

ANNUAL REPORT 2025



Knowledge from children leads the way

CHANGE FACTORY

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SHORT
ABOUT
CF

CHANGEFACTORY KNOWLEDGE CENTRE

Why knowledge directly from children?

Children and young people have to experience that kindergarten, school, support services, police and justice systems are safe and useful for them. Children and young people throughout the country have experiences from encountering these systems and advice on how they can be the best possible. Authorities, professionals and students often lack this knowledge from representative groups of children and young people that a decision concerns, when frameworks and what is good practice are to be determined - locally and nationally.

Knowledge from children and young people must, together with research and practice-based knowledge, be an important part of the knowledge base when decisions are to be made about laws and other frameworks, good initiatives and measures for children and young people, what the higher education programmes in the childhood upbringing field should include - and in the work to further develop good practice in kindergartens, schools, services, the police, the justice system and correctional services.

More than 15 years of collected knowledge

For more than 15 years, ChangeFactory (CF) has systematically collected experiences and advice from children and young people about how they experience kindergartens, schools, support services, the police and the justice system. In 2017, the Prime Minister opened the ChangeFactory Knowledge Centre. The goal is to collect knowledge from children and young people in different life situations, about the systems designed for them, in the best possible way. As far as we know, there are few knowledge centres in Europe whose main purpose is to collect and disseminate knowledge directly from groups of children and young people, about the systems they are in, and where children and young people themselves are the main characters when the knowledge is to be disseminated. CF is constantly seeking cooperation with similar organisations in other countries.

Participatory and practice-oriented method

To collect, systematise and disseminate summarised experiences and advice from children and young people, a participatory and practice-oriented method is used. CF has called it the ChangeMethod. The ChangeMethod has been developed in close collaboration with children and young people. It takes very seriously that children have the right to express their views, in ways that are felt safe for them. The method consists of process descriptions and tools that contribute to the participation of many different children and young people. It is based on Participatory Learning and Action (PLA), a participatory method used in action research.

Safety is most important

The experiences and advice are collected directly from children and young people at sessions or one-on-one. The sessions are organised with an emphasis on ensuring that they are experienced as engaging, important and as safe as possible for the children taking part. The adults who facilitate are, among other things, trained by children to meet children and young people with openness and human warmth. This is based on main findings from children about how adults must be, in order for children to be able to tell honestly.

Experiences and advice are summarised

Experiences and advice from the sessions are documented through transcripts, as well as other written and visual materials. The data is summarised and systematised. No links are made to theory. Experiences and advice that are repeated by many children and young people, in many places in the country, become the main answers. We call this knowledge from children.

Children and young people present

The knowledge from children is presented in reports, films, podcasts, books and live. Participants in surveys can also be invited, as Pros, to take part in dissemination and professional development work. The Pros present knowledge directly from children to politicians, national authorities, professionals and students.

KEY FIGURES FOR 2025

3689 students and professionals met

336 pros who have participated in professional dissemination

over 500 have taken part in Pro events

37 films made

35 meetings with politicians

30 written consultation comments

10 oral consultation comments

77 Pro gatherings

71 Pro activities

13 weekend gatherings

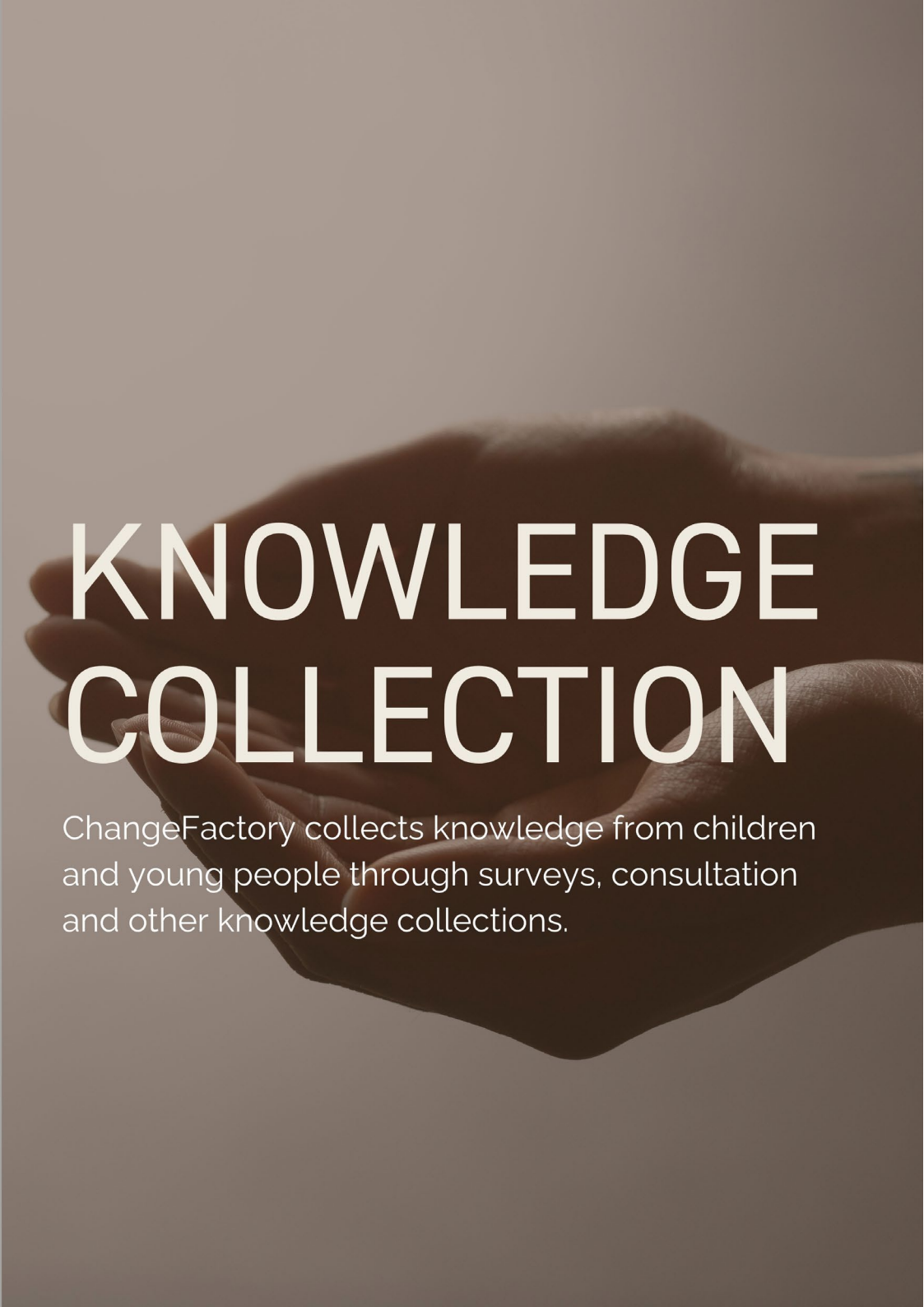
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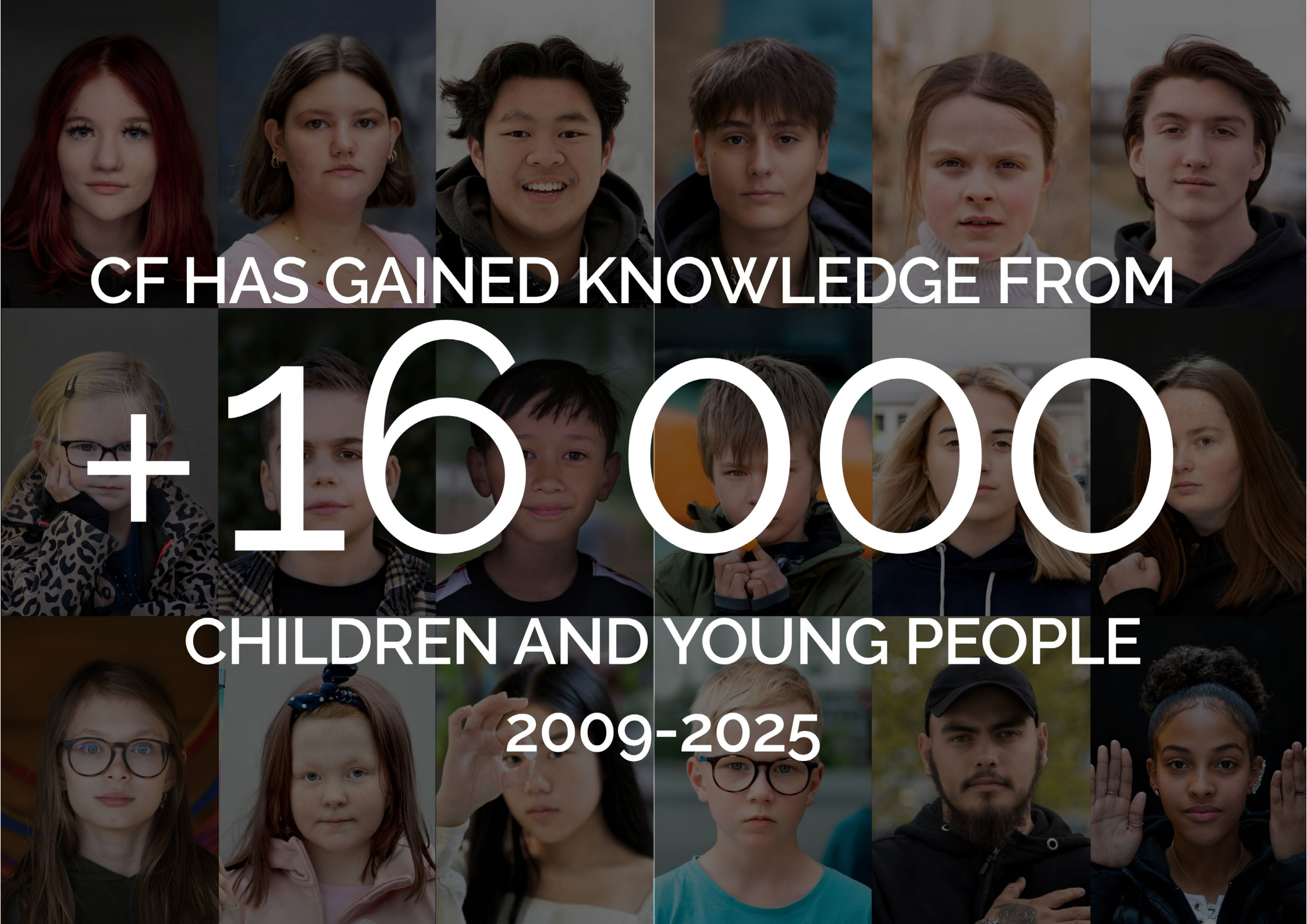
MAIN
AREAS



KNOWLEDGE COLLECTION

ChangeFactory collects knowledge from children and young people through surveys, consultation and other knowledge collections.





