



Request for Proposals (RFP)

Takeda Global CSR Program FY2024

Version: 1.0

Date: 11 October 2023

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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 GLOBAL CORPORATE SOCIAL RESPONSIBILITY (CSR) PROGRAM

Takeda's Global Corporate Social Responsibility (CSR) envisions a world where all people have access to quality healthcare and can enjoy healthy lives – where no one is left behind.

Our heritage of over 240 years has taught us that creating sustainable positive impact not only takes time but also requires us to constantly adapt and look to the future. With this in mind, we adopt a long-term perspective and contribute to strengthening resilient, sustainable and responsive health systems that can deliver better health outcomes both routinely and in times of crisis. Furthermore, our Global CSR Program prioritizes innovative and scalable solutions that empower marginalized groups in low- and middle-income countries. We also emphasize national/local ownership in supporting health systems strengthening and improving access to quality health care, including community-based services. The Global CSR Program's annual public request for proposals (RFP) expands the reach of our impact and offers opportunities for non-profit organizations across the world to engage in 4- to 10-year partnerships.

Takeda's workforce is a vital part of the annual decision-making process. Purpose-led employees with diverse backgrounds from different geographies participate in the shortlisting of proposals according to the criteria outlined on our website. All employees, more than 50,000 around the world, are empowered through a company-wide employee vote to decide the Global CSR Program partnerships among finalists. Furthermore, our employee participation program provides opportunities for employees to experience the impact of our partnerships and deepen an understanding of global health challenges.

See further details on the Global CSR Program, including current partnerships:

- 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 Proposal (the “**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 made in writing by Takeda), nor shall it or they be taken as constituting a representation that a contract or donation agreement shall be offered or awarded. The Applicant is hereby advised that Takeda makes no commitment whatsoever that any potential partner will be selected as a result of the Application. Takeda makes no commitments, implied or otherwise, that this process will result in a donation transaction with one or more parties and modify the intended scope at any time.

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.

The Application and RFP document have 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. It should, however, be stressed that the information provided is intended only as a preliminary background explanation of Takeda activities and is not intended to form any contractual relationship with Takeda. None of Takeda, its financial or legal advisors, nor any of their representatives, officers, agents, employees, consultants, or subcontractors make any representation or warranty, or accepts any responsibility for the information contained in the Application and RFP or its fairness, accuracy, or completeness. Takeda shall not be liable for any loss or damage arising as a result of reliance on such information or any subsequent communications.

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

4.2 CONFIDENTIALITY

The information contained in the Application and RFP document and other written or verbal communication with respect to the Application and RFP document are for proposal purposes only and should be held in strict confidence by Applicant and not disclosed to any third party and is not to be used for any other purpose without prior written approval of Takeda. Confidential information received by Takeda from Applicant in response to this RFP will be held in strict confidence by Takeda and not disclosed by Takeda to any third party, other than Takeda's affiliates and Takeda's and/or its affiliates' agents, consultants, and advisors, without the Applicant's express written consent.

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 RFP and Application process are solely the responsibility of the Applicant.

5. FY2024 GLOBAL CSR PROGRAM THEME: ENABLING RESILIENT HEALTH SYSTEMS

Health, equity and the environment are inextricably linked. Issues linked to disruption, such as climate change, political conflict or migration disproportionately impact those in low-resource settings. Additionally, systemic and institutional inequities and biases are often embedded in traditional approaches to healthcare education, training and planning. In FY2024, we invite proposals for 4- to 10-year projects that center sustainability and equity in initiatives to support resilient health systems. Proposals should focus on one of the two specific proposal tracks below. Each of these provides a unique lens through which projects should be framed. Additionally, proposals should lean into relevant country and community circumstances. Some examples are provided, but they are not exhaustive.

Proposal Tracks

Resilient Infrastructure: This track focuses on ways to strengthen physical and operational infrastructure to anticipate and prepare for disruptions stemming from climate change, geopolitical issues and other elements of change to ultimately improve healthcare delivery. Examples include but are not limited to:

- Innovations in delivery models for hard-to-service populations that can adapt to changing circumstances
- Advancements in health equity, such as improving quality data collection, monitoring and evaluation tools with the goal of gaining insights that help us recognize and

address the needs of marginalized individuals, communities and intergenerational households

- Initiatives at the intersection of health and environment such as improving the climate resiliency of health infrastructure, investing in sustainable medical supplies and waste management and mitigating health-related effects of climate change
- Enhancing disaster preparedness and response, including fortifying health facilities by establishing emergency power sources and providing training to healthcare providers for efficient disaster response

