



ANNUAL RESULTS

“With dialogue
there is
no darkness.”

Oded Eldad

A YEAR BEHIND A MASK

CONTENT

Message from the Founder and CEO	04
<hr/>	
Setting the scene	06
PROFILE OF DIALOGUE SOCIAL ENTERPRISE	08
MISSION AND SOCIAL VALUE CHAIN	10
PROGRAMS	11
DIALOGUE WORLDWIDE	13
<hr/>	
The impact of COVID-19 on Dialogue sites worldwide	14
A NETWORK TO BE PROUD OF	16
THE IMPACT ON THE SITES	18
KEY RESULTS	
LESS ONSITE, MORE ONLINE OFFERS	19
A 72% DROP IN NUMBER OF VISITORS	20
DIALOGUE WITH TIME AND ONLINE ACTIVITIES INCREASE	21
MORE INDIVIDUALS, LESS GROUPS	22
A DEVASTATING IMPACT ON WORKSHOPS	23
A FOCUS ON KEEPING HUMAN RESOURCES	24
A SWITCH IN INCOME STREAMS	25
<hr/>	
How Dialogue-sites fulfilled their missions despite the crises	26
USING NEW METHODS TO RAISE AWARENESS AND FULFIL THEIR MISSION	28
ONLINE DIALOGUE WORKSHOPS	29
CREATING NEW FORMATS ONLINE	30
ADAPTING TO THE NEEDS OF THE CRISIS	31
SELECTED STORIES OF SOCIAL CHANGES	32
<hr/>	
DSE, expert in developing interactive experiences for social awareness and inclusion	34
RESEARCH AND DEVELOPMENT	35

MESSAGE FROM THE FOUNDER AND CEO

DEAR FRIENDS OF THE DSE

How I wish, instead of a foreword about our impact in 2020, I could write an epilogue about this year, which has shaken us all to our foundations. Whereas disasters and crises were previously largely local and temporal, the COVID-19 pandemic has now demonstrated on a global scale that all people are equally threatened, completely independent of income, status, age, education, climate and the respective political power of order. COVID-19 was and unfortunately still is an equalizer, and how we would have wished that this equalizing effect would also have worked to level social injustice. Unfortunately, the opposite is the case. COVID-19 did not create a wave of empathy and understanding, as every human being on this planet was allowed to experience what social distance, lack of medical care, restrictions on privacy and an all-encompassing control entail. The social gap between the mass of disadvantaged and the elite of favored people has widened, and it remains to be seen how the collective trauma will affect each individual.

It was not only for us that the pandemic amounted to a clear cut. What was built in 30 years died or fell into a coma in 30 days. All Dialogue exhibitions had to close. Some were lucky enough to stay alive through government aid or private donations or were embedded in institutions that had sufficient reserves and resources to compensate financially for a year without income. Others were forced to suspend operations indefinitely or even close the Dialogue doors forever. It is encouraging to see now, after more than a year of crisis, that slowly but surely there are signs of recovery and even rebirth. In China, where the pandemic began, we are seeing the first openings of the closed Dialogue exhibitions, which is a sign to all of us that Dialogue can continue. In the cities where it is not yet possible to open to the public, the forced pause has been used to look for creative and innovative solutions on how to maintain our mission without face-to-face encounters between blind and sighted people.



Photo: Steffen Baraniak

Our first online International Meeting showed, with lasting effect, with what unbroken verve and stunning ingenuity solutions were found to secure jobs and to communicate our values and messages screen to screen. A dialogue is possible even at a distance and the online formats developed will support the onsite exhibitions in the future. The future undoubtedly belongs to hybrid formats, and it is hoped that this will greatly increase our social impact.

Where do we go from here? What will the world look like when the virus no longer cripples our lives and threatens people? We know from history that after crises, people have always risen again and great quantum leaps have taken place. After the plague in the Middle Ages, the Renaissance emerged. After the Second World War, borders in Europe fell and a global market emerged. COVID-19 has above all prevented us from naturally interacting with each other, demanded social distance and isolation and thus made the most important human need of togetherness impossible. We have to learn again to approach each other, to trust, to overcome fears and to embrace each other. Dialogue in the Dark has in the past transformed distance into closeness, fear into trust, insecurity into openness, indifference into attentiveness, and speechlessness into dialogue. Hundreds of thousands have experienced this every year on all six continents.

After COVID-19, social reconstruction is urgent, and Dialogue will lead us out of the darkness of the pandemic.

In hope and confidence,


Andreas Heinecke



1

Setting
the
scene

PROFILE OF DIALOGUE SOCIAL ENTERPRISE

Dialogue Social Enterprise (DSE) is a solely mission-driven organization to enhance the public awareness and social inclusion of people with disabilities and the disadvantaged and elderly people across the globe. All of DSE's programs aim to provoke a change in the awareness and in the perception of our audience.

Since the establishment of its first and foremost program in 1988, Dialogue in the Dark, our enterprise today offers a portfolio consisting of three programs, Dialogue in the Dark, Dialogue in Silence, Dialogue with Time, plus, more recently, MODI... (Museum for Diversity and Inclusion).

DSE operates as a social franchiser and provider of consulting services. Based on its longstanding expertise, DSE facilitates consultation, trainings and network support for its partners. These services enable Dialogue partners to operate with a portfolio of Dialogue programs in accordance with their local framework.

To the corporate world, Dialogue programs are known for their experiential learning capacities. Customized as business workshops and trainings, these services are made available through a local entity or conducted internationally by DSE in cooperation with local partners.

Local and regional partnerships of DSE cover a broad spectrum of organizations from more than 40 countries: private social investors, corporate or non-profit organizations and/or institutions such as museums and universities.

