Better Health, Brighter Future

Request for Proposals (RFP)

Takeda Global CSR Program FY2023

Version: 1.0
Date: 14 September 2022

TABLE OF CONTENTS

1.   **ABOUT TAKEDA**
Takeda Pharmaceutical Company Limited (Takeda) is a patient-focused, values-based, R&D-driven global biopharmaceutical company committed to bringing Better Health and a Brighter Future to people worldwide. Our passion and pursuit of potentially life-changing treatments for patients are deeply rooted in our distinguished history in Japan since 1781. Takeda focuses its R&D efforts on four therapeutic areas: Oncology, Rare Genetic and Hematology, Neuroscience, and Gastroenterology. 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: [Global Corporate Overview](#)
- Takeda Annual Integrated Report: [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 is paramount, the health workforce is empowered, people are freed from the burden of disease, and health systems are prepared against emergency shocks and can equitably deliver quality health care to people throughout their lives, taking into direct consideration long-term impacts on people, communities, and the planet. 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 more than 51,000 employees around the world are empowered to decide which proposed projects receive long-term support through an annual, company-wide employee vote. The employee vote ensures that the partnerships we fund reflect the priorities and preferences of all our colleagues. We partner with world-class non-profit organizations to address core building blocks of health systems strengthening.[1] Our 4- to 10-year funding commitments recognize that there are no quick fixes to entrenched health system challenges and that

---

[1] Health systems strengthening building blocks include but are not limited to: ensuring health service delivery to meet every day needs of people and/or emergency preparedness; developing the health workforce & strengthening health workforce capabilities; access to essential health technologies, including building and strengthening effective supply chains; and Strengthening data collection, sharing and analytics, including deploying digital health solutions

sustainable, equitable 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.

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 and experience the impact of our partnerships.

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

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.

Please reach out to Takeda's Global CSR Program team (contact information is included in Section 7) after consulting the guidance in this document, the FAQs page on our website, which includes information about eligibility, and the Responses to Applicant Questions within our Donation Management System to clarify any questions you may have.

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 they 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.   FY2023 GLOBAL CSR PROGRAM THEME

Health outcomes transform, disparities shrink, and communities prosper when strong, sustainable systems exist to support them. Sustainable health systems prioritize prevention; consider patients, people, *and* the planet; and prioritize long-term change over gap-filling gaps and short-term outputs. These systems find strength in diversity, empowerment in inclusion, and stability in equity. In FY2023, we invite proposals for 4- to 10-year projects that center sustainability and diversity, equity, and inclusion (DE&I) in initiatives that strengthen health systems in low-resource settings. **Informed by country and community circumstances, supporting country and community leadership of the interventions that affect them, and taking into account countries' national health strategies, proposals should focus on one of the four specific proposal tracks below**. Each track outlines a unique lens through which projects should be framed. Some examples are provided, but they are not exhaustive.

Proposal tracks:

Human-centered prevention: Proposals in this track address social determinants of health[2] as a lever to empower people and communities, particularly those who experience systemic bias and marginalization, to prevent disease and disability. Examples include but are not limited to:

- Increasing access to appropriate mental health care and resources
- Programs that increase health literacy and translate information and education in culturally competent ways
- Built environment programs that increase access to health facilities and healthy spaces
- Nutrition awareness and access programs for marginalized communities

Transformational capacity building: This track invites proposals whose primary focus is addressing systemic and institutional inequities and biases embedded in traditional approaches to health and development management, leadership, and governance. Examples include but are not limited to:

- Innovations in health equity, such as improving quality data collection, monitoring, and evaluation with the goal of gaining insights that help us recognize and address the needs of marginalized individuals, communities, and intergenerational households
- Addressing underlying characteristics of traditional capacity building approaches that are rooted in systemic disparities and biases

---

[2] Social determinants of health: conditions in the environments where people are born, live, learn, work, play, and age that can affect people's health and quality of life.

