

REQUEST FOR QUOTATIONS

Date: 16.10.2026

Subject: Development of Microsoft Fabric Documentation on Technical Architecture, Data Governance and User Onboarding for the Norwegian Refugee Council

The Norwegian Refugee Council (NRC) invites you to submit a proposal to develop documentation covering technical architecture, data governance and user onboarding for NRC's Microsoft Fabric environment. Please refer to the Terms of Reference below for details of the assignment.

Any request for clarification must be received by NRC by email at least 5 working days before the deadline for submission of proposals. NRC will reply to bidders' questions at least 2 working days before the deadline for submission of proposals.

Eligible submissions will include:

- A formal offer outlining the proposed methodology and approach.
- Details of the proposed project focal point and team.
- A list of client references for similar projects, including contact details for individuals whom NRC may contact.
- A portfolio of similar work, preferably including examples using Microsoft technologies.
- Confirmation of availability and a proposed timeframe for completing the work.
- The validity period of the offer (minimum 30 days).
- A detailed cost breakdown in euros (EUR), showing the net price after any discounts, applicable tax/VAT, and the total price including tax/VAT.

Costs incurred by the bidder in preparing and submitting the tender proposals will not be reimbursed.

We look forward to receiving your proposal by email to ict.procurement@nrc.no before 23.00 UTC on 31 October 2026. If you decide not to submit a tender, we would be grateful if you could inform us in writing, stating the reasons for your decision.

Yours sincerely,
Marta Pekarova
Senior Data Engineer

TERMS OF REFERENCE (ToR)

Microsoft Fabric Consultancy

1. Background

The Norwegian Refugee Council (NRC) is developing an organisation-wide strategy for the responsible use of Microsoft Fabric, in support of NRC's Global Strategy 2027–2030 and its three priorities: delivering the highest-quality help where it is needed most, backing local organisations and communities to lead the response, and making sure every donation goes further.

NRC intends to engage a consultant to lead this assignment, as set out in these Terms of Reference (ToR).

2. Objectives of the Assignment

Building on the existing work by the team responsible for Fabric and other NRC colleagues, by the end of the assignment, NRC will have:

- Fabric technical toolkit -a general data architecture model and technical recommendations for using Fabric effectively, guiding the NRC Fabric team's decisions and providing the technical foundation for the standard operating procedure and user handbook.
- A standard operating procedure for storing, processing and sharing data in Fabric: A binding document for all NRC Fabric users, defining the rules and responsibilities for these activities, with a dedicated chapter on data lifecycle management and the handling and protection of personally identifiable information (PII).
- A practical handbook introducing new users to NRC's Fabric environment, responsibilities and approved working practices, including an onboarding checklist and guidance on accessing support and the role of the Fabric team.

3. Scope of Work

In scope: The assignment covers developing a standard operating procedure for storing, processing and sharing data, a reference architecture with technical recommendations, and a practical user onboarding handbook for Microsoft Fabric at NRC. The standard operating procedure will include a dedicated chapter on data lifecycle management and the handling and protection of personally identifiable information (PII). The Consultant will assess current practices, consult relevant stakeholders and create documentation, building on existing work where available and aligning with applicable NRC policies and frameworks.

Out of scope: Implementation, project- or workspace-specific solutions, Power BI, redesign of other NRC platforms, vendor selection and access to personal data of NRC staff or people NRC assists are out of scope.

4. Approach, Phasing and Timeline

Nine weeks, four days per week (~36 consultant-days), in three phases with a decision gate after each.

Note: Phasing and duration suggested as a starting point — for discussion.

Phase	Weeks	Days	Focus
0 — Discovery and baseline	1-2	~8	Interviews with Fabric focal points (Reporting, Power Platform and Data Engineering Specialist), Data Governance Representative, ICT Operations representative, Data Protection Officer, Software Development Lead, AI Lead and other relevant NRC staff, review of relevant NRC framework.
1 — Document preparation	3-6	~14	Preparation of the documentation in scope aligned to the 2027–2030 priorities and do-no-harm risk, existing ICT, data governance, and data protection frameworks.
2 — Review and feedback	6-9	~14	Presentation of documents created and applying feedback from the Fabric focal points and all relevant stakeholders.

