

# CURRICULUM VITAE

## PERSONAL INFORMATION

Name	Alessandro Marrone
Telephone	omissis
E-mail	omissis
Nationality	Italian
Date of Birth	

**Ai Sensi del D. Lgs. 14 marzo 2013, n. 33, art. 15: il sottoscritto è CONSAPEVOLE che il presente Curriculum Vitae sarà pubblicato sul sito del Ministero della Difesa**

## WORK EXPERIENCE

- Dates (from – to) *01/04/2007 – ongoing*
  - Name and address of employer **Istituto Affari Internazionali (IAI)**  
*Research Institute operating in the field of International Relations*
  - Type of business or sector Senior Fellow in the Security and Defence Programme
  - Occupation or position held
    - Main activities and responsibilities
      - Coordinator on IAI behalf of consortium of European think tanks and universities working on research projects for the European Defence Agency.
      - Responsible of IAI research projects in partnership with NATO commands and agencies.
      - Responsible of IAI participation to research projects for the European Commission, working in conjunction with European think tanks, universities, institutions, companies as well as small and medium enterprises.
      - Author or editor of books published in the IAI series Research Papers (English) and Quaderni IAI (Italian).
      - Prepared papers and articles on Italian defence and foreign policy, EU role in the security field, defence cooperation in Europe, armed forces, training and military procurement, European Defence Technological Industrial Base (EDTIB), security in the Mediterranean region, NATO, Russia and transatlantic relations.
      - Organized international academic conferences and seminars on behalf of IAI.
      - Represented IAI at numerous conferences and workshops in Europe and the US.
      - Member of the Editorial Board of the IAI web-magazine *AffarInternazionali*.
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- Dates (from – to) *1/1/2015 – ongoing*
- Name and address of employer **Università degli studi di Perugia**  
*Public University*
- Type of business or sector Professor
- Occupation or position held Teaching Strategic Studies course in the International Relations Master Degree at Political Science Faculty of the University of Perugia.
- Main activities and responsibilities
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- Dates (from – to) *29/9/2016 – ongoing*
- Name and address of employer **Nato Defence College**  
*Nato institution charged of education, research and outreach*
- Type of business or sector Mentor
- Occupation or position held
  - Main activities and responsibilities
    - Contributing to the mentoring officials attending NDC courses.

- Dates (from – to) *1/5/2017 – ongoing*
  - Name and address of employer **EastWest**
  - Type of business or sector *Magazine*
  - Occupation or position held Contributor
  - Main activities and responsibilities Author of articles on transatlantic relations and European geopolitics.
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- Dates (from – to) *1/4/2017 – ongoing*
  - Name and address of employer **Rivista Marittima**
  - Type of business or sector *Magazine*
  - Occupation or position held Contributor
  - Main activities and responsibilities Author of articles on European security and transatlantic relations.
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- Dates (from – to) *1/12/2015 – ongoing*
  - Name and address of employer **Rivista Italiana Difesa**
  - Type of business or sector *Magazine*
  - Occupation or position held Contributor
  - Main activities and responsibilities Author of articles on Italian defence policy, NATO, terrorism and security in the Mediterranean region.
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- Dates (from – to) *1/1/2014 – ongoing*
  - Name and address of employer **AirPress**
  - Type of business or sector *Magazine*
  - Occupation or position held Contributor
  - Main activities and responsibilities Author of articles on Italian and European military procurement, defence industry and market.
- 
- Dates (from – to) *1/1/2014 – ongoing*
  - Name and address of employer **Formiche**
  - Type of business or sector *Magazine*
  - Occupation or position held Contributor
  - Main activities and responsibilities Author of articles on Italian defence policy, European security, NATO.
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- Dates (from – to) *3/6/2009 – ongoing*
  - Name and address of employer **Aspenia Online**
  - Type of business or sector *Aspen Institute online magazine*
  - Occupation or position held Contributor
  - Main activities and responsibilities Responsible for writing articles on issues regarding international relations, including US foreign and defence policy, transatlantic relations, NATO and Russia.
- 
- Dates (from – to) *1/1/2012 – 1/3/2015*
  - Name and address of employer **Stiftung Wissenschaft und Politik (SWP)**
  - Type of business or sector *Research Institute operating in the field of International Relations*
  - Occupation or position held Contributor
  - Main activities and responsibilities Contributor to the European Defence Monitoring (EDM) project for the EDA.

