

2025 Impact Report





A unique model of inclusion of
people with sensory disabilities
in culture and employment



The year 2025 was a period of significant growth, deepening, and expansion for the "Nalaga'at" Center. It was a year in which we continued to see how art, employment, and community converge to create a real, long-term social impact.

At the core of our work lie human value and authentic encounter. "Nalaga'at" is more than a cultural institution; it is a model, a worldview, and a tool for creating lasting social change. This model combines high-quality, accessible art with equitable employment and a shift in perception, operating under a clear premise: differences are a strength, and diversity is an engine for creativity, innovation, and meaning.

The achievements of this past year are reflected in thousands of visitors, participants, and students; in dozens of employees and creators; and in meaningful partnerships both in Israel and worldwide. Every activity, performance, or curriculum created a unique space for connection—one that expands perspectives and fosters a deep human bond.

The report before you reflects a stable, evolving, and innovative organization that operates with social and economic responsibility, and is committed to generating a significant, long-term impact.

Looking ahead, the year 2026 holds numerous opportunities both domestically and internationally. We will continue to expand our activities, deepen collaborations, and strengthen the social impact we generate.

Alongside reading this report, we invite you to visit us at the "Nalaga'at" Center. Take a moment to step away from the daily routine and immerse yourself in an extraordinary cultural experience—a multi-sensory journey that provokes thought and demonstrates, in practice, the values stand at the core of our work.

Together, we will continue to touch lives and make a difference.

Sincerely,
Oren Itzhaki
CEO of Nalaga'at Center





The Nalaga'at Center is a one-of-a-kind cultural and creative arts center, operating since 2007. The center serves as a leading, innovative model for integrating people with disabilities into society, providing a platform for an equitable encounter between deaf, blind, and deaf-blind individuals and a seeing and hearing public



At Nalaga'at Center operate:

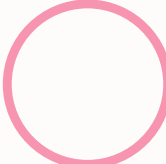
Nalaga'at Theater

A repertory theater that provides audiences with a unique artistic and social experience. The theater's ensemble features deaf, blind, and deaf-blind actors. The productions blend diverse languages, senses, and stage techniques to create a direct encounter with the hearing and seeing audience.



The Blackout Restaurant

A kosher chef restaurant where the dining experience takes place in total darkness. The dishes are served by blind and visually impaired waiters. The immersion in darkness, alongside the encounter with the restaurant's team, creates an extraordinary, multi-sensory experience.



Kapish Event Venue

The center's hosting and events complex, where guests communicate with a team of deaf and hard-of-hearing waiters using sign language.

Instruction and Education Center

A variety of workshops in darkness and light lead by deaf, blind, and deafblind instructors.

The Performing Arts Training Center

A professional training center offering acting studies for deaf, hard-of-hearing, blind, and visually impaired individuals.





Nalaga'at: A Groundbreaking Israeli Model

Professional culture lead by deaf and blind artists and employees

Key yearly metrics



100,000

visitors and participants



1,500

Kapish events



6,000

diners in Blackout Restaurant



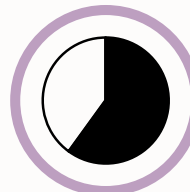
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students in the performing
arts training center