CF HAS GAINED KNOWLEDGE FROM

+ 16 000

CHILDREN AND YOUNG PEOPLE

2009-2025

BRIEF ABOUT THE CHANGEMETHOD

The method for collecting data was developed by CF, based on the action research method Participatory Learning and Action (PLA). Various creative and visual tools are used to make it safe and exciting to participate in the qualitative surveys. Safety is a fundamental part of the implementation, and the researchers are responsible for making the space safe for all children.

Recurring answers are highlighted as main answers or main findings, without being linked to theory. It is presented as knowledge from children in reports, books, films and podcasts. Children are invited to help make systems even better for children growing up after them, which is why we call the method the ChangeMethod.

ChangeFactory's qualitative surveys are not to be regarded as research, but at the same time follow specific methodological requirements to ensure that children's experiences and advice are documented in a reliable way. The qualitative surveys are exclusively participated in by children who have not previously participated in ChangeFactory's surveys. This distinguishes the surveys from what CF calls advice collection. We believe that knowledge from children is an important supplement to research-based knowledge.

The method summarised

- Participatory method with a strong focus on making it safe for children to participate
- Both qualitative and quantitative approaches
- Engages all children, including children who cannot or do not like to speak
- Creative and visual tools combined with dialogue
- Systematic and verifiable, and should provide a reliable description of children's experiences
- The experiences and advice are summarised without adding our own opinion or interpretation

Responsibility for the method

Professor Marit Skivenes and Professor Arild Bjørndal have been responsible for quality assurance of ChangeFactory's work with qualitative surveys. In addition, a researcher contributes to the implementation of each of the surveys. ChangeFactory has, for more than 10 years, collaborated with researchers on the work with knowledge collection.

Professionals and researchers assist

Researchers or key professionals in the field of practice are invited to assist in assessing which themes and questions are most important for the country. In the formulation of the final questions, ChangeFactory strives for them to be asked in a way that children will understand and can relate to. Before the interview guide is finalised, the questions are therefore assessed by subject consultants and/or professionals who are familiar with the relevant age group and topic.

COLLECTING KNOWLEDGE

Factory workers collect experiences and advice from children and young people from across the country, about how systems for children are experienced by children and young people who are in the system now, or have been in them during the past two years. They are asked for advice on how the systems can feel safe and helpful for children.

PRODUCING REPORTS

Once the knowledge has been collected through qualitative surveys and advice collection, answers from many young people, in many places across the country, are summarised in reports. These reports contain knowledge directly from children and young people, are published on CF's website, and are distributed to politicians, professionals, and authorities.

DISSEMINATING TO AUTHORITIES

Politicians can receive knowledge from children and young people through written consultation inputs where knowledge from reports and booklets is presented, oral consultation inputs where Pros visit the Norwegian Parliament and present main answers from children, or in political meetings where Pros and politicians engage in dialogue.

DISSEMINATING TO STUDENTS

Students can learn knowledge from children and young people through reading reports and booklets, watching films, listening to podcasts, carrying out teaching programmes created by children and young people, or by experiencing Pros participating in teaching.

DISSEMINATING TO PROFESSIONALS

Professionals can learn knowledge from children and young people through Pros giving lectures, reading reports and booklets, watching films, listening to podcasts or through other resources created based on knowledge from children.

PRODUCING DISSEMINATION MATERIALS

The knowledge directly from children and young people in the reports can further be presented, for example, in books, knowledge films, podcasts and teaching materials. Then children and young people, often some of those who have participated in the knowledge collection, present the main answers. They also provide elaborations and examples related to the answers.

WHERE IN NORWAY WE HAVE COLLECTED ADVICE

FROM CHILDREN IN
NORWAY IN 2025



106 pupils aged 12-17 on interprofessional collaboration

ALWAYS COLLABORATE WITH ME



CHANGE FACTORY

KNOWLEDGE ABOUT INTERPROFESSIONAL COLLABORATION

In the report ALWAYS COLLABORATE WITH ME, 106 pupils, aged 12-17, give advice on how adults who work in schools can collaborate with pupils to create safe and helpful interprofessional collaborations.

REPORT, PUBLISHED 2025

UNDERSTANDING FIRST

50 children aged 10-18, on relocation in the
Child Protection System



FORANDRINGSFABRIKKEN

KNOWLEDGE ABOUT RELOCATION AND REUNIFICATION

In the report UNDERSTANDING FIRST, 50 children, aged 10-18, give advice on how adults working in the Child Protection System can collaborate with children to decide on relocation and reunification.

REPORT, PUBLISHED 2025

KNOWLEDGE COLLECTION ON ASSIGNMENT

ChangeFactory also conducts knowledge collections on assignment from government commissions, authorities, organisations and services. In 2025, CF collected answers through three different assignments:

The Expert Commission on the organisation and governance of the state Child Protection System

CF collected answers from 42 children aged 14-18, who live or recently have lived in residential childcare institutions, about what the goal of residential childcare institutions should be and what characterises a good institution. The answers were delivered to the Expert Commission and used as part of the knowledge base in the report "Care and Responsibility – Governance and Organisation in the Best Interests of the Child".

The Child Welfare Tribunal's work on child-friendly processes

CF collected answers from 41 children aged 14-17, who have experience from the tribunal, about how it feels to be in the tribunal premises, and how the tribunal must be for it to feel safe enough to speak honestly to judges.

Establishment of a National Unit for Investigation of Failures Against Children

CF collected answers from 40 children aged 14-18, who have been subjected to serious violence, abuse or serious neglect, or who have been close friends of a child who has died. The children shared advice about how the unit can ensure that children are able to express their views in safe ways during investigations of serious incidents.





CHILDREN'S RIGHTS

ChangeFactory works to strengthen children's rights under Articles 3, 12 and 16 of the UN Convention on the Rights of the Child (UNCRC), both on an individual and system level.

CF'S WORK WITH CHILDREN'S RIGHTS

In recent years, ChangeFactory has had a particular focus on working with the rights every child has under Articles 3, 12 and 16 of the UNCRC, and the rights groups of children have under Articles 3 and 12.

Connection between knowledge from children and Articles 3, 12 and 16

Articles 3, 12 and 16 describe how adults must meet each individual child in all actions and decisions concerning the child: the child must receive enough and understandable information, be able to speak safely, be told and express their views before something they have said or done is shared, and be taken seriously in decisions. Child rights jurists have over the years pointed to how knowledge from children and Articles 3, 12 and 16 have many parallels.

Focus on the rights of children under 18 on a system level

In 2025, ChangeFactory has had a strong focus on groups of children under 18 and their right to be taken seriously in decisions concerning them, under Articles 3 and 12 of the UNCRC. This is central to ensuring the UNCRC, but also to creating good and targeted measures, laws and other policies for the children concerned. CF believes that important efforts have been made in Norway to hear groups of children, through pupil councils, Youth Councils, panels and expert groups, but that much still remains when it comes to ensuring this right for younger children and children in vulnerable life situations. CF has highlighted these rights to Parliamentary representatives, ministries, directorates, County Governors and selected municipalities.



Session in the research project PARTICIPATION organised by the DIPA Centre at the University of Bergen, led by Professor Marit Skivenes.



ChangeFactory contributed to a conference on children's right to healthcare, organised by the child rights research group at the University of Tromsø.

NORWAY'S REPORTING TO THE UN COMMITTEE ON THE RIGHTS OF THE CHILD

The UN Committee on the Rights of the Child monitors how states implement their obligations under the UN Convention on the Rights of the Child (UNCRC), and every five years the authorities must report to the Committee on how children's rights are being ensured. Norway's seventh reporting to the Committee started in 2023.

In two rounds, ChangeFactory submitted reports to the Committee on the status of how children's rights are ensured in Norway, from the perspective of groups of children, including children in vulnerable life situations.

In February 2025, young people under 18 from CF took part in a pre-session with the UN Committee on the Rights of the Child in Geneva. They explained main answers from many children and different areas where the UNCRC is not being ensured in Norway.

Some of what was explained:

- Article 12 of the UNCRC is not being ensured well enough when measures, initiatives and frameworks are being decided nationally or locally
- Views from groups of children whom the decisions concern are rarely collected, described, assessed or shown how they have been weighted
- Many children in Norway do not tell adults in school or help services the most important things, because they do not know what will happen to what they share and who will be told
- Use of physical force, isolation, body searches, locked institutions and restricted freedom of movement are justified through children's right to protection, care and that it is in the best interests of the child

The members of the Committee asked many questions and emphasised that the UNCRC is not realised until it actually works for children.



Chair of the Committee, Ann Skelton, with Pos



Bragi Guðbrandsson and Mary Beloff from the Committee with Pros and factory workers

Norway at the hearing with the Committee on the Rights of the Child

In May, the Norwegian authorities answered questions from the Committee in Geneva. This is an important part of Norway's reporting on how the authorities safeguard children's rights and the hearing formed the basis for recommendations that the Committee gave Norway for the next four years. The Committee had taken the input from children under 18 in Norway very seriously. The Committee based several of the questions they asked the authorities on the knowledge they had received from the children. In the closing remarks, they gave special thanks to the children for informing the Committee in credible and engaging ways.

The Committee on the Rights of the Child gave concluding observations to Norway

As the conclusion of Norway's reporting to the Committee on the Rights of the Child, the Committee gave Norway more than 40 concluding observations on how Norway must better ensure children's rights under the UNCRC. The Committee on the Rights of the Child emphasised the obligation Norwegian decision-makers have to hear groups of children, and that processes and decisions made by the public authorities must be informed by the views of representative groups of children under 18.



