Sicily Military Regions into Autonomous Military Commands - placed under respectively, of the Commanders of the Central and Southern Military Regions and of the Central Military Region in Command of the Capital, also reporting to the Commander of the Central Military Region (fig. 10);

FIGURE 10

- in 2001, the creation of the Army Infrastructure Inspectorate (ROME), which absorbed responsibility for the maintenance and modernization of the entire infrastructure assets of the Army from the Military Regions. It was set up through the reconfiguration of the Engineers Command of the Capital Command and reports to 3 Infrastructure Commands (North, Center and South) and 11 Infrastructure Departments located throughout the territory (figure 11);

FIGURE 11

- early 2002, the transformation of the North and South Military Regions into Commands responsible for support logistics and the reconfiguration of the Central Military Region into an Inspectorate for Recruitment and Completion Forces. Said Inspectorate, based in FLORENCE, is responsible for territorial and garrison activities, for the recruitment of all personnel categories, as well as for the establishment of a voluntary trained reserve. As de-multiplier bodies on the territory, it reports to 3 Interregional Commands (North, Central and Southern) and 16 Regional Commands located throughout the territory (fig. 12);

FIGURE 12

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The total personnel amount to 2441 officers, 3433 non-commissioned officers and 5667 enlisted men.

2.3.4.6 The Infrastructure Inspectorate (Fig. 11)
Established on the basis of the Engineer Command of the Capital Command, it centralizes the functions of control and management of the Army's infrastructural assets.
It is in turn divided into three regional infrastructure commands (North in Padua, Central in Florence and South in Naples) which, in turn, have dependent departments in the main regional capitals.
The total personnel amount to 292 officers, 160 non-commissioned officers and 1269 enlisted men.

2.3.4.7 The Inspectorate for Recruitment and Completion Forces. (Fig.12)
Established on the basis of the suppressed Central Military Region in Florence, it assumes the functions of top organization in the national field for the recruitment and completion of Army units. It makes use of subordinate commands (Interregional RFC Commands) to create an effective interface with the youth world through the Regional commands reconfigured, in turn, for the need.

2.3.5 The Navy

2.3.5.1 The general organization and the General Staff The
general organization of the Navy is divided into a central organization (General Staff) (Fig. 13-14), an organization of the operational forces and a territorial organization. The organizational structure of the recently restructured Naval Staff is divided into bodies dependent on the Chief of Staff (CSM) of the Navy through Deputy Chief of Staff of the Navy (SCSM) and bodies dependent on the CSM of the Navy with functional coordination of the SCSM of the Navy.

The first category of bodies includes: l the 1st
Personnel Department, responsible for personnel policy, the ordering and organization of the Bodies, the staffing and ordering of military and civilian personnel and liaison with the Military Representation. l the 3rd General Planning Department, divided into the
following functional areas: Maritime Policy; Planning of the Aeronaval Instrument; Operations; Telecommunications, Command & Control, Information and Security (TEIS); l the 4th Studies, Projects, Means and Materials Department (SPMM), with technical/design skills,
responsibility for the Ship Project, Platform and Combat System functional areas and management of research and development programs within NATO, joint forces and of Armed Forces;

FIGURE 13

NAVY COMMAND ORGANIZATION EXPLANATORY NOTES -
CINCNAV (Naval Squadron
Command-in-Chief); - MARISPECOMMI (Inspectorate of
Commissariat and Administrative Coordination); - MARISPESAN (Navy Health Inspectorate); -
MARIDIPART (Maritime Military Department), CMMA (Autonomous
Maritime Military Command), COMAR (Marina Command): they constitute the peripheral structures of the Navy, guarantee the connection with the local civil Authorities; - NAVISPELOG (Naval Logistics and Lighthouses Inspectorate): for the unification of ISPENAV and ISPEFARI, it
assumes naval and logistic support skills, together with control of the lighthouses sector and, in particular, maritime; - MARICOGECAP (General Command of the Port Authorities); - UIAV (Navy Aviation Inspectorate Office): limited to the use of antisubmarine aircraft.

- UCRAMM: (Office of the Administrative Responsibility Center of the Navy): carries out the administrative activities devolved to the Chief of Staff; - UGP (General Personnel
Office): carries out the personnel employment function; - UPPF (Planning and Financial
Programming Office).
- FIGURE 14

l the 5th Submarine Department, responsible for the activities associated with the design, construction and management of the vehicles and personnel of the underwater component;

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l the 6th Aircraft Department, which ensures specialist skills for problems connected with the use of fixed and rotary wing aircraft in service in the MM; l the Juridical Affairs
and Litigation Office (UAGC), responsible for dealing with the legal affairs and litigation of the Navy and coordinator of the activities concerning the parliamentary sector and that of justice and discipline in the context of international maritime law; l the Planning and Financial Programming Office (UPPF),
which performs in particular the functions of top planning body and exercises operational control of the funds assigned to the FA.
The bodies with functional coordination of the SCSM of the Navy (Fig.13) are: l the
General Personnel Office and Schools Inspectorate, responsible for the training activity of the Navy personnel and with consultancy/liaison tasks with the General Directorate of Military Personnel and employment of personnel and on which the Institutes and training bodies depend; (Fig.15) l the General Affairs
and External Relations Office (UAGRE), which is responsible for the handling/coordination of activities and functions having a preeminent external relevance and the promotion of the image and activity of the MM; l the Office for

Communication (U.COM.) responsible for defining guidelines in the information and communication sector in order to have a better knowledge of the roles, tasks and problems of AF; l the Naval Logistics and Lighthouses Support

Inspectorate (NAVISPELOG), (Fig.15 A) which performs the functions of competence in the naval maintenance sector, management of spare materials, testing and acceptance of newly built vessels, definition of requirements for logistic support for naval units and aircraft, infrastructure management. The main shipyards of the MM (Taranto, La Spezia and Augusta), the Naval Stock Management Center (based in La Spezia), the Interforce Center for Military Studies and Applications (CISAM, S. Piero a Grado, Pisa) depend on NAVISPELOG, as well as the establishing Naval Support and Experimentation Center (CSSN, also located in La Spezia), created by merging the existing Permanent Commission for War Material Experiments (MARIPERMAN, La Spezia), Institute for Electronics and Telecommunications " G. Vallauri" (MARITELERADAR, Livorno) and Missile Center of the MM (MARIMISSILI, La Spezia);

FIGURE 15

FIGURE 15/A

l the Inspectorate of Commissariat and Administrative Coordination (MARISPECOMMI), (Fig.15 B) responsible for the control and coordination of the logistical and administrative organization in the field of fuel, lubricants, clothing, food, vehicles and barracks materials of various types; l the Health Inspectorate
(MARISPESAN), with responsibilities for the Armed Forces health service, including the definition of the physical requirements for the recruitment and training of personnel and the management of the structures and sanitary stocks on land and on board; l the Office of the
Marine Aviation Inspector (UIAV), headed by a General Officer of the Air Force and which carries out liaison and coordination functions between MM and AM for the needs of the anti-submarine flight departments (in staff at 'Aeronautics, but with operational management by the Navy), for personnel training and for the management of the relevant study programs. l The Communications Office (reporting directly to the Chief of
Staff) and the Financial Planning and Programming Office (reporting to the Deputy Chief of Staff) were recently created. Furthermore, the establishment of an Office of the Chief of Staff as the MM Administrative Responsibility Center is underway.

**NUMBERS OF THE MAIN SUMMIT BODIES
AND OF THE OPERATIONAL AND PERIPHERAL COMMANDS OF THE NAVY**

FIGURE 15/B

2.3.5.2 Organization of operational forces (Fig. 16)

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The naval units and departments of the MM are - in most cases - subordinate, through intermediate commands, to the Chief Command of the Naval Squadron (CINCNAV); the remaining units and departments, formed by the minor vessels for coastal use and in the context of naval bases and by some minor technical and logistic support bodies, are instead employed by the territorial Commands. The embarked headquarters of CINCNAV is the light aircraft carrier Giuseppe Garibaldi, based in Taranto; the naval units and departments under its command are classified in a certain number of complex commands.
The restructuring of CINCNAV was inspired by three concepts: l
coherence with the new NATO command structure, which led to the suppression of the fourth level commands, to which CINCNAV belonged as Command in Chief of the Central Mediterranean, COMEDCENT; l the concentration, at command levels dependent
on CINCNAV, of all naval forces on the high seas, underwater units, mine countermeasures forces, coastal forces, amphibious forces and fixed and rotary wing aircraft; l the transfer of the operational functions and the relative means previously
entrusted to the peripheral territorial commands, with the exclusion of those of the units that operate locally for the needs of the headquarters.
The only exception to this concentration of operational skills is made up of the special forces (essentially, the Underwater and Incursori Group, based in Varignano, La Spezia, which by their characteristics remain directly under the command of the Chief of Staff of the Navy). CINCNAV is also able to perform functions at the control level for joint, multinational (combined) or joint/combined operations, and could also find itself, in the event of a crisis or armed intervention, acting (similar to its counterparts of the Army and Air Force) employed by the CSMD as Commander of a Force (COMFOR) purposely set up for a specific need and/or to be delegated by the CSMD for the conduct of operations.

The structure of the operational forces (Fig. 16) employed by CINCNAV (in force since 1 October 1999) is as follows:

FIGURE 16

the Command of the High Seas Forces (COMFORAL, based in Taranto). It brings together all the front line units and the amphibious units based in Taranto and Brindisi and is superordinated by a Naval Group Command (COMGRUPNAV, based in La Spezia, including the offshore units located there) and a naval command from activate (COMGRUPNAVIT), which has a permanent operational staff capable of expressing command and control functions for the conduct of joint or international operations.

The following naval units depend on COMFORAL: - 1
“Giuseppe Garibaldi” aircraft carrier cruiser; - 1 cruiser “V.
Veneto"; - 4 Destroyers: 2 cl.
Audace: “Audace” and “Ardito”, 2 cl. Durand de la
Penne: “Durand de la Penne” and “Mimbelli”;
- 10 Frigates: 8 cl. Mistral: "Mistral", "Grecale", "Libeccio", "Scirocco",
“Aliseo”, “Euro”, “Espero” and “Zefiro”; 2 cl. Wolf: “Perseus” and “Sagittarius”;
which together constitute the units of the 1st line; - 4 Squad
patrol boats cl. Soldiers: “Artigliere”, “Aviere”, “Bersagliere” e
"Grenadier";
- 3 Team Refuelers: “Etna”, “Stromboli” and “Vesuvio”;
- 3 Transport and Unloading Units: “San Giorgio”, “San Marco” and “San Giusto”;
l Underwater Forces Command (COMFORSUB, based in Taranto), which brings together all the underwater units and the related logistic and training support structures.

The underwater component dependent on COMFORSUB has the following submarines: “Fecia di
Cossato", "Da Vinci", "Marconi" (to be decommissioned on 1 July), "Pelosi", "Prini", "Longobardo" and "Gazzana";
The Air Force Command (COMFORAER, based in S. Rosa), responsible for all fixed and rotary wing departments and the related air and helicopter stations concentrated near the operational hubs of Taranto, La Spezia and Augusta.

The air component dependent on COMFORAER has fixed-wing and rotary-wing aircraft. In particular: - 18 VSTOL aircraft
(Harrier AV-8B-Plus and Harrier TAV-8B); - 80 helicopters (SH3D,
SH3DH, AB212 ASVV, AB212 NLA, EH101)

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the Landing Forces Command (COMFORSBARC, stationed in Brindisi), which brings together the Navy infantry departments and the landing craft group; it constitutes the "Commander, Landing Force, CLF", in the case of activities on a national and/or international level.

The Landing Force component dependent on COMFORSBARC is divided into: - 1 "San Marco" Operational Regiment; - 1 “Carlotto” Training Logistics Regiment; - 1 Landing Craft Group; who make use of the ships "San Giorgio", "San Marco" and "San Giusto" employed by COMFORAL;

l Dredging Forces Command (COMFORDRAG, based in La Spezia), in which all mine countermeasures units are concentrated and the "Alpino" in its new role as support and command and control vessel for CMM operations; this command can also generate, if necessary, a projectable complex (COMGRUPMIN) able to fit into a multinational context.

The Mine Countermeasures component dependent on COMFORDRAG is divided into the following units:

- 1 Command and Support Vessel for CMM Forces: “Alpino”; - 12 Minehunters cl. Lerici: “Lerici”, “Sapri”, “Milazzo”, “Vieste”, “Gaeta”, “Termoli”, “Alghero”, “Numana”, “Crotone”, “Viareggio”, “Chioggia” and “Rimini”;

The Command of the Coastal Patrol and Defense Forces (COMFORPAT, based in Augusta), which brings together all the second-line shipping (corvettes, offshore and coastal patrol boats) and reports to three subordinate commands.

The following units depend on COMFORPAT: -

8 Corvette cl. Minerva: “Minerva”, “Urania”, “Danaide”, “Sphinx”, Dryad”, “Phoenix”, “Chimera” and “Sybil”;

- 2 patrol boats cl. Cigala Fulgosi: “Cigala Fulgosi” and “Borsini”;
- 4 Auxiliary Units cl. Cassiopeia: “Cassiopea”, “Libra”, “Spica” and “Vega”.

Finally, the Naval Air Training Center depends on the organization of CINCNAV (MARICENTADD, based in Taranto).

In the context of the projectability of the air-naval forces and their full integration into joint and/or multinational naval complexes, CINCNAV is, in rotation, with the homologous bodies of France, Spain and Portugal, operational commander of EUROMARFOR, has the responsibility for the conduct of operations (Submarine Operational Authority) and acts as "Naval Supporting Commander" and "Naval Component Commander". Similarly, COMFORAL can perform command and control functions also in the context of EUROMARFOR, the Italian-Spanish Amphibious Force and amphibious operations ("Commander Amphibious Task Force"). Finally, as already mentioned, the Command of the Underwater and Raiders Group (COMSUBIN) remains under the command of the Chief of Staff, which maintains responsibility for the Raiders Operations Group (GOI), the Underwater Operations Group (GOS), the Schools Group and the Special Naval Group.

2.3.5.3 The peripheral/territorial organization (Fig. 17)

The national territory, with particular reference to the coastal regions where the naval bases and other infrastructures of primary interest for the Navy are located, falls under the jurisdiction of six Peripheral High Commands, consisting of three Maritime Military Departments (MARIDIPART) and three Autonomous Maritime Military Commands (CMMA, each with its own denomination relating to the geographical area of interest) (Fig. 17). Pending some measures in progress, the Maritime Military Departments are those of the Upper Tyrrhenian Sea, with headquarters in La Spezia (MARIDIPART LA SPEZIA), of the Adriatic, with headquarters in Ancona (MARIDIPART ANCONA) and of the Ionian Sea and Canale d'Otranto, based in Taranto (MARIDIPART TARANTO); they are joined by the Autonomous Maritime Military Commands of Sicily (also commanded by an Admiral), based in Messina (MARISICILIA), of Sardinia, based in La Maddalena (MARISARDEGNA) and of the Capital (MARICAPITALE), based in Rome. These bodies are responsible for the control of the Commands/Bodies included in their respective territories and of the naval units placed permanently or temporarily under their control, and exercise their authority in relation to specific functions (for example, Schools, Arsenals, etc.).

FIGURE 17

2.3.6 The Air Force

2.3.6.1 The new military air force

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Starting in 1998, the AM initiated a process of profound structural reform. In the face of the pre-existing organization (Fig. 18) based on a territorial division of responsibilities, we have gradually transitioned to an organizational structure with a distinctly functional connotation.

FIGURE 18

In this perspective, therefore, the responsibilities have been divided on the basis of the sector of activity, identifying for each of them a single manager for the entire national territory. In particular, the following macro functions have been identified: training, logistic support and training. Each of them reports to a High Command (respectively Command of the Air Squad, Logistic Command, General Command of the Schools) whose Commander (General of the Air Squad) reports directly to the Chief of Staff. The Chief of SMA also makes use of an Operational Command of the Air Forces through which he can exercise operational command of the units employed in operations and exercises, if delegated to do so by the Chief of Defense Staff (Fig. 19 and 19 bis).

For the planning, coordination and control action in the various sectors of activity of the FA, the Chief of SMA has the General Staff of the Air Force and, for activities with a sectoral connotation, special staff bodies directly dependent on him (Fig. 19).

FIGURE 19

AIR FORCE COMMAND ORGANIZATION EXPLANATORY NOTES
The current order
configuration of the SMA is consequent to Legislative Decree 464/97 and does not undergo further changes.

- COFA (Air Force Operational Command): performs command and control functions connected with all operations/ exercises of interest to the FA; - COMLOG
(Logistic Command): has the management of all technical-operational services, geo-topography of telecommunications and flight assistance; - ISP.SV (Flight
Safety Inspectorate): operates in the field of prevention, investigation and legal problems concerning the flight activity of all military aircraft; - ISPAVIAMAR Aviation Inspectorate for the Navy (limited to
technical-logistical activities and professional technical training); - CGS (General Command of Schools): provides for the selection, basic and academic training,
as well as the basic flight training of all FA personnel; - CSA (Air Force Command): carries out functions of a training, preparation and technical logistic support of adherence in favor of
the dependent departments; - RA (Regione Aerea): has competences, within its territory of jurisdiction, in the health, administrative, state property and infrastructural sectors; - UGC carries
out verification and control activities in administrative and force efficiency matters; - DIPMA is responsible for the military personnel employment function; - RGS:
performs activities related to the security of military infrastructures.

- FIGURE 19 BIS

2.3.6.2 Air Force General Staff The central
area of the FA is made up of: • General
Staff, is organized into 4 Departments (Fig. 20): l the 1st
"Regulation and Personnel" Department is responsible in the sector for the organization of the FA and in the organic sizing of the individual components; deals with matters connected with the recruitment, legal status, advancement, employment, training and economic treatment of personnel; provides legal advice and manages relations with military representations.

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l The 3 "Plans and Operations" Department is in charge of the general and financial planning of the FA with all related aspects; develops area doctrine; directs and supervises the operational and training activity of interest; deals with international relations and the descendants of legal provisions. l The 4th "Logistics and Infrastructures" Department is competent in the sectors of command, control and communications systems; is responsible for the planning of activities related to manned and unmanned weapon systems; manages national and international programs related to the communications sector; deals with problems relating to support of an administrative, health, state property and general logistics nature, with particular reference to the activity that takes place in the operational departments of the FA. l The 5 "General Affairs" Department is responsible for the collection, valorisation and dissemination of the historiographical material of the AM; deals with general personnel issues, providing for the widespread dissemination of initiatives in favor of personnel (agreements, special offers, etc.); is responsible for Social Protection Bodies; provides for the dissemination of FA promotional and informative material; the editorial staff of the Aeronautical Review is established within the 5th Department; • The Directorate for the Employment of Military Personnel of the Air Force; the DIPMA is the body used by the Head of SMA for the exercise of the responsibilities assigned to him in the field of personnel employment and management of the relative dispute; • The Flight Safety Inspectorate; the ISV performs the functions of technical body of prevention, investigation, legal consultancy and specialization of personnel in the specific sector; The General Security Department; the RGS constitutes the organizational element in the security sector with competences on everything pertaining to the responsibilities of the Head of SMA as FA Central Security Body;

- The General Control Office: the establishment of the UGECO responds to the need to equip the Chief with SMA of an adequate tool in the sector of control and verification of results in terms of congruity, cost-effectiveness and adherence to assigned tasks;
- The General Office of the Role of Arms and Offices of the Chiefs of Corps (Commissariat, Health and Engineers): they are assigned a consultancy function towards the Chief of SMA in matters of recruitment, training and use of personnel of the respective role ;
- Inspectorate for Aviation for the Navy: established under the operational dependence of the Head of SMM, it maintains a functional dependency with the Head of SMA for the aspects falling within the latter's competence.

FIGURE 20

FIGURE 21

2.3.6.3 Structural aspects

With the establishment of the High Commands it was also necessary to review the organization of the levels immediately dependent on each High Commander; in this case, in line with the reorganization by function instead of that by territory, the "intermediate" level was introduced, to identify that range of bodies in charge of directing and coordinating the dependent elementary units.

The peripheral entities responsible for the management and execution of the specific activities are placed under the authority of the intermediate bodies. The structure of the High Commands is divided into:

- Command Area: made up of the General Staff and the direct consultancy and collaboration bodies of the High Commander; •
- Intermediate Level: within the Air Squad Command (Fig. 22) the intermediate level is represented by: 1st Padua Air Brigade (missiles), 9th Sea Practice Air Brigade (CSAR, ESM, E CM, AAR, aerophotogrammetry), 46th Pisa Air Brigade (Transport), Bari Fighter-Interceptor Brigade, Milan Fighter-Bomber/Reconnaissance Brigade, Centocelle Airspace Brigade and Centocelle General Office for Meteorology. The 31st Wing of Ciampino (State Transport) and the MPA component (30th Wing of Cagliari Elmas and 41st Wing of Sigonella) also depend on the Command of the Air Force, in relation to the aspects of responsibility of the AM.

FIGURE 22

- Logistic Command (Fig. 23) divided into: 1st Flight Experimental Center Division of Pratica di Mare, 2nd Aircraft, Armament and Avionics Operational Technical Support Division, 3rd Support Division

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Command and Control Systems Operations Technician, Police Department, Infrastructure Department, Support Services Department, Health Department, 1st and 3rd Air Region (Bari and Milan) and COMAER;

FIGURE 23

• General Command of the Schools (Fig. 24): which includes the Officer Training Division of Pozzuoli, the Higher Training Division of Florence and the Non-Commissioned Officer Training Division of Caserta.

FIGURE 24

• Air Force Operations Command (COFA) (Fig. 25) - located in Vicenza and soon to be transferred to Poggio Renatico (FE) - is identified with the Operations Center (Poggio Renatico) where the link between the chain of command and national control with NATO through the CAOC 5.

FIGURE 25

- Peripheral level. Air Force Command Area (CSA): Wings, Radar Groups, Radar Squadrons, Remotely Guided Interceptor Groups, Coordination and Control Services, National Center for Aeronautical Meteorology and Climatology, 1st Regional Meteorological Centre, Aeronautical Meteorological Experiments Department and Teleposts. Logistics Command Area: Departments and Maintenance Groups, Warehouses, Deposits and units operating in the State Property, Telecommunications and Health Commissariat sectors. General Command Schools Area (CGS): Academy, Air Warfare School, Flight Schools (61st Wing of Lecce, 70th Wing of Latina and 72nd Wing of Frosinone), NCO School, NCO Specialization School, Recruit Training Schools , Gliding School, Direction of Long Leverage Courses.

2.3.7 The Carabinieri Corps 2.3.7.1
Restructuring The characteristics,
tasks, prerogatives and dependencies of the Arma today find an essential definition in Law 78 of March 2000 and in the articles still in force of the Organic Regulations of 1934.
In summary, the Arma has the rank of FA and is a Police Force with general competence and in permanent public safety service.
As an Armed Force, the Arma has an autonomous position within the Ministry of Defense, with guidelines that establish the dependence of the Commander General on the Chief of Defense Staff for the performance of military tasks, exactly defined by law 78/2000 .
As a Police Force, the Arma functionally depends on the Minister of the Interior and performs tasks of judicial police and public order and safety.

2.3.7.2 Military tasks The
military tasks of the Carabinieri are:

- contribution to the defense of the homeland and the safeguarding of free institutions and the good of the community national in cases of public calamity in accordance with art. 1 of law 382/78; • participation in
peace support operations outside the national territory; • participation in military police
operations abroad and, on the basis of international agreements and mandates, contributed to the reconstruction of the local police forces in the areas where the Armed Forces are present. in peace support missions; exclusive exercise of military police and
- security functions for the Army, Navy and Air Force, as well as, pursuant to the Military Penal Codes, exercise of the functions of Military Judicial Police reporting to the Military Justice bodies;

- security of Italian diplomatic and consular missions including that of military attachés abroad;
- assistance to military commands and units engaged in institutional activities in the national territory, competition for the mobilization service.

2.3.7.3 The Structure (Fig. 26)

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The Arma has a force envisaged by the laws (organic and non-organic) of 116,345 units: 4,145 Officers of various roles, 29,936 Inspectors (Marshals), 20,299 Superintendents (Brigadieri) and 61,965 Appuntati and Carabinieri, including the contingent of 12,000 auxiliary Carabinieri. The effective force is approximately 112,000 units, divided into Central, Training, Territorial, Mobile and Special Organizations, as well as Departments for specific needs and Joint Organizations.
Furthermore, the Arma also employs civilian personnel, of various professional qualifications, in the total number of 291 units.

FIGURE 26

EFFECTIVE FORCE

2.3.7.4 The General Headquarters (Figs. 27, 28)
It is the structure of management, coordination and control of all institutional activities (1585 units - 1.41%). In the financial and administrative field for the chapters of the Ministry of Defense dedicated to the "Public Security Function", exclusive to the Arma, the Commander General, to whom the law attributes specific administrative and financial functions, formulates proposals for setting up the annual budget, has faculty to undertake commitments on the same budget segment and is responsible for the management and results associated with the use of the assigned funds.
For the technical-administrative aspects, the Arma is headed by the Ministry of Defense as regards personnel, administration and logistical activities. It belongs to the Ministry of the Interior for the barracks and office furnishings connected to the tasks of protecting public order and safety, as well as for the use of financial resources aimed at strengthening the FP

FIGURE 27

Furthermore, following the approval of the reorganization law (n. 78 of 31 March 2000) and the descendants of the delegated decrees (n. 297 and n. 298 of 5 October 2000), the Arma dei Carabinieri set up the CNA in Chieti (National Administrative Centre) which, reporting directly to the General Headquarters, is centralizing, with the support of IT procedures and the use - for the first time in the Public Administration - of the digital signature, the economic treatment and personnel registration management, previously devolved to 26 Entities (Fig. 28).

FIGURE 28

2.3.7.5 Technical and Logistic Administrative Groupings (RTLA) (Fig. 29)
Again as part of the reorganization of the Arma, the establishment process of five TLA groupings was started (Technical-Logistic-Administrative) who, placed in the Interregional Headquarters, will ensure, by 2002, the support activities in favor of all the Departments/Commands/Units located in the territory of competence, regardless of the functional organization to which they belong.

FIGURE 29

2.3.7.6 The barracks
Of the 4,994 barracks available to the Arma, only 143 (2.8%) belong to the Military State Property (mainly used by units of the Mobile, Training and Military Police Organizations), 865 (17.4%) to the Civil State property and 3,986 (79.8%) are leased by local administrations or private individuals, with rent paid by the Ministry of the Interior.

2.3.7.7 The Training Organization (Fig. 30)

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It is headed by a General of the Army Corps and includes Schools for the basic training and professional updating of the personnel of the various roles (an Officers School, a Marshals and Brigadiers School, a Carabinieri Trainee School and two Carabinieri Trainee Schools Auxiliary Carabinieri - 5384 units, including students (4.8%).

FIGURE 30

2.3.7.8 Territorial organization (Fig. 31): Absorbs
87,720 units (78.19%) and has an extremely capillary framework: 5 Interregional Commands headed by General of the Army Corps, 19 Regional Commands entrusted to General of Division/Brigadier General, 102 Provincial Commands (attributed to Colonel/Lieutenant Colonel), 10 Group Commands (assigned to Lieutenant Colonel), 536 Companies (commanded by Captains), 10 Tenenze and 4,658 Stations (commanded by Marshals). An ordering maneuver is underway which provides for the elevation of other Stations to Tenenze and some Companies to Groups.

The nine Squadrons operating in Sardinia and the two Heliborne "Hunters" Squadrons of Calabria and Sardinia, for the control of inaccessible areas, and 164 patrol boats, assisted by the Underwater Carabinieri, are also part of the territorial organization.

FIGURE 31

2.3.7.9 The Mobile and Special Organization (Fig. 32). It reports to the "Palidoro" Mobile and Specialized Units Command, headed by General of the Army Corps, (12,231 units - 10.9%) on which depend:

- the Mobile Units Division (6,868 units - 6.12%), divided into two Mobile Brigades. The 1st Mobile Brigade, based in Rome, includes 11 Battalions and the Regiment on horseback, dedicated to public order services, the competition in Civil Protection and support to the Territorial Army in the control of the territory. The 2nd Mobile Brigade, established last September 15 in Livorno, includes the 2 Regiments of Laives and Gorizia, which have military tasks, in out-of-area operations and in contributing to public order, and the GIS - Special Intervention Group - for remedial action in high-risk situations. • The Specialized Units Division (4,229 units - 3.77%), made up of highly qualified departments for the protection of particularly sensitive collective interests: Health (NAS), Environment (NOE), Cultural Heritage (TPC), Labor (Labour Inspectorate), Agricultural Policies (NAC), Anti-Counterfeiting. The Carabinieri Headquarters of the Bank of Italy and the Ministry of Foreign Affairs also belong to the Specialized Units Division, as well as the Scientific Investigation Group (Ra.CIS) with 4 Departments and 29 provincial Sections as well as the Helicopter Group with 91 aircraft, located in 15 Cores; The ROS (Special Operations Group, 1,134 units - 1.01%) for the development of complex investigations into organized crime,
- subversion and international terrorism.

FIGURE 32

2.3.7.10 Departments for specific needs include:

- The Corazzieri Regiment (285 units), which are assigned the prerogatives of Guard of Honour, security and escort to the Head of State;
- the "Tuscania" Parachute Regiment (478 units), employed in military tasks, including operations abroad. The Regiment, currently part of the Army's "Folgore" Parachute Brigade, will soon pass into the 2nd Carabinieri Mobile Brigade, according to procedures being defined with the Defense and Army General Staffs; the Carabinieri Department at the Defense General Staff
- (153 units); the Autonomous SME Carabinieri Group, the Carabinieri Units
- and Sections of the Large Army Units and the Entities of the joint industrial area (900 units), which carry out military police and security tasks in favor of the SMD and the Army;

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- the Carabinieri Command for the Navy, divided into a CC MM Group in Rome, with 4 Companies and 30 Stations employed, and a Carabinieri Department of the SMM Security Agency with 8 Interregional Agencies, for a total of 857 units; the Carabinieri Command for the
- Air Force, divided into a Carabinieri Department General Security AM and three CC AM Groups, one for each Air Region (Milan, Rome and Bari), reporting to 10 Companies and 61 Stations, for a total of 809 units; • Headquarters and Departments at allied military organizations in Italy and

abroad (RICA, Italstaff, Italdelega, SHAPE, Allied Joint Forces Command of the South, Afsouth, Navsouth, NATO Defense College, Setaf, NSE at NATO JHQ in Madrid, NATO JSRC Center in Heidelberg, CC SATCOM Nucleus of Lungano - VR and CC SATCOM Fixed Post of S. Agostino (VT), for a total of 575 units.

2.3.7.11 The departments for the central
bodies Lastly, Armed Forces personnel are included in the central bodies of Defense (Cabinet of the Minister of Defense, General Staff of Defense, Operational Command of the Joint Forces Summit, Center for Higher Defense Studies and General Management of Military Personnel), for a total of 126 units, and the Ministry of the Interior (Office for the Coordination and Planning of Police Forces, Central Protection Service, Central Directorate of Criminal Police, Anti-Mafia Investigation Directorate, Central Directorate of Anti-Drug Services and Police Specialization School) for a total of 954 units.

2.3.7.12 Personnel for military duties Today,
therefore, 4,935 Carabinieri of various ranks are dedicated exclusively or prevalently to military duties. Moreover, the entire Territorial Organization contributes to the fulfillment of military tasks.
The correspondence of the outlined structure to the needs is being examined by the General Staff of the Army, the Navy and the Air Force in order to update the overall force levels, taking into account the ever more significant use of the Carabinieri in peacekeeping operations abroad.
In fact, the "Multinational Specialized Units" (MSU) have found a formal provision in joint allied publications and their model has been taken up by the European Union as a reference for the establishment of integrated police units, intended to deal with the civilian aspects of the management of international crises.
Initially set up to compete with the military forces in the theater and the local or United Nations police forces in maintaining public order and safety, the MSUs acquired, in a short time, the tasks of information gathering and criminal investigation, replacing as well as the shortcomings of the local police structures.

After the recent attacks against the United States, MSU's tasks have already been extended to the search and capture of terrorists and war criminals.
Basically, the MSUs are particularly suitable for conducting investigative activities or police interventions as well as exercising territorial control and providing assistance and training to local police forces, as has recently been requested in Bosnia.
A further employment of Officers and Marshals of the Armed Forces is implemented in the Offices of Defense Attachés at the Italian Diplomatic Missions abroad envisaged by Legislative Decree 297/2000. In this regard, the proposal of the General Command on the possibility of covering some offices of specific interest is being examined by the Defense Ministry, starting from the next planning of the rotations.
Furthermore, the Arma performs the functions of military judicial police with the departments of the Territorial Organization and with the Armed Forces, as well as with units directly assigned to the offices of the Court of Appeal, the Courts and the Military Public Prosecutor's Offices.
In a nutshell, the Arma dedicates 89% (about 100,000 units) of the total force to operational tasks, while 11% (about 12,000 units) carries out training activities (about 3,400 units - 3%) and support (about 8,700 a. - 8%).

2.4 The definition of "missions"
2.4.1 Premise
When the restructuring had reached an advanced level of implementation and precisely at the beginning of 1999, the pro-tempore Minister of Defense issued the first "ministerial directive" drawn up by the General Staff of Defense and submitted for its approval .
For the record, we mention the intention to match - with the "ministerial directive" - the "Ministerial Guidance" which the Defense Ministers of the Alliance approve every two years and which represents the political directive for the descending planning activity of the Military Authorities of NATO in the medium term.
In particular, the pro-tempore Minister of Defense, in December 1998, in Brussels, had approved, together with colleagues of the Alliance, the "NATO Ministerial Guidance 1998" which recommended the need to resolve the military deficiencies of the forces assigned to NATO in the :

- intelligence and surveillance; •
command and control;

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- projectability of forces (strategic transport, autonomy and logistic sustainability); • active and passive measures and deterrence capabilities against the risk and threat of weapons of destruction mass (WMD);
- increased capabilities for interoperability and cooperation between NATO forces with partner countries;
- maintaining adequate levels of the military budget.

In summary, the "Ministerial Directive 1999" was to constitute the first national attempt to set up the descending planning activities of the Armed Forces on the authoritative basis of upstream directives issued by the Minister.

The "Directive" should have been updated every two years, i.e. in January 2001.

An implementing document, called the "strategic concept", which was issued on December 28, 2000, was to issue from the "directive" by the Chief of Defense Staff.

Therefore the "ministerial directive" and the "strategic concept", issued in times following the restructuring produced by the various Legislative Decrees, could not constitute the logical prerequisite for the formation of the new Italian defensive instrument. Therefore, they have been translated into indications for the use of the instrument and as ideas for the improvement to be made to the structure during construction. Hence the definition of "missions", to be understood as a translation of the legislative provisions into the national and international reference framework and therefore implementation of the directives of the national security policy.

2.4.2 The Missions

These are therefore missions which, without prejudice to the tasks of the Armed Forces established by Law 331/2000, may be susceptible to variations according to the changed global strategic scenario.

First mission

Defense of the country's vital interests against any possible aggression, in order to safeguard:

- the integrity of the national territory understood as land platform, airspace and territorial waters; • the safety and freedom of communication routes; • the security of areas of national sovereignty and of compatriots abroad.

It derives directly from the constitutional provision and was elaborated through the reunification of the pre-existing missions of the Armed Forces inherent in the defense of the national territory. It should be noted that the reference to the integrity of the national territory and to the security and freedom of communication routes does not limit the action of defending the vital interests of the country to just the classic forms of threat, but can be extended to the more recent forms of asymmetric conflict such as defense against terrorist attacks or the use of weapons of mass destruction.

Second mission

Safeguarding the Euro-Atlantic spaces, within the framework of the country's strategic and/or vital interests, through the contribution to NATO's collective defence.

This mission finds its basis in the agreements signed and ratified by Parliament relating to NATO and in the statements of the new Strategic Concept of the Atlantic Alliance, signed in Washington in 1999.

Third mission

Management of international crises. Participation in crisis prevention and management operations, in order to guarantee international peace, security, stability and legality, as well as the affirmation of fundamental human rights, in the spirit of the United Nations Charter, within the framework of international organizations and/or bi-multilateral agreements, with particular regard to the autonomous European capacity for crisis management.

The third mission stems from a specific political will, constantly confirmed over the last twenty years and formalised, in practice, with the 1999 Ministerial Directive which led the Armed Forces to participate in crisis prevention and management actions approved by the UN , or in any case inspired by the principles enunciated by the Charter of the United Nations, according to three possible modalities of intervention: • in the role of "Lead Nation" (for example, Operation "ALBA"); • as a Force forming part of a Coalition (such as NATO, the EU and the WEU); • as a result of bi-multilateral agreements (Technical-Military Mission in Malta).

Fourth mission

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Contribution to the safeguarding of free institutions and performance of specific tasks in circumstances of public calamity and in other cases of extraordinary necessity and urgency.
Directly borrowed from the dictation of the law, reaffirmed in the legislation on the professional (Law 14 November 2000, n. 331 previously mentioned).

The four missions require a remarkable skill set to accomplish. The first two missions, due to their nature, constitute the most onerous commitment and the available capabilities make it possible to satisfy the spectrum of foreseen needs (1).
These same capabilities are also required for the wide range of operations included in the third mission. Since this is characterized by an extreme variability of operational situations, it is necessary that the capabilities are graduated in the application of military force. With respect to the fourth mission, it should be emphasized that the Armed Forces they will not have to acquire specific skills, as those already possessed will be used, in compliance with the peculiarities of the job.
Finally , to conclude the review of the tasks that the FF.AA. they should fulfill, it should be remembered, the so-called external functions, ie those not directly connected with the fulfillment of the institutional tasks of the Defence. In any case, these are requirements regulated by laws or decrees, characterized by undoubted public utility and in which the FF.AA. provide their contribution in the fields of public utility and environmental protection "compatibly with the technical skills of the personnel and the means supplied" (Legislative Decree no. 464/97, art. 5).
The main of these external functions include:

- the contribution to the water supply of the smaller islands territorially incorporated in the special statute regions, upon the occurrence of the conditions of particular necessity provided for by the specific program agreements defined with the interested Regions (MM);
- civil state air transport (AMI); air transport
- for the rescue of seriously ill and traumatized people (EI, MMI, AMI, CC); rescue and
- assistance during natural disasters;
- firefighting;

1 The capabilities considered fundamental, also on the basis of the commitments undertaken for the fulfillment of the Headline Goal (November 20, 2000) are: timely availability of forces, interoperability, ability to operate in multinational contexts, deployment and mobility, C4ISR, engagement precision and lethality , logistical sustainability, survival and protection of forces.

- the deactivation of unexploded remnants of war; the
- hydrographic service;
- the lighthouse and maritime signaling service;
- the adaptation of civil air traffic services in military airports open to civil traffic e radio assistance on minor airports;
- contributions to the Italian Red Cross for the functioning of the Auxiliary Military Corps of the Armed Forces and the Corps of Volunteer Nurses.

2.4.2.1 Management of international crises As
part of the activities envisaged by the 3rd mission, Italy carried out an intense cooperation policy aimed at promoting regional stability.
In fact, Italy is the third country in the world, after the USA and the United Kingdom, for overall contribution to military operations in support of peace, including participation in missions directly managed by the UN and presence in multinational operations under a UN mandate.
The missions in which our forces have taken or are taking part are substantially of four types:

- peacekeeping in the classical sense; • police missions in support of peace-building or stabilization operations; • stabilization missions following peace-building operations; • international assistance missions.

The Italian contribution to peace support missions under the auspices of the United Nations has always been significant.
Already in the first half of the 90s, Italy was the second country contributing troops to all operations under the UN mandate and the same financial contribution to the ordinary budget is the fifth in importance, in addition to that dedicated to the 17 current missions directly managed by the UN.
Italian participation in the UN missions
, United Mission for the Referendum in Western Sahara (MINURSO);
, United Nations Interim Force in Lebanon (UNIFIL);
, United Nations Truce Supervision Organization (UNTSO);
' United Nations Iraq - Kuwait Observation Mission (UNIKOM);

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, United Nations Military Observers Group India and Pakistan (UNMO GIP); United
, Nations Interim Administration Mission in Kosovo (UNMIK); United
, Nations Mission Ethiopia - Eritrea (UNMEE); United
, Nations Organization Mission in the Democratic Republic of Congo (UNOMC).

Italian participation in other international missions
, SFOR-JOINT FORGE, Bosnia-Herzegovina December 1996;
, TIPH2; Israel, January 1997;
, UNMIBH-IPTF, Bosnia and Herzegovina, May 1997;
, KFOR-JOINT GUARDIAN, Kosovo, June 1999;
, KFOR-COMMZWEST, Albania, September 1999;
, AMBER FOX, FYROM, September 2001;
, ENDURING FREEDOM, October 2001.

There are also other types of missions of a national nature, the effects of which, however, affect the multidimensional security of various European partners. They are of two types: assistance missions (DIE) and missions to prevent illegal immigration (including ALBANIA 2). These missions have the main purpose of promoting the development of democracies in the process of consolidation, still easily vulnerable to the effects of transnational organized crime.

MISSIONS/OPERATIONS IN PROGRESS AS OF 4.12.2001

2.4.2.2 Multinational formations with Italian participation - General The Italian

Armed Forces, in recent years, have established collaborative relationships with numerous nations in order both to improve existing ties in the economic and cultural sectors and to favor the inclusion of some of them in the European context and the modernization of their Armed Forces. All in the light of the principle of safeguarding peace and coexistence among peoples. • SEEBRIG (South Eastern Europe Brigade)

The most important initiative in the SEDM (Southern European Defense Ministerial) context concerns the establishment of the Multinational Peace Force South Eastern Europe (MPFSEE), whose operational unit is called the South Eastern Europe Brigade (SEEBRIG).

Albania, Bulgaria, FYROM, Greece, Italy, Romania and Turkey (Croatia, Slovenia and USA as observers) participate in this large Unit.

Italy contributes a framework infantry regiment and combat support and combat service support units that will be assigned according to the type of mission.

The headquarters of the Command will subsequently be moved, with a rotation period on a four-year basis, to COSTANZA (Romania), ISTANBUL (Turkey) and KILKIS (Greece).

• SHIRBRIG (Stand-By High Readiness Brigade for United Nations Operations)

SHIRBRIG is a UN prompt reaction brigade, created with the help of various European and non-European countries, such as: Argentina, Austria, Canada, Denmark, Finland, Italy, Holland, Norway, Poland, Romania, Sweden.

The training was born on a Danish initiative to provide the Security Council with a trained and coordinated tool for interventions in peace operations.

In December 1998, Italy expressed its willingness to participate in the initiative with a contribution of forces equal to a framework unit centered on a basic weapon regiment plus combat, combat service support and Military Police modules.

Since July 1999, an Italian Officer has been part of the Planning Element as SO/G3 Plans and Training. The Command is based in COPENHAGEN.

SHIRBRIG was partially employed, without Italian participation, in the UNMEE mission (Ethiopia-Eritrea). • EAG (European Air Group)

The European Air Group (EAG) was born on a Franco-British initiative and established at the end of 1995 on the basis of a declaration by the two Ministers of Defense (LONDON Declaration of 27 June 1995) which was followed by an Intergovernmental Agreement in 1998.

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Italy has participated in the Group's activities since 1997 and since 14 May 2000 it has formally been a full member. Germany, Spain, Belgium and the Netherlands decided to join in July 1999 and formalized it later.

The EAG improves the interoperability between the respective air forces for operations to protect common interests, including the "Petersberg missions" and excluding the operations falling under the art. 5 of the North Atlantic Treaty. The EAG, as a planning group, has no assigned forces.

• SIAF (Spanish Italian Amphibious Force)

The SIAF was established in order to have an amphibious force with high operational capabilities to support the Amphibious Forces that normally operate in the European Theater (the Anglo-Dutch Amphibious Force and the US Amphibious Group), with a distinctly Mediterranean character. It is

included among the forces available to NATO and the European Union. Participate in the Amphibious Initiative Union together with the Anglo-Dutch Amphibious Force and the French Marine Infantry Brigade.

The Spanish Italian Amphibious Force was activated on 23 November 1998 in BARCELONA.

On April 20, 1999, a MoU was signed which regulates the general terms and conditions for the exchange of personnel, the bodies necessary for the functioning of the Force as well as the criteria for assignment and rotation of the Command.

The Command of the Force rotates every two years between the two Nations; since October 2000 it has been held by an Italian admiral.

• MLF (Multinational Land Force)

The MLF is a multinational brigade-level formation born from a political-military initiative taken on by Italy, Hungary and Slovenia in the late 1990s and destined to carry out Petersberg missions.

The Command Framework of the Unit is provided by the B. alp. "Julia" (Udine) and each country contributes with an infantry regiment.

• EAI (European Amphibious Initiative)

The initiative aims to increase the European amphibious capacity through close cooperation and a progressive increase in interoperability between the already existing amphibious forces in Europe. In particular, the Anglo-Dutch Amphibious Force, the SIAF and the French Marine Infantry Brigade will contribute to this large amphibious unit.

• EUROFOR (European Force)

Land force that can be used up to Division level in which France, Italy,
Portugal and Spain, whose command is located in Florence.

Italy has invested significant resources in the EUROFOR project: from the entire HQ Unit (about 300 u.) to an "on call" transmission unit for exercises or real employment for the first two years (1997-1999). All the materials have also been provided to make the MS of the Force projectable - a burden fully covered by the EMS.

From October 2000 to April 2, 2001 important parts of the Command and of the General Staff were employed in Albania to fulfill the task of Command of the Communication Zone West, within the NATO JOINT GUARDIAN operation.

• EUROMARFOR (European Maritime Force)

Maritime force with high operational readiness resulting from the initiative of the four Latin European countries (Italy, Spain, Portugal and France). Today it constitutes a credible and fully suitable force to operate in the missions envisaged by the PETERSBERG declaration.

The Command is assumed in rotation by one of the four Countries and the Italian CINCNAV carries out this operational since mid-September 2001.

The Navy contributes permanent command structures with characteristics
multinationals, 1st line naval, amphibious and specialist units, aircraft and landing forces.

2.4.2.3 Italian participation in the new NATO force structure - The Terrestrial Project

Italy has put forward a proposal, resulting from the belief that the southern region, given its proximity to crisis areas (Balkan peninsula), is the least served in terms of NATO military presence, both in terms of number of forces and operational capabilities .

From this point of view, the proposal satisfies four fundamental and essential requirements:

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l Multinationality: command at Army Corps level, made up of a staff with national personnel, open to multinationality (participation of the nations of NATO's southern flank is especially hoped for). l Assignment to NATO: the
willingness to transit, if necessary, under NATO Command also in peacetime, especially for training, planning and operational evaluation.

l Availability: to contribute to the establishment of HRF (L) HQ, the Projection Forces Command is made available, as a C2 structure to be "retrained" into Army Corps Command on a national "framework" basis, with the "core" of command and control systems, command support units, and combat and logistical support facilities. This contribution will be placed "under NATO command" and will also be usable in the context of European-led operations. l Proximity: the proposed HQ will be established in Solbiate

Olona (MI), in an area therefore close to areas of possible crisis (southern flank of NATO) and easily accessible by land, air and sea.

Contribution of Forces and Commands to be affiliated to *
HRF (L) IT Contribution of forces in addition to the consolidated one to the ARRC and AMF(L), of the order of a Division Command, four Brigades and supports, from " affiliate" to the Italian "framework" Reaction Command (Solbiate Olona) or to one of the "new" HRF(L) HQs.
Contribution to NATO Rapid Reaction Forces (ARRC) ** Contribution
to ARRC to UK "framework" (HRF HQ UK - located in Germany): - a Divisional
Command (integrating Portuguese personnel and units) to focus on the current 2nd Command of the Defense Operational Forces; - 4 Brigades;
- specialized,
tactical and logistic supports; - a
battlegroup-level unit for the ARRC's Rear Area Security Force (RASF) Brigade.
Contribution to the Immediate Reaction Forces (IRF) *** and to the NATO
COMPOSITE FORCE (NCF).
The complex of forces destined for the Immediate Reaction Forces (IRF) is at regiment level (focused on the "Cuneense" Contingent) reinforced by combat support and combat service support components, assigned to the Allied Mobile Force (AMF)L.
An alpine regiment (5th Regiment of the B. Alp. "Julia") is at the disposal of the NATO Composite Force (NCF), a multinational formation (IT, USA, GE and PL) destined to operate in Northern Norway.
Contribution to the Forces at Lower Readiness (FLR)
**** To ensure the support of long-term missions for the conduct of crisis management operations (CRO), the following have been made available, with a reaction time of 180 days: - a Division Cdo;
- a Brigade.

* HRF: High Reaction Forces
** ARRC: Rapid Reaction Corps
*** IRF: Immediate Reaction Forces
**** FRL: Low Operational Readiness Forces

- The Naval Project.

The naval project is based on the availability of the GARIBALDI ship, a platform destined to embark the HRF (M) HQ.

Contribution of the Navy - an
Admiral in the role of Maritime Component Commander (MCC); - an
embarked staff with a permanent multinational nucleus, for the function of support to the Maritime Component Command (MCC staff/sea based); - the light
aircraft carrier Garibaldi as headquarters platform of the Maritime Component Command.

The command and control capabilities of the Garibaldi will be enhanced to ensure the standards defined within NATO. When the Garibaldi is unavailable, the Etna team support and supply unit will be employed, already designed to embark the MCC staff and to carry out the functions of command and control ship on board.

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The project has already been selected by NATO, like the Spanish and British ones.

- The Aeronautical Project.

Within the Air Force project which sees the FA inserted in the renewed Command and Control structure of the NATO Air Forces (ACCS) since peacetime, the Air Force expects to have an Aeronautical Instrument: • organic and well integrated with

the others; l diversified and balanced in its

- various components; l limited in size by available resources.
-

The Air Force forces assigned to NATO are under the Operational Command of SACEUR.

The NATO Command and Control system
for the management of Air Forces
Static (CAOC - Combined Air Operation Center and ARS - Air Picture Production Sensor Fusion Post) and mobile (DCAOC - Deployable CAOC and DARS - Deployable ARS) entities within the program Air Command and Control System (ACCS) .
Italy participates directly in the composition of these entities with human, infrastructural and means resources (aircraft, radar sensors, communications) and is the host nation for some of these entities (CAOC, ARS, DCAOC).

At the national level, Command and Control systems (SICCAM) and rapidly redeployable systems have been developed for crisis management or sensitive operations and with the ability to integrate with NATO systems (Mobile Command and Control Field Group - C2M, Mobile Radar) . In order to increase the national/NATO airspace surveillance capability, the possibility of integrating radar sensors with passive sensors for distant detection of the threat is being evaluated.

AM Contribution to NATO Forces - 30
F-104 Aircraft -
16 Tornado ADV Aircraft
- 40 Tornado IDS Aircraft
- 48 AMX Aircraft
- 16 C130/G222 Tactical Transport Aircraft
- 6 HH3F Rescue Helicopters - 8
Maritime Patrol Aircraft - 2 Tanker
aircraft - 7
SPADA missile batteries 3
- NIKE batteries

2.4.2.4 The Italian contribution to European Defense
The Italian contribution, formally reported in the Catalog of Forces, is of all importance and is consistent with that of the major European contributors.
In terms of joint capabilities, Italy has made available our Centocelle Joint Operational Command as a "framework" for a strategic level command, to be integrated with multinational elements if called upon to play the role of Operation Command.

The overall contribution of the Army includes: • an

Army Corps Headquarters or, alternatively, a Division Headquarters;

- the necessary tactical and logistical supports represented by units at the regiment level of transmissions, engineering, artillery, logistics and health;
- maneuver forces, including four brigades, two of which are mechanized, one light and one aircraft, two of which can be used simultaneously for long-term operations.

These forces, which amount to about 22,000 men, from which to draw the units necessary to carry out any "Petesberg" type mission, would not be used simultaneously but confer the necessary flexibility in order to calibrate the Army's commitment which it will be able to achieve, in overall, a maximum sustainable limit over time of approximately 13,000 men.

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THE CONTRIBUTION OF THE ARMY

For the Navy the contribution consists of a Maritime Component Command (MCC) based on land or embarked. The embarked MCC will avail itself, for specialized tasks such as the management of the Maritime Space and for the Maritime Air Operations (Water Space Management and Maritime Air Operation Centre), of the specific support of CINCNAV.

The naval component includes a Task Group integrated by elements of Specialist Forces (amphibious forces, mine warfare, submarines, fixed and rotary wing aircraft) and Special Forces.

The contribution of the Navy

- 1 Submarine
- 1 aircraft carrier
- 2 Amphibious Units
- 1 Destroyer
- 3 Frigates
- 4 Offshore Patrol Vessels
- 1 Supply Ship
- 4 minehunters
- 1 MCM (Mine Counter Measurements) Command Unit
- 1 Oceanographic Vessel
- 6 planes
- 16 helicopters
- Marine Infantry Battalion
- Special Forces unit

The contribution offered by the Air Force reflects the amount of forces made available to NATO as Reaction Forces and represents a balance between combat and support capabilities with adequate STO (Survive To Operate) capabilities. The contribution includes a static command and control system (CAOC) and a mobile one including a CAOC, a CRC (Report and Control Center) and a mobile radar.
The Air Force contributes a substantial amount of air and missile assets.

Contribution of the AM to the European Union

50 Aircraft + 2 SAM Systems

the attack	8 Tornado + 18 AM-X l
TRANSPORT 13 C130/G222 l	
SUPPORT	3 MPA + 2 B-707 + 6HH3F l
SAM SYSTEMS 2 Spada	

The Arma dei Carabinieri contributes to the Police Planning Unit within the Directorate General for External Relations of the General Secretariat of the Council of the European Union. The unit represents an important tool that can further evolve and be strengthened to respond to growing commitments according to the assessments of the Secretariat and the Committee for the Civilian Aspects of Crisis Management (CIVCOM).

The contribution of the Arma dei Carabinieri

- 150 units for the establishment of an international Multinational Specialized Unit (MSU) Regiment a Italian guide;
- 1 Military Police Platoon (33 units) for the needs of the international MP battalion; • Military Police cells in the General Staff of the Army Corps or in the Italian-led Division;
- 1 MP Company for the needs of the National Brigades.

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The participation of the Arma in the European commitment foresees the employment, continuously sustainable, of 800 men, of which 200 in rapid deployment, destined to cover positions both as individual experts and as organic components of the integrated police units.
Beyond the quantitative aspects, this offer is mainly qualified by the provision of three framework commands at the Brigade/Regiment level, one of which is rapid deployment, which will provide the supporting structure on which to insert the modular contributions offered by other Member States.
The Integrated Police Units of the European Union will therefore be capable of rapid deployment, flexible and interoperable with the military component, autonomous from a logistical point of view, expressly inspired by the experiences gained with the MSUs.

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PART III THE ECONOMY 3.1 BREAKDOWN OF DEFENSE EXPENDITURE 3.2 FORMATION OF THE BUDGET 3.3 THE HISTORICAL SERIES 3.4 COSTS 3.5

CONCLUSIONS / CONSIDERATIONS

3.1 Breakdown of Defense expenses The financial resources assigned to the Defense are divided according to their destination into: - expenses for the Defense Function pertaining to the fulfillment of purely institutional tasks devolved to the three Armed Forces (Army, Navy and Air Force); - expenses for the Public Security Function allocated to meet the needs of the Carabinieri; - expenses for the External Functions devolved for the satisfaction of particular needs, regulated by Laws or Decrees, which are not directly connected with the institutional tasks of the Defence; - expenses for Provisional Pensions relating to the payment of temporary retirement benefits to military personnel in the position of auxiliary (period following termination of active service during which the military may be retained or recalled to service).

In order to be able to proceed with the technical-financial processing, these expenses are further divided into expenses linked "to laws" and linked "to programmes".
Expenditures linked "to laws" are those that are mandatory in that they are determined, even in their amount, by provisions of the law and/or by governmental resolutions. These charges are subject to automatisms which make them particularly rigid precisely because they are linked to inter-ministerial or international laws and/or agreements. They may also include particular needs oriented towards public utility services such as, for example, water supply to the smaller islands, civil aviation activities, civil state air transport and for the relief of seriously ill and traumatized people.

Expenditure linked to "programmes" are those intended to ensure the functionality, efficiency and effectiveness of the military instrument and derive from the programmatic choices identified by the General Staff, the General Secretariat of Defense and the General Command of the Carabinieri (called Armed Forces and Joint Forces Summit Planning Bodies - OP) and approved by the Chief of Defense Staff.

Subsequently, for the preparation of the budget, the expenses are divided into three distinct "sectors": - **personnel,** relating to the expenses to be incurred for the salaries and allowances of military personnel in permanent service, of civilian personnel with a continuous employment relationship, for the economic treatment of military personnel as well as for the temporary retirement treatment of military personnel; - **operation,** relating to the expenses necessary to guarantee the functionality and efficiency of the military instrument (expenses for education and training, for the maintenance and support of vehicles, materials and infrastructures, for the functioning of the Headquarters/Bodies/Departments) ; - **investment,** relating to the expenses necessary to improve the effectiveness of the military instrument (expenses for the modernization and renewal of operational means, technical-logistical support and infrastructures and for research and development).
The first two sectors **(personnel and operations)** determine the costs relating to the **"functioning"** of the Armed Forces, while the last concerns the acquisition **of durable goods,** which in turn produce safety and technological progress.

3.2 Formation of the Budget
Expenditure forecasts are elaborated on the basis of the objectives and indications provided by: - the Government, with the Economic and Financial Planning Document (DPEF); - Minister of Economy and Finance, with the annual circular relating to budget forecasts; - Minister of Defence, in relation to the financial hypothesis to be used as a reference (percentage ratio to be ensured between the Defense Budget/GDP and the Defense Function/GDP) and with the Investment Planning Document; - Chief of Defense Staff, with the "Directive for the formation of the estimate of expenditure".

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They are prepared by the Central Office of the Budget and Financial Affairs (BILANDIFE) and by the Defense General Staff on the basis of the proposals and data elaborated by the OPs and then submitted to the approval of the Chief of the SMD who, having heard the Committee of Heads of State Major, send the project to the Minister for approval.
Subsequently, BILANDIFE proceeds with the drafting of the budget project in technical-financial terms and, after the approval of the Minister, subject to the opinion of the Superior Council of the Armed Forces, transmits it to the General Accounting Office of the State for the assessments of competence and the subsequent presentation at the headquarters governmental and parliamentary (Budget Law Draft).

Before the start of the parliamentary discussion of the financial measures (Budget and Financial Law Drafts and related measures) the Defense General Staff prepares and transmits to the Minister's Cabinet, for the Minister's approval and subsequent forwarding to the Parliamentary Commissions , the "Additional Note to the State of Defense Forecasts" through which the Minister of Defense illustrates to Parliament the aims and objectives that his own Dicastery intends to pursue. Following the approval of the Budget Law, the "State of Expenditure Forecasts for the financial year" is drawn up.

3.3 Historical series
Among the historical series that can be obtained from the Defense accounting framework, those which compare military spending with the gross domestic product (GDP) and with the state budget are considered particularly significant.
Table 1 shows the data relating to the period 1991-2001 from which it can be seen that defense expenditure represented, as an average value, 3.2% of state expenditure and 1.5% of GDP.
In the aforementioned period, however, the balance sheet figures, although they continued to increase in monetary terms - from 12,636 mil. Euros (24,466 billion) to 17,777 mil. Euros (34,421 billion), + approximately 40% - in real terms have in fact only contained the inflationary effects of the decade.
This situation is reflected in the decreasing trend of the Defense budget/GDP ratio (Table 2) where, against an average growth of GDP in the decade of 1.9%, in real terms, the incidence on GDP went from 1.7% in 1991 to 1.47% in 2001.

TABLE 1

TABLE 2

The following Tables 3 and 4 show the historical series and related graphs of Defense expenditure broken down according to their functional destination (Defence Function, Public Security Function, External Functions, Provisional Pensions).

TABLE 3

TABLE 4

TABLE 4 EUROS

With reference to the first of these Functions, i.e. the expenses pertaining to satisfying the needs of the three Armed Forces, from the historical series and from the graphs of Tables 5 and 6 it is possible to detect the decreasing trend up to 1995, and from 1996 to 1999, of the incidence of these with respect to the GDP and the subsequent trend reversal relating to the past two years, a clear sign of a sought-after capitalization of resources.

TABLE 5

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TABLE 6

3.4 Costs

The FF.AA. they constitute an instrument of very high technological content and, consequently, of high cost due to the inherent need to maintain the competitive advantage always at the highest levels.
This has an initial impact, obviously, on the resources that must be constantly and adequately allocated to Investment and Strengthening. But immediately after the realization of each of the planned projects, the FF.AA. they must absorb operating costs which, precisely because of the high technological content, are also generally very considerable.

In fact, the need for the construction and/or adaptation of infrastructures, the launch of training programs and special exercises, as well as the maintenance of numbers and efficiency, are connected and consequential to the entry into line of a new weapon system of the system itself, in addition to the numerous other activities which indirectly contribute to support in general or which in any case constitute costs which are passed on to the individual company.

The costs of the various military components of each FA (for example the brigade, the ship, the flock) arise from statistical processing based on information acquired through automated detection systems which have, depending on the component in question, as the object of investigation: - its effective
strength; - the training activities
(exercises and courses) and the operations carried out on the national territory in the year in question; - the

infrastructures used and the consumption associated with their
use; - the endowments of vehicles and materials and related consumption.
These systems constitute a very valid tool both for carrying out the necessary checks in terms of cost/effectiveness - in the phase of setting up the financial planning/programming, as well as in the organizational-executive phase of the annual budget - and for estimating: - any costs to be incurred
for the "ex-novo" constitution of a component of a different type (set-up costs); - the possible savings obtainable in the event
of dissolution or variation of the type of a component; - the levels of efficiency and effectiveness of the component, through comparisons between the standard reference costs and those actually incurred.

Standard costs represent the "optimal" costs that each facility should approach to ensure maximum cost/effectiveness. They are processed taking into account the financial data relating to seven types or macro-aggregates: fixed costs (also including salaries, wages and expenses for food, clothing and hygiene) infrastructural, training, health, efficiency maintenance, number maintenance and residual .

However, it should be underlined that the costs are significantly affected by any changes that have occurred both in the architecture of the FA and in the structure of the single component, as well as in relation to the tasks and functions developed by these. Furthermore, a further element of impact on their variability is represented by "military inflation" - very different from the more well-known national inflation - which must be resorted to in consideration of the particular characteristics of military spending which, due to its atypical nature, is difficult to lends itself to the use of classic indicators at a national level (Gross Domestic Product, indices for the PA, etc.).

By way of example, the following are indicated
in: - Table 7, the expenses necessary for the functioning, or for the maintenance and performance of institutional training and operational activities, of some typical components of the three Armed Forces; -
Table 8, the acquisition costs of some significant vessels and units; -
Table 9, the costs per hour of flight of Air Force aircraft from which it is noted that one hour of flight of a TORNADO, excluding depreciation charges, costs over 18,000 _ (approximately 35 million); - Table 10, the
daily costs for the use of units and naval means; - Table 11, costs per flight
hour of Navy aircraft.
In this context, it is considered significant to highlight that the resources that the Defense allocates to the exercise of the military instrument should not be considered mere "management expenses" but, in a much stricter sense, real tools of functionality and efficiency. And all this in particular in the current delicate phase of transition towards the professional model where the quality of the men's training is accompanied by the availability of an old stock of materials, means and structures, in need of continuous and increasingly onerous maintenance and repairs.

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TABLE 7

TABLE 8

TABLE 9

TABLE 9 BIS

TABLE 10

NOTE

TYPE "A": Services in favor of Organizations/Entities not belonging to the State Administration, obtained from the sum of the costs of maintenance and spare parts, the amortization of capital, management, personnel and out-of-pocket expenses.

TYPE "B": Services in favor of Bodies/Bodies belonging to the State Administration, but not to the Defence, obtained from the sum of the costs of maintenance and spare parts, management, personnel and out-of-pocket expenses.

TYPE "C": Services in favor of Organisms/Bodies of the Ministry of Defense where the costs of maintenance and spare parts and out-of-pocket expenses are considered.

TABLE 11

3.5 Conclusions/Considerations The
consolidation of the state budget and public finances is destined to profoundly change the way the economy works, generating new resources for investments in favor of the community.
For its part, the Defense has overcome a historic obstacle in the formation of the budget with the creation of the single summit of the Armed Forces and has increased the effectiveness of spending with the restructuring of central and peripheral bodies and with a consistent downsizing of operational units.

The effects of this constant effort have materialized in the past two years with encouraging growth data for both operating expenses and investment expenses, which show an increase in 2001 compared to the previous year, respectively by 3% and 8%. %.
However, these data must not make us forget that Italy is the country, among the most homogeneous European ones in terms of size and which has GDP values in the same order of magnitude as the national one, which sustains the lowest defense spending in an absolute sense, for the per capita one, as well as for the incidence of the same on the respective GDPs.

In fact, for the Defense Function Italy spends a sum equal to about 47% of that supported by France and 32% of the English one, as can be seen from the graph in Table 12. Similarly, with reference to the incidence on GDP, Italian expenditure is just over half of that in France and 40% of that in England (graph Table 13), while, comparing per capita expenditure for the Defense Function (graph Table 14), we find that in 2001 against 218 _ (about 422 thousand lire) of Italy, the French invest 423 _ (820 thousand) and the British dedicate 642 _ (1 million and 245 thousand).

It is in this mandatory scenario of integration with the corresponding instruments of the European partners that the Defense must elaborate and propose the new financial hypotheses, bearing in mind the multiple gaps that make consequent political action scarcely avoidable.
Parliament, through the approval of the recent appropriations, has demonstrated that a new consensus is forming on the need for a measured, effective increase in spending that responds to Italy's real strategic needs. It is therefore to be expected that, after the current contingent situation, characterized by a process of recovery of the financial deficiencies of previous years, already starting from 2003 the resources allocated to Defense should be of a more significant scope.

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The decision of the European countries to accelerate the process of developing their autonomous military intervention capacity and the commitment to set up a European Rapid Intervention Force by 2003 constitute, together with the recent parliamentary recognition of the "professionalisation" of the military instrument, the cardinal factors on which to base each financial estimate.
For this purpose, it seems reasonable to hypothesize a progressive rise in the medium term of the Defense Budget/GDP ratio from the current 1.5% to around 2% which, if the positive trend of the country's economy is confirmed, would allow adequate and programmatic certainties for a military instrument able to operate with an adequate level of efficiency and effectiveness and to compete, with a view to complete interoperability, with that of the other allied nations.

In this case, the priority allocation of resources should be directed both towards the growing operating expenses correlated to an increasingly sophisticated tool, qualitatively and technologically, which requires different training cycles from the current ones, and towards the indispensable modernization and adaptation programs in capable of bridging the technological gap within the times required by the international commitments undertaken, reversing the historical trend towards undercapitalisation. In a second stage, the operational components will be renewed, favoring the modernization of the operational lines and older vehicles.

In the latter context, the use of special laws, through which to finance one or more main programs - an instrument which in the past has allowed the Armed Forces to undertake some large programs allowing for a modernization of the military instrument - appears to be the most appropriate solution to guarantee in the short-medium term the financial certainties necessary to start a renewal process that is consistent with the timing dictated by pressing and no longer postponeable needs.
To this end, an extraordinary legislative provision is being prepared which should financially support, through an expenditure forecast of 7.5 million euros (about 14,500 billion), to be implemented over a period of ten years, those priority programs which can be completed in a relatively short time and at fixed costs.

TABLE 12

TABLE 12 FOLLOWS

TABLE 13

TABLE 13 FOLLOWS

TABLE 14

TABLE 14 FOLLOWS

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PART IV
THE INDUSTRIAL APPARATUS

4.1 TASKS - ORGANIZATION 4.2 THE DIRECTORS GENERAL 4.3 THE INDUSTRIAL SECTOR OF THE DEFENSE 4.3.1

Organizational structure
4.3.1.1 Before the reform 4.3.1.2 The reform 4.3.1.3 After the reform 4.3.2 Agenzia Industria Difesa

4.4 NATIONAL INDUSTRIAL APPARATUS

4.5 INTERNATIONAL CO-PRODUCTION IN THE NATIONAL INDUSTRIAL SCENERY 4.5.1
WEAG (European Armaments Group)
4.5.2 OCCAR (Joint Armaments Collaboration Body)
4.5.3 LOI (Letter of Intent)
4.5.4 Considerations

4.6 National Industrial Landscape

4.7 Procurement Policy
4.7.1 Development and implementation of programs 4.7.2 Private negotiation 4.7.3 Advisory committee 4.7.4 Peculiarities relating to the arms market
4.7.5 Computerization of contractual and "e-procurement" procedures

4.8 Marketing of weapons

4.9 Research, development AND ACQUISITION
4.9.1 Joint forces component
4.9.1.1 C4I function
4.9.1.2 Recognition, surveillance and target acquisition function 4.9.1.3 Intelligence function 4.9.1.4
Mobility functions 4.9.1.5
Defense/reaction functions 4.9.1.6
Force protection functions 4.9.2 Land component 4.9.2.1 C4I function 4.9.2.2
Defense/reaction function
4.9.3 Maritime component
4.9.3.1 C4I function
4.9.3.2 Defense/reaction function
4.9.3.3 Force protection function 4.9.4
Air component 4.9.4.1
C4I function 4.9.4.2
Defense/reaction function 4.9.4.3
Mobility function 4.9.4.4
Function sustainability/logistics/training
4.9.5 Technological research
4.9.5.1 NATO RTO (Research & Technology Organisation)
4.9.5.2 ETAP program (European Technology Acquisition Program)
4.9.5.3 Test Facilities
4.9.5.4 Research funds
4.9.5.5 Dual use technologies

4.10 CONCLUSIONS / CONSIDERATIONS

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4.1 Tasks-Organisation The
organization of the Defense, as far as the industrial apparatus is concerned, is headed by the administrative area headed by the Secretary General/DNA, on whom the 10 Directorates General of the Ministry depend.
In his capacity as DNA (National Armaments Director), the Secretary General is instead responsible for directing the research, development and acquisition of weapon systems, on the basis of the programs defined by the Chief of Defense Staff. In this context, it participates in high international fora in the framework of the implementation of multinational agreements.
The SG/DNA is a member of the Superior Council of the Armed Forces, of the Committee of the Chiefs of Staff and is Chairman of the Advisory Committee which examines the most important contracts in the field of armaments. He is also Vice President of the Defense - Industry Committee, chaired by the Minister of Defence.

STRUCTURE OF THE T/A AREA

The aforementioned law on the reform of the top management provides that the office of Secretary General can be held by an officer of the Army, Navy or Air Force with the rank of lieutenant general, or corresponding, in permanent service or by a civilian of the Administration public, or extraneous to it, in relation to specific experiences and professional qualifications.
In exercising his duties, the Secretary General/DNA makes use of a "Staff" made up of the General Secretariat and the National Armaments Directorate, within which two Deputy General Secretaries operate, one military and the other civilian, to whom current state, on the basis of the powers conferred, two different areas of interest are headed, divided into 6 departments indicated in the graphic.

GENERAL SECRETARIAT / DNA

The Deputy Secretary General/Deputy National Armaments Director (military) is an Officer with the rank of Lieutenant General (or corresponding) who by delegation deals with activities relating to international cooperation, armaments policy, research and development, and support to national industry, the acquisition of weapon systems, links with technological research institutions, automation and information technology. Furthermore, he deals with the General Directorates responsible for the acquisition of weapon systems.
The Deputy Secretary General (civil) is a General Manager to whom the SG/DNA has delegated matters of an administrative nature concerning affairs of a general nature, personnel, accident prevention, litigation, provisions, expenditure control, standardization of contractual procedures. In this capacity, he is in charge of the Directorates General responsible for personnel, recruitment and services.
The personnel of the General Secretariat of Defense and National Armaments Directorate, having also absorbed some functions of the General Directorates and Central Offices dissolved and having to implement the reorganization deriving from Law 25/97 and the related regulation pursuant to Presidential Decree 556/2000 (modified and integrated precisely as regards the General Secretariat by the recent Presidential Decree 172/2000), will settle on about 490 units, compared to the 629 pre-existing at the end of '97.
This workforce will have to make it possible to carry out both "internal" and international functions, the latter constantly increasing and which in other countries are managed by structures made up of at least 800/1000 people.