Resilient Communities: In an interdependent world, human connection and support is incredibly important. Proposals in this track focus on strengthening local knowledge and support and building capacity to continue to combat systemic disparities and biases. Examples include but are not limited to:

- Workforce development programs for healthcare workers, focused on educational access for underserved communities
- Community programs that promote health literacy and provide culturally competent information, such as training in health equity advocacy for community leaders or education on social determinants of health and their impact on well-being
- Implementing collaborative care models bringing together healthcare professionals, caregivers and patients in care planning and decision-making
- Empowering marginalized communities to actively participate in disaster mitigation planning, such as through inclusive workshops and community-driven action plans

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), but we do encourage projects that seek to support low-resource settings in creative ways and that increase equitable access to health care for people who often experience marginalization. We prioritize projects across all tracks that help advance diversity, equity, and inclusion, for example, in how implementation partners 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

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

Date/time	Activity/milestone
11 October 2023	RFP posted on Takeda website; Digital CSR Donation Management System open for new applications; Questions may be submitted to Takeda (see section 6.2)

17 October 2023 09:30pm Japan Standard Time (JST)	RFP Webinar; Registration available in Digital CSR Donation Management System
18 October 2023 11:59pm JST	Deadline for submission of clarification questions from potential applicants to Takeda Global CSR Program
1 November 2023	Date by which Takeda will respond to clarification questions received until the deadline above
17 November 2023 11:59pm JST	Deadline to submit applications online through the Digital CSR Donation Management System (**RFP closes 11:59pm JST**)
End of November – December 2023	Proposal eligibility verification and review by Global CSR Application Review Committee
January – End of March 2024	Possible proposal clarifications between Takeda Global CSR Program team and applicant organizations (if applicable – initiated by Takeda)
March-April 2024	Takeda notifies applicants whose proposals are shortlisted (finalists) for employee vote
April 2024	Takeda notifies applicants of unsuccessful proposals
April – May 2024	Takeda may request additional information from finalists
May – June 2024	Takeda employee voting takes place; votes are counted
July 2024	Awardees notified Unsuccessful shortlisted applicants notified
July – September 2024	Donation agreements between Takeda and awardees finalized and signed
September 2024	Public announcement of 2024 awardees
December 2024	Year 1 disbursement to 2024 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 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 18 October 2023, 11:59pm 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 in our Digital 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 CSR Donation Management System, and then complete a short eligibility quiz with yes/no answers. Please 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), and 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 our 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. Proposals must be submitted no later than 17 November 2023, 11:59pm 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 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 – end of March 2024.

6.6 UNSUCCESSFUL PROPOSALS

In the event that the proposal is not shortlisted, Takeda shall target to notify the applicant organization in writing in April 2024. Takeda shall target to notify shortlisted organizations whose projects are not awarded in July 2024.

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 Donation Management System to clarify any questions you may have. Unless expressly agreed otherwise with Takeda, submit questions only through global_csr_program@takeda.com.

8. DESCRIPTION OF APPENDICES

The form, 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: Global CSR Program Proposal Application Template & Guidance	Provides guidance on proposal requirements
Appendix B: Selected Sustainable Development Goal (SDG) Targets	Outlines the specific SDG Targets among which applicants may select to indicate project alignment
Appendix C: Guidance on Delineating Anticipated Results	Provides guidance for describing anticipated outputs and outcomes within Project Approach section of proposal
Appendix D: Notes on use of Global CSR Program funds	Provides guidance on cost and budgeting considerations for the proposal application
Appendix E: Consent letter	Provides an 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 to complete in our online 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 application form.***

All responses must be submitted in English. Please note character limits for narrative responses; you will not be able to exceed those limits when you enter your answers online.

SECTION 1: GENERAL INFORMATION

- **Project Title** (Use a descriptive title that conveys the goal and innovation of your project)
- **Duration in Years**
- **Total Amount Requested** (Total amount requested in Japanese Yen (JPY))
- **Organization Name**
- **Organization Legal Name** (Legal organization name only; do not use DBA name)
- **Organization Legal Address**
- **Organization Website**
- **Primary Contact** (This individual will receive alerts from our system and communication from Takeda throughout the RFP process. If you don't see the name of your primary contact in the dropdown menu, choose "Add New" and follow the prompts.)
- **Primary Signatory** (This individual will be the signatory for the Consent Letter in Appendix E for shortlisted projects and the Donation Agreement of awarded projects. If you don't see the name of your primary signatory in the dropdown menu, choose "Add New" and follow the prompts.)

