



Request for Proposal (RFP)

Takeda Global CSR Program FY2022

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1. ABOUT TAKEDA

Takeda Pharmaceutical Company Limited (Takeda) is a global, values-based, R&D-driven biopharmaceutical leader headquartered in Japan, committed to discovering and delivering life-transforming treatments, guided by our commitment to patients, our people, and the planet. Takeda focuses its R&D efforts on four therapeutic areas: Oncology, Rare Genetic and Hematology, Neuroscience, and Gastroenterology (GI). We also make targeted R&D investments in Plasma-Derived Therapies and Vaccines. We are focusing on developing highly innovative medicines that contribute to making a difference in people's lives by advancing the frontier of new treatment options and leveraging our enhanced collaborative R&D engine and capabilities to create a robust, modality-diverse pipeline. Our employees are committed to improving quality of life for patients and to working with our partners in health care in approximately 80 countries.

- Takeda Corporate Overview: https://www.takeda.com/49e6c8/siteassets/system/newsroom/corporate-materials/takeda-corporate-overview_english_july2021.pdf
- Takeda Annual Integrated Report: [Annual Integrated Report \(takeda.com\)](https://www.takeda.com/annual-integrated-report)

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 prevention measures are exponentially advanced, the health workforce is empowered, systems are prepared against emergency shocks and people are freed from the burden of disease with reliable access to quality care. In keeping with this aspiration, Global CSR's philanthropic activities prioritize tangible partnerships and a long-term view toward progress, encouraging innovation beyond commercial products in support of sustainable, resilient health systems for all people, everywhere.

Our signature Global CSR Program, launched in 2016, begins with our own people. Takeda's approximately 47,000 employees around the world are empowered to decide which projects receive long-term support through an annual, company-wide online vote. The employee vote ensures that the partnerships we fund reflect the priorities and preferences of all our colleagues. Based on country and community circumstances, and considering countries' national health strategies, we partner with world-class organizations and non-governmental organizations (NGOs) to address a wide range of health system challenges and opportunities. Our four- to 10-year funding commitments recognize that there are no quick fixes to entrenched health system challenges and that lasting, sustainable impact takes time. The Global CSR Program's annual public request for proposals (RFP) expands the reach of our impact and offers opportunities for organizations across the world to engage with the program.

Employee engagement is an integral part of our Global CSR Program. In addition to our employee vote, Takeda's Employee Participation Program increases awareness and understanding of the health challenges our Global CSR Program partners tackle by enabling employees to connect directly with implementers and beneficiaries at project sites.

See further details on the Global CSR Program, including current partners and projects:

- Global CSR Program: <https://www.takeda.com/corporate-responsibility/global-csr-program/>
- Programs in Action: <https://www.takeda.com/corporate-responsibility/programs-in-action/>
- Apply for Funding: <https://www.takeda.com/corporate-responsibility/global-csr-program/apply/>
- FAQs: <https://www.takeda.com/corporate-responsibility/global-csr-program/faq/>
- Takeda interviews with global health leaders: <https://www.takeda.com/corporate-responsibility/leaders-driving-change/>

3. RFP INVITATION

Thank you for your interest in Takeda's Global CSR Program RFP. Takeda invites you to carefully review this RFP before submitting a proposal. It is our intent to run an efficient RFP process. Please reach out to Takeda's Global CSR Program team (contact information is included in Section 7) after consulting the [FAQs page on our website](#), which includes information about eligibility, to clarify any questions you may have.

4. RFP TERMS AND CONDITIONS

4.1 GENERAL CONDITIONS

Applicants for this RFP are hereby advised that nothing herein nor any communication made between Takeda or its representatives and applicants of this RFP, or any part thereof, shall be taken as constituting a contract, agreement or representation between Takeda and applicants and/or any other party (save for a formal award of contract made in writing by Takeda), nor shall it or they be taken as constituting a contract, agreement, or representation that a contract shall be offered or awarded.

Applicants are hereby advised that Takeda makes no commitment whatsoever that any potential partner will be selected as a result of this RFP nor any communication and Takeda may determine, in its sole and absolute discretion, to make any decision or no decision with respect to this RFP. Takeda reserves the right, in its sole and absolute discretion, to discontinue the selection process, withdraw this RFP at any time or modify the intended scope at any time. Takeda reserves the right to verify any information contained in the Application and Application response, and to request additional information after the Application response has been received.

This RFP document has been completed 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 or subcontractors make any representation or warranty, or accepts any responsibility for the information contained in the RFP or its fairness, accuracy, or completeness. Nor shall they be liable for any loss or damage arising as a result of reliance on such information or any subsequent communications.

