



The Minister of Defense

WHITE PAPER

for international security and defense



Our Defense

INDEX

Chapter 1: WHY A WHITE PAPER?	p. 3
As a military instrument for international security and defense	p. 5 p.
The internal reform of the Defense Department	5 p. 6
Defense and the State	
Chapter 2: THE STRATEGIC FRAMEWORK	p. 8
The evolution of the strategic scenario	p. 8 p.
The security of the Euro-Atlantic region	11 p.
The security of the Euro-Mediterranean region	12 p.
Global security	14
Chapter 3: INTERNATIONAL SECURITY AND DEFENSE POLICY	p. 15
National interests and objectives	p. 15
A safer nation	p. 17
A safer Euro-Atlantic region	p. 17
A safer Euro-Mediterranean region	p. 18
A more stable and secure global system	p. 18
The international security and defense strategy and the necessary capabilities	p. 18
Tasks and missions of the Armed Forces	p. 20
Chapter 4: LESSONS LEARNED AND IMPLICATIONS FOR THE ARMED FORCES	p. 21
Lessons learned from operations carried out	p. 21
Constants and changes in the characteristics of conflict	p. 23
Implications for the Armed Forces	p. 24
Chapter 5: PREPARATION AND READINESS OF THE ARMED FORCES	p. 26
What does Defense need to be ready for?	p. 26
The necessary levels of readiness and preparation	p. 27
Military installations, ranges and military property Reserve forces	p. 28
	p. 29
Chapter 6: THE TRANSFORMATION OF THE ARMED FORCES	p. 31
The future Operational Model and the capacity development of the Armed Forces	p. 31
General concepts and guiding principles for the review of the force structure	
	p. 31
The Governance review	p. 33
General concepts and inspiring principles	p. 34
The political direction	p. 35



The Defense Administration	p. 36
Resource productivity and spending control	p. 37
Recruitment and personnel structure	p. 38
General concepts and inspiring principles	p. 39

CAP. 7: ORGANISATION, STRUCTURE AND CAPABILITY OF THE ARMED FORCES p. 41

The new organizational structure of the Armed Forces	p. 41
The review of management and command structures	p. 41
The development of a unitary capability and joint force integration	p. 43
The structure of defense training	p. 43
Territorial organizations and bodies	p. 45
The valorization of the peculiarities of Component	p. 45
What capabilities to generate and what National Integrated Force	p. 46
Major development programs	p. 47

CHAPTER 8: HUMAN RESOURCES p. 48

Staff as a strategic resource	p. 48
Recruitment and personnel structure	p. 48
Education and training	p. 50
The staff structure and careers	p. 52
Civilian defense personnel	p. 53
Health and safety at work	p. 54
The economic treatment	p. 55
Reintegration into the world of work and the enhancement of professionalism	p. 56
Citizens and Armed Forces	p. 57

Chap.9: INDUSTRIAL, INNOVATION AND SCIENTIFIC POLICIES p.58

The general scenario	p. 58
The security and defense industry	p. 59
Technological skills	p. 59
Science and technology	p. 60
The global dimension of the defense sector	p. 61
Relations between Defense and industry	p. 62
Management of development and acquisition programs	p. 64
Defence, industry and universities	p. 65

Chapter 10: STRATEGIC PLANNING AND IMPLEMENTATION OF THE LB p. 66



Why a White Paper?

1. The global context in which we live today has become extraordinarily complex, difficult to interpret and uncertain in its evolution. The eighties of the last century ended with the end of the historical period of the "bipolar opposition" and with the hope of the start of a global process of peaceful coexistence, in which international crises could be resolved with the wise use of diplomacy, economy and supranational bodies.
2. Subsequent events, however, have shown that this prediction had been optimistic: areas of the world that were stable quickly became the site of horrendous atrocities and crimes against humanity that were thought to be buried forever. At the same time, crisis situations pre-existing the "Cold War" have been rekindled and exacerbated, generating effects in neighboring areas. The start of the globalization process has brought wealth and development to many areas, but has also created strong social disparities and transfers of wealth and productive tools. The aspiration for democratic and participatory social models has shaped a new generation of people, who have thus become aware of their own traditions, rights and values, but has also given rise to the rebirth of nationalism and oppositions based on intolerance, sectarian struggles and competition for primary resources. The revolution started by information technology and new technologies, which seemed to offer man the possibility of obtaining more from the planet, had to deal with the growing awareness of the difficult sustainability of certain models which involve the intensive exploitation of resources, for the under whose control new situations of crisis and conflict arise.
3. With these assumptions, it is certainly not possible to predict what effects these orientations will cause in the future, but the tendency towards widespread instability certainly appears destined to remain at least in the near future. The dynamics that characterize it, on the contrary, seem to become increasingly violent and less and less confined to the places where they are generated. Phenomena such as those of the Caliphate and the destabilization of important regions in our neighborhood for social, economic, health, fideistic or more traditional power politics reasons require us to look at such events with concern. A concern that arises from the awareness of having to ensure in the long term and with our allies that condition of sufficient deterrence, which is functional to preventing future conflicts in the Euro-Atlantic and Euro-Mediterranean regions and from the responsibility of having to anticipate, prevent and possibly manage events that situations of instability can be generated in terms of threats and attacks on our national integrity, our sovereignty and our vital interests, not excluding the risks generated by mass migrations, pandemics, terrorism and crime.
4. From this perspective, the "Defense function" and its operational instrument represented by the military instrument constitute an essential element of the national system aimed at protecting and guaranteeing our freedoms. Freedom conquered with the sacrifice of past generations and which is the primary condition for the protection of free institutions and citizens' rights.



5. Faced with a situation of growing international instability and insecurity, therefore, there is today a great need for Italy to address the problem of the country's security and defense with rationality, method and foresight, not limiting itself to the albeit necessary management of sudden events, but by developing a broader and more comprehensive strategy that also involves all the capabilities that our society can express. The defense of the State, in fact, cannot and must not be limited exclusively to the action, however indispensable, carried out by the Armed Forces within their area of competence. It must constitute a unicum where each segment of society, depending on its own aptitudes and capabilities, contributes to the creation of that broad and coordinated security framework which is a real guarantee of freedom for our country.
6. This challenge requires the Government and Parliament to question themselves on the major issues of security and defense of the country, in order to arrive at the definition of a structured National Security Strategy that is able to address and manage in a coordinated and the security problems that await Italy in the future are synergistic.
7. Furthermore, the intense activity conducted by the Defense in the theaters of intervention requires that renewed attention be paid to the theme of the "command of the Armed Forces", in particular during military operations, also in light of the numerous missions conducted in support of the international stability in recent decades. Without prejudice to the powers of the constitutional bodies, it appears useful to reflect on the adequacy of the decision-making bodies and the related support structures, established over the years to deal with crisis or emergency situations. Their functioning, in fact, is strongly affected both by the limited purpose given to them at the time of their establishment and by the absence of specific primary level legislation that defines their attributions and configuration. It is, therefore, appropriate to study new solutions in order to ensure the right place for the delicate decision-making process relating to the exercise of military force, in compliance with the mandatory constitutional principles and the unavoidable needs of timeliness and effectiveness.
8. The strategic analysis and project synthesis initiative of this White Paper is placed in this perspective and with this perspective, which has the triple aim of:
 - indicate, with a medium-term perspective, which military instrument can best address the challenges and opportunities that pertain to the Ministry of Defense in terms of international security and defence;
 - identify which governance model and consequent organization can best guarantee the Dicastery its compliance with modern criteria of effectiveness, efficiency and cost-effectiveness, to allow Defense to successfully face today's and future challenges.
 - develop the cultural and organizational elements that allow Defense to contribute organically to the country's effort to develop the indispensable security framework referred to previously.
9. The elements contained in this White Paper constitute the basis for the development of the implementation solutions which must be refined and implemented quickly, according to the indications outlined in the final chapter.



As a military instrument for international security and defense

10. The Italians of our generation have lived a long period in which it was possible to take advantage of a broad security framework and in which participation in the international community's efforts for international peace and stability could be the result of a "choice". The current situation does not allow us to underestimate the fact that direct involvement in some of the ongoing or potential crises could become an inevitable commitment. It is, therefore, necessary to prevent the onset of such situations and intervene appropriately, in case of failure, to contain them before they become too great to be faced with limited sacrifices.
11. The economic-financial crisis and the need to contain public debt, however, do not allow the country to provide, in the short term, all the resources that would be necessary to face these challenges with all the desirable tools and in all situations. Through a wise choice and use of the tools that can be made available, it is necessary to identify the correct priorities for action and the most appropriate ways of intervention to ensure the achievement of the strategic objectives that are intended to be achieved in any case.
12. Secondly, it is necessary to summarize the dual need to prepare what is necessary to immediately deal with the crisis situations in which the country is involved and to preserve, in a broader and long-term perspective, the ability to deal with conflictual situations of traditional nature. This latter eventuality, today perceived as less probable, cannot be overlooked since it is capable of compromising vital national interests more than any other circumstance, including the very survival of the State.

Finally, it is necessary to understand how and to what extent the different International Organizations to which 13. Italy belongs contribute to international security and the defense of the country. Membership of the Alliance

Atlantic is vital for its strategic function and also useful for reducing the overall impact of the defense function on the national budget. From this perspective, it must be assessed how this participation requires having to deal with a fair division of responsibilities, which is proportional to the overall potential of the country. Participation in the process of European integration in the field of defence, on the other hand, requires questioning which political and regulatory tools should be developed to make it produce greater security. Lastly, the need to contribute to the peace initiatives of the United Nations makes it necessary to prepare all those activities that can make the country's role in the Organization credible.

The internal reform of the Defense Department

14. The Ministry of Defense is facing a complex historical moment characterized by pressing needs, which require it to act quickly and effectively in order to preserve, and in a longer term perspective strengthen, the fundamental function it expresses. At the same time, the Government is aiming for a broad reform of the Public Administration, in order to provide the State with modern tools for the development of the activities for which it is responsible. While protecting the peculiarities connected to the functions to be carried out, therefore, it is in the country's interest that Defense also takes part in this reform moment.



15. Furthermore, it is necessary to highlight how the military instrument has been subject to various adjustments over the last twenty years to respond to multiple contingent needs. The recent law n° 244 of 2012, moreover, provided for a significant numerical contraction of the Armed Forces, for a volume equal to approximately 25% of its size, and introduced new organizational changes. The need therefore appears evident to proceed with a more organic and complete review of Defense governance, which, taking up the spirit of the Andreatta reform of 1997 and fully implementing it, can lead to a truly integrated structure distinguished by greater effectiveness, efficiency and, above all, economical operation.

16. The issue of personnel represents one of the most relevant critical issues for the Defense which in the last two decades has seen important reforms made concrete, such as the suspension of the draft and the introduction of the "professional model" and female military service. Today, after a sufficient period of operational experience and partial adaptations of the law, the need to systematically review, renew, harmonize and make it simpler both the regulatory body that regulates the recruitment and progression process of career, and the provisions that define the general legal framework of reference for personnel.

17. Finally, the need for more coordinated and transparent guidance requires that some decision-making and internal functioning processes also be modified, to guarantee more effective political direction of the dicastery and its better interconnection with the other Ministries, in the context of a united government action of the country conducted by the Presidency of the Council of Ministers. Furthermore, as regards cooperation between institutions, it also appears necessary to investigate how to improve the necessary relationships with the system of regional and local authorities. The projection of Defense functions towards actions and interventions that are not exclusively military, for example for competitive activities in the event of serious disasters, requires, in fact, a reflection on the needs of integration and coordination with local powers and public functions located in the system of autonomy, which will need to be developed.

Defense and the State

18. The function carried out by Defense is constitutionally foreseen and fundamental for the State since it preserves its very existence and creates that security framework which is an indispensable condition for the development of the country. In periods of crisis and transitions, such as the one we are experiencing, however, it appears essential to further strengthen the strong and vital connection that should always exist between Defense and the other Departments, between the Armed Forces and the other instruments of action of the country and between the military and the rest of the citizens, to achieve that interpenetration between the different parts of the same organism which is functional to the very life of our community.

19. It is a primary need for our country to better understand the tasks, functions and peculiarities of the Defense and of the "citizens in uniform" who serve it, in order to ensure full knowledge of the facts, needs, advantages and possible related risks. On this basis, citizens and their elected representatives will be able to reach rational and fully informed decisions and full assumption of responsibility in a critical sector such as that of Defence. In this process, the work of discussion and coordination between the Government and Parliament remains essential, for which new methods of information and relationships must be developed, in compliance with their respective constitutional competences.



20. Tackling the problem of the country's security and defense in a modern way requires an all-encompassing and multi-disciplinary approach. We need to ask ourselves how the set of different capabilities that allow the country to be more secure should be developed and whether an evolution of the same concept of "defense" is conceivable to make it broader and more inclusive of the different perspectives and capabilities that animate it. This concept, moreover, integrates well with the provisions of the innovations launched by the Government as part of the reform of the so-called "third sector", in particular regarding the role and functions of the National Civil Service. In this effort, the connecting element that should underlie this evolution is constituted by the shared values that they permeate the very existence of our country.
21. A real sharing of the same framework of values between citizens and their Armed Forces requires constant communication and assiduous interaction between the parties, which makes transparency, public utility and constructive criticism the basis of the relationship of trust that must always exist between institutions and citizens.
22. With the aim of contributing to the effort made by the entire national community, this work intends to give a precise and decisive impulse to the transformation of the military instrument towards greater efficiency, effectiveness and cost-effectiveness of management. It constitutes the starting point for a complex work of reform and adaptation of our Armed Forces, as well as the basis for the launch of a broad and mature reflection on the issues of international security and defence.

The historical period in which we live requires it, the citizens who observe serious international events on a daily basis ask for it and it is our duty as a Government to make every possible effort to tackle these problems with determination and give the best possible responses in the interest of the country.



The strategic framework

The evolution of the strategic scenario

23. The international relations system presents a high degree of complexity due to the interconnection of numerous factors and actors. This constitutes at the same time an element of dynamism and strength of the entire system, but also of vulnerability because disturbances and crises spread easily and quickly. Italy is deeply inserted in the international system, from every point of view. It takes advantage of and benefits from this strong interconnection and fuels it in a non-negligible way. In addition to the technological and commercial dimension, the dimension of knowledge and culture also make our country a non-marginal player.
24. Italy, moreover, presents some sensitivities generated by the ever-increasing interaction and interdependence with the rest of the world, due to its geographical position and dependence on foreign countries in terms of supply of resources. As a consequence, almost all social, cultural, economic or political phenomena produce effects on Italy which to varying degrees alter the existing balances both at a global and regional level.
25. Italy's general policy, and defense policy in particular, cannot, therefore, ignore a broad and different vision of the problems and dynamics underway, projected on a global scale and capable of simultaneously embracing multiple dimensions. The option represented by a defense policy totally focused on some specific geographical areas or on some defined risk factors does not appear consistent with the strategic needs of a country so deeply inserted in global dynamics. On the other hand, given the actual size of the country and its overall interests, this need requires the adoption of rigorous realism in the definition of priorities and in the choice of intervention tools. Any different choice that would lead to a shift towards a "non-realist" approach to the problems of international security would turn into a large waste of resources and a much less than optimal protection of national interests.
26. This White Paper, therefore, could only develop from a preliminary identification of the most relevant factors that characterize the current international environment and the main trends that condition its evolution. This effort was necessary not so much to propose a predictive and deterministic model of future threats or risks to national security, but rather to reduce the level of indeterminacy and uncertainty that characterizes the analysis, identifying a more precise reference environment within which to make different choices.



27. As part of the Guidelines for this document, it was stated that the current period is characterized by two competing and concomitant geopolitical phenomena: a progressive globalization of phenomena and problems, which tends to transform the world into a "global village" with high level of interconnection and, at least for a part of the world, high interdependence, and a parallel process of fragmentation, which generates structural weakening and destabilization especially of less strong or newly established state identities.
28. The current international situation is characterized by widespread and frequent instability, a harbinger of conflicts that are not always limited and catalyzed by political, social, economic, environmental or fideistic factors. This appears more likely in areas with economic-social problems or which the post-Cold War global transformation process has deprived of traditional references for guidance and stability.
- Various factors interact to influence the future international security scenario and to favor the tendency to create new situations of instability in addition to the unresolved ones of the last century. Among them the most relevant can be indicated.
29. Changing balances of power globally. The process of progressive affirmation of a new balance at a global level on a polycentric basis or, according to some, on an a-centric and regional basis, deriving from the affirmation of new emerging powers, could lead, already in the medium term, to new political challenges, economic or military. Hence the possible emergence of new conflict situations, perhaps localized, but potentially with a significant impact for the country, for Europe and for the Atlantic Alliance. At a global level, traditional wars between states for the control of resources or for the rekindling of unresolved situations over time could cause a domino effect with an expansion of crisis situations. At the regional level, changes in the balance of power, such as those produced by conflict situations in the Euro-Atlantic region, by the weakening or ineffectiveness of the action of the Atlantic Alliance and by imbalances between defense resources and security challenges to be addressed, could make new conflict situations less unlikely.
30. Changes in political structures. It seems to slow down the process, characterizing the past decade, of progressive transition of autocratic or illiberal regimes towards forms of greater democracy. Although many populations have now become aware of being able to aspire to it, the real possibility of achieving a complete democratic system is not always guaranteed in a growing number of cases. This situation, exacerbated by economic and social crises, can lead to phenomena of internal instability and civil wars even in countries that today appear stable.
31. Greater influence and pervasiveness of technologies. The current speed of the research and exploitation cycles of technologies, together with the innovation process resulting from the integrated use of existing or emerging ones, will lead to a greater acceleration of change. Likewise, the traditional margin of technological superiority held by capabilities for military use has been eroded to the advantage of technologies for civilian use, where the latter are often also available at lower costs, resulting in a wider possibility of access to technologies, including the most sophisticated. This will expand the possibilities of their use by non-state actors to offend any enemies or opponents, significantly decreasing the prevention and control capacity of the relevant state bodies.



