

DATED: 12 January 2026



THE MAYOR AND BURGESSES OF THE
LONDON BOROUGH OF BRENT

and

BRENT NABLUS TWINNING ASSOCIATION CIC

MEMORANDUM OF UNDERSTANDING FOR THE TWINNING ARRANGEMENTS
WITH NABLUS

Brent Legal Services
London Borough of Brent
Brent Civic Centre
Engineers Way
Wembley
HA9 0FJ

This **MEMORANDUM OF UNDERSTANDING** is entered into on 12 January 2026

PARTIES

The participants in this Memorandum Of Understanding ("**MOU**") are:

- (1) **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF BRENT** of Brent Civic Centre, Engineers Way, Wembley HA9 0FJ (hereinafter referred to as "**the Council**")

AND

- (2) **BRENT NABLUS TWINNING ASSOCIATION CIC** with company number 16480094 whose registered office is situated at 176 De Havilland Road, Edgware, England, HA8 5QB (hereinafter referred to as "**the CIC**").

(singularly referred to as the "Party" and collectively referred to as the "Parties").

1. BACKGROUND AND PURPOSE

- 1.1 The London Borough of Brent and the City of Nablus intend to enter into a twinning arrangement, details of which are appended at Appendix 1 of this MOU (the "**Twinning Initiative**").
- 1.2 The Parties have agreed to work together on the Twinning Initiative and wish to enter into this MOU to record the roles, responsibilities and expectations between the Parties.
- 1.3 The CIC will act as the conduit to facilitate engagement, events, cultural exchanges and related activities to the Twinning Initiative in accordance with the Brent Nablus international partnering protocol appended at Appendix 2 (the "**Brent Nablus International Partnering Protocol**"). This MOU sets out non-legally binding principles and working arrangements between the Parties for this purpose, save that Clause 7 (**Indemnity**) and 19 (**Insurance**) are intended to create legally binding obligations.

2. SHARED OBJECTIVES

- 2.1 The Parties agree that the objectives of the MOU are:
- 2.1.1 To support a culturally respectful Twinning Initiative between the London Borough of Brent and the City of Nablus;
- 2.1.2 To promote lawful, safe and inclusive activities that foster community engagements and understanding consistent with the Council's statutory duties and policies in relation to the Twinning Initiative between the London Borough of Brent and the City of Nablus.
- 2.2 The Parties express their commitment to fostering international friendship, mutual understanding and collaboration between the London Borough of Brent and the city

of Nablus in a variety of areas such as social and cultural exchanges, education and the arts.

3. COMMENCEMENT AND DURATION

- 3.1 This MOU shall commence on the date which it is dated (the "**Commencement Date**") and shall continue for a period of five (5) years (the "**Expiry Date**") unless extended or terminated earlier in accordance with the terms of this MOU.
- 3.2 If a Party wishes to extend the duration of this MOU, it may approach the other Party at any time prior to the Expiry Date to agree on an extension for a period mutually determined by the Parties. Any agreed extension shall be documented in writing and signed by both Parties, and such extension shall constitute a formal variation in accordance with Clause 9 (**Variation**).

4. NON-EXCLUSIVITY

This MOU does not prevent either Party from engaging with other partners provided such engagement does not purport to bind or represent the other Party.

5. ROLES AND RESPONSIBILITIES

- 5.1 The CIC shall undertake the following roles and responsibilities under this MOU:
- 5.1.1 act as a primary conduit for the operational liaison with the London Borough of Brent and the city of Nablus;
 - 5.1.2 Plan, organise and deliver events and activities for the Twinning Initiative;
 - 5.1.3 be solely responsible for the programming and logistics of activities and travel expenses delivered for the Twinning Initiative;
 - 5.1.4 Ensure health and safety is adhered to for any activities events or exchanges carried out under the Twinning Initiative;
 - 5.1.5 Obtain any statutory, regulatory, landowner or venue-specific permissions required by law for the delivery of activities, events or exchanges under the Twinning Initiative;
 - 5.1.6 Ensure such activities, events or exchanges comply with any applicable law;
 - 5.1.7 Comply with the requirements and objectives of the Brent Nablus International Partnering Protocol.
- 5.2 The CIC is solely responsible for raising, holding, accounting for and spending its funds, and for complying with regulatory requirements.
- 5.3 The Council's roles and responsibilities are:
- 5.3.1 The Council will recognise the CIC as the arm's-length community conduit for the Twinning Initiative and may offer non-financial support at its discretion;

5.3.2 The Council may provide discretionary support including but not limited to room facilities provided such support is consistent with and in accordance with the Brent Nablus International Partnering Protocol.

