



GATE Strategic Plan

2026-2030

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About GATE

GATE works to advance global justice for trans and gender diverse communities. Our vision is a future where trans and gender diverse communities live freely, safely and with dignity. We are community-led and community-centered, working with integrity and innovation to create opportunities for shared learning and resource equity to advance global solidarity across borders and movements.

Find out more about GATE by visiting www.gate.ngo

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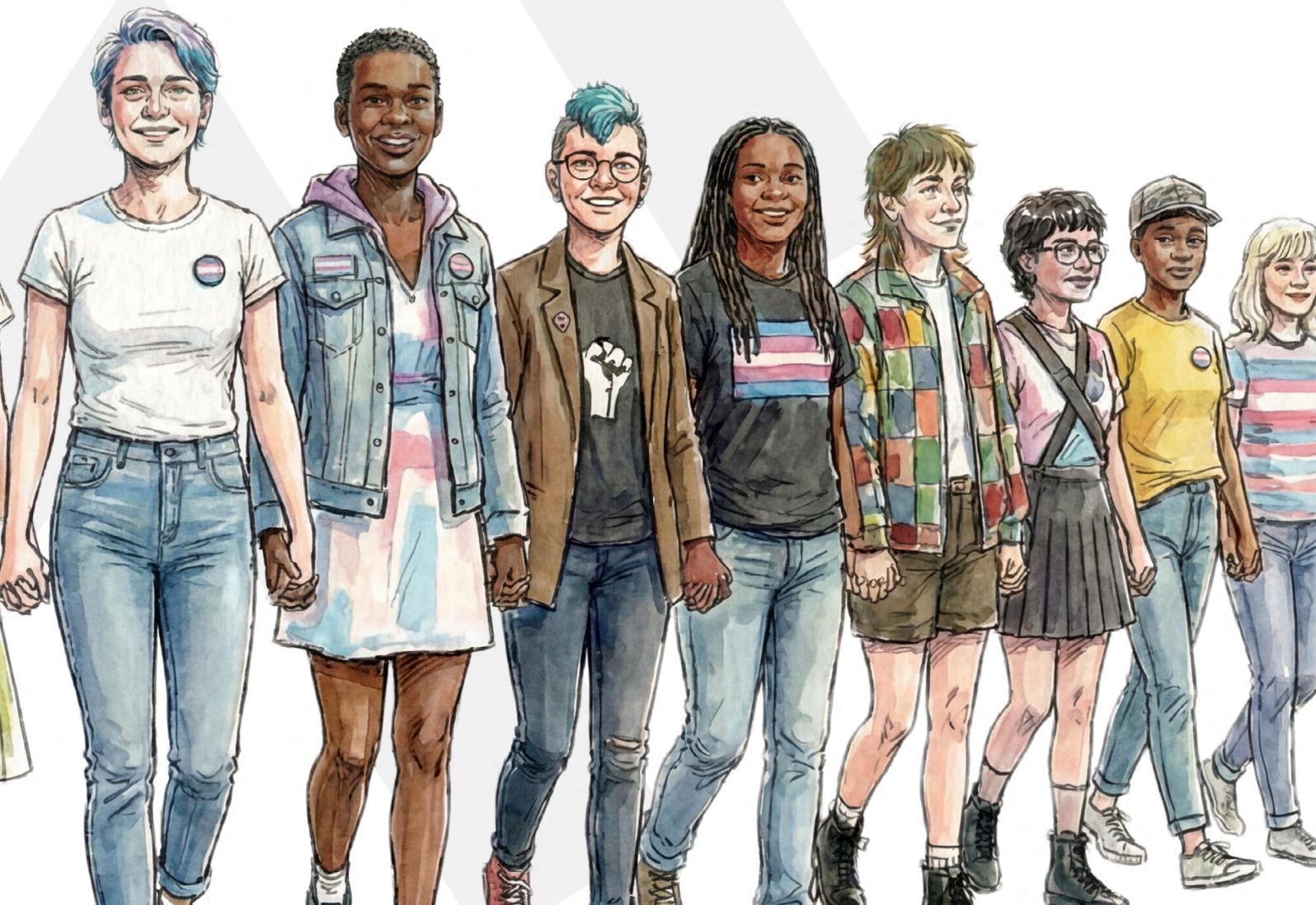
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Executive Summary



Global Action for Trans Equality (GATE) advances global justice for trans and gender diverse communities. Founded in 2009 in response to widespread discrimination, violence, and systemic exclusion, GATE has evolved into a trusted, trans-led global organization that strengthens movements, expands access to resources, and influences policy and practice in key international spaces. This Strategic Plan for 2026 to 2030 builds on GATE's historic achievements while responding to a rapidly changing global environment marked by intensifying anti-gender rhetoric, shrinking civic space, and increasing pressure on trans-led organizations to do more with fewer and less predictable resources.

In 2025, GATE launched an inclusive strategic planning process to sharpen its purpose and define a clear pathway for impact through 2030. The process was facilitated by *Barretto Consulting LLC* and grounded in engagement with *GATE staff, board members, global membership, partners, donors, and other stakeholders*. It included focus groups and interviews, a membership survey with responses across six regions, and a review of organizational documents and recommendations emerging from the 2024 Global Trans Conference. This participatory approach ensured that the plan reflects both GATE's internal learning and the priorities of the communities and organizations it serves.