SECTION 2: PROPOSAL SUMMARY

Proposal Track (select one)

Review the track descriptions in Section 5 of the RFP document and select the track that best fits your project. Your project may span both tracks; please choose the track that *most closely* aligns with your activities and goals.

- Resilient Communities
- Resilient Infrastructure

Focus Areas (select only those that clearly apply)

Select all health topics from the list below with which your project aligns.

- Climate change
- Emergency preparedness, response, and resilience, including pandemics, conflict, disaster, etc.
- 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,” please describe)

Project Summary (1,000 characters max – ~175 words)

Please provide a high-level summary of your proposal, including:

- The challenge you propose to address and how you propose to address it through this project.
- The goal you hope to achieve. This should be a brief statement that describes tangible outcomes directly connected to the work.
- A clear connection between proposed work and the proposal track you selected above.

Challenge/Issue Addressed (1,300 characters max – ~200 words)

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 existing evidence to support your statement.

Impact on Health Systems (500 characters max – ~75 words)

Explain the specific ways one or more health systems will be stronger as a direct result of your project.

Differentiating Factor (500 characters max – ~75 words)

What differentiates your approach from existing work in your field of focus? What elements are especially innovative or creative? If your approach (or similar) has been implemented by you or others in different settings, briefly 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. Please 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,” please 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, students who attend the school you built, 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 mid-year and annual reports to Takeda.

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

Beneficiary explanation (750 characters max – ~115 words)

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

Beneficiary journey (750 characters max – ~115 words)

Provide a very 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 in the past) 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 is located.

Rationale for countries of focus (750 characters max – ~115 words)

Briefly explain why you are focusing on the country or countries selected above. Your answer might address health burden, population-specific needs or strengths, weaknesses or strengths in country infrastructure, or other contextual factors that led to your selection.

Presence in countries of focus (750 characters max – ~115 words)

Briefly explain your organization's current established presence in countries of focus. For each country, list your existing registered organizational status, briefly note projects you are already implementing there, and summarize MOUs or partnerships with local or national governments.

Country-specific context for implementation (750 characters max – ~115 words)

If the project will be active in more than one country, tell us how the context for implementation differs across countries or regions. For example: Does one country have a longer history of collaboration with nongovernmental organizations? Are there cultural or other differences that will require you to design country-specific approaches?

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 served.")

SECTION 6: BRINGING IMPACT TO SCALE

Do you anticipate adoption of your project's unique approach or tool into relevant national plans, policies, or strategies during the project period or within the 3 years immediately following? If so, explain how. (500 characters max — ~75 words)

Has your project already engaged with local, national, and/or regional leaders to work towards replicating and scaling your unique approach or tool? If so, explain how (e.g., through integration into a national action plan and budget). (500 characters max — ~75 words)

Do you have, or will you develop as part of this project, a plan to replicate and scale the project approach to countries or regions beyond the scope of this project? If so, explain how. (500 characters max — ~75 words)

SECTION 7: 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 be able to clearly see how your objectives, taken together, will allow you to achieve the goal you described at the beginning of this proposal. **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 absolute guarantees. 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 (250 characters maximum - ~40 words)

In one sentence, share one of the key milestones that is necessary to accomplish the goal you described at the beginning of this proposal. This objective should be time-bound, specific, and actionable.

Activities (2,000 characters max – ~300 words)

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

- Numbering by objective and activity (i.e. activity 1.1, activity 1.2 etc.)
- A very short descriptive title
- 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 (e.g., Activity 1.1 will be implemented in year 1 and scaled up under activity 1.2)

For example, if the project will provide training to health workers, tell us the subject and purpose of the training, the training methodology, and 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, nongovernmental organization, and civil society partners, provide both the names of the recipients and the type of assistance offered.

Anticipated Results (1,000 characters max – ~150 words)

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

Approach to Measurement and Learning (825 characters max – ~125 words)

Describe how you will monitor and evaluate progress toward your anticipated results, both over the course and at the end of the project. For example: What existing baseline and endline data sources already exist that you will draw upon? Will you conduct baseline and endline studies (as well as mid-line if appropriate)? Will tracking and assessment of outputs and outcomes be done by your core project team or by a subcontractor or consultant?