70%

employees with sensory
disabilities



60%

self-generated revenue



25,000

students and educational
staff



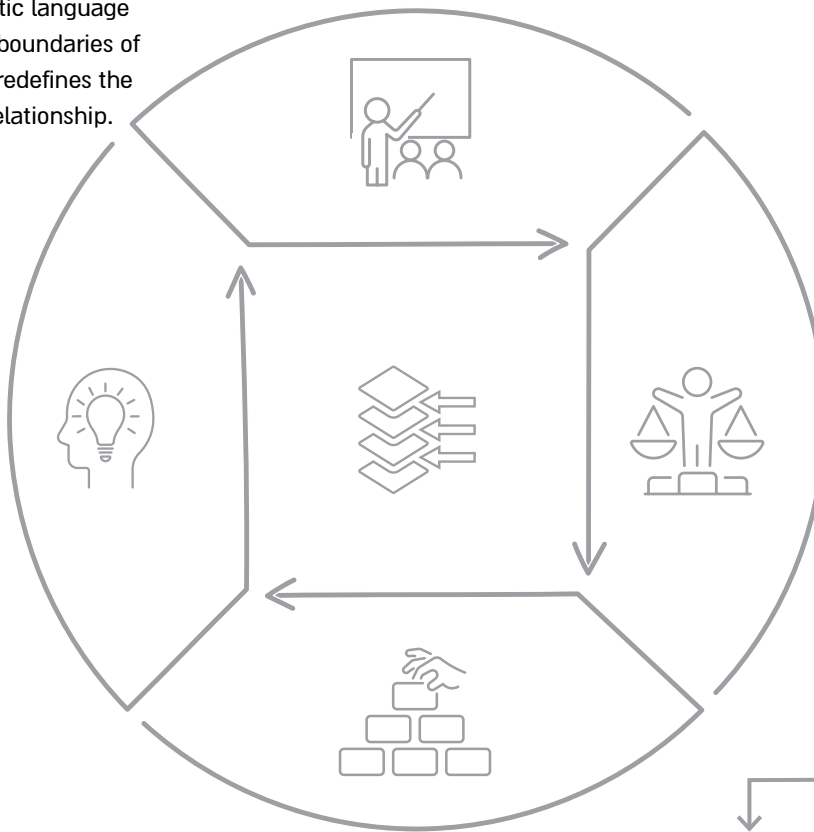
4 Layers of Impact

A theatrical language based on sensory conditions (darkness, silence, sign language) as raw materials for creation. Using sensory perception as a foundational artistic language that expands the boundaries of the medium and redefines the stage-audience relationship.

1 Professional Training

Training deaf and blind individuals for the workforce and the performing arts; providing the tools, knowledge, and experience needed for full professional integration and independent creation.

4 Artistic Innovation



2 Equitable and Professional Employment

High retention, internal promotion, and professional independence across diverse roles—without dependence on individualized accommodations.

3 Broad shift in public perception within Israeli society

A direct encounter with deaf and blind professionals that shatters stigmas and fosters openness to human diversity.





Financial Sustainability

Nalaga'at Center's economic model is a hybrid model based on a combination of three complementary revenue streams. This structure creates financial stability, enabling the continuous operation of high-level cultural and vocational activities over time.



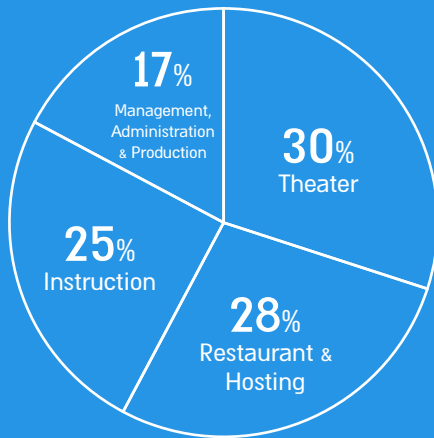
The balance between these three components is the foundation of the center's organizational resilience: it enables operational independence, continuity, and development.



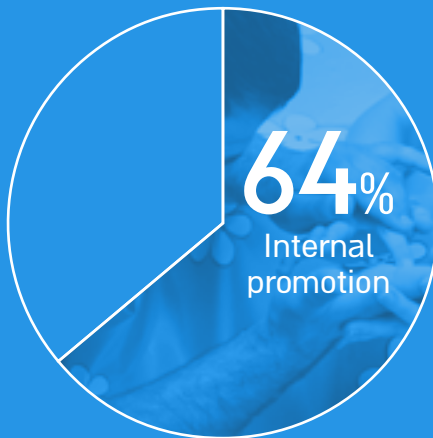
Equitable Employment – The Model and Data

Nalaga'at's occupational model is based on an accessible and professional work environment, enabling employees with sensory disabilities to lead complex systems, advance into managerial roles, and operate with full independence as an integral part of the organization.

Departmental Roles



Workforce Composition



Mohammad Shakur, Accessibility Manager, Actor, and Workshop Instructor:

"When you build the right work system, there's no need to focus on disability. People do their jobs, take on responsibility, and lead processes. It isn't abnormal - it's professionalism".



Organizational Profile



and
Areas of Activity



Nalaga'at Theater



20,000

audience members
annually



50

performances
annually

The Nalaga'at Theater operates as a professional repertory theater, developing a unique artistic language rooted in multi-sensory work. The deaf, blind, and deaf-blind actors are an integral part of the ensemble and the creative leadership, delivering an extraordinary experience for the audience.

Professional Applications

- Professional Applications
- New productions
- International performances and festivals

Efrat Steinlauf, Theater Manager:

"Our work proves that artistic professionalism does not depend on the ability to see or hear. It depends on tools, training, and collaborative creation. The audience undergoes a deeply emotional, sensory, and cognitive experience, which creates a true transformation."

Mordy Weis, Actor and Workshop Instructor:

"When I step onto the stage, I don't think about my disability, but about what I want to bring to the audience. This work gives me a voice within the cultural world."