5. Deliverables

A set of 3 documents based on NRC Governing Documents Policy (that will be provided by a Fabric focal point):

D1. Fabric technical toolkit - a general data architecture model and set of technical recommendations on how to effectively use Fabric

1. Develop a general architecture model, supported by editable diagrams, covering the following layers:
 - i. Data ingestion
 - ii. Data storage and processing
 - iii. Data transformation and modelling
 - iv. Business intelligence and analytics
 - v. Data observability
 - vi. Data discovery
2. Present and compare multiple architectural and technological options, including medallion architecture with bronze (raw), silver (validated and transformed) and gold (curated) layers, and relevant alternatives. Explain each option's advantages, disadvantages and suitable use cases, considering governance, security, scalability, operational complexity and cost. Recommend the most appropriate approach or combination of approaches for NRC, with a clear rationale.
3. Recommend workspace organisation and naming conventions taking account of ownership, data sensitivity and access requirements.
4. Provide criteria for selecting appropriate Fabric components, lakehouses, warehouses, pipelines and notebooks, and other components and for deciding appropriate use cases.
5. Recommend an approach for secure data access and sharing within NRC, both within and outside Fabric, including a role-based access model and technical controls for security, identity and access management, and protection of personal and sensitive data, aligned with the requirements established in D2.
6. Propose a solution for metadata, data dictionaries, lineage, discoverability and documentation.
7. Recommend development and release-management and maintenance practices, including source control, and data change management.

D2. A standard operating procedure for storing, processing and sharing data in Fabric

1. Document procedures for requesting, approving and registering new datasets and workspaces.
 2. Define the steps and approvals for granting, reviewing, changing and removing access.
 3. Document procedures for ingesting, storing, processing and validating data, including safeguards for personal data.
 4. Define procedures for publishing, sharing and exporting data.
 5. Document change management, routine monitoring, troubleshooting and incident escalation.
 6. Define procedures for retention reviews, archiving, deletion and decommissioning, supported by practical checklists and templates.
 7. Document NRC's planned approach to AI in Fabric, specifying that AI assistants will not be introduced and AI tools and agents will not be granted access to Fabric data at this stage.
 8. Define roles, responsibilities and approval requirements for managing PII data in Fabric.
 9. Establish rules for data classification and the permitted storage and processing of personal and sensitive data.
 10. Define requirements for data minimisation, anonymisation and pseudonymisation, and establish when a Data Protection Impact Assessment (DPIA) is required, who is responsible for its completion and review, and how identified risks must be addressed before processing begins.
 11. Establish requirements for secure storage, access control, data residency and internal and external sharing, including personal and sensitive data held in backups and disaster-recovery copies.
 12. Define retention, archiving and deletion requirements across the data lifecycle, including from backups.
 13. Propose compliance monitoring, exception handling and incident escalation, aligned with applicable NRC frameworks.
- D3. A handbook serving as onboarding material for new users. The handbook should include a common introduction, followed by sections tailored to different user types, for example: data consumers, analysts and developers. These should accommodate varying levels of technical knowledge, providing accessible guidance for less technical users and more detailed technical guidance for advanced users.
1. Explain Fabric's purpose at NRC, its main components and users' responsibilities.
 2. Provide role-based onboarding guidance, including access requests and required induction.
 3. Explain how to navigate NRC's Fabric environment and find relevant data, owners and documentation.
 4. Provide practical guidance on approved working practices, collaboration and responsible data handling.
 5. Include guided examples using synthetic data, with references to the operating procedures.
 6. Provide troubleshooting guidance, support contacts, role of the Fabric team, an onboarding checklist, a glossary and frequently asked questions.

6. Reporting Lines and NRC Support

The consultant will report to the Senior Data Engineer, who will provide contacts to other NRC teams and access to relevant framework documentation; the Fabric focal points will assume these responsibilities when the Senior Data Engineer is unavailable. Governance: weekly status meetings, daily stand-ups to remove blockers, decisions and sign-offs recorded in writing. Changes to scope, timeline or deliverables are to be agreed in writing between the NRC budget holder and the Consultant before work proceeds.

7. Required Profile / Qualifications and Experience

The consultant should demonstrate:

- Demonstrated experience with Microsoft's data and analytics ecosystem, including designing data architectures, managing data lifecycles, and implementing data governance, access controls and protection of sensitive data.
- Strong understanding of responsible data principles, data protection, and do-no-harm frameworks in humanitarian contexts.
- Excellent stakeholder engagement, including experience presenting to senior leadership and boards.
- Familiarity with humanitarian information systems and displacement/protection data considerations is an advantage.

8. Duty Station and Working Arrangements

The assignment is primarily remote.

10. Confidentiality, Data Protection and Intellectual Property

- The consultant will comply with NRC's data protection and privacy policies and code of conduct and will treat all NRC information as confidential.
- The consultant will not access, receive or process personal data of people NRC assists. Discovery uses aggregate information, documents, and interviews only.
- Deliverables and all NRC-specific content belong to NRC. The consultant retains ownership of pre-existing methods, frameworks, and tools.
- NRC may be named as a client by the consultant only with written consent.

11. Conflict of Interest

The consultant is expected to be vendor-neutral: no commissions, referral arrangements or commercial relationships with providers of products or services, and no recommendation of specific vendors within this assignment.