- Novel approaches to local leadership and ownership

Sustainable supply chains: Proposals in this track focus on the community and environmental impact of health products' journeys through the supply chain, from sourcing of raw materials to production, storage, delivery, and transportation. Examples include but are not limited to:
- Local sourcing and strengthening local suppliers and manufacturers.
- Harnessing data from analytics/artificial intelligence to empower local leadership and suppliers
- Greening supply chains and their impact on communities through innovative environmental solutions
- Ensuring safe and inclusive work environments

Health and environment: Proposals on this track address the myriad ways the health of people and the planet directly intersect, including how health systems and their interventions can be designed to be climate resilient and green while working to improve human health more effectively. Examples include but are not limited to:
- Health system climate resilience
- Green and sustainable health solutions
- Greening of health facilities (e.g., reduction of carbon footprint of health services and infrastructure)

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
14 September 2022	RFP posted on Takeda website; Digital CSR Donation Management System open for new applications; Questions may be submitted to Takeda (see section 6.2)

28 September 2022 Standard Time (JST)	RFP Webinar; Registration available in Digital CSR Donation Management System
3 October 2022 11:59pm JST	Deadline for submission of clarification questions from potential applicants to Takeda Global CSR Program
11 October 2022	Date by which Takeda will respond to clarification questions received until the deadline above
21 October 2022 11:59pm JST	**Deadline to submit applications online** through the Digital CSR Donation Management System (****RFP closes 11:59pm JST****)
End of October – December 2022	Proposal eligibility verification and review by Global CSR Application Review Committee
Mid-January – End of February 2023	Possible proposal clarification calls between Takeda Global CSR Program team and applicant organizations (if applicable – initiated by Takeda)
Mid-March 2023	Takeda notifies applicants whose proposals are shortlisted (finalists) for employee vote
Mid-April 2023	Takeda notifies applicants of unsuccessful proposals
April – May 2023	Takeda may request additional information from finalists
May – June 2023	Takeda employee voting takes place; votes are counted
July 2023	Awardees notified Unsuccessful shortlisted applicants notified
July – September 2023	Donation agreements between Takeda and awardees finalized and signed
September 2023	Public announcement of 2023 awardees
December 2023	Year 1 disbursement to 2023 awardees (project start date should be January 1, 2024)

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 3 October 2022, 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 through the link here: https://tpccsr.fluxx.io/user_sessions/new and as 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 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 requested information may lead to a lower ranking or immediate disqualification. **Proposals must be submitted no later than 21 October 2022, 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 mid-January – end of February 2023.

6.6   UNSUCCESSFUL PROPOSALS

In the event that the proposal is unsuccessful, Takeda shall target to notify the applicant organization in writing in April 2023. 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 & 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:
GLOBAL CSR PROGRAM PROPOSAL APPLICATION TEMPLATE & GUIDANCE

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 tofill 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 for narrative responses.*

GENERAL INFORMATION
Project title

Duration in Years

Total Amount Requested [Please provide the total amount requested in Japanese Yen (JPY)]

Organization

Organization legal name [Legal organization name only; do not use DBA name here]

Primary contact [This individual will receive alerts from our system and communication from Takeda throughout the RFP process. This field is 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 E for shortlisted projects and the Donation Agreement of awarded projects. 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.]

1. **PROPOSAL SUMMARY**
   1A: Project summary (750 characters max – ~115 words)
   Please provide a high-level summary of your proposal, including the challenge you propose to address, how you propose to address it through this project, and the high-level results you hope to achieve.

   1B: Goal statement (350 characters max – ~60 words)
   Articulate the overarching goal of your proposed project. This should be a brief, tangible statement of what the project aims to achieve during both the short term (project period) and the long-term (after your project ends).

1C: Challenge/need being addressed (1,300 characters max – ~200 words)
Describe the specific challenge or need your project addresses, its scope, who is affected, and how they are affected.

1D: Impact on health systems (500 characters max – ~75 words)
Explain how one or more health systems will be stronger as a direct result of your project. Help us understand the connection between the proposal track you are choosing, your specific project, and stronger health systems.

1E: Differentiating factor (500 characters max – ~75 words)
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: Proposal track (select one, see details and examples in Global CSR Theme section of this RFP)
Select the specific track on which your project will primarily focus. We understand that your project may span several tracks, but we ask that you select the track that you feel best aligns with your activities and goal. See more details on tracks in Section 5 of this RFP document.