Applicants are 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 this RFP and other written or verbal communication with respect to this RFP is for proposal purposes only and is not to be used for any other purpose without prior written approval of Takeda. Confidential information received by Takeda from applicants 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 or all responses to this RFP 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 are solely the responsibility of the applicant.

5. FY2022 GLOBAL CSR PROGRAM THEME

We understand that the best health tools and technologies make an impact at scale when functioning systems exist to support them. Better Health for People is realized when health systems are resilient and adaptable, and can reliably deliver accessible, quality health care to people throughout their lives. A Brighter Future for the World is possible when improvements to health systems go beyond filling gaps and short-term outcomes—when health systems can sustainably meet the everyday needs of people and are prepared against emergency shocks.

In FY2022 we invite proposals for four- to 10-year projects that help strengthen health systems in support of better health for people and a brighter future for the world. Based on country and community circumstances, and taking into account countries' national health strategies, we welcome projects designed to address a wide range of health system challenges and opportunities, and we encourage creativity and innovation in proposed approaches. Global CSR Program support is purely philanthropic; eligible projects do not deliver any commercial benefits for Takeda or carry any conflict of interest with the company's business interests or activities (see Appendix D).

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 also prioritize projects 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.

Proposals must be in alignment with one or more of the core building blocks of Health Systems Strengthening outlined below. Some illustrations are provided, but they are by no means exhaustive.

- **Ensuring health service delivery to meet every day needs of people and/or emergency preparedness**
 - *Could include such interventions as: contingency planning for pandemic and disasters, e.g. action plans, capacity building of human resources*
- **Developing the health workforce and strengthening health workforce capabilities**
 - *Could include such interventions as: general training of primary workforce, e.g., community health workers; specialized training, e.g., midwives*
- **Access to essential health technologies, including building and strengthening effective supply chains**
 - *Could include such interventions as: building capacity to secure reliable supply of key health technologies, equipment, and supplies*
- **Ensuring efficient & impactful use of funds**
 - *Could include innovative financing and other models, e.g., results-based financing*
- **Strengthening data collection, sharing and analytics, including deploying digital health solutions**
 - *Could include such interventions as: building capacity for disease surveillance; supporting health census; supporting primary healthcare through AI*

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 2021	<ul style="list-style-type: none"> RFP posted on Takeda website Digital CSR Donation Management System open for new applications Questions regarding the application may be submitted to Takeda (see section 6.2)
2 November 2021 11:59pm Japan Standard Time (JST)	Deadline for clarification questions from potential applicants
12 November 2021	Takeda will respond to questions received through November 2
19 November 2021 11:59pm JST	Deadline to submit proposal applications online through the Digital CSR Donation Management System (**RFP closes at 11:59pm Japan Standard Time**)
22 November – 11 February 2022	Proposal eligibility verification and review by Global CSR Application Review Committee
14 - 28 February 2022	Possible proposal clarification calls between Takeda Global CSR Program team and applicant organizations (if applicable – initiated by Takeda)
Mid-March 2022	Takeda notifies applicants whose proposals are shortlisted (finalists) for employee vote
Early April 2022	Takeda notifies applicants of unsuccessful proposals
April – May 2022	Takeda may request additional information from finalists
May 2022	Takeda employee voting takes place; votes are counted
Early July 2022	Awardees notified
End of July 2022	Unsuccessful shortlisted applicants notified
July – early September 2022	Donation agreements between Takeda and awardees finalized
22 September 2022	Public announcement of 2022 awardees
December 2022 - January 2023	Initial payment disbursement to 2022 awardees (project start date should be January 1, 2023)

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 aspects of the RFP and the overall selection process. The process will follow the timeline set forth in section 6.1 ("RFP Timeline"). Questions about the RFP and proposal application are welcome through 2 November 2022 via email at global_csr_program@takeda.com.

6.3 DIGITAL CSR DONATION MANAGEMENT SYSTEM REGISTRATION

To start the application process, applicants must register with our donation management system through the link posted on our [Apply for Funding webpage](#).

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. Please answer these questions carefully. Upon successful completion of the eligibility quiz, applicants will create an organizational profile, including organization name, 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. **Please note that registration approval can take up to 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. Proposals will not be accepted via email.** Failure to provide requested information may lead to a lower ranking or immediate disqualification. Proposals must be submitted no later than 19 November 2021, 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 14-28 February 2021.

6.6 UNSUCCESSFUL PROPOSALS

In the event that the proposal is unsuccessful, Takeda shall target to notify the applicant organization in writing by early April 2022. Unsuccessful organizations may request a debriefing session by email, which may be scheduled at Takeda’s discretion and convenience.