Based on its longstanding expertise, DSE facilitates curation, consultation and trainings for customized programs on diversity and inclusion, social change, and innovation. We specialize in designing highly valuable transformative experiences that generate changes in the individual, collective and even societal level. Our methodology is inspired by the transformative learning theory.



TO THE CORPORATE WORLD, DIALOGUE PROGRAMS ARE KNOWN FOR THEIR EXPERIENTIAL LEARNING CAPACITIES.

MISSION AND SOCIAL VALUE CHAIN

Dialogue Social Enterprise's mission is to facilitate social inclusion of people with disabilities and the disadvantaged and elderly people on a global basis through exhibitions and workshops.

THE GOAL IS TWOFOLD:

- to raise awareness about people with disabilities and the disadvantaged and elderly people, their needs, their potentials and their contributions to the society in order to foster empathy and respect that lead to an inclusive behaviour.
- to improve the social economic condition of people with disabilities and the disadvantaged and elderly people.

THE PROGRAMS



Dialogue in the Dark (DiD)

takes the audience out of their familiar environment and places them in the hands of a guide who is blind. The visitors are guided in small groups through specially constructed dark rooms in which scents, sounds, wind, temperature, and textures convey the characteristics of environments such as a park, city, boat cruise, or bar. Visitors experience these environments and daily routines in new and unfamiliar ways. The exhibition creates a reversal of roles with people who are blind providing visitors with a sense of security and helping them orient in a world without images.

Dialogue in the Dark was founded in 1988.

<https://www.dialogue-se.com/what-we-do/dialogue-in-the-dark/>

Dialogue in Silence (DiS)

follows the same principles as Dialogue in the Dark. The setting is a sound-proof room in monochromatic white, and visitors wear a sound-cancelling headset. Visitors are instructed before entering the exhibition not to speak but to use only non-verbal communication with the guide who is deaf. The different rooms in the exhibition relate to various facets of non-verbal communication, including hand signs, body language, and facial expressions. People quickly learn to listen with their eyes and express themselves with gestures.

Dialogue in Silence has been presented internationally since 1995.

<https://www.dialogue-se.com/what-we-do/dialogue-in-silence/>

DSE SOCIAL VALUE CHAIN



THE PROGRAMS

12 SETTING THE SCENE



Dialogue with Time (DwT)

intends to foster inter-generational dialogue and overcome prejudices, wrong assumptions, and stereotypes regarding old age. Guides are age 70 and older, and they lead visitors through the exhibition and act as facilitators with their expertise in aging. The same design principles come into play. Dialogue with Time is an immersive environment and the facilitation is through affected individuals. In small groups, visitors walk through stations that address various topics about aging, such as possible constraints and limitations of old age, coping mechanisms, positive outcomes, and future perspectives. This allows visitors to gain a different understanding of age and aging far beyond textbook descriptions.

The first Dialogue with Time exhibition opened in Israel in 2012.

<https://www.dialogue-se.com/what-we-do/dialogue-with-time/>



MODI Lab

offers an innovative approach is the result of over 30 years of successful Dialogue exhibitions. This newly implemented Laboratory provides an easy and insightful introduction to the topics of blindness, disability, diversity and inclusion. During their tours, visitors are invited to test their empathy skills, learn more about the origin and effects of prejudices and stereotypes, engage in interactive games and experience inclusion and exclusion in a playful way. Finally, they are invited to step into complete darkness and, with the guidance of blind professionals, solve different tasks and challenges.

 www.modifound.org/

DIALOGUE WORLDWIDE

27 Dialogue-sites (D-sites)
25 permanent
2 temporary



EUROPE

- Frankfurt, Germany (DiD)
- Genova, Italy (DiD)
- Hamburg, Germany (DiD, DiS, DwT)
- Istanbul, Turkey (DiD, DiS)
- London, United Kingdom (DiD)
- Milan, Italy (DiD)
- Vienna, Austria (DiD)
- Vilnius, Lithuania (DiD)
- Zug, Switzerland (MODI)

ASIA

- Chengdu, China (DiD)
- Hong Kong, Hong Kong (DiD)
- Hyderabad, India (DiD)
- Kuala Lumpur, Malaysia (DiD)
- Moscow, Russian Federation (DiD)
- Osaka, Japan (DiD)
- Seoul, South Korea (DiD)
- Shanghai, China (DiD)
- Shenzhen, China (DiD)

- Singapore University, Singapore (DiD)
- Singapore Science Center, Singapore (DwT)
- Taipei, Taiwan (DiD)
- Tokyo, Japan (DiD, DiS)

MIDDLE EAST

- Cairo, Egypt (DiD)
- Dammam, Saudi Arabia (DiD)
- Holon, Israel (DiD, DiS, DwT)

SOUTH-AMERICA

- Monterrey, Mexico (DiD)
- São Paulo, Brazil (DiD)

OCEANIA

- Melbourne, Australia (DiD)

in 2020 DiD reached a new territory having for the first time an exhibition opening in Saudi Arabia.



2.

The impact of
COVID-19 on
Dialogue-sites
worldwide

A NETWORK TO BE PROUD OF

Every year, while compiling our social impact report, we at DSE realize how much we owe to our partners and their outstanding commitment. And this year is no exception.

Never before did we realize the extent of the feelings and values keeping the Dialogue community together. In 2020, a true storm shook up the core of our mission. The pandemic hindered personal encounters between people who are distant in daily life, which has been the key to bringing them together in a new and impactful way. Beside the financial challenges we all had to face with most centres closed, a sudden need for new ways of conveying the mission arose.



We at DSE are more than ever grateful, amazed and touched by all our Partners. And this report, with its small and at the same time big numbers, makes us very proud.

