

## 455427-2026 - Konkurrencevilkår

Norge – Forsknings- og udviklingsvirksomhed og hermed beslægtet konsulentvirksomhed –  
New Procurement - Strategic Foresight in regard to the exam scheme and stance assessment.  
OJ S 125/2026 02/07/2026  
Udbuds- eller koncessionsbekendtgørelse – standardordningen  
Tjenesteydelser

### 1. Køber

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#### 1.1. Køber

Officielt navn: Utdanningsdirektoratet

E-mail: [post@udir.no](mailto:post@udir.no)

Køberens retlige status: Central regeringsmyndighed

Den ordregivende myndigheds aktivitet: Uddannelse

### 2. Procedure

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#### 2.1. Procedure

Titel: New Procurement - Strategic Foresight in regard to the exam scheme and stance assessment.

Beskrivelse: In 2025, the Norwegian Directorate of Education and Training (Udir) received a comprehensive assignment from the Ministry of Education and Research (KD) to examine a safer and improved exam scheme in sixth form education. The aim of the KD assignment is to develop a sustainable exam scheme that tolerates change, which reduces risk and reduces costs. In addition the desired effect for the target groups is that the assignment from KD shall ensure a good connection with curricula in the subject(s) and that the quality principles in the framework for exams are adhered to. The background for the assignment from KD is, among other things, that the exam scheme in the last 5-6 years has been marked by a number of concurrent changes and events that affect the complexity and risk of the exam, including: Implementation of new curricula, as well as the need to further develop the content and format of exam development and the introduction of a new digital systemPandemienInduction of KI in societySelv if the exam is the assignment from KD's main focus. Must also be seen in the context of the stance assessment: The exam character and the stance character have the same purpose, i.e. an expression of the pupil's competence at the end of the training in the subject. The connection between these two schemes is significant for the future final evaluation scheme in disciplines, including the role of the exam. This is detailed in 5.1.The review of the assignment from KD lasts for several years and will assess all aspects of what is currently a very complex system, but also how the exams should be in the future. The Norwegian Directorate for Education and Training has therefore appointed an internal work group that shall work on a strategic forward process in relation to the assignment from KD. Strategic foresight is about combining analyses of long term trends and possible futures with inter-disciplinary cooperation and anchoring. The foresight methodology can function as an important tool for navigating uncertainties and identifying possibilities. Udir will use the methodology in relation to the assignment in this procurement, given the complex character of the exam system, as well as uncertainties connected to the future of the exams. The tenderer shall assist Udir's internal work group in identifying driving forces for the final assessment as well as developing future scenarios by utilising the foresight methodology. See further description in point 1-3 under point 5.2 below. The mapping of driving forces shall occur in

cooperation with different groups of interested parties. The interested parties, for example, include the different interest organisations connected to the education field, as well as other interested parties such as counties, the Government Manager, professional environments, suppliers of technical systems etc. The forwarding work is limited to apply to a study preparatory education programme and joint subjects in sixth form education. The assignment shall be implemented by 1 September 2027. The cost limit for the main assignment is NOK 1.2 million excluding VAT. In addition the contracting authority would like to enter into an option for an extension and extension of the assignment for 1 year, see point 5.4. The option is for exams in vocational subjects. See points 4 and 5 in the tender documentation for a complete description of the delivery. The Norwegian Directorate of Education and Training reserves the right to make political decisions that can lead to changes in the scope of the assignment.

