



Request for Proposal (RFP)

PF No. and Title: Employer of Record, PR# 2025-09-03
RFP Issue Date: September 19, 2025
Proposal Submission Deadline: October 3, 2025
Potential Interviews with Finalists: October 13-17, 2025

Contracting Entity: Helen Keller International (Helen Keller Intl)

Place of Performance: Remote

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Bidders are encouraged to read this RFP and all attachments in its entirety paying specific attention to the instructions and requirements. Issuance of this RFP does not in any way obligate Helen Keller International to award a contract, nor does it commit Helen Keller International to pay for costs incurred in the preparation and submission of a proposal. All recipients of this RFP shall treat all information and details included herein as private and confidential.

SECTION 1: Introduction, Eligibility of Bidders, and Definitions

Introduction

Helen Keller International (Helen Keller) is a nonprofit organization dedicated to saving and improving the sight and lives of the world's vulnerable by combatting the causes and consequences of blindness, poor health and malnutrition. Helen Keller currently operates in about 20 countries – across Africa, Asia, Europe and the United States. Helen Keller Intl is seeking a flexible, responsive, and fully compliant global outsourcing solution. Specifically, we are looking for an Employer of Record (EOR) partner to hire and pay employees on our behalf in countries where Helen Keller is not registered. Current countries of inquiry include:

- United Kingdom
- France
- Denmark
- Canada
- Vietnam

- The Netherlands
- Morocco
- United Arab Emirates

The purpose of this Request for Proposals (RFP) is to select vendor(s) that will provide best value to Helen Keller Intl, when both technical and cost factors are combined.

Commitment to Small and Disadvantaged Businesses

Helen Keller International encourages proposals from small and disadvantaged businesses. We welcome the application of all qualified potential vendors.

Eligibility of Bidders

This RFP is open to entities that are deemed capable of implementing the scope of work, with a solid record of integrity and business ethics, and that meet the eligibility requirements stated in this Section.

Bidders that submit proposals in response to this RFP must meet the following requirements:

- 1) Be a non-government entities (for-profit and non-profit companies, non-governmental organizations (NGOs), etc.) that are legally registered under the laws of the country where it is operating.
- 2) Have demonstrated capacity and expertise to successfully implement the Scope of Work.
- 3) Have completed the required representations and certifications incorporated in this RFP.
- 4) Be willing to comply with any applicable donor rules and regulations and Helen Keller Intl requirements.

Note: Helen Keller Intl will not award a contract to any firm that is debarred, suspended, or proposed for debarment by the U.S. or other international Governments, or who proposes to do business with firms or firms' principals who are debarred, suspended, or proposed for debarment, in the performance of the requirement of this activity.

SECTION 2: Scope of Work

Helen Keller Intl will evaluate all proposals received in response to this RFP in accordance with the evaluation criteria described in this document.

This RFP contains the following Annexes:

- Annex A: Conflict of Interest Disclosure

Organization Background

Helen Keller Intl employs approximately 900 staff across the globe and maintains legal registration and established payroll practices in each of our program countries. However, we occasionally need to hire employees in countries where Helen Keller does not have a legal entity. These situations typically arise when current or prospective employees—whose roles involve frequent international travel—request to work from their country of citizenship or legal residence, even when Helen Keller does not maintain an office or registration in that location.

To support Helen Keller's commitment to recruiting and retaining highly qualified talent, we are seeking a flexible, responsive, and fully compliant global outsourcing solution. Specifically, we are looking for an Employer of Record (EOR) partner—operating under a Professional Employer Organization (PEO) model—to hire and pay employees on our behalf in countries where Helen Keller is not registered. The selected provider must ensure full compliance with local labor laws, applicable EU regulations, tax regulations, and employment standards, while offering seamless onboarding, payroll administration, and Human Resources support.

This partnership will enable Helen Keller to accommodate necessary staff mobility and maintain operational agility without compromising legal compliance or employee experience.

For more information about Helen Keller International, visit our website <https://helenkellerintl.org/> and download the [Annual Report](#).

