

**PRO-BONO SOCIAL CONSULTING PROGRAM BY ESADE ALUMNI SOCIAL****(XXI EDITION)****CALL FOR PROJECTS
Academic Year 2026-27****1. INTRODUCTION**

Pro-bono Social Consulting is a project by the Esade Alumni Association with the aim of contributing to a fairer and more sustainable world.

This initiative channels the knowledge of Esade alumni who wish to actively participate in the social sector. They use their experience and professional skills to support social projects through free consulting services and guidance processes in various management areas.

Within the Pro-bono Social Consulting program, there are two types of support processes:

- I. NGOs and nonprofit organizations.
- II. Cultural or sports entities, social enterprises, or ventures with an impact purpose.

Pro-Bono Social Consulting Program by Esade Alumni Social will provide pro-bono consulting services during the 2026/27 academic year based on the suitability of the submitted applications and of the participants enrolled in the project for the same period.

All necessary or advisable expenses for the development, fulfillment, and execution of Esade Alumni's obligations established and/or derived from the project will be covered by Esade Alumni. However, for the administrative management costs incurred by Esade Alumni for the projects (as described in the agreement), the entity commits to contributing part of them by providing the amount of FIVE HUNDRED EUROS (€500). This payment does not in any case correspond to the consulting and guidance service, which will be carried out completely free of charge by alumni volunteers without any monetary compensation.

2. PURPOSE OF THE CALL

To offer social entities and social enterprises professional consulting and support, thereby helping improve their management and sustainability.

3. DELIVERY OF CONSULTING AND SUPPORT SERVICES

Pro-Bono Social Consulting Program by Esade Alumni Social offers teams of 6–8 Esade alumni to work on specific pro-bono consulting projects, both in terms of content and time frame.

Organizations must submit a project that requires specialized support in one of the categories listed below. Each organization may submit only one consulting application per annual call of the Pro-Bono Social Consulting Program.

4. TYPES OF CONSULTING PROJECTS THAT CAN BE REQUESTED

1. Marketing and communication consulting
2. Sales of services/products consulting
3. Human resources consulting
4. Finance and/or accounting control consulting
5. Viability plans for new work areas (e.g., Special Employment Centers)
6. Review of internal processes and improvement proposals
7. Support in new governance and transparency approaches (e.g., alignment with loyalty standards)
8. Strategic reflection support
9. Review of legal aspects or legal projects
10. Rethinking strategy to face and adapt to new challenges. Relaunch services and transform the organization towards sustainability
11. Team restructuring: review of human resources, values, and organizational culture
12. Impact measurement

5. CALENDAR

Pro-Bono Social Consulting Program

- Application period: July 1 to November 7, 2026
- Interviews and selection: October, November
- Communication of accepted proposals: November 2026
- Consulting services period: January to June 2027
- Final report presentation and project closure: June 2027

6. PROJECT SELECTION CRITERIA

In the selection criteria, we will distinguish between (a) those projects aimed at pro bono consulting for NGOs and nonprofit organizations, and (b) support projects for social enterprises or social entities with impact entrepreneurship projects.

a. PRO BONO CONSULTING FOR NGOs AND NONPROFIT ORGANIZATIONS

For the selection of projects that will have access to the consulting services of the Consultores Solidarios – Esade Alumni Social project in its 21st edition, requirements 1 to 3 are mandatory. In addition, the aspects mentioned in points 4 to 7 will be evaluated.

1. **Number of employees.** To be eligible, it is necessary to have a minimum fixed structure, which is set at ten employees under an employment contract. The entity must assign a person from its senior management team to act as the liaison with the assigned team of participants.
2. **Years of operation.** Our intention is to support consolidated entities; therefore, priority will be given to applications from entities with a minimum of ten years of history.
3. **Involvement of directors and the board in the specific consulting request.** Applications for projects that do not have the explicit approval of the Chair of the Board of Trustees or the President of the Executive Board for our participation as external volunteer consultants will not be accepted.
4. **Specificity and clarity of the consulting assignment.** Priority will be given to requests that more clearly define the objective, purpose, and scope of the proposed project. We believe we can provide better assistance when the project is well defined, allowing us to better understand it and assign the most suitable volunteers based on their professional experience.
5. **Suitability of the requested work to the skills and knowledge of our volunteers.** Priority will be given to projects whose content requirements are aligned with the knowledge and experience gained at ESADE.
6. **Direct beneficiaries of the entity.** Priority will be given to proposals that target a larger number of beneficiaries and/or have a greater social impact.
7. **Evaluation of results.** Value will be given to those entities that have a systematized process for ongoing monitoring and evaluation of their activities.

b. SUPPORT PROJECTS FOR CULTURAL, SPORTS, SOCIAL ENTERPRISES OR SOCIAL ENTITIES WITH IMPACT ENTREPRENEURSHIP PROJECTS

For the selection of social enterprise projects that will have access to the support services of the volunteers – Esade Alumni Social project in its 21st edition, requirements 1 to 2 are mandatory. In addition, the aspects mentioned in points 3 to 6 will be evaluated.