4.2 The Directorates General

The reform led to the unification of the functions previously performed by the Directorates General, which increased from 19 to 10.

GENERAL DURATIONS

The Directorates General directly involved in the procurement of means and materials for the FA are:

4.2.1 the General Directorate of Land Armaments (TERRARM), the General Directorate of Naval Armaments (NAVARM) and the General Directorate of Aeronautical Armaments (ARMAEREO) responsible for the study, research and technical development, construction, procurement,

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transformation, alienation for all typical weapon systems, equipment and ammunition, respectively for the land, naval and aeronautical sectors and the related contractual and budgetary activities;

4.2.2 the General Directorate of Telecommunications, Information Technology and Advanced Technologies (TELEDIFE) which carries out the aforementioned functions relating to the equipment common to the 3 Armed Forces and referred to Communications, Air Defense and Command and Control (C2), Data Automation and Telematics;

4.3 The Defense Industry sector 4.3.1
Organizational structure -
Before the reform

INDUSTRIAL TECHNICAL AREA
OF DEFENSE BEFORE THE REFORM

The pre-reform (Law 28 December 1995, No. 549) of the Defense technical-industrial area (35 Establishments and Arsenals) constituted a legacy that the Defense had carried with it since the times of the First World War. At the time they represented production entities which, over the years, essentially became maintenance entities. Of these, 24 were from the Army, 9 from the Navy while 3 were of a distinctly joint nature; the Air Force has never had factories or arsenals as it has always made use of the companies and civil enterprises producing carriers for production, as well as for 4th degree maintenance.

The main regulations to which the pre-existing Technical-Industrial Defense Area referred can be found in the Presidential Decree of 18 November 1965, n.1481, in the Presidential Decree of 5 June 1976, n.1077 and in the Ministerial Decree of 23 December 1977.
In particular: •

Presidential Decree 1481 defined the basic rules for the reorganization and modernization of military establishments and arsenals, such as production and work bodies, reporting to the general management; Presidential Decree

- No. 1007 of 5 June 1976 constituted the application regulation for the operation of military establishments and arsenals of an industrial nature. In it, the categories of establishments classified as: large, medium and small potential were identified. Furthermore, all the competences to which the aforementioned institutions had to answer were specified in detail; • with the Ministerial Decree of 23

December 1977, the number, denomination, category, dependency (from the competent Technical Directorate General), the materials pertaining to the Arsenals and Establishments were established, grouped in the number of: 3 of "Great potential"; 17 of "Medium potential"; 19 of "Little Potential".

4.3.1.2 The reform

INDUSTRIAL TECHNICAL AREA

The aforementioned law of 28 December 1995, n. 549 established to "proceed with the restructuring of the shipyards, factories and technical centres, rationalizing their related tasks through the optimization and concentration of production processes, also through mergers".

The aforementioned precept was implemented with the legislative decree 28 November 1997, n. 459 which divided the defense industrial area into two parts: the bodies to be employed by the FA Inspectorates converged into the first, while those dependent on the Secretary General belonged to the second.
With a subsequent Ministerial Decree dated 20 January 1998, the Bodies dependent on the Army Logistics Inspectorate, the Naval Support Inspectorate of the Navy and the Secretary General were identified.

Substantially, the differences between the Entities employed by the FA Inspectorates and those dependent on the Secretary General consisted in the fact that the former were Entities considered functional

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to the use of the military instrument, while the latter belonged to a category destined to be closed if, within two years, it was not possible to entrust them with the performance of any activity or who, for two consecutive years after the assignment of the activity and the assumption of the measures envisaged by the restructuring plan, had not achieved the ability to operate according to economic management criteria.

4.3.1.3 After the reform The restructuring of the Defense was based on the criteria of reduction, rationalization and optimization of production processes, the discipline of the contracted mobility of civilian employees, the disposal of structures and buildings that are no longer usable; all with the aim of adapting the organization to the needs of the modern military instrument and to the available resources.

In this context, the industrial area (which concerns only the Army and the Navy) has undergone a profound reform, aimed above all at framing the actual needs of technical and logistic support of the Armed Forces through the identification of a limited and efficient number of Maintenance Poles, also meeting operational and strategic requirements, while the remaining plants/arsenals passed through the Secretary General's area for analysis of their production capacity, in order to identify other possible production sectors, foreseeing their disposal in case of negative outcome of the aforementioned analysis.

From this process, sanctioned by the legislative decree 28 November 1997, n. 459, the subdivision of the military establishments is derived in tables "A" (n° 5 maintenance poles for the Army), "B" (n° 3 Arsenals and n° 1 joint missile maintenance pole for the Navy), "C " (19 entities of the Army and 4 entities of the Navy), "D" (including the technical centers and aircraft maintenance departments of the operational technical area), pursuant to Ministerial Decree 20.1.1998, implementing the aforementioned legislative decree .

The establishments in tables "A" and "B" moved to the technical-operational area in application of the specific provision of the law on the reform of top management (law 18 February 1997, n. 25), which attributes the direct responsibility of the Chiefs of Staff of Armed Forces the maintenance of the efficiency of the military instrument entrusted to them.

Therefore, the Bodies in question were placed under the respective FA Logistics Inspectorates and subjected to a restructuring process, which is still being implemented, with the consequent adjustment of the workforce, in order to obtain maximum production efficiency.

The Secretary General performs the superordinate functions of the establishments/arsenals of table "C" through the General Office for the Management of Industrial Technical Area Entities (UGGEATI), which the Minister of Defence, just as provided for by legislative decree 459/97, established by decree on 25.1.1999.

UGGEATI, which took charge of the aforementioned bodies starting from 11.1999, carried out the preliminary investigation of the area, also making use of the advice of an expert from the national industry chosen by the Minister, aimed at acquiring a exhaustive overview of the activities of the establishments and the potential possibilities of their industrial reconversion.

Furthermore, it ensured the current management of the bodies in question, having taken over all the responsibilities exercised up to then by the technical directorates-general. The aforementioned investigation made it possible to identify the establishments in possession of concrete possibilities of rationalization and/or reconversion according to the criteria of an economically convenient management, to be implemented according to the procedure dictated by Legislative Decree 459/97, which provides for the following steps for each establishment:

- assignment of a new mission, in whole or in part even equal to the one carried out, which can guarantee a secure outlet both in the Defense sector and on the market;
- restructuring, which allows for effective performance of the new mission and cost-effective management; • control of the economic management for two consecutive years; • provision for the closure of Entities, for which it is not possible to identify a new mission within two years of the entry into force of the legislative decree, or of those which for two consecutive years have not achieved an economically viable management;
- possible transformation into joint-stock companies of the reconverted and economically convenient entities, which are destined to become an industrial area not of the Armed Forces, with the task of operating both in favor of the AD and in external sectors.

From this point of view, in order to ensure a unitary management of a private type to the latter Entities, the Defense Industries Agency was established (article 22 of the legislative decree 30.7.1999, n° 300), which must operate in compliance with the objective economic management and the principles governing competition and the market.

The above actions affected the structure of table "C" in the following way :

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- closure of the Bodies already indicated in the "Memorandum of understanding on aspects of restructuring", signed on 20.5.1998 by the pro-tempore Minister and the Trade Unions, as establishments no longer meeting the needs of the CEO, as there are no conditions for a possible assignment of alternative missions to those performed up to now (insofar as they are included in those assigned to the Plants in tables "A" and "B"): o Technical Transmission Center of Rome; o
  Engineering Technical Center of Rome; o Technical
  Center of the Commissariat of Rome, whose
  competences are merged into the Centre
  Montelibretti multifunctional experimentation facility;
  o Electronic and Precision Materials Military Establishment in Rome with related Section
  Detached;
  o Military Motor Vehicle Establishment of Bologna, whose responsibilities are merged into the North and South heavy maintenance poles (Piacenza and Nola), as well as the telecommunications, electronic and optoelectronic means maintenance pole of Rome. The related closure decrees are being formalised.

- transformation into Technical Offices with ministerial decree of 14 July 1998. This need arose from the restructuring of the General Management which, as a result of the loss of the factories/shipyards passing through the technical-operational area, highlighted the need to have peripheral structures dedicated to the contractual execution pertaining to them. The bodies concerned, which have merged into the dependency of the Land Armaments DG, are:

  ol Military Testing and Experience Establishment for the Armament of Nettuno and the related Detached Section of S. Severa; o Weapons and
  Munitions Technical Center of Nettuno, which merged into the UTT of Nettuno, with
  detachments in Civitavecchia, La Spezia and Gardone Val Trompia;
  o Motor Vehicles and Spare Parts Procurement Center of Turin and Detached Section of Test Range for Armament of Ciriè, which merged into the UTT of Wheeled Vehicles, Tracked Vehicles and Engineering Materials of Turin, with branches in Pavia, La Spezia and Bolzano.

- retrocession to the respective Armed Forces for reasons of an operational and strategic nature:
  o Naval Ammunition Plant of Taranto, transited in the operational area of the MM,
  pursuant to Ministerial Decree dated 25 May 2000;
  o Civitavecchia NBC plant, whose transfer to table "A" was sanctioned by the Ministerial Decree dated February 8, 2001; o NBC Technical Center of Civitavecchia,
  which is included in the same Decree regarding the NBC plant, with which it will be merged into a single entity by the EMS, also on the basis of a restructuring/rationalisation study elaborated by UGGEATI. **transfer to the Defense Industries Agency with**

- **Ministerial Decree dated 24 April 2001:**

  o Restoration and Recovery Military Plant of Noceto di Parma; o Land
  Ammunition Military Establishment of Baiano di Spoleto; o Propellant Military Plant
  of Fontana Liri; o Spolette military establishment in Torre
  Annunziata; o Chemical Pharmaceutical Military Plant of
  Florence; o Rope Production Plant of Castellammare di Stabia.

- transfer within the Department of Civil Protection (Interministerial Decree dated 9 May 2001): o Military Engineering Plant of Pavia; o
  Military Pyrotechnic Plant of Capua.

This transfer of powers arose from a precise interest, expressed in 1999 by the then Undersecretary for the Coordination of Civil Protection, in the establishment of two multi-purpose logistic support centres, respectively in the North and in the South of the country. This interest, formalized in advance with a letter of intent signed by the Undersecretaries of the two Dicasteries on 20 July 1999, was subsequently developed with a laborious negotiation coordinated by the Presidency of the Council, which reached a successful conclusion with the formalization of the aforementioned decree. Following the recent suppression of the Civil Protection Agency and the simultaneous transfer of the aforementioned Department to its employ

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of the Presidency of the Council of Ministers, the procedures for a formalization of the project in the new configuration have been started. deepening of the analysis of the

- Bodies, for which it has not yet been possible to identify a new mission, with consequent extension of the two-year deadline, to December 31, 2004 (Interministerial Defense Decree - Treasury of May 5, 2000):

  - Military Maritime Arsenal of La Maddalena, whose analysis, in consideration of the strong social impact of its reconversion, was entrusted by the pro-tempore Minister to the coordination of the Prime Minister, also following the further worsening of the environmental situation linked to the transfer of the Autonomous Maritime Military Command in the Cagliari headquarters;

  - Gaeta Graphic Military Establishment;
  - Messina Military Maritime Arsenal, for which it is under review the scope of the new mission already identified.

The situation obtained up to now has led to the belief that even the aforementioned bodies can find a useful place in the Agency.

In conclusion, the activity carried out so far has been aimed, with the approval of the Political Authority, at the recovery of all the entities in table "C", for which the existence of effective conversion prospects has been ascertained according to the criteria dictated by the legislation responsible for the restructuring of the industrial area. In fact, these entities have been relocated according to their productive capacity, or dedicated to tasks deriving from specific needs arising both inside and outside the dicastery, or directed towards re-employment hypotheses, which will be verified and implemented by the Agency.

INDUSTRIAL TECHNICAL AREA

4.3.2 Defense Industries Agency The
purpose of the Agency is to manage the activities of the production and industrial units that have been or will be transferred to it by the Minister among those hitherto employed by the Secretary General on the basis of the Ministerial Decree of 20 January 1998, in implementation of Legislative Decree 28 November 1997, n. 459 on the reorganization of the Industrial Technical Area of the Ministry of Defence.
The Agency must ensure unified and coordinated management and proceed with the review and modification of the production cycles and with the identification of aggregations of production units. The Minister of Defense himself is the supervisory body.

Ultimately, the decree that represents the founding act proposed to entrust the management of the activities of the transferred establishments to a new organizational structure.
These are entities that carry out activities of production of goods and services in different fields both in favor of public administrations and, especially in the future, of private subjects.
The entities in question have as their final objective that of achieving, within a certain period, the ability to operate according to the criteria of economic management through the rationalization of activities, the numerical and qualitative definition of personnel, a new organizational structure and an opening to the market commercial.

The choice made by the Council of Ministers to place a person with proven entrepreneurial experience at the helm of the Agency clearly shows the will to enhance the bodies in question. There could even be some areas which, with appropriate rehabilitation and adequate entrepreneurial capacity, could become niches of excellence.

The agency has the power to proceed with the transformation of the production units into joint-stock companies, exercising the rights of the shareholder on behalf of the Treasury Ministry.
In order to achieve its institutional goals, it may stipulate conventions and agreements with public and private subjects for the supply or acquisition of goods or services, participate in consortia, including international ones, and in companies based on the authorization of the Minister of Defence.
Among the most important innovations introduced by the founding decree is the provision of an agreement which regulates the relations between the agency itself and the supervising Minister.
Indeed, three-year agreements will be stipulated between the overseeing Minister and the Agency, through its Director General, for the definition of the specific objectives and the verification, by the Minister, of the expected results.
The General Manager is then responsible for the organization and management of the Agency and its personnel. The General Manager himself is responsible for the achievement of the established objectives, as well as for the quality of the production processes and administrative procedures and adopts the deeds and provisions necessary for the functioning of the Agency.

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The Agency is based in Rome, has legal personality under public law with activity subject to civil law rules; and has administrative, organisational, financial and accounting autonomy and has the assets of the various units necessary for the management of the activities.
The following activities are currently part of the Agency:

- Preparation and demilitarization plants: SM
- Spolette of Torre Annunziata; SM
- Terrestrial ammunition of Baiano di Spoleto; SM
- Recovery and Restoration Ammunition of Noceto di Parma where necessary in particularly to underline the logistics activity on the Hawk SM
- propellant and explosive missiles of Fontana
- Liri; S. Ropes production of Castellammare di Stabia;
- Chemical Pharmaceutical Institute of Florence.

The total number of employees in these factories is currently around 1,500 people and the industrial result for 2000 is strongly negative, as the costs (around 100 billion lire) are far higher than the value of the production developed.

After a definition of the current situation, the first phase of rationalization and definition of the mission and objectives for the individual units began, which envisage short-term operational interventions, medium-term tactical and medium-long-term strategic interventions.
In particular, actions are being defined and implemented, as preparatory to the industrial plans, which concern: • the rationalization and enhancement of activities; • the identification of new ways of evaluating and managing products; • start-up for marketing; • the preparation of a new organization and a new management model; • the implementation of personnel policies suitable for industrial management, including through possible changes aimed at overcoming the constraints, inherent in the regulation, for personnel management and the objectives of industrial management;

- determination of employment levels and valorisation, also through a reconversion of part of the staff;
- the introduction of private law criteria in industrial relations; • the identification of sources of financing for the conversion and development of products.

In the specific field of products, for the ammunition plants, the start-up of new production lines for military armaments and the expansion of the activities of propellants, cordage and chemical pharmaceutical products to the competitive commercial market are envisaged.
In particular, the pursuit of economic management takes place through a reduction in costs and an increase in revenues.
The reduction in costs will be determined by the rationalization of activities, by the increase in efficiency and by the transfer of costs, which today support production or the plant, to production activities through the reconversion and optimization of personnel. The objective of the reconversion is to bring at least 50% of the personnel to directly productive activities and the remaining 50% to production support activities and plant services. This will make it possible to increase production costs in percentage terms compared to those of support and establishment, at the same time as a reduction in overall costs linked to the increase in efficiency and the redefinition of the total personnel employed.

The improvement in the value of production takes place through: • an increase in volumes, a necessary objective resulting from the increase in production capacity, guaranteed by the existing order portfolio and by that to be acquired on the military and civilian market;

- development and production of new product lines such as, by way of example:
  - the post-2000 hand grenade in Baiano (employment of 35 people);
  - or cartridges with Capua plant to be transferred immediately to Fontana Liri (use 60 people);
- ability to penetrate the "institutional" market (Guardia Finanza, Guardia Costiera, etc.) for the Castellammare plant and the civil market for Castellammare (merchant market and various applications) and for Florence (production of health cosmetics and medicines for third parties); interest of the Defense
- Administration towards the Agency's current products and new developable ones.

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The simulation currently underway using the available data makes it possible to verify a stabilization of costs, at the regime value, in 2002 and an increasing value of revenues, which will allow for the constant reduction of losses, until economic equilibrium is reached for all six plants between 2004 and 2005.
In 2002 we will operate on the basis of the provisional financial year and, during the same year, the industrial plans, the annual 2003 and three-year 2003-2005 activity plans will be defined with the relative budget estimates and the three-year agreement will be signed between the Minister and Agency.
Finally, it should be underlined that it is the intention of the Minister of Defense to transfer the printing plant of Gaeta and the arsenals of La Maddalena and Messina to the management of the Agency by merging the latter two into a single operating unit.

ACTUAL PERSONNEL OF THE T/A, T/I, UC AREA

4.4 National industrial apparatus The
defense industry represents one of the primary instruments through which each nation expresses its own needs for security, sovereignty and technological and industrial independence.
The defensive and security potential of a nation, in fact, is measured on the basis of the operational capacity of its Armed Forces but also depends, to a considerable extent, on the credibility and degree of autonomy and self-sufficiency of the corresponding industry.
The defense industry constitutes one of the three pillars on which security policy is based, together with foreign policy and military policy; positively affects the trade balance of states; contributes to the creation and development of a high-level industrial, technological and employment fabric.
To maintain these values, in recent years, following the changed global geo-strategic balance, Italy has carried out a profound restructuring, rationalization and concentration of resources in areas of excellence, thus allowing the country to play an equal role with that of other European companies.

Currently, the Italian defense industry includes private companies such as FIAT (vehicles, space, propulsion and electronics), MARCONI (electronics and communications), ELETTRONICA (electronic warfare), MACCHI (trainer aircraft), BERETTA (small and medium calibre), INTERMARINE (shipbuilding) and state-owned companies such as FINMECCANICA (aerospace, helicopters, defense electronics, energy and transport) and FINCANTIERI (shipbuilding). It has a total of 30,000 employees, records a turnover of 4,500 million euros with 35% of exports and ensures about 80% of the national defense needs. These companies have already concluded the financial reorganization and industrial relaunch plan, concentrating internally all the major skills of the sector (industrial poles specialized in particular product lines) and rationalizing and optimizing the corporate structures.

The Public Administration, and therefore also the Defense, encourages and supports this rationalization process to contribute to the protection of those sectors of excellence owned by the national industry, eliminating overlaps and duplications to the advantage of cost containment, clarity of the relationship with users and, ultimately, the increase in competitiveness in the market.
A typical intervention tool is represented by the Law of 19 July 1993, n. 237 "Urgent interventions in favor of the economy" which assigns loans aimed at favoring the
rationalisation, restructuring and reconversion of companies operating in the armament material production sector.

DEFENSE INDUSTRY

Other similar interventions concern the Law of 24 December 1985, n. 808 "Interventions for the development and increase of the competitiveness of industries operating in the aeronautical sector", the Law of 22 November 1994, n. 644 "Urgent interventions to support the economy" and the Law of 8 August 1996, n. 421 "Urgent provisions for production activities" for the technological development of the aeronautical sector, the Law of 7 August 1997, n. 266 "Urgent interventions in favor of the economy" - which guarantees the national presence in aeronautical programs connected to the needs of air defense and implemented in the EU context - and the Law of 11 May 1999, n. 140 "Regulations on productive activities", which promotes the development of national high-tech industry.

Once the internal industrial reorganization process is over, the national industry continues to take an active part in the European one, which is constantly evolving and is leading to the creation of mergers and

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amalgamations aimed at the establishment of transnational production poles for each production sector, of consistency and technological level such as to ensure their presence on the world arms market.
Italy is fully involved in this process following the agreements signed in April 2001 between Finmeccanica, EADS and Bae Systems in the missile sector and those signed in June 2000 between Finmeccanica and EADS in the aeronautical field, preceded by the already operational agreements between Alenia and Marconi Systems, in defense electronics, and between Agusta and GKN in the helicopter sector.
These alliances too have been supported by extensive government collaboration and, in particular, the Defense has defined cooperation agreements aimed at achieving those indispensable synergies for strengthening the defense industrial sector.
It is an optimization process which involves, alongside the industries, various Departments and departments of the Public Administration in an action of coordination of the activities to direct them towards common objectives.

This is an action that is carried out by the "Interministerial Committee for research, development and production activities involving defence", set up in 1984 with an Interministerial Decree. Within this Committee, chaired by the Minister of Defense, the representatives of the Public Administration meet (DEFENSE - ECONOMY and FINANCE - MAE - MAP - UCPMA - EDUCATION, UNIVERSITY and RESEARCH), with those of industry represented by the Industries Association for Aerospace, Systems and Defense (AIAD) which brings together around 80 advanced technology industries with around 50,000 employees.
Within the Committee, the guidelines of the defense industrial policy are defined, the various needs are compared with the real possibilities of the country, support for exports is promoted, contractual procedures are updated and activities are coordinated for the participation of industries national to international competitions.

In practice, government support for the defense industry takes shape.

4.5 International co-production in the international industrial panorama The Italian
Defense is engaged in numerous international cooperation activities, both multilateral and bilateral, with particular regard to Europe and North America.

BILATERAL COOPERATION

In the European multilateral context, the will of the European Union (EU) to create a European Security and Defense Identity has required collaboration to create a technological and industrial base aimed at allowing the creation of an integrated and interdependent industrial system at a European level, without which the greater operational autonomy sought would lose concreteness and become unrealistic.

On these bases, efforts have already been made for some time to promote the creation of a real European defense industry, by attenuating the internal protectionist barriers of EU countries and favoring sectoral mergers of industries, in order to concentrate the various national capabilities in poles of high production quality.
The initiatives aimed at creating a European armaments market are mainly the WEAG (Western European Armament Group), the OCCAR (Organisme Conjoint de Cooperation en matière d'Armament) and the LoI (Letter of Intent).

INTERNATIONAL COOPERATION

4.5.1 WEAG (Western European Armaments Group)
The WEAG was born in 1993 from the transfer to the Western European Union (UEO) of the functions of the IEPG (Independent European Group for Programs); is made up of 19 member countries(1) and operates as an informal consultation group in the field of armaments cooperation at the level of defense ministers.
Its purpose is to allow a more effective use of funds for the research, development and procurement of military materials, to increase the standardization and interoperability of armaments among the member countries and to strengthen Europe's political-industrial weight in the ambit of NATO.

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The decision-making activity of the WEAG takes place on a unanimous basis and consequently, taking into account the large number of participating countries and the many and different national interests to be considered, it has not led to concrete results, except for those - rather limited - in the Research sector and Technology.
The downsizing of the WEU and the absorption of its functions by the EU seem to mark the days of the Group's life, but the need to have a political forum in Europe,
directed by the Defense Ministers, in which there is the possibility of discussing together and developing cooperation activities lead us to believe, at least for the short/medium term, that it is essential to keep the Group in business.

The research organization headed by Panel II of the WEAG is currently the most efficient and consolidated instrument of intervention, at European level, in the research sector of specific military interest.
Panel II, of which Italy maintained the presidency until 12/31/2000, in

(1) Italy, France, Germany, Great Britain, Spain, Sweden, Finland, Austria, Greece, Belgium, Netherlands, Portugal, Luxembourg, Denmark, Poland, Hungary, the Czech Republic, Turkey and Norway.

similar to the NATO RT Board, it is the supervisory body of the organization that promotes, selects and approves individual research projects. WEAG has a structure, the Research Cell, based in Brussels, specifically dedicated to the technical-administrative management of contracts which are mainly awarded to defense industries. WEAG research is substantially conducted in the industrial sphere, has an annual budget (which each country prepares individually and in a differentiated way on its own budget) and foresees a financial participation of the industry in the order of 50%. The projects are identified according to a "Top down" procedure (MOU EUCLID) or "bottom up" through the Eurofinder procedure which provides for the free and spontaneous presentation of individual projects by industries and/or research institutions interested in carrying them out (and co-financing them).

Italy currently participates in around 59 projects for a total financial commitment of the order of 90.6 billion/year, of which 72.8 billion already financed.
Some of the management rigidities of the EUCLID MOU and the Eurofinder procedure, which bound the WEAG countries to complete mutual openness regarding participation in each programme, have recently been overcome with the signing of the Europe MOU. This makes the WEAG procedures extremely flexible and available for the technical-administrative management of any type of program that can materialize under any institutional framework concerning European countries.

4.5.2 OCCAR (Joint Armaments Collaboration Body)
The OCCAR (FR, GE, IT, UK) was set up with the aim of rationalizing "demand" through a common policy on the procurement of armaments, in order to ensure interoperability between the respective Armed Forces and achieve economies of scale in the sector. From this point of view, the Organization's task is to coordinate, control and implement the programs relating to armaments that are assigned to it by the Member States, thus improving the effectiveness of the management of cooperation projects, in terms of cost, time and performance.

The possession of legal personality, which gives the Organization its own negotiating capacity (stipulation of contracts, hiring of personnel, conduct of negotiating activities in general), allows OCCAR to manage these programs in complete autonomy, without having to resort to the application of national procurement policy procedures.

Therefore, it appears essential for Italy to pay particular attention to and monitor the activities of OCCAR, like the other member countries, which also involve the entire national industrial sector for defence.

4.5.3 LoI (Letter of Intent)
The LoI Framework Agreement (FR, GE, IT, SP, SW and UK), signed on July 27, 2000, has the same objective of seeking a common will to operate concretely, aimed at rationalizing the "offer" of the industry European.

The Agreement represents a fundamental step not only for the establishment of a European industrial base, but also for the first real actions for the birth of a common European arms market, for the harmonization of military requirements, for the definition of common rules on exports and for a coordinated research and development activity.

Also within the framework of the treaty, recently signed between the six major European countries producing military equipment, resulting from the signing of the LoI, the themes of technological research occupy a central position. To take this into account, the Group of Managers of the Company was recently set up

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LoI research which is set to become an important reference for a unitary and coordinated management of research policy at least among these countries which, due to the importance of their respective production capacities, aspire to become a privileged forum for direction and decision-making in Europe.
Concrete programs have not yet been defined but the aspirations described will lead to the substantiation of initiatives capable of directing the axis of military research activities in Europe and therefore promise to be of significant financial commitment.

4.5.4 Considerations

However, despite the affirmation of these initiatives of "enhanced cooperation", ie referring to a limited number of countries, there is still a lack of broad and mature European solidarity.
In fact, the mutual defense pact contained in article V of the modified Brussels Treaty has not been included in the Community framework, just as the EU is slow in taking significant decisions as regards the armaments sector.

One of the reasons why there is a certain reluctance to assume a leading role in this sector lies in the constraints deriving from Article 296 of the Treaty of Amsterdam, through which the Member States of the EU wanted to reserve decision-making power in the sector of armaments, effectively imposing a barrier to the work of the Commission and to the control of Parliament, even if some organs of the European Commission closely monitor the actions to be carried out.

Reference is made to the initiative launched in 1997 by the Commission relating to the "Implementation of a European Union Strategy in the sector of defense-related industries", through an "Action Plan", divided into 14 points. A plan which, however, has not yet had concrete development.
In the near future it will therefore be necessary to proceed with the harmonization and, subsequently, with the integration into a single system of the European assemblies which finally flows into the institutional structures of the European Union.
To obtain maximum results in terms of quality and cost-effectiveness, it is also necessary to refine the way in which operational needs are planned today.

In the national field it is necessary to concentrate as much as possible the evaluation process of the operational requirements, and therefore of the programmes, in a fundamentally joint key.
As established by Law 25 of 18 February 1997 and by Presidential Decree 556 of 25 October 1999, the planning of the military instrument starts from the directives of the Minister of Defense, is elaborated by the Chief of Defense Staff who proposes it to the Political Authority and it concludes with the approval of the Minister of Defence.
By making the most of an overview of the military instrument, of the programs and priorities to which to assign the available resources, the most appropriate and effective choices can be made for the instrument as a whole. An investment planning designed for individual components, then added together and "fixed" in some way, is no longer cost-effective or responsive to needs.

The second element that needs to be taken into account is that military planning, just as it is no longer "single service", is no longer "single nation": this requires strengthening knowledge of how other countries move, and coordinating Defense planning ever more closely, already in the conception phase, so that they become ever more homogeneous and coherent.
It is less and less true, in fact, that Italy has its own
requirement, different from the German or French one: in reality, the planning of the British, French, Italian and German Defense - to name a few - are much more uniform than one can think. If one looks at the end of the procedure, it is in fact possible to see that the skills sought are 80 or 90 % similar, even if at the moment each country still thinks and plans them on its own.

The fact of pushing more on a European "joint moment" of planning the military instrument and defining the operational requirements - in full consistency and transparency with the "Defence Planning" of the Alliance - involving at least those countries that have greater homogeneity and a more active role in the vision of a European defense policy, can help, among other things, to increase cooperation opportunities and, therefore, to create that critical mass on programs which in turn will allow real savings in terms of cost-effectiveness , both in the development and in the acquisition, and above all in the management of the life cycle of materials.
However, the Atlantic Alliance remains a pillar of Italian and European security.
The CNAD (Conference of National Armaments Directors), which is one of the Main Committees of the Atlantic Council and has competence for all problems concerning defense equipment, is part of the activities aimed at making transatlantic collaboration concrete. It performs a senior management role (Board of Directors) in relation to the employees of the multinational Working Groups responsible for carrying out cooperation activities in the armaments sector.

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ARTICULATION OF THE CNAD

Some difficulties encountered by the CNAD in responding to the needs of the member countries, in the mid-1980s, led the National Armaments Directors of France, Germany, Great Britain and the United States of America to set up the so-called "Four Power NADs ", which became in April 2000, with the entry of Italy, "Five Power NADs". This is an informal association intended to coordinate the positions of the major nations and to define common strategies regarding the major international cooperation programmes.

In this context, the participating nations have also set up the "International Cooperative Opportunities Group (ICOG)" which aims to strengthen transatlantic cooperation in the field of defense systems, with the aim of identifying opportunities for cooperation and developing the more concrete ones.

In the context of international relations for cooperation in the armaments sector, bilateral government agreements, which are based on specific MoUs, assume particular importance. The formalization of these agreements responds to needs of a strategic nature and, at the same time, offers the industries better possibilities for intervention in the areas of interest. The forms of collaboration generally envisaged in this type of agreement range from the purchase/sale of products and/or production licenses, to joint study, development and production.

At the bilateral level, the Italian Defense has so far signed 48 Agreements (14 already ratified) and 12 are under negotiation. Of these, those relating to the countries of Eastern Europe (especially Russia), North Africa (Egypt and Algeria), the Far East (India, China, South Korea, Singapore and Malaysia) and South America (Chile). In short, the ratification and implementation of these Agreements will prevent the long times usually required for the approval process from being perceived abroad as indifference to cooperation problems.

4.6. International Industrial Landscape The changes
that have occurred in the last decade in the international geostrategic scenario have been faced by Western countries, as well as on the political level, also on the industrial one.
Faced with a market characterized by production redundancies, strong competitiveness and reduced demand, a review process was launched which led the industries to carry out a courageous and demanding restructuring, rationalization and concentration of resources in areas of excellence, allowing them to ensure an adequate presence and competitiveness in the arms market.

To this new and unexpected framework, the US defense industry was the first to react. (Fig.1)

The USA, in fact, facilitated by the unitary legislative context and by the advantage of

FIGURE 1

operate in a single internal market and with a single customer, they were able to express uniqueness and coherence in defense and foreign policy strategies, with the consequent possibility of operating in the world market with great competitiveness and effectiveness.
They have therefore quickly achieved alliances and mergers between the large national industrial complexes, among which it is worth mentioning Lockheed Martin, Northrop Grumman for the aerospace, missile and defense electronics sectors, Boeing for aerospace and Raytheon for missile sector.

Even the major industrialized countries of Europe, albeit with a certain difficulty, subsequently carried out specific rationalizations on a national basis and also tried to form alliances and mergers between their companies in the defense sector.
The most evident manifestation of this will dates back to the beginning of 1998 with the launch of a study aimed at the establishment of a European Aerospace and Defense Company (EADC), through the integration of

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leading European defense companies; the ambitious project proved to be difficult to implement and in its place sectoral production poles were set up through transnational structural agreements.

In particular, national vertical integration operations were carried out, such as the mergers between the French companies Aerospatiale and Matra Hautes Technologies and between the British ones BAe and GEC (Marconi Electronic System), transnational sectoral acquisition operations, as in the case of the German DASA against the Spanish CASA, and merger operations of companies of different nationalities (Aerospatiale Matra with DASA/CASA) which gave birth to the European Aeronautic Defense and Space Company (EADS), the first European aerospace group. (Fig.2)

Parallel to this process, the path of international cooperation has been pursued by carrying out numerous collaborations, through consortia, companies and joint-ventures, referring to specific programmes.
This process of industrial reorganization is constantly evolving and is leading, as mentioned, to the creation of mergers and consolidations aimed at the establishment of transnational production poles for each production sector, of consistency and technological level such as to ensure the presence on the arms market, such as ASTRIUM (EADS, BAe Systems) in the space sector, Eurocopter (EADS) and Agusta Westland in the helicopter sector, MBDA (BAe Systems, Aerospatiale Matra and Alenia Difesa) in the missile sector, Alenia Marconi Systems (BAe Systems and Alenia Difesa) in the defense electronics, while an agreement is being finalized between Finmeccanica and EADS for the establishment of a joint venture that will control the activities of Alenia, the German DASA and the Spanish CASA.

The avionics, land and naval armaments and motor sectors do not yet have particular concentrations of activity.

Now the European defense industry will have to continue along the path of concentration and rationalization in order to reduce the technological gap with the United States and increase its ability to penetrate the international arms market.

The Defense is therefore involved in numerous international programs, both multilateral and bilateral, with particular regard to Europe and North America.

FIGURE 2

4.7 Procurement policy (articulated by FA)

4.7.1 Development and implementation of programs The
procedures for implementing a purchasing policy, even if the evolutionary process of the problem is characterized by continuity and unity of development, are currently carried out separately within the technical-operational area and in the ambit of the technical-administrative one.
The technical-operational area is responsible for technical planning and programming, which takes the form of the definition of the objectives for upgrading and modernizing the instrument and is essentially developed through the following fundamental phases: • identification of needs; • definition of the
technical-operational characteristics of
the means and materials and evaluation of
requirements and related financial charges; •
official attribution of the mandate to the competent DG; • general
indication, by the DG, of the technical-financial-industrial parameters which
pertain to the acquisition.
With this last phase, the preliminary iter of the programme, mainly of a technical-operational nature, ends.

Pursuant to the law of 4 October 1988, n. 436 (rules for the simplification and control of the procedures envisaged for central defense procurement), the main programs concerning the defense (renewal and modernization of the weapon system, works, means and assets directly intended for defense national), are submitted for approval with:

• law, if they request financing of an extraordinary nature; • decree of the
Minister of Defence, in the case of programs financed through ordinaries
budget allocations.

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In this case, and provided that the programs do not refer to the maintenance of endowments or the replenishment of stocks, the opinion of the competent Parliamentary Commissions must be acquired before the issuance of the ministerial decree.

The Minister of Defense reports annually to the competent Parliamentary Commissions on the aforementioned programs and on the contractual activity deriving from them.
The technical-administrative area (competent General Directorates) is involved in the acquisition of supplies through orders for the procurement of goods and/or services by the General Staffs.
These procurement orders consequently take the form of contractual relationships between the CEO and the private contractors according to the national and Community procedures in force.

Once activated, the General Management identifies the purchasing methods by determining the scope of the contractor's search (national, Community, GATT, WEAG or between signatory countries of particular international agreements) and the type of procedure to be adopted (bid, private negotiation, competitive tender, etc.).

Subsequently, the contract project, the technical specifications and the other connected documents are prepared which, where possible, in relation to the nature of the contractual document, conform to standardized models.

4.7.2 Private negotiation Of
particular importance, in the context of defense procurement, is the "private negotiation" method among the contractor's choice methods.
This, due to the frequency, particularly in the field of WARLIKE materials, of recourse to the purchase of goods whose production is guaranteed by industrial property rights, due to the nature of which it is not possible to promote the competition of public offers, which a single company can supply with the required technical requirements and degree of perfection.
While with the adoption of "restricted procedures" (private bidding and competitive tender), the supply is based on the price previously identified by the Administration following the definition of specific "technical conditions" and the market situation, with the procedures "negotiated" the need arises to subject the price offered by the company chosen for the negotiation to a particular form of control called "technical-economic congruity analysis".

This control is carried out by a Commission specifically appointed by the Contracting Authority which, in order to express its assessments, makes use of the results of checks previously carried out by another Commission at the requested company, aimed at ascertaining the incidence of all the business costs in running the business, in order to determine the hourly rate of labor which will constitute one of the elements for the formation of the price of the asset to be acquired.
To this end, the General Secretariat of Defense has prepared a specific "Methodology for determining company hourly costs for services or supplies" which indicates the "guidelines" as well as the procedures to be followed in order to avoid, as also noted by the same Court of Auditors, that the so-called "costs of inefficiency" of the industrial system fall on the Defense Administration.

Moreover, in privately negotiated contracts, as a further form of price control and adjustment to a fairness principle, the "safeguard clause" is inserted, by virtue of which the company must provide the assurance that the price offered does not is higher than what it has practiced, in relation to similar services, towards its best client, also in an international context, with the specification that the violation of this clause will lead to the reduction of the contract conditions within the aforementioned limit.

4.7.3 Advisory Committee In
order to streamline the procedural process relating to defense contracts, the recent legislative decree of 28 December 1998, n. 496 established a "Consultative Committee", chaired by the Secretary General of Defence, with the task of expressing "opinions" on the draft contracts deriving from international cooperation agreements in the field of armaments and on those implementing programs approved by law or decree of the Minister of Defense pursuant to the aforementioned law 436/88. The competence of the Committee regards programs for amounts exceeding 5 million Euros.
These opinions concern the technical, administrative and economic profiles as well as the congruity and convenience of the estimated prices to be used as the basis for tenders (restricted procedures), or agreed with the contractors (negotiated procedure).
Pursuant to the legislative decree that established the Committee, known as a consultative body - made up of the Deputy Chief of Staff of Defence, a General Manager of the Ministry, a Magistrate of the Court of Auditors and two experts with specific expertise in the field of cost analysis and industrial accounting - with a view to simplifying and streamlining procedures in the field of joint forces, it replaced various consultative bodies, including

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FA, envisaged by numerous pre-existing laws, the activation of which often constituted the cause of considerable delays in the start-up of the contractual activity due to the appellant's overlapping of the relative responsibilities.

4.7.4 Peculiarities relating to the armaments market The
armaments market is a highly specialized market where companies operate that adopt solutions with extremely high technological content. Therefore, the provenance areas of weapon systems and related components and spare parts are very limited. It is inevitable, therefore, also for Italy to have recourse for its supplies to the foreign market, in particular to the United States.
Given the complexity of the material to be procured, the supply is normally performed after a long period of time with respect to the date of issue of the order and, consequently, the company finds itself financially exposed for the activities inherent in the preparation of the project and the acquisition of raw materials as well as the remuneration of its workers.

In current international commercial practice, it is customary to pay the supplier an advance on the supply price upon stipulation of the contract. This practice is not compatible with the general accounting rules of the State according to which it is legitimate to pay the price exclusively for the supply performed (art. 12 LCGS, art. 5, paragraph 1 Legislative Decree 28 March 1977, n. 79 converted, with modifications, by law 28 May 1997, n. 140).

In fact, the national legislation does not take into account the financial reality of the international markets of the sector, limiting the possibility of negotiating and acquiring materials produced abroad.
In this context, and after consulting the Council of State on the matter, a draft provision was proposed for inclusion in the Finance Law for 2002 which contemplates the possibility, in the cases described above, of granting advances of part of the contractual price, subject to the provision of a suitable guarantee, also in derogation of the current provisions which provide for the prohibition.

4.7.5 Computerization of contractual procedures and "e-procurement"
Even in the presence of intrinsic difficulties in operating with the timing often required by operational needs, the negotiating activity of the Defense Administration is based on the principles established in Legislative Decree February 3, 1993, n. 29 as amended by Legislative Decree n. 80/98, of economy, effectiveness, efficiency, in one with the aim of ensuring maximum transparency in the performance of procedures. In this context, it should be noted that in the context of law 340/2000, which laid down rules on administrative simplification, in order to implement the aforementioned need for transparency in practice, it was envisaged that all public administrations are required to publish on one or more IT sites, identified with Prime Ministerial Decree, calls for tenders and notices. However, these forms of communication do not replace the other publicity obligations envisaged by Community legislation, including the obligations to publish in newspapers or periodicals.

However, the aforementioned provision has not yet found general application as the envisaged Prime Ministerial Decree has not yet been issued. Despite this lack of legislation, and even before the enactment of the aforementioned simplifying legislation, since December 1998 the Directorate General of the Commissioner's Office and General Services has posted on a specific website not only all tenders and notices relating to its activity, but also the correlated specifications and directives which govern in a precise and timely manner the procedures and criteria with which the same Administration is required to comply in its activity.
In this regard, the directives relating to the "verification of the adequacy of abnormally low offers", to the "contractual execution" and to the "procedures for testing materials" of the police station which, again for the purpose of widespread diffusion, are to be mentioned been also published in the Official Gazette of the Italian Republic.
Particular attention was also paid to strengthening the Public Relations Office which, through an intranet system connected to all the internal offices and Divisions, makes it possible to guarantee, in real time, the satisfaction of the information requested by the various users. These achievements undoubtedly constitute the example from which the other General Managements will be inspired when the implementing decree is issued for a generalized adoption of the forms of advertising on specific internet sites in order to ensure maximum transparency of the negotiating activity carried out.
As regards the specific aspect of "e-procurement", the aforementioned law also provides for the possibility of carrying out "economic tenders" through the use of IT systems. These electronic procedures, which are also to be governed by a specific regulation, will undoubtedly speed up the process of choosing the

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contractor while guaranteeing the necessary "level playing field" as well as secrecy, where required, and transparency of all tender procedures.
The need to rationalize and optimize State expenditure for goods and services that are common to all administrations has led to the establishment of a special company within the Ministry of Economy and Finance (CONSIP SpA) which, following of special "economic tenders", proceeds to the stipulation of specific agreements for goods and services, to which each administration is obliged to adhere in order to satisfy its needs. This, in addition to the achievement of economies of scale, leads to a streamlining of the acquisition procedures by the individual administrations, with consequent advantages also in terms of less use of human resources.

The peculiarity of the organization of the Defense and the need to satisfy operational needs with immediacy sometimes not programmable in detail, in sectors that do not allow solution of continuity of services, would recommend to provide specific exceptions for the AD in order to some types of materials which, even if jointly acquired, for the FF.AA. could take on a strategic nature (for example, fuel lubricants).

4.8 Marketing of weapons The procedures
in force for the issuing of authorizations for the export of military material and the transfer of the relative documentation are currently governed by law 185/90 and the relative implementing regulation DPCM 25 September 1999, n. 448.
The regulations and controls envisaged by this law are among the most restrictive among those currently in force in other Western countries.
In summary, the bureaucratic process provides for the request for authorization to trade negotiations and, upon conclusion of a contract, a subsequent request for export.
After an initial preliminary phase, conducted by the SMD or by the MAE in relation to the type of negotiation, the request for authorization is usually brought to the attention of an Advisory Committee, made up of representatives of the MAE (President), the Defence, the Interni, Productive Activities, the Environment and the Customs Agency, which expresses a non-binding opinion. In the case of classified material, during the preliminary investigation phase, the opinion and possible authorization for the disclosure of classified information is requested from the ANS-UCSi.
The Defense General Staff, moreover, after having asked the General Staff of the Armed Forces and the General Secretariat of Defense/DNA for information on the material in question, expresses a binding opinion for the security and military technical aspect.

As far as DUAL-USE material is concerned, export is regulated by the Decree Law 89/97 and takes into account the regulation 1334/2000 of the European Community. The entire preliminary investigation is carried out by the Ministry of Productive Activities which grants the export authorization after presentation to another Advisory Committee made up of representatives of the MAE (President), of Defence, of the Interior, of Productive Activities, of the Treasury, of the Health, Education and Research and the Customs Agency.

More than ten years after the entry into force of this law, however, several points have emerged that need to be changed, in order to streamline procedures without eliminating controls. In particular, there was evidence of its inadequacy in managing the complex phenomenon of European industrial concentration, with the formation of new companies in the form of Transnational Defense Companies (STD), which presupposes the possibility of rationalizing and specializing production units according to a logic of industrial efficiency, through the circulation of parts produced between the various plants located in different countries.
Therefore, the occasion of the ratification of the Framework Agreement, signed by the Ministers of Defense of Italy, France, England, Germany, Spain and Sweden in Farnborough on 27 July 2000, was seized to make some necessary adjustments.
Other operational adjustments to the authorization procedures remain to be examined in order to allow the national industry to be able to present itself at its best in the process of European structural integration of the armaments industry and to participate, on an equal basis, in co-production programmes.

4.9 Research, development and
acquisition Over the last 15 years, in particular, there has been a veritable proliferation of international cooperation programs for the production of means and materials and, at the same time, an increase in the acquisition programs of joint value. This trend has allowed significant reductions in the costs of individual acquisition and modernization programs with a consequent, beneficial impact on the defense investment sector.

This was possible thanks to the increasingly marked internationalization of both Italian and European defense industries; to the decisive impetus recently given to the process of European integration in many fields, including the Defense sector, through legal and regulatory initiatives (OCCAR Agency, Letter of

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Intent - LoI, etc.); the regulatory completion of the reorganization of Defense top management which increased the inter-force integration of its components.
The following functions, or functional areas, derive from the type of operations to be carried out, which, in turn, are divided according to the various components of the Defense (Joint Forces, Land, Maritime and Air): C4I (Command, Control, Coordination, Communications and Information); Reconnaissance, Surveillance and Target Acquisition; intelligence; Mobility; Defense/Reaction; Protection of Forces Sustainability/Logistics/ Training The most significant programs in place are shown below.

4.9.1 Joint forces component 4.9.1.1
C4I INSC (Interoperable
Network for Secure Communication) function
International cooperation program (with the USA, Canada, France, Germany, the United Kingdom, Norway and the Netherlands) aimed at the interoperability of existing national communication and data exchange systems through the definition and implementation of a common network architecture able to guarantee "secure" communications between all participating countries, through the implementation of available technologies, adapted to specific military needs.

The program will end in the short term and will need to evolve in line with national programmes.

MIDS (Multi-Information Distribution System/Low Volume Terminal)
International cooperation program (with France, Spain, Germany and the USA) for the creation of an integrated system for the distribution of tactical Identification and Navigation information, with small-sized terminals, for air, sea and land platforms.

The program is currently in the Production phase.

SICRAL (Italian Satellite for Confidential Communications and Alarm)
National program for the acquisition of a satellite communications capacity through the construction of a military satellite system for telecommunications consisting of 1 satellite, the relative ground segment and user terminals.

The satellite was successfully launched in February 2001 and full operation is scheduled for the end of 2001.

The technology acquired with the SICRAL program constitutes the basis for a possible national participation in the NATO SATCOM POST 2000 programme.

NGIFF (New Generation Identification Friend or Foe)
National program for the creation of an advanced identification system through the development of IFF equipment (Transponder and Interrogator).
The industrialization phase is currently underway.

4.9.1.2 Recognition, surveillance and acquisition function of CAESAR (Coalition Aerial Surveillance
and Reconnaissance) **targets**
International cooperation program (with USA, Canada, France, Germany, United Kingdom and Norway) to achieve interoperability of existing national land surveillance systems.
The program is currently in the definition and construction phase of a demonstrator.

SOSTAR-X (Stand-Off Surveillance Target Acquisition Radar)
International cooperation program (with France, Germany, the Netherlands and Spain) to create a technological demonstrator of a synthetic aperture radar sensor (SAR - Syntetic Aperture radar) and with the ability to detect moving targets (MTI - Moving Target Indicator).
The final phase of approval of the MoU and the finalization of the contract are currently underway.
The technology developed with the SOSTAR-X finds a possible future application within the NATO AGS (Allied Ground Surveillance) programme.

ATD (Advanced Technology Demonstrator)
National program to carry out a feasibility assessment and then build a broadband digital receiver demonstrator for an electronic surveillance system.
The program will end in 2003.

4.9.1.3 Intelligence function

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COSMO/SKYMED PLEIADES
International cooperation program (with France) for the acquisition of a satellite remote sensing capability through the creation of a dual system (military and commercial) consisting of a constellation made up of 4 radar satellites (SAR), 2 optical satellites and their ground segment.
The program envisages the joint development of a system based on the Italian Cosmo-Skymed (radar) and French Pleiades (optical) national programs for use by both the Defense and the ASI (Italian Space Agency).

HELIOS
The Helios programme, in which France, Spain and Italy participate, is an optical observation satellite system, the operational life of which is five years for each satellite and approximately twenty years for the terrestrial segment.
The launch of the first "HELIOS 1A" specimen took place on 7 July 1995 from the European Space Agency (ESA) range in Kourou (French Guiana).
The second satellite, "HELIOS 1B", was launched on 3 December 1999 again from the aforementioned ESA polygon.
The end of the operational life of the system is scheduled for 2004. In order to give continuity to the aforesaid system, France has long ago started the activities for the launching into orbit of the successor system, called HELIOS II and made up of 2 satellites capable of provide very high resolution "panchromatic" images (less than one metre) and medium resolution IR (above one metre). Following the signing of the Intergovernmental Agreement on cooperation in the field of Earth observation, signed by the Heads of Government of ITALY and FRANCE on 01.29.2001, Italy through a specific MoU will acquire the right of access to a percentage of the HELIOS resources II, against the access of FRANCE to radar resources of the COSMO-SKYMED programme.

The industries involved in the program are the main ones in the aerospace sector.

4.9.1.4 Mobility function C27J

National program for the construction of a medium/light transport aircraft.
The program is currently in the development stage.

4.9.1.5 Defense/Reaction Function

MPA (Maritime Patrol Aircraft)
International cooperation program (with Germany) to develop and produce an aircraft that will have to replace the ATLANTIC-1 to continue to perform anti-submarine warfare and maritime patrol missions.

The program is currently in the definition phase and the foreseeable period of entry into service could be after 2015.
France is also participating in this phase as an observer.

JSF (Joint Strike Fighter)
International cooperation program (with the USA, the United Kingdom and others) to create a multi-role stealth aircraft that meets the needs of different Armed Forces (for the Italian Navy and Air Force), using design criteria capable of reducing development costs, of production and support in general, making use of modular solutions with the integration of multiple advanced technologies.
The program is currently in the definition phase. The development phase has started and the foreseeable entry into service date is 2011.

UAV (Unmanned Aerial Vehicle Predator)
National program for the acquisition of a UAV system (unmanned reconnaissance aircraft) to be used to define the concepts of use of the system and to solve the issues of airworthiness and air traffic control through an operational training phase.

4.9.1.6 Force protection function FSAF
(Future Surface-Air Systems Family)
International cooperation program (with France) for the development of a new family of missile systems.

The purpose of the program is to build new generation land and naval systems, according to the operational needs of the Army and Navy, capable of countering the foreseeable air and missile threat up to 2020-2030.

A definition and development study is underway to give the system a certain ballistic missile defense capability.

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The prototype of the terrestrial system, under development, is currently integrated in a national polygon awaiting the next qualification activity, while the naval one is currently installed on a Navy unit for the same purposes.

MEADS (Medium-Range Extended Air Defense System)
International cooperation program (with Germany and the USA) to develop an area defense missile system to protect vital targets (civilian and military) and maneuver forces against the growing threat of ballistic-tactical missiles and cruise missiles (Cruise missiles).
The program is currently in the RRE phase (Risk Reduction phase) and the estimated date of entry into service is 2011-2013.

NH-90 (NATO Helicopter - 90)
Program in international cooperation (with France, Germany, the Netherlands, Portugal) for the construction of a helicopter capable of responding to two specific needs: naval use and tactical troop transport.

The program is currently in the production phase and the expected entry into service date is 2004 for the land version and 2005 for the naval one.

NATO LAYERED THEATER BALISTIC MISSILE
International cooperation program (with NATO Nations) aimed at defining a NATO Staff Target (NST) and a NATO Staff Requirement (NSR) for an integrated NATO structure intended for layered defense against theater ballistic missiles.
The program is currently in the feasibility study phase, which is expected to end in 2004.

PUMA NBC
National program aimed at providing the Armed Forces. an adequate operational capacity, also in environments characterized by the threat of NBC weapons through the acquisition of an armored vehicle rotated by NBC reconnaissance, which allows both to detect and transmit data relating to chemical and radiological contamination, and to take samples to evaluate the biological contamination.
The program is currently in the research/development phase.

4.9.2 Terrestrial component

4.9.2.1 C4I LLAPI/FAST
function (Low Level Air Picture Interface)
International cooperation program (with France, Germany, Denmark, Canada, Holland, Spain, Turkey, USA and United Kingdom) aimed at multinational interoperability between C2 low-altitude air discovery systems between the Armed Forces of different countries.
The program is currently in the development stage.

MIP (Military Interoperability Program)
International cooperation program (with Canada, France, Germany, United Kingdom and USA) aimed at multinational interoperability between C2I systems.
The MoU is currently being negotiated.

TACOMS 2000 (Tactical Communications 2000)
International cooperation program (with Belgium, Canada, France, Germany, Holland, Norway, Portugal, Spain, Turkey, United Kingdom and USA) for the definition of development standards to ensure multinational interoperability between communication systems.
The aim of the program is to develop common specifications and standards aimed at the development of tactical-field communications equipment capable of ensuring full interoperability in communications between units of different countries, resistant to intentional jamming (ECM) and usable from the brigade level up to the smallest unit of employment.

ASCA (Artillery Systems Cooperation Activity)
International cooperation program (with France, Germany, United Kingdom and USA) for multinational interoperability between C2 artillery systems.
The MoU is currently being negotiated.

4.9.2.2 Defense/reaction function
HOWITCH 155 UL

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International cooperation program (with the United Kingdom and the USA) for the development of the new 155 mm ultralight howitzer (155 UL), to equip, in the years 2004-2008, the rapidly projectable artillery units, with a system characterized by weight and reduced dimensions.
Currently the program is in the development phase and the foreseeable date of entry into service is 2004.
JPG 28-30 SHORAD - V SHORAD (SHOrt Range Acquisition Defense System) and V-SHORADS (Very SHort Range Acquisition Defense System)
International cooperation program (with France, Germany, Holland, Norway, Turkey, Great Britain and the USA) aimed at the modernization of anti-aircraft defense through the creation of new weapon systems such as SHORAD and V-SHORAD, interoperable in the field of anti-aircraft defense between allied countries.
The possibility of starting the definition phase of the aforementioned systems is currently being examined.

PZH 2000

International cooperation program (with Germany) for the production of the 155 mm self-propelled PANZERHAUBITZE (PzH 2000) to equip artillery units with a new technologically advanced self-propelled gun to complement the 3rd generation tank.
The program is currently in the pre-Production stage.

TRIFOM/POLIFEMO

International cooperation program (with France and Germany) aimed at the creation of a missile system with optical fiber guidance suitable for use against out-of-sight targets (small fortifications, helicopters, tanks).

The possibility of using the system on land, naval (including submarines) and air (helicopter) platforms is being studied.
The program is currently in the final definition phase.

FIGHTER 2000

International cooperation program to be expected to start with Germany, aimed at modernizing the soldier's equipment and endowments through the use of new technologies in order to increase his operational capacity on the battlefield. This system, made up of various modules that can be integrated with each other, will make it possible to adapt the fighter's equipment to any type of operational scenario (war operations, operations other than war, humanitarian missions, territorial control, etc.) and environmental situation.

4.9.3 Maritime Component 4.9.3.1
C4I NILE function
(NATO Improved Link Eleven)

International cooperation program (with Canada, France, Germany, Holland, the United Kingdom and the USA) for the creation of a new tactical-strategic communications system to replace the current Link 11, responding to the new scenarios and usable well beyond the 2000s.

4.9.3.2 Defense/reaction function
PAAMS (Principal Anti Air Missile System)

International cooperation program (with France and Great Britain) for the qualitative adjustment of the embarked weapon systems through the definition, development and production of the main missile system of the "ORIZZONTE" units capable of ensuring point defence, local defense and medium-range area defense against air and missile threats.
The program is currently in the industrialization phase.

Frigates ORIZZON

International cooperation program (with France) to develop and produce 2 naval units with strong anti-aircraft capabilities that meet the operational, technical and economic requirements of both Navies.
The program is currently in the development and construction phase. The foreseeable date of entry into service is 2007/2009.
The start of construction of two more frigates of the Class is linked to the relative financing.

Andrea Doria aircraft carrier

National program aimed at the design and construction of an Aircraft Carrier able to ensure the following functions and potential: high Command, Control and Communication capabilities, flexibility of use of the aircraft supplied as well as boarding capacity of the Landing Force rate for

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helicopter landing operations and to provide operational and logistic support from the sea to the Forces engaged in operations on land.

Currently the program is in the construction phase and the foreseeable date of entry into service of the Unit is 2008.

DAVID (Trajectory Correction Bullet)

National program for the feasibility study and prototypical definition of a medium-caliber projectile equipped with trajectory correction capability for the self-defense of naval units against small-sized targets with high maneuverability, such as anti-ship missiles, aircraft, helicopters and fast ships.
The current phase of the program will end in 2004.

Submarines U212A

International cooperation program (with Germany) for the construction of 2 new generation submarines meeting the requirements of both Navies.
Currently, the construction of the first 2 submarines is underway and the foreseeable date of entry into service is 2005/2006.
The start of construction of a further two submarines of the Class is linked to the relative financing.

MU 90

International cooperation program (with France) for the construction of a new generation light torpedo, meeting the requirements of both Navies, to be used both alone and as a payload for the MILAS torpedo-carrying missile.

The program is currently in the production stage.

NSP (new Heavy Torpedo)

National program for the construction of a new generation heavy torpedo intended to constitute the main weapon system of the new U212A class submarines.
The program is currently in the development stage.

4.9.3.3 Protection function of SLAT forces (Anti Torpedo Fighting System)

International cooperation program (with France) for the protection of Naval Units from torpedoes through the definition, development and production of a passive type system.

The program is currently in the development stage.

Torpedo countermeasure system for U-212A submarine

International cooperation program (with Germany) for the development of a new torpedo countermeasure system in the context of the acquisition of U-212A submarines.
The program is in the development phase: expected date of entry into service 2005-2006.

MILAS (Torpedo Launch Missile)

National program (initially developed in cooperation with France), for the construction of a missile carrier for the long-range projection of the MU 90 light torpedo from a naval platform for an anti-submarine function.

The program is currently in the production stage for entry into service in 2005.

4.9.4 Air Component 4.9.4.1 Function C4I ACCS (Air Command and Control System)

Program of international cooperation between all NATO countries for the modernization of the entire C2 structure of air operations.

The purpose of the program is to ensure a unified real-time Command and Control capability of all Alliance air, defensive, offensive and support forces.
The program is currently in the validation phase.

4.9.4.2 Defense/reaction function IRIS-T (Infrared Imaging System - Tail/Thrust Vector Controlled)

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International cooperation program (with Germany, Sweden, Norway, Greece) aimed at defining, developing and producing an infrared-guided short-range air-to-air missile to be used on AM aircraft.

The expected date of entry into service of the system is 2004.

METEOR

International cooperation program (with France, Germany, United Kingdom, Spain and Sweden) for the study, development and production in Europe of a medium-range air-to-air missile with active radar guidance, as an alternative to the American AMRAAM missile (AIM-120A). The Meteor is intended for the EF 2000 aircraft for l'AM and on other combat aircraft compatible with AMRAAM armament.
The program is currently in the development phase and the estimated date of entry into service is 2010-2012.

ASTRID/JOANNA (Airborne System for Targeting Recognition Identification and Designation)

International cooperation program (with France, Spain and the United Kingdom) to develop an electro-optical system for the reconnaissance, identification, designation and tracking of ground targets for use in conjunction with precisely guided air-to-surface weaponry (laser).
Negotiation of the MoU for national participation in a technological development program of the JOANNA phase is currently underway. The expected date of entry into service of the system is 2010.

HARM (High Speed Anti Radiation Missile Precision Navigation)

International cooperation program (with Germany and the USA) to develop and produce upgrade kits for the AGM-88B type HARM missiles, currently supplied to the AM for TORNADO aircraft.
The program is currently in the development stage and the expected service date is 2004.

EF2000 (Euro Fighter 2000)

International cooperation program (with Germany, the United Kingdom and Spain) to develop, build and support an aircraft with the primary task of contrasting the opposing air forces but which also has a secondary capacity to carry out ground attack missions. With the adoption of "stand-off" armament ("Storm Shadow" missile), the EF-2000 will also be able to strike surface targets with precision at a considerable distance.
The program is currently in the Development, Production and Logistics phase and the expected date of entry into service is 2003.

STORM SHADOW

International cooperation program (with France and the United Kingdom) to develop and produce a Stand-Off armament to be installed on Tornado and EF2000 aircraft.

The program is currently in the development stage and the expected service date is 2003.

4.9.4.3 TANKER mobility function

Acquisition program in which the national industry is engaged in the development of the modification of the selected aircraft (B767) to give it multi-role transport and in-flight refueling capabilities.
Entry into service is scheduled for 2005.

4.9.4.4 Sustainability/logistics/training function EUROTRAINER

International

cooperation program (with Austria, Belgium, Finland, France, Germany, Greece, Holland, Portugal, Spain, Sweden and Switzerland) of potentially joint interest for pilot training.
The purpose of the program is to create an integrated flight training system at European level, including both the aircraft and the training and support activities ("Eurotrainer+Eurotraining") and which, hopefully, will lead to the creation of a European flight.
The program is currently in the feasibility phase.

4.9.5.Technological research In

the field of technological research, the Ministry of Defense has undertaken a series of initiatives aimed at **strengthening research** by acting according to **three main criteria:**

- to give the military research sector characteristics of greater autonomy with respect to the development programs of specific weaponry, in the belief that the technology has "neutral" characteristics with respect to its own

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applications. Therefore, it is considered necessary to seek the maximum synergy between the needs of studies which, although coming from needs related to different systems or applications, involve identical technological bases; - focus on using all the intellectual and organizational resources available in the country, involving universities, industries and public and private research institutions without limits or distinctions: - considerably increase the financial resources to be allocated to research pursuing the ultimate goal of aligning national spending to that of the European countries with which Italy aspires to compete.

In parallel with the attribution, at a legislative level (law on military leaders), to the Secretary General and DNA of the responsibility for the development of the sector, the activities already in progress have been strengthened and new ones have been launched in the national and international fields.
At the national level, the launch of the first national military research program was promoted, which led to the collection of over 228 new research projects relating to the sectors and priorities identified by the Defense General Staff (SMD Directive 004). Among these projects, which cover almost all of the technological sectors, the development of which is considered essential to ensure a qualified national presence in the ambit of future armament programmes, 30 have already been selected, the total cost of which is estimated to be in the order of the 45 billion, financed in the 2001 financial year or the following year.

The Defense has also actively participated in the study conducted by the National Research Plan (PNR) in preparation which, starting from the observation of the existence of a "gap" between the Italian, European and, even more so, the US and Japan, envisaged a series of strategic actions (in particular: a structural action for the strategic repositioning of the national scientific system, an action in the short-medium term for the recovery of efficiency and effectiveness of the intervention tools and an action of a for the monitoring and evaluation of interventions) and identified the financial resources deemed necessary. However, the technological priorities identified by the PNR, referring to all scientific disciplines, only marginally involve, and always on a "dual" basis, the interests of the Defense which will therefore have to continue to develop and finance research of military interest on its own.

In the international arena, the activity and commitment of the Defense have manifested themselves in an even more sensitive manner due to the dense network of relationships that characterizes the sector at a European and global level. The traditional fields (WEAG, NATO) have been dynamically joined by new ones (Loi, ETAP, etc.) helping to outline a rapidly and extremely competitively evolving framework.

4.9.5.1 NATO RTO (Research & Technology Organisation)
NATO RTO promotes and coordinates scientific and technological research activities of military interest within the Atlantic Alliance. The control body of this Organization, of which Italy is an active member, is the "NATO Research & Technology Board" (RT Board) which maintains a double dependence on the Military Committees and on the CNAD.

The RT Board, for the management of research activities, makes use of an Agency (Research & Technology Agency - RTA) based in Paris.
RTA's study and research activity takes the form of "Panels" which, by technological sector, promote the launch and management of the work of the Working Groups in which national experts participate.
Italy ensures the contribution of its experts to over 60 working groups, financing their participation. However, the study activities do not provide for specific funding but are conducted on a voluntary and free basis by the experts made available by the Alliance countries who selectively decide which studies to take part in and contribute to. The driving force and value of this commitment must therefore be sought in the exchange of information that the network of experts from government and academic extraction of the Alliance countries that belong to the RTO is able to ensure, since there are no funds dedicated to contracts to assign. The "product" of the Organization, study reports, scientific publications, symposiums, etc., is of the highest level and continues to constitute a point of reference for the entire scientific and technological community of NATO countries.

4.9.5.2 ETAP program (European Technology Acquisition Program)
Following a Franco-British initiative, ETAP was launched with the aim of jointly identifying and conducting those technological research programs which will guarantee the availability of technologies which the two countries, individually, deem necessary to support their specific programmes. aircraft of the future. Germany, Sweden, Portugal and Italy were subsequently added to the initial nucleus of France and Great Britain (reconstituting the same group of Loi countries within ETAP). These research programmes, primarily oriented towards the aeronautical sector and currently being defined, will involve huge human and financial resources, currently estimated in the order of 20 MLD/ year (10.33 Meuro) per country for the next

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4 years and will be framed in a technological perspective that optimizes participation and maximizes the effects.

4.9.5.3 Test Facilities
The current overabundance of government test centers specialized in military materials (testing ranges, technical centres, specialized laboratories) has led to a critical review of their geographical distribution and technological destination with the by now unavoidable intention of seeking one rationalization on a European scale. Two initiatives are therefore active, conducted in the WEAG area and in a more restricted area within a group formed by France, Germany, England and Italy. The search for greater economies must be mediated in light of the safeguarding of testing capabilities which remains the basis of the ability to autonomously conduct research activities. On the contrary, the prospect of future important economies could require an additional initial investment, which cannot yet be estimated, necessary for the setting up of common structures (European test centres) which ensure an effective and transparent common maintenance of these capacities.

The resources needed to achieve the results outlined appear to be far superior to those actually available, the former being estimated at around 500 MLD/year (258.23 Meuro), compared with the latter which, in progress, amounted to approximately 40 MLD/year (20.65 Meuro) of which 20 (10.33 Meuro) are insured annually for WEAG activities. This situation requires a "flexible" commitment which, despite being aware of an optimal reference level, is satisfied with finalizing programs as far as possible and consequently accepts a partial and limited achievement of the objectives.

4.9.5.4 Funds for research
Despite the step forward marked by the Defense budget for 2001, Italian expenditure for research and development remains marginal both in relation to absolute needs and in comparison to what is invested in the sector Italy's main European partners. Since a serious R&D policy is a precondition for the recovery of the technological gap that separates Italy from the major allies, to achieve an adequate increase in resources it is necessary to move in two directions: one internal to the Defense as such, and one external , i.e. referring to the "country system".

The sector currently has a volume of resources in the order of 250 MLD/year (129.12 Meuro), against the previous 100-120 MLD/year (51.64-61.97 Meuro): it is indicative of a undoubtedly significant positive trend reversal. However, even more can be done, first of all on the internal front, by raising resources that are destined for modernization: 200 MLD (103.29 Meuro) less on an acquisition program worth 10,000 MLD (5,165 Meuro) have an impact that is certainly less than what it can mean for research and development to go from 250 to 400/500 MLD per year (from 129.12 to 206.59/258.23 Meuro).

The second, possible approach consists in enhancing the R&D that comes from the "country system", i.e. that produced by the national R&D plan of the MURST and by the funds of the Ministry of Industry, through the laws which it uses for the promotion of high technologies, even dual ones. Using the resources made available by the various laws that regulate this sector with a more in-depth action, oriented in favor of R&D rather than procurement in the strict sense (as has sometimes been done in an emergency) , additional volumes of a certain importance could be reached for technological research, in the order of 1,000 MLD per year (516.46 Meuro), at the same time using the funds in a way that is even more responsive to the spirit of the supporting laws to the national technological base.

4.9.5.5 "Dual use" technologies
There are many sectors of civilian research that allow strong spillovers to the military and vice versa. It is necessary to use the fruits of those researches and those commercial technologies, without exaggerating the requirements of what were once the military specifications.
A sort of "philosophical revision" of the MILSPECs is already underway by military planners: the tendency is to focus their attention on the truly essential aspects, exploiting to a greater extent both technologies and (in some cases) COTS (commercial off the shelf).
After all, many of these technologies are "managed" by the same industries that work in both the civilian and military sectors, and consequently lend themselves well to generating internal spin-offs.
From this point of view, even the Italian defense industries must move towards a "cultural modernization", renouncing to impose technologies solely developed on their own in certain production sectors and going instead to take them where they already exist and are perhaps more cost-effective .

4.10 CONCLUSIONS / CONSIDERATIONS

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Italy, together with the other European countries, is pursuing a policy of materials for defense along a political-operational and industrial path of extensive international co-production.
With pragmatism and gradualness and with the inevitable setbacks, the member countries of the Union have been able to "communitise" large sectors of activity that were once typically national, starting with those of an economic and then monetary nature. There have therefore been significant transfers of sovereignty in the various aspects of free circulation and, lastly, of money.
The nascent European dimension of security and defense passes through the pursuit of ever greater effectiveness of military spending, with a view to real planning and standardization of European operational requirements and capabilities also through the reorganization of the European defense industry.
All this has led to the need for an armaments policy that is as unitary and coordinated as possible to provide the European Security and Defense Policy (ESDP) with concreteness and effective tools.
At the same time, however, it appears appropriate and convenient, taking into account the reality of the resources that Europeans devote to the defense sector, to seek a healthy and mutually convenient relationship of cooperation with the US defense industry. Defense Europe cannot and must not pay a systematic toll, in order to have those modern operating systems it needs, to any logic and sirens of production autarky, isolating itself from a healthy competitive pressure, in this case predominantly American, and by the positive effects that this competition - in terms of prices and quality - has on European products. It should also not be overlooked that, in some specific sectors, the United States has highly sophisticated know-how, which Europe cannot do without.

It is also necessary to invest more in research and development, thus favoring the reduction of the technological and operational "gap" of European military instruments compared to those across the Atlantic.
The various European bodies, for the moment coexisting starting from the WEAG (Western European Armament Group) up to the OCCAR (Joint Body for Armament Cooperation) or the structure resulting from the signing of the Lol ("Letter of Intent ") to finally arrive at the appropriate changes to the EU institutional framework called upon to manage this matter.

