

460128-2026 - Mise en concurrence

Norvège – Services de recherche et développement et services de conseil connexes – New Procurement - Strategic Foresight in regard to the exam scheme and stance assessment.

OJ S 126/2026 03/07/2026

Avis de marché ou de concession – régime ordinaire - Avis de changement Services

1. Acheteur

1.1. Acheteur

Nom officiel: Utdanningsdirektoratet

Adresse électronique: post@udir.no

Forme juridique de l'acheteur: Autorité publique centrale

Activité du pouvoir adjudicateur: Enseignement

2. Procédure

2.1. Procédure

Titre: New 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 the introduction of a new digital system. Pandemic induction of KI in society. 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.

Identifiant de la procédure: 1b32582f-93ea-4cf0-8f31-457a84453eeb

Identifiant interne: 2026/5372

Type de procédure: Ouverte

La procédure est accélérée: non

Principales caractéristiques de la procédure et informations sur l'endroit où obtenir les règles complètes applicables à la procédure: 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.

2.1.1. Objet

Nature principale du marché: Services

Nomenclature principale (cpv): 73000000 Services de recherche et développement et services de conseil connexes

Nomenclature complémentaire (cpv): 73100000 Services de recherche et développement expérimental, 73200000 Services de conseil en recherche et développement, 75100000 Services de l'administration publique, 80300000 Services d'enseignement supérieur

2.1.2. Lieu d'exécution

Pays: Norvège

N'importe où dans le pays donné

2.1.4. Informations générales

Base juridique:

Directive 2014/24/UE

Anskaffelsesforskriften - See the procurement regulations.

Anskaffelsesforskriften - Updated with the correct tender documentation.

2.1.6. Motifs d'exclusion

Sources des motifs d'exclusion: Document unique de marché européen (DUME), Avis, Document de marché

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, 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.

Fraude: 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).

Blanchiment de capitaux ou financement du 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).

Participation à une organisation criminelle: 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)

Infractions terroristes ou infractions liées aux activités terroristes: 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.

Travail des enfants et autres formes de traite des êtres humains: 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).

Manquement à l'obligation relative au paiement de cotisations de sécurité sociale: 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?

Manquement à l'obligation relative au paiement d'impôts et 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

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

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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.

Identifiant interne: 2026/5372

5.1.1. Objet

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5.1.2. Lieu d'exécution

Pays: Norvège

N'importe où dans le pays donné

5.1.3. Durée estimée

Date de début: 06/09/2026

Date de fin de durée: 01/09/2027

5.1.6. Informations générales

Participation réservée:

La participation n'est pas réservée.

Projet de passation de marché non financé par des fonds de l'UE

Le marché relève de l'accord sur les marchés publics (AMP): oui

5.1.9. Critères de sélection

Sources des critères de sélection: Document de marché

5.1.11. Documents de marché

Langues dans lesquelles les documents de marché sont officiellement disponibles: norvégien

Date limite de demande d'informations complémentaires: 03/08/2026 21:59:00 (UTC+00:00)

Heure de l'Europe occidentale, GMT

Adresse des documents de marché: <https://permalink.mercell.com/287206289.aspx>

5.1.12. Conditions du marché public**Conditions de soumission:**

Soumission par voie électronique: Requise

Adresse de soumission: <https://permalink.mercell.com/287206289.aspx>

Langues dans lesquelles les offres ou demandes de participation/candidatures peuvent être présentées: norvégien

Catalogue électronique: Non autorisée

La signature ou le cachet électronique avancé(e) ou qualifié(e) [au sens du règlement (UE) N° 910/2014] est requis(e)

Variantes: Non autorisée

Date limite de réception des offres: 14/08/2026 10:00:00 (UTC+00:00) Heure de l'Europe occidentale, GMT

Durée de validité des offres: 120 Jours

Informations relatives à l'ouverture publique:

Date d'ouverture: 14/08/2026 10:00:00 (UTC+00:00) Heure de l'Europe occidentale, GMT

Conditions du marché:

Le contrat doit être exécuté dans le cadre de programmes d'emplois protégés: Non

Facturation électronique: Requise

La commande en ligne sera utilisée: oui

Le paiement électronique sera utilisé: oui

5.1.15. Techniques**Accord-cadre:**

Pas d'accord-cadre

Informations sur le système d'acquisition dynamique:

Pas de système d'acquisition dynamique

5.1.16. Informations complémentaires, médiation et recours

Organisation chargée des procédures de recours: Oslo tingrett

Description des délais d'introduction des procédures de recours: See the procurement regulations.

Organisation qui fournit des précisions concernant l'introduction des recours: Oslo tingrett

8. Organisations**8.1. ORG-0001**

Nom officiel: Utdanningsdirektoratet

Numéro d'enregistrement: 970018131

Adresse postale: Schweigaardsgate 15b
Ville: OSLO
Code postal: 0135
Subdivision pays (NUTS): Oslo (NO081)
Pays: Norvège
Point de contact: Ingunn Kjøl Wiig
Adresse électronique: post@udir.no
Téléphone: 23 30 12 00
Télécopieur: +47 23301200
Adresse internet: <http://www.udir.no/>

Rôles de cette organisation:

Acheteur

8.1. ORG-0002

Nom officiel: Oslo tingrett
Numéro d'enregistrement: 926725939
Ville: Oslo
Code postal: 0125
Subdivision pays (NUTS): Oslo (NO081)
Pays: Norvège

Rôles de cette organisation:

Organisation chargée des procédures de recours
Organisation qui fournit des précisions concernant l'introduction des recours

10. Changement

Version de l'avis antérieur à modifier
:
cee3a3e8-fc23-4667-8998-89b0c44bae9b-01
Principale raison du changement
:
Mise à jour d'informations

10.1. Changement

Identifiant de la section: PROCEDURE

Informations relatives à l'avis

Identifiant/version de l'avis: 3ade526b-0e77-4076-a5a2-fcf9d979324f - 01
Type de formulaire: Mise en concurrence
Type d'avis: Avis de marché ou de concession – régime ordinaire
Sous-type d'avis: 16
Date d'envoi de l'avis: 02/07/2026 11:54:07 (UTC+00:00) Heure de l'Europe occidentale, GMT
Date et heure de transmission de l'avis (eSender): 02/07/2026 12:07:44 (UTC+00:00) Heure de l'Europe occidentale, GMT
Langues dans lesquelles l'avis en question est officiellement disponible: anglais
Numéro de publication de l'avis: 460128-2026
Numéro de publication au JO S: 126/2026
Date de publication: 03/07/2026