- Dates (from – to)
- Name and address of employer
  - Type of business or sector
  - Occupation or position held
  - Main activities and responsibilities

1/12/2009 – 31/12/2013

**Risk**

*Geo-strategy magazine*

Contributor

Responsible for writing articles on international defence market, Italian and EU defence and security policy, crisis management operations, geopolitics.

**EDUCATION**

- Dates (from – to)
- Name and type of organization
  - Faculty
  - PhD
  - Title
- Primary Supervisor

November 2012 – November 2016

**Sapienza Università di Roma**

Political Studies

History of Europe

“NATO and Italy’s defence policy in the post-Cold War period: transformation and continuity”

Prof. Antonello Folco Biagini

- Dates (from – to)
- Name and type of organization
  - Faculty
- Master Diploma Course
  - Thesis Paper in
  - Title
- Primary Supervisor

From September 2008 to June 2009

**LSE – London School of Economics and Political Science**

International Relations

International Relations

European Defense and Security Policy

“What has caused and shaped the ESDP”

Dr. Sappho Xenakis

- Dates (from – to)
- Name and type of organization
  - Faculty
- Master Diploma Course
  - Thesis Paper in
  - Title
- Primary Supervisor
  - Final Grade

From January 2005 to March 2007

**LUISS “Guido Carli” – Libera Università Internazionale degli Studi Sociali**

Political Science

International Relations

Strategic Studies

“Transatlantic defense cooperation and the transfer of sensitive technologies”

Prof. Carlo Jean

110/110 First Class Honours

- Dates (from – to)
- Name and type of organization
  - Faculty
- Master Diploma Course
  - Thesis Paper in
  - Title
- Primary Supervisor
  - Final Grade

From September 2001 to December 2004

**LUISS “Guido Carli” – Libera Università Internazionale degli Studi Sociali**

Political Science

*Political Science*

Sociology of political phenomenon

“Comparing post communist transitions: Poland, Hungary, Czechoslovakia and Bulgaria”

Prof. Viktor Zaslavsky

110/110 First Class Honours

**PERSONAL SKILLS  
AND COMPETENCES**

**MOTHER TONGUE**                      **Italian**

**OTHER LANGUAGES**

	<b>ENGLISH</b>
• Reading skills	Excellent
• Writing skills	Excellent
• Verbal skills	Excellent
	<b>French</b>
• Reading skills	Good
• Writing skills	Sufficient
• Verbal skills	Sufficient
	<b>Spanish</b>
• Reading skills	Good
• Writing skills	Sufficient
• Verbal skills	Sufficient

**SOCIAL SKILLS  
AND COMPETENCES**

- Possess strong attitude to mediate and solve problems efficiently, as well as to teamwork, improved by 11 years-long working experience and 17 years-long experience in non-profit associations.
- Predisposition towards establishing good interpersonal relations and cooperation in multicultural environments, developed through the experience at IAI and LSE.

**ORGANIZATIONAL SKILLS  
AND COMPETENCES**

- Project management skills, including the ability to run projects by managing limited time and resources, tested and improved by IAI working experience.
- Attitude to teamwork in different context and frameworks.
- Habit to work under time pressure, to mitigate risks and react to unexpected events.
- Flexibility and the ability to adapt to different circumstances.

**TECHNICAL SKILLS  
AND COMPETENCES**

- Good knowledge and ability to use the PC, full mastery of Office programs, the Windows operating system, Adobe InDesign and the Internet.

***Annex I - List of publications***

1. Marrone A. (2017) “Difesa Ue. Se non ora, quando?”, in *EastWest*, a. XIII, n. 71 (maggio-giugno 2017).
2. Marrone A., Pirozzi N. e Sartori P. (2017), *PESCO: an Ace in the Hand for European Defence*, IAI, March 2017.
3. Marrone A. e Sartori P. (2017), “*Capacity Building as Partnership: NATO's Future Role*”, in Sten Rynning (ed.), *South Asia and the Great Powers: International Relations and Regional Security*, London and New York, I.B. Tauris, 2017.
4. Bitondo F, Darnis J, Marrone A. e Sabatino E. (2017), *Il dibattito sulla difesa europea: sviluppi Ue e prospettive nazionali*, Roma: Senato della Repubblica, Osservatorio di politica internazionale, febbraio 2017.

