Association of Caribbean States (ACS)

Request For Quotation (RFQ)
Cloud Migration – Microsoft 365 to Google Workspace
(Hybrid Solution with Exchange On-Prem)

Confidentiality

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1. Introduction

The Association of Caribbean States, hereinafter referred to as the "ACS", is a regional Inter-Governmental organisation comprising nations centred on the Caribbean Sea Basin. It was formed via the Convention Establishing the Association of Caribbean States signed in Cartagena de Indias, Colombia on July 24, 1994, with the aim of promoting consultation, cooperation, and concerted action among countries of the Caribbean.

The primary functions and mandates of the ACS are based on specific efforts aimed at the strengthening of regional co-operation. These efforts are intended to create an enhanced economic space in the region; preserve the Environmental Integrity of the Caribbean Sea which is regarded as the common patrimony of the peoples of the region; and promote the Sustainable Development of the Greater Caribbean. The ACS currently comprises twenty-five Member States and ten Associate Members. The ACS Secretariat is located in Port-of-Spain, Trinidad and Tobago.

The ACS invites qualified vendors to submit quotations for a **phased migration from Microsoft 365 to Google Workspace**, while maintaining Microsoft Exchange On-Premises in a hybrid configuration. The engagement includes the migration of communication and collaboration services, followed by the migration of organisational files and records, with a strong emphasis on security, business continuity, and records governance.

The selected vendor will deliver a secure, well-governed, and scalable solution, provide post-migration support, and facilitate knowledge transfer to ACS staff.

2. Objectives

The objective of this project is to transition the ACS Secretariat from Microsoft 365 to Google Workspace. Google Workspace will become the Secretariat's primary platform for messaging, collaboration, and records access, while Exchange On-Prem and local servers will be retained to support coexistence, archival, and redundancy, the process must ensure:

- Operational continuity through hybrid coexistence with Exchange On-Prem;
- Protection, governance, and long-term preservation of organisational records;
- Secure identity, access, and authentication controls; and
- Minimal disruption to staff and business operations.

Phased Approach
Phase 1 will establish Google Workspace as the primary platform for messaging, communication, and collaboration.

Phase 2, which is contingent upon the successful completion and formal acceptance of Phase 1, will migrate organisational files and records to Google Workspace Shared Drives, with local servers retained as a synchronised secondary repository.

3. Scope of Work

The selected vendor shall propose and deliver the project in two clearly defined phases, ensuring minimal disruption to operations, strong security controls, and full alignment with the ACS' records governance and business requirements.

3.1. Phase 1 – Messaging, Communication, and Collaboration

3.1.1. Assessment & Planning

- Assess the existing Microsoft 365 and Exchange On-Prem hybrid environment.
- Review identity management, mail routing, DNS, security configurations, and licensing.
- Develop a detailed migration plan, including risk mitigation and rollback procedures.

3.1.2. Design & Architecture

- Design the target Google Workspace and Exchange On-Prem hybrid architecture.
- Define mail flow, directory synchronisation (GCDS), SSO, MFA, and calendar interoperability.

3.1.3. Migration

- Migrate user mailboxes, contacts, and calendars to Google Workspace.
- Maintain hybrid coexistence with Exchange On-Prem for shared mailboxes, selected accounts, and archival functions.
- Migrate (or recreate) Microsoft Teams chats, and associated files to Google Chat/Spaces and Google Meet.
- Migrate OneDrive data to Google Drive. (Approx 10GB)

3.1.4. Testing, Training & Acceptance

- Validate mail flow, directory synchronisation, authentication, and calendar interoperability.
- Conduct User Acceptance Testing (UAT).
- Deliver administrator and end-user training.

3.2. Phase 2 – Files and Organisational Records

3.2.1. Assessment & Design

- Assess the ACS Secretariat's local file repositories, including structures, permissions, and metadata.
- Design a records architecture using Google Workspace Shared Drives as the primary repository and our local servers as the secondary.

