



Request for Proposals (RFP)

Takeda Global CSR Program FY2026

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1. ABOUT TAKEDA

Takeda is focused on creating better health for people and a brighter future for the world. We aim to discover and deliver life-transforming treatments in our core therapeutic and business areas, including gastrointestinal and inflammation, rare diseases, plasma-derived therapies, oncology, neuroscience and vaccines. Together with our partners, we aim to improve the patient experience and advance a new frontier of treatment options through our dynamic and diverse pipeline. As a leading values-based, R&D-driven biopharmaceutical company headquartered in Japan, we are guided by our commitment to patients, our people and the planet. Our employees in approximately 80 countries and regions are driven by our purpose and are grounded in the values that have defined us for more than two centuries. Additional information about Takeda is available through our corporate website, www.takeda.com.

2. TAKEDA'S GLOBAL APPROACH TO GIVING

Takeda's approach to global giving prioritizes innovative and scalable solutions that strengthen health systems and empower marginalized groups in low- and middle-income countries (LMICs). We aim for regional diversity with our contributions and emphasize local ownership by leveraging the expertise of those who are closest to the communities in which we work.

Throughout our 244 years, we have learned that achieving resilient, positive impact requires us to continually adapt and maintain a forward-thinking approach. We take a long-term perspective and collaborate with organizations through 4- to 10-year projects. Through this, we help build sustainable and responsive healthcare systems that can deliver health outcomes both routinely and in the face of a crisis.

Our annual public Global CSR Program Request for Proposals (RFP) offers opportunities for non-profit organizations across the world to collaborate with Takeda. Our 50,000 employees across 80 countries and regions are a vital part of this process. A diverse group of employees are selected to participate in shortlisting proposals followed by a company-wide vote to select the final awardees. Following the selection, our employee engagement programs provide opportunities for employees to experience and deepen their understanding of the impact of the awarded projects firsthand.

See further details on our Global CSR Program, including current projects:

- Global CSR Program: <https://www.takeda.com/about/corporate-responsibility/corporate-giving/>
- Apply for Funding: <https://www.takeda.com/about/corporate-responsibility/funding/>

3. RFP INVITATION

Takeda invites non-profit 501(c)(3) organizations, tax-exempt public and private foundations and charities, publicly registered organizations equivalent to a 501(c)(3) organization in the U.S., public-private partnerships whose primary applicant organization aligns with the organization types listed here, and intergovernmental organizations to submit proposals. Please carefully review this RFP before submitting. Evaluation criteria are posted on our [Apply for Funding webpage](#).

4. RFP TERMS AND CONDITIONS

4.1 GENERAL CONDITIONS

Applicants (the “**Applicant**”) for this Request for Proposals (the “**RFP**” or “**Application**”) are hereby advised that nothing herein nor any communication made between Takeda or its representatives and the Applicant, or any part thereof, shall be taken as constituting a contract, agreement or representation between Takeda and the Applicant and/or any other party (save for a formal donation agreement duly executed with Takeda), nor shall it or they be taken as constituting a representation that a donation or contract shall be offered or awarded.

The final selection of an Applicant will be subject to (i) internal approval of the Application by the relevant Takeda stakeholders and (ii) a fully executed donation agreement between Takeda and the Applicant.

This RFP has been published in good faith. Takeda has taken all reasonable care to ensure that the facts stated herein are true and accurate in all material respects at this point in time. Takeda shall not be liable for any loss or damage arising as a result of an Applicant’s reliance on information provided through the Application process.

Any Applicant who submits an Application is entirely and solely responsible for all aspects of any such Application and all related activities.

Any information, comments, feedback, or recommendations from Takeda are solely and exclusively intended to facilitate clear communication and assist the Applicant in evaluating the Application for possible funding. These comments are not intended in any way to provide direct or indirect advice on, or affirm, the compliance of the Application with any applicable laws or regulations. Takeda takes no responsibility for any Application compliance with any applicable laws or regulations.

Takeda reserves the right to verify any information contained and submitted in the Application and Applicant’s response, and to request additional information after the Application has been submitted.

4.2 CONFIDENTIALITY

Applications received by Takeda will be kept confidential and not disclosed by Takeda to any third party other than Takeda's employees, affiliates, agents, consultants, and advisors for the purpose of evaluating the Application. Written or verbal communication provided by Takeda with respect to the Application will be kept confidential by Applicant and not disclosed to any third party or not to be used for any other purpose without prior written approval of Takeda.

4.3 RIGHT OF REJECTION

Takeda reserves the right to accept or reject any Application and to enter into discussions and/or negotiations with one or more qualified organizations at the same time, at its absolute discretion.

4.4 INCURRED COST

Any cost incurred in the preparation, delivery, and associated discussions, presentations, or negotiations during the Application process is solely the responsibility of the Applicant.

4.5 RELEASE

The Applicant agrees that Takeda may, at its sole discretion, amend or cancel the Application any time, extend the deadline for submitting responses, waive any minor irregularity, informality, or nonconformance with the provisions or procedures of the Application and determine whether a response substantially complies with the requirements as outlined herein.

The Applicant agrees not to bring any legal challenge against Takeda relating to the selection and award of a contract arising from this Application. The Applicant affirms that its response to the Application is honest and accurate. If any facts provided in the Applicant's response change, Applicant will promptly supplement its response in writing with any necessary deletions, additions, or changes within ten days of such change throughout the selection process.

5. PROGRAMATIC FOCUS: BUILDING CLIMATE-RESILIENT HEALTH SYSTEMS

Increasingly, disruptions caused by climate change are threatening access to and quality of healthcare around the world. To address these risks, Takeda's ambition, through its global giving, is to strengthen healthcare systems, enabling greater resilience to the impacts of climate change for vulnerable communities.

We are inviting proposals for 4- to 10-year projects that focus on one of the three specific proposal tracks below and specifically address the intersection of health and climate. While each track provides a unique lens through which projects should be framed, innovative and cross-cutting approaches are encouraged across the tracks. Proposals should reflect relevant country and community circumstances and incorporate strategies for scalability and

sustainability.

Proposal tracks

Health infrastructure: This track focuses on building climate-resilient infrastructure and service delivery systems, integrating climate mitigation measures where appropriate. Examples include but are not limited to:

- Developing climate-resilient health care facilities that can withstand climate shocks while incorporating green infrastructure practices to reduce energy consumption and carbon emissions.
- Establishing early warning systems that link climate monitoring data with health care response strategies to provide timely alerts for climate-related health threats, ensuring swift and efficient responses.
- Creating community-centric, climate-sensitive health care delivery systems that ensure access to care during climate disruptions and remote communities through mobile health services and telemedicine, while integrating sustainable health financing.

Health workforce preparedness: This track focuses on building a pipeline of skilled healthcare professionals trained to identify, prevent, and manage health risks associated with climate change. Examples include but are not limited to:

- Training health care providers to identify, treat, and prevent emerging climate-related diseases impacts (e.g. heat stress, rise in certain infectious diseases) while advocating for climate solutions and incorporating sustainable practices in health care delivery.
- Developing community-led initiatives focused on combined climate adaptation and health promotion.
- Establishing a comprehensive health curriculum in medical education that equips health care professionals with the knowledge and skills to champion climate mitigation efforts and promote sustainability in health care.

Health technology innovation: This track focuses on developing and scaling technological solutions to address gaps and leverage innovations in health care delivery for climate-vulnerable populations. Examples include but are not limited to:

- Deploy autonomous drones to deliver temperature-controlled medical supplies to remote areas during climate events.
- Develop sensor networks and analytical tools for surveillance of health impacts due to climate changes, enhancing preparedness.
- Leverage advanced analytics and automated systems to optimize public health supply chains, enhancing emergency preparedness for climate-induced shocks.

