

Request for Proposal (RFP)

Takeda Global CSR Program FY2020

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Date: 25 October 2019

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1. ABOUT TAKEDA

Takeda Pharmaceutical Company Limited (hereinafter referred to as Takeda) is a global, values-based, R&D-driven biopharmaceutical leader headquartered in Japan, 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 over 230 years of distinguished history in Japan. Our R&D efforts are focused on four therapeutic areas: Oncology, Gastroenterology (GI), Rare Diseases and Neuroscience. We also make targeted R&D investments in Plasma-Derived Therapies and Vaccines. Takeda puts the patient at the center of all its business activities. This approach also underpins management's discussion of our CSR activities. Takeda promotes prevention of disease to contribute to better health for people in developing and emerging countries as a key focus for its activities. As part of this effort, we determine new Global CSR Programs through votes cast by all of our employees worldwide. Takeda's Global CSR Program, its flagship CSR activity, provides multi-year commitments to key global stakeholders. The Program is rooted in the company's patient-centricity and dedication to disease prevention and the improvement of access to healthcare that transforms people's lives in developing and emerging countries. Since its launch in 2016, the Global CSR Program partnerships have been delivering tangible results, contributing significantly to global efforts to achieve the SDGs. Results range from expanding patients' access to quality diagnosis and treatment, including immunization, in disease-endemic countries to training health workers and strengthening health systems worldwide.

Additional information about Takeda is available through its corporate website, www.takeda.com

2. TAKEDA CORPORATE SOCIAL RESPONSIBILITY (CSR) PROGRAM

Takeda has been working to enhance CSR programs focused on improving access to healthcare. Our dedication to supporting "disease prevention to improve health in developing and emerging countries" represents a long-term challenge for which there is no short-term fix. We have committed to providing the necessary funds for five to ten years for each program in which we support.

With a focus on disease prevention for better health in developing and emerging countries, our global CSR programs are five to ten-year commitments selected through employee votes. Started in 2016, working closely with those organizations on the ground, these programs are already making a contribution to the health of millions of people in communities across Africa, Asia and Latin America.

Employee engagement is an integral part of our Global CSR program. To help increase awareness and understanding of the health challenges being tackled, Takeda's Employee Participation Program (EPP) enables employees to experience the transformational impact of the company's contributions firsthand. They can connect directly with programs in the field, visiting health clinics, and hearing firsthand from patients and community health workers on the front lines. Each of us at Takeda feels a personal stake in our impact and progress in tackling global health challenges.

3. RFP INVITATION

Thank you for your interest in submitting a proposal to Takeda's Global CSR Program. This document is a Request for Proposal (RFP) from Takeda. Takeda invites you to complete this RFP as part of the

proposal selection. As needed, Takeda's Global CSR Programs/Partnerships Team will work collaboratively with you as you prepare your proposal. It is Takeda's intent to run an efficient RFP process. Therefore, please kindly reach out to Takeda's Global CSR Programs/Partnerships Team (contact info detailed in Section 7) to clarify any questions you may have.

4. RFP TERMS AND CONDITIONS

4.1 GENERAL CONDITIONS

Recipients of this RFP are hereby advised that nothing herein nor any communication made between Takeda or its representatives and recipients of this RFP, or any part thereof, shall be taken as constituting a contract, agreement or representation between Takeda and recipients of this RFP 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.

Recipients of this RFP 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 makes no commitments, implied or otherwise, that this process will result in a business transaction with one or more parties.

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.

This RFP has been completed in good faith. However, 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.

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 by you without prior written approval of Takeda.

Confidential information received by Takeda from you 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 your 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, in its and 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.

4.5 OWNERSHIP

This RFP, and all accompanying attachments and other documentation are the property of Takeda and may not be copied, distributed or manipulated in any way or form.

4.6 ACCEPTANCE TERMS AND CONDITIONS

By submitting your proposal, you are expressly agreeing to the terms and conditions stated within this RFP document.

