

## **Call for Applications:**

### **Consultancy to develop a Social Enterprise Handbook**

**Application Deadline:** 15 July 2025

**Location:** Home-based / Remote

**Duration:** 3 Months

**Budget:** ≈ 30,000 USD

**Start Date:** 28 July 2025

## **Background**

[GATE's Innovation Lab](#) is a groundbreaking initiative to build long-term financial resilience for trans and gender diverse organizations. The Innovation Lab supports this goal through three strategic pillars: producing knowledge and practical tools on alternative economic models; strengthening organizational capacity through tailored mentorship; and catalyzing direct investment.

The initiative responds to the growing financial precarity faced by trans-led groups globally. It recognizes the urgent need for sustainable, community-rooted, and innovative approaches to resource mobilization beyond traditional grants. Through developing strategic resources, including a Social Enterprise Handbook, the Innovation Lab seeks to equip trans-led organizations with blueprints for generating independent income and ensuring long-term viability.

## **Objective**

The main objective of this consultancy is to develop a Social Enterprise Handbook that provides practical, accessible, and contextually relevant tools to support trans and gender diverse organizations in designing and implementing financial sustainability models, particularly social enterprises.

## **Scope of Work**

The consultant will lead the design, research, and development of the Social Enterprise Handbook, which will include:

### **Part 1: Desk Review**

- Research successful (and, when relevant, unsuccessful) economic and funding models across different social movements (e.g., feminist, Indigenous, sex workers', mutual aid, cooperatives).
- Analyze both trans-led and allied initiatives with a focus on financial sustainability and economic justice.

### **Part 2: Case Studies**

- Identify and document 4 to 5 trans-led organizations from several regions that have piloted or implemented social enterprise or alternative funding models to develop case studies, including the legal challenges and how they overcame them.

### **Part 3: Strategic Tools and Guidance**

- Develop step-by-step guidance and decision-making tools for establishing and operating a social enterprise.
- Include practical blueprints adaptable to various regional, legal, and economic contexts.

The consultant will work closely with GATE staff and the Innovation Lab's Brain Trust, which will review the content and provide strategic input.

## **Responsibilities**

The consultant(s) will have a maximum of 3 months to complete the deliverables and will be responsible for producing the following:

- Producing an in-depth handbook on key findings and recommendations covering all areas as outlined in the section above under the Scope of Work
- Design and conduct a webinar hosted by GATE to share key findings and recommendations with key stakeholders, including community members, donors and other relevant governing bodies.

### **Deliverables:**

- Annotated outline of the Handbook and proposed methodology.
- Literature and desk review summary.
- 4-5 case studies with synthesized findings and recommendations.
- Draft version of the Social Enterprise Handbook.
- Finalized version of the Handbook, incorporating feedback from the Brain Trust.

- Recorded presentation or webinar of findings for stakeholders.
- Mapping of donors that fund economic empowerment initiatives

## Essential Requirements

- At least 3 years of experience in research related to economic justice, social entrepreneurship, or financial sustainability.
- Strong understanding of community-rooted economic models, especially in the Global South.
- Proven experience working with or within trans and gender diverse movements.
- Experience facilitating participatory research processes with marginalized communities.
- Demonstrated experience in developing handbooks, toolkits, training materials, or other resources for community-based organizations, NGOs, or civil society organizations.
- Excellent writing and editing skills, including the ability to synthesize complex information and data from diverse sources and to adhere to GATE's publication guidelines in writing and referencing styles.
- Excellent English writing and synthesis skills.

## Desirable Skills

- Previous experience in similar tasks will be considered a strong asset.
- Strong organizational and project management skills, including the ability to manage multiple tasks and deadlines, work independently, and collaborate effectively with others.
- Strong interpersonal and communication skills, including the ability to work effectively with diverse stakeholders, including marginalized communities, donors, and partners.

## Selection Process

GATE encourages applications from trans and gender diverse people, people from the Global South, Black, Indigenous, and Latinx people and people of color, D/deaf and disabled people, people from a migrant background, and sex workers. An application can be submitted by more than one consultant, in which case it should include the specific expertise that each team member would bring.

**Only shortlisted candidates are contacted.**

Submit the following to the email listed below with the suggested subject line by **15 July 2025**:

**Email:** [applications@gate.ngo](mailto:applications@gate.ngo)

**Subject line:** Surname – Innovation Lab Lead Research Consultant (e.g. Rivera – Innovation Lab Lead Research Consultant)

- Cover letter of no more than 400 words
- Curriculum Vitae, including name and contact details of two references
- Brief methodology with the timeline of activities (3 pages) and budget

## About GATE

GATE is an international organization that advocates for equality and dignity for all, regardless of gender identity and expression. We collaborate with trans-led organizations, strategic partners and allies, and critical global, regional, and national stakeholders to ensure our communities are not left behind.

GATE is a 501c3 organization registered in New York (USA). Our programs are organized around three main areas: Human Rights, Health, and Movement Building.