32. Centrality of computer networks. The world is becoming increasingly connected and integrated and this situation leads to the possibility of having universal access to knowledge and information. The West's particular dependence on a functioning, secure and resilient computer network system entails the affirmation of a new operational domain, the cybernetic one, which will have to be manned and defended. The effects of cyber attacks on networks or computer services can be particularly destructive for Western countries and, if successful, lead to effects on society comparable to those of a conflict fought with conventional weapons.
33. Demographic changes. Demographic evolution will produce numerous effects on our society in terms of economic, social and security dynamics. As regards aspects connected with international security and defence, widespread poverty, high unemployment rates and relatively low education will produce social tensions and migratory pressures in many countries which could also generate difficulties in the countries subject to such exoduses. In Europe, limited birth rates and an aging population could lead to intergenerational tensions as well as impact the availability of young, qualified personnel for security and defense structures.
34. Urbanization. It is estimated that in 2040, 65% of the world's population will live in large agglomerations of cities and that 95% of this increase in the urban population will occur in the mega-cities of developing countries. This process will have a significant impact on the dynamics of security management in these States, both by increasing possible conflicts in urban areas due to the inability to ensure the primary needs of these realities, and by exacerbating the difficulties of possible military or police interventions, for the difficulty of discriminating between fighting elements and unarmed populations.
35. Scarcity of natural resources. Developing nations need increasing levels of energy and raw materials to support their growth. Competition for these resources could produce a higher level of international tension resulting in possible conflicts. More serious is the growing scarcity of vital resources, such as water and food, generated by demographic growth, climate change and an irrational use of territories. It is at the basis of migration phenomena and could lead to strong competition, even armed, for the possession of these resources.
36. Climate change. Climate changes at a global level are having a growing impact on our increasingly urbanized societies and dependent on territories where human intervention has profoundly modified the existing natural balance. In such a situation, the effects of natural phenomena will become more pronounced, turning more frequently into natural disasters with devastating effects. In addition to weakening the overall resilience capabilities of our societies, large-scale disasters could allow opportunistic actors to gain advantages in the international scenario in political, financial and economic terms.
- Globalization of financial resources. The financial systems that manage the most important resources on the planet tend to be increasingly interconnected and not related to precise state identities. This causes in some cases a decrease in the real sovereignty of many countries, the difficulty of managing crisis situations at a national level with traditional tools and the increase of actors in each specific crisis situation.



38. Localist identityism. The progressive affirmation of local realities on an identity basis causes a growing weakening and fragmentation of existing states, with the inability to centrally manage the complex phenomena that characterize the 21st century. In some cases, this weakness opens the way to the affirmation of transnational non-state realities on a confessional or criminal basis, whose violence and speed of diffusion have significant impacts on regional or global security conditions. The effects of such conflict situations, in fact, could lead to attacks on critical infrastructures, to changes with the force of political balances and to the compromise of trade and energy flows. Of particular gravity could be the consequences deriving from the possession by these entities of offensive instruments of a chemical, bacteriological, radiological or nuclear nature, the mere threat of use of which could have serious political, social and economic consequences.

39. Decrease in defense investments. This phenomenon is pronounced in the Western world and is accompanied by a reverse trend in the rest of the world, particularly in regional powers. For Western countries, the contraction in military spending is correlated with a widespread lower sensitivity towards defense issues in comparison with other economic and social problems.

Prolonged over time, this trend will decrease the prevention and deterrence capacity of Western countries, increase the level of possible risks and threats to security and compromise the overall defense capabilities of both vital and strategic interests and the founding values of our democratic structures.

[The security of the Euro-Atlantic region](#) 40. The Euro-Atlantic

region cannot be defined exclusively in terms of geographical perimeter, but rather by the commonality of values and the common democratic belief that are expressed by the community of States that are part of it. Since the end of the Second World War, the relationship built between the European and North American states has represented one of the strongest and most long-lasting pillars of world balance. It also took on the guise of a military alliance - the Atlantic Pact - but in reality it represents, from its origins, a much broader and deeper bond.

41. It is a bond of shared values, albeit experienced with different accents on the two sides of the Atlantic. It is the result of an interpenetration between the respective economies that has no equal in any other sphere of relations between nations. It was one of the driving factors on the path towards European integration and capable of bringing together a group of nations capable of leaving behind the divisions of the past and seeking together the realization of the founding values of the West: freedom, peace, well-being and development. Even from an economic point of view, the Euro-Atlantic space represents a vital area for Italy: in this area, in fact, 68% of imports and 75% of national commercial exports are developed, without mentioning the existing high industrial interpenetration and the structure of the strategic supply chain of common technological research and professional training activities.

42. It is therefore clear that the Euro-Atlantic region represents the fulcrum of national interests and, as such, its security constitutes the country's absolute priority. The constitutional dictate of defense of the homeland as a sacred duty of every citizen, therefore, is also made operational through the broader defense of peace and stability in the Euro-Atlantic region.

Within this architecture, the full and convinced national adhesion to the Atlantic Alliance and the development of a process of progressive integration of the defenses of the countries of the European Union, represent the keys to the protection, also for the future, of the security and national defense and entail not only advantages but also specific obligations and burdens.



The security of the Euro-Mediterranean region

43. The geographical position, the economic-commercial flows and the historical-cultural interconnection place our country at the center of a large geopolitical area, with its own and clearly definable characteristics, called the Euro-Mediterranean area. It represents a complex and very different space in terms of political, social, economic, cultural and religious systems, made unitary by common sharing and gravitation on the Mediterranean Sea basin.
44. This gravitation unites five areas with different characteristics: the countries of the European Union, the Balkan area, the Black Sea area, the Mediterranean area of the Middle East and the Maghreb. In some of these, profound economic, political and social upheavals have generated new and violent criminal phenomena, bloody civil wars and the rooting of terrorism and transnational insurrection, which sees illegal immigration and militant proselytism as potential instruments of diffusion even in Europe. These critical issues and the energy dependence on some of these countries make the stability of the Euro-Mediterranean region a vital national interest.
45. Precisely in the Euro-Mediterranean region we are witnessing the weakening of traditional state structures and the pursuit of social and cultural models alternative to the democratic one. In recent times, this phenomenon has worsened due to the emergence of groups capable of taking control of entire areas over which to exercise civil, military, economic and judicial power. The globalization of information, moreover, allows these groups to successfully export their model, with the result of rapidly spreading their beliefs and replicating themselves even over great geographical distances.
46. The evolution of terrorism from a configuration aimed exclusively at undermining the solidity of existing institutions to one that envisages their full and official replacement is particularly alarming. Terrorism, in fact, being able to count on state-type support bases, even if not recognized by the international community, evolves from the condition in which it still needed to conceal itself and hide itself to one in which it openly challenges local, regional and regional institutions and balances. global.
47. The threat represented by actors capable of successfully combining transnational terrorist, criminal, military and media actions leads to an overcoming of the traditional concepts of "security" and "defense" and to a progressive evolution of the tools necessary to face the problems of internal security and external defense. This mutation evokes the need for a broader integrated intergovernmental response capacity, in which the contribution of the military instrument nevertheless represents an essential element.
48. The complexity of the situations and the diversity of the actors acting in this area make a stable and effective regional security system unthinkable at the moment. At the same time, the geographical proximity and the direct influence on Italy of the events that develop in this area do not allow us to ignore the evolution of various crisis situations and states of conflict present in the area. These situations, if not adequately addressed and resolved, could further compromise the already fragile regional security situation.



49. From this perspective, there is therefore a vital national interest in working so that the Euro-Mediterranean region can evolve towards a situation of greater stability, economic progress and respect for fundamental human rights, in which the process of democratic competition can replace the of the conflictual opposition. The current situation, however, highlights how the state of affairs is still far from the desired condition and how it is necessary for the country to assume greater responsibilities and a role as an active participant in the international community's effort to resolve such crisis situations.

50. Ultimately, for Italy it is not possible to separate the security of the Euro-Mediterranean region from the Euro-Atlantic one, both being essential and complementary elements of the national security and defense framework. While in the Euro-Atlantic context participation in consolidated prevention, deterrence and collective defense mechanisms (Atlantic Alliance and European Union) ensures the country an adequate security condition, the possibility of creating similar conditions in the Euro-Mediterranean region requires that the same becomes the priority area of action for national interventions.

51. The Euro-Mediterranean region, however, does not represent a closed system or uninfluenced by the dynamics that occur in other areas, in particular in those directly adjacent to it.

It is not possible, in fact, to address certain crisis situations that develop in the areas of most direct interest without a broad understanding of the complex dynamics that generated them and involvement in initiatives aimed at their resolution. For the protection of national interests and for the consolidation of the security and defense framework, therefore, the areas of the Mashreq, the Sahel, the Horn of Africa and the Persian Gulf countries are of particular interest: a. The Mashreq. The term Mashreq, understood as a synonym for "non-Maghreb", generally identifies the set of

Arab countries located to the east of Cairo. It is therefore the eastern macro-region of the Arab-Muslim world, whose instability has amplified over the last twenty years due to widespread conflict both internal to some states and transnational, generated by economic, political-social factors. and religious. The possibility that some relevant terrorist phenomena could destabilize regions closest to us or even strike the national territory itself, represents a clear signal of the need to actively participate in the efforts of the international community aimed at achieving, through the wise use of all the tools available and in compliance with the wishes of the legitimate governments of the countries in the area, better conditions of regional peace and stability.

b. The Sahel. The Sahel is a band of territory in sub-Saharan Africa that extends between the Sahara desert to the north and the Sudan savannah to the south, and between the Atlantic Ocean to the west and the Red Sea to the east.

It constitutes an area of limited economic development where there remain areas of extreme poverty also affected by continuous conflict of a religious and tribal nature. The lack of state structures capable of adequately protecting the internal security conditions of these countries makes it possible for factors of instability to be projected from them towards the Mediterranean area, especially in terms of mass migrations, illicit trafficking and the penetration of affiliated with international terrorism. The conditions that favor the development and spread of pandemics are also of concern, although the national prevention and control systems in place have proven effective. The intervention of the International Community could also be seen in this



case, the active involvement of Italy in missions of a humanitarian nature or contribution to stabilization.

- c. The Horn of Africa. The Horn of Africa constitutes an area of traditional national presence, facilitated and stimulated by the cultural closeness of the local populations to our country and by the strategic position as a crossroads of maritime trade flows to and from the Mediterranean area. The political and social stability of the area and the creation of better living conditions for the populations have a significant relevance, albeit indirect, for the security of the Mediterranean region, preventing the resurgence of phenomena such as piracy, reducing emigration towards Europe and preventing the expansion of extremist religious terrorist groups from finding fertile ground in the area. As with the Sahel, this is an area that could see Italy's active involvement in missions of a humanitarian nature or contribution to stabilization.

- d. The Persian Gulf region. The region of the countries bordering the Persian Gulf is of particular strategic importance, since a significant share of the world production and trade of petroleum products still gravitates in this area. Furthermore, some countries are active and important players in the dynamics that can influence the stability of the Mediterranean area and are important partners of our country. For these reasons there is a national and international community interest in the stability of the area and in preserving the freedom of commercial flows that develop there.

Global security 52. As an

important member of the international community with global economic prospects and political interests, Italy is both capable and willing to exercise a role of responsibility at the international level, acting within its capabilities to help ensure peace and development. In this effort, Italy attributes fundamental importance to the role of the broader international community, which finds in the United Nations the global organization of reference and within its scope the possibility of developing joint actions with existing multinational organizations.

Italy is fully aware that only shared and participatory action with other Nations can realistically lead to the desired objectives. As a consequence, Italy has over time developed a profound interconnection and, in some cases, interdependence with many countries, maintaining an extensive network of economic, political-cultural and military relations, even outside our regional area.

- 53. The broadest security of national interests, therefore, requires that Italy actively shares the responsibility of the process that was initiated by the international community and which is aimed at creating better living conditions, peace and development for all the populations of the world .
As part of a multidimensional approach and in accordance with the possibilities and priorities, the country will therefore operate not only for the safeguarding of national interests, but also for the protection and protection of populations in crisis areas and for the development and promoting increasing levels of global security and stability.



International security and defense policy

National interests and objectives

54. The ultimate goal of the national international security and defense policy is the protection of Italy's vital and strategic interests. This objective requires that the defense of the State and its sovereignty be ensured, that the construction of a stable regional security framework be pursued and that work be done to facilitate the creation of a favorable international environment. Although multifaceted instruments of intergovernmental action may be used by the Government to achieve these objectives, the ability of the Armed Forces to defend Italy and its interests remains central.
55. Over the last twenty years, in fact, the participation of the Defense in multinational military operations has strengthened Italy's international role, allowing us to consolidate our relationships in the context of alliances and develop new ones, even with emerging players. A notable commitment in terms of human and material resources, also paid with a high price of blood, in which the Armed Forces have demonstrated that they can operate successfully even in difficult environmental conditions. In full harmony with the action of the Ministry of Foreign Affairs and International Cooperation, the action of the Armed Forces has therefore made it possible to strengthen, to the advantage of the "Country System", the role of Defense as a primary actor in the field of international security .
56. As set out in the Guidelines to this document, Italy's role in the world is determined by our vital and strategic interests as a Nation and as an important member of the international community. In reality, these two factors are intimately linked, since national interests necessarily have an international dimension. Furthermore, these roles and interests must be seen in relation to the fact that the country is an integral part of the global system in its dual meaning of contributor and recipient of the limits and constraints that the system itself places.
57. Italy is one of the main and most relevant European countries and a founding member of the European Union. Our social, political and economic future is undoubtedly anchored in Europe and its future. Our security interests coincide to a large extent with those of other European partners and it is therefore vital for Italy to preserve the security and stability of the European continent and the transatlantic spaces, an objective which can be achieved by guaranteeing the effectiveness of the European Union and of the Atlantic Alliance as collective, political and military instruments capable of protecting this interest.
58. Italy considers the strengthening of the Common Security and Defense Policy to be strategic and for this reason actively promotes an evolution of Europe's role according to dynamics that provide for a growing integration of resources and capabilities between member countries. In this perspective, for example, the Government's action is aimed at the further development of incentives and innovative approaches in defense cooperation, also studying fiscal measures that do not cause market distortions that include a reflection on the exclusion of some investments of the Defense from the thresholds of the Growth and Stability Pact. The transatlantic bond will be able to find new energy from a closer understanding between the European dimension of defense and NATO, overcoming the suggestions that still lead to preferring bilateral relations over multilateral ones.



59. National interests, however, are not confined within Europe: as a primarily transformational economy, much of the possibility of national development depends on the ability to attract foreign investment and international trade, to which we are dependent with numerous primary resources without which the possibilities of national livelihood and economic development would be severely compromised.
60. Our economic interests, our particularly rich and complex history and our geopolitical position also entrust us with other responsibilities and opportunities. Italy is a member of numerous international organizations and has developed multiple and relevant ties of friendship and cooperation with many nations. Finally, as an open society, Italy influences and is influenced by global events and trends.
61. Without neglecting the defense of national territory, sovereign maritime and air spaces, our freedom, the security of our citizens and the future well-being of our country are therefore dependent on widespread global stability, on the existence of an international system that protects respect for people's freedoms and fundamental rights and global economic development. These conditions cannot be separated from the national will and capacity to know how to place themselves within this system with credibility and authority, and from active participation in its preservation and strengthening. Finally, the network of international, political, economic, technological and cultural relations constitutes a heritage of the country which cannot be considered as definitively acquired, but which must be constantly nourished with far-sighted and coherent choices over time.
62. Our ability and willingness to invest in international security, however, must take into account the real overall possibilities of the country, the economic and financial circumstances and the need to have an adequate military instrument to satisfy the country's priority defense needs. Clear priorities must therefore guide our choices in terms of resource allocation for the acquisition, preparation, readiness and employment of forces.
63. Traditionally, the country has managed the condition of geopolitical uncertainty by preparing a balanced military instrument characterized by a plurality of particularly valuable capabilities. It is clear that financial resources are today an unavoidable constraint on proceeding along this path and that Italy will not be able to respond autonomously to all future security and defense needs.
64. This White Paper outlines new and realistic objectives for international security and defense which will orient the Dicastery's action in an innovative way and favor the integration of resources potentially expressed by all institutional actors. As anticipated in the Guidelines to this document, the new national security and defense structure will be based on three pillars: ÿ European integration. The interpenetration of national defense with that of other countries will be sought primarily with the partners of the European Union. Although involving a progressive and accentuated interdependence and a sharing of sovereignty, both greater integration in the security and defense sector and the development of more structured and profound, although not exclusive, cooperation with the countries we are closer in terms of interests, historical-cultural ties and reference values.
- ÿ Transatlantic cohesion. The transatlantic community constitutes the second and broader circle of guarantee of the country's defense; NATO, which has guaranteed peace in the Euro-Atlantic region for almost sixty years, remains the reference organization for this community. Over time, NATO has evolved, taking on a broader and different role, but it is in the dimension of collective defense that it finds its continuing centrality. To date, only the Alliance between North Americans and Europeans is capable of exercising dissuasion, deterrence and military defense against any kind of threat.



Global relations. Italy is an active part of the international community and participates in the interrelationship dynamics that develop in this context both at a bilateral and multilateral level. It recognizes the UN as the main and unavoidable point of reference for legitimation, in particular for what concerns international security issues.

65. In this perspective and within the domains of action illustrated, in the following paragraphs precise guiding elements will be explained for the definition of the roles, operational methods and quantitative and qualitative dimensions through which the country intends to implement international security policies and defense. As will be better illustrated throughout the document, this definition will take place as part of a "Strategic Review" preparatory to the start of a new planning cycle by the technical-operational bodies which will lead to a fifteen-year general planning programmatic document.

A safer nation

66. The priority objective for the protection of Italy's vital interests remains the defense against a direct armed attack on the national territory, its population and its assets, including potential attacks of a hybrid nature and those carried out by non-state actors possessing substantial capabilities. of offense, including those represented by weapons of mass destruction.

67. This possibility will be prevented by acting along two lines of action. The first, by developing at the level of intergovernmental action the ability to use all available tools to create an international situation that prevents this risk. The second, preserving a multifaceted conventional deterrence capacity, proportionate to the extent of the real threat and capable of discouraging potential hostile entities. The latter capability will be developed within NATO's integrated common defense structure and in the context of the common European security and defense policy. The capacity gaps for collective defense identified by the European Union and NATO, therefore, will represent national priorities, as will the availability of a certain capacity for autonomous first response interventions and to ensure the defense and integrity of the national territory, spaces for maritime access to the territory and air defense.

68. Alongside these more traditional capabilities, Defense will develop, in full harmony with the national strategy on cyber protection, the possibilities of defense against cyber attacks that exceed the capabilities provided by civil agencies. Similarly, it will contribute more effectively to the protection of freedom of access to space and the deep sea.

A safer Euro-Atlantic region

69. The Euro-Atlantic security dimension is vital for the defense of the country and the protection of national interests. Only the Atlantic Alliance can ensure sufficient deterrence and defense capacity of the Euro-Atlantic territory from a possible conventional military threat which, although not currently considered probable, cannot be ruled out either. The only strategy capable of maximizing the security framework and mitigating the related risks is that of active participation in NATO.

the In this context, Italy must present itself as a net contributor to security, maximizing 70. the operational output of capabilities that it will be able to make available and concentrating its effort towards a high professional quality contribution with adequate means and materials, therefore qualifying and making more efficient its participation in the Alliance's response and reaction forces, within the framework of the ongoing review of NATO forces.



