

CALL FOR PROPOSALS

The purpose of this Call for Proposals is to seek existing or prospective Implementing Partners - current and/or potential - that wish to participate in UN-Habitat operations and contribute complementary resources (human resources, knowledge, funds, in-kind contributions, supplies and/or equipment) to achieving common objectives as outlined below. The selection process will lead to an Agreement of Cooperation with UN-Habitat.

Recruitment of consultancy service from Legal Entity

(non-profit organisation such as national, state and local governments, public institutions, international organisations, non-governmental organisations, public universities, foundations, research institutions, etc.)

to design and implement a popular communication and community engagement programme for the youth of Maceió.

Maximum amount of the grant: 95,000 USD (ninety-five thousand American dollars)

Purpose of the Call for Proposals (CFP): Recruitment of consultancy services from a legal entity (non-profit organisation) to design and implement a popular communication, media experimentation and community engagement programme for the youth from vulnerable territories of Maceió. The programme will promote capacity-building and engagement activities for the local youth to foster the social mobilization around the 2030 Agenda, especially SDG 11.

Submission Start Date: 15 November 2021

Submission Deadline: 10 December 2021, at 11:59 pm, Rio de Janeiro local time (GMT -3:00)

Key Information about the Project

- **UN-Habitat Project title:** Sustainable and inclusive urban prosperity in the state of Alagoas - An integrated initiative
- **Location**
 - Town/City: Maceió, state of Alagoas
 - Country: Brazil
- **Expected start date:** February 2022
- **Estimated duration of the project:** 09 (nine) months, with two contingency months
- **Maximum proposed amount:** 95,000 USD (ninety-five thousand American dollars)
- **Lead UN-Habitat Unit in charge of the project:** Regional Office for Latin America and the Caribbean, Rio de Janeiro Office

Brief Background of the Project

The main mandate of the United Nations Human Settlements Programme (UN-Habitat) is to promote sustainable development of human settlements and policies conducive to adequate housing for all. Within this framework, UN-Habitat supports central and state governments, as well as local authorities and other partners for the implementation of the 2030 Agenda for Sustainable Development and the New Urban Agenda (NUA).

UN-Habitat helps the urban poor by transforming cities into safer, more inclusive, compact, integrated, resilient and connected places with better opportunities where everyone can live with dignity. It works with organizations at every level, including all spheres of government, civil society and the private sector to help build, manage, plan and finance sustainable urban development.

The Regional Office for Latin American and the Caribbean – ROLAC – is based in Rio de Janeiro, Brazil. The Agency puts emphasis in developing and managing activities in the host country. Indeed, for the past years, UN-Habitat has expanded its portfolio in Brazil by working with the three tiers of government in order to support the formulation and implementation of more effective, sustainable, participative and socially fairer urban economic, social and environmental policies.

Through a partnership with the Government of the State of Alagoas to improve institutional and technical capacities of State and municipal stakeholders on sustainable territorial and urban development, UN-Habitat is now setting up the second phase of the project “Sustainable and inclusive urban prosperity in the State of Alagoas”. This second phase shall enhance the State of Alagoas’ engagement towards sustainable and inclusive urban prosperity through a better understanding of the urban setting and the establishment or improvement of its public policies, plans, and actions.

This second phase encompasses several products, including the implementation of a **Popular Communication, Media Experimentation and Community Engagement Programme** for the youth from vulnerable territories of Maceió. The expected impact of the programme is to allow the youth from informal settlements of Maceió to learn communication tools and techniques to mobilize their territories and incentivize social changes aligned with the 2030 Agenda and the New Urban Agenda. Additionally, the programme is expected to strengthen local capacity for the inception of a popular communication youth collective.

3. Main activities and outputs of this Call for Proposals

Objectives:

1. Promote two editions of a popular communication, media experimentation and community engagement learning path for the youth from vulnerable territories of Maceió;
2. Mobilize and support the programme participants in designing and implementing communication and community projects to promote the 2030 Agenda and the New Urban Agenda in informal settlements in Maceió;
3. Develop throughout the programme a multimedia collection of memories and narratives of 20 *grotas* (informal settlements) of Maceió, consolidated into a digital and printed publication;

4. Foster the formation of a popular communication youth collective, through which young people from can articulate themselves permanently and autonomously to create and disseminate multimedia content from a local perspective.

