



World House Program
Rondine Cittadella della Pace, Italy
2025 - Call for participants
Deadline: February 24, 2025

Rondine Cittadella della Pace

Rondine Cittadella della Pace is an organization dedicated to reducing armed conflicts worldwide. With the goal of contributing to a world free from wars, Rondine disseminates its own methodology for creatively transforming conflicts in various contexts. This translates into the concrete objective of equipping individuals with the necessary tools to manage conflicts effectively.

The “Cittadella della Pace” (Citadel of Peace) is situated in Rondine, a medieval village in Tuscany, located a few kilometres away from Arezzo, Italy. It is within Rondine that the primary educational projects are developed, providing a dual opportunity to participants: the regeneration of the inner selves and the enhancement of leadership skills. These skills are intended to benefit both the individuals themselves and their communities, working towards the greater good.

The mission of Rondine Cittadella della Pace can thus be summarized:

Promote the creative transformation of conflicts through the experience of young people who discover the human being in their enemy.

Rondine bases its educational programs and activities on the method for creative conflict transformation, the **Rondine Method** - the relational approach to conflict, encompassing the practices derived from two decades of psycho-pedagogical research, academically validated¹. It is structured around the discovery of the “enemy” as a deception that hinders communication and reciprocal compassion. The Method proposes a model of interpersonal relationships applicable to all contexts, where the word “enemy” has a symbolic connotation, and conflict is not seen as necessarily negative, but as a generative opportunity. To put this vision into practice, Rondine finalizes training to create professionally prepared and humanly motivated youth to enact positive changes in their own communities.

Over the years, the association has entered into agreements and conventions with numerous Italian institutions, and collaborates with Italian and international universities. Since 2021, Rondine has been granted special consultative status with the United Nations Economic and Social Council (ECOSOC).

The World House

The vision of Rondine revolves around the World House, which has been welcoming young adults from war-torn countries or post-conflict situations since 1997. They are guided on a transformative educational journey that involves recognizing the humanity in their enemy through the

¹ *The Rondine Method: A Relational Approach to Conflict*; edited by Franco Vaccari, Miguel H. Diaz, Charles Hauss. Lanham: Rowman&Littlefield, 2023

Franco Vaccari, *L'approccio relazionale al conflitto: Quattro lezioni sul Metodo Rondine*. Milano: Franco Angeli, 2021



establishment of entirely new relationships with members from the opposing side, in a broader intercultural and interreligious environment. It is a challenging and surprising educational experience: a structured daily cohabitation within a comprehensive program that includes training (academic and non-formal), and civic engagement activities.

Through the academic and the experience-based journey that includes lessons, workshops, events, volunteering activities, and community engagement, the program seeks to:

- 1) Engage in the creative conflict transformation following the Rondine Method;
- 2) Educate young individuals prepared to engage in constructive dialogue with the youth from the other side of the conflict, and share experiences;
- 3) Promote the development of initiatives having a positive impact within fellows' communities;
- 4) Empower young peace leaders, encouraging them to contribute meaningfully to positive change and societal development.

In addition, fellows benefit from the many informal social and cultural activities that Rondine has to offer with volunteers and participants to other programs run by the association.

The World House is an 18-month fellowship program – starting with a 3-month inception phase online and 15 months on campus, in Italy. Later, Rondine will select committed students for an additional 6-month training aimed at project development and local impact (under specific conditions, *see “The Social Impact Semester” section*).

The fellowship components

During the program, fellows engage in the following areas:

1. **Daily life:** as an experience-based fellowship, daily cohabitation and interaction are at the core of the program, offering a unique perspective and approach towards conflict transformation. Engage daily in the experience of cohabitation within the community group - comprised of both the international members of the World House and the staff - is essential to grasp fully the goal of the program, and to understand social, cultural and religious diversity. Commitment in this area includes caring for people and relationships and, at the same time, responsibility towards the spaces entrusted to the participants (houses, common areas), plus preserving the environment.
2. **Capacity building training:** Rondine offers to the World House fellows several courses that constitute a structured educational path articulated into different modules. The training programs explore intertwined topics, linked by the common thread of creative transformation of conflict in relationships. It is also important to be willing to share personal memories, stories and feelings, as these are entrusted to others as acts of testimony and to gain a deeper understanding of one's internal conflict, the starting point to address broader conflicts – up to international, armed ones - according to the Rondine Method. International and local lecturers, trainers, scholars, and the staff conduct the training, covering the following modules:
 - *Conflict:* Exploring different dimensions of conflicts (intrapersonal, interpersonal, up to international), conflict analysis, narrative of the conflict, peacebuilding, international humanitarian law;