7. COMMUNICATION WITH TAKEDA’S GLOBAL CSR PROGRAM

Takeda is committed to a fair evaluation process. Unless expressly agreed otherwise with Takeda, organizations are instructed to only communicate through the designated Takeda Global CSR Program email address: 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 and Guidance	Details and offers 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: Notes on use of Global CSR Program funds	Provides guidance on cost and budgeting considerations for the proposal application
Appendix D: Consent letter regarding Conflict of Interest	Provides an example of an undertaking required by applicants to confirm projects have no conflict of interest with Takeda’s business activities

APPENDIX A: GLOBAL CSR PROGRAM PROPOSAL APPLICATION TEMPLATE

POTENTIAL APPLICANTS, PLEASE NOTE:

- This appendix provides the questions you will be asked to complete as part of your application for funding in the Digital CSR Donation Management System (see section 6.3 of the RFP document for registration instructions), and the format and character limit for responses. It also provides guidance on the information we are seeking and how we define key terms.
- The application form in our system will not contain this extensive guidance; it is provided in this RFP document to help you prepare responses to enter into the system.
- We strongly recommend preparing responses using this guidance well in advance of attempting to fill out and submit the online application form. You may begin the application, save content, and then return to the file at a later time before submitting. It is not necessary to fill out the application in one sitting.
- All responses must be submitted in English.
- Please note character limits (not word limits) for narrative responses. Keep in mind that our digital system assesses and limits characters, not words.

GENERAL INFORMATION

- **Project title**
- **Project duration (in years)**
- **Requested amount (in Japanese Yen - JPY)**
- **Organization legal name**
- **Location**
- **Primary contact** [This individual will receive alerts from our system and communication from Takeda throughout the RFP process (and throughout the project duration if awarded). Prepopulated with contact info entered at registration – you will have the option of adding additional contacts.]
- **Primary signatory** [This individual will be the signatory for the Consent Letter in Appendix D. In the online system this field is prepopulated with primary contact info entered at registration – you will have the option of adding a new or different signatory]

PROPOSAL DETAILS

1. PROPOSAL SUMMARY

1A: Project summary (750 characters max)

Please provide a high-level summary of your proposal, including the challenge you propose to address, how (and over how many years) you propose to address it through this project, and the results you hope to achieve.

1B: Goal statement (350 characters max)

Articulate the overarching goal of your proposed project. This should be a tangible statement of what the project aims to achieve by the time funding concludes.

1C: Challenge/need being addressed (1300 characters max)

Describe the specific challenge or need your project addresses, its scope, who is affected, and how they are affected.

1D: Differentiating factor (500 characters max)

Describe what makes your project unique? What differentiates your approach from other existing work in your field of focus? What elements of your project are especially innovative or creative?

2. PROJECT FOCUS AREAS

2A: Global CSR primary thematic focus area (select one)

Select the primary Global CSR focus area for your project. We understand that project activities may span several areas, but we ask that you select the focus area that you feel best aligns with your project activities and goal. See section 5 in the RFP document for the full detail of the FY2022 Global CSR Program Theme.

- Health service delivery to meet every day needs of people and/or emergency preparedness

- Developing the health workforce and strengthening health workforce capabilities
- Access to essential health technologies, including building & strengthening effective supply chains
- Ensuring efficient & impactful use of funds
- Strengthening data collection, sharing and analytics, including deploying digital health solutions

2B: Health topic alignment (select all that apply)

Select the relevant intervention areas with which your project aligns.

- Immunization
- Malaria, HIV/AIDS, TB, and other infectious diseases
- Neglected tropical diseases (NTDs)
- Nutrition
- Pandemic disease and other emergencies, including Global COVID-19 response
- Reproductive, maternal, newborn, and child health (RMNCH)
- Water, sanitation, and hygiene (WASH)
- Other
 - o If "other", please describe health topic

3. SUSTAINABLE DEVELOPMENT GOAL ALIGNMENT

Select from our list the relevant United Nations Sustainable Development Goal (SDG) Targets with which this project's objectives and activities align. Select all that apply. See Appendix B for a description of each Target.

- SDG 2: 2.1, 2.2
- SDG 3: 3.1, 3.2, 3.3 3.7, 3.8, 3.9, 3.c, 3.d
- SDG 5: 5.1, 5.2, 5.3, 5.5, 5.6, 5.b
- SDG 6: 6.1, 6.2, 6.3, 6.a, 6.b
- SDG 9: 9.1, 9.a, 9.c
- SDG 13: 13.1
- SDG 17: 17.9, 17.15, 17.16, 17.17, 17.19

4. BENEFICIARIES

4A. Beneficiary numbers: We would like to learn about who your direct beneficiaries are, and how many will benefit as a result of Takeda funding exclusively. A *direct beneficiary*, sometimes called a *primary beneficiary*, is an individual who is directly involved with your project and benefits from it — for example, health workers who participated in your training, students who attend the school you built, or women who received care or counseling through services provided by the project. Insert a number in each row below that applies to your project. Enter "0" for options not relevant to your work. Please ensure there is no duplication by choosing the most specific option — for example, if one of your beneficiary groups is female health workers, please select "health workers."