For the avoidance of doubt, the Council is under no obligation to provide any financial support or make any contributions to the CIC for the Twinning Initiative and the CIC confirms that it accepts this.

5.4 Subject to the obligations set out in this MOU, the CIC shall have full autonomy and control over the conception, planning, programming, timing and delivery of its activities under the Twinning Initiative. The CIC shall inform and engage with the Council in a spirit of cooperation and transparency, including where legally required or where Council resources, premises or branding are directly involved.

6. CHARGES AND LIABILITIES

6.1 Except as otherwise provided, each Party will each bear its own costs and expenses incurred in complying with their obligations under this MOU.

6.2 Neither Party shall be liable to any other Party for claims by third parties arising from any acts or omissions of the other Party in connection with this MOU before the Commencement Date.

6.3 Each Party shall, at all times, take all reasonable steps to minimise and mitigate any loss or damage for which a Party is entitled to bring a claim against the other Party under this MOU.

6.4 The CIC's activities are independent of the Council. The CIC acknowledge that the Council will not be responsible or held liable for the CIC's activities, decisions, communications, including but not limited to any third-party contracts, debts, or adverse publicity arising from the CIC's operations.

7. INDEMNITY

The CIC shall indemnify and hold harmless the Council against all liabilities, damages, costs, losses (including direct and indirect), claims, demands and proceedings arising from any deliberate or negligent act, default omission and or breach of this MOU by the CIC or any of its employees except to the extent that it might arise out of any act of wilful default or negligence by the Council.

8. TERMINATION

8.1 This MOU may be terminated by written notice with immediate effect if:

8.1.1 either Party breaches any provisions of this MOU including but not limited to their obligations under Clause 5 (**Roles and Responsibilities**) and fails to remedy such breach (if capable of remedy) within one (1) calendar month after notice of the breach;

- 8.1.2 the CIC becomes insolvent or enters into administration, or has a receiver or liquidator appointed or ceases to trade or makes an arrangement with its creditors to pay any debt;
 - 8.1.3 for reasons beyond its reasonable control, the CIC is prevented from complying with any of its obligations and responsibilities under this MOU.
 - 8.1.4 the CIC is in breach of statutory provisions including but not limited to the Companies Act 2006, the Equalities Act 2010, the Terrorism Act 2000 and Counter Terrorism and Security Act 2015.
- 8.2 Notwithstanding the provisions of Clause 8.1 above, either Party may terminate this MOU by giving at least three (3) months' notice in writing to the other Party at any time.
- 8.3 In addition to the rights under Clause 8.1 and 8.2, this MOU shall automatically terminate upon termination of the Twinning Initiative for whatever reason, such termination to be confirmed in writing by the Council.
- 8.4 The exercise of rights to terminate this MOU shall not affect any existing rights or obligations of either Party.

9. VARIATION

This MOU may only be varied by written agreement of the Parties and signed by duly authorised representatives.

10. DISPUTE RESOLUTION

- 10.1 If either Party considers the other Party to be in breach of their duties under this MOU or has a grievance of the operation of this MOU, the Parties shall use their best endeavours to resolve such issue through joint discussions.
- 10.2 If a dispute arises between the Parties out of or in connection with this MOU either Party may give the other a written notice specifying the dispute.
- 10.3 Within fourteen (14) calendar days of the date of the notice, a person holding a Director position for the Council and a Director of the CIC shall meet and negotiate in good faith and on a without prejudice basis with a view to resolving the dispute.

11. NOTICES

- 11.1 Any notice or other communication which is to be given by either Party to the other shall be given by letter (sent by hand or by post, registered post or by the recorded delivery service) or by facsimile transmission (confirmed by letter) and shall be addressed to the other Party and their authorised contact in accordance with Clause 11.3.
- 11.2 Provided the relevant communication is not returned as undelivered, the notice or communication shall be deemed to have been given two working days after the day on which the letter was posted, or four hours, in the case of facsimile transmission or

sooner where the other Party acknowledges receipt of such letters or facsimile transmission.