The programme will train at least 60 teenagers and young people in topics related to popular communication, community engagement and media production techniques. Throughout the programme, participants will collaboratively develop multimedia content on the memories, stories and narratives related to the *grotas*, informal settlements of Maceió, considering their urban and socioeconomic context and the diverse perspectives of residents, especially women, children, elderly, people with disabilities, LGBTQIA+ population. The participants will also be mentored to develop communication and community projects connected with the 2030 Agenda and the New Urban Agenda. The learning path will foster the formation of a popular communication youth collective, where the youth from informal settlements may strengthen the social cohesion and local development of their territories using communication techniques and tools autonomously.

The selected organization must plan the activities, propose appropriate content and methods, and coordinate their implementation with the support of the local UN-Habitat team in Maceió. At the end of each programme edition, a report must be delivered containing a summary of the activities with results and lessons learned; a systematization of the community projects developed by the participants; and a set of multimedia content about the *grotas*, informal settlements of Maceió. The result of this consultancy will be consolidated into a digital and printed publication with a collection of memories and narratives from 20 *grotas* of Maceió, contributing to the documentation and dissemination of local narratives on vulnerable territories of the city.

4. Results and Expected Products

During the project, the selected organisation must deliver the following products:

1. Work Plan, according to the submitted Technical Proposal, containing the expected delivery dates of all activities and products. The document must contain:

- a. Detailed action plan and methodology proposal for two editions (at least 60h each) of the popular communication, media experimentation and community engagement learning path;
- b. Stakeholder Map of relevant actors to the work plan execution, particularly the ones connected to the youth ecosystem in Alagoas;
- c. Popular communication workshop proposal of at least 15h, for up to 10 young people from the *grotas*, aiming a preparing them to facilitate and support the learning paths.

2. Report on popular communication workshop for up to 10 young people from the *grotas*, including:

- a. Participants' profile;
- b. Workshop's content and material;
- c. Workshop's results and learnings.

3. Report on the first edition of the learning path on popular communication, media experimentation and community engagement, containing:

- a. Participants' profile, considering diversity of gender, age, education, territories and other relevant criteria.
- b. Summary of the activities with results, lessons learned and recommendations for the next learning path edition;

- c. Multimedia content collection of memories and narratives of 10 *grotas* of Maceió;
- d. Systematization of the community projects proposed by the participants;

4. Report on the second edition of the learning path on popular communication, media experimentation and community engagement, containing:

- a. Participants' profile, considering diversity of gender, age, education, territories and other relevant criteria.
- b. Summary of the activities with results and lessons learned;
- c. Multimedia content collection of memories and narratives of 10 *grotas* of Maceió;
- d. Systematization of the community projects proposed by the participants;
- e. Recommendations for the inception and sustainability of a popular communication youth collective.

5. Digital and printed preliminary version of a publication containing the collection of memories and narratives of the 'grotas', developed by programme participants, containing:

- a. Systematization of the methodology and the creative process to develop the content;
- b. A collection of memories and narratives from at least 20 *grotas* of Maceió, created by the programme participants along with local actors;

6. Digital and printed final version of a publication containing the collection of memories and narratives of the *grotas*, developed by programme participants, containing:

- a. Digital version revised and ready to publish (format to be agreed with the ONU-Habitat Alagoas team);
- b. Printed version with the following specification:
 - At least 100 copies;
 - Cover and backcover: horle cardboard, 4x0 colors, external coating 150g couché paper, internal coating 120g color plus white paper; trim size and full matte lamination;
 - Core: 210g couche paper, 4x4 colors, trim sje; maximum 80 pages.

Table 1 - Deadlines and delivery schedule of products

Product	Deadline
Product 1: Work Plan, according to the submitted Technical Proposal, containing the expected delivery dates of all activities and products	Up to 15 days after the signature of the contract
Product 2: Report on popular communication workshop	Up to 45 days after the signature of the contract
Product 3: Report on the first edition of the learning path on popular communication, media experimentation and community engagement	Up to 120 days after the signature of the contract

Product 4: Report on the second edition of the learning path on popular communication, media experimentation and community engagement	Up to 210 days after the signature of the contract
Product 5: Digital and printed preliminary version of publication containing the collection of memories and narratives of the <i>grotas</i>	Up to 240 days after the signature of the contract
Product 6: Digital and printed final version of publication containing the collection of memories and narratives of the <i>grotas</i>	Up to 270 days after the signature of the contract