Beneficiary list:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Pregnant people and mothers...# • Fathers...# • Newborns (0-28 days) and/or infants (up to 1 year of age)...# • Children (13 months - 5 years of age)...# • Children over 5 years and adolescents (through age 18 years)...# • Community leaders and family elders...# • Community volunteers, including peer educators...# | <ul style="list-style-type: none"> • Community health workers...# • Qualified health professionals (e.g., physicians, nurses, and physicians' assistants)...# • Women (other than described above)...# • Men (other than described above)...# • Health system and/or facility administrators...# • Supply chain managers...# • Other (please specify)...# |
|---|--|

4B. Beneficiary explanation (750 characters max)

Provide high-level context and/or clarification on the overall beneficiary numbers to help Takeda understand your estimated impact on beneficiaries (e.g., how the numbers are calculated or additional clarity about who will be reached).

4C. Beneficiary journey (750 characters max)

Help our proposal reviewers and employees understand the high-level impact of this project on individuals

and their communities served. Please provide a very brief story or case study of how one beneficiary's journey or 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.

5. COUNTRIES OF FOCUS

5A: Countries served (where project activities will be implemented)

Countries that benefit or are intended to benefit from this project. This is where the target population is located and activities are being implemented, not necessarily where all the administrative work is occurring. Select all countries that apply from list provided.

5B: Countries from which project will be administered/overseen (if different from above)

Countries (if any) in which work will be performed for this project but that are not intended to benefit from the project and where no beneficiaries are located (e.g., home office in country X administers a project that is implemented in country Y). Select all countries that apply from list provided.

6. TECHNICAL APPROACH

The section asks you to articulate what your project will do, how you will do it, and what will result. Your approach must be organized by objective.

Objective 1 (4,000 character max)

Explain one of the key milestone steps toward accomplishing the overarching goal of your project in one brief sentence, along with the activities associated with the objective, and the outputs and outcomes you anticipate as a result. Clearly label your objective, activities, and associated outputs and outcomes.

Please note:

- Up to 5 objectives are accepted.
- Activities should include the specific processes or actions taken by you and your partners to achieve this objective (*what* you will do, *who* is participating, and *where* and *when* you anticipate the activity will be taking place). Be sure to include *non-financial support/technical assistance to be provided* by this project by or to government, NGO, and civil society partners (names/type of recipients, description of support/assistance type, intensity, frequency, etc.). If your project contains *training* activities (e.g., training health workers), briefly describe your overall approach to training, such as methodology, frequency, who will do the training, who will be trained, and any long-term components like peer-to-peer education, mentorship, or continuing education in between/after training sessions.
- We define "outputs" as the direct results of an activity; namely, the goods, services, events, and tangible deliverables directly produced by your activities, as well as numbers reached. We define "outcomes" as the overarching changes in systems, populations, policies, or behaviors as a result of your activities (i.e., the effect of your outputs over time). Because definitions of these and other impact-related terms vary significantly among funders and the field of social impact measurement continues to evolve, it is not necessary that you distinguish between the two. Please include baseline and specific targets for your outputs and outcomes.
- If your project will be supported by funding from multiple donors, please ensure that the outputs and outcomes you list are *directly connected to the Takeda-funded portion of your project exclusively*.
- We appreciate that the framework included in this section represents a set of reasonable projections and not guarantees. Please note that if your project is selected for funding, you will be asked to report against this framework twice annually.

Repeat for as many objectives necessary, up to 5.

7. ROLES & RESPONSIBILITIES OF SUB-CONTRACTOR(S) AND SUB-RECIPIENT(S) (1,500 characters max – about 225 words)

Please list (if known) and describe the sub-contractors and sub-recipients of funding involved in the management and implementation of proposed activities. Explain their roles and responsibilities, and your previous experience and work with the sub-contractors and sub-recipients. We support partnerships that maximize impact and sustainability. It is important to us

to understand how those partnerships work. Whether you use the term 'sub-recipients' or 'sub-contractors' is not critical; our goal is to understand who you will be working with to implement the project, why these specific partners are integral to successful implementation, who is doing what, and how their roles will differ from yours, especially if any sub-recipient will receive $\geq 30\%$ of the total budget.