Demonstrated Demand from Local Stakeholders (825 characters max – ~125 words)

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. For example, are MOUs in place, have national/local government and community members proactively sought your expertise and engagement to the specific challenge, and/or have 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.

Implementation Landscape (650 characters max – ~100 words)

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 8: RISK ASSESSMENT AND MITIGATION

Project-specific risk assessment and mitigation plan (825 characters max – ~125 words)

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, etc.).

Broader project resilience (825 characters max – ~125 words)

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

SECTION 9: 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 – ~250 words)

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 partners, including host country governments and local community members, **as relevant to the proposed project**. If your role is primarily to lead and convene implementing partners, clearly describe your approach to consortium management and your ability to hold partners accountable.

Past Performance of Lead Organization (2,000 characters max – ~250 words)

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

For each example:

- Briefly describe project name, 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 of, expansion of, or 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 – ~75 words per reference)

Provide the name, title, and email address of individuals from at least one and up to three funder organizations (listed above) who oversaw your project. 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 – ~125 words)

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.

Roles and Responsibilities of Subcontractors/Sub-Recipients (1,650 characters max – ~250 words). 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 all partners 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.
- If they will receive ≥30% of the total budget.

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

SECTION 10: DIVERSITY, EQUITY, AND INCLUSION (DE&I)

How are your project activities designed to reduce gender-, power-, and other imbalances in system design, service delivery, and access to health care? (825 characters max – ~125 words)

If your organization is located outside the country where implementation will take place, **how does your project design account for historical and systemic inequities embedded in traditional models of global health and international development work?** (825 characters max – ~125 words)

What is 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? (250 characters max – ~35 words)

What percentage of the core project team identifies as BIPOC, female or nonbinary, disabled, or neurodivergent? How are these demographic characteristics distributed between leadership and supporting roles? (825 characters max – ~125 words)

How does your project increase the capacity and capabilities of local partners and implementers (e.g., by making local partners co-leaders of the project, leveraging their expertise in program design, or seeking their guidance on appropriate progress measurement)? (825 characters max – ~125 words)

How will your project measure progress in relation to your approach to advance DE&I (e.g., addressing inequalities in health service delivery)? (825 characters max – ~125 words)

SECTION 11: SUSTAINABILITY

Describe which project outcomes will continue past the funding period and your plan for ensuring their sustainability. For example, will key aspects of the project be reflected into national/local development and/or health plans? (650 characters max – ~100 words)

Describe which project activities, if any, will continue after Takeda funding ends and your plans to ensure their sustainability. (825 characters max – ~125 words)

Your response should include:

- The anticipated timeline for and approach to transitioning project leadership, knowledge, and activities to local government, community, or other leaders. If you do not plan to transition ownership, explain why.
- Who/which institution will finance long-term recurrent costs, such as maintenance costs, health consumables, salaries (as appropriate).
- Your plan for securing additional funds to continue project activities. If you do not intend project activities to continue beyond Takeda funding, explain why additional funds are not needed.

Describe how your project will contribute to environmental sustainability (e.g., by increasing energy efficiency, promoting climate resilience, reducing waste, leveraging sustainable local resources). (650 characters max – ~100 words)

SECTION 12: COMMUNICATIONS PLAN (1,300 characters max – ~200 words)

We want to understand how you will leverage communication tools to (1) achieve project objectives (e.g., by disseminating information about the project within communities of focus) and (2) communicate about the project and its impact to external stakeholders. Please share an overview of your communications plan, focusing on these two aspects (rather than on how you will work with donors or on your partnership with Takeda). A minimum of 5% and maximum of 10% of your budget should be used for communication activities. Your response to this question should include:

- Type and frequency of communications activities and targeted beneficiaries.
- Advocacy, behavior change communications, education and training, and awareness-building within the communities you plan to serve.
- How you will highlight the impact and outcomes of the project's work and impact to local, regional, and international audiences, as appropriate.
- How you will respectfully highlight the voices of local stakeholders, beneficiaries, and draw on thought leaders and media in the countries where your project will be implemented.

We will expect partners to collaborate with us on repurposing some communications assets to share the impact and value of the partnership with Takeda employees.