5. Marrone A. (2017), "La geopolitica di Trump e l'Europa", in *Rivista Marittima*, Anno CLXIX, n. 2, Febbraio 2017.
6. Marrone A. (2016) "Quale strategia Nato per il fianco sud?", in Briani V. (a cura di) *Focus euro-atlantico n. 2*, Roma: Senato della Repubblica, Osservatorio di politica internazionale, dicembre 2016.
7. Bitondo F., Marrone A. e Sartori P. (2016) *Le sfide della Nato e il ruolo dell'Italia: Trump, Brexit, difesa collettiva e stabilizzazione del vicinato*, DOC IAI 16|18 novembre 2016.
8. Maulny J.P., Marrone A. et al, (2016), *The Appropriate Level of European Strategic Autonomy*, Ares Group Report N. 8, November 2016
9. Marrone A. e Camporini V. (2016) "La politica di sicurezza e difesa", in Greco E. e Ronzitti N. (a cura di) *Rapporto sulla politica estera italiana: il governo Renzi. Edizione 2016*, Roma: Nuova Cultura, luglio 2016 (Quaderni IAI n. 17).
10. Marrone A, De France O. and Fattibene D. (2016) *Defence Budgets and Cooperation in Europe: Trends and Investments*, IAI, July 2016.
11. Marrone A. (2016), L'Italia e il vertice Nato di Varsavia, Roma: Camera dei deputati, *Approfondimenti / Osservatorio di politica internazionale*; 121.
12. Marrone A., Sabatino E. (2016) *2016 NATO Summit: What Agenda for Italy*, DOC IAI 16|08, June 2016
13. Marrone A., Nones M. e Ungaro A.R. (a cura di) (2015) *Technological Innovation and Defence: The Forza NEC Program in the Euro-Atlantic Framework*, Rome: Nuova Cultura, April 2016 (IAI Research Papers n. 23)
14. Lasconjarais G. and Marrone A. (2016) *How to respond to Anti Access / Area Denial (A2/AD)? Towards a NATO Counter-A2/AD Strategy*, NDC Conference Report 01/16, Rome: NATO Defense College, February 2016
15. Marrone A, De France O. and Fattibene D. (2016) *Defence Budgets and Cooperation in Europe: Developments, Trends and Drivers*, IAI, January 2016.
16. Marrone A. and Tocci N. (2015) "Rahmenbedingungen 2016 für eine globale strategie der EU", in Frank J (eds) *Sicher. Und Morgen?*, Wien: Bundesministerium für Landverteidigung und sport, December 2015. ISBN 978-3-902275-44-8
17. Gilli A., Ungaro A.R. and Marrone A. (2015), "The Italian White Paper for International Security and Defence", in *RUSI Journal*, Volume 160, Issue 6, December 2015.
18. Fassi E., Lucarelli S. e Marrone A. (2015), *What Nato for what threats?* Norfolk: NATO, December 2015, ISBN: 978-92-845-0195-3.
19. Tessari P., Sartori P. e Marrone A. (2015) *La politica di difesa italiana tra Nato e Libro Bianco*, DOC IAI 15|25 dicembre 2015.
20. Marrone A. "Quale politica estera e di difesa per l'Italia?", in Bonvicini G. e Silvestri S. (a cura di) (2015) *L'eredità del passato, la sfida del futuro. Il ruolo dell'Italia e dell'Europa nelle relazioni internazionali*, IAI, Novembre 2015
21. Marrone A. e Nones M. (a cura di) (2015) *La sicurezza nel Mediterraneo e l'Italia*, Roma: Nuova Cultura, novembre 2015 (Quaderni IAI n. 15).