8. COMMUNICATIONS PLAN (1,500 characters max – about 225 words)

We understand that communicating about the issues of focus and the value and impact of your work is important. We want to understand how you will do this and drive the process rather than how you will work with donors on communications. We expect that a minimum of 5% and maximum of 10% of your budget will be used to support this goal. Please share an overview of your communication plan, including type and frequency of activities. Your plan should be thoughtfully focused on the issue, approach, and communities. Activities might include, for example, online content (website, email, or social media), publication in academic journals, coverage in media outlets (newspaper, television, radio), and convening/participating events for/with the global community.

9. DIVERSITY, EQUITY, AND INCLUSION (825 characters max – about 125 words)

Explain how your project will help advance diversity, equity, and inclusion. Examples include, but are not limited to, bringing greater equity to partner selection, or by ensuring that activities are designed in ways that reduce gender-related imbalances in service delivery and access to healthcare. Please include specific details and examples (such as plans, actions, and activities related to your proposed Technical Approach) in your answer. Where relevant, briefly highlight how your organization is set up and/or operated in a way that fosters diversity, equity, and inclusion.

10. MEASURABLE INDICATORS

Clear and measurable indicators are important to us. This section asks you to select and specify among several high-level, measurable outputs and outcomes you anticipate resulting from the project as a whole. These results should be attributable exclusively to Takeda funding and should reflect and complement your Technical Approach. We appreciate that only some of the indicators in this section will apply to your project. We also understand that the ones you choose to include in your application represent a set of reasonable projections -- not guarantees. If your project is selected for funding you will be asked to report progress toward selected indicators on an annual basis.

Provide a minimum of three measurable indicators (or more, if appropriate to your project). Indicators may be selected from within one, two, or all three sections (A, B, and C) listed below.

10A: Reach of high-level results

Insert an appropriate number and description (up to 750 characters) in the corresponding narrative field of direct beneficiaries in each item below that applies to your project. Enter "0" for options not relevant to your work. Duplication among categories is acceptable; if some beneficiaries will receive multiple interventions, count them in each category. Insert numbers and descriptions for all that apply. If any indicators below are also already listed in your Technical Approach it is fine to select them in this section as well.

As an outcome of this project, the specified number (projected) of individuals will:

Have new or enhanced access to health care services and support	<i>Insert # Description</i>
Benefit from/receive health care services (e.g., antenatal and postnatal care, NTD/infectious disease care, integrated care, newborn, infant, and child health care, reproductive health care)	<i>Insert # Description</i>
Benefit from/receive new/enhanced health care skills and knowledge training (health workers)	<i>Insert # Description</i>
Benefit from/receive new/enhanced health care skills and knowledge (community members, patients, etc.)	<i>Insert # Description</i>
Benefit from/receive new/enhanced health system administration skills, knowledge, and/or training	<i>Insert # Description</i>
Benefit from/receive new/enhanced supply chain management skills, knowledge, and/or training	<i>Insert # Description</i>

Participate in community awareness/education events (as attendees)	<i>Insert # Description</i>
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10B: Number of products or tools developed, delivered, or provided

Insert a number in each row below the indicator that applies to your project to indicate how many units, then add a description (up to 750 characters) in the corresponding narrative field, including how you define one unit. Enter "0" for options not relevant to your work. Insert numbers and descriptions for all that apply. If any indicators below are also already listed in your Technical Approach it is fine to select them in this section as well.

Technology provided (e.g., mobile technology, software/information systems)	<ul style="list-style-type: none"> • <i>Insert #</i> • <i>Description</i>
Health supplies provided (e.g., diagnostic tools and tests, safe injection supplies, nutritional supplements/packages, reproductive health tools, etc.)	<ul style="list-style-type: none"> • <i>Insert #</i> • <i>Description</i>
Technical resources developed to strengthen health system management, efficiency, and preparedness (e.g., assessments, training curricula, learning modules, software, strategic plans, operational plans, etc.)	<ul style="list-style-type: none"> • <i>Insert #</i> • <i>Description</i>

10C: Change accomplished over time

Include descriptions for all that apply. Descriptions (up to 750 characters) should cover the specific type of change as relevant to your project, the beneficiary population, the duration over which change will occur, the baseline, and the endline/percentage change projected. If any indicators below are also already listed in your Technical Approach it is fine to select them in this section as well.

Measurable increase in health care knowledge or awareness	<i>Description</i>
Measurable increase in access to health care products or services	<i>Description</i>
Measurable increase in number of health care workers	<i>Description</i>
Measurable improvement in health status	<i>Description</i>
Measurable reduction in stock-out rates	<i>Description</i>
Measurable reduction in wastage/overstock of health supplies/tools	<i>Description</i>
Measurable reduction in substandard and/or falsified health supplies	<i>Description</i>
Measurable increase in health system capacity to handle routine needs, including endemic issues and challenges	<i>Description</i>
Measurable increase in emergency preparedness	<i>Description</i>

11. ORGANIZATIONAL CAPACITY

11A: (2,000 characters max): Describe **the lead organization(s) and team’s capability and** experience with building and maintaining effective relationships with key partners, including host country governments and local community members, and overseeing the implementation of activities, including competency in financial management and accountability and tracking of outputs and outcomes. Please be specific about how your organization is well-equipped to lead and carry out the proposed project. If your role is primarily to lead and convene implementing partners, please clearly describe your approach to management and accountability as the lead organization.