Director of the Child Welfare Tribunal Ingvild Aartun, Pro Tavar, Minister of Children and Families Lene Vågslid, Ombudsperson for Children Mina Gerhardsen and factory worker Glorija



Pro Tavar, member of the UN Committee on the Rights of the Child Bragi Guðbrandsson and factory worker Glorija



Professor Lena Bendiksen, factory worker Glorija, member of the UN Committee on the Rights of the Child Mary Beloff, Pro Tavar and Professor Trude Haugli



PROFESSIONAL FIELDS, EDUCATION AND RESEARCH

ChangeFactory facilitates for young people to share knowledge from children and young people, together with children's rights, directly with professionals and students.

DISSEMINATION TO PROFESSIONALS AND STUDENTS

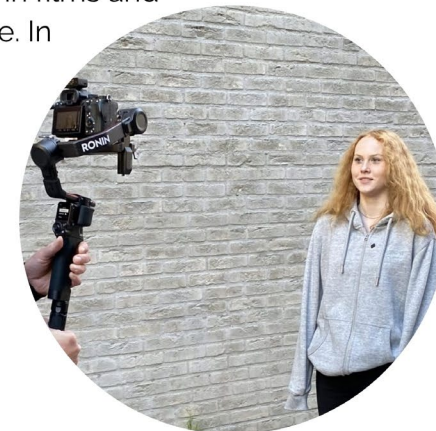
Knowledge from children in reports and books

The foundation of CF's work is knowledge from children - meaning summarised experiences and advice from children and young people, from knowledge collections. In reports, advice collections and toolkits, knowledge from children and young people is presented. In books published by the University Press, knowledge from children and young people is presented together with contributions from university staff and professionals. Reports and books are distributed to professionals and students, together with other materials developed based on knowledge from children.



Knowledge from children in films and podcasts

The reports and books are the basis for films and podcasts. The themes and advice for films and podcasts are developed based on the main answers in CF's knowledge reports and children's rights. Knowledge from children is presented in films and podcasts by children and young people. In some films, professionals and legal experts also contribute.



Knowledge from children live

Knowledge from children is also presented live to professionals, students and researchers. A group of Pros then present main answers from knowledge collections, often together with descriptions of Articles 3, 12 and 16 of the UNCRC. This work is done so that knowledge from children and young people can as easily as possible reach professionals and students in the higher education programmes.



FILM DISSEMINATION

CF produces films and podcasts for students and professionals in kindergartens, schools, help services, the police and the justice system. In the films and podcasts, it is young people who present knowledge from children collected through different knowledge collections. CF has detailed routines with associated risk assessments to ensure that it feels safe for children and young people to take part in films or podcasts, and to ensure that their privacy is safeguarded.

Young people with their own experience related to the theme are invited to present the knowledge in a film or podcast. They are informed about the purpose, who can watch the films or listen to the podcasts, that it is knowledge from children and young people that will be presented, and that participation is voluntary. The young people choose which advice they want to present. They are able to watch or listen to their contribution for approval before it is used.

SCHOOL

From bullying to inclusion

Films where pupils give advice to adults in schools about how they can work with inclusion and community to prevent bullying and create safe class environments. Pupils explain what adults can do to get to know the pupils, help pupils get to know each other and feel safe with each other, and make it safe to talk about bullying. In separate films, Pros explain why adults should listen to advice from pupils and work a lot and often with inclusion and community in schools.

HEALTH

Prevention of substance abuse in schools

A film in which young people explain how safety in schools can help prevent substance abuse, and how this safety can be created.

Preventing substance abuse in schools and help services

A film in which young people explain why learning to talk about feelings can help prevent substance abuse, and how this can be done.

Information for young people about substance abuse

A film in which young people explain what information young people need about substance abuse and how this information can be given.

When adults are concerned

A film in which young people explain how professionals can meet children in safe ways when they are concerned about substance abuse and how they can raise their concerns in a wise way.

CHILD PROTECTION SYSTEM

Clarification of reports of concern and investigations in collaboration with children

Films where young people give advice to the Child Protection System about how they can ensure children's right to collaboration when the Child Protection System receives a report of concern and is going to investigate. Jurists contribute to the films with explanations of children's rights.

Measures of assistance in collaboration with children

Films where young people give advice to the Child Protection System about how they can ensure children's right to collaboration when the Child Protection System is going to provide measures of assistance in the home and is going to follow up and evaluate the measures of assistance. Jurists contribute to the films with explanations of children's rights.

Follow-up of children in foster homes and residential childcare institutions

Films where young people give advice to the Child Protection System about how they can ensure children's right to collaboration when the Child Protection System is going to follow up children living in foster homes or residential childcare institutions. Jurists contribute to the films with explanations of children's rights.

UPBRINGING ACROSS SYSTEMS

Why decide together with children

Films where young people, headmaster, local and national politicians from Norway, Sweden and Denmark explain why children must be part of decisions that affect them in schools, locally and nationally.

What can happen if decision-makers do not take children's views seriously

Films where young people from Norway, Sweden and Denmark explain what consequences it can have if children are not taken seriously in decisions that affect them locally and nationally.

LIVE DISSEMINATION

Pros who wish to do so, can present knowledge from children directly to students and professionals, physically or digitally. A group of Pros present main answers from knowledge collections with children, often together with explanations of Articles 3, 12 and 16 of the Convention on the Rights of the Child. Topics can include schools, health services, preventive services, the Child Protection System, the police or the justice system. Safety routines with risk assessments ensure that this is carried out in a safe way.

The Pros who participate must have experience from the system and the topic that the presentation concerns. They explain advice that is repeated by many children, and can elaborate on this with examples from their own encounters with that system. The role of the Pros is not to tell their own story, but to raise answers that have been repeated by many children and young people. Often three to five Pros take part. They distribute among themselves which main answers they wish to explain. Factory workers prepare together with the Pros. During the presentation, the factory worker facilitates by asking questions and making it safe for the Pros to explain and elaborate on the main answers.

Here are some examples of when Pros presented knowledge from children to professionals and students in 2025.

KINDERGARTEN

Pros gave advice to kindergarten teacher students at Queen Maud University College, and films were shown in which children aged 2-5 presented advice about how kindergartens must be for them to feel safe.

SCHOOL

Pros advised special education students at the University of Bergen on how interprofessional collaboration can be carried out in safe ways for children, how to facilitate for children to speak safely, and how to provide good extra help in schools.

Pros advised students in the teacher education programme at Lund University (Sweden) together with a Swedish pupil organisation, about how teachers can collaborate with both individual students and with groups of students. The Pros explained summarised knowledge from many pupils and then met with the students in smaller groups.

MENTAL HEALTH

Pros gave advice to dentistry and dental hygienist students at the University of Oslo about how dentists can make it safe for children and young people to talk about violence and abuse and how to protect children by collaborating with them.

Pros gave advice and had cases (practice on different situations) for psychology students at the Arctic University of Norway. The Pros explained how therapists can create trust with children and young people and collaborate with them to provide useful help. The students worked in groups, and each group was visited by a Pro. The students got to practice meeting young people in different situations.

YOUTH OUTREACH SERVICES

Pros gave advice to the Youth Outreach Services in Oslo about how they must work for young people to build trust with them, how they can show that they understand what is behind children's actions and expressions, and how they can collaborate with children about reports of concern.

CHILD PROTECTION SYSTEM

Pros gave advice to child protection students at the University of South-Eastern Norway about what good professionalism is, seen from knowledge from many children, and how children's rights under Sections 1-3 and 1-4 of the Child Welfare Act can be ensured in good ways in the Child Protection System.

Pros gave advice to professionals in child protection services in Bergen about how they can make it safe for children in contact with the Child Protection System, and how they can collaborate with them when there is conflict between parents.

CRIME

Pros gave advice at the professional conference DRUGS AND PUNISHMENT, organised by the Norwegian Association for the Drug Field, about what are safe and helpful ways to meet children when they are struggling with drugs, and what the consequences can be when control and punishment become the focus.

Pros gave advice to preventive units in two police districts. They explained what creates safety and trust, what may be the reason why young people commit crime, and how concern conversations can be conducted in ways that feel safe for children.

LIVE DISSEMINATION TO PROFESSIONALS



LIVE DISSEMINATION TO STUDENTS



COLLABORATION WITH RESEARCHERS

A good knowledge base must consist of several types of knowledges: research-based knowledge, knowledge from professionals and knowledge from children. To develop good systems for children, it is crucial to have research that actively collects children's own views and develops methodology to better listen to them. CF therefore collaborates with researchers to ensure that knowledge from children and children's procedural rights become a clear and important part of research projects concerning different systems that meet children and young people.

CF has contributed in various ways in such projects, but always with the same goal: to strengthen children's views in research. This has, among other things, involved giving input on questions children and young people should be asked, with emphasis on solutions and advice to the systems. CF has also organised workshops and sessions to collect answers from children and young people, which are then shared with the researchers to ensure that the children's answers are clearly presented. In addition, young people have provided feedback throughout the projects on, for example, the development of methods, recommendations and models. The young people's input is based on knowledge collected from several children and young people on the topic in question and children's procedural rights. Young people have helped present findings from research projects at conferences and professional development days. CF has also collaborated with researchers to share children's perspectives in articles aimed at students, professionals and other researchers.

The goal of this work is to ensure that research projects concerning systems for children and young people base their results, tools, methods and recommendations on actual knowledge from children. In this way, the solutions being developed become relevant, targeted and in line with children's human rights.

#Care4youngteeth<3

In the project, educational materials about dental health were developed for Year 8, goal cards for use in dental clinics, and a website with information for young people about how to take care of their oral health. Throughout the project, input and feedback were continuously collected from children and young people to ensure that what was developed was based on answers from children and was targeted towards them. In 2025, answers from children and young people were summarised and published in a peer-reviewed journal with the title "A bit chill, a bit silly" – a qualitative study on adolescents' views of dental clinical encounters in Norway.