Scope of Work, Key Objectives and Activities

Helen Keller Intl seeks to engage a qualified Employer of Record (EOR) vendor capable of delivering comprehensive, compliant, and responsive employment services in countries where Helen Keller Intl is not legally registered. The selected vendor must be able to provide the following:

- **Compensation Benchmarking & Guidance** Provide clear, well-documented recommendations for establishing total compensation packages that are competitive within the local labor market, including salary, benefits, and statutory entitlements.
- **Local Employment & Legal Responsibility** Employ individuals locally on behalf of Helen Keller Intl using the most appropriate legal mechanism for the jurisdiction (e.g., co-employment, secondment, direct hire), while assuming full legal responsibility for employment and compliance.
- **Employment Documentation & Onboarding Support** Deliver all locally required employment documentation and onboarding materials, including employment letters, contracts, statutory notices, and employee handbooks. All documents must reflect clear terms and conditions and comply fully with local labor laws and regulations.
- **Payroll Administration & Statutory Compliance** Ensure timely, accurate, and reliable payroll services, including issuance of payslips, calculation and withholding of applicable taxes, payment of social security contributions, and establishment of severance or other statutory funds where required.
- **Information Exchange & Currency Management** Maintain transparent and efficient communication protocols to facilitate timely exchange of employment-related information. This includes clear procedures for managing currency fluctuations and their impact on payroll and compensation.
- **Labor Law Advisory & Risk Mitigation** Provide expert guidance to Helen Keller Intl on local labor laws and employment practices, particularly in cases involving disciplinary action or termination, to ensure legal compliance and minimize risk.

In, at a minimum, the following countries:

- United Kingdom
- France
- Denmark
- Canada
- Vietnam
- The Netherlands
- Morocco
- United Arab Emirates

Key Objectives and Activities

The successful Employer of Record will be required to define the following services in a comprehensive manner:

Company Overview	Background, global footprint, client references
Geographic Coverage	Supported countries and legal entity status
Compliance Framework	Approach to labor laws, taxes, and benefits including adherence to GDPR and EU statutory requirements, where applicable
Onboarding Process	Timeline, documentation, employee experience
Payroll & Benefits	Payroll frequency, benefits packages, statutory contributions
Technology Platform	Overview of HRIS, payroll, and reporting tools
Pricing Structure	Transparent breakdown of fees

SLAs	Response times, resolution guarantees
Risk Management	Insurance, indemnification, dispute resolution
Termination Plan	Offboarding and employee transition support

Anticipated Contracting Period and Award Mechanism

The anticipated period of the resulting award is expected to be approximately 3 years beginning on or about November 1, 2025, with an option to extend for ongoing support. Bidders must clearly identify “start-up” support costs, if any, required to commence services.

Helen Keller Intl intends to award an all-inclusive fixed price Professional Services Contract (see below) to the winning offer. No profit, fees, taxes, or additional costs can be added after award. This RFP is subject to all the terms and conditions of the resulting contract. Any resultant award will be governed by these terms and conditions.

SECTION 3: Proposal Instructions

The Bidder’s proposal will consist of two separate documents:

Part 1 - Technical Offer

Part 2 – Financial Offer

The Technical Offer and the Financial Offer (altogether “proposal”) must be submitted separately. The Bidder should not include any cost data in the Technical Offer.

The proposal should be concisely presented and structured, and should explain in detail the Bidder’s availability, experience and resources to provide the requested services.

Proposals that are incomplete or do not address these criteria may not be considered in the review process. All proposals **must be submitted in English**.

Both the Technical Offer and Financial Offer must be submitted with a **Cover Letter** which must include the following information and must be signed and stamped by an authorized representative of the Bidder organization:

- i. Date of Submission of the Proposal
- ii. Term of proposal validity (minimum 90 days)
- iii. Name of the company/organization
- iv. Name and title of authorized representative of organization
- v. Type of company/organization
- vi. Address
- vii. Telephone
- viii. E-mail
- ix. Taxpayer Identification Number
- x. Other required documents that shall be included as attachments to the cover letter:
 - a) Copy of registration or incorporation in the public registry, or equivalent document from the government office where the bidder is registered.
 - b) Copy of company tax registration, or equivalent document.
 - c) Copy of trade license, or equivalent document.

Bidders must also submit a signed Conflict of Interest Declaration Form. This form will be assessed to establish whether the Bidder has any present or potential future conflict of interest according to the definition in Annex A. If the conclusion is reached that any conflict of interest declared by the Bidder could have a negative impact on the Bidder’s ability to perform the Service, Helen Keller Intl may decide to reject the submitted proposal. Failure to accurately complete the Conflict of Interest Declaration Form may also lead to the rejection of the submitted proposal.

Part 1: TECHNICAL OFFER

The Technical Offer should be in the English language, typed in Microsoft Word, single-spaced, with each page numbered consecutively.