This work of reorganization and modernization of our military instrument, in a European and Atlantic key, raises the question of the resources to be allocated to the sector.
To increase European and national strategic capabilities it will be necessary to give a greater impetus to industrial investments, strengthen the Defense-Industry connection, giving more prominence to the joint effort of the institutions and the production sector.

In terms of personnel, the available human resources, both military and civilian, do not allow for adequate coping with the organizational structures and require rationalizations in the joint sense and a more effective destination of competence which today in some areas present some redundancy and a not always clear division of attributions.

In the area of civilian personnel, however, professional enhancement will have to be pursued, facilitating a significant leap in mentality, both at a military and civilian level, to enhance the civilian component of Defense personnel which constitutes a very important resource of the military instrument as a whole.

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PART V
THE MILITARY PERSONNEL

5.1 THE MILITARY STATUS 5.1.1 The
fact-finding investigation on the military condition

5.2 RECRUITMENT 5.2.1
Recruitment of enlisted soldiers 5.2.2
Recruitment of non-commissioned
officers 5.2.3 Recruitment of spe officers
5.2.4 Recruitment of auxiliary officers 5.2.5
Completion forces 5.2.6 Call-ups
from 5.2.7 Arma dei Carabinieri 5.2.8
Female military service 5.2.9
Military chaplains in Italy 5.2.10
Conscientious objection 5.2.11 The
balanced force of 2001

5.3 CAREER PROCESS (selection, evaluation and criteria)
5.3.1 Officers
5.3.2 NCOs 5.3.3
Troops 5.3.4
Resignation (Carabinieri excluded)

5.4 ECONOMIC TREATMENT 5.4.1
Periodic salary adjustment 5.4.2 Retirement benefits
5.4.3 Future developments 5.4.4
Treatment of military
personnel engaged in peacekeeping operations
and humanitarian in nature
5.4.5 The difference in the economic treatment of the Italian armed forces
compared to the NATO Allies

5.5 THE HOUSING PROBLEM 5.6 MILITARY REPRESENTATION 5.7 STAFF WELL-BEING 5.8 THE HAVING PHENOMENON

5.1 The military condition The
Constitutional Court, in expressing itself on the "military condition", has repeatedly reaffirmed the peculiarity of the situation of the (military) citizen inserted in the Armed Forces compared to that of other citizens.
This is because the position of the military citizen is characterized, among other things, by the strict submission of this to the hierarchical relationship and military discipline: elements placed at the foundation of the functioning of the Armed Forces themselves. Hierarchical and disciplinary relationships that materialize in precise limits to fundamental rights (such as, for example, the right to strike, to express oneself, to associate), to be subject to special legislation (the military penal code) and to a specific regulation of discipline.
This leads to atypical recruitment (normalised, i.e. constant entry flows) also connected to constant physical efficiency, the loss of which determines the division of the employment relationship (unsuitability for military service), targeted and continuous education and training, continuous verification of the results achieved and the behavior of the soldier during the service (which takes the form of the drafting of the characteristic documentation), a peculiar and often risky job starting from the training phase, which also involves a mobility in the career path without comparison in the public use.
In this regard, it should be noted that the movement of the soldier from one location to another falls into the category of military order and therefore does not require any motivation, as it is intrinsic to a matter in which the specific public interest of respect for discipline and service prevail directly and immediately on any other.

As an example of the difference between the generic nature of the public service, it is reported that the non-execution by the military of a movement from one office to another assumes criminal relevance

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military, as falling within the breach of the obligation of immediate execution of the order (Article 173 of the CPMP).

Last but not least, it should not be overlooked that the military of every rank, who is part of the Armed Forces, voluntarily or in fulfillment of the obligations established by the law on military service, with the oath solemnly undertakes to operate for the fulfillment of the institutional tasks of the Armed Forces with absolute fidelity to the republican institutions, with discipline and honour, with a sense of responsibility and conscious participation, without sparing physical, moral and intellectual energies, even facing, if necessary, the risk of sacrificing one's life (DPR 545/1986 art. 9).

In more detail, this set of duties ordinarily entails for career soldiers:

- disciplinary, administrative and penal responsibilities related to the command of units and the management of sophisticated and expensive weapon systems;
- continuous updating and professional technical requalification;
- extreme mobility of work and headquarters, with a high frequency of transfers. Furthermore, it should not be overlooked that this mobility has repercussions not only on the soldier, but also on his family nucleus which is often faced with the choice of whether to opt between continuous transfers of headquarters or for the remoteness of the head of the family;
- limitation and slowness of career depending on the pyramid structure of the military hierarchy;
- greater psycho-physical wear and tear compared to civil careers and professions and greater risk of accidents physical and sickness due to service.

Different but also significant burdens are imposed on military personnel on military service:

- psychological difficulties in integrating into the social context of the place of service and in the same military environment, due to its atypicality with the civilian one;
- economic difficulties, which the very modest salary does not allow to face;
- possible underutilization in non-rewarding assignments or tasks below the cultural and technical qualification professional owned;
- possible removal from places of residence and from social and emotional interests.

If the burdens mentioned above cannot be suppressed in themselves because they derive from the typicality of the military condition (unless those relating to military service, which will be suspended by 2004) it is nonetheless possible to reduce or compensate for the resulting inconvenience with appropriate measures.
Solutions to the problems can be indicated in an adjustment of the economic treatment, of the rules on housing and of the well-being of the personnel in general as well as those connected to the functioning of the military representative bodies.

Even within the framework of an entirely professional model, pride in the function performed and in military values remains essential, which remain the true reason for institutional affection for those who have chosen a military career. However, there is no doubt that these subjective factors cannot be preserved by interventions by military institutions alone, precisely because the military citizen and his family unit are in any case an integral part of society. The lack of appreciation by public opinion of the service generally performed or even the opposition, for example, towards training activities (which can always be carried out in another location or canceled as not judged necessary) and social protection systems, seen the latter as privileges of the category and not as measures aimed at tempering the typicality of the military condition, they can certainly influence the personnel's affection towards the Institution and therefore make what becomes the weight of the military peculiarity no longer sustainable.

One of the measures with which it is possible to evaluate this psychological attitude of the personnel in permanent service can be identified by the rate of resignations from the service of officers in the ranks from captain to lieutenant colonel, where the exodus in the last three years has increased up to almost 100 % of annual entries in certain roles (pilots, doctors) and in any case significantly high also in the other specializations of officers. In this regard, it should be noted that these are personnel possessing professionalism for which the Administration needs years and significant economic resources to prepare.

This must necessarily be taken into account and regardless of the defense model to be pursued.

5.1.1 The fact-finding investigation on the military condition At
this point it is also necessary to take into consideration the conclusions reached by the Defense Commission of the Chamber of Deputies at the end of the fact-finding investigation on the military condition. Unfortunately, the investigation began at the end of 2000 when all the legislative provisions on the restructuring of the Armed Forces had already been approved.

“The conduct of the fact-finding investigation has allowed the Commission to deepen its knowledge of the main problems that define the contours and specificity of the condition of military personnel.
Generally speaking, what emerged from the various hearings was the need to focus attention on the profound and generalized state of discomfort of military personnel, which has repercussions on their very motivations, with inevitable effects in terms of functionality and effectiveness.

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This situation is particularly striking with the impressive restructuring process of the Armed Forces, which began in this legislature, with the approval of reforms, which have also seen the Commission as a protagonist in the legislative activity.
These reforms, defined by many as "epochal", culminated in the approval of law 331 of 14 November 2000 which instituted professional military service. They are therefore aimed at the profound transformation of our military instrument, which has proved to be indispensable for the presence and influence of Italy's role within the contexts of the European Union and the Atlantic Alliance.
It is therefore evident that the great innovations underway make the need to focus attention on issues pertaining to the condition of military personnel, or rather on the human factor, as a fundamental and decisive factor of any reform more pressing.
As emerged during the fact-finding investigation, there are numerous and significant profiles for possible interventions. As indeed emerged during the examination of the individual aspects touched by the survey.
They can form the basis for regulatory interventions to be implemented in the current legislature or to be developed starting from the next one.
In any case, it is necessary to address the issues dealt with, with the same incisiveness with which the structural reforms of the Armed Forces were addressed, in order to guarantee the military instrument the functionality necessary to ensure the ends assigned to it, also in the framework of the obligations arising for Italy from its membership of the European Union and NATO".

The considerations of the Constitutional Court and the conclusions of the fact-finding investigation of the Chamber of Deputies fully represent the framework of the ethical-moral situation of the Armed Forces which in the five years of the legislature have been subjected to "epochal reforms" undergone and endured with an extreme sense of discipline but with just as many inconveniences that have led to demoralization and demotivation.
These elements must be kept in mind for what will be the completion of the restructuring to be configured also in a remedial sense of some measures that have proved to be of dubious effectiveness.

5.2 Recruitment Since
the end of the 1990s, the "defense sector" has been affected by a transformation process which for the Armed Forces, as a first step, has led to the quantitative reduction of the instrument through a significant reduction in personnel (from 350,000 to approximately 250,000) by introducing a form of nutrition for the troops alternative to conscription and based on professional criteria (mixed model), balanced and calibrated on a minority professional component and, subsequently, with the suspension of conscription, on a military model professionals for a total of 190,000 units.

At the same time as this contraction, the Arma dei Carabinieri, whose total consistency is currently attested to 116,345 units, was elevated to the rank of FA.
In practice, the transformation process, in its final configuration, will have to lead to the progressive increase of long-term volunteer personnel, from a few thousand in service in the early 1990s to over 50,000 units present at the beginning of 2001, and to the contextual, progressive reduction of military personnel, at the end of the transition.

With the recent approval of the new regulatory body, the pillars for the transformation of the military instrument have been laid:

- the reorganization of the roles of Officers (Legislative Decree no. 490/97 and 216/2000) which also involved the cutting of around 8,000 positions in the
- various Corps or Arms; the "only professional" model (Law n. 331/2000), made fully enforceable by legislative decree n. 215/2001, published last June.

In particular, the legislative decree n. 215/2001 regulates, in line with the delegating law (cit. law 331/2000), the division of human resources both between the three FF.AA. (Army, Navy and Air Force) and in individual personnel categories (Officers, NCOs and enlisted soldiers). In particular, as of 1 January 2005, the overall number of military personnel in service will have to be reduced to 112,000 units for the Army, 34,000 for the Navy (with the exclusion of the Port Authority Corps) and 44,000 for the Air Force , for a total of 190,000 soldiers, a reference ceiling already defined by the cited delegating law. As regards the category of enlisted soldiers, according to the spirit of the law, the more than 100,000 conscripts in service in 2001 will be progressively reduced until they disappear in 2007, while at the same time there will be an increase in personnel in voluntary service.

In the long term, deadline 2020, in the category of Non-commissioned officers, role Marshals, what in technical jargon is defined as "the settlement of the role" will take place through a cut in the organic numbers of around 40,000 units.

Furthermore, the progressive "professionalization" of the Armed Forces will make it possible to entrust certain tasks traditionally performed by long-term personnel (and therefore still performed by Marshals) to the personnel of

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permanent service troops or Sergeants. The latter, in particular, will continue to come from enlisted volunteers in permanent service.

For the category of Officers, the current policy of shrinking military personnel and leadership will continue, already started in 1997 with another legal instrument (Legislative Decree 30 December 1997, n.490).
Once the transformation is complete, the military force will consist of approximately 22,250 officers, 25,000 marshals, 38,500 sergeants and 104,000 enlisted soldiers (in permanent service, pre-established or deferred service).
Among the most important problems for the effective achievement of the model, the achievement of particular relevance was assessed:
• of the targets for the recruitment of volunteers
in the roles of enlisted soldiers, which is dealt with in more detail in another part of this document; • the progressive and orderly disposal of surpluses in redundant roles, with particular

reference to marshals.

With regard to the problem of surpluses, the provisions of the law provide, if not in line with the reduction trend identified by the technical report to the measure, the activation of particular "vehicles" such as transit through other State Administrations or local Authorities or, if said transit proves to be insufficient, through the anticipated placement in auxiliary, however limiting the activation of this institution to only surplus personnel who are less than five years from the age limit.

That said, Legislative Decree no. 215/2001 provides that, if the surplus management process does not achieve the set reduction objectives, the residual surpluses are calculated among the personnel presence, i.e. occupying economic resources to the detriment of those instead reserved for the recruitment of voluntary staff of troop. Basically, there could be a slowdown in the recruitment of volunteer enlisted personnel to the detriment of the permanence of personnel of other categories in service and with higher costs and age (a marshal, under current legislation, costs as much as 2.5 enlisted volunteers in firm short) but not usefully usable within the professional model.

It is therefore imperative to avert this eventuality should it occur, also through further legislative interventions that may be deemed necessary.

5.2.1 The recruitment of enlisted soldiers The recruitment
system based mainly on compulsory conscription - within the definition given by the Constitution to the defense of the homeland as a "sacred duty of the citizen" - has undergone numerous variations over the years supported by specific legislative norms.

The first phenomenon which progressively and negatively affected recruitment possibilities was that of conscientious objection which reached its peak of 108,000 applications at the end of the 1990s.

To address the need for specialized personnel and compensate for the decrease in strength to be recruited, a first attempt was made on February 14, 1964 with Presidential Decree No. 237 which concerned the Volunteer Trained Specialists (VAS).
Subsequently, with the law of 31 May 1975 n. 191, the VAS were replaced by the figure of Volunteer Technical Operators with a two-year contract with an enrollment limit equal to 16% of the force at arms, a limit which, moreover, was never reached.

A further improvement of the situation was achieved in 1986 when, with the law n. 958 of 24 December, the "Reform of military service" was approved, thanks to which the aforementioned percentage of "volunteers" was brought to 19%.

But to have a law that would allow a wider influx of volunteers and, at the same time, outline the career progression of these young people who chose the path of arms, we have to wait for Legislative Decree 12 May 1995 n. 196, with which the current figures of:

- Volunteer in Short Stop (VFB): with initial duration of the stop of three years extendable on request ed
based on the needs of AF at 5 years;

AND THE VOLUNTEERS ON FB

MM - VOLUNTEERS ON FB

- Volunteers in Permanent Service (VSP): classified in a specific role and with the possibility of a career up to
at the age of 60.

AND THE VOLUNTEERS IN SP

MM - VOLUNTEERS IN SP

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AM VOLUNTEERS IN SP

A further new figure, that of the Volunteer in Annual Detention (VFA), introduced with the conversion into law of the Decree law relating to the Italian participation in NATO operations in Macedonia and Albania (DL 21 April 1999, n.110 converted with the law 186 of 18 June 1999), was added to the aforementioned categories. The particular duration of the firm, one year, and the close relationship with the pool of available military personnel, characterize the legal figure.

The same legislative instrument introduced the possibility for short-term volunteers to take advantage of further subsequent two-yearly stagings.
Ultimately at the moment they are in service in the Armed Forces.

Volunteers: ol in annual
firm; or in short
stops; or stale;
or in permanent service.

VFA CONSISTENCIES

VFB AMOUNTS

VSP AMOUNTS

Finally with the law n. 331 of 14 November 2000 the category was reorganized with a view to the professionalisation of the military instrument, providing for:

- the pre-established 1-year stationary volunteer, who will replace the annual stationary volunteer starting from 1 January 2007, i.e. at the same time as the suspension of military service; the
- 5-year fixed-term volunteer, who progressively replaces the short-term volunteer; the Volunteer in staging:
- consequent to the choice to contract one or two biennial stagings after having completed the firm contract.

In this context, the recruitment of enlisted volunteers takes place with the types indicated below:

• Volunteers in annual detention (VFA)

As far as the recruitment of this type of volunteer is concerned, the identified system meets criteria of extreme simplicity and is aimed at allowing the citizen to be able to carry out the service, if suitable, in a short time from the date of submission of the application (about one month) and, within the limit of available places and depending on the Regiments to be fed, within the chosen Regiment. In practice, all citizens between the ages of 17 and 28 who have not yet been drafted, or who have already been discharged can be enrolled as VFA. Applications for enrollment must be submitted to: the Military District to which they belong or to
the command of the Regiment chosen for the performance of the service, for young people who have not yet joined the army or who have been discharged; l
Department to which they belong, for military conscripts. For this category of personnel, the military service performed is not counted as useful service for the completion of the annual voluntary service.
The selection and recruitment procedures have been made very simple. For example, in the Army, the selection takes place on the basis of the psycho-physical and aptitude requirements possessed by the candidates, the places available in the Departments, to be filled with this type of personnel, and the date and time of submission of the application.

• Short term volunteers (VFB)

In 1997 (DPR n. 332/1997) the application methods for the recruitment of VFBs were regulated. Following this, it is possible to enlist, as VFB, both young people in military service and personnel not yet called to arms. Said personnel can be between 17 and 22 years of age (limit raised to 23 for young conscripts who have already been discharged). These provisions on the recruitment of the VFB allow young people who apply to direct their choices from the outset towards a future career in the ranks of the FF.AA. i.e. the Civil and Military Police Forces, the Fire Brigade, the Military Corps of the Red Cross.

In particular, at the moment, young people, when submitting their application, indicate which FA or Police Force they will want to join at the end of their short term service (on average after 4 years) by submitting themselves to selection by the Institution to which they are applying.
On the basis of this indication, the selective activities will be carried out at the relative selection centers (Fig. n.1).

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FIGURE 1

These activities include: • a
cultural pre-selection, at the eighth grade level (minimum qualification required); • health checks
aimed at verifying possession of the foreseen physical requirements; • psycho-aptitude
checks.
Candidates who are suitable and winners of the competition carry out the three-year retention at one of the three Armed Forces, at the end of which, on the basis of the initial selection data and the performance provided in the three years of retention, specific rankings will be drawn up, on the basis of which the best Volunteers will be placed in the role of VSP of their FA, or in the initial roles of the Police Forces or other Administrations. This system, in essence, makes possible an employment outlet, at the end of the firm, for an appreciable rate of VFB (Fig. n.2).

FIGURE 2

• Permanent Service Volunteers (VSP)
The figure of the VSP, as mentioned, was established in 1995 with the same provision that established the VFB (Legislative Decree No. 196/95 and subsequent amendments/integrations). With this provision, therefore, a "communicating system" was designed, from the bottom up, according to which the VSPs can be drawn exclusively from the VFB (fig. n.3), who have requested it and who have served without demerit for at least two years in the FA in which they are applying to be enrolled.

FIGURE 3

Entry into the role of VSP takes place on the basis of a ranking of merit, drawn up by a specific one
Commission and according to the following parameters, from which the "specific weight" attributed to the various activities carried out and to the yield offered during the service can be deduced:
o short term admission ranking; o aptitudes and
performance during the service performed in the short term; o moral and cultural
qualities; o outcome of the
education, specialization or qualification courses; o number and type
of specializations/qualifications obtained; o educational qualification
and/or professional title held.
In summary, the recruitment system adopted is a "communicating" system, so to speak, which, by providing for transits/transfers, not only for the role of VSPs, but also for the roles of Sergeants and Marshals, creates a sort of osmosis between roles, which avoids the dispersion of the experience gained by the VFB during their period of detention, allows its profitable use to the advantage of the FA and, at the same time, allows for the materialization of a meritocratic system, through which it becomes possible for a volunteer aspire to improve their “status”.

At the moment, however, as has already been said, it has not been possible to fully satisfy the need to recruit volunteers with "preferential" competitions, pursuant to Presidential Decree no. 332/97. This has, therefore, determined the adoption of more expeditious complementary insolvency procedures, which provide for the selection only in the single FA, and effective for the functionality of the Armed Forces. same. Moreover, these procedures offer still uncertain employment guarantees.

Following the recent professionalization of the Armed Forces, the reintegration into the world of work of voluntary military personnel discharged without demerit constitutes one of the fundamental objectives of the Defence. The success of this project, which will have to make the recruitment of short-term volunteers attractive also through valid employment guarantees at the end of the contract, is directly related to the availability of this type of personnel, the new cornerstone of the professional military tool.

At the moment, the possibilities of entering the world of work reserved for young people who carry out voluntary military service are linked to the completion of the envisaged service (currently three years - VFB, in the near future five - VFP). These possibilities are:

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ol transit in the permanent service of the FF.AA. (Army, Navy, Air Force). It should be noted that in the immediate future the entity of this transit could/should presumably be increased in consideration of the fact that the professionalisation process will require the adoption, in the first years of implementation, of a higher than normal power supply module; o inclusion in the initial roles of the Police Forces/
Administrations interested in the Regulation on the recruitment of volunteers (Presidential Decree 332/97 and subsequent amendments), taking advantage of the reserve of posts in force (70% in the Carabinieri and in the Guardia di Finanza; 60% in the Penitentiary Police; 45% in the State Forestry Corps, State Police, National Fire Brigade; 100% in the Military Corps of the Red Cross);

o reserve of 50% of the positions annually made available in the civil roles of non-executive personnel of the Ministry of Defence; o
reserve of 30% in calls for tenders for employment in administrations, companies, bodies and institutes of the State, Regions, Provinces and Municipalities.

On the other hand, the attitude of young Italians towards military volunteering should not be overlooked, who, even in the face of high levels of youth unemployment, present at least in some geographical areas of the country, are not attracted by enlistment and do not adequately satisfy the current demand for volunteer staff.

The recruitment of volunteers is also carried out through an inter-force competition which involves the Police Forces and the State Administrations in the selection process which, at the end of the service, "absorb" only a percentage of the suitable candidates, leaving the remainder without the possibility of direct placement. of the staff. To reduce these negative aspects, with the aforementioned law on the "Professional" a "structure" was established within the Ministry of Defence, competent to carry out information, promotional and coordination activities in order to evaluate the progress of personnel recruitment voluntary service and to facilitate the integration into the world of work of volunteer soldiers discharged without demerit.
This structure makes use of the peripheral defense bodies, acquires information from the Department of Public Administration, takes care of relations with public and private employers and stipulates agreements with the aforementioned employers, with subjects competent in the field of employment promotion .
Ultimately, the need to find further employment opportunities in the civilian world derives mainly from the fact that the reservations of places foreseen for volunteers in the Police Forces have in the past been substantially disregarded due to the excessive selection put in place by this last ones and from the possibility offered to them of being able to fill any vacancies recorded in joint competitions through ordinary competitions intended for civilian personnel.

- Military service. The drafting of military conscripts is carried out with IT procedures which, taken as a whole, are defined as: "Automated Formation of the Levy Contingent" (FACL).
  These procedures provide for the division of the call into four contingents, which are in turn divided into three brackets. The dates of call, of discharge from the Units and Bodies in charge of the incorporation and basic training of recruits, of discharge from the school bodies in charge of specialization training and of leave of the military brackets, are defined in specific Circulars. Any movement, by way of derogation from the provisions of the FACL, can be decided by the General Directorate of Military Service and Compulsory Recruitment (LEVADIFE), up to incorporation, or by the General Directorate for Military Personnel (PERSOMIL), after incorporation, in acceptance of specific applications in the foreseen cases.

  o Differentiated power supply of the units. The reduction of the military service from 12 to 10 months has imposed the implementation of organic-training measures in order to ensure the units effective and operational strength levels adequate for the tasks they have to perform. To this end, starting from the 1st echelon of 1998, a new system of feeding the operational departments based on conscripts and already fed with the company/squadron/battery "single echelon" system was adopted. This system aims to overcome the traditional division of the compulsory stop into "instructional" and "operational", to switch to a training-operational formula developed entirely within the Employment Departments.
  The new mechanism for placing soldiers in operational departments - by formations homogenous "single bracket" at company level - is characterized by the following aspects:
  call frequency: monthly; number
  of brackets: 12 per year; entry of
  recruits into the units employed: generally quarterly, i.e. entry by "modules" equal to 1 company/squadron/battery and 1/3 of the remaining tactical counters (support arms company, anti-aircraft artillery batteries, special equipment company) and logistics (company/squadron/battery
  Command and Services and Department at the Headquarters);

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incorporation: two per month, fortnightly at the 4 Conscription Incorporation Centers (CIL), responsible for carrying out only the operations of incorporation and training activities aimed at giving a first "military" role to the conscript.

or Extra quota rate. In order to compensate in advance for the losses, which statistically occur before the incorporation, the precepts are increased by a rate of personnel, defined as the "Aliquota Extra Quota" (AEQ). The "extra quota" personnel is employed by the Entities that incorporated them to fill/mitigate, as a priority, the no-shows, replacing the pre-designated and non-arrived subjects with elements of the same assignment.

No changes to the assignments can be made by the peripheral commands. Any proposals and/or changes to the planning of the assignments must be forwarded by the responsible Commands to the EMS and PERSOMIL, it being understood that all the named changes to the destinations and tasks shown in the printouts, carried out by the Entities in charge of basic training, must be communicated to the General Management according to the established procedures.

With the transition to "professional", 2004 will be the last year of compulsory military service for Italian citizens belonging to the classes of 1985 and earlier. Until that date, despite the general, progressive decrease in the annual revenue from the "Leva" service, recruitment will be subject to appropriate "shock absorbers" such as, for example, the regionalization of military service (which will primarily affect personnel residing within 100 km from the place of assignment) or, if this is not possible, the right to reimbursement of travel expenses. On the other hand, to safeguard the functionality and efficiency of the military instrument in this delicate and sensitive phase of transformation, more restrictive conditions have been introduced for the purpose of achieving delays in calling up for study reasons, to avoid, for example, that the university enrollment alone constitutes a reason for delay and consequently, de facto, exemption from military service. In practice, in the two/three years preceding the suspension of military service, those who have benefited from the postponement institute in the previous years will be called up (the "natural" call up to arms of the class of 1985 would take place no later than the first months of 2004).

At the same time as the reformulation of the rules on deferment, further rules on the subject of exemption from military service are introduced in favor of those young people who have already effectively entered the world of work and/or who attend particular post-graduate university courses, namely:

- those directly responsible for running a business or economic activity for at least one year or a business started with the support provided by public institutions or bodies in terms of incentives for youth entrepreneurship and self-employment;
- o holders of a scholarship or research grant for graduates, lasting at least one year in the case of attending a research doctorate at legally recognized universities.

Finally, only in apparent countertendency with the aforementioned need to set a limit to "easy" exemptions from military service, but in line with the principle of favoring those who are already in the world of work, the Minister of Defense with his own decree has the right to extend their exemption from military service.

5.2.2 The recruitment of non-commissioned officers The category has been the subject of a profound structural reform introduced with the decree on the reorganization of the roles of non-managerial personnel of the Armed Forces. (so-called "equiordination" - Legislative Decree 196/95). In fact, with this provision the pre-existing unified role was divided into two separate roles: • Role of Sergeants; • Role Marshals; while changing their recruitment, legal status and advancement rules.
The role of Sergeants constitutes the natural career outlet of personnel in the role of Volunteers in permanent service, from which they are exclusively nourished through internal competition and passing a specific professional refresher course.

EI - ROLE OF THE SERGENTS

MM ROLE OF SERGETS

AM - ROLE OF SERGETS

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The role of Marshals, on the other hand, is nourished by Students from Non-Commissioned Officers Schools, drawn, through a specific competition, from young graduates (in an amount not exceeding 70% of the places available), from personnel coming from the role of Sergeants (for the 10% of posts), as well as by qualified personnel belonging to the role of enlisted volunteers in permanent service (for 20% of posts) with at least 7 years of service, of which at least four were in permanent service. The winners of the competition, after two years of firm as

AND THE ROLE OF THE MARSHALLS

MM - ROLE OF THE MARSHALLS

AM ROLE OF THE MARSHALLS

Students, during which they attend the appropriate training course, are appointed Marshals.

5.2.3 The recruitment of officers in spe The
recruitment of officers takes place in similar ways in the 3 Armed Forces, it being understood that the selection and training procedures are managed by the single Armed Forces in relation to the typical functional and organizational needs to be ensured.

In this context, recruitment takes place: •
through the Military Academies (Modena for the EI and the CC, Livorno for the MM and Pozzuoli for the AM), in most of the normal roles;
• directly from young graduates in possession of specific qualifications of interest for the Administration, for recruitment especially in logistic and technical roles;
• through a competition reserved for M.lli in service and to Reserve Officers (in the future to Auxiliaries: see 4.2.4) for recruitment in special roles.

EI - MILITARY ACADEMY

NAVAL ACADEMY

AIR FORCE ACADEMY

SOURCES OF RECRUITMENT VARY ACCORDING TO THE ARMED FORCE AND GODS ROLES

RECRUITMENT OF OFFICERS IN NAVY SPE

RECRUITMENT OF OFFICERS IN AIR FORCE SPE

EI - DIRECTLY APPOINTED OFFICERS

MM - DIRECTLY APPOINTED OFFICERS

AM DIRECTLY APPOINTED OFFICERS

As already indicated above, recruitment for the Special Role takes place through a competition reserved for Field Marshals in service and Reserve Officers.

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AND THE OFFICERS OF THE SPECIAL ROLE

MM - SPECIAL ROLE OFFICERS

AM - SPECIAL ROLE OFFICERS

5.2.4 The recruitment of auxiliary officers This
category, introduced by the delegating law 331/2000, is destined to replace in the future the reserve officers who, being linked to compulsory conscription, will no longer be able to be recruited starting from 2006. This category, by specific regulatory provision, is not calculated within the professional model. It includes: • first-appointed or re-appointed reserve officers in

service and who will continue to be recruited among young people subject to military service (and therefore born within 1985), for the performance of the traditional tasks assigned to this category of personnel ; • the twelve-year reserve pilot officers, which can be accessed

by Italian citizens according to the procedures already in force (direct recruitment by public competition), necessary for the functioning of the FA as they are intended almost exclusively and continuously for the operational line, not being subject to the obligations of Command and attendance of refresher courses foreseen for officers of normal roles;

• pre-established service officers, intended to carry out those specific needs of the single FA connected to the lack of professionalism or to the need to deal with particular operational needs. At the end of their service, the officers will be able to access competitions for recruitment into permanent service or in any case will accrue an incremental score for recruitment in public competitions;

• officers of the supplementary forces, ie officers on leave called back to service, with the consent of the interested parties, for the fulfillment of needs related to international missions or with training, operational and logistical activities both on the national territory and abroad .

In essence, the auxiliary officers represent that lung of professionalism functional to the efficiency of those sectors of the individual Armed Forces. orderedly complementary and temporally contingent, therefore indispensable for the full achievement of the institutional objectives. For what has been said, the quantitative and qualitative determination of the aforesaid Officers is only possible in the short term (normally, on an annual basis through the Budget Law) functional, when the need materializes, the increase in the number of certain roles to face the most various operational commitments as well as feeding the category of leave, even after 2005, or the possible reinstatement of compulsory conscription in the cases envisaged by law (proclamation of a state of war or serious international crisis in which the nation or a State is directly involved ally).

EI - COMPLEMENTARY OFFICERS

COMPLEMENTARY OFFICIAL MM

AM COMPLEMENTARY OFFICERS

5.2.5 Completion forces In compliance
with art. 1 of Legislative Decree 464/97 (concerning the "structural reform of the Armed Forces."), the mobilization provisions are currently referable only to the completion of the Commands, Entities and Units in existence.

The completion of these Commands/Bodies/Units is implemented through measures planned since peacetime aimed at establishing, with military personnel coming from leave, the "Completion Forces".
The completion of Law 228/2000 (concerning "Urgent provisions regarding the extension of Italian military participation in international peace missions"), has legitimized the CEO to recall, on

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on a voluntary and fixed-term basis, the Officers and NCOs of cpl. on leave, as well as personnel already belonging to the categories of military troops on conscript service and VFB.
The regulation specifies that "said personnel, inserted in the supplementary forces, are employed in training, operational and logistic activities both on the national territory and abroad"; therefore, not only the establishment, by the CEO, of a "user base" called "completion forces", but also the "management" of said "basin" appears legitimized.

Currently, the new regulatory vehicle has only been used by the Army, which has made use of it for operational needs both on the national territory and abroad (competitions in public order activities and/or natural disasters, support for humanitarian operations, "peacekeeping", etc.).
The main innovation of the sector therefore consists in the introduction of the new figure of the "reservist" who - on a voluntary basis - has provided, upon termination of service or at a later stage, an initial generic availability to be recalled and who adheres to the actual call to arms only after receiving a notice.

The employment relationship with the "reservist" is fixed-term and is based on the interested party's voluntary recall. The termination of this relationship is, therefore, implemented immediately following a request from the interested party.

In summary, the aforementioned Completion Forces are divided into:

- Forces for general completion: they are constituted for the emergency through coercive measures - planned since peacetime - essentially concerning the blocking of discharges and/or the call to arms of military personnel on leave, starting from the younger classes ;

- Forces for voluntary completion: they are formed to deal with particular operational/training needs, with military personnel on leave who can be recalled on a voluntary basis. The adhesion to the call up to arms is signed by the interested party during the period of service in the institution to which he belongs, or in the position of leave in the Military District of his jurisdiction.

The "Selected Reserve" also contributes to the composition of the voluntary supplementary Forces, made up of specialized personnel with specific professionalism of interest to the Armed Forces not available in the military sphere (interpreters, technicians, doctors, legal advisers, etc.). Said personnel is found directly among civilians, or among ex-military personnel, to whom - after signing the willingness to call up - is conferred, without competition, the appointment of reserve officer up to the rank of Major, pursuant to the combined provisions of the 'art. 4 of the RD 819/1932 and of the art. 31 of Legislative Decree 490/1997.

5.2.6 Recalls to service by the auxiliary Legislative
decrees 165/97 and 498/97 revisited the institution of recalls to service, as a result of the entry into force of new regulations aimed at reducing and containing redundancies from the public sector , through the raising of the minimum contribution and personal data requirements for access to the pension.
The aforementioned decrees provide, in particular, for a gradual raising of the age limits for leaving permanent service, until reaching a "normalisation" in 2008 when the age limit will coincide with the completion of the 60th year, with the prospect to remain in the auxiliary for a further 5 years.
In the spirit of these regulations, which tend to ensure the most profitable use of personnel in possession of extensive experience and marked professional ability, in the presence of significant deficiencies with respect to staffing, especially for the Carabinieri, it may become necessary to continue to have, in the coming years, of balanced recalls to service from the auxiliary, essential to guarantee the full functionality of the departments.

5.2.7 Carabinieri Corps • Officers

Legislative Decree 298/2000 set the new staffing endowments of officers at a total of 3,800 units, of which: 1,880 in the normal role, 1,510 in the special role (including, in the transitional period, also officers in the exhaustive role and in the technical role -operational) and 410 of the technical-logistic role.

Regular ranked Officers are recruited through the Military Academy. At the end of the two-year period, the study cycle continues at the Carabinieri Officers School.
The officers of the special role, in analogy to the other Armed Forces, are taken from the role of the inspectors and, on a residual basis, from the complementary officers.
The officers of the logistic technical role are recruited among young graduates, possessing specific professional skills (doctors, pharmacists, veterinarians, chemists, physicists, etc.). With regard to career profiles, the officers of the role follow similar procedures to those envisaged for the other Armed Forces.

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OFFICER RECRUITMENT
CC MILITARY ACADEMY
CC - SPECIAL ROLE OFFICERS
CC OFFICERS OF THE TECHNICAL ROLE
ADDITIONAL OFFICIAL CC

• Inspectors and Superintendents

The overall endowments, organic and non-organic, assign the Arma a sufficient number of soldiers to cope with the complex and diversified institutional tasks, which determine continuous needs for qualitative growth of the instrument.

In general, the non-management and non-management personnel of the Arma (Role of Inspectors, Role of Superintendents, Role of Appuntati and Carabinieri), dates back to the direct management of the General Command limited to the branches of the state, advancement and, in part, employment . In the discipline and documentation sectors, the aforementioned personnel is instead directly managed by the competent corps commands which also exercise, within the limits indicated in the following paragraph, the function of employment.
As far as recruitment is concerned, the same occurs with methods similar to those envisaged for the roles of marshals and sergeants of the other Armed Forces, it being understood that the selection procedures and personnel training takes place through the specific institutes of the Carabinieri .

o Inspectors:

Biennial Course: 70% of the places reserved for civilian/Arma candidates (from the 6th biennial course 2001 - 2003 there is a limitation of 20% reserved for women); Semester course: 30% of the places reserved for military candidates of the Arma.

or Superintendents:

From 1996 to 2001, entry into the role took place exclusively (Legislative Decree 198/95) with a single competition reserved for personnel belonging to the Role of Apuntati and Carabinieri (70% reserved for selected Apuntati – 30% reserved for Apuntati and Carabinieri) .

Since 2002, by applying the amendments envisaged by Legislative Decree 83/2001, the introduction takes place with two distinct competitions:

Quarterly course: 30% of places reserved for personnel belonging to the role Appointed and Carabinieri;

Refresher Course and Professional Training: 70% of places reserved for Selected Appointed.

CC ROLE OF INSPECTORS
BIENNIAL

CC ROLE OF INSPECTORS
HALF YEARLY

CC ROLE OF SUPERINTENDENTS

• Volunteers

The Arma dei Carabinieri provides for the nourishment of its initial role (actual Carabinieri), through the recruitment of: l volunteers on
fixed and short-term service of the Armed Forces, to whom article 18 of Legislative Decree n.215/2001 reserves 70% of the annual hirings scheduled for the role; the winners of the
competition, who are admitted to the four-year firm, in compliance with the provisions of article 5 of Legislative Decree no. 198/1995; l Carabinieri
in military service and in two-year detention (art.21 of Law 958/1986), who can remain in service, upon request, as effective Carabinieri, within the limit of organic holidays.
The Arma has not yet encountered particular problems for the recruitment of effective Carabinieri, in relation to the proceeds of applications, constantly attested to levels far higher than the places available.
Difficulties, on the other hand, have emerged in the management of the transits of volunteers in fixed or short-term stops of the Armed Forces: the related investigations are still underway.

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EFFECTIVE CARABINIERI
VOLUNTEERS ON FB FOR THE CARABINIERI WEAPON

- The Auxiliary Carabinieri

The figure of the Auxiliary Carabiniere was introduced in 1963 with voluntary personnel drawn from the conscript contingents and employed, to all intents and purposes, with tasks similar to those of effective personnel.
Since then, the stocks have risen to the current 12,000 units (not included in the organic volumes and assigned with the budget law) for which, with the

AUXILIARY CARABINIERI

transformation of the military instrument from mixed to professional, the progressive replacement with 9,000 effective Carabinieri is being defined.
Again on the subject of auxiliaries, of particular relevance is the problem of the progressive, significant drop in the number of applicants mainly due to:

- or the growing number of young people opting for the civilian replacement service or declaring themselves "objective of consciousness";
- o to the prospect of the suspension of military service, which has widened recourse to the institution of postponement; o to the less favorable economic treatment attributed to such personnel by law no. 662/1996 (to students, in the 12 weeks of the course: 168,600 lire a month, instead of the 1,054,035 paid in the past; in the remaining nine months: 935,000 lire, instead of the 1,200,000 previously paid).

AUXILIARY CARABINIERI
(biennial stop)

AUXILIARY CARABINIERI
(four-year detention)

5.2.8 Female military service Since the
second post-war period, and more frequently since the early 1970s, numerous bills have been echoed between the Senate and the Chamber of Deputies; all take their cue from two articles of the Constitution which state: art. 3 “All citizens have equal social dignity and are
equal before the law, without distinction of sex, race, language, religion, political opinion, personal and social conditions”; art. 52 “The defense of the homeland is a sacred duty of the citizen. Military service is
compulsory within the limits and in the manner established by law. Its fulfillment does not affect the citizen's job position, nor the exercise of political rights. The organization of the FF.AA. conforms to the democratic spirit of the Republic”. It is interesting to highlight how, from the outset and in whatever form they were formulated, these bills were
presented by exponents of any political orientation.

In fact, it can be said that women have seen the doors of the Armed Forces open. by the will of political power. It was the Parliament, and with it the Government, that chose, even independently of the will of the people themselves, which has never expressed itself clearly on the issue or exerted pressure. It was a painful choice, the path of which unfolds for almost thirty years; a choice that looked at the sociological aspect, motivated by the need to bring the Armed Forces closer. to society itself and make them a more faithful reflection of the composition of the Italian population.

Passing through the numerous projects that have followed one another since 1970, we reach 1997, for the definitive approval of the law which delegates the Government to establish female voluntary military service.
Finally, after thirty-seven years, with the law of 20 October 1999, the possibility was sanctioned for Italian citizens to participate, on a voluntary basis, in competitions for the recruitment of Officers, NCOs in permanent service and enlisted soldiers in voluntary service, in roles of the Armed Forces and of the Guardia di Finanza.

With this law, to translate the introduction of female personnel into a concrete possibility, the Government was delegated to issue one or more legislative decrees:

- Legislative Decree 31 January 2000, No. 24, aimed at regulating recruitment, legal status and advancement, • mainly inspired by the implementation of the principle of equal opportunities between men and women;

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• Decree 4 April 2000, n. 114, laying down rules for ascertaining suitability for military service; • Annual Ministerial Decree, relating to the definition of rates, roles, bodies, categories, specialties and specializations in which female staff are recruited each year.

This decree for the current year provides for an opening of 20% of the recruitments for the Officer Students of the Academies, of 100% in the "direct nomination" competitions (directly from young graduates of the civilian world) of the Air Force and of the Carabinieri and, between 20 and 50% in the same competitions for the Navy; opening of 20% in competitions for student marshals, also a percentage of 30% in any extraordinary competitions for the recruitment of short-term volunteers.

In compliance with the enabling law, the Minister of Defence, in agreement with the Minister of Economy and Finance and with the Minister for Equal Opportunities, has set up an Advisory Committee with his own decree.

Composed of 11 members, mostly female, with adequate experience and expertise in the field, it has the task of assisting the Chief of Defense Staff and the Commander General of the Guardia di Finanza Corps in the direction, coordination and evaluation action of the insertion and integration of female personnel in the Armed Forces.

During the year 2000, the members of the Committee provided a valid contribution of thought, also on the basis of the direct experience of the newly incorporated female personnel, contacted during visits to the structures that first hosted them (Academies and Training Regiment volunteers).

Furthermore, based on the explicit provision of the law, during the year 2000 the first competitions open to female personnel were announced concerning: • recruitment in the three FA Academies (also for the Carabinieri) and in the Academy of the of the GdF (Official Students to be drawn from young civilian graduates); • "direct appointment" recruitment (access with the rank of Lieutenant, directly from young graduates); • recruitment of short-term volunteers in the Army, in consideration of the regulatory provision of carrying out extraordinary competitions for said recruitment if the ordinary competition does not fully cover the posts.

Taken together, these first recruitments (396 units in service) have provided a decidedly positive response: almost all of the places available have been filled. This was mainly due to the high number of applications from female staff.

FEMALE RECRUITMENT YEAR 2000

For the current year, the same competitions announced in the course of 2000 have been announced (approximately the same number of places available for female personnel) with the addition of the recruitment of student marshals. The amount of places available for female personnel is overall equal

FEMALE RECRUITMENT YEAR 2001

approximately 1,253 units, considering that two extraordinary competitions for short-term Army volunteers have been announced.

In this regard, it should be noted that the total number of applications from women remained almost stable, except for the competitions for Officers where a significant drop was recorded.

However, it is believed that we are not dealing with a "fall in vocation", but rather with a consolidation of applications after a natural boom in adhesions at the start of recruitment, long awaited by the female component of society, and at the cessation of the novelty effect. It can also be stated, even if not all the selections for the current year have ended, that this year too the results are satisfactory.

As far as the near future (short-medium term) is concerned, the line of action identified at the joint level hinges on maintaining the current percentage rates, this in the consideration that, in addition to still existing logistical/structural needs, which do not allow for immediate increases in the recruitment of female personnel, the results on the use of such personnel in the operational units are not yet available, as the personnel of the categories of officers and non-commissioned officers is still busy developing the expected training/specialist iter, the voluntary personnel of troop, although assigned to the operational departments, is carrying out the final phase of training.

5.2.9 Military chaplains in Italy

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Spiritual Assistance in the Italian Armed Forces is entrusted to about 200 Catholic Chaplains under the guidance of the Ordinary Military Archbishop. In recent years, the service has undergone several transformations to adequately meet the new needs resulting from the changes in the Armed Forces.
In the same ecclesial context, facts and documents have made it possible to deepen the meaning and value of this service. Just quote:

- the publication of the Apostolic Constitution "Spiritualis Militum Curae" of 21 April 1986; • the preparation and celebration of the First Synod of the Military Ordinariate Church in Italy over the years 1997-1999;
- the celebration of the Military Jubilee on November 20, 2000, to indicate the attention that the Church pays to the military world.

The military chaplain is a Catholic priest suitable for performing this service, appointed by Decree of the President of the Republic on the designation of the Military Ordinary and proposal of the Minister of Defense (art. 16, 17, 18 law 512, 1 June '61; art 78, 80 First Synod of the Military Ordinariate Church). The military chaplain's service cannot do without complete integration with the realities of the Armed Forces. In fact, it is exercised "in the midst" of the military called to an increasingly advanced and complex professionalism and destined to act in national and international contexts. The Chaplain follows his soldiers, adapts to their conditions, participates in their missions. Its presence indicates the possibility of faithfully living the deepest ideals of the human person: honesty, consistency, discipline, fortitude, altruism, capacity for service, which are just some of the characteristics that accompany the life and professionalism of men and women in arms.
For believers, in a more specific way, it becomes an eloquent sign and an authoritative aid for living Christianity in a coherent way even in the world of barracks.

The attention of the Chaplain is not only for the soldier but also for his family. He follows it from its birth with marriage training courses and accompanies it throughout its subsequent development. The problems of the family related to the functionality of the military's duties in Italy and in missions abroad are highlighted in the Pastoral Letter that the Military Ordinary has published this year. In this perspective, a special Commission has been set up with a specific pastoral office for the family.
The international events of recent years have required the use of soldiers, and consequently of chaplains, for Peace-keeping missions. This presence has proved to be particularly useful and indispensable both for the military and for the local population. A man of communion, the Chaplain actively contributes to maintaining a serene and supportive atmosphere among the military: he shares hardships, celebrates anniversaries, animates moments of fraternity and communion, coordinates actions of solidarity for the neediest. As pastor of a community, he leads it on a path of purification and renewed impetus in faith, as a spiritual guide he knows how to find that discreet and eloquent word for each faithful who entrusts himself to him by proposing a path of personal progression. In his meeting with the ministers of other religious confessions he expresses the supreme good of peace and the primacy of human dignity which comes before any form of belief and religion.
Attention to the formation of chaplains has recently taken the form of the establishment of a school for student chaplains, located in the Military City of Cecchignola. In the current year, twenty-five young men have begun their cycle of studies to become military chaplains under the guidance of a team of priests who take care of their formation both from a human, spiritual and physical point of view. A fundamental step in the preparation of the future Chaplain is represented by the acquisition of knowledge relating to the structure of the organization of the Armed Forces both from a theoretical and a practical point of view. This objective is also achieved through visits that aspiring chaplains make to realities in the military world such as barracks, bases and naval units.

5.2.10 Conscientious objection

Conscientious objection, which began as a refusal of military service and has now become a citizen's right, has had clear repercussions on the military organization given the identical pool of recipients, the equality of civil service for the purposes of fulfillment of military obligations and the conditions connected with the different conditions of fulfillment of the two services (essentially, in the absence of solid moral and religious convictions, the least onerous service is chosen by the personnel subject to military service, other conditions being equal). This has caused an exponential expansion of the phenomenon of conscientious objection from an entity of a few thousand individuals in the early 80s and a few tens of thousands in the early 90s (effects due to jurisprudential interventions that led to the equalization of the duration of civil service to that of military service), to over 70,000 applications in 1998, to approximately 108,000 applications in 1999 and to 62,524 in the year 2000.

With the law on conscientious objection (Law n.230/98), the discipline of conscientious objection was radically changed. The most relevant innovations were: the recognition of conscientious objection as a "subjective right" of the citizen and the transfer of management to the National Office for Civil Service (UNSC), within the Presidency of the Council of Ministers. Moreover, the time limit

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foreseen for this passage was extended to 31 December 2001, due to the difficulties encountered by the UNSC in incorporating the management of the entire sector of conscientious objectors.
Subsequently, the legislator intervened (Law n.64/2001) to establish the national civil service, the management of which was entrusted to the UNSC itself pending the establishment of the Civil Service Agency, providing for the admission to the service civil service of men and women, on an equal basis, whose economic treatment is correlated to that reserved for Volunteers in Annual Retention (VFA) and within the limits of the financial resources of the National Fund for the civil service.
Among the main innovations introduced, it is expected that:

- in the transitional period (until the suspension of compulsory military service), conscientious objectors and citizens capable of military service who opt for this service are subject to the obligation to perform civil service, provided they are not necessary to meet the needs of the Armed Forces. Furthermore, Italian citizens who request it and have completed and not exceeded the age of 26, and citizens reformed due to incapacity for military service or on temporary unlimited leave, are also admitted to provide this service on a voluntary basis. , if they have not passed the age of 26; • in the fully operational period (after the suspension of compulsory military service), the matter will be governed by specific legislative decrees, aimed at identifying the persons admitted to voluntarily provide civil service, at defining the methods of access to the service and the duration of the itself and the related legal and economic treatments. The inspiring criteria of the aforementioned decrees are briefly: the admission to the civil service of men and women, on a completely equal basis; l determination of the economic and legal treatment of volunteers in civil service, taking into account the treatment reserved for VFA (Volunteers in Annual Retention) and within the limits of the financial resources of the National Fund for the civil service; the analogous condition between civil and military service, in relation to vocational choice, in the area in

whom they serve, the hours of service and the free time.

Therefore, the provision resulting from the institutionalization of the civil service stands as an alternative form to the recruitment of professional military forces, which will have to count on a large pool of aspirants in order to be able to acquire convinced and well-selected personnel in terms of attitudinal and physical. At the moment, the number of applications is just sufficient to ensure the minimum annual revenue planned for the recruitment of Short-Term Volunteers (VFB). It is therefore necessary that the aforementioned structures - to avoid harmful competition - can interact for the institutional purposes for which they are responsible. Furthermore, when drafting the legislative decrees descending from the law of 6 March 2001, n.64, a concrete recognition of the peculiarity/particularity of the voluntary military service is hoped for, compared to the civilian one without detracting anything from this very valuable form of social commitment.

Moreover, it should be noted that the establishment of professional military service has led to a halving of applications for conscientious objection, while applications for civil service in 2001 are not yet known.

speed of growth of requests for conscientious
objection in the period 1990-2000 (index 1990=100)

5.2.11 The balanced force in 2001 By
balanced force we mean a conventional value of the force, considered constant in every day of the reference year, based on the daily forecasts of the personnel in service.
The balanced force in 2001 - excluding the Carabinieri - results from the following mirror:

TABLE FOLLOWS

For 2002 the balanced force predicts:

- for the Army a decrease of 1,870 Officers, 2,354 Marshals, 13,666 conscripts and 676 VFB and an increase of 174 Sergeants and 9,175 Volunteers in spe.
- for the Navy, a decrease of 171 Warrant Officers, 191 VFB and 1,452 conscript sailors against an increase of 20 long-term officers, 400 sergeants in spe, 874 volunteers in spe. • for the Air Force, a decrease of 409 Officers, 416 Marshals, 175 Fire Brigade, 81 Academy and School Students, 2,986 conscript Airmen against an increase of 755 Sergeants in spe and 603 Volunteers in spe.

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The comparison shows the reduction of the conscription contingent of 18,104 units and the increase of 1,329 Sergeants in spe and 10,652 Volunteers in spe.
Therefore, if the forecast will correspond to the real influx of volunteers, who create the push from below to create the hard core of professionals represented by volunteers in spe, we can reasonably ascertain a positive "trend" towards the professionalization of the Armed Forces with the limit of 2004 for the Troops and 2021 for the Officers and Non-Commissioned Officers, always keeping the total figure of 190,000 men fixed, as shown in the following mirror.

TABLE FOLLOWS

The time limit of 2021, as will be seen later, is linked to the redundancy of Officers and Marshals who, moreover, must not be penalized by the forced reduction of the structure.

5.3 Career path (selection, evaluation and criteria)
5.3.1 Officers
Legislative Decree 490/97 and subsequent amendments reorganized the roles of Officers in a reductive key (about 8000 units less), grouping them into four types (operational, intermediate, technical and logistic), each of which distinguished in a normal role (coming from the Academies or recruited by young graduates with specific professional skills, such as doctors, psychologists, engineers, etc.) and in a special role (coming from the roles of Non-Commissioned Officers or from Complementary Officers) .

The same provision significantly changed the dynamics of advancement, previously based on assessment rates defined as a percentage of the number of positions held to avoid, as in the past, that irregular recruitments or redundancies of personnel could cause accelerations or slowdowns in careers.

In particular, the new system establishes minimum lengths of time for each grade in order to access advancement rates, thus allowing the Administration to better plan the employment of Officers and at the same time give adequate certainties to those concerned in terms of career expectations. In essence, the so-called normalized advancement system (i.e. a fixed number of annual promotions) was strengthened, at the same time reiterating the use of "forced redundancies" for management so as not to exceed the maximum number of personnel envisaged for each grade: Expectation for Reduction of Diamonds (ARQ).

This also taking into account that in the Armed Forces career progression cannot be linked to mere "natural" vacancy in the staff of the higher rank, but must provide for a pre-established number of annual promotions, deriving from a precise combination of training periods, command, employment situations, retention in ranks as well as scheduled recruitment.

For the homologous roles indicated above (operational, intermediate, logistic and technical) analogous career profiles have consequently been envisaged, i.e. identical advancement rates, it being understood that the career profiles of non-homologous roles generally differ to a lesser extent than the situation pre-existing. This made it possible to remediate previous anomalous conditions, for which the career of Officers with the same function differed significantly according to the Armed Force to which they belonged. On the other hand, this inter-force homogenization, while mediating positions, has also led to significant career slowdowns, in particular for access to management. This also taking into account that, as a consequence of the reorganization of the social security system for military personnel, implemented with the legislative decree of 30 April 1997, n. 165 - which raised the age for leaving the service - it was necessary to appropriately prolong the stays in certain grades of each role.

The changed regulatory situation of the Armed Forces has also made it necessary to update the rules on the composition of the Advancement Commissions, and also to introduce specific control procedures dictated by the most recent jurisprudential guidelines expressed on the matter.
In particular, in harmony with the law of reorganization of the "Military Summits", the Chief of the SMD - who has been conferred the rank of General or Admiral - assumes the Presidency of the "Summit Commission", set up at each Armed Force for the evaluation of major generals. This Commission coincides with the higher advancement Commission of each Armed Forces and the respective Chief of Staff assumes the Vice Presidency.
The composition of the Ordinary Commission and the Superior Commission has also been changed

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of Progress both in relation to the new organizational structure of the Armed Forces and for functional and employment reasons.

Furthermore, in compliance with the delegation, a Control Commission (5 members, including an officer, appointed by Ministerial Decree) of the work of the Advancement Commissions was established, competent to verify the procedures of the advancement judgments canceled ex officio or following acceptance of a judicial appeal or extraordinary appeal to the President of the Republic.
In the presence of annulled judgments of advancement, the Minister of Defence, may summon the Commission to ascertain the regularity of the activities and evaluations of the Advancement Commissions as well as the consistency, in the renewal of the judgment, of the activities and evaluations of the Commissions of progress with respect to the decisions to accept the appeals.

To compensate at least in part for the slowdown in certain career profiles and safeguard the economic aspects, regulations have also been envisaged which, similarly to the Police Forces, allow the attribution of the economic treatment of the Colonel and the General upon promotion respectively to Major/Lieutenant Colonel, provided they have 15/25 years of service from the rank of Lieutenant.
In this way, in fact, an administrative career was established which made up for the slowdown in the hierarchical career. This process was then perfected with subsequent legislative interventions, which led to the payment of salary homogenization regardless of the rank held (albeit with certain temperaments linked to the level of service), respectively upon accruing 13/23 years of service from the appointment as officer or from the achievement of the candidate qualification.
For the Carabinieri, with the reorganization of the roles - redefined in Normal Role, Special Role and Logistic Technical Role - steps were taken to review the personnel endowments, also of the managerial levels, the periods of permanence in the ranks, the advancement methods, as well as the assessment rates and the number of annual promotions for each grade, to harmonize them with the other FF.AA..
To reconcile the needs of harmonious development of roles and careers, the possibility of a "one-off" transition from the Normal Role to the Special Role has also been envisaged.
At the same time, in line with the provisions of Legislative Decree 298/2000, the Arma has activated its own Advancement Commissions for the evaluation of Officers.
Confirming the great importance attributed to the need to qualify one's managers for useful employment in a national and international joint context, the methods of selection and admission to the ISSMI courses have also been reviewed.

5.3.2 Non-
commissioned officers The decree reordering the roles of non-commissioned officers (Legislative Decree no. 196/95 and subsequent amendments) also defined the advancement rules for each role. In particular, the role of Sergeants has been structured on three hierarchical levels and has a career progression system: • seniority,
for advancement from Sergeant to Sergeant Major; • optionally, for promotion
from Sergeant Maj. to Sergeant Maj. Chief;
after 7 years of permanence in each grade, according to the following scheme:

ARMED FORCES

ADVANCEMENT OF NON-MANAGEMENT PERSONNEL
AND NOT ARMED FORCES DIRECTIVE

* by choice, after eight years of permanence in the grade and by choice, by exams, after four years of permanence in the rank of Chief Marshal;
** optionally, after eight years of permanence in the same grade.

Advancement to the rank of Ordinary Marshal is expected - with seniority - after two years of permanence in the rank of Marshal. The rank of Chief Marshal can be reached, always with seniority, not before seven years of permanence in the lower rank, of which at least three in command activities or, alternatively, at least four in specific attributions.

The advancements in the role are all "by seniority" with the exception of the granting of the rank of 1st Marshal and the qualification of Lieutenant which take place with the "choice" method.

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The rank of 1st marshal (apical rank of the roster of marshals) is reached by 30% of the roster's workforce. The modes are:

- choice, for the Chief Marshals after eight years of permanence in the rank;
- competition for qualifications and exams, for Chief Marshals with less than eight years of permanence in the rank.

After 15 years of seniority in the rank, the Chief Marshals can be awarded the title of "Lieutenant". This personnel, who will have a pre-eminent rank over peers, will be assigned positions of greater responsibility, among those envisaged for the top rank of the role to which they belong.
The conferment of this qualification takes place, for the personnel of the Armed Forces, following an evaluation procedure according to the relative merit rankings.
From the Role Marshals it is possible to access the Role Special Officers.

Weapon of the Carabinieri

**ADVANCEMENT OF NON-MANAGEMENT PERSONNEL
AND NOT DIRECTIVE OF THE CARABINIERI WEAPON**

* The number of promotions is set annually by the MD up to 1/30 of the personnel in the Inspector Role, with the maximum limit of the number of vacancy existing in the rank of Assistant Marshal on 31 December of each year;

** · "selected by qualifications" (starting from 2009), after having accrued 8 years from the awarding of the step additional salary envisaged for s.UPS Assistant Marshals;
· with seniority (in the transitional phase 2002-2008), after having accrued a minimum stay in the grade of 7 years for 2002 and 7 years and 6 months for the following years and who have obtained the qualification of "excellent" in the last three years " or equivalent judgment and who in the last two years have not received a more serious sanction than a reprimand.

5.3.3 Troops As
regards the selection of enlisted personnel, it was deemed appropriate to focus attention on the selection of volunteer personnel, given the imminent suspension of compulsory military service and the consequent centrality of the figure of the volunteer in the model professional military instrument designed by law n. 331/2000 and by the descendants decrees.

The Implementing Regulation of the law reforming the top management has attributed to the Heads of MS of FA, among others, also the responsibility for the selection of volunteer personnel and this has entailed, as regards the procedures for the recruitment of volunteers, the act of a series of changes and initiatives aimed at selecting personnel suitable to operate within the individual Armed Forces. Above all, new selection criteria have been set, in adherence to a concept that goes beyond the simple principle of choice/exclusion and projected to a vision of the man-soldier, not only as a current, present, but also a potential, future resource, on which to invest in terms of training and consequently of employment, since the voluntary staff is, in any case, destined to remain in service for an extended period of time.

Consequently, the competences on the selection of personnel, including voluntary personnel, have passed from the General Directorate of the Military Service to the General Staff of the Armed Forces, which carry them out through the Inspectorates of the Armed Forces and the various selection Centers under their dependence or the Selection Centers of the Police, with civil and military regulations, or of other Administrations, in which the military can be admitted.

Volunteers in annual detention (VFA)
The VFA can achieve, after attending a special course and after passing the same, advancement to the rank of corporal no earlier than the third month from incorporation.
Corporals of the same category, after at least six months of service provided by providing guarantees of safety and reliability, can also be attributed by the Commander of the Corps the functional qualification of chosen corporal.

VOLUNTEERS ON ANNUAL RETENTION

Short term volunteers (VFB)
The VFB can achieve, after only the judgment of suitability, the degrees of:

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- corporal, not before the completion of the third month from incorporation; •
  corporal major, not before the end of the eighteenth month from incorporation.

Failure to pass the "corporal" or "major corporal" course does not, however, by itself constitute a reason for the acquittal of the VFB. In fact, it is possible to repeat the aforementioned courses only once, subject to the favorable judgment of the company commander and the battalion commander; and this not before the 9th month (Corso corporal) or the 23rd (Corso corporal major). The VFB still judged "unsuitable" will continue to serve in the short term as a volunteer (if judged "unsuitable" for the corporal course) or corporal (if judged "unsuitable" for the corporal major course).

Furthermore, it should be remembered that the rank achieved (corporal or corporal major) constitutes a title of merit in the competitions for the transition to permanent service.

Advancement of VFBs

Permanent Duty Volunteers (VSP)
In the role of Volunteers in Permanent Service, the following grades can be obtained, based on seniority (every five years of service) and subject only to an assessment of suitability:

- 1st Corporal Major (entry rank); • Chosen
  Major Corporal; • Corporal
  Chief; • Corporal Major Chosen
  Chief.

ROLE OF VOLUNTEERS IN PERMANENT SERVICE

Finally, it should be noted that with the legislative decree (Legislative Decree n. 215/2001) descending from the law establishing the professional military service (L. n. 331/2000), the rules relating to the advancement of volunteers in permanent service they have been extended, in so far as they are applicable, also to short-term or fixed-term or re-staffed volunteers, substantially unifying the career path discipline of volunteer personnel.
This constitutes a further step towards the materialization of that "communicating" system which allows anyone who joins the Armed Forces. and to whatever category it belongs to aspire to improve one's position of "status" and to rise even to the highest ranks.

5.3.4 Resignation (excluding the Carabinieri)
The phenomenon of resignations, after a peak phase which occurred in 1999 in

EI - RESIGNATION

MM RESIGNATION

AM RESIGNATION

which has reached critical levels, above all because it refers to subordinates in the Army, has resumed the average trend of the approximately 300 exits from service that occurred previously. Of significance, for the Navy, is the number of resigned officers which stands at an annual average of 200 units, equal to 5% of the overall force (4,000 officers). For the Air Force, the peak occurred in 1997, with a hint, moreover, of a recovery 4 years later, i.e. in 2001, when as many as 260 Officers requested termination of service and it is known that the attempt was made also through a legislative provision to reduce the phenomenon of pilot exodus.

5.4 Economic treatment The
remuneration of military personnel is made up of the following components: fundamental, ancillary and possibly: •
Fundamental component or
Salary: remunerates the work performance connected with the employment relationship with the State.

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In particular, non-executive personnel (up to the rank of lieutenant colonel) are classified in the various "pay levels" in relation to the rank held, like other civil servants. Furthermore, he is the recipient of the Individual Remuneration for Seniority (RIA) linked to length of service.

The managerial staff have a salary treatment linked to the grade and outside the levels.

- o Special supplementary allowance: intended to adjust the level of salaries to changes in the cost of living (inflation). Since November 1991 this allowance has not been increased. Currently, its value is on average around 1,100,000 lire a month.
- o Additional pensionable emolument: diversified in relation to salary level ed powered by contractual resources of a fixed and continuous nature.

• Ancillary component l

Operational employment allowance: specific allowance of FA staff which compensates for risks, i hardships and responsibilities connected with the specific activities carried out in the various situations of employment.

Operating allowances are divided into: basic and supplementary.

Fundamental allowances are paid in relation to grade, length of service and type of operational activity performed.

In practice, these allowances are linked to the status or professionalism of the personnel and cannot be combined with each other (campaign, embarkation, aeronavigation, airspace control).

The supplementary allowances are attributed in addition to the fundamental ones in relation to the effective performance of specific activities or particular conditions of operational employment (travel allowance, off-site, emergency air intervention, etc.).

The secondment allowance is included among the supplementary allowances, attributed to the personnel it performs positions of command at various levels which involve high responsibilities.

- Possible component
  - o Overtime: compensates for services performed in excess of the normal weekly working hours. Hourly compensation is linked to salary and therefore to rank. Within each grade, it is diversified according to whether the excess service was performed during the daytime working day, night working day, daytime festive service or festive service night.
  - o Allowance for family nucleus: attributed to personnel on the basis of family burden and income total.
  - o Emoluments for transfers and missions: awarded to compensate for the inconveniences incurred in transferring headquarters and to reimburse expenses incurred on the occasion of isolated services provided outside the ordinary place of employment.

5.4.1 Periodic adjustment of remuneration The economic contents of the employment relationship of military personnel, initially modifiable only in a legislative way for all personnel, are now adjusted in a diversified way depending on whether they are executive or non-executive personnel.

For non-executive personnel (up to the rank of Lieutenant Colonel), and in a framework of homogeneity between the Amate Forces and the Police Forces, delegated procedures of a "contractual" type are envisaged to be carried out at the Public Function department and with the participation of Personnel Representative Bodies.

These procedures lead to the implementation by decree of the President of the Republic of the contents of the "concertation" procedures, which refer to the regulatory aspects (working hours, licenses, leave, mission and transfer treatment, etc.) and every two years to the economic ones (salaries, allowances).

Military executive personnel (colonels and generals), as well as police force executives, are not contractualised.

The salary is annually adjusted in percentage terms to the average of the contractual improvements in the public sector of the previous year.
Finally, for the military leadership, any modification of the regulatory framework and the establishment of new salary items (as well as economic adjustments other than the annual automatic ones) can only be pursued through legislation.

Future developments The need to ensure adequate recognition of the specific nature of the military's status, which acknowledges the quantity and quality of the work performed and is capable of compensating for any inconvenience, is strongly felt.
In this context it is placed:

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- the delegation granted to the Government to reintroduce the salary parameters linked to the rank/qualification held instead of salary levels for non-executive personnel of the Security Section, also in order to concretely diversify the military salary structure from that of the public employee;
- the indemnity in lieu of overtime for personnel in particular employment positions (the so-called "operating window"), which will allow operational and training activities to be carried out on the national territory beyond normal working hours without burdensome administrative and bureaucratic fulfilments.

Furthermore, the forthcoming suspension of compulsory military service will certainly imply the activation of instruments, including economic ones, suitable for guaranteeing a sufficient flow of volunteers, which will concern both recruitment incentives and further outlets on the labor market.

5.4.2 Retirement treatment.

The pension can be considered a deferred remuneration paid to the employee (or to his survivors) upon termination of employment.

In general, the pension assumes the denomination of: • Old age:
treatment attributed to the employee who leaves the service for having reached the age limit or for having accrued the maximum seniority of contributions (40 years of contributions); • Seniority: treatment
attributed to the employee who leaves the service in advance due to resignation; • Invalidity (Privileged): pension treatment
in relation to the percentage of infirmity or permanent impairment recognized as a result of service or an increase of 10% of the ordinary pension;

• Reversibility: treatment of the deceased paid to the surviving spouse, or possibly to the children or to parents.

The pension treatment is regulated both by the Presidential Decree 29.12.1973, n. 1092, which contains the general reference legislation, and by law 8.8.1995, n. 335, (Dini reform) which introduced the following innovations with a view to harmonizing treatments between the public and private sectors. In particular, the major changes concerned: • retirement age: set at 65 for men and 60 for
women; • seniority of contributions: 20 years of contributory service (19 years 11 months
and 16 days) to be entitled to an old-age pension; elimination of the so-called "baby pensions" and placement in pensions on demand (retirement pension) in the presence of certain age and contribution requirements; • calculation of the pension: for personnel in service on 1 January 1993 with a seniority of contributions of

at least 15 years, the pension is calculated on the basis of two quotas (remuneration system): •
Quota A: on the basis of the last salary received in service for the useful years at the date of 12.31.1992;
• Quota B: with reference to the average wages received from 1 January 1993 until the date termination of service or the last ten years starting from 2003.

For personnel with less than 15 years of service, the pension will be calculated in part according to the salary system and in part according to the contribution system (mixed system).

For newly hired personnel, the pension will be calculated taking into account the total amount of contributions paid throughout the working life (contributory system).

Military pension reform.

The legislative decree 04.30.1997, n. 165, in implementation of the delegation granted by the "1997 Finance Act" (L. 662/1996) has introduced since 1998 some provisions aimed at harmonizing the pension treatment of military personnel with that of the public and private sector, taking into account the particular military status.

In detail, the changes concern:

- Age limit: progressively raised to 60 years of age if lower according to the previous one sorting;
- Conventional increases: figurative contribution (overvaluation of 1/5 of the operational service) limited to 5 years;
- Auxiliary: transit allowed only to personnel who have left the service due to having reached the limits of age and stay progressively reduced from 8 to 5 years;
- Auxiliary indemnity: the amount of the difference between the pension treatment and the service treatment progressively reduced from 80% to 70%; • "Early exit rules":

abolished from 1 January 2002. Retirement upon request of Officers who are less than 4 years from the age limit and of Lieutenant Colonels with at least 30 years of service or 7 years of rank it is possible until 31.12.2001;

- Institute of the "six salary steps": institution subject to a social security withholding increased by 0.40% of the salary for personnel in service and applied in addition to the A and B quotas of the

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pension. The increase is automatically attributed to personnel who leave service due to age limits, upon payment of the contributions for those who leave upon request.

- INPDAP (formerly ENPAS) severance pay: the National Welfare Institute for Public Administration Employees (INPDAP), established following the abolition of ENPAS, INADEL and ENPDEP, corresponds to all public personnel (military included), with at least one year of membership in the Fund, the severance pay, pursuant to Presidential Decree 29 December 1973, n. 1032, compared to the last monthly salary received for the years of contribution.

Remuneration consists of the last salary, the special supplement, the thirteenth month's salary and, for military personnel, also from 6 salary steps.

There are some significant differences between the allowance paid by INPDAP to the public employees and the Severance Indemnity (TFR), a similar institution in the "private" sector.

The TFR is a provision made up of an annual portion of the entire gross salary to be revalued every year in accordance with the provisions of article 2120 of the Civil Code.

Military Cases (Officers and Non-Commissioned Officers)

The Officers and Non-Commissioned Officers of the FA in permanent service are officially enrolled in the "Military Funds" and subject to the payment of social security contributions equal to 2% of 80% of their salary. For Army Officers the percentage measure is raised to 3% to deal with the disbursement of a supplementary indemnity - of variable measure in relation to the years of membership in the Association and the amount of the last salary received in service - in favor of retired personnel entitled to a pension.

5.4.3 Future developments The reform of the public pension system goes hand in hand with the launch of supplementary pensions and pension funds.

Starting from 1992, in fact, the Italian pension system has been progressively harmonizing with that of the other European countries based on the classic three pillars: a basic public pension (compulsory and "managed" by the State), a collective complementary pension (defined through employment contracts or concertation), a "private" pension (optional and linked to individual savings possibilities).

In this context, the legislative decree of 21 April 1993, n. 124, provides that the establishment of Pension Funds (supplementary pension) is implemented with a specific agreement between the employer (for public employees, the Agency for the Negotiation of Public Administrations - ARAN) and the union representatives.

Instrumental to the launch of pension funds is the transition from INPDAP severance pay to severance indemnities (TFR), with a view to the progressive harmonization of the public "system" with the private one.

For the personnel of the Armed Forces, the law of 23 December 1998, n. 448, (“1999 Budget Law”) and Presidential Decree August 3, 1999, n. 255, postponed the regulation of pension funds and the INPDAP/TFR severance pay to a specific negotiation (concertation).