22. Marrone A. and Nones M. (eds) (2015) *The Role of Dual-Use Helicopters in the Security and Defence Field*, Rome: Nuova Cultura, July 2015 (IAI Research Papers n. 20).
23. Marrone A. (eds) (2015) *The White Paper: A Strategy for Italy's Defence Policy*, DOC IAI 15|09e, July 2015.
24. Maldacea R., Marrone A. e Sartori P. (2015), *Defence budgets and industry: tables and graphs*, IAI, July 2015.
25. Marrone A. (2015) "Italy and the CSDP", in Fiott D. (eds) *The Common Security and Defence Policy: National Perspectives*, Brussels: Egmont Papers 79, May 2015.
26. Marrone A. e Nones M. (2015) *La formazione degli ufficiali delle Forze Armate italiane nella prospettiva europea*, DOC IAI 15|06, aprile 2015.
27. Marrone A. e Ungaro A.R. (2015) "L'importanza dell'addestramento", in *Airpress*, n. 52 (gennaio 2015).
28. Marrone A., Nones M. e Ungaro A.R. (a cura di) (2015) *Sfide e opportunità dell'innovazione tecnologica nell'addestramento delle Forze armate italiane*, DOC IAI 15|02, gennaio 2015.
29. Marrone A. e Ungaro A. R. (2014) "Verso una nuova strategia per la proiezione esterna dell'UE? Lo stato dell'arte", in Briani V. (a cura di) *Focus euro-atlantico n. 8*, Roma: Senato della Repubblica, Osservatorio di politica internazionale, dicembre 2014.
30. Marrone A., Tessari P. e De Simone C. (2014) *Gli interessi nazionali e la NATO: dalle missioni alla trincea?*, DOC IAI 14|12 dicembre 2014.
31. Marrone A. and Ungaro A. R., *Actors in the European Defence Policy Area: Roles and Developments*, Report of the Istituto affari internazionali (IAI) and the Centro Studi sul federalismo (CSF), November 2014.
32. Marrone A. "La bussola del sistema-paese", in *Airpress*, n. 50 (novembre 2014).
33. Casprini F., Lucarelli S. e Marrone M. (eds) (2014) *Flexible Frameworks, Beyond Borders. Understanding Regional Dynamics to Enhance Cooperative Security*, Norfolk: NATO, November 2014, ISBN 978-92-845-0192-2.
34. Marrone A. and Nones M. (a cura di) (2014) *Il ruolo degli elicotteri duali nel campo della sicurezza e difesa*, Roma: Nuova Cultura, ottobre 2014 (Quaderni IAI n. 13).
35. Marrone A. e Nones M. (2014) "Il rebalancing americano verso l'Asia-Pacifico e l'Air-Sea Battle: implicazioni per l'Europa e l'Italia", in Cucchi G. e Dottori G, (a cura di) *Nomos&khaos. Rapporto Nomisma 2013-2014 sulle prospettive economico-strategiche*, Roma: Agra, Settembre 2014, p. 275-287
36. Marrone A. (2014) "I cardini della politica di sicurezza e difesa", in Greco E. (a cura di) *Scegliere per contare. Rapporto sulla politica estera italiana*, Roma: Nuova Cultura, settembre 2014 (Quaderni IAI n. 11).
37. Marrone A. e Ungaro A. (2014) "Relations between the United States of America and Italy in the post-Cold War period: a defense industrial perspective", in *Cahiers de la Méditerranée*, n° 88 (June 2014), p. 157-181.
38. Marrone A. (2014) "Il rapporto tra le missioni NATO e la trasformazione dello strumento militare italiano", in *Quaderni del Dipartimento di Scienze Politiche Università Cattolica del*