Blackout Restaurant

A restaurant in complete darkness



6,000
guests annually



Blind and visually
impaired staff

Blackout is a kosher chef restaurant—the only one of its kind in Israel—where dining takes place in absolute darkness and is served by a team of blind and visually impaired waiters. The restaurant serves as a fully professional employment model, demonstrating the skill, responsibility, and leadership of employees with blindness.

Professional Applications

- Stable and professional employment for a blind and visually impaired team
- A multi-sensory hospitality experience for the general public
- A platform for shifting perceptions through a culinary experience

Dorit Trivaks, Restaurant Manager:

"When the environment is properly adapted, a blind team delivers precise, efficient, and professional service. This is real employment, not a 'special opportunity.'"

Ariella Toholov, Waitress:

"I see how the customers trust me completely in the dark, and I realize just how important and valued my skills are. Many times, customers arrive scared or anxious for various reasons, and I see the change and the impact that the encounter with me and my coworkers in the dark has on them. Our dialogue with the customers strengthens them, puts things into a new perspective, and leaves them with food for thought. For me, that is everything."



Kapish Event venue



1,500
events annually



Deaf and Hard-of-
Hearing staff

Kapish is an events venue operating under a unique model where a deaf team manages the hospitality experience. Guests are invited to enter a deaf space, learn new ways of communicating, and experience a direct, unmediated encounter with a visual language and culture.

Professional Applications

- Corporate and social events, and company training sessions
- Communication workshops in sign language
- Raising organizational awareness for employment equity

Yaara Katalan, Manager of Kapish:

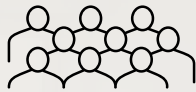
"We don't 'explain deafness'. We invite the public to enter our world and discover that human communication is broader than spoken language."

Julia Khoury, Waitress:

"At first, people are a bit self-conscious, but then they relax. By the end of the event, the communication flows."



Instruction and Education Center



25,000
students



820
Teachers



32%
in Israel's Periphery

The Instruction and Education Center operates multi-sensory workshops in darkness and in light, facilitated by deaf, blind, and deaf-blind guides. It creates a deep cognitive shift among the general public, students, and educators. The activity fosters values of openness, tolerance, and accepting the other, through direct exposure to the professionalism of blind and deaf individuals.

Professional Applications

- Multi-sensory workshops
- Exposure and engagement with blind, visually impaired, deaf, and hard-of-hearing guides, actors, creators, and content experts
- A unique learning experience that enables new ways of communication and understanding
- Connecting creativity, disabilities, and professional culture

Moran Zakshevski, Director of Sales and the Instruction & Education Center:

"At Nalaga'at, the people who work here are first and foremost artists, creators, directors, actors, and more—and alongside all of that, they may also happen to be deaf or blind. Not the other way around. Recognizing a person for their professional capabilities rather than through their disability is what reinforces our educational message throughout every encounter and activity".

Eydan Or Guy, Guide at the Instruction & Education Center:

"Here, I am the guide, and the group learns to rely on those who cannot see."



The Performing Arts Training Center

30
students

2
Programs
Deaf and hard-of-hearing
Blind and visually impaired

The school is an engine for professional change: it generates a new artistic movement in Israel and develops a new generation of deaf and blind actors and creators. The training integrates voice acting and movement with unique adaptations, sign language, and audio description, connecting sensory identity with artistic professionalism.

Professional Applications

- Full professional training with unique accommodations
- Integration of sign language and audio description into the artistic material
- An acting preparatory program in Jerusalem, in collaboration with the Nissan Nativ Acting Studio
- 65% of graduates integrate into employment within the cultural sector
- 100% of students receive full accessibility
-

Dr. Gili Hammer, Preliminary Research Report, August 2024:

"This is a model that combines community spirit with broad inclusion... The students are given the opportunity to reclaim their identity, alongside receiving professional tools to integrate into the performing arts field—tools that cannot be obtained anywhere else."

Avi Mirel, Student in the Blind and Visually Impaired Program:

"Studying here made me feel like I am part of a professional world, not an anomaly within it."





Special Projects

Engines of innovation and broadening of influence

Nalaga'at Festival for Groundbreaking

Marking the International Day of Persons with Disabilities

Music in the Dark Concert Series

A multi-sensory musical experience led by prominent artists.

Literary Series

Creator encounters in absolute darkness.

Blind Day 6/6

A unique celebration of sensory art.

Erasmus+

International collaborations with cultural institutions and social organizations across Europe.

Making Football Matches Accessible for Blind and Visually Impaired Fans

A pioneering accessibility model in collaboration with teams from the Israeli Premier League



Geographical Distribution

In Israel

Educational activities, workshops, and theater performances take place in dozens of locations throughout the country—both at the Nalaga'at Center and within various external frameworks, from north to south.