Orchid

The project Orchid (Oral health care services for Children victims of violence and sexual abuse) aims to improve the dental health service's ability to detect violence and abuse against children, both in dental clinics and Barnahus. In 2025, Pros contributed at the project's final conference "Behind the Smile". Pros highlighted knowledge about how the dental health service can ensure children's procedural rights when there are concerns about violence, abuse and neglect, and how they can meet children in safe ways.



NATIONAL AUTHORITIES

ChangeFactory facilitates for young people to share knowledge from children and young people, along with children's rights, directly to national authorities.

HOW CF DOES ADVOCACY WORK

The advice that children and young people have given to national and local authorities has helped influence legislation, guidelines and initiatives for more than 10 years. Knowledge from representative groups of children, together with children's human rights, is therefore the foundation for all the advocacy work carried out by ChangeFactory. By presenting the message in meetings and dialogues with politicians, young people from CF represent many children and young people. ChangeFactory gives written and oral input to the Norwegian Parliament, ministries and directorates.

In meetings with politicians and authorities, Pros present input based on knowledge collections and children's procedural rights. The role of the Pros is not to tell their own story, but to raise answers that have been repeated by many children and young people. The Pros choose themselves whether they want to take part in such meetings. Before the meeting, factory workers and Pros prepare together by talking about the theme of the meeting, which input is important to give, and the Pros divide between themselves the input and explanations based on knowledge collections and children's rights. This is done in collaboration between Pros and factory workers.

Meetings with politicians

Pros are invited to present knowledge from representative groups of children in meetings with politicians. An important part of CF's advocacy work is to facilitate for children and young people, including those in vulnerable situations, to speak directly to those in power. In these meetings, politicians are presented with summarised advice from representative groups of children about what good solutions are, seen from those whom it concerns.

Oral consultation input

Pros presents knowledge from representative groups of children in various hearings and input meetings about matters concerning children. Pros take part in hearings in the Standing Committee on Family and Cultural Affairs, the Standing Committee on Justice, the Standing Committee on Education and Research, and the Standing Committee on Health and Care Services in the Norwegian Parliament. Pros also take part in input meetings organised by ministries, directorates and public commissions.

Written consultation input

CF gives written consultation input on matters in the childhood upbringing field. Knowledge from children is always the starting point for written input, together with children's rights under the Convention on the Rights of the Child. CF only writes input on topics where CF has previously collected input from children. The inputs are written in collaboration between young people in CF with their own experience from the system the input concerns, in collaboration with a factory worker.

Collaboration with organisations

CF collaborates with organisations in the fields of school, health, justice and child protection in advocacy work. The collaboration can involve exchanging input, highlighting some shared input in hearings, contributions at professional development days/conferences, media contributions or joint input to authorities.

PROS THANKED POLITICIANS



Minister of Children and Families Lene Vågslid



Celebration with the Standing Committee on Family and Cultural Affairs in the Norwegian Parliament after it was decided to give children party rights from the age of 12



Centre Party



Labour Party



Socialist Left Party



Conservative Party



Progress Party



Liberal Party

PROS HAVE GIVEN INPUT TO PARLIAMENTARY REPRESENTATIVES



SYSTEM INPUT

SCHOOL AND KINDERGARTEN

The National Budget

CF gave input that the Standing Committee on Education and Research must ask the Ministry of Education and Research to follow up the recommendation from the UN Committee on the Rights of the Child and make children's right to receive information and express their views before information about them is shared, part of legislation. CF also gave input that the Standing Committee Education and Research must ensure that the views from children have been collected, weighed and assessed before decisions are made.

Amendments to the Education Act and the Independent Schools Act (extension of the right to use physical intervention)

CF gave input that the legislative proposal should not be adopted, based on summarised knowledge from children. CF warned the Committee about the risk that pupils may lose trust, experience school as a scary place and learn less well. The prevalence study from Norwegian Centre for Violence and Traumatic Stress Studies shows that only 1 in 5 young people aged 12-16 who have been subjected to violence or abuse have told anyone in the public services, meaning that adults in school may risk using physical force on pupils who are already subjected to violence or abuse.

Proposal to extend the right to share information when changing schools

CF gave input that the legislative proposal was not in line with Articles 3, 12 and 16 of the UN Convention on the Rights of the Child (UNCRC). Knowledge from children and the UNCRC are clear that children must first receive information and be able to express themselves safely and freely before adults at school can assess whether information about or from children should be shared.

CHILDREN AND FAMILY

Governance and organisation of the state Child Protection System

CF gave input that fundamental changes are needed in residential childcare institutions. Supervision must be changed and all future changes concerning residential childcare institutions must be based on views from groups of children who live or recently have lived in institutions. Assessments of what good quality is must be based on these views.

Amendments to the Child Welfare Act (the Quality Reform)

CF gave input and achieved several breakthroughs in the Child Welfare Act. The Committee decided that the age for children's party rights in the Child Protection System should be lowered from 15 to 12 years. They also decided that more children should be able to live in municipal housing measures, and adopted a competence requirement that gives the Child Protection System and residential childcare institutions the opportunity to employ different staff members with different competencies, and that it should become easier for children to live long-term in foster homes.

Breakthroughs in the Children Act

Several important changes were made in the Children Act. Children were given the right to speak with a mediator without parental consent, the entire first chapter of the Act concerns children's rights, and the age for freedom of association was lowered.

HEALTH

Amendments to the Patient and User Rights Act and the Mental Health Care Act

CF gave input that the purpose should be changed from “promoting the correct use of coercion”. And that separate legislation regulating coercion for children and young people in mental healthcare services must be created, because there are no rules regulating the use of coercion for children under 16 years. In the development of the legislation, views from children and young people affected by the law must be collected, and these must be included and weighted in the work.

Hearing - proposal for amendments to the rules on confidentiality in the Health Personnel Act and the Patient Records Act etc.

CF gave input that the legislative proposals concerning confidentiality in health legislation must include and clearly show the views of children under 18 who are affected. The rules for sharing must include that children should receive information, express their views, and that their opinions are weighted in assessments of sharing information with other health personnel or agencies. Health personnel cannot guess whether the child will oppose information being shared, therefore they must be asked in order to have a real opportunity to influence the sharing of information. The child's opinion must be a primary consideration in all decisions about making health information available, regardless of competence to consent.

Drug reform

CF gave input that residential help for drug abuse should be provided by non-profit organisations and not hospitals. Low-threshold help for drug abuse in municipalities should be strengthened, and all help for drug abuse must ensure children's rights under Articles 3, 12 and 16 of the UNCRC.

JUSTICE

Report from the Expert Group on measures for children who commit repeated or serious crime

CF gave input to the Ministry of Justice and Public Security that the process of developing the report does not ensure the right groups of children have to be heard (cf. Article 12 of the UNCRC), and that the knowledge from children that CF has collected is clear that locked institutions and physical force rarely help children out of crime. CF also gave input that several of the proposals in the report were in direct contradiction with the observations Norway received after reporting to the UN Committee on the Rights of the Child.

Public Administration Act

CF gave both written and oral input to the Standing Committee on Justice in the Norwegian Parliament that Articles 3, 12 and 16 of the UNCRC must be concretely described in a new Public Administration Act. CF gave input that these rights are absolutely crucial for children to be able to speak safely and have trust in professionals in the public services.

The National Budget

CF gave input that the Standing Committee on Justice must ask the Ministry of Justice and Public Security to review legislation within the justice field and ensure that Articles 3, 12 and 16 of the UNCRC are clearly described in the legislation, as in the Child Welfare Act. CF also gave input that all children who are going to be interrogated by the police as suspects must be appointed a defence lawyer.



PROS AND REGIONS

ChangeFactory works to engage Pros across the country, to highlight knowledge from children and young people in different regions.

PROS

An important part of ChangeFactory's work is to give young people in different life situations the opportunity to present main answers (answers from many children). Children and young people, 12-20 years old, can become Pros, among other things, by first having taken part in knowledge collections, that the young person knows a Pro, or that adults in services inform them about CF. A Pro is a young person who wants to help share main answers, which have been collected through ChangeFactory's qualitative surveys and advice collections.

Most Pros become active after having taken part in a knowledge collection themselves. They present main answers to students, professionals and authorities. This can be done through presentations, meetings, films or podcasts. Pros are also invited to contribute to the development of different materials and input based on main answers - for professionals, students and decision-makers.

All participation in ChangeFactory is voluntary and young people can leave at any time. All young people are welcome, regardless of whether they are quiet, restless, used to or not used to being part of a community, and so on. The exception is if the young people are struggling with drugs or other strong expressions of pain that may make it feel unsafe for other young people.

DISSEMINATING MAIN ANSWERS TO PROFESSIONALS, STUDENTS AND DECISION-MAKERS

Pros present main answers through stage presentations, dialogues, films, podcasts and similar formats. The Pros choose themselves which main answers they want to present and elaborate on, connected to a system they have experience from.



SAFETY AND TEAM-BUILDING TO ELABORATE AND DISSEMINATE MAIN ANSWERS

For Pros to be able to elaborate on advice, disseminate it, and create different types of material and input based on main responses - for professionals, students, and decision-makers - safety and team-building are needed.



PROS IN REGIONS

For more than ten years, ChangeFactory has worked in the regions of Norway, with emphasis on the Western, Central and Eastern regions, and with visits to the Northern and Southern regions. Collecting experiences and advice from children and young people, activities and sessions for young people, dialogues between young people and professionals/students, and collaboration with local authorities are the focus.

Pro gatherings

In 2025, CF has organised Pro gatherings in Southern Norway, Rogaland, Vestland, Eastern Norway, Trøndelag, Troms and Nordland. Pro gatherings were organised in Oslo, Trondheim, Stavanger, Bergen, Kristiansand, Bodø and Tromsø.

During Pro gatherings, the Pros elaborate on advice for the systems and get to know each other in a safe community. There have also been a number of smaller gatherings where Pros have, among other things, contributed to the production of films.

Pro activities

In 2025, CF has organised Pro activities for active Pros in the regions. The focus is on the Pros getting to know each other better and feeling safe with each other, so that it becomes possible to elaborate on advice together at Pro gatherings, weekend gatherings, meetings or presentations. Examples of activities have been creative workshops, barbecue trips, cinema visits, swimming, go-karting, climbing parks, amusement parks and mini golf.