5. FY2020 GLOBAL CSR PROGRAM THEME

From 2016, we focused on disease prevention and health promotion in developing and emerging countries as part of our Global CSR Programs. As such, Takeda's Global CSR Program looks at health along the Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCAH) spectrum as evidenced by our on-going Global CSR Programs.

In September 2019, Takeda launched the inaugural Global CSR Program and Partnership Forum. Based on the outcome from this forum, Takeda is pleased to announce that the FY2020 Global CSR Program should be in line with one or more of the strategic themes stated below:

- Disease prevention through capacity building (with emphasis around communicable, maternal neonatal and child and adolescent health, perinatal and nutritional conditions)
- Health systems strengthening and innovation (with a significant emphasis on health supply chain strengthening)
- Multi-partnership (for example, a joint proposal by two or more organizations)

All proposals must take into account the WHO Health Systems Framework when developing a technical approach, in concert with the thematic areas above. In particular, Takeda welcomes proposals that consider systems building blocks of the WHO Health Systems Framework, that include 1) leadership and governance 2) health care financing 3) health workforce 4) information, innovation and research and 5) service delivery.

Please make sure to clearly state which theme(s) your proposal relates to in the Executive Summary Section found in **Appendix A**.

Proposals centered primarily around noncommunicable diseases (NCDs) will unfortunately not be considered for funding.

6. RFP PROCESS

6.1 RFP TIMELINE

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

Date/time	Activity
25 October 2019	RFP posted on Takeda website
08 November 2019 end of business Japan Standard Time (JST)	Deadline – Submit clarification questions to; Takeda Global CSR Program: global_csr_program@takeda.com
29 November 2019 end of business JST	Deadline - Submit proposal (RFP closes)
10 – 24 January 2020	Proposal clarification call with Takeda Global CSR Programs/Partnerships Team (if applicable)
07 February 2020	Proposals shortlist announced
02 March 2020	Takeda employee voting begins
End of June 2020	Awardees announcement

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.

6.2 RFP CONTENT AND ASSOCIATED DOCUMENTS

Below is a summary of the RFP content/documents provided in connection with the RFP.

Name	Description
Corporate Profile 2019	Takeda's 2019 Corporate Profile
Sustainable Value Report	The Sustainable Value Report explains Takeda's initiatives for sustainable value creation, mainly by presenting non-financial information such as CSR activities.
Appendix A: GLOBAL CSR program TECHNICAL proposal FORMAT	Appendix A, a part of this document, that details the specific technical proposal requirements
Appendix B: GLOBAL CSR program COST proposal FORMAT	Appendix B, a part of this document, that details the specific cost proposal requirements

6.3 Q&A PROCESS

The Q&A process is the primary mechanism to obtain answers/clarifications to any aspects of the RFP and the overall selection process. The process will follow the timeline set forth at par. 5.1 of this document (RFP process).

Organizations are required to submit their questions to:

- Takeda Global CSR Program: global_csr_program@takeda.com

6.4 SUBMIT PROPOSAL

Your proposal must include a thorough answer to each question, request for information (see Annex A and B for Technical and Cost Format, respectively) and must provide all other materials for which a request has been made in this RFP. Failure to provide thorough answers or requested information may subject your proposal to a lower ranking or immediate disqualification.

Please submit your proposal no later than **29 November 2019 end of business**, Japan Standard Time.

Takeda reserves the right to verify any information contained in the RFP response, and to request additional information after the RFP response has been received.

6.5 TAKEDA PAYMENT TERMS

It is expected that all organizations submitting a proposal will be able to agree on the standard Global CSR installment payment schedule of December/year during the program period.

6.6 TAKEDA QUESTION AND ANSWER PROCESS

Takeda may contact the organizations with clarification questions during the below period.

- 25 October 2019 to 8 November 2019

The purpose of this process is to clarify areas in the submitted proposal to aid Takeda with its evaluation. Organizations are expected to ensure the relevant individuals are available for this period to provide answers to the clarification questions.