This will allow military personnel to guarantee themselves, upon retirement, a life annuity capable of almost entirely covering the reduction in income deriving from the cessation of work.

It is hoped that the work of the social security agreement for the start-up of pension funds and severance pay (TFR), suspended in 1999, will be restarted as soon as possible and that in this context the issue relating to the Official Funds will be resolved.

Finally, it is hoped that a concrete recognition of the military status with respect to the dynamics of the public and private sector will be achieved also in the social security treatment.

5.4.4 Treatment of military personnel engaged in peacekeeping and humanitarian operations The participation of Italian military units in international peacekeeping and humanitarian missions outside the national territory is formally authorized by decree law, aimed at following up on the commitments hired at an international level, to regulate the methods of carrying out the missions and to determine the financial coverage of the related costs.

With the provision authorizing the mission, and with any subsequent extension decrees, the time limit of the operation and the numerical entity of the military contingent employed are established from time to time and the legal and economic regime of the personnel is defined, making referral to other regulatory provisions as regards the legal, insurance and social security profile.

With regard to economic treatment, with the "1996 Finance Law" (article 1, paragraph 63, of Law No. 549 of 28 December 1995) some general principles were established for military interventions abroad.

In particular, it has been established that personnel belonging to "contingents" are paid the daily allowance for missions abroad, envisaged for the country of destination, in a reduced percentage. TO

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starting from 1 January 2000, this percentage was identified in 90% of the entire treatment by the decree laws which authorize the specific interventions.
Furthermore, as regards the financing of the operations, recourse to the "fund for unexpected expenses" included in the estimates of the Ministry of the Treasury is envisaged.
Particularly significant is the need to define a uniform regulatory framework for the regulation of the profiles relating to the legal, insurance, salary and social security treatment of the personnel involved in each mission, avoiding the multiple linked regulatory references which do not contribute to the readability of the texts. Furthermore, the need to overcome
the adjustment to the dollar in the future is evident, given the imminent entry into force of the euro.

5.4.5 The difference in the economic treatment of the Italian armed forces compared to NATO Allies

The operations that the Armed Forces are
increasingly called upon to carry out in the international context, in addition to requiring an ever higher level of efficiency and professionalism, have as consequently the natural comparison with other comparable European components also on salary aspects.
To the need to ensure conditions for military personnel that are adequate for the role and function they carry out in the service of society, consistent with the quality, professional commitment, constraints and restrictions that military life implies, there is therefore the need to start a path of convergence of European systems, also in the diversity of national armies, which leads the European soldier to a basically homogeneous remuneration due to his different nationality.
The following table shows the differences with respect to some NATO countries. Differences which, despite the consideration of the different purchasing power of the individual currencies and the different cost of living in the respective countries, are still very significant (net monthly salaries).

TABLE

5.5 The housing problem The
"housing" problem relating to military personnel is fundamentally characterized by two aspects: an institutional one, linked to the needs of "operational functionality" of the Bodies and Commands, with a direct "reflection" on the subject of "policy of employment", and a social one, connected with the well-being of the personnel, understood in the broadest sense of the quality of life of the military and their families. In this context, therefore, it is incontrovertible that the solution to the "accommodation problem" constitutes a primary interest of the Defense Administration in the perspective of being
able to: • favor the acceptance of mobility, without demotivating personnel; •
guarantee, at the place of employment, the availability - certain and immediate - of suitable accommodation for family needs;
• contribute to facilitating the interested party in acquiring ownership of a lodging, even if in a "medium-long" period of time.

As far as the institutional aspect is concerned, the service accommodation is classified as follows:

CLASSIFICATION OF SERVICE ACCOMMODATIONS

The current housing stock of the Defense amounts to 18,945 housing units. This resource makes it possible to satisfy about one in five of the potential beneficiaries. Therefore the "accommodation expectation" is inevitably destined, in the short term, to be further "aggravated" if one considers that the acquisition, by the Armed Forces, of a markedly and irreversibly "professional" connotation will probably lead to the doubling the number of potential beneficiaries.

AVAILABILITY OF SERVICE ACCOMMODATIONS OF THE OFFICER

* existing housing units in the military state property barracks, used by the Carabinieri.

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This situation is aggravated by the fact that the forced recovery of service accommodation occupied by untitled users (4340 housing units) is still being blocked. This block derives from one of the conditions set by the Defense Parliamentary Commissions for the purpose of approving the "Annual Defense Housing Management Plan" for the year 1997 (Ministerial Decree of 30 December 1997), accepted by the Minister of Defense pro- time. The recovery takes place only for the most striking single cases (user owning several properties, user placed on leave and employed in another administration, etc.) and exclusively with the specific authorization of the Undersecretary of State for Defense in charge of the matter.

Hence the need to "continue to work" to achieve the final objective of a substantial increase in the defense housing stock, both through a direct and "significant" intervention by the Legislator, in the wake of what happened with the funding of the law of 18 August 1978, no. 497, and - among other things - through the redevelopment of the accommodation resource through the effective implementation of the alienation tool. The need in question was subject to "evaluation" also in the context of the Economic/Financial Planning Document (DPEF) for the years 2001-2005 in relation to which the IV Defense Commission, in the session of 12 July 2000, expressed favorable opinion.

As far as the social aspect is concerned, it should be noted that the housing units needed immediately, which cannot be acquired as part of the CEO's assets in a short time, could and should be found only in terms of access, by the personnel of the Armed Forces, on preferential terms for the assignment of rented accommodation by public entities. Furthermore, given that the management, even in discretionary terms, of the housing resources of the Public Residential Building existing in the area falls within the competence of the Regions, it is believed that any activity specifically aimed at solving the housing problem of the staff of the Armed Forces cannot disregard a serious contact with the Regional Administrations, also in consideration of the increasingly important role that they have recently acquired.

Another solution could consist in paying the staff a monthly allowance to cover the expenses relating to the rent of accommodation found on the free market.
As far as access to ownership of a first home is concerned, it should be noted that frequent relocations prevent the military from obtaining all the facilities provided for by current regulations on subsidized residential building.

It is therefore necessary to promote interventions for the reserve of subsidized loans to members of the Armed Forces, including subsidiary measures such as the early payment of severance pay.

5.6 The Military Representation The
Military Representation (RM) was established with the "Rules of principle on military discipline" (L. n. 382/78) which, in summary, established the fundamental legislative principles relating to the rights/duties of the citizen and introduced for the first time the representative bodies into the military system. Overall, the representation is an institution of the military system, made up of a set of collegiate elective bodies, with the task of presenting personnel requests to the competent Military Authorities in the various sectors of interest, identified by the aforementioned founding law. In particular, the matters he deals with are those concerning the condition, treatment, legal, economic, social security, health, cultural and moral protection of military personnel. Furthermore, the bodies of the representation are also responsible for the following topics: • retention of jobs during compulsory military service; • entry into the world of work at the end of
military service; • provisions for accidents and infirmities contracted while on duty
and/or due to service;

- welfare, cultural, recreational, educational and social promotion activities, also in favor of family members of military personnel; • organization

of conference rooms and canteens; • hygienic-
sanitary conditions; • accommodation.

Compared to the original reference context, the Institute of Military Representation has undergone significant developments over time (such as, for example, the active participation of the RM - as a member of the CEO's delegation - in the interministerial concertation to regulate the employment relationship and the treatment of personnel - Legislative Decree 195/95 and 129/2000), which have significantly increased their role.
The need to adapt RM to continuous social demands and the continuous evolution of the needs and expectations of the military world, increasingly projected towards its complete professionalization, have made a review of the RM model necessary and urgent.
With this in mind, in the previous legislature, a bill was presented, which subsequently merged into a single text together with other bills on the subject, which was approved by the Chamber, but not by the

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Senate. This consolidated text, which is called "New rules on Military Representation", aims to provide military personnel with a more efficient and transparent representative tool, as well as to place each of its components in the best conditions to fulfill the powers of the RM, for the protection of the interests of the military community.

It will be the priority task of this government to get the matter back in hand and submit it to Parliament for consideration.

5.7 Personnel well-being

Improving the "quality of life", today more than in the past, has become one of the priority objectives of the Defence.

When we talk about quality of life, we are not referring only to tangible and directly measurable aspects such as accommodation, sports facilities, recreational facilities, services provided, economic treatment, but also and above all to indeterminate and non-quantitatively measurable factors pertaining to the personal sphere of the military.

It is from this point of view that particular attention has been paid to interpersonal relationships, to the integration of the individual with the system, to greater adherence to the tasks and functions to which the military is in charge. In particular, the premises have been laid to favor a greater social recognition of the "military professional" who satisfies and motivates him.
A key element of the quality of life is represented by the participation of the individual in the structure. The instrument for obtaining this result is given by the strengthening of internal communication channels. In particular, it must be interactive and integrated in a perspective that tends to make the military subject feel an integral part of the structure.

The consequent interventions are aimed at:

- taking care of interpersonal relationships and motivation;
- build a community in which social, economic and cultural ties are recognized; • integrate the individual with the environment.

The concept of an ideal community that offers the possibility of integrating life in the military structure with the social life of the territory is felt as a fundamental need.
The EMS is studying a project that provides for a series of spaces (satellite areas) open to interaction with the territory such as cyber cafés, internet points, gyms, shopping centres, meeting places for recreational and social activities – cultural.
This will contribute to: • improve the military's integration and sense of belonging with respect to the surrounding territory; • eliminate the trauma of the transition from "civilian" to "military" life; • attracting young people to the "military universe" by integrating them with the present Administration structures in the territory;

- offer opportunities for recreation and common meeting places, in the awareness that the military presence is of the all natural.

Having said that, it should be emphasized that the well-being of personnel is guaranteed through the conduct of a "policy" aimed at seeking every possible "benefit" in favor of all employees of the Armed Forces, through:

- predominantly socio-recreational, cultural, sporting and welfare activities carried out by social protection organizations (DI 521/98, DI 522/98 and Pub. SMD-G-023 ed. 99); • allocation to specific chapters of funds intended for expenses for welfare interventions for collective purposes or for individual purposes;
- contributions for partial reimbursement of expenses incurred for nursery fees for employees' children; • health care (thermal balneotherapy, hydropinic treatments, inhalations, fair compensation, etc); • incentives for cultural elevation; • use of marine and mountain stays located on the national territory; • exchanges of stays and "youth camps" with countries adhering to the Liaison Committee of Social Military Organizations competent for families and youth (CLIMS); • stipulation of agreements in various sectors such as, for example, the insurance sector relating to civil liability towards third parties, legal protection, patrimonial liability, as well as health matters. Some "products" of various services offered by businesses and companies operating in the interbank, commercial and hotel facilities field are being studied and developed.

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As regards the need for interventions to support the families of military personnel engaged in out-of-area operations, one of the objectives was to guarantee the indispensable protection of personnel employed in such delicate activities and, consequently, of the related families, certainly subjected to situations of psychological and material hardship not comparable with those of the majority of citizens.
The activity of supporting the families of personnel employed in operations, considered a duty not only from a moral point of view, but also from a functional point of view, is however and obviously affected by the limitations deriving from strict regulations which, also in administrative terms, determine limitations that are difficult to overcome . Basically, it is a matter of guaranteeing the personnel employed a "tranquility in the work" deriving from the awareness that their family nucleus who remained in their home country can have, in all circumstances, a certain point of reference and in a position to guarantee effective support in case of need and to the families to be able to better bear the absence of the relative, whose operational and environmental situations generally impose a limited number of contacts with their own family. Therefore, specific legislation is needed to allow Captains to implement the necessary activities to ensure, for example:

- the possibility of effective intervention by the Administration for the management of the solution of relevant problems; maintenance
- of the accommodation or concrete help in finding suitable accommodation;
- assistance and support intervention in the event of illness; •
possible interventions to support the school education of children, and anything else that may be necessary to contain the difficulties and alleviate the suffering of a family unit that cannot count on the presence of its own guide.

With regard to mainly socio-recreational, cultural, sporting and welfare activities, the objective was to organize social protection structures, making them increasingly comfortable and equipping them with modern mass communication equipment, which is already widespread in the equal non-military structures. These resources must then be integrated by the activity that the Entities, Commands, and Departments of the Armed Forces. are called to put in place to promote psycho-physical recovery during free time. In this context, the maximum autonomy is granted to the peripheral Commands to create agreements with local Authorities, so that employees can benefit, as much as possible, from the services available outside the strictly military sphere.

In relation to the specific functions and the nature of the activities carried out, the Social Protection Bodies (OPS) are classified as follows:

- logistic support: these are the Conference Rooms integrated into the operational and training Departments, with a typically military connotation, frequented by the personnel in service in the same Departments;
- social protection: these are Clubs, with a territorial connotation, in favor of military personnel in service and in retirement;
- with a mixed connotation: these are the Defense Employee Recreational Clubs (CRDD) whose beneficiary personnel are mainly civilians. They are conceived as logistic support bodies for the personnel in service, if integrated into Bodies and Departments, or as social protection bodies for the personnel in service and also in retirement in a broader territorial context; • of particular social
protection: these are the Soggiorni Marini and Montani.

The above structures can be integrated with accommodation, catering, sports and bathing services.

TABLE

* The Marine Clubs are regulated by a special statute and are comparable to private structures.
** Entities managed on a private basis by the FAP (Social Security Fund).

The legislator has envisaged two forms of
management: • direct, through the use of AD budget chapters; •
assignment under concession to Organizations/Associations among employees, recognized by the Minister,
Institutions and Third Parties.

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The Conference Rooms are part of the OPS, which are logistical support bodies conceived as integrated elements in operational and training Departments with a typically military connotation and having as recipient the personnel in service in the same Departments; they have the purpose of contributing to improving the functionality and efficiency of the Units, Entities and Departments, of strengthening "esprit de corps", promoting and nurturing bonds of military solidarity, as well as facilitating the integration of military communities with local ones.

However, due to the suspension of military service and other contingent situations, it is no longer possible to allocate the personnel, now highly specialized, for direct management.
More and more frequent is the recourse to assignment in concession to Entities and Third Parties. But this type of condition provides for the signing of an agreement/negotiation deed which does not always arouse interest on the part of Organizations/ Companies. First of all due to the small catchment area of some local realities which entails a limited profit and also due to the repeated action of the Ministry of Finance which deems it necessary for the Company to pay a rental fee for the premises hitherto granted free of charge.

The assistance and well-being activity carried out by the Carabinieri deserves a separate mention, which ensures, through a series of initiatives headed at the central level by the Social Services Office of the General Headquarters, and at the peripheral level by the Secretariat and Personnel Offices of the Headquarters of Body. This activity is aimed at military personnel on duty and on leave and their families and makes use of budget allocations and the Social Security Assistance and Rewards Fund for the Carabinieri Staff - established in 1964 - managed by a Board of Directors chaired by the Commander General, endowed with real estate assets and fed by the voluntary contributions of the personnel in service.

In particular, in the sector: •
social security: o
relations are maintained with insurance companies in order to obtain concessions for personnel in the underwriting of motor civil liability policies and ancillary guarantees, health care, pension and life funds; o periodic agreements with banks that allow the application
of favorable conditions to personnel for the taking out of mortgages for the construction or renovation of the first home, the keeping of current accounts, etc.; welfare:

- or public and private health facilities are contacted to agree on discounts on rates relating to hospitalizations, diagnostic tests and highly specialized medical services, as well as to be able to have other procedural facilities at their disposal;
- or the Fund maintains relationships with clinical centers - including foreign ones - where treatment can be provided for particularly serious pathologies affecting soldiers and/or family members;

- personnel well-being: the
- or granting of subsidies, bonuses, grants and scholarships is envisaged with allocations to specific budget items, with charges borne by the Fund
Welfare assistance and bonuses for the personnel of the Carabinieri or private foundations;

- or we proceed with the purchase of recreational material (televisions, video recorders, etc.) for the conference rooms of the Arma commands and with the stipulation of agreements with hospitality and commercial establishments;
- or various recreational activities are organised, including: study holidays abroad for staff children; cultural trips abroad.

The Social Services Office of the General Headquarters also handles relations with:

- the families of the victims of duty and those who have fallen in service, promoting the appropriate initiatives to concretely and continuously assist the aforementioned families;
- the ONAOMAC (Opera National Carabinieri Military Orphan Assistance) which takes care of support for the widows and orphans of the military of the Arma;
- the National Carabinieri Association.

5.8 The Hazing Phenomenon

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In 2000, the Defense Commission of the Chamber, the first time for an institutional body of this level, tackled the problem of hazing in an in-depth and systematic manner, ordering a cognitive survey on the phenomenon.

This particular attention, added to that of the heads of the Armed Forces, vigorously affirmed the clear will of the institutions to face and resolve the problem of violence within the military structures.
It is not considered useful here to dwell on the sociological interpretation of hazing.
In fact, illustrious scholars have already expressed themselves on the subject in the past through sociological analyzes on the reasons for the deviant phenomenon, its nature, its dangers, its connections with other forms of juvenile deviance also widespread in the world of school, university, sport, work.
The common element in all these cases is the desire to abuse and marginalize weaker subjects or those considered "different" for the most disparate reasons: what matters is that there is a pretext, no matter what, to unleash the aggression.

The Armed Forces, since they are closely connected with civil society - of which they represent a cross-section - are not detached from such degeneration which, indeed, in the military youth world, combine and integrate, favored in this by greater promiscuity. This contributes to developing that complex of deviant behaviors which determine hazing: even in 2000, in fact, a close correlation was confirmed between abusive behaviours, schooling and employment in civilian life.

Under these conditions, the Defense's commitment to combat internal violence is not indifferent, a commitment that is renewed from month to month with each new entry of recruits.
It is no coincidence that in the recent past there have been more numerous initiatives undertaken in this sense by the political and military leaders.
This decisive awareness and position, beyond any other consideration, represents an important step forward in the fight against hazing: an important fight for the reaffirmation and re-establishment of legality, where violated, and for putting an end to the serious damages that that phenomenon has caused, and still causes, the image and credibility of the Armed Forces, which the military world has progressively built at the cost of heavy sacrifices.

This awareness, perhaps unique, was all the more important as it took place in a phase in which the Armed Forces were, as they still are, engaged in a profound work of transformation which will lead them, in a short time, to a more streamlined configuration with outstanding professional characteristics.
However, much remains to be done to achieve that goal that everyone, military and political Authorities, have set for themselves, i.e. the quality of life in the military, the condition of serenity of young people, attention to their problems, to the hardships , to the uncertainties, to the needs during the military service.
There is, on the part of the political Authority and military leaders, the awareness that the military instrument of the future, based on entirely professional forces with a female component, will certainly be able to take advantage of more adequate measures for the protection of personnel, and of enlisted personnel in the first place.
In doing so, young people will be offered the certainty of finding a serene environment, purified of archaic phenomena of prevarication, and such as to encourage the choice of an interesting professional opportunity.
This is the operation that the Armed Forces are carrying out, responding positively to requests coming from within and from outside, giving rise to actions aimed at improving the overall image of the military world and the level of knowledge of it that young people normally they draw from summary, and often, pre-established information.

As early as May 1998, the Ministry of Defense deemed it essential to equip itself with a tool for studying "hazing" which could, through the analysis of statistical data and socio-environmental situations, provide an exhaustive and in-depth picture of the phenomenon.

The Permanent Observatory on Hazing, born with this objective, after three years of activity is more than ever a point of reference.

As regards the most recent statistical data on the phenomenon, in the first six months of 2001, a total of fifty-four (54) hazing incidents were recorded, involving departments of the Army (51), the Navy (2) and the Air Force (1). Compared to 2000 (95 cases), a slight tendential decrease can be noted which, however, does not differ much from the normal trend of recent years.

87 conscripts and servicemen were involved in the 54 hazing incidents. Of these, 73 were reported to the judicial authorities, 12 punished, pursuant to art. 260 of the military penal code of peace, while 2 were punished with disciplinary sanctions, outside the cases provided for by the aforementioned art. 260.
As is well known, article 260 allows the Commander, in cases of crimes punishable by a maximum of six months' imprisonment, to proceed in a disciplinary manner upon notification to the military judge.
But the fight against deviant behavior, as previously mentioned, has not found only the Armed Forces deployed.

In fact, there have been diversified initiatives in this direction and among them it is worth mentioning a series of proposals aimed at both the modification of the aforementioned article 260 of the military penal code of peace and the creation of the offense of hazing.

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The purpose of the aforementioned bill is to guarantee the unconditional respect of the rights of the person, also within the Armed Forces, by strengthening the penal protection against behaviors that can be traced back to "hazing".

On a technical-legal level, three distinct aims are being pursued: the introduction of new types of crime ("private violence", "mistreatment" and "extortion") in the military penal code of peace, the provision of a specific aggravating circumstance in terms of crimes against the person and the introduction of official prosecution for those crimes that represent specific manifestations of the phenomenon of hazing.

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PART VI
TRAINING

6.1 GENERALITIES - EUROTRAINING 6.1.1
ARMY 6.1.1.1
Officers 6.1.1.2
NCOs 6.1.1.3
Troops 6.1.1.4
Preparation for operational cycles
6.1.2 NAVY
6.1.2.1 Officers
6.1.2.2 NCOs
6.1.2.3 Troops
6.1.2.4 Training activities 6.1.3
AERONAUTICS
6.1.3.1 Officers
6.1.3.2 NCOs 6.1.4
CARABINIERI 6.1.4.1
Officers 6.1.4.2
NCOs 6.1 .4.3
Troop 6.1.4.4
Activities training for departments destined for military tasks
6.1.5 POLYGONS, TRAINING AREAS AND SIMULATORS.
6.1.5.1 Managed by the
Army 6.1.5.2 Managed by the Navy

6.1 General - Eurotraining In relation to the evolution of the recruitment system and the tasks of the Armed Forces, military training has undergone a natural process of adaptation aimed at developing a training model aimed at acquiring specific skills and abilities.

In this context, it was deemed essential to proceed even more vigorously in achieving continuous training aimed at employment. This with the aim of pursuing the modern objective of abandoning the traditional school model of a notional type and replacing it with a "job oriented" qualification, in order to have personnel with concrete know-how skills.
The search for this type of training has led to the definition of a training system based on objectives which, inspired by criteria of pragmatism and realism, and continuously subjected to quality control, has guaranteed, at the same time, "civil" recognition of the studies carried out in military institutes.
(Inter-ministerial decree of 12 April 2001 concerning the classes of degrees and specialist degrees in Defense and Security Sciences). This decree incorporates the peculiarities of the training of military personnel and defines the "Defense and Security" Area as a suitable area to contain university study courses for Armed Forces Officers, including the Carabinieri and the Guard Corps of Finance, as well as the professionals who work in the field of "security".
It identifies the university Classes which, in terms of structure and content, define the courses suitable for the professional profiles of Officers in the fields of mathematical, physical-natural, humanistic, legal, political science, economics, historical-geographical and technical-military sciences, in relation to the national and international context in which they are called to operate, as well as more general professional profiles, i.e. able to operate in structures of various nature and level, not specifically military.
As regards the past, the decree also regulates the recognition of studies completed by the Officials of the Armed Forces. and of the Guardia di Finanza Corps, referring the definition of the detailed implementation methods to specific agreements between university and military institutions.
In particular, the educational institutions of each FA are responsible for the basic training, qualification and specialization of the FA personnel, while the professionalization with marked interoperability of military personnel is devolved to the Joint Forces Institutes with a view to capitalizing resources.
Briefly, the training procedures for personnel in Normal Roles include: • for

Officers: training courses at the Academies lasting 4 or 5 years; Qualification and specialization courses (General Staff Courses) at War Schools or equivalent Institutes lasting one academic year; Advanced training courses at the Istituto di Stato Maggiore Interforze and the Istituto Alti Studi per Defense;

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- for non-commissioned officers: training courses at academies or equivalent schools lasting 2 or 3 years; Qualification and specialization courses at Weapon Schools or equivalent Institutes; High specialization courses at the joint schools of telecommunications, aero-cooperation and biological and chemical nuclear defence.
  As a common factor, training courses are provided at NATO schools for personnel with an adequate level of knowledge of the English language;
- for graduates and troops: training and specialization courses at FA training institutes and operational units; Qualification courses, also remote, in the fields of foreign languages and information technology.

Defense needs in the field of joint training The key needs of
the Defense in the field of joint training have been identified in: basic training and qualification/specialization, higher training, professionalization, continuing training, European training.

Basic training and qualification/specialization The complexity of the materials
and means supplied to the units imposes the availability of specialized personnel capable of satisfying the multiple needs of use and efficiency. Each FA, which is responsible for preparing its own forces, therefore identifies the most suitable training courses to allow its personnel - in relatively short instruction times and in any case compatible with the correct education/operational activity ratio - to acquire those "skills" necessary to be used practically and operationally in the main contexts in which the AF has to act. Referring to all military personnel, the basic training and qualification/specialization provides for the preparation of the individual combatant, the Commander at lower levels and the specialists.

Higher education Higher education
is part of the general education system, having upstream of the specific "basic education" of AF. It represents the set of general cultural and technical-professional preparation activities, carried out in the context of FA and inter-agency educational institutes, tending to provide the Armed Forces Officers. the skills and competences necessary to hold positions of responsibility, at various hierarchical levels, within the General Staff and FA, joint and international commands, as well as to be able to disengage medium and high-level command posts. Furthermore, higher education pursues the possible aim of achieving specific professional skills necessary to cover specific tasks of a technical, managerial or operational nature.

In particular, it can be considered divided into:

- Specification of FA: it is mainly expressed in the attendance of the MS Courses/Normal Course at the respective War Schools/Higher Institute of Maritime Studies; • Inter-agency and
  international: it is expressed in the attendance - by a rate of Officers, selected by the FA to which they belong and designated by the Head of the SMD - of the Istituto Superiore di Stato Maggiore Interacci (ISSMI) and of the Istituto Alti Studi per la Defense (IASD).

In this context, for the acquisition of specific skills/competences or for updating, higher education can be supplemented by the attendance of "targeted" courses at the NATO School in Oberammergau, military educational institutes of foreign countries, national universities or Private institutes.

Professionalization The
common tendency of all modern complex organizations is to train their executives in an increasingly pragmatic and concrete way.
For the military commander - given the variety of possible fields of employment and the extreme vagueness of the problems, above all operational, that he may find himself facing - it is necessary to provide training more directed towards the acquisition of problem solving methods with particular attention to the variability of the characterizing parameters. In the military profession, in fact, the application of managerial concepts is not always possible and, at times, it is very difficult to align the choices made with cost-benefit criteria, since there is, in the operational field, an openly contrasting will to the achievement of the set objectives .

It is therefore necessary to seek a mediation between specialized training and broad-spectrum preparation aimed at acquiring general skills and increasing skills of analysis, synthesis and conception.
The search for "know-how" therefore becomes the engine of the higher education planning system, the effectiveness of which can be tangibly measured through the level of professional competence acquired.

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With specific reference to the ISSMI course, a graduate cannot therefore limit himself to being only a bureaucrat trained to "do" and "apply" standardized procedures, but must also be able, once inserted in a MS, to penetrate its "function ” and the “rules” adapting them, with intelligence and a sense of responsibility, to the various situations.

Continuing training The
modern concept of "continuous training" of middle managers attributes to the institution the function of providing constantly and without interruptions, both for updating the knowledge/skills of its middle managers through every possible didactic form (short courses, , conferences, involvement in training activities, distance learning, correspondence refresher courses, traveling professorships, e-mail, etc.), as well as the creation of new professional skills that have become necessary following doctrinal or employment evolutions. This project, currently being defined, will make it possible to create a close link between training institutes and their visitors.

European formation
Recently, the problems involving the Armed Forces. Italian develop in a strategic and geographical context outside the area of direct interest of NATO but of pre-eminent European and/or Mediterranean value. The goal of creating an integrated military instrument in the European context must therefore be considered a high priority and, consequently, it appears necessary to make every effort to achieve it in the short term. The current political-military reality, the new strategies, the modern technologies applied constitute the parameters with which every military force will have to deal with in order to achieve the necessary compatibility of employment with the equal structures of the other countries. This interoperability must, primarily, be sought in the sectors of standardization of doctrines, employment procedures and means/materials but, above all, in the field of military culture, to be built through training of military cadres as common as possible, in the European context , at all levels.

To this end, various measures aimed at achieving this objective are being studied. In particular:

- to increase, at all levels, the bilateral exchanges of visitors between basic training institutes in European scope;
- develop common activities with European and Mediterranean military training institutes, verifying the application of the doctrine and increasing the use of standardized procedures and operational simulation; • make attendance by Italians attending courses held

abroad on an equal footing with those of the same level held in Italy. Verify the possibility of making this concept valid also for basic courses (Academies, NCO Student Schools, etc.); • provide for the establishment of a higher education institution (on the model of the NATO DEFENSE

COLLEGE based in Rome) open to visitors from all European countries and the Mediterranean area.

This institute, aimed at training military leadership, should achieve the goals of: • pursuing the amalgamation between future European military leaders, to be achieved also through the direct knowledge of the staff;

- contribute in perspective to the effective cohesion between the European military departments employed in missions “combined” under an aegis that is also different from that of NATO;
- develop and conduct courses at a strategic and political-military level, aimed at training, in the various fields of interest, officers (and possibly civilian managers) selected to hold relevant positions within the national military organization and in the foreseeable future organization of European defence.

But European training also has a significant impact in the field of troops and the subject is the subject of particular attention by the Ministry of Defense especially in function of the preparation and placement in the world of work of volunteers at the end of their military service .

Eurotraining – Professions The
Ministry of Defence, in constant contact with conscripts and volunteers on short term contracts, constitutes a privileged observatory for the analysis of problems relating to the insertion of young people into the labor market and for the dissemination of new tools and training strategies.
Since 1998, the Defense Administration has put in place a project called "EUROFORMAZIONE DIFESA", with the aim of raising the cultural and professional level of young people in arms, with particular attention to the less educated groups, issuing them useful training credits for subsequent entry into the labor market.

These activities were mainly aimed at carrying out literacy training courses in the IT and English language sectors, professional training courses thanks to specific agreements with the

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Regions and to develop youth entrepreneurship by making young people aware of the opportunities that the Regions themselves offer for financing new businesses.
With the memorandum of understanding of May 1998 with the Ministry of Labour, the Project was included in the Community Support Framework (CSF) for the 1994-99 cycle, thus becoming eligible for co-financing with the European Social Fund (ESF), a financial instrument promotion of Community employment policies.

In this context, at 152 barracks of the Armed Forces - Army, Navy and Air Force - located throughout the national territory, as many training centers have been created equipped with modern multimedia classrooms in which teachers from qualified companies in the sector carry out training activities.
The training centers were selected in relation to the preponderance of the organic flow of personnel divided into: - n. 124 for the
Army; - n. 16 for the
Navy; - n. 12 for the
Air Force.
Starting from 2002, two centers of the Carabinieri will be added.
The programs of the "Euroformation" circuit were directed towards three areas of intervention:
- Mass training, aimed at increasing basic knowledge in the two sectors of computer literacy and knowledge of the English language.
The IT course is made up of basic, intermediate and advanced courses, each lasting 24 hours for conscripts and 40 hours for volunteers. To these must be added the European Computer Driving License (ECDL) courses, for the achievement of the so-called European license for the use of computers lasting 72 hours for everyone.
The path relating to the English language is also made up of a basic course, an intermediate and an advanced one, each lasting 50 hours for conscripts and 112 hours for volunteers.
For English, training is provided using special self-learning software developed by the Interfaculty Center for Applied Theoretical Linguistics (CILTA) of the University of Bologna.
This teaching methodology is particularly effective both for the purposes of learning the language and for the interaction of the learner with the information technology used.
- Professional skills training, aimed at vocational training. This path was implemented in concert with the Administrative Regions and the recipients of the training action are selected according to previous skills.

- Training on youth entrepreneurship (L. 44/86) and self-employment (L. 236/93).
The aim is to make young conscripts and volunteers aware of the possibilities and opportunities that the Regions, through the State, can offer to finance the opening of a business or business association, the so-called honor loan.

For the implementation of mass training - IT and English - over 300 multimedia classrooms have been created (depreciated with the ESF) which constitute an asset acquired for the Defence, with the following characteristics: - 13 multimedia PCs via
LAN; - servers; - laser
printer;
- satellite station; -
2 video recorders; - 2
17” TVs.

To optimize the monitoring activity of the project, and to allow any user to access the source of information, the Web site has been present on the Internet since 1 July 1999, also as a vehicle for advertising Euroformation activities at the address: www .euroformazione.difesa.it

INTERNET TABLE

This site also includes some pages relating to each training centre, containing information of a general nature and tables on data relating to courses and students. These data automatically flow into summaries of the Eurotraining activity. The website consists of over 300 dynamic pages and a database that contains information from 152 training centers.
As at 28 September 2001, after 2 years and 8 months of activity, over 12,639 courses had been held for around 174,913 young people. The total amount of the project was 115 billion lire, of which 70 paid by the ESF, entirely used.

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EURO-TRAINING PROJECT
Course activity carried out from 1 July 1998 to 28 September 2001

In addition to reaching the target of the community resource, another positive aspect, as a consequence of the value of the Project, is that of creating employment. In fact, with English, information technology and youth entrepreneurship courses alone, an employment induced of at least 1,000 employees has been created, including teachers and personnel assigned to organize the courses.

With the new “Community Support Framework 2000/2006”, a new cycle has begun which envisages the transition from centralized to decentralized management, with the disbursement of community resources no longer to the Ministry of Labor but directly to the Regions. This entails the signing of special memoranda of understanding with each individual councilor for training of Local Authorities.
In the current decentralized management context, the Regions of Sicily, Sardinia, the Autonomous Provinces of Trento and Bolzano and since 2002 Lombardy, Veneto, Tuscany, Piedmont, Lazio, Puglia, Emilia Romagna have signed agreements with the Defense for the supply of teaching, through its own qualified companies, in support of EURO-TRAINING programmes.
For the remaining Regions, similar agreements are awaited, also in the light of the political initiatives undertaken in the State-Regions Conference held on 19 April 2001.

Goals
With the development of the initiatives outlined, the Defense Administration intends to achieve the following results:

- raising of basic knowledge standards (English and IT) for all conscripts and volunteers, including those destined for a military career, with a consequent "qualitative leap" for the Armed Forces. increasingly committed to operating in international contexts and in step with modern technologies;

- contribution to government policies on youth employment; • incentives for voluntary recruitment; • wider and more effective use of community benefits.

In this context, the project, by contributing to the implementation of the existing rules on youth employment, which are difficult to apply at a national and regional level, constitutes a valid example of what synergies can be achieved in the specific field of active employment policies, finalizing the contribution of the community support and the resources and skills already available within the AD.
Furthermore, the CEO is already working to ensure that the provisions of art. 5 of Law 331/2000 and related legislative descendant (Legislative Decree of 8 May 2001, 215).
In particular, article 17, paragraph 3 of the aforementioned Legislative Decree clearly outlines the actions to be implemented in the field of professional training and placement in the labor market of young men in arms. The MDS has the task of coordinating the activities that will have to be promoted, within the Operational Technical Area, for the creation of a synergistic device, between the MDS and the FA SMs, to interface with the Employment Office at work of the LEVADIFE discharged military volunteers.

6.1.1 Army
6.1.1.1 Officers
The current training process for Officers on permanent duty in the Normal Role (various Arms, TRAMAT Arm, Administration and Commissariat Corps, Engineers Corps and Medical Corps), is developed through the following phases: • training; • qualification; • specialization; • professionalisation.

Training
The training process of the RN Officers, which aims to prepare the young Officers from an ethical, cultural and technical point of view, giving them all the necessary references to build a solid professional basis, lasts about 5 years and foresees in succession of time the frequency of:

- two years at the Military Academy of Modena, at the end of which the students are appointed Second Lieutenant (the training objective is to give students the ability to use the tools of individual combat, command a rifle squad and operate in the scope of a patrol);

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- two years at the School of Application of Turin (the training objective is to give students the ability to use the communicative, doctrinal, procedural, methodological, logistic-administrative and technical tools to operate in the field of the Weapon/Speciality/ membership body);

- one year (the fifth) consisting of a Linguistic Improvement Course, a Technical Application Course at the competent Weapon Schools/Specialities and Practical Internship at the Volunteer Training Regiments.

Exceptions are the Officers of the Medical Corps, who carry out the entire cycle of university and technical-professional studies at the Military Academy of Modena.
At the end of the aforementioned training process, the Officers obtain their degree.

Qualification The
qualification has the aim of enabling the Officers to acquire specific knowledge concerning the sector in which they are destined to operate, perfecting military capabilities with reference to the Weapon/Specialty/Body to which they belong.
It develops in the period from the end of the training phase to the General Staff Course (excluded) and is focused on:

- activities that have a common value, for the qualification of personnel in the vicinity of fundamental employment stages;
- activities diversified in terms of content and of short duration (courses, seminars and refresher courses), aimed both at keeping the knowledge base constantly updated and at acquiring additional skills connected with the tasks to be performed.

Specialization The
specialization phase aims to provide Officers with specific knowledge and basic skills to operate effectively at the Headquarters of national and international Large Units.
The specialization is initially achieved with the General Staff Course of about 5 months, of a compulsory nature, at the School of Application of Turin, at the end of which a rate of visitors (on a voluntary basis), made up of Officers who have demonstrated possess adequate skills, aptitudes and professionalism, is admitted to the multi-thematic course, lasting approximately 5 months, conducted at the University of Turin and the School of Application.

The educational objective of the MS Course is to prepare the attendants for employment as Staff Officers at the level of a Large Elementary Unit, while the Plurithematic Course is aimed at conferring the skills to operate as Staff Officers within the intermediate Commands and at the top of the Armed Forces.
Those who have passed the General Staff Course and the Plurithematic Course obtain the Master in Strategic Sciences.
After attending the General Staff Course, a certain number of Officers may find themselves in the condition of accessing (on a voluntary basis), at the Center for Higher Defense Studies, the Advanced Interforce General Staff Course (ISSMI), the training objective of which consists in prepare visitors to operate in the context of the Joint Chief Commands. Another rate of Officers (the largest) is instead destined for employment in specialist sectors (staff assignments, military teachers, instructors, jobs in Technical Departments, etc.), after attending "ad hoc" courses, in the territory domestic and abroad.
As far as the ISSMI course is concerned, the personnel concerned are selected through a procedure which, among other things, also includes a correspondence language course, at the end of which the attendees are subjected to a diagnostic test to verify learning. Those who pass the aforementioned course are admitted to an intensive phase at the Foreign Language School of the Army.
Subsequently, within the framework of the selection in question, the Officers access a Qualification Course at the War School (lasting approximately 2 months), preceded by a "remote" phase.

Professionalization

Professionalization completes the training process for Officers. It is essentially aimed at officers destined to be employed in the general staffs, in international commands and, subsequently, in senior management positions.

The phase in question begins with the attendance of the Advanced Joint Forces Staff Course (ISSMI) and continues through the performance of other training and/or refresher activities aimed at the specific commitments to be fulfilled.

Collaborations with Universities

As can be seen from the context just outlined, the high basic preparation of military personnel and the ever-increasing complexity of the sectors in which they are called to operate have led the Armed Forces to

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establish a dense network of collaborations with the university world, which is constantly expanding, for university and post-graduate level courses, intended for officers and marshals.
In the context of these collaborations, the Army does not act as a mere "user", but is an active part of a fruitful cultural exchange. In fact, the courses to which the agreements in question refer - all open to interested civilian students - are also conducted with recourse to military teachers, appointed by university institutes on the recommendation of the Armed Forces.

In this regard, by way of example, the Institutes with which forms of collaboration are in place include:

- the University of Turin (Degree in Strategic Sciences for Officers of the various Arms, of the Transport and Materials Arma and of the Administrative and Commissariat Corps from the Military Academy; Master in Strategic Sciences for those attending the MS Course and of the Course multithematic);
- the Turin Polytechnic (Engineering Degree for Officers of the Corps of Engineers from the Military Academy);
- the University of Modena and Reggio Emilia (Degrees in Medicine and Pharmacy for Officers of the Medical Corps from the Military Academy);
- the University of Bologna (Degree in Veterinary Medicine for Medical Officers coming from the Military Academy);
- the Tuscia University of Viterbo (Degree in Organizational and Management Sciences for Marshals coming from the NCO School);
- the “La Sapienza” University of Rome (Special course in Commodity and Applied Chemistry for Officers of the Administrative and Commissariat Corps, 5 places for the Armed Forces; Specialization course in Logistics Management, 30 places for the army);
- the “Roma 3” University (Perfection course in Peacekeeping and Security Studies, 25 places for the Armed Forces; Internal communication course, 70 places for the Armed Forces; Communication in Education, 30 positions for the Armed Forces);
- St. John's University – Rome Campus (Master in Business Administration, not activated for 2001; Master of Arts in International Relations, 2 places for the Armed Forces);
- the University of Cassino (Course in Media Communication, 30 places for the Armed Forces; Specialization course in Geopolitics, 10 places for the Armed Forces);
- the Free University of Rome "San Pio V" (distance courses in foreign languages and courses for interpreters).

Training activities abroad The
training activities of various types (courses, linguistic internships, coaching, on-the-job training) carried out by personnel, at every stage of their career, at foreign schools/institutions and which contribute to better qualifying / to specialize those who are destined to operate in "critical" sectors or in "valuable" positions for the Armed Forces and/or in multinational contexts.

For 2001, in particular, these activities were mainly aimed at achieving the following objectives: • acquisition of the skills required in the

framework of the training project for the establishment of a "High Readiness Forces (Land) Headquarters with an Italian framework"; • preparation of personnel to be employed in Management

Bodies in the Multinational context, already designated in the framework of the "Italian Contingency Command - ITALCOM" project;

- expansion of the baggage of technical-professional knowledge of the personnel to be employed in the sectors "Sensors" , "Electronic Warfare" and "HUMINT";
- training of the personnel of the "Simulation Pool" and of the "Observers/Controllers" Pool (activities carried out in Great Britain, Germany and the USA);
- acquisition of expertise in particular "niche" sectors (Psychological Operations, Information Research, COCIM/CIMIC, etc.) and/or on new weapon systems, in order to create "pools" capable of managing the acquisition of individual capacities and subsequently transfer them to the FA area.

Training process for Special Role Officers The winners
of the competition, based on the DL 30 dic. 1997 no. 490, must attend a special Application Course, in order to achieve adequate preparation for the responsibilities deriving from the new status of Officer in permanent service. This course is divided into 3 phases:

- propaedeutic (if any), carried out at the Application School and lasting 2 weeks, intended only for civilian visitors, to give them basic professional skills (conduct rules, AIC, shooting training, etc.);
- common, carried out at the School of Application and lasting 12 weeks, which gives attendees sufficient ability to identify and use regulatory, procedural, technical tools

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and communicative to operate as platoon commanders in the reference scenarios ("Training Mission Oriented", "War" and "CRO"), plan the training activity and correctly manage logistical-administrative problems at platoon/company level;

- differentiated, carried out at the Schools of Arms/Corps with variable duration, which gives the ability to use procedural and technical tools typical of the respective Arms/Specialities/Logistic Corps to operate, in the reference scenarios ("Mission Oriented Training", " War" and "CRO"), within platoons/companies.

In the continuation of their career, the personnel in question, on the basis of employment prospects, can participate in the activities envisaged for RN officers following initial training. In particular, as part of the specializations of RS Officers, the Specialization Course in Staff Activities will soon be introduced, an alternative and equivalent to the MS Course for RN Officers, aimed at providing basic knowledge and skills to operate effectively at the Commands of Large Units.

Training process for Reserve Officers The current training cycle for Reserve Officers includes: • a course lasting an average of 5 months,

aimed at giving the Student U. the basic preparation to carry out the functions of junior officer at the Bodies/departments of employment; • assignment with the grade S.Ten. of complement (1st appointment)

to the Institutions/employment departments for the execution of the remaining duration of the shutdown (total 14 months).

6.1.1.2 NCOs Role

Marshals In relation to the increased cultural level of military conscripts and Volunteers, and the split of the category of NCOs into the roles of Sergeants and Marshals, functions and responsibilities have been attributed to Marshals which previously belonged to Lower officers (for example, platoon command) and require greater cultural and professional skills than in the past.

Therefore, a training process has been prepared for Marshals which, for most of them, leads to the achievement of a degree.

In particular, this training process, as regards the winners of the competition in possession of a secondary school diploma, is divided into approximately three years, during which said personnel carry out:

- a Training and Specialization Course (two years), conducted partly at the Non-Commissioned Officers School of the Army of Viterbo (about one year), partly at the competent Weapon/Specialty Schools (about one year) and partly at the operational departments (Complementary internship of approximately one month).
- a subsequent Applicative Course (about one year) - aimed at perfecting technical-professional skills and knowledge of a foreign language, as well as completing the university study cycle which includes, among other things, an internship at operational departments.

At the end of the aforementioned process, the personnel obtains a degree in Organizational and Management Sciences, issued by the University of Tuscia in Viterbo.

The winners of the internal competition who do not have a secondary school diploma (who therefore cannot be awarded a degree) instead follow a substantially similar but reduced procedure (about two years).

Throughout their careers, personnel knowledge is kept alive through qualification and updating stages based on short and intense courses, seminars and internships carried out both at regimental, brigade and intermediate level commands and at Armed Forces Schools and/or or at similar Institutes of foreign Armed Forces.

Sergeant role

Staff in the Sergeant role are assigned functions which translate into the performance of operational, training, logistic-administrative and/or technical-manual tasks.

Sergeants who demonstrate specific aptitudes are then enabled to perform the duties of instructor.

The training process includes a 9-month Professional Training and Refresher Course, divided into a basic phase (about 5 months), conducted by the Army Non-Commissioned Officers School at the Cassino Volunteer Training Regiment and a specialization phase (about 4 months), conducted at the competent Weapon Schools/Specialities.

Attendance at the Refresher and Professional Training Course constitutes a competition and barrier test for entry into the role of Sergeant.

Throughout the career, personnel preparation is updated through stages of qualification and updating.

6.1.1.3 The troop

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Volunteer training process

Volunteers on annual detention (VFA)

The VFA are recruited from personnel of various origins (civilians, military on leave or in service) and therefore characterized by a heterogeneous initial operational capacity.

The training of this personnel is carried out directly at the employment units with modular criteria and envisages 3 successive "levels of preparation", coinciding with as many operational employment profiles. In particular, the aforementioned degrees of preparation are divided as follows:

- 1st degree of preparation (after 7-11 weeks), which confers the ability to survive on the battlefield, carry out security and self-defense tasks, as well as perform all the functions connected to the assignment assignment (or to the 2nd assignment for the personnel already in military service and confirmed in the position previously held). Upon its achievement, the VFA can be used in surveillance and escort services in general, in interventions in favor of the community in the event of public disasters, in territorial control operations in collaboration with the police forces, as well as in logistical-administrative activities for the life and functioning of the departments;
- 2nd level of preparation (after 11-17 weeks), which ensures the VFA the ability to carry out tasks associated with employment in low-intensity peace support operations and humanitarian assistance interventions outside the national territory;
- 3rd level of preparation (after 8-10 months), which integrates and perfects the operational skills already acquired in the previous levels of preparation, through the development of technical-tactical activities connected with the use of smaller units in combat, also in particular environments, within the Weapon/Specialty to which they belong.

Depending on the assignment of the three levels of preparation, the training process is divided into three training phases divided into training modules.

The first phase, relating to the 1st level of preparation, is divided into 4 modules: - basic training (1-2 weeks); - individual combat training (1-3 weeks); - job specialization training (average 4 weeks); - territory control training (1-2 weeks).

The specialization training is carried out, for the majority of assignments, at the operational regiments, except for some of greater technical content for which the activities are carried out at schools/institutions.

Furthermore, the VFA coming from the military service, if confirmed in the position for which they have already carried out the specialization training, follow the specialization training in the second position assigned to them by the regiment commander, on the basis of the operational needs of the department .

For specialization courses lasting longer than the average (4 weeks) and carried out at the operational regiments, the related activities will continue and can be completed at the destination operational companies.

The activities of the 1st phase must be developed with intensity and without interruptions, with the participation of all the personnel involved.

The second phase, connected with the achievement of the 2nd level of preparation, is divided into 2 modules: - corporal course (2 weeks); - training in peace support operations and humanitarian assistance interventions (4 weeks).

The activities of the 2nd phase, binding for the achievement of the 2nd level of preparation and for the consequent employment also "outside the area", are carried out with intensity and without interruptions, with the participation of all personnel.

The third phase, in which the 3rd level of preparation is reached, is divided into several modules: - specific weapon/specialty training (6-8 weeks); - training in particular environments (3 weeks); - improvement and training of minor units (6-7 weeks); - continuous off-site activity (field of Arma, itinerant activity along the peninsula, etc. for 3-4 weeks).

After the achievement of the 3rd level of preparation, without particular time constraints, the individual professional qualification module is carried out, lasting 3 weeks, dedicated to professional training.

The programming of the third phase training is characterized by flexibility and aiming at the use, for which it can be defined according to the operational commitments, also providing, if necessary, for the extension or repetition of the various modules (possibly to the detriment of others) .

Volunteers in short term

The preparation of the VFB is characterized by a homogeneous basic training and by the achievement of a subsequent multifunctional specialization connected with the task to be fulfilled during the period of short term.

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The general objective of the training of short-term volunteers - based on extreme realism and concreteness, with the aim of enabling them to deal with diversified operational situations - is to give the personnel in question three operational levels, which define skills achieved and constitute orientation for employment. In particular:

- 1st level of operations (5th month): basic fighter, trained and with little experience (has acquired the skills to be employed in surveillance and escort services in general, in interventions in favor of the community in the event of public disasters, in territorial control operations in collaboration with the forces of order, in humanitarian interventions, in the defense of national spaces (moreover, it is mainly used in training and education activities);

- 2nd level of operations (10th month): complete combatant, trained and with satisfactory experience (can be employed in all 1st level activities and in peace support operations); • 3rd level of operation (24th month): complete, well trained and experienced fighter, with the ability to act and control other personnel in particular situations (is able to perform tasks connected with employment in particular environments and situations, both alone and at the helm of other men). This level is not necessarily achieved by everyone, but only by those who have taken specific courses - rifleman, marksman, amphibious and mountain mobility, etc. - and have been found to be suitable for advancement to the rank of Corporal or who have participated in multinational operations for the period necessary to use the relative badge.

The basic training is divided into: - Basic course (about 3 months) at the Volunteer Training Regiments; - Specialization training (approximately 2 months) for the acquisition of a multifunctional position at the competent Weapon Schools/ Specialities.

Volunteers in permanent service

The tasks to be assigned to this category of personnel are grouped into 3 categories: operational, technical and logistic-administrative.

In particular, VSPs can perform tasks:

- command in squad-level formations; • "multifunctional" type executives; • as an instructor at the Army/Speciality/Logistics Schools and at the operational departments; • logistical-administrative, at the end of the "operational" employment.

In defining the VSP training system, the following factors were taken into account: • skills acquired during short-term service, especially those associated with employment in operations multinationals;

- possible attribution, upon entry into permanent service, of a position other than that performed during short term service
- the need to keep the level of preparation achieved updated over time; • need to create new stimuli in relation to the expected long stay in service.

The training was therefore aimed at deepening the knowledge relating to the position received and the requalification in another position, as well as the continuous updating of the preparation already acquired.

In this framework, the specific objectives of the individual training of VSPs, temporally placed throughout their careers, are those of:

- deepen/refine and, if necessary, retrain, initially, the technical-professional skills to fulfill both the functions connected with the assignment assignment and the more general ones of combatant;

- update and expand, during service, the preparation acquired, also in correspondence with the expected advancements in grade; • retrain and enable personnel, at pre-established times, to carry out tasks different in relation to the modification of psychophysical capacities.

It follows that the VSP training process is divided into the following phases:

- basic training, consisting of a basic course and possibly a specialization course and a environmental qualification course;
- qualification, updating and maintenance of operational capacity, which are developed with continuity throughout the VSP's professional life;
- qualification for employment as squad Commanders and, for some, as "team" and squad instructor (instructor of: driving school, weapon systems, individual combat training, etc.) in units fed by Volunteers;

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- qualification in specific sectors of interest, in relation to the Weapon / Specialty to which they belong (courses in: courage, language, sharpshooter, shooting instructor, parachuting, mountaineering, explosive ordnance clearance, etc.);
- update of the preparation in relation to the introduction of new materials/weapons related to the position held; • requalification and

qualification for a position in the logistic-administrative category, upon reaching an age that is no longer compatible with the performance of purely operational functions.

Training process for conscripts

The general objective of training conscripts is to give the personnel three successive levels of preparation, which indicate the skills achieved and constitute an indispensable prerequisite for employment.
In particular:

- 1st degree of preparation (within the 3rd month), which gives the soldier the ability to act and survive on the battlefield, perform security and self-defense tasks, as well as perform all the functions connected to the assigned assignment. Upon completion, the soldier can be employed in surveillance and escort services in general, in interventions in favor of the community in the event of public disasters, in territorial control operations in collaboration with the forces of order, as well as in logistical-administrative activities which they are fundamental for the life and functioning of the departments; • 2nd level of preparation

(within the 4th month), which ensures that the military is able to carry out the tasks associated with deployment in low-intensity peace support operations and humanitarian assistance interventions; • 3rd level of preparation (within the 10th month:

maximum objective), inherent to the operational capacity of the previous levels of preparation, increased and perfected through the development of technical-tactical activities connected with the use of smaller units in combat, also in particular environments, within the Weapon/Specialty to which they belong.

In essence, the training system, characterized by great flexibility, is developed in successive training phases which cover the entire period of service, according to training modules which follow one another on the basis of priorities defined in relation to the possible employment options.

NUMBER OF ROUNDS FIRE WITH WEAPONS
EQUIPPED (VSP, VFB, VFA, LEVER)

NOTES: By "Training" we mean the training activities aimed at conferring basic combat skills (at an individual/team level), while by "Training" we mean those aimed at maintaining and perfecting individual skills and at conferring the ability to act in the scope of the units of the various levels (sq., pl., cp., cpls.min. and gr.tat. homogeneous and mixed).

In general, the educational and training activities include lessons in night shooting, instinctive, from aboard vehicles and selective, (with all the weapons supplied) and "fire" exercises at the various organizational levels (sq., pl., cp. , cpls.min. and gr.tat. homogeneous and mixed) day and night.
(*) Personnel equipped with the department weapon.

C/CE MISSILES SHOT ARMORED CARRIAGES

NOTE (*) The data is valid for each member of the crew, as the personnel rotates in the tasks envisaged within the same crew.

6.1.1.4 Preparation for operational cycles

Employment in operational theaters requires particular training, defined preparation, which provides for a set of activities indispensable for giving the units the ability to carry out the assigned tasks.
The preparation is divided into three closely related levels:

- the first level affects all units regardless of their type and concerns the preparation for the conduct of war operations, understood in the classical sense; the second level is differentiated
- in relation to the "package" to which the units belong and refers to the activities necessary to bring the tool to carry out the foreseen and predictable operations

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in the framework of the performance of the other two strategic functions, "presence and surveillance" and "defense of external interests and contribution to international security";

- the third level finalizes the preparation for a precise operational plan and exclusively concerns the units pre-designated for intervention in a specific operation for which all the elements of interest are known.

These activities are developed within an operational cycle, identifiable in a circuit that begins before the use of forces, continues during the mission and ends upon return from the theater of operation for reconditioning, to then start again in anticipation of a new commitment .

Operating cycle
The operating cycle of a department is developed in four phases.

Generic preparation The situation of "normality" and, therefore, the beginning of the operating cycle must be considered.

During this period, the unit carries out the 1st and 2nd level call preparation activities, aimed at acquiring the capabilities envisaged for the category of forces in which it is inserted (projection, reaction, presence and surveillance). During this phase, moreover, a unit can be temporarily placed in a condition of "ready use" (units which in rotation are kept at a high state of readiness). In this condition, the education/training activities developed by the departments undergo significant conditioning, related to the need to be able to be projected into operations within the times envisaged by the various alert states. The duration of this phase varies according to the operational commitments in progress.

Preparation for the execution of an order

It is the condition in which the departments designated for a precise mission find themselves, for which all the elements of the situation are known, which allow for specific preparation (3rd level preparation) aimed at carrying out the assigned task. With regard to "out of area" operations, in this phase the amalgam and mission-specific training activities are expected, preparatory to entry into the Theater. The duration of this phase is in the order of 4 months.

Employment It is the "highlight" moment of the operating cycle, the phase in which the department must implement what has been acquired in the previous phases, conducting a real check of its operating capabilities.

Moreover, during employment, activities are carried out aimed at maintaining individual training and departmental training up to the platoon/company level, also using the available simulation systems.

Reconditioning after use.

In this phase, the activities aimed at restoring the unit to a level of full efficiency are developed operational, with particular reference to: o

psycho-physical recovery;
o extraordinary maintenance of vehicles, materials and equipment; o verification
of the operational capabilities that can be expressed.

Training of Commands and Units In the context examined so far, training assumes a role of absolute importance, capable of influencing the development of the operational cycle.
To appropriately finalize the preparation of the departments, it is necessary to conduct a series of training events which, linked together according to a consequential logic, allow the achievement of the training objectives set by the NATO STANDARDS, which then translate into operational capabilities. In this framework of situation, in addition to individual training, different types of activities dedicated to **training** have been defined, aimed at:

apply specific procedures, in line with the specific NATO directives.

Unit training

The training of the Units, a phase which naturally follows individual training, is essentially identified in the conduct of exercises, black and white, which, from a perspective of progressive difficulty and complexity, are aimed at acquiring and verifying the ability operational capacity of a unit in relation to the type of enlisted personnel (VSP, VFB, VFA and conscript) with which it is fed and, consequently, to its category. In particular it is distinguished:

o training of units fed with conscript personnel; o training of the units
supplied with annual detached Volunteers;

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o training of units powered by Volunteers in short term service; o training of units powered by Volunteers on permanent duty.

Training control The organization and execution of the training envisage ascertaining and evaluating, during the various phases that characterize it, the improvements obtained and the results achieved, with a view to constant application (at all levels) of the concept of "lessons learned", for a progressive elimination of deficiencies and gaps. Therefore, a capillary and continuous control action is essential, which must have educational and only marginally fiscal purposes.

The aspects to be taken into consideration for the checks are:
- "operating" efficiency of the personnel;
- individual knowledge of weapons;
- level of shooting training;
- formal structure of the units;
- self-assessment of Commands/Units;
- evaluation of Commands/Units; particular activities.

International activities

Finally, the complex of activities described above is increased through the development of training events abroad, aimed at perfecting and consolidating the response capabilities of the Commands/units and Staffs in an international context, favoring the Command and Control function, in order to make the instrument increasingly efficient, reliable and able to project itself at a considerable distance from the Motherland and to assume, if necessary, the direction of multinational forces.

To achieve these objectives, the Armed Forces carry out diversified exercises abroad and, in particular, in Hungary, Lithuania, Romania, Poland, Bulgaria, Tunisia, Egypt and Sweden, through which they are verified, for units of the Brigade level, first firstly the capacity for projection achieved and secondly the ability to manage crisis situations. These activities abroad, in 2001, involved around 10,000 men including Officers, Non-Commissioned Officers and Volunteers.

Alongside the exercises, there is a series of bilateral activities in which around 1,500 men including Officers, Non-Commissioned Officers and Volunteers have been involved.

6.1.2 Navy

6.1.2.1 Officers

The training process for officers is developed through the following fundamental steps:
- basic training,
- initial training (qualification courses),
- intermediate training (specialization courses),
- advanced training Normal of MS and Advanced Course of MS Interagency)

Basic training is carried out at the Naval Academy through:
- o five-year courses aimed at obtaining a specialist degree, in agreement with the Universities of Pisa, Genoa, Trieste and Naples, for Officials of the Normal Role;
- o applicative courses lasting one academic year for Directly Appointed Officers and Special Role Officers, or 3-month course for Complementary Officers.

The review of the training process for Officers started with the adaptation of basic training programmes, an action affected by the profound regulatory change in the university education sector.
Having now confirmed the insufficiency of the purely technical-scientific study process, abandoned in the mid-1990s, we proceeded to integrate it in the legal, political-economic and historical-social fields. In fact, if on the one hand there is the need to possess a good mathematical-scientific basis, in order to consciously operate in an environment with high technological contents and to use the means to their maximum potential, on the other hand there is the opportunity to broaden the cultural horizon to the sphere of law, politics and sociology, in order to confer greater ability to understand the realities of the areas of intervention and enable personnel to operate even in situations of non-aggression, often unplanned, in a context where even the individual behavior assumes public and international relevance.

The operations carried out in this context have finally influenced and intensified the relations between the Armed Forces and the country's civil society, sensitive to the need for "stability and security" in its region and to the

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contribution that, as members of the international community, one is able to make, ultimately requiring a more solid preparation in the field of communication and public information.
At the same time, the need to direct the preparation of tomorrow's Captain and Manager towards notions of economy, logistics and administration was considered.

The definition of the training requirement described above and the regulatory provision to allow officers of the normal role to obtain the degree initially constituted two objectives that did not exactly coincide, forcing the pursuit of difficult compromise solutions to be negotiated with the reference universities.
On the occasion of the recent University Reform, however, steps were finally taken to establish a dedicated degree class, called the "Sciences of Defense and Security". This provision made it possible to activate "tailor-made" study courses for the Navy, significantly modifying the negotiating position vis-à-vis universities, which in any case remain exclusive holders of the issue of study qualifications. In particular, the 2001/02 academic year saw the inauguration of the new degree course in "Marittime and Naval Sciences", carried out in agreement with the University of Pisa for the benefit of the Staff Officers.

The subsequent training moments are based on the foundations laid during the basic training period, aimed at completing the specific preparation for the insertion of personnel in the different Operational Departments.
The organization of these Departments provides for, in principle, two levels of employment with increasing responsibility. The specialized training is therefore structured in two moments: • initial

training, aimed at taking on the position of Chief Component of Naval Unit (and corresponding positions in the other Departments); it is achieved through the Qualification Courses, lasting a maximum of six months, held at the Training Centers of the MM (Naval, Submarine, Air, Amphibious, Incursion and Underwater, Mining and Mine Countermeasures, Hydrographic) and attended in common by all the Officers of the Normal Role and of the Special Role; • intermediate training, aimed at taking on the position of Head of Naval Unit Department (and

corresponding positions in the other Departments); it is achieved through the Specialization Courses, lasting a maximum of one year, held at the Training Centers of the MM, the Naval Academy and/or Institutes of FA or joint forces, both national and foreign; they are attended by almost all the Officials of the Normal Role and, on a selective basis, by some Officials of the Special Role.

A limited number of Officers, assigned to study and design assignments for the acquisition of new means and materials, subsequently complete their specialist training with university-level courses at national and foreign military and civil Institutes.

The "front line" employment in the Operational Departments affects the Officers for about a decade, at the end of which the transition to the rank of senior Officer opens the prospect of employment in staff assignments, in the Armed Forces and inter-forces, national and international.
The required change of pace is supported by the advanced training programs, developed in two stages at the Istituto di Studi Militari Marittimi (Normal Course of SM) and at the ISSMI (Higher Course of SM
Joint forces).
The Normal Course of MS is carried out in favor of the Officers of the Normal Role of all Corps; it has a duration of 3 months and constitutes a fundamental moment of connection of the different paths followed, aimed at:

- the acquisition of the work procedures of the SS.MM.; • updating
- and in-depth analysis in the geostrategic and geoeconomic field, with particular reference to the size of each FA;
- the application of the "method" for the planning and study of operational and logistic problems as well orders and organizations.

The advanced training continues, on a selective basis, with the Advanced Joint Forces Course, aimed at taking on important positions in the FA and joint forces, both nationally and internationally.
Finally, it is integrated, in favor of the Officers designated to Command and Management positions, with specific refresher/ indoctrination training modules, lasting 2-3 weeks and carried out in the form of seminars.

6.1.2.2 Non-

commissioned officers By adopting the same principle of progressive and harmonious development envisaged for Officers, we proceeded to plan a training process aimed at professional growth, with reference to Legislative Decree 196/95 and subsequent amendments made by Legislative Decree 82/2001 .
The new professional figure implies higher level modular training than in the past, aimed at creating "high" profile specialists who, particularly in the Marshal Role, may be able to lead groups of men.

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In the context of the topic, the innovation introduced in the basic training of the new Marshals is highlighted, consisting of a two-year course at the FA Schools in favor of the winners of special competitions for recruitment from the outside world, addressed to young people in possession of the diploma of upper secondary education, with the possibility of enrollment in university courses. During this first phase of training, the basic knowledge is provided, necessary to profitably carry out the 2nd level tasks (Coordinator and/or Controller), together with the technical-professional knowledge, diversified according to the specialization to which one belongs .

The training period is followed by various successive moments, such as the "Practical Internship" and any "Qualification Courses" on the specific equipment/plants of interest, in order to allow the Marshal to quickly integrate into the new working contexts.
The Course in question has a pre-eminent "value" for FA and constitutes an indispensable and fundamental moment of the career path, characterized by a strong solution of continuity with previous personal experiences, during which the foundations are laid for the entire subsequent development of career.
This appears fundamental for the success, efficiency and future effectiveness of the organization itself, as all the fields that characterize the Marshal are involved, with particular reference to the military ethics, to the art of Command, to the physical/sporting aspects /seafarers, as well as cultural and specialist ones. The subsequent moments of the training will be connected and will fit into what has already been acquired during the basic training process.
A further decisive aspect of the new professional figure arises from the reference legislation; we refer to personnel in the top rank of the aforementioned Role Marshals (First Marshals and Lieutenants), who must be able to be employed, in place of lower Officers, in positions of greater responsibility and with a professional profile that is particularly competitive with respect to the "civilized" world.
A further important novelty is represented by the planned entry of female staff into the Marshal role, who starting from the 2001/02 school year will be interested in training at the FA Institutes.

6.1.2.3 Troops
For the troops it is necessary to continue the planning work aimed at technical-military training, differentiated according to the specialization of the individual soldier, together with the evaluation of the psychological profile and an additional "full immersion" type training module, for provide them with the knowledge that may prove useful for their possible subsequent entry into the world of work.
Also for this type of personnel, with the year 2003 and for a foreseeable rate of 500 units, the opportunity for entry of women is foreseen, in relation to the annual competitions for Short-term Troop Volunteer (VFB/V3).

6.1.2.4 Training activities For the
maintenance of the operational efficiency of the Forces, the ordinary training of naval units in the national field involves an average stay outside the normal locations of the order of three months/year (to add activities of an international nature - NATO, EU or multinational - actual operations, presence and surveillance activities, etc.).

The training also takes the form of fire activities, where the ordinary consumption of ammunition is of the order of 100 rounds/year for each artillery system embarked, an activity which also allows to verify the accuracy in shooting against land targets (limitedly to the 127/54 caliber and carried out on the Capo Teulada shooting range), in anti-aircraft shooting (conducted on remote-controlled targets or on sleeves towed by aircraft) and anti-ship shooting (on fast radio-controlled targets or on targets towed by another naval unit).
The missile launch activities by the naval units are instead carried out at the joint experimental polygon of Perdasdefogu, on an annual or biennial basis depending on the type of unit and the missile used.
Last but not least, as regards training for fighting under the sea surface (submarine activities and anti-submarine activities), torpedo launching is conducted on an annual basis for naval units and every six months for submarines.

For the amphibious force, in particular, the training also takes the form of the consumption of about 1,500 - 2,000 rounds per marine rifleman, divided into the various calibers (pistol, machine gun, machine gun, etc.).
Fire training for the Department also involves the average launch of about twenty missiles against tanks/year.

The control of the overall efficiency of the naval units/departments is carried out through the "system for the continuous control of the efficiency of the forces". The data relating to said efficiency and their processing make it possible to annually establish merit rankings based on the training level achieved. For individual naval units and departments, qualitative efficiency reflects the degree of personnel training and that of material efficiency, while quantitative efficiency refers to the actual presence of personnel

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versus war tables and actual amount of material versus war endowments. The score thus calculated is associated with the relative degree of readiness:

- 1st degree - Unit/department unconditionally ready to carry out a war mission; • 2nd degree - Unit/department ready to carry out a war mission with some limitations; • 3rd degree - Unit/department ready to carry out a war mission with considerable limitations; • 4th rank - Unit/department not ready for war mission.

The overall preparation of the Armed Forces is evaluated considering the degree of global efficiency, obtained from the sum of the scores attributed to the overall efficiency of the single naval units and departments.
The activities for controlling the level of training/efficiency are implemented through the chain of command of the Armed Forces; each commander has the responsibility to evaluate the efficiency of his unit or department, on the basis of appropriate directives issued by the higher commands.
The Taranto MM Training Center carries out assessments and checks on the training of the units through the TIRNAV (Naval Internships) and the CLA (Training Level Control); the TIRNAVs are carried out at the end of stops for long-term maintenance, while the CLAs represent an additional training phase when, following a check, deficiencies are found in one or more sectors. The specialized mine countermeasure units carry out checks called CEB (war efficiency check), by the Command of the Dredging Forces, to evaluate the combat readiness of the aforementioned units according to a pre-established test program.

The training methods used in the aforementioned centers are similar to those in use at the Basic Operational Sea Training and the Joint Maritime Course of the British Navy and the Mine warfare Operational Sea Training developed by the Belgian and Dutch Navies, centers considered leaders within NATO in the specific sectors and also used by the Italian Navy for the appropriate evaluation and comparison activities.
The training is also integrated through the use of special training simulators:

- the conduct of the maneuver of naval units in favor of young officers at the Naval Academy of Livorno;
- the use in the various forms of air-naval combat in favor of the Commands of the naval units and related staff, at the tactical simulator of the Training Center of Taranto;
- the use of most of the weapon systems embarked through specific simulation programs present in the systems
- themselves; shooting in particular conditions of use for the riflemen of the Amphibious Force at a special simulator in
- Brindisi; to the governance and conduct of underwater units, in favor of submarine personnel, at the Command of the Underwater Forces.

The Armed Forces also employs the simulators owned by the Army for training in tank combat by personnel of the amphibious force, according to times and methods agreed between the two Armed Forces.
As far as the polygons and training areas are concerned, these are sufficient, except for those connected to complex amphibious activity training, for which only the Capo Teulada polygon is available, owned by the Army, which is unable to satisfy in its entirety the needs of the Armed Forces.

6.1.3 Air Force 6.1.3.1 Officers

The training of all
personnel is divided into a basic procedure and an advanced procedure. This subdivision arises from the need to first provide those essential and indispensable elements of cultural, technical-professional and military knowledge, commensurate with the performance of the duties/tasks that will be assigned in the initial years of the career; subsequently the advanced procedure provides for perfecting and specializing the military personnel called to carry out tasks of greater responsibility and growing importance which cannot be separated from a more rigorous preparation.
Training, therefore, no longer relegated to a very limited period of time and no longer reduced to a set of notions imparted "one off", becomes an integral part of professional life, a tool for growth and in-depth study and an important opportunity for that ideal osmosis which allows the exchange of information between the FA, the institutes, the visitors and vice versa.
The training of Officers of normal roles The
training of Officers, whose objective is the cultural, moral, professional and ethical growth, must provide the necessary tools so that they can best perform the functions of the rank, to improve the effectiveness and efficiency of FA and also be able to anticipate and manage change. Must aspire to acquire an "open mind" aimed at solving problems. It is characterized by the following peculiarities: o it is differentiated by role. In fact, there
is a training course for Officers of Normal
Roles and a course for Officers of Special Roles;

o is divided into initial and advanced;

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or is it continuous. Each Officer, therefore, is required, at various times in his professional life, to attend suitable training courses.
- o is aimed at providing the necessary knowledge to carry out the tasks assigned.

The formation of normal roles requires the attainment of a degree and a specialist degree at the Aeronautical Academy (for the role of seafarers and Arms, there is a foreseeable possibility of involving the Florentine university as well).