- 11.3 For the purposes of Clause 11.1, the address of each Party shall be as detailed in the MOU, and the authorised contact for each Party is detailed in Clause 12 (**Authorised Contacts**).
- 11.4 Either Party may change its address for service by serving a notice in accordance with this Clause.

12. AUTHORISED CONTACTS

- 12.1 The authorised contact for the Council is: Amira Nassr
T: 020 8937 5436
E: Amira.Nassr@brent.gov.uk
- 12.2 The authorised contact for the CIC is: Afzal Ihtesham
[REDACTED]
[REDACTED]
- 12.3 Each Party shall give the other Party notice in writing should there be a change in the authorised contact, such notice to be given in accordance with Clause 11 (**Notices**).

13. COMMUNICATIONS, BRANDING AND MEDIA

The CIC shall not use the Council's crest, logo or branding without prior written permission and shall comply with the Council's branding guidelines. All CIC materials must include a disclaimer stating: *'This event/activity is organised by Brent Nablus Twinning Association CIC. The London Borough of Brent is not responsible for and does not accept liability for this event/activity.'*

14. FREEDOM OF INFORMATION

- 14.1 The CIC acknowledges that the Council is subject to the requirements of the Freedom of Information Act 2000 ("**FOIA**") and the Environmental Information Regulations 2004 ("**EIR**") and agrees to assist the Council (at the CIC's expense) to comply with the Council's obligations imposed under those provisions in relation to any request relating to this MOU.
- 14.2 Where the Council receives an FOIA or EIR request in relation to this MOU (herein referred to as a "**Request for Information**"), the Council shall be responsible for determining at its absolute discretion whether any or all of the information requested:
- 14.2.1 is exempt from disclosure in accordance with the provisions of the FOIA or the EIR; or

14.2.2 is to be disclosed in response to a Request for Information.

14.3 Where the Council receives a request to disclose information that the CIC has designated as confidential, the Council shall consult with the CIC before deciding whether the information is subject to disclosure. For the avoidance of doubt the Council shall have absolute discretion in determine whether such information is subject to disclosure.

14A. COMPLAINTS AND INFORMATION

14A.1 Where the CIC receives a complaint in relation to any activity, event or exchange under this MOU carried out for the Twinning Initiative, the CIC shall:

14A.1.1 Notify the Council immediately and without undue delay of the complaint received;

14A.1.2 Provide relevant and any additional information to the Council upon request for the purposes of transparency, learning, and safeguarding, without creating an approval, supervisory or managerial role for the Council.

14A.2 The CIC shall make available and provide copies of any equalities impact assessments or any other information related to any activity event or exchange for the Twinning Initiative upon request by the Council.

15. HEALTH AND SAFETY

The CIC shall take all necessary steps to secure the health, safety and welfare of all persons when carrying out activities events and cultural exchanges for the Twinning Initiative and shall at all times comply with all relevant health and safety legislation.

16. SAFEGUARDING

16.1 The CIC shall implement safeguarding policies proportionate to its activities and have written procedures that identify clear reporting lines, guidance and training on how to respond to disclosures, identify and report abuse or suspected abuse without compromising the personal safety of individuals.

16.2 The CIC shall ensure that all staff are trained and shall undertake appropriate DBS checks for staff and volunteers.

17. REVIEW

The Parties agree that provisions will be made for regular reviews of this MOU to ensure continued benefits for the Twinning Initiative.

18. STATUS OF MOU AND PUBLIC STATEMENTS

- 18.1 This MOU is not intended to be legally binding save for Clauses 7 (**Indemnity**) and 19 (**Insurance**), and no legal obligations or legal rights will arise between the Parties from this MOU. The Parties enter into the MOU intending to honour all their obligations.
- 18.2 Nothing in this MOU is intended to, or will be deemed to, establish any partnership or joint venture between the Parties, constitute either Party as the agent of the other Party, nor authorise either of the Parties to make or enter into any commitments for or on behalf of the other Party.
- 18.3 Any public statements that refer to both Parties must be pre-cleared by the Council's communications team. Either Party may issue its own statements about its own activities provided those statements do not misrepresent the other Party's role or imply liability/endorsement in relation to such activity.