Identifikator for proceduren: 1b32582f-93ea-4cf0-8f31-457a84453eeb

Intern ID: 2026/5372

Udbudsprocedure: Offentligt udbud

Proceduren er en hasteprocedure: nej

Hovedpunkterne i proceduren: In 2025, the Norwegian Directorate of Education and Training (Udir) received a comprehensive assignment from the Ministry of Education and Research (KD) to examine a safer and improved exam scheme in sixth form education. The aim of the KD assignment is to develop a sustainable exam scheme that tolerates change, which reduces risk and reduces costs. In addition the desired effect for the target groups is that the assignment from KD shall ensure a good connection with curricula in the subject(s) and that the quality principles in the framework for exams are adhered to. The background for the assignment from KD is, among other things, that the exam scheme in the last 5-6 years has been marked by a number of concurrent changes and events that affect the complexity and risk of the exam, including: Implementation of new curricula, as well as the need to further develop the content and format of exam development and the introduction of a new digital system. Pandemic induction of KI in society. Selv if the exam is the assignment from KD's main focus. Must also be seen in the context of the stance assessment: The exam character and the stance character have the same purpose, i.e. an expression of the pupil's competence at the end of the training in the subject. The connection between these two schemes is significant for the future final evaluation scheme in disciplines, including the role of the exam. This is detailed in 5.1. The review of the assignment from KD lasts for several years and will assess all aspects of what is currently a very complex system, but also how the exams should be in the future. The Norwegian Directorate for Education and Training has therefore appointed an internal work group that shall work on a strategic forward process in relation to the assignment from KD. Strategic foresight is about combining analyses of long term trends and possible futures with inter-disciplinary cooperation and anchoring. The foresight methodology can function as an important tool for navigating uncertainties and identifying possibilities. Udir will use the methodology in relation to the assignment in this procurement, given the complex character of the exam system, as well as uncertainties connected to the future of the exams. The tenderer shall assist Udir's internal work group in identifying driving forces for the final assessment as well as developing future scenarios by utilising the foresight methodology. See further description in point 1-3 under point 5.2 below. The mapping of driving forces shall occur in cooperation with different groups of interested parties. The interested parties, for example, include the different interest organisations connected to the education field, as well as other interested parties such as counties, the Government Manager, professional environments, suppliers of technical systems etc. The forwarding work is limited to apply to a study preparatory education programme and joint subjects in sixth form education. The assignment shall be implemented by 1 September 2027. The cost limit for the main assignment is NOK 1.2 million excluding VAT. In addition the contracting authority would like to enter into an option for

an extension and extension of the assignment for 1 year, see point 5.4. The option is for exams in vocational subjects. See points 4 and 5 in the tender documentation for a complete description of the delivery. The Norwegian Directorate of Education and Training reserves the right to make political decisions that can lead to changes in the scope of the assignment.

#### **2.1.1. Formål**

Kontraktens hovedformål: Tjenesteydelser

Primær klassifikation (cpv): 73000000 Forsknings- og udviklingsvirksomhed og hermed beslægtet konsulentvirksomhed

Supplerende klassifikation (cpv): 73100000 Forskning og eksperimentel udvikling, 73200000

Konsulentvirksomhed inden for forskning og udvikling, 75100000 Virksomhed i forbindelse med administration, 80300000 Videregående uddannelse

#### **2.1.2. Udførelsessted**

Land: Norge

Hvor som helst i det pågældende land

#### **2.1.4. Generelle oplysninger**

##### **Retsgrundlag:**

Direktiv 2014/24/EU

Anskaffelsesforskriften - See the procurement regulations.

#### **2.1.6. Udelukkelsesgrunde**

Kilder til grundlag for udelukkelse: Fælles europæisk udbudsdokument (ESPD), Bekendtgørelse, Udbudsdokument

Korruption: Is the tenderer himself or a person, who is a member of the tenderer's administration, management or supervisory body or has the competence to represent or control or make decisions in such bodies, by enforceable judgement been convicted of corruption by a verdict handed down not more than five years ago, or a rejection period determined directly in the judgement that still applies? Corruption as defined in Article 3 of the Convention on Combating Corruption, involving European Communities or European Union member states (EUT C 195 of 25.6.1997, s. 1), and in Article 2, point 1, in the Council's framework decision 2003/568/RIA of 22 July 2003 on combating corruption in the private sector (EUT L 192 of 31.7.2003, p. 54). This rejection reason also includes corruption as defined in national law for the contracting authority or supplier.

Svig: Is the tenderer himself or a person, who is a member of the tenderer's administration, management or supervisory body or has the competence to represent or control or make decisions in such bodies, at the time a legally convicted of fraud has been convicted of fraud by a verdict handed down not more than five years ago, or a rejection period determined directly in the judgement that still applies? Fraud included in Article 1 of the Convention on protection of the Financial Interests of the European Communities (EFT C 316 of 27.11.1995, p. 48).

Hvidvaskning af penge eller finansiering af terrorisme: Is the tenderer himself or a person, who is a member of the tenderer's administration, management or supervisory body or has the competence to represent or control or make decisions in such bodies, in the event a legal verdict has been convicted of money laundering or financing terrorism by a verdict handed down no more than five years ago, or a rejection period set out directly in the judgement that still applies? Money laundering or financing terrorism As defined in Article 1 of the European Parliament and Council Directive 2005/60/EF of 26 October 2005 on preventive measures against the use of the financial system for money laundering and financing terrorism (EUT L 309 of 25.11.2005, p. 15).