☐ Human-centered prevention
☐ Transformational capacity building
☐ Sustainable supply chains
☐ Health & environment

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

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 11: 11.7, 11.b, 11.c

☐ SDG 12: 12.4, 12.5, 12.7

☐ SDG 13: 13.1, 13.3

☐ SDG 14: 14.1

☐ SDG 15: 15.9

☐ SDG 17: 17.9, 17.15, 17.16, 17.17, 17.19

4. **BENEFICIARIES**

4A. Total beneficiary projections: The purpose of this section is to learn about who your anticipated project-level direct beneficiaries are, and how many individuals will benefit over the project period as a result of Takeda funding exclusively. *A direct beneficiary* is someone 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 individuals who received care or counseling. 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 in this section by choosing the most specific option** — for example, if one of your beneficiary groups is female health workers, please select "health workers." Do not include indirect beneficiaries.

Beneficiary categories:

- 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
- 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 provide description)

4B. Beneficiary explanation (750 characters max – ~115 words)

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

4C. Beneficiary journey (750 characters max – ~115 words)

Help our proposal reviewers and employees understand the project's high-level impact on individuals and their communities served. Please provide a very brief story of how one direct 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)

This includes countries that will or are intended to benefit from this project— where the target population is located and activities are being implemented. Select all countries that apply from the list provided.

5B: Rationale and context for countries served (1,200 characters max – ~175 words)

Briefly explain 1) why you chose this country or countries to focus on, and 2) how the context for implementation for the project may differ across countries/regions. For example, does one country have a longer history of government buy-in with the need for and value of proposed activities or in acknowledging the challenge being addressed? Do cultural differences require modified approaches from country-to-country?

5C: Countries from which project will be administered/overseen

Select countries with 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."

6. **PROJECT 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. *Up to 5 objectives are accepted.* We appreciate that the framework included in this section represents a set of reasonable projections and plans. If your project is selected for funding, note you will be asked to report against this framework twice annually.

6A: Objective and associated activities (4,000 characters max – ~600 words/objective)

In one brief sentence, explain one of the key milestone steps toward accomplishing the overarching goal of your project. Then, describe the activities associated with the objective and your overall approach to their implementation. Activities should include the specific processes or actions taken by you and your partners to achieve this objective (*what* you will

do, *who* will participate, and *where* and *when* you anticipate the activity will take place). Include non-financial support / technical assistance to be provided by this project, including any support provided by or to government, NGO, and civil society partners (names/type of recipients, description of support/assistance type, intensity, frequency, etc.). When outlining your overall approach to activities, include details regarding intended methodology, cadence, implementers/target beneficiaries, etc. For example, if your project contains training activities (e.g., training health workers), briefly describe your approach to training, who will do the training and who will be trained, and any long-term components (peer-to-peer education, mentorship, or continuing education.

6B: Objective anticipated results (1,000 characters max – ~150 words)
We want to understand the concrete results (outputs and outcomes) of your activities for each objective – not just what you will track, but also the specific targets you expect to achieve. *Every objective must include concrete results targets; please find guidance on how we define results, and what we expect to see in this section, in Appendix C.*

7. **ROLES & RESPONSIBILITIES OF SUB-CONTRACTOR(S) AND SUB- RECIPIENT(S)** (1,650 characters max – ~250 words)
Note that we use the terms "sub-recipients" and "subcontractors" interchangeably.
Please respond to the following:
   A. Provide a list of all partners you will work with to implement the project, including:
      - Why each specific entity is essential to success.
      - Each partner's distinct role and responsibilities in your proposed approach.
      - How their roles will differ from yours, especially if any sub-recipient will receive ≥30% of the total budget.
   B. If you are submitting on behalf of a consortium, please clarify that.
   C. If you do not plan to work with sub-contractors/sub-recipients on project implementation, explain why not. You are not required to work with sub-contractors/sub-recipients.

8. **DEMONSTRATED DEMAND FROM LOCAL STAKEHOLDERS** (825 characters max – ~125 words)
How have local government and community leaders and members demonstrated interest in your organization's leadership and project? For example, are MOUs in place, have health workers familiar with your work clearly requested training from you, and/or have local government and community members proactively sought your expertise and engagement?

9. **IMPLEMENTATION LANDSCAPE** (650 characters max – ~100 words)
What other organizations and initiatives are implementing related activities in your communities of focus? How are you already engaging (or will you engage) with these entities to ensure alignment and avoid duplication?