In December, we carried out the regular December dinner tradition in each region, for active Pros and young people who have previously been Pros. Here, good food was served, Christmas gifts were given to the Pros, and enjoyable activities such as Christmas card making and beading were organised.



Weekend gatherings

In 2025, CF has organised several weekend gatherings in Oslo and other regions, where Pros from different parts of the country meet for a meaningful weekend. The gatherings combine community and team-building with work where Pros elaborate on advice based on their own experiences.

The weekends are filled with assignments where varied methodological tools are used, to make it safe, engaging and fun to share. Themes for the gatherings have included school, Child Protection System and mental health. Feedback from the Pros shows that the weekend gatherings are experienced as safe, meaningful and important – both for getting to know others and for contributing knowledge that can make a difference.



Summer camp

Pro camp is a summer camp where Pros from all over the country meet. The camp exists so that Pros from around Norway can elaborate on and share advice, and so that the Pros can experience community, a sense of achievement and meaning.

In 2025, a joint camp was organised. Pros with experience from schools, help services and the police took part. The Pros contributed by elaborating on advice for students, professionals and politicians. They elaborated on advice through "assignments" in small groups on different themes, such as schools, public health nurses, general practitioners (GPs), Youth Outreach Services, child protection services, BUP, residential childcare institutions, the police and more.

The Pros chose the theme themselves for each assignment, both based on which system they wanted to elaborate advice for and which theme they wanted to elaborate on within that system. In addition to the assignments, the Pros got to know each other through different activities, such as getting-to-know-you games, volleyball, kubb, painting, making music, swimming and more.

Autumn camps

After feedback from Pros that camp once a year is not enough, CF organised 3 autumn camps in 2025. Autumn camps are weekend gatherings where Pros from two regions gather for a weekend in nature, filled with community, and to solve important assignments for Norway, and activities. Pros from Nordland and Trøndelag met in Grong, Pros from Southern Norway and Eastern Norway met in Asker, and Pros from Rogaland and Vestland met in Haugesund. The young people went in depth on advice for professionals, students and decision-makers within the fields of school, health and child protection.



REGION TRØNDELAG

In 2025, the Trøndelag region became a pilot region for testing new ways of working and new forms of collaboration.

Knowledge collections in Trøndelag

In 2025, ChangeFactory Trøndelag conducted advice collections in schools and youth clubs in Trondheim and Stjørdal. 506 young people from 13 to 19 years old took part. They gave input on what young people want to be involved in deciding in schools, what makes it safer to speak up, and what characterises good adults in school. The advice is important knowledge that can contribute to safer and more targeted school days in Trondheim and the region.

We also collected answers from children and young people in Trøndelag through a Knowledge Square at Fellesverket youth centre. Around 60 children and young people aged 6-21 took part. They gave advice on what children and young people want to be involved in deciding, what good systems for children are, and dreams or wishes for the future.

Opportunities for Pros in Trøndelag

Throughout the year, Pros in Trøndelag took part in activities, gatherings and camps that build community, safety and a sense of achievement. The activities have given the Pros the opportunity to get to know each other, have good shared experiences and strengthen the community in ChangeFactory. Pros took part in Rockheim visits, RIB trips, painting courses, bowling, go-karting and the climbing park Høyt & Lavt. The year ended with the traditional December dinner for Pros and former Pros. The Pros have participated in advice evenings, autumn camps in Grong, national weekend gatherings in Oslo and the annual summer camp in Gjøvik. Gatherings and camps have Provided space for community, sharing experiences and the opportunity to work together to elaborate on and highlight knowledge from children.

Dissemination of knowledge from children

In 2025, Pros in Trøndelag contributed to various stage presentations for students and professionals. Among other things, they have shared knowledge from many children with medical students at Norwegian University of Science and Technology, kindergarten students at Queen Maud University College, police employees at Trøndelag Police District, and employees in residential childcare institutions from all over Trøndelag, organised by the County Governor. Pros also contributed to a research conference on children and childhood in the Nordic countries, arranged by Norwegian University of Science and Technology. There, the Pros showed how CF creates safety and uses different methodological tools to collect answers from children and young people in different life situations.

In October 2025, CF arranged a four-day knowledge festival in Trondheim to emphasise that all local authorities, leaders and educational institutions in Trøndelag need knowledge from children, and how short the distance is to gaining this knowledge. Children and young people shared knowledge from many children, in different places around Trondheim, about why it is important for adults to listen and collaborate with children to make good decisions concerning children (more about the festival on the following pages).

Networking and collaboration

ChangeFactory Trøndelag collaborates with institutions and stakeholders working for children and young people, to reach more people and to create safe meeting places where young people can share experiences, give advice and experience that their voice matters. In 2025, we had dialogue and collaboration with several schools and youth clubs in, among other places, Trondheim, Stjørdal, Malvik and Melhus. We have been in dialogue and collaborated with authorities and organisations such as the County Governor in Trøndelag, the Youth Outreach Services in Trondheim, MOT Norge, Fellesverket youth centre, Carbon youth club and Hegra parish. Through this type of collaboration, we meet young people in places where they are, and highlight knowledge from children as an important foundation for developing safer and more targeted services in the region.

THE KNOWLEDGE FESTIVAL “WHERE CHILDREN SHOW THE WAY”



A festival highlighting how short the distance is to children's knowledge, and how society benefits from listening to and taking this knowledge seriously.

In Trøndelag, children, young people and adults shared the knowledge that children themselves have over four days. The mayor, Councillors for Childhood Upbringing, municipal council politicians, judges, jurists, researchers, the County Governor, leaders and professionals in schools, kindergartens, help services, the Youth Outreach Services and the police took part in dialogues with children and young people with experience from schools, leisure activities and help services.

The festival was carried out to highlight that children and young people have advice and opinions that adults need, both in Trøndelag and in Norway. Adults need this in order to be able to make good decisions for individual children and for groups of children, in collaboration with children. When adults want to listen to, understand and take seriously the advice and opinions from children, actions and decisions concerning children can become wiser and more helpful for those concerned.

Opening at the City Hall

The festival was formally opened in Trondheim City Hall. Pupils from five primary and lower secondary schools, and young people with experience from help services, were the ones sitting around the table in the City Council chamber that day. Mayor Kent Ranum opened the festival together with children and young people. He thanked CF for the work we do to collect answers from children and young people and for bringing the knowledge festival to Trondheim first.

Councillor for Childhood Upbringing and Education Lucie Katrine Eidem was also present at the opening. She makes decisions every day that affect children and young people, and she began by making the pupils aware that her real bosses are those sitting around the table in the City Council chamber that day. She also emphasised that the advice they gave her is important to her.

Also present at the opening were politicians from Trondheim City Council and wise adults who understand the importance of knowledge from children and the value it can have in the systems in which they work.



Knowledge Day

During the Knowledge Festival, CF also organised a "knowledge day". The first part was for kindergartens and schools. Leaders from schools and kindergartens, and staff members in higher education programmes, were invited. The goal was to show how knowledge from children and the rights children have are closely connected. We also wanted to show how rights can be ensured in practice - seen from children and young people.

The second part was for leaders and professionals in low-threshold services, help services and the police. The goal was to show how knowledge from children and the rights children have are closely connected. We also wanted to show how rights can be ensured in practice in these services - seen from children and young people.



Part 1: Children and adults contributed on stage



Part 2: Children and adults contributed on stage

Important meetings

The Knowledge Festival aimed to show that everyone who meets children or works to ensure that children have the best possible lives, needs knowledge from children. Therefore, young people met important adults in dialogues about knowledge that is important within their field, and about how they can use this important knowledge in their work. The young people met open and engaged staff members at the County Governor's office, at NTNU's teacher education programme, and at RVTS Midt (Regional Resource Centre on Violence, Traumatic Stress and Suicide Prevention).



Short path to knowledge

Fellesverket Trondheim, Nature and Youth and ChangeFactory jointly organised a day where children and young people in Trondheim were able to give important advice. The event concluded the Knowledge Festival. Around 60 children and young people, aged 6-21, were at Fellesverket Trondheim and shared advice, wishes and dreams for the future by moving between different "stations" and answering questions. They shared their knowledge about what children and young people want to be involved in deciding, gave important advice to the municipality or to systems for children in the municipality, and shared a dream or wish for the future. The participants also got to know Nature and Youth's work, Fellesverket's offers and what CF is working on.