Though we do not restrict our contributions to specific intervention or disease areas, populations, or geographies (apart from ensuring that they do not present a conflict of interest with Takeda's business activities), we encourage projects that focus on strengthening the

resiliency of health systems in low- and middle-income countries (LMICs). We prioritize projects across all tracks that help advance diversity, equity, and inclusion, for example, in how implementation collaborators are selected, the ways in which local stakeholders are empowered and engaged, and by ensuring that activities are designed in ways that reduce disparities in service delivery and access to care.

6. RFP PROCESS

6.1 RFP TIMELINE

Review the key activities and milestones for this RFP in the table below.

Date/time	Activity/milestone
24 September 2025	RFP posted on Takeda website CSR Donation Management System open for new applications Questions may be submitted to Takeda (see section 6.2)
8 October 2025 21:30 Japan Standard Time (JST)	RFP Webinar; Registration available in Digital CSR Donation Management System
10 October 2025 23:59 JST	Deadline for submission of clarification questions from potential applicants to Takeda Global CSR Program
17 October 2025 23:59 JST	Date by which Takeda will respond to clarification questions received through the deadline above
31 October 2025 23:59 JST	Deadline to submit applications online through the Digital CSR Donation Management System (**RFP closes 23:59 JST**)
November – December 2025	Proposal for eligibility verification and review by Takeda Global CSR Application Review Committee
January – March 2026	Possible proposal clarifications between Takeda Global CSR Program team and applicant organizations (initiated by Takeda)
March – April 2026	Takeda notifies applicants whose proposals are candidates for the employee vote shortlist
March – May 2026	Takeda may request additional information from shortlisted applicants
March – April 2026	Takeda notifies applicants of unsuccessful proposals
April – May 2026	Takeda employee voting takes place; votes are counted
July 2026	Finalists notified. Unsuccessful shortlisted applicants notified
July – September 2026	Donation agreements between Takeda and awardees finalized and signed
September 2026	Public announcement of 2026 awardees
October 2026	Year 1 disbursement to 2026 awardees
January 2027	Year 1 of Program Period begins for 2026 awardees

Failure to meet any of the above deadlines may result in an exclusion from the RFP process. Takeda reserves the right to change any timeline, process, or date. In such cases, notification(s) will be posted on Takeda's website and our Digital CSR Donation Management System, accessible to registered, active users.

6.2 RFP CLARIFICATION REQUESTS

This process is the primary mechanism for applicants to obtain answers/clarifications to any aspect of the RFP and overall selection process. The process will follow the timeline set forth in section 6.1 ("RFP Timeline"). Questions about the RFP and application are welcome through 10 October 2025, 23:59 JST via email to global_csr_program@takeda.com. Questions received, and Global CSR's responses, will be posted in the 'Responses to Applicant Questions' page on our CSR Donation Management System.

6.3 DIGITAL CSR DONATION MANAGEMENT SYSTEM REGISTRATION

To start the application process, applicants must register and create an account in Takeda's Digital CSR Donation Management System: https://tpccsr.fluxx.io/user_sessions/new. To successfully register/create an account, applicants will be asked to review our privacy notice and terms of use for the Digital CSR Donation Management System, and then complete a short eligibility quiz with yes/no answers. Applicants should be sure to answer these questions carefully. Upon successful completion of the eligibility quiz, applicants will create an organizational profile, including organization legal name, registered address, tax ID (or equivalent), legal status, and contact information for the primary application contact. Once the organizational profile and primary contact information has been submitted, the registration request is reviewed and approved by a member of Takeda Global CSR Program team. More than one person may register per organization. **Registration approval can take several business days; we strongly recommend beginning the registration process well in advance of the application deadline.** Upon registration approval, applicants may login to the system to fill out and submit application proposals.

6.4 SUBMIT PROPOSAL

Your proposal must include all requested information (see Appendix A) and be submitted electronically through Takeda's Digital CSR Donation Management System only. Proposals will not be accepted via email. Failure to provide the requested information may lead to a lower ranking or immediate disqualification, and incomplete applications will not be considered. Proposals must be submitted no later than 31 October 2025, 23:59 JST. The digital system will only accept submissions until this time. Please submit your application well in advance of this time to account for variances in clock settings on various devices and in the event that you encounter any technical problem and need Takeda Global CSR support. Takeda reserves the right to verify any information contained in the proposal and to request additional information after the proposal has been received.

6.5 TAKEDA PROPOSAL CLARIFICATION PROCESS

Takeda may contact some applicants to request additional information or ask for clarification about their eligible submitted proposals between January through May 2026.

6.6 UNSUCCESSFUL PROPOSALS

In the event that the proposal is not shortlisted, Takeda shall target to notify the applicant organization in writing in March and April 2026. Takeda shall target to notify shortlisted organizations whose proposals are not selected through employee voting as the finalists in July 2026. Takeda is unable to provide feedback on unsuccessful proposals.

7. COMMUNICATION WITH TAKEDA'S GLOBAL CSR PROGRAM

Takeda is committed to a fair evaluation process. Contact Takeda's Global CSR Program team with questions *after* consulting the guidance in this document, the [FAQs on our website](#), and the Responses to Applicant Questions within our Digital CSR Donation Management System to clarify any questions you may have. Submit all questions and comments to Takeda via global_csr_program@takeda.com.

8. DESCRIPTION OF APPENDICES

The templates, references, policies, and guidelines contained in the Appendices of this document to further assist applicants in understanding Takeda's application process and funding guidelines.

Name	Description
Appendix A: Proposal application template & guidance	Guidance on proposal requirements and application questions
Appendix B: Selected Sustainable Development Goal (SDG) Targets	Specific SDG Targets among which applicants may select to indicate project alignment
Appendix C: Guidance on delineating anticipated results	Guidance on describing anticipated outputs and outcomes within proposals' project approach
Appendix D: Guidance on use of Takeda Global CSR funds	Guidance on cost and budgeting considerations for the proposal application
Appendix E: Consent letter	Example of an undertaking required by applicants to confirm projects have no conflict of interest with Takeda's business activities

APPENDIX A: PROPOSAL APPLICATION TEMPLATE & GUIDANCE

APPLICANTS, PLEASE NOTE: *This appendix provides guidance on how to answer the questions you will be asked in Takeda's Digital CSR Donation Management System as part of your application for funding. This guidance does not appear comprehensively online and is essential to ensure you provide the information we need to consider your application. **If you do not follow this guidance, it may cause delays that could interfere with review of your application. We recommend preparing your application content side-by-side with this appendix before you fill out and submit the online form.** All responses must be submitted in English. Take special note of **character (not word) limits** (which include spaces) for narrative responses; you will not be able to exceed those limits when entering answers online.*

SECTION 1: GENERAL INFORMATION

- **Project Title** (Use a descriptive title that conveys the goal and innovation of your project)
- **Duration in Years** (The project duration should be between 4-10 years)
- **Total Amount Requested** (Total amount requested in Japanese Yen (JPY))
- **Organization Name**
- **Organization Legal Name** (Do not use Doing Business As (DBA) name)
- **Organization Legal Address**
- **Organization Website**
- **Primary Contact** (This individual can edit the application form. They will also be the point person for alerts from our system and communication from Takeda throughout the RFP process)
- **Primary Signatory** (This individual will sign the Consent Letter in Appendix E and the Donation Agreement of an awarded project)
- **Past collaboration with Takeda** (1,000 characters max): Briefly describe if and how any team or branch of your organization currently collaborates or has collaborated, with Takeda. For example, has your organization worked with Takeda on research or service or product delivery? Has your organization received funding from Takeda? Is any Takeda employee an advisor to, or consultant, or board member for your organization?