- *Interiority*: Developing the ability to listen to one's own inner voice, and recognize how to manage and express emotions effectively (emotional intelligence, self-expression, personal and group dimension, and inner conflicts);
 - *Impact*: Project design (enhancing the ability to evaluate one's own personal context and territorial reference, understanding the essential components and stages of a project), environmental awareness and sustainability, communication and leadership skills;
3. **Civic engagement**: Fellows will actively participate in many programs, initiatives, and activities organized by Rondine that aims at fulfil the mission of the association, raise awareness, and promote active and global citizenship. This component is interconnected with the capacity-building component with special focus of the interiority and leadership skills. Furthermore, fellow will have the chance to attend multiple events, activities, media opportunities, educational meetings with schools and civil society organizations in Italy, as well as volunteering opportunity.
4. **Academic degree**: participants will have the chance to continue their academic journey and obtain a degree, so strengthening their professional skills and gaining additional knowledge to foster social change and make a positive impact. Fellows attend a one-year First Level Executive Master (*M1 - Master di Primo Livello*, 60 ECTS)². Applicants are invited to choose a master among those in the attached list. They express 2 options in the application form. The final choice is confirmed at the end of the selection process, as per prior agreement with the educational staff. Rondine welcomes participants from all academic backgrounds since we strongly believe in the impact civil society and all professionals can have on conflict transformation.³

Program timeline

- **1st semester (July – December 2025)**: the World House program begins online (inception phase) and continues on campus for the first semester (trial period). More specifically:
 - **Inception phase**: the online period starts on **July, 7**. This phase aims at: consolidating basic levels of Italian language (through an online course); group building; introducing Rondine activities and people. At the same time, participants apply for visa and other required documents, supported by the Rondine International Relations Office.
 - **Trial period**: the residential part opens on **September, 22**. Until December, participants are on a trial period to verify their motivation and commitment in the program. The staff evaluates Italian language proficiency, proactivity and cooperative attitude in the group: if positive, participants officially join the World House.
- **2nd semester (January – June 2026)**: Officially junior fellows, participants take part in lessons and activities primarily centered on the theme of conflict, plus the topics of the other training modules. Through the program, participants of the World House learn how to use these tools to experience directly the diversity in the group, which mirrors - on a smaller

² Please find further information on the Italian academic system at: <https://uni-italia.it/en/students/the-university-system/>

³ Applicants interested in **medical** studies are not advised to apply due to the differences between regulations by the Italian Ministry of Education and other respective Ministries in their home countries.



scale - the reality of the globalized world. Many of the lessons also provide content and several techniques to engage fruitfully in the Association educational and awareness activities. Fellows start their Master.

- **3rd semester (July – December 2026):** The focus shifts towards leadership, strategic planning, and preparing to depart Rondine while envisioning the formulation of socially impactful projects. The program during this phase becomes more functional for practical implementation, fostering awareness of one's evolving identity, and clarifying one's professional calling. Moreover, as senior fellows, they are in charge of welcoming and mentoring the incoming junior generation during their trail period.

The Rondine staff evaluates the fellows' engagement in the program, especially when moving from a phase to another. Periodic individual meetings are aimed at assessing fellows' proactivity and their involvement in the 4 above-mentioned areas. These meetings focus on evaluating their understanding and application of the Rondine Method, their presence and punctuality, proficiency in the Italian language, as well as motivation and engagement in Rondine's activities. If fellows are not in line with the program requirements and commitment, Rondine reserves the right to discontinue their participation.

The Social Impact Semester: from theory to local impact

One of Rondine's primary objectives is to initiate processes of social change through globally and locally impactful projects, conceived and overseen by those who have completed the Association's training courses.

The impact-generation processes bring Rondine's vision into concrete reality and offer a chance for personal and professional growth. This is achieved by strengthening the fellows' network, and enhancing their skills, developing a project idea connected with Rondine goals, targets and areas.

To fellows who are strongly committed, showing to have interiorized the organization mission and working on an impact project proposal particularly solid and potentially effective, Rondine offers an additional training, the Social Impact Semester (January – June 2027).

For a period of 6 months, selected fellows will have the chance to work intensively on their project ideas through focusing on the technical aspect, the context analysis, designing the theory of Change of their project, reporting, Monitoring&Evaluation, budgeting, and communication.