This plan articulates a renewed **Theory of Change** that connects GATE's distinctive strengths to its core activities and intended outcomes. GATE's platform for impact includes organizational credibility and financial stewardship built over time, leadership rooted in lived experience, deep networks across regions and movements, and the ability to translate knowledge into influence within global bodies. Through these capabilities, **GATE focuses on two interconnected activity areas**. The first is **strengthening organizations** led by and for trans and gender diverse communities through capacity building, technical assistance, regranting, and opportunities for connection and peer learning. The second is **engagement in global advocacy** spaces to ensure trans and gender diverse voices shape international policy, guidance, and financing decisions that affect rights, health, and livelihoods. These activities are intended to generate short-term and intermediate outcomes that increase member capacity and influence, improve access to sustainable resources, strengthen movement cohesion, and advance trans-responsive policies. Over time, these outcomes contribute to GATE's long-term goals, which are that **trans and gender diverse rights are recognized globally, trans and gender diverse people have access to the health-care they need, and trans and gender diverse communities achieve greater economic justice**.

At the center of this strategy is a clear strategic vision for the five-year period. **GATE will build and sustain a vibrant global membership** that enhances collective knowledge, fosters collaboration, and leverages advocacy to secure lasting, positive change for trans and gender diverse communities. The membership model is not treated as a communications channel or a network in name only. It is positioned as an engine for community-led strategy, mutual accountability, and collective power, ensuring that GATE remains grounded in member priorities while strengthening the movement's ability to influence systems that shape daily realities.

To deliver on this vision, GATE has identified four mutually reinforcing priorities, each supported by focused initiatives designed to keep the organization strategically aligned and operationally realistic across the five-year horizon.



Trans and gender diverse rights are recognized globally, trans and gender diverse people have access to the healthcare they need, and trans and gender diverse communities achieve greater economic justice.





Community Empowerment

Community Empowerment strengthens and elevates the membership structure to maximize value, deepen engagement, and amplify collective influence. This includes enhancing membership benefits, strengthening connections, expanding knowledge sharing, and maintaining regrating and emergency support as practical mechanisms for solidarity and resource equity. It also includes deepening working relationships and advocacy engagement with entities whose decisions materially affect trans and gender diverse communities, so that GATE’s convening power translates into tangible outcomes for members and the broader movement.



Financial Sustainability

Financial Sustainability focuses on achieving long-term resilience by diversifying funding sources and strengthening organizational fundraising capacity. In an increasingly volatile funding landscape, GATE will prioritize the development of a comprehensive core funding strategy that expands individual giving, major donor engagement, and corporate partnerships. In parallel, GATE will explore and deploy earned income models selectively to complement philanthropic revenue while protecting mission integrity and organizational capacity. This priority is designed to reduce vulnerability to short-term funding cycles and enable GATE to sustain core programs, respond to emerging threats, and invest in movement-building with confidence.



Institutional Strength

Institutional Strength ensures that GATE remains an enduring, values-led organization capable of delivering high-quality work that can adapt and scale with community needs. This priority strengthens governance, optimizes internal systems, and supports a cohesive workplace environment. It includes refining operational practices and policies that sustain staff well-being, accountability, and effectiveness, alongside intentional investment in board performance through targeted development, strategic recruitment, and clearer role alignment. Institutional Strength is treated as an enabling condition for impact, not an internal exercise. It is a commitment to ensuring that the way GATE works reflects the values it advances externally and that the organization can meet rising demands without risking burnout or fragmentation.



Influence

Influence amplifies GATE's voice by driving narrative change, strengthening communications, expanding knowledge sharing, and advancing policy impact. As anti-gender movements intensify across regions, the movement requires credible, strategic, and sustained narrative leadership that is rooted in evidence and community experience. GATE will expand narrative change strategies that counter harmful rhetoric and support policy change, while also revitalizing branding and visual identity to strengthen clarity, recognition, and coherence across platforms and audiences. This priority reinforces GATE's ability to elevate trans-led expertise in global fora and to ensure that knowledge produced within communities and movements reaches decision-makers, donors, and institutions in ways that shift norms and policy outcomes.

This strategic plan is paired with milestones and metrics that provide a practical structure for implementation and accountability. Progress will be tracked through indicators that reflect membership engagement and satisfaction, knowledge use and learning outcomes, policy influence, organizational performance, fundraising diversification, and narrative reach and resonance. GATE will operationalize the plan through an evaluation approach that includes routine internal monitoring, quarterly strategic oversight, and annual review and adjustment. This design ensures that the plan remains both measurable and adaptable, supporting learning and course correction as the external context evolves.



Ultimately, this plan is both a roadmap and a commitment.

It is a commitment to GATE's members and the broader trans and gender diverse movement that the organization will remain community-led and community-centered, strengthen equitable access to resources, deepen shared learning across regions, and show up with integrity, innovation, and global solidarity. Through the four priorities and their initiatives, GATE will build the membership power, organizational resilience, and external influence needed to secure lasting change, so that trans and gender diverse communities can live freely, safely, and with dignity.

Introduction

In 2025, Global Action for Trans Equality (GATE) embarked on a strategic planning process designed to build on our historic achievements and articulate a clear strategy through 2030. As the previous strategic plan concluded, rapidly shifting political landscapes and changes in the funding environment for trans and gender diverse communities created a critical moment for GATE to revisit our goals, sharpen our purpose, and define our model for impact.