Deltagelse i en kriminel organisation: Is the tenderer himself or a person, who is a member of the tenderer's administration, management or supervisory body or has the competence to represent or control or make decisions in such bodies, at the time a legally convicted verdict of participation in a criminal organisation by a verdict handed down no more than five years ago, or a rejection period set out directly in the judgement that still applies? Participation in a criminal organisation as defined in Article 2 of the Council's framework decision 2008/841/RIA of 24 October 2008 on control of organised crime (EUT L 300 of 11.11.2008, p. 42)

Terrorhandler eller strafbare handler med forbindelse til terroraktivitet: Is the tenderer himself or a person, who is a member of the tenderer's administration, management or supervisory body, or has the competence to represent or control or make decisions in such bodies, in the event a legal verdict has been convicted of acts of terrorism or criminal acts connected to terrorist activities by a verdict handed down no more than five years ago, or a rejection period set directly in the judgement that still applies? Acts of terrorism or criminal acts relating to terrorist activity as defined in Article 1 and 3 of the Council's framework decision 2002/475/RIA of 13 June 2002 on combating terrorism (EFT L 164, af 22.6.2002, p. 3). This rejection reason also includes incitement to, participation or attempts to commit such actions as included in Article 4 in the mentioned framework decision.

Børnearbejde og andre former for menneskehandel: Is the tenderer himself or a person, who is a member of the tenderer's administration, management or supervisory body or has the competence to represent or control or make decisions in such bodies, in the event a legal verdict has been convicted of child labour and other forms of human trafficking by a verdict handed down no more than five years ago, or a rejection period determined directly in the judgement that still applies? Child labour and other forms of human trafficking as defined in Article 2 of the European Parliament and council directive 2011/36/EU of 5. 1 April 2011 on the prevention and control of human trafficking and the protection of its victims and for compensation of the Council's framework decision 2002/629/RIA (EUT L 101 of 15.4.2011, p. 1).

Tilsidesættelse af forpligtelser vedrørende betaling af bidrag til sociale sikringsordninger: Have tenderers failed to fulfil all their social security obligations in the country where they are established and in their member state, if this is a different country than what he is established in?

Tilsidesættelse af forpligtelser vedrørende betaling af skatter og afgifter: Has the tenderer not fulfilled his tax and duty obligations in the country in which he is established, and in the contracting authority's member state, if this is a different country than what he is established in?

## 5. Delkontrakt

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### 5.1. Delkontrakt: LOT-0000

Titel: New Procurement - Strategic Foresight in regard to the exam scheme and stance assessment.

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Implementation of new curricula, as well as the need to further develop the content and format of exam development and the introduction of a new digital system. Pandemien. Induction of KI in society. Selv if the exam is the assignment from KD's main focus. Must also be seen in the context of the stance assessment: The exam character and the stance character have the same purpose, i.e. an expression of the pupil's competence at the end of the training in the subject. The connection between these two schemes is significant for the future final evaluation scheme in disciplines, including the role of the exam. This is detailed in 5.1. The review of the assignment from KD lasts for several years and will assess all aspects of what is currently a very complex system, but also how the exams should be in the future. The Norwegian Directorate for Education and Training has therefore appointed an internal work group that shall work on a strategic forward process in relation to the assignment from KD. Strategic foresight is about combining analyses of long term trends and possible futures with inter-disciplinary cooperation and anchoring. The foresight methodology can function as an important tool for navigating uncertainties and identifying possibilities. Udir will use the methodology in relation to the assignment in this procurement, given the complex character of the exam system, as well as uncertainties connected to the future of the exams. The tenderer shall assist Udir's internal work group in identifying driving forces for the final assessment as well as developing future scenarios by utilising the foresight methodology. See further description in point 1-3 under point 5.2 below. The mapping of driving forces shall occur in cooperation with different groups of interested parties. The interested parties, for example, include the different interest organisations connected to the education field, as well as other interested parties such as counties, the Government Manager, professional environments, suppliers of technical systems etc. The forwarding work is limited to apply to a study preparatory education programme and joint subjects in sixth form education. The assignment shall be implemented by 1 September 2027. The cost limit for the main assignment is NOK 1.2 million excluding VAT. In addition the contracting authority would like to enter into an option for an extension and extension of the assignment for 1 year, see point 5.4. The option is for exams in vocational subjects. See points 4 and 5 in the tender documentation for a complete description of the delivery. The Norwegian Directorate of Education and Training reserves the right to make political decisions that can lead to changes in the scope of the assignment.