39. Camporini V., Marrone A. et alia (2014) *The role of Italian fighter aircraft in crisis management operations: trends and needs*, Rome: Nuova Cultura, March 2014 (IAI Research Papers n. 16).
40. Di Camillo F., Marrone A. et alia (2014) *The Italian Civil Security System*, Rome: Nuova Cultura, February 2014 (IAI Research Paper n. 11).
41. Marrone A. (2014) "UAV, chiamata per l'industria europea", in *Airpress*, n. 41 (gennaio 2014).
42. Marrone A. (2013) "Sweden: an Active, Normative, Non-Aligned Country", in Santopinto F. and Price M. (eds) *National Visions of EU Defence Policy*, Brussels: Center for European Policy Studies.
43. Marrone A. e Ungaro A. R. (2013), *La cooperazione nella difesa e il Consiglio europeo di dicembre: la situazione e le opzioni per l'Italia*, Roma: Camera dei deputati, Approfondimenti / Osservatorio di politica internazionale; 87.
44. Cencetti C. and Marrone A. (2013) "EU and cyber security: what's next?", in *EGS Opinions*, December 2013.
45. Bonvicini G., Marrone A. et alia (2013) *L'Unione europea nello scenario di sicurezza internazionale: capacità, strategie e legittimità*, IAI Background paper per il secondo dibattito nazionale Politically.EU su "Per una politica estera e di difesa comune dell'Ue", Torino, 9 novembre 2013.
46. Marrone A. and Tessari P. (2013) *The Italian Debate on Defence Matters*, DOC IAI 13|07, November 2013.
47. Marrone A. e Ungaro A.R. (2013) "The evolution of AGC: power and technology", in Catalano C. (eds) *Global Commons: threat or opportunity?*. Roma: Occasional Paper Ufficio Studi Finmeccanica, Ottobre 2013.
48. Marrone A. (2013) "L'assenza dell'Europa", in *Risk*, A. 14., N. 30 (settembre-ottobre 2013).
49. Marrone, A. (2013) "EDTIB Challenges and Options: Security of Supply and Key Strategic Activities", in Hélène Masson (ed.), *Security of Supply Challenges and European Defence Technological and Industrial Base: Debates & Dilemmas (II)*, Paris: Fondation pour la Recherche Stratégique, October 2013, p. 4-5 (FRS note ; 26/13).
50. Marrone, A. (2013) "Arms Industry", in Sek A. (eds.), *The Implementation of the Common Security and Defence Policy*, Brussels: European Parliament, (Policy Department External Policies Study) Proceedings of a workshop requested by the European Parliament's Subcommittee on Security and Defence, September 2013.
51. Marrone A. (2013) "Obama e la Siria", in *Risk*, A. 14., N. 29 (luglio-agosto 2013).
52. Marrone A. (2013) "European Defence Cooperation from an Italian perspective", in Frank J and Matyas W. (eds) *Strategie und Sicherheit 2013*, Wien: Bundesministerium für Landverteidigung und sport.
53. Marrone A. e Nones M. (eds) (2013) *More Europe on Defence or No Europe*, DOC IAI 13|03, June 2013.

54. Marrone A. (2013) "Dopo il caso Marò, una credibilità da ricostruire", in *Risk*, A. 14., N. 28 (maggio-giugno 2013).
55. Briani V., Marrone A. et alia (2013) *The Development of a European Defence Technological and Industrial Base (EDTIB)*, European Parliament Directorate-General for External Policies of the Union.
56. Camporini V. e Marrone A. (2013) "Le attività nel campo della sicurezza e difesa", in Colombo A. e Greco E. (a cura di) *La politica estera dell'Italia*. Bologna: il Mulino, Maggio 2013.
57. Fagerstern, B., Marrone, A., Ortega, M. and Parkes, R. (2013) *Towards a European Global Strategy: Securing European Influence in a Changing World*, May 2013.
58. Marrone A. (2013) "Italy and F-35", in *International Journal*, VOL LXCIII, No.1, Winter 2012-2013, pp. 31-48.
59. Marrone A. and Di Camillo F. (2013) "Italy", in Biehl, H., Giegerich, B., Jonas, A. (Eds.) *Strategic Cultures in Europe. Security and Defence Policies Across the Continent*. Wiesbaden: Springer VS, May 2013.
60. Marrone A. and Pirozzi N. (eds.) (2013) *European Union (EU) external action: priorities and policies*, Conference papers from the EGS seminar organised by Istituto Affari Internazionali (IAI) in the framework of the project *Towards a European Global Strategy*, Rome, January 2013.
61. Alcaro R. and Marrone A. (2013) "NATO's Multiple Balancing Acts: Lessons from the Operation in Afghanistan", in Alcaro R. and Lucarelli S. (eds) *Dynamic Changes. Rethink NATO's Capabilities, Operations and Partnerships*. NATO Allied Command Transformation, Università di Bologna, IAI, April 2013.
62. Marrone A. (2012) "Italiani da peacekeeping", in *Risk*, A. 13 N. 25 (novembre-dicembre 2012).
63. Nones M. and Marrone A. (eds) (2012) *The Transformation of the Armed Forces: the Forza NEC Program*, Roma: Nuova Cultura (IAI Research Papers . 5), October 2012.
64. Marrone A. (2012), *Defence Spending in Europe in Light of the Economic Crisis*, Roma: IAI Working Paper, October 2012.
65. Forte S. e Marrone A. (a cura di) (2012), *L'Italia e le missioni internazionali*, Roma: DOC IAI12|05, settembre 2012.
66. Marrone A. (2012) "La difesa dimezzata", in *Risk*, A. 13 N. 22 (marzo-aprile 2012).
67. Marrone A. (2011) "Obama and Afghanistan: a reality check for European expectations", in Wasseberg B. and Faleg G. (eds) *Europe and the Middle East*. Brussels: Peter Lang.
68. Marrone A. (2011) "The Equilibrium of 2010 NATO Strategic Concept", in *The International Spectator*, Vol. 46 N. 3 (September 2011), p. 93-111.
69. Marrone A. (2011) "Vacche magre per l'industria della difesa", in *Risk*, A. 12 N. 19 (settembre-ottobre 2011).
70. Alcaro R. e Marrone A. (2011) "La NATO dopo l'Afghanistan : come la missione ISAF ha cambiato presente e futuro dell'Alleanza", in IAI e CeSPI (a cura di), *Le missioni internazionali. Rapporto collettivo 2011*. Roma: Camera dei Deputati, luglio 2011 (Rapporti