To support this work, GATE engaged Barretto Consulting LLC, which facilitated an inclusive and participatory process beginning in July 2025. Consultants Joseph Barretto and Nico Amador worked closely with a strategic planning committee of senior staff and board members, conducted focus groups and stakeholder interviews, gathered input from GATE's global membership, including 45 survey responses across six regions, and reviewed key organizational documents and recommendations from the 2024 Global Trans Conference. This process grounded the plan in both internal insights and the priorities of the communities GATE serves.

The resulting strategic plan includes an updated Theory of Change. It presents a clear vision and road map for GATE's work over the next five years, while leaving room for assessment, adaptation, and responsive shifts across our key initiatives. It provides a structure for measuring progress, strengthening alignment, and guiding decision-making for both internal and external stakeholders. Above all, this plan reinforces GATE's deep commitment to our communities. It serves as a catalyst, not only for the next chapter of the organization's development, but for advancing the future it aims to help build.

This document is intended to function as both a roadmap and an accountability tool. It provides a structure for decision-making, annual planning, and resource allocation, and it establishes milestones and indicators to track progress and support learning over the life of the strategy. At the same time, it is designed to remain responsive. The operating environment for trans and gender diverse communities is dynamic and often volatile, and GATE will need to adapt tactics while staying aligned with the strategic direction defined here. Above all, this plan affirms GATE's deep commitment to community-led and community-centered work, and it positions the organization to pursue impact with clarity, discipline, and global solidarity over the next five years.