11B: Required documents (uploads): Both text (e.g., Microsoft Word) and .pdf files are accepted. Please upload the documents listed below (as required by Takeda’s Donation Committee). Note that your *uploaded documents will appear at the bottom of the application form* in the "Application Documents" section.

- **1-page management and staffing chart** illustrating the composition and structure of the core project team (not your entire organization), including home office support if relevant. If your project has a large implementation team (e.g., 50 field officers), state that you have a team of 50 field officers and summarize their role(s); it is not necessary to list the name of every field officer. Please ensure that your uploaded document is no greater than one page.
- **Governance chart** (e.g., list of Board members, Advisory Group members, etc.)

- **Most recent audited financial statement**
- **By-laws**
- **Articles of incorporation**

12. PAST PERFORMANCE (3,050 characters max)

Please share at least one and up to two examples of similar types of projects that your organization has undertaken in the past, as well as a funder reference contact for each example listed. For each example, briefly describe project name, location, overall budget, scale/reach (such as number of beneficiaries where relevant), and time period, as well as key entities involved in implementation and their roles, project funders, major accomplishments, and how you overcame any major challenges. Provide the name, title, email address, and telephone number of the individual within the funding entity who oversaw your project. If the proposed project continues, scales up, or utilizes a similar model or framework as past projects you or your partners have completed, please include lessons learned and what existing resources, materials, etc. would be leveraged for the proposed project.

13. RISK ASSESSMENT (825 characters max)

Describe barriers and/or risks (for example, political instability, social and cultural barriers, challenges to coordination on the ground, etc.) to successful achievement of the project, steps you will take to overcome barriers and mitigate risks, and why you are confident that your organization can achieve the intended results. Please focus on 1-3 specific key barriers/risk that you believe are particularly critical or relevant.

14. SUSTAINABILITY (825 characters max)

What actions will your organization and project partners take to ensure that the impact of this project continues after the project ends? What is your exit strategy and specific plan to limit local dependency, including financial (e.g., securing other funders, self-sustaining plan and implementation by local government and stakeholders) and operational sustainability (e.g., transitioning project knowledge skills, and activities to local partners) as appropriate?

15. TAKEDA EMPLOYEE LEARNING TRIP(S)

Takeda's Employee Participation Program features learning trips for select employees to Global CSR Program partner sites to help them understand global health challenges and the transformational effect of the projects they voted to fund. Participants return from learning trips and become ambassadors for global health and development. We often bring a small film crew to secure video footage of the experience and conduct brief interviews with project staff and participants, in partnership with the Global CSR Program partner. By way of example, learn about a 2020 learning trip to Myanmar [here](#).

Global CSR Program partners are expected to host at least one learning trip over the course of the project. For each trip, Takeda would provide budget (up to JPY¥4.4 million - roughly US\$40,000 - per trip) on top of other project costs to cover on-the-ground, in-country expenses (excluding international travel, accommodation, and food and beverage, which Takeda will cover directly). Typically, Takeda's employees visit a project spanning five years twice (first during Year 2 and then again in the second-to-final or final year of the project).

Our goal in asking for a general plan at the application stage is to ensure applicants have considered learning trips at the outset and can commit to implementing one or more within budget limitations. Please base your plan on the following assumptions for each trip: ten (10) Takeda staff, three (3) applicant organization staff, and two (2) media crew members. Costs to partners could include host organization staff time, airport transfers, local transportation, materials and printing, security, etc.

Learning trip plan (1,500 characters max)

Provide a general plan for your Takeda learning trip(s), including number of trips, when you envision they would take place, and their anticipated focus, taking into account budget limitations above. Include an explanation of how you might achieve the goals of a learning trip if travel or in-person experience becomes impossible during the course of the proposed work. Please also indicate how any unspent funds would be reallocated and back-up options if you were forced to shift to the contingency option (i.e., if in-person learning trip is not possible or cannot take place).

16. BUDGET

16A. Budget spreadsheet upload: Please review notes on use of Takeda Global CSR funds in Appendix C. Plan to organize your project budget by year (e.g., Year 1, Year 2, etc.) with a Year 1 start date of no earlier than January 2023, with the line items below for each year.