19. INSURANCE

The CIC shall during the period of this MOU and for six years thereafter maintain appropriate and adequate insurance policies with a reputable insurer and shall provide evidence of such coverage to the Council upon request. The minimum insurance levels required are:

- (a) employer's liability of £5 million or such other sum that complies at least with the requirements of the Employer's Liability (Compulsory Insurance) Act 1969;
- (b) public liability of not less than £5 million per event with an aggregate of £10 million.

20. CONFLICTS OF INTEREST AND POLITICAL NEUTRALITY

- 20.1 The CIC shall maintain and apply a conflict-of-interest policy and manage conflicts transparently.
- 20.2 The CIC shall disclose to the Council full particular of any conflict of interest which may arise during the course of this MOU.

21. GOVERNING LAW AND JURISDICTION

This MOU will be governed by and construed in accordance with English law.

SIGNED for and on behalf of)
THE MAYOR AND)
BURGESSES OF THE)
LONDON BOROUGH OF)
BRENT by a duly authorised)
representative

Name: KIM WRIGHT

Position: CHIEF EXECUTIVE

Signature: 

SIGNED for and on behalf of)
BRENT NABLUS TWINNING)
ASSOCIATION CIC by duly)
authorised representatives

Signature: 

Name: HTESHAM MALIK AFZAL

Position: CHAIR

BRENT-NABLUS TWINNING
ASSOCIATION

In the presence of a Witness:



Witness Name: 

Address: BRENT CIVIC CENTRE
ENGINEERS WAY
WEMBLEY
HA9 0FJ

APPENDIX 1 - Twinning Initiative

TWINNING AGREEMENT

between

THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF BRENT

(UNITED KINGDOM OF GREAT BRITAIN AND NORTHERN IRELAND)

and

THE CITY OF NABLUS

(PALESTINE)

This Agreement is between The Mayor and Burgesses of the London Borough of Brent (“Brent Council”) and The City of Nablus, hereinafter collectively referred to as the “Parties” and singularly referred to as the “Party”.

This is to certify that Brent Council and The City of Nablus hereby agree to the formal twinning which shall commence on the date of execution by the last Party to sign this Agreement and shall continue for a period of five (5) years. The Parties shall review the Agreement prior to its expiry and determine whether the Agreement shall be extended for a further period as agreed to between the Parties.

Purpose of Agreement

The Parties express their commitment to fostering international friendship, mutual understanding and collaboration between Brent and Nablus in a variety of areas such as social and cultural exchanges, education and the arts.

Responsibility for Activities:

The group having responsibility for the twinning activities are:

- Brent Nablus Twinning Association CIC (Company number: 16480094).

The City of Nablus acknowledges and agrees that this Agreement does not create any obligation for Brent Council to provide funding, financial assistance, or any other monetary contribution to the City of Nablus, pursuant to the Brent Nablus International Partnering Protocol Assessment. All activities undertaken pursuant to this Agreement shall be carried out at each Party’s own cost and expense.

Termination and Variation

Either Party may terminate this Agreement by giving three (3) months written notice to the other Party.

Any variations or additions to this Agreement shall be made by mutual written consent and signed by duly authorised representatives of both Parties.

Reviews

The Parties agree that this Agreement will establish a long-term relationship and provisions will be made for regular reviews of the Agreement to ensure continued benefits to both Parties and in accordance with the Brent Council International Partnering Protocol.

This Agreement has been made in both the Arabic and English languages, with both texts being equally authentic.

This Agreement may be executed in any number of counterparts, each of which when executed shall be deemed an original, and all of which together shall constitute one and the same instrument. This Agreement shall not take effect until each Party has executed at least one counterpart. The Parties agree that execution and delivery of this Agreement by electronic means (including transmission by email of signed signature pages in PDF format) shall be valid and binding. Each Party may sign on a separate counterpart, and such counterparts together shall form a single agreement.