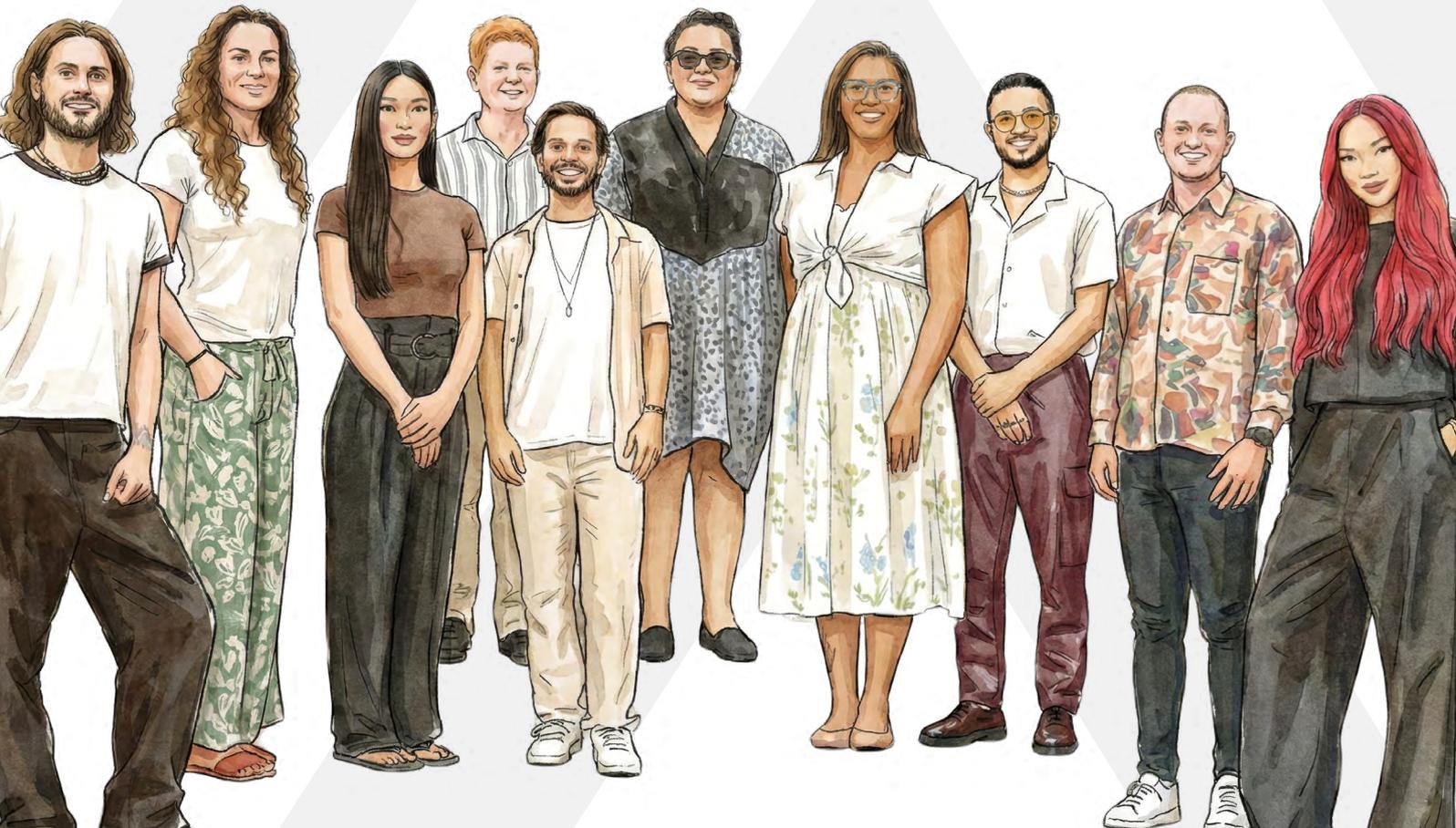


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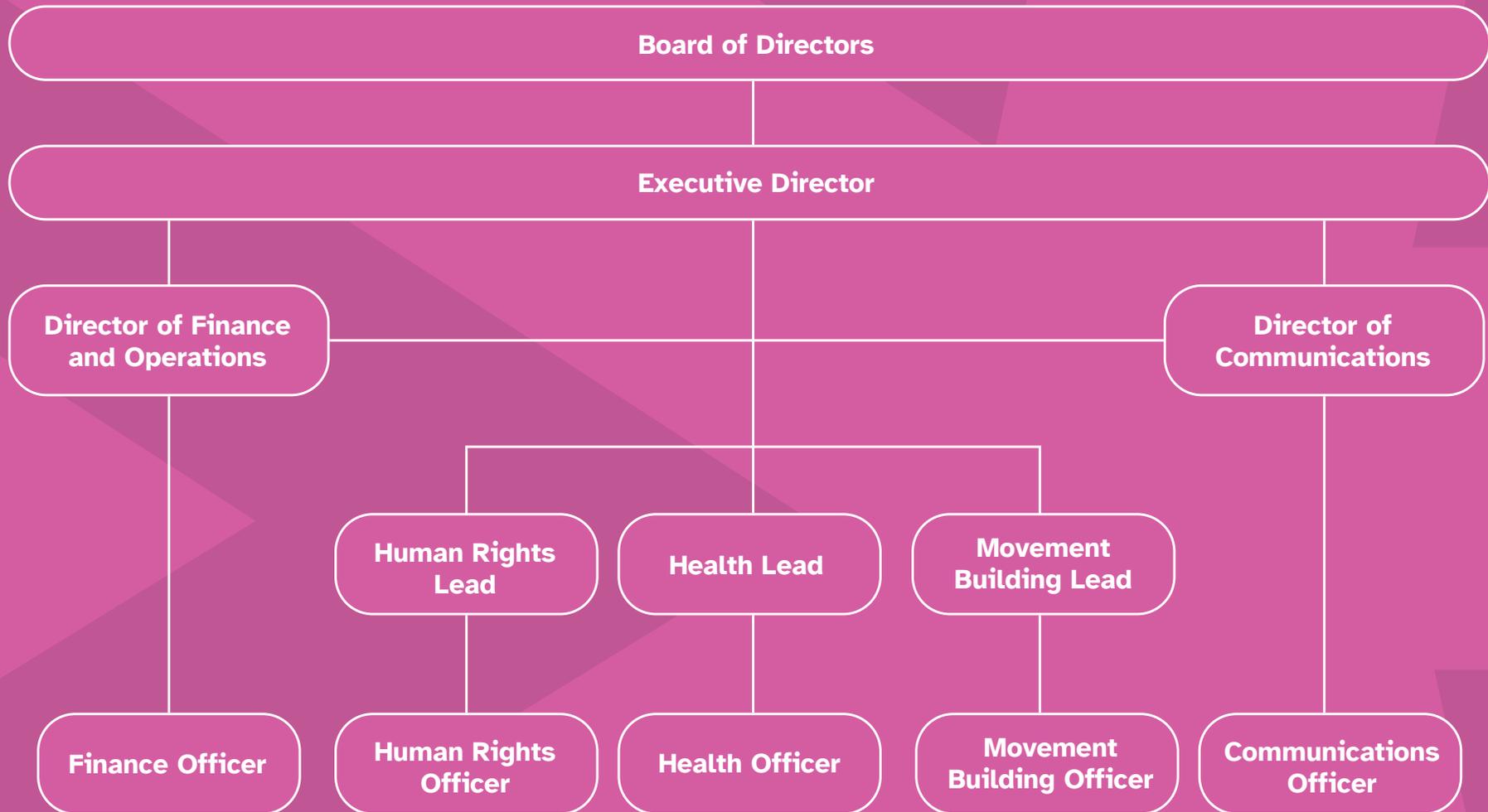
About GATE