While one would expect frustration to take over, we witnessed courage, creativity and solidarity from all over the world, with our Partners concerned not only for themselves but for the whole D-community. The 2020 International Meeting in November, held online for the first time, was enriched by the participation of more than 50 colleagues from 20 venues. A constant exchange nourished the bonds among us Dialogue fellows with wonderful new projects, bold re-openings, courageous endeavours to maintain and develop our teams, smiles and tears, hopes and frustration. That has been 2020.



THE IMPACT ON THE SITES

As it did for all museums and social businesses, the pandemic had a devastating effect on all D-sites worldwide (which includes museums, NGOs and social enterprises).

Around the world, an average of 90% of museums had to close their doors during the pandemic. On average, museums had to close 150 days during 2020*.

All D-sites had to close for several months or more. On average, each D-exhibition had to be closed for 251 days throughout the whole year 2020.

According to the International Council of Museums (ICOM), more than 10% may never reopen**. In the D-network, 5 sites (Hyderabad, Shenzhen, Genova, London, Dammam) already closed permanently (~19% of the D-sites).

The year 2020

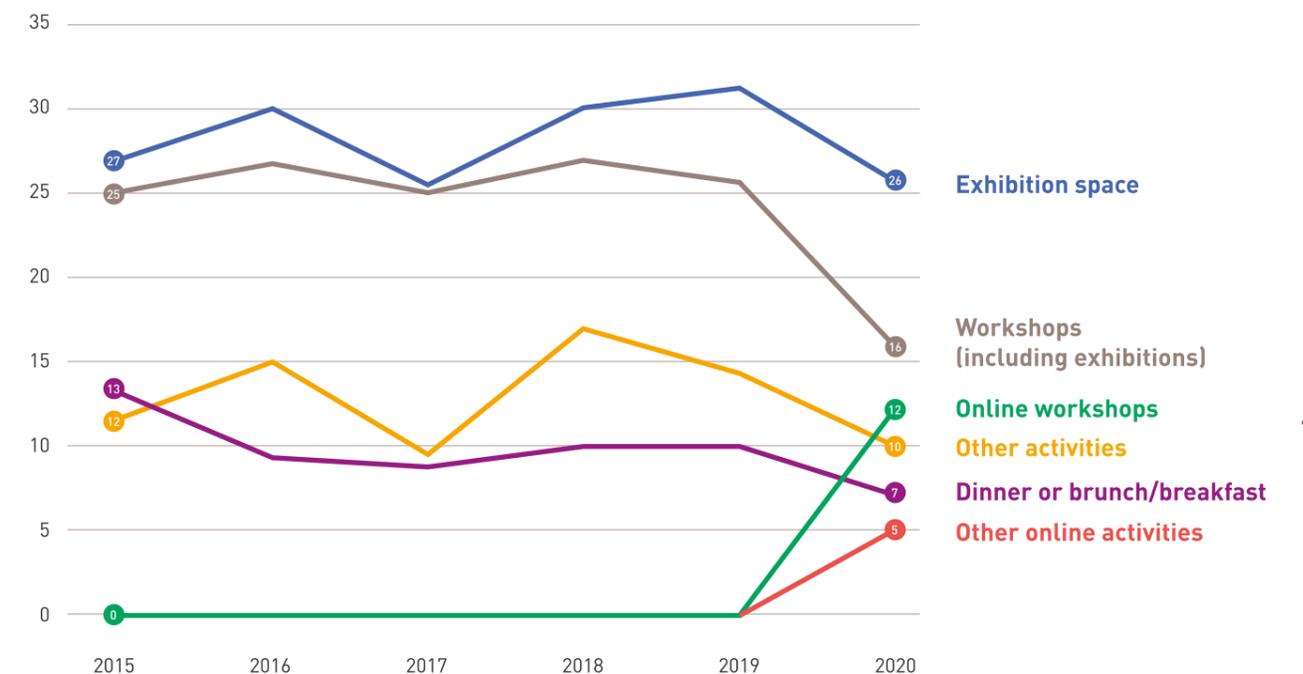


Source: Cultural and creative sectors in post-COVID-19 Europe, crisis effects and policy recommendations, Policy Department for Structural and Cohesion Policies, Directorate-General for Internal Policies, PE 652.242 – February 2021

* <https://www.theartnewspaper.com/news/museums-covid-impact-report>
 ** <https://countercurrents.org/2021/03/how-museums-are-revitalizing-in-times-of-covid-19-crisis/>