After completing the Social Impact Semester, Rondine proposes the inclusion of its alumni in a comprehensive education network, offering mentoring and guidance for the advancement of their projects.

Additionally, all participants of the World House program join the organization founded by alumni in 2017, "Rondine International Peace Lab" (R-IPL), a network of over 200 professionals worldwide.

Main outputs

After the full completion of the program as a World House fellow, you will receive:

- 1- An Academic Degree (M1)
- 2- Certificate of Achievement of the World House Program
- 3- Become a member of Rondine International Peace Lab, the alumni network



4- Impact Project - Well designed and ready to implement (if in the Social Impact Semester)

Economic conditions

During the residential phases of the program, the Association takes responsibility for covering the following costs:

- Training and engagement activities at Rondine (including the online phase);
- Food and accommodation;
- University tuition and related expenses (learning material, transportation, etc.);
- Health insurance, residence permit.

Expenses under the responsibility of the student include the travel expenses to/from Italy and visa procedures, holiday travels, personal and medical expenses, and any other costs not specifically mentioned among those covered by the Association.

The same conditions apply to the Social Impact Semester.

Eligibility criteria

- Aged between 21- 28
- Holder of a Bachelor's Degree (or earned by July 2025), or Master's Degree
- Engaged in civil society, willing to bring a positive change in their communities and the world

We strongly recommend youth showing predisposition to the following characteristics to apply:

- Sensibility and readiness to work on the topics of conflict of the country of origin and conflicts in general
- Leadership, goal-oriented
- Recognize and express emotions (theirs and in a group)
- Community life
- Public speaking and communication
- Team work, active listening and proactivity
- Volunteering and community engagement
- Knowledge about civil society and the non- profit sector
- Sensibility to major global issues

Italian is the official language for communication and activities in Rondine, but it is not a precondition to apply. Later, as part of the selection process, candidates shall demonstrate they have a basic knowledge of Italian (see "*Selection process*" section).

Knowledge of English is desirable for profitable participation in the program.

Selection process

The selection of participants includes the following phases:

- **Application:** applicants must submit the required documents by the deadline (see "*How to apply*" section).
- **Pre-selection:** from the pool of applications received, those that meet the requirements proceed to the next step. This phase may also include online aptitude tests.



- **Individual interview:** the candidates are interviewed individually to verify their personal aptitude, their motivation to be part of the World House program, and discuss the project presented in the application phase. Interviews are either in person or online.
- **Assessment of Italian language knowledge:** after the interview, only the shortlisted candidates are invited for an online Italian test. Earlier (generally 2 months before the test), applicants receive materials to self-study Italian basics. The test - an online individual meeting with a language teacher – aims at assessing oral, grammar, and written skills. The result does not imply direct acceptance or rejection, rather provides additional elements for a global evaluation of the candidate's profile.
- **Candidate selection:** Rondine Admission Team inform selected candidates after the Italian tests (May-June). To accept the participation in the program, candidates sign a Learning and Participation Agreement. After submitting the signed Learning and Participation Agreement, the participant undertakes the necessary administrative procedures (visa, other documents), supported by the Rondine International Relations Office.

Important: the selection process is not on a first come, first served basis. The application pre-selection and interviews follow geographical criteria. Rondine notifies progresses in the application status at the pre-selection phase (after the deadline or any extension for the relevant geographical area), individual interview, and program admission. Non-selected applicants are informed as well.

How to apply

Please submit the following documents to apply@rondine.org (or international.rondine@gmail.com)

- Application form (here attached);
- Passport (valid at least until December 2026);
- Motivation letter;
- Curriculum Vitae or Resume;
- Copy of the last academic diploma earned;
- Rondine Project Proposal Form (here attached);
- Recommendation letter (one or more);
- Notice on personal data protection (*hand-signed*; here attached)

The deadline for application is February 24, 2025

Questions?

Please visit <https://callforparticipants.rondine.org/> - FAQ section. For additional information, send your questions to apply@rondine.org.



Rondine Cittadella della Pace Program 2025-2026
Application Form

General information:

Name

Surname

Gender

Date of birth

Place of birth

Nationality

Complete address

.....