A safer Euro-Mediterranean region

71. The Euro-Mediterranean area represents the main area of national intervention. Achieving a high degree of stability and democratic development in the countries that affect the Mediterranean therefore constitutes a priority objective for our country. Defense will contribute to the development of Government policies aimed at guaranteeing this objective with a targeted action of military cooperation with all the countries in the area, seeking further and deeper collaborations to build a broader and more stable security context over time. If specific circumstances require it, Defense must be ready to assume direct responsibilities in response to crisis situations and be prepared for pacification and stabilization interventions decided by the international community. In some cases, Italy may also assume the burden of leading, as a leading nation, such operations, particularly in those areas where direct knowledge of the situations is greater due to historical, social or cultural proximity.

the Within the Common Security and Defense Policy of the European Union, as well as in the 72. activities related to "Mediterranean Dialogue" pursued by NATO, Defense will act to develop policies that are more attentive to the Euro-Mediterranean security dimension, proposing , in harmony with the objectives of the MAECI, as a reference actor for the initiatives that will be undertaken and continuing those already underway in the Central European and Balkan areas.

A more stable and secure global system 73.

As highlighted several times, Italy has a significant economy with global prospects and interests, has multifaceted interests on all continents and is an important partner of the "international system". Fully adhering to this system is an essential choice for Italy, which necessarily involves "active membership", i.e. concrete participation.

74. Outside the regions of priority intervention, the contribution of Defense to the construction of a more stable and secure international system will be guaranteed by acting along two lines of action, concurrent and coordinated with the efforts of the other ministries. The first involves developing all the existing military consultation and cooperation capabilities, in order to increase them and encourage interrelationship processes towards those countries with which there are shared interests. The second provides for the possibility of selecting and using capabilities, among those available, for military interventions limited in time and purpose in order to contribute - with the other countries of the world community - to the protection of international security.

The international security and defense strategy and the necessary capabilities

The objectives outlined and the priorities identified outline, in summary terms, the main elements necessary to define Italy's medium-term international security and defense strategy:

Sharing security and defense. The multidisciplinary and complexity of the challenges of today's world and their size, considerably greater than the possibilities of a single nation, require Italy to seek the best security and defense conditions within a shared multinational architecture. This architecture will develop both within the country, through a strengthening of the global intergovernmental approach to problems, and at the international level, through military cooperation and integration with collective defense structures.



• Active participation in security and defense. The security and defense sharing strategy requires the country to be, within its possibilities, an active player and net contributor.

This presupposes the involvement of the country both in the definition and implementation of capabilities - military and non-military - for the prevention, deterrence and elimination of possible threats to stability and security, and in the contribution to the international effort to guarantee better conditions of peace and of development.

• Multiplicity of fields of action. The creation of a solid and lasting international security and defense framework requires a diversified and multidisciplinary approach with different degrees of effort depending on the severity of the national interests at risk and with the use of all available state instruments, including the military one.

76. To this end, Defense will pursue the creation of an integrated and modern military instrument, able to acquire, develop and sustain over time the most suitable skills to: • understand the causes of modern conflict and the needs deriving from the evolution of scenarios international;

• prevent the emergence and consolidation of risk or threat situations for the country; • intervene promptly, precisely and effectively to manage crisis situations and eliminate any threats to the security and interests of the country.

The three main dimensions of the military instrument to consider are: quantitative, qualitative and capacitive.

77. The quantitative dimension of the military instrument will remain substantially unchanged compared to the levels envisaged by current legislation. The Defense, in fact, with law n° 244 of 2012, has already taken steps to initiate a quantitative reduction to move from a staff of 190,000 military personnel and 30,000 civilians to one of 150,000 military personnel and 20,000 civilians. The Defense, however, will pursue the objective of a younger, leaner and more flexible staff structure, with more modern recruitment criteria and career progression and supported by a regulatory body that is closer to the needs deriving from a professional Defense model. Furthermore, to mitigate the possible risks deriving from a reduced force structure, the creation of a reserve force capable of contributing to the overall national security and defense needs will be studied.

78. The qualitative dimension will be privileged, in particular in the various choices that will have to be made for the educational and training aspects, with specific attention to the components of the instrument with the highest level of operational readiness. A more correct balance between quality and cost will instead be sought to ensure that quantitative needs are not excessively sacrificed.

79. The capacitive dimension of the instrument will be enhanced by a correct balance of the quantitative and qualitative dimensions and by a new governance structure, which will allow a more effective political direction of the major choices and the possibility for the Armed Forces to act harmoniously as a single instrument and synergistic. The objective is to achieve a more streamlined structure, without duplications or redundancies, with fewer management levels and overall more efficient, economical and which favors operational effectiveness.



Tasks and missions of the Armed Forces

80. The tasks assigned to the Armed Forces derive from our Constitution, which establishes the defense of the homeland as a sacred duty of the citizen (Art. 52), and are explained and updated in article 89 of legislative decree no. 66 of 2010 ("Military Order Code - COM").

It sets out, as a priority, the defense of the State, but also, with reference to article 11 of the Constitution, the task of operating for the purpose of achieving peace and security, in accordance with the rules of international law and the decisions of the international organizations of which Italy is part. Furthermore, the contribution to the protection of free institutions and the carrying out of specific tasks in the context of public disasters and in other cases of extraordinary necessity and urgency is envisaged. Finally, within the scope of article 92 of the same COM, the Armed Forces, in addition to their own institutional tasks, provide, upon request and compatibly with the technical capabilities of the personnel and means supplied, their own contribution in the fields of public utility and of environmental protection.

81. In perfect harmony with the general tasks identified by the regulatory framework, this White Paper identifies precise and specific missions for the Armed Forces which will constitute, in their priority, guiding elements for the subsequent revision activities of the military instrument and the development of general planning. They are:

FIRST MISSION: *Defense of the State.* It consists in the defense of the state against any possible aggression, to safeguard: ÿ the integrity of the national territory; ÿ the vital interests of the country; ÿ the security of areas of national sovereignty and of compatriots abroad; ÿ the security and integrity of the communication routes accessing the country.

SECOND MISSION: *The Defense of the Euro-Atlantic and Euro-Mediterranean spaces.* It consists of contributing to the collective defense of the Atlantic Alliance and maintaining stability in the areas affecting the Mediterranean Sea, for the purpose of protecting the vital or strategic interests of the country.

THIRD MISSION: *Contribution to the realization of international peace and security.* It consists of participation, in the context of international crisis management, in crisis prevention and management operations outside the areas of priority intervention, in order to guarantee peace, security, stability and international legality, as well as the affirmation of fundamental human rights, in the spirit of the United Nations Charter.

FOURTH MISSION: *Competitions and specific tasks.* It consists of contributing to the protection of free institutions and carrying out specific tasks in circumstances of public calamity and in other cases of extraordinary necessity and urgency.



Lessons learned and implications for the Armed Forces

Lessons learned from operations carried out

82. The analysis of the set of general trends and operations conducted over the last twenty years has validated many of the principles and guidelines for the development of the Armed Forces that had been stated in technical publications such as the Long-Term Planning Document and the Strategic Concept of the Head of SMD of 2005. On a general level, the positive results achieved by the military forces in the last twenty years of operational commitment demonstrate on the one hand the conceptual validity of the transformation process undertaken in the past by the military instrument, by another is the need to quickly create and optimize the military instrument, in line with the economic reality of the country and with the existing or foreseeable transformations of the security scenarios of interest to the country. In particular:
- a. Conflict prevention, stabilization and post-conflict reconstruction activities, such as the operations in Bosnia and Lebanon, have been successful thanks not only to the qualities expressed by the Armed Forces and military professionalism, but also thanks to the ability of the military instrument to knowing how to coagulate the contribution of other resources expressed by the "Country System" and therefore to operate not only at an inter-force level, but also at an inter-ministerial level.
 - b. The contribution of the Armed Forces to the management and resolution of international crises and conflicts, such as the operations in Kosovo, has proven decisive and has strengthened the country's image and action on the international level.
 - c. The military operations conducted for the protection of defenseless populations and for the affirmation of fundamental human rights, such as those underway in Iraq, have demonstrated the ability of the military instrument to efficiently and effectively conduct selective and limited uses in space and time.
 - d. In the fight against international terrorism, Defense has made an important contribution by operating not only outside the national territory, but also by supporting the action of the police forces in the homeland both with specialist contributions and through the garrison of important areas of the metropolitan territory . In contributing to humanitarian intervention and rescue operations in the event of catastrophic events, the Armed Forces have demonstrated multi-purpose capabilities, reactivity of action and ability to intervene even in the most critical initial phases, allowing the Nation to demonstrate the will and ability to act globally.
83. The need to carry out rapid and unplanned conventional operations in the Balkans to implement United Nations resolutions regarding Kosovo or, more recently, the need to reinsure Eastern European allies by demonstrating joint action and readiness capabilities of reaction, confirmed the need to maintain adequate deterrence and conventional response capabilities.



84. The transformation of the military instrument to also include a higher capacity for projection and support of forces outside the national territory has demonstrated its conceptual validity and was the key to achieving important operational successes. The possibility of expressing these capabilities quickly has proven successful not only in the management of more typically military operations, but also in support interventions in the event of serious natural disasters, such as the earthquakes in Pakistan and Haiti.
85. Conducting operations from a joint perspective has become the norm. The progressive development of the national capacity to integrate activities in the land, sea, air and space domains, but also in the enabling functions of logistics and communications, has favored the achievement of operational results in a more effective and efficient way.
86. The progressive "network-centric" integration of sensors, command and control systems and weapon systems has confirmed itself as a "force multiplier" capable of increasing the overall operational effect of the capabilities possessed and of raising the level of knowledge and mastery of the development of operational situations.
87. The Special Forces have demonstrated their growing operational value, acting in multiple and complex activities in support of conventional forces or in high-level dedicated operations, in a broad spectrum that includes, but is not limited to the release of hostages and the fight of insurrectionary and terrorist activities.
88. The operational activity of the last twenty years has proven the growing relevance of some operational capabilities, particularly in projection logistics, in the C4ISTAR sector and in precision engagement, which have proven to be increasingly enabling for the effective management of interventions.
89. The constant, careful and pragmatic action of international relations developed by Defense (so-called Military Diplomacy) has made it possible to consolidate or create new and lasting relationships with numerous Nations, facilitating both international stabilization action and the development of profitable economic relations , cultural and social.
90. The ability to operate successfully within an integrated international system has proven essential, but at the same time complex and difficult to achieve. In particular, the development of better capabilities in the sector of staff training, communications, "strategic enablers" and operational level coordination, as well as the correct preparation and rotation of forces, were critical elements.
91. From the point of view of a global approach to crisis management operations, the possibility of achieving the desired objectives has required an ever-increasing participation of non-peculiarly military capabilities, which has highlighted the growing need for better coordination if non-integration of the efforts conducted at the "Country System" level. In this context, the Armed Forces have demonstrated that they can provide the human and organizational capabilities to develop this integration, increasing the credibility of the country system at an international level.
92. The cycle of identifying lessons learned and preparing adequate doctrinal and operational responses and adapting means and systems was not as rapid, effective and targeted as desired. Improving these activities will be essential to achieving broader success in operations.



Constants and changes in the characteristics of conflict

93. The experiences gained over the last twenty years of operations and the in-depth studies conducted at an academic and doctrinal level have been able to appreciate a substantial change in the typology and characteristics of conflicts, both asymmetric and conventional.

ÿ In the case of asymmetric conflict, terrorist organizations' access to modern technologies, strategic communication techniques and large financial resources have allowed them to broaden the methods and scope of possible actions and the damage that can be caused.

ÿ In the case of conventional conflict, changes appear to emerge in the ways and tools that can be used, with particular regard to the extension of operations into the cybernetic domain and into space. Furthermore, a faster implementation of the cycle between decision and action is observable, which aims to "de facto" modify the situations on the ground with a dynamic alternation between diplomatic actions and rapid military activities carried out by limited, perfectly integrated forces.

94. The results of the studies conducted in collaboration with friendly and allied countries converge in highlighting that the future will be characterized by a series of risks and threats that will develop within large and fragmented areas, often characterized by situations of institutional anarchy. The resulting operations will be characterized by multiple operational difficulties characterized by the need to ensure:

a. access to the areas of operations and freedom of movement within them, which presupposes the ability to acquire and maintain control of the territory and guarantee freedom of maritime navigation, full availability of airspace and the possibility of access and exploitation of space and the cyber domain;

b. the correct support of the population, balancing involvement, legality and transparency with the needs deriving from the effectiveness and safety of operations;

c. the possibility of operating in often congested areas, such as urban areas, coastal waters and lower airspaces;

d. the security of the lines of communication, material and immaterial, which will be in the future, especially the latter, who are increasingly vulnerable;

And. the identification and knowledge of all competing actors in the area of operations, discriminating between adversaries and passive populations, between friendly military forces and civilian organizational elements.

95. There is a high risk that in the future any opposing forces, even in the case of conventional conflicts, will exploit with greater emphasis forms of unconventional or non-symmetrical struggle (so-called "hybrid threat"). The exploitation of our vulnerabilities, the unpredictability of actions carried out even in non-operational areas, the direct involvement - often passive, but sometimes also active - of civilian populations, will be forms of contrast for which we will have to be prepared to guarantee the maximum possible security for our forces and for our territories, while guaranteeing the possibility of consolidating the local realities to which we support.



96. Our Armed Forces will therefore be called upon to operate to achieve increasingly complex and sophisticated objectives, in which the defeat or deterrence of possible adversaries will be only part of the tasks required. Operating within a comprehensive intergovernmental approach to security and defense issues, the Armed Forces will act for the protection and safeguarding of populations, for the development and support of local authorities and security forces and for the development of escalating levels of security and stability, in close contact with diplomatic staff and other ministries, but also with governmental and non-governmental international organisations.
97. Although the possibilities of a traditional military threat brought directly to the national territory appear to have diminished in the short term, a balanced and integrated deterrence force, made up of conventional land, naval and aerospace capabilities, will also constitute a guarantee for the future to ensure the Defense of the Homeland and contribute to the integrated defense of NATO territories, as provided for by the agreements in force.
98. The awareness and support of Italian citizens for the international commitments undertaken and for our Armed Forces will be increasingly decisive factors for the success of the delicate tasks that Italy will be called upon to face in the future. In this sense, much has been done and awareness of the role of the Armed Forces and the professionalism of Italian soldiers has grown in the country. However, there is a need to develop better communication capabilities with the public to further share the aims, scope and actions of the Armed Forces, ensuring transparency and control.

Implications for the Armed Forces

99. Some of the lessons learned and trends observed certainly have a general value and require the Armed Forces to make them the basis of their adaptation work. The possibility of carrying out the assigned tasks, therefore, cannot ignore the consideration of the conceptual elements reported below.
100. The need to respond more rapidly to changing needs requires adapting the activity for the identification and acquisition of new equipment, the definition of the concepts of use of capabilities and for the development of doctrines and operating procedures. The process of transformation and adaptation of the Armed Forces will require a greater effort to speed up, at all levels and in all sectors, the necessary changes of an analytical-procedural nature and of attitude and predisposition to change.
101. The prevention action of crisis and conflict situations must be anchored to a superior capacity for collecting and analyzing information, studying phenomena and understanding situations, to which the Armed Forces will have to actively contribute together with other bodies of the State. In crisis or conflict situations, the action of the military instrument will only be effective by having superior command and control, surveillance, reconnaissance, information analysis and understanding of situations capabilities, which will therefore be strengthened.
102. Integration and interoperability with the Allied Forces will represent the main factors to make the national contribution effective and relevant. This objective requires that since peacetime the forces are designed, prepared, trained and trained to operate in multinational contexts and as part of broader arrangements.
103. The extension of the domains of action to the cybernetic and space ones implies that specific defensive operational capabilities are dedicated to these areas, in order to preserve the security of the "Country System" and to strengthen the stability of the political, economic and social.



104. The rapid and intense development of technology requires that the Military Instrument promotes knowledge of the possibilities and effects deriving from the availability of new military and dual equipment and invests accordingly. Innovative concepts, such as "soft air defense", will require intensive inter-ministerial cooperation for managing large volumes of data and establishing the necessary capabilities to manage them.
105. The human element will remain central in the action of the military instrument. It is essential to maintain high professional quality over time. The ability to interact in multicultural and complex environments, as well as the ability to understand situations and the spirit of inventiveness and adaptation to different operating environments, will be the main human characteristics in which to invest. The ability to use modern equipment to its full potential and the ability to train both prepared and motivated soldiers and personnel from friendly and allied countries will represent the main objectives of the education and training processes.
106. Equipment for the Armed Forces must represent the best possible balance in terms of cost-effectiveness and aim to be homogeneous in terms of quality and technological level. The main objective to be achieved is the "expressible capacity", which must be achieved through the balanced product of the various factors that compose it and not only through the purchase of excellent systems not adequately supported by the other factors that make up the capacity and by the structure of the forces that employ them.
107. The balance of capabilities in the different action domains will remain a guarantee of flexibility and effectiveness of use. The hypothesis of having a complete tool in each capacitive sector, however, will have to be rethought in favor of strengthening those sectors in which use appears more likely and more effective, enriching the ability to know how to express excellent contributions. Necessary operational capabilities, but not achievable solely at national level, will be pursued through international cooperation.
108. The capabilities that can be expressed by "special forces" and "special operations forces" will be strengthened and made more integrated and suitable to operate in synergy with conventional forces. The support systems for the forces themselves will have to be strengthened and made more available in terms of efficiency, effectiveness and number. Furthermore, the "institution strengthening" and "stabilization" capabilities will have to be strengthened, with particular regard to the defense's ability to equip and train the security forces of the country where it operates.



Preparation and readiness of the Armed Forces

109. The "posture" of the military instrument, i.e. the preparation and location of the forces and the level of preparation and readiness at which they are maintained, is one of the most important strategic management tools available to balance the available capabilities with the presumable risks. The essential operational capabilities to be expressed, therefore, must be considered development factors and not mere management costs.
110. As highlighted several times, the geopolitical scenario is characterized by a high level of strategic uncertainty and situational volatility. In the current short-term financial perspective and international instability, only a perfectly integrated capability structure and a carefully planned force posture can provide the country with the necessary tools to adequately respond to risks and threats and allow it to have an active role in redefinition of the security and stability conditions of the areas of most direct interest.
111. Adjustments in the levels of readiness of the forces and, consequently, in the parameters of usability, sustainability and projectability, can be achieved more quickly than changes in the structure and composition of the units. Force preparation and readiness are, therefore, the most effective levers to use to rapidly respond to current changes in the security environment.

What does Defense need to be ready for?

112. Alongside the priority and continuous task of guaranteeing the defense of the State and, in the NATO context, collective defence, Defense must be ready, also within the context of its participation in the European Union, to carry out a series of activities and operations, including:
- operations aimed at the timely protection of vital national interests, independently or as part of a broader coalition;
 - peace support and stabilization operations in response to international crises; • specialist support and training activities, both nationally and abroad;
 - activities aimed at safeguarding free institutions in case of necessity and urgency;
 - humanitarian assistance and support activities in the event of disasters, both at national level and abroad;
 - evacuation operations of compatriots abroad in emergency cases.
113. Defense will continue to regularly review how to best adjust its levels of preparation and readiness to adapt to the challenges and opportunities presented by the strategic transformations taking place in our regional area. In order to allow for more effective political guidance, allocation of resources and monitoring of results, the Defense will implement a new system for managing the levels of readiness and preparation of the forces. Finally, the progressive reduction of the national effort in many large operations that have characterized the past decade will offer the opportunity to identify a new balance of force posture, to better support the security policies of the Euro-Mediterranean region.