1. **Number of employees.** To be eligible, it is necessary to have a minimum fixed structure, which is set at 3 employees under an employment contract. The entity must assign a person from its senior management team to act as the liaison with the assigned team of participants.
2. **Years of operation.** Our intention is to support consolidated entities; therefore, priority will be given to applications from entities with a minimum of 2 years of history.

3. **Specificity and clarity of the support assignment.** Priority will be given to requests that more clearly define the objective, purpose, and scope of the proposed project. We believe we can provide better assistance when the project is well defined, allowing us to better understand it and assign the most suitable participants based on their professional experience.
4. **Suitability of the requested work to the skills and knowledge of our participants.** Priority will be given to projects whose content requirements are aligned with the knowledge and experience gained at Esade.
5. **Direct beneficiaries of the entity.** Priority will be given to proposals that target a larger number of beneficiaries and/or have a greater social impact.
6. **Evaluation of results.** Value will be given to those entities that have a systematized process for ongoing monitoring and evaluation of their activities.

7. FORMAL REQUIREMENTS FOR APPLICANT ENTITIES

In the formal requirements, we will distinguish between (a) those projects aimed at pro bono consulting for NGOs and nonprofit organizations, and (b) support projects for social enterprises or social entities with impact entrepreneurship projects.

a. PRO BONO CONSULTING FOR NGOS AND NONPROFIT ORGANIZATIONS

- National or international nonprofit organizations.
- Legally established and registered in the corresponding registry five years prior to the date of submission to this call.
- Up to date with Social Security payments.
- Up to date with tax obligations.
- Have fully completed the registration form within the established deadline.
- Submit all required documentation as indicated in Annex I of this document in the requested format.

b. SUPPORT PROJECTS FOR SOCIAL ENTERPRISES OR SOCIAL ENTITIES WITH IMPACT ENTREPRENEURSHIP PROJECTS

- Legally established and registered in the corresponding registry.
- Up to date with Social Security payments.
- Up to date with tax obligations.
- Have fully completed the registration form within the established deadline.
- Submit all required documentation as indicated in Annex I of this document in the requested format.

8. SELECTION PROCESS OF BENEFICIARY ENTITIES

The selection process consists of three phases:

- **PHASE 1:** Interested entities must complete the registration form in all required fields. The Esade Alumni Social team will select the applications that meet the requirements specified in the rules and will evaluate the submitted applications.
- **PHASE 2:** Entities that pass the first selection phase will be contacted and must submit the following additional information: latest annual report, bylaws, and list of trustees/members of their Executive Board. Depending on the number of applications received, the selection will be resolved through an interview with the entity's representatives and project contacts; or through a pitch presentation (10 minutes) of the entity and the need posed by the project, before the Esade Alumni Social Advisory Council.
- **PHASE 3:** The entities that will benefit from the 2026–2027 pro-bono consulting and support service will be selected, and Esade Alumni Social will contact them to begin the project.

9. COLLABORATION AGREEMENT

Esade Alumni Social and each selected entity will sign a collaboration agreement specifying the rights and obligations of both parties (this agreement).

This agreement must be known and accepted by the board of trustees or the governing/directing body of the entity; therefore, it must be accompanied by a letter of intent regarding their commitments in relation to the awarded pro bono consulting proposal.

The organization commits to organizing a mandatory in-person meeting during the month of April 2027, in which a sufficient representation of the board of trustees and the management team must participate. The purpose of this meeting will be for the volunteers to present the final report to the organization.

Furthermore, under this agreement, the parties commit to participating in surveys and feedback sessions or interviews that may take place for up to three years after the conclusion of the process. Participation in these activities will be mandatory for the participating organizations. The ultimate goal is to evaluate the medium- and long-term impact of the work carried out within the framework of the 21st edition of the consultancy program (academic year 2026–2027).

10. ANEXOS

Annex I

Supporting documents to justify compliance with the formal participation requirements:

- ✓ Copy of the entity's registration in the corresponding official registry
- ✓ Certificate from the Tax Agency confirming the entity is up to date with its payments
- ✓ Certificate from Social Security confirming the entity is up to date with its payments