3.2.2. Migration & Synchronisation

- Migrate organisational files and records to Google Workspace Shared Drives.
- Preserve or enhance folder structures, permissions, metadata, and records classifications.
- Configure real-time or near real-time synchronisation to maintain local servers as a secondary and redundant repository.

3.2.3. Governance & Validation

- Implement records retention rules, legal hold, audit readiness, and archival controls. (ACS will provide details)
- Validate data integrity, access controls, and recovery mechanisms.
- Deliver training and documentation for records management workflows.

4. Deliverables

The vendor shall provide deliverables aligned with the Scope of Work in Section 3, including at a minimum:
- Project Implementation Plan and Migration Runbook;
- Solution designs and hybrid architecture documentation;
- Successfully migrated mailboxes, collaboration data, files, and records;
- Tested and validated coexistence, synchronisation, and governance controls;
- Administrator and end-user training materials;
- Operational documentation and handover;
- Post-implementation support for a minimum of three (3) months; and
- Final Project Closure Report and Acceptance Certificate.

5. Digital Transformation Enablement (Optional)

Vendors are invited to propose optional, value-added enhancements within the Google Workspace ecosystem that support the ACS' broader digital transformation objectives. These may include dashboards, internal portals, workflow automation, analytics, or integrations.

All such recommendations should clearly articulate the value & licensing implications and must be modular, clearly scoped, and priced separately.

6. Licensing and Special Pricing

- Vendors must provide special pricing or volume discounts for Google Workspace.
- Include multi-year pricing with renewal terms and scalability options.
- Outline applicable educational, NGO, or government discount programs.
- Recommend suitable, optional add-ons.

7. Current and Target Environment Overview (Phased Migration)

Phase 1 – Messaging and Collaboration

- **Current:** Microsoft 365 with Exchange On-Prem hybrid.
- **Target:** Google Workspace as primary platform with Exchange On-Prem coexistence.

7.1. PHASE 1 - Current and Target Environment Overview

Area	Component	Current Environment	Target Environment
Primary Platform	Productivity Suite	Microsoft 365 (Business Standard, E3, E5).	Google Workspace as primary platform. (**75 Business** Standard licenses).
Email – Cloud	User Mailboxes	• 43 individual email accounts (M365). • 12 functional/shared mailboxes.	All user mailboxes migrated to Google Workspace.
Email – On-Prem	Exchange Server	• 15 individual mailboxes. • 36 functional/shared mailboxes.	Exchange On-Prem retained for selected accounts, shared mailboxes, and archival.
Mail Routing	MX & Connectors	MX records pointing to Microsoft 365 with hybrid connectors.	MX records pointing to Google Workspace with bi-directional mail flow to Exchange On-Prem.
Calendaring	Calendar Services	Outlook / Exchange calendars.	Google Calendar with Exchange interoperability.
Collaboration	Messaging & Meetings	Microsoft Teams	Google Chat / Spaces and Google Meet.
File Storage (User)	Personal Files	OneDrive for Business.	Google Drive (My Drive).
Identity Management	Directory Services	Active Directory synchronized with Azure AD.	Active Directory synchronized with Google Workspace via GCDS.
Authentication	Access Control	Microsoft identity with MFA.	SAML-based SSO with MFA.
Address Book	Global Address List	Exchange / Azure AD GAL.	Unified GAL visible across Gmail and Exchange.
Compliance	Email Retention & eDiscovery	Exchange Online features.	Google Vault for retention, legal hold, and audit readiness.

** The **primary objective of Phase 1** is the successful **migration of all email accounts from Microsoft 365 to Google Workspace**. The migration of Microsoft Teams chats, and related collaboration data is considered a minimum requirement only and is not critical to Phase 1 delivery. **Where technically complex or cost-prohibitive**, such data **may be excluded, as it can be recreated** following the migration.*

Phase 2 – Records and Files
- **Current:** Local on-premises file servers (≈2 TB)
- **Target:** Google Workspace Shared Drives (primary) with synchronised local servers (secondary)

Phase 2 shall be contingent upon the successful completion, formal acceptance, and stable operational performance of all Phase 1 deliverables. Detailed technical expectations shall be addressed in the vendor's proposed solution.