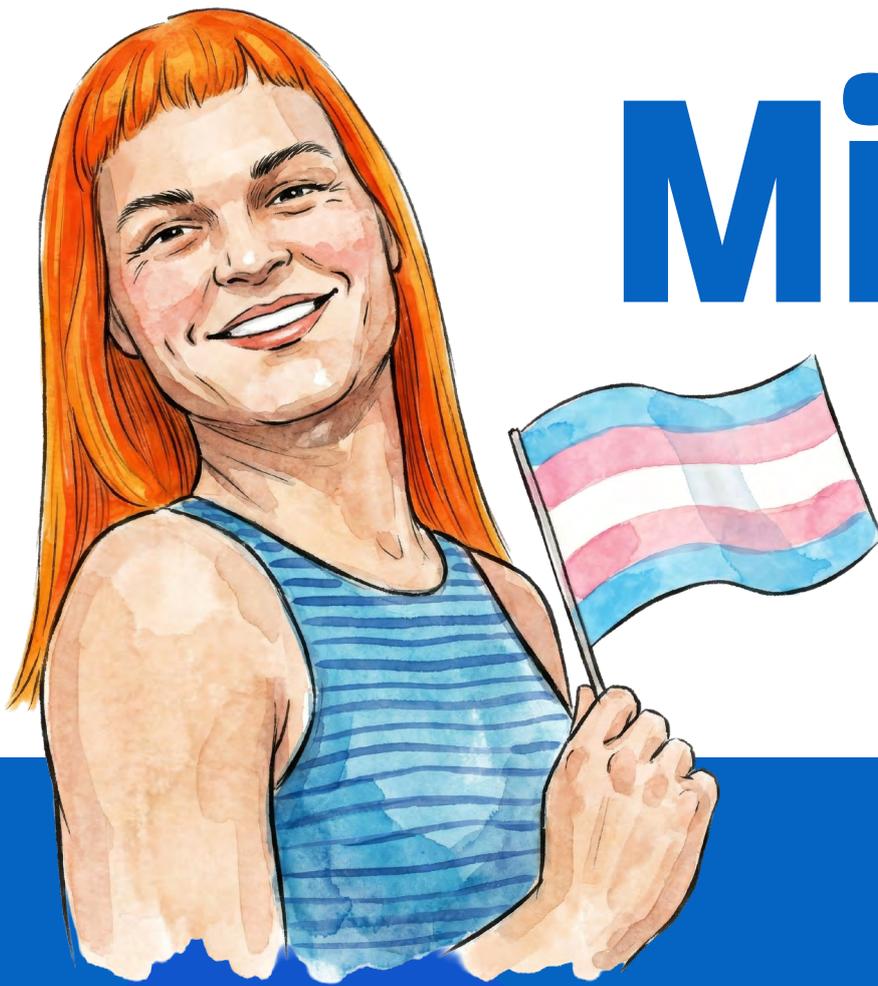
GATE was founded in 2009 to address the widespread violence and discrimination faced by trans and gender diverse people. Many in our communities were being denied access to education, healthcare and legal rights – barriers made even worse by racism and poverty. Transition-related medical care (gender-affirming healthcare) was difficult to access, and many countries imposed humiliating requirements for updating name and gender on official documents. Trans issues were often ignored by larger human rights and LGBTI organizations, leaving trans advocates without resources or support. GATE was created to change that. Our goal is to help trans activists gain the funding, skills and opportunities they need to make lasting change.

Since then, we've shaped our work by listening to trans communities worldwide. We have adapted to meet new challenges, from the COVID-19 pandemic to growing attacks on trans rights. In 2025, we introduced a membership model to strengthen connections among trans groups worldwide, building a more united movement. You can learn more about the [History of GATE](#) on our website.



GATE's current organizational chart





Mission and

Values



Community-Centered: We listen deeply to our communities, especially those most marginalized, lifting their voices, lived experiences and leadership to ensure no one is left behind.



Community-Led: We share power with the communities we serve. Our board and staff reflect trans and gender diverse leadership, and we take direction from our member organizations to ensure our work responds to real needs and priorities.



Integrity: We build trust by being transparent, accountable, and responsible in our actions. We show up with honesty, uphold our commitments, and act in service of our communities.

n, Vision Values

Mission

To advance global justice for trans and gender diverse communities

Vision

A future where trans and gender diverse communities live freely, safely, and with dignity



Shared Learning: We create opportunities for community-driven research, knowledge exchange and peer-to-peer learning to collectively generate critical data that informs policies, programs, and services that shape trans and gender diverse lives.



Resource Equity: We advocate for fair access to resources and direct funding so communities can lead, sustain and grow their own work. We strengthen community power by supporting organizations on their own terms.