- ♥ Metula
- ♥ Katzrin
- ♥ Kiryat Shmona
- ♥ Rosh Pina
- ♥ Tzfat
- ♥ Ma'alot-Tarshiha
- ♥ Nahariya
- ♥ Akko
- ♥ Karmiel
- ♥ Tiberias
- ♥ Nof HaGalil
- ♥ Afula
- ♥ Beit She'an
- ♥ Yokneam Illit
- ♥ Haifa
- ♥ Daliyat al-Karmel
- ♥ Zikhron Ya'akov
- ♥ Hadera
- ♥ Netanya
- ♥ Ra'anana
- ♥ Kfar Saba
- ♥ Hod HaSharon
- ♥ Herzliya
- ♥ Tel Aviv-Yafo
- ♥ Petah Tikva
- ♥ Holon
- ♥ Rishon LeZion
- ♥ Modi'in-Maccabim-Re'ut
- ♥ Ramla
- ♥ Rehovot
- ♥ Jerusalem
- ♥ Beit Shemesh
- ♥ Ashdo
- ♥ Ashkelon
- ♥ Kiryat Malakhi
- ♥ Kiryat Gat
- ♥ Sderot
- ♥ Netivo
- ♥ Ofakim
- ♥ Be'er Sheva
- ♥ Arad
- ♥ Dimona
- ♥ Yeruham
- ♥ Mitzpe Ramon
- ♥ Eilat



Globally

Nalaga'at's work transcends borders and continents: Through international collaborations, performances and festivals, the Center has established itself as a leading and influential player in the global inclusive arts scene with partnerships and activities in Romania, Poland, Australia, Greece, Germany, Sweden, Belgium, Austria, France, Montenegro, Slovenia, Bosnia, Croatia, the United States, and South Korea.



Zero Pro



Awards and Recognition



The Shimon Peres Prize 2025

Winner
German-Israeli Future Forum



Zero Project Award 2025

Winner
Innovation in Vocational and Cultural Inclusion



Disability Smart Awards 2024

Highly Commended
Business Disability Forum



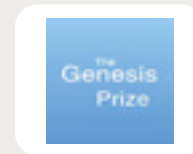
Fair Saturday Award 2018

Winner
International Social Recognition Award, Spain



European Social Services Awards (ESSA) 2023

Shortlist
European Union



The Genesis Prize – Itzhak Perlman Grant 2016

Winner
The "Spirit Without Borders" Grant,
awarded by Itzhak Perlman



Strategic Goals

2026
to
2028



Expanding exposure to the Center's activities among students and educational staff.



Extending the activities of the the Performing Arts Training Center to Be'er Sheva.



Increasing self-generated revenue to 65%.



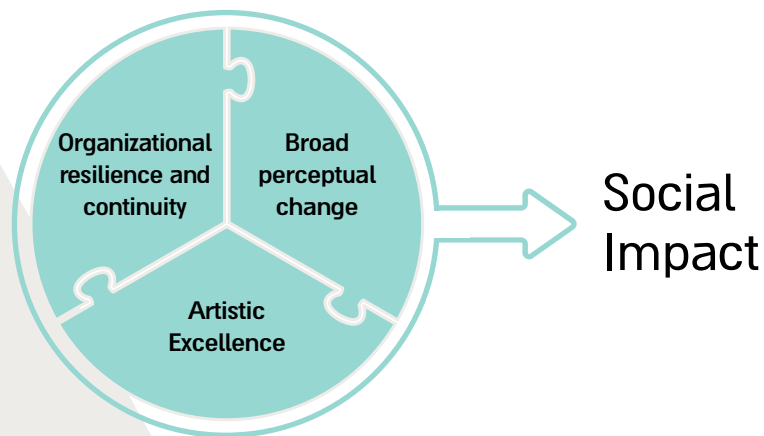
Developing and exporting Nalaga'at's unique social model to organizations and countries across Europe, facilitating replication and driving global impact.





Strategic Philanthropic Partnership

An effective investment in a proven model



Since 2007, the Nalaga'at Center has operated as a stable socio-cultural model, integrating professional arts, equal employment, and broad social change. The model relies on significant self-generated revenue, public partnerships, and philanthropic support, demonstrating a proven capacity for sustained operation, continuity, and growth over time, even in periods of crisis.

Partnering with Nalaga'at enables:

- Empowering professional employment for individuals with sensory disabilities.
- Expanding educational activities and driving widespread social awareness.
- Advancing prominent artistic creation in Israel and on the international stage.

Our donors and partners walk alongside the Center for years, serving as an integral part of our model's success and our ability to expand and deepen our social impact.



Want to take part?

We would love to discuss potential partnerships, support opportunities, or custom initiatives.

To contact us:

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