SECTION 13: TAKEDA EMPLOYEE LEARNING TRIP

Learning Trip Plan (1,500 characters max – ~225 words)

Provide a general plan for your Takeda employee learning trip, including the project year in

which you envision it would take place and the general agenda. Include an explanation of how you might achieve the goals of a learning trip if the in-person trip is replaced with a virtual option and indicate how the budget would be revised and how unspent funds would be reallocated in this case. **Review Takeda’s expectations and budget details for this trip in Appendix D.**

SECTION 14: BUDGET

Budget Spreadsheet

Review notes on use of Takeda Global CSR funds in Appendix D of this RFP, download the budget template directly through the Application in the Digital 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), using the line items in the chart below, with a **Year 1 start date of January 1, 2025.**
- Total budget number must be submitted in Japanese Yen (JPY). *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; please 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.”

Personnel & benefits	<ul style="list-style-type: none"> • Leadership & management (HQ) • Project coordination (HQ) • In-country personnel and support (per project country) • Other personnel/support such as comms personnel (please include description)
Subcontractors & sub-recipients	Line item for each organization/entity in this category
Consultation & professional services	Line item for each organization/entity in this category. Include type of services that will be provided.
Materials, supplies &	Line item for each item or category of items. Include type of materials, supplies, and capital equipment and provide quantities and cost per

capital equipment	item.
Project staff travel & accommodation	<i>Only include costs for applicant organization staff (related to project implementation, participating in conferences or events as part of project communications plan)</i> Line item for each category of items: airfare, lodging, per diem, transfers, car rental and other transportation
Communications plan	Communications supporting achievement of project objectives. Line item for each category of items: project workshops & trainings (including attendee costs), IEC/BCC communication materials, M&E surveys (if conducted by applicant organization, otherwise include in sub-contractor or consultation and professional services category if done by third-party), advocacy Project impact communications to external stakeholders Line item for each category of items: conferences & events, video/media production, publications, social media/media outreach/other promotion
Indirect costs	Includes both HQ and satellite offices' indirect costs
Learning trip	Please include description of items and cost per item
Other direct project costs*	Please include description of items and cost per item <i>*Only add a line item in cases where costs do not fit into any of the categories we have provided above. Ensure that these costs clearly follow all Appendix D guidance.</i>

Budget Summary Table

Enter 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 – ~275 words): 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). Be sure to include % salary and benefits that funding from Takeda will support for each personnel type or individual.

Subcontractors and sub-recipients (1,800 characters max – ~275 words): Describe 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?). Please include details of what the budget will cover for each subcontractor and sub-recipient.

Consultation & professional services (1,800 characters max – ~275 words): List the names (if known) or describe the types of consultants you anticipate engaging to support the project. Describe the cost assumptions used (including estimated number of days and daily rate) and whether payment is based on an agreed total amount or a per diem/hourly rate. Include details of what the budget will cover for each consultant or type of consultant.

Materials, supplies, and capital equipment (1,800 characters max – ~275 words): 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. Provide quantities and cost per item.

Project staff travel & accommodation (1,800 characters max – ~275 words): 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.

Communications plan (1,800 characters max – ~275 words): Explain how you calculated costs for each line item under Communications in your budget spreadsheet. Include total line-item amount and/or frequency. See Use of Funds appendix for detailed guidance.

Learning trip (1,800 characters max – ~275 words): Explain how you determined costs. Include quantities and cost per item, as relevant. Project staff and sub-recipient organizations' personnel time should *not* be included here. See Use of Funds Appendix for budget limitations and assumptions.

Other direct project costs (1,800 characters max – ~275 words): If you have added this line item in your budget spreadsheet and table, please 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 existing line items. We strongly prefer all costs to be included in the categories above. **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 – ~275 words): Explain how you calculated indirect costs. "Indirect costs" means overhead, facility/office and administration costs, and operating costs that support the organization for both headquarter and country offices.

Co-funding (1,800 characters max – ~275 words): Please 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 15: REQUIRED DOCUMENTS

Required Documents

Upload the documents listed below (as required by Takeda’s Donation Committee) for the applicant organization. Both text (e.g., Microsoft Word) and PDF files are accepted.

- **Articles of incorporation**
- **Bylaws**
- **Governance chart** (e.g., list of Board or Advisory Group members)
- **Most recent audited financial statement and United States IRS form 990 (if applicable)**

Additional Uploads

- If your organization has undergone a name change or works under a DBA (doing business as), please 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** for our Employee Vote and sign a **Consent Letter** (see Appendix E) to ensure no conflict of interest. *No action is needed at the proposal submission stage.*

SECTION 16: ACKNOWLEDGEMENTS

Please review the Terms and Conditions of Application carefully before submitting your acknowledgements. This is a required section, so an acknowledgement is required for each Term and Condition before the Application can be submitted.