Telephone contacts

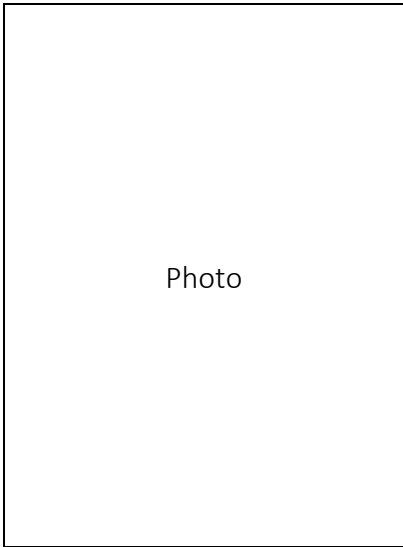
e-mail

Military service requirements absolved: Yes No

Marital status Married Single

Children Yes No

Ethnic background (where applicable)





Educational background:

(if currently attending a post-graduate course, please write both your earned degree and the expected one)

Latest degree earned or expected

Date or expected date of award

Final result

At *(name of University or other Institute)*

Preferred Master *(Master di Primo Livello)* that you wish to attend in Italy *(Master name, University)*:

1)

2)

Work experience, civic engagement, and interests:

Are you currently employed? Yes No

If yes, what is your profession at the moment?

Briefly describe your past work experience

.....
.....
.....

Have you, or are you currently pursuing any extracurricular activities?

.....
.....
.....
.....

Do you consider yourself an artist? If yes, in which field of art?

.....



Additional information:

Father's name and surname.....

Profession..... Date of birth

Address

Mother's name and surname.....

Profession..... Date of birth

Address

How did you find out about the Rondine World House program?

.....

Are you potentially interested in the "Social Impact Semester"? Yes No

Do you have any special needs (diet or medical)? Yes No

If yes, please provide details

.....

Do you have a driving license? Yes* No

References of the applicant (academic, professional, or civic engagement sphere):

Please write name, position, contact, and relation to the applicant. References do not include family members.

1.(obligatory).....

.....

2.(optional).....

.....

*To drive in Italy, an International Driving Permit (IDP) is required. For information: <https://internationaldrivingpermit.org/>



Master list – World House program

The World House program includes a one-year, part-time First Level Executive Master Program – M1 (Master di Primo Livello, 60 ECTS) to choose from among the offered programs of Universities in Tuscany.

Applicants express 2 master program options of their interest in the application form. The final choice will be confirmed at the end of the selection process, before arriving in Italy, and prior to agreement with the educational staff.

Once confirmed, selected candidates cannot change the chosen master since it is linked to visa procedures. Universities confirm the academic offer for the coming year between June and July. If a chosen master is not included in the confirmed academic offer, the staff will provide alternative options to selected candidates.

The following list includes eligible masters¹. In the last years, former fellows attended masters in the list, and we can provide additional information. For other inquiries, please write to apply@rondine.org.

MASTER NAME AND WEBSITE	UNIVERSITY	ACADEMIC AREA	LANGUAGE
Conflict Management and Humanitarian Action https://www.master-cmha.unisi.it/	Siena	Political Science; International Relations; Law; Peace & Conflict Resolution.	English
Comunicazione d'impresa. Linguaggi, strumenti, tecnologie <i>Business communication. Languages, tools, technologies</i> https://www.mastercomunicazioneimpresa.it/	Siena	Business Marketing and Communication; Public Relations.	Italian
Scienze del Lavoro e Gestione delle Risorse Umane <i>Occupational Science and Human Resource Management</i> https://www.ls-hrm.unifi.it/	Firenze	HR Management (law, economics, management, political science, and sociology).	Italian
Futuro vegetale. Piante, innovazione sociale e progetto <i>Plant Future. Plants, social innovation & design</i> https://www.futurovegetale.org/	Firenze	Innovation Management; Architecture; Environmentalism; Social Innovation inspired by the plant world.	Italian

¹ Masters in the list may refer to the year 2024/2025: consider general conditions as applicable to the academic year 2025/2026.

To be eligible and compatible with the World House Program, Masters must meet the following conditions:

- offered by Universities in Tuscany (Siena, Florence)
- part-time basis
- maximum fee: € 4000 (**covered by the World House Program fellowship**)



Rondine Project Proposal Form

Answer briefly to the following questions

What are your personal and professional aptitudes?

What are your main interests and preferred leisure activities?

What do you think your territory needs to resolve the conflict / develop /improve socially, economically, culturally etc.?