6.7 UNSUCCESSFUL PROPOSALS

In the event that the proposal is unsuccessful, Takeda shall target to notify the organization in writing by the end of February 2020.

Unsuccessful organizations may request a debriefing session, which may be scheduled at Takeda's discretion, taking into account timing and shall therefore be at Takeda's convenience.

7. TAKEDA CONTACT LIST

Takeda intends to maintain a fair evaluation process. Unless expressly agreed otherwise with Takeda, organizations are instructed to only communicate through designated Takeda Global CSR Program email address.

- Takeda Global CSR Program: global_csr_program@takeda.com

8. TAKEDA CORPORATE PROFILE 2019

https://www.takeda.com/siteassets/system/newsroom/corporate-materials/takeda_corporateprofile2019_en.pdf



**CORPORATE
PROFILE
2019**



Better Health, Brighter Future

9. SUSTAINABLE VALUE REPORT

<https://www.takeda.com/corporate-responsibility/Sustainable-Value-Report/>



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Sustainable Value Report

Reports

Sustainable Value Report

The Sustainable Value Report explains Takeda's initiatives for sustainable value creation, mainly by presenting non-financial information such as CSR activities. We have referred to the international framework for integrated reporting of the International Integrated Reporting Council (IIRC), the United Nations Global Compact (UNGC) Advanced Level Criteria, and the Global Reporting Initiative (GRI) Standards to create a comprehensive report targeting a broad range of stakeholders.

For legacy Shire Annual Responsibility Report, [click here](#) >

[Sustainable Value Report 2018](#)

10. GLOBAL CSR PROGRAM

<https://www.takeda.com/corporate-responsibility/activities/global-csr-program/>



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Activities

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SDGs

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HERhealth

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Digital Birth Registration

Corporate Citizenship Videos

Global CSR Program



Photos by Plan International, JOICFP, Save the Children, UNICEF, United Nations Foundation, and World Vision.

APPENDIX A: GLOBAL CSR PROGRAM TECHNICAL PROPOSAL FORMAT

(For an editable Word Version, [please click here](#))

Please answer all the questions in this Appendix and submit it to the Takeda Global CSR Program contact for review and follow-up discussion

General Information:

Proposal Title	
Program Duration (months)	
Requested Amount (JPY)	
Organization Legal Name	
Legal Status	
Legally Registered Address	
Primary Contact Name	
Primary Contact Title	
Primary Contact Email	
Primary Contact Phone	

Submission Information:

Date Submitted	
Submitted By	
Submitted By Contact Email	

1. Technical application format

The Technical Application shall contain the following sections:

- 1.1 Cover Page (x 1 page maximum)
- 1.2 Table of Contents (x 1 page maximum)
- 1.3 Executive Summary (x 1 page maximum)
- 1.4 Technical Approach (x 10 pages maximum)
- 1.5 Past Performance (x 5 pages maximum)
- 1.6 Organizational Capacity (x 1 page maximum)
- 1.7 Management and Staffing (x 1 page maximum)
- 1.8 Gender (x 1 page maximum)
- 1.9 Monitoring and Evaluation (x 5 pages maximum)
- 1.10 Sustainability (x 1 page maximum)
 - 1.10.1 Annexes (no limit)

Please follow the following application guidelines:

- use English;
- type on standard 8 1/2" x 11" (216mm by 297mm paper) or A4 paper;
- be single spaced with 12 point font; and
- label with page numbers and name of applicant on each page
- The maximum number of pages is reflected below
- Technical application must be submitted to global_csr_program@takeda.com

Proposal Details:

1. Cover Letter

The Cover Page shall include the Applicant's name, identification of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address).

2. Executive Summary

The Executive Summary will be a one-page summary of the application. The summary will summarize which theme the proposal relates to, the key elements of the Applicant's technical strategy, management approach, implementation plan, expected results and M&E (monitoring & evaluation) plan.