SECTION 2: PROPOSAL SUMMARY

Proposal Track (select one)

Review track descriptions in this RFP and select the one that *most closely* aligns with your activities and goals.

- Health infrastructure
- Health workforce preparedness
- Health technology innovation

Focus Areas (select only those that clearly apply)

Select all focus areas from the list below with which your project aligns.

- Digital health technologies
- Emergency preparedness, response, and resilience, including pandemics, conflict, disaster, etc.
- Green infrastructure
- Immunization
- Infectious diseases
- Mental health
- Neglected tropical diseases (NTDs)
- Nutrition
- Sexual, reproductive, maternal, newborn, and child health (SRMNCH)
- Water, sanitation, and hygiene (WASH)
- Other (If “other,” describe)

Project Summary (1,000 characters max)

Provide a high-level and compelling executive summary of your proposal. This section should clearly outline:

- The approach your project will take to address the identified challenge.
- The tangible outcomes your project seeks to deliver in addressing this challenge.
- The specific impact your project aims to achieve in building climate-resilient health systems, as a result of the delivery of these outcomes.

Challenge/need addressed (1,300 characters max)

Describe the specific challenge or need your project addresses, including who is affected, how they are affected, and the population size or geographic scope affected. Briefly summarize relevant data, and why they are significant, to support your statement.

Impact on health systems (1,000 characters max)

Explain the anticipated overarching impact of your project on strengthening climate-resilient health systems, focusing on the systematic improvements it seeks to achieve and the expected long-term changes in your target communities. Where applicable, use relevant data, such as statistics and quantitative targets, to clearly articulate the intended impact.

Connection with climate-related health issues (750 characters max)

Clearly explain how your project addresses the adverse effects of climate change on specific health issues affecting your beneficiary populations. Avoid broad generalizations (e.g. the adverse effects of rising temperatures on health) and instead, provide a direct, evidence-based link between climate impacts and the health challenges your project aims to address. Support your response with relevant data, such as key statistics and evidence, supporting the effectiveness of your proposed intervention(s).

Differentiating factor (750 characters max)

What differentiates your approach from existing work in your field of focus? What elements are especially innovative or creative? If you or others have implemented a similar approach in different settings, note that and explain why your project brings added value.

SECTION 3: ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOAL TARGETS

Takeda Global CSR tracks the contributions of approved proposals against the United Nations Sustainable Development Goal Targets listed below. Select all that apply to this project. See Appendix B for a description of each Target. Options include: 2.1, 2.2, 3.1, 3.2, 3.3 3.7, 3.8, 3.9, 3.c, 3.d, 5.1, 5.2, 5.3, 5.5, 5.6, 5.b, 6.1, 6.2, 6.3, 6.a, 6.b, 9.1, 9.a, 9.c, 11.7, 11.b, 11.c, 12.4, 12.5, 12.7, 13.1, 13.3, 14.1, 15.9, 17.9, 17.15, 17.16, 17.17, 17.19

SECTION 4: DIRECT BENEFICIARIES

Beneficiary projections: For each category below, enter the number of individuals you anticipate will *directly benefit* from the proposed work over the project period and *as a result of Takeda funding exclusively*. Enter “0” for any categories that are not relevant to your work.

Do not include a beneficiary group in more than one category. The sum of all categories should be equal to the total number of beneficiaries you enter at the top of the list. **If a beneficiary group crosses multiple categories, choose the most specific option.** For example, if one of your beneficiary groups is “female community health workers,” enter that number under “community health workers” and do not include it under “women.” A *direct* beneficiary is a person directly involved with your project and benefits from, and participates in, it; for example, health workers who participated in your training or individuals who received care or counseling. **Do not include indirect beneficiaries in your projections.** If this proposal is awarded, you will be asked to share progress toward these estimates in regular reports.

Total direct beneficiaries (the sum of the numbers inserted below):

Direct beneficiary category estimates (enter # next to each category as appropriate):

- | | |
|--|---|
| • Pregnant people and mothers | • Community health workers |
| • Fathers | • Health system and/or facility administrators |
| • Newborns (0-28 days) and/or infants (up to 1 year) | • Qualified health professionals (e.g., physicians, nurses, and physicians’ assistants) |
| • Children (13 months up to 5 years) | • Supply chain managers |
| • Children over 5 years and adolescents (up to 18 years) | • Women (other than described above) |
| • Community leaders and family elders | • Men (other than described above) |
| • Community volunteers and/or peer educators | • Other (please describe) |

Explanation for beneficiary projections (750 characters max)

Provide context for the numbers above to help us understand your impact estimates (e.g., share how the numbers are calculated and/or provide additional detail about who will be reached).

Beneficiary journey (750 characters max)

Provide a brief story of how one direct beneficiary's daily experience might change (if the project is new) or has changed (if the approach has been piloted) as a result of the project.

SECTION 5: GEOGRAPHIC SCOPE & CONTEXT**Countries of focus** (where project activities will be implemented)

Select all countries where activities are being implemented and where one or more of your direct beneficiary groups are located.

Rationale for countries of focus (750 characters max)

Explain your rationale for selecting these countries and target regions within each country (specify which districts, provinces, etc. you will focus on). Summarize each of their unique health vulnerabilities, target population characteristics, adaptive infrastructure capacity, and other climate-specific factors that make these locations optimal for your project intervention(s).

Country-specific context for implementation (825 characters max)

If the project will be active in more than one country, tell us how the context for implementation differs across countries or regions. Demonstrate your understanding of the nuances of working with and in each unique setting.

SECTION 6: PROJECT APPROACH**Project plan**

The section asks you to articulate *what* your project will do, *how* you will do it, and what will *result*. Your approach should be organized into objectives, activities, and results. We should clearly understand the logic and steps, namely a Theory of Change, showing how your project will achieve the intended impact and connect activities to desired outcomes. **We will accept up to five objectives.** We understand that the framework included in this section represents a set of reasonable projections and plans rather than guaranteed outcomes. If your project is selected for funding, you will be asked to report against this framework in mid-year and annual reports to Takeda.

Objective (150 characters maximum)

In one sentence, clearly define specific, measurable milestones that are necessary to accomplish the impact your project aims to achieve.

Activities (2,000 characters max)

Describe the specific processes or actions that you and your implementation collaborators will take to achieve the objective, addressing *what* you will do, *who* will participate, and *where* and *when* you anticipate the activity will take place. Each activity description should include:

- Clear numbering by objective and activity (i.e., Activity 1.1, Activity 1.2)
- A very short descriptive title that summarizes the activity
- A clear and concrete description of the activity and how you will approach it
- Who will implement the activity and who will participate in or benefit from it
- The high-level timeline for the activity: duration, frequency, and sequence relative to other project work

For example, if the project will provide training to health workers, tell us the subject and purpose of the training, the training methodology, who will do the training, and who will be trained.

When describing activities that involve providing non-financial support or technical assistance, including any support provided by or to government, non-governmental organization, and civil society collaborators, provide both the names of the recipients and the type of assistance offered.

Anticipated results

Describe the concrete results of the activities above. Include specific outputs and outcomes, both of which require clear indicators and targets. Follow the guidance in Appendix C to ensure that your response meets the requirements for these sections.

Outputs (1,000 characters max)

List key outputs of your activities for this Objective, such as tangible deliverables (e.g., goods, services, events) and/or the number of people reached. Outputs must be specific, measurable, time-bound, and include clear targets (e.g., *By Q4 2028, train 250 community health workers on the prevention, identification, and management of climate-related health conditions*). Refer to the definition of “output” in Appendix C.