The Technical Offer should include the following:

1) Bidder past performance record/relevant experience

Information related to Bidder's past performance/prior experience in conducting work in the with international non-profit organizations similar in nature and volume to the services requested (brief description, deliverables, date, client etc.).

Bidders must also provide contacts for at least three (3) professional references for previous work and/or experience under similar Scopes of Work. Contact information should include, at a minimum: name of individual, name of company, brief information on relationship to Bidder, address, email, and phone number. Helen Keller reserves the right to contact any and all references provided.

2) Technical approach

The technical approach needs to detail the proposed strategy for achieving the project objectives. The technical approach should also include the following:

- A brief description of the Bidder's understanding of the objectives and scope of work for the consultancy.
- An overview as to how the Bidder would propose to complete the requested services indicated in this RFP.
- Expectations of Helen Keller staff and/or specific needs for support in order to achieve the scope of work (e.g., frequency of meetings, project management support, access to files/people).

3) Team Structure requirements

- a) Team Structure: Bidders must describe the structure of the team that will deliver against the objectives and scope of work described in this RFP. Team structures must identify the Partner(s) and other team members and the roles and responsibilities that each will have over the duration of the contract, including years of experience and relevant qualifications.
- b) The proposed Team must collectively demonstrate, in their educational background and professional experience, the following requirements and qualifications:

- **Expertise in International Non-profit Sector:** Demonstrated experience and deep understanding of the international non-profit sector, including its changing landscape, unique challenges, opportunities, and best practices. Understanding of the international public health landscape a plus.
- **Extensive Experience in Global Employment Services:** The team should include professionals with a minimum of 5–10 years of experience in international HR operations, employment law, and compliance across multiple jurisdictions.
- **Educational Background in Relevant Disciplines:** Team members should hold degrees in Human Resources, Business Administration, Employment Law, International Relations, or related fields. Advanced degrees (e.g., MBA, JD, LLM) are preferred for key roles.
- **Expertise in Employer of Record Operations:** Demonstrated experience managing EOR services, including onboarding, payroll, benefits administration, and offboarding for remote and distributed teams.
- **Knowledge of Local Labor Laws and Compliance:** Proven ability to navigate and apply local labor laws, tax regulations, and statutory benefits in countries where services will be provided.
- **Technology and Systems Proficiency:** Familiarity with HRIS platforms, global payroll systems, and digital onboarding tools. Experience integrating EOR services with client systems is a plus.
- **Client Relationship and Account Management Skills:** Strong background in managing client accounts, resolving escalations, and ensuring service-level agreements (SLAs) are met.
- **Multilingual Capabilities and Cultural Competence:** Language skills and cross-cultural experience to support diverse global teams effectively.
- **Certifications and Professional Memberships:** Relevant certifications such as SHRM, CIPD, PHR/SPHR, or country-specific HR/legal credentials are highly desirable.

- **Ethical Standards and Integrity:** Adherence to ethical standards and integrity in all aspects of services, including maintaining confidentiality, avoiding conflicts of interest, and prioritizing the best interests of the non-profit client.
- c) A current CV for the proposed personnel. The CV must not exceed three pages in length and shall be in chronological order starting with the most recent experience and summarizing relevant experience and qualifications. The country of residence for all persons proposed for the provision of this Service (meaning the country in which the person or persons resides).
- d) If available, please provide any written references from past clients demonstrating the requirements for this work.

The Bidder must notify Helen Keller Intl if it intends to replace a key member of the Bidder's team (with an explanation for doing so) prior to the award date and provide Helen Keller Intl with the information required for the approval of a replacement proposal. Any replacement shall be subject to the approval of Helen Keller Intl. This is also valid for any replacement taking place during the contract duration.

Helen Keller Intl may choose to contact the Bidder prior to making a final decision. Please confirm whether this would be possible, ensuring that full contact details are also included in the resume (email, telephone number).

Part 2: FINANCIAL OFFER

This contract will be issued as a not to exceed fixed price contract based on the number of Employer of Record positions over a 3-year period. Helen Keller Intl will only issue payment via electronic payment methods and all bank accounts must be in the name of the company/organization only.

The Financial Offer must describe your total requested compensation for the Employer of Record services including professional fees and expenses, as well as a proposed payment schedule.

The Bidder should provide a breakdown estimate of other direct costs which are considered necessary for completion of the work. Other direct costs will cover transportation costs, visa, and per diem. Any other direct costs shall be agreed prior with Helen Keller Intl. Helen Keller is accustomed to working remotely and encourages applicants to keep travel down to minimum requirements believed to fulfill the scope of work.