General requirements and activities

For this purpose, the selected organisation should, among others:

Participate in meetings and prepare reports:

- Participate in meetings, workshops and trainings whenever requested by UN-Habitat or one of the partners;
- Upon request, prepare periodic reports, to be delivered to UN-Habitat, for follow-up of the work, describing the activities carried out and the stage of development of the products;
- Prepare all the material to guide meetings, workshops and other activities, including supporting materials such as PPT presentations and printed materials;
- Keep constant dialogue and consult with the technical staff of the UN-Habitat and Government of the State of Alagoas during the implementation of activities and particularly in the revision of preliminary versions of deliverables listed in this Call for Proposals and in the Work Plan;
- Organize feedback activities with interested stakeholders, particularly the Government of the State of Alagoas, to collect inputs and suggestions in order to validate reports and other products before delivery for approval;
- Systematize and consolidate the results of all activities in reports following the format agreed with UN-Habitat;
- Prepare all reports according to the Portuguese standard norms, following the norms of the Brazilian Association of Technical Norms (ABNT);
- Maintain an orderly and accessible information file system on the information and data produced.

Meet quality of work and deadlines:

- Provide the professionals of the technical team required for the execution of the activities and be responsible for the support and monitoring during the performance of the activities;
- Revise available methodologies, references and good practices both in the local, national and international context concerning youth, popular communication, media experimentation and community engagement, as well as other initiatives focusing on youth, the 2030 Agenda and New Urban Agenda.
- ☐ Ensure a local team and all the necessary resources to implement the activities and mobilize the local youth;

- Ensure that the technical activities are aligned with the quality expectations of UN-Habitat and the project counterparts;
- Procure and/or consult with external specialists to gather technical advice and substantial knowledge required for the adequate completion and delivery of all products;
- ☐ Explore synergies between the implementation of the popular communication, media experimentation and community engagement learning paths for youth, including the development of the collection of memories and narratives of the *grotas*, with other activities held by UN-Habitat, especially those concerning the implementation of the Observatory of Public Policies in Alagoas;
- Coordinate all methodological and practical/logistical preparation of any activities proposed, including workshops, consultations and meetings;
- Be responsible and attend to changes requested if the products do not meet the minimum quality expected by UN-Habitat and follow all agreed deadlines.

The chosen format, file extensions, length and solutions/tools for presenting all products, data and other outputs shall be agreed between the selected organisation and the UN-Habitat technical team at the time of elaboration of the Work Plan (product 1) or at a later agreed time.

All products must meet the UN-Habitat quality criteria, including formatting, grammatical, spelling and vocabulary adequacy, cohesion and coherence, and terminological standardization.

Products and deliveries shall be submitted to UN-Habitat representatives in draft form for approval. A final version containing all requested adjustments must only be submitted after this analysis.

5. Disbursements

About the disbursements, it is clarified that:

- Disbursements will only take place after approval by UN-Habitat of the mentioned products;
- Payments will comply with the maximum disbursement limits as set in the Schedule below (Table 2);
- The payments will be made only in an exclusive bank account for receival of the resources of this project, according to the Eligibility Criteria;
- If additional measures are required by the selected organisation, the flow of payment may be interrupted;
- No payment will exonerate the selected organisation from contractual responsibilities or imply acceptance of the services.

Table 2 - Schedule of disbursements:

	Disbursement
Contract signature	30%
After delivery and approval of product 1 and 2	35%
After delivery and approval of product 3 and 4	25%
After delivery of the financial report and approval of products 5 and 6	10%

6. Supplies

All supplies necessary for the proper execution of this project will be provided by the contracted organisation. The electronic equipment and accessories purchased to carry out the proposed activities will be the property of ONU-Habitat and must be delivered to the team by the end of the contract.

7. Properties and responsibilities

All information produced within the scope of the contract is property of UN-Habitat and must be treated in a **confidential** manner, with strict data security management methods. The selected organisation is not authorized to disclose, transfer, assign, sell, publish or make available such materials in any form, in part or in full, to any other institution or individual, unless expressly written permission is provided by UN-Habitat via mutually agreed official communication channels.