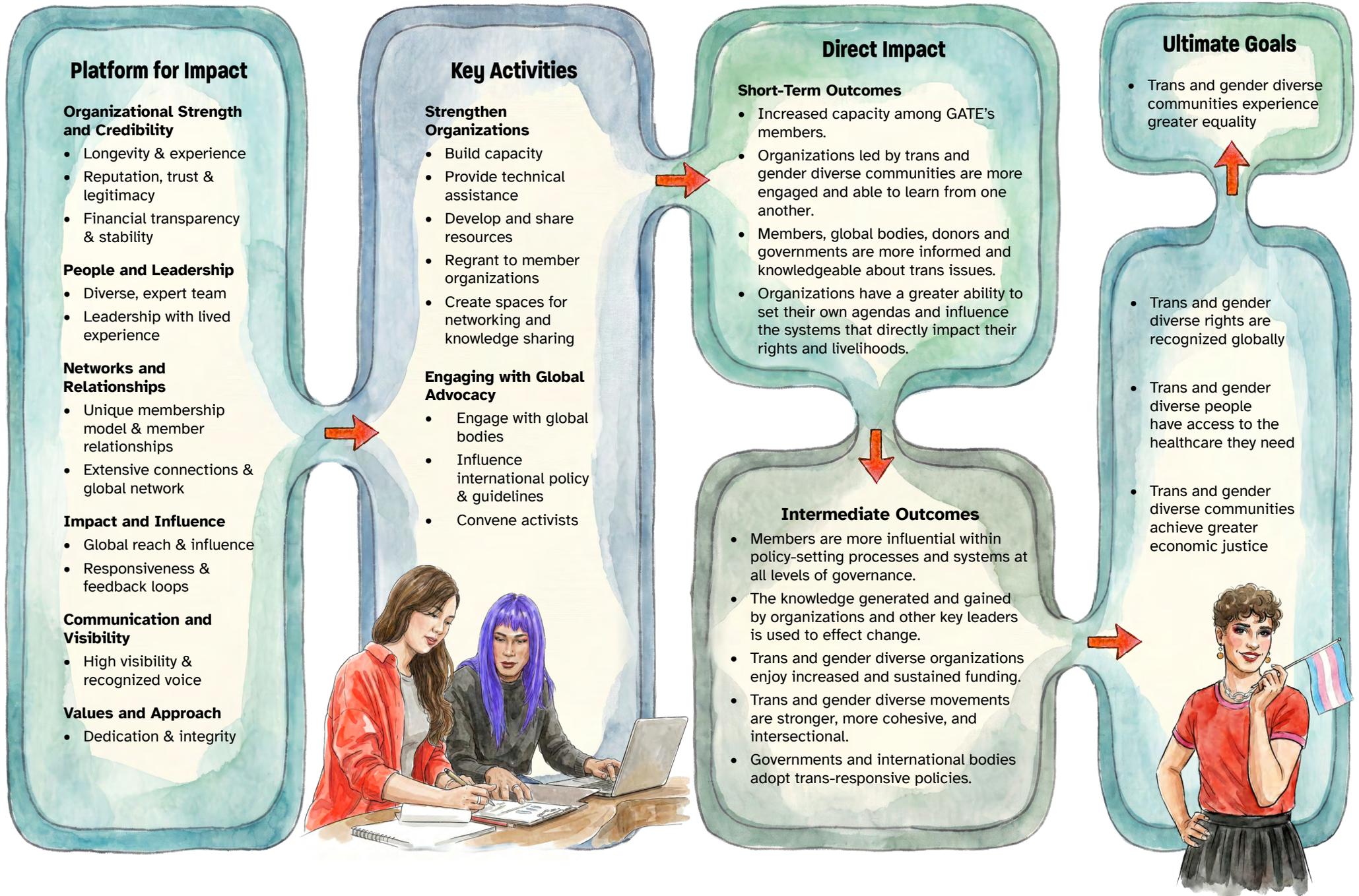


Innovation: We evolve with our communities by testing new approaches, staying flexible, and adapting as needs and conditions change. Our work is informed by those on the frontlines, and we value their resilience and creativity.



Global Solidarity: We build relationships and networks across borders and movements, opening doors to spaces that have historically excluded trans and gender diverse voices. Through an intersectional approach to oppression and liberation, we recognize that our struggles and our freedoms are connected.

Theory of Change



Strategic Vision

As part of the strategic planning process, GATE's staff and board developed this Theory of Change model to assist with internal assessment of intended impact, achieve alignment, and to represent a clear framework for GATE's initiatives to our membership, wider network and partners, making explicit the relationship between our planned work and intended outcomes.

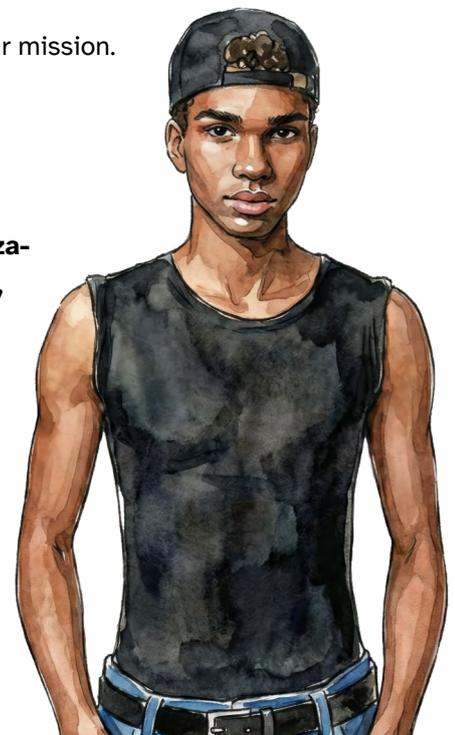
Platform for Impact

Starting with an analysis of GATE's unique position within the ecosystem of groups leading and resourcing movements for trans justice and equality, the planning team integrated data from membership surveys, stakeholder interviews, staff and board focus groups and other observations to identify core capabilities that define GATE's platform for impact:

- **Organizational Strength and Credibility:** Longevity and experience in the field; trust and legitimacy with grassroots partners and global bodies; financial transparency and stability.
- **People and Leadership:** A diverse, expert team; leadership from people with lived experience within trans and gender diverse communities.
- **Networks and Relationships:** A unique member model that supports member relationships across six global regions; an extensive set of connections and networks with other organizations, funders, and officials across the world.
- **Impact and Influence:** Global reach & ability to influence change; organizational responsiveness and feedback loops that support a process of learning and adaptation.
- **Communication and Visibility:** High visibility in key policy and decision-making bodies; recognized voice and leadership.
- **Values and Approach:** A track record of integrity and dedication to our mission.

Key Activities

As a global organization, **GATE's focus is centered on serving organizations that are led by and for trans and gender diverse communities, and impacting change through participation in global bodies.** The nature of GATE's work requires constant adaptation and responsiveness to the changing environment for our members, as well as the ability to continue expanding practices for inclusion and intersectional approaches. While we expect that the emphasis of our programmatic work will evolve over time to best meet the needs of the organizations we serve, our purpose and commitments center on the following key activities:



- **Strengthen Organizations:** This includes building the capacity of groups led by trans and gender diverse people through training and technical assistance, developing and sharing tools and resources, regrating funds to member organizations, and creating spaces for networking and sharing knowledge.
- **Engaging with Global Advocacy:** Acting in a leadership capacity within global health and human rights fora in order to give trans and gender diverse communities a voice, influence policy and guidelines, and convene activists around key opportunities for power-building and self-determination.

Direct Impact

GATE's key activities are intended to support short-term and intermediate outcomes that give trans and gender diverse communities greater autonomy, voice, and efficacy at national, regional, and global levels. The direct results we hope to see from our initiatives are outlined below.