Please note that budget numbers must be submitted in **Japanese Yen (JPY)**. We do not accept any buffer in the budget to account for possible currency fluctuations. The Global CSR Program has no set funding range or maximum cost base for proposed projects; please share the budget that is appropriate to efficiently and effectively execute the goal of your project. All solicitations are competitive.

Download our template directly through the Application in the Digital CSR Donation Management System. Do not change the template or use a different format. Do not add additional tabs or narrative explanation; the budget narrative can be found in the next section of this application. When you have completed the spreadsheet upload it as part of your "Application Documents".

Personnel and benefits

- Leadership & management
- Project coordination/management (HQ)
- In-country personnel and support
- Other personnel/support (please include description)
- Sub-contractors and sub-recipients
 - (Line item for each organization/entity in this category)
- Consultation and professional services
 - (Line item for each organization/entity in this category)
- Materials, supplies, and capital equipment
 - (Line item for each item or category of items)
- Travel & accommodation
 - Airfare
 - Lodging
 - Per diem
 - Transfers, car rental, other transportation
- Communications plan
 - (Line item for each activity/item or category of activity/item)
- Indirect costs
- Learning trip(s)
- Other direct project costs (please include description on items)

Note: you will have the option to add additional line items for other direct project costs, though we discourage this. Please only add a line item in cases where costs do not fit into any of the line items we have provided. Ensure that these costs clearly follow all Appendix C guidance in the RFP document.

16B. Budget table: Please enter the line-item totals for each project year from your spreadsheet, as well as the dates for each project year directly into our digital system. These tables will autogenerate a multi-year budget table.

- Personnel and benefits
- Sub-contractors and sub-recipients
- Consultation and professional services
- Materials, supplies, and capital equipment
- Travel & accommodation
- Communications plan
- Indirect costs
- Learning trip(s)
- Other direct project costs

17. BUDGET NARRATIVE

Explain how you determined costs for each line item in support of the technical approach you outlined earlier, including rates, calculation methods, and any other relevant financial context/budgeting rationale. Please review notes on use of Takeda Global CSR funds in Appendix C in the RFP document.

17A.

- **Personnel and benefits (1,800 characters max):** Describe how you estimated the base salary

for core team members' roles (for example, by using 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 (for example, a local hire in the developing world versus someone who is not). Please include the % of salary and benefits that funding from Takeda will be supporting for each personnel type or individual. If any government officials will be part of the project, please confirm that their salaries will be supported by other sources of funding.

- **Sub-contractors and sub-recipients (1,800 characters max):** Describe how you arrived at the budget dedicated to each of the individual or groups of subcontractors and sub-recipients described earlier in your application (e.g., the sub-recipient submitted a budget to you, or you estimated budget based on your experience with similar work).
- **Consultation and professional services (1,000 characters max):** List the names (if known) or describe 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.
- **Materials, supplies, and capital equipment (1,000 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.
- **Travel & accommodation (1,000 characters max):** Explain purpose (i.e., how travel supports the project objectives) and number of trips, who will be traveling, and how you calculated cost for each trip.
- **Communications plan (1,000 characters max):** Explain how you calculated costs (see section 8 of Appendix A in the RFP document), including for production of publications, social promotion, and media outreach. If convening one or more events for the global health community is included in your plan, describe the purpose, location, and number of events, and how you arrived at the budget.
- **Indirect costs (500 characters max):** Explain how you calculated indirect costs. Applicants will be required to provide information regarding possible Indirect Costs. 'Indirect costs' means overhead, facility/office and administration costs, organization operating costs that support the entire operations of the project. See Appendix C in the RFP document for Takeda's indirect cost policy and restrictions.
- **Learning trip(s) (500 characters max):** Explain number of learning trips anticipated and how you calculated costs for each. See budget limitations and assumptions in Section 15 of Appendix A in the RFP document.
- **Other direct project costs (500 characters max):** If you have added an "other direct project costs" 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.

17B. Co-funding (500 characters max): Please provide the percentage of the total project budget that the funding requested from Takeda would support. Additionally, list the names and confirmed or anticipated donation amounts from other existing or potential project funders.

18. CONSENT LETTER

This section notifies you that, should your project be selected to be shortlisted for the employee vote, you will be asked to sign a consent letter (see copy of letter in Appendix D of the RFP document) **after** submission of your application to ensure no conflict of interest. No action is needed at this stage. Your designated signatory will receive a prompt from Takeda to sign this form via DocuSign if your application is selected for shortlisting. Please note that your application cannot be officially shortlisted without this letter.

ACKNOWLEDGEMENTS

19. By submitting this proposal, you are expressly agreeing to the terms and conditions stated in the Terms and Conditions of Application.

We acknowledge.

20. If your project is selected for funding, you will be asked to report progress on project outputs, outcomes, and measurable indicators. We ask that you only report progress that is directly attributable to Takeda funding.