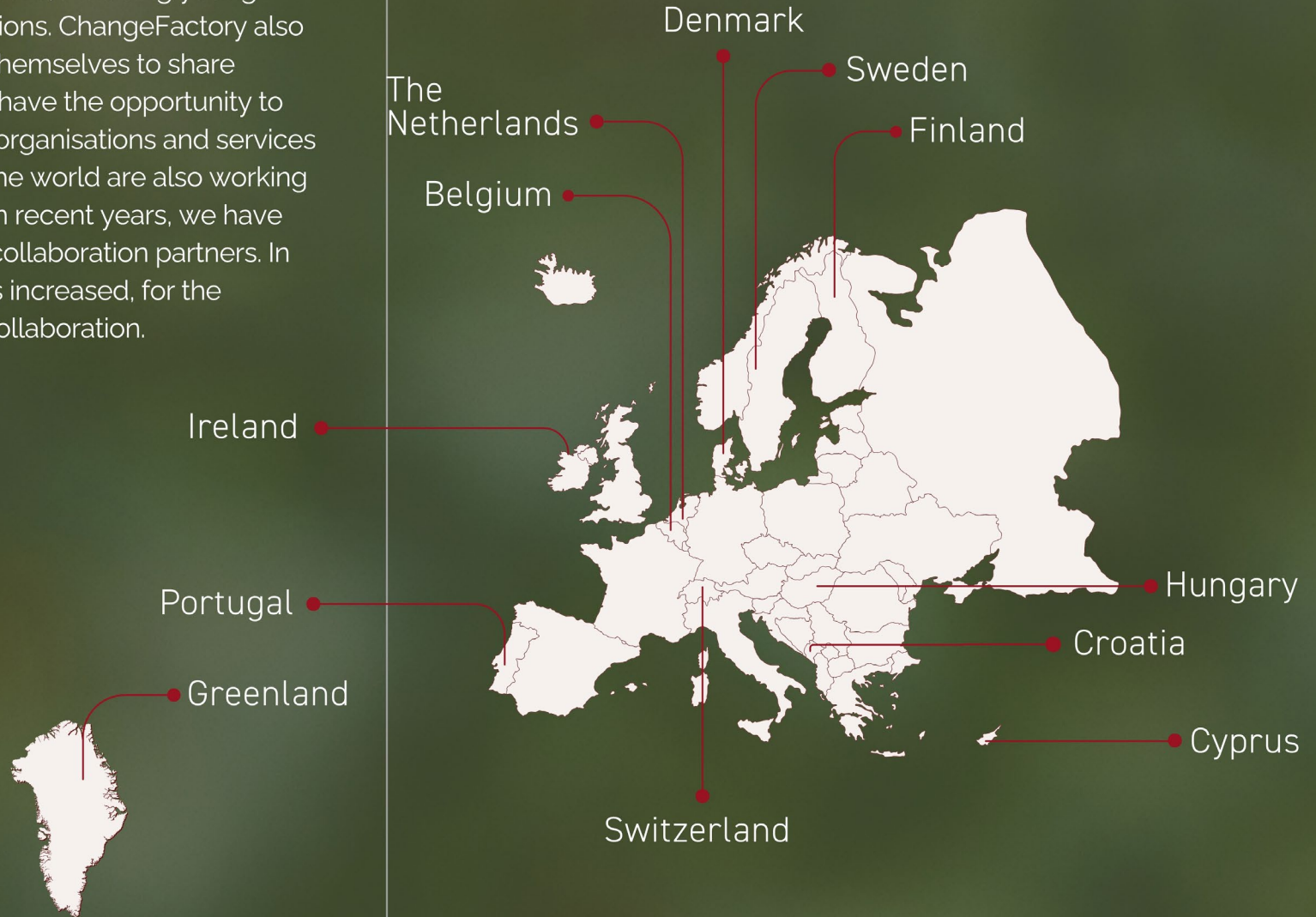
3

INTERNATIONAL WORK

CFs INTERNATIONAL WORK

Knowledge from children has contributed to major changes in the field of upbringing in Norway. The method we use ensures that the views of many different children can be heard, including young children and youth in vulnerable life situations. ChangeFactory also facilitates for children and young people themselves to share knowledge from many children with who have the opportunity to create change. We know that authorities, organisations and services across the Nordic countries, Europe and the world are also working towards similar goals as ChangeFactory. In recent years, we have systematically searched for international collaboration partners. In 2025, the network of international partners increased, for the exchange of experience, inspiration and collaboration.

The map shows the countries we have collaborated with in 2025





TRAINING IN THE CHANGEMETHOD

For more than 15 years, ChangeFactory (CF) has invited children and young people across Norway to take part in qualitative surveys, using our method, the ChangeMethod. The ChangeMethod is closely based on Participatory Learning and Action (PLA), a participatory method used in action research. The ChangeMethod has been further developed together with young people in Norway, to find tools that engage many children and young people here. The ChangeMethod takes deeply seriously that children are different and that groups of children have the right to express their views, in ways that feel safe for them.

Since 2009, more than 16,000 children and young people in Norway have given advice in different types of knowledge collections carried out by ChangeFactory. Visual and creative tools and dialogues have been used. Both at the beginning and during different periods throughout these years, researchers have been closely connected to the work, especially to CF's qualitative surveys. In recent years, researchers have also had methodological responsibility for each individual qualitative survey.

The method has been noticed by authorities, knowledge centres and organisations across Europe and the world. Several now want training in how to use it in their own country.

In 2025, ChangeFactory trained and guided a knowledge centre in the Netherlands in carrying out a qualitative survey using the ChangeMethod. Their first qualitative survey using the method focuses on children's encounters with the police. The aim of the survey is to find out how children experience the police and what advice children have about how the police can meet children in ways that feel as safe as possible.

ChangeFactory has contributed to the training of researchers, preparations for the qualitative survey, guidance during implementation, systematisation and summarising of the experiences and advice. They are now preparing to carry out more qualitative surveys during the next year.

INTERNATIONAL PROJECTS IN 2025

Children in higher education

In 2025, ChangeFactory collaborated with Lund University, University College Copenhagen, University of South-Eastern Norway, the Swedish student councils Elevernas riksförbund and Sveriges Elevkårer in the project "Better schools and services with knowledge from children". The goal of the project is to develop and document innovative ways to include knowledge from children and young people in teaching in university colleges and universities. In 2025, the universities tested different ways of incorporating summarised knowledge from children into teacher education and social work higher education programmes. The project is funded by Nordplus.



No decisions without us

In 2025, ChangeFactory collaborated with Unga Örnar (Sweden) and Danske Skoleelever (Denmark) in the project "No decisions without us". The goal of the project is to increase decision-makers' knowledge of children's right to be taken seriously in decisions concerning them in schools, in municipalities and nationally. In 2025, young people from the three organisations met in two gatherings to create films and describe why children must be part of decisions. The project is funded by Nordic Culture Point.



Nordic youth empowerment

In 2025, ChangeFactory collaborated with Youth 2030 Movement (Sweden) and Nuorisolaary (Finland) in the project "Nordic youth empowerment project". The goal of the project is to increase knowledge about young people's participation in democratic governance structures in the Nordic countries, increase understanding of shared societal challenges for young people in the Nordic countries, and ways to handle these. In 2025, young people from the three organisations met for workshops in Norway and Finland. The project is funded by Nordic Culture Point.



Learn Safely

In 2025, ChangeFactory completed the project Learn Safely, which has been carried out together with the organisation Comparte (Portugal). In 2024, pupils from both Norway and Portugal gave advice about what is important to feel safe in different situations in everyday school life. In 2025, the advice from the pupils became concrete tools that are published on learnsafely.org. The project is co-funded by Erasmus+.



INTERNATIONAL VISITS IN 2025

Contributed to a conference on trauma and resilience

CF contributed to a conference in Copenhagen organised by the Nordic Association for the Prevention of Child Abuse and Neglect. The theme was "Resilience and Trauma – Responsibility and Hope". CF gave two short presentations and one symposium. The themes were: Good quality in Barnahus seen from the perspectives of groups of children, the book "Without Safety, Without a Chance", about community and human warmth, important ways of finding meaning, and about the importance of treating trauma, where Joannahuset (Denmark) also contributed.



Met with organisations and authorities in Ireland

In 2025, CF took part in several physical and digital meeting points with organisations and authorities in Ireland. The goal was to gain inspiration from how Ireland has changed structures to ensure the right groups of children have to be heard in decisions concerning them.

Contributed to conference on children's rights in Ireland

CF contributed to the "Biennial Workshop on Developing Research in Children's Rights and Family Law", at the School of Law, University College Cork, Ireland, together with Aoife Daly, Laura Lundy and several engaged academics from Japan, the USA, Slovakia, Belgium, the Netherlands, UK and Ireland. CF contributed with the presentation "The Autonomy Principle for Children as a Group: Strengthening Collective Participation in Decision-Making".



Contributed to focus group for OECD

CF contributed to a focus group for OECD's work on developing a "Child Participation Playbook", a handbook describing how children's participation can be facilitated in good ways, and which can also include children who are rarely involved. CF contributed input on why it is important and why children in vulnerable life situations must be involved in decisions concerning them on both an individual and system level.

Learned about child-friendly judicial procedures in Belgium and the Netherlands

CF took part together with a delegation from the Child Welfare Tribunal in Belgium and the Netherlands to visit courts and universities. The goal was to learn how they facilitate child-friendly judicial procedures and to highlight experiences from Norway.



Visit from Joannahuset

CF received a visit from Joannahuset from Denmark. Joannahuset is Denmark's first crisis centre for children. Here, children and young people under 18 can get a place to sleep and legal aid. Children can stay at the crisis centre for 48 hours without consent from legal guardians, but the guardians are informed that the child is staying at the crisis centre.

CF and Joannahuset shared experiences about how children in vulnerable life situations can be taken more seriously in decisions concerning them. We agreed that the idea of crisis centres for children under 18 must also be realised in Norway.



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EVENTS

MATHILDE DAY



“When children have strong expressions of pain, it is especially important that you collaborate with children about what help they should get. Otherwise, it can have major consequences”

- Mathilde

Mathilde Day is an event where CF highlights knowledge from children and children's rights. This day was organised for the first time in 2024, in memory of Pro Mathilde, who suddenly died in 2023. Since 2019, she had worked hard to improve the systems for children and young people in Norway.

Mathilde Day 2025 focused on some of the opportunities that authorities, services, schools and the justice system have, if we decide to take what children say as a starting point, and then assess and weigh this against other considerations. On this day, the knowledge from children met many wise adults in dialogue, to create greater understanding of what we can do for children, so that kindergartens and schools become good places to be. The day was filled with warmth, engagement and thinking of possibilities.

The feedback clearly showed that knowledge from children, in dialogue with adults, gave a greater understanding of what can be done to ensure that kindergartens, schools, help services and correctional services are experienced as safe and helpful.

Part 1: Kindergarten, school and school health services

We followed Mathias and Maja from the age of 4 to 18, through kindergarten, school and school health services. What happened? Why? What was helpful and made it feel safe? What did not help? What made things worse? Through audio clips, video clips and dialogues between young people, professionals, academics and politicians, we tried to better understand what authorities, higher education programmes, different professional fields and the Norwegian Parliament can do to ensure that children and young people experience the best possible quality in the systems created for them.

The topics were:

- How to create a kindergarten and school environment that ensures safety and collaboration with children? What is good prevention, seen from children?
- How to implement interprofessional collaboration in safe and helpful ways when children struggle or do not feel safe at school or kindergarten?
- What do we do when pupils challenge and need to be stopped?
- How to include indicators that children find important in the work to ensure good quality in kindergarten and school? How to monitor quality in safe and effective ways for children in kindergarten and school?

Dialogue about kindergarten and school environments and good prevention from a child's perspective

From left: Jorunn Grøndalen (Professional Adviser, Public Health Nurses in the Norwegian Nurses Organisation), Ståle Sand Kalkvik (Head of FUG, The National Parents' Committee for Primary and Lower Secondary Education), Kari Stamland Gusfre (Senior Lecturer, Norwegian Centre for Learning Environment), Rune Gulbrandsen (Senior Adviser, Ombudsperson for Children), Trude Dorthea Kroken (Adviser for Quality and Development, Asker Municipality), with Pros



How to ensure good quality in kindergarten and school also with indicators that children say are important?