The Parties have signed this Agreement as set out below:

On behalf of The Mayor and Burgesses of the London Borough of Brent

Name:

Position:

Signature:

Date:

On behalf of The City of Nablus

Name:

Position:

Signature:

Date:

APPENDIX 2 - Brent Nablus International Partnering Protocol

INTERNATIONAL PARTNERING ASSESSMENT OR REVIEW

Brent Twinning with Nablus

1. Location Overview	
Is the proposed location a “good fit” for Brent in terms of:	
a) Population size;	The city of Nablus has an estimated population of approximately 200,000, while the broader Nablus municipality encompasses around 447,000 residents.
b) Population profiles (e.g. age, gender, race);	Nablus has a notably youthful demographic profile, with a significant proportion of the population—64.3%—under the age of 30. Specifically, 41.4% of residents are between the ages of 0–17, and 22.9% fall within the 18–29 age group. Adults aged 30–59 comprise 39.5% of the population, while 6.2% are aged 60 and above. The city's population is predominantly Muslim, complemented by historically rooted Christian (approximately 580 individuals) and Samaritan (approximately 400 individuals) communities that continue to play a vital cultural and religious role. The gender distribution in Nablus is relatively balanced; with approximately 51% male and 49% female residents.
c) Business profile - Key sectors / main industries etc;	Nablus has a diverse economy rooted in tradition and industry. It is especially known for its olive oil production and traditional soap-making. Other key sectors include:

	<ul style="list-style-type: none"> • Tourism: Driven by rich cultural heritage, historical architecture, and religious landmarks. • Education: University-linked language and exchange programmes. • Manufacturing: Includes vegetable oils, soap, stone and marble, pharmaceuticals, detergents, diapers, sweets, plastics, aluminium, textiles, paints, and furniture. • Media & Packaging: Includes cartoon production and related materials. <p>These industries, along with strong agricultural and academic ties, position Nablus as a vital cultural and economic hub in the region.</p>
<p>d) Type of governmental structures – e.g. sufficient similarity in powers and span of competence of each local authority;</p>	<p>There is strong potential for collaboration between our two councils due to parallel structures across key sectors</p> <p>Palestinian Authority run council, has departments including housing, agriculture, social care, childcare, health.</p> <p>Brent departments:</p> <ul style="list-style-type: none"> • Regeneration, Planning and Property • Finance and Resources • Climate Action and Community Power • Children, Young People and Skills • Adult Social Care, Public Health and Leisure • Safer Communities, Jobs and Skills • Public Realm and Enforcement • Housing and Residents Services <p>The Nablus Municipality is led by elected representatives with the council is composed of professionals and technocrats, working under the framework of the Palestinian Ministry of Local.</p>
<p>e) Its ability to bring potential benefits to Brent</p>	<p>Nablus presents a range of potential benefits for Brent through its status as a high-profile historic, cultural, commercial, and tourism hub. The city is home to An-Najah National University, a renowned medical school, and has a rich legacy in education, industry, and innovation.</p>

	<p>Additional unique strengths include a growing focus on renewable energy, particularly solar energy, alongside vibrant sports initiatives and a dynamic trading sector.</p> <p>There is significant potential for collaborative projects between Brent and Nablus, especially in areas such as urban planning, sustainable development, and the preservation of historical sites. Such partnerships can foster mutual learning and innovation while enhancing cultural exchange and diversity, ultimately enriching the social and cultural fabric of Brent.</p>
<p>Is the partner, city or network making progress against similar challenges to Brent and are they doing so in a progressive manner?</p>	<p>The city is actively addressing a number of issues which parallel those faced by Brent such as the climate emergency, poverty, housing, infrastructure pressures, and unemployment.</p> <p>Nablus, like Brent, is contending with a range of significant urban challenges, including:</p> <ul style="list-style-type: none"> • Water scarcity, exacerbated this year by low rainfall, leading the municipality to explore solutions such as drilling new wells. • Unemployment and economic strain, largely influenced by political and financial constraints. • Traffic congestion and urban expansion, which are putting additional pressure on infrastructure and urban services. <p>Nablus is implementing a number of forward-thinking and innovative initiatives to tackle these challenges:</p> <ul style="list-style-type: none"> • Nablus Boulevard Project: A major redevelopment of a 4.5-hectare brownfield site into an urban park and cultural hub. Funded in collaboration with the city of Lille (France), the project includes renovated heritage buildings, public engagement spaces, and cultural venues. It is the first project of its kind in Palestine to include structured public consultation and a comprehensive urban planning approach. • Updated Master Plan: Originally developed in 1995 and revised in 2011, the city's master plan outlines the strategic distribution of land use, anticipating future population growth and