KEY RESULTS: LESS ONSITE, MORE ONLINE OFFERS

Number of venues offering each types of activities per year

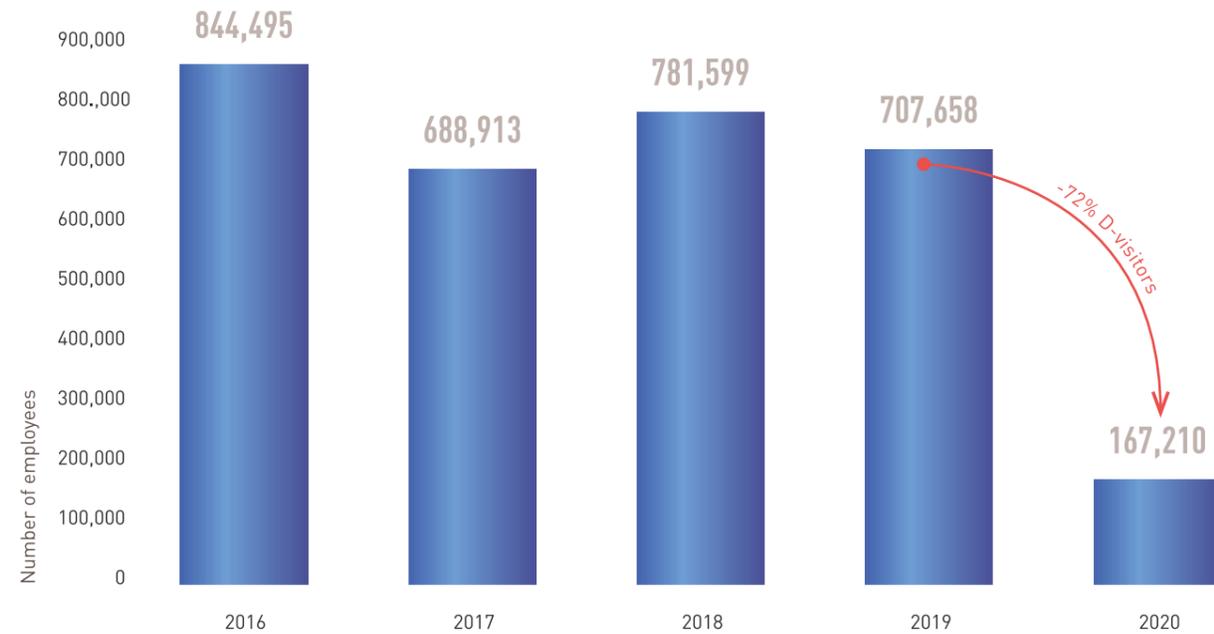


The impact of social distancing

- The sites with workshops were the most affected (drop down from 26 to 16). Social distancing and new regulations regarding the number of people in one same room didn't allow the sites to operate the workshops.
- We observe the emergence of new online activities in the D-network. According to the **Journal of International Museum Education**, about 15% of museums have increased digital communication activities. The same is observed for social enterprises who have moved (more) of their provisions or services online (**British Council**).

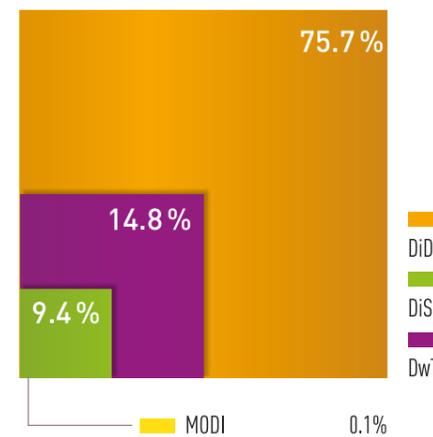
A 72% DROP IN NUMBER OF VISITORS

Total number of D-visitors (all partners)



DIALOGUE WITH TIME AND ONLINE ACTIVITIES INCREASE

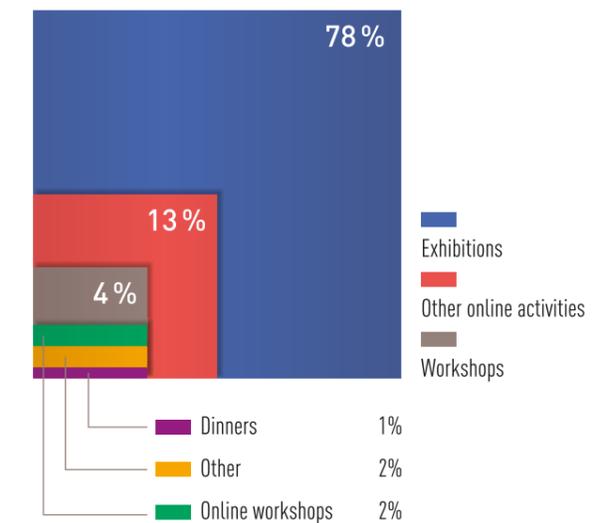
Share per program



Dialogue with Time on the rise

As in 2019, DiD was the program with the largest share of visitors (76%). For the first year since its creation, DwT welcomed, in 2020, more visitors than DiS (note: this change is due to DwT Singapore, which welcomed 18,500 visitors in 65 open days).

Share per activity



The emergence of new online activities

The online activities started in the second half of 2020. We expect a strong increase of online workshops in the near future.