From left: Karin Gustavsen (KORUS, Knowledge Centre for the Substance Use Field South), Rolf Øistein Barman-Jenssen (Director of Childhood Upbringing, Tromsø Municipality), Arild Bjørndal (Head of CEI Global and Managing Director of CF), Marit Skivenes (Professor, University of Bergen), with Pros



What do we do when pupils challenge and need to be stopped?

From left: Benas Grubliauskis (Central Board Member of the School Student Union of Norway), Anna Nylund (Professor, University of Bergen), Simen Skogli (Managing Director, Trygg av natur/Safe by Nature), Henrik Raustøl (Special Adviser at The Ombudsman for Early Childhood Education, Schools and Apprentices in Oslo), with Pros



Part 2: Low-threshold services, help services and correctional services

We followed Mathias and Maja through low-threshold services, help services and correctional services. What happened? Why? What was helpful and made it feel safe? What did not help? What made things worse? What is the most important thing we can do when children say it is urgent? Through audio clips, video clips and dialogues between young people, professionals, academics and politicians, we wanted to better understand what authorities, higher education programmes, different professional fields and the Norwegian Parliament can do to ensure that children and young people experience the best possible quality in the systems created for them.

The topics were:

- How can municipal services work well with prevention?
- How can help services help children and young people who are struggling through good collaboration with the children? How can we think wisely about the use of diagnoses and medications?
- How to meet children who are subjected to violence and abuse, to maintain trust?
- How to ensure and measure quality in working with children and young people?
- How can we stop children who commit crime, in the short and long term?

Opening by the State Secretary at the Ministry of Children and Family Affairs

From left: Siri Storstein Hytten, (State Secretary in the Ministry of Children and Families), with Pros



How to ensure and measure quality in collaboration with children and young people?

From left: Marit Skivenes (Professor, University of Bergen), Sjur Lehmann (Director of the Norwegian Board of Health Supervision), Arild Bjørndal (Head of CEI Global and Managing Director of CF), with Pros



How can municipal services work well with prevention?

From left: Børge Erdal (Head of the Youth Outreach Services in Oslo), Kari Dehli Halvorsen (Head of Services at Knutepunkt Strømsø in Drammen), Ivar Stokkereiit (Head of Professional Affairs, Ombudsperson for Children), with Pros



How to meet children who are exposed to violence and abuse, to maintain trust?

From left: Arne Kristian Myhre (Consultant, St. Olavs Hospital), Mathias Nordmoen (Senior Advisor The National Unit for Investigation of Failures in Child Protection), Randi Mossefinn (Regional centre on violence, traumatic stress and suicide prevention West), with Pros



How can support services help children and young people who struggle in good cooperation with children? How can we think wisely about the use of diagnoses and medications?

From left: Tove Bruusgard (Divisional Director, Norwegian Directorate for Children, Youth and Family Affairs), Inge Nordhaug (Clinical Social Worker and author), Ivar Stokkereit (Head of Professional Affairs, Ombudsperson for Children), Trond Velken (Consultant at Children and Adolescents' Psychiatric Outpatient Services (BUPA), Hospital of Vestfold), with Pros



How can we stop children committing crime in a way that helps in the short and long term?

From left: Siv Gaarder and Karianne Hammer (Senior Advisers at University College of Norwegian Correctional Service KRUS), Helga Fastrup Ervik (Head of Department at The Parliamentary Ombud for Scrutiny of the Public Administration), Kai Spurkland (Director of the Norwegian Institution for Human Rights), with Pros



Dialogue between young people and parliamentary politicians

From left: Farukh Qureshi (Labour Party, Standing Committee on Justice), Mona Nilsen (Labour Party, Standing Committee on Health and Care Services), Julia Brännström Nordtug (Progress Party, Standing Committee on Health and Care Services), with Pros



ARENDALE WEEK

At Arendal Week 2025, ChangeFactory brought knowledge from children into four dialogues on important topics for children and young people. It felt good to organise dialogues about these topics with politicians, professionals and skilled people from other organisations.

Children know whether the help works, why don't we ask them?

Norway spends billions on municipal and state help services for children. Still, we know little about whether the help actually makes their lives better. How can we include feedback from children in measuring the effect of municipal and state help services for children?



Top left: Mona Nilsen (Parliamentary representative, Labour Party), Tom Georg Indrevik (Mayor of Øygarden, Conservative Party), Erik Stene (Chair of the Expert Committee), Kari Evensen (Director of the Childhood Upbringing Department, County Governor of Vestfold and Telemark), with Pros

Use of physical force against children leaves deep marks - how can children be stopped safely?

In spring of 2025, the UN Committee on the Rights of the Child expressed deep concern that Norway has expanded the possibilities for using physical force against children in schools and in the Child Protection System. Most children want to be stopped from causing harm, but they want to be stopped in ways that feel safe. How can we use advice from children and the UN Convention on the Rights of the Child to stop children in non-violent and safe ways?



Top left: Randi Dyvik (Head of the Josephine Foundation Children's Home), Viola Gunvaldsen Breunig (Legal Adviser at CF), Ståle Sand Kalkvik (Head of FUG, The National Parents' Committee for Primary and Lower Secondary Education), Sjur Lehmann (Director of the Norwegian Board of Health Supervision), Zaid Norzai (Central Board Member of the School Student Union of Norway), with Pros

How can we give children greater influence in municipal, regional and national decisions?

The UN Committee on the Rights of the Child recently asked Norway to better ensure that groups of children are heard in decisions concerning them. This can contribute to better informed and therefore more targeted decisions for children. Is a reform needed? Who is responsible? How can we make it happen, and where can good examples be found?



Top from left: Line Ostad (Municipal Council politician, Grimstad), Ramani Nordli (City Council politician, Arendal), Karin Gustavsen (Sociologist, social worker and author), Sjur Lehmann (Director of the Norwegian Board of Health Supervision), Ivar Stokkerei (Head of Professional Affairs, Ombudsperson for Children) with Pros

Do we want to, and do we dare to, protect children by collaborating with them?

Children who are not collaborated with can lose trust in adults. They may stop telling, and it becomes difficult to help them. Decisions that are meant to make life better can instead make it worse. How can we move forward to ensure both children's rights to protection and their right to be collaborated with?



Top from left: Prof. Mathias Lia Nordmoen (Senior Adviser, National Unit for Investigation of Failure against Children), Elin Saga Kjørhol (Director of UNICEF Norway), Heidi Merete Rudi (Health and Social Services Ombudsman in Oslo and Akershus, Social and Elderly Ombudsman in Oslo), Stig Bjønnes (Associate Professor of Health Science, University of Stavanger) with Pros

IMPORTANT TALKS



ChangeFactory contributed to the Nordic Welfare Centres' dialogue "Children's voice in crisis and preparedness - a Nordic responsibility" together with Ombudsperson for Children Mina Gerhardsen, State Secretary Helge Flø Kvamsås in the Ministry of Children and Families, Head of Department Unni Kløvstad and the Nordic Council of Ministers. Here, ChangeFactory highlighted the obligation in the UN Convention on the Rights of the Child to know the views of the groups of children a decision concerns.



Pros with Ada Sofie Austegard (Head of the Stine Sofie Centre)



Pros with Cecilie Østensen Berglund (Supreme Court Justice)



Pro with Gunn Marit Helgesen (Chair of the Board The Norwegian Association of Local and Regional Authorities, KS)



Pros with Hege Nilssen (Director of the Norwegian Directorate for Children, Youth and Family Affairs)



Pros with Cathrine Grimsgaard (VID Specialized University), Mona Irene Hauge (VID Specialized University) and Ingrid Rindal Lundeberg (University College of Norwegian Correctional Service, KRUS)



Pros with Merete Smith (Secretary General of the Norwegian Bar Association)

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MANAGEMENT AND ORGANISATION

ORGANISATION, MANAGEMENT AND FINANCING

ChangeFactory is a knowledge centre, organised as a non-profit foundation. The work is carried out in collaboration with children and young people, and is based on knowledge from children and young people. In 2025, the foundation consisted of a large team of Pros from across the country, factory workers, four professional councils, a representative body and a board. CF's head office is in Oslo, but we also work from regional bases across the country. CF consists of adult factory workers and in addition a group of young people on temporary contracts.

ChangeFactory gives children and young people a significant role in the organisation

CF is a membership-based foundation where children and young people have a significant role in the organisation. Children and young people aged 2-20 are invited to take part in knowledge collections. Young people from the age of 13 can join as Pros to present and explain the main answers from the knowledge collections.

Young people from the age of 13 are invited to become members of ChangeFactory. The members elect a representative body with 50 representatives. They are aged 15-23 and come from all regions. The CF board is elected by the representative body.

The Board of ChangeFactory

The board is responsible for the work of ChangeFactory and has overall responsibility for all activities, including knowledge collections, knowledge products and activities involving children and young people. In 2025, CF's board had strong professional, leadership and administrative competence.

Board members in 2025:

Alexander Sommerseth (Head of Board): Sales Manager and former Pro

Toril Taklo: Head of Department at Child and Adolescent Mental Health Services (PUB), Helse Førde

Marit Skivenes: Professor of Political Science, University of Bergen

Mathea Sunniva Bjørndal: Former Pro

Vanessa Marin Gundersen: Former Pro

Cathrine Torp: Director of Communications and Strategy, The Norwegian Institute of Public Accountants

Marie Lindsjørn Nordvik: Jurist and Head of Department, The Arctic University of Norway

ChangeFactory's Professional Councils

ChangeFactory has four professional councils. Professionals, researchers and other important stakeholders share knowledge from research, work within educational systems, practice fields and organisations. The advice from CF's professional councils provides important input for CF's strategic choices and activities.