Please describe your project idea - explain how you would like to create a social, economic and cultural impact on your society, how you think you can transform a conflict in your country. The project design module (Capacity building training) aims at developing this first submitted draft.

What needs does your project address?

The general objective



The territories which you would like to have an impact on

The target groups

Stakeholders you would like to involve

Phases/activities of the project

Clarify how you intend to make your project sustainable in the medium term



SUBJECT: Notice pursuant to and by effect of Article 13 of the EU GDPR 2016/679 regarding personal data protection

Associazione Rondine Cittadella della Pace informs you that, for establishing and managing the processes held to select candidates for the World House, it is the Data Controller of data of yours which can be classified as personal data pursuant to the Data Protection Act.

Data Controller

The Data Controller, pursuant to Article 4.7 of EU Regulation 2016/679 is Associazione Rondine Cittadella della Pace – Loc. Rondine, 1 – 52100 Arezzo (AR), tel. +39 0575 299666 in the person of its *pro-tempore* legal representative.

Data Protection Officer (DPO)

Pursuant to Articles 37 to 39 of EU Regulation 2016/679, the Data Controller has appointed a Data Protection Officer (DPO) who can be contacted at the following email address: dpo@rondine.it.

Purpose and legal basis of the processing

Pursuant to Article 6, paragraph 1, letters a) and b) and Article 9, paragraph 2, letters a) and d) of EU Regulation 2016/679, your personal data are collected and processed:

1. to fulfil obligations envisaged by the law, by regulations and by the European Community legislation (“personal” data);
2. before the contract is finalised, to fulfil specific requests made by the Data Subject (both “personal” and “specific” data);
3. to establish and manage the selection processes for the World House (both “personal” and “specific” data);
4. to compile documentation in which your photograph, image, interviews, television footage, etc. may appear;

and they will be subject to processing based on the principles of fairness, legality, transparency and the protection of your confidentiality and rights. Your personal data will be processed for the entire duration of the selection process for the World House and also subsequently for the fulfilment of all legal requirements and, if applicable, for re-contacting you in relation to new selection processes, subject to your explicit consent.

Solely for the purposes of use in relation to the selection processes for the World House, the association can process data that the law defines as “personal” (name/company name, registered office, first name, surname, address, Vat number, Tax Code, etc.) but also the category of data that the law defines as “specific” (condition of health, religious faith, etc.).

Processing methods

Data is processed for the purposes explained above using both automated means, on electronic or magnetic media, and non-automated means, on paper, in compliance with the rules of confidentiality and security envisaged by the law, by the regulations deriving from the law and with internal guidelines.

Special Consultative Status with The United Nations Economic and Social Council (ECOSOC)



Location of the processing and data communication

The data are currently processed and filed at the registered office of the Association.

Without prejudice to the communications performed for the purpose of fulfilling obligations dictated by the law and by the relative contracts, all the data collected and processed can only be communicated within Italy for the above-mentioned purposes to:

- companies for the performance of psychometric tests pursuant to Article 28 of EU Regulation 2016/679.

Additionally, when your data are managed, they may come to the knowledge of the following categories of persons responsible for processing (*ex* Article 29 of EU Regulation 2016/679) and/or Data Supervisors (*ex* Article 28 of EU Regulation 2016/679) identified in writing, to whom specific written instructions have been provided:

- employees and partners of the International Relations and Training Department;
- service companies operating on behalf of our Association.

The full updated list of data recipients can be requested from the Data Controller, at the addresses indicated under the heading "Rights of the Data Subject".

Mandatory or optional nature of data conferral and the consequences of any refusal to confer data

Conferring your data is mandatory for all the purposes required by the legal and contractual obligations in force. Therefore, any refusal to provide all or part of the same can lead to the Association being unable to execute the contract or correctly perform all the fulfilments required for the purpose of managing the selection process.

Transfer of data abroad

Your personal data will not be transferred to other companies with registered offices in non-European third countries.

Presence of an automated decision-making process

There is no automated decision-making system in place.