The necessary levels of readiness and preparation

114. Adequate levels of preparation and readiness of the forces ensure that the Defense has suitable military capabilities available to carry out, when necessary, the operations decided by the Government. These parameters represent important indicators for evaluating the actual potential operational output of our military instrument and the effectiveness of the investments made. Over the last twenty years, Defense has made a substantial contribution to our country's international action.

Functional to this objective was the possibility of using the military instrument in multiple multinational missions and operations and this possibility was made possible thanks to the possession of adequate levels of preparation and readiness.

115. Planning the correct levels of operational readiness and preparation is a sophisticated and complex exercise that requires identifying the right balance between the available resources and the level of risk that the country is willing to assume. Maintaining a large part of the forces at a high level of readiness and preparation reduces the level of strategic risk for the country, but involves high costs and high pressure on personnel, assets and systems and operational infrastructure. Likewise, excessively low levels are not acceptable since they lead to the inability of the military instrument to carry out the assigned tasks and missions, decreeing its substantial practical uselessness, as well as high risks for personnel.

116. Within NATO, Italy has contributed to developing three reference parameters through which it is possible to objectively evaluate the level of "employability" of the Armed Forces, i.e. their suitability to operate in current and near future scenarios. They refer to: *ÿ usability of forces*, or the percentage of forces readily usable within the required terms and certified professional qualifications, availability of means and systems, and training levels;

ÿ projectability of forces, i.e. the percentage of forces capable of being used effectively outside the normal sedentary areas and therefore possessing the necessary mobility and logistical support capabilities;

ÿ sustainability of the forces, i.e. the percentage of forces capable of being employed for long operational cycles far from their normal stationary areas, therefore equipped with the necessary technical and logistical support capabilities and also taking into account the need for their rotation over time.

117. The values for these parameters, collectively identified by NATO countries, represent an essential minimum objective for the military instrument, to be achieved and maintained over time. The allocation of adequate resources for this result therefore constitutes an indispensable priority. Compatibly with the availability offered by the financial framework of reference, this translates into the reversal of the spending trend in the sector of maintaining operations, in compliance with what was agreed within NATO.

118. With regards to the possibility of identifying and achieving the correct levels of readiness and preparation of the forces for the medium and long term, it should be highlighted that there is a time *gap* between the definition of the need and the generation of an optimal military response. Defense is well aware of this fact which often requires managing new and unpredictable circumstances with existing tools. To mitigate these risks, the identified strategy envisages acting along three lines: ÿ having an adequate information flow and an effective capacity for strategic analysis and evaluation, to better appreciate the evolution of situations and needs, facilitating the preparation of what deemed necessary;



identify, preserve and strengthen those operational capabilities which traditionally represent the level of capacity achieved and the quality of the means and systems adopted, true areas of excellence of the "Country System". These capabilities will constitute the backbone of the national contribution to those international coalition operations outside the areas of priority intervention, but also the capable areas of priority concentration of efforts in the process of progressive European integration;

since it is impossible to exclude the least probable but most impactful operational scenarios, maintain a significant deterrence capacity consisting of an integrated combat force that is modern, can be perfectly integrated into multinational devices and can be used, for a limited period, in scenarios with higher intensity; in the same vein, maintain, where possible, a sufficiently broad base of embryonic but operationally usable operational capabilities, which can possibly be expanded as scenarios change.

Military installations, firing ranges and military state property 119.

To carry out the assigned tasks, the Armed Forces need installations in which to live and operate, areas for training, depots for the storage of vehicles and materials and spaces to dedicate to works for the defense of the territory. The disposition of the Forces in the country is planned as a consequence of specific military needs and economic convenience. Although sometimes this deployment may entail different levels of burdens and benefits for local populations, this need is unavoidable and is functional to the priority need for the safety of all citizens.

120. Military state property includes all the permanent works used for national defense.

It therefore includes ports, airports, fortifications, barracks, logistical and administrative installations of various types and warehouses. State property is a State asset which, in its function as a fundamental logistical element for the correct functioning of the Armed Forces, must be characterized by effective and useful use. For these reasons, the Defense has already started and will give new impetus to a process of verifying the real needs and valorising those areas that will no longer be deemed necessary, returning them to the community for their full use. Alongside this activity, the Defense will launch a census of the limitations, provided for by Legislative Decree no. 66/2010, to which the areas adjacent to military property are subject and will verify every possibility to reduce these restrictions to the bare minimum.

121. The process of integration of the logistical and territorial bodies, together with the reorganization of the forces and commands, will make it possible to reduce state property needs and to start the modernization of the remaining infrastructures, according to a concept that involves the concentration of needs on relatively few large multifunctional infrastructures. This process will make it possible to make the establishment and use of support services for personnel and the operations of the forces synergistic and more convenient, for economies of scale.

122. Of particular importance is also the need to develop a new and modern housing policy to ensure the ready availability of personnel at the place of service in a context of strong mobility, an intrinsic peculiarity of the military instrument. The current housing need is decidedly higher than available and is territorially unbalanced due to the changed operational situations linked to the Defense reorganization process. The dynamism of the process and the difficulty of finding the necessary financial resources require that the problem be addressed through a variety of solutions, including innovative ones.



123. The training areas, land, naval and air, represent an essential element for maintaining the operational effectiveness of the Armed Forces. Italy is a densely populated country, with a complex orography and a strong tourist vocation and there is, therefore, a strong sensitivity regarding the use of public areas for military training activities. Defense recognizes this need and over the last twenty years has worked to reduce the impact of its activities in terms of space dedicated to exercises. Already today, Italy is among the European countries that allocate the lowest percentage of their territory to this function, but the Defense effort to minimize this impact cannot be considered concluded, also providing for a temporary alternating use of the areas between military and civil purposes, with particular attention to areas of naturalistic and landscape value. These objectives are also accompanied by the need to use training areas outside the national territory. In light of the experiences gained, the use of these areas is a fundamental element for a complete, effective and realistic preparation of the units.
124. Without prejudice to the need to maintain a minimum but sufficient level of training areas for real activities, in the coming years the Defense will strive to increase the percentage of its activities carried out with simulated methods, or through the use of information systems electronics and simulators. The priority will be the effort to minimize the environmental impact of the activities and to make the training areas free from risks for the populations and technologically developed for their dual use, i.e. also for purposes related to civil protection and security. Finally, the use of these areas must favor the economic and/or industrial development of the communities in which they gravitate.

The reserve forces

125. The Reserve component is an integral part of the capabilities of a military instrument of a professional nature. It is requested by the Atlantic Alliance to allow smaller armed forces to be kept in service at lower costs. Typically, the reserves provide operational capabilities with a lower content of specific professionalism, those that require long times to be regenerated or those that are referable to specific civilian professionalisms not present or not conveniently trained in the Armed Forces.
126. The uncertainty of international scenarios and the possibility that the future quantitative dimension may not be sufficient in some operational situations require forms of integration of the capabilities of the military instrument. The objective is to create a readily employable and effective "operational reserve", i.e. composed of a trained force of officers, non-commissioned officers and troops, for contingent military needs and for responding to civil emergencies.
127. In terms of operational capabilities, the reserve force component must allow it to have:
- *Specialist Capabilities*, which are not normally part of the permanent forces or are so in insufficient quantities. This is the case, for example, of medical or nursing professionals, engineers or communication and contract experts. These forces may be needed from the first moments of crisis situations and therefore should be readily available.
 - *Complementary capabilities*, generally used in scenarios with a lower level of risk and conflict and which therefore do not require possessing the entire spectrum of operational capabilities and training. They allow high-readiness and capacity forces to be made more available for more demanding tasks, preventing them from being used on less onerous tasks.



• *Supplementary Capabilities*, the purpose of which is to support and reinforce the permanent forces. They normally require longer times to be prepared, so their role is preferable when used for operations with an expected long duration.

• *Mobilization Capability*, where reserve forces offer the necessary basis for expansion of regular forces in the event of mobilization to deal with large-scale emergencies.

128. In terms of organizational solutions, Defense will present operational proposals for the establishment of a new voluntary reserve structure which:

• is consistent with the new conceptual structure of enlistments and career progression;

• takes advantage, for information but also organizational activities, of the support of the structures and capabilities of the existing Arms Associations, especially in relation to the fact that the same reserve could be used in competition activities with State institutions in the event of events exceptional;

• is characterized on a regional or macro-regional basis, to minimize costs and connect the structure of the reserve to the territory that expresses it;

• is financeable within the scope of specific Government regulatory provisions when necessary for meet specific national needs, such as crisis or emergency situations;

• provides for different forms of membership in this reserve, from the younger and more operational one, to be employed more frequently, to the part-time and specialist one, which will have less frequent cycles of employment;

• is open to the widest possible number of professionalisms and grades.

129. The key to success in establishing an effective Reserve is its full integration into the capability structure of the Armed Forces and its regular use in deployment and training cycles. All in a system that is able to regularly employ, according to needs, regular forces and reservists to cover the widest spectrum of national security and defense needs.



The transformation of the Armed Forces

The future Operational Model and the capacity development of the Armed Forces

130. The challenge that the country must face and resolve concerns the possibility of generating a military instrument that is capable of satisfying the country's international security and defense needs both in the short term, mitigating the risks that could derive from limited resources, and in the medium and long term, developing a harmonious set of capabilities suitable for preventing and managing situations of strong international instability and uncertainty.
131. Balancing the quantitative dimension of the military instrument with the qualitative and capacitive one will represent, in the near future, the main task of Defence. It will be implemented through the "strategic defense review" which will end with the definition of a new general planning with a fifteen-year perspective. It seems clear that this task will not be a pure exercise of technical analysis and evaluation, but, on the contrary, will find its deepest legitimization in a work of political direction and supervision. For these reasons, the general concepts and inspiring principles that will underlie the review of the operational structure of the Armed Forces are indicated below, so that they can continue to represent the instrument for guaranteeing the defense of the State and free institutions.

General concepts and inspiring principles for the review of the force structure 132. To ensure the execution of the tasks,

there is a dual need to define the set of intervention tools that the country is able and willing to acquire and maintain effective, ensuring they have the necessary level of resources required, but also to size them according to correct priorities for possible use. These two moments are both essential and live in close relationship with each other, since a strategy for developing military capabilities would be incomplete in the absence of a clear definition of the priorities with which they intend to engage them.

133. For the first aspect, the complexity of the global system in which we are inserted requires the adoption of multiple tools capable of operating on different levels, at different times and in different dimensions. For some of them, the Defense Department is a contributor to Government action by assisting:

- the current intelligence system, so that it can effectively collect, analyze and exploit information, anticipating the onset of explicit threats and working to reduce the risk of uncertainty, for better risk management;
- effective and persuasive diplomacy, authoritative in every forum and capable of activating those development cooperation tools that can weaken the conflict factors, contribute to crisis management and facilitate the return to social and political stability after conflicts;



• effective levers capable of appropriately orienting national and international economic actors, determining more favorable conditions for the strengthening of political relations;

• strategic communication tools to generate knowledge and sharing among the target audiences and functional to the achievement of the institutional objectives of protecting national interests.

134. However, the availability of a military instrument capable of completing the spectrum of capabilities that can be activated by the country to protect its interests, operating effectively in all phases of the crises and conflicts. The military instrument must, therefore, be sufficiently broad to allow a correct balance between the different operational components as well as sufficiently flexible to cope with changing needs over time, capable of manifesting themselves even at short notice.
135. Such flexibility and breadth of spectrum, however, do not presuppose the availability of the entire set of possible capabilities, but rather an adequate combination of those that will be possible to generate and sustain, preferring the areas where the experiences gained, the investments made and, above all, the real prospects of greater operational usefulness, allow the development of areas of excellence. It should not be forgotten, in fact, that the true guarantee of the country's defense lies in participation in a collective defense system, where the possibility of an effective and relevant contribution to the common device lies not so much in the generation of a large number of residual capabilities, but rather ensuring a significant contribution in a number of valuable capabilities. This naturally presupposes the need to develop a set of forces that is truly integrated in terms of use of the tools available in the different domains, for a real multiplication of operational effects. It follows the need for a conceptually unitary preparation of the action tools, based on a careful balance between the theoretical numerical needs, the real ability to make the acquired systems fully operational and sustainable over time and the number of capacity sectors in which to invest the resources.
136. In this perspective, the current master planning system will complete its full transition to one based on "expressible capabilities". In preparing the future instrument, this system will place emphasis not so much on the centrality of specific weapon systems or on the levels of forces necessary to counter a defined threat, but rather on the tasks that the Armed Forces must be able to carry out and the capabilities that they must possess to be able to carry them out, also accepting a certain number of operational risks, which also include the least probable but most dangerous ones for national security. These risks must be clearly highlighted to the political and institutional authorities and to public opinion.
137. The second factor to be considered in the conceptual development and subsequent general planning of the Armed Forces is that concerning the probabilities and methods of use of the military instrument, on the basis of which it will be necessary to correctly distribute the available resources to optimize the achievable results. In principle, a planning and preparation of the instrument based on the potential operational capabilities that can be expressed will allow the political decision-maker a wide discretion in the use of the Instrument depending on the situations, conditioned exclusively by unavoidable dimensional and structural limits. Furthermore, in the presence of limited resources, the definition of a main gravitation area will make it possible to optimize the number and quality of the available instruments and to offer greater options for use in certain areas.



to others. From this perspective, in addition to the defense of the national territory, the Government believes that the Mediterranean region and the situations capable of producing effects directly affecting this basin represent the priority gravitational area for the protection of national interests. In this context, in fact, threats capable of projecting their effects quickly and clearly on the homeland can materialize.

138. To operate in this geostrategic situation, the national military instrument will have to be calibrated so as to offer the broadest intervention capabilities and ensure that Italy is also able to lead any multinational crisis management and recovery operations. international peace and security. This implies the availability of adequate resources to exercise the military command of multinational forces operating in coalition, as well as significant intervention capabilities across the entire operational spectrum, such as to offer a significant contribution to the success of operations.
139. Outside of this priority area of action, Italy must be able to generate capacity for military interventions limited in time and purpose to contribute, with the other countries of the international community, to the protection of peace and stability international. In such cases, the Armed Forces will be required to set up capability packages characterized by a high level of specialization and full integration into the multinational devices that will be activated, also ensuring the suitability of the system to assume the necessary command and control functions in the scope of such training.
140. The choice of capabilities to prepare for interventions to participate in operations to be carried out outside the priority area of action will be able to take advantage of the progressive improvement of collaboration between European Union countries on defense matters. Italy will have to favor this strengthening in order to pursue, when this is made possible by the integration process, an effective and qualified specialization of national military capabilities to be used within the scope of the Common Security and Defense Policy, valorising the experiences gained in the numerous conducted international missions.

The Governance review

141. The transformation of Defense into a system that combines characteristics of operational effectiveness and process efficiency, with a view to overall cost-effectiveness, requires suitable operating procedures for its success. The in-depth investigation conducted made it possible to verify how the quantitative reduction and professionalization of the military instrument, carried out over the last twenty years, have not always been accompanied by a modernization and adaptation of the internal functioning mechanisms of the Defense.
142. Regarding the political direction of Defence, the incomplete implementation of the principles underlying law no. 25 of 1997, furthermore, did not allow the tools available to the political authority for the direction of the department to be made complete and fully effective. At the same time, as part of a process aimed at greater efficiency of the Public Administration and reduction of costs, the Government's action calls for an adaptation of the bodies directly supporting the political Authority itself. A profound conceptual review of the support structure for the political direction of the Dicastery is therefore essential in order to obtain greater management economy, greater effectiveness of action and full compliance with needs.



143. With regards to the technical-operational and technical-administrative areas, the existing organizational structure, already subject to revisions in recent years to adapt it to new needs, is still characterized by an excessive number of hierarchical levels, a high fragmentation of skills and from duplications. This situation derives from the solutions adopted in the past to manage armed forces of larger dimensions than the current ones, widely dispersed throughout the territory and composed mainly of conscript personnel. The general needs identified, the professional and reduced size of the Armed Forces and the need to contain expenses, now require the adoption of a different governance model, which is lighter, linear, still resilient, but characterized by a reduction in levels hierarchies and organizational complexity.
144. The awareness that the future military instrument will be increasingly integrated with those of other European countries and NATO leads to the pursuit of greater multinational integration of certain command and control, training and logistical and general support functions, primarily those less criticisms in terms of protection of national sovereignty.

General concepts and inspiring principles

145. The review of the Defense governance structure is a priority for action by the Government in terms of international security and defense policies. In the short term it is necessary to manage the risks deriving from the erosion of the capabilities of the Armed Forces and, therefore, of the national security framework, acting in order to maximize the operational result obtainable from what is available. Furthermore, it is imperative to guarantee the national community that the resources allocated to defence, although limited today, are still used in the most effective and efficient ways, including through a reorganization of the military instrument.
146. Defence, therefore, will act along two lines of action: ÿ the first aimed at at least restoring the minimum level of resources necessary to guarantee the operation of the military instrument, its stabilization and its better administration, and then tend to an increase that is in line with the trend of the economic situation and with European standards. This is functional to facilitate the revision of the operational model, but also to improve the transparency and effectiveness of choices, to make the role of the Government and Parliament central in the major choices related to defence, to optimize the use of resources available and, finally, to facilitate policy action towards the national defense industry. ÿ the second, aimed at reviewing governance, with the aim of reducing the level of human and financial resources necessary for management and support functions with the same expressed operational capabilities. From this perspective, the organization and functioning of the Defense will be reviewed to allow for more effective political direction of choices and harmonious and synergistic action of the various components of the military instrument, completing the reform started in 1997 by Minister Andreatta. The objective is to ensure the unity of strategic choices and cost-effective management, preserving and strengthening the capacity for effective action, at every level, to solve problems.
147. The first guiding principle for this review is related to the organization by strategic functions. Those identified are: the "*political direction*", the "*strategic-military direction*", the "*generation and preparation of forces*", the "*use of forces*" and "*force support*". The set of central and peripheral bodies and commands, therefore, will be reorganized with this in mind, eliminating any duplication and merging the units that perform the same functions, in order to avoid splitting and uneconomical nature.