Factory workers and project Pros

ChangeFactory takes seriously the main answers from children that systems created for children must collaborate closely with children, also in the organisation of our own work. The goal is equal collaboration between young people and adults. In 2025, 3-4 Pros worked as project Pros, together with factory workers. Factory workers are young adults and adults with university education or who have experience from the systems. At the end of 2025, there were 17 full-time and part-time employees in CF, including some Pros employed on temporary contracts. The work is led by Head of Professional Affairs and International Director Marit Sanner and Managing Director Professor Arild Bjørndal.

The work of ChangeFactory is organised into groups:

KNOWLEDGE COLLECTION: Collects experiences and advice from new children and young people across the country and summarises the knowledge in reports and booklets.

PROFESSIONAL FIELDS, EDUCATION & RESEARCH: Disseminates knowledge from children to professionals and students through knowledge products such as films, podcasts and guides, through presentations and meeting points, and through research projects.

POLITICS & LAW: Carries out lobbying work towards politicians and other authorities.

REGION: Collects advice from children and young people locally, organises activities and camps for young people who want to be Pros, and carries out collaborative projects in the region.

INTERNATIONAL: Works to ensure that ChangeFactory's method, ways of working and experiences from 20 years of work will inspire and be used in other countries. Authorities, organisations, research environments and educational institutions are collaboration partners.

Financing

Over the past decade, ChangeFactory's work has mainly been funded by public funding from the Norwegian Directorate for Children, Youth and Family Affairs, the Norwegian Directorate for Health, the Norwegian Directorate for Education and Training, and the Secretariat for the National Mediation Services. For international work, CF received support from Erasmus+, Nordic Cultural Point and Nordplus. Important contributions also came from foundations, funds and private individuals. CF received project funding and contributions from Foundation Dam, Sparebanken Nord-Norge, Fridheim Foundation, Benjamin Johannesen Legat, Inge Steensland Foundation, Krefthing Foundation and the Norwegian Gambling and Foundation Authority. This support is fundamental to CF's work. At the same time, we have seen it as an important recognition of the work CF does to systematically collect, disseminate and carry out advocacy based on summarised knowledge from children.

SUPPORTING PARTNERS IN 2025



Stiftelsen Benjamin Johannesen Legat

Krefthing-stiftelsen

PROFESSIONAL COUNCIL SCHOOL AND KINDERGARTEN

Mandate for professional councils for schools and kindergartens

- advise ChangeFactory on strategic choices and priorities in the kindergarten and school field
- comment on prioritised initiatives and activities linked to the adopted strategy in the kindergarten and school field, so that these can be adjusted in line with new experiences and new knowledge
- contribute to important dialogues in the kindergarten and school field on how to ensure children's right to be collaborated with in everything that concerns them, at both the individual and system level
- advise ChangeFactory on how knowledge from children can be collected, processed and disseminated in a reliable and professionally sound way in the kindergarten and school field
- advise ChangeFactory on the choice of topics and on how collaboration with professionals, researchers and relevant knowledge environments can best be organised and structured in the kindergarten and school field

Members



Jon Halvdan Lenning
Anti-bullying Ombudsperson
in Troms County Municipality

Joakim Caspersen
Sociologist and Head of Research
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Marit Mjøs
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at NLA University College

Marianne Dahlseng
Office Manager at the Secretariat
to FUB and FUG (the national
parents' committees for
kindergarten and school)



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School in Lørenskog
Municipality



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University college lecturer in
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and Deputy Head of Department at
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Eastern Norway



Erling Berrum
Headteacher at
Ingieråsen Lower
Secondary School in
Nordre Follo Municipality

PROFESSIONAL COUNCIL HEALTH

Mandate for the professional council for health

- advise ChangeFactory on strategic choices and priorities in the health field
- comment on prioritised initiatives and activities linked to the adopted strategy in the health field, so that these can be adjusted in line with new experiences and new knowledge
- contribute to important dialogues in the health field on how to ensure children's right to be collaborated with in everything that concerns them, on both a individual and system level
- advise ChangeFactory on how knowledge from children can be collected, processed and disseminated in a reliable and professionally sound way in the health field
- advise ChangeFactory on the choice of topics and on how collaboration with professionals, researchers and relevant knowledge environments can best be organised and structured in the health field

Members



Kari Dehli Halvorsen
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Faculty of Health Sciences,
University of Stavanger



Ann Karin Swang

Head of the National Group
of Public Health Nurses



PROFESSIONAL COUNCIL CHILDREN AND FAMILIES

Mandate of the professional council for children and families

- advise ChangeFactory on strategic choices and priorities in the field of children and families
- comment on prioritised initiatives and activities linked to the adopted strategy in the field of children and families, so that these can be adjusted in line with new experiences and new knowledge
- contribute to important dialogues in the field of children and families on how to ensure children's right to be collaborated with in everything that concerns them, at both the individual and system level
- advise ChangeFactory on how knowledge from children can be collected, processed and disseminated in a reliable and professionally sound way in the field of children and families
- advise ChangeFactory on the choice of topics and on how collaboration with professionals, researchers and relevant knowledge environments can best be organised and structured in the field of children and families

Members



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Manager of Child
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Municipality



Rønnaug Helene Frøiland

Director of the Agency for
Children and Families,
Bergen Municipality



PROFESSIONAL COUNCIL CHILDREN'S RIGHTS

Mandate of the professional council for children's rights

- advise ChangeFactory on strategic choices and priorities within the foundation's purpose
- comment on prioritised initiatives and activities linked to the adopted strategy, so that these can be adjusted in line with new experiences and new knowledge
- contribute to important dialogues on how to ensure children's right to be collaborated with in everything that concerns them, at both the individual and system level
- advise ChangeFactory on how knowledge from children can be collected, processed and disseminated in a reliable and professionally sound way
- advise ChangeFactory on the choice of topics and on how collaboration with professionals, researchers and relevant knowledge environments can best be organised and structured

Members



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District Court Judge at Hordaland
District Court, Bergen

THANK YOU FROM THE BOARD



Top from left: Marie Lindsjørn Nordvik, Toril Taklo, Alexander Sommerseth, Cathrine Torp, Marit Skivenes. Bottom from left: Mathea Sunniva Bjørndal, Vanessa Marin Gundersen

2025 has been an important year for ChangeFactory. Experiences from 20 years of work have been shared with more countries, and several collaborative projects across national borders have come to life. This motivates all of us and gives strength to continue the work together so that children and young people can safely express their views and be taken seriously in decisions.

CF is a social entrepreneur creating innovation in different parts of the childhood upbringing field. The paths for CF's work have not been paved before, so we had to pave them ourselves. This required courage and an organisation constantly searching for solutions. A large number of activities are carried out with limited resources. Young people and adults have gone to great lengths to give voices to those who are rarely heard. CF has often gone further than far and done more than anyone could expect. The board is deeply grateful for this.

In 2025, the qualitative surveys "Always collaborate with me" and "Understanding first" were published, in addition to CF conducting several knowledge collections. Pros across the country took part in 13 weekend gatherings, 35 meetings with politicians, 77 Pro gatherings where they gave advice, and 71 Pro activities! 10 oral and 30 written consultation inputs were submitted to the Norwegian Parliament. More than 3,500 students and professionals had the opportunity to meet Pros.

2025 was also the year for several important events. Four dialogues were carried out during Arendal Week, where young people, service leaders, supervisory authorities, organisations and politicians took part. Mathilde Day was carried out for the second time. The audience followed two children through encounters with kindergarten, school, help services, the police, the justice system and correctional services.

As Head of the Board, I see this work as incredibly significant. On behalf of the entire board, I would like to thank all Pros and factory workers for the strong efforts you have made in 2025. Politicians, professionals and students from across the country have had the opportunity to hear knowledge from children. A special thank you also goes to CF's four professional councils, for the work of keeping focus on and highlighting this knowledge. At the same time, we thank all of you who have taken knowledge from children seriously in decisions.

Finally, a big thank you to our collaboration partners, who in different ways have contributed to CF's work in 2025. CF now continues to raise children's thoughts, advice and solution proposals further. When children are truly listened to, change happens.

Alexander Sommerseth, Head of the Board of CF 2024 and 2025

CF'S WORK WITH THE UN'S SUSTAINABILITY GOALS



3 Good health and well-being

The Young Data survey shows that there are still a number of children who are excluded from the community, who struggle with mental health and who need a lot of help from the health services in Norway. ChangeFactory works to involve and include children and young people when new legislation and guidelines are to be developed in the fields of substance use and mental health. At the individual level, we work continuously to ensure that children in difficult life situations are included and find meaning and a sense of mastery through taking part in ChangeFactory's work and activities.



4 Quality education

ChangeFactory works to strengthen the education system by using children and young people's own experiences and advice to promote changes that can improve learning environments in schools and kindergartens. We develop advice and guidance for kindergartens and educational settings based on pupils' experiences and perceptions in schools and kindergartens.



5 Gender equality

ChangeFactory works to promote gender equality, particularly when it comes to children and young people's participation in society. We work to ensure that young people, regardless of gender, sexual orientation and background, have equal opportunities and rights to actively participate in decision-making processes that concern them at the individual or system level.



10 Reduced inequality

ChangeFactory focuses on reducing inequality, particularly by including children and young people from low-income backgrounds and other vulnerable groups. All our activities and gatherings are free of charge, and include close follow-up of each individual young person. Through our projects we ensure that advice and knowledge are collected from young people, and that children and young people in vulnerable situations are given a platform to influence their own future.



11 Sustainable cities and communities

ChangeFactory carries out activities and conducts qualitative surveys and advice collections across the country. The aim is to work across public and private actors through region-based projects with children and young people to ensure good living conditions for children and young people in local communities. In this way, we contribute to target 10.3, to strengthen opportunities for participatory, integrated and sustainable community development in Norway.



16 Peace, justice and strong institutions

ChangeFactory works actively towards target 16.7, to ensure responsive, inclusive, participatory and representative decision-making processes at all levels. We work to ensure that knowledge and advice from groups of children are collected and given value by decision-makers, in order to ensure Norway's obligations under the UN Convention on the Rights of the Child to include and listen to children in decision-making processes.



17 Partnerships for the goals

ChangeFactory is committed to collaborating with both public and private actors to create change for individuals and at the system level. Through collaboration with CF, private and public actors can gain a unique opportunity to collaborate directly with children and young people.

CHANGE FACTORY

Where children have been leading the way for more than 20 years