Outcomes (1,000 characters max)

List key outcomes from this Objective that reflect meaningful changes over time, resulting from the outputs. These should measure changes in areas such as access, coverage, service delivery, health outcomes, or behaviors. Outcomes must be specific, measurable, time-bound, and include clear targets (e.g., *By Q4 2029, increase accurate diagnosis and timely treatment of climate-related health conditions by 20% by trained health care providers*). Refer to the definition of “outcome” in Appendix C.

Approach to monitoring and evaluation (M&E) (825 characters max)

Describe the methods and tools you will use to monitor and evaluate progress toward your anticipated results, specifically the outputs and outcomes outlined above. Provide an overview of any planned surveys, including their design, target population, and high-level timelines. Summarize staffing requirements for proposed M&E activities, indicating whether they will be managed by your core project team or sub-contractors.

Implementation landscape (650 characters max)

What other organizations and initiatives are implementing related activities in your communities of focus? How are you engaging (or will you engage) with these entities to ensure alignment and avoid duplication?

SECTION 7: ENABLERS OF SUCCESS***Diversity, equity & inclusion*****Equity in project design and impact** (825 characters max)

How does your project make local collaborators co-leaders, leveraging local expertise in program design and/or seeking local guidance on progress measurement? If your organization is headquartered outside the country where implementation will take place, how does your project design tackle historical and systemic inequities embedded in traditional models of global health and international development work?

Representation in project leadership (825 characters max)

Share the ratio of local talent to in-country expat staff or HQ staff members (e.g., staff based outside of countries served) on the project team, as well as what percentage of your core project team identifies as female or nonbinary. How are these demographic characteristics distributed between leadership and supporting roles?

Sustainability**Demonstrated demand from local stakeholders** (825 characters max)

Have local and/or national government and community leaders and members demonstrated interest in your organization's leadership and project – yes or no?

- If your response is “yes,” elaborate. Include whether memoranda of understanding (MOUs) are in place, if national/local government and community members have proactively sought your expertise and engagement to the specific challenge, and whether national/local leaders demonstrated interest in including the model/approach of your project into their strategy.
- If your response is “no,” explain how you will build the relationships necessary to success or why you believe existing national/local demand for your engagement is not necessary

for the proposed work.

Bringing impact to scale (825 characters max)

Explain how the work you propose will be integrated into local health systems and/or adopted/replicated in other settings? Your answer should contain your plans for:

- Adoption of your approach into relevant national government plans, policies, or strategies with your countries of focus during the project period or within the 3 years immediately following.
- Replication of the approach in other countries or regions by your organization or other entities during the project period or within the 3 years immediately following.

Transition of ownership (825 characters max)

Share a high-level timeline for, and approach to, transitioning project leadership, knowledge, and activities to local government, community, or other leaders after Takeda funding to your organization ends. Include your vision for who/which entities would finance long-term recurrent costs after the project end, such as maintenance costs, health consumables, salaries, etc. If you do not plan to transition ownership, explain why.

Risk mitigation

Project-specific risk assessment and mitigation (825 characters max)

Describe 1-3 specific barriers and/or risks you see as particularly critical or relevant to successful implementation at the local level (e.g., supply stock-outs, community resistance related to stigma, staffing shortages), your plan for mitigation, and the rationale for your mitigation plan (e.g., do you have previous experience mitigating similar contexts, specific policies/processes or funds earmarked to address these challenges).

Broader project resilience (825 characters max)

Describe your approach to managing risk on a broader scale (e.g., pandemic, climate change, annual weather disruptions, political instability and conflict) to avoid change requests and no-cost extensions. How is overall resilience built into your project design?

SECTION 8: CAPABILITIES AND STRUCTURE OF PROJECT TEAM

Implementation team structure (document upload)

Upload a 1-page management and staffing chart that shows the composition and structure of the implementation team (*not* your entire organization), including HQ and satellite office support if relevant. Note: We are only able to consider a 1-page chart; additional pages will not be included in consideration. If your implementation team includes a significant number of people who hold the same role, it is not necessary to list each individual. Instead, describe the role and the number of people who will hold that role.

Capabilities of lead (applicant) organization (2,000 characters max)

Describe the lead organization and team's experience overseeing the implementation of activities — including financial management and accountability and results-tracking — and with building and maintaining effective relationships with key collaborators, including host country governments and local community members, **as relevant to the proposed project**. If your role is primarily to lead and convene implementation collaborators, clearly describe your approach to consortium management and your ability to hold those collaborators accountable.

Past performance of lead organization (2,000 characters max)

Share at least one and up to two examples of similar projects your organization has led. For each example:

- Briefly describe project name, overview, location, overall budget, scale/reach, and time period. Include significant accomplishments and how you overcame any major challenges.
- List key entities involved in implementation and major project funders.
- If the project proposed is a continuation or expansion of, uses the same model as, or is similar to past projects you have completed, describe lessons learned and which existing resources, materials, etc., would be leveraged for the proposed project.

Funder references for lead organization (500 characters max)

Provide the name, title, and email address of individuals from at least one and up to three different funder organizations (listed above) who are familiar with your project. Do not include Takeda Global CSR as one of these references. If your application is eligible for shortlisting, Takeda will contact these individuals for references. References should represent entities that have provided funding directly to your organization.

Co-leadership (825 characters max)

If you are submitting on behalf of a group of organizations that have co-designed and will co-lead the project, provide the names of all included organizations. If not, enter N/A.

Roles and responsibilities of subcontractors/sub-recipients (1,650 characters max)

Do you plan to work with subcontractors and sub-recipients (we consider these groups interchangeable) on project implementation – yes or no?

If you select “yes,” provide a list of implementation collaborators (or types of collaborators) you will work with to implement the project and include:

- Why each is essential to the project's success.
- Their role and responsibilities and project country
- How their roles will differ from yours and from one another.
- Whether they will receive $\geq 30\%$ of the total budget.

If your response is “no,” explain why not. (Note, you are not required to work with subcontractors/sub-recipients.)

Roles and responsibilities of consultants (825 characters max)

Provide a list, or describe the types, of consultants you will work with to implement the project, how they would support your project, and whether they will be sourced from within the country of implementation or outside it. If you will not be using consultants, enter N/A.

Presence in countries of focus (750 characters max)

For each country of focus (where activities will take place and where any of your beneficiary groups are located), list your existing registered organizational status, briefly note projects you are already implementing there, and summarize MOUs or agreements with local or national governments.

Countries from which project will be administered/overseen

Select all countries where you have offices from which your project will be administered. This should include countries where *only administration* will occur and countries where *both administration and implementation* will take place. (This list may overlap with your list of “countries of focus.”)

SECTION 9: IMPACT COMMUNICATIONS

Budget allocation: The cumulative funding requested for Project impact communications and Organizational impact communications must not exceed 7% and should represent no less than 5% of the total project budget. We expect awarded organizations to collaborate with us on repurposing some communications assets to share the impact and value of the project with Takeda employees.

Project impact communications (825 characters max)

Describe your plan for sharing project findings and outcomes with the broader global health and climate-resilience fields. Specify your target audiences (practitioners, local and global health communities) and primary communication formats (publications, blogs, videos and testimonials, etc.) with estimated quantities. Explain how you will ensure local stakeholder and beneficiary voices are central to communicating your results and describe 2-3 key platforms or channels you will use to maximize reach and field-wide learning.

Organizational impact communications (825 characters max)

Summarize how receiving this funding might enhance your organization's overall ability to drive systemic change and support broader field-wide transformations (beyond the proposed project results), and your plan for documenting this transformation. Address how this project may help you: (1) build organizational capabilities for advancing systemic change, (2) secure funding/additional resources or partnerships (e.g., by demonstrating proof-of-concept), and (3) strengthen your organizational voice and influence in the global health ecosystem (e.g., through enhanced coalition building, thought leadership). Outline your anticipated approach for sharing these organizational insights with funders, field leaders, and potential collaborators, including likely communication formats and platforms. While we understand your specific methods will

evolve as the project develops, provide enough detail to demonstrate your commitment to systematic documentation and knowledge sharing. We value quality and depth of organizational impact communications assets over quantity; for example, one thoughtful, evidence-based case study can be more impactful than a series of social media posts and webinars.