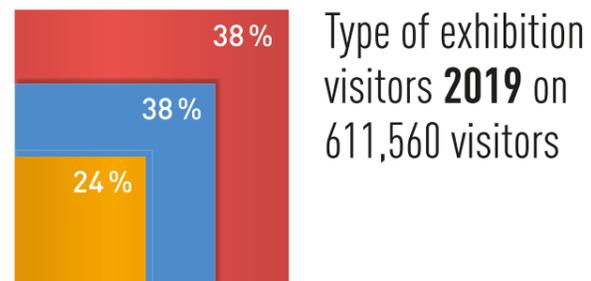
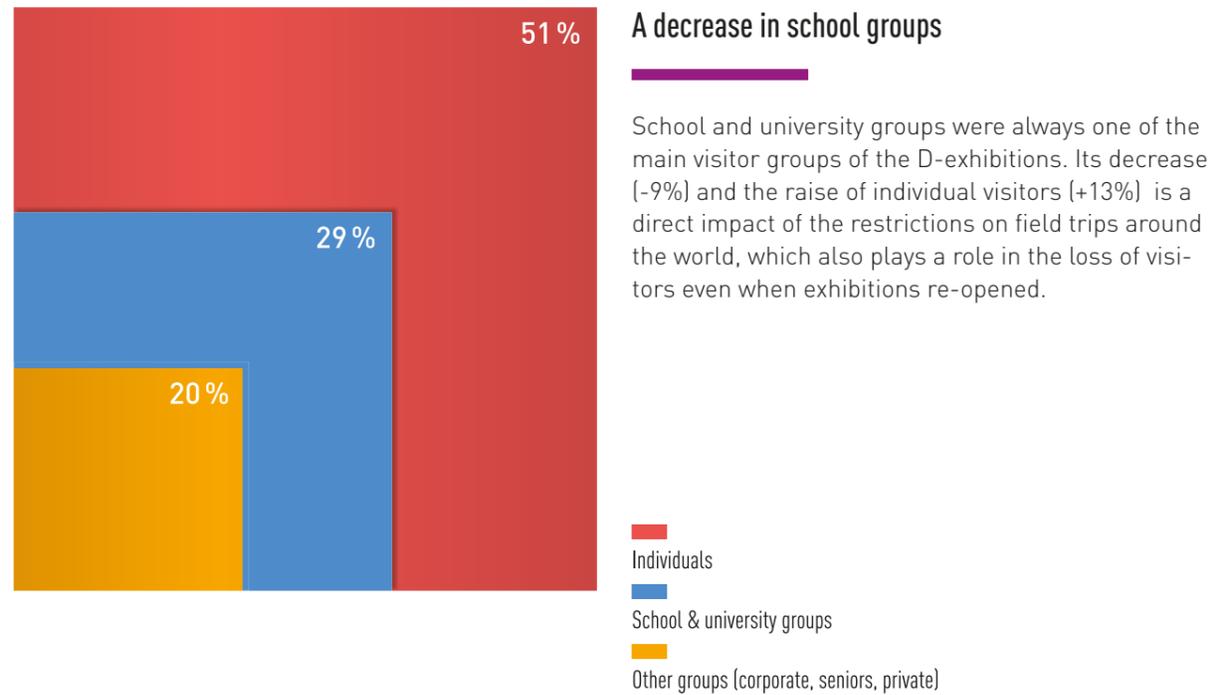
UNESCO reported an average drop of **70%** in attendance for museums around the world between **2019 and 2020***.

The **D-NETWORK** enters within this average with a **loss of 72%** of visitors.

* UNESCO's report confirms impact of Covid-19 on museum sector

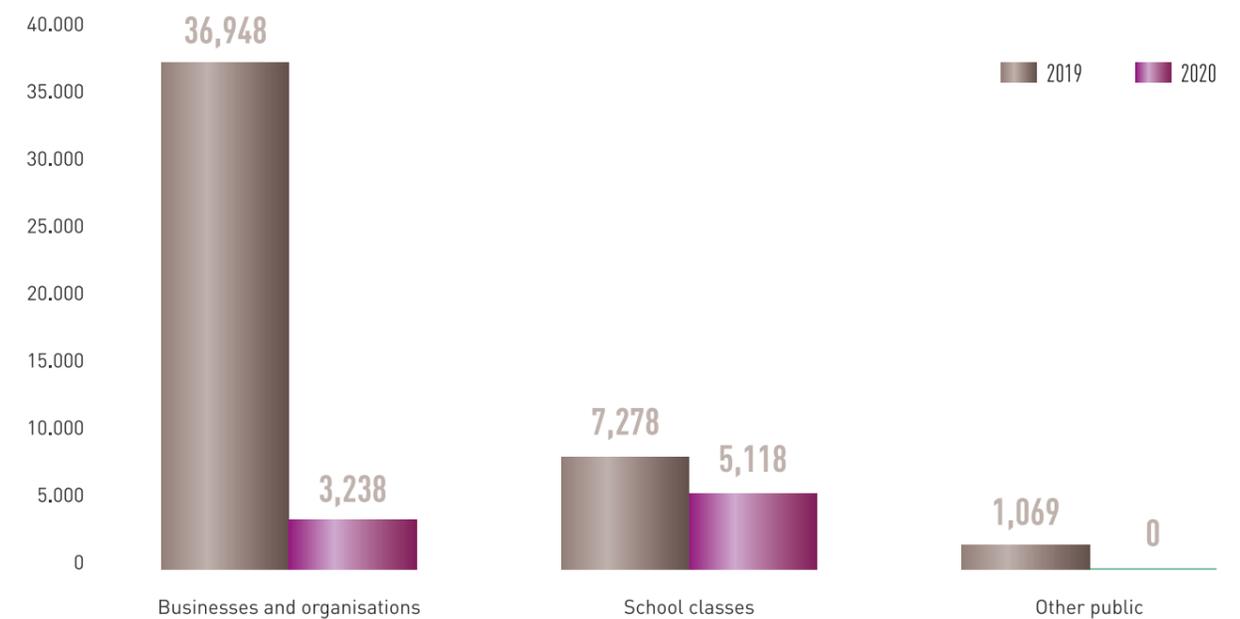
MORE INDIVIDUALS, LESS GROUPS

Type of exhibition visitors **2020** on 153,415 visitors



A DEVASTATING IMPACT ON WORKSHOPS

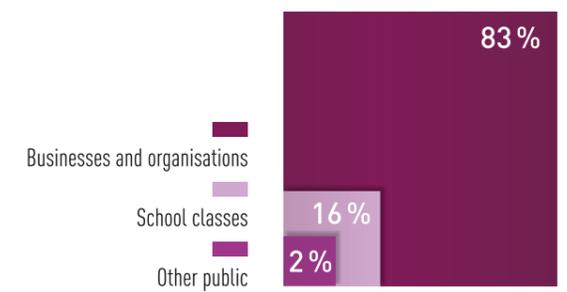
Profile of workshop participants 2019 vs 2020



A loss of 85% in business workshops

In the previous years, the main participants of workshops came from businesses and organisations (85% in 2019). While the number of school participants only slightly decreased, we can observe that the difficulties for businesses to organise events for their teams and stakeholders had an important impact on the D-workshops and therefore on an important income stream.