Intern ID: 2026/5372

#### **5.1.1. Formål**

Kontraktens hovedformål: Tjenesteydelser

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Konsulentvirksomhed inden for forskning og udvikling, 75100000 Virksomhed i forbindelse med administration, 80300000 Videregående uddannelse

#### **5.1.2. Udførelsessted**

Land: Norge

Hvor som helst i det pågældende land

#### **5.1.3. Anslået varighed**

Startdato: 06/09/2026

Varigheds slutdato: 01/09/2027

#### **5.1.6. Generelle oplysninger**

**Reserveret deltagelse:**

Deltagelse uden forbehold.

Indkøbsprojekt, der ikke finansieres med EU-midler  
Udbuddet er omfattet af aftalen om offentlige udbud (GPA): ja

#### **5.1.9. Udvalgelseskriterier**

Kilder til udvalgelseskriterier: Udbudsdokument

#### **5.1.11. Tilbudsdokumenter**

Sprog, som udbudsdokumenterne er officielt tilgængelige på: norsk  
Frist for anmodning om yderligere oplysninger: 03/08/2026 21:59:00 (UTC+00:00)  
vesteuropæisk tid, GMT  
Adresse på udbudsdokumenterne: <https://permalink.mercell.com/287206289.aspx>

#### **5.1.12. Tilbudsvilkår**

##### **Vilkår for indgivelse:**

Elektronisk indgivelse: Påkrævet  
Indgivelsesadresse: <https://permalink.mercell.com/287206289.aspx>  
Sprog, som tilbud og ansøgninger om deltagelse kan indgives på: norsk  
Elektronisk katalog: Ikke tilladt  
Avanceret eller kvalificeret elektronisk signatur eller segl (jf forordning (EU) nr 910/2014) er påkrævet  
Alternative tilbud: Ikke tilladt  
Frist for modtagelse af tilbud: 14/08/2026 10:00:00 (UTC+00:00) vesteuropæisk tid, GMT  
Varighed, hvor tilbuddet skal forblive gyldigt: 120 Døgn

##### **Oplysninger om offentlig iværksættelse:**

Åbningsdato: 14/08/2026 10:00:00 (UTC+00:00) vesteuropæisk tid, GMT

##### **Betingelser for kontraktens udførelse:**

Udførelsen af kontrakten skal ske inden for rammerne af programmer for beskyttet beskæftigelse: Nej  
Elektronisk fakturering: Påkrævet  
Der vil blive anvendt elektronisk bestilling: ja  
Der vil blive anvendt elektronisk betaling: ja

#### **5.1.15. Teknikker**

##### **Rammeaftale:**

Ingen rammeaftale

##### **Oplysninger om det dynamiske indkøbssystem:**

Intet dynamisk indkøbssystem

#### **5.1.16. Yderligere oplysninger, mægling og gennemgang**

Organisation med ansvar for klager: Oslo tingrett  
Oplysninger om klagefrister: See the procurement regulations.  
Organisation, der leverer yderligere oplysninger om klageprocedurerne: Oslo tingrett

## **8. Organisationer**

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### **8.1. ORG-0001**

Officielt navn: Utdanningsdirektoratet  
Registreringsnummer: 970018131  
Postadresse: Schweigaardsgate 15b  
By: OSLO  
Postnummer: 0135  
Landsdel (NUTS): Oslo (NO081)

Land: Norge  
Enhed: Ingunn Kjøl Wiig  
E-mail: [post@udir.no](mailto:post@udir.no)  
Telefon: 23 30 12 00  
Fax: +47 23301200  
Internetadresse: <http://www.udir.no/>

**Denne organisations roller:**

Køber

**8.1. ORG-0002**

Officielt navn: Oslo tingrett  
Registreringsnummer: 926725939  
By: Oslo  
Postnummer: 0125  
Landsdel (NUTS): Oslo (NO081)  
Land: Norge

**Denne organisations roller:**

Organisation med ansvar for klager  
Organisation, der leverer yderligere oplysninger om klageprocedurerne

## Oplysninger om bekendtgørelsen

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Bekendtgørelsens ID: ceeba3e8-fc23-4667-8998-89b0c44bae9b - 01  
Formulartype: Konkurrencevilkår  
Bekendtgørelsestype: Udbuds- eller koncessionsbekendtgørelse – standardordningen  
Bekendtgørelsesundertype: 16  
Afsendelsesdato for bekendtgørelsen: 01/07/2026 10:50:53 (UTC+00:00) vesteuropæisk tid, GMT  
Dato for afsendelse af bekendtgørelsen (eSender): 01/07/2026 12:38:29 (UTC+00:00) vesteuropæisk tid, GMT  
Bekendtgørelsens officielle sprog: engelsk  
Bekendtgørelsesnummer: 455427-2026  
EUT-S-nummer: 125/2026  
Offentliggørelsesdato: 02/07/2026