SECTION 10: BUDGET

Budget spreadsheet

Review guidance on use of Takeda Global CSR funds in Appendix D of this RFP, download the budget template directly through the Application in the Digital CSR Donation Management System, and complete the template in accordance with the following guidelines:

- Do not change the template or use a different format.
- Do not add additional tabs or narrative explanation; a budget narrative is requested in the next section of this application.
- Organize your project budget by year (e.g., Year 1, Year 2) with a **Year 1 start date of January 1, 2027**.
- Budget must be submitted in Japanese Yen (JPY) with no decimal points for all amounts. *Payments are fixed and are made in JPY only, if and once the project is awarded.*
- We do not accept any buffer in the budget to account for possible currency fluctuations and are not able to provide additional funding due to currency exchange loss during the project period. Indicate the currency exchange rate utilized to create your budget from local currency to JPY.

The Global CSR Program has no set funding range or maximum cost base for proposed projects; share the budget that is appropriate to execute project objectives efficiently and effectively. All solicitations are competitive.

When you have completed the template, upload it as part of your “Application Documents.”

Budget summary table

Create a budget snapshot by entering the dates for each project year and the associated budget category totals from your spreadsheet directly into our digital system. These tables will autogenerate a multi-year summary table.

Budget narrative

Explain how you determined costs for each line item in your detailed budget in support of the project approach you outlined earlier, including rates, calculation methods, and any other relevant financial context/budgeting rationale. **Review guidance on use of Takeda Global CSR funds in Appendix D for budget policies and restrictions.**

Personnel and benefits (1,800 characters max): Include types of personnel (e.g., leadership/HQ, project management, in-country personnel, etc.), number of people in

each category, and LOE (% salary and benefits that Takeda funding would support) for each type of personnel. In addition, describe how you estimated the base salary for core team members' roles (e.g., did you use the actual salary of current employees, or an estimate based on current employees with similar job descriptions?) and any assumptions that will influence salary or payment (e.g., expectations associated with local cost of living). Please also include the rate of utilized for the annual salary and benefits increases.

Subcontractors and sub-recipients (1,800 characters max): Explain how you arrived at the budget dedicated to each sub-contractor and sub-recipient described earlier in your application (e.g., did the sub-contractor submit a budget to you, or did you estimate budget based on your experience with similar work?). Include details of what the budget will cover for each subcontractor and sub-recipient. Each organization/entity in this category should have its own line item. All sub costs, including their personnel, travel and accommodation, materials, supplies, etc., as well as their indirect costs, should be included here.

Consultation & professional services (1,800 characters max): For each consultant supporting implementation of the project plan (or type of consultant) described earlier in your application, explain the cost assumptions used (including estimated number of days and rate) and whether payment is based on an agreed total amount or a per diem/hourly rate. Include details of what budget will cover for each consultant or type of consultant. All consultant travel and materials/supplies costs should also be included here. Note: Do not include consultants whose work focuses solely on impact communications in this section. These consultants should be budgeted under the "Impact communications" budget category.

Materials, supplies, and capital equipment (1,800 characters max): Provide information about the project's materials, supplies, and capital equipment expenditures, including equipment to be purchased and the purpose of the items as they relate to the project. This could also include behavior change communications (BCC) and/or information, education, and communication (IEC) materials necessary to the implementation of the project plan. Estimated quantities and cost per item are required.

Project staff travel & accommodation (1,800 characters max): Explain the number and purpose of trips for project staff (i.e., how travel supports project objectives), who will be traveling, and how you calculated cost for each trip. Only include relevant costs for applicant organization staff (not sub-contractors or consultants) supporting implementation of the project plan. Staff travel related exclusively to impact communications should be included in the "Impact communications" budget category.

Trainings and workshops (1,800 characters max): Provide a detailed breakdown of the proposed budget for trainings, workshops, and other relevant stakeholder meetings and

events associated with implementation and advancement of the project plan. Examples of applicable costs may include travel and accommodation for external trainers, speakers and facilitators, and participants (who are neither project staff nor sub-contractors nor consultants), as well as venue and logistical expenses. Include in this category only activities essential for achieving the project's results that do not fall under any of the existing direct project cost categories. Any costs in support of training and workshops incurred by sub-contractors or consultants should be included in "Subcontractors and sub-recipients" or "Consultation & professional services" budget categories, respectively.

Impact communications (1,800 characters max): For each line item in your impact communications budget, provide: (1) total cost, (2) calculation method (e.g., unit cost × quantity × frequency), and (3) whether the expense supports project results communications or organizational impact communications. Examples of possible line items include: content creation (written materials such as case studies/articles/blogs, video production, website creation); digital outreach (social media campaigns, webinar/podcast production), and events and dissemination (conference presentations). Also include in this budget category dedicated professional services and consultants working exclusively on impact communications, as well as dedicated staff travel for impact communications purposes exclusively (conferences, stakeholder meetings, media interviews). For dedicated consultants/professional services, specify number of consultants, scope of work, and how rates/fees were determined. For dedicated staff travel, specify destinations, duration, travelers, and purpose of trips. While we understand that specific communications activities may evolve during project implementation, provide your best estimates based on your planned approach. The total allocation for this category in your budget should be between 5-7% of total costs. Refer to Appendix D for additional budget guidance.

Other direct project costs (1,800 characters max): If you have included this line item in your budget spreadsheet, describe these specific direct costs, their purpose in support of the project, assumptions used to produce the estimate, and why they are not included in the other, existing line items and cost categories. We strongly prefer all costs to be included in the categories above. General country office costs are *not* considered as "Other direct project costs" and should be included in the Indirect Costs category. **Including costs in this line item that should be under another category, or including indirect costs under this line item, may delay consideration of your application.**

Indirect costs (1,800 characters max): Explain how you calculated indirect costs (overhead, facility/office and administration costs, and operating costs that support the organization for both headquarters and satellite/country offices).

Co-funding (1,800 characters max): Provide the percentage of the total project budget that the funding requested from Takeda would support. List the names and confirmed or anticipated donation amounts from other existing or potential project funders.

SECTION 11: REQUIRED DOCUMENTS

Upload the documents listed below (as required by Takeda's Donation Committee) for the applicant organization. We accept both Microsoft Word (.docx) and PDF (.pdf).

- **Articles of incorporation**
- **Bylaws**
- **Governance chart** (e.g., list of Board or Advisory Group members)
- **Most recent audited financial statement**
- For U.S. 501c3 organizations only:
 - **United States IRS form 990**
 - **United States IRS form W-9**

Additional uploads

- If your organization has undergone a name change or works under a DBA (doing business as), upload all official **certification & legal documentation** for verification and due diligence purposes.
- Should your project be shortlisted for the employee vote, you will be asked to submit a **Summary Slide** and sign a **Consent Letter** (see Appendix E) to ensure no conflict of interest. *No action is needed for these two items at the proposal submission stage.*

SECTION 12: ACKNOWLEDGEMENTS

Please review the Terms and Conditions in this RFP and in our Digital CSR Donation Management System carefully. Explicit acknowledgment is required before the Application can be submitted.