The selected organisation will assume all travel and accommodation expenses of the persons working under its aegis to produce the above-mentioned products.

The responsible person indicated by the selected organisation may be called at any time to solve the problems resulting from the project, correction of construction details, clarifications of omissions of failure to specifications etc., until the conclusion and definitive delivery of products under this call.

The organisation is exclusively liable for any damage or loss caused to UN-Habitat, the Government of the State of Alagoas or to third parties by the execution of services and by noncompliance and/or disobedience to the recommendations of good technique.

8. Minimum requirements of the organisation and team

Minimum experience of the Organisation and partners:

- A minimum of 10 year-experience in projects of community engagement in vulnerable territories or similar fields;
- Experience in projects targeting youth populations.

Desirable experience of the Organisation and partners:

- Experience in projects of promotion of international sustainable development agendas, chiefly the SDGs and/or the NUA;
- Experience with popular communication and multimedia content production techniques;
- International experience;
- Experience with the UN System.

Specification of the Core Team:

The Core Team should include at least two professionals with the following characteristics:

- One Senior Project Coordinator with university degree and proven experience of at least 10 years in communication, journalism, public policy or similar areas;
- At least one Project Analyst with university degree and proven experience of at least 5 years in communication, youth rights and field work in vulnerable territories, or similar areas.

Other required team's skills:

The Technical Proposal should include the provision of in-house or outsourced professionals with the following proven experience:

- Two people with experience in group facilitation, youth learning, popular communication, media experimentation and community engagement, to facilitate the learning paths;
- One person with experience in graphic design, communications and graphic publishing;
- One person with experience in text revision to proofread the publication.

9. Risk Analysis

The project's implementation depends on the youth engagement and the articulation with local partners. UN-Habitat has over three and a half years of experience in project implementation and local presence in Alagoas and will cooperate as much as possible with the selected organization to facilitate its dialogue with other partners who have knowledge of local conditions and networks of contacts. The risks associated with this consultancy and the forms of mitigation are systematized in the table below:

Risk	Probability	Mitigation Strategy
Insufficient engagement of local youth	Low	<ul style="list-style-type: none"> ● Use effective and diverse communication strategies to encourage participation; ● Increase <i>in loco</i> presence of mobilizers to reinforce communication in the targeted territories and youth spaces; ● Involve youth throughout the process to create adherence to their expectations and needs; ● Strengthen the dialogue with relevant actors in the territories; ● Establish qualitative assessments throughout the process, allowing participatory review of the learning paths.
Difficulty in producing the memories and narratives of the <i>grotas</i> , informal settlements of Maceió	Low	<ul style="list-style-type: none"> ● Diversify multimedia content collection and production strategies in the 'grotas'; ● Ensure an adequate number of participatory and collaborative activities with a variety of local actors to ensure community engagement and connection between the content and the local context.
Difficulty in carrying out the community projects proposed by the participants	Medium	<ul style="list-style-type: none"> ● Strengthen and offer mentoring spaces, guiding the participants on the use of resources allocated to the projects and on the appropriate methodology; ● Introduce the principles of Agenda 2030 and New Urban Agenda before the projects' implementation to ensure greater adherence to the proposal; ● Establish projects' review and monitoring session during the learning paths.

Insufficient engagement of civil society	Medium	<ul style="list-style-type: none"> • Increase the number of meetings and participatory approaches to increase the involvement of local actors; • Use effective and diverse communication strategies to encourage participation; • Make clear expectations regarding the outcome of the work and get feedback when possible.
Lack of sustainability of the popular communication youth collective	Medium	<ul style="list-style-type: none"> • Recommend processes, resources and paths to achieve sustainability; • Strengthen group mentoring, focusing on management processes and the formulation of common goals; • Use participatory and dialogic approaches to encourage autonomy and ownership of the tools and skills worked in the programme, as well as connecting the collective's actions with the local needs.