Short Term Outcomes

- Increased capacity among GATE's members.
- Organizations led by trans and gender diverse communities are more engaged and able to learn from one another.
- Members, global bodies, donors, and governments are more informed and knowledgeable about trans issues.
- Organizations have a greater ability to set their own agendas and influence the systems that directly impact their rights and livelihoods.

Intermediate Outcomes

- Members are more influential within policy-setting processes and systems at all levels of governance.
- The knowledge generated and gained by organizations and other key leaders is used to effect change.
- Trans and gender diverse organizations enjoy increased and sustained funding.
- Trans and gender diverse movements are stronger, more cohesive and intersectional.
- Governments and international bodies adopt trans responsive policies.

Ultimate Goals

Consistent with our vision statement, all of GATE's activities and chosen outcomes are directed at ensuring a future where trans and gender diverse communities live freely and with dignity.

These goals articulated in our Theory of Change are intended to elaborate on this vision and support our strategy development in a few key areas. In this way, our goals serve as a horizon that motivates our current activities but also as a touchstone for decision-making, resource allocation, and building a more cohesive organization.

Ultimately, we aim to create a world where:

- Trans and gender diverse rights are recognized globally.
- Trans and gender diverse people have access to the healthcare they need.
- Trans and gender diverse communities achieve greater economic justice.

The overarching goal of these long-term outcomes is that **trans and gender diverse communities experience greater equality.**



Priorities



GATE identified four priorities that will represent our key focus areas for the next five years and help us achieve our broader strategic vision, to build and sustain a vibrant global membership that enhances collective knowledge, fosters collaboration, and leverages advocacy to secure lasting, positive change for trans and gender diverse communities.

 Priority 1: Community Empowerment	 Priority 2: Financial Sustainability	 Priority 3: Institutional Strength	 Priority 4: Influence
<p><i>Strengthen and elevate the membership structure to maximize value, deepen engagement, and amplify collective influence</i></p>	<p><i>Achieve long-term financial sustainability by diversifying funding sources and enhancing organizational fundraising capacity</i></p>	<p><i>Build an enduring, values-led organization by strengthening governance, optimizing internal operations, and fostering a cohesive workplace environment</i></p>	<p><i>Amplify GATE's voice by driving narrative change, reinvigorating branding, expanding knowledge sharing, and impacting policy change</i></p>
<p>Investing in a vibrant, well-supported membership enables GATE to amplify collective influence, strengthen movement cohesion, and ensure that programs and advocacy remain grounded in community priorities. This focus area underscores GATE's commitment to centering its communities and its role as a unique global connector and convener.</p>	<p>Diversifying and stabilizing revenue is vital in a shifting funding landscape and increasing demands on trans-led organizations. Securing long-term financial sustainability equips GATE to maintain core programs, respond to emerging threats, and invest confidently in movement-building strategies.</p>	<p>Strengthening governance, operational systems, and workplace culture responds to internal needs and builds long-term organizational resilience. By deepening leadership capacity and enhancing operational coherence, GATE positions itself to deliver high-quality, values-driven work that can scale with community needs.</p>	<p>Expanding narrative change, communications, and leadership is critical in a global environment of escalating anti-gender rhetoric. Strengthening GATE's influence enables the organization to counter harmful narratives, elevate trans-led expertise, and spur change that advances dignity and rights worldwide.</p>

The four priorities translate GATE's strategic vision into a practical agenda for 2026 to 2030. They are designed to be mutually reinforcing, so that growth in one area strengthens progress in the others. At the center is GATE's commitment to build and sustain a vibrant global membership that enhances collective knowledge, fosters collaboration and leverages advocacy to secure lasting, positive change for trans and gender diverse communities. This strategic direction recognizes that durable progress is built when trans-led organizations are connected, resourced and able to shape the decisions that affect their lives, while the organization itself remains strong enough to operate with consistency, credibility and care.



Community Empowerment reflects GATE's role as a connector and convener and as a membership-led platform where collective learning becomes collective power. Strengthening the membership structure is not only about engagement. It is also about ensuring GATE's work is continuously accountable to community priorities across regions and that members can access meaningful benefits, relationships and tools that support their advocacy and organizational resilience. This priority anchors GATE's identity as community-led and community-centered, and it keeps the organization's programs and external positioning grounded in what members need most in real time.



Financial Sustainability and Institutional Strength provide the foundation that makes long-term community impact possible. A diversified and stable revenue base protects GATE's ability to maintain core work, respond to emerging threats, and invest in movement-building without being forced into short-term decisions driven by volatility in the funding landscape. In parallel, strengthening governance, internal systems, and workplace culture builds the operational reliability and leadership capacity required to deliver high-quality work at scale. Together, these priorities support organizational resilience, reduce the risk of overextension, and help ensure that GATE's values are reflected not only in what the organization does, but also in how it works.



Influence expresses the outward-facing dimension of this strategy. In a global environment shaped by escalating anti-gender rhetoric, narrative change, credible knowledge sharing, and policy impact are essential conditions for securing rights, safety, and dignity. Strengthening GATE's influence equips the organization to counter harmful narratives, elevate trans-led expertise, and increase the movement's ability to shape policy outcomes in global and regional spaces. Taken together, the four priorities create a coherent pathway from membership power to organizational strength to external impact. They also provide the structure for the initiatives, milestones, and measures of progress that follow in this strategic plan.

Initiatives



Under each priority, GATE identified the critical initiatives that will be necessary to achieve success.