1. By submitting this proposal for the Application, you expressly agree to the terms and conditions stated in the General Conditions stated in this RFP and in the Digital CSR Donation Management System's Takeda Privacy Notice and Terms of Use.
 - o *We agree.*

Reporting Requirements

2. You will be asked to report progress on project approach, beneficiaries, results, and measurable indicators that are directly attributable to Takeda funding.
3. You will be required to submit mid-year and annual progress and budget reports for each project year (in July and January, respectively), and a final progress and budget report following project close. All reports must be in Takeda's reporting format. All financials must be reported in Japanese Yen (JPY) and in local currency for actual amount received and spent with the appropriate exchange rate for each year clearly specified.
4. You will also be subject to donation usage reviews by Takeda and a third-party firm as part

of the standard progress reporting requirements.

- o *We agree and are prepared to adhere to the Reporting Requirements to provide this information per Takeda's latest reporting requirements and guidance.*

Funding Requirements

5. Takeda's standard instalment payment schedule for donations is October for the first-year payment and by end of March for each subsequent remaining payment.
6. Takeda funding will not be issued immediately upon first notification of award or immediately when the donation agreement is executed (see above on payment schedule).
7. Takeda awards funds in Japanese Yen only directly to recipients' bank accounts. Currency exchange losses or gains and inflation impacts must be managed by awardees, as Takeda does not provide additional funding for these fluctuations. Any necessary revisions to program implementation, budget, beneficiaries, or objectives due to currency fluctuations must be approved by Takeda.
 - o *We agree and are prepared to adhere to the Funding Requirements provided by this information per Takeda's latest funding requirements and guidance.*

Acknowledgement

8. We certify that, to the best of our knowledge, information and belief, after having made due and careful enquiries, the information that we have provided as part of our organization's proposal application to Takeda is truthful, correct, complete, and not misleading.
 - o *We confirm and accept.*

Press "Save and Close". You will then be able to submit your application by pressing the "Submit" button on the lower righthand side of the page.

APPENDIX B: SELECTED SUSTAINABLE DEVELOPMENT GOAL (SDG) TARGETS

Source : <https://sdgs.un.org/goals>

SDG 2: ZERO HUNGER

2.1 - By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round

2.2 - By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons

SDG 3: GOOD HEALTH & WELL-BEING

3.1 - By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births

3.2 - By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births

3.3 - By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases

3.7 - By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programs

3.8 - Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all

3.9 - By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination

3.c - Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States

3.d - Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks

SDG 5: GENDER EQUALITY

5.1 - End all forms of discrimination against women and girls everywhere

5.2 - Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation

5.3 - Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation

5.5 - Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

5.6 - Ensure universal access to sexual and reproductive health and reproductive rights as

agreed in accordance with the Program of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences

5.b - Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women

SDG 6: CLEAN WATER & SANITATION

6.1 - By 2030, achieve universal & equitable access to safe and affordable drinking water for all

6.2 - By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations

6.3 - By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally

6.a - By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programs, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies

6.b - Support and strengthen the participation of local communities in improving water and sanitation management

SDG 9: INDUSTRY, INNOVATION, AND INFRASTRUCTURE

9.1 - Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all

9.a - Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing State

9.c - Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020

SDG 11: SUSTAINABLE CITIES & COMMUNITIES

11.7 - By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities

11.b - By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels

11.c - Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials

SDG 12: RESPONSIBLE CONSUMPTION & PRODUCTION

12.4 - By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment

12.5 - By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

12.7 - Promote sustainable public procurement practices, in accordance with national policies and priorities

SDG 13: CLIMATE ACTION

13.1 - Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

13.3 - Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

SDG 14: LIFE BELOW WATER

14.1 - By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution

SDG 15: LIFE ON LAND

15.9 - By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts

SDG 17: PARTNERSHIP FOR THE GOALS

17.9 - Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation

17.15 - Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development

17.16 - Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries

17.17 - Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

17.19 - By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries

APPENDIX C: GUIDANCE ON DELINEATING ANTICIPATED RESULTS

This appendix contains guidance on our expectations for the outputs and outcomes (the “results”) portions of each project approach objective narrative section of your application. We want to understand the results of your activities for each objective – not just *what* you will track, but the *specific targets you expect to achieve*. We are interested in the quality of your results, not the number of different outcomes or outputs. We recommend three to five per objective. Progress against anticipated results will be reported in regular progress reports to Takeda if your project is awarded. See how we define outputs and outcomes below.

Note: Unlike in the Appendix A (Application) BENEFICIARIES section, where duplicative counting of individuals must be avoided, in the results sections of the project approach we ask you to use unit measurements when reporting across different results so that we can understand the full impact of your work. For example, if a community leader will receive training via one activity and *also* benefit from investments in their medical facility through another activity, then count that person under both respective outputs (e.g., “# of community leaders trained” and “# of individuals receiving health services”) while noting where overlap does/may exist. Additionally, if your project will be supported by multiple donors, ensure that the results you list are directly connected only to the Takeda-funded portion of your project.

Definition of “outputs” and “outcomes”

We define “outputs” as the direct and immediate result of an activity; namely, the goods, services, events, and tangible deliverables directly produced by your activities, as well as numbers of people reached. We define “outcomes” as meaningful changes over time, resulting from an intervention’s outputs; for example, a change over time in access, service coverage, service delivery improvements (e.g., increased treatment success rate), health status improvements (e.g., reduced incidence in a target area/population group), or behaviors (e.g., increased use of bed nets).

The strongest proposals will demonstrate a comprehensive understanding of the situation and how the change to which it aspires will be achieved through project’s theory of change, linking activities and outputs to outcomes, leading ultimately to the intended impact.

Clear indicators, baselines, and targets are required for all results. Find examples of results below; these lists are non-exhaustive and should not limit or restrict the types of results you include in your application. When including outputs and outcomes in the results framework section of your project approach, briefly explain each one in the context of your project (e.g., what you mean by an increase in inclusive services) and include the baseline/starting point and anticipated endline/target for the outputs and outcomes you intend to track against. The target group of people or geography should be clearly defined. The broader significance of each result should be clear.

Here are some examples for each track:

HEALTH INFRASTRUCTURE:

The objective of this track is to strengthen health infrastructure and delivery systems to ensure they are resilient and adaptive in the face of climate change impacts. Examples of results:

Outputs

- Number of climate-resilient health care facilities refurbished or constructed to withstand climate shocks, while reducing energy consumption and carbon emissions.
- Number of early warning systems established to integrate climate monitoring data with health care response plans for rapid and efficient responses.
- Number of people served by climate-adaptive mobile clinics ensuring uninterrupted health care during climate disruptions.

Outcomes

- Percentage reduction in heat-related illness among health care professionals, energy consumption, and carbon emission at health care facilities supported through low-cost cooling solutions.
- Percentage increase in health care facilities achieving the continuity of critical health care services (e.g., emergency care, maternal delivery, dialysis, disease management) during the flood season.
- Percentage increase in climate-related health conditions that are correctly diagnosed within 24 hours of patient presentation and receive treatment within 3 days.

HEALTH WORKFORCE PREPAREDNESS:

The objective of this track is to help strengthen the pipeline of climate-smart health workers that are trained to identify, prevent, and manage climate-related health concerns. Examples of results:

Outputs

- Number of healthcare providers trained to identify, manage, and refer patients affected by climate-related health conditions.
- Number of community health workers trained and actively implementing climate-resilient health promotion activities (such as heat illness prevention and vector-borne disease surveillance) within their communities.
- Number of comprehensive learning modules on health and climate developed for incorporation into pre-service and in-service training curricula for health care professionals.

Outcomes

- Percentage increase in accurate diagnosis and timely treatment of climate-related health conditions by trained health care providers.
- Percentage increase in the adoption of preventative health measures specifically targeting climate-sensitive diseases among residents in at-risk communities, resulting from the training of community health workers.
- Percentage increase in health care facilities integrating adaptation practices into their operational processes and protocols due to health care professionals trained on health and climate interventions.