148. The second guiding principle is that of "single command", which is accompanied by that of "centralized management and decentralized execution". The objective is to achieve a more effective political-military and strategic-military direction of Defense and a unitary management of the processes of planning, acquisition and use of capabilities and integrated support. Organizational choices and ways of working must also allow for the identification and resolution of problems at the lowest possible level and the valorisation of the peculiarities of each operating environment. "Decision-making committees" will be institutionalized in the apical assemblies to ensure, while respecting roles and hierarchies, the widest sharing of choices, the presentation of the various peculiarities and needs and a more effective connection between political directions and technical needs.
149. The third guiding principle concerns efficiency and cost-effectiveness of operation, which represent the main objectives of the Government's reform action. It is necessary to develop the ability to measure the quality of operating processes with precise criteria, in particular those that supervise the management of resources assigned over time. This is all the more necessary to make it possible for Parliament and the public to verify the choices and actions of the Government and Defence, an indispensable transparency factor for creating awareness and broad involvement.
150. The operational tools and action methodologies capable of making the selection processes and identified solutions more transparent will therefore be strengthened, as will those to guarantee effective internal evaluation action on the achievement of the set objectives. Furthermore, new systems will be introduced to consolidate the planning, management and reporting procedures of the resources and services performed, in order to harmoniously correlate them with the tasks assigned to the Armed Forces.

The political direction

151. The "political direction" is the first of the functions identified which will be subject to adaptation and strengthening. The duties of the Minister of Defense are defined by law. The Military Order Code, in art. 10, paragraph 1, establishes that the Minister of Defence, responsible for the military and civil administration of defense and the highest hierarchical and disciplinary body: ÿ implements the resolutions on defense and security matters adopted by the Government, subjected to examination by the Supreme Defense Council and approved by Parliament; ÿ issues directives regarding military policy, information and security activity and technical-administrative activity; ÿ participates directly or through a delegate in all international and European bodies competent in defense and military security matters or whose deliberations have effects on national defence; ÿ approves the joint general and operational planning and the consequent technical-financial programs, as well as the planning relating to the industrial, public and private area of interest to the Defense.
152. The Minister of Defence, therefore, in addition to implementing government decisions within the scope of the competence of his own Dicastery and approving planning activities, has his own precisely defined sphere of responsibility, which substantiates the "political guidance function" which includes, but is not limited to the sectors of military policy, development and use policies of the military instrument, personnel policies, industrial policies and international relations.



153. The existing tools for direct collaboration with the political authority, as well as those to ensure management and control action, have not been adapted to the new needs. First of all, it is essential to overcome the particular information asymmetry that inevitably penalizes the political representation bodies compared to the permanent branches of the administration. Secondly, with the aim of proceeding with a strengthening of political and control action, it is necessary to guarantee the Minister of Defense full autonomy and adequate tools of action, both for the exercise of the function of political-administrative direction, both for verifying the results of administrative and management action.
154. The direct collaboration offices, therefore, will be strengthened in the areas connected with the exercise of the functions attributed to the political summit, also bringing back to them tasks and functions delegated in practice to other parts of the administration. On the other hand, all activities not strictly associated with the guidance and control function will be reallocated to administration bodies or support structures. The reorganization will lead to a reduction in staff assigned to direct collaboration offices.
155. To protect autonomy in the exercise of their functions, the Minister and the Undersecretaries of State will be guaranteed the right to choose the staff of these offices, as established by the general rules on the organization of work employed by public administrations. It will therefore be possible to draw on specific professionals also external to the Defense Administration, according to stringent professionalism and experience requirements. Maximum independence and the best conditions of employment of the military and civilian personnel of the Administration must then be guaranteed, possibly by adopting specific institutions borrowed from existing regulations for personnel temporarily employed in a role external to the Administration.

The Defense Administration

156. The Defense administration differs in many aspects from that of other ministries, by virtue of the task of defense of the State which is assigned to the Armed Forces. Within Defence, in fact, both the normal needs and functions of a public administration and the specific ones deriving from the need to prepare, support and employ, in Italy and abroad, commands and military units must find an adequate balance. The current organization is the result of progressive adaptations, even very significant ones, deriving from continuous phases of quantitative reduction of the military instrument. In just thirty years, the personnel in service have halved, as have the operational brigades of the Army or the number of Wings of the Air Force.
157. The fundamental Defense reform, initiated by Minister Andreatta and hinged on the provisions of law no. 25 of 1997, had traced the evolution of the organizational structure in an inter-force sense, i.e. towards a more streamlined and integrated organizational solution, anticipating in a far-sighted way what was then achieved in many European countries. While recognizing that much has been done, there are still various sectors where we can proceed in this direction, overcoming the traditional organizational constraints of the Armed Forces.
158. On the contrary, moving quickly and concretely towards a new truly integrated structure constitutes the most suitable solution to ensure savings in human, infrastructural and financial resources which are now an unavoidable requirement to preserve the ability to operate effectively. Therefore, the elimination of any organizational duplication that is not strictly necessary, the reduction and simplification of hierarchical-organizational levels, the merging of similar functions and the reduction of any bureaucratic superstructure to the indispensable minimum, are the qualitative elements that will have to inspire the new organization of the military instrument.



159. The main reference for the review of governance and the consequent organizational structure will be given by the principle of structure by functions, to be developed around the fundamental ones identified previously. Furthermore, the management model will have to be made more effective by the introduction in some sectors of more modern working methods and sometimes closer to entrepreneurial ones, in particular in the field of acquisitions, logistics and general support. Finally, regulatory measures will be introduced to improve the transparency and stabilization of investment resources and, for major programmes, maintenance and updating.
160. Acquiring specific means and not then guaranteeing their full transformation into "operational capabilities" through adequate staff training and correct logistical support, in fact, puts the investment made at risk and generates net damage for the country. Since the stability of the resources assigned over time is an essential factor to ensure the correct planning of their use, the choice to develop a multi-year law (six years), to be updated every three years, for major defense investments appears unavoidable, which it will provide both stability to resources and the necessary political supervision (of the Government and Parliament) of the most relevant choices. The projection over six years will allow alignment with the cycles of the stability laws.
161. Finally, the review of governance must necessarily also include a reform of the methods of selection, advancement and employment of the military and civilian leadership, in order to ensure a younger and increasingly prepared military leadership and instrument. The new rules for the appointment and dismissal of top military management will guarantee adequate permanence in the position, in order to give continuity to the planning, programming and use of the Forces.
162. At the same time, the action of direct involvement and institutional communication towards Parliament and citizens will be improved. The current information methods, deriving from the progressive stratification of laws and regulations, will be simplified and made clearer, brought back to a unitary and prospective vision, eliminating unnecessary duplications and improving the comprehensibility of the documents produced.

Resource productivity and spending control

163. In order to ensure the new governance structure has adequate functioning mechanisms, new operational tools and action methodologies will be introduced to make the choice processes more transparent, participatory and effective. At the same time, the tools will be developed to ensure effective internal evaluation of the achievement of the set objectives. In particular, Defense will have to orient itself towards the following priority areas of intervention, which will constitute the objectives of the regulatory production that will be prepared following this document.
164. *Overcoming the existing tripartite division of expenses: for personnel, for operations and for investment.* There is, in fact, the need to adopt a more modern and correct allocation of resources according to a scheme that responds to criteria also adopted by other European countries, but above all to the real function that these expenses perform within the Defense budget. At the initial level and with the premise that the major investment programs are included in a dedicated multi-year law, the three reference areas should be that of "*personnel*", that of the "*operation of the military instrument*" (operation, training, urgent capacity adjustment, technological developments) and that of "*operations*" (cooperation and national and international military missions).



165. *Modernization of the programming, management and reporting procedures of the resources and services performed*, in order to harmoniously correlate the available resources to the spectrum of assigned tasks, to the established political objectives, to the implementation guidelines and to the tools necessary to achieve them.

166. *Development of a culture of effectiveness and efficiency*, which will be consolidated not only in the operational sector, but also in that of the use of resources and by all managers, with particular reference to knowledge of planning techniques, planning and control at all levels, including ethical aspects. These capabilities, in fact, cannot be improvised or delegated, but require continuous updating, verification and assimilation of the concept of "state good".

167. *Development of adequate tools for the correct evaluation of costs in relation to results*, which takes into account the systemic and interdisciplinary character of the Defense sector, its primary tasks and the need to reduce the weight of the bureaucratic system in processes that cannot be subjected to simple formal procedures. From this perspective, the existing rules, procedures and methods of using resources will need to be modified, simplifying them and encouraging a culture of action based on objectives, which must be concrete, measurable and correlateable to the available resources.

The recruitment and structure of personnel 168. As

- already emerged in the context of the studies relating to law no. 244 of 2012, the current staff structure does not appear to be entirely adequate to the needs, as it presents some critical issues that do not allow the current and future challenges relating to international security and the defense of the country to be adequately addressed. The military instrument, in fact:
- a. *It tends to be characterized by a high average age of personnel* due to the combined action of two factors: a high percentage of personnel in Permanent Service and the need to bring military personnel into line with the current rules of public employment, which are not always suitable for represent the peculiarities of the military condition.
 - b. *It presents significant imbalances in the distribution between ranks and categories of personnel*, due to the strong numerical contraction of the overall size of the military instrument which has occurred in the last twenty years, not mitigated over time by an effective and concomitant adaptation work which contemplated, for example, forms of early retirement also in derogation of the normal dynamics for retirement. Furthermore, the introduction of the Professional Model was not followed by a coherent review of the methods of enlistment and career progression, which further exacerbated the aforementioned imbalance. In this sense, the review of the methods of recruitment, career progression and tenure introduced with the professional model has highlighted some critical issues connected with the re-employment or stabilization of staff on fixed terms and, precisely in relation to the subsequent introduction of new reference models, has favored a quantitative inequality towards higher grades and older staff to the detriment of young staff and lower grades.
 - c. *It suffers from excessive system rigidity*, due to the rules that regulate enlistment, career progression and retirement placement, which are also conditioned by the overall regulatory system that underlies public administration. The final outcome is a lower ability to adapt to changing needs, an imbalance of resources allocated to staff compared to operational functions and lower overall operational effectiveness.



- d. *It does not have an effective "operational reserve" typical of fully professional models.* Furthermore, the Atlantic Alliance itself has repeatedly asked for the creation of a structure of reserve forces, capable of complementing the existing ones in service in case of need.

General concepts and inspiring principles 169. As

regards the recruitment of personnel, new methods of recruitment and retention in service will be introduced, functional to the achievement of the objectives that are intended to be achieved in terms of overall cost, effectiveness, operational efficiency and professionalism, which the public administration in general and the Defense sector in particular will have to possess. In particular, the new system is asked to:

- to. *Establish itself as a single integrated force*, where civil and military personnel operate in a unitary, synergistic and joint manner, to achieve the objectives assigned to the Defense Department.
- b. *Be, when fully operational, more economical than the current one*, while maintaining a numerical consistency of 150,000 units, to help improve the percentage of expenditure in favor of the operation and efficiency of the Instrument and, as far as possible, salary improvements consistent with the military specificity.
- c. *Being younger on average than the current one and facilitating management turnover.* When fully operational, the staff structure will have to guarantee an average age in the various categories (Officers, Non-Commissioned Officers, Graduates and Troops) which is at least in line with that of the other European Armed Forces and which this situation can be kept unchanged over time, to avoid that the problem of aging recurs cyclically. In order to give the model greater operational effectiveness and efficiency of use, the youngest and most "operational" structure of the Armed Forces will generally have to be equal to approximately two thirds of the entire workforce.
- d. *Being flexible and adaptable*, i.e. allowing the overall size of the Armed Forces to be quickly adjusted as needs change. This objective must be achieved through administrative measures that can exhaust their effect at most within a few years of the decisions taken, thus correlating any increases in personnel spending to the employment situations that actually require them.

And. *Be strongly oriented towards education and training.* The relatively frequent turnover of personnel requires extensive training capabilities to quickly bring new recruits to high levels of training and technical knowledge. Furthermore, this quality will allow us to contribute to a more effective international stabilization action, through greater possibilities for cooperation precisely in the sectors of education and training.

- f. *Pursue a marked internationalization of the capabilities possessed*, which must be, as far as possible, integrated and potentially usable by Allied and friendly countries, in order to facilitate the process of European internationalization of our Armed Forces. g. *Represent an added value*

for the country, which will be able to benefit from the training and education function guaranteed by the professionalism possessed by Defense personnel. h. *Facilitate the interpenetration*

of Defense with civil society. Today, the Armed Forces are characterized by approximately 88% of personnel on permanent duty and only 12% on fixed-term contracts.

The objective is to bring the Italian Armed Forces closer to percentages similar to those of the Armed Forces of other European countries, achieving, when fully operational, a balance between "Permanent Service" and



Determined" tends to be around 50%. This objective will be pursued by identifying mechanisms that facilitate: ÿ the transition of the necessary

personnel into the permanent service, in the sectors of public administration and/or the civil productive world, to put the professional knowledge acquired at the service of the country. In this process, however, the incompatibility, for a certain number of years from the end of active service, of the transfer of General Managers to positions in companies operating in the defense sector will be confirmed, to guarantee any possible conflict of interest. ÿ the return to civil society, at the end of the service provided, of "fixed-term" personnel, who will favor the transfer of professionalism and values internalized during the service provided to the State.

Once fully operational, the Armed Forces will remain young and motivated by age and, by virtue of the virtuous cycle established, constantly representative of Italian society and perfectly integrated with that.



Organization, structure and capacity of the Armed Forces The new organizational structure of the Armed

Forces 170. The need of the Armed Forces to fulfill their tasks,

effectively and efficiently, in complex, multinational and high-risk contexts, requires knowing how to operate as a single body towards a common objective, that is, with full unity of intent, in an integrated way and using the resources available in all domains of action. This approach must involve the phases of education, training and identification, development and support of the necessary capabilities, ensuring that a stronger joint perspective becomes a shared cultural heritage of the future Armed Forces and a reference element in organisational, doctrinal and operational choices. operation to be performed. The heritage represented by the individual cultures and professionalisms of the Armed Forces, however, must be preserved, because only perfect knowledge and interpenetration with the domain of action within which it operates can allow the effectiveness required by the complex scenarios of the future.

171. The objective is to reach a valid synthesis between these two needs, which are only apparently conflicting, through effective but also efficient solutions, which do not lead to the creation of new superstructures. It is therefore necessary to review the management and command structures of the Armed Forces, described below in essential form, pending a more careful verification of the detailed aspects and their full compliance with the sought after criteria of effectiveness and efficiency.

The review of management and command structures

172. As part of the function of "strategic-military direction", the Chief of Defense Staff (CASMD) will remain the top technical-military body of the Defense administration. He will be solely responsible to the political authority for all aspects relating to the generation and preparation, employment and general and logistical support of the Armed Forces. The organization dependent on him will ensure the execution of the fundamental functions of the military instrument.

173. *The first function is that of "the use of forces"*. The CASMD, responsible as "Commander in Chief" for the use of the Armed Forces, will avail itself of a Deputy Commander for Operations (VCOM-OPS) for this function, who will be assigned, when delegated, the responsibility for operational planning and use of forces in operations. The latter will make use of an Joint Force Operational Command, of which he will be head, and of the existing Operational Commands, which will carry out the function of Component commands, maintaining specific competence for the domain of use and a functional connection with those responsible for generating the forces.

The Joint Forces Command for Special Operations, which will make use of existing commands and sectoral capabilities, and the one for Cyber Operations will also operate under the VCOM-OPS. Any type of military operation, therefore, falls under the responsibility of the Joint Forces Summit Command, even in cases where the use of a single component is sufficient for its execution.



174. The *second function, called "force support", is logistics*. The National Armaments Director and responsible for Logistics (DNAL) will centralize all functions relating to both the acquisition of weapons vehicles and systems and to infrastructure and logistics, with the exception of adherence, i.e. direct support to the operational units. To this end, it will have an organization based on two major conceptual pillars: a. the first, who will carry out the functions currently assigned to some Departments and Technical Directorates currently reporting to the General Secretariat of Defence, will be responsible for the technical-administrative activities to guarantee the acquisition of weapon systems and the disposal of those which have reached completion of the life cycle. To ensure compliance of the activities carried out with the needs of the operational units, the manager of this structure will make use of Technical Directions for domains of use, which will maintain a functional relationship with those responsible for force generation.
- b. the second, structured as the Defense Logistics Command (CLD), will ensure the high technical management of the sector and the "consumption logistics" of what can be managed jointly in the activities of supply, maintenance of efficiency, transport, infrastructure, healthcare, police station and technical services.
175. By virtue of the strategic role on the level of technological innovation and on the economic, industrial and international level, the policies concerning the industrial area of aerospace, security and defence, public and private of interest of the Defence, are of strict responsibility of the political summit of the Dicastery. For the implementation of the directives of the political summit in this area, the DNAL depends directly on the Minister of Defense.
176. The *third function concerns the generation and preparation of forces*. The Chiefs of Staff of the Armed Forces will hierarchically report to the CASMD and will be, on the basis of the directives received, responsible for the generation and preparation of the land, naval and aerospace forces. The General Commander of the Carabinieri will maintain the current dependence on the Chief of Defense Staff for the military functions of the Carabinieri, while the structure of the General Command will be simplified and some functions relating to equipment will be integrated in a joint force manner.
177. In order to exercise its functions, finally, the CASMD will make use of a staff which will be managed by the Deputy Chief of Defense Staff. The Defense General Staff will therefore have a new and more solid organization, while the current Armed Forces General Staff will be streamlined, in line with the functions to be performed. At a general level, the support bodies at each level will be reduced to the essential, also providing that certain complementary functions, currently divided, will be centralized at a single top level on the basis of prevailing competence. Similarly, no staff body will have command functions which, if existing, will be reallocated to appropriate executive organizational elements.
178. The technical-administrative functions, with the exclusion of those associated with the activities headed by the CASMD, will be reorganized within a General Secretariat of Defense, the management of which will be entrusted to a civilian Secretary General placed under the Ministry of Defense.



The development of a unitary capability and joint force integration

179. With the aim of achieving the results of simplicity, efficiency and cost-effectiveness of management, the reorganization of the Armed Forces must also allow the development of a new working methodology that is participatory, objective-oriented and fully integrated. Hence the need to complete the regulations and general directives on decision-making and management processes both at the level of political leadership and the Defense General Staff. They will have to guarantee shared rules and ways of constructing choices through decision-making and control bodies capable of ensuring the plural representation of perspectives and needs.
180. Staff are the essential element for the success of this transformation. It is therefore necessary to be adequately trained and trained to operate in an integrated environment. This postulates the revision of the development of professional careers, employment and criteria for evaluating results. This reform will be started and concluded within one year of the presentation of this document.
181. Regarding the military management, the reference elements of the review process are represented by:
- a. the adaptation and modification of the principle of the so-called "normalized advancement", established by law 12 November 1955 n° 1137, to introduce a system in which the attribution of general management ranks derives exclusively from the need to cover specific national or international positions. These tasks will be proposed by the CASMD and approved by the Minister of Defense;
 - b. the establishment of a Joint Evaluation Commission, chaired by the CASMD, for the advancement of military leaders;
 - c. the impossibility of being evaluated for general management positions without adequate minimum experience in staff or joint command bodies; d. the "contractualization" of the managerial role, which, without prejudice to the homogeneity of treatment in the defense and security sector, also provides for specific objectives to be achieved as well as objective tools for evaluating them.
- And. the establishment of an organizational element for the management and coordination of all human resources destined for inter-force, international and inter-ministerial tasks, to be placed under the CASMD.