3. Technical Approach

In this subsection, the Applicant should address considerations related to and provide all of the information necessary for Takeda to effectively and fairly evaluate the application. This subsection should describe the problem statement, proposed technical strategy, approach for determining priorities among the various options of interventions and areas of geographic focus. This subsection should detail the anticipated barriers to implementation, ways to address these challenges, potential solutions to unforeseen changes in funding and synergistic opportunities with other stakeholders, including humanitarian partners, multilateral partners, donors, NGOs or civil society. The technical approach must be based on a clear understanding of issues and systems, evidence, local context, and innovative thinking.

4. Past Performance

The Applicant should discuss examples of its past performance. The Applicant should address any relevant performance issues related to past performance. The section shall include all of the following information:

- The identity of the entity involved (e.g. the Applicant, a major subcontractor or major sub-recipient);
- A description of the project's scope, magnitude and period of performance;
- Location of the project;
- Details as to the Applicant's (or that of a major subcontractor or sub-recipient) role and activities during the project;
- Discussions of accomplishments as well as challenges associated with completion of the project and what the Applicant did to overcome the challenges;
- Contact information (names, telephone numbers, email addresses, etc.) for the entity that funded the program or contract. Names and contact information should be provided for both technical and contracting/grant administration personnel, preferably for personnel who directly oversaw the program or contract.

5. Organizational Capacity (incl. financial capacity)

In this section, the Applicant should describe the organizational knowledge, capability, experience of the lead Applicant and other proposed team members in managing similar programs. This includes implementing activities focused on program service delivery, systems strengthening, advocacy, and capacity building. Applicants shall also describe their organizational capability in:

- Effectively managing the financial, administrative and technical aspects of the program.
- Collaboratively building effective relationships with host country governments, donors, private sector, and international and local NGOs.
- Effectively providing technical assistance on M&E.

6. Management and Staffing

The Applicant should provide a clear description of how the project will be managed in order to meet technical, organizational, M&E staffing requirements of the project, including the approach to addressing potential problems. Applicants shall specify the composition and organizational structure of the entire project team (including home office support) and describe each staff member's role. An organizational chart should be included and should demonstrate reporting structures.

7. Gender

Gender norms and expectations are continuously reinforced and supported by all actors in society. Gender constructs are played out through the range of interactions that men, women, boys, and girls have, between individuals, within families, and across all other social structures and institutions. Therefore, Applicants are expected to propose interventions that will involve all actors in society in relation to each other, and describe how their approach will aim to equalize the balance of power between and among males and females in order to reduce gender-related imbalances in service delivery and systems strengthening. The Applicant should discuss the involvement of both females and males, including youth, in the planning, implementation, M&E of the project.

8. Monitoring and Evaluation (incl. open to 3rd party audit)

The Applicant should detail a plan to monitor and evaluate the project results and demonstrate its ability to reach stated program objectives within the required time of performance. Applicants shall provide a preliminary monitoring and evaluation (M&E) plan in their responses that describes the data needed to measure progress and performance. This plan shall identify indicators and targets that support and contribute to project strategies. The Applicant shall elaborate in the preliminary plan the expected program results with illustrative indicators, baseline information, mid-term milestones/benchmarks, and end-of-project results. The plan should also include how data will be collected, verified, analyzed, reported, maintained, and disseminated. The Applicants shall show how each task relates to indicators and targets, and where applicable, what the social return on investment for this project is. Applicants are encouraged not to create new indicators but reference and utilize existing systems strengthening metrics. **Applicants must confirm willingness to undergo 3rd party audit contracted by Takeda.**

9. Sustainability

If applicable, the sustainability plan describes how the program intends to sustain its activities beyond the life of this program. This subsection must include a plan for promoting sustainability through transitioning of programs to government and/or local organizations by the end of the project. Applicants are encouraged to outline how local organizations will be integrated/ included in project implementation, as well as how Applicants will work with civil society to increase their technical, operational, and financial capacity.