In this regard, the personnel of the corps follow special degree courses already contemplated by the university regulations which are integrated by technical-professional subjects deemed indispensable.
The university training process for Armed Forces personnel, Seafaring Officers and Arms Officers, was designed taking into account the recent Ministerial Decree 04/12/2001 relating to the "Determination of the classes of university degrees and specialist degrees in defense and security sciences".

This regulatory instrument, in fact, has allowed, in concert with the universities, the establishment of degree courses expressly dedicated to the personnel of the Armed Forces. The study plan therefore represents the right combination of scientific, technological, humanistic disciplines and socio-political issues deemed necessary to be able to implement an "integrated" approach to the organisational, managerial and operational problems of FA.
Following the achievement of the Specialist Degree, the Officers of the normal roles combine the professional training courses, specific to the respective Role/Body to which they belong, common training courses for all the roles that are carried out at the Air War School and in correspondence with particular career moments (assumption of command positions, attendance of joint courses, etc.).
Furthermore, a large number of Officers is selected to be sent to attend the ISSMI Course, preliminary to the performance of staff assignments both within the FA and in the joint and international fields.

All personnel training for normal roles, therefore, is based on a continuum of training moments, aimed at grafting new and increasingly in-depth knowledge onto well-established foundations.

The training of special role officers The initial
training of special roles, taking into account their duties relating to employment and the provisions of Legislative Decree 490/97, is structured around an application course which takes place at the School of Application of the 'AM of Florence. The course, which lasts more than three months, has the objective of preparing attendees to carry out the technical-professional functions and the attributions envisaged by the new "status", so that they are able to carry out specific tasks pertaining to the Arma and the Role of belonging, as well as being able to apply previous knowledge in the military field.
Subsequently, there are two other significant training moments in the ranks of Captain and Lieutenant Colonel which are carried out at the Air War School of Florence for a duration of 3 and 2 months respectively.

The whole process has as its final objective that of preparing both culturally and professionally the Officer to assume (possibly also at managerial level given the possibility of holding the rank of Colonel) staff positions within the High Commands and, marginally, in the field Air Force General Staff.

Role of seafarers
The AM takes care of the training of seafarers through a complex and articulated selective/training and training structure, which includes academic courses on the ground, in the simulator and in flight. In addition, initial or basic courses via computer are increasingly used. The management of the structure is mainly entrusted to the General Command of the Schools. The selection and training programs are implemented through national and foreign structures, the latter managed through special MoUs. The periodic review of the programs makes it possible to keep the contents updated in the light of new needs. The challenge for the future is to adapt the programs in question to the needs of the new flight lines being acquired (EFA, C130J, B767, F16, C 27). Among the long-term programs (post 2010), which could provide the greatest qualitative return for the country, the project of a European flight school on our territory stands out.

Furthermore, the Air Force attaches great importance to the training carried out by its Operational Departments. The training process to which the flight crew is subjected is a long and onerous process that begins with assignment to the Operational Conversion Group, relating to the line of employment. After the transition to the new machine, a second phase of conversion to the weapon system is entered. At the end you reach the qualification of limited Combat Ready. Full Combat Readiness is achieved once the sailor demonstrates that he knows how to use the aircraft in all the tactical events of his specialty. This milestone allows participation in any real operations. It will be followed by a

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further training activity following which the sailors will achieve a series of operational qualifications (couple leader, formation leader, chase, etc.).
In order to maintain a high level of training, the Operational Departments of the AM, in addition to the normal flight activity, periodically participate in NATO / national exercises and activities on air / air, air / ground polygons and electronic warfare.

Flight training The flight
training of the seafaring officers of the AM is carried out both in Italy, at the 70th Wing of Latina, the 61st Wing of Lecce, the 72nd Wing of Frosinone, and abroad at some schools of American flight.
The activity of the 70th Wing of Latina is aimed at the selection of student pilots of the AM and other armed bodies of the State, at obtaining the airplane pilot license and at carrying out the subsequent phases Propeller Initial Patent.
Currently the training and selection on the fly includes accentuated attitudes and acrobatic activity in order to fully evaluate the potential of the student to manage the machine in all flight conditions. Furthermore, considering that many competitors already have a civil licence, the aim is to verify whether their skills are limited to the basic operation of the aircraft, of which they are already experts, or whether they actually possess the necessary potential to become military pilots.

At the 61st Wing of Lecce the military pilot license was obtained and the pre-operational course intended for fighter line pilots was carried out.
In this regard, the training program has recently been revised on the basis of suggestions received from the OCU (Operational Conversion Unit), from the employment departments and from the instructors themselves, to give greater prominence to operational training: mainly tactical formations, air combat and low altitude navigation.

The review of the program for the achievement of the Military Pilot's License also has the aim of optimizing and aligning the educational programs in force at the flight schools, and also of allowing the possible introduction of the "dual-track", i.e. the subdivision of the instructional process between the aerotactic line and the support line, using, for the support line, the P180 to achieve the BPM.
This solution could save resources while optimizing the training of support line pilots, anticipating multi-crew training, as was done in the past.
Currently the problem is being investigated, on specific indication of the Head of SMA.
At the 72nd Stormo of Frosinone all the training activity on rotary wing is carried out for the achievement of the related patents.
It should be specified that an intense flight training activity is carried out at the flight schools of Latina and Frosinone for the personnel of the other Armed Forces, the Armed Forces of the State and other Departments of the Public Administration.

As far as training abroad is concerned, part of the student pilots of the normal role and some AUPCs, at the end of their academic studies and BIE courses, are sent to the ENJJPT (Euro Nato Joint Jet Pilot Training) and to the SUPT (Specialize Undergraduate Pilot Training) in the USA, where they train on T37 and T38 aircraft, achieving the BPM in about 12 months.

Since 2000, regular course students have also been sent to Canada to attend the NTFC (Nato Training Flying Canada) course, as part of an international program in which the Air Force participates, fully, also providing three flight instructors from the General Command of the Schools.
Particular attention has also been paid to the flight training of military navigators who, as known, are intended only for the Tornado line.
The training process, starting from 2001, will be divided into five
phases: • the first, which is carried out at the 70th Wing in Latina, is dedicated to selection;
• the second and third, carried out at the end of the 1st and 2nd academic year on the MB339 aircraft, are aimed at initial basic training; • the fourth, at the end
of the academic studies, lasts twelve months and is carried out at the US Navy base in Pensacola. The activity, carried out on T34, T39N and T2C aircraft and aimed at obtaining the BNM (Military Navigator's Patent), provides for basic and advanced training;

• after obtaining the BNP the navigators, before being sent to the OCU for the transition on the Tornado line, return to the 61st Wing of Lecce where they carry out a pre-operational flight program, on MB339CD.

In this very delicate and vital sector of flight training, in order to contain times and costs as much as possible and in the constant effort to adapt training standards to operational needs, the AM has

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operated and is still operating on various fronts: from the standardization of procedures, to shore school programs, to the training of instructors, to teaching methodologies.
Moreover, we are convinced that we can further improve the teaching activity by making adequate use of multimedia. In this field, the INS.IAU program is being used at the Frosinone airport
(Interactive Teaching Official Students) which should allow for greater standardization in teaching as well as give the student the opportunity to study, even autonomously, by following and checking his own progress.

Departmental training activities
The flight activities are basically carried out at the Operational Conversion Units (OCU), for the flying personnel assigned to the duties of instructor of the flight groups, compatibly with the possibility of diverting men and aircraft from their primary activity at home.
In turn, the training activity carried out at the respective bases is aimed at achieving the qualifications of Combat Ready (CR), Limited Combat Ready (LCR), Couple Leaders, Formation Leaders, Chase (tutor), etc.

The specific activities of the operational departments will be carried out in Sardinia, through the "AMA" Aircraft Military Activity Program (Goose Bay) and the "Red Flag" exercise (Nellis Air Force Base-AFB).
It should be noted that the current minimum quota restrictions are difficult to reconcile with the needs of the Operational Departments for advanced training. Restrictions that have imposed the development of activities abroad, in areas that allow the simulation of war missions, such as, for example, the flight program at the Goose base in Canada. The search for these areas also concerns the Mediterranean area, where there are possibilities, under study, which would allow a realistic training activity to be carried out outside the national borders, taking off from the Italian bases.
Simulators
Thanks to the advanced technologies available, the Armed Forces of many countries plan to transfer substantial parts of the training from airliners to simulators ranging from basic and advanced training to tactical events, such as in-flight refueling and airdrop. armament in range-areas, training, maintenance.

Generally, the sector that can most benefit from simulation is basic training.

In fact, even if part of the elementary procedures and operations can be carried out on systems comparable with commercial personal computers with a very high cost/effectiveness ratio, a different situation occurs with regard to advanced training.
In fact, to carry out the normal procedures of an advanced stage of training, systems are needed that reproduce real performances with great fidelity. Consequently, costs increase and an accurate assessment of the cost/effectiveness ratio of the simulators to be acquired is necessary with respect to carrying out training operations with commercial aircraft (for example, some modern flight simulators allow the machine to be certified at " zero hours" by the element in training, i.e. without carrying out any dedicated flight on the real airplane) even if the costs are however so high (a simulator of this kind can cost as much as two new aircraft), as to advise against the purchase of the simulator if there is not a large number of crews to train.

This statement emerges from a mere economic and operational assessment of the problem and can be modified by evaluating the environmental and noise pollution problems that could make the necessary investment pay off.

It should not be overlooked that international experience allows us to observe that the extensive use of advanced simulation, however realistic, deprives the crews of the indispensable experience of the operations carried out as a personal experience.
The current training plans provide for an extensive use of basic simulation capabilities and a punctual use of advanced simulation for the combat lines.
In particular, the use of advanced simulators (capable of reproducing complex situations), allows crews to be trained in the use of the machine, at the limit of performance and in conditions of threat that cannot be reproduced in reality and furthermore, in the future, it will be possible connect the simulators of the various bases on the net so as to obtain the joint training of distant Departments for the benefit of standardization and interoperability.

A further fallout of the basic simulation is the possibility of using part of it for purposes of spreading the image of the Armed Forces.
In fact, given the widespread use of standardized commercial computerized systems, it is possible to reach a vast and qualified public of young people who thus find an additional source of information.

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Squadron Exchange
Despite an evident decline in the interest shown by the allied countries (NATO activity for which only Italy and Germany seem to provide the greatest availability), the AM will participate in the "exchanges", favoring them, with allied Operational Units that have possibly supplied F16.
Looking ahead, in the short-medium term, it is intended to maintain absolute priority for the activity of the Operational Conversion Units (OCU) and at the Operational Departments (RR.OO.) aimed at "reinforcing the ranks" of the Flight Groups (GG. VV.) due to the known reduction of personnel in possession of qualifications and training levels as well as operational qualifications, limiting participation in events that determine the subtraction of resources to the RR.OO. for activities at the mother bases.
In this context, the process followed by seafarers is also an effective tool to avoid an operational use that is not commensurate with the actual skills acquired by each single seafarer.

6.1.3.2 Non-commissioned officers The enactment of Legislative Decree no. 196/1995 and the subsequent amendments made by Legislative Decree 82/2001, led to a new subdivision of the non-commissioned personnel of the Armed Forces, establishing new roles and modifying their recruitment rules, status and advancement.
Among other things, the decree envisaged new duties and assignments which, in order to be fulfilled in the best possible way, require adequate professional and military preparation. In this context, training assumes fundamental importance, the objective of which is to provide military, cultural, moral and technical-professional education.

Even for personnel in non-managerial roles, training: • is
centered on several training "moments"; •
constitutes the right balance between the set of specifically technical-professional knowledge and the set of military knowledge. The first characteristics of each single specialty, the second common to all;

• provides the essential knowledge so that everyone is able to operate in their own sector of employment with competence and professionalism; • is
responsive to the real needs of the Armed Forces; • takes
into account the cultural level of the recipient of the training event.

In particular, the design of the formation of the Marescialli role necessarily had to take into account the new attributions assigned to this role. No longer, therefore, a purely specialist training aimed only at acquiring technical knowledge, but a "higher" level training which is essential to be able to also carry out tasks involving the command, management and direction of small units .

This is ensured through a two-year course at the AM Non-commissioned Officers School in Caserta whose programs, appropriate to the educational qualification held by the attendees (high school diploma), include a first year of purely military and cultural subjects common to all categories for then arrive, in the second year, at a diversification based on the category to which they belong. A second year, therefore, more dedicated to the acquisition of professional knowledge which culminates with a series of stages/apprenticeships in the maintenance and/or training departments in which the theoretical phase carried out at the Caserta institute is implemented through practical activities.

At the same time, in both years of the course, teaching activities relating to the three "I"s are carried out (English, IT and Internet) considered extremely topical and necessary to build that tool kit to be used during the career (international employment, relations with the outside world, for example, maintenance companies, supply companies, etc.).
On the basis of this solid initial training, other important training moments carried out at the Loreto Specialization School will be grafted. Their aim is to perfect the knowledge already acquired and to significantly increase the cultural and technical-professional background, through sociological and military disciplines, with a view to taking on command positions at the level of the core team.

The training dedicated to preparing for the role of sergeant is mainly based on a four-month course at the Loreto Specialization School. The course aims to give attendees the military, professional and cultural preparation appropriate to the new "status" and which provides the necessary know-how to carry out executive tasks with direct and personal responsibilities in the maintenance, operational and support sectors . The program was designed to achieve the set objectives, however taking into due account that the visitors come from the Volunteer Role and already possess, albeit to a lesser extent, some military and professional knowledge.

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The training of the Volunteer Role foresees a predominant professional component, in consideration of the executive tasks that they are called to carry out within the FA. This knowledge, mainly aimed at "know-how", is acquired through courses of limited duration directly at the employment departments or with on-job training courses.

However, the FA considers it essential that they too be imparted certain military and cultural knowledge in the context of special training courses. Therefore, a course lasting more than three months is envisaged for volunteers on short term service and a course of nearly three months for volunteers on permanent service. Obviously, the courses are modular, so that the knowledge acquired in the first is integrative and preparatory to attending the second.

Furthermore, as regards volunteer enlisted personnel, the FA provides for the attendance of some IT and English training courses as part of the Defense Eurotraining Project in order to increase the chances of entering the world of work at the end of the service.

TA/AV staff
The Air Force is also assigned the task of providing Flight Assistance services for civil and military air traffic which operates on military and military airports open to civil air traffic and in the relevant airspaces.

The personnel dedicated to the "Air Traffic Control" sector is mainly selected among Permanent Service Arms Officers and Marshal students who access the NCO Training School in Caserta by competition.

The training process provides for the achievement of various qualifications, at the end of as many professional training courses, and of various qualifications that allow the military controller to be "certified" to operate, in the various operational positions, at a Control Tower, a Service of Approach, a GCA Radar, a Coordination and Control Service of the Air Force.
The duration of the training process varies depending on the case and on the different types of employment, but it has been estimated that the minimum time required to train a military Air Traffic Controller with maximum qualifications and ratings is approximately five years.

WEATHER
Personnel For the training and qualification of its personnel, destined to operate in the Meteorological Stations, in the Airport Meteorological Offices and in the Central Meteorological Bodies, the AM Meteorological Service systematically organizes and carries out, at various levels, through the Training and Flight Assistance at Pratica di Mare Airport, the following courses:

- Weather Observers Course, which has the purpose of qualifying ATG Petty Officers as assistants capable of operate in Air Force weather stations.
- Weather Information Course, which has the purpose of qualifying the attendant as an operator destined to be employed by the Bodies that provide the Weather Information Service at the airport. • Junior Weather Forecasters Course, which aims to qualify the visitor as a forecaster to operate at the Airport Meteorological Offices.
- Specialization course in Operational Meteorology, which aims to give attendees the basic theoretical and practical knowledge for their employment in the central and peripheral meteorological bodies of the Service, both in the operational and development fields. • Specialization course in Atmospheric Physics and Meteorology, which aims to give attendees the basic theoretical and practical knowledge for their use in central meteorological bodies both in the operational field and in that of research and development.

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6.1.4 Carabinieri
6.1.4.1 Officers
All Armed Forces Officers, regardless of the role they belong to, attend the Carabinieri Officers School in Rome for their training and subsequent updates.
The training courses include: the two-

- year period of Application and the third year of Specialization for Officers of the normal role coming from the Military Academy of Modena who, at the end of the five-year period, obtain a law degree. In implementation of the recent university reform and following agreements stipulated with the University of Modena-Reggio Emilia and with the University of Rome Tor Vergata, they will obtain a first level degree in Legal Sciences, at the end of the three-year Academy - first year of Application, and the specialist one in Law, at the end of the five-year training period;

- annual courses calibrated on the specific professional qualification needs for Officers of the special role (Application Course) and of the technical-logistic one (Training Course for Officers of the

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RTL), the former from the reserve officers and marshals of the Arma, the latter from the winners of the appropriate competition; the Technical-

- Professional Course, lasting two months, intended for first-appointed reserve officers in service, coming from Army Schools.

Other courses, of a non-continuous nature, are activated for specific and contingent needs, such as in 2002 that of the foreseen transit of Officers of the other Armed Forces. in the newly established technical-logistic role.
The Institute Course for Captains close to promotion to the higher rank is also intended for Officers of the normal role. This is a qualification course of particular value, the training process of which has recently been revised to further enhance the technical-professional teachings necessary to autonomously carry out the functions of the higher level, making use of a didactic system based on interdisciplinary modules and criteria and procedures such as "full-immersion" and by correspondence. In succession to the Institute Course, the Captains carry out an improvement course, at the end of which they obtain a second level university "master", acquiring a set of knowledge and methodological, technical and managerial skills aimed at allowing them to operate with success in the institutional structures and in the joint field in the managerial and staff assignments, to which they will be destined, and to prepare for the subsequent selections for admission to the Advanced Joint Staff Course, in the military field, or to advanced training for Officers / Officials of the Police Forces.

Other courses of shorter duration are intended for Officers close to taking on commands of particular professional value, such as, for example, the Provincial Command and the Territorial Company Commands.
At the Officers' School, recently identified as a "Centre for the development of doctrines and personnel training", conferences and seminars are also held for the in-depth study of specific topics and emerging problems, promoted by the General Command and by the School itself , which avails itself of the prestigious chairs of "Professional Technique", "Investigative Techniques", "Peacekeeping Operations and Military Art", "Military Law" and "Informatics", included in the Institute of Professional and Legal-Military Studies.

The Officers' School also edits the quarterly magazine "Rassegna dell'Arma dei Carabinieri", which deals with topics of a military, legal, historical, economic and social nature for the updating of all personnel of the Arma and publishes monographs on deepening of specific topics of professional interest.

6.1.4.2 Marshals and Brigadiers The
School has its headquarters in Florence and dependent Regiments in the same city and in Velletri (intended for Marshals) and Vicenza (intended for Brigadiers). It takes care of the basic training and the updating during the career of the Marshals of the role of inspectors and of the Brigadiers of the role of superintendents of the Arma, as well as the qualification of the soldiers of the same roles according to career advancements and the recruitment of positions of particular institutional importance (such as, for example, the Station Command). Numerous specialization courses are also held at the Regiments of the School.

Marshal students attending the two-year training courses of Velletri (1st year) and Florence (2nd year), who are now obtaining a university diploma in "Applied criminological sciences", with the implementation of the university reform and the consequent suppression of the aforementioned title in any case, the corresponding university training credits will accrue, useful for the achievement of the first level degree.

6.1.4.3 Carabinieri students
The Schools provide military and technical-professional training for young people who enlist in the Arma to become Carabinieri.

The Cadet Carabinieri School of Rome, intended to train the effective Carabinieri, employs the Cadet Battalions of Rome, Campobasso and Iglesias.
The Student Battalions of Turin and Fossano and those of Benevento and Reggio Calabria depend, respectively, on the Student Schools of Turin and Benevento, destined to train the auxiliary Carabinieri. The training process takes place over an eleven-month course for active Carabinieri (five for those coming from auxiliary Carabinieri) and a three-month course for auxiliary Carabinieri. The specific training includes:

- military education, necessary for the performance of the related tasks and specific functions; • technical-professional education, which is the basic prerequisite for personnel to be qualified to carry out the complex institutional tasks assigned to them successfully and with high performance; • the refinement of intellectual faculties, aimed at developing the ability to evaluate situations e the spirit of initiative; • physical education, to prepare men for action, making them capable of facing all situations where physical vigor and resolute decision are required.

In order to give the didactic action a more accentuated practical dimension, special study sessions have been set up at the various Schools for the in-depth study of technical-professional problems,

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through the presentation of real cases, as well as the preparation of simulations. This last training function was entrusted to qualified Company and Station commanders, selected nationally on the basis of personal qualities and previous professional experience in order to guarantee a direct link with the operational reality. The activity, which completes the experiences acquired during the practical-application apprenticeships carried out at various levels, has also made it possible to create a team of experts, essentially incorporating the figure of the commander-teacher, who can be employed for limited periods of time and rightly so in the training sector.

Among the departments responsible for the specialized training of the personnel of the Arma, the following should also be mentioned:

- the Training Center of the newly established 2nd Mobile Brigade, based in Livorno, which deals with the basic and amalgam training of the personnel and departments destined to carry out international PSO missions and, in particular, of the Carabinieri units operating in the Multinational Specialized Unit (MSU); the Shooting Improvement
- Centre, based in Rome, which has shooting ranges and equipment for simulating operational intervention situations and carries out studies and experiments on military and equipment material and intervention techniques, as well as courses for shooting instructors and for snipers also in favor of the other Armed Forces; the Alpine Training Center, based in Selva di Val
- Gardena (Bolzano), which takes care of the training of skiers, rock climbers, mountain rescue workers, avalanche teams, as well as the preparation of the soldiers who are part of the Winter Sports Section representing the Army during sports competitions; the Specialized Training Center for Telematics of Velletri, which provides for the
- training of specialists and for carrying out refresher courses on the subject.

Further specialist training activities are carried out at the "specialised" units of the Arma which have resources also dedicated to satisfying particular needs.
Furthermore, the numerous activities carried out, also in collaboration with university structures and external institutes operating in the sector, aimed at the qualification of personnel from a linguistic point of view, to meet the needs deriving from the intensification of relations with the Armed Forces and of foreign Police and to the development of the international dimension of the Arma, connected to the participation in the peace missions. As evidence of the amount of resources devoted to the specific sector, it should be noted that, in the last two years, approximately 5,000 soldiers of the Arma, of all ranks, have been interested in attending language courses or have participated in assessments to verify the level of knowledge possessed.
The greatest impetus is given to the study of the English language and the so-called "rare" languages to meet the pressing operational needs imposed by immigration and the globalization of the terrorist threat and organized crime.

Lastly, great importance is given to the teaching of applied computer science which has been included in all training and refresher courses for the personnel of the Arma: since 2001, the Officers, the Marshals and the Carabinieri leaving the training courses obtain the "European licence" of information technology and the authorization to consult and update the police files.

6.1.4.4 Training activity for departments intended for military tasks The
Carabinieri Departments intended for military tasks must be able to perform different functions simultaneously, expressing a high degree of flexibility and therefore force devices to be calibrated on the basis of the type and phase of the mission, the level of military and social conflict and to the different contingent situations of the OSP (Public Order and Security), both abroad and at home.
The Units must be able to provide modular "complex forces", able to perform functions: • "combat" in PSO
(Peace Support Operations) and/or low intensity conflicts: or as "light" military forces
with observation (observation and alarm posts), surveillance and control of the territory, interposition, check-points (checkpoints), protection of refugee camps, convoy escorts, patrolling, defense of itineraries, interventions in areas with low visibility or poor practicability (inhabited, wooded, mountainous, hilly, etc.), HUMINT (Human Intelligence) and recovery of compatriots abroad; o as special forces with SWAT capabilities ("Special Weapons and
Tactics Team") for decisive interventions (release of hostages, recovery of compatriots) or for security, temporary defense and the evacuation of personnel from diplomatic and consular offices abroad; or as police forces responsible for carrying out military police duties within the units of
the Armed Forces. national and/or in multinational bodies and departments, civil police in favor of local populations in the terms established by international agreements and mandates and training, support and support for local police;

- maintenance of the OSP and in particular of control and intervention on the national territory for the prevention and contrast of particular criminal phenomena, in the

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framework for safeguarding free institutions, integrating and strengthening the action of territorial units; training

- in favor of their departments and CC units destined for operations abroad and/or belonging to other organizations of the Arma or even of other FF. YY. national in specialized sectors (stock/riot control, etc.); defense of the integrity of the Italian
- territory and collective NATO, in the framework of joint operations.

The training activity is carried out by the Mobile Unit Training Center and by the Training Departments of the various Regiments in favor of the personnel of the dependent Units, but also of those coming from other departments of the Arma, destined for operations outside the area and/or for particular tasks, or than that of other Armed Forces. and national and foreign police.

In particular, the soldiers of the Arma, volunteers for employment abroad and already selected according to criteria established by the General Command, constitute the supply basin for the CC departments abroad only after having carried out a preparatory training period for these missions at the aforementioned Training Center.

The didactic activity is centered on combat training and anti-riot techniques, insisting in particular on the military and public order aspects - which appear basic and indispensable not only for the efficiency of the departments, but also for the safety of the personnel - not however neglecting the HUMINT (Human Intelligence) activity, the military police and humanitarian law.

In summary: • basic and specialization training for peace support operations is carried out in a unitary and coherent way for all by the Mobile Unit Training Centre, with the support of the Training Department of the 1st Rgt. CC par. for the military and special part; • the maintenance training of personnel employed by the Rgt. and that of updating and amalgam for the soldiers of the Arma coming from other departments to be re-employed abroad, with the Training Departments of the Regiments.

In order to confer high level of efficiency, in the context of the alliances in which the country is inserted, specific training cycles are carried out annually at the Military Schools of OBERAMMERGAU and PFLLENDORF (D), aimed, respectively, at enhancing the preparation of the cadres and the non-executive personnel inserted in the Allied General Staffs and in the units responsible for the SWAT capability for decisive interventions, or for security, temporary defense and the clearance of personnel at diplomatic offices abroad.

A similar impulse is given to shooting training which is carried out through the phases:

- preparatory: at small shooting ranges; • military: intended as combat training; • emergency: aimed at implementing the technique of extemporaneous use of individual weapons.

In this circumstance, it is necessary to highlight the lack of closed or open-air military ranges and equipped training areas which sometimes conditions the carrying out of fire drills to increase individual and team training and the command and coordination capacity on the part of the Commanders.

Finally, an intense training cycle is carried out using the FATS (Firearms Training Systems) interactive shooting system, which is an effective tool for perfecting and integrating the level of preparation of the military. under all the multiple aspects associated with the use of weapons, in the diversified simulated operational situations.

6.1.5 Polygons, training areas and simulators

6.1.5.1 Managed by the Army

The training activity in Italy is unfortunately penalized by the lack of training areas.

The Army currently has 250 training facilities, including shooting ranges and training areas, variously distributed throughout the national territory.

This organization, although consolidated for some time, is no longer suited to the current training needs, deriving from the process of professionalisation of the Armed Forces, from the new employment scenarios and from the evolution of the weapon systems used.

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In fact, in the face of a high number of structures, there is a shortage of national training ranges and areas with potential (in terms of size, simulation equipment, accommodation possibilities, etc.) which allow the carrying out of "joint and/or combined" and to opposing parties, activities that have become fundamental for the preparation of Commands and units actually employed in operations.
In this context, the Armed Forces has defined a project, currently under implementation, which, in summary, is aimed at achieving the following main objectives: • reduction of the
number of structures not adequate for the needs of the Army, with undoubted positive effects both on the optimization of available resources and on the environmental impact of training activities;

• organizational rationalization of the sector, through the division of the structures into 3 functional levels (respectively for basic training, for thematic-multi-thematic training and for the evaluation/validation of Commands and units) and the adoption of an effective model management, which envisages releasing the operating units from the infrastructural management of the polygons (responsibility progressively assigned to the Infrastructure Inspectorate); • creation of a specific organization
for the preparation, evaluation and validation of
units and Commands, based on the marked use of simulation and articulated on: o
2 Simulation Centres, respectively at the War School of Civitavecchia (for Commands at Brigade level) and the Cesano Infantry School (for Commands at regiment level);

o 3 combat training centres, respectively at the ranges of Capo Teulada (for "heavy" units), Monteromano (for "light" units) and Torre Veneri (for the training of armored and armored crews).

Use of simulation The
Armed Forces has long since launched an intense program aimed both at achieving alignment with the NATO "policy" in the specific sector and at increasing the use of simulation in the various training sectors.

Below is a summary of what is currently underway and the short-medium term prospects in the specific sector.

Level 1 simulators (for individual and crew training)
Simulators are available for training: in shooting
- with portable weapons and with c/c weapons (MILAN, TOW, Folgore and Panzerfaust);
- flight and "mission" conduct for helicopter pilots (for AB 205 and AS 129 aircraft) and maintenance for specialists (for A 129 aircraft); • functional crews of the

ARIETE, LEOPARD 1A5 tanks and the CENTAURO armored cars;
- the "mission" conduct for the crew of the ARIETE tank and the CENTAURO 8x8 AFV armored car; •

functional of operators and fire controllers for a/c systems (HAWK, SKYGUARD, STINGER and SIDAM).

Simulators are being procured for training: piloting, "turret" activity and
- "mission" conduct for the crews of the ARIETE tank and the CENTAURO 8x8 AFV armored car (introduced in 2005); piloting, "turret" activity and "mission" conduct for the
- crews of the APC DARDO and the VBC 8x8 AFV (introduced in 2008).

2nd level simulators (for unit training at platoon/company level)
Various types of multiple integrated laser beam simulation systems are available, which allow complexes of forces of various size and nature to interact, with the immediate reporting of the effects of fire.
In particular, the Armed Forces has recently acquired a system (SAAB BT 46) which also allows you to manage activities in a centralized way, through a control module which can be permanent (in a fixed structure) and mobile (therefore usable in any firing range).
This system, currently distributed to the Cavalry School of Lecce and to the Line and Tank Cavalry Regiments (in the version without the control module), will constitute one of the basic systems in the construction of combat training centres.

3rd level simulators (for command and staff training)
These are the more complex simulation systems, as they must allow the training and/or evaluation of the B. and rgt. PCs to be carried out, through the conduct of activities in real time (with the creation of unforeseen situations and the simulation of events) and the possibility of applying the standardized procedures of C4I.

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In this sector, the Armed Forces is acquiring a German system (which can be interfaced with SIACCON), already positively tested in the context of 2 exercises at regiment and brigade level, which will constitute the "soul" of the simulation centers of Civitavecchia and Cesano .

RANGE AND ARMY TRAINING AREAS

JOINT FIRING RANGES

POLYGONS IN THE TUNNEL (*)

POLYGONS IN THE NEXT TUNNEL

MAIN TRAINING AREAS OF THE ARMY

Some of the above structures are also used by the Navy and the Air Force, among which the most important are Capo Teulada, Monteromano, Carpegna, Torre Veneri and Cellina Meduna.

ACTIVITIES CARRIED OUT IN THE TRAINING STRUCTURES

The Armed Forces uses its polygons and training areas to carry out the following activities:

- hand grenade throwing and use of explosives; • shooting training with individual and unit weapons; • shooting exercises with mortars, artillery and c/cec/a weapon systems; • "blank" and "fire" training and exercises at squad, platoon, minor complex level e homogeneous and mixed battlegroup;
- exercises aimed at evaluating and validating the Commands and units at the various ordering levels (from platoon to tactical group).

CONDITIONS ON THE USE OF THE FACILITIES

The use of the aforementioned structures, especially those of larger dimensions and training potential, is sometimes limited by certain environmental conditions, which are essentially expressed in: • periods of suspension of activities due to local socio-economic needs (fishing periods, tourist, etc.);

- establishment of protected natural areas (parks, oases, etc.) in areas that are partially or completely on military structures;
- proximity of the training facilities to inhabited centers which, compared to the years in which they were established i polygons, have taken on completely different dimensions.

MEASURES ADOPTED BY THE ARMY

In order to remedy the above problems, the Armed Forces has:

- activated a program for the use of training polygons abroad; • elaborated and launched a specific project for the reorganization of the sector.

Use of polygons abroad

The Armed Forces, starting in 1997, launched a specific program aimed at guaranteeing the availability of a series of polygons abroad which would allow the Commands and units to:

- to perfect force projection capabilities, through the use of an organization multimodal;
- develop training activities, even complex ones, in "joint and combined" contexts and in both WAR scenarios what CRO;
- to carry out exercises for the evaluation and validation of operational capabilities.

In this context, through the stipulation of specific MOUs, the Army currently has the possibility of using the following structures:

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- Varpalota (Hungary)
- Pabrade (Lithuania)
- Smardan (Romania); -
Drawsko and Ustka (Poland)
- Koren (Bulgaria); -
Cap Serrat (Tunisia); - El
Hamman (Egypt); - Vidsel
(Sweden); - Yavoriv
(Ukraine)
In particular, during 2001 the polygons of Pabrade, Varpalota, Ustka, Drawsko, Koren and Cap Serrat were used.

- **Managed by the Navy**

POLYGONS MANAGED BY THE NAVY

(*) Definition as per SME circular No. 106 "Regulations for the reclamation of polygons" Ed; 1968; (**) Indicate if subjected to environmental protection. National/regional parks/areas subject to environmental protection.

SHORE TRAINING AREAS MANAGED BY THE NAVY

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PART VII
THE CIVIL PERSONNEL

**7.1 CIVIL PERSONNEL 7.2
STAFF 7.3
EMPLOYMENT OF CIVIL PERSONNEL 7.4 USE
OF EXTERNAL STRUCTURES (OUTSOURCING)
7.5 CIVILIAN PERSONNEL: A NEW CONCEPT. OUTLOOK 7.6 ROLE OF STAFF
REPRESENTATIONS**

7.1 Civilian personnel
The Defense structure includes a substantial and valid civilian component. In relation to the restructuring processes underway, just as the military personnel will be reduced from 385,880 units in 1985 to 190,000 in the near future, so the civilian one from 53,000 units - distributed among personnel classified in functional and managerial qualifications - by 1985, will have to 2005, reach 43,000.
The functions of the civilian component are mainly administrative and partly technical, all aimed at supporting the military as a whole.
The employees in question are managed by the General Directorate for Civilian Personnel established in 1997 with the simultaneous suppression of the pre-existing General Directorates for white collar and blue collar workers.
Civilian personnel, in relation to the consistent reduction of the military component, is destined to assume an ever greater value over time at all organizational levels, both central and peripheral.

7.2 Staff The
staffing endowment of civilian personnel was fixed with the legislative decree n. 265/1997 in 43,000 units, to be reached at the end of the restructuring process and "in any case within eight years of the entry into force of the same legislative decree" (August 2005).
The first redetermination of the workforce from the aforementioned reduction point of view was carried out with the Prime Ministerial Decree of 26 June 1998 which established the total workforce at 45,740 units, against which there were 40,304 employees as of 1 June 2001 with therefore a lack of 2,696 compared to the planned workforce when fully operational (43,000 units).
Moreover, while there is, in percentage terms, a significant shortage in medium-high qualifications: area C economic positions C3, C2, C1 and area B economic position B3; in the lower qualifications there are redundancies with reference to area B economic position B1 and area A economic position A1 (tables 1 and 2).

**CIVIL DEFENSE PERSONNEL
SITUATION**

**CIVIL DEFENSE PERSONNEL
SITUATION**

The personnel retraining procedures, still underway, will produce an initial effect of making up for the deficiencies especially in positions C2 and B3, but will result in a corresponding rise in the deficiencies in area C, as regards the economic position C1. This provision can be remedied, in whole or in part, both with external recruitment, the reactivation of which took place last year following the required authorizations from the Presidency of the Council of Ministers, and with the re-employment of any redundancies among the personnel military, in implementation of law n.331/2000, concerning the establishment of professional military service.

It is evident that for the complete compensation of the organic shortages through the recruitment from the outside, the relative burdens and the necessary financial resources to face them cannot be ignored.
However, the aforementioned shortcomings could also be satisfied by activating the training courses envisaged by the National Collective Bargaining Agreement (CCNL), which would allow, with the professional advancement of the employees, a more rapid settlement of personnel needs, felt above all in the higher qualifications.

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To external recruitment, and within the foreseen and possible limits, the coverage of those posts for which an internal settlement is not feasible could be reserved.
In the situation described above, with respect to the gradual process of approaching the workforce of 43,000 units, provision will be made for the redetermination of the personnel resources referred to in the aforementioned Prime Ministerial Decree of 26 June 1998.
This provision, without prejudice to the expenditure constraints relating to civilian personnel, will have to take into account the new employment positions emerging from the ongoing restructurings which register a significant need, in medium-high qualifications, deriving on the one hand from the need to acquire new professional skills above all in the technical and IT sector, on the other hand by the envisaged progressive replacement of military personnel with civilian personnel for the performance of logistical and administrative support functions.
In this context, the result is a reduction of lower level personnel (positions A1 and B1), with exclusively manual and executive tasks.

7.3 Employment of civilian personnel
7.3.1 Civilian personnel are employed, in addition to the Offices directly collaborating with the Minister, pursuant to Presidential Decree No. 241 of 14 May 2001, which entered into force on 11 July last, in the technical area -administrative and in the technical-operational area, as shown in the following tables 3, 4 and 5:

CIVIL PERSONNEL WORKING AT:

TECHNICAL ADMINISTRATIVE AND TECHNICAL - INDUSTRIAL AREA

TECHNICAL - OPERATIONAL AREA

7.3.2 An aspect that deserves reflection and that will have to be addressed in order to reduce, within physiological limits, the obstacles that hinder a greater use of civilian personnel within the new professional structure of the Armed Forces is certainly to be identified in the non-optimal distribution of the same in the area.

In fact, in the face of oversized areas, as regards the presence of civilian personnel, situations of critical underdimensioning are found.
On the other hand, personnel mobility, if contained within acceptable terms, does not meet resistance in principle. If, on the contrary, one wanted to use it as a general tool to meet necessary needs, it would encounter insurmountable obstacles, both due to the physiological reaction of personnel who see consolidated family, housing, relational and income situations compromised, and due to the current impossibility, on the part of the Administration, to be able to bring the inconvenience deriving from a new location back into acceptable areas.

7.4 Use of external structures (Outsourcing)
Some services that must necessarily be ensured (in particular cleaning services, canteens, etc.) for their performance require tasks that are no longer attractive on the part of Defense employees in the current socio-cultural context.

Nonetheless, organizational models require such services. Hence the need to resort to external companies that guarantee such services.
Moreover, the opening to the outside of synergistic forms of private labor contributions can also have beneficial effects on the reduction of the management costs of certain services.
Therefore, outsourcing opportunities must be carefully evaluated, either due to financial problems or due to the objective impossibility of having the necessary human resources.
But sometimes even higher professional skills, if absent in the Defense organization due to the need to satisfy the needs of the Administration, could have to be outsourced (computerisation of technical services, planning of engineering services).

Therefore, in these cases, it is not so much cost containment that emerges as the unavoidable need to pursue and achieve institutional goals.
In this context, it will be necessary to verify the existence of adequate professional figures to manage and guarantee the implementation of the structure envisaged by article 5, paragraph 1, of the law of 16 November 2000, n.331, which will have to arrange for the placement of the military discharged volunteers.

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It cannot be excluded, without prejudice to the activity that will have to be carried out by the Administration, that, also for this need, the opportunity to outsource certain professional contributions that contribute to the optimal achievement of the objectives pursued may be evaluated.

7.5 Civilian personnel: a new concept. Perspectives Various
elements can influence to allow a Defense performance adequate to internal and external expectations.

But beyond the numbers, figures, recruitment and advancement systems, an irreplaceable and decisive element can only be identified in the subjective response that everyone is called to give in their work activity.

Up to now there has probably been a lack of a personnel policy which, in addition to management, which in any case should not be underestimated, due to the virtuous effects it can produce, if its progress is cured in terms of timeliness and effectiveness of administrative action, prefigured a development of human resources.
The enhancement of the individual, when placed in a working context, constitutes a multiplier of services, both in qualitative and quantitative terms.
There is no doubt that the sum of the performances thus rendered optimizes the system.
Particular attention must be paid above all to the identification of the so-called "key resources", understood as units that are potentially called upon to play a decisive role in making the Defense function competitive.

Obviously everyone without distinction, at every level, is required to deal with the dynamics of the organization so that the same, in a constant evolution, keeps the profiles of the institutional image high.
Here then is the need on a personal level to set daily objectives which in time sequence will be able to achieve the primary objectives of the Administration; even the long-term objectives require the achievement of those of the short and medium term.
All of this can find a valid aid, on the one hand by rediscovering the awareness of belonging to an Administration which, as never before at this moment, is called, on a national and international level, to express a serene determination in acting, on the other by assuming, to maximum levels of responsibility, coherent behaviors that know how to interpret values to be strengthened and transmitted to all collaborators, in a renewed spirit of common action involving the entire working community.

7.6 Role of employee representatives Employee
representatives also have a significant role to play.
The appreciated action carried out by the national and local trade union organizations has made it possible to achieve positive results for the start of the reform process, although sometimes amidst physiological difficulties and divergent points of view. drawing.
Other reflections will be made on the subject and this is why the Government has asked for a delegation from Parliament to be able to update an initial intuition, which must be verified and correlated to changing situations and events that push in directions that may also be different from those in first assume.
Union participation, beyond the formulas, which only in the abstract seem to strengthen its role, in substance has dialogue and confrontation as its essence. It is in the dialectic of the parts, in the strength of the motivations and in the need to achieve certain goals that it is necessary to find the resultant of the solutions that best balance the various interests at stake.
Therefore, no prejudice in addressing together with the Union problems affecting the future of the Administration and whose effects also have repercussions on personnel.
The journey will be easy to the extent that one understands that one proceeds side by side in the awareness of a path whose goal is the same.

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PART VIII
MILITARY JUSTICE

8.1 GENERAL
INFORMATION 8.2 COUNCIL OF THE MILITARY JUDICIARY 8.3
MILITARY JUDICIAL ORGANIZATION 8.4 JUDICIAL ACTIVITY:
STATISTICAL DATA 8.5 JUDICIAL PERSONNEL 8.6 NON-
JUDICIAL PERSONNEL 8.7 ASSIGNMENT OF
MILITARY PERSONNEL 8.8 ESTABLISHMENT OF
MILITARY JUDICIAL POLICE SECTIONS 8.9 THE MILITARY
PENITENTIARY ORGANIZATION (OPM – EXECUTIVE BODIES)

8.10 CONSIDERATIONS 8.11
APPLICATION OF THE MILITARY PENAL CODE OF PEACE (AND NOT OF
WAR) DURING MILITARY MISSIONS ABROAD – PROBLEMATIC
ASPECTS

8.1 Generalities

The Minister of Defense has the same powers with respect to military magistrates and the Council of the Military Judiciary, CMM, which belong to the Minister of Justice with respect to the Superior Council of the Judiciary (CSM), and ordinary magistrates.
The art. 103 of the Constitution attributes, in peacetime, to the military courts the exercise of jurisdiction for military crimes committed by members of the Armed Forces.
The law of 7 May 1981, n.180, brought about a series of modifications to the military judicial system.

8.2 Council of the Military Judiciary The CMM, a
self-governing body, was established with law 12.30.1988, n.561, subsequently regulated by Presidential Decree n.158 of 3.24.1989.
The Council, in order to guarantee the same independence recognized to ordinary judges, has, as already mentioned, the same attributions due to the CSM, including those concerning disciplinary proceedings against military magistrates.

The CMM is, in fact, competent to deliberate on any state provision concerning military magistrates and on any other matter assigned to it by law.
In particular, it deliberates on the recruitment of the Military Judiciary, on the assignment of seats and functions, on transfers, promotions, disciplinary sanctions, on the conferment of extrajudicial assignments to military magistrates; expresses opinions and can make proposals to the Minister of Defense on the modifications of the military judicial districts and on all matters concerning the organization or functioning of the services relating to military justice; gives opinions on bills concerning the problems of the judicial sector.
On matters within the competence of the Council, the Minister of Defense can make proposals, propose observations and can participate in the meetings of the Council, when requested by the President or when he deems it appropriate, to make communications or to give clarifications.
However, the Minister cannot be present at the deliberations.
The members of the Council - which remains in office for 4 years - are: the first president of the Court of Cassation, who presides over it; the military attorney general at the Court of Cassation; five members elected by military magistrates, of which at least one military magistrate of Cassation; two members unrelated to the military judiciary, chosen by agreement between the Presidents of the two Chambers among university professors in legal matters and lawyers with at least fifteen years of professional practice: one of them is elected by the Council as Vice President.

The current Council - which is the fourth since the institutive law - took office on 31 July 2001.

8.3 Military judicial organization The military
judicial offices are divided into prosecutorial bodies (Military Attorney General at the Supreme Court of Cassation; Attorney General at the Military Court of Appeal and 9 Military Attorneys at the Military Tribunals) and judicial bodies (Military Court of Appeal, 9 Military Tribunals and Military Surveillance Tribunal).
An office of the judge for preliminary investigations and one of the judge for the preliminary hearing is set up in each military court, a judicial body of 1st degree, the organization of which does not present particularities compared to the corresponding offices existing in ordinary courts.

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Pursuant to law 180/81, the military tribunals judge with the intervention of the president of the military tribunal, who presides over it or, in case of impediment, of a military appellate magistrate, with the functions of president; of a court or appellate military magistrate, acting as a judge; of a soldier of one of the Armed Forces. or of the Guardia di Finanza, of a rank equal to that of the accused and in any case not lower than the rank of officer, drawn by lot, with functions of judge.

The second-level organ is the Military Court of Appeal, established with article 3 of law 7.5.1981, n.180, which judges on the appeal brought against the provisions issued by the military courts.
The Military Court of Appeal also has the powers that Article 45 of the military judicial system (RD September 9, 1941, No. 1022) attributed to the Supreme Military Tribunal in special composition (military rehabilitation; reinstatement in rank, etc.).
The Judging Panel of the Military Court of Appeal is made up of the President of the Court itself or, in case of impediment, by a military magistrate of Cassation or of Appeal, with the functions of President; by two military appellate magistrates, acting as judges; by two soldiers of one of the FF.AA. or of the Guardia di Finanza, of a rank equal to that of the accused and, in any case, not lower than lieutenant colonel, drawn by lot, with the functions of judge.

Then there is the Military Surveillance Tribunal - established by DL 27.10.1986, n.700, converted with Law 23.12.1986, n.897, following the reorganization of the surveillance organs of the ordinary jurisdiction - competent to supervise the execution of the penis (fig. 1).
The aforementioned Tribunal is made up of all military surveillance magistrates and experts appointed by the CMM, within the categories indicated by article 80, paragraph IV, of law 26.7.1975, n.354 (professional experts in psychology, service social sciences, pedagogy and psychiatry), as well as among the teachers of criminal sciences.

ITALY TABLE

8.4 Judicial activity: statistical data During
the year 2000 - as emerges from the results of a fact-finding investigation promoted by the Council of the Military Judiciary - the military judicial offices of first instance handed down 4,010 trial sentences (of which 870 for plea bargaining), at which must be added 1500 sentences rendered by the judges for the preliminary hearing - these figures are almost constant compared to those of recent years.
On the other hand, the prosecutorial offices of first instance, always in the same reference year, exercised criminal action in about 4,300 cases, compared with almost 9,000 in 1997 (minus 50%).
The data relating to the military judicial offices of appeal, to those of surveillance and to the military Attorney General at the Supreme Court of Cassation show how the judicial activity is numerically limited and, in any case, tends to decrease.
However, this framework should not lead us to believe - as supported by the Council itself in a recent resolution - that the work and needs of the military judicial offices, with the reduction of conscript personnel, are necessarily destined to decrease.
In fact, if on the one hand it is true that statistically there has been a decrease in the typical crimes committed by military personnel, the so-called "absence" crimes (missing calls, desertion, etc.), it is equally true that the so-called crimes of "character", especially some types of crimes such as property crimes against the PA.

This implies that if numerically the workload may appear decreased, in reality these types of "character" crimes, due to the difficulties of investigations and hearings, determine a much higher work commitment than the previous one.

Furthermore, it is necessary to bear in mind the workload that resulted from the new code of criminal procedure which introduced (1989) the so-called "accusatory" rite in which the evidence is formed with the contradictory of the parties, as well as the new institution of the Judge's Offices for the preliminary investigations (gip) and the judge for the preliminary hearing (gup).

8.5 Judiciary personnel In this
context, the situation of coverage of military magistrates' workforce is currently quite satisfactory, also taking into account the fact that few retirements are foreseen in the immediate future.

In fact, compared to a staff of 103 military magistrates, there are currently 83 presences to which 13 recently appointed units are to be added who are completing their period of hearing, once completed they will be placed in the related functions.

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To fill the remaining 7 posts, the competition for qualifications (reserved for ordinary magistrates) is being completed.

The Military Judiciary Council, however, highlighted, for the medium term, the difficulties associated with the particular methods of placing military magistrates into service.
In particular, the competition for access to the military judiciary takes place in two phases, the first of which is reserved for ordinary magistrates, and a subsequent one reserved for graduates.
However, the winning ordinary magistrates frequently reach the offices assigned to them only if they like them and only if in the meantime they have not been able to satisfy their aspirations of transfer within the judicial order of origin.

This leads to inevitable delays and negative effects on the coverage of the offices.

8.6 Non-judicial personnel (summary of table 2)
As far as non-judiciary personnel are concerned, the current workforce of chancellery managers, officials, collaborators and assistants includes 7 management units, 14 chancellery directors, 26 chancellery officials, 40 chancellery collaborators, 36 judicial assistants and 173 IV and V functional qualification.
Currently, if the IV and V functional qualification posts have been fully covered, they are recorded in the other qualifications for holidays, which however are destined to be covered in the short term: partly through competitive tendering and partly through requalification procedures .
As for competitions, the Administration, after having requested and obtained - during the three-year planning of personnel requirements, pursuant to article 39, paragraph 1, of law 449/97 - the authorization from the Presidency of the Council, has announced, in the month of July, the competitions relating to various qualifications: n. 9 posts of chancery official, n. 12 stationery collaborator positions and n. 31 judicial assistant positions.

non-judiciary personnel of military justice

(a) The competition procedure is being finalized for 1 position (b) The competition has been announced for 9 positions
(c) The competition has been announced for 12 positions (d) The competition has been announced for 31 positions

The redevelopment procedures for the remaining posts are nearing completion.
For non-judiciary personnel, law 3.2.1989, n.38 established the Board of Directors at the Ministry of Defense for the personnel of the chancelleries and judicial secretariats, which in addition to having the powers provided for by the law on personnel, it also performs the functions of the disciplinary council.
The aforesaid Council, constituted at the beginning of each two-year period by decree of the Minister, is composed of a military magistrate of the Cassation, appointed to higher directive functions, who presides over it; a military magistrate acting as appellate judge; the most senior manager among the managers of the military chancelleries and a manager in service at the General Directorate for Civilian Personnel.

8.7 Assignment of military personnel A very delicate problem is represented by the assignment of military personnel to support the Military Judicial Offices, personnel which currently (including CC and G of F) is approximately 400 units.
The new professional model towards which the military instrument is evolving will have as a consequence, in the Armed Forces, both the drastic reduction in the number of "cadre" (officers and non-commissioned officers), and the gradual suspension of military service. Therefore, in the very near future, the FF.AA. they will be unable to support and deal with the requests of the GM bodies, especially those located in the periphery.
Consequently, to ensure the functioning of the military judicial chancelleries (duty placed on the AD pursuant to art. 15 of Law 180/1981), only the use of auxiliary civilian personnel should be envisaged.
The aforementioned problem (also extended to the unsustainable overallocation of cars serving the Military Judicial Offices: 63 compared to the 37 envisaged by the DI 06.11 1990), is being examined by a specific Working Group, set up on the orders of the Minister's Cabinet at the General Staff of Defense (SMD) and including representatives, in addition to SMD (which presides) and the Cabinet of the Minister, also of the General Staff of the Armed Forces, of the CC General Headquarters. and G. di F., of the General Secretariat of Defense and of the Military Judiciary.

8.8 Establishment of Military Judicial Police Sections

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The establishment of military judicial police sections at each military prosecutor's office of the Republic is a strongly felt need of the military judicial system; the Council of the Military Judiciary in its plenary deliberations and the Military Attorney General of the Republic at the Military Court of Appeal in the periodic report for the inauguration of the judicial year have made it their spokesman several times.

On this point, it seems appropriate that an organic discipline be prepared taking into account the particular military condition and ensuring the harmonization of the tasks and responsibilities of PGM of the Corps Commanders with the attributions proposed for the Sections whose institution can be analyzed within the context of a broader reform of the military criminal justice system.
At the moment, however, even in the absence of the specific legislative vehicle, the needs indicated over the years by the various military prosecutors have sometimes been satisfied by resorting to the assignment, only on an effective level, of the requested personnel belonging to the Carabinieri.

8.9 The Military Penitentiary Organization (OPM – Executive Organs)
The OPM constitutes a sector of activity under the command of the Armed Forces.
Military prisons are institutionally responsible for the custody of military detainees for military crimes (Decree of Lieutenancy of 27 October 1918, Royal Decree 306/1943 and art. 26 CPMP) who, maintaining their military juridical status, continue to be subject to (criminal) laws and regulations (disciplinary) specific to that state, under the jurisdiction of the military Judiciary, and receive a re-educational-training treatment aimed at favoring their reintegration into the units of the Armed Forces and in the civil context of society.

As a result of law 121/1981 (art. 79), members of the Police Forces (FP) who are detained for any crime can also be imprisoned in military prisons, at the request of the interested parties. In the absence of a specific request, the prisoners of the FP are confined to the "Protected Sections" of the Civil Penal Institutes (IPC). These detention duties of military prisons are verified in their execution by: • Military and ordinary Surveillance
Judiciary, respectively for military and permanent prisoners
for members of the FP;
• Prosecuting military and ordinary judicial authority, respectively for other military detainees and the others belonging to the FP.

This reality, with ever more frequent "assignments" of "particular prisoners" subjected to surveillance typical of "maximum security" IPCs, has accentuated the "deviant employment" of an organization normally dedicated to tasks of an exclusively military nature.
Currently, in fact, due to the promiscuity of military and civilian detainees, detention treatments and judicial competences, the military supervisory personnel must in fact perform the typical functions of a "maximum security" IPC according to laws and regulations which at the moment are heterogeneous between them, with the assumption by the same of the typical responsibilities of the civil organization.
At the moment, military detention needs are met entirely by the Army, through a structure based on: • a Command at the General level of
Brigade, based in Sulmona; • a recruit training battalion (57th "Abruzzi"
battalion) in the same location, in charge of training
also the personnel (U., SU. and Mil.Tr.) destined for "detainee surveillance" tasks; •
2 active military prisons, respectively in Rome (Forte Boccea) and S. Maria Capua Vetere (CE); • 3
Sections of military prison in "Quadro" position in the offices of Peschiera del Garda (VR), Cagliari and Palermo.

It should be emphasized that these needs, already reduced in the past with the subtraction of "objectors" from military justice (as a result of the sentence n. 358/1993 of the Constitutional Court), will be further reduced in consideration that the types of crimes committed by soldiers detained in military prisons (failure to call up and desertion) are almost exclusively connected with compulsory military service which is destined to disappear in the short to medium term.

In this context, the redundancy of the structure appears evident, which could be rationalized by identifying a single location where to concentrate all the aforementioned components, providing for the transfer of the OPM Command from Sulmona to S. Maria Capua Vetere and the contraction of the military prison in Rome to Section "Painting".
This provision will make it possible to fully satisfy the needs of military detention, in the headquarters of S. Maria Capua Vetere, where the modernization and expansion of the accommodation capacity were completed.

Adequate solutions connected with the: • possible military detention
of women are also necessary; • current military
prison legislation/regulation, dating back to 1918 and 1943; • decrease in the availability of
supervising and custodian personnel to be employed in military prisons which at the moment is essentially drawn from those in compulsory military service.

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8.10 Considerations

The reform project relating to the Defense Administration, which has not yet been completed, has not so far concerned the military judicial administration. The area of military justice has remained almost unchanged over time.

If on the one hand the marked autonomy of this order constitutes the underlying reason for it, on the other hand such a choice might not be entirely consistent and at least should be adequately investigated in order to be confirmed.

The profiles that could be addressed concern both the competence of the military judiciary and, in an inseparable link, the legal system.
It is necessary not only to project oneself into the medium-long term and try to anticipate the times, but also to revisit options which could, due to their shared opportunity, be introduced, if innovative from the current system, in the legal world.

8.11 Application of the military penal code of peace (and not of war) during military missions abroad – Problematic aspects Art. 9 cpmg, dating back
to 1941 like the peace law, prescribes that: "Expeditionary corps abroad for military operations are subject to the military penal law of war, even if in peacetime, from the moment in which the crossing the borders of the State and, in the case of an overseas expedition, from the moment in which the embarkation of the expeditionary force begins.

For the crews of military ships or military aircraft, the subjection to the military penal law of war begins from the moment in which the destination of the shipment is communicated to them".
The provision, establishing the application of the military penal law of war to all Corps - land, naval and air crews - when they are sent abroad for military actions, allows both the exercise of the penal action against all those typical codified crimes under such law possibly committed by Italian soldiers, and the prosecution of specific crimes committed to the detriment of the latter.
If this is the reference standard on the matter, it must be said that up to now the Legislator, on the occasion of the numerous missions abroad that our Armed Forces. were called upon to carry out, chose to apply the military penal code of peace only.
The solution adopted also makes it impossible to prosecute the so-called "war crimes" whose cases are contained in articles from 165 to 230 cpmg at the time very anticipatory on the point with respect to the international regulations in force, but which over time would have required an update in the light of the conventions subsequently ratified on the matter by Italy.
Furthermore, a further effect of the choice made by the Legislator is to be found in the inapplicability in military operations abroad of the rules of war law, of international humanitarian law and of those provisions aimed at allowing a better protection of our soldiers.
Up to now, attempts have been made to compensate for this with internal instructions and with the so-called "rules of engagement", the violation of which may only be found on a disciplinary level. However, given the vastness of the matter, they cannot be considered as a solution to the problem.
The only firm point remains the jurisdiction of the Military Tribunal of Rome with regard to all military crimes committed abroad by members of the contingents employed.
The suspension always sanctioned by the Legislator of the CPMG against the military forces employed abroad probably has its rationale in factors of a more psychological than juridical nature.
The term "war" arouses scenarios in the collective imagination that one would like to exorcise with the abolition of the word from the common language. But the time has come to rationalize the matter and bring the legal situation into line with the de facto one.
It is in the interest of the Armed Forces. and operators have an up-to-date reference framework that is certain and compatible with constitutional principles, with ratified international conventions and with emerging cases dictated by operational experience. The results can only be entirely positive on a substantive and procedural level.

However, it is for these significant and unavoidable purposes that the Government has taken charge of the problem and with a decree law, given the extraordinary need and urgency to issue provisions aimed at regulating the Italian participation in the multinational operation called "Enduring-Freedom" against the terrorism, proceeded to apply the military penal code of war to the personnel employed.
This will involve a particular penal protection inherent to the military condition and interest and will allow the application of some norms against the laws and customs of war, ie of humanitarian law.
However, it was necessary to establish the non-application to this operation of the provisions on the military procedure of war and those concerning the relative judicial system.
At the same time as the aforementioned provision, the Government, in view of the significant implications of a substantive and procedural nature, also approved a bill containing amendments to the same military penal code of war, not limited to the "Enduring-Freedom" operation alone.

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In fact, various substantive provisions of the military penal code of war appear to conflict with some constitutional principles and others require an adaptation to the redefined military order and to the changed factual circumstances.

The legislative initiative thus has the advantage of introducing an updated structure in full respect of all the interests at stake, ultimately modernizing the matter.
Moreover, both initiatives are punctually combined with the need in this sense proposed by the CMM. A more radical and incisive intervention of reform of the codes can only be carried out in the due ways and in the necessary times, which, given the complexity of the issues under discussion, it is likely to consider not short.

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PART IX
THE MATERIALS

9.1 LOGISTICS - GENERAL INFORMATION

9.2 CURRENT SITUATION AND FUTURE PROSPECTS
9.2.1 Procurement policy 9.2.2 Modernization programs in the field of materials 9.2.3 Modernization programs in the sector of the Command, Control, Communications and Information (C3I)

9.2.3.1 SICRAL system
9.2.3.2 Joint digital network 9.2.3.3 C4I Defense system 9.2.3.4 The Defense telematic network (DIFENET)
9.2.4 Modernization programs in the field of land materials 9.2.4.1 The blockade of the heavy forces 9.2.4.2 The blockade of the medium forces 9.2.4.3 The blockage of the light forces 9.2.4.4 New equipment for the soldier 9.2.4.5 Aircraft component 9.2. 4.6 Anti-Aircraft Defense 9.2.4.7 In the Command and Control/Communications/Computer sector (C4)
9.2.5 Modernization programs in the naval materials sector 9.2.5.1 Below is the current situation of the main modernization programs of the naval instrument 9.2.5.2 Main programs to be launched for the renewal and modernization of the aero-naval instrument according to the "minimum" requirements established 9.2.6 Modernization programs in the aeronautical materials sector 9.2.7 Technological innovation programs in the Carabinieri

9.3 POLICY OF INTERNATIONAL COOPERATION IN THE FIELD OF THE SUPPLY OF MATERIALS

9.4 OPERATION POLICY 9.4.1 Land segment
9.4.2 Naval segment
9.4.2.1 Food 9.4.2.2 Clothing 9.4.2.3 Barracks 9.4.2.4 Fuels and lubricants 9.4.2.5 Vehicles 9.4.2.6 "Outsourced" services 9.4.2.7 Current situation - ammunition 9.4.2.8 Current situation - materials 9.4.2.9 Logistic chain of repairs/maintenance
9.4.3 Aeronautical segment
9.4.3.1 Bureaucratic procedures
9.4.4 Carabinieri branch 9.4.4.1 Procurement policy in the Carabinieri branch 9.4.4.2 Logistic organization of the Carabinieri branch

9.5 LOGISTICS SUPPORT POLICY

9.6 STOCK POLICY 9.6.1 Land Segment
9.6.1.1 Spare Parts
9.6.1.2 Ammunition
9.6.2 Naval Segment
9.6.3 Aeronautical Segment

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9.6.3.1 Stocks of ammunition and fuel lubricants
9.6.3.2 Police Station
9.6.3.3 The Mobile Support Department

9.7 MILITARY HEALTH POLICY 9.8 MOVEMENT AND TRANSPORT POLICY 9.9 PROCUREMENT POLICY 9.10 CLOTHING AND EQUIPMENT POLICY

9.1 Logistics - General "Logistics"
has always represented the essential element for the life and activity of any complex organization and, even more so, for that of Defence. It has the fundamental purpose of placing the operational forces in a position to conduct and complete the missions entrusted to them. As is well known, the strategic framework for security in Europe and in the world has changed considerably in recent times. This change has led most countries, especially those belonging to NATO, to redefine their role and their tasks. In this regard, the Atlantic Alliance has developed a new strategic concept based on the concept of "Collective Defense and Security". Consistent with this renewed approach, NATO has already started a process of internal structural adaptation of its military organization to make it more responsive to the new scenarios, to give due prominence, within the Alliance, to the European Security and Defense Identity (ESDI) and for the acquisition of better operational capabilities, to respond to the new tasks and missions related to crisis management and the risks of proliferation of weapons of destruction of

mass.

In particular, with regard to "Logistics", this process of structural adaptation provides for a:

- rapid, flexible and interoperable logistic support; • adequate coordination with other organizations such as the EU and the United Nations; • best overall logistics arrangement of the Alliance with a vision based on the principle of "collective responsibility".

It follows that, at the national level, the choices and structural adaptations must be compatible and coherent with the European and Atlantic ones in a framework of full integration and interoperability with the Armed Forces of the allied countries.

It will therefore be necessary to substantiate the fundamental principles of requalification of the military instrument, such as: timeliness, deployment, integrability, interoperability and sustainability. All of this inevitably presupposes a radical change in those logistical concepts which up to now have governed the sector, based on territoriality and on a certain rigidity and heaviness due to the traditional concept of the storage of materials with all the relative implications of an organizational and administrative technician. In this context, it has therefore become imperative to radically review the organizational framework of logistics, with particular attention to Logistics Planning, which must be conducted with a joint vision of the inter-forces, seeking every possible integration between the Armed Forces aimed at optimizing the available resources.

Therefore, it is necessary to seek the conditions for a common approach on the subject which, while respecting the specific employment philosophy of each Armed Force, allows efforts to converge for the optimal achievement of the objectives. On these bases, it is therefore important that the military instrument has a "finalized logistics", in other words aimed at supporting the projection of forces outside the area, a logistics which, through the synergistic use of information, materials, healthcare and transport, makes it possible to move and supply operational units in a timely, operationally optimal and cost-effective manner.

In particular, for the Navy there is the need to have a support tool that allows it to continuously maintain, at the usual levels of operational readiness, various Force complexes (from the single unit, to air-naval power projection groups, demining, of amphibious intervention, escorts and protection, hidden advanced surveillance, etc.) located anywhere in international waters with very short notice, very high technical-logistical autonomy and without the need for bases in the theatre.

In summary, the new political-military reference framework in which the aforementioned functional and structural changes of the Defense are maturing, postulate a:

- accentuated mobility of forces not only in the tactical field, but also and above all at the strategic level e with multimodal typology; • sustainability of forces balanced and mobile in all its components;

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- different inventory management policy which avoids the immobilization of materials and capital especially for those with advanced technology, pursuing a uniformity of direction among the Armed Forces, starting with commonly used materials;
- military healthcare to which activities should be given particular emphasis, through the joint sharing of healthcare resources; • enhanced
standardization policy in order to improve cooperation and cost-effectiveness in the provision of logistic support to forces, particularly in the multinational context;

- Review of Host Nation Support (HNS) responsibilities and competencies, in order to harmonize the national reality with the NATO/EU legislation; •
policy aimed at a just and more effective interaction between the Armed Forces and the civilian context;
- creation of a common logistic management IT platform (also including the health segment) such as to allow the exchange of information and coordination between national bodies and between them and/or NATO/ International bodies, through the timely and precise sharing of logistic information .

It should be specified that these initiatives concern and will concern various aspects of the technical and political activity of the Defense such as: "the definition of needs", "the setting up of programmes", "the acquisition process", "industrial cooperation" and "the participation of other countries", ultimately a medium/long-term "General Planning" which will require the involvement of the entire military apparatus. The results of this policy, given the resources available, will only be achievable by eliminating waste, overlapping areas and redundancies, rationalizing and optimizing the resources available at the FF.AA level.

9.2 Current situation and future prospects The
second half of the 1990s saw a more accentuated projection of the military instrument for foreign policy issues, with the assumption of growing responsibility in the Mediterranean area and also in extra-Mediterranean areas or those geostrategically connected to them , and with a primary political-military role in the crisis in the Balkan area. Consequently, an active, efficient and long-term military participation, which has caused a strong wear and tear of the "materials". In this regard, the most significant comparison can only be translated into terms of comparison between the operational capabilities provided against the resources - always limited - invested and which are invested to achieve them. In practice, the succession of operations conducted by a limited part of the military instrument has not found compensation in the allocation of funds necessary for the maintenance and modernization of the materials of the entire instrument. In other words, the Italian Armed Forces ultimately lack the depth to sustain over time an effort or more efforts, even limited ones, in differentiated theaters unless there is an adequate increase in the sector of the budget dedicated to materials.
In essence, mobility, external projection capacity and logistical sustainability, concretely the "modernization of our Armed Forces", are still limited. The gap existing between us and the other European countries is, more than a technological quality gap in the strict sense, a depth gap, i.e. the size, intensity and sustainability over time of the operational interventions that we can carry out. It is a gap substantially ascribable to the aforementioned under-capitalization of our military instrument, ie to an incorrect and unsustainable size/resources ratio.

To understand the financial burden of the Armed Forces systems, the unit costs of the main weapons, vehicles and ammunition are shown below.

COSTS OF SOME OF THE MAJOR WEAPON SYSTEMS
AND ARMY AMMUNITION

MATERIAL TABLES

COSTS OF SOME OF THE MAJOR VEHICLES, SYSTEMS AND WEAPONS OF THE AIR FORCE

In this context, the Italian Defense is proceeding with the identification of a common strategy of "research", "acquisition" and "sharing", also giving its convinced adherence to all international cooperation initiatives in this area. As an immediate consequence, parallel to force planning, the development of the so-called Defense Capability Initiative (DCI) was introduced aimed at giving impetus and incisiveness to the process of renewal and modernization of Allied military instruments.

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And it is precisely in this direction that the Ministry of Defense is concentrating its efforts through a constant action of political orientation for a profound action of reform of the Armed Forces and in particular towards the area of "Logistics", where the sectors fundamentals of the same: • supplies; • modernization programs in
the field of materials; •
international cooperation in the field of materials transfer; •
functioning; • logistical support; • stocks; • Military Health; • Movements
and Transportation;
• provisions, clothing
and
equipment.

9.2.1 Procurement policy The geo-political
evolution is accentuating the concept of the centrality of security and has exalted its globality in international terms.

In this framework, the procurement policy must operate according to the needs connected to safety, adapting to the priorities indicated by the Ministerial Directive. In fact, by abandoning the old policy which encouraged the purchase of materials produced domestically, resorting to the acquisition abroad only in case of necessity and of absolute economic convenience, the Defense has for some time directed its action towards a constant international market research. With regard to the procurement of materials relating to "Logistics", i.e. materials/services relating to the technical-logistic support of the operating units, the Defense intends to pursue a procurement policy based on the following criteria: • accentuated recourse to outsourcing on a of convenience-necessity; • transfer to the Technical-Operational Area of
all maintenance activities - including procurement - in compliance with the
principle that, since these are logistical activities dedicated to supporting the operational units, these must necessarily be the responsibility of the Armed Forces;

• transition from a "just in case" consumption logistics, i.e. based on the analysis of "potential" needs, with consequent onerous and unusable accumulations of materials to deal with any type of hypothesized emergency, to a "just in case" consumption logistics time", i.e. based on the principle of accurate planning and preventive scheduling, based on the determination of effective needs, which provides what is needed when needed, while minimizing inventory storage.

9.2.2 Modernization programs in the field of materials The lines of action
on which the Defense is moving, to modernize the materials of our Armed Forces, can be summarized as follows:

• significant enhancement of C3I capabilities which will need to be more effective, available on time real and with a wider geographical coverage, both strategically and tactically;
• higher mobility to be achieved through an increased air and sea transport capacity of men and equipment, enhancing dedicated military air and sea transport, resorting, if necessary, also to the commercial sector;

• greater tactical mobility on the ground and more precision firepower; • multidimensional
force protection. This presupposes both an increased air defense capability and a more flexible and timely air-tactical support as a means of deterrence, pressure, support and protection of the forces deployed in theaters across the border.

9.2.3 Modernization program in the sector of the Command Control Communications and Information (C3I)

The characteristics to which these systems must respond can be summarized as
follows: • interoperability, i.e. the ability to exchange services at joint and multinational level (Combined);
• flexibility, i.e. the ability to rapidly reconfigure in relation to the evolution of the operating situation, including the portability aspect.
• In this context, the Defense is developing a set of systems capable of responding to joint strategic needs, characterized by full integration with the specific FA systems.
They are:

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- The SICRAL satellite communications system, •
The Interforce Numerical Network (RNI),
- The Defense Command and Control System (C4I Difesa),
- The Defense telematic network (DIFENET).

All the aforementioned systems integrate, at different levels and within the limits of the specific operational needs for which they were conceived, joint needs. In particular:

SICRAL and **RNI** pertain to the transport of information: the first with a prevalently strategic connotation (operations outside the area, mobile users), the second with a prevalent infrastructural connotation (connections between the Command centers located throughout the country). The two systems are perfectly integrated with each other, to the point that one can be considered the extension of the other, thus achieving interoperability at joint level. Furthermore, the two systems can accept/supply services from/to similar systems of allied countries, thus responding to the principle of multinational interoperability.