The structure of defense training

182. The objectives underlying the transformation require a more homogeneous training structure, without duplication and characterized by a unitary direction that allows its development and management to be guided. The renewed training system will be characterized by three elements which also represent the areas of action and the guidelines for identifying the most effective, efficient and economical operational solutions.
- to. *Continuous training.* Armed forces that are constantly evolving and are increasingly based on the ability to react promptly and therefore rapidly adapt to changing scenarios and needs, require that all military and civilian defense personnel have a career path that includes, alongside periods of normal professional employment, regular training sessions. The latter must be adapted to the specific path of each professional, to the complexity of the scenarios and comparable to that of the more advanced countries with which we cooperate. Characteristics such as the motivation to learn, the ability to have a long-term vision or the ability to solve problems are essential qualities that must be pursued by the Defense training system.



- b. *Maximum organizational synergy.* The training system will have to be rethought by providing for a strong organizational integration of all those activities that are common to the Armed Forces and civilian personnel, leaving the Armed Force structures with the exclusive responsibility of finalizing the training of personnel to the needs deriving from the operational environment in the which they mainly operate.
- c. *Harmonization and internationalization of training courses.* The objective of developing Armed Forces that have a high level of integration and that can be perfectly inserted into multinational systems requires that training courses are not only harmonized at a national level, but also capable of responding to precise international standards. Therefore, the carrying out of activities and training experiences abroad must be facilitated, with full valorisation and recognition at a national level, just as the possibilities for training foreign personnel in Italy must be increased, with a view to progressive integration of European defenses. .

183. The organization of training will have a unitary direction reporting directly to the CSMD. The training structure must be a harmonious, synchronized and synergistic organism, which will acquire, over time, its own legal physiognomy and the ability to issue credits and qualifications with legal value for the studies and training carried out. In this context, the Military Academies will maintain their physiognomy of initial training by "domain of action" and will be responsible for the technical-professional and character training of all Officers. The existing schools and centers that deal with specialist and technical training activities of a similar type will instead be unified and rationalised, centralizing them on the basis of the skills possessed and specific subject expertise.
184. The unitary management and management structure must safeguard the training peculiarities that represent the professionalism heritage of the individual components. Since the training activity is preparatory to the generation and preparation of forces, it is necessary that the individual Armed Forces maintain responsibility for defining the specific training needs and the necessary technical-professional growth paths.
185. The Defense schools represent an asset of the entire State which will be valorised by using it also for the benefit of the community. They will therefore be open first and foremost to civilian Defense personnel, who will carry out training activities in relation to the skills to be acquired, but also to university students and employees of other administrations, depending on their interest and skills. The teaching staff may also be civilian and exercise their functions part-time. Likewise, military teaching personnel in possession of the required qualifications may also be employed in training activities external to the Defence, with particular regard to activities where the professional skills possessed may be of interest to the community.
186. The military training system will therefore ensure continuous education for personnel throughout their career profile, but will also facilitate the reintegration into civilian life of those who are not destined for permanent service. Its vocation will be international, i.e. it will be configured as a system open to personnel from allied and friendly countries and ready to integrate into the broad context of European military training. Teaching activities will also be open to professionals from other countries, to derive maximum benefit from their experiences and knowledge.



Territorial Bodies and Bodies

187. The modern needs for simplicity and economy require that the process of evolution of organizations and territorial bodies towards a more integrated reality, started over ten years ago, be brought to rapid completion. However, the connection with the territory and with the local communities which is functional to guaranteeing both support for citizens in case of need and the needs of the structure of the reserve that is intended to be implemented will be preserved.
188. The new logistical-territorial support organization will be unitary and placed under the Defense Logistics Commander. It will ensure that needs are met with management criteria that favor organizational simplicity, reduction of infrastructure to the bare minimum and full integration between the Armed Forces.
189. Furthermore, the local authorities, through specific offices, will also have responsibility for the dissemination of information on defence, the recruitment of personnel and the facilitation of the relocation of personnel into the civilian world of work.

The valorization of the peculiarities of Component

190. In their work, the Armed Forces constantly refer to the moral and ethical values of our Nation, of which they are an expression and part. Loyalty, a sense of duty, the cult of traditions and the awareness of carrying out a mission that puts even one's existence at risk in the protection of the superior interests of the country, constitute a heritage that must be valorised, reinvigorated and passed on to future generations. These values must permeate the activity of all members of the Defense in the belief that preparation, example, respect for human personality and a sense of justice are the keystone of public service act
191. Repositories of these traditions and specificities are the different components that make up the Armed Forces. The Army, Navy, Air Force and Carabinieri, in fact, do not exclusively represent bodies specialized in operating in their own domains of action, but represent a heritage of traditions, work and life ethics, passion for their professionalism and values. New emphasis must be placed on the rediscovery and sharing with all citizens of the traditions and specificities that have characterized bodies, weapons and specialties, both with the work of those who operated there and through targeted intervention in education and training programs of Military Institutes and Training Centers.
192. From this perspective, particular attention must be paid to preserving the connection that exists between those "who are" (personnel in service) those "who have been" (personnel who have left active service and also the Armed Forces Associations) and those "who will be" (staff in training and training). The memory of the past, of the efforts made to achieve freedom and democracy, and the founding values of our society must guide the action of those who defend these conquests on a daily basis and form the spirit and will of those who will defend them in the future.
193. The choice to serve in a particular weapon or specialty also consolidates this spirit and contributes to strengthening the union between professionalism and passion which is decisive for the completion of the assigned missions even in conditions of extreme difficulty and high risk. For this reason, the nature and peculiarities of each Armed Force must be preserved and enhanced.



What capabilities to generate and what National Integrated Force

194. Based on what was said in Chapter 5 on the lessons learned and the implications for the Armed Forces and on the need to operate effectively in the assigned tasks, the Military Instrument will have to prepare a certain number of forces and capabilities. The spectrum of these capabilities must be broad enough to allow a correct balance between the different operational needs and flexible enough to cope with needs that change over time, capable of manifesting themselves even at short notice.
195. The Armed Forces must therefore have adequate operational capabilities at joint force level:
- *integrated into the overall NATO forces*, to repel any military aggression that may occur against Italy and its vital interests, operating in the three physical dimensions, in that of human factors and in the cyber one.
 - *interoperable with those of the allies*, to conduct military operations aimed at defending the system of alliances in which Italy is inserted as well as safeguarding international peace and security.
196. As stated in terms of action priorities, the military instrument will have to be calibrated so as to offer the broadest intervention capabilities primarily in the Euro-Mediterranean region and, in accordance with NATO commitments, in the Euro-Atlantic region. In the first case, Italy will eventually also have to be able to lead a multinational crisis management operation and the restoration of peace and security. Outside of priority interventions, resources must be drawn from existing capabilities for further military interventions limited in time and purpose in order to contribute, with the other countries of the international community, to the protection of international security.
197. Italy will therefore have to have a balanced and diversified set of land forces. The national territory and the areas of priority intervention include, in fact, different types of terrain and depending on the possible crisis situations, rapid deployments of troops may be required to deal with situations of high conflict. For these reasons, the land forces will maintain a correct balance of light, medium and heavy forces, projectable, modernly equipped and appropriately structured in units suitable for expressing the different capabilities with modular training criteria, guaranteeing an adequate tactical logistical support capacity.
- Parts of forces must be available for long-term stabilization and reconstruction interventions, for which quotas of the reserve with equipment suitable for the complexity of the theaters of use must be foreseen as additional and complementary forces.
198. In the context of possible conflict prevention and post-conflict stabilization actions, the specialized units of the Carabinieri represent a valuable element, highly useful and particularly effective if units with civil police and military police functions are necessary. Their availability must always be guaranteed as a possible choice.
199. Regarding naval forces, in the areas of priority interest there are potential threats to the freedom of maritime traffic and access to resources. Italy will therefore have to have both a naval component capable of operating in environments also characterized by high risks and a component for prolonged surveillance and patrolling in areas of lower risk.



200. A modern, albeit consistent with the available resources, national capacity for force projection from the sea must also be preserved, capable of allowing interventions in a short time in areas even with limited availability of infrastructure.
201. As regards the air forces, they must be equipped with adequate defense and air superiority capabilities, ground support and precision in-depth engagement. In the planned areas of priority intervention, the air forces will also be called upon to conduct high-risk missions from the early stages of a crisis situation and against modern defenses, for example for the implementation of "no-fly" zones. For these reasons, means and systems with high survivability characteristics and effective personnel protection capabilities will be essential, as will the ability to neutralize hostile anti-access capabilities and the related command and control centers.
202. The ability to rapidly move men, equipment and materials into crisis areas will remain an essential factor in containing crises before they can develop and in supporting national efforts in prolonged operations. Sufficient multimodal air, land and naval transport capabilities will have to be achieved through the development of a national military capacity, through agreements with civil carriers, but above all through participation in multinational initiatives for sharing existing capabilities.
203. As already highlighted, the availability of a substantial number of special forces, special operations forces and units and means for their support will remain essential. This capacity, therefore, must be further strengthened and enhanced. Finally, it will be necessary to maintain an adequate state-of-the-art capacity to acquire and manage information and Command and Control, capable of conducting complex military campaigns at joint force level or jointly with allied and friendly forces, which include both traditional combat and new forms of hybrid and asymmetric conflict.

The major development programs 204. One

- of the priorities for Defense will be the development of a "Strategic Defense Review" (RSD), including a new edition of Long Term Planning. This work, developed under the supervision and direction of the political Authority and in harmony with this document, will be aimed at the correct identification of the most suitable technical-operational solutions for the evolution of the military instrument of the future, in terms of means, systems of weapon and force structure.
205. This careful exercise will also be aimed at enhancing what has been achieved to date, in order not to waste the investments made and the skills acquired. Therefore, although RSD may lead to the reduction or rethinking of certain capabilities, the choices will tend to be in continuity with the present and will represent a progressive adaptation of those made to date.
206. The contents of the Strategic Review, finally, will represent the references for the formulation of the multi-year law on defense investments that the Government will present to Parliament for its evaluation and approval.



Human resources

Personnel as a strategic resource

207. Human capital is a strategic factor for any complex organization and is even more so for Defence, in which a great deal is required in terms of sense of duty, personal sacrifice and professionalism. Personnel, therefore, is central to guaranteeing the country armed forces capable of ensuring the defense of the state and contributing effectively to the achievement of the international security objectives that they intend to pursue.
208. The characteristics of the personnel, the technical and specialist knowledge, the leadership skills of the commanders, the training, the professionalism, have made it possible to preserve the country's defense capabilities over time and ensure it a leading role in the international context. Even in the future, the quality and effectiveness of the military and civilian personnel of the Defense Administration will be decisive factors in guaranteeing the capabilities required of our Armed Forces.
209. The significant portion of the Defense budget allocated to personnel and their training reflects the desire to guarantee Defense a professional, flexible and highly qualified workforce. This investment is particularly important precisely in periods like the current one where the technical complexity of the equipment is constantly growing and the sophistication of the scenarios requires multifaceted professional qualities, different operational skills and absolute dedication.
210. Our society is rich in human qualities, diversity, initiative and adaptability, and our Armed Forces reflect these overall qualities. The human, professional and specialist capabilities required by our Defense, however, must be adequately attracted and motivated to serve over time with unchanged energy and dedication. From this perspective, the Government recognizes that the approach towards defense personnel must be flexible and attentive, if it wants to ensure that serving one's country in arms is an employment and life prospect worth embracing. Only by attracting and maintaining motivated personnel with the required qualities and capabilities will Defense be able to carry out its assigned tasks.

Recruitment and personnel structure

211. The Armed Forces of the next twenty years will be characterized by a professional model, by limited dimensions and by the need to operate, often far from the homeland or from the station bases, in conflictual and complex environments. The need is, therefore, for a young, numerically flexible, professionally well-prepared group of forces with a streamlined and well-proportioned staff structure between grades, roles and specialties. Furthermore, this set of forces must have a high degree of "operational usability", i.e. be suitable for operating in difficult environments, far from permanent locations even for long periods and therefore able to accept fewer constraints of an extra-professional nature, be physically fit and predisposed to personal sacrifice.



212. The personnel to be recruited, therefore, must be carefully selected, educated and trained and represent, in their plurality of professional qualities, origins and social status, an image of our community. The Armed Forces must not, in fact, be perceived as a "separate body" from our society but, on the contrary, as the highest public service capable of guaranteeing the defense and security of the country, similarly to all the forces in the security sector. Every effort will be made to ensure that there is close interpenetration between military personnel and citizens, in order to maintain a strong and vital bond that unites the armed forces, institutions and citizens.
213. To structurally satisfy the key requirement of a relatively low average age, it is necessary for only a part of the overall force to be able to have the "military profession" throughout their working life. For the remaining part of the staff, however, serving the country will represent only one segment, albeit a very qualifying one, of their employment experience.
214. Staff must be adequately supported by a series of arrangements aimed at encouraging the exercise of their professionalism and facilitated in their possible reintegration into subsequent working life. He/she will have to find strong motivation in a work environment characterized by high competence, respect for the roles and functions covered and by fair economic compensation that is related not only to the rank held and related responsibilities, but also to the risks, professionalism and length of service possessed.
215. As regards the recruitment of personnel, the suspension of recruitment through compulsory conscription will remain. On the other hand, new methods of enlistment and retention of volunteers and professionals in permanent service will be introduced, functional to achieving the desired effectiveness, efficiency and operational objectives in line with the levels of available resources. In this scenario, particular emphasis should be placed on the full success of voluntary female military service. Today, fifteen years after its introduction into our system, the experience gained can only be said to be completely positive: female staff not only offer an essential contribution in many fields, but also have, like the most advanced countries, a large access to all the employment opportunities that Defense can offer. The achievement of complete "equal opportunities", however, will require continuous attention to the dynamics of development of the participation of female defense personnel, with particular reference to the topic of career advancement.
216. It will therefore be necessary to study, experiment and introduce a new "Professional Model" that can combine different needs. In particular:
- increase the percentage of relatively young personnel within the Armed Forces to maintain the efficiency of the more operational component, which is destined to grow in proportion to the overall size of the structure;
 - recruit young women and men in the necessary number and of high quality by offering adequate remuneration, motivational incentives, an attractive and dynamic job offer and a credible system of reintegration into the world of work, ensuring them full equality of work and career opportunities ;
 - enhance the professionalism and experience gained during periods of operational employment; • provide for a harmonious insertion of the recruitment, status and advancement model in the Defense and Security sector;
 - introduce specific rules relating to the reintegration into the world of work of staff who will serve for a limited number of years.



217. The new methods of recruitment, reappointment, advancement and career progression must aim to achieve the indicated objectives, keeping in mind that:

• the career path and the enlistment system for the troops, for the graduates and for the non-commissioned officers will generally be unified, that is, it will be possible to reach the ranks and functions foreseen for the Graduates, for the Sergeants and for the Marshals coming from maximum from an initial experience in the Troop.

• Marshals will be assigned to responsible tasks and top positions among non-commissioned officers in analogy to what is foreseen by the safety sector.

• in the case of Officers, with some exceptions, there will be two forms of entry into the Armed Forces: one for normal roles and one for complementary and support roles. For the latter, at the end of the pre-established period of service, the annual rates intended for the continuation of their career will be selected by competition.

• in order to achieve the objectives set and the consequent savings expected when fully operational in a credible timeframe, it will be necessary to evaluate the possibility of accompanying measures and facilitated redundancy for staff in permanent service.

218. The new legislation on recruitment and career progression will be implemented quickly, in line with the adaptation of the selection, training and training structures of the Armed Forces. Specific rules will define the transition period towards the new regime.

Education and training

219. One of the needs, identified as a priority for the Armed Forces of the future, concerns the need for superior quality in terms of education and training. The evolution of future geopolitical scenarios, in fact, will require that the technological-cognitive dimension is pre-eminent and prevalent compared to other dimensions. Only personnel in possession of superior knowledge, professional skills and perfect knowledge and mastery of the equipment supplied will, in fact, be able to guarantee their full usability. Even the expected and relatively frequent turnover of an indicative portion of personnel, however, will require significant and growing ability to educate and train new recruits, quickly and with high quality levels, to bring them to a suitable level of efficiency and effectiveness in a short time. .

220. There is also a need to expand that part of national capabilities dedicated to the education and training of the Armed Forces of allied and partner countries that need to rebuild and strengthen their autonomous self-defense capabilities. These methods of support for crisis situations have now assumed particular relevance in future scenarios, functional to stabilization processes and indispensable for projecting security and stability without necessarily having to employ large contingents abroad.

221. As representatives of Defense and Homeland abroad, personnel on international representation assignments must embody the synthesis of the best possible moral and professional qualities.

For these reasons and, above all, for the most important positions, it will be carefully selected and trained.

Finally, with a view to greater synergy of action, a project will be launched to ensure the co-location of military representations with diplomatic ones.



222. The additional function that Defense can perform for younger citizens in terms of raising the levels of technical and specialist knowledge, useful for entering the world of work, should not be forgotten. Already in the past the Armed Forces, then based on the Conscription Model, had not only the role of the main moral and substantial unit to consolidate national unity - configuring for everyone the expression of the highest duty to defend the homeland - but also performed a very important social function. In fact, they have allowed millions of Italians to get to know their own country and fellow citizens from other regions, to improve their mastery of the oral and written language and to learn some useful skills to increase their employment prospects.
223. Today, in a profoundly different reality, the Armed Forces can still play this role: serving the country, therefore, can represent not only a source of pride and life choice, but also a useful opportunity for work training, to learn or improve a profession while developing, at the same time, knowledge of foreign languages, leadership and teamwork skills.
224. Finally, the characteristics of educational and training excellence that are intended to be strengthened for the Armed Forces will also translate into added value for the "Country System". The latter will be able to take advantage of the particular capabilities possessed by the Defense in many specialist sectors and the related training and education structures, determining a close correlation between the "Social System" and the "Defense System".
225. Achieving and maintaining personnel training levels of superior quality and intensity over time is a factor that multiplies the potentially expressible capabilities and an essential condition for guaranteeing full interoperability with allied nations. Achieving the minimum training standards agreed within NATO and Europe therefore represents a non-negotiable objective to guarantee the Armed Forces the ability to operate in complete safety and effectively within the spectrum of assigned tasks. This objective requires that the existing training paths be integrated, optimized and preserved over time, ensuring the full valorisation of the national capabilities possessed and instead seeking the best solutions in international cooperation if the national one is not cost-effective due to economies of scale or high unit costs. Similarly, the national training areas and related structures deemed indispensable to make it possible to carry out the requested activities must be preserved.
226. In order to achieve the required objectives in terms of operational readiness, adaptability and effectiveness of use, the future training model must possess the following characteristics:
- to. *Realism and training intensity.* Each training moment must be characterized by a high level of adherence to the reality of use, i.e. allowing personnel to experience concrete operational situations, not limiting themselves to those that occur most commonly, but also exploring the more hypothetical or less frequent ones. The use of technologies for virtual experiences must be extended to the largest possible number of equipment, as well as command and control procedures. The use of these systems must make it possible to broaden the preparation of personnel for deployment, minimize the risks of operational surprises and increase personnel safety, while also reducing the impact of training activities on community life to the bare minimum.



