

455427-2026 - Gara

Norvegia – Servizi di ricerca e sviluppo nonché servizi di consulenza affini – New Procurement - Strategic Foresight in regard to the exam scheme and stance assessment.

OJ S 125/2026 02/07/2026

Bando di gara o di concessione – regime ordinario

Servizi

1. Committente

1.1. Committente

Nome ufficiale: Utdanningsdirektoratet

E-mail: post@udir.no

Forma giuridica del committente: Autorità governativa centrale

Attività dell'amministrazione aggiudicatrice: Istruzione

2. Procedura

2.1. Procedura

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

Descrizione: 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.

Identificativo della procedura: 1b32582f-93ea-4cf0-8f31-457a84453eeb

Identificativo interno: 2026/5372

Tipo di procedura: Aperta

La procedura è accelerata: no

Caratteristiche principali della procedura: 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

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2.1.1. Finalità

Natura dell'appalto: Servizi

Classificazione principale (cpv): 73000000 Servizi di ricerca e sviluppo nonché servizi di consulenza affini

Classificazione aggiuntiva (cpv): 73100000 Servizi di ricerca e sviluppo sperimentale, 73200000 Consulenza nel campo della ricerca e dello sviluppo, 75100000 Servizi di pubblica amministrazione, 80300000 Servizi di istruzione superiore

2.1.2. Luogo di esecuzione

Paese: Norvegia

Ovunque nel paese in questione

2.1.4. Informazioni generali

Base giuridica:

Direttiva 2014/24/UE

Anskaffelsesforskriften - See the procurement regulations.

2.1.6. Motivi di esclusione

Fonti dei motivi di esclusione: Documento di gara unico europeo (DGUE), Avviso, Documento di gara

Corruzione: 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.

Frode: 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).

Riciclaggio di proventi di attività criminose o finanziamento del terrorismo: 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).

Partecipazione a un'organizzazione criminale: 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)

Reati terroristici o reati connessi alle attività terroristiche: 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, of 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.

Lavoro minorile e altre forme di tratta di esseri umani: 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).

Violazione dell'obbligo di pagamento dei contributi previdenziali: 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?

Violazione dell'obbligo di pagamento delle imposte: 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. Lotto

5.1. Lotto: LOT-0000

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

Descrizione: 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. 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.

Identificativo interno: 2026/5372

5.1.1. Finalità

Natura dell'appalto: Servizi

Classificazione principale (cpv): 73000000 Servizi di ricerca e sviluppo nonché servizi di consulenza affini

Classificazione aggiuntiva (cpv): 73100000 Servizi di ricerca e sviluppo sperimentale, 73200000 Consulenza nel campo della ricerca e dello sviluppo, 75100000 Servizi di pubblica amministrazione, 80300000 Servizi di istruzione superiore

5.1.2. Luogo di esecuzione

Paese: Norvegia

Ovunque nel paese in questione

5.1.3. Durata stimata

Data di inizio: 06/09/2026

Data di fine durata: 01/09/2027

5.1.6. Informazioni generali

Partecipazione riservata:

La partecipazione non è riservata.

Progetto di appalto non finanziato con fondi UE

L'appalto è soggetto all'accordo sugli appalti pubblici (AAP): sì

5.1.9. Criteri di selezione

Fonti dei criteri di selezione: Documento di gara

5.1.11. Documenti di gara

Lingue in cui i documenti di gara sono ufficialmente disponibili: norvegese

Termine per la richiesta di informazioni supplementari: 03/08/2026 21:59:00 (UTC+00:00) ora dell'Europa occidentale, GMT

Indirizzo dei documenti di gara: <https://permalink.mercell.com/287206289.aspx>

5.1.12. Condizioni di appalto

Modalità di presentazione:

Presentazione elettronica delle offerte: Obbligatoria

Indirizzo per la presentazione: <https://permalink.mercell.com/287206289.aspx>

Lingue in cui possono essere presentate le offerte o le domande di partecipazione: norvegese

Catalogo elettronico: Non consentita

Obbligo di firma elettronica qualificata o sigillo elettronico qualificato [come definiti dal regolamento (UE) n. 910/2014]

Varianti: Non consentita

Termine per il ricevimento delle offerte: 14/08/2026 10:00:00 (UTC+00:00) ora dell'Europa occidentale, GMT

Durata durante la quale l'offerta deve rimanere valida: 120 Giorni

Informazioni sull'apertura pubblica delle offerte:

Data di apertura: 14/08/2026 10:00:00 (UTC+00:00) ora dell'Europa occidentale, GMT

Condizioni contrattuali:

L'esecuzione dell'appalto deve avvenire nel contesto di programmi di lavoro protetti: No

Fatturazione elettronica: Obbligatoria

Si farà ricorso all'ordinazione elettronica: sì

Sarà utilizzato il pagamento elettronico: sì

5.1.15. Tecniche

Accordo quadro:

Nessun accordo quadro

Informazioni sul sistema dinamico di acquisizione:

Nessun sistema dinamico di acquisizione

5.1.16. Ulteriori informazioni, mediazione e ricorsi

Organizzazione competente per i ricorsi: Oslo tingrett

Informazioni sui termini per il riesame: See the procurement regulations.

Organizzazione alla quale rivolgersi per informazioni complementari sulle procedure di ricorso: Oslo tingrett

8. Organizzazioni

8.1. ORG-0001

Nome ufficiale: Utdanningsdirektoratet

Numero di registrazione: 970018131

Indirizzo postale: Schweigaardsgate 15b

Località: OSLO

Codice postale: 0135

Suddivisione del paese (NUTS): Oslo (NO081)

Paese: Norvegia
Referente: Ingunn Kjøl Wiig
E-mail: post@udir.no
Telefono: 23 30 12 00
Fax: +47 23301200
Indirizzo internet: <http://www.udir.no/>

Ruoli di questa organizzazione:

Committente

8.1. ORG-0002

Nome ufficiale: Oslo tingrett
Numero di registrazione: 926725939
Località: Oslo
Codice postale: 0125
Suddivisione del paese (NUTS): Oslo (NO081)
Paese: Norvegia

Ruoli di questa organizzazione:

Organizzazione competente per i ricorsi
Organizzazione alla quale rivolgersi per informazioni complementari sulle procedure di ricorso

Informazioni sull'avviso

Identificativo/versione dell'avviso: ceeba3e8-fc23-4667-8998-89b0c44bae9b - 01
Tipo di formulario: Gara
Tipo di avviso: Bando di gara o di concessione – regime ordinario
Sottotipo di avviso: 16
Data di trasmissione dell'avviso: 01/07/2026 10:50:53 (UTC+00:00) ora dell'Europa occidentale, GMT
Data di trasmissione da parte dell'eSender dell'avviso o bando: 01/07/2026 12:38:29 (UTC+00:00) ora dell'Europa occidentale, GMT
Lingue in cui il presente avviso è ufficialmente disponibile: inglese
Numero di pubblicazione dell'avviso: 455427-2026
Numero dell'edizione della GU S: 125/2026
Data di pubblicazione: 02/07/2026