HEALTH TECHNOLOGY INNOVATION:

The objective of this track is to help develop and scale technology solutions that enable more successful diagnosis and treatment of health concerns amongst climate-vulnerable populations.

Examples of results:

Outputs

- Number of autonomous drones deployed to deliver temperature-controlled medical supplies effectively to remote areas during climate events.
- Number of people benefitting from sensor networks and analytical tools developed and implemented for enhanced surveillance of health risks due to climate change.
- Number of advanced analytics tools and automated systems developed and integrated into public health supply chains to improve emergency preparedness.

Outcomes

- Percentage reduction in delivery time for medical supplies to remote areas during climate events, leading to improved access and reduced health risks.
- Percentage reduction in time from onset to detection of climate-induced health risks (e.g., heat-related illness clusters) among target populations, measured via automated sensor-triggered alert systems.
- Percentage increase in operational efficiency of public health supply chains as measured by reduced lead times and stockouts during climate-induced emergencies, attributable to project's technology integration.

APPENDIX D: GUIDANCE ON USE OF TAKEDA GLOBAL CSR FUNDS

Awarded projects may only use Takeda Global CSR funds (the “funds”) provided in connection with the approved project and budget for the proposed project (based on the signed donation agreement). The funds may not be used to cover any expenses incurred prior to and during the RFP/application process. Takeda reserves the right to withdraw, terminate, or withhold funding where it was determined, at Takeda’s discretion, inappropriate use of the funds occurred per the terms and conditions in the signed donation agreement.

Anti-Corruption Obligations: Takeda’s policy prohibits the funds from being earmarked to support direct or grassroots lobbying communications/activities. Applicants will (i) not offer to make, promise, authorize, or accept any payment or giving anything of value, including, but not limited to, bribes, either directly or indirectly to any public official, regulatory authority or anyone else for the purpose of influencing, inducing or rewarding any act, omission or decision in order to secure an improper advantage or obtain or retain business (ii) comply with all applicable anti-corruption and anti-bribery laws and regulations; and not make any payment to provide any gift to a third party and (iii) not use the funds to directly or indirectly support activities, make political contributions or to otherwise support attempts to influence legislation.

Takeda’s Global Anti-Corruption Policy prohibits Takeda from conducting, through third-party intermediaries, activities that Takeda is prohibited from conducting itself. Takeda must assess every third-party intermediary to identify and address issues that pose any potential risks for Takeda. We conduct regular audits to assess instances of bribery and corruption and have implemented an ongoing monitoring program that samples and evaluates high-risk transactions against governing policy and procedure control documents. Takeda executes root cause analysis against monitoring nonadherence and develops remediation plans to drive continuous improvement. For reference, review Takeda’s Position on Anti-Corruption in our [Global Anti-Corruption Policy](#).

Consultants: Includes any third party hired by the applicant/awarded organization to provide specific professional advice or services for a fee in support of the organization for program implementation. Consultants are normally subject matter experts/specialists in their field, and they may be individuals or may also include firms, entities, or organizations that provide paid professional advice or services. The scope and service period of consultants tends to be specific and limited. Applicants/awarded organizations are liable for all acts, performance, and management of the consultants hired by the Applicants/awarded organizations. Any failure by the consultants to comply with, execute, and complete their responsibilities connected with the project will constitute a breach of the terms as if committed directly by the applicant/awarded organization per the terms of the donation agreement. Government entities, officials, employees, regulatory authorities, and individuals/entities affiliated with the

government in any capacity may not be hired by the applicant/awarded organization and its sub-contractors as consultants using Takeda funds.

Direct Costs: Refers to directly attributable and reasonably allocable expenses required to execute the project that are assigned exclusively or on a percentage basis and would not occur if the project did not exist. These direct costs may include, but are not limited to, personnel and benefits, sub-contractors/sub-recipients, consultation and professional services, materials, supplies and capital equipment, travel & accommodation, and project-related communication activities. They may also include, but are not limited to, equipment, tools, and supplies to be procured and distributed as part of the project. For example, oxygen, heartrate monitors, weighing scales, cell phones, midwifery kits, etc. Facility-related expenses can be included as direct costs when additional building or equipment expenses are required as part of the project approach (for example, construction or rehabilitation of a health clinic). Facility rental and other very specific hard costs can be included as direct costs when clearly justified, such as allocable facilities in implementation countries (not headquarters), utilities, as well as other directly attributable and reasonably allocable expenses required to execute the project that are assigned exclusively or on a percentage basis, such as field clinics, laboratories, project office costs.

Equipment: Use of any equipment (whether capital equipment or not) purchased with funds connected to the project is limited to charitable purposes for the depreciable life of the equipment. For the avoidance of doubt, this includes, but is not limited to, computers, printers, fax machines, telephones, vehicles, and all other equipment that is to be purchased for use in the project. Expenditure incurred in relation to operating, insuring, and maintaining critical pieces of equipment can be considered a direct cost of the project. For the purposes of this section, capital equipment means equipment purchased for the project with a unit cost greater than JPY 650,000 per item and a useful life greater than one year, regardless of manner which you capitalize the expense under your own accounting policy. This includes, but is not limited to, vehicles, laboratory equipment, medical equipment, or certain software packages.

Equipment and capital equipment which is not solely used for the project (e.g., computers, tablets, printers, software licenses and subscriptions, vehicles shared between Takeda's supported project and other projects) is not able to be included in the budget unless it is clearly justified in relation to the proposed activity and the portion or percentage to be supported from Takeda is described and explained.

Government Officials: Takeda funds shall not be used to make, promise, authorize, or accept any payment or give anything of value and payment, including, but not limited to, bribes, salaries, per diem, consultant fees, wages, stipends, service fees, any type of time and labor compensation payments, honorarium, allowance, retainer fees, profit and payroll, gifts, etc., either directly or indirectly to any public or government official, regulatory authority, or anyone else for the purpose of influencing, inducing, or rewarding any act, work, consultation,

omission or decision in order to secure an improper advantage or obtain or retain business or carry out work and activities for Applicant or on behalf of the Applicant in relation to the project.

Impact communications: Includes all costs related to both project results and organizational impact communication activities, such as documenting and sharing impact and learnings with external stakeholders. This could include, but is not limited to, case studies, articles, and other publications, participation in global conferences, video and other creative assets production, media outreach, pod/webcasts and webinar production, etc. Note that the budget for consultants and professional services, as well as project staff member travel costs, *exclusively* for the purpose of impact communications, should also be included in this Impact Communications budget category. However, do not include costs for communications activities and materials related to the implementation of the project plan (such as IEC and BCC materials) in this “Impact communications” budget category. The cumulative funding requested for Project impact communications and Organizational impact communications must not exceed 7% and should represent no less than 5% of the total project budget. We expect awarded organizations to collaborate with us on repurposing some communications assets to share the impact and value of the project with Takeda employees.

Indirect Costs: “Indirect costs” means overhead, facility/office and administration costs for headquarters and relevant country offices, and shared organization operating costs that support all Applicant operations, including the Takeda funded project. This includes costs that are not directly attributable to a single project; facility/office-related costs such as overhead, insurance, rent, utilities, office supplies, furniture, general administrative support, organization-wide IT infrastructure and systems, and other shared services that are not directly allocable to the project. Takeda Global CSR permits an indirect cost rate of 0% for private foundations; up to 10% for U.S. universities/community colleges; and up to 15% for NGOs, multilateral organizations, and universities outside the U.S. These are the maximum rates allowed under Takeda’s policy for applicant organization. Applicant organizations with actual indirect cost rate lower than the maximum rate provided above should not increase the funding request to the maximum allowed or include the sub-contractors’ indirect costs in the indirect cost budget category; the intent is to sufficiently fund actual costs only. Sub-contractors and sub-recipients’ indirect costs must be included in the “Sub-contractors and sub-recipients” budget category based on the Applicant’s indirect costs allowance policy for its implementation collaborators. Takeda recognizes that some costs traditionally categorized as indirect may be more appropriately treated as direct when they are clearly and exclusively tied to the implementation of the Takeda-funded project. For example, project-specific in-country facility rental, IT infrastructure, administrative support, or data systems may be included as direct costs when justified. This broader interpretation is intended to ensure that applicants can fully and transparently account for the true cost of delivering impact.