- b. *Joint structuring of training.* The use of the Armed Forces as a unitary and synergistic instrument requires the development of ways of operating that are as standardized as possible in terms of concepts of use and operational procedures. Without prejudice to the need to carry out the training required at component level to be able to operate safely and effectively in its operational dimension, the Armed Forces will have to achieve a marked integration of the structures and training moments that have common purposes. The organizational and infrastructural rationalization work will be carried out with an approach that favors the specific competence possessed in the operational environment, taking into account an objective evaluation of the infrastructural excellence and training systems possessed by each component.
- c. *Multi-nationalization of training.* The objectives of broader integration at the European level and a high degree of operational interoperability with allied Nations require that personnel can operate jointly, effectively and safely. These requirements necessarily imply that a large part of the training activities, particularly the more complex ones, are conducted at an international level and in accordance with uniform and shared procedures and protocols. For these reasons, the Defense will favor the implementation of complex training events at a multinational level, seeking every possible form of international integration even for those that are traditionally carried out at a national level.
- d. *Training evaluation.* A careful evaluation of the training activities is essential to implement the lessons and make structural corrections to the organizational elements of the military instrument since peacetime.

The staff structure and careers

227. As in any complex structure, in the Armed Forces career progressions are functional to ensuring the correct carrying out of management activities and execution of tasks. Over time, the structure and composition of the so-called hierarchical pyramid have evolved considerably, conditioned by four fundamental factors. The first is represented by the development of equipment technologies, the full use of which requires superior not only technical, but also analytical and management skills. The second consists of the progressive multi-nationalization of operations and command structures: participation in the European Union, NATO and the UN requires the presence of highly qualified military and civilian cadres in common structures. The third factor is represented by the growing complexity of operational scenarios, which require high professionalism and higher levels of responsibility and management ability. The last factor, finally, is related to the transformation of society towards one strongly characterized by the pre-eminence of the "knowledge" factor. The combination of these factors leads to a growing trend in the role and functions of personnel with a higher level of professionalism and responsibility, determining the need for a different grade structure than what could have been foreseen in the past.

228. Parallel to this evolution, however, the figure of the more operational levels remains central. Although the requirement for broader and more sophisticated technical knowledge is, also in this case, evident, the need to have staff of an age suitable for intense operational use, professionally trained and motivated, remains unchanged. He must also possess particular physical, moral and character qualities and be aware that his period of employment will be characterized by a very dynamic life experience. To meet this need, the Armed Forces will have to provide a personnel structure characterized by a broad operational base, a significant, well-proportioned and diversified body of middle managers and relatively contained management, especially top management.



229. The career of the staff will develop, for each category, from the lowest grades and according to professional paths that necessarily include a significant part dedicated to the performance of operational tasks. Within each category and for the percentages of staff in permanent service, the possibility of reaching the top ranks must be guaranteed, in theory, to all staff. Even more than today, career progression will be selective on the basis of indisputable and proven abilities, acquired professionalism, qualifications held, not least the master's or specialist degree for management, and experiences gained. It will also be developed according to transparent evaluation criteria, as objective as possible and based on the achievement of quantifiable and measurable objectives. In order to facilitate this objective, Defense will introduce a new unified evaluation system that includes these requirements.
230. The overall numbers of the top ranks of the troops, sergeants and marshals will be limited and correlated to the planned organic positions. The achievement of these degrees, therefore, will not represent the normal point of arrival of career progression, but the recognition of the achievement of excellence and particular merits acquired within the career itself. Similarly, the highest levels of management will be assigned only on the basis of the availability of specific roles to be filled, providing for a progression system that allows for regular turnover. No promotion will be guaranteed with criteria based exclusively on seniority in rank or service: each advancement will require a specific ranking based on an evaluation of absolute merit of the moral, professional, attitudinal qualities and results achieved. Finally, no promotions will be made upon placement on leave.

Civilian defense personnel

231. With the aim of creating a synergistic system, the Defense will pay particular attention to the processes of integration, valorisation and full use of the professionalism possessed by non-military personnel. The civilian component of Defense will increasingly constitute a pool of valuable technical, administrative and managerial skills which will have to take on a role of greater responsibility in many activities for which the specificity of the military condition and related professionalism are not an indispensable added value.
232. The configuration and methods of hiring civilian personnel will be reviewed, within the framework of the public employment reform policies carried out by the Government, to resolve problems of reduced mobility, less flexibility of employment and high average age, as well as homogeneous remuneration. Where indispensable for obvious reasons of fairness, provisions will be included to pay civilians, in the case of the same operational deployment abroad, an allowance equivalent to that paid to soldiers.
233. In analogy to what happens in many European countries and in the context of the public employment reform policies carried out by the Government, forms of hiring will be studied for civilian Defense personnel that will allow, in the future and over time, a rebalancing between the percentages of fixed-term and permanent staff, providing forms of support for the delicate moment of transition to other work sectors.
234. Measures will be implemented to definitively overcome those "barriers" that have traditionally limited defense civilians to limited tasks and functions, excluding them from others that are in any case suited to their professional skills and which have traditionally been carried out by military personnel. Finally, flexible career paths and forms of part-time work, both fixed-term and permanent, will be studied to satisfy specific needs.



235. Furthermore, in order to encourage job placement and the creation of experience and professionalism, the possibility of fixed-term training-work opportunities will also be studied in favor of:

• *university students*, drawing up specific agreements with the universities so that the periods of service are adequately valorised within the training courses;

• *specialist technicians*, involving businesses and research centres, in order to ensure that the training received can translate into real possibilities for more stable future employment over time.

236. This transformation will be supported by ensuring civilian personnel have access to Defense education and training paths, to achieve constant and progressive training throughout their career, such as to develop professional skills and define career paths that are in line with the new and more complex responsibilities that they will be able to assume.

Health and safety at work

237. For the Defense organisation, which normally operates with margins of professional risk higher than those of other activities, the health of personnel and safety at work are issues of absolute and priority importance, without prejudice to the specificity of the military condition in training and in operations. Ensuring employment conditions that prevent possible risks for staff and reduce, as far as possible, the health consequences that could arise from operating in difficult and complex environments is a moral duty towards those who carry out a public service for the community, even before dutiful compliance with existing regulations.

Equally essential is to ensure that citizens have full knowledge of the rules with which the Defense operates and of the possible impacts of these activities on the territory.

238. From this perspective, risk prevention, training and information activities for citizens and staff will be strengthened, acting along some main lines of action, in full agreement with the prevention and control bodies both at local level both national. to. First of all, the Ministry will

continue its work of collecting, analyzing, evaluating and disseminating all statistical data relating to morbidity and mortality of civilian and military Defense personnel, actively cooperating in the search for the causes of the onset of certain pathologies, in compliance with the necessary methodological and scientific rigor. b. Furthermore, the detection

and monitoring network of chemical and radiological elements potentially generated by Defense activities in some specific sites will be strengthened and a centralized database will also be created which can also be used by control bodies.

c. Specific training, refresher and information courses on the protection of health and safety in the workplace, food hygiene, environmental and technical-specialist protection for the safety of systems and equipment.

d. Finally, employers will be required to implement a series of positive actions aimed at ensuring that the value of health and safety in the workplace in permanent locations is, in concrete terms, assimilated by workers in order to make it their own, in a effective, in ordinary working practice.



The economic treatment

239. The philosophy that will underlie the evolution of salaries in the future Armed Forces will be based on both professional growth and advancement in rank. The structure of the Armed Forces personnel, in fact, will be characterized by a hierarchical pyramid that will offer the possibility of progression in rank related to performance and merit, as well as multifaceted possibilities for professional growth and role specialization.
240. The structure of recruitment and career progression outlined also highlights how the military profession will represent, for some of the personnel, only a part, albeit significant, of the overall work experience.
241. Finally, as in any professional system, staff must be encouraged to join the organization, motivated to compete to remain there and stimulated to operate over time with unchanged enthusiasm. This requires that the salary structure is competitive and that it rewards the professionalism possessed and the experience gained, but also the peculiarity of employment and the specificity of the role, in a competitive manner as happens in other sectors of society.
242. The set of these requirements, however, requires studying salary dynamics that are different from the current ones, but still compatible with the general ones of the Government's action on public employment. They should provide a fair economic compensation that rewards the growing responsibilities attributed with advancement to higher ranks, the risks, professionalism and length of service possessed, as well as the specificity that the military condition imposes, without prejudice to belonging to the sector Defense-Security in terms of legal and economic equi-ordination.
243. The success of the future military instrument, therefore, requires that provisions be implemented also from the point of view of economic and accessory treatment to ensure that the choice to serve the homeland does not constitute a penalty for personnel, discouraging their enlistment or reducing their motivation. In full compatibility with the available resources, three reforms will be progressively implemented to overcome these critical issues: ÿ the first, aimed at modifying the current structure of the economic treatment, in order to arrive at a composition of the compensation where the basic parameter has a higher incidence than that of the accessory parameter.
- ÿ the second concerns the need for broader recognition for salary purposes of the responsibilities assumed, the professionalism possessed and the length of service achieved. ÿ finally, the third concerns the introduction for temporarily discharged military personnel without demerit, d
- ÿ i a leave allowance that is significant and proportional to the period of service completed. This allowance will act, together with the other provisions that will be implemented, as a further tool of remuneration for the service performed and of support in the phase of reintegration into the civilian world.



Reintegration into the world of work and the valorisation of professionalism 244. The set of elements presented

outlines a military instrument in which the human element plays a central role and the professional dimension an essential function for its success.

The possibility that this model can develop fully is related to the level of professional enhancement obtainable for military and civilian personnel and which, in turn, will be functional in determining not only the operational effectiveness of the Armed Forces, but also the attractiveness of the profession, the motivational boost and the real possibility of reintegration into the world of work of staff exceeding requirements.

245. Defense personnel act in many professional fields, manage equipment with a high level of technological sophistication and operate in national and international environments characterized by notable levels of complexity. These factors have always led to the development of different professionalisms at all levels, which, however, have not always found correct recognition within the external working world, except in very limited specific cases.
246. The success of the modernization work, the possibility for fixed-term staff to find an easier position in the world of work and the need to make greater employment flexibility possible for public sector staff, lies in the ability to give timely recognition to the qualifications and skills acquired, but also to facilitate the match between the offer of professional skills and the needs of the national production system. In order to facilitate this process, Defense will introduce two specific initiatives: the "*Youth Project*" and the "*Future Work Project*".
247. The *Youth Project* will enhance the ability of the Armed Forces to be a forge of values, solidarity and social, cultural and professional growth. The existing educational and training structures of the Armed Forces, in fact, are able to offer, in particular to younger personnel in fixed positions and to civilian and military personnel to be retrained and redeployed, professional training suitable for institutional employment but also functional to facilitate re-employment in the civilian world at the end of service. In fact, therefore, the Defense has "dual" education and training capabilities.
248. There are many sectors where this initiative could find real application: from basic training to professional practice, where direct work experience in the military world can constitute solid experience and a title of merit also in the civilian world. The project also provides for the recognition of the qualifications obtained during service, through their full equivalence to their civilian counterparts, and the valorisation of the work experience gained, with the creation of a "*professional curriculum vitae*" of the soldier which will be certified by the Administration. . The latter will be usable, upon placement on the job market, as a qualification certifying the specific work experience gained. Vertice's new organizational structure for training will be responsible for the implementation and updating of this project, as well as being responsible for the certification of professional qualifications and curricula.
249. The "*Future Work Project*" represents the effort that the administration will make to support the relocation of personnel into the civilian world, facilitating the meeting between supply and demand. The interaction that the Defense Administration maintains with other Administrations, with international organizations and with numerous economic-social realities, will be used to encourage the relocation of personnel.
250. The project involves the creation of a database of the professional skills possessed by the personnel, the stipulation of agreements to join the project by entrepreneurs who appreciate the skills, discipline and work ethic that the experience of military service can offer and the creation of one



dedicated local support structure to which staff can turn to obtain the necessary assistance.

Citizens and Armed Forces

251. Article 19 of law 4 November 2010, n. 183 introduced into the legislation, for the defense and security sector, the concept of "specificity" due to the particular tasks assigned to the relevant personnel and the obligations imposed for their fulfillment. It is the recognition of a "special condition" to be taken into account in the regulation of the fundamental aspects of the employment relationship established with the Public Administration. In this perspective, for example, the complex issue of Military Representation also fits in, which however will not be addressed here as it is a prerogative of Parliament's action.
252. As regards the administration of military criminal justice, the Government intends to continue the effort of greater efficiency of the system and rationalization by also studying the possibility of legally evolved forms based on the principle of uniqueness of criminal jurisdiction and which plan to equip itself, in peacetime, of bodies specialized in military criminal matters based on the ordinary justice system.
253. For the general aspects of attention to personnel, the Government intends to assume a first of all moral obligation towards those belonging to the Defense to ensure respect, support and fair treatment for those who, sacrificing affections and rights, face particular dangers for keep their oath. The most natural way to give effect to this new perspective is the signing of a real "pact" between the entire nation, the Government and the Armed Forces which recognizes this support, a concrete expression of the country's gratitude towards the members of the Armed forces and their families. Among the aspects to consider there are certainly conditions of service and decent economic treatment, health care, education, mobility at home and abroad, reconditioning for civilian employment and the pension scheme.
254. This is, as is evident, a non-exhaustive list of sectors of life typical of the personnel of the Armed Forces, moreover devolved, for the most part, to the authority of subjects external to the military and also state apparatus of whom, therefore, involvement becomes essential. Hence the need for a commitment from the Government as a whole to concretely facilitate the rapprochement between the military sphere and that of civil society. Institutional entities whose expertise lies in specific sectors of intervention must also be identified as actors in this pact: in addition to the relevant ministries, also local authorities for everything relating to healthcare, education and preparatory professional training. to reintegration into the civilian labor market.
255. Regions, provinces and municipalities will thus be able to become privileged interlocutors of their armed citizens also in the search for synergies in the field of housing policies and local taxes. The military communities, often well cohesive, will be able to make themselves available for participation in solidarity initiatives of direct interest to the territory. The tools to be used in this work of involvement can be calibrated according to the objective to be achieved and range from the sharing of legislative initiatives, to the signing of simpler and more flexible agreements or memoranda of understanding, up to the most elementary manifestations of social life. . In this context, "friendly" initiatives, i.e. exchanges between the military communities and the local communities of reference, could therefore prove to be fundamental. The contribution of military personnel in projects for the redevelopment of public spaces, or in voluntary initiatives launched to support the most vulnerable sections of the population (elderly, disabled, etc.) would, in fact, constitute a further and tangible example of the concrete participation of citizens in uniform to the social life of the country as well as a new opportunity for recognition and gratitude towards them.



Industrial, innovation and scientific policies

The general scenario 256.

Alongside a military instrument capable of expressing the correct and necessary capabilities, our defense system cannot ignore a certain level of industrial and technological autonomy that can satisfy at least part of these needs at national level or through participation in multinational development and acquisition initiatives. Even from a perspective of strong international collaboration, the need to develop and maintain a solid technological and industrial base is a guarantee factor for the protection of national interests. In fact, it allows us to master certain technologies, to use their potential to the full and to adapt applications to specific national needs, keeping them updated in a situation characterized by their rapid obsolescence.

257. Advanced technologies and adequate industrial capabilities are also necessary for the collaborative development of new products on an equal footing, strengthening integration with our European partners and ties with other friendly countries. Finally, they contribute to the overall growth of the country, considering that security and defense represent one of the few national areas with advanced technology still covered by our country. This requires attention for the acquisition and modernization of the equipment of the Armed Forces, but also for those aimed at ensuring the maintenance of adequate national technological and production capabilities that support, at least in part and in a logic of interdependence with our main partners, national needs.

258. Over the last twenty years, the defense instruments market has profoundly transformed, causing new trends to emerge. While, for example, "platforms" tend to extend their life cycle, technological innovation, and in particular the pervasive diffusion of electronics at the level of industrial products and processes, leads to premature aging of "equipment". This entails, in principle, the need for continuous adaptation of systems and/or the need to shorten program development times. Furthermore, technological innovation in the civil market makes technologies, parts and equipment available that can also be used in military equipment, lowering the barriers to entry for new suppliers. It is therefore more difficult, but also more important, to monitor overall technological development and not just the strictly military one, and to consider "civilian" needs that can potentially be associated with military ones. The Armed Forces must therefore maintain adequate technological skills to identify and define their needs.

259. The reduction in demand from Western countries and the search for new outlets on a global international market have led to a process of concentration and trans-nationalization of large industrial groups that is destined to regain strength. At the same time, the dimensions of the large ones



industrial groups unbalance, especially in Europe, the relationship between national demand and transnational supply, weakening the traditional control capacity of States and Defences. Although the European and international dimension now prevails over the national one in all European countries and although European collaboration programs on a bilateral or multilateral basis have increased, military acquisitions still remain based on the national dimension. It follows the need for a greater push for European collaboration also in development, acquisition and logistical support activities of a military nature.

The security and defense industry

260. The security and defense industry constitutes an unrivaled technological, manufacturing, employment, economic and growth pillar for the "Country System", to which it contributes mainly through three elements: ÿ it provides

development of platforms and systems to the Armed Forces, both for defense and national security, and for missions abroad. The capabilities of the Armed Forces allow Italy to be an authoritative member of the international community and play a leading role in scenarios of national interest. The combination of "military instrument - national industry" increases the "level of ambition" of the "Country System" at the level of international relations;

ÿ contributes to technological development through programs and investments in research and development and, more generally, to economic growth through direct, indirect and induced effects on the national GDP and on the creation of qualified jobs;

ÿ contributes, through exports, to rebalancing the trade balance and promoting national industrial products in high-remuneration sectors, encouraging our collaborative relationships with other countries.

Technological skills

261. An organic defense and security system also requires a wealth of scientific-technological and industrial knowledge that allows the development of products and systems based on distinctive technological skills, both sovereign and collaborative, such as to create a strategic competitive advantage for the country. The progressive development of such distinctive technological skills in an internationally competitive industrial base is essential to have sovereign skills capable of satisfying the specific needs of the Armed Forces. Furthermore, the identification of distinctive technological skills enables participation in programs in collaboration with international partners in a qualified role and responsibilities and supports international relations through technology transfer projects or cooperation with third countries.