Takeda Global CSR: Terms and Conditions of Application

GENERAL CONDITIONS

Applicants (the “**Applicant**”) for this Request for Proposal (the “**Application**”) are hereby advised that nothing herein nor any communication made between Takeda or its representatives and Applicant, or any part thereof, shall be taken as constituting a contract, agreement or representation between Takeda and Applicant and/or any other party (save for a formal donation agreement made in writing by Takeda), nor shall it or they be taken as constituting a representation that a contract or donation agreement shall be offered or awarded. The Applicant is hereby advised that Takeda makes no commitment whatsoever that any potential partner will be selected as a result of the Application. Takeda makes no commitments, implied or otherwise, that this process will result in a donation transaction with one or more parties and may modify the intended scope at any time. Takeda reserves the right to verify any information contained in the Application and Applicant’s response, and to

request additional information after the Application has been submitted. Takeda reserves the right to verify the information and obtain funder reference per the details and contact provided in the Past Performance section. The Application has been completed in good faith. Takeda makes no representations or warranties or accepts any responsibility for the information contained in the Application or its fairness, accuracy, or completeness. Takeda shall not be liable for any loss or damage arising as a result of reliance on such information or any subsequent communications provided by Takeda. Applicant is advised that final approval of the Application will be subject to (i) internal approval by the relevant Takeda stakeholders and (ii) a fully executed donation agreement between Takeda and the Applicant.

CONFIDENTIALITY

The information contained in the Application and all written or verbal communication between Takeda and the Applicant with respect to the Application, donation agreement, etc. is for proposal purposes only and is not to be used for any other purpose or disclosed to any third party by the Applicant without prior written approval of Takeda. Confidential information received by Takeda from the Applicant in response to this Application will be held in strict confidence by Takeda and not disclosed by Takeda to any third party, other than Takeda's affiliates, Takeda's and/or its affiliates agents, consultants and its advisors, without the Applicant's express written consent.

RIGHT OF REJECTION

Takeda reserves the right, in its sole and absolute discretion, to discontinue the selection process, withdraw or reject the Application at any time. Takeda may enter into discussions and/or negotiations with one or more qualified organizations at the same time, in its and absolute discretion.

INCURRED COST

Any cost incurred in the preparation, delivery and associated discussions, presentations or negotiations throughout the application, RFP, and donation agreement process and procedures are solely the responsibility of the Applicant.

ACCEPTANCE TERMS AND CONDITIONS

By submitting your proposal for the Application, you are expressly agreeing to the general terms and conditions above and as stated in the Terms and Conditions of Application.

1. By submitting this proposal for the Application, you are expressly agreeing to the terms and conditions stated in the Terms and Conditions of Application.
 - *We agree.*
2. If your proposal is selected for funding, you will be asked to report progress on project approach, beneficiaries, outputs, outcomes, and measurable indicators outlined in the

donation agreement. We ask that you only report progress that is directly attributable to Takeda funding.

- *We agree and are prepared to provide this information per Takeda's latest reporting requirements and guidance.*
- 3.** Takeda's Global CSR Program standard installment payment schedule for donations is December for the first-year payment and by mid-March for each subsequent remaining payment.
- *Yes, we understand and accept this schedule.*
 - *We are unable to accept this schedule.*
If unable to accept, provide a clear rationale why your organization cannot accept and what schedule you propose.
- 4.** Global CSR Program funds are issued to projects selected by employees after a donation agreement between Takeda and the funding recipient partner has been signed. As a result, funding will not be issued immediately upon first notification of award or immediately when the donation agreement is executed (see above on payment schedule).
- *We acknowledge that funding will not be issued immediately upon first notification of award or immediately when the donation agreement is executed. We acknowledge Takeda's payment schedule per term and condition above.*
- 5.** Projects that are awarded and accept Global CSR funding will be required to submit mid-year and annual progress and budget reports for each project year (in January and July), and a final progress and budget report following project close. All reports must be in Takeda's reporting format; 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.
- *We acknowledge and are prepared to provide this information per Takeda's latest reporting requirements and guidance.*
- 6.** Global CSR Program awarded total amount and payments are issued from Takeda to the recipient's bank account in Japanese Yen (JPY). Funds cannot be routed through an alternate intermediary bank and cannot be issued in any other currency. Any currency exchange loss or gain with each payment, as well as inflation impact for the entire program duration, will need to be absorbed by the awarded partners. No additional funding will be provided by Takeda due to currency exchange or inflation impact throughout the program duration. As a result, program implementation and budget may need to be revised. Any changes to program beneficiaries, objectives, budget, etc. resulting from currency exchange loss or gain and inflation will need to be discussed and approved by Takeda per the latest change request requirements and guidance.
- *If awarded funding, we are prepared to receive funds in JPY throughout the entirety of the*

project duration. We acknowledge and accept the currency exchange fluctuations and risk and possible inflation impact throughout the project duration and will work with Takeda per the latest change request requirements and guidance if awarded.