10. COMMUNICATIONS PLAN (1,300 characters max – ~200 words)

Communicating with the global health community and the communities you serve about the challenges your project addresses and impact of your work is important. We want to understand how you will leverage communication tools to achieve project objectives and communicate about the project and its impact to external stakeholders. We expect your communications plan to align with your project approach, focusing on these two aspects rather than how you will work with donors, and we expect you to drive this process. A minimum of 5% and maximum of 10% of your budget should be used for communication activities. Please share an overview of your communication plan, outlining the 1) type and frequency of activities, 2) local advocacy, behavior change communications, and awareness-building within the communities you plan to serve, 3) how you will highlight the impact and outcomes of the project's work to local, regional, and international audiences as appropriate, and lastly 4) how your plan can respectfully highlight the voices of local stakeholders and beneficiaries and the thought leaders and media in the countries where your project will be implemented. Please be sure to address all 4 components. We will expect collaboration from partners on repurposing some communications assets for Takeda employees to share the impact and value of the partnership.

11. DIVERSITY, EQUITY, AND INCLUSION (DE&I)

11A: How does your project bring DE&I to personnel/staffing and sub-contractor selection? (825 characters max – ~125 words)

11B: How does your project increase the capacity and capabilities of local partners and implementers? (825 characters max – ~125 words)

11C: How are your project activities designed to reduce gender-, power-, and other imbalances in system design, service delivery, and access to healthcare? (825 characters max – ~125 words)

11D: How is your organization set up and/or operated in a way that fosters DE&I? (650 characters max – ~100 words)

11E: What is the ratio of local talent to HQ staff members (e.g., staff based outside of countries served) on the project team? (175 characters max – ~25 words)

11F: What is the percentage of female-identifying team members for this project? (175 characters max – ~25 words)

12. ORGANIZATIONAL CAPACITY (2,000 characters max – ~250 words)

12A: 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 results. Please share information relevant to your proposed project. If your role is primarily to lead and convene implementing partners (for example as consortium lead), note that, and please clearly describe your approach to management and ability to hold members of the consortium accountable. Please be specific about how your organization is well-equipped to lead and carry out the proposed project.

12B: 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.

- **Articles of incorporation**
- **Bylaws**
- **Governance chart** (e.g., list of Board members, Advisory Group members, etc.)
- **Most recent audited financial statement and United States IRS form 990 (if applicable)**
- 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.
- **1-page management and staffing chart** illustrating the composition and structure of the core project team (not your entire organization), including HQ and satellite office support if relevant. If your project has a large implementation team (e.g., 40-50+ field officers), state that you have a team of 40-50+ 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.

13. **PAST PERFORMANCE** (3,000 characters max – ~450 words)

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

A. Briefly describe project name, location, overall budget, scale/reach, and time period. Include significant accomplishments and how you overcame any major challenges.

B. List key entities involved in implementation, as well as major project funders. For each funder, provide the name, title, and email address of the individual who oversaw your project. If your application is eligible for shortlisting, Takeda will contact these individuals for references.

C. If the project proposed is a continuation of, is an expansion of, or uses a model or framework similar to past projects you have completed, describe lessons learned and what existing resources, materials, etc., would be leveraged for the proposed project.

14. **RISK ASSESSMENT** (1,300 characters max – ~200 words)

Please describe barriers and/or risks to successful achievement of the project, steps you will

take to overcome and avoid them, and why you are confident that your organization can achieve the intended results. *Please focus on 1-3 specific* key barriers/risks you see as particularly critical or relevant to the local context. Your response should also describe your risk management approach — that is, how the project design anticipates known risks, for example, COVID-19, climate change, annual weather disruptions, and political instability and conflict, to avoid change requests and no-cost extensions.