262. By sovereign skills we mean the critical technological capabilities, i.e. the key and enabling ones, including dual-use technologies, which the country has or needs to have. It is necessary to maintain a degree of national sovereignty over these skills, regardless of international collaboration, since they are essential and indispensable to meet the needs:

ÿ national defence, through the supply to the Armed Forces of military equipment suitable for ensure essential operational capabilities and the security of their supply;

ÿ of the national interest, through the international influence, including economic, that property of these technologies allows you to practice globally.



263. To ensure the security of the supply chain and support growth in the "Country System", the design, development and production of technologies relevant to sovereign skills will be maintained on the national territory, regardless of ownership structures.
- The identification of the sovereign skills with which the country must be autonomously equipped and the associated technologies, possessed in an evolutionary key, will be defined by identifying both the medium and long-term capacity needs and the actual technological and industrial capabilities of the country.
264. The search for the necessary autonomy, however, must be associated with economic sustainability, which must be pursued by combining national demand with the possibility of cooperating at an international level with selected partners and through the opportunity to export to international markets.
265. Collaborative skills are necessary to be able to deal with partners in the division of labor at a European level, deriving from the specialization and technological interdependence that we intend to create. Defense will consequently identify which technologies and systems must necessarily be pursued through collaborations, especially European ones, in order to maintain and strengthen national capabilities. For areas in which there is cognitive and technological excellence, but there are no immediate national needs of the Armed Forces, possible foreign markets of interest must be identified in order to ensure the maintenance of technological and industrial capabilities.
266. Exports represent important resources that can be spent in intergovernmental relations aimed at military cooperation. On these, partnership and technology transfer policies can be developed, favoring "Government to Government" agreements. From this perspective, Defense will continue to ensure its support to the national industry, also in coordination with the other competent Administrations.
267. In this framework it is necessary to provide for the identification of strategic technological and industrial activities in the field of defense and security through a specific "Plan" which is kept periodically updated. In this evaluation, the needs of the Armed Forces must be considered on the one hand and the actual technological and industrial capabilities on the other. The latter must be selected taking into account the judgment of the Armed Forces, export capabilities, participation in international collaboration programmes, "dual" value and the impact on technological innovation also with reference to the market. To this end, the "Plan" will also be defined through discussion with the industry.
268. By defining the technological solutions to deal with capacity gaps, the "Plan" will also contribute to the definition of priorities in support by the Government and the Administrations involved, with a process that must involve all the Ministries and State bodies involved, the which will be able to contribute both to the definition of the requirements and to the financial support of the programs.
- This perspective can find even greater strength in the field of dual technologies, where the interest and involvement of other public entities is stronger.

Science and technology

269. The world of science, knowledge and technological innovation represents the future of our country and the cornerstone of our sovereignty. It is, therefore, a fundamental element for the country's international security and defense strategy. Defense, therefore, will adopt policies that favor growth paths with projects with higher scientific and technological content and the opening to the civilian world of the capabilities possessed in the field of research, knowledge



applied and operational experimentation. Similarly, at an international level, the technical-scientific skills and knowledge possessed by the Armed Forces are both a "business card" of the country and its qualities and professionalism, and a real tool for creating opportunities for international cooperation, also in the sectors of technological research. and applications in media and systems.

270. Science, technology, research and development are therefore crucial reference elements for the development of a national growth strategy, to which Defense will actively contribute. In order to improve and strengthen national dual research activities and to link the country to collaborative initiatives of interest, the Defense will pursue a substantial adjustment of the financial availability for research and development towards specific projects and initiatives for the strengthening of capabilities in the field of defense and security that find confirmation of their priority at European level.
271. The National Military Research Plan (PNRM) will be increasingly harmonized and integrated with that of National Research (PNR), in order to concentrate research activities on areas identified as priorities. Thanks to the collaboration between Defence, industry and the scientific world, aimed at future development programmes, it will be possible to benefit from the know-how gained, with a consequent reduction in risks, costs and times of the programs themselves.
272. Another tool for the harmonization and coherence of technological research at a national level is that concerning the development of the "matrix of enabling technologies" of achieved or desirable excellence, with priority for the most strategic ones. The matrix will be shared with all interested Ministries and State bodies and with the national industry. It will bring together at a national level all public needs so that they are supported, at an inter-ministerial level, through the development of a coordinated investment and action policy.

[The global dimension of the defense sector](#) 273. The

global dimension of the defense sector is closely connected to the positive evolution in a more integrated and shared key of the security and defense policies of the European Union, as well as of NATO. In Europe, both NATO, through the "Smart Defense" initiative, and the CSDP, with that of "Pooling & Sharing", have long since started a process aimed at greater efficiency of military capabilities and which allows for closer international cooperation.

274. To this end, European and international collaboration programs contribute to increasing the commonality of equipment and reducing development, acquisition and maintenance costs. In this framework, the lessons of past experiences must be valorised, to further reduce times and costs through new solutions that still ensure an "inclusive" approach capable of involving the countries that have the skills and will to participate.

When fully implemented, these initiatives could progressively lead to greater interdependence between the European countries of NATO and the EU member states which will push towards a technological-industrial functional specialization, prodromal to a real division of labor through an industrial policy of European defense covering all sectors of the AS&D industry. This evolution requires, however, a closer level of political and military cooperation without which the integration process could be weakened.



275. Military capabilities developed in international collaboration with NATO allies and EU Member States will therefore require a broader and more effective capacity for consultation and coordination, to avoid duplication and ensure that gaps are not created or the security regime is undermined of supplies or control of technological and industrial assets.

Security of supply for EU member states is, in fact, necessary for strengthening the single defense market. In fact, countries will not be in favor of the change outlined if they do not have the certainty of meeting their military needs quickly, safely and without obstacles. This requires that within the European Union we aim for greater liberalization of intra-community transfers of military products intended for the European Armed Forces.

276. This evolution reinforces the need to identify and support national areas of technological excellence. This involves delicate choices for the country regarding the capabilities and technologies that it intends to maintain, which will have to be protected by encouraging their recognition and use in the European context.

Relations between Defense and industry

277. The cornerstone of the national security and defense strategy, also in the hoped-for perspective of a process of European integration in the defense field, is the close collaboration between industry and the Defense Administration. The "broadened" definition of operational needs and the consequent technical requirements is a fundamental element in an integrated security and defense policy. The operational needs and the technical-military requirements for the generation of priority capabilities, in fact, derive from the tasks and missions that have been assigned to the Military Instrument, but they must also take into account the possibility that the same technical requirements and associated technologies have a more also widely useful for other national needs. This can only be guaranteed by a strong interrelationship between Defence, industry and the other Ministries responsible for the various specific sectors.

In particular:

• At a national level, it is necessary to adapt the existing technical-administrative legislation, both to allow long-term acquisitions, both in terms of contractual conditions and, more generally, the methods that regulate the process of acquisition and testing of supplies for the Defense Administration. The objective is to significantly simplify and speed up procedures.

• At a European level, from an evolutionary perspective, the acquisition process could become increasingly joint and multinational, allowing savings in terms of economies of scale and better interoperability and operational integration. This objective can be pursued by stimulating the strengthening of the skills and capabilities of existing European Agencies, such as OCCAR and EDA, also with the contribution of qualified national personnel.

278. It is also necessary to review the acquisition model, taking inspiration from best practices at European level, extending the inclusion of long-term logistical support in the purchase contract and, if useful, initial training. This approach will guarantee efficiency and cost certainty to the Defense Administration and reasonable medium-term project stability to the national industry.



279. In the past, most of the maintenance and technical management activities of the systems operated by the Armed Forces were mainly carried out by military bodies. Today, some of these activities are managed by the Defense, others by manufacturing companies or those specialized in certain services. In the future, the plurality of systems and the ever-increasing complexity of the technologies used will require a new balance between the skills to be maintained within the Armed Forces and those to be managed by the sector's industries.
280. To this end, solutions that will be explored in depth are: the management of some technical activities currently carried out by Defense to private companies or companies, the creation of public-private partnerships, or even the use and valorisation of new or already existing bodies of the administration, which are more flexible and suitable to interface with society and adapt to economic-financial changes. In this process, with the aim of strengthening the adherence logistics and front line support of the Armed Forces, the possibility will be explored that the industry can absorb some technical-industrial structures of the Defense and, thanks to specific regulations, the related personnel, subject to the need to maintain an efficient and competitive industrial sector and not to compromise the priority needs of national security. In this context, the status of company personnel employed in theater for the necessary logistical support of the equipment used must also be better defined, also encouraging the use of discharged military personnel by companies operating in the security and defense sector.
281. The specific priorities for the development of future capabilities and, derivatively, the indications to the industry regarding the areas of priority interest, can only be provided following the Strategic Defense Review and an accurate census of the areas of excellence possessed. Here, however, it is appropriate to provide some reference principles and general guidelines that have already emerged.
282. As a first element, it is appropriate that, for the development of future projects, open architecture and possibly modular platforms and systems are used, to allow autonomous and cost-effective management in the long term, guaranteeing maintenance over time and the necessary updates , depending on technological evolution, in a simpler and more economical way.
283. It will also be important to promote the acquisition of systems and platforms with dual technologies. It is necessary, when possible, to adopt common requirements and "hybrid standards" for products, equipment and components that have both civil and military applications, which allow to take advantage of the "economy of scale" effect both in development and in production and support for platforms in service. Given the difference in the life cycle of advanced military platforms, which tends to be very long, compared to civil ones, it may be necessary to plan the constant updating of the platforms in service already during the design and program definition phase, in order to obtain a cost ratio -optimal effectiveness and to always keep them effective. For these reasons, the opportunity to include periodic updates in the drafting of purchase contracts, in addition to logistical support and initial training, must also be evaluated, transforming the nature and contents of the relationship between industry and Administration from a simple supply to a strategic partnership .



284. For long-term acquisitions of new equipment, "spiral acquisition" processes will be preferred, i.e. a way of systems development that involves successive cycles of: study of solutions, experimentation, implementation, deployment, operational use and evaluation of the results and subsequent progressive adaptation. This setup allows the adaptation of technical solutions to operational problems over time and greater control of costs and update times, to cope with the technological evolution of the sector, as well as that of operational needs over time.

Management of development and acquisition programs

285. The possibility that the "Country System" can also be characterized in the defense and security sector as a competitive system capable of facilitating the development of knowledge and the ability to assert itself at an international level, requires that a different way of interacting between the many elements that constitute it. In defining needs, "anticipatory capacity" should continue to be exercised consistently with scenarios and commitments arising from NATO integrated defence, CSDP initiatives and the UN framework.

When possible and consistently with the needs and timing of the Italian Defense, the harmonization of NATO, CSDP and national military needs and requirements will favor both interoperability in the areas of military collaboration between allies and, from an industrial point of view, collaboration and access to foreign markets.

286. With regards to the aspects of inter-ministerial coordination, the possibility of a wider use of the technologies to be developed, the need to reduce costs, the objective of greater international collaboration and that of acquiring shares of the international market, must lead to avoid requirements that are too specifically tailored to the specific national military need.

At a European level, the adoption of common rules will simplify the certification of products and facilitate their transfer at an intra-community level. In order to put the Italian industry on equal terms with those of the main European countries, the current regulatory gap with other countries in terms of regulations and procedures for development, acquisition, support and updating of military equipment and, in particular, of the main systems.

287. In the field of equipment acquisition, alongside an indispensable long-term strategic planning, priority tasks of the Defense are to guarantee the definition of precise needs, to ensure that the knowledge and operational experience gained are valorised within the of the processes of definition and development of the necessary means and systems and that the innovation and experimentation capabilities possessed can be involved in the definition of solutions right from the initial phases of the projects.

288. As a direct consequence and to raise the level of specialization and competence in the areas of priority interest, the civil and military personnel employed by the bodies responsible for the acquisition processes must be characterized by a high and peculiar specific professionalism, to be developed according to paths dedicated training courses and through more stable tenure in positions.



Defence, industry and universities

289. The security and defense sector is a factor of growth and technological development for the country. Preserving and strengthening it does not only guarantee the capacity for a better national security and defense framework, but also allows the creation of new job and development opportunities in many fields of public utility. The basic technologies required, in fact, benefit a wider range of users and represent an enabling factor in many fields even very far from the security and defense dimension. The possibility for this sector to find its correct dimension of development lies in the national ability to foster close collaboration between Defence, industry and the university and research world. It is in this area that innovation can find its most fertile ground and it is here that future policies for the structural strengthening of the sector, support for development and the creation of a virtuous circuit between conception, implementation and use.
290. The creation of a virtuous supply chain between the translation of the idea into specific technologies and products and the end user will produce a strengthening of the ability of the "Country System" to be competitive at an international level, to guarantee employment and industrial development and to innovate processes and products that benefit the entire community. The desired better interaction between Defense and industry must, therefore, also be extended to the university sector which must be put in a position to interact directly and assiduously with experimentation and research centres, both military and industrial. Innovative ideas and research proposals will have to find a direct and rapid channel for their evaluation and promotion and those deemed most useful will have to find financing facilities and support for their implementation. The focus of Defense for research must be on ideas and projects aimed at creating innovative rather than evolutionary technological solutions.
291. Centers of Excellence (CoE), especially in the NATO and European context, are initiatives that our country should consider as priorities, preserving and enhancing those already created or future to strengthen the operational and/or technological excellence of the country. A better connection between Centers of Excellence, Universities and industry will favor not only their growth in terms of relevance and capacity, but the opening of opportunities for researchers and new areas of study, encouraging the launch of innovative entrepreneurship and the strengthening of industrial structure.
292. Continuity and visibility in terms of availability of resources and better interaction at a national level between all the sectors involved are also discriminating in obtaining benefits in terms of programming. A new approach is needed that allows us to attract resources from the financial and capital markets, to be used for the competitive growth of the sector and in particular to financially strengthen the Small and Medium Enterprises (SMEs), which constitute the chain of national subcontractors. The increase in public and private funding and their better governance will facilitate the strengthening of SMEs, including through university spin-offs. Generally speaking, an important contribution could come from the identification of a share of R&D activities to be reserved for SMEs in order to allow competition between companies of similar size.



Strategic planning and implementation of the White Paper

293. With this White Paper, the Government initiates a profound transformation of Defense to enable it, in the current condition of limited economic resources, to ensure the country has an adequate capacity to defend national interests, contributing responsibly to international security.
294. The first and most urgent intervention measures have already been adopted. The White Paper now provides the overall picture of the reforms that will be implemented in the near future, presenting them in a unitary form, as a measure of transparency in favor of Parliament and public opinion. The White Book *constitutes a "ministerial directive"* for all branches of the Defense Administration, and therefore the objectives indicated therein, when recognized as achievable under current legislation, must be immediately pursued. As explained at length later, in the various steps in which it introduces and adopts innovative concepts, measures and procedures, it must be developed through work conducted first by the Defense General Staff and then by a high-level technical-legal commission, made up of experts high profile. This structure, making a comparison with the current military system collected in the Code referred to in Legislative Decree no. 66 of 2010 and subsequent amendments, will be able to deduce and formulate the legal provisions to be modified and/or integrated or to be completely rewritten, keeping in mind in this regard the indications that Parliament will formulate, and also formalizing for the more complex and more articulated, the criteria to be based on specific legislative delegations to the Government.
295. In order to pursue high levels of effectiveness in the action to protect national interests and efficiency in the use of available resources, a renewed commitment will be required from each branch of the Defense Administration, military and civil. There are four lines of action through which the transformation process of Defense and the military instrument will be developed, namely: the review of governance; the adaptation of the "operational model", understood as a quantitative, qualitative and capacitive complex of the forces; personnel policy; defense scientific, industrial and technological innovation policy. For each of these areas, specific Defense units will have primary responsibility for implementing the reform measures.
296. With regards to the review of governance: \ddot{y} within three months, a small commission will prepare the solutions to fully implement the legal provisions regarding the duties of the Minister of Defence, also transferring tasks and functions to the directly collaborating offices delegated in practice to other parts of the administration and reallocating all activities not strictly associated with the guidance and control function to support structures or administration bodies;



• within six months, on the basis of the guidelines contained in the White Paper and under the supervision of the Minister of Defence, the Chief of Defense Staff will prepare, for the Minister's evaluation, a new organizational structure of the military instrument, including the measures regulations necessary for its implementation;

• in analogy with what has already been done in the past for the introduction of the "Regulation Code Military" (COM) and the "Consolidated Law on regulatory provisions relating to Military Order" (TUOM), a commission of experts will prepare within one year and for the approval of the Minister of Defense, any other interested Ministers and for subsequent examination by Parliament, an overall review of the existing legislative and regulatory provisions, in order to renew them, simplify them and adapt them to new needs;

• the Government will prepare new legislation aimed at overcoming the existing tripartite division between personnel, operating and investment expenses;

297. With regards to the adaptation of the operating model:

• within six months, on the basis of the guidelines contained in the White Book and under the supervision of the Minister of Defence, the Chief of Defense Staff will prepare, for the Minister's approval, a Strategic Defense Review, in which the the structure of the forces, including the future Reserve, the levels of capacity, the preparation and the readiness of the Military Instrument, with an indication of the necessary human, material and financial resources. Descended from the Strategic Defense Review, a new planning cycle will be developed, consistent with what has been developed in the European and Atlantic Alliance context, for the creation, by the technical-operational bodies, of a fifteen-year general planning programmatic document;

• the Government will then prepare the multi-year investment law for the Armed Forces, for examination by Parliament.

298. As regards personnel, within six months, on the basis of the guidelines contained in the White Book and under the supervision of the Minister of Defence, the Chief of Defense Staff and the Secretary General of Defence, for the respective profiles expertise, will prepare the necessary insights for new legislation regarding:

• selection, advancement and employment of military and civilian leadership;

• adaptation and modification of the principle of the so-called "normalized advancement";

• enlistment and retention of military and civilian personnel;

• establishment of a Reserve;

• management of the so-called "transitional regime".



299. Relating to scientific, industrial and technological innovation defense policy:

ÿ within six months, on the basis of the guidelines contained in the White Paper and under the supervision of the Minister of Defence, the Secretary General of Defence/National Director of Armaments will prepare, for the approval of the Minister of Defense and the other interested Ministers, an Industrial and Technological Strategy (SIT), with which to implement a new broad-spectrum collaboration strategy between Defence, industry and the university and research world. In the SIT, the long-term objectives, the specific skills, the methods of interrelationship and development of the initiatives will be defined, both in order to guarantee a broader compliance of the "country system" with future security and defense needs, and to encourage their international competitiveness, scientific and technological development and employment prospects;

300. Parallel to the four lines of transformation of Defense described above, in compliance with the objectives of the White Paper, specific ministerial directives will outline the political directions for the redefinition of the tasks, action priorities and general functioning methods of the Defense administration.