7. The contribution to the awarded partners will be subject to donation usage reviews by Takeda and a third-party firm. As part of the reporting requirements, the awarded partners will be subject to a review of transaction documents, including but not limited to, actual receipts, invoices, and breakdown of transactions, in addition to the standard annual budget progress reporting requirements per the latest reporting guidance.

- *We acknowledge and agree to participate in Takeda's required donation usage reviews and standard annual budget reporting requirements.*
- *We are unable to accept and participate in Takeda's required donation usage reviews and standard annual budget reporting requirements.*

If unable to accept, provide a clear rationale why your organization cannot accept.

8. The awarded projects will be subject to a third-party audit for the purpose of verifying the use of the donation. This will be independent to the donation usage reviews in the above section.

- *We acknowledge and agree that if awarded my organization will participate in the audit of the awarded project.*
- *We are unable to accept and participate in Takeda's required audit condition.*

If unable to accept, provide a clear rationale why your organization cannot accept.

9. I certify that, to the best of my knowledge, information and belief, after having made due and careful enquiries, the information that I have provided as part of my organization's proposal application to Takeda is truthful, correct, complete, and not misleading and that - if funding is awarded - my organization will not offer any undue direct or indirect benefit arising from or related to the monetary contribution obtained as part of any relevant donation agreement or the award thereof to any representative, official, employee, or other agent of the organization or any other governmental/ public organizations.

- *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 and 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 “results” portion 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 the results you achieve, 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 “results” below.

Please 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* receive a health service through another activity, then please count that person under both respective outputs (e.g., “# of community leaders trained” and “# of individuals receiving health services”) while also noting where overlap 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 “results,” “outputs,” and “outcomes”

We define “outputs” as the direct 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, policies, treatment success rate, health status improvements (e.g., reduced incidence in a target area/population group), or behaviors (e.g., use of bed nets). Because definitions of these and other impact-related terms vary, you do not need to indicate which of your results are outputs and which are outcomes: however, both are required. The strongest proposals will demonstrate a comprehensive understanding of the situation and how the change to which it aspires will be achieved through the chain of results: outputs, outcomes and impact.

Clear indicators, baselines and targets are required for all outcomes. Please find non-exhaustive lists of examples of both outputs and outcomes below; these lists are non-exhaustive and should not limit or restrict the types of results you include in your application.

Outputs include but are not limited to:

- # health workers, supply chain managers, or health facility administrators receive training
- # community members receive information/ training (e.g., at workshop)
- # individuals receive health services (e.g., screening, treatment, referral)
- # individuals receive a product/supply (e.g., PPE, mosquito nets)

- # digital/data/AI/software solution implementations or enhancements
- # health facilities constructed, refurbished, or supplied
- # non-health facilities/infrastructure constructed, refurbished, or supplied
- # equipment or supplies provided (e.g., oral rehydration salt packets)
- # standards/guidelines/policies developed and implemented

Outcomes:

When including outcomes in the results section of your project approach, briefly explain the outcome 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 outcomes you intend to track against. The target group of people or geography should be clearly defined. Where possible, outline the broader implications of your outcomes, e.g.:

- Increasing no. of qualified health care workers from X to Y will increase population coverage in target region from A% to C%
- Increasing no. of adolescents with access to gender-responsive sexual and reproductive health from X to Y will increase service coverage among the target population in target region from A% to C%
- Decreasing disparity in availability of gender-responsive psychosocial support and mental health services between a currently marginalized target region and national average, measured by ratio of no. of qualified workers / population size

Additional non-exhaustive examples of outcomes:

Increase from # in [timeframe] to # on [timeframe] (or increase in %) in

- health promoting knowledge or awareness
- access to care or services
- environmentally responsible health practices (e.g., waste reduction, local sourcing)
- welcoming, inclusive spaces and services
- health system-related climate resilience and energy efficiency
- number of trained health care workers
- health system capacity to handle specific routine needs
- emergency preparedness
- care-seeking behaviors
- demonstrated health service demand
- specific, positive health outcomes

Decrease from # in [timeframe] to # by [timeframe] (or decrease in %) in

- disparities that directly influence health outcomes
- disease burden or number of cases (e.g., cholera, wasting, NTDs, etc.) related to a specific cause in a targeted community or geographic area
- stock-out rates or wastage/overstock of health supplies/tools

APPENDIX D: NOTES 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, please review Takeda’s Position on Anti-Corruption in our [Global Anti-corruption Policy](#).