/ Osservatorio di politica internazionale ; 5).

71. Marrone A. (2011) *Afghanistan in transition: the security context post-Bin Laden*. Rome: IAI Working Paper, June 2011.
72. Silvestri S. e Marrone A. (2011) "The 2010 NATO Strategic Concept", in *EU-US Security Strategies: comparative scenarios and recommendations*, research conducted within the framework of the pilot project on Transatlantic methods for handling global challenges (2009) funded by the European Union, May 2011.
73. Marrone A. (2011) "Il mercato della difesa (e l'Italia)", in *Risk*, A. 12., N. 17 (marzo-aprile 2011).
74. Briani V., Di Camillo F., Marrone A. e Ungaro A. R. (2011) "Le attività nel campo della sicurezza e difesa", in *La politica estera dell'Italia*. Bologna: Il Mulino, marzo 2011.
75. Marrone A. (2010) *NATO's Strategic Concept: back to the future*. Rome: DOC IAI 1023, November 2010.
76. Silvestri S. e Marrone A. (2010) "La pax franco-britannica non basterà", in *Risk*, A. 11, N. 15.
77. Dottori G. e Marrone A. (2010) "Il mercato mondiale della difesa tra geopolitica e globalizzazione", in *Baricentri: lo shift globale degli equilibri politici, economici e tecnologici?*. Roma: Occasional Paper Ufficio Studi Finmeccanica.
78. Marrone A. (2010) *La politica estera e di difesa del governo Cameron*. Roma: Camera dei Deputati, ottobre 2010 (Note/Osservatorio di politica internazionale; 19).
79. Nones M. e Marrone A. (2010) "L'industria militare mette le ali", in *Risk*, A. 11, N. 12.
80. Nones M., Marrone A. et alia (2009) "Dove va la NATO?", in *Risk*, A. 10, N. 10.
81. Marrone A. (2009) "Afghanistan between two elections: November 2008-August 2009", in *Geopolitics of the Middle East*, Vol. 2, N. 3 (July-September 2009), p. 37-59.
82. Nones M., Gasparini G. e Marrone A. (2009), *Europe and the F-35 Joint Strike Fighter (JSF) Program*. Rome: IAI, July 2009 (IAI Quaderni English series n. 16).
83. Marrone A. (2008) *La politica estera USA dopo il cambio di presidenza: Obama e McCain a confronto*. Roma: Senato della Repubblica, luglio 2008 (Contributi di Istituti di ricerca specializzati 96).
84. Marrone A. (2008) *Cooperazione transatlantica nella difesa e trasferimento di tecnologie sensibili*. Roma: IAI, Giugno 2008 (IAI Quaderni n. 30).
85. Marrone A. (2008) *La NATO verso il vertice di Bucarest*. Roma: Senato della Repubblica, marzo 2008 (Contributi di Istituti di ricerca specializzati 88).
86. Alcaro R., Marrone A. e Messina A. (2007) *Gli Stati Uniti e l'Iraq, prospettive da Washington*. Roma: Senato della Repubblica, Dicembre 2007 (Contributi di Istituti di ricerca specializzati 83).

16/05/2024

<p><i>Firma</i> Prof. Alessandro MARRONE (firma autografa omessa ai sensi dell'art. 3 del D.lgs. n. 39/1993)</p>
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