10. Eligibility Criteria

Criteria	Details for submission of proposal/documentation required
Legal Status	<ul style="list-style-type: none"> • Certificate of registration/incorporation (By-laws); • CNPJ – National Registry of Legal Entities; • Proof of registration in Country of Origin, • Proof of registration of Country of operation (if different from the country of origin), • Proof of country operational presence (if different from the country of origin).
Organisation profile and details	<ul style="list-style-type: none"> • Clear organisation profile and structure of the organisation indicating: <ul style="list-style-type: none"> ○ Organisation’s vision, mission and objectives ○ Management structure ○ Members of the Governing Board and their Designations duly certified by the Corporate Secretary, or its equivalent document ○ Proof of membership to professional associations if any.
Financial Capacity	<ul style="list-style-type: none"> • Audited company financial statements (balance sheet and income statement) and auditors report for the last two years. (For public institutions, present reports from respective Courts of Auditors.
Exclusive bank account	<ul style="list-style-type: none"> • The organisation must have an exclusive bank account to receive the resources of this project.
Integrity and Governance	<ul style="list-style-type: none"> • The organisation should complete and submit a signed Partner Declaration Form, as provided in Annex 1. • Provide mini CVs of the teams involved in the project, including the contract manager and the members of the management of the institution.

	<ul style="list-style-type: none"> • Provide the profiles of the Chairperson of the Board of Directors, Head of the Organisation and Chief of Finance, besides the identification document.
--	--

11. Selection Criteria

Criteria	Details for proposal presentation/ Required documentation	Weighting
1. Technical capacity		25 points
<p>1.1 Does the organisation have the relevant experience and proven track record in implementing activities in the areas of the project? Has it managed in the past projects of similar technical complexities and financial size? Is the project linked with the core business of the Implementing Partner?</p>	<ul style="list-style-type: none"> • Documentation that evidences a minimum of 10 year-experience in community engagement projects in vulnerable territories or similar fields; • Documentation that evidences experience in projects targeting youth populations; • Documentation that proves experience in the promotion of international sustainable development agendas, chiefly the Sustainable Development Goals (SDGs) and/or the New Urban Agenda (desirable); • Documentation that proves experience with popular communication and multimedia content production (desirable); • Documentation that proves international experience in and/or experience with the UN System (desirable); • List of similar projects executed in the last 5 years (value, location, donors, nature of projects, execution stage – completed or ongoing); • Demonstrate how the experiences in past projects are relevant to the execution of the current proposal; • References from at least three past donors. 	

<p>1.2 Does the organisation have qualified technical staff with the experience and the technical skills required by the project? What is the staff size, type, qualification and education background?</p>	<ul style="list-style-type: none"> ● CVs of key management staff, technical and non-technical staff that will be involved in the project; ● Number of technical staff that you have in the country for implementing the project. Indicate if your organisation assure that such technical staff required by the project will continue to be available as needed in the Project. <p>The required experience will be proven through a CV signed by each member of the key team, containing references (name, email or telephone) that can be contacted by the contractor to verify the veracity of the information on the services performed. Certificates of technical capacity or contracts will be accepted as proof of experience.</p>	
<p>1.3 Does the organisation have a clear and strong link with an identifiable constituency relevant to the targeted population of the project? Does it have the ability to impact on the targeted population and on the issues? Does it have a strong presence in the field and for how long? Does it have adequate capacity to work in key areas/regions where the proposed field activities will be implemented?</p>	<ul style="list-style-type: none"> ● Documentation demonstrating proof of local operational presence, including link and ability to reach the target population. 	
<p>1.4 Does the organisation possess adequate physical facilities, office equipment, transport, etc. to implement the activities?</p>	<ul style="list-style-type: none"> ● Provide location and list of office facilities, vehicles and office equipment locally available to implement the project. 	
<p>1.5 Does the organisation have formal procedures to monitor project execution (e.g. milestones, outputs, expenditures...)</p>	<ul style="list-style-type: none"> ● Provide the monitoring policy and procedures manual used by the organisation. 	