	<p>expansion into southern and western areas.</p> <ul style="list-style-type: none"> • A Water Facilities Master Plan (2012–2027) addresses systemic issues such as intermittent supply and high water loss (previously as high as 38%), with strategies to increase supply, detect leaks, and improve network efficiency. • Munib Rashid Masri Street, opened in 2022, improves connectivity to marginalised areas, funded through a £1 million donation from the Masri Foundation. • A Pavement Management System, developed by An-Najah National University, prioritises road maintenance based on pavement condition, usage, and safety, helping to make the most of limited budgets. • The municipality is leading a comprehensive preservation programme in the Old City of Nablus, which includes restoring historic houses and façades, upgrading infrastructure, reviving the traditional bazaar, and promoting sustainable tourism while retaining cultural authenticity. • Through participation in the Tomorrow's Cities Initiative, Nablus is working to develop risk-sensitive urban planning strategies, encourage community participation, and manage complex geographical and hazard-related challenges.
<p>Does Brent have any existing partnerships in the same country?</p>	<p>No</p>
<p>What other existing international town/city links does the town, city or region already have in place?</p>	<p>Nablus is twinned with many cities across the world. These relationships focus on promoting mutual understanding and collaboration, peace and building educational and civic partnership</p> <p>Dublin, Ireland</p>

- The twinning between Dublin and Nablus aims to promote mutual understanding and cooperation through various initiatives, including cultural programs, educational exchanges, and community development projects. Such relationships are designed to strengthen people-to-people connections and share best practices in municipal governance and community engagement.
- Over the years, there have been:
 - Delegations from Dublin to Nablus and vice versa
 - Student exchange programs
 - Community and NGO partnerships fostering mutual understanding and support

Lille, France

- One of the key outcomes of the partnership is the "Nablus Boulevard" project, launched in 2015. This initiative involved cooperation between municipal authorities and universities in both cities. It focused on sustainable urban development and preserving cultural heritage. Experts from Lille and Nablus worked together on urban planning strategies to improve public spaces. This included creating pedestrian walkways, cultural centers, and green areas. Community participation was an important part of the project.
- Educational and Professional Exchanges: In July 2023, a delegation from Lille visited An-Najah National University in Nablus to explore collaborative opportunities. Discussions focused on joint research, student exchanges, and professional training programs. These efforts aim to strengthen ties between institutions and build mutual understanding between people in both cities.
- Overall, the relationship between Nablus and Lille highlights how international city partnerships can create real local benefits through shared expertise and cultural connection.

Naples, Italy

- **University partnerships:** The University of Naples Federico II works closely with An-Najah National University on academic/faculty exchanges and collaborative research projects.

- **Cultural centers:** Places like the Handala Ali Cultural Center promote Palestinian culture and encourage intercultural dialogue.
- **Public engagement:** Naples has become a hub for solidarity activities that connect its citizens with global causes.

Dundee, United Kingdom

- **Cultural exchange:** Dundee has hosted exhibitions and events highlighting Palestinian culture, enriching its own cultural landscape.
- **Education:** Palestinian students have studied in Dundee, creating opportunities for cross-cultural learning.
- **Community involvement:** Projects like tree planting in Nablus have engaged Dundee residents and built awareness of global issues.

Boulder, Colorado, United States

- Foster cultural, education and professional exchanges between the 2 communities
- **Educational and Cultural Exchanges:** The Boulder-Nablus Sister City Project has organized various programs such as student pen-pal exchanges, yoga teacher training, and delegations traveling between the two cities. These initiatives help foster greater understanding and friendship across cultures.
- **Community Engagement:** The project encourages participation from a wide range of people in both cities - students, entrepreneurs, artists, and professionals - to create lasting personal and professional relationships.