Type of workshop participants 2019

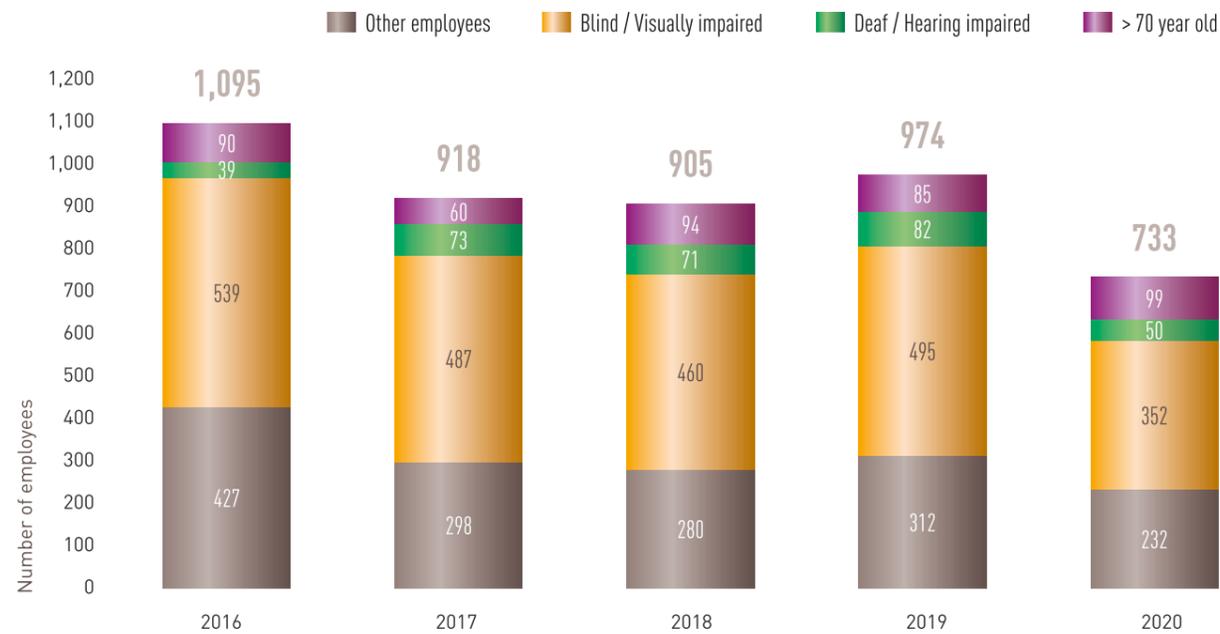


A FOCUS ON KEEPING HUMAN RESOURCES

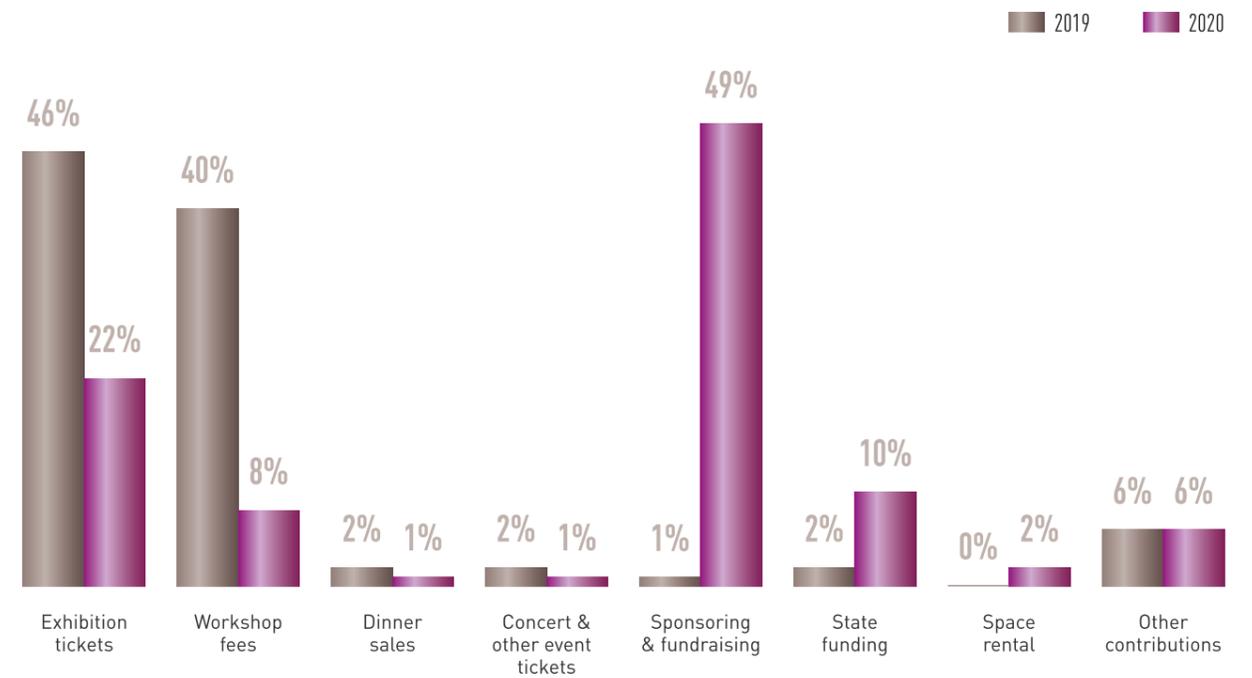
A SWITCH IN INCOME STREAMS

THE IMPACT OF COVID-19

Total number of employees per year and per program (all partners)



Type of income 2019 vs 2020 (in euro)



75% of jobs could be preserved

According to UNESCO, the impact on museum's employees around the world was not as severe as in other fields. Nonetheless, more than 50% of freelancers saw their salaries suspended. Moreover, according to a study from the British Council nearly a third of social enterprises have had to make redundancies.