SECTION 4: Evaluation Criteria and Basis for Award

Helen Keller Intl will follow a Best Value Trade-Off selection methodology. Helen Keller Intl may award to an eligible, responsible firm whose proposal is most advantageous to the program, with price and other factors considered proposal, including but not limited to compliance with the requirements of the RFP without material deviation. Bidders may not modify non-responsive offers after the proposal deadline in order to make them responsive. However, Helen Keller Intl may request an Bidder to clarify its offer as long as no material deviation exists.

The criteria below will serve as the basis upon which proposals will be evaluated. Selection will be based principally on the technical merits of the proposals, but price and other factors will be considered, and award will be made only if the proposal is determined to be technically acceptable and cost reasonable.

Evaluation Criteria per Solicitation	Total Max Points
Personnel Qualifications: • Expertise of the proposed team members, including experience with nonprofits and international NGOs • Ability to engage and collaborate effectively with diverse stakeholders and foster an inclusive approach.	15
Technical Merit: Total to be based on the following • Geographic coverage – 5 points • Compliance Expertise (legal, tax, and labor law compliance) – 20 points • Technology Platform (user experience and reporting) – 5 points • Pricing Transparency (setup, monthly, and termination fees) – 20 points	85

- Onboarding & Support (employee experience and documentation) – 10 points - SLA's and Risk Management (indemnity, insurance, and dispute handling) – 20 points - Termination and Transition (offboarding and employee care) - 10 points	
Total Points	100

Upon completion of the evaluation of Technical Offers, Helen Keller Intl will evaluate Financial Offers for budget presentation, details of the budget narrative, and cost effectiveness (reasonable, realistic, match the Technical Offer and meet requirements of RFP). No points are assigned to Financial Offers, but these criteria will be considered, in conjunction with the total score of the Technical Offer. This RFP utilizes the tradeoff process and Helen Keller Intl may award a contract to the offeror whose proposal represents the best value to Helen Keller Intl.. Helen Keller Intl may award to a higher priced offeror if a determination is made that the higher technical evaluation of that offeror merits the additional cost/price.

SECTION 5: Proposal Validity, Submission Deadline and Instructions

Proposals should have a 90-day validity period from the proposal submission date, as provided in the Cover Letter.

Proposals must be submitted electronically by the deadline listed on the cover page of this RFP by E-mail to **Michele Thiec (mthiec@hki.org)**, indicating in the subject line of the e-mail the company name and the RFP number.

A full proposal submission will include the following documents, all of which must reference the RFP number as stated on the cover page of this document:

- Cover Letter
- Technical Offer
- Financial Offer
- Conflict of Interest Disclosure Form
- Copies of Bidder legal registration documents
- Other pertinent information relevant to the proposal submission

SECTION 6: Negotiations

Best offer proposals are requested. It is anticipated that an award will be made solely on the basis of the original offers received. However, Helen Keller Intl reserves the right to conduct discussions, negotiations and/or request clarifications prior to awarding a contract. Furthermore, Helen Keller Intl reserves the right to conduct a competitive range and to limit the number of bidders in the competitive range to permit an efficient evaluation environment among the most highly-rated proposals. Highest-rated bidders, as determined by the technical evaluation committee, may be asked to submit their best prices or technical responses during a competitive range. At the sole discretion of Helen Keller Intl, bidders may be requested to conduct oral presentations. If deemed an opportunity, Helen Keller Intl reserves the right to make separate awards per component or to make no award at all.

SECTION 7: Terms of the Solicitation

1. Issuance of this RFP does not constitute an award commitment on the part of Helen Keller Intl, nor does it commit Helen Keller Intl to pay for costs incurred in the preparation and submission of a bid.
2. Attached files are integral part of this RFP.
3. Helen Keller Intl may contact Bidders to confirm contact person, address, bid amount and to confirm that the proposal was submitted for this solicitation.
4. False Statements: Bidders must provide full, accurate and complete information as required by this solicitation and its attachments.
5. Conflict of Interest Disclosure: In Annex A Bidders must provide disclosure of any past, present or future relationships with any parties associated with the issuance, review or management of

this solicitation and anticipated award. Failure to provide full and open disclosure may result in Helen Keller Intl having to re-evaluate selection of a potential Bidders.