C4I Difesa and **DIFENET** belong to the applications sector and carry out, respectively, the fusion of data coming from the Command and Control systems of the individual Armed Forces . (in addition to web and e-mail services of an operational nature), and the INTRANET of the DEFENSE sector, in compliance, among other things, with precise provisions of the law. Both systems see, obviously, SICRAL and RNI as the preferential transport systems.

With the progressive entry into service of the systems mentioned above, the Defense will have an effective tool for the exercise of Command and Control in the various hypothesized operational situations.
However, as is the case in the civil sector, even in the military the communication requirements increase exponentially over time and, on the applications front, new software chases and at the same time stimulates hardware innovation.

Recent international events, as well as the practical experiences achieved in the last decade, show that military operations are increasingly moving towards different typologies from that of the classic conflict. "Unconventional" conflicts, the fight against international terrorism, peacekeeping actions, peace enforcing, evacuation of civilians, disaster relief, etc. have assumed, and probably will assume in the future, an increasingly strong value.

Added to this is an ever-increasing sensitivity of Western public opinion towards the costs associated with military operations.
The two facts set out above have a considerable impact on C3I systems:

- on the one hand it is necessary for the field commander to have an ever more driven and up-to-date awareness of the operational situation, in order to be able to timely plan targeted, low-risk and "surgical" actions; • on the other hand, a widespread

diffusion of the Command and Control tools is necessary, since the action carried out even by the most elementary tactical grouping (naval unit, patrol, aircraft) is likely to cause reactions and consequences which, going beyond the simple context in which they have developed, they can take on strategic and political significance.

The Commander of the near future will therefore need increasingly sophisticated automated Command and Control systems and, above all, increasingly widespread among the forces under his control. To manage the operations of tomorrow there will be an increasing need to exchange information (operational, intelligence, logistics, medical, media, personnel well-being, etc.) with command centers that will very often be located in remote areas with respect to the area of 'operations.

The second requirement that future communication systems will have to satisfy will therefore be that of making a large amount of information available to the operating user in times that are close to real times and with a man/machine interface that is as user friendly as possible.
The use of INTERNET technologies, associated with broadband transmission systems, can be a response to this requirement. Furthermore, the ever-increasing amount of information to be transmitted, together with the need for global coverage suggests the opportunity to complement typically military systems with dual and/or commercial systems, able to ensure the satisfaction of non-strictly operational needs or cover particular geographical areas outside the footprint of military satellites.

The Defense is already moving along these lines and, in programmatic terms, financial resources have already been allocated to start the preparatory studies for the modernization of the transport systems (SICRAL and RNI). As regards the "applications" sector, since it is mainly products of commercial origin, a realistic development framework can only refer to the evolution of the products (HW and

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SW) available on the market and the related NATO trends, having to, however, ensure the direct interoperability of the systems. The main characteristics of these systems are briefly described below.

9.2.3.1 SICRAL system It is
a satellite communications system designed to provide transmission support for operations and joint exercises. It is based on: • a

satellite segment in geostationary orbit, operating in three frequency bands; • a Military

Management and Control Center located near Rome, responsible for both satellite control and the configuration and implementation of feasible communications networks; • an initial endowment of 107 user

terminals of various types (fixed, transportable, naval, avionics, vehicular, "manpack").

The system allows for the creation of high-capacity traffic flows capable of covering military needs throughout the satellite's area of visibility which extends from the eastern coasts of the American continent to beyond India.

SICRAL was almost entirely built with Italian technology by a consortium of companies (Alenia Spazio, Telespazio and Fiat Avio), supported by Marconi Mobile for the construction of the user terminals.
The satellite was launched on 7 February 2001 from the Kourou testing ground (European consortium Ariane) and it was possible to set up the first operational connections as early as April 2001. The satellite's operational life is estimated at 10 years.

The total cost of the company was around 465 Meuro (900 billion).
The SICRAL company, the first of its kind in Italy, constitutes a milestone in the military communications sector. It is in fact evident that since 7 February 2001 the availability of satellite communications has become an indispensable requirement for Defense, a prerequisite for the correct exercise of the Command and Control of the national forces. This means that the study activities aimed at guaranteeing the continuity of the service also after 2011 have already been started. foundation of such studies.

9.2.3.2 Interforce digital network This
is a radio link communications system intended to meet the infrastructural needs of the Army, Navy, Air Force and Arma dei Carabinieri on the national territory. It consists of: • a centralized network control

center which allows the control of the efficiency of the entire network and the

its reconfigurability in case of failure; • a

series of nodal centers located throughout the country; • an

interconnection (gateway) to the SICRAL system, which ensures the flow of communications from/to the satellite.

The joint digital network was created by the Marte consortium (MARCONI-TELETTRA), exploiting and expanding the infrastructures of a previous analogue network. Allows a two-way stream of 34 Mbs.
Activities are currently underway aimed at providing the Joint Forces Numerical Network with a more marked flexibility of use through the creation of alternative routes (meshing) and integration with fiber optic sections.

Completion of the project is expected by 2004, with an overall cost of approximately 155 Meuro (300 billion).

9.2.3.3 Defense C4I System
The ever-increasing joint nature that characterizes today's military operations has highlighted the need for the Defense to create an information system that would allow:

- the fusion of data from the Army (SIACCON), Navy (LEONARDO) and Air Force (SICCAM) Command and Control systems, in such a way as to represent the data of the operational situation at joint level (Common Operational Picture); • joint sharing of e-mail and WEB services.

With a rather small initial investment (approximately 180 m Euros equal to 350 million) a a first prototype. Once the operational validity of the identified solution has been verified, a mandate will be given to industry (ALENIAMARCONI Systems) to proceed with the engineering of the prototype, through a multi-year development program which will make it possible to have this system available by 2003. The overall associated cost amounts to about 18 Meuro (36 Billion).

9.2.3.4 The Defense telematic network (DIFENET)

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The need to have a computer network that would allow computers to connect to the Defense Administration networks regardless of their geographical location and the operating system of the various computer systems was already deeply felt by the Armed Forces. became unavoidable when the problem of connecting the Defense Administration to the Unitary Network of Public Administration (RUPA) had to be faced in compliance with the provisions of the law on the matter.
RUPA is the most important cross-sector project pursued by AIPA for the creation of a telematic network in which all Public Administrations are integrated with each other through the services offered (e-mail, file transfer, access to News, virtual terminal and INTERNET). This network provides that each Administration must "appear" to it with its own "domain", understood as the set of hardware resources (computers, networks, etc.) and software (applications and data) that belong to the same organization.

In summary, DIFENET performs the following functions:

- represents the reference base for the implementation of the interoperability of telematic networks in AD area and to set up the Defense INTRANET;
- is intended to support unclassified data traffic of an administrative nature, initially excluding the possibility of processing classified data or data connected to the conduct of operations. However, it is designed to form the backbone for future developments towards a national geographic network to be used also for operational uses and classified information;
- it is structured, from the point of view of the network architecture, in such a way that each entity-user of the network retains responsibility for the design, implementation and management of its own information systems, while complying, however, with the technical rules indicated in the DIFENET document ; •

through a "DIFENET Management Center" (CGD) the management, administration and configuration control of the network is ensured, as well as the interoperability service between the various users of the network itself is made possible.

DIFENET, in the configuration outlined above, will be operational by 2003 with an expenditure commitment of approximately 3 M Euros (6 Bln).

9.2.4 Modernization programs in the field of land materials In the field of modernization of weapon systems, the Army has already for several years oriented its strategic choices towards the objective of international cooperation. This is essentially due to two reasons:

- the containment of high research and development costs, currently sustainable only through their distribution among several countries;
- the maintenance of maximum interoperability with the systems of the allied armies.

They are associated with other positive advantages, such as the creation of a common integrated logistic support with other nations and the return of know-how for the Italian defense industry.

The current situation in the field of materials and equipment sees the FA engaged, in the short and medium term (next decade), in adapting them to the current operating standards of the main European armies, while in the long term (next decade) it is expected the implementation of a series of highly technological programs that will allow the Army to make a real "leap forward", particularly in the "strategic" sectors of Command and Control, communications, surveillance of the maneuvering space, research and target acquisition and electronic warfare.

Below is a quick overview of the main investment programs in progress or soon to be launched, with reference to the type of forces (heavy, medium and light) to be prepared:

9.2.4.1 The blockade of heavy forces is currently centered on "ARIETE" and "LEOPARD 1 A5" tanks, on combat vehicles derived from the well-known M 113 and from the M 109 self-propelled howitzer. Therefore, a critical situation which could lead to a clear improvement when the VCC "DARDO" (with 25 mm cannon and long-range anti-tank missiles) and the German PZH 2000 self-propelled artillery will be introduced. It is a concrete technological leap, which will be further enhanced by the application, up to the single means of tactical Command and Control and Navigation systems, real force multipliers.
In the long term, all vehicles in the category will be progressively replaced with a series of versions (Combat, Command, Support, etc.) centered on a common platform in order to have units that are homogeneous in terms of mobility, but variously articulated in terms of capacity. As regards the type of platform, at the present stage we are thinking of a tracked version, due to the advantages in terms of tactical mobility, but technological evolution could lead to leaning towards a wheeled version as well.

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9.2.4.2 Blocking the medium forces The FA units are at the top of the European level, thanks to the armored vehicle of Italian production "CENTAURO", already acquired by the Spanish army and being evaluated by the US and Brazilian armies. In the short term (presumably from 2003) it will be joined by a variant for personal transport, the VBC 8x8, equipped with the same turret as the "DARDO", as well as by a light armored vehicle VBL 4x4 (already being acquired) and a howitzer ultralight ULH 155/39 (since 2004), also adopted for light forces and developed jointly by the United States and the United Kingdom. Also in this case, the vehicles currently in service or introduced in the short term will be replaced, after 2020 and at the end of their operational life, by a combat system structured on a common rotated platform.

9.2.4.3 The block of light forces (alpine units, paratroopers and aircraft) will be equipped in the next few years with the VBL 4x4 and 6x6 (procurement in progress), with the BV 206 high mobility vehicles (procurement in progress) and with the VTLM light multi-role tactical vehicles (since 2003). Furthermore, the 105/14 light howitzers, which no longer meet the operational requirements deriving from modern employment scenarios, will be replaced by the aforementioned ULH 155/39 ultra-light howitzer and the 120 mm rifled barrel heavy mortar
mm.

program To this range of materials is added the new equipment for the soldier, envisaged with a **9.2.4.4** called "Fighter of 2000", to be finalized in the short to medium term. It is an integrated set of equipment and systems of particular relevance precisely for light forces, due to the emphasis placed on the individual combatant, which will allow them to operate by enhancing characteristics such as protection, lethality, availability of information and integration with the other components of the unit.

9.2.4.5 Another sector of excellence is that of the aircraft component, where substantial improvements are envisaged for the A 129 "MANGUSTA" attack helicopters through the installation of air-to-air weapons and a portable cannon, as well as - in perspective - a new engine. Furthermore, the transport component will see the introduction (from 2004) of the NH 90 multi-role helicopter and the ESC multi-role support and combat helicopter.

program Another sector is represented by programs associated with anti-aircraft defence, the **9.2.4.6** main of which is represented by the FSAF/SAMP-T missile system, intended to replace the current HAWK medium-range missile system.

9.2.4.7 Finally, decisive qualitative improvements will be made in the Command and Control/Communications/ Computer (C4) sector which is acquiring increasing importance in the international arena. The programs of the entire sector, to which it will be necessary to give adequate priority, are aimed at digitizing the maneuvering space in its terrestrial component, extended to the "third dimension" and enlarged to the "electromagnetic spectrum". They are based on the development of the digitization of operational units and on the visualization of the battlefield, brought both to the combat platform and to the individual fighter, and will make it possible to achieve an effective degree of interoperability with the armies of the major European countries, with a view to establishing of the “Division for Europe”.

These programs envisage a Command and Control system (SIACCON) capable of processing, analyzing and merging the information acquired by the sensors and conveyed by the transmission network, in order to support the Commanders of the various ordering levels in their decision-making process. This Command and Control system will refer to a standard data model to manage symbology and standardized messaging within NATO. They will ensure the availability of processing and communication terminals with integrated location, identification and security functions. Furthermore, the sensors necessary for electronic warfare and battlefield surveillance activities are planned.

With regard to these programs and the others necessary to provide the EI with a balanced instrument in all its components, it is considered necessary to respect the implementation times, and in particular the allocation of funds envisaged in the current financial planning of the investment. In particular, in this program some fundamental programs are contemplated as "without financial coverage" on which the implementation of the aforementioned adaptation of the operational component to the standard of the other European armies is based, according to the convergence parameters identified in the NATO Defense Capabilities Initiative.
In particular, these are the following programmes:

- Heavy forces: o
  - "DARDO" armored combat vehicle, 2nd phase, corresponding to 100 vehicles. Note that units for which this weapon system is intended are currently equipped with derivative versions

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from the M-113, inadequate for mobility, protection and firepower to cooperate with the ARIETE tanks in the modern operational environment;

- o rescue wagons for the Ariete tank, to be built in the form of new vehicles (based on the ARIETE hull) or for the modernization of the current LEOPARD rescue wagons (30 vehicles, 201 billion), as well as the rescue version of the VBC 8x8 (38 vehicles, 130 bln.);
- o complexes for the transport of armored vehicles (156 vehicles, 136 billion), indispensable for the projection of armored contingents over strategic distances and for the optimal mass use of the very small armored component of the Armed Forces; RISTA-EW:
- development and acquisition of the aforementioned PUMA RSTA multi-sensor platform (50 vehicles, 182 bln.) and of the battlefield surveillance radar (22 units, 35 bln.); Artillery: development and
- industrialization of the POLYPHEM system (220 billion), development and production of the SAMP-T anti-aircraft defense system (878 billion) and procurement of G-MLRS ammunition (435 billion); C4: completion of the CATRIN system (317 billion) and digitization
- of maneuvering space, with particular reference to the C2 system and navigation for SICCONA armored/armoured formations (170 billion).

Below is a summary mirror with the expected completion times expressed in billions of lire:

MAIN TERRESTRIAL SEGMENT MODERNIZATION PROGRAMS

Moreover, it should be underlined that the completion of the programs currently included in the investment planning in the period 2002-2010 does not allow to obtain a result that fully adheres to the real needs of the Armed Forces. In fact, for the adaptation of the combat capabilities of the EI to European and DCI standards, it would be necessary to work on a series of programs that have not yet started and for which additional resources would be needed for an amount equal to approximately 3,000 billion. Among these , in particular, it is worth mentioning the conferment to the entire range of forces of the total night vision capability (currently it is only foreseen for a portion of the personnel), the acquisition of 3rd generation anti-tank systems in a more limited time (5 - 7 years instead of the current 13), the replacement of the materials of two Heavy Field Artillery Regiments (currently equipped with FH-70s), the acquisition of artillery systems for Deep Operations (ATACMS) and the reduction of the times for the updating of the materials of the Engineering Corps, necessary for the fulfillment of the multiple tasks carried out by this type of force in the context of peace support operations.

9.2.5 Modernization programs in the naval materials sector The Armed Forces has for some time been confronted with the increasingly pressing problem of making up for the delay accumulated by the program for the replacement of naval and underwater units in service. Despite the efforts made and underway to support the modernization and renewal of the operational tool, seeking every possible management economy, witnessed - with reference to EF 2001 - by the contribution to the investment of resources equal to 37.5% of the entire budget allocation, the gap between needs and available resources is such that the levels of consistency of the means envisaged by the joint planning design cannot be achieved within the assumed times.

If we take 2010 as a reference, we realize that in a decade the Fleet will be in a condition of critical obsolescence: apart from the age of the most recent Units (Garibaldi 25 years, De La Penne and Mimbelli 20 years), the he age of frigatebirds online will fluctuate between 25 and 30 years.
In this context and despite the long-standing pursuit of every synergy with the allied nations, in an attempt to contain acquisition and management costs, the replacement of naval units that will have to be decommissioned due to their age in the next few years (one cruiser, four frigates Lupo Class, two Audace Class Fighters and, later on, eight Maestrale Class Frigates) will not be possible in congruous times, leading to a progressive profound decline in the consistency of the operational line.

The replacement of the Frigates, which form the backbone of the Fleet, is a vital problem that cannot be postponed further since, beyond a certain time limit, even the life extension interventions on the units in line become too onerous to manage and in any case not cost/ effective due to general technological obsolescence. Consequently, the Navy will be weakened precisely in the operational lines which are decisive in guaranteeing it adequate flexibility of use for the operations of projection, presence and support to the joint operational instrument in distant areas, not able to ensure

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congruently the aeronaval potential and the homogeneous operational capabilities required for the performance of the institutional tasks.
In summary, it is necessary to start up within 2003 the renewal program of the Fregate line, to replace the four Lupo Classes (being decommissioned by 2003, of which the first 2 were decommissioned in 2001) and the eight Maestrale Classes, in such a way as to foresee the entry online of 10 new units starting from 2008 with the projected completion of the program no later than 2015, when the most recent maestrale class units will have long since exceeded 30 years of technical-operational life.

But the effects of the insufficiency of resources also reverberate on the concrete possibility of planning those companies - already tentatively included in the Integrated Planning - relating to acquisitions strictly aimed at maintaining the minimum levels envisaged. We refer in particular to:

- the second two U-212A boats, which are expected to enter the line in 2011 and 2014 at the same time as the cancellation of two Sauro Class 2nd Series Units; to the additional 2
- Orizzonte Units in anticipation of the end of the technical-operational life of the 2 De La Penne Class Units, so as to have at least 4 Units with strong AAW capabilities for the area protection of the operational Naval Groups; to the fourth amphibious
- unit for the achievement of the full handling and landing potential of the San Marco Regiment; • to four further AV-8B aircraft for the

completion of the line structured on 22 machines;

- missile equipment associated with the new medium-range and short-range PAAMS and FSAF systems expected to be installed on all new naval constructions.

9.2.5.1 Below is the situation of the main modernization programs of the naval instrument already started

Naval means •

Acquisition of the ANDREA DORIA aircraft carrier, equipped with high command, control and communications capabilities and configuration flexibility for the use of the aircraft supplied as well as the ability to transport a portion of vehicles and troops of the San Marco Regiment (total cost of the program : 2,250 billion; expected delivery: 2008).

• Development and acquisition, in cooperation with France, of 2 ORIZZONTE anti-aircraft frigates (total cost of the programme: 2,795 billion; expected delivery: 2007-2009). •

Acquisition of 4 1500 t patrol boats. COMMANDANTE CIGALA FULGOSI class, for surveillance needs of the Mediterranean basin (total cost of the programme: 680 billion; expected delivery: 2003).

• Acquisition of an ELETTRA Multipurpose Support Unit, equipped with strong SIGINT capabilities (total cost of the programme: 139 billion; expected completion: 2004).
• Development and acquisition, in cooperation with Germany, of 2 new generation submarines U 212A (total cost of the programme: 1,750 billion; expected delivery: 2006).
• Half-life modernization of SAURO class submarines 3rd series (total cost of programme: 300 billion; expected completion: 2004).
• Modernization of the command and control and combat systems of SAURO class submarines 3rd and 4th series (total cost of the programme: 300 billion; expected completion: 2004). • Half-life modernization

of San Giorgio/San Giusto class amphibious naval units (total cost of the programme: 31 billion; expected completion: 2002).

Air assets •

Acquisition, in cooperation with the United Kingdom, of 16 EH-101 helicopters and related logistic support, of which 8 configured for anti-ship and anti-submarine roles, 4 for distant warning tasks and naval training air surveillance and 4 for transport operational and logistic (total cost of the programme: 1,800 billion; expected delivery: within 2005).

• Industrialization and acquisition, in cooperation with France, Germany and the Netherlands, of 56 NH-90 helicopters and related logistic support, of which 46 configured for anti-ship and anti-submarine roles and 10 for operational and logistic transport (total cost of the programme: 3,404 billion expected completion: beyond 2015).
• Extension of the operational life of the AB-212 and SH-3D helicopters (total cost of the programme: bln 50; expected completion: 2006).

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Naval weapons and weapon systems

- Development and acquisition, in cooperation with France, of the SAAM/IT short-range surface-to-air missile system (total cost of the programme: 1,740 billion; expected completion: 2015). • Development and acquisition, in cooperation with France and the United Kingdom, of the PAAMS medium-range surface-to-air missile systems for the Orizzonte frigates, including logistic support and ammunition (total cost of the programme: 1,510 billion; expected completion: 2014). • Technological upgrade of the TESEO surface-to-surface missile system (total cost of programme: 86 billion; expected completion: 2015).
- Industrialization and acquisition of the MILAS anti-submarine missile weapon system, to be installed on DURAND DE LA PENNE class destroyers (total cost of the programme: 75 billion; expected delivery: 2003). • Development and acquisition, in cooperation with France, of the soft-kill system for the anti-torpedo defense of SLAT naval units, suitable for being embarked on a wide range of surface units (total cost of the programme: 70 billion; expected completion: 2007).
- Development of a new generation heavy torpedo (total cost of the program: 237 billion; expected completion: 2012. • Development, in cooperation with Germany, of a new system of torpedo countermeasures for U-212A submarines (total cost of the : 10 billion; expected completion: 2005-2006). • Acquisition of MU-90 torpedoes (total cost of the programme: 544 billion; expected completion: 2007). • Acquisition of conventional and missile armament for AV-8B aircraft (total cost of programme: 123 billion; expected completion: 2011).

C4I systems

Expected to be completed beyond 2015: •

- Implementation of the MCCIS strategic command and control system and a coastal radar network (cost program total: 250 billion).
- Implementation of a command and control system for amphibious combat (total cost of the programme: 48 billion).
- Creation of on-board systems for command and control (total cost of the programme: 170 billion). • Development and acquisition of the Link 22 – NILE system (total cost of the programme: 82 billion). • Development and acquisition of the MIDS-LVT system (total cost of the programme: 20 billion).

Amphibious and special forces •

- Modernization and upgrading of the vehicles of the Amphibious Component and of the Special Forces (cost program total: 320 billion; expected completion: beyond 2015).

9.2.5.2 Main programs to be launched for the renewal and modernization of the aeronautical instrument according to the "minimum" requirements established

Naval assets •

- Acquisition of 2 ORIZZONTE anti-aircraft frigates (2nd series) (estimated cost of the programme: 2,200 billion; expected entry into service: 2015).
- Acquisition of 10 new generation frigates, to replace the Lupo and Maestrale class frigates (estimated cost of the programme: 11,000 billion; expected entry into service: after 2015). • Acquisition of 2 U-212A submarines (2nd series) (estimated cost of the programme: 1,750 billion; expected entry into service: 2015).
- Acquisition of 9 new generation mine countermeasure units (estimated cost of the programme: 2,640 billion; expected completion: after 2015). • Acquisition of the 4th Amphibious Unit (LPD) (estimated cost of the programme: 450 billion; expected completion: 2011). • Acquisition of 1 minesweeper support unit (MCCS), to replace the "Alpino" (estimated cost: bn 320; expected completion: 2009).

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- Acquisition of 1 Special Forces Support Unit (estimated cost: 195 billion; expected completion: 2009).
- Acquisition of 1 Submersible Rescue Unit (estimated cost: 300 billion; expected completion: 2009).
- Half-life modernization of the aircraft carrier GARIBALDI (estimated cost of the programme: 300 billion; expected completion: 2010). •

Half-life modernization of DURAND DE LA PENNE fighters, MAESTRALE frigates and GAETA minesweepers (estimated cost of the programme: 1,100 billion; expected completion: 2006-2009).

Aircraft •

Acquisition of 4 STO/VL (Short Take Off / Vertical Landing) aircraft (estimated cost of the programme: 390 billion; expected completion: 2011).

Naval weapons and weapon systems •

Acquisition of PAAMS and SAAM/IT systems with related missiles and logistic support (estimated cost of programme: 200 billion; expected completion: 2011).

Below is a summary mirror with expected completion times and costs expressed in billions of lire.

**MAIN RENEWAL AND MODERNIZATION PROGRAMS
IN THE FIELD OF MATERIALS AND NAVAL WEAPONS**

9.2.6 Modernization programs in the aeronautical equipment sector The modernization programs in the aeronautical equipment sector start from the operational life of the weapon systems illustrated by the following graph, lessons learned from recent operational experiences and new policy lines dictated by the Defense General Staff.

Weapon System Operational Life

Particular attention will therefore be paid in the four-year period 2002-2005 to the following aspects:

- increase in air transport capacity through the acquisition, already in progress, of no. 22 C 130J aircraft (intended to replace the current C-130H), of n. 12 C-27J (intended to replace the G-222); •

increase in in-flight refueling capacity through the acquisition of no. 4 B-767 (intended for replace the current B-707);

- increase in maritime surveillance capabilities through the acquisition of MPA-type aircraft (Maritime Patrol Aircraft) to replace the current Atlantic aircraft;
- completion of the acquisition of defensive and offensive weaponry adequate to credibly substantiate the commitments, both assumed and foreseeable, even in contexts "outside the area" and PSO (Peace Support Operations); priorities in this field take on "stand off" armament (STORM program SHADOW), laser or satellite-guided precision drop armament, with all-weather capability (JDAM and PAWEAY III programmes), VSHORAD point anti-aircraft defense system (Very Short Range Air Defence) based on rapid-fire cannons and shoulder-mounted missiles and medium and long-range active air/air armament (METEOR and IRIS-T programmes);
- increase in the survivability of aerotactic and transport aircraft through an adequate provision of self-protection equipment; • continuation of the modernization of

the C2 component (Command and Control) integrated, automated and in real time, both jointly and within the Alliance (ACCS, SICCAM, Datalink type LINK-16);

- increase in the national air defense capacity through the acquisition of a distant threat sighting capability, even at low altitudes, based on the acquisition of "early warning" type aircraft;

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- modernization of manned air defense through the creation of an "interim" solution based on the F-16 aircraft and the progressive introduction into service of the EF-2000 (Typhoon) aircraft, replacing the F-104 aircraft in service since the early 60s ;
- modernization of the TORNADO and AM-X aerotactic lines, including in this intervention the acquisition of a reconnaissance capability based on electro-optical and radar sensors;
- participation in the international development program for a ground attack aircraft e reconnaissance to be introduced into service starting between 2010-2012 (JSF program);
- acquisition of a reconnaissance capability based on the use of class a unmanned aircraft medium altitude and long range (PREDATOR program);
- acquisition of an operational capability in the GE field through the development of PODs, one of which for electronic reconnaissance (tactical ESM) and one for jamming (Support Jammer) •

development in the context of the international MEADS programme, conducted in cooperation with the United States and Germany , of anti-aircraft anti-aircraft systems with low layer anti-ballistic missile (ATBM) capability, expected to enter service in the next decade;

- establishment of facilities specifically intended for "out of area" logistic support and rationalization of "area" facilities with regard to the sectors of equipment and clothing, transport and firefighting, flight line support equipment, air traffic control and flight assistance , health and infrastructure, with direct "recourse to the outside (outsourcing)" for sectors of lesser operational value;

- modernization of the Combat-SAR helicopter component through the updating of existing means and the acquisition of a new carrier destined to enter service at the end of the decade.

The achievement of the objectives outlined requires an availability of funds, currently not guaranteed, without which some areas will be penalised.
In particular, before the entry into service of the MEADS system (expected for the year 2012), the FA will not have an adequate surface-to-air system for area defense, as the current NIKE system, conceived in the 1950s , has an extremely limited operational value, nor will it be possible to find an "ad interim" solution with the current availability of financial resources. Furthermore, it should be emphasized that the launch and/or completion of some programs is subject to the effective availability of funding secured by the Ministry of Productive Activities (MAP).

Below is a summary of the programs with expected completion times and costs expressed in billions of lire.

**MAIN MODERNIZATION PROGRAMS
OF THE AERONAUTICAL SEGMENT**

9.2.7 Technological innovation programs in the Carabinieri In terms of technological innovation, in consideration of the capillary articulation and breadth of the organization of the Carabinieri, an innovative global computerization program of the employee Departments is already being developed (Project "IR"). It will allow the radical renewal of the technological park and is aimed at realizing the "electronic governance" of the entire organization.

As transmission support, pending the completion (scheduled for 2006) of the high-capacity digital radio link network that the FPs have in an advanced stage of construction, the Arma is using the Unitary Network for Public Administration (RUPA).
The "intranet" network is already under construction with the preparation of LAN networks up to the lower ordering levels, and the related strengthening of personal computers, printers, scanners and video projectors, as well as the installation of network servers and the activation of functional connections between the departments which will be able to interact with each other electronically in real time with the generalized use of the e-mail service and consult diversified information sources (CNU, Codes and Laws of Italy, GU, etc.). Therefore, internal and external communication will be considerably facilitated by the Institution which, among other things, is investing qualified financial and professional resources in strengthening the editorial unit of the Arma's website.

At the same time, some applications for electronic document archiving are in an advanced stage of planning with recourse to the IT protocol and digital signature. These achievements will be associated with the computerized "Memorial" of the service (a software combined with a vector cartography of the territory

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will make it possible to reasonably plan services and the use of personnel, favoring the elaboration of operational statistics and the analysis of criminal events, as well as the management of the military as regards weekly rest, leave, overtime , etc.).
For a more profitable and flexible use of the connections, the new digital telephone exchanges are being installed, which will reduce the number of current analog exchanges with a significant recovery of units and an improvement in the quality of services.

Substantial investments have been allocated for the renewal of the "Gamma 400" mobile radio network, which will lead to the creation of a specific cellular network for the needs of the FPs, in system with the new digital radio link network.
The new telephone intercom systems for the Stations are already operational, making it possible to immediately contact the personnel of the department engaged in the performance of external services, equipped with a special cell phone, or, if the cell phone is switched off or unreachable, to establish video contact directly with the Operations Center of the Carabinieri Company responsible for the emergency telephone district (112).
Technological modernization naturally also affects the research and acquisition of materials and equipment that best meet the employment needs of personnel in the diversified operating situations: from new equipment for public order to sophisticated equipment for scientific investigations.

9.3 Policy of international cooperation in the field of material transfer As mentioned above,
another aspect that increasingly characterizes the Italian Armed Forces is that of multinationality. This is an increasingly evident peculiarity of the international scenario, where on the one hand the generalized decrease in defense resources and on the other the growing spirit of cooperation even between countries that were once adversaries leads to pooling one's forces. As is well known, the Italian Armed Forces are undergoing a strong downsizing passing from a mixed type of force level of 250,000 units to a professional model of 190,000 units by December 2004. This downsizing, together with a more elaborate political thrust of technological renewal initiated by the Defence, has made available a large quantity of means and materials, since it is in excess of the needs.
Consistent with this renewed approach, the availability of materials and means (albeit largely technologically outdated) and their transfer, have constituted and constitute a valid and concrete instrument of foreign policy, in particular towards those member countries of the Partnership for Peace (PfP).
In this context, an intense activity has developed, substantiated by the tendency to articulate "Agreements" on matters of cooperation with various nations, giving away the exuberant material free of charge as shown in the following table:

MAIN SUPPLIES MADE FREE OF CHARGE TO THIRD COUNTRIES

9.4 Functioning Policy Any choice
made on the technological and operational level of the use of forces has a direct and immediate reflection in the functioning sector, understood as the activities necessary to maintain, guarantee, ascertain and restore the efficiency, suitability to the use of materials and the right degree of reliability, effectiveness and safety as the basis of the original operating requirement. As known, this activity requires increasing costs as they are linked to the technology of the systems themselves, which are increasingly sophisticated. This requires pursuing a policy oriented, already in the research phase, towards systems suitable for containing the operating needs, within acceptable limits and in any case pre-established in the definition phase of the military technical-operational requirements: in other words, it is necessary to consider from the outset study phases the "Life Cycle Cost" (LCC) of each system, through the execution of accurate cost analyzes (LCA).
In this context, there are many initiatives that can be adopted, each of which requires dedicated insights, such as: • addressing the
planned interventions towards the civil industry; • identify poles of
excellence for inter-force maintenance, in already existing military structures, where to bring together, for the more complex maintenance activities, all the equipment and similar weapon systems, even if of different armed forces;
• identify an armed force to which to assign the joint responsibility for the elaboration of the operational requirements of equipment and materials with similar characteristics, even if in use by different armed forces; •
proceed with collective acquisitions;

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- standardize, at joint level, the criteria for defining the life cycle of materials and systems of weapon.

Regardless of the working hypotheses illustrated above, the organizational structures that currently characterize the sector are shown below.

9.4.1 Land segment The Army,
in relation to the operating environment in which it operates, has configured the logistics in two Areas.
ADHERENCE AREA: responsible for the logistical support of combat units in operations. Its Command, Directive and Executive bodies are all able to operate without fixed infrastructures and can be projected outside the national territory. They are also able to operate in non-permissive environments with a high level of conflict; **SUPPORT AREA:** Responsible for direct support to all FA Units/Bodies when they
are in garrison. It guarantees the finding and availability of the materials needed by the Membership Area for operations. Ensures continuous availability of resources through FA inventory management. Its Command, Directive and Executive bodies cannot be projected and can only operate in fixed installations.

Since the mid-eighties, the FA has passed from a logistic organization "by subject" to one "by function". In summary, the sector operators, before 1980 acted and were divided according to the type of material on which they operated (light weapons, artillery, engineering, commissariat, etc.), after the restructuring, the reference of the organizational architecture is in relation to the function that the operators perform regardless of the type of material. Here today we find specialized personnel and entire operational units that are interested in supplies, others who are devoted to maintenance and still others responsible for transport, etc.

Two of the main logistic functions, "Resupplies" and "Maintenance" are illustrated below.
The analysis will be divided in relation to the operational environment in which they operate: in garrison and in operations.

Supplies to garrisoned Units The supply of
garrisoned Units is ensured by the Support Area. Through careful planning of the users' needs, cyclically or ad hoc, it brings the required materials to the permanent location. To carry out this task, the Support Area uses warehouses/deposits located throughout the national territory, employing a transport system dedicated to this task.

Supplies to units in operations In operations,
units are supplied by a department called the Adhesion Support Group (GSA). This department, of variable composition, is calibrated for the specific mission. In operations with a low degree of conflict it is possible to outsource some services in order to recover specialized logistic structures.
Accumulations of escorts to combat units are to be avoided, in order not to limit their mobility.

The maintenance activities of the Units in the garrison In the
garrison the maintenance activity varies according to the family to which the material belongs (commercial vehicles, tactical vehicles, combat vehicles, weapon systems, etc.) and according to the skills required for the repair ; it can be carried out at the user of the material, at specialized FA workshops, at specialized civil firms and finally at the material manufacturing firms. Users are usually responsible for scheduled maintenance and checks; moreover, in relation to the available resources (specialized personnel, spare parts and equipment) they can also carry out repairs of a certain complexity.

Newly introduced materials are usually accompanied by a warranty service for the first few years of life.

The maintenance activities of the Units in operations In
operations the Units must preserve their mobility, especially in high intensity operations and in a non-permissive environment. Therefore, the types of interventions that users can carry out, contrary to what happens on site, tend downwards, transferring the most onerous interventions to the GSA.

9.4.2 Naval segment In the
Navy, the tasks relating to the logistic functions are institutionally divided between the Inspectorate of the MM Commissariat and of Administrative Coordination (MARISPECOMMI) for the sectors of

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food, clothing, barracks, fuels/lubricants and vehicles and the Inspectorate for Naval Logistics and Lighthouses Support (NAVISPELOG) for the sectors of ship maintenance, management of spare parts/materials, ammunition and lighthouses and signaling seafarers. MARISPECOMMI is also responsible for the acquisition of goods and services in the catering, cleaning and labor sectors.

Functions performed by the Marine Commissariat Inspectorate (MARISPECOMMI)
The Inspectorate of the Commissariat of the Navy carries out administrative coordination activities with regard to all the MM bodies and also involves the Administration Departments of the FA. By virtue of its new regulations, the Inspectorate has acquired the right to exercise coordination within the FA of the provisions issued by the Segredifesa on administrative matters. The Inspectorate carries out consultancy and interpretation activities in administrative-logistics matters in favor of the central and peripheral bodies of the MM.
In addition, pursuant to Presidential Decree 451/90, he performs technical control activities on the MM Commissioner's Offices functionally dependent and, lastly, on the service canteens in implementation of article 2 of the Ministerial Decree of 1 August 2001.
Lastly, it provides for the study activity on the subject of improvements and innovations on the materials of the commissariat with experiments and proposals to the competent technical general management, maintenance and updating of the relative technical regulations.

9.4.2.1 Food

The supply of food needed by the FA is carried out in a centralized or decentralized form, for an annual budget of approximately 60 billion euro relative to a force of approximately 40,000 units. The consequent logistical activities are carried out locally by the Directorates and Sections of the Maritime Military Commissariat (Maricommi), which evaluate the requests and initiate the procurement procedures necessary to restore the logistics cycle and, at a central level, with centralized or decentralized purchasing planning of the competent DG or of the Inspectorate of MM Commissariat. Within the framework of the new "policy" of the sector, the regulatory instrument for the increase in the counter value of the rations and for the transition to the cash ration is being defined. The competent DG is studying the outsourcing of the service through procurement from large-scale distribution with maintenance for the MM of naval "transit warehouses" at the La Spezia, Taranto and Augusta offices.

9.4.2.2Clothing The
procurement of clothing for MM needs is implemented in a centralized or decentralized form, for approximately 45 billion of the total annual budget; of these, 12 billion are intended to finance the manufacturing contract ("tailoring contract") for various types of ordinary and special clothing, based on the strength programs indicated by the MS. Logistics activities are carried out locally by the Maricommi, which examine the requests, start the procurement procedures and update the stock situations in real time and, at a central level, with the planning of purchases elaborated by the Inspectorate in agreement with the MS and subsequently donated to the competent DG or to the Maricommi. The new policy indicated by the DG hypothesizes the abolition of military tailors in order to reach a single clothing contract for the Armed Forces in the medium/long term. From the 2002 financial year, the definition of a contract is envisaged which will gradually pass from "packaging with fabrics and accessories at the expense of the CEO" to "supplies of clothing with fabrics and accessories at the expense of the company" and which should assume this last arrangement, in a definitive and total form, by the beginning of 2003. The "personalized dressing" project is still in its infancy and a study has been started by the DG itself.

9.4.2.3 Barracks The
acquisition of barracks materials is implemented on the basis of the effective needs of the FA, keeping stocks to a minimum in order to avoid unnecessary redundancies in the warehouses. Central purchases are made on the basis of the centralized plan prepared for the DG on the basis of the needs indicated by the peripheral High Commands (of the territorial organization of the MM) and of the elements provided by the Maricommi (stock situations and average annual consumption). The spare parts of materials and decentralized purchases are donated to the Maricommi competent for the territory.

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9.4.2.4 Fuels and lubricants

The petroleum products of greatest interest to MM are: naval fuel; aviation fuel; automotive fuels; fuel for heating, kitchens and showers; lubricants. The management program for the aforementioned products is defined annually both on the basis of the funds made available in the balance sheet (for EF 2001 total availability of 85 billion lire), and in relation to the consumption sustained in the previous year, and finally on the basis of the operational and training activity planned by the SMM. The program also takes into account the need to set up a strategic reserve determined by the envisaged operating regulations.
In order to proceed by 2005 with the total elimination of petrol depots in relation to the high costs of management and bringing them up to standard, the progressive replacement of petrol-powered vehicles with diesel-powered vehicles has been underway since 1999. An action is also underway aimed at restructuring the storage and distribution network of naval fuels, through the use of private industry for direct refueling of naval units, keeping the product stored in the POL depots as a strategic stock.

9.4.2.5 Vehicles The
vehicles of the MM are the vehicles used for "technical, operational, training and logistic services" intended for the Commands/Bodies of the technical-operational area of the Navy. A very limited number of vehicles is made up of "ad personam" cars which are assigned according to the specific legislation in force. The quantitative endowments and the types of means to be assigned on the basis of the specific needs of the individual organizational elements are defined by MARISPECOMMI. The vehicle acquisition (executed by the competent DG) and vehicle maintenance program is identified annually on the basis of the funds made available in the budget and in relation to the need to replace old vehicles and maintain the vehicle fleet.

The peripheral High Commands, on whom the main and secondary self-departments depend, are assigned funds for vehicle maintenance, for maintaining the efficiency of the automotive workshops set up in the same self-departments and for the payment of motorway tolls. During EF 2001, the SMM made funds available for 8.4 billion. for maintaining the number of vehicles, and about 10 billion. for maintenance. In order to optimize the use of the financial resources assigned for the management of the fleet of vehicles of the Navy, a contract is being stipulated on a national basis for the maintenance of both light and heavy vehicles. The possibility of proceeding with the acquisition of vehicles including "service" for maintenance and technical assistance by the supplier company, the retro-sale of the vehicle at the end of a period of use of 5 years is also being evaluated , the use of "leasing" for representative cars or for those assigned "ad personam".

9.4.2.6 "Outsourced" services

The impossibility of replacing civilian personnel employed in the service sector as they approach retirement, the reduction of military cadres established by law 331/2000 on professional military service and the progressive reduction of conscript personnel in the FF .AA., have made it increasingly necessary to entrust some services previously ensured to private industry, mainly through the use of Defense Administration personnel (so-called "outsourcing" of services).

Catering, cleaning, labor and transport, which in the past had a marginal impact on the entire ceiling of financial resources intended to ensure the performance of the various services, have led to continuous adjustments of the expenditure forecasts and the consequent allocations of funds allocated in the budget.
By way of example, from an annual requirement of around 20 billion to ensure the "outsourcing" cleaning and catering needs in 1995, we have moved on to a financial commitment of around 60 billion in the current year, with a marked tendency for the future to a constant and progressive increase in the need for funds strictly and proportionally commensurate with the decrease in employees assigned to these tasks.

Functions performed by the Naval Logistics and Lighthouses Inspectorate (NAVISPELOG)

9.4.2.7 Current situation - ammunition Following
the reorganization measures of the technical-industrial area of Defense, the activities of maintenance, replenishment and stock management of ammunition materials are passing from DG "Naval Armaments" to the Support Inspectorate Naval, Logistics and Lighthouses with the aim of becoming fully operational starting from 1 January 2002. The stock levels of ammunition of all types are established on the basis of the following requirements:

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- ensure at all times the availability of ammunition ready for NATO use, to the extent established by the pertinent doctrinal documentation; • ensure the availability
of ready-to-use ammunition for WEU needs; • ensure the availability of ammunition
ready for exclusively national needs; • set up a lung able to ensure, where necessary, the
support of the military activity for the first three
months of conflict.

At the same time as the needs indicated above, which involve the availability of effective ammunition stocks from a technical-operational point of view to counter the threat, there is also the need to maintain their efficiency over time, in the face of the constant progress of their aging technical, in addition to the need to have sufficient materials to allow the regular performance of the annual "hot" training activity. In summary, it is therefore necessary to have adequate resources to implement the necessary interventions to deal with: • operational-performance obsolescence of the material; •
periodic attainment by the various lots of ammunition or
specific components (fuzes, firearm components, components with limited life) constituting such material, of the "expiration life" date; • constant consumption of ammunition per exercise.

Furthermore, suitable resources are needed to align the current real quantities of ammunition "in war", with the values prescribed for the stock levels of the aforementioned materials. The resources are directly proportional to the total quantities of ammunition to be managed, or to the stock levels which represent the reference to be pursued. In the face of this, the progressive contraction of the resources allocated for the above interventions makes it in fact very difficult to ensure both the maintenance of the current stock levels for artillery materials and underwater weapons and a recovery in the quantity of missile weapons, now aligned on quantities just above the NATO stock levels, and this solely to take into account the technical unavailability found on average for said material.

9.4.2.8 Current situation - materials

The general situation of materials is particularly critical. The heavy budget reductions have led to a maintenance and logistic deficit whose effects have clearly emerged in the last two years; the situation of detection, command and control, communication systems is particularly serious. Failures, sometimes even very serious, occur with worrying frequency. No trend reversal is foreseen at the moment.

9.4.2.9 Logistics chain of repairs/maintenance

- Repairs

The current organization of repairs/maintenance, periodic and/or occasional, of the vessel identifies NAVISPELOG as the organizational element responsible for scheduling the same and the MM Arsenals as the Work Establishments responsible for carrying out the maintenance activities.
Following the restructuring of the technical-administrative area, the work establishments passed under the control of the Inspectorate, concentrating the activities on the three main air-naval poles: Taranto, La Spezia, Augusta.

In fact, there are no other adequate bases to support the fleet for off-site activities.
The general fleet support functions handled by the Naval Support Inspectorate are:
o Planning and carrying out periodic and occasional maintenance on the vessel; o Scheduling of the
purchase of spare parts relating to the onboard systems in order to allow maintenance, repair and maintenance of strategic stocks.

Periodic and occasional maintenance is carried out according to a calendar programme, which refers to internal regulations and technical documents, or when a malfunction occurs. The naval maintenance programme, known as the Naval Programme, is drawn up by the Inspectorate for the three-year period following the reference year, and assigns each employee establishment a share of the existing fleet.
In relation to the assigned program, the Plants define what can be done with internal resources and what must be outsourced, and the need for the necessary materials, for general use and for the centralized controlled cycle, finally drafting a document, Program Annual Works and Services (PALS), summary of the necessary financial needs. These financial needs are centralized by the Inspectorate which integrates them by transforming them into requests for funding for the MS.
On the basis of the assignments received, the Naval Program is remodeled to adapt it to the funding (read reduction and/or cutting of works and purchases).
The maintenance program of a major naval unit is divided into cycles lasting four years during which the following are carried out: o a major maintenance
work stoppage, GM, lasting approximately one year;

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o two Stops for Scheduled Works, SMP, lasting four/six months; o three placings in dry dock, periodic careenings, lasting about 20/30 days, normally coinciding with previous work shifts.

- Over the course of a year, the following are on average for maintenance: o 1 cruiser; or 2 destroyers; or 5 frigates; or 1 amphibious unit; o 1 logistic support unit; or 3 submarines; or 3/4 minesweeper; o 15/20 minor auxiliary units (sea tugs, sailing training vessels, tankers, coastal transports, lighthouse support); o local vessels (port tugs, barges, pontoons, MEN, MBN, etc.).

Occasional maintenance/repairs relating to breakdowns that arise during the year are entrusted to structures included in the Work Establishments, the Direct Support Departments (DSD), which have an articulated structure, even if reduced to a few elements for each type : military technicians (non-commissioned officers of various categories and specializations), specialized civilian workers, various types of Technical Assistance contracts stipulated with the major manufacturers of high-tech systems/equipment/plants existing on board. The DSDs are also entrusted with support interventions outside the headquarters of the Naval Unit assignment, both in Italy and abroad.

Interventions off-site and abroad are coordinated from time to time by the Support Inspectorate Naval through its Naviglio Efficiency Office.

9.4.3 Aeronautical segment The logistics chain represents the set of capabilities necessary and indispensable to guarantee the FA the levels of efficiency and effectiveness of the weapon systems, materials, means and structures that allow the expression of the required operational capabilities.
This activity, which belongs to the Logistics Command through the relative territorial and peripheral divisions, directly ensures the seamless logistical support/sustainability to the Operational Departments, with research and operational experimentation activities and availability, management and use of the assigned resources, as well as their disposal at the end of the expected operating cycle, all with a view to maximum efficiency.
The functions of the logistics chain can therefore be summarized in the following essential capabilities: - operational testing of weapon systems, vehicles, materials and equipment, including certification and modifications in the field of FA, hardware and software of weapon systems for an immediate operational use;

- logistic support in Italy and outside the area; maintaining the efficiency of weapon systems (aircraft, helicopters, armament/avionics, etc.) and command and control systems (telecommunications, information systems and sensors, etc.), vehicles/materials and various equipment up to the expected technical level ;
- acquisition and management of carbon lubricants; • management, in order to guarantee the efficiency, practicability and safety of the infrastructure assets of FA; • management of station materials, such as provisioning, clothing and barracks; • health support to operational departments; • administrative support; • coordination of accident prevention and environmental protection activities.

This "segment" also contributes, according to NATO standards, to the necessary Survive To Operate (STO), Combat Support and Combat Service Support capabilities at home and outside the area.
The objectives that the FA intends to pursue in the medium and long term can be summarized as follows:

- maintenance of operational testing capabilities of weapon systems, vehicles, materials and equipment as well as technical-operational certification and homologation;
- maintenance of a concentrated and strategic maintenance capacity; • identification of centralized hubs (depots) for entry/exit from the FA of vehicles e materials/equipment;
- rationalization of maintenance structures in the telecommunications and transport sectors as well infrastructure;
- increase in the standardization of means, materials and equipment where deemed appropriate e.g increase operational effectiveness.

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The ongoing contraction of the FA's organic consistency, in the face of the need to continue to honor the assigned tasks, imposes a decisive action in the direction of the rationalization of all sectors and the deriving need to increase the level of "outsourcing" of certain functions logistics (in the sectors, for example, of technical-maintenance support of systems supplied on levels that do not directly affect operations) where it can be potentially convenient in terms of cost/benefit of the utility provided.

9.4.3.1 Bureaucratic procedures The
daily functioning of the Italian Air Force with particular regard to aircraft efficiency problems is based, among other elements, on the management system of materials relating to flight activity. These include both aircraft spare parts and all ground equipment necessary for their support and maintenance. The management of the aforementioned materials is exercised following the classic logistic functions of acquisition, conservation, distribution and alienation. Throughout the operational life of the aircraft there is also the need to organize the repair of materials rendered inefficient due to unforeseen breakdowns or the scheduled overhaul of complex devices. These interventions can be carried out at Armed Forces entities or at external industry.

These businesses are fully subject to state accounting laws. The current regulations are particularly strict on the management of state-owned materials; at any moment it must be possible to know the state and physical position of each material. Furthermore, a complete and detailed accounting report of the material held by the various bodies of the Armed Forces must also be provided annually.

The regulations date back to historical periods that did not prefigure the dynamic management required to maintain the efficiency of complex weapon systems made up of thousands of parts.
It should also be kept in mind that the regulations, in order to oblige strict compliance, identify precise legal figures who have personal responsibility towards the situation of the materials. The Armed Forces, in order to reconcile both operational requirements and punctual compliance with regulations, has set up a capillary organization made up of depots and warehouses whose managers coincide with the juridical figures envisaged by the aforementioned accounting laws.
The reality described above, in its concrete daily unfolding, leads to an inevitable contradiction between the urgencies dictated by the flight activity and the slavish paper bureaucracy required by every single movement of parts. In fact, the passage of materials from the operating body to the basic warehouses, from these to the deposits and any further passage must be accurately documented and approved. Particularly complex is the so-called load passage (i.e. the physical/accounting possession of the material) between the Armed Forces and any repairing industry, as well as the internal passage of the repaired material subjected to acceptance and compliance procedures set out in the repair contract, always paper-based.
Experience shows that this system has obvious characteristics of inadequacy and inefficiency, often compensated for by the goodwill and quality of the personnel involved.
Furthermore, this reality also effectively prevents relief formulas for the Administration in the management of efficiency.

Without further going into the details of the problem, it is enough to mention the recent experience related to the C130J aircraft. For this, the Armed Forces has asked the manufacturing industry for five-year "turnkey" logistical support.

In other words, the company should have contractually ensured the efficiency of the machines without involving the Armed Forces except for pre-flight operations. In reality, the necessary application of the laws forces the administration to carry out the procedures for taking charge of the materials and sending the faulty parts for repair according to the usual procedures, which cannot be overcome by contractual arrangements. In other words, the spare parts must be taken over by the Administration and only subsequently passed on to the company that carries out the work on the aircraft.
This leads to delays of several days, thwarting the spirit of the contract which intended to give the company full responsibility for the recovery times of the aircraft. Worse is the result of the shipping and repair procedure which provides for extremely complex methods to guarantee the traceability of the single piece required by the regulations.

In fact, the concept of exchange of materials is not accepted by the regulations, for which a device sent for repair remains the property of the Armed Forces which must get the same piece back.
In conclusion, all legislation relating to line efficiency materials should be reformed, allowing handling based on real operational urgencies and protecting the interests of the Administration based on the degree of efficiency achieved. The management of materials should certainly disregard the traceability of the single device, allowing the replacement of the faulty device with the efficient one without assuming an alteration of the state assets. That is, you absolutely should

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elaborate a regulation based on the result to be achieved (high efficiency of the aircraft) rather than on the detailed control of the parts. It should be noted that the current situation, in addition to constituting an unacceptable waste of human resources by the Administration, also prevents the application of advanced outsourcing concepts to such activities.

9.4.4 Segment Arma dei Carabinieri 9.4.4.1 The procurement policy in the Arma dei Carabinieri Logistical support is developed through a constant balancing of needs and possibilities in order, in any case, to operate in terms of efficiency, effectiveness, adherence and cost-effectiveness . This line of action is pursued by the General Command of the Army through:

- a cyclical planning and programming activity; • optimization of available resources; • simplification and rationalization of procedures and inventory management; • a constant study and research activity;
- the achievement of maximum adherence of the support to the needs of the Departments by increasing, where possible, the home service and the outsourcing of some executive activities to third parties, in order to return personnel to more properly operational activities.

In summary, the Arma, like other Military Organizations, has also moved from a "just in case" logistics, i.e. based on the analysis of potential needs, with consequent onerous and unused accumulations of materials to deal with any type of emergency, to “just in time” logistics which, on the basis of accurate planning and preventive programming based on the determination of actual needs, supplies what is needed when needed, minimizing stocks.

Within the framework of the policy of optimizing resources through a targeted recovery of personnel from non-operating sectors to enhance the institutional service, in recent years the following have been carried out:

- check support processes and related workloads; • submit the current bureaucratic-logistic and administrative procedures to review; • identify the activities that can be delegated to external subjects within the limits of the possibilities allowed by budget allocations.

In the logistics area, the sectors in which significant outsourcing interventions are underway are those of vehicle maintenance, provisioning and the procurement of uniforms, which will be discussed later.

made up **Logistic organization of the Arma 9.4.4.2** It is of the complex of personnel, Commands, Bodies, Departments and means (logistic tool) which, at different levels, carry out logistic activities in order to guarantee the support of the forces. With reference to means and materials:

- identifies needs; • takes care of supplies, supplies and maintenance activities.

The logistic functional chain, therefore, has very particular connotations as:

- is designed to support the departments constantly in conditions of maximum efficiency; • has an essentially static device; • is divided into only two levels - the General Command and the Regions/Schools/Btg. - without intermediate demultiplier organs. The Interregional Commands/Divisions/Brigades, in fact - in the more general framework of their command action - currently carry out exclusively functions of coordination and logistic control in order to guarantee unity of direction.

The central logistics activity is ensured by:

- Command bodies: General Commander, Chief of Staff, Deputy Chief of Staff, Head of Department IV and Inspector Logistics which avails itself, for this purpose, of the Logistics Office;
- Governing bodies, functionally classified in Departments II, III and IV of the General Command.

At the central level, the executive activities are carried out exclusively for the telematic materials of the "Transmission Laboratory".

The Regions are assigned a set of logistical bodies (Command, Directive and Executive) which give them high levels of autonomy.

In harmony with the regulatory framework of the provisions for the reorganization of the Arma, the procedures aimed at the establishment of the Technical-Logistic-Administrative Groupings at the Interregional Headquarters were launched. These departments will be assigned the task of ensuring logistical support, on an area basis.

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The peripheral organization of the various services will consequently be rearranged in line with the provisions of the reorganization measure.

The typical logistical activities of procurement, replenishment, recovery and clearing, maintenance, transport and healthcare, in support of the Institutions and Departments down to the minimum levels, are carried out by the Executive and Executive Bodies within the scope of the logistics services illustrated below, according to specifications " basic policies" which outline the implementation criteria.

The various services in their current configuration are listed below: - Police
Department Service; - Motor
Vehicle Service; - Health Service;
- Veterinary Service;
- Engineering Works
Service; - Infrastructure
Service; - Armament and
Special Equipment Service; - Telematics Service; - Air
Service; - Naval Service.

In order to implement the government guidelines, given the need to recover units to be assigned to territorial control, measures have been adopted to rationalize the executive logistical activities, at the same time expanding the assignment to third parties of activities not directly connected to the institutional missions. This line of action, already envisaged with the 1997 Finance Act, was also confirmed in the regulatory provisions for the reorganization of the Carabinieri (articles 1 and 28 of Legislative Decree 297/2000).
In line with these forecasts, the most important interventions were implemented in the motorization sector with a new repair policy, in the provisioning sector with the outsourcing of the service to some departments, in the uniform procurement sector with the packaging of the uniforms after taking the anthropometric measurements and the delivery of the products at home.

The maintenance activity of the vehicles foresees, for some lines of vehicles already in the logistics cycle, an increasing recourse to private industry which will allow to progressively reduce the rate of personnel of the Arma currently employed in these tasks. At the same time, for newly acquired vehicles, innovative contractual clauses have been introduced which contemplate multi-year "assisted maintenance" programs by the service centers of supplier companies, while the use of fleet rental is being tested for particular lines of vehicles (armored cars).

9.5 Logistical Support Policy If the
deployment of forces has to take place in predetermined times and sometimes at short notice and over large spaces, the logistic tool must be balanced and mobile in all its components; this requires the provision of modules that allow the organization to be quickly reconfigured. The Defense, in this sector, has formulated some general guidelines referring to situations of employment, as far as possible common and tendentially among the most onerous. In particular:

- articulation of the device into only two functional bands – support for the rear and adherence for the forward – in which the responsible commands and levels of logistical capacity are specified;
- one-way flow of supplies; • standardization
of fuels and related support in order to ensure greater interoperability between the land and air forces (adoption of the Single Fuel Concept) and consequently reduce the costs connected mainly with transport and storage;

- modularity of the forces, so as to be able to create the most suitable tool to face the specific contingency, especially outside the national territory; • conception of an
"integrated and joint system" for materials, vehicles and the related multimodal carriers, with a high degree of standardization or, at least, interoperability with allied nations; • for out-of-area operations,
development of a concept of centralized logistic support at joint level by devolving the organizational activity to the Joint Joint Command (COI).

9.6 Inventory Policy There
are many factors affecting the establishment of inventory levels. The main ones include the following: risk assessment and intensity of potential conflicts and targeted military interventions, warning time, force readiness, location of units, availability of reinforcements and transport resources,

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storage possibilities, technological level of materials, degree of multinationality and standardization of systems, civil support available, financial resources transferable to the sector.

The NATO directive provides that the pre-selected forces can initially have at least 30 days of autonomy, part following the units and part kept by the readily available nation. With regard to the quantification of ammunition stocks, a complete revision of the calculation criteria is underway within NATO. This subject is dealt with in the following paragraphs in a more exhaustive manner in the context of the illustration by functional area of Defense.

9.6.1 Land segment 9.6.1.1
Spare parts The almost
complete "outsourcing" of the maintenance of the FA commercial vehicle fleet has made it possible to achieve almost zero spare parts stocks for this type of vehicle - with the exception of consumables (batteries, covers, windscreen wiper blades, etc.) - for which the minimum level of autonomy has been maintained, by virtue of their ready availability on the market.

On the other hand, stocks of spare parts are maintained with regard to non-commercial combat, tactical and logistic tactical means, taking into account the time required by the industry for their production. For these means, even if the need has decreased compared to the past, one must still complain of a quantitative and qualitative lack.

On the other hand, the Army is faced with a situation of "abundance" of spare parts for old generation combat vehicles, a consequence of the reduction of the instrument and their simultaneous gradual replacement with new generation systems.
However, this situation is finding a partial solution through the transfer, to countries with which cooperation agreements are in place, of aliquots of the aforementioned old-generation weapon systems, complete with an initial spare parts autonomy.

9.6.1.2 Ammunition

As regards the definition of ammunition stocks, a complete revision of the calculation criteria is underway within NATO. In particular, for war ammunition, and more specifically for those with a caliber greater than 20 mm (defined as "battle-decisive ammunition"), the calculation to quantify stocks is no longer linked to the well-known "day of fire" parameters or "combat life" and does not take into account any time factor.

In fact, this ammunition is calculated according to the "target-oriented" methodology, which, using a mathematical model, allows stocks to be calculated in terms of the number of rounds needed to destroy the targets envisaged in the different planning hypotheses (Planning Situations). , of which the "most onerous" one is taken as a reference for the very constitution of stocks. The results of this procedure, currently being refined, will have to be verified in terms of their financial feasibility and adequate storage possibilities.

However, the fact remains that at present the situation is deficient.
As far as ammunition for training is concerned, however, the stocks are calculated bearing in mind that the quantities to be acquired must not exceed the maximum numerical values that can be consumed in the period equal to the validity of the ammunition itself or, in the case of long durations, to the life technique of the weapon system using it. These calculations also consider the "additions" that the training stocks receive from war ammunition close to the limit of their technical life, within the framework of a correct rotation. In this regard, it should be noted that the release for consumption of war munitions otherwise destined for out of use is undoubtedly one of the most sensitive problems for the purposes of economic management of stocks, also to avoid subsequent costly disposals.
However, even in this sector, especially for some types of ammunition, the situation is deficient.

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9.6.2 Naval segment

Current situation - escorts

As part of the restructuring of the Navy, the escorts sector has been engaged in consolidating support definition and management activities, progressing cooperation programs with other Navies, participating in future acquisitions of vehicles and systems.
In particular, as regards the management of the Configuration and Definition of the Logistic Support of Materials, the Armed Forces has adopted a new basic document for the Management of the configuration of naval units and systems/equipment, a future point of reference for procedures and division of tasks and responsibilities in this area.

To date, approximately 15% of the Systems/Equipment considered to be of operational importance has been taken on configuration control, and the Regulations relating to the definition of initial equipment have been reworked, in order to adapt them to the new organization and review the algorithms.

Particular effort was dedicated, in the Stock Management sector, for the activation of the unified management of stocks, currently divided between materials controlled by the Arsenal (intended for work on Naval Units) and materials under centralized control (intended for the establishment and maintenance of stocks). The activation of the Warehouse Managements of Taranto, La Spezia and Augusta was started, with the task of managing the warehouses belonging to the naval logistics cycle.
In the Coordination of International Activities, Studies and Logistics Regulations sector, international cooperation and/or inter-force activities were carried out on technical-logistical issues relating to the U 212A, FSAF/PAAMS, NAMSA, NATO CALS Management Board programs and the transfer of materials to FF.AA. abroad (Albania, Tunisia, etc.).
The activity relating to the adoption of the Bar Code continued and lastly the contribution for the telematic modernization of the management and valorisation systems of the information produced with the correct application of the logistical disciplines continued.
Even in this sector, especially for some materials and some types of ammunition, the situation is deficient.

9.6.3 Aeronautical Segment

9.6.3.1 Ammunition and Fuel Lubricants Stocks

The Armaments Supply Sector has a shortage situation mainly in the unguided (non-intelligent) air/ground drop munitions component. However, this shortage of stocks is being compensated for with the latest contracts entered into by the Administration.
As regards the fuel stocks sector, there are shortages especially in the training sector to the point of affecting the pilots' flight activity.

9.6.3.2 Commissariat The
rationalization process in FA in the food, clothing and barracks sectors, which began some years ago, is developing according to the guidelines indicated below:

- reduction in supplies and consequent reduction in stocks of non-materials directly related to the performance of the operational activity; •
- elimination and disposal of excess materials from warehouses; • use of outsourcing.

As regards the first point, the actions already carried out by the FA Logistics Command have mainly focused on reducing purchases which, in recent years, have been limited to the bare essentials.

This process has led to a drastic reduction in the purchase of barracks materials (reduced in the last five years from 20 billion lire to 13 billion lire) and the zeroing of the Food Supply Plans.

This last operation has made it possible to eliminate almost all the stocks in the Magazzini Territoriali Viveri and will lead to their definitive closure by the end of 2002.

As far as the warehouse "reclamation" process is concerned, it should be noted that this process has involved the logistics organizations in eliminating all those materials that are no longer usable and have accumulated over the years.
Exploiting the possibilities offered by current regulatory provisions, large quantities of clothing and barracks material declared out of use for technical reasons or, in any case, unusable, were transferred free of charge to voluntary organizations and humanitarian associations.

The use of outsourcing has been underway for some time and in this context a more massive recourse to peripheralization in purchases and a wider recourse to external companies both for clothing and for the

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Barracks. This constitutes a primary objective of the Armed Forces, above all as regards the assignment of the manufacture of clothing to the external industry with the consequent elimination of the Military Tailors.

However, the actual achievement of this objective is heavily conditioned by the technical-administrative procedures, which impose the work of the Directorate General of the Commissariat and General Services as the Center of Administrative Responsibility and therefore responsible for supervising all the activities of a technical-administrative nature related to the stipulation of contracts, approval of Technical Specifications, execution of tests, etc..

The intensification of the procedures aimed at the outsourcing of all catering services through the "complete catering" formula is envisaged.
This formula provides for the outsourcing of all meal packaging services to companies, including the supply of foodstuffs.

In this regard, it should be emphasized that the times for the transition, on a national scale, to the complete catering formula, essentially depend on the completion of the infrastructural adjustments and, for reasons of management economy, the transformation must take place primarily in the institutions without civilian workers of the AD, given the obligation for the Administration to employ the available civilian personnel in any case.
The negotiation activities referred to the identification of the companies called upon to supply the canteens of the AM with foodstuffs, including the performance of the relative services, must be carried out by the competent DG; moreover, the legislation in force provides that specific Conventions in the sector can also be concluded with CONSIP.

9.6.3.3 The Mobile Support Department In
line with the dictates of NATO, which required the AM Units to have a complete Survive To Operate (STO) capability, in a context of operations supported both by permanent offices and by any redeployment offices, the Aeronautica Militare has a Mobile Support Department (RMS) which is based at Villafranca di Verona Airport.

The Mobile Support Department was set up with the aim of achieving the STO capability on the bases most exposed to risks and for those units intended for the Reaction Forces with "out of air" redeployments.
In order to achieve the stated purpose, the RMS was entrusted, among others, with the task of ensuring:

- the capability of "Operational Survival" and "Logistic Support" to Flight Departments, Mobile Units Missile systems and mobile components of the Command and Control system projected to operate, in whole or in part, outside their permanent locations;
- the preparation of procedures, methodologies, equipment suitable for optimizing and rationalizing the activity of the subordinate divisions on the occasion of field redeployments;
- maintenance of equipment/equipment supplied.

The organizational structure of the Department has been designed to carry out the tasks assigned and in compliance with the principles deriving from the new doctrine which sees the concepts of flexibility, mobility, standardization and sustainability even more established.

The organizational structure includes, in addition to the Operational Technical Services Group, Operational Logistics Services Group, Trucking Group, Administrative Service and Defense Group, two Support Squadrons capable of supporting their own personnel and a contingent of equal size of Combat Forces, guaranteeing the essential services for carrying out the flight activity of the deployed Departments, supporting at least two contemporary needs, as indeed happens at the moment, which sees the Armed Forces engaged with the redeployment of Dakovica and Pristina.

9.7 Military Health Policy The sector,
currently in considerable pain due to a significant exodus of highly specialized personnel, needs an urgent, substantial and radical revision. The reference model on which it is currently structured, tailored to large and mainly stationary Armed Forces, is in stark contrast to the current needs for strong mobility and leanness dictated by the new NATO doctrine. From this point of view, the Defense has set itself the objective of inter-agency harmonization of Military Health, through the establishment of an ad hoc "Task Force" for the identification of a new structure and an adequate regulatory instrument for its reorganisation. This new set-up should solve the current problems of the sector, currently rather fragmented and with an inevitably not always cost/effective management of resources.

9.8 Policy of Movements and Transports
The new strategic functions of the sector require, especially as regards the land instrument, an accentuated mobility of forces not only in the tactical field, but also and above all at a strategic level. In this context, sea and air means of transport are of particular importance.

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For transport by sea, the Defense evaluated the feasibility/convenience of purchasing military Ro-Ro type naval transport units. In this regard, after careful analysis, it has come to the determination that, although without completely excluding the use of acquiring this carrier in the future, the most economically advantageous solution is the use of the chartering of merchant ships, seeking, in any case, contractual forms - exclusive use - who ensure said service at any time and condition. In this context, it should also be remembered that the Defense has launched a study in order to identify a regulatory instrument that allows, in particular situations of national/international crisis, the acquisition of civil/merchant transport structures for the mobility needs of military forces engaged in Crisis Response Operations (CROs).

As far as air transport is concerned, the current technologically dated fleet does not allow the air transport of certain types of armored vehicles whose immediate availability is instead of particular importance in operational theatres.

The Defense then initiated actions to renew the fleet, with particular attention to the logistical sustainability of the new flight lines to be acquired. For the Transport line, the decision to modernize it with the acquisition of C130J and C27J aircraft is now consolidated, while activities relating to the replacement of the B707 in-flight refueling aircraft with the modern B767 are underway, which would guarantee, at the same time, also a good ability of Strategic Transportation.

And it is precisely with regard to the problems related to strategic transport that, given the very high cost of the machines, two options are being evaluated, namely, the direct acquisition or the contribution to the creation of a pool of aircraft within the Alliance for common use.
Military air transport, although adequately sized, will in any case not be sufficient to meet all defense needs. Also in this field, it will therefore be necessary to provide for the recourse and competition of civil carriers, with the same legislative/ regulatory problems mentioned when dealing with transport by sea.

In this regard, the data relating to the costs incurred in the years 1998-2000 are reported in tables "B-1", "B-2" and "B-3".

ESTIMATE OF COSTS INCURRED, ACCORDING TO THE ARMED FORCE AND THE CARRIER USED FOR THE TRANSPORT OF MATERIALS AND MILITARY PERSONNEL. YEAR 1998 (VA - V.%)

ESTIMATE OF COSTS INCURRED ACCORDING TO THE ARMED FORCE AND THE CARRIER USED FOR THE TRANSPORT OF MATERIALS AND MILITARY PERSONNEL. YEAR 1999 (VA - V.%)

ESTIMATE OF COSTS INCURRED, ACCORDING TO THE ARMED FORCE AND THE CARRIER USED FOR THE TRANSPORT OF MATERIALS AND MILITARY PERSONNEL. YEAR 2000 (VA - V.%)

However, the need remains to bring together at the level of the Defense General Staff, in a single Movement and Transport Office, all the organizational skills of the movement of troops and materials.

9.9 Provisioning Policy In this vital and
delicate sector, the implementation of a new policy has recently begun aimed at almost completely outsourcing this service, which will lead, in particular, to: • entrusting the food supply and provisioning
service from the Defense sector to specialized sectors of the "Large Distribution", obviously with the due safeguard clauses for the needs and safety of the military;

• considerably lighten the logistical burden hitherto associated with the sector, eliminating most of the warehouses and central deposits and, consequently, all the goods handling activity.
Only a limited number of naval unit supply depots will be maintained.

9.10 Clothing and Equipment Policy Again in accordance
with the general spirit of rationalization and optimization of the logistics sector, in the clothing and equipment sector, in particular, a substantial revision work was launched
through:

• the reworking of the clothing tables, also in light of the entry of the female component; • reduction of inventories in warehouses;
- the use of outsourcing for the manufacture of clothing.

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PART X
THE INFRASTRUCTURES

10.1 GENERAL ASPECTS
10.2 CONSTRUCTION OF ACCOMMODATIONS WITH THE "PROJECT FINANCING" SYSTEM
10.3 INFRASTRUCTURE POLICY FOR FEMALE VOLUNTEERING 10.3.1 Army
10.3.2 Navy
10.3.3 Air Force

10.4 SALE/EXCHANGE PROGRAM
10.4.1 Disposal program 10.4.2
Special cases

10.5 NATO INFRASTRUCTURE PROGRAMS 10.5.1
NATO resources 10.5.2
AFSOUTH Command 10.5.3
Joint Command SOUTH Verona

10.6 INFRASTRUCTURAL PROBLEMS OF THE WEAPON DEI CARABINIERI
10.6.1 Introduction
10.6.1.1 Military state property barracks
10.6.1.2 Civil state property barracks
10.6.1.3 Barracks in privately owned buildings
10.6.1.4 Acquisition of abandoned properties by the FF.AA.