With a drop of 25% in employment rates (with a loss of 72% of visitors), we can observe the focus of the D-network on keeping good economical conditions for their employees.

68% of employees are with a disability or above 70 years old

A total of **733** employees

A survival in **2020** was mainly thanks to sponsoring, fundraising and state funding (59% of revenues on average)



3



How Dialogue-
sites fulfilled their
missions despite
the crises

USING NEW METHODS TO RAISE AWARENESS AND FULFIL THEIR MISSIONS

When in-person meetings were not possible anymore, DSE and its partners around the world found new ways to stay connected with their communities and raise awareness about people with disabilities and the disadvantaged and elderly people, their needs, their potentials and their contributions to society. To achieve this mission despite the adversity, different types of activities were developed.



黑暗演說家
TED From DiD
Transformational/Enlightening/Demonstrator

聆聽一般激勵演講... 運用清楚的理論架構 操作驗證可行的方法

無電力 信賴力 復原力 創新力 實踐力 獎學力

活動訊息

- 時間: 60分鐘
- 地點: 依客戶指定 (可採現場+線上同步直播)
- 對象: 企業國內外員工同仁
- 洽詢: 黑暗對話社會企業 02-8772-3100

聽見別人不同故事, 交流彼此生命中相同的難處, 在黑暗中發現光亮, 突破自我限制

Through the development of these new activities, D-employees reinvented and adapted themselves, and developed new skill-sets (digital skills, online moderation, etc).



ONLINE DIALOGUE WORKSHOPS

DSE and 11 of its partners have developed online workshops such as Resilience Workshop, Dialogue with Distance, Workshop for Kids, Smart Communication, Meeting with the Blind Guides, Online Dialogue Room on Aging and Art Workshop.

The objectives: connecting ambassadors with disabilities (blind, visually-impaired, deaf, hearing impaired and over 70-year-old people) with participants, creating a dialogue and fostering empathy and respect.



“It gave more awareness of our team’s capabilities outside of the darkroom, even in pandemic times.” (DiD Kuala Lumpur)

The challenge: finding their place among overwhelming online offers across the world.

The results: several original programs were developed that can be included as part of the general offers even after the crisis.



“It allows to achieve the purpose of Dialogue in the Dark: the breaking down of prejudices, highlighting the potential of the blind and welcoming diversity through an engaging dialogue with virtual but concrete interactions.” (DiD Milan)

12 newly developed online workshop formats

82 sessions

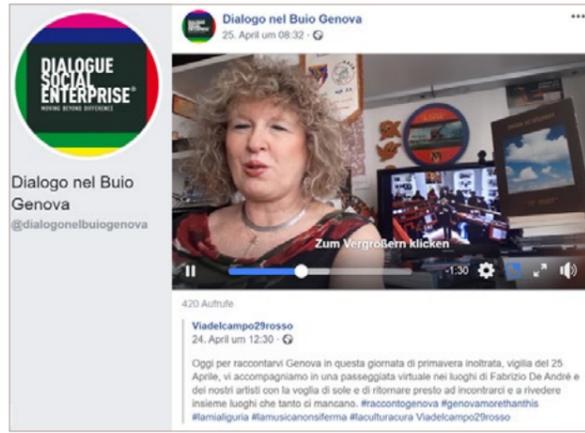
3,034 online participants

CREATING NEW FORMATS ONLINE

In order to reach virtual audiences, several new initiatives were also developed through Facebook Live sessions, online campaigns, YouTube miniseries, etc

Among them:

- **In The Shoes of the Blind, Spotlight on the Blind:** portraits of DiD Guides
- **#Dialoguemos (Let's dialogue):** a weekly YouTube episode in which a blind facilitator shares a reflection about inclusion and diversity
- **@comocaminarenlaoscuridad (How to walk in the dark):** a series of short videos with resilience tips from the blind guides
- **Invisible Friend on Remote:** a game how to interact with blind and visually-impaired people
- **Live activities with the guides:** each guide talking about his area of specialty: work, entrepreneur, life with a guide-dog, communications...
- **Real Talk:** DiD blind guides answer questions on Instagram Stories like "How do the blind find their life partners?" and "Are you scared of the dark?"
- **#leguidesiraccontano and "Continuiamo a dialogare con voi":** videos and personal texts in which the blind guides share their realities, perspectives and reflections during the Covid-19 crisis
- **"Abiertos al Diálogo" (Open to Dialogue):** a Facebook Live interview show in which people from minorities were interviewed by blind hosts to promote inclusion and empathy



Objective: bringing awareness to the life and strengths of blind and visually-impaired people, sharing reflections about inclusion, diversity and empathy to broader audiences.



26,422 online viewers

More than **10** new online events

ADAPTING TO THE NEEDS OF THE CRISIS

During the pandemic new needs appeared for every human being around the world. Several DiD partners employed their creativity and workforces to respond to these needs.

Objective: helping people to cope while raising awareness of the strengths and the positive role in society of people with disabilities.

