

339801-2026 - Competition

Norway – Research and development services and related consultancy services – Procurement - Strategic foresight in regard to: the exam scheme and stance assessment.

OJ S 95/2026 19/05/2026

**Contract or concession notice – standard regime - Change notice
Services**

1. Buyer

1.1. Buyer

Official name: Utdanningsdirektoratet

Email: kari.kiperberg.werenskjold@udir.no

Legal type of the buyer: Central government authority

Activity of the contracting authority: Education

2. Procedure

2.1. Procedure

Title: Procurement - Strategic foresight in regard to: the exam scheme and stance assessment.

Description: 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 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 take place 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 July 2027. The cost limit for the procurement is NOK 2.4 million excluding VAT. The contracting authority would like 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. A comprehensive description of the delivery is given in points 4 and 5 below. The Norwegian Directorate of Education and Training reserves the right to political decisions that can lead to changes in the scope of the assignment.

Procedure identifier: 2ac750be-b458-4356-85d4-6db10dfbdba1

Internal identifier: 2026/3988

Type of procedure: Open

The procedure is accelerated: no

Main features of the procedure: 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 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 take place 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 July 2027. The cost limit for the procurement is NOK 2.4 million excluding VAT. The contracting authority would like 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. A comprehensive description of the delivery is given in points 4 and 5 below. The Norwegian Directorate of Education and Training reserves the right to political decisions that can lead to changes in the scope of the assignment.

2.1.1. Purpose

Main nature of the contract: Services

Main classification (cpv): 73000000 Research and development services and related consultancy services

Additional classification (cpv): 73100000 Research and experimental development services, 73200000 Research and development consultancy services, 75100000 Administration services , 80300000 Higher education services

2.1.2. Place of performance

Country: Norway

Anywhere in the given country

2.1.2. Place of performance

Country: Norway

Anywhere in the given country

2.1.4. General information

Legal basis:

Directive 2014/24/EU

Anskaffelsesforskriften - open tender contest

Anskaffelsesforskriften - open tender contest

2.1.6. Grounds for exclusion

Sources of grounds for exclusion: European Single Procurement Document (ESPD), Notice, Procurement Document

Corruption: 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 enforceable verdict has 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.

Fraud: 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).

Money laundering or terrorist financing: 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).

Participation in a criminal 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)

Terrorist offences or offences linked to terrorist activities: 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 out 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.

Child labour and including other forms of trafficking in human beings: 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).

Breaching obligation relating to payment of social security contributions: 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?

Breaching obligation relating to payment of taxes: 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. Lot

5.1. Lot: LOT-0000

Title: 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 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 take place 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 July 2027. The cost limit for the procurement is NOK 2.4 million excluding VAT. The contracting authority would like 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. A comprehensive description of the delivery is given in points 4 and 5 below. The Norwegian Directorate of Education and Training reserves the right to political decisions that can lead to changes in the scope of the assignment.

Internal identifier: 2026/3988

5.1.1. Purpose

Main nature of the contract: Services

Main classification (cpv): 73000000 Research and development services and related consultancy services

Additional classification (cpv): 73100000 Research and experimental development services, 73200000 Research and development consultancy services, 75100000 Administration services, 80300000 Higher education services

5.1.2. Place of performance

Country: Norway

Anywhere in the given country

5.1.2. Place of performance

Country: Norway

Anywhere in the given country

5.1.3. Estimated duration

Start date: 13/08/2026

Duration end date: 30/06/2027

5.1.6. General information

Reserved participation:

Participation is not reserved.

Procurement Project not financed with EU Funds.

The procurement is covered by the Government Procurement Agreement (GPA): yes

5.1.9. Selection criteria

Sources of selection criteria: European Single Procurement Document (ESPD), Notice, Procurement Document

Criterion: Other economic or financial requirements

Description of selection criterion: Be up-to-date with tax, employer contributions and VAT

payments: Tax and VAT certificate, not older than six months (applies to Norwegian tenderers).

Criterion: Other economic or financial requirements

Description of selection criterion: Experience from comparable assignments: Description of the Tenderer's three most relevant assignments during the last three years. The description must include a statement of the assignment's value, date and contracting authority. It is the tenderer's responsibility to document relevance through the description. The descriptions shall not be more than half an A4 page for each of the three assignments.

5.1.11. Procurement documents

Languages in which the procurement documents are officially available: Norwegian

Deadline for requesting additional information: 03/06/2026 10:00:00 (UTC+00:00) Western European Time, GMT

Address of the procurement documents: <https://permalink.mercell.com/283830993.aspx>

5.1.12. Terms of procurement

Terms of submission:

Electronic submission: Required

Address for submission: <https://permalink.mercell.com/283830993.aspx>

Languages in which tenders or requests to participate may be submitted: Norwegian

Electronic catalogue: Not allowed

Advanced or qualified electronic signature or seal (as defined in Regulation (EU) No 910/2014) is required

Variants: Not allowed

Deadline for receipt of tenders: 17/06/2026 10:00:00 (UTC+00:00) Western European Time, GMT

Duration during which the tender must remain valid: 4 Months

Information about public opening:

Opening date: 17/06/2026 10:00:00 (UTC+00:00) Western European Time, GMT

Terms of contract:

The execution of the contract must be performed within the framework of sheltered employment programmes: No

Electronic invoicing: Required

Electronic ordering will be used: yes

Electronic payment will be used: yes

5.1.15. Techniques

Framework agreement:

No framework agreement

Information about the dynamic purchasing system:

No dynamic purchase system

5.1.16. Further information, mediation and review

Review organisation: Oslo tingrett

Information about review deadlines: procurement regulations

Organisation providing more information on the review procedures: Oslo tingrett

8. Organisations

8.1. ORG-0001

Official name: Utdanningsdirektoratet

Registration number: 970018131

Postal address: Schweigaardsgate 15b

Town: OSLO

Postcode: 0135

Country subdivision (NUTS): Oslo (NO081)

Country: Norway

Contact point: Kari Kiperberg Werenskjold

Email: kari.kiperberg.werenskjold@udir.no

Telephone: +47 95752714

Fax: +47 23301200

Internet address: <http://www.udir.no/>

Roles of this organisation:

Buyer

8.1. ORG-0002

Official name: Oslo tingrett

Registration number: 926725939

Town: Oslo

Postcode: 0125

Country subdivision (NUTS): Oslo (NO081)

Country: Norway

Roles of this organisation:

Review organisation

Organisation providing more information on the review procedures

10. Change

Version of the previous notice to be changed

:

6bc40200-b072-4e64-b675-11b84d9d6f67-01

Main reason for change

:

Publisher correction

Description

:

The tender deadline is extended by 2 days.

10.1. Change

Section identifier: PROCEDURE

10.1. Change

Section identifier: LOT-0000

Notice information

Notice identifier/version: 4912a094-f6a6-4a87-92d3-31d1d2125f48 - 01

Form type: Competition

Notice type: Contract or concession notice – standard regime

Notice subtype: 16

Notice dispatch date: 18/05/2026 07:57:08 (UTC+00:00) Western European Time, GMT

Notice dispatch date (eSender): 18/05/2026 08:10:26 (UTC+00:00) Western European Time, GMT

Languages in which this notice is officially available: English

Notice publication number: 339801-2026

OJ S issue number: 95/2026

Publication date: 19/05/2026