 Priority 1: Community Empowerment	 Priority 2: Financial Sustainability	 Priority 3: Institutional Strength	 Priority 4: Influence
<p><i>Strengthen and elevate the membership structure to maximize value, deepen engagement, and amplify collective influence</i></p>	<p><i>Achieve long-term financial sustainability by diversifying funding sources and enhancing organizational fundraising capacity</i></p>	<p><i>Build an enduring, values-led organization by strengthening governance, optimizing internal operations, and fostering a cohesive workplace environment</i></p>	<p><i>Amplify GATE's voice by driving narrative change, reinvigorating branding, expanding knowledge sharing, and impacting policy change</i></p>
<p>Initiative 1.1</p>	<p>Initiative 2.1</p>	<p>Initiative 3.1</p>	<p>Initiative 4.1</p>
<p>Maximize the membership by enhancing benefits, fostering connections and expanding knowledge sharing, re-granting and provision of emergency support</p>	<p>Develop a comprehensive core funding strategy emphasizing individual, major donor, and corporate engagement</p>	<p>Refine operational practices and policies to support organizational sustainability and workplace environment</p>	<p>Expand narrative change strategies to counter anti-gender movements and drive policy change</p>
<p>Initiative 1.2</p>	<p>Initiative 2.2</p>	<p>Initiative 3.2</p>	<p>Initiative 4.2</p>
<p>Foster working relationships and engage in advocacy with entities that result in positive change for our members and the trans and gender diverse movement</p>	<p>Explore and deploy earned income models to diversify funding sources</p>	<p>Nourish board performance through targeted development, strategic recruitment, and role alignment</p>	<p>Update GATE branding and visual identity</p>

The initiatives outlined describe how GATE will translate its four priorities into coordinated action over the 2026 to 2030 period. They are designed as a set of mutually reinforcing levers. Some initiatives strengthen the membership foundation and the support GATE provides to trans and gender diverse organizations. Others ensure the organization has the financial resilience, governance, and internal systems required to deliver consistently and respond rapidly. Together, they provide a clear bridge between GATE's strategic vision and the milestones and key results measured through monitoring and evaluation as outlined in this plan.



Under **Community Empowerment**, GATE will focus on making membership a meaningful engine for connection, solidarity, and practical support. This includes strengthening the benefits and tools that members can rely on, expanding knowledge sharing and peer learning, and ensuring that regrants and emergency support remain responsive to the realities members face. In parallel, GATE will deepen its advocacy relationships with institutions and decision-makers whose actions directly shape the enabling environment for trans and gender diverse communities. The intent is to increase the movement's collective influence while keeping GATE's work firmly anchored in member priorities and lived experience.



Financial Sustainability initiatives will secure the long-term resources needed to sustain core operations and programmatic commitments in an increasingly volatile funding landscape. By building a comprehensive core funding strategy that expands individual giving, major donors, and corporate engagement, GATE aims to reduce dependency on any single stream and strengthen its ability to plan beyond short funding cycles. Exploring earned income models further supports this goal by creating complementary revenue pathways that can increase flexibility, protect mission-critical work, and support strategic investments in movement-building.



Institutional Strength initiatives ensure that GATE's internal capacity grows in step with its external commitments. Strengthening operational practices, policies, and the workplace environment supports sustainability, staff well-being, and quality delivery. Strengthening board performance through targeted development, strategic recruitment, and role alignment reinforces governance, accountability, and leadership capacity, particularly as GATE advances a strategy that requires both programmatic excellence and strong organizational stewardship.



Influence initiatives focus on expanding GATE's ability to shape narratives and advance policy change in a context of escalating anti-gender rhetoric. A stronger narrative change strategy will support sustained, evidence-informed communications that counter harmful narratives and elevate trans-led expertise. Updated branding and a refreshed visual identity will reinforce coherence, recognition, and trust across audiences, supporting more effective engagement with members, partners, donors, and global policy spaces.

Monitoring & Evaluation

This strategic plan will serve as the guiding document for the activities of the organization. GATE will continuously monitor and regularly evaluate the actions taken, or not taken, as outlined in this strategic plan.

Monthly

Once a month, the responsible staff member will report to the Executive Director about developments on the accomplishment of action-plan items, making course corrections, as necessary, and answering the key question, “Did we do what we said we would do?” A dashboard for reporting could indicate whether less than 75% (red), 75-99%, or 100% (green) of the actions were completed.

Quarterly

At least quarterly, the Executive Director, in consultation with the responsible staff, will present to the Strategic Planning Committee an assessment and analysis of the progress with respect to each milestone associated with each initiative, making course corrections, as necessary, and answering the key question, “Are we making the progress we set out to have?” The Committee should evaluate whether the organization is still on track to complete the annual milestones by the end of the year.

Annually

At the beginning of each year of the strategic plan, the Executive Director will assign a responsible member of the staff with respect to each priority, working with them to develop milestones (and, if appropriate, action plans) for each priority and initiative. Milestones should be specific, measurable, achievable, relevant, and time-based.

The Executive Director will present milestones (and, if appropriate, action plans) to the Strategic Planning Committee. The Strategic Planning Committee provides an annual update for the Board, asking the key question, “Are we going in the right direction?”

At the end of each year, the Board evaluates the previous year’s accomplishments and makes any necessary adjustments to the upcoming year’s milestones, including, but not limited to, increasing or decreasing targets to reflect new information, or expanding or streamlining the indicators themselves.

**GATE
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