7.2. PHASE 2 - Current and Target Environment Overview

Area	Component	Current Environment	Target Environment
Primary Records Repository	File Storage	Local on-premise file server.	Google Shared Drives as primary records repository.
Storage Capacity	Records Volume	Provisioned: 2 TB Used: 1.97 TB	~1.97 TB migrated to Google Shared Drives.
Secondary / Backup Storage	Business Continuity	On-premise repository.	Local servers reconfigured as real-time synchronised secondary repository.
Access Control	Permissions	File server permissions managed via AD.	Role-based access via Shared Drives, aligned with AD.
Records Structure	Folders & Classification	Manual folder structures.	Preserved and enhanced folder structures with Drive Labels.
Records Governance	Retention & Legal Hold	Largely manual.	Automated retention rules, legal hold, and lifecycle management via Google Vault.
Audit Readiness	Logging & Oversight	Limited centralised auditing.	Centralised audit logs, eDiscovery, and reporting.
Archival	Long-Term Storage	Local storage dependent.	Long-term archival supported within Google Workspace & localised stotage.
Data Security	Protection	On-prem security controls.	Encryption in transit and at rest, controlled sharing.
Operational Continuity	Availability	Dependent on local infrastructure.	Dual availability: Google Workspace (primary) + local servers (secondary).

8. RFQ Submission Deadlines

Vendors are required to submit their quotations in accordance with the following deadlines:

- **Phase 1 Submission Deadline** (Messaging, Communication, and Collaboration): **10 February 2026.**

- **Phase 2 Submission Deadline** (Files and Organisational Records): **20 March 2026.**

9. Implementation Timeline

- **Phase 1 -** Messaging, Communication, and Collaboration: Target completion **9 March 2026.**
- **Phase 2 -** Files and Organisational Records: Target completion **8 May 2026.**

Phase 2 implementation is strictly contingent upon the successful completion and formal acceptance of Phase 1. The above implementation timelines are indicative and are intended to support effective planning and coordination. Vendors are required to propose a detailed implementation schedule aligned with these target completion dates and to clearly identify any assumptions, dependencies, or risks that may impact delivery. The ACS will work closely with the selected vendor to validate and finalise the implementation plan following contract award.

* Phase 2 proposals/quotations shall be developed on the premise that Phase 1 has been successfully implemented. Phase 2 shall not assume parallel or overlapping implementation with Phase 1.

10. Submission Requirements

Submissions should include:

- Executive Summary
- Technical Approach & Methodology
- Project Work Plan and Timeline *(to meet target dates stated in Section 9)*
- Risk Mitigation/Roll Back Strategy
- Separate quotations/proposals for Phase 1 and Phase 2 with clear pricing breakdown.
- SLA and Support Model
- Proof of Google Partner Status
- References of similar projects

Submissions should be concise, focused, and proportionate to the scope of this RFQ. Vendors are encouraged to avoid overly extensive submissions and instead clearly address all stated requirements, deliverables, and evaluation criteria.

11. Pricing & Payments

All quotations submitted should be valid for a period of at least ninety (90) days after the closing date of the request for quotation.

All payments shall be made via cheque or wire transfer subject to any contract that arises from this procurement process.

12. Contact Information

Respondents are requested to use the following contact details for all correspondence with the ACS concerning this RFQ.

Attention: Shivanand Jadoonanan
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Association of Caribbean States
Office of the Secretary General | Cloud Migration 2026
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Any questions related to this RFQ should be submitted no later than 30 January 2026, using the template attached as Annex A. The ACS will issue its responses on 2 February 2026.