Como, Italy

- Emphasises cultural and municipal cooperation
- The agreement aimed to promote:
 - **Cultural exchange** (arts, heritage, food, traditions)
 - **Educational collaboration** (schools, universities, language programs)
 - **Technical and municipal cooperation** (urban planning, public services)

	<ul style="list-style-type: none"> ○ Solidarity and awareness around Palestinian issues ● Over the years, the partnership has included: <ul style="list-style-type: none"> ○ Visits by delegations from Nablus to Como and vice versa ○ Art and photography exhibitions about life in Nablus ○ Student and NGO-led initiatives to build awareness and mutual understanding
	<p>Metropolitan City of Florence, Italy</p> <ul style="list-style-type: none"> ● Focuses on cultural exchanges and mutual support. Activities have included. <ul style="list-style-type: none"> ○ Exhibitions and conferences on Palestinian culture and the situation in Nablus ○ Delegation visits between municipal leaders ○ Educational exchanges and NGO collaboration
	<p>Stavanger, Norway</p> <ul style="list-style-type: none"> ● Built on principles of solidarity, peace, and mutual cooperation. ● The twinning has led to practical cooperation and development projects, such as: <ul style="list-style-type: none"> ○ Capacity building for municipal services in Nablus (e.g., water, sanitation, waste management) ○ Youth and cultural exchange programs ○ Technical training for local authorities ● The partnership encourages people-to-people connections, enabling residents of both cities to engage in: <ul style="list-style-type: none"> ○ Educational exchanges ○ Awareness campaigns ○ Events focused on peace and justice <p>Poznań, Poland</p> <ul style="list-style-type: none"> ● This relationship, like many twinning arrangements, was formed to promote: <ul style="list-style-type: none"> ○ Cultural exchange ○ Educational collaboration

- **Economic and municipal cooperation**

Rabat, Morocco

- This twinning often involves:
 - Municipal cooperation
 - Cultural events and exchanges
 - Political statements of unity and support

Khasavyurt, Russia

- **Cultural and educational exchanges:** Facilitating mutual understanding through shared cultural events and educational programs.
- **Municipal cooperation:** Sharing best practices in local governance and community development.
- **Solidarity and support:** Expressing mutual support, particularly in times of need or crisis.

Nazareth, Israel

The twinning relationship between Nablus and Nazareth is a symbolic and practical partnership aimed at promoting cooperation, cultural exchange, and mutual support between the two cities.

Established in 1998, this twinning was one of the first official links between a Palestinian city and a city inside Israel with a majority Arab population.

The relationship is symbolic of Palestinian unity and solidarity, transcending the political divisions between Palestinians living under Israeli rule in different contexts.

Key Goals and Activities:

- **Cultural Exchange:** Promoting shared Palestinian heritage, art, music, and traditions between the two cities.
- **Economic Cooperation:** Supporting local businesses, artisans, and tourism initiatives.
- **Educational Collaboration:** Encouraging partnerships between schools and universities.

	<ul style="list-style-type: none"> • Political Solidarity: A show of unity among Palestinians inside Israel and those in the occupied territories, emphasizing shared national identity and goals.
<p>Key dates to be aware of – e.g. Independence Days; City Days; Keys Dates in the Civic Calendar.</p>	<p>National</p> <p>Palestine specific dates:</p> <ul style="list-style-type: none"> • 15th November - Day to commemorate Palestinian Independence Day • 29th Nov – United Nations International Day of Solidarity with the Palestinian People <p>Religious (examples)</p> <p>Key Muslim dates:</p> <ul style="list-style-type: none"> • Ramadan, Eid Al Fitr, Eid Al Adha (dates change yearly) <p>Key Christian dates:</p> <ul style="list-style-type: none"> • Dec 25th and Jan. 7th - Christmas • Easter (dates change yearly) <p>Key Samaritan Days:</p> <ul style="list-style-type: none"> • Passover (dates change yearly) • Sokot (dates change yearly) • Hebrew New Year (dates change yearly) <p>General International dates:</p> <ul style="list-style-type: none"> • 8th March - Women's International Day • 1st May - Labour Day
<p>2. Strategic Fit</p>	

Does the proposal fit in with the Council's stated aims as set out in any Corporate Plan?