6. Right to Select/Reject: Helen Keller Intl reserves the right to select and negotiate with those firms it determines, in its sole discretion, to be qualified for competitive proposals and to terminate negotiations without incurring any liability. Helen Keller Intl also reserves the right to reject any or all proposals received without explanation.
7. Reserved rights: All RFP responses become the property of Helen Keller Intl and Helen Keller Intl reserves the right in its sole discretion to:
 - a. To disqualify any offer based on Bidder's failure to follow solicitation instructions;
 - b. To waive any deviations by Bidders from the requirements of this solicitation that in Helen Keller Intl's opinion are considered not to be material defects requiring rejection or disqualification or where such a waiver will promote increased competition;
 - c. Extend the time for submission of all RFP responses after notification to all Bidders;
 - d. Terminate or modify the RFP process at any time and re-issue the RFP to whomever Helen Keller Intl deems appropriate;
 - e. Issue an award based on the initial evaluation of offers without discussion;
 - f. Award only part of the activities in the solicitation or issue multiple awards based on solicitation activities.
8. Bidders and its proposed personnel shall disclose any factors that could limit the organization's ability to independently perform the services such as relationship with counterpart employees, past employment, etc.

ANNEX A: Conflict of Interest Disclosure

Helen Keller Intl Code of Conduct & Ethics Policy: In accordance with the Helen Keller Intl Code of Conduct and Ethics Policy, Helen Keller Intl requires full and open disclosure when dealing with procurement. As such, Helen Keller Intl employees must avoid any conflict of interest or the appearance of a conflict of interest. Helen Keller Intl employees must at all times provide full disclosure of their actions or relationships with prospective vendors, contractors, or consultants. Helen Keller Intl employees shall not solicit, request, accept, or agree to accept any gift from a vendor or prospective vendor.

Helen Keller Intl reserves the right to reject any or all quotes when considered to be in the best interest of the organization and/or the people it serves. All parties submitting a proposal in response to this Request for Proposal are obligated to disclose the existence of any actual or possible conflict of interest relating to every country included within their proposal in the attached *Conflict of Interest Declaration Form*.

Failure to fully disclose such information could lead Helen Keller Intl to reject a proposal. If a party has no conflict to declare for any of the countries covered in their proposal, they may submit one form, listing all of the countries covered.

“Conflict of Interest” means a situation in which an Bidder, or an Affiliate (as defined below), or a sub-contractor (if any) of an Bidder, has interests (financial, organizational, personal, reputational or otherwise) that would or may appear to make it difficult for an Bidder to fulfill its obligations to Helen Keller Intl in its role as the vendor in an objective, independent and professional manner, or a situation in which it is reasonable to foresee that such an interest would arise. A Conflict of Interest may arise in the following circumstances, which are not exhaustive:

- i. a Bidder has been, or is involved in the design of a proposal or request for funding that has been, or will be submitted to Helen Keller Intl;
- ii. an Bidder has been, or is involved in the provision of advice to an entity that is a Principal Recipient or a Sub-recipient;
- iii. a Bidder has been, or is involved in, or has provided advice in relation to the procurement of goods and/or services by a Principal Recipient and/or a Sub-recipient;
- iv. a Bidder has been, or is involved in the provision of auditing services to a Principal Recipient and/or a Sub-recipient; or
- v. a Bidder has submitted an expression of interest, tender, bid or otherwise indicated interest in providing services of any nature to a Principal Recipient or a Sub-recipient that remains valid at the time of, and for the duration of the term of this Contract.

“Affiliate” means a business concern, individual or other entity that, directly or indirectly: (i) controls or can control an Bidder; (ii) is controlled by, or can foreseeably be controlled by, an Bidder; or (iii) along with an Bidder, is controlled by, or can foreseeably be controlled by, the same third party.

Bidder Conflict of Interest Declaration Form

Please check one box below, as appropriate:

☐	The Bidder hereby declares that it has read and understood the Conflict of Interest rules set forth in the Request for Proposals (RFP) and warrants that no Conflict of Interest exists on the part of the Bidder or an Affiliate of the Bidder, with regard to the services to be performed under the RFP. The Bidder hereby agrees to comply with the Conflict of Interest rules set forth in the Request for Proposals (RFP).
☐	The Bidder wishes to disclose a real or potential Conflict of Interest situation(s) and propose mitigating action(s). <i>Note:</i> if this box is checked, please describe in an attachment, <i>in detail</i> , the situation and present a proposed mitigation plan / arrangement for consideration by Helen Keller Intl.

Bidder:

Signature:	
Printed Name:	
Title:	
Date:	