10.7 CONCESSION OF MILITARY STATE PREMISES TO WEAPON AND FIGHTING ASSOCIATIONS

10.1 General Aspects

The problem of infrastructures in the Armed Forces has always had a highly significant importance, due to the direct effects it has on personnel management.
In fact, this affects both young people called to fulfill their military obligations, who expect to find in the barracks situations not completely dissimilar from those of bourgeois life, and career military personnel, subject to frequent changes of headquarters, for the where the availability of service accommodation is a necessary condition for total and easy mobility.
Therefore, these are objectives which, in addition to being fundamental also for the purposes of the organizational efficiency of the military instrument, favorably affect the well-being and morale of the personnel.
Considering that the infrastructures of the Armed Forces used by the military are often the result of the inheritance received from the Risorgimento and that only a small part of them date back to the post-war period, it must be admitted that they are not able to provide adequate services and decent environments. It also follows that their level is not entirely consistent with the new and modern needs of the Armed Forces. just as they are not adequate to the continuous evolution of regulations on the safety of plants and accident prevention at work.
Over the last thirty years, in the face of the limited financial resources available, much has been done, but this still appears to be insufficient to adapt and make the entire infrastructural park of the Armed Forces effective and efficient.

In this context, in 1999 the Defense continued with the renovation and modernization of the infrastructures, especially those intended to house volunteers, providing for the adaptation of housing standards and a project was developed for the construction of housing with the “Project Financing” system.

To this end, the Defense Administration is making every effort to carry out a program of progressive rationalization, through the decommissioning, or exchange, of all the infrastructures no longer suitable for the changing needs of the Armed Forces.
As part of the interventions that the Defense has deemed a priority, those pertaining to the sphere of well-being and services are highlighted below:

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- Canteens and refectories: almost all the barracks are now equipped with "self-service" systems and suitable and welcoming rooms for eating meals; • Heating systems: work is
continuing to modernize the obsolete and ancient diesel-powered systems, replacing them with modern systems fueled by methane, to ensure cost-effectiveness and management efficiency;

- Conference rooms: the existing structures have been adapted and organised, in order to make them responding to the changing needs of young people called to arms;
- Bringing it up to standard: it cannot yet be said that the required safety standards have been reached even if the problem is particularly felt by the peripheral commands and the financial commitment that the Defense is dedicating to it is substantial.

The following table summarizes the charges incurred by the Defense in the aforementioned sectors.

supported in 2000

10.2 The program for the construction of housing with the "Project Financing" system

At present, Officers and Non-Commissioned Officers have the right to state-owned housing, i.e. a total of about 100,000 potential users. There are currently around 18,800 lodgings available. From the comparison between the cited data emerges an accommodation "expectation" value equal to 1/5 (accommodation/ potential users ratio). Basically, accommodation is available for one in 5 people (the aforementioned value falls if we take into account that among the 18,000 apartments there are some that are run-down, occupied by retired staff or located in areas where departments have been abolished).

Furthermore, by 2005, the Armed Forces will have a completely professional connotation and the Defense Model hypothesized, on the basis of current data, provides for the total availability of approximately 190,000 units, over half of which made up of Volunteers (in prolonged detention or in Permanent Service Actual).

Volunteer personnel in SP, of course, will have to have the same right to access state-owned housing which is now reserved for U. and SU.. Substantially, starting from 2005 the number of potential users of state-owned housing will increase considerably. The current financial perspectives of the Defense do not allow for the launch of a program for the acquisition or construction of housing, not even to maintain the aforementioned housing "expectations". With article 16 of Law 266 of 18 July 1999 (Regulatory Linked to the Finance Law), a regulatory instrument is available which can allow multiple possibilities of intervention which could, not only eliminate one of the main impediments to the movement of personnel, but also meet the expectations of all staff.

To this end, the Committee of the Chiefs of Staff examined the "Sistema Casa" Project (program for the construction of housing with a Project Financing method) which envisages the following implementation path:

- the Defense identifies the needs by specifying the number of lodgings to be built in each locality, making the land available;
- following a specific tender, the implementation of the program is entrusted to a managing body which, with its own funds, provides for the construction of housing according to housing standards indicated by the Defense. Ownership of the buildings remains with the managing body which also bears the burden of maintenance costs;
- the managing body grants the
use of the accommodation to military personnel, on the basis of indications from the CEO, at an "acceptable" and convenient fee compared to the market; • the monthly fee can allow military
personnel to "buy out" the accommodation; • the CEO assumes the burden of paying the rents for
the lodgings that remain temporarily empty.

The project, examined with the General Staff and the General Command of the Carabinieri, with the qualified collaboration of a consultancy firm (Advisor), was concluded with a feasibility study of the Program and with the Draft of a Legislative Decree, as a regulatory vector of the problem.

Furthermore, with a view to "testing" the satisfaction of the personnel, a rapid sample survey was also developed from which positive elements of response from the Army and Navy have already been received, which highlight a willingness to join the Programme, which can be estimated from 70% to 90%.

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The aforementioned Draft of the Legislative Decree, on which residual reservations still remain, consists of seven articles:

• Scope and purpose; • Program features; • Criteria for granting accommodation; • Program Management; • Obligations of the Manager; • Manager selection procedures; • Program Financing.

Basically, in fact, each user is allowed to choose between the pure rental formula or the redemption one, with the possibility of switching from one to the other formula at any time. In this sense, a financial hypothesis has been envisaged which allows the individual to acquire ownership of the accommodation within twenty years.

The Legislative Decree also provides that the Defense contributes to the Program with the sale of "Removable Assets", as follows as required by law 266/99, Art. 16.

It has been assessed that the contribution to the Program of the aforementioned "Real Estate" contributes significantly to the reduction of costs which, together with the use of all possible opportunities to reduce tax burdens, can reach the level of 30%.

It is envisaged that the managing body can provide accommodation not only "in blocks" (ie in whole buildings), but also "in small nuclei" (ie inserted in housing complexes for civilian use), thus avoiding the dreaded "ghettoization". Some detailed organizational aspects are referred to Ministerial Regulations.

Currently, given the long period that has elapsed, the procedural process for the approval of the provision should be reactivated.

10.3 Defense "Policy" for infrastructures intended for female volunteering Following the approval of Law 20 October 1999, n. 380 which established the Women's Voluntary Service, the Defense General Staff elaborated the following "ad hoc" infrastructural "Policy" in coordination with the Armed Forces.

Considering that the legislative provision envisaged a recruitment according to the following implementation times:

• firstly, the Official Cadres (1st level); • secondly, the Non-commissioned cadres (2nd level); • finally, the Volunteers (3rd level), the Defense ordered that the infrastructural realizations and/or adjustments should initially concern the training institutes of the Cadres (Academies and Schools) and subsequently the training units and those employed by the Volunteers .

The foregoing, and the limited financial resources, led to indicate to the Armed Forces an approach to the infrastructural problem essentially based on the use of the existing one. Basically, it was deemed possible to use the same infrastructures intended for male recruitment, resorting to "physical separation" only for activities in which it is essential to guarantee "privacy" (dorms/bedrooms, toilets and changing rooms, suitably equipped with suitable structures and sanitary fittings).

10.3.1 Army infrastructure "Policy" The typological solution identified, therefore, is that of the housing unit for 2-4 people which also ensures the availability, within its own area, of "dedicated" toilets. In this regard, it was deemed appropriate to outline the following criteria that must be followed within the FA:

- define the minimum standards, excluding excessively onerous "digressions";
- identify housing solutions proportionate to the influx of female personnel at training institutes, such as the Military Academy of Modena (30 - 40 units) and the Marescialli Student School (70 - 100 units), consequently assessing the possibility of timely implementation;
- use already existing infrastructures by assigning to "women - soldiers", where possible, separate barracks or, alternatively, floors of reserved dormitories creating, if necessary, "dedicated" accesses.

The aforementioned criteria have the advantage of allowing good integration in the female personnel departments, since, except for limited "additional supplies" for the toilets, the dormitories to be allocated to women should have the same characteristics as those already used by men. In fact, it is of the opinion that, from the very beginning of the female service, any form of "privilege" for "women - soldiers" should be avoided, as this could constitute a reason for possible friction with the male component, with consequent findings negative on the esprit de corps of the departments. Furthermore, there is the belief that women themselves must have the

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certainty of being treated with impartiality, i.e. as a "soldier". This in order to make them feel "integrated" in all aspects of military life. In this context, therefore, the possibility of reserving the top or first floor of a building of no. 3 floors (solution adopted by the US Army), could ensure good functionality. This housing "separation" is also used by the Israelis who, in the event of sufficient infrastructure accommodation capacity, still prefer to assign isolated barracks to women, located on the ground floor, equal to those used by men.

Infrastructural works in progress:

ARMY SELECTION CENTER OF FOLIGNO (PG)

Adjustments are foreseen to allow the Center to carry out the competition activity also for aspiring women.

Especially the necessary work
I am:

- separation of some dormitories from those intended for male candidates (with separate toilets ed suitable);
- adaptation of premises for health checks; •
  construction of changing rooms and waiting rooms for medical examinations, separate from
  the others; • changing rooms in sports facilities (physical efficiency tests) separate from those of the male staff.

MILITARY ACADEMY OF MODENA The

Academy has already taken steps to modify some bedrooms intended for cadet officers for the needs of female military personnel equal to n. 50 beds.

TURIN APPLICATION SCHOOL The premises

of the School are suitable for hosting, albeit with some adjustments, female personnel. In particular: the toilets are differentiated;

-
- the sports facilities are equipped not only with a changing room and showers for visitors, but also with a changing room with annexed showers currently used by the instructor staff. The latter room can be made available to female military personnel. All these structures may, already immediately, be sufficient to accommodate 15/20 female visitors. As the total number of female personnel increases, it will be necessary to intervene by obtaining a greater number of changing rooms, showers and toilets. The expense burden for the latter solution is around 150 million for an implementation time of around 5-6 months.

MARSHAL STUDENT SCHOOL OF VITERBO The

works planned for the housing sector will guarantee the construction of dormitories for female personnel (expected expenditure of 500 million). The adaptation of the Infirmary (waiting rooms/hospitalization/medical visits) is being planned.

235th RAV "PICENO"

The upgrading of two buildings for female recruitment is foreseen (expected expenditure: 1,200 million); each building is able to accommodate 144 volunteers. Adjustments are also underway to the catering and dressing and recreational facilities. The adaptation of the Infirmary is being planned.

OTHER DEPARTMENTS INTERESTED IN INFRASTRUCTURAL
UPGRADE WORKS FOR THE RECRUITMENT OF FEMALE PERSONNEL 57th Rgt.
"ABRUZZI" BAR for Military Penitentiary Organization INFANTRY
SCHOOL of Cesano di Roma (RM)
MONTE ROMANO RANGE

10.3.2 Navy infrastructure "Policy" This "Policy" first of

all provides for the achievement of the housing standards identified as "Spadolini modules" in the structures reserved for both training and the place of employment. (accommodations with 6 or 4 beds with centralized or annexed toilets). The foreseeable influx of female personnel, quantifiable around 10% of the foreseen annual supply, as regards the categories of Officers and Non-Commissioned Officers, should lead to minor changes to the already existing MM structures, while the most important works will essentially be directed , to the future recruitment of voluntary female personnel destined for the ranks. An overall commitment of the order of 35 billion is conceivable, of which 10 billion for the adjustment

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of the structures of the Training Centers and others, reserved for Officers and Non-Commissioned Officers and the remaining 25 billion, to be used for the necessary infrastructural modifications of the barracks, for the benefit of the remaining enlisted personnel in all the foreseen/possible destination locations.

10.3.3 Aeronautica Militare infrastructure "Policy" With
regard to infrastructure, the AM points out that the state of use of the AM infrastructure park, dating back largely to the reconstruction of the 1950s, requires continuous maintenance and non-regulatory updating always promptly achievable due to the inadequacy of the assignments on the Sections of exercise.

The Modernization and Renewal programs are almost entirely aimed at converting the Bases to the new weapon systems and at the logistical/operational reorganization of the FA. The real needs presuppose an annual financial availability (about 150 billion) much higher than that normally assigned up to now (on average 100 billion) and which is leading to delays and imbalances in the operational plans launched.

With regard to the NATO Infrastructural Programs, the current phase of "stalemate" is highlighted, due to the merger of the individual Capability Packages (CPs), which must be reformulated basing their content on "Military Functions" referring to a broader context of the national one.

The same happens for the program relating to the Civil Aviation transit of airports that no longer have an operational value for the AM. However, positive developments are emerging to regulate this delicate matter with a Draft Memorandum of Understanding between the Ministry of Defense and the Ministry of Infrastructure and Transport currently under examination by the latter Dicastery."

As far as the recruitment of female personnel is concerned, the current orientation provides for proceeding in the Officers and Marshals categories, with a rate equal to 10% of the total places available. In this hypothesis, the annual influx for the AM will be around 20/25 units for Marshals, 10/15 for Officers of which around 10 will be incorporated in the Aeronautical Academy and the rest through "direct nomination" competitions.

Therefore, with regard to the necessary infrastructural arrangements, it was taken into account that:

- in the Departments and peripheral bodies, the collective accommodation for Officers and Marshals is already adapted to the needs. In addition, some bodies have been identified as headquarters of Operational Departments where, given the favorable infrastructural situation, the assignment of female military personnel should be favored;
- the problems relating to the infrastructural adjustments of the work environments, given the scarcity of female personnel out of the total number of personnel in the Armed Forces, can be solved at the local level;
- at the Central Bodies the presence of female personnel (even if not military) has already required the adaptation of the structures.

These assumptions have shown that, to make the recruitment of female personnel possible in a short time, it will be necessary to proceed with the adaptation of the initial Training Institutes (Academy, NCO school, 70th Wing of Latina which carries out the courses for the pilot license AM). The following table shows the infrastructural works (situation point) that the Air Force is carrying out or has already carried out for the recruitment of female personnel.

FLORENCE AIR WAR SCHOOL The top floor of the
Official Lodgings building will have to be restructured. Given the typology of the rooms, it was envisaged to resort to the use of equipped walls. The replacement of the fixtures is also necessary.

POZZUOLI AIR FORCE ACADEMY (NAPLES)
The number of lodgings is already sufficient to accommodate the pupils; however, it will be necessary to provide for the separation of the male and female sectors and to adapt the toilets.

NCO SCHOOL OF CASERTA The adaptation to
dormitories of the attic area called "Marzochella" is envisaged.

10.4 The program for the sale/exchange/development of Defense real estate 10.4.1 Divestment program
The program for the sale of Defense
real estate began with the approval of the measure linked to the 1997 Finance Law, which governed its implementation of paragraph 112 of article 3 and the subsequent paragraph 113, as regards the pre-emption right of local authorities.

The subsequent measure linked to the Finance Law 1999, n. 448 of 1998, ordered its continuation by integrating the relative implementing rules in article 44. The resources deriving from the sale and valorisation of the properties, pursuant to the provisions of the law, are paid into the State budget for

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be reassigned, within the overall limit of 1,400 billion lire, to the estimates of the Ministry of Defence, on proposal of the same, for the achievement of the objectives of modernization and operational and infrastructural strengthening of the Armed Forces.

The main objective of the cited provisions of the Law was to raise financial resources by using the assets used by the Defense, but no longer necessary or responsive to modern needs, to allocate them to the Defense itself, to compensate for the reductions made to its budget following the difficult economic situation of the public finances. To this were added the secondary, but no less important objectives relating to the rationalization of the military presence in the area and a more profitable reuse of the state property with great urban and social relevance, which could be pursued with exchanges.

The complete implementation of the program required a wide range of technical-administrative tasks which required a complex commitment that lasted for over a year for the start-up phase alone. These fulfilments, which are the responsibility of the Defense Administration, concerned: • the identification of the buildings to be included in the

decommissioning program and its approval with the decree of the President of the Council of Ministers of 11 August 1997, on the proposal of the Minister of Defense having heard the Treasury and Finance Ministers (302 properties were identified);

• the identification, through a call for tenders, at EU level, of the Company with mainly public capital having particular professional qualifications and experience in the real estate sector, to whom to entrust the task of managing the disposal programme.

Subsequently, the agreement was signed regulating the relations between the Ministry of Defense (General Directorate of Works and State Property) and the CONSAP company, winner of the aforementioned tender, as regards the management of the decommissioning program, and was appointed, by Decree of the Minister of Defence, the Adequacy Commission, established by article 3, paragraph 112, letter c), of Law 662/96, made up of a representative of the Ministries of Defence, Treasury, Finance, Public Works and an expert in possession of proven professionalism in the sector, as well as presided over by a Magistrate of the Court of Auditors.

In essence, to date, the disposal activity has involved: • the sale of

over 100 property complexes for a value of around 150 billion, in particular the precise situation of the "sales" is as follows: no. 28 contracts already defined, for a total value of approximately 33 billion lire; no. 33 preliminary contracts signed, for a total of approximately 44 billion; no. 22 preliminary contracts ready for signature, for approximately 30 billion; no. 7 contracts submitted for authorization examination by the Ministry of Cultural Heritage and Activities - MBAC - for a value of 20 billion; no. 10 contracts to be defined following the issue of the new MBAC regulation for total 12 billion. • The

finalization of numerous program agreements essentially aimed at rationalizing the military presence in certain areas (Modena, Piacenza and Bologna) and the stipulation of various memoranda of understanding with local authorities (Rome, Trento, Pisa, Viterbo, Turin, Naples , Florence etc.) which will have to be developed on a technical level;

• the free transfer of assets to Valle d'Aosta, Trentino Alto Adige and Friuli Venezia Giulia and the census of assets to be transferred to Sicily and Sardinia; • the

delivery of assets relating to the real estate funds of the Ministry of Finance.

10.4.2 Special cases.

Special treatment is reserved for military buildings located in the Regions with Special Statutes and in the provinces of Trento and Bolzano.

Special Statute Region of Val d'Aosta The Prime Minister's Decree of 8 November 1995 provides for the transfer to the Region of n. 128 properties. Most of these are artefacts placed at high altitudes, forming part of the former "Vallo Alpino" that are not registered, and for which there are difficulties in identifying the properties.

In any case, the transfer operations are underway as the properties are identified and transcribed; which is possible only during the summer season, being the same located at high altitude, in areas normally covered with snow for most of the year.

However, the most significant buildings have already been transferred to the Region and the transfer of the most important asset, consisting of the Mont Blanc cable car, will be implemented within the current year.

Autonomous Provinces of Trento and Bolzano

Legislative Decree 21 December 1998, n. 495, provides for the real estate, already in use for the Defence, to be transferred to the assets of the aforementioned provinces.

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The transfer of the aforementioned properties takes place in very simple ways, through the signing of the relative delivery reports - by the representatives of the Ministry of Finance/Department of the Territory, the Ministry of Defense and the provinces concerned which give title to the registration and voltura in favor of the same provinces of the properties in question. Most of the transfer operations have already been completed, except for a very few properties for which they are still in progress.
The Defense, in addition to the properties listed in the aforementioned Legislative Decree, has also arranged for the transfer of the works of the former permanent fortification to the autonomous provinces of Trento and Bolzano through the Ministry of Finance, Department of the Territory.

Friuli-Venezia Giulia Region with Special Statute The
Legislative Decree of 24 April 2001, n. 237, provides for real estate, no longer useful for the Defense, to be transferred to the assets of the Friuli Region. Most of the transfer operations have already begun.

Special Statute Regions Sicily and Sardinia The
Defense is preparing the lists of buildings no longer necessary for its needs which will be the subject of an upcoming joint examination by the Presidency of the Council of Ministers, Department of Regional Affairs, during the revision of the statutes of the Regions in question .

10.5 NATO infrastructure programs 10.5.1
NATO resources NATO
resources concern the set of: • programs
carried out with funds from the "NATO Security Investment Programme" (NSIP), which is intended for the construction of common infrastructures (construction works and for communications, electronics and information technology) and the "Military Budget" (MB), which covers the operating expenses of the Alliance;
• “Manpower” needed to manage these programs.
Italy participates in the various programs with a share in financial and personnel terms which places it in fourth place among the nations.
In the 1990s, in order to optimize the allocation of joint financial military resources, member countries strengthened NATO's management structure, promoting the development of purpose-built structures and establishing a high-level resources commission: the Senior Resource Board (SRB), responsible for the global management of NATO's military resources.

Despite the extent of the problem, the NATO Resources sector has so far been considered atypical, limiting its knowledge to a few "insiders". On the contrary, the problems of resources require the assumption of national positions which often go beyond the technical-military aspects to directly affect political decisions.

And precisely because of the breadth of the matter - which involves branches of various kinds (military policy, operations, logistics, financial planning, infrastructure, telecommunications and command and control systems) - the staff action is difficult and laborious as it imposes a close coordination between numerous elements of organization of the AD, whose structure is not predisposed to a unitary management of the programmes.
Therefore, in order to optimize the use of resources, in the 1990s NATO carried out a profound restructuring of its bodies and modified the procedures, achieving a close integration between the NSIP, the MB and the "Manpower". Furthermore, the importance of mutual funds and cooperation in the field of resource logistics was reaffirmed in the new strategic concept approved at the Washington summit in April 1999.

These difficulties, moreover, are reflected in the activity carried out in the numerous Allied forums which deal with resources, where it is essential that the visibility of the decisions taken by Italy meet criteria of absolute consistency.
A solid preparation represents the pre-condition for dealing with the homologous allied organizations that have a high level of specialization and considerable experience.
However, the individual professionals must be supported by an efficient and harmonious structure where the staff can operate at their best.
At a national level, the entire sector is headed by the Defense General Staff which plays a driving role in relation to the 14 Defense organizations involved in the programs in question.
As regards the NATO programs in Italy, we recall the two main projects currently in an advanced stage: AFSOUTH 2000 in Lago Patria and JOINT COMMAND SOUTH in Verona.

10.5.2 AFSOUTH command

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Currently AFSOUTH is located in Bagnoli, in properties rented by the Banco di Napoli Foundation. The relocation and construction project of the new AFSOUTH headquarters was decided and planned by the Atlantic Alliance for an estimated cost of approximately 300 billion lire.
The choice of the Lago Patria site (Giugliano - Naples) was made, on the basis of the operational requirements established by NATO and the availability of state-owned areas, through a complex feasibility study.
Having signed the Memorandum of Understanding (MOU) between NATO and Italy, concrete implementation of the project is underway.
The Defense General Staff, to carry out the tasks associated with this intervention, set up its own office on site called PA - 2000 which, inserted in the Joint Project Coordination Office, constitutes the natural interface between Italy and NATO.

Italy, as Host Nation, is responsible not only for the realization of the project, within the times set by the Atlantic Alliance (2005), but also for numerous other duties such as expropriations, urbanization works, etc...

The new Project was presented, with fully satisfactory results, to the Local Authorities during two Services Conferences and to the President of the Campania Region.

The construction, particularly complex as it is divided into two components, Civil Works and Telecommunications, includes a main building and other support buildings, such as the Motor Pool and Community Center.

In addition, the relocation of the HF antenna park from Lago Patria to Licola and the redevelopment of the infrastructural compendium of Nisida which hosts NAVSOUTH are planned.

10.5.3 Joint Command South of Verona Currently
the Joint Command South of Verona is divided into five offices. The relocation was started in 1994, assuming the restructuring of the "Passalacqua" barracks in Verona.
At the end of 1999, after having obtained NATO funding of approximately 60 billion lire, the Defense General Staff began a serene dialogue with the Mayor of Verona to identify alternative solutions, given that the neighboring University insistently requested that the barracks entered into its infrastructure assets. A Declaration of Intent was signed with the Municipality, which provides for an exchange between the Passalacqua and a site of approximately 30 hectares on the southern outskirts of the city, called "La Genovesa", capable of also hosting the Command of the Land Operational Forces . It will now be necessary to proceed by convening a Services Conference and presenting the cost estimates to NATO.

10.6 Infrastructural problems of the Carabinieri 10.6.1 Introduction The
buildings, plants and
structures make up the logistic-infrastructural complex necessary to meet the needs of the various organizational lines into which the Carabinieri is divided, taking shape, due to the effects it determines on the operations and efficiency of the Departments, as an essential component of the command organization.

The sector "policy" has as its objectives the search for optimal conditions for the maintenance, rationalization and strengthening of the structures to make them functional and compliant with effective needs, developing housing standards based on the optimization of the cost/effectiveness ratio.
The achievement of these strategies is conditioned by the diversified patrimonial regime of the approximately 5,000 barracks in use distributed throughout the country, of which 143, equal to 2.8%, belong to the Military State Property, 865, equal to 17.4%, to the Civil State Property and 3986, equal to 79.8%, are privately owned leased by the Ministry of the Interior.

The buildings belonging to the military state property, although old and in need of functional and architectural adaptations, are now incorporated into the urban expansion, resulting particularly suitable for guaranteeing the necessary "proximity" to the citizens.
In recent decades, significant initiatives have increased the real estate assets of the civil state property, thanks to targeted legislative funding, which have made it possible to create modern structures adhering to the changing needs of the Commands, even though largely now in need of necessary adjustments imposed by recent environmental regulations , accident prevention and safety for the plants.

10.6.1.1 Barracks of military property The
barracks of the Departments of the Training, Mobile and Military Police Organizations burden the budget of the Ministry of Defence, which commits resources allocated to specific expenditure items dedicated to the Carabinieri. The financial resources allow adequate interventions for new constructions, modernization and expansion, as well as for the ordinary and extraordinary maintenance of the 143 complexes currently in use.

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As part of the annual budget allocation (about 600 billion) dedicated to the logistics sector, 16.67% is allocated annually to infrastructural activities and divided among the following sectors: training 8.5%, staff welfare 21 ,3%, 14.7% logistical support, 14.2% occupational safety/accident prevention, 8.8% out-of-area mission needs, 4.3% miscellaneous needs and water and electricity supply fees 28.2%.

These sectors include the initiatives taken to adapt the structures to the needs of female personnel, according to the design guidelines imposed for the new constructions, in order to guarantee indispensable conditions of "privacy" and functionality (dorms, infirmaries, services and places commonly used).
At the buildings of the Training Organization, characterized by architectural and structural conditioning, the adaptation works are estimated at 2 billion. about.

10.6.1.2 Civil state property barracks

Law n.16/'85 (so-called “Botta”), has allowed, through a substantial financial commitment (1,450 billion), the construction of 334 new barracks, realizing a significant qualitative increase in the park infrastructure used by the Arma.

A further contribution was added by targeted FIO funding (approximately 158 billion) which allowed the completion of works in progress and the start-up of functional lots, as part of complex building programs destined for the Carabinieri School of Reggio Calabria, the Carabinieri Region Calabria and to the Carabinieri "Palidoro" Mobile and Specialized Unit Command in Rome.

The resources, allocated by Law 217/1992 and subsequent ones, allowed the financing of the new Carabinieri Marshals and Brigadier School in Florence (441 billion of expenditure and delivery of the works in October 2001) and the preparation, adaptation and restructuring of 25 closed-air shooting ranges (approximately 30 billion).
In percentage terms, the gravitation of the ordinary budget resources committed annually by the Ministry of Infrastructure and Transport for the barracks used by the Arma, is divided between the following sectors:

- extraordinary maintenance and upgrading (cap.8152): 78%; • removal of architectural barriers (cap.8156): 3.6%; • ordinary maintenance (cap.3721): 2.4%; • adjustments in compliance with the law imposed by the Laws “L.46/'90 and 626/'94” (cap.8160): 16%.

10.6.1.3 Barracks in privately owned buildings For the barracks of the Territorial Organization Departments of the Carabinieri, the Ministry of the Interior arranges for the acquisition, disposal and management of the buildings to be leased - where it is not possible to use state-owned structures - with an average expenditure of around billion. 350 per year, according to the following percentage breakdown: • local rent and ancillary charges (cap. 2663): 86.3%; • maintenance of privately owned buildings and systems (cap. 2753): 8.3%; • maintenance of premises and buildings belonging to civil state property (cap. 2754): 5.4%.

The Cassa Depositi e Prestiti, on the initiative of the Arma dei Carabinieri, has extended the possibility of granting loans to Municipalities, Provincial Administrations, Consortia and Mountain Communities, as well as to the former IACP, who intend to carry out the construction/renovation/purchase of properties to be used as barracks.
Expenditure on the leases of the approximately 4,000 privately owned barracks is far higher than the budget available, so that a substantial deficit has been recorded which has led the Ministry of the Interior to temporarily freeze new infrastructural initiatives.

10.6.1.4 Acquisition of properties abandoned by the FF.AA.

In a constant economic phase that affects public spending in general, a policy of targeted acquisitions of disused properties by the Armed Forces was launched some time ago, deemed necessary to ensure the presence of the Army in large urban realities. However, these initiatives have found real conditioning in the regulatory provisions (DPCM August 11, 1997, DPCM September 12, 2000 and subsequent) aimed at the sale of buildings abandoned by the Armed Forces. In fact, among them there are infrastructures adaptable to institutional needs and able to contribute to the containment of expenditure incurred by the state budget for passive rents.

The Arma dei Carabinieri does not possess properties that can be sold, but it urgently needs to acquire suitable infrastructures in Milan, Padua, Rome, Naples and Messina, to give suitable logistical accommodation to the newly formed Technical-Logistic-Administrative Groupings of the Carabinieri Interregional Commands, as well as in Livorno for the newly established 2nd Mobile Brigade.

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10.7 Concession of state-owned military premises to Arm and Combatant Associations Article 1, paragraph 1, of the Law of 11 July 1986 n. 390 gives the Financial Administration the right to give in concession or lease at a survey fee, for a period not exceeding nineteen years, state property and State assets, not susceptible, even temporarily, to use for government purposes. These concessions/leases are permitted and stipulated for an annual inspection fee of no less than one hundred thousand lire and no more than 10% of that determined by the UTE of the Ministry of Finance on the basis of market values. Article 5, paragraph 8 of the subsequent law of 29 September 1995 n.507 extended the application of the provisions of Law 390/1986 also to combat and weapon associations and to amateur associations, referring to a specific Decree of the Minister of Finance their identification. In this regard, in 1996, the Cabinet of the Minister of Defense proceeded to send MINIFINANZE the list of Combatant and Weapon Associations. Subsequently, a regulation was adopted in order to establish special criteria for the identification of the Fighting and Armed Associations and of the amateur Associations to which the provisions of Law n. 390/1986.

The procedural process currently adopted in the defense sector is in line with the above. This process in particular provides that: • the

General Staff of the Armed Forces are responsible for verifying the possibility of satisfying the request and for the subsequent authorization for the temporary disposal of the asset;

- the General Directorate of Works is responsible for the technical improvement and subsequent "activation" of MINIFINANCE.

Currently, following the restructuring process of the Defense Authorities, in many cities entire real estate complexes have become available for which requests for partial acquisition have been received from the said Organisms. In this regard, it should be noted that, following the innovations introduced by Law 662/96 on the subject of alienation/ exchange/enhancement of state-owned assets, the Defense has long since launched a program for the disposal of its real estate assets which requires the complete availability of the properties in the their entirety, also in order not to determine a decrease in value and to avoid possible disputes with the concessionaires which, inevitably, would result in an obstacle to the sale/exchange/valuation of the assets themselves.

Ultimately, given the situation outlined above, it is currently possible to examine only the requests referring to premises located in buildings that cannot be sold, provided that the necessary conditions are met both with their suitability to satisfy the specific needs and with the in matters of infrastructure safety (easily identifiable premises). In this context, it seems appropriate for the Sodalities to unify, so that in the various localities assets that cannot otherwise be alienated and suitable for the specific need are identified, to be dedicated "entirely" as headquarters for the Associations.
The above, for example, is already being implemented in Bressanone (BZ) in the "Bauzano" building by numerous local associations. In fact, these Associations are associating in a single "figure" legally recognized as the only interlocutor for contractual purposes and for technical-administrative aspects.

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PART XI
ARMED FORCES AND COUNTRY

11.1 INTERVENTIONS IN FAVOR OF THE COMMUNITY.
11.1.1 General
information 11.1.2 Decision-
making authority
11.1.3 Constraints 11.1.4 The contribution of the individual FF.AA.
and the Carabinieri
11.1.4.1 Army - Natural
disasters - Safeguarding free
institutions - Public
utilities -
Strikes - Demolition of Bailey
bridges - Explosive ordnance
clearance - Demolition of illegal
buildings - Forest fire prevention
campaign - Meteomont
Service 11.1.4.2 Navy
11.1.4.3 Air Force 11.1 .4.4
Carabinieri Corps

11.2 ACTIVITIES OF THE DEFENSE FOR ENVIRONMENTAL PROTECTION
11.2.1 Background
11.2.2 Policies and programs 11.2.2.1
Accident Prevention and Environment Office 11.2.2.2
Interforce Working Group 11.2.2.3 The
"Guidelines" of the Ministry of Defense 11.2.2.4 The Interforce
Environmental Directive 11.2.2.5 Training and
personnel training 11.2.2.6 Establishing the organization 11.2.3
Italy - USA military cooperation 11.2.4 Contribution to
NATO environmental protection 11.2.5 Recent
environmental protection activities
11.2.5.1 Activities of the technical-industrial area
11.2.5.2 Activities of the Army
11.2.5.3 Activities of the Navy
11.2.5.4 Activities of the Air Force
11.2.5.5 Activities of the Carabinieri

11.1 Interventions in favor of the community

11.1.1 General The

competitions provided by the Armed Forces are subordinated to the priority institutional commitments of the same. They consist in the use of personnel, means and materials in tasks that are the same or similar to those normally performed within the Military Organization. The role of the Armed Forces is to be considered complementary to that played by the Dicasteries and civil Organizations institutionally responsible for the various sectors of intervention.

The type of commitments in the competition sector is regulated by specific legislative provisions and directives of the Ministry of Defense and of the MS of Defense and of the FA, which define procedures, operating methods, dependencies and limits of the commitment. Among these it is worth mentioning:

- Law 382/1978 "Rules of principle on military discipline" which, in defining the responsibilities of the Armed Forces, establishes that the task of the Army, Navy and Air Force is also to contribute to the safeguarding of free Institutions and to the good of the national community in cases of public calamities;

- the circular SMD-G-006 "Guidelines for military competitions in peacetime" ed. 1991, which defines the methods of intervention, the rules to follow, specifies the limits of the delegation of the Minister's Cabinet to the MS of FA and reports the methods for the reimbursement of financial charges;

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- Law 225/1992 "Institution of the National Civil Protection Service", which regulates the entire sector at a national level. Article 6 clearly specifies that the various State Administrations provide for civil protection activities according to their respective regulations and competences ; Legislative Decree 464/1997 "Structural reform of the Armed Forces." that in article 5 it lists the
- tenders that the Armed Forces can provide in the sectors of public utility and environmental protection(1);

(1) The intervention, upon request, is provided for the following activities:

o forest firefighting campaign and firefighting interventions also outside the said campaign; o emissions of meteorological data; o issuing periodic bulletins relating to risk - avalanches; o nuclear, biological and chemical detection and execution of the relative reclamation interventions; o consultancy to administrations and bodies on the subject of planning and intervention by the Forces Armed forces in situations of national emergency;

- Law 331/2000 "Regulations for the establishment of professional military service", which, among the tasks for the Armed Forces, also includes those specific in circumstances of public calamity.

In particular, the aforementioned publication SMD-G-006 "Directives for Military Competitions in Peacetime", specifies the types of competition envisaged: • safeguarding free institutions;

• safeguarding human life; • public disasters; • public utility.

And it establishes that they are granted at various levels: • initiative for immediate competitions and for the saving of human lives; • at the request of the civil Authorities which are entrusted with the institutional responsibility of the interventions, in cases of insufficient means, materials and personnel employed by them such as to clearly highlight the impossibility, on the part of said Authorities, to satisfy the need on their own .

Provision of services to private individuals may be authorized for consideration if there is at least an indirect interest of the Armed Forces or if the Civil State Authority, in charge of protecting the interest in question, makes an express reasoned request. In the latter, among other things, the impossibility of resorting to other means to satisfy the need must be certified.

11.1.2 Decision-making authority

For competitions that require coordinated interventions between the Armed Forces, the decision-making authority goes back to the SMD.
In particular, the Chief of SMD coordinates and decides on the basis of the directives of the Minister of Defence, having consulted the Chiefs of SM of FA.

- contribution of personnel and means to the administrations institutionally responsible for safeguarding human life on land and at sea; • restoration of the main and secondary roads; • carrying out operations to combat marine pollution from hydrocarbons and other agents; • hydro-oceanographic and aerial photogrammetric survey of areas of interest and production of the relative cartographic support, as well as exchange of information, drawings and geo-topographic and geodetic data;

- intervention in water emergencies in the smaller islands of the ordinary statute regions; • interventions in the hyperbaric chamber for barotraumatized patients and oxygen therapy; • interventions on the marine environment for the protection of fauna, flora and water monitoring, marine environmental research activities and exchange of information and data on climatological matters; • planning, conducting courses and training activities on civil-military cooperation; • transport with military means.

Similar coordination is carried out by the Office of the Secretary General of Defence/DNA when the interventions concern the technical-administrative area.

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The MS of FA, within the framework of the specific delegation conferred on them by the Minister of Defense and, on the basis of the criteria of general stability, operate, to satisfy the various needs of the competition, maintaining a close connection with the operational centers of the other FF. YY..
Competitions in the event of strikes and public order, secondments of military personnel to other Administrations as well as competitions in favor of Armed Forces Associations and combative. For these events, the procedures in force remain confirmed.

In any case, if the requests have particular political or social relevance, the prior notice of the Minister's Cabinet must be acquired, subject to the reasoned opinion of the MS or the Office of the Secretary General/DNA, competent regarding the glimpsed reflections of a political-social nature and the feasibility of the competition.

11.1.3
Restrictions Certain restrictions are applied to the granting of competitions by the Armed Forces to the civil Authorities, which it is deemed appropriate to mention:

- must not affect the performance of the priority institutional tasks of the Departments, both training that operational;
- they must be of a temporary nature; the personnel, means and materials supplied must be replaced as soon as possible with civilian resources;
- involve the locally concerned Prefecture implementing suitable measures to guarantee the protection of personnel, means and materials used in competitions;
- the use of military personnel must be appropriate to the prestige of the uniform and the men, materials and means employed must be - respectively in terms of professional preparation and technical characteristics - suitable for dealing with the need and must exclude any participation for the purpose of pure labour;
- involve the assumption of the costs by the beneficiary body, except for certain activities of paramount interest of the Defense Administration;
- military units must be employed under the direct command of their respective hierarchical commanders responsible;
- must be authorized by the competent Defense Administration Authority, except in the case of "Immediate" interventions implemented on the initiative of the local Commanders.

11.1.4 The contribution of the individual FF.AA. and of the Carabinieri 11.1.4.1
Army Natural
disasters Relief for
the population affected by natural disasters is the specific task of the civil authorities who organize, implement and direct it, using all the resources at their disposal.
The Army, making use of the organization already present in the area, is able to guarantee interventions at an increasing level of specialization depending on the situation, which take the form of: • the use of the departments, reporting directly to the respective Commanders, with the means and the equipment Supplied;
• in the intervention of specialized units, above all engineers, transmissions and the Cavalry of the Air; • in the transfer of materials (medicines, food, blankets and barracks, etc.).

Among the most recent interventions, the following have assumed particular importance:

- the earthquake in the Umbria-Marche Apennines (1997 - 98), where the commitment reached the maximum consistency of 750 men and 215 various vehicles operating in the earthquake area, accumulating a contribution to the Civil Protection of 34,600 over the course of the activity th./man; landslides
- and floods in various locations in Campania, with activities begun on 5 May 1998, concentrated in the municipalities of Siano, Sarno, Lauro, Quindici and, marginally, Nola with initial research activities for missing persons and immediate support to the population, which excavation works, removal and transport of debris were added later. The activity resulted in a turnover of 3,400 u. and a maximum daily presence of 600 men (without considering the staff on rest shifts), 223 various vehicles, 45 earth-moving machines and 55 dump trucks, equal to:
  - o 700,000 m3 of mud and debris and 300 tons. of various material transported; or
    26,800 tons. of materials transported; or
    20,000 packaged meals.

More recently, in the autumn of 2000 and in the following winter months, the Peninsula was affected by bad weather phenomena which created widespread and, at times, prolonged flood emergencies. These emergencies, in particular, occurred:

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- in Calabria: between 10 and 18 September 2000, in the municipality of Soverato (CZ) following the overflowing of a stream which had involved the "Le Giare" campsite, with the use of 25 u., 1 helicopter, 7 vehicles and 3 earthmoving machines. Subsequently, in the first fortnight of October 2000, the FA intervened in over 10 different localities affected by the calamitous events, simultaneously deploying up to 116 men, 50 various vehicles and 5 engineering units for earthworks;

- in Northern Italy, in October - December 2000, due to similar circumstances involving as many as 7 regions, up to 2,000 men and 450 vehicles worked per day (including 20 earthmoving machines and 8 helicopters, which accumulated around 150 hours of flight); in Sicily, in the
- period 23 July – 23 August 2001, where the Army provided a significant contribution to embankment of the lava flows on erupting Etna.

Safeguarding free institutions In addition to its
international commitments, starting from 1945 the Army was also involved in various interventions at home in cooperation with the Public Safety Authorities(2), for the safeguarding of public order and safety in certain areas of the country characterized by events that could have harmful consequences for the community.

These commitments, which fall within the institutional activities envisaged by Law 382/1978 "Rules of principle on military discipline" which, among the tasks established for the Army, Navy and Air Force, also includes that of "contributing to the safeguarding of free Institutions", followed one another starting from July 1992 at a fast pace, constituting a onerous test bench for all the units of the Armed Forces.
Since that date, in fact, the national political authorities have decided to increasingly involve the Army in competition with the Police Forces to contribute to the protection of internal security, as a suitable instrument for strengthening the presence of the State in particularly critical areas of the nation.
The interventions were mainly directed to the fight against organized crime, following the intensification of criminal episodes in some regions, and to the control of the phenomenon of clandestine immigration at the Italian borders.

It was a job that saw the direct participation of the military departments in the preventive and repressive action of the Police Forces and required the adoption of particular measures both on an institutional and organizational level.

(2) **art.13 of Law 1st April 1981, no. 121:** the Prefect disposes of the Public Force and of the other forces possibly placed at his disposal on the basis of the laws in force and coordinates their activities;

Standing out among these, due to its exceptional nature, clearly differentiating the recent operations from all those carried out previously, is the Government's decision to attribute to the military of the FA - with a specific legislative provision - the qualification of "Public Security Agent", which has allowed them to "proceed with the identification and immediate search on the spot of people and means of transport, pursuant to art. 4 of Law 152/75(3), also for the purpose of preventing or impeding behaviors that could endanger the safety of people or the safety of infrastructures or supervised places, with the exclusion of judicial police functions".

This legal capacity has given greater incisiveness to the action of the Army units, which have been able to operate in full autonomy with the typical methods of the Police Forces, keeping their Command and Control structures unchanged.
Recently, two legislative provisions have even more "regularized" this form of intervention:

- Law 331/2000, where in art. 1, paragraph 5, it is envisaged that "the FF.AA. contribute to the safeguarding of free institutions and perform specific tasks in circumstances of public calamity and in other cases of extraordinary necessity and urgency";
- Law of 26 March 2001 n. 128 (so-called "security package"), which institutionalized the intervention of the Armed Forces. in the event of specific and exceptional needs, in order to allow Police Force personnel to be employed in the direct fight against crime (previously a specific legislative provision was required for each competition of this type). On the basis of the aforementioned law, the Council of Ministers, on the proposal of the President of the Council of Ministers, in agreement with the Ministers of the Interior and of Defense, adopts one or more programs for the use, by the Prefects, of military units for the surveillance and control of fixed objectives, such as institutional buildings and others of public interest. These programmes, with a maximum duration of six months (renewable), are adopted

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(3) **The art. 4 of the law n. 152/1975 "Provisions for the protection of public order"** provides that "in exceptional cases of necessity and urgency, which do not allow a timely provision by the judicial authority, the officers and agents of the judicial police and of the public force during operations In addition to the identification, the police can carry out an immediate search on the spot, for the sole purpose of ascertaining the possible possession of weapons, explosives and burglary tools, of persons whose attitude or presence, in relation to specific and concrete circumstances of place and time do not appear justifiable. In the hypothesis referred to in the preceding paragraph, the search may extend for the same purposes to the means of transport used by the persons indicated above to reach the place. Of the searches envisaged in the preceding paragraphs, a report must be drawn up, on a special form which must be sent within 48 hours to the Public Prosecutor and, in the case envisaged by the first paragraph, delivered to the person concerned".

having heard the National Committee for Public Order and Security(4), in which the Chief of Staff of the FA concerned is called to participate, and define the maximum number of military personnel usable in each province and the relative employment directives . In this context, the military, in order to prevent or prevent behaviors that may endanger the safety of people or the safety of supervised structures, can proceed with the identification and detain people/vehicles on site for the time strictly necessary to allow the intervention of Police Force Agents (in no case may the military have functions of Police Agents).

A particular form of intervention is constituted by the commitment during the electoral consultations, where the FA contributes to the surveillance service of the sections put in place by the Ministry of the Interior, under the exclusive responsibility of the Public Security Authorities.
The Army usually coordinates the activity of the three Armed Forces by delegation from the Defense Ministry, which is carried out with the split use of the departments, localized or generalized on the national territory in relation to the type of event (referendum political, regional, provincial and/or municipal elections). From 1997 to today, this activity has seen the employment of: -
1997: 27,119 u.; -
1998: 2,924 units;
- 1999: 12,573
units; - 2000:
8,880 units; - 2001: 9,194 u..

Public utility Loans
for public utility relate to needs that are not always clearly configurable a priori and may concern replacement interventions in the event of strikes in public services and other needs of various kinds (transport activities, restoration of road and railway traffic, water supply, blasting of explosive devices, performance of personnel, means and materials for sporting needs, etc.).

(4) The Minister of the Interior presides over the National Committee for Public Order and Security (CNOSP), responsible for examining any question of a general nature relating to the protection of public order and security and concerning the law and organization of the Police Forces. The CNOSP is a consultancy body made up of an Undersecretary of State for the Interior, the Chief of Police, the General Commanders of the Carabinieri and the Guardia di Finanza and the Director General of the Penitentiary Administration (they can intervene, if requested, also the delegates of the Armed Forces).

• Strikes The
FA can contribute to ensuring the functioning of services of interest to the community with the use of: ol Personnel
specialized in the public transport sector. o A special convention
regulates the selection of RGT personnel. railway engineer to the TRENITALIA company. The regiment ensures the competition in the railway operation activities (entire national network) and in the construction of railway infrastructures. In these commitments, the staff uses the plants/vehicles/ infrastructures of the company TRENITALIA, which bears responsibility for the railway activities; o Veterinary Officers, in
relation to the type of requirement (municipal slaughterhouses, fish markets);

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o Tankers for water supply (8 vehicles operated in Sicily in the period June - September 2001);
o Helicopters for emergency medical transport (as well as organs for transplants), mountain rescue and transport of special loads.

• Firing of Bailey bridges

For needs of public utility and/or natural disasters, the FA arranges for the disposal of material from the Bailey bridge in favor of the Public Administrations, at the request of the Prefectures, following a survey to verify the technical feasibility of the intervention (at the at the moment 69 bridges are thrown throughout the national territory).

• Explosive ordnance and/or war remnants clearance

Explosive ordnance disposal includes the complex of activities aimed at searching for, locating, identifying, discovering, examining, deactivating, removing or neutralizing any explosive ordnance. The interventions, in relation to the purpose that are set for the purposes of the bankruptcy, include: o occasional reclamation, for reasons connected with the protection of human life or public utility, following the discovery of explosive devices found on the surface or partially buried. The bomb squads of the Engineering departments carry out the occasional reclamation on a daily basis (in 2000, 4,030 interventions were carried out, equal to 11 interventions/day); o the systematic reclamation, for preventive purposes, of areas where it is assumed that there are buried or non-visible bombs. These are activities normally entrusted to civil firms specialized in the sector, making use of the technical support of the FA (Military Engineering Departments and Engineering Commands).

• Demolition of illegal buildings

A type of competition that has seen the Army engaged for some years is that relating to the demolition of illegal buildings, required if it is not possible to carry out the demolition work according to normal administrative procedures. The interventions are carried out in a security framework guaranteed by the Police Forces (preventive clearance of buildings and disconnection of domestic gas, electricity, water, telephone; evacuation of the affected area, traffic interruption).

The activity carried out by the Engineering departments within the feasibility limits imposed by the equipment in endowment, the procedures in force and the characteristics of the buildings to be demolished, can take place on:
o provision of the Public Prosecutor's Magistrates, pursuant to Royal Decree 12/1941, for "needs of justice";
o request of the Mayors by virtue of Law 47/1985, through the Prefects for the repression of illegal building on public and private land. Demolitions on private land are subject to the evaluation of a Regional Committee attended by a representative of the FOD Headquarters responsible for the area;

o decision of the "Central Technical Committee", at the request of the Prefects, which also includes a representative of the Defense (GENIODIFE), established pursuant to Law 203/1991, for illegal constructions built on public land (state property and State assets) .

On 20 March 1998, an agreement was stipulated with the Ministry of Public Works for the repression of unauthorized building on private land, in implementation of the Finance Law 662/96, which integrates the provisions of Law 47/1985 and simplifies the procedures of the intervention.

• Competition for the forest fire fighting campaign

The FA competition for the forest firefighting campaign is carried out with the availability of helicopters for interventions on the fire, possibly redeployed on bases of the national territory to allow greater timeliness in the action, included in the device implemented by the Department of Civil Protection .

The aircraft, during the months at greatest risk (Feb. - Apr.; Jun. - Sep.), are temporarily assigned to PRO.CIV. and employed directly with simplified procedures by the Air Force Command of the Air Force, which coordinates the missions at a unit level on behalf of the Unified Air Operations Center of PRO.CIV. (average over 400 hours/flight per year).

At the request of the Prefectures, land-based departments can also be employed (in the order of 2 companies), usually limited to the daytime, for the excavation of trench fronts or for felling trees, for clearing the undergrowth and assisting any burns/ wounded, provided that they do not act in direct contact with fire.

• Meteomont service

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The Meteomont Service, born within the Alpine Troops in the winter of 1972/73, with the collaboration of the Air Force, to guarantee the Alpine departments a framework of maximum safety in mountain activities, especially in winter, has assumed increasingly importance in the national field.

Today the Meteomont fits into the broader context of the concept of prevention, safety and rescue for all those who live in the mountain environment or frequent it for work and/or tourism reasons.

The Service is currently based on the following constituent bodies:

- o the Alpine Troop Command in Bolzano, with managerial, organizational, coordination and check;
- o 6 Meteomont Sector Centers (Turin with the sub-center of L'Aquila, Aosta, Bolzano, Bressanone, Belluno and Udine) covering the entire Alpine arc and Abruzzo, responsible for the organization and implementation of the service in their respective areas of competence;
- ol a Meteonivometric Monitoring Network currently made up of 48 automatic and 57 manual stations, for the acquisition of daily and periodic observations and measurements. The territorial distribution of the network has been defined, in agreement with the regional and provincial bodies, in order to guarantee a widespread coverage of the areas subject to snow control and integration with the civil networks;
- ol Extraordinary survey units, for the collection of meteorological and snow information in areas not covered by the detection network;
- o the Data Collection Center at the Milan-Linate Air Force Meteorological Center, for the collection, compilation and distribution of meteorological information, based on data provided by the Air Force Meteorological Service.
- o The "Meteomont" pursues its objectives through the development of multiple activities, among them related and integrated. In particular:
  - the forecasting activity, carried out through the issue of a daily weather forecast and snow assessment bulletin; didactic, directive and control activities in the field of safety and rescue in the winter mountains and on ski slopes; training activities, such as: qualification course for meteorological observers
    - for the personnel of the Alpine Troops and the State Forestry Corps; course for rescuers on ski slopes for the personnel of the Alpine Troops and the State Forestry Corps; course on avalanche detection and forecasting techniques for foreign military personnel; research, studies and experience relating to the environment and to phenomena associated with snow and avalanches; participation of Managers in conferences and seminars, in Italy and abroad, of interest in the specific sector; production and updating of Military Cartography of Avalanches and special cartography (altimetric, slope and exposure maps); collaboration and competition in the activity carried out by the bodies in charge of Civil Protection, the environment and regional and provincial services; meteorological support in Italy and abroad of the Units engaged in training/operational activities.

As far as this last aspect is concerned, the Alpine Troops Command has for some time put in place an effective cooperation with numerous civil entities interested in the problems in question and among these they have a position of particular interest:

- the State Forestry Corps, which autonomously manages, but in close technical and functional coordination, the forecasting activity along the Apennines; with the Air Force for the
- exchange of weather and snow information for the drafting of bulletins and the safety of flights at very low altitudes;
- the Ministry of the Environment and the Department of Civil Protection;
- the Regions and Autonomous Provinces associated in the AINe.Va., whose collaboration takes the form of the exchange of information acquired from the respective monitoring networks, from opinions and comparisons on the snow situation, in the unitary management of some monitoring stations and in the elaboration of the avalanche cartography;
- Universities, such as the Faculty of Agriculture of Turin and the Faculty of Motor Sciences of the University of Perugia with which some teaching collaborations have been started.

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The validity of the safety and prevention system put in place by the Meteomont Service has found confirmation in recent years especially in the civil world, with the start of numerous collaborations with public and private bodies and various information bodies including RAI, RAI -CCISS and numerous periodicals (Airone, Rivista della Montagna, etc.).

An indication of the considerable interest aroused by the activities implemented by the Meteomont Service is given by the number of contacts on the related website (www.meteomont.it) which during the winter season reaches up to 500 contacts/day.

The maintenance and development of the aforementioned collaborations, the scientific and technological progress in the meteorological field and the progressive transition from a conscript Army to a voluntary Army, with consequent lower availability and high cost of human resources, today require a substantial updating and upgrading of the systems for acquiring, transmitting, archiving and processing the weather and snow data which make up the "Meteomont system", according to new criteria, such as: • updating the software and hardware currently making up the system; • transition from the current data reception and transmission system, via radio/wire, to more efficient and cheaper systems (eg satellite and digital); • the replacement of the fixed manual detection network with new automatic stations, envisaging an expansion of the current automatic network by 50%, equal to 24 stations, with the consequent substantial reduction in personnel employed by approximately 60%.

Conclusions The FA cannot, due to the priority operational needs, bind itself to preventive commitments, without prejudice to the willingness to intervene with the adherence allowed by its own device and with qualified modules within the feasibility limits imposed by the equipment supplied and by the procedures in force .

summary of competitions provided by the military

In relation to the evolution underway in the Armed Forces and the international missions in progress, the criteria followed for the granting of competitions - without prejudice to the maximum availability ensured within the limits of the resources of personnel and materials available - will increasingly tend to favor the employment of units with a strong specialist connotation (engineers and helicopters) which are normally not available in the civilian sector.

11.1.4.2 Navy The functions performed by the Navy in the context of the relationship between the Armed Forces and the country derive from the needs of public safety, environmental protection, protection of economic activities at sea and public utility, with the use of the potential of military structures .
Among these functions, those with a marked operational connotation concern general surveillance and control over the sea, the control of illegal immigration flows (through devices in the waters of the lower Adriatic and the Strait of Otranto, in the Northern Ionian Sea and in the Strait of Sicily), the supervision of economic activities and the protection of freedom of fishing (through the surveillance and protection of national trawlers operating in the critical areas of the Strait of Sicily and the Adriatic Sea), search and rescue at sea (intervening with its own " lifeguard units for saving human lives at sea", especially in complex operations on the high seas also with the use of offshore patrol vessels equipped with capabilities for the maritime rescue service), the protection and control of underwater archaeological heritage (through the use of specialist means to support activities for the protection of the maritime environmental heritage and archaeological research), the protection of the marine environment and the fight against marine pollution.

As part of the general sea police activities, the MM carries out control activities on merchant vessels, including visits and inspections of documentation and loads.
Other significant interventions in favor of the community also concern the water supply to the smaller islands (about 200,000 cubic meters per year), rescue and assistance during natural disasters, fire-fighting intervention with helicopters, medical and traumatized transport with helicopters, the deactivation of unexploded remnants of war by specialist units, the hydrographic service and the Lighthouses and Maritime Signaling service.

11.1.4.3 Air Force The Air Force offers a significant contribution in the sector, with particular reference, for example, to fire extinguishing campaigns through means of flight and with the contribution of its personnel, means and structures. This contribution is made possible also thanks to a uniform distribution of the installations

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aeronautics on the national territory. In the context of the relationship between the FF.AA. and the country, particular and significant importance is assumed by the activity of Search and Rescue of shipwrecked and missing persons which is carried out by means of systems/platforms in condition of daily alarm. This specific activity also sees the performance of medical flights and, more generally, the broad spectrum of relief activities in favor of the populations for public calamities and emergencies. This function with an eminent operational characteristic is also carried out in favor of and in support of the Public Security authorities such as for example the contribution of the FA provided previously and during the recent G-8 Summit in Genoa. In this circumstance, in fact, the FA ensured the creation of an "umbrella" of protection from the aerial threat of the entire area affected by the event.

Finally, it should be remembered the complex of traditional supports provided by the AM, both to the country and to other Departments of the Public Administration, with the performance of activities concerning the ATS services (Air Traffic Services) rendered to civilian users and the weather service. This specific task is carried out with continuous activities throughout the day through a capillary network of meteorological survey stations and processing and forecasts by the General Meteorological Office. A further segment of support to activities of interest to the country is also provided with the execution of aerial photogrammetric survey missions which, in a broader context of environmental policy, provides a highly effective tool for the specific interest of the nation.

11.1.4.4 Arma dei Carabinieri Of
particular importance is the role played, in the sector, by the Arma dei Carabinieri that art. 3 of Legislative Decree 297/2000 indicates: “as a national operational structure of civil protection, pursuant to the law of 24 February 1992, n. 225, provides as a priority to ensure the continuity of the institute service in the areas affected by public disasters. It also contributes to providing relief to the populations affected by calamitous events".
The assistance in the event of a disaster is ensured by all the organizations of the Arma and in particular by the territorial offices. The Institution, in fact, due to its capillarity on the territory, is often delegated to carry out the first aid intervention or to organize the resources on the spot in the immediacy of the event.
In this context, the Station Commanders are often called upon to offer their services for the initial management of the emergency both in terms of real first aid and in terms of management and organization of the resources available to deal with the event.

The work carried out by the territorial commands is integrated by that of the components of the other organizations.

11.2 Defense activities for environmental protection

11.2.1 Background

Before the reorganization of the top management of the Ministry of Defence, carried out in 1997, the responsibility for environmental protection resided in every single Armed Force and was often dealt with in various sectors such as, for example, accident prevention or NBC defence.
In 1987, following the creation of the Ministry of the Environment, the Defense was called upon to provide support to the new Administration in very different areas with the signing of a Memorandum of Understanding which established a list of areas of cooperation with the individual Forces Army in the field of environmental protection.
In particular, the competition was requested:

- of the Military Geographical Institute (IGM) for:
  - o the creation of thematic cartography relating to land use, urbanisation, woodland, hydrography; o the census of natural resources; o the control of physical phenomena and the stability of monuments and works of art; o personnel training in the geo-topography sector;
- of the Hydrographic Institute of the Navy for:
  - or the utilization of the results of the marine environmental research plans being carried out part of systematic survey programs carried out by hydro-oceanographic units;
  - or the construction and installation, in the design phase of the new hydro-oceanographic units, of structures and equipment aimed at carrying out environmental research;
  - or the execution of hydro-cartographic surveys and the creation of relative cartographies of areas of particular environmental interest;
  - or personnel training in the marine environmental research sector;
- of the Aeronautical Geo-topographic Information Center for:

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- or the use of aerial photographs and orthographies;
- or the collection of data of environmental interest from air carriers;

- of the Guidonia Aerocooperation School for personnel training in the photo-interpretation sector; of the Air Force Meteorological
- Service for:
  - or environmental monitoring of pollutants atmospheric and other parameters with environmental impact;
  - or monitoring of sulfur dioxide and radioactivity;
  - or the climatic assessment of particular areas; the
  - or identification of atmospheric conditions favorable to the occurrence of dangerous events for civil activities, with possible environmental impact (fires, rainfall, etc.); the use of the necessary for the control and
  - or forecasting of atmospheric meteorological data pollution;
  - or the detection of pollution rates atmospheric and radioactivity;

- of the Meteomont Service for:
  o the development of monographs on avalanches; o the examination of the stability of the snowpack and the control of avalanches;

- of the Health Services and the Armed Forces Commissariat for:
  - or analytical investigations on water and food contaminated by chemical and/or biological agents;
  - or diagnostic tests and human assessments of damages resulting from contamination; the determination of
  - or the permanent elements of environmental pollution on foods; the verification of the pollution of
  - or commodities of animal and vegetable origin;

- of the Armed Forces in general for:
  - or the environmental monitoring service;
  - or actions for the recovery and restoration of areas of environmental value, as well as for the prevention, protection and enhancement of the
  - or environment; the study and solution of specific technical problems of environmental protection associated with military activities.

Subsequently, in 1995, an agreement was finalized with the Ministry of Agriculture and Forestry, with which the "State Forestry Corps" undertook to provide the technical-scientific support necessary to improve the environmental aspect of those non-military areas. directly used for the training activity.

With the enactment of the Legislative Decree n. 464/97:

- the competitions that the CEO must provide, as well as in the field of civil protection, have been sanctioned in the field of environmental protection;
- a specific "memorandum of understanding" was drawn up between the Ministries of Defence, the Environment and the Ministries of Agricultural and Forestry Policies for the use and conservation maintenance of non-state owned training areas and occasional firing ranges in national, regional or in areas subject to environmental protection. A draft of the aforementioned protocol was elaborated in the summer of 1998 by the SMD and proposed to the other two Dicasteries.

11.2.2 Policy and programs Inspired by
these events, the Defense General Staff has launched the development of a Defense environmental policy, a joint work program and a dedicated management system which are articulated on the following key points :

- compliance with national laws and adaptation to NATO standards; • pollution prevention; • nature conservation; • management of hazardous materials;

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• cleaning and environmental recovery.

However, the development of such a program requires financial resources and personnel that are not immediately available. Furthermore, the Defense General Staff has planned a series of actions, with the intention of implementing them together with activities within NATO and within the Bilateral Cooperation with the United States of America: • establishment of

an Accident Prevention and Environment Office ; •
establishment of a Joint Working Group for environmental protection; •
development of an Environmental Policy of the Ministry of Defence; •
definition of a Joint Environmental Directive; • education
and training of personnel; • determination of the
organization.

11.2.2.1 Establishment of the accident prevention and environment

office The first step was the creation of a Regulatory and Environment Section which was initially set up to deal with all those problems of environmental impact linked to military infrastructures. As the activities progressed, the Section became the coordination point for all aspects of environmental protection in the defense sector.

Confirming the importance attributed to environmental protection issues, the Defense General Staff felt the need to raise the Environment Section to Office level by inserting the treatment of accident prevention matters similar in some respects.

The Office is now the point of reference for national and NATO environmental planning, for cooperation with other ministries and local bodies and with the US Department of Defense for environmental issues.

11.2.2.2 The joint forces working group

However, the development of an environmental policy and programs for Defense requires the contribution of all the MS of the Armed Forces and of the Bodies of the technical-administrative area, not only for reasons of joint standardization but also and above all to acquire and integrate the experiences gained in each Armed Force.

It is for this reason that a Joint Work Group was set up made up of representatives from the following sectors: • technical-operational of

each Armed Force; • technical-administrative
of the Ministry of Defence; • technical-specialist, when
deemed necessary.

In dealing with every aspect relating to environmental protection, the Group has set up four working sub-groups to deal with specific topics.

- The Electromagnetic Pollution Protection Subgroup to address the burning issue of non-ionizing radiation. Also in anticipation of the future approval of a framework law on the subject, the Sub-group has already produced a first draft of "Joint Regulations for the Protection from Non-Ionizing Radiations", which will be further improved to include the provisions of Legislative Decree 626/94 and subsequent modifications.

- The Noise Protection Subgroup is drafting an implementing regulation of the framework law on noise pollution (L. 447/95), relating to the noise produced by military aircraft. By virtue of the experience gained by the Air Force with the MILNOISE project and with the creation of a mobile device for noise detection (total cost of the project 1 billion), the Subgroup is providing assistance to local authorities for noise mapping provided by the aforementioned law.
- The Subgroup for the development of environmental protection in military installations has produced, in cooperation with the USA, a questionnaire for the fact-finding reconnaissance of all the activities that take place in military bases for the purpose of identifying any polluted sites and preventing pollution. This questionnaire is being distributed to all peripheral Defense bodies as an aid to the identification of polluted sites, in execution of Art. 17 of the DM of the Environment n.22/97.

For the quality improvement activity, a pilot installation was identified for each force
Armata where to start collecting information on environmental problems and experimenting with possible solutions:

- Personnel Environmental Education, Training, and Education Subgroup which is developing, in cooperation with the United States, programs for environmental awareness, specialization, and cultural elevation of military personnel of all levels;

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- The Subgroup on Hazardous Materials recently formed to address one of the most sensitive areas of environmental protection.

11.2.2.3 The "Guidelines" of the Ministry of Defense It had its first definition with the approval by the Committee of the Chiefs of Staff, on 9 December 1998, of the relative "Guidelines".
These guidelines were subsequently developed into a more comprehensive document currently being approved by the Minister of Defence.

11.2.2.4 The Interagency Environmental Directive
With this document the Defense General Staff intends to provide a framework of international, community, national, behavioral, information and guidelines to facilitate the performance of military activities in compliance with national laws to protect the environment and adapt to NATO standards.

The Directive aims to:

- provide a unitary reference framework and joint environmental protection;
- illustrate the Environmental Policy of the Ministry of Defence;
- outline the environmental program for the next two years;
- issue directives on environmental protection.

11.2.2.5 Education and training of personnel is considered essential for the development of any environmental policy and programme.
In addition to the participation in various courses, conferences, seminars in Italy and abroad, as well as the publication of some articles in military magazines, some important achievements should be mentioned in this delicate sector:

- 19 March 1998 at the Military Academy of Modena – Conference by Prof. Mario PAVAN on “The Forces Armies at work for the Black Sea Mediterranean System”;
- 14 September 1998 in Florence - Italy - USA Conference on environmental protection in the military sector (participants around 100 Officers/civilians of the three Armed Forces, rank Colonel or equivalent, coming from all over Italy);
- February 1999 - Booklet “Environmental protection in the military sector – The competition of the Armed Forces for the Safeguarding of the Mediterranean Black Sea System”. 200,000 copies printed and widespread distribution, especially at schools and defense recruiting centers;
- June 15, 1999 in Rome at the CASD – Italy USA Conference “Environmental protection in the Defense Administration”;
- participation in various courses and conferences at an international and NATO level also with the contribution of speakers.

11.2.2.6 The determination of the organization was affected by two limiting factors: the restructuring of the Armed Forces and the downsizing of personnel. However, in consideration of the importance and delicacy of the matter, the Committee of the Chiefs of Staff still wanted to start the activities, inserting environmental protection in the competences of the Defense accident prevention organization, also for reasons of affinity.

11.2.3 Italy-USA military cooperation in the environmental field In 1997, the pro tempore Civil Engineer of the US Air Force, Maj. Gen. Eugene LUPIA, held an interesting conference at the Defense General Staff on the environmental protection programs in place in his Armed Forces. This, in practice, started the Italy - United States of America bilateral cooperation in this field.
Following the signing of a Letter of Intent at a political level, a Steering Committee was set up for the exchange of information on environmental issues and four work groups on the same issues as the aforementioned work sub-groups.

11.2.4 Contribution to NATO environmental protection As regards NATO standardization, it is worth specifying that Italian foreign policy envisages participation in multinational forces, also in out-of-area operations, which involves training and exercises in Italy and abroad. These activities cannot disregard the laws in force in the host countries. In 1998, the need to standardize doctrine for joint environmental protection during military operations was agreed among most NATO countries. Therefore, within the "Joint Service Board" (JSB) of the "NATO Standardization Agency" (NSA) a Working Group on the

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environmental protection the “Environmental Protection Working Group” (EPWG) which had the task of drawing up STANAG 7141-EP, the basic document of environmental doctrine and any other more specific STANAG.
The EPWG, currently made up of representatives from twelve nations, has already met twice at NATO Headquarters in Brussels; the presidency of the group was entrusted to Italy. The draft ratification will be submitted to the final approval of the member countries by the end of 2001, constituting the first real step towards a common military environmental policy.
The Italian presidency was particularly appreciated for the purpose of achieving the set objectives and was unanimously reconfirmed.
Environmental protection has long since become a fundamental parameter both in the planning and in the conduct of military operations and is articulated in the most varied scenarios: from simple national exercises to complex multinational out-of-area operations. Such standardization will facilitate NATO commanders in planning and conducting military operations and training.
The environmental issue is therefore vast and complex and with a high number of topics that will engage the EPWG in a long and arduous work and in close collaboration with other Groups, national and NATO, operating in different sectors. It is expected that, in the future, the activities of the EPWG will have a considerable development to allow the Alliance to keep up with the increasingly precautionary measures of environmental protection issued by the member countries.

Also within NATO, for a profitable participation of the Defense Administration in the work of the Committee for the Challenges of the Modern Society, the following steps were taken:

- designate a national military coordinator to work alongside the civilian one (appointed by the Institute Superior of Health);
- identify military experts to support various pilot studies.

11.2.5 Recent environmental protection activity The most recent activities reported by the Armed Forces in the field of environmental protection are listed below.

11.2.5.1 Activities of the technical-industrial area
From a general point of view, it should be noted that the Bodies of the technical-industrial area pay close attention to the application of legislation on environmental protection which takes the form of the activation of services and agreements with different purposes:

- agreement between the Ministry of Defense and the Municipality of Nettuno (Rome) for the protection of the landscape of the Torre Astura area, an integral part of the Military District;
- collaboration with the “Vauda” National Park Authority, which includes the area of the Cirié shooting range (TO), for the conservation and protection of the particular habitat (moorland);
- an intense waste reclamation campaign that has accumulated over the years has been launched in the aforementioned Cirié firing range, together with an access management plan in order to control possible anthropic pressures; detection
- and monitoring of environmental and microclimatic parameters in the workplace, as well as safe management, also for the purposes of environmental protection, of chemical weapons residues by the Chemical Physical Biological Military Technical Center of Civitavecchia in favor of Organizations and Departments of the Defence;

- collaboration with the ASL of Civitavecchia regarding the development of biological control methods in hospital environments; •
clearance of explosive devices in the national and international territory; • land
reclamation from aggressive chemicals by the Defense Materials Military Plant NBC;
- collaboration of the aforementioned plant with the Ministry of the Environment and with the Institute for Scientific and Technological Research Applied to the Sea, as part of the ACAB project, relating to the problem of chemical weapons sunk in the lower Adriatic; research and
- development activities aimed at identifying environmentally compatible technologies, production procedures or storage and transport systems.

In the specific naval sector, the competent General Management has for some time undertaken a demanding program of modernization/upgrading of all naval vessels in line. The point of constant reference is represented by MARPOL, whose limits for the spillage of polluting products into the sea, although they do not apply to State ships, represent the minimum objective that the Navy wants to achieve and maintain. In particular, the problems to reduce the environmental impact of waste produced on board during normal operational activity were examined.

The actions in progress/planned by the General Directorate of Naval Armaments, in agreement with the General Staff of the Navy, concern: urban and special solid

- waste; harmful solid waste;
-

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• oily bilge water; • gray and
black waters; •
chlorofluorocarbons and Halons; •
atmospheric emissions.