A twinning between Brent and Nablus aligns well with the strategic plans and ambitions of the Council's key partners, particularly around inclusion, internationalisation, education, community wellbeing, and economic growth

Businesses and Local Economy: Drive for inclusive economic growth, new markets, and diverse customer engagement.

- Opens up potential trade, skills, or networking links with Nablus (particularly in tech, education, health, crafts, and food).
- Demonstrates corporate responsibility and global outlook.
- Encourages business mentorship schemes for diaspora youth or start-ups inspired by international entrepreneurship

NHS and Health Partners: Strong focus on community health, cultural competence, and health equity.

- Opportunity for cross-learning around mental health, trauma-informed care, and community-based healthcare models (especially relevant to diverse, migrant communities in Brent).
- Supports NHS workforce strategies to improve diversity, inclusion, and local trust in services.
- Public health collaboration can focus on issues like youth wellbeing, diabetes, and preventative care.

Schools and Colleges (incl. FE and HE): Education partners aim to raise aspirations, global awareness, and social mobility.

- International collaboration enriches the curriculum (geography, history, citizenship, RE, languages).
- Civic engagement and global citizenship education opportunities for students.
- Exchange projects, joint learning platforms, or creative collaborations (e.g., art, debate, music).
- Raises attainment and engagement for students with Palestinian or Arab heritage.

Faith and Community Groups: Promote interfaith understanding, social justice, and global solidarity.

- Offers a platform for intercultural dialogue, shared community events, and peacebuilding.

- Faith groups often have existing connections to Palestinian causes and can be active partners in education, fundraising, or advocacy work tied to the twinning

Wembley Stadium / The Football Association: Focus on community inclusion, cultural events, and international partnerships.

- Potential to host cultural showcases, international football/youth tournaments, or solidarity events.
- Amplifies Brent's reputation as the Borough of Culture, celebrating global identity and diversity.

Universities / Student Accommodation Providers: Growth of international student recruitment and diverse campus communities.

- Strengthens Brent's appeal as an internationally connected borough, particularly to students from the Middle East and wider Global South.
- Supports welcoming environment initiatives and intercultural experience for students.
- Could lead to research partnerships, placements, or study abroad opportunities related to development, health, and urban studies.

Developers / Housing Partners: Commitment to social value, placemaking, and building cohesive communities. Developers are increasingly encouraged to demonstrate community benefit beyond bricks and mortar. Supporting the twinning could:

- Add value to social impact reporting
- Offer community-building projects or youth employment linked to twinning initiatives
- Strengthen local pride and cohesion, supporting long-term neighbourhood sustainability

Voluntary/Charity Organisations: Increasing resident engagement, grassroots leadership, and local-global connection.

- Encourages volunteerism, storytelling, and community organising around shared values (e.g., justice, resilience, dignity).
- Builds solidarity networks, reduces isolation, and deepens Brent's community cohesion.

<p>Does the proposal fit with strategic plans of the Council's key partners (e.g. target market for international students)?</p>	<p>(As above)</p> <p>A twinning between Brent and Nablus aligns well with the strategic plans and ambitions of the Council's key partners, particularly around inclusion, internationalisation, education, community wellbeing, and economic growth</p> <p>Businesses and Local Economy: Drive for inclusive economic growth, new markets, and diverse customer engagement.</p> <ul style="list-style-type: none"> • Opens up potential trade, skills, or networking links with Nablus (particularly in tech, education, health, crafts, and food). • Demonstrates corporate responsibility and global outlook. • Encourages business mentorship schemes for diaspora youth or start-ups inspired by international entrepreneurship <p>NHS and Health Partners: Strong focus on community health, cultural competence, and health equity.</p> <ul style="list-style-type: none"> • Opportunity for cross-learning around mental health, trauma-informed care, and community-based healthcare models (especially relevant to diverse, migrant communities in Brent). • Supports NHS workforce strategies to improve diversity, inclusion, and local trust in services. • Public health collaboration can focus on issues like youth wellbeing, diabetes, and preventative care. <p>Schools and Colleges (incl. FE and HE): Education partners aim to raise aspirations, global awareness, and social mobility.</p>
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- International collaboration enriches the curriculum (geography, history, citizenship