2. Financial and administrative capacity		15 points
<p>2.1 Has the organisation been in operation over a period of at least 2 years to demonstrate its financial sustainability and relevance?</p>	<ul style="list-style-type: none"> ● State the years of operation ● Financial statements for the last 2 years; ● Audited Reports and Balance Statements. 	
<p>2.2 Does the organisation have qualified staff in Finance? Is the current accounting system computerized and does have the capacity to collect and provide separate financial reports on the activities executed under the Agreement of Cooperation? Does it have systems and practices to monitor and report whether the project deliverables and expenditures are within agreed time and budget? Does it have minimum segregation of duties in place (separation between project management, finance/accounting and executive office)</p>	<ul style="list-style-type: none"> ● CVs of key finance and accounting staff; ● Description and key features and controls of the accounting system used; ● Organisation structure/ Organogram. 	
<p>2.3 Does the organisation have the capacity to procure goods and services on a transparent and competitive basis? (if applicable) check for procurement unit with experienced staff</p>	<ul style="list-style-type: none"> ● Copies of procurement policies and procedures. The procedures should show how you procure locally and internationally (if applicable). 	
<p>2.4 Does the organisation have formal procedures and controls to mitigate fraud such as multiple signature signatories on bank accounts, reporting and prosecution of incidences of fraud?</p>	<ul style="list-style-type: none"> ● Describe anti-fraud controls and provide formal procedures. 	
<p>2.5 Does the organisation have capacity to provide in-kind, financial, personnel contribution as UN-Habitat Implementing Partner in this present project? Please give details of contribution nature and size.</p>	<ul style="list-style-type: none"> ● Describe nature and value of contribution (in-kind or cash) that your organisation can 	

	provide in the framework of the implementation of the consultancy. ¹	
3. Financial Proposal		30 points
<p>3.1 Is the budget for each component of the activity to be performed by the Implementing Partner:</p> <p>(i) cost-effective (i.e. the cost should be economical and prudently estimated to avoid any under/over estimation)</p> <p>(ii) justifiable/well supported and</p> <p>(iii) accurate and complete</p>	<p>Budget Proposal <i><in the template provided in Annex 2></i></p> <ul style="list-style-type: none"> ● Budget Proposal²; ● Other supporting documents (indicated in other parts of this call). 	
4. Technical Proposal		30 points
<p>4.1 The technical proposal is sound and responds adequately to the specifications and requirements?</p>	<p>Technical Proposal document <i><in the template provided in Annex 3></i></p> <p>UN-Habitat will evaluate if the proposed methodology is clear, if the work plan is realistic and can be implemented; if the overall composition of the team is balanced and has an appropriate combination of skills; and if the work plan has the right number of experts.</p>	<p>Accordance to the Terms of Reference (10 Points);</p> <p>Level of detail and technical-methodological proposal (10 points);</p> <p>Coherence and consistency of activities, teams and schedule of the</p>

¹ A common practice at the UN-Habitat regarding Cooperation Agreements is to have implementing partners who provide financial or in kind contributions. These are encouraged whenever possible and according to the needs of the project. They have to be specified in the proposal's budget and reported in the financial reports of the project. General expenses and indirect costs (such as office expenses, basic equipment and time of the organisation staff) must be considered as minimum counterparts by the implementing partners and should not be funded by the amount transferred by UN-Habitat.

² The budget lines considered by UN-Habitat are indicated in the budget template provided. These can present a variation of up to 10% during the project execution. Financial reports must be provided every four months. This service and its costs have to be included in both the technical and budget proposals. Lastly, any amount that is not executed must be returned to the UN-Habitat within 30 (thirty) days after the end of the project's activities.

		preliminary work plan with the technical-methodological proposal (10 points)
--	--	--

12. Final comments:

1. Interested Organisations must provide information indicating that they are qualified to perform the services (brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc);
2. Proposals and accompanying documents must be received in accordance with instructions provided. Proposals submitted to a different email address will not be considered;
3. Proposals from organisations that fail to provide the complete information to fulfill the basic eligibility criteria will not be considered;
4. Proposals received after the above deadline will not be considered;
5. Organisations will be selected in accordance with the procedure set out in the UN-Habitat IP Management Policy and Standard Operating Procedures;
6. Proposals from applicants that fail to provide the requested information will be disregarded;
7. This CFP does not entail financial or any other commitment on the part of UN-Habitat. UN-Habitat reserves the right to accept or reject any or all proposals without incurring any obligations to provide justifications to the applicant(s);
8. All prices must be in USD (American dollars);
9. The technical proposal may be submitted in Portuguese or English. If submitted in Portuguese, a summary sheet (1 page) in English is mandatory.

All documents should be sent, within the indicated deadline, to the following email address:

alex.rosa@un.org

addressed to the Programme Coordinator, Alex Rosa, with the following subject title:

ALAGOAS PROJECT - TECHNICAL PROPOSAL :: ORGANISATION'S NAME/ACRONYM