11.2.5.2 Army Activities The Army
manages the following ranges inserted in the Parks or Protected Areas: • “Le Ripe”
– Park of Gran Sasso and Monti della Laga; • “Monte Stabbiata” –
Park of Gran Sasso and Monti della Laga; • “Monte Ruzza” – Park of Gran
Sasso and Monti della Laga; • “Marane” – Maiella Park; • “Monte
Manfriana” – Pollino Park; • “Passo
Rotta dei Cavalli” – Foreste Casentinesi National
Park; • “Torre di Nebbia” - Alta Murgia National Park; • “Masseria Signoritti” -
Gargano National Park; • “Lago Bianco” - Park of the Dolomites.

There are many other state-owned areas managed by the Army which, due to the way in which they have been protected and conserved, are of considerable naturalistic importance.
For years, the Army has contributed its own helicopters and personnel to fighting forest fires.

11.2.5.3 Navy Activities

• Operational activity and study or
competition, on a non-interference basis, using the units in navigation for the monitoring and prevention of oil pollution and signaling of sightings of large cetaceans;

o in the mapping of Posidonia meadows, by the CIM unit (minehunters); these units also carried out the campaign of collection and destruction of war devices unloaded into the sea during the air operations over the former Yugoslavia, as well as assisted in the search for archaeological finds at sea; o fishing surveillance in marine areas intended
for the restocking of some fish species (in
detail: area of the "mamellone" in front of the Tunisian coast).
o activities in the Ligurian Sea in collaboration with the University of Genoa for an environmental study on the state of the sea around the wreck of the oil tanker HAVEN, sunk in 1992 in the waters off Arenzano (GE); o elaboration for the National
Seismic Service of a bathythermal map of the Italian seas, in
digital format, scale 1:225,000;
o activities in the Gulf of Naples and Pozzuoli in collaboration with the University of Pisa (department of marine geophysics), for the tracing of the vertical tomography of the thermal layer of the earth's crust necessary to verify the conditions of the Vesuvius magma chamber; o collaboration with the Naval University
Institute of Naples for the construction of a digital bathythermal map of the Gulf of Naples; o collaboration with the University of Genoa (Department of
Marine Environmental Sciences) for the
determination of the hydrogeological characteristics of the Ligurian Sea;
o activities in the Ligurian and northern Tyrrhenian Seas in collaboration with SACLANTCEN and other national bodies (ICRANI, ENEA, CNR and the Genoa Aquarium) in order to register the cetaceans in the "whale sanctuary";
o collaboration with the CNR-IMA (Institute for Applied Mathematics) of Genoa for the development of three-dimensional models of the seabed in the area relating to the Ligurian Sea; o magnetothermal
research of the Gulf of Naples in collaboration with the University Consortium of
Spice;
o elaborations for the National Geological Service for the supply of a bathythermal map at a scale of 1:50,000 in DXF format of the sea area in front of Montalto di Castro and Tarquinia; o determination of some marine
environmental parameters during the course of the campaigns
hydro-oceanographic in the areas of interest of the Hydrographic Institute;
o research activities and environmental surveys, by means of hydrographic units MM, with
XBT/CTD instrumentation in the waters off the port of Brindisi.
o MARIDIPART TARANTO carried out a campaign against the pine processionary moth in the
pertinent pinewood areas in the province of Taranto.

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- Areas of the Marina subject to ecological constraints
  - or MARISICILIA: Calderini Lighthouse (SR), Punta Spadillo Lighthouse (Island Pantelleria), Aeolian Islands, Egadi Islands;
  - or MARISARDEGNA: Naval base of Santo Stefano and archipelago of La Maddalena, Tavolara Island;
  - or MARIDIPART LA SPEZIA: Isola del Tino, Isola Palmaria and ex-Fort of M. Muzzerone, located in Portovenere (SP); TLC station of La Castellana, Cinque Terre area (SP), TLC station and NATO CMM range of the former Punta Bianca battery, Ameglia area (SP) - TLC station of La Rocchetta, Lerici area (SP); Portofino Lighthouse (GE);
  - or MARIDIPART TARANTO: all districts in use or decommissioned fall within areas subject to hydrogeological constraints.

- Reclamation activities on areas in use or to be decommissioned
  - or "La Porta" fuel depot in Trapani; PES battery of Villamarina
  - or (Guardia del Turco, La Magdalene, SS);
  - or MARIGENIMIL AUGUSTA has completed the study phase for the reclamation of the 3rd and 4th Group of tanks already abandoned;
  - or the remediation of the illegal dumps of the former batteries was completed St. Francis, St. Bon and Rotina.
  - or the reclamation of the former naphtha depot in Monte is being studied Pellegrino (PA), abandoned for some time;
  - or maintenance of the purification system of the base of S. Stefano (La Maddalena, SS) in cooperation with US Navy Naval Support Activity;
  - or disposal/tidying up of general warehouses in Bonaria (CA); planning of
  - or consolidation of the cliffs of Isola del Tino (SP), subject to flaking/sliding; recovery and redevelopment of the former Garibaldi battery on the tip
  - or S. Maria of Portovenere (SP);
  - or design of the water lifting system of the second dock of the Arsenale district of La Spezia for introduction into the canal Lagora, in order to keep the flow rate constant during lean periods;
  - or internal special waste storage area design of the Arsenal of La Spezia;
  - or hydrogeological examination of the resurgences in the Arsenale district of La Spezia, aimed at the subsequent harnessing and environmental redevelopment of the areas concerned.

11.2.5.4 Air Force Activities

- MILNOISE project

Born from the collaboration between the Air Force and the Italian Aerospace Research Center (CIRA), the project aims to create a system for forecasting and evaluating the acoustic impact based on a mathematical model.

Once developed, the model will provide the distribution of noise on the territory according to the parameters that will be set from time to time, reflecting specific operational and environmental situations, without the need to carry out lengthy and costly surveys in the field.

The program is divided into the following parts:
ol acoustic characterization of aircraft; o development of an acoustic impact procedure; o evaluation of the noise impact on the Pratica di Mare airport; o specific technical training of personnel.

The detection of noise pollution levels will be carried out using the aforementioned mobile device for noise detection, built at the 2nd AM Motor Vehicle Maintenance Group. The new vehicle is able to carry out noise measurements in the vicinity of military airports and to identify any corrective actions aimed at reducing noise pollution.

The monitoring of the areas will be carried out through microphone chains connected to instruments which, in addition to measuring the intensity of the noise, will be able to analyze the same in all audible frequencies at the same instant in which it is produced. The collaboration between Defense and the Friuli Region fits into this framework

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Venezia Giulia for the acoustic mapping of military airports created within the joint joint committee of the same region.

- Containment of airborne noise

The aforementioned MILNOISE project on airborne noise, developed by the Flight Experimental Center of Pratica di Mare, is part of a broader strategy aimed at containing the noise pollution caused by the training flight activity of the Air Force.

Again in order to contain the noise produced by military aircraft during training activities within acceptable limits, the Air Force has imposed restrictions on flights at very low altitudes (BBQ) on the national territory.

These limitations have, in fact, decreased the areas available and raised the minimum quotas, making the BBQ activity heavily penalised.
Consequently, since the Armed Forces must in any case ensure the indispensable activity of combat aircraft necessary for the achievement and maintenance of an adequate level of training, actions have been initiated and contacts undertaken with foreign countries aimed at carrying out low-altitude flight activities in environments and on territories not subject to restrictions.

- Meteorological and environmental data monitoring

The Air Force carries out a significant meteorological and environmental data monitoring activity in the context of collaborations with the National Environmental Protection Agency, Civil Protection, the Ministry of the Interior, the Ministry of Transport Infrastructures, the Magistrate of the Po and the Province of Milan, as well as the Ministry of the Environment in execution of the aforementioned Memorandum of Understanding of 1987.

- Antarctica Project

The Interministerial Decree of 9 November 1992 establishes the contribution of the Defense Administration with its own means and personnel to the National Programs for Scientific and Technological Research in Antarctica (PNRA), the implementation of which is entrusted to ENEA. In particular, the Air Force ensures logistical support which takes the form of the availability of personnel from the Meteorology Center and a doctor, and of a C130 aircraft for carrying out about 10 flights for the transport of material and personnel from New Zealand to Antarctica on the occasion of the annual expedition. To date, AM has contributed with: l 9 campaigns
for a total of approximately 3,500 flight hours; l the
activation in Newfoundland Bay of a Meteorological Office for the assistance of air and naval means and of the expedition itself and of a Meteorological Station inserted in the worldwide network of meteorological telecommunications of the World Meteorological Organization; l the participation of
the CAAM staff of Monte Cimone, specialists in CO2 observations, at the specific request of ENEA.

- Flight activities in favor of the fight against forest fires

For years the Air Force has provided its contribution with aircraft and personnel for the protection of the forest heritage. This activity was started in 1978, with the C130 aircraft of the 46th Air Brigade and, subsequently, the support was integrated by G222 aircraft of the same brigade, by the CL215 "Canadair" and by the HH3F helicopters of the 15th Wing. In 1987, the Canadairs were returned to the Ministry of Civil Protection.
In the years 1984-86, the Presidency of the Council of Ministers implemented programs for the acquisition of aircraft to be managed by the AM. These programmes, called "Protex 84" and "Protex 86", made it possible to acquire 3 and 2 G222 aircraft respectively, for Civil Protection needs. For the fulfillment of the contract and the subsequent management of the aircraft, the Presidency of the Council stipulated a special Convention with the Ministry of Defense (DI 16 January 1989).
From 1978 to 2000, the Italian Air Force performed 7,228 training flight hours and 15,400 operational flight hours for a total of 22,628 flight hours. In this activity, two flight crews lost their lives.

Furthermore:

- at the three Technical Control Laboratories of Padua, Fiumicino and Bari an Environmental Controls Section has been set up, whose tasks include carrying out chemical-physical controls in the ecological and environmental field;
- the Aeronautical Health Service ensures the performance of the control activities envisaged by the regulations in force regarding the potability of water, the disposal of toxic and harmful waste, for the needs of Entities/Departments of the Armed Forces;

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- for over ten years the Aeronautical Geotopographic Information Center of Pratica di Mare has been carrying out, at the request of central and local bodies, support action with the supply of topographical data and photo-interpretation also for environmental protection purposes.

11.2.5.5 Activities of the Carabinieri The Carabinieri
in turn contributes to the development of the Defense Environmental Policy within the scope of the objectives set by the Defense Environmental Directive.
In particular, the census of the Arma sites potentially polluted due to previous anthropic, logistic-operational activities was completed, activating the procedures for the provisional safety aimed at the subsequent reclamation, and the definition of a specific protocol is awaited in agreement between the Ministries of the Environment and Defense as regards the times in which the aforementioned sites will have to be reclaimed, according to a national-level program which also provides for the allocation of specific resources.
Already from the current academic year, at the Carabinieri Officers School, as a common factor for all training courses, special information seminars are planned on the topic of environmental protection in the Armed Forces.
In subsequent years, this activity will be progressively extended to all educational establishments.
Finally, the General Command ensures the participation of its own qualified officers in the Joint Work Group for the development of Environmental Protection, as a body with specific tasks and responsibilities, as well as the coordination of the activity of each Armed Force, in the field of Environmental Protection .

Furthermore, as regards the specific activities of the Arma in environmental matters, the operations, since 1986, of the Carabinieri Command for the Protection of the Environment, recently strengthened and structured in: a Command, based in Rome; a Central Operations Section, within which the "Radioactive Substances Pollution Team" is set up; sixteen Branch Sections.
The Department, made up of highly specialized personnel in the field of environmental legislation and culture, has specific inspection powers and performs Judicial Police functions in environmental matters with the exception of technical investigations, for which it makes use of the National Health Service and, for the more complex ones, by the Istituto Superiore di Sanità and the Carabinieri Group for Scientific Investigations, in which a chemistry-environment section operates.

The Department has turned its attention to some primary objectives such as: coastal areas (Operation Mare Pulito), Purifiers (Operation Census and Control of Purifiers); landfills; areas and companies at risk; checks on quarries and illegal building that cannot be remedied, etc.
Furthermore, the Carabinieri Command for the Protection of the Environment is the "national contact person" within Europol for the trafficking of radioactive material.

The Operational Program "Security for the development of Southern Italy" 2000-2006, in a perspective aimed at enhancing the technologies used by the Public Administrations, at the qualification, training and updating of personnel, at a full and effective involvement of the civil society, sees the Arma engaged in the implementation, among others, of the "Environment" project (Measure I.3.) for which it is responsible.
The main objective of the project is the strengthening of the control of the territory through the use of advanced technologies that qualify the prevention and the contrast to the aggressions to the environment. This with the aim of enhancing the organizational module of the Carabinieri Command for Environmental Protection which, with the establishment of specialized Sections at the regional level, aims to deepen, at the local level, the knowledge of the problems of interest and to provide the activities of prevention and repression carried out by the Territorial Arms a more timely and effective support.

The "Environment Project" primarily concerns the creation of a "Data Bank" (so-called "Flag Project") managed by the Carabinieri Command for Environmental Protection and also accessible to other Police Forces, the State Forestry Corps, National Agencies and Finally, the Regional Authorities for the Protection of the Environment, to the Regions, with a view to fully coordinating the activities for the protection of the Environment.
The project will also make it possible to enhance the control of areas at risk thanks to:

- the acquisition of constantly updated information using advanced technology equipment designed for the detection of polluting sources or sources of environmental risk, as well as for the recovery of images from terrestrial platforms and areas;
- multimedia data processing, integrated with thematic cartography and geographic mapping (satellite and aerial), to the full advantage of the analysis and planning of targeted operational interventions.

At the Carabinieri Stations of the territories included in the so-called "Objective 1" special telephone alarm systems for environmental protection will also be activated.

The General Command of the Carabinieri also contributes to:

- project of the NATO Committee for the challenges to modern society (NATO - CCMS) on illegal activities connected to radioactive materials reporting, through the Carabinieri Command for Environmental Protection, the

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information of interest that may emerge from the work of the "Project on environmental crimes" within the G-8; to the

- "National network for the detection of radioactive fallout", established by law n.421/1996, for the strengthening of measures to prevent the dangers of pollution from radioactive substances, through a program of adaptation and replacement of systems and equipment control and monitoring used by the National Fire Brigade, as some remote measurement sites are located at the Weapon's commands.

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PART XII

MILITARY PUBLICITY, SPORTS ACTIVITY IN THE ARMED FORCES, FIGHTER ASSOCIATIONS AND WEAPONS, THE MILITARY MUSEUMS, THE GENERAL COMMISSIONER, HONORS TO THE FALLEN IN THE WAR

12.1 MILITARY PUBLICITY 12.1.1 General
12.1.2 Purposes
12.1.3
Publicity in the joint forces area 12.1.4
Publicity in the Armed Forces area 12.1.4.1 Army
12.1.4.2 Navy
12.1.4.3 Air
Force 12.1.4.4
Carabinieri 12.1.5
Communication 12.1.5.1
Introduction
12.1.5.2 The current communication structure of the Armed Forces
12.1.5.3 The information and communication activity of the Public Administrations

12.2 SPORTS ACTIVITY IN THE ARMED FORCES 12.2.1 General
information 12.2.2
Mass physical activity 12.2.3
Conservative activity for competitive spirit
12.2.4 Conservative activity for Middle
Managers 12.2.5 The sports centers of the FF.AA.
12.2.5.1 Army sports centers
12.2.5.2 Navy sports centers 12.2.5.3 Air
Force sports centers 12.2.5.4 Carabinieri sports
centers
12.2.6 Budget charges
12.2.7 Armed Forces-Coni agreements

12.3 WEAPON FIGHTING ASSOCIATIONS

12.4 MILITARY MUSEUMS
12.4.1 General a.
Shrine of the flags at the Vittoriano
12.4.2 Army Museums
12.4.2.1 Historical Museum of the
Infantry 12.4.2.2 Historical Museum of the Sardinian
Grenadiers 12.4.2.3 Historical Museum
of the Bersaglieri 12.4.2.4 National Historical
Museum of the Alpini 12.4.2.5 Historical
Museum of the Cavalry 12.4.2.6
Historical Museum of the Artillery 12.4.2.7
Historical Museum of the Engineer Corps
12.4.2.8 Historical Museum of
Motorization 12.4.3 Navy
Museums: 12.4.3.1 Naval
Historical Museum 12.4.3.2 Naval Technical
Museum 12.4.4 Historical Museum of the Air Force 12.4 .5 Historical Museum of the Carabinieri Corps

12.5 COMMISSIONER GENERAL HONORS TO WAR FALLEN
12.5.1 Historical notes and institutional
duties 12.5.2 Research, translation and final arrangement of the Italian fallen
12.5.3 Infrastructures
12.5.4 State property issues
12.5.5
Miscellaneous 12.5.5.1 Relations with the Associations

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12.5.5.2
Museums 12.5.5.3 Publications and audio visuals

12.1 Military publications 12.1.1
General On the basis
of the provisions of the Presidential Decree of 25 October 1999 n. 556 “Regulation implementing art. 10 of Law 18 February 1997, n. 25, concerning the attributions of military leaders", it is up to the Minister of Defense to issue directives on communication, public information and promotion activities in favor of the Armed Forces.

In turn, the Defense Chief of Staff takes care of the public relations of SMD and overall coordinates those delegated, i.e. those of specific competence of the Chiefs of Staff of the Armed Forces. It also issues directives on historical documentation and maintains relations with the media, in coordination with the competent offices of the Ministry.

12.1.2 Aims
Military publications must: • address
outside of its ambit to stimulate the conscious participation of citizens in military activities in the country; • turn the attention to P&MS internally with particular
emphasis on the youngest through various projects
cultural aimed at:
o promote interdisciplinary training courses; o stimulate and
encourage intellectual growth and exchange of ideas; o identify and develop the
pedagogical themes and inspiring principles of ethics, life and the State;
o favor the process of osmosis of ideas and experiences between the Armed Forces and the military world and the civil one;
o strengthen awareness that the Armed Forces are a large reservoir of technical, scientific, human and cultural resources at the service of the nation and act as a catalyst for intellectual synergies.

12.1.3 Journalism in the joint area The relationship with
an informed public opinion minimizes the risk of misunderstanding in the strategic choices in matters of Security and Defense.

From this point of view, the adoption of the Internet has satisfied the need to conform to modern communication systems in addition to the still valid "printed paper".
The use of one's own “Official Web Site” – www.difesa.it - allows the image of the Defense in general, of the General Secretariat of Defense and of the individual Armed Forces to be presented externally - www.sgd.difesa.it ; www.marina.difesa.it; www.aeronautica.difesa.it; www.carabinieri.difesa.it, as well as to make a rapid and effective interface with the military world available to the citizen.

As far as joint publications are concerned, the publications published are listed below: - “INFORMAZIONE DELLA DIFESA”, a periodical published by the General Staff of Defence; - "JOURNAL OF MILITARY MEDICINE", periodical published by the Directorate General of Military Health; - “BONUS MILES CHRISTI”, periodical published by the Military Ordinariate; - "DOCUMENTATION SIGNAL BULLETIN", published by the Secretary General of Defence/National Armaments Director.

12.1.4 Journalism in the Armed Forces Area The
communication and information activities of the Armed Forces are carried out not only through programs envisaged for institutional non-advertising communication, but also through billposting, promotional distributions, the organization of events (sporting, cultural, etc.), participation in specialist reviews, trade fairs and congresses, collaboration in the making of films for television and cinema, arranging conferences (also at schools).

In the context of military publications, a prominent place is occupied by the Historical Offices which, in addition to dealing with the acquisition and conservation of documentation relating to the life of the Armed Forces, also play an important role in the field of dissemination of military history, through productions editorials.

The periodical publications divided by Armed Forces are listed below.

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12.1.4.1 Army •
- “RIVISTA MILITARE”, periodical published by the Army Advertising Centre; •
- “BULLETIN OF THE HISTORICAL OFFICE ARCHIVE”, periodical published by the Historical Office of the General Staff.

12.1.4.2 Marina •
- “RIVISTA MARITTIMA”, periodical published by the Navy General Staff; •
- “NOTIZIARIO DELLA MARINA”, periodical published by the General Staff of the Navy; •
- "ARCHIVE BULLETIN OF THE HISTORICAL OFFICE", periodical published by the Historical Office of the Navy.

12.1.4.3 Aeronautics •
- “RIVISTA AERONAUTICA”, periodical published by the Air Force General Staff; •
- “SAFETY OF THE FLIGHT”, periodical published by the Flight Safety Inspectorate; •
- “AERONAUTICAL METEOROLOGY JOURNAL”, periodical published by the General Office for Meteorology.

12.1.4.4 Carabinieri
- “IL CARABINIERE”, a periodical published by the Carabinieri publishing body; •
- “RASSEGNA DELL'ARMA DEI CARABINIERI”, periodical published by the School of Carabinieri Officers;
- "SERVICE FOR STOLEN WORKS OF ART", bulletin published by the General Command of the Arma dei Carabinieri;
- "OPERATIVE ACTIVITY OF THE CARABINIERI ARMA", publication published by the Command General of the Carabinieri.

12.1.5 Communication
12.1.5.1 Introduction
The transition from compulsory conscription to voluntary service, and therefore to Armed Forces made up of professionals, has imposed a high increase in communication and propaganda in particular.
Added to this is the increasingly massive strategic position that the media acquire within military operations.
Communication, as is known, is a strategic resource both with respect to the operations themselves and with respect to the consensus they must receive from public opinion.
In the era of real-time television information and visual technologies connected to the computer planet, it is risky to launch any type of military initiative without guaranteeing its recognition by the media, such as not only to allow it to gather consensus, but also to allow it a real-time management of events.

The Italian Armed Forces find themselves having to deal with a tradition of prejudicial distrust of the military institution and of the military function itself. But, at the same time, the new tasks, ranging from immigration control to peace-keeping missions, have brought about profound changes and given the military world strong visibility. The new commitments of the Armed Forces create the conditions for a different consideration, also by the press particularly interested in military missions abroad.
This is why the military must review their way of communicating, acquiring the necessary tools to professionally manage the "mission" that international needs and the nation require of them. Likewise, an increasingly high level of professionalism is also indispensable at a national level and indeed is demanded by those laws which have recently revolutionized the way of understanding institutional communication.

12.1.5.2 The current communication structure of the Armed Forces In the
definition of the new organizational structure of the Defence, ample space was dedicated to the creation of a Public Information and Recruitment Promotion Network designed to take care of the image of the Armed Forces and the promotion of recruitments.
The branching of the Network on the national territory takes place within the pre-existing organizational structure in which each Agency, Section or Office is directly dependent on the immediately higher Command Body.

Each territorial Public Information structure, while acting according to the directives issued by the respective General Staff, or by the immediately higher Command (in any case always with the approval of the central bodies), enjoys a certain autonomy on the territory of its competence. In fact, in addition to promotional activities for recruitment, it also manages relations with public information bodies at a local level. The territorial press officer has the task of communicating directly with the journalists and therefore of giving the answers they expect in real time.

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The Public Information Service of the Ministry of Defence, formerly known as the Press Office of the Minister of Defense (circular dated 14 October 1950 signed by the pro-tempore Minister of Defence, Hon. Randolfo Pacciardi), took over, with the new structure of the Cabinet of the Minister of Defence, the role of an Office of direct collaboration with the Minister himself as responsible for the defense communication policy.

The Head of the Press Office of the Minister's Cabinet is the Head of the Public Information Service of the Ministry of Defense and, as such, issues provisions in the public information sector and guides the public information activity of the central and peripheral bodies.
The Press Office, divided into five Sections and a Secretariat, performs various tasks. In the first place, it promptly informs the Minister and the Chief of Cabinet of the news reported by the national and foreign information bodies; elaborates the daily press review; processes and coordinates news of military interest for the "Teletext" and "Internet" services, regulating the methods and times of publication; prepares and disseminates press releases, news and statements concerning the Minister; ensures the information action relating to the activities of the Minister in the national, international and NATO fields; directs and coordinates, according to the directives of the Minister, the Public Information activity of the Ministry, also making use of the central and peripheral Public Information Bodies of the Armed Forces.

Furthermore, it coordinates the entire editorial activity of the Defense by monitoring and authorizing, on behalf of the Minister, the publication of articles in Military magazines; elaborates documentary files on the occasion of interventions by the Minister in Italy or abroad; index - subject to approval by the Minister - press conferences, seminars, conventions; examines and authorizes the requests for collaboration and the contribution of personnel and means advanced by radio and television companies and cinematographic companies, coordinates, with the prior approval of the Minister, the initiatives aimed at increasing interest in the country in the problems and activities of the Armed Forces.
Lastly, it submits national initiatives for promotional activities in favor of recruitment to the approval of the Minister; requests for interviews with the Chiefs of Staff and Armed Forces Leaders and all the initiatives proposed by the General Staffs in the field of Public Information.
Very often, news disseminated by public information organizations takes on a political significance, involving the competence and responsibility of the Head of the Dicastery. Hence the need for coordination capable of shifting the information process from the center to the periphery and vice versa, according to a process in which the Authority is constantly informed on all communication activities and, if necessary, issues the envisaged authorization documents.

In order for this to happen, the Central Bodies and the Peripheral Bodies of Public Information in the Defense sector must comply with specific directives and perform the required tasks.
The Central Bodies deal with news concerning the activities of the Chiefs of Staff, the Secretary General/DNA and the Armed Forces as a whole; disseminate press releases, denials or clarifications, with the prior authorization of the Minister; they participate in national and international exhibition activities and collaborate with organizations, institutes and organizations for the development of statistical, historical, sociological and scientific studies concerning the Armed Forces.

The Peripheral Bodies (Press Officers of High Commands and other Bodies), on the other hand, deal with news published by the local press of political and/or military interest at a national level, and/or which strictly concern the technical-military activity of the Commands and peripheral entities.

The Public Information of the Armed Forces is headed by the Public Information Office of the Defense General Staff (UPI) which, among other things, takes care of operational public information and produces the magazine "Information of the Defense".
The components of the Armed Forces depend on the UPI and therefore on the Chief of Defense Staff: the Public Information Agency (API) for the Army, the External Relations Office for Documentation of Promotional Activities (REDAP) for the Navy, the Public Information for the Air Force and the Public Information Office for the Carabinieri.

The Public Information Service of the General Secretariat of Defence/DNA reports to the Public Information Service of the Secretary General/DNA.

12.1.5.3 The information and communication activity of the Public Administrations The performance, by the Public Administrations, of information and communication activities was taken into consideration by the legislator with the Legislative Decree 3 February 1993, n. 29.
The ordinary legislator, also in order to implement the principles of transparency and effectiveness of administrative action, subsequently intervened with the law of 7 June 2000, n. 150 "Regulation of the information and communication activities of the Public Administrations", published in the Official Gazette no. 136 of 13 June 2000. Law 150 establishes the rules which the Public Administration must comply with in

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preparation and communication of information to citizens, both by identifying forms, tools, communication products and training methods, and by regulating the structures of the offices responsible for communication activities.

The law, also having to deal with the regulation of the requirements that public personnel must possess in order to be able to perform the information and communication functions, has delegated this task to a regulatory source. The art. 5 in fact envisaged the adoption of a regulation to identify the personnel access rights to be used for information and communication activities and to regulate the training interventions for those personnel who already carry out these activities.
The law aims to ensure that the personnel employed in the press offices and public relations offices acquire a high level of professionalism while allowing the Public Administration to have adequate human resources internally for communication tasks.

The framework of the Implementing Regulation, approved with Presidential Decree No. 422 of 21 September 2001, is therefore divided along two lines: the discipline when fully operational (24 months after the entry into force of the regulation), which concerns the titles that will be to staff to be used for information and communication activities; the transitional discipline, which concerns the training activities prescribed for those who, while already carrying out institutional communication activities, and therefore having a certain experience in the sector, do not however possess the cognitive tools, adequately updated, to fulfill their office with the development of new communication techniques.

The art. 9 of law 150/2000 states that the Press Offices are made up of personnel enrolled in the National Register of Journalists. The requirement of enrollment in the Register of Journalists is required for the Head of the Press Office and for those who assist him in the exercise of institutional functions.
The debate over whether or not certain jobs should be performed by journalistic figures far predates the law. It is widely believed that a journalist can better interpret the role of press officer, above all for two reasons:

- enrollment in a professional order gives him more "bargaining power" and greater autonomy, especially in relations with the top management of the administration to which he belongs who, more often than not, have no experience in the field of institutional communication;
- carrying out the same profession, albeit in different fields, offers both sides, that of service information and that of market information, a common ground, also technical and cultural, which facilitates the relationship. Furthermore, it allows to identify and implement targeted "communication strategies" in the face of contingent problems or long-lasting events.

Finally, the journalistic specificity of the job of press officer presupposes his knowledge of the world of information, especially that of the market. And this knowledge is not only based on the daily vision of agencies and newspapers or television news, but also requires the ability to perceive the trends of journalism, i.e. the editorial policies that are upstream of the "information product".

The approval of Law 150/2000 and the enactment of the consequent Implementing Regulation therefore entail the need for a timely adaptation of the Public Information structures of the Ministry of Defence. Currently, in fact, apart from a few exceptions, in the Defense press offices only a very limited number of Officers possess the requisites established by law and the personnel to be employed in the press offices is taken from other functions/specializations and "transferred" without receiving any prior training . The problem of lack of training also concerns the figures of the directors responsible for the magazines of the Armed Forces. The anomaly was remedied, in agreement with the National Order of Journalists, resorting to enrollment in a Special List of Responsible Directors not registered in the register of the Order itself which, however, has repeatedly recommended the regularization of the position .

For the sake of completeness, it seems appropriate to mention the different level of preparation of PI personnel in two European countries.
In Germany, IP is delegated to the PAOs (Public Affairs Officers, there are 28 nationwide) who are the territorial spokespersons (Military Districts, HQs, Military Regions and Schools). To be designated PAO, Officers must have full command of the English language and have attended a specific six-week course at the Academy for Information and Communication (AIK) + 4 weeks of training in newspapers, TV and radio.

In France, the Ministry of Defense has attributed a leading role to Public Information by setting up, on 27 July 1998, the DICoD (Delegation for the Information and Communication of the Defense department) with the specific task of strengthening the link between public opinion and the Armed Forces, to promote the image of the latter, to coordinate and disseminate related information and communications

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defense, to represent the Ministry of Defense in relations with the media. Military personnel, before being employed in IP, must have attended a theoretical-practical course at a school of journalism, have passed the exams and have concluded a period of apprenticeship with newspapers, TV and radio.
In the immediate future France foresees the opening of an Institute for the education and training of all its personnel in the IP field with particular attention to personnel (military and journalist) who will then be employed in the operational theatre.

12.2 Sporting activity in the Armed Forces 12.2.1
General Physical

preparation is the basic element for military training.
Consequently, sporting activity must represent a constant to maintain the physical fitness of the fighter.

This objective must be pursued, gradually but continuously, starting from the initial phase of military training, to continue with a maintenance activity for the majority of soldiers and with a greater intensity for those elements who carry out high-intensity competitive activities. level.
In this context, gymnastic activity in the Armed Forces has been divided into two categories: the mass one, which has a competitive conclusion in the military sphere, and the conservative one, reserved for a few elements of specific interest, which has the purpose of "preserving" prominent athletes for the so-called "excellence" competitions to the national sporting heritage.

12.2.2 Mass physical activity Mass

activity develops gradually, from the moment of incorporation, according to diversified programs prepared by the General Staffs of each Armed Force.
It initially affects all the soldiers who, through competitions in units of gradually increasing level, are selected to finally participate in the Joint Military Championships, in which thousands of young people compete annually in the various sports disciplines. Below is the list of the main joint competitions held during the year.

TABLE

12.2.3 Conservative activity for competitive spirit
Athletes deemed by CONI to be of "clear national interest", who perform military service, are gathered at the Joint Force Sports Centers and/or the CAGSE (Army Sports Gymnastics Training Centre) where intense sporting activity in the various sectors of interest using qualified technicians and appropriate equipment.

This is valid, in this phase of transition to the professional Armed Forces, also for soldiers who are still in military service.

Naturally this "conservative" activity allows the most gifted young people to be selected also for participation in military competitive activities planned at national and international level.
In the international field, the competitive activity is mainly expressed in the participation in:

- military world championships organized by the International Military Sports Council (CISM), which 122 countries adhere and of which Italy has been a part since 1949;
- regional events in the European and Mediterranean area.

Most important results obtained by Italian military athletes: Second Military World Games ZAGREB

(CROATIA) 8 - 17 August 1999 The overall
result of the Italian military team, participating in the 2nd edition of the Military World Games, was very positive and certainly beyond the best forecasts.
With 58 medals (17 gold, 20 silver and 21 bronze) won in 13 different disciplines, Italy ranked 3rd among the 77 participating nations.
Furthermore, to these 58 medals must be added the 13 (2 gold, 6 silver and 5 bronze), won in the "demonstration" disciplines of Canoe/Kajak and Rowing, thus bringing the total to 71 medals.

Games of the 27th Olympic
Games SYDNEY (AUSTRALIA) 15 September - 1 October
2000 The Sydney 2000 Olympics were attended by 125 athletes "in uniform", who took part in 18 sports, of which 111 athletes and 14 female athletes belonging to the 9 Sports groups of the Armed Forces and Police Corps.

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Of the 34 medals (13 gold, 8 silver and 13 bronze) overall won in SYDNEY by the “Squadra Azzurra”, 19 (8 gold, 4 silver and 7 bronze) were placed around the necks of athletes belonging to the Sports Groups “in uniform".

The figures speak for themselves: more than half of the medals of the entire team, won by the athletes "in uniform" (which were about 1/3 of the total), represents a very satisfactory balance.

12.2.4 Conservation activity for Cadres The
Army General Staff, within the normal training activity, introduced, with Circular 1200/162.200 dated 29 March 1999 of SME-Uf.DAR, the control tests of the operational efficiency for all its personnel.

These tests, appropriately modulated according to age groups, concern a series of performances of an athletic nature (running, walking, jumping, free body exercises of various kinds).

12.2.5 The sports centers of the Armed Forces
The FAs have Sports Centers located throughout the national territory, in particular:

12.2.5.1 Army Sports Centres

- Army Sports Training Center in Rome (football, men's volleyball, rugby, beach volleyball, military pentathlon, duathlon, triathlon, athletics, cycling, motorcycling, orienteering, shooting, martial and combat arts, swimming); • Courmayeur Alpine Training Center (alpine sports); • Command Department of COMALP (Comando Truppe Alpine) of Bolzano (Hockey and other sports on ice);
- Parachuting Training and Experimentation Center of Pisa (parachuting); • RSTA group of Montelibretti (horse riding); • 2nd Engineers Regiment Bridges of Piacenza (motorboat);

Furthermore, there are 12 Military Equestrian Centers (CIM) distributed throughout the national territory, including the islands.

12.2.5.2 Navy Sports Centres

- Interforce Center of Rome (swimming, diving, swimming for lifesaving); • Joint Forces Center of Sabaudia (sailing, rowing, canoeing, naval pentathlon); • Interforce Center of La Spezia (water polo); • Navy Center of La Spezia (shooting and athletics);
- Navy Center of Livorno (horse riding); Sailing is also

followed by the 15 Sailing Sections distributed throughout the national territory.

12.2.5.3 Air Force Sports Centers Vigna di Valle
Sports Center (fencing, athletics, basketball, women's volleyball, horse riding, sailing, gymnastics).

12.2.5.4 Sports Centers of the Carabinieri • Detachment

- of CC Lazio Region athletes (judo, karate, modern pentathlon, triathlon, fencing, shooting sign);
- Sports parachuting section 1st Rgt. CC "Tuscania" of Livorno (parachuting); • Athletics Section 5th Btg. CC "Emilia Romagna" of Bologna (athletics); • Swimming section 10th Btg. CC "Campania" of Naples (swimming, diving, swimming for rescue, bottom and gran bottom);
- Riding Section Rgt. CC on horseback in Rome (jumping, eventing, dressage) •
- Carabinieri Alpine Training Center in Selva di Val Gardena (alpine skiing, cross-country skiing, bobsleigh, sledging, biathlon, snowboarding).

12.2.6 Budget charges Sports
activity affects the Defense budget for: • Lire

- 764,537,000 for sports activities proper and the purchase of materials; • 2,000,000,000 Lire for infrastructure.

The individual Armed Forces, in turn, allocate the following funds to the relevant Chapters for sports activities:
Army 4,488,000,000 lire Navy
1,852,061,000 Air Force
1,327,000,000

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Carabinieri 2,100,000,000

12.2.7 Armed Forces-CONI Agreements In order
to encourage the practice of sport by members of the Armed Forces and to maintain and increase the national sporting heritage, two agreements are active with CONI.
The first envisages that the Defense General Staff and the sports body annually finance the construction of sports infrastructures for the Armed Forces which can, if available, also be used by peripheral sports bodies.

The second allows CONI to finance the participation in international and national events of national level athletes belonging to the Armed Forces, thus increasing their experience and preparation.

12.3 Combatant and Armed Forces Associations The free
associative phenomenon among ex-soldiers is the one which more evidently and more spontaneously than any other possible cultural, promotional and propaganda activity, reveals the deep popular roots of the Italian Armed Forces, their wholly democratic nature , their interpenetration with the civic and family traditions of the Italians.

The activity carried out by the Associations, according to the statutory provisions, tends to morally support the Armed Forces and to strengthen the bonds of solidarity between the personnel in service and in retirement, through the carrying out of national, regional and provincial rallies which involve, with interest growing civilian population.
Furthermore, in agreement with the local administrations and with the assistance of the Ministry, they promote ceremonies and events to celebrate important moments and dates in the history of the country.
A further activity is manifesting itself considerably in the sector of interventions in cases of public disasters and in the voluntary participation in the order service in front of the schools.
Most of the Associations (list in the table) have recently been gathered in the Permanent National Council of Weapons Associations (ASSOARMA), in order to coagulate this immense moral heritage.

LIST OF FIGHTING AND WEAPON ASSOCIATIONS

12.4 Military Museums
12.4.1 General Military
museums are those entrusted to management by personnel of the Armed Forces.
The Military Museums collect the centuries-old testimonies of a world that has characterized the evolution of the Armed Forces from its origins to the present day. The main purpose of the museums is to collect and preserve the memorabilia that contribute to highlighting and illustrating the history of an Armed Force and its Corps in the context of the history of Italy.

It seems appropriate to point out that, following the recent order of the Armed Forces, intended to distinguish the operational component from the territorial one, the Italian Army has provided for a new order for Weapon/Corps Museums that no longer depend on the closest territorial Operational Command (Regiment), but by a Regional Territorial Command. A few exceptions have been made, when the Military Museum insists on the premises of the Operational Command.

There are also relationships between the Armed Forces Associations and the Military Museums; in particular it should be noted that, within the context of the specific purposes of the Museums, the staff of these Associations promotes (at these structures) the knowledge of Military History, as well as of the specific functions of the Association. to.
Shrine of Flags at the Vittoriano.
The Shrine of Flags at the Vittoriano is located in Rome in Piazza Venezia. The monumental area collects and preserves the War Flags of disbanded Departments, of disbarred naval units, as well as the Flags of military Institutes and of units belonging to the disbanded Armed Corps of the state.
The chapel of the Unknown Soldier is part of the complex, in which the unidentified remains of a soldier who fell during the First World War were buried during a solemn ceremony on 4 November 1921.

12.4.2 Army Museums:

12.4.2.1 Historical Museum of the Infantry: ROME - Piazza S. Croce in Gerusalemme, 9. Tel. 06-7027971.

**12.4.2.2 Historical Museum of the Sardinian Grenadiers: ROME - Piazza S. Croce in Gerusalemme, 9.
Tel. 06-50234262.**

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12.4.2.3 Historical Museum of the Bersaglieri: ROME - Porta Pia - Via XX Settembre. Tel. 06-486723.

12.4.2.4 National Historical Museum of the Alpini: TRENTO-Alpine Acropolis. Tel 0461-827248.

12.4.2.5 Historical Museum of Cavalry: PINEROLO (TO) Via Giolitti, 5. Tel. 0121-397616.

12.4.2.6 Historical Artillery Museum: TURIN Corso G. Ferraris, Tel. 011 56034061 – 011- 5629223.

12.4.2.7 Historical Museum of the Engineer Corps: ROME - Lungotevere della Vittoria, 31. Tel. 06-3725446.

12.4.2.8 Historical Museum of Motorisation: ROME - Cecchignola, Viale dell'Esercito, 170. Tel. 06-5011885.

12.4.3 Navy Museums:

12.4.3.1 Naval History Museum: VENICE - Castello, 2148. Tel. 041-2709301.
12.4.3.2 Naval Technical Museum: LA SPEZIA - Viale Amendola,1. Tel. 0187-781111.

12.4.4 Historical Museum of the Air Force:

Vigna di Valle Airport - BRACCIANO (ROME) - Via Circumlacuale Tel. 06-99801176.

12.4.5 Historical Museum of the Carabinieri ROME -
Piazza Risorgimento, 46. Tel. 06-6896696.

12.5 General Commissariat for Honors to the Fallen in War 12.5.1
Historical notes and institutional duties A
provision of law issued in 1951 (n. 204, of 09 January 1951) entrusted a General Commissioner for Honors to the Fallen in War, to dependencies of the Minister of Defense, the task of providing for the "census, research, provisional accommodation and subsequent definitive accommodation of the bodies of soldiers, soldiers and civilians who died as a result of the war from 10 June 1940 to 15 April 1946".
This provision replaced the previous ones issued in 1919, 1931 and 1935 respectively.
The aforementioned law was followed by the norms and provisions for war cemeteries (law 20 February 1981, n. 31) and the one (law 2 March 1985, n. 60) which extended the powers of the Commissioner General.
In particular, the General Commissariat provides for:

- census of burials of Italian fallen due to war, research and definitive arrangement in Italy and abroad of their remains in burial grounds;
- distribution of news on the Fallen, burial places, possibility of transferring the Mortal Remains; • arrangement, maintenance and custody of State-owned military memorials and cemeteries in Italy; • contribution to the ordinary maintenance and custody of existing burial grounds in ITALY, for which the General Commissariat has acquired the "right of use" (*); • protection of the burials of war dead buried in municipal cemeteries;

(*) This is a public-administrative deed through which the General Commissariat acquires the temporary use of a building (or part of it) owned by local administrations or private ecclesiastical bodies, for the conservation of the burials of the Fallen at war present there and the consequent right to intervene in the maintenance with the funds of the institute chapter.

- arrangement, maintenance and custody of the burial grounds of Italian war dead abroad; • research, arrangement and conservation of relics belonging to war dead; • conservation and protection of the monumental areas of the 1st world war; • dissemination of news regarding the Fallen and military memorials; • maintenance of relationships with joint bodies in other countries.

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The Commissioner General makes use of a suitable structure, based in Rome, with an internal articulation of 5 Offices/Directorates and a territorial articulation pertaining to the Shrines located in Italy and abroad.

12.5.2 Search, translation and definitive arrangement of the Italian fallen The activity of the General Commissariat, in the years from 1989 to 1997, was mainly directed to the search for the burials of the fallen on the Russian front in the 2nd World War.
The political openness of the former USSR has allowed for a more frank dialogue with those government authorities, materialized with the first contacts suitable for agreeing on the methods for identifying war burials and the subsequent repatriation of the bodies of the fallen.
At a national level in the years 1989-1997, the census of the burials of the Fallen buried in the cemeteries in the country continued.

12.5.3 Infrastructures
Among the services entrusted by current regulations to the General Commissariat for Honors to the Fallen in War include (law 9 January 1951, n. 204):
- the arrangement, custody and maintenance of war cemeteries in Italy and abroad (over 230 in Italy and 74 abroad) and associated museums; • the

conservation of war memorial areas; the maintenance of

- the existing burials on the national territory, in which the mortal remains of the fallen Austro-Hungarians (1st World War) and Poles (2nd World War) are collected.

The scarcity of funds in past years has allowed only the execution of purely "survival" works, since it was not possible to start larger works. In the years from '90 to '95 it was possible to obtain extraordinary assignments, thanks to which more substantial rehabilitation and restoration interventions were carried out. The current patrimonial value of the major monumental complexes exceeds 600 billion lire and, according to normal building maintenance criteria, the related annual expenditure should be around 15 billion lire, while the funds allocated annually to specific needs do not exceed on average 6 billion.

For the execution of maintenance and restoration works, the General Commissariat has a specific body: the Works and State Property Management.

12.5.4 State-owned issues The legislation on the Fallen has essentially remained that of the 1930s. The precepts contained in it have gradually lost their effectiveness as the question of "honors to the fallen" has been transformed into the need to maintain the sepulchral structures. In this context, a revision of the regulatory framework appears necessary, to allow the full implementation of the law of 9 January 1951 (art. 7, paragraph 1) concerning the taking over, by the Municipalities, of the war burial grounds existing in the territory of the respective competence.

12.5.5
MISCELLANEOUS 12.5.5.1 Relations with
the Associations Following the intensification of the operational activity carried out by ONORCADUTI in the years 1989-1997, relations with the various Weapon and Combatant Associations have further increased, in particular with the National Union Internees and Veterans of Russia (UNIRR) which provided valid support in solving problems regarding the fate of Italian soldiers who fell and were missing in Russia.

12.5.5.2
Museums Among the institutional tasks of ONORCADUTI, the collection and historical enhancement of war relics is of particular importance. A certain number of museums have therefore been set up as an integral part of the military shrines. In the last decade, a revision of the various locations and the formation of others from scratch has been implemented.

12.5.5.3 Publications and audio visuals
HONORED, according to the law n. 60 of 2 March 1985, proceeded with the constant updating and reprinting of the publications for free transfer on the major military memorials in Italy and abroad. As far as audiovisuals are concerned, the transposition on sound video cassettes has been completed. In the short term, the formation of two new video-films is also planned, specifically intended for the Shrines of Bari and Asiago.

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Below are indicated those that are considered possible evolutionary lines to be explored as subjects of study by special working groups.

PART I - THE SITUATION: FROM THREAT TO RISK

The effort that Italy is making to keep faith with the international commitments addressed in multiple activities and directions is evident.
Equally evident is the growing criticality of the situation with the emergence of large-scale terrorist actions.

The goals set with NATO's Defense Capabilities Initiative and similar ones defined within the EU cannot be achieved with the "simple reductive restructuring in progress".
There are many shortcomings in operational capability, for which it will be necessary to concentrate and rationalize the central bodies and the command and support structures of the forces, both internally and internationally, in order to recover personnel, resources and infrastructures for the benefit of the strengthening of operational forces. These constitute, in fact, the primary instrument of military policy which, since last September 11, has found and will find itself facing a whole set of situations and tasks characterized by contemporaneity and also by different spatial locations.

PART II - THE DEFENSE

Possible evolutionary lines of the restructuring
Part II illustrated the legislative provisions adopted from December 1995 to May 2001, following which the structure of the defense has changed and is still changing its architecture.
The transition phase is still in progress, as the repercussions on the personnel, on the means, on the efficiency of the system and on the relationship between financial resources and the tasks to be performed have been and remain, especially in consideration of the changed geo-strategic scenario of this glimpse of the year 2001.
The point of the current situation therefore has the purpose of providing the basic elements for identifying trends aimed at seeking the most appropriate solutions to national security needs in the framework of a military policy that is increasingly consistent with the principles of management economy.

Possible evolutionary lines for the Army
The land-based instrument with a mixed volunteer-conscript composition, envisaged by Legislative Decree 27 June 2000 n. 214 for a total of 137,000 men, has therefore undergone a substantial modification for the approval of Law 14 November 2000, n. 331 on professional military service which reduced its number to 112,000 units to be completed by 2004. This restructuring requires an impressive commitment not only from a quantitative point of view (a further overall reduction of approximately 20% compared to the structure outlined in the model mixed), but also for the cultural leap that it implies and for the speed with which it is necessary to proceed. To this must be added the burden that the Armed Forces has been supporting, uninterruptedly for about twenty years (the first mission can be considered that of Beirut in 1982), outside the national territory.
Obviously, the composition of the terrestrial instrument in the professional model will have to be calibrated on the missions that the Army will have to perform, deriving in turn from the tasks assigned by law to the Armed Forces, and on the role that Italy has decided to play in the international arena.
In this context, the strong impetus in the Euro-Atlantic context for initiatives regarding military capabilities for crisis management translates, for NATO, into the adaptation of the Reaction Forces and, for the European Union, into the construction of the of security and defence" through the establishment of a European rapid reaction force.
This means adopting extremely flexible structures, capable of being able to deal with diversified situations which may also arise in an emergency and therefore require the utmost promptness of reaction. Hence the opportunity to further investigate the current command organization, both to be able to enucleate and project commands of different levels with their own organic units, and to deal with the turn-over needs of commands and units employed abroad.

The study should also allow for the search for a better relationship between the operational component and the central and support bodies, to optimize the use of available resources and to avoid or reduce areas of overlapping of responsibilities with the Central Bodies, especially as regards to recruitment, infrastructure and some sectors of Logistics.
In this context, it will also be appropriate to examine the unification of the schools and the special forces.

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Possible evolutionary lines for the Navy The
provisions of the MM contained in the aforementioned Legislative Decree no. 214/2000 are characterized by the need to quickly achieve increasingly effective military operations and by the need to adopt solutions with a wider cost-effectiveness ratio, concentrating military personnel in certain operationally strategic geographic areas. In this sense, the ordering and operational plan of the FA provides for the presence of a territorial command, a suitable naval air base, a productive arsenal, depots and warehouses for ammunition, fuel and food supply only in the areas - naval air poles - of Taranto, La Spezia and Augusta, which meet the strategic and security criteria that form the basis of the reform.
To obtain this, it is necessary to affect, in particular, the territorial structures of Sardinia, in which the competences of the Autonomous Maritime Military Command are transferred from the headquarters of La Maddalena to that of Cagliari; of Sicily, in which the analogous competences are transferred from the Messina office to that of Augusta.

To ensure the full operation of the MM it is also necessary to complete the legislative and regulatory framework associated with the restructuring of the Armed Forces; this also includes the urgent approval of some regulations associated with the new organizational framework, such as the new Arsenal Regulations, the new Administrative Regulations, the Regulations on infrastructural works. Finally, there is the need to upgrade the technical-logistical support structures which condition the effectiveness and efficiency of the air-naval forces, with particular reference to the Arsenals (Taranto/Brindisi, La Spezia, Augusta) and the main naval bases.

Also for the Navy, as for the Army, a deepening of the overall structure is necessary to achieve the best possible relationship between the command and support component and the operational naval one.
Furthermore, in the context of the command and support component, the duplication and overlapping of functions, both relating to personnel and logistics, must be examined, also with reference to the responsibilities attributed to some General Managements.

Possible evolutionary lines for the Air Force The
reorganization project of the Armed Forces is now in its final stage. From a general point of view, in fact, the structure outlined in Legislative Decree no. 464/1997.
However, some interventions remain to be finalized which, although relevant, derive from the criterion of functional division that inspired the entire process.
In particular, in relation to the need to reduce the organic consistency of the Air Force personnel, deriving from the transition to the professional model, projects aimed at optimizing the available resources must be carried forward, safeguarding the fulfillment of institutional missions.
The projects for the concentration of operational resources, of the peripheral logistic structures, as well as of the institutes and schools of the Armed Forces must fall within this context. How should studies be continued on the various outsourcing hypotheses in order to allocate the AM personnel, currently dedicated to those sectors, to other activities more closely aligned with the mission of the FA.
Lastly, it is appropriate to study the reconfiguration of the Air Regions to which transversal tasks can be attributed, i.e. in matters of common interest that go beyond the specific sphere of powers of the individual High Commanders.

The felt need to carry on the restructuring process reveals the criticality of the moment going through this Armed Force like the others.
The ordering by macro functions, while it can satisfy some command and above all operational needs, sometimes leaves coordination problems unsolved due to the dispersion of tasks and of the relative responsible bodies which, instead, can find their rightful place in multi-purpose structures.
In this direction it is possible to achieve management savings, in line with the economic principle of centralization in the event of a shortage of means and also in compliance with the military criterion of closely combining the training and employment phases. In this case, one of the topics to be explored must be that of the convenience of merging the Air Force Command with the Air Force Command, as well as the personnel sector and some logistic corps in correlation with the analogous structures of the other Armed Forces or of the General Directorates.

Possible evolutionary lines for the Carabinieri The
processes of simplification and computerization of procedures and those of reorganization of all logistical and administrative activities have allowed and will continue to allow significant recovery of strength, all aimed at strengthening operational activities.

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Subsequent measures in the context of the exercise of the delegation and the forthcoming concertation will complete the evolutionary development of the Arma, with broadly positive effects on the strengthening of the overall action of the Institution.

Summary of possible evolutionary lines on defense
The analysis of the restructuring process of the Armed Forces cannot conclude without some considerations aimed at identifying the conditioning elements of the further evolution of the military structure.
The first consideration, which is undoubtedly positive, is that the "reduction" work prescribed by the Finance Law of December 1995 has started to be completed in its general lines.
The second consideration, which is also positive, is that the line of command has found its correct definition with the law on the reform of top management of February 1997 and with its Implementing Regulation of October 1999.

The third consideration, always positive, is that compulsory conscription has been suspended, so that the Armed Forces, within four or five years, will be formed entirely of military professionals for a total of 190,000 men and women. This is thanks to the law of November 2000 and the subsequent Legislative Decree of May 2001.

The fourth consideration, of a completely different nature, as it is not linked to reflections of an ordering nature but to the evolution of the international security framework, requires an in-depth analysis of the "state of the art", i.e. a verification of what has been done and whether what has been done responds to the new security needs of the nation.

The overall total for the Army, considering the turnover requirements at the limit of acceptability, would be configured in 9-10 Brigades and, since the Army constitutes the predominant part in the development of such operations, it must be recognized that it would be desirable increase the availability of ground forces up to the current 12-13 Brigades.

To achieve this, given the impossibility in economic terms and in terms of personnel numbers to achieve this objective, all that remains is to review the articulation of the 112,000 men and women made available by current legislation, reducing or eliminating intermediate structures whose functions can be reabsorbed by the General Staff of the Armed Forces and putting a different command architecture to study, to be deepened through "bunch marking" operations between the General Staffs and towards the General Command of the Carabinieri.

A similar study will be appropriate regarding the size of the Brigades (Light Brigades or Heavy Brigades?) and the establishment of a joint Special Forces department.
At the same time the Defense General Staff, which in the inter-force conception of the military instrument has rightly assumed the pre-eminent function, should appropriate all those functions that are subdivided, but also repeated and overlapped, between the General Staffs of the Armed Forces and some Directorates General : specifically we refer to health, police station, provisioning, infrastructure, transport and recruitment. Furthermore, given that the need for territorial control has increased, it would be advisable to concentrate efforts only on choices deriving from national security and from commitments with the UN, NATO and the EU, avoiding the dispersion of human and financial resources in other structures international.

Finally, it is necessary to guarantee the correspondence between the aforementioned commitments and the support of financial resources and adequate logistical structures to keep the means efficient, provide the necessary equipment and training, renew and modernize the materials and weapon systems worn out from so much use.
Moreover, in the inevitable revision of all those activities deriving from agreements that go beyond those of a fundamental nature (that is, NATO and the EU), the willingness to take into consideration any cooperation needs, especially bilateral ones, dictated by situations contingent or by training needs.

In the light of these considerations, it seems necessary to reopen the discussion of the restructuring of the Defense to achieve, through an internal rearrangement of structures and resources, a higher level of operational efficiency up to the needs of national and international security.

In summary, it is within the structures of the Armed Forces that the solution to save resources, personnel and infrastructures can and must be found. The renovation has not come to an end and the effort must go towards better architecture.

PART V - MILITARY PERSONNEL

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Possible evolutionary lines

- Officers

The Italian Armed Forces today have 614 generals and admirals between active personnel and personnel recalled by the auxiliary. A further revision of the law on the state and progress and consequently of the roles is therefore necessary in order to guarantee the presence of a "right" number of "graduates" in correspondence with the "right" functions to be performed.

The reorganization of the roles of the officers of the Armed Forces. operated by Legislative Decree 490/97 was based on the strict separation of duties deriving from the FA ordinative laws, which in turn date back to the pre-war period and on a military instrument based essentially on conscription. Following the approval of the professional model, today the activities to be implemented for the performance of the functions connected to "combat" and those with a predominantly "technical - logistic" connotation are more properly identifiable. In particular, it would be a matter of verifying the convenience of unifying, maintaining the current distinction between normal roles and special roles, for the same reasons highlighted at the time in the preparation phase of Legislative Decree no. 490/97: the "operational" roles with the "intermediate" ones, for the "combat" function; l between them, the

- roles of engineers with those of logistics for the "technological" function;
-

keeping only the Medical Bodies separate, in consideration of both the specific and exclusive professionalism experienced and the future structure of the Military Healthcare itself.

This is expected that the unification of the roles of the officers in the two compartments would make it possible to reduce the total number of normal and special roles of the officers of the three FAs from the current 30 to no more than 15/18, with benefits for both employment and training of the staff. The hoped-for remodeling would also be in line with the defense models of other European nations, such as Great Britain and France, and the consequent percentage ratios Managers/Total, as can be deduced from the data summarized in the following table.

(*) Data referring to 2001 (absence of military personnel) and not including the values referred to by the Gendarmerie.

A topic, however, to be further investigated in order to guarantee the best possible classification for the operating units.

As for the reform of the roles, their unification would also allow: • a more profitable use of the Officers today "Heads of Corps", whose top rank was recently elevated "ope legis" to Lieutenant General by the law on mobility, involving a certain number of discrepancies in the normalized advancement system and in the various organic pyramids and on which it will necessarily be necessary to intervene; • to incorporate, at least in part, the requests made in the past regarding the alignment of the career profiles of the Corps with respect to the Arms. This is substantially acceptable (albeit with the differentiations deriving from the different age limits), given that recruitment in normal roles today takes place mainly through the Academies and therefore it is not convenient to differentiate career profiles at least in the pre-management grades, compared of comparable employment profiles.

The unifications will in any case require further investigations as regards the methods of transition from role to role, the harmonization of age limits, the effective date of the reorganization, the identification of the necessary transitional period.

The reinstatement of the mandatory period of command, as a test of the officers' abilities for the purpose of advancement, and the definition of the age limit as an insuperable "ceiling" also for top management positions deserve a similar study.

- Troop volunteers

At the moment it has not been possible to fully satisfy the need for recruitment of volunteers with the "preferential" competition, i.e. pursuant to Presidential Decree no. 332/97. This required the adoption of a more expeditious procedure which provides for their selection only in the field of FA and a more "expedited" and effective competitive procedure for the functionality of the Armed Forces. Moreover, this procedure offers employment guarantees of "exit" even more uncerta

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pre-established seat reservations). It will be necessary to intervene on these perspectives. How it will be appropriate to deepen the problem of the numerous psychotechnical-aptitude selection centres.

Furthermore, it will also be necessary to intervene in the sector of economic treatment, in order to adequately gratify those who decide to dedicate three years or, in the near future, at least five years of their life to the Armed Forces. as a prerequisite for entering the world of work.

In particular, with regard to recruitment and entry into the world of work, it is first noted that the two aspects are directly connected: only by offering attractive prospects for the entry into the world of work of young volunteers who have completed their possible to have an adequate pool of questions such as to allow a better qualitative selection and simultaneously satisfy the quantitative requirement. In this context it could be convenient to pursue: • the absolute reserve of available posts in the civil and military police forces and in the administrations currently interested in recruitment pursuant to Presidential Decree no. 332/97; • the introduction of legislation which reserves the absolute reserve of places available to volunteers of the Armed Forces also in the municipal and provincial police forces. who have concluded the relevant firm. This provision is contemplated in the recent legislative decree (8 May 2001, n.215) descending from the "Professional" law (L. n. 331/2000) and will have to be better defined (in entity/percentage and procedure to be adopted) through a forthcoming legislation to be issued within one year of the aforementioned legislative decree no. 215/01;

- measures aimed at granting tax relief for private companies that hire this type of personnel. This is also to be pursued through appropriate professional training courses, placed at the end of the firm, preparatory to future entry into the world of work.

With regard to the economic aspect, the adjustment of the salaries of the volunteers to those of the equal personnel of the Police forces cannot be postponed , **providing for:**

- the attribution of the economic treatment corresponding to the V level and no longer a daily wage as a percentage (today the volunteer of the Armed Forces receives a daily wage corresponding to 60-70% of the personnel employed in the V level; in the public administration in general personnel, even on temporary contracts, receive the economic treatment of the corresponding personnel hired on permanent contracts); • the possibility of remunerating with a specific indemnity the services performed beyond the hours of service of the voluntary staff in detention. At the moment, only an adequate period of psycho-physical rest is foreseen for this service.

In this regard, it should be noted that the two aspects are closely related, as emerges from an examination of the data relating to the trend of recruitment applications over the years.

Furthermore, the need to adopt measures also in the field of improvement of living conditions, providing for: the

- improvement of barracks and service accommodation, as well as facilitated conditions for access to home ownership at the end of the service and also the introduction of a housing allowance to deal with serious shortages in the sector imposing unacceptable living conditions on military personnel;

- an "ad hoc" regulation to provide support to the families of soldiers engaged in several "out of area" missions: a need that is increasingly felt in view of an intensification of such activities.

Ultimately, the transformation process underway in the Armed Forces hinges on a "challenge" that involves not only the military institutions, but the entire Italian political and social context. An eventual failure of the recruitment policy of troop volunteers would compromise the root of the professionalization process itself.

- Auxiliary Carabinieri

The provisions of Article 7 of Legislative Decree no. 215/2001, on the reconfiguration of the military instrument into a professional one, will also have a significant impact on the Arma which, due to the suspension of military service, will no longer be able count on the contribution of the auxiliaries, introduced in 1963 and intended for the regular supply of the departments with tasks similar to those of the actual staff.

In fact, the 12,000 units currently envisaged are not included in the organic volumes – as is the case for the other Police Forces – but assigned annually with the Budget Law.

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The cessation of this form of power supply, which ensures over 10% of the entire strength of the Arma, would produce - in the absence of adequate corrective measures - a significant decline in the operational capacity of the Institution, in the face of a constantly expanding demand framework.

It is therefore essential to replace the 12,000 auxiliary Carabinieri with 9,000 effectives by 2005. The replacement could be carried out in the four-year period 2002-2005 by drawing the 1,800 units needed per year, exceptionally, entirely from the volunteers of the Armed Forces. who aspire to transit in the Arma, thus also encouraging the enrollment of volunteers in the Armed Forces..

- Corps of the Port Authority

Here it should be remembered that the Corp of the Port Authorities on the one hand depends on and is financed by the Ministry of Infrastructure and Transport, on the other it is a Marine Corps. In this regard, it should be noted that, in principle and without prejudice to the provisions for wartime:

- surveillance and protection of aero-maritime spaces located outside territorial waters is an activity carried out by the Navy by virtue of both the provisions of the law and international treaties; • a
- multiplicity of institutional actors operates on the territorial sea with defined tasks for the performance of the PS/PG activity (as continuation of the repression of criminal activities carried out or in any case connected with the national territory) in addition to the Port Authority Corps, which performs more specifically maritime tasks (control of merchant traffic, application of the navigation code) as well as rescue and fight against pollution at sea.

The current situation may also lead to discontinuity in the linking activities between offshore surveillance and the territorial sea, often resolved with ad hoc coordination formulas but not always effective.

In this regard, without prejudice to the specific activities carried out by the other institutional actors operating on the sea, and also awaiting the geopolitical location of Italy (whose maritime economic spaces border on Croatia, Yugoslavia, Algeria, Tunisia, Libya, etc.), it is pragmatically feasible a reform that, at least in the first instance, fully brings back the Port Authorities (in the Navy), in the Defense sector. This also considering that the recent reform of the Ministries assigns to the Ministry of Infrastructures (on which the Body of the CP depends and is financed) residual tasks with respect to the activities to be carried out on the sea.

For the enlisted personnel of the Port Authority there is the same problem indicated in the previous paragraph for the auxiliary Carabinieri. It is a question of having to face the progressive replacement of the approximately 3,000 soldiers who today perform their military service in the Corps. Personnel who are not included in the 190,000 unit model as financed by another Dicastery.

Summary of possible Evolutionary Lines on personnel

Personnel problems are many and have been tackled mainly in terms of functionality of the tool, sometimes neglecting the human aspect which in any case affects functionality as it can cause disorientation and demotivation.

There are therefore some aspects that must be taken up to hand and which constitute one of the fundamental objectives of the next government activity.
We refer in particular to: 1.
the reduction of transition times for the end of military service; 2. looking for
the most valid ways to ensure that volunteers enter the world of work; 3. the economic measures
necessary to encourage the exodus of redundant personnel and to improve the salaries of those who remain; 4. the reinstatement of command periods
as an indispensable test bed for advancements; 5. the composition of the advancement commissions
to guarantee the impartiality of judgment; 6. respect, without exception, the age limits for each
grade; 7. the impetus to be given to the new law on military
representation; 8. the redundancy of the competent bodies for the treatment
of personnel in general and for the volunteer recruitment system.

PART VI - TRAINING

Possible evolutionary lines

The system of "permanent training" of personnel, although adopted by the Army in relatively recent times, has already made it possible to achieve very significant results, with positive effects on the operational activities carried out in Italy and abroad.

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In this context, training activities aimed at the so-called "internationalization" of Middle Managers have assumed particular importance up to now, as they are specifically aimed at preparing Officers, Non-Commissioned Officers and Volunteers for employment abroad or in any case in joint/multinational areas.
This conceptual renewal - which, over the course of 2001, among other things led the Armed Forces to initiate, between Non-Commissioned Officers and Volunteers, approximately 22,000 units in Courses throughout the country and approximately 2,200 units in Courses/Internships/Training on the job abroad - is undergoing further refinement, through: - the definitive adoption, in all school institutions, of **teaching by objectives,** understood as a dynamic and harmonious development of the training process based on the sequential phases of **needs analysis, planning, execution and verification of results;** - the granting of greater **flexibility to the didactic activity,** in order to achieve **training objectives that are always concrete** and truly sustainable, through eminently practical teaching and training; - the continuous verification of the Course programmes, which must be increasingly characterized by **brevity** and **intensity,** in order to keep the attendants away from the employment departments for as little time as possible; - the search **for self-training,** an area always "in progress", as a tool for improving the individual's knowledge in the technical-professional sector of his/her competence.
Furthermore, it is necessary, especially for Officers and Non-Commissioned Officers of all Armed Forces, to continue aiming also in the future and with increasing determination to deepen the historical, political, economic, juridical and scientific preparation, in addition to the specific military character.
Today more than yesterday, in fact, the military professional is required to have knowledge and skills that unfold in every direction, necessary to allow him to face the weight of the responsibilities of his competence in the best possible way and with serene awareness in the various and complex situations in which he may find himself act, in the various operating environments, in Italy and abroad.

For the rank and file, the transition phase from conscription to professionalism requires careful management of the conscripts, who in their 10 months of service must undergo intensive training both to achieve the operational efficiency necessary to perform "presence and surveillance" tasks, and not to feel like "second-class soldiers".
A similar commitment is required for the refinement of the training techniques of the volunteers who must not lose the level of efficiency achieved with the 3rd level and, above all, after the peace-keeping operations, must renew their combat training, often weakened by checkpoint culture. Therefore, the periods that elapse between engagements in the theater of operations can and must be better calibrated both by virtue of the introduction of an ever-increasing number of volunteers into the departments, and in consideration of the time necessary for the reconditioning of personnel.

PART IX - THE MATERIALS

Possible evolutionary lines

The analytical examination of the current situation and the indication of the modernization programs necessary to guarantee the efficiency of the Armed Forces, together with the considerations formulated from time to time, clearly highlight the state of absolute necessity in which they find themselves especially the Army, Navy and Air Force. However, the situation can be defined as satisfactory for the Carabinieri.

Nor can the organizational effort made by the General Staffs be overlooked to guarantee the efficiency, at the limit of "survival", of the Armed Forces engaged today in dealing with employment situations that are only for peacekeeping. Therefore, if instead of these, a higher conflicting task were to be faced, **emergency financial measures would have to be taken.**
In fact, it is one thing to support the operations of 10,000 men in peace-keeping tasks (or even peace enforcing) by having the men and means corresponding to 30,000 - 40,000 volunteers of the three Armed Forces on whom the mass of availability has converged . It would be quite another to face superior commitments with sometimes outdated weapon systems, low availability of training and war ammunition, means whose inefficiencies fluctuate between 30% and 50%, limited availability of spare parts stocks and red tape which limit any goodwill effort aimed at making timely interventions and the possibility of deploying forces. It must also be recognized that the funding foreseen for the missions meets the needs of the personnel, but not those of the materials.

To conclude, it can be admitted that the modernization of the supply chain has been achieved in its fundamental structures. The final adjustments are expected in the short term. But if the modernization plans required by the General Staffs are not implemented, there is the risk of having created a

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"engine" that turns only by itself, without being able to "move the load that often isn't there".

Furthermore, two incremental factors of the fall in efficiency of the military structure must be kept in mind: - **The first** is that deriving from the intense wear and tear imposed on the means by use in operations of higher intensity than that of normal training activity in the country; - **The second** is connected to the summation which is determined when the inefficiencies or the rate of attrition are not immediately remedied or compensated. The limit, in fact, translates into "inconvenient repair" and therefore the need to purchase a new vehicle.

This is why "maintenance" and "exercise" have merged into a single balance sheet item. Likewise, the guarantee of an adequate budget item for the year can at least reduce that for modernization, without prejudice, of course, to the needs for technical and technological innovation.

Therefore, the synthesis of the above can be expressed by the recognition of an absolute priority to be attributed to the materials sector, an unavoidable condition for conferring the due operational capacity to the Armed Forces and a preferential vehicle for achieving the attribution of higher efficiency categories also within NATO .

PART XII - MILITARY PUBLICITY, SPORTS ACTIVITY IN THE ARMED FORCES, WEAPON ASSOCIATIONS, MILITARY MUSEUMS, GENERAL COMMISSIONER HONORS TO WAR FALLEN

Military publications Possible evolutionary lines At present, the problem of the lack of professionalism in the Italian Armed Forces could be tackled: - with immediate effect: by initiating the qualification of personnel through the attendance of the specific courses envisaged by the aforementioned Implementing Regulation. Until now, personnel training has been carried out according to the availability and will of each individual Armed Force with the result that courses of recognized value (organized within NATO or by bodies such as RAI) are not always carried out by personnel who would have need; - medium-term: inserting a "master" in the programs of the Application Schools for the qualification of the effective Officials recognized as most suitable for public relations; **- in a medium-term perspective: by carefully evaluating the possibility of establishing a specific role for public information officers.**

Sporting activity in the Armed Forces Possible evolutionary lines

From an examination of the results, the preponderance of long-term servicemen among the first classified is evident. On the other hand, the continuous, necessary and indispensable commitment to achieve results "in the medal area" is natural. Therefore Carabinieri, Financiers, State Police and Forestry agents are always at the top of the rankings of athletes in uniform.

The transition to the professional Armed Forces could offer over time a greater possibility of results for the Army, Navy and Air Force, but at the same time, precisely because of the substantial reduction of these, it will be necessary to set up the preparation for competitive activity with a joint vision. Consequently, the Sports Centers will have to acquire the "multi-weapon" characteristic by bringing together the athletes who practice the same sport regardless of the Armed Force they belong to.

It is also considered appropriate to draw attention to the phenomenon of "athletes" in uniform, who only carry out sporting activities without setting foot in the barracks or without any operational training activity.

A normalization effort in this sector could rightly combine sports ethics with military ethics.

The Military Museums Possible evolutionary lines With the reduction of military personnel due to the professionalization of the Armed Forces, the whole sector is currently being studied by the Defense General Staff to find a solution that allows the publicity and full maintenance of the activity museum, both from the point of view of conservation of the assets contained therein, and for the guarantee of attendance by the public.

The possibility of setting up a single military museum in Rome is also being studied, following the example of what has been achieved in Paris, London and Brussels. The initiative should be framed in the historical-reenactment propounded

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by the Head of State from 2001 to 2011, the year in which the 150th anniversary of the establishment of the Italian state will be celebrated.

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Pub. SMD-G-023 ed. 99
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