We acknowledge.

21. Takeda's Global CSR Program standard installment payment schedule for donations is December of

each project year.

- 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.

- 22.** 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.
- We acknowledge that funding will not be issued immediately upon first notification of award.*
- 23.** Projects that are awarded and accept Global CSR funding will be required to submit mid-year and annual progress and budget reports in Japanese Yen (JPY) each year (in January and July), as well as a final progress and budget report in JPY when the project concludes, in Takeda's report format.
- We acknowledge and are prepared to provide this information.*
- 24.** Global CSR Program funds are issued directly to the recipient's bank account in JPY. Funds cannot be routed through an alternate intermediary bank and cannot be issued in any other currency.
- If awarded funding, we are prepared to receive funds in JPY throughout the entirety of the project duration.*
- 25.** Submission of this application indicates that you understand and will participate in periodic financial reviews and a potential third-party audit of your project, should it receive funding and if a third-party audit is requested.
- We acknowledge and will participate if asked.*
- 26.** 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 SDG Targets

Selected Sustainable Development Goal (SDG) Targets

From <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 programmes, 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 13: CLIMATE ACTION

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

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: NOTES ON USE OF TAKEDA GLOBAL CSR FUNDS

Use of Funds: Awarded projects may only use the 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 and 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.

Sub-Contractors and Sub-Recipients: "Sub-Contractors and sub-recipients" includes any third party engaged by the applicant (or by the applicant's affiliates) to provide services on behalf of the applicant in connection to this project. Applicants are entitled to engage sub-contractors and sub-recipients, where necessary, 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 as if committed directly by the Applicant.

Government Officials: Takeda funds may not be used to make any indirect or direct payment to any 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, transportation, meals etc., either directly or indirectly to any public official, 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.

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.

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 operate, insure, and maintain 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 US\$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. Capital equipment which is not solely used for the project (e.g., vehicles shared between project and non-project) should be clearly justified in relation to the proposed activity.

Travel: 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 only 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 duration of less than six (6) hours of "in-flight" time.

Direct Costs: For the purpose of the application, applicants will be required to provide information regarding possible Direct Costs. 'Direct costs' refers to expenses directly attributable to the project 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 and sub-recipients, consultation and professional services, materials, supplies and capital equipment, travel & accommodation (including learning trips), and project-related communication activities. They may also include, but are not limited to other medical, health, and technology equipment, tools, and supplies to be procured and distributed as part of the project. For example, oxygen, fetal heartrate monitors, infant weighing scales, cell phones, midwifery kits, etc.

Indirect Costs: For the purpose of the application, applicants will be required to provide information regarding possible Indirect Costs. 'Indirect costs' means overhead, facility/office and administration costs, organization operating costs that support the entire operations of the project. Facility-related costs are typically covered by indirect costs; however, in rare cases, facility-related expenses can be included as a direct cost when a partner requires additional building or equipment expenses in order to execute the project (for example, construction of a rural clinic).

Sub-contractors and sub-recipients (these terms can be used interchangeably) are not subject to indirect cost support from Takeda. Takeda's Global CSR permits an indirect cost rate of 0% for government agencies and private foundations; up to 10% rate for U.S. universities/community colleges; and up to 15% for NGOs, multilateral organizations, and universities outside the United States. These rates are the maximum rates allowed under Takeda's policy. The lead organization with an actual indirect cost rate lower than the maximum rate provided above should not increase the funding request to the maximum allowed; the intent is to sufficiently fund actual costs only. The applicant organization shall be primarily liable for the full and proper performance of all aspects of the proposed project, including work implemented by sub-contractors and sub-recipients. The applicant organization shall be fully responsible for all actions or omissions of its sub-contractors and sub-recipients.

Learning trips: Takeda provides budget for employee learning trips (Section 15 of Appendix A in the RFP document) to program partner sites (up to JPY¥4.4 million (approximately US\$40,000) per trip) separate from project implementation costs to cover on-the-ground, in-country expenses (excluding Takeda staff's international travel, accommodation, and food and beverage, which Takeda will cover directly).

Local Compliance: Agree to comply with all applicable laws, regulations, and rules of each jurisdiction where the project is undertaken.

APPENDIX D: CONSENT LETTER

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. [INSERT 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:
 - (a) seek or allow:
 - (i) any commercial interaction with Takeda or any of its affiliates; or
 - (ii) 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
 - (b) without limiting the generality of Clause 4(a), request, encourage or allow any Takeda Personnel:
 - (i) 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);
 - (ii) to communicate on the Organization's behalf; or
 - (iii) 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:
 - (a) 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;
 - (b) 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 CSR funding discussions with the Organization.
-