10. Annexes

The technical application annex shall contain proposed partnering arrangements, resumes of core team members, past performance and personnel references, letters of recommendation, awards, testimonials and any other supporting documentation as deemed necessary.

APPENDIX B: GLOBAL CSR PROGRAM COST PROPOSAL FORMAT

(For an editable Word Version, please click [here](#))

General Information:

Proposal Title	
Program Duration (months)	
Requested Amount (JPY)	
Organization Legal Name	
Legal Status	
Legally Registered Address	
Primary Contact Name	
Primary Contact Title	
Primary Contact Email	
Primary Contact Phone	

Submission Information:

Date Submitted	
Submitted By	
Submitted By Contact Email	

1. Cost Application Format

The Cost Application shall contain the following sections:

- 1.1 Cover Page (x 1 page maximum);
- 1.2 Table of Contents (x 1 page maximum);
- 1.3 Budget including budget notes (no limit)
- 1.4 Confirmation of acceptance to Takeda's installment payment schedule of December/year during the program period
- 1.5 Confirmation of acceptance to submission of progress reports (mid-year and annual progress reports)
- 1.6 Takeda Employee Participation
- 1.7 Conflict of Interest Statement
- 1.8 Communications Plan

Please follow the following application guidelines:

- use English;
- type on standard 8 1/2" x 11" (216mm by 297mm paper) or A4 paper;
- be single spaced with 12 point font; and
- label with page numbers and name of applicant on each page
- An electronic version of the budget should be provided in unprotected Microsoft Excel format.
- Cost proposal application must be submitted to global_csr_program@takeda.com

1. Cover Letter

The Cover Page shall include the Applicant's name, identification of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address).

2. Cost Proposal: Budget

Budget: An overall budget should be included in the Cost/Business Application that provides, in detail to the individual line item, a breakdown of the types of costs anticipated (in Japanese YEN). An electronic version of the budget should be provided in unprotected Microsoft Excel format. The types of costs should be organized based on the cost categories described below.

- Salaries, wages
- Fringe
- Indirect costs
- Travel and transportation
- Other direct costs
- Seminars / conferences (if applicable)
- Training costs (if applicable)
- Communications plan

Budget notes are required. These budget notes must provide an accompanying narrative by line item which explains in detail the basis for how the individual line item costs were derived.

Please describe expected activities (associated detailed budget breakdown), deliverables and expected outcomes.

IF requested by TAKEDA after submission of applications, please provide information on the Applicant's financial status and management, including:

- (a) Audited financial statements for the past three years;
- (b) Organization chart (including list of board members), by-laws, constitution, and articles of incorporation, if applicable

3. Acceptance to Takeda's installment payment schedule of December/year during the program period

If unable to accept, please explain clear rationale why your organization cannot accept

4. Acceptance to submission of progress reports (mid-year and annual progress reports)

Confirm acceptance to submit progress reports on a semi-annual and annual basis.

5. Takeda Employee Participation

Confirmation opportunities, if any, to engage Takeda's and/or its affiliates' employees for the program (i.e. study-tour/field visit for Takeda's delegation)

6. Conflict of Interest Statement

If applicable, please describe any existing relationship with any of Takeda's and/or its affiliates' commercial business unit/functions including but not limited to Access to Medicines (AtM), Takeda's and/or its affiliates' Local Operating Companies in countries; or describe plans to establish relationship with Takeda's and/or its affiliates' commercial business units/functions (Access to Medicines, Takeda Local Operating Companies in-country) to carry out the proposed program activities; and/or whether your organization is receiving/has received funding from any of Takeda and its affiliates entities (including legacy Shire)

7. Communications Plan

To inform about our partnership externally and raise awareness on those global health issues we tackle, using various tools and platforms including conferences/events, media outlets, publications, websites, and social media channels, we would like to ask that you annually allocate 5% of the total budget for the communication/public relations plan and include a brief overview of your plan for the duration of the program in your proposal.