Local and International Compliance: Applicants and awarded organizations agree to comply with all applicable laws, regulations, and rules of each jurisdiction where the organization is operating and where the project is undertaken and implemented. This includes ensuring that activities are undertaken in accordance with the principles set out in the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct and the Pillar II & III UN Guiding Principles on Business and Human Rights.

Monitoring & Evaluation (M&E): Includes costs related to M&E for assessing the project's outputs and outcomes. These costs typically fall under existing direct cost categories in the budget. Costs for M&E surveys conducted by subcontractors or consultants should be allocated under Subcontractors and sub-recipients or Consultation & professional services budget category, respectively. Materials, software, and supply costs dedicated to M&E data collection would be allocated under the Materials, supplies & capital equipment budget category. Staff members dedicated to M&E would be included in the Personnel and benefits budget category.

Sub-Contractors and Sub-Recipients: "Sub-contractors" and "sub-recipients" includes any third-party organizations engaged by the applicant to assist with the implementation and execution of the proposed project. Applicants shall be liable for all acts, performance, and management of the sub-contractors and sub-recipients. Any failure by the sub-contractors and sub-recipients to comply with, execute, and complete their responsibilities connected with the project will constitute a breach of the terms of the donation agreement as if committed directly by the Applicant. Government ministries or departments are allowed as sub-contractors and sub-recipients; however, no part of Takeda funds shall be used by the government ministries or departments on salaries, per diem, consultant fees, wages, stipends, service fees, any type of time and labor compensation payments, honorarium, allowance, retainer fees, profit and payroll, gifts, etc., to government officials, employees, or regulatory authorities. Roles and responsibilities of each sub-contractor and sub-recipient vs. the applicant should be well-defined, based on the proposed project approach (e.g., objectives, activities, impact, and beneficiaries). Budget request for Sub-Contractors and Sub-Recipients should directly tie to the unique roles and responsibilities of each sub-contractor and sub-recipient based on their contribution and actual costs needed for project implementation.

Training and workshops: Line items in this budget category support events, engagement/education sessions, and trainings essential to the implementation of the project plan; for example, in-person and virtual workshops to train health workers or supply chain managers, events for local community members to raise health literacy and knowledge, behavior change communication training for health workers, health education sessions for local community members, and large-scale service provision events, etc. Examples of applicable costs may include travel and accommodation for external trainers and workshop speakers and participants (who are neither project staff nor sub-contractors or consultants), as well as venue and logistical expenses. Include in this category only activities essential for achieving the

project's results that do not fall under any of the other existing direct project cost categories. For example, any costs in support of training and workshops incurred by sub-contractors or consultants should be categorized under the "Subcontractors and sub-recipients" or "Consultation & professional services" budget categories. Activities aimed at sharing project results, such as meetings designed to communicate about the impact of the project (versus to discuss implementation of activities aimed at creating results), should be included in the "Impact communications" budget category. Government employees and officials may be included in trainings and workshops as participants and speakers; Takeda funds may cover travel, accommodation, and meals for government employees and officials for their participation in project activities. Refer to the "Government Officials" section above for background on engagement of government employees and officials.

Project staff travel & accommodation: Project staff travel & accommodation budget refers to any and all Applicant staff travel for the purpose of implementing the project plan, including but not limited to, site visits, implementing and attending training sessions, project workshops, stakeholder consultations. Travel for non-staff members for the purpose of implementing the project plan (e.g., attendees for workshops, consultants travel for project activities) should be included under relevant budget categories such as Consultation & professional services, Trainings and Workshops, etc. as appropriate. Use of funds for travel will be governed by Takeda's travel policy, which supports the lowest available non-stop routed coach class fare unless one of the following exceptions apply:

- Business class is permitted for international flights where one-way in-flight time is longer than six hours;
- If Business class is not available on a segment the Traveler must move to Premium Economy or Economy class. First class is not permitted; and
- Economy class for flights with a duration of less than six hours of in-flight

APPENDIX E: CONSENT LETTER

Should your Application be shortlisted for the employee vote, shortlisted Applicant organizations will be asked to sign a Consent Letter to ensure no conflict of interest. No action is needed at the Application submission stage.

Organization Undertaking and Consent

1. Takeda is committed, during both the selection and the implementation phases of any Takeda CSR Program, to avoid and prevent an actual, potential or perceived situation (“Conflict of Interest”) arising in which funding under the relevant Global CSR Program could be used to help, either directly or indirectly, procure or sell Takeda’s or any of its affiliates’ products into the market, to increase market access/ share for such products in any country.
2. [APPLICANT ORGANIZATION NAME] (the “Organization”) recognizes and declares that Takeda will invest time and other resources in discussing the possibility of awarding Takeda Global CSR funding to the Organization, and that this constitutes good, valuable and sufficient consideration for the obligations the Organization undertakes under this Undertaking and Consent.
3. The Organization hereby acknowledges and undertakes to support Takeda’s commitment as described in Clause 1 above during the remainder of the selection process and, if Takeda Global CSR funding is to be awarded to the Organization, until the provisions of the relevant monetary donation agreement (the “Agreement”) have become binding and effective as between the parties (the “Agreement Effective Date”).
4. In particular, the Organization undertakes and guarantees that it has no intention to, and it will not, during the selection process and, if Takeda Global CSR funding is to be awarded to the Organization, before the Agreement Effective Date:
 - 4.1. seek or allow:
 - 4.1.1. any commercial interaction with Takeda or any of its affiliates; or
 - 4.1.2. the direct or indirect involvement of any current or former employee, director, contractor or any other agent of Takeda, or of any of Takeda’s affiliates (collectively and individually, “Takeda Personnel”), in any decision or activity of the Organization if such involvement could give rise to an actual, potential or perceived agreement, between the Organization and Takeda or any Takeda Personnel, to further the commercial business interest of Takeda or any of its affiliates; and
 - 4.2. without limiting the generality of Clause 4.1, request, encourage or allow any Takeda Personnel:

- 4.2.1.** to be nominated, or given any power to act, as a member of the Organization's board, or of any of its strategy, advisory, executive and/or technical committee(s) and/or working group(s);
 - 4.2.2.** to communicate on the Organization's behalf; or
 - 4.2.3.** to participate, other than through advice duly given by and on behalf of the Takeda Global CSR Team, in the preparation, submission or implementation of any Takeda Global CSR Program proposal by the Organization.
- 5.** If any actual, potential or perceived Conflict of Interest is identified by the Takeda Global CSR Team or the Organization at any time before the Agreement Effective Date:
 - 5.1.** the relevant party will notify the other in writing of the specific circumstances giving rise to such actual, potential or perceived Conflict of Interest without delay and, in any event, within 5 (five) business days of becoming aware of it;
 - 5.2.** if the Takeda Global CSR Team, at its entire discretion, is of the opinion that this Conflict of Interest cannot be satisfactorily mitigated, then the Organization acknowledges and agrees that the Takeda Global CSR Team is entitled immediately to terminate any Takeda Global CSR funding discussions with the Organization.