Data retention periods

Your Personal Data will only be retained for the time needed to fulfil the purposes for which they have been collected, in compliance with the principle of minimisation as set forth in Article 5, paragraph 1, letter c) of EU Regulation 2016/679. The data provided will be retained in our files in line with the following parameters:

- for activities regarding the selection process for the World House: your data will be entered and stored in the historical file of the Association should you be admitted to the World House;
- for re-contacting the Data Subject, if necessary: your data will be stored for use the next time you might participate in a selection process for the World House based on your explicit consent, provided for a period not exceeding 4 years, unless you revoke the above-mentioned consent;

Special Consultative Status with The United Nations Economic and Social Council (ECOSOC)



Rights of the Data Subject

You can exercise your rights as expressed in EU Regulation 2016/679 of the European Parliament and Council of 27 April 2016, by contacting the Data Controller at our registered office at the telephone number +39 0575 299666, sending an email to the address dpo@rondine.org, or writing by post to Associazione Rondine Cittadella della Pace with registered office in Loc. Rondine, 1 – 52100 Arezzo (AR).

Please note that, should the request to access your data be made via digital means, the information will be provided in a digital format of common use.

Pursuant to Articles 13, paragraph 2 and from paragraphs 15 to 22 of the Regulation, we hereby inform you that you can exercise the following rights:

- a) **Right to gain access** to the personal data and to the following information:
 - confirmation of whether or not any of your personal data is being processed;
 - the purposes of the processing;
 - the personal data categories;
 - the recipients or categories of recipients to whom the personal data have been or will be communicated;
 - should the data not have been collected from the Data Subject, all the available information regarding their origin;
 - whether any automated decision-making process, including profiling, are present;
 - a copy of the personal data subject to processing.
- b) **Right to correct** and integrate your personal data;
- c) **Right to cancel** the data (“right to be forgotten”) if one of the following reasons exists:
 - I. the personal data are no longer required for the purposes for which they have been collected or otherwise processed;
 - II. the data subject withdraws his/her consent for the processing of data and there are no other legal grounds for the same;
 - III. the data subject objects to the processing and there are no prevailing legitimate reasons for its performance;
 - IV. the personal data have been processed unlawfully;
 - V. the personal data must be erased to fulfil a legal obligation envisaged by the law of the Union or member state to which the Data Controller is subject;If the Data Controller has made personal data public and is obliged to erase the same, he must request that the other data controllers who process the personal data cancel any links to and/or copies or reproductions of their data.
- d) **Right to restrict the processing should:**
 - I. the Data Subject challenge the accuracy of the personal data, for the period required by the Data Controller in order to verify the accuracy of the same;
 - II. the processing is unlawful and the Data Subject objects to the erasure of the personal data and instead requests that its use be restricted;

Special Consultative Status with The United Nations Economic and Social Council (ECOSOC)



III. despite the Data Controller no longer requiring the personal data for the purposes of processing the same, the personal data be needed by the Data Subject for the verification, exercising or protection of a right in court;

IV. the Data Subject has objected to the processing, while awaiting the verification of whether the legitimate reasons of the Data Controller prevail over those of the Data Subject.

- e) **Right to make a complaint** to the Italian Data Protection Authority, by following the procedures and indications published on the official website www.garanteprivacy.it.
- f) **Data portability right**, that is, the right to receive, in a structured format of common use that can be read by an automatic device, the personal data provided to a Data Controller and, if applicable, the right to send these to another data controller, should the processing be based on their consent, or on a contract, and be performed using automated means. Where technically feasible, the Data Subject has the right to have one data controller send their data directly to another.
- g) **Right to object** at any time, to the personal data processing, including profiling, in particular if:
 - I. the processing is performed based on the legitimate interest of the Data Controller, subject to the Data Subject explaining their reasons behind the objection;
 - II. the personal data are processed for the purposes of direct marketing.
- h) Right not to be subject to a decision based only on **automated processing**, including **profiling**, except in cases in which the decision is required for the definition or execution of a contract between the Data Subject and a data controller, is authorised by the law of the Union or the member state to which the data controller is subject, or is based on the explicit consent of the Data Subject.
- i) **Right to withdraw the consent** at any time.

Exercising your rights is not subject to any formal restrictions and is free of charge.

Loc. Rondine, __/__/____

DECLARATION OF CONSENT

I, the undersigned party (first name and surname) _____ having read the above notice, hereby grant my consent for the processing of my personal data by Associazione Rondine Cittadella della Pace for the purposes specified above at point 5 "for compiling documentation on which their photograph, image, interviews, television footage etc. may appear".

Date _____

Legible signature _____

I, the undersigned party (first name and surname) _____ having read the above notice, hereby grant my consent for the processing of my personal data by Associazione Rondine Cittadella della Pace for the purposes of recontacting me for subsequent selection processes.

Date _____

Legible signature _____

Special Consultative Status with The United Nations Economic and Social Council (ECOSOC)