- **YouTube videos with advices on how to stay healthy during this pandemic**
- **Learn with Guides:** sharing of tips on how to be productive at home
- **Dialogue Online Study:** a free platform for online learning where blind DiD guides interact with kids whose schools are closed
- **Food Takeaway Project:** a program in partnership with a takeaway provider to offer meals and coffee/tea prepared by the D-team
- **#wecare campaign on Facebook and Youtube:** DiD team supporting the community by sending sanitation packages and information on hygiene and compliance as well as offering their services especially to seniors
- **"Fighting for the disabled's right to serve":** DiD Hongkong invited donations of sanitation materials, delivered them to vulnerable people and phone-visited them
- **#RememberCoronaHitsAll:** a Facebook precaution campaign to raise awareness that many precautionary actions are not inclusive to people with disabilities
- **Every Light Matters initiative:** a Facebook campaign to connect blind people with doctors and trained volunteers to offer help for blind people



- **#caringbeyond campaign on Facebook:** episodes in which interns interview visually-impaired guides to understand how they are coping during the lockdown
- **Helpline for PWDs:** a helpline to serve the PWD community to attain medical, job, food and PPE aid



SELECTED STORIES OF SOCIAL CHANGES

DiD Cairo

"We received a request from a woman whose husband and cousin have lost their sight recently and are facing a tough phase between denial and coping with current circumstances of losing sight. (...) Accordingly, we designed and conducted a customized tour for four persons (the woman, her blind husband, the blind cousin and his brother) where we add extra activities and techniques to the default tour in order to trigger them to be more open to the bright side of their current lives with no denial. By the end of the tour, the two blinds were very motivated instead of the denial phase they were in. Two days after the tour, we received a call from the woman. She expressed how this tour changed their perception towards their current challenge of losing sight, and they decided by themselves to go and buy the white cane. From this day on, we decided to start creating a simplified version of intro qualifying program for adults/children who have recently lost their sight."



DiD Kuala Lumpur

"Our guide, Michelle, is now managing the kitchen that does deliveries during these challenging times."

DiD Vilnius



DiS Istanbul

DiD Singapore

"Despite the lockdown and safe distancing measures, which curtailed much of their independence in being able to move about more freely, our blind guides showed resilience, and inspired us with their willingness to serve others. With the advent of Covid-19, our guides willingly came forward to help pack thermometers for the NP community. They also had an online gathering where they led seniors from an eldercare centre in stretching exercises as well as a sing-along session. Some of our guides also volunteered in their free time to those less fortunate. For example, one guide stepped forward to volunteer in her church to befriend people left stranded and homeless in Singapore when borders closed. Another used his talent in Chinese ink calligraphy and sold his artwork to raise funds to support students whose family incomes had been affected by the pandemic."

DiD Saudi Arabia



DiS Tokio

"After opening at Atré Takeshiba, the shop staff are learning some sign language to communicate with our hearing-impaired guides."



4.

DSE, expert in developing interactive experiences for social awareness and inclusion

RESEARCH AND DEVELOPMENT

In 2020, DSE worked on several development projects:

- Prototyping an online workshop on resilience (see chapter 3)
- Developing a program for caretakers accompanying dying patients
- Curating an interactive exhibition on human potential
- Conducting a internal feasibility study for the development of a Social Science Centre in Hamburg

Saying Goodbye in Dignity

Commissioned for the third time by the BGW (an employer's liability insurance coverage in the care sector), DSE developed an interactive workshop to assist caretakers accompanying dying patients.

The program is divided into three parts:

- Self-care, where participants experience their own fears as caretakers caring for patients with a terminal illness, and discover ritual design as a coping mechanism.
- Communication, where participants discover "the five stages of dying" and learn communication techniques to answer the needs of the patients accordingly.
- A video-installation displaying the different resources (personal, social and institutional) to assist in caring for a patient in their final stage of life.

An exhibition about human potential

Commissioned by The Human Safety Net Foundation (a foundation helping people living in vulnerable circumstances to unlock their potential), DSE used the framework of positive psychology to curate an interactive exhibition on social changes.

The exhibition takes the visitor on a journey from ME to WE. The exhibition starts with a series of interactive exhibits to discover and appreciate our own strengths and potentials ("The power of human potential"). Then a collective immersive exhibit allows visitors to take common action, connect their strengths and experience "The power of collaboration".

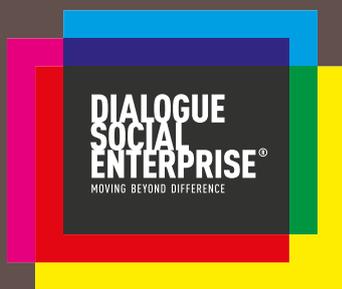
Finally, through story telling, visitors meet people helping people and discover what is possible when strength and purpose become a movement ("The power of social engagement").

The exhibition will open end of 2021 in Italy.

Feasibility study for a Social Science Centre

On April 1, 2020, Dialoghaus Hamburg wanted to celebrate its 20th birthday. With the outbreak of the pandemic, this was out of the question. However, despite the crisis, Dialogue Social Enterprise could look beyond the emergency of the COVID-19 pandemic.

Under the leadership of Mathias Terheggen, a feasibility study was conducted. The results are now available and show the vision of the world's first Social Science Centre. In a historic warehouse renovated under sustainability aspects near the old Dialoghaus, the „classic Dialogue exhibitions“ will be expanded to include a children's exhibition to promote emotional intelligence and social responsibility. A gallery for temporary exhibitions and a laboratory will also be added to support visitors in their efforts to make a social impact in their communities. Thanks to a grant from the television lottery, development work can be done and prototypes tested over the next three years.



CONTACT

Dialogue Social Enterprise

Alter Wandrahm 5
20457 Hamburg
Germany

info@dialogue-se.com

<https://www.dialogue-se.com>



The concept of "Dialogue in the Dark", "Dialogue in Silence" and "Dialogue with Time" and their related trademarks are the intellectual property of Dialogue Social Enterprise GmbH.