Communications: Includes all costs related to communication activities supporting the achievement of program objectives, including, but not limited to, community events and conferences; training sessions; travel costs for non-staff, non-sub-recipient participation in these events; information, education, and communication materials; and M&E surveys etc. This budget category also includes costs related to communication activities sharing program impact and learnings with external stakeholders, including, but not limited to, participation in global health conferences, video production, media outreach, publications, etc. Note: any costs relating to applicant communications-related personnel should be included under the ‘personnel’ budget category, ‘sub-contractor and sub-recipients’ category, or ‘consultation and professional services’ category depending on the individual’s contract status and services provided.

Consultants: Includes any third party hired by the applicant/awarded partner 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 partners are liable for all acts, performance, and management of the consultants hired by the Applicants/awarded partners. 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 partner 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 partner as consultants using Takeda funds.

Direct Costs: Refers to expenses directly attributable to the project that 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).

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 or USD 5,000 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, printers, 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.

Indirect Costs: “Indirect costs” means overhead, facility/office and administration costs for headquarters and relevant country offices, shared organization operating costs that support the entire operations including the Takeda funded project for the Applicant organization. Facility/office-related costs are typically included, such as overhead, insurance, rent, utilities, office supplies, etc. 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 applicant organization’s indirect costs allowance policy for its partners.

Learning trip: Learning trips to visit Global CSR Program partner sites help employees understand the challenges addressed by, and the impact of, the projects they voted to fund. Participants from Takeda for an in-person trip typically include 10-12 employees and 2 videographers/photographers. Partners should expect to host one learning trip (in-person or virtual) over the course of the project. You may budget *up to JPY 2 million* for direct costs for the learning trip, which must be distinct from other costs in your budget. We recommend learning trips take place in the second-to-final or final year of the project (exact timing will be finalized jointly by the partner and Takeda after implementation is under way). Direct costs to partners for the in-person trip could include airport transfers and local transportation, facility and food and beverage costs during site visits and meetings with local partners and beneficiaries, materials and printing, and security, among other items.

The following should *not* be included in the Learning Trip budget category:

- Host and sub-recipient organizations’ personnel time (that should be included in the Personnel and Benefits and Subcontractors and Sub-Recipients budget categories)
- International travel, accommodation, or per diem for food and beverage for Takeda participants (Takeda will cover these costs outside the project budget)

Takeda welcomes and may request a virtual learning trip, webinar, or other creative online format in place of an in-person learning trip if travel or an in-person trip is not appropriate or possible. In cases where the learning trip is virtual, direct costs to partners could include the costs of hiring a videographer or photographer, web and graphic design, or other costs associated with creating virtual learning tours. If a learning trip initially envisioned to be in-person is no longer possible (due to schedule, travel disruptions, safety regulations or other restrictions), the budget originally allocated should be utilized for a virtual learning trip. Any unspent funds should be reallocated to project approach and implementation only.

Local and International Compliance: Applicants and awarded partners 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. Furthermore, the applicants and awarded partners agree to ensure the project is undertaken and implemented in accordance with the ten principles of the United Nations Global Compact.

Sub-Contractors and Sub-Recipients: “Sub-contractors” and “sub-recipients” includes any third party engaged by the applicant to assist with the implementation and execution of the 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.

Travel: Travel budget refers to any and all applicant organization staff travel for the purpose of the program, including but not limited to, site visits and implementing and attendance at training sessions, conferences, project workshops, etc. Travel for non-staff members for the purpose of the program (e.g., attendees for workshops) should be included under Communications Plan budget category. 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 (not First class); and
- Economy class for flights with a duration of less than six hours of in-flight time.

APPENDIX E: CONSENT LETTER

Should your project be shortlisted for the employee vote, you will be asked to sign a Consent Letter after submission of your application to ensure no conflict of interest. No action is needed at the proposal 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.