15. SUSTAINABILITY

15A: How does the impact of the project outlive the funding period (how will your health and system outcomes be sustained)? (650 characters max – ~100 words)

15B: How will your project ensure *operational* sustainability? Describe your anticipated timeline for and approach to transitioning project leadership, knowledge, and activities to local government or other leaders. If you do not plan to transition ownership – why not? (650 characters max – ~100 words)

15C: How will your project ensure *financial* sustainability? Once Takeda funding ends, do you anticipate securing additional funds to continue project activities yourself (or transfer to local government for local ownership and financial responsibility)? If you do not intend project activities to continue beyond Takeda funding, explain why. (650 characters max – ~100 words)

15D: How will your project contribute to *environmental* sustainability (ex., by increasing energy efficiency, promoting climate resilience, reducing waste, leveraging sustainable local resources, etc.)? (650 characters max – ~100 words)

16. TAKEDA EMPLOYEE LEARNING TRIP

Takeda's Employee Participation Program features learning trips for select employees to visit Global CSR Program partner sites to help them understand global health challenges addressed by, and the transformational effect of, the projects they voted to fund.

For in-person trips, we often bring a small film and photography crew to capture footage and images of the experience and conduct brief interviews with project staff and participants, in partnership with the Global CSR Program partner (for example, learn about a 2020 learning trip to Myanmar here). Partners are expected 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 project costs in your budget. Typically, a learning trip is recommended to take place in the second-to-final or final year of the project; the exact timing of the trip will be finalized jointly by the partner and Takeda Global CSR after implementation is under way.

Our goal in asking for a general plan for the learning trip at the application stage is to ensure applicants have considered the trip at the outset and can commit to implementing a trip within budget limitations. Please base your plan on the following assumptions for each in-person learning trip: ten (10) Takeda employees, two (2) Takeda Global CSR Program team members, and two (2) film/photographer crew members. Direct costs to partners for the in-person trip could include airport transfers and local transportation (group transportation and driver costs to and from the airport, between accommodation and to project sites, partners, and community visits, etc.), meeting, and facility/event room (and food and beverage during site visits and meetings with local partners and beneficiaries, etc.), materials and printing, security, etc. Please note that host and sub-recipient organizations' personnel time should not be included in this Learning Trip budget category; that time should be included in the Personnel and Benefits and Sub-contractors and Sub-recipients budget categories. Learning Trip budget should exclude international travel, accommodation, airport transfers (outside of the group transfers) and per diem for food and beverage, etc. for Takeda employees which Takeda will cover directly.

Takeda welcomes and might request a virtual learning trip, webinar, or other creative online formats in place of an in-person learning trip if travel or an in-person trip is not possible (for example, due to schedule, travel disruptions, safety regulations, etc.). In this case, direct costs to partners for a virtual trip could include content collection (videographer/ photographer costs, etc.), web and graphic design costs to create virtual learning tours, etc.

Learning trip plan (1,500 characters max – ~225 words)
Provide a general plan for your Takeda learning trip, including the project year in which you envision it would take place and the general agenda, 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 unspent funds would be reallocated and, if virtual options were to take place, how the budget will be utilized for virtual options.

17. **BUDGET**

17A. Budget spreadsheet upload: Please review notes on use of Takeda Global CSR funds in Appendix D. Plan to organize your project budget by year (e.g., Year 1, Year 2, etc.) with a **Year 1 start date of January 1, 2024**, with the line items below for each year. Budget numbers must be submitted in *Japanese Yen (JPY) as the total award amount. 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. 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 project objectives. All solicitations are competitive. Download our template directly through the Application in the 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 (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 & 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	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 *Please 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.*

17B. Budget table: Please enter the budget category 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 summary table.

18. BUDGET NARRATIVE

Explain how you determined costs for each line item in support of the project 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 D in this RFP document.

18A.

- **Personnel and benefits** (1,800 characters max – ~275 words): 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 – ~275 words): 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). Please include details of what the budget will cover for each sub-contractor and sub-recipient.

- **Consultation & professional services** (1,000 characters max – ~150 words): 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 – ~150 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.

- **Travel & accommodation** (1,000 characters max – ~150 words): 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 – ~150 words): Explain how you calculated costs (see section 10 of Appendix A), including for production of publications, social promotion, and media outreach. If convening one or more events for the local and global 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 – ~75 words): 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 for both headquarter and country offices. See Appendix D for Takeda's indirect cost policy and restrictions.

- **Learning trip** (500 characters max – ~75 words): Explain how you calculated costs for each direct cost (please include quantities and cost per item, as relevant). See budget limitations and assumptions in Section 16 of Appendix A.

- **Other direct project costs** (500 characters max – ~75 words): 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. We strongly prefer all costs to be included in the categories above.

18B. Co-funding (500 characters max – ~75 words): 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.

19. 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 E) after submission of your application to ensure no conflict of interest. No action is needed at the proposal submission stage.

20. ACKNOWLEDGEMENTS

Please review the Terms and Conditions of Application carefully prior to 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 for the entire program duration will need to be absorbed by the awarded partners. There will be no additional funding provided from Takeda due to currency exchange impact throughout the program duration. This may result in revision of program implementation and budget to account for currency exchange loss or gain. Any changes to program beneficiaries, objectives, budget, etc. resulting from currency exchange loss or gain 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 also accept the currency exchange fluctuations and risk 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 internationallyagreed 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 diseasesand 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 hazardouschemicals 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 privatespheres, 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 no more than 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 Appendix A (Application) Section 4 BENEFICIARIES, 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/double may exist. If your project will be supported by funding from multiple donors, ensure that the results you list are directly connected to the Takeda-funded portion of your project exclusively.

Definition of "results," "outputs," and "outcomes"

We accept both "outputs" and "outcomes" as results of your project. We define "outputs" as the direct impact 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 change over time in systems, populations, policies, or behaviors. Because definitions of these and other impact-related terms vary significantly among funders and the field of social impact measurement continues to evolve, **you need not indicate which of your results are outputs and which are outcomes. However, the strongest proposals will include a mix of both types of results.** Please find non-exhaustive lists of examples of both outputs and outcomes below; these lists are included for reference, not to limit the types of results you include in your application.

Outputs include but are not limited to:
- # health workers, supply chain managers, or health system/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, mobile phone, etc.)
- # events, trainings, sessions, etc.
- # 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
- # informational/educational collateral distributed

Outcomes include but are not limited to

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.

Increase from # in [timeframe] to # on [timeframe] (or increase in %)
- environmentally responsible practices (waste reduction, local sourcing/packaging, etc.)
- welcoming, inclusive spaces and services
- health system-related climate resilience and energy efficiency
- health care knowledge or awareness
- access to health care products or services
- number of health care workers
- health system capacity to handle routine needs, including endemic issues and challenges
- emergency preparedness

Decrease from # in [timeframe] to # by [timeframe] (or decrease in %)
- disparities
- stock-out rates
- wastage/overstock of health supplies/tools
- substandard and/or falsified health supplies
- disease burden in a community or specific geographic area
- mortality and/or morbidity related to a specific cause

APPENDIX D: NOTES ON USE OF TAKEDA GLOBAL CSR FUNDS

Use of 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.

Sub-Contractors and Sub-Recipients: "Sub-Contractors" and "Sub-recipients" includes any third party engaged by the applicant to provide services 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 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.

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 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 or carry out work and activities for Applicant or on behalf of the Applicant in relation to the project.

Anti-Corruption Obligations: Takeda's policy prohibits the funds from being earmarked to support director 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](#).

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 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.

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 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, learning trip costs, 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. Facility-related expenses can be included as a direct cost when a partner requires additional building or equipment expenses to execute the project as part of the project approach (for example, construction or rehabilitation of a health clinic).

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 for headquarter and relevant country offices, organization operating costs that support the entire operations of the project. Facility/office-related costs are typically covered by indirect costs such as overhead, insurance, rent, utilities, etc. for the Applicant organization.

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 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 or include the sub-contractors' indirect costs in the indirect cost budget category; the intent is to sufficiently fund actual costs only.

Learning trip: Takeda provides budget for employee learning trip to program partner sites with a limit of JPY 2 million, separate from project implementation costs, to cover on-the-ground, in-country expenses for an in-person trip (excluding partner's staff time and Takeda employees' time, and international travel, accommodation, airport transfers (outside of the group transfers), and per diem for food and beverage for Takeda employees which Takeda will cover directly). If an in-person learning trip is not possible to be completed (due to schedule, travel disruptions, safety regulations or other restrictions), the budget allocated should be utilized for a virtual learning trip, webinar, or other creative format in place of an in-person learning trip. Any unspent funds should be reallocated to project approach and implementation only.

Local 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.

APPENDIX E: 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. [APPLICANT ORGANIZATION NAME] (the "Organization") recognizes and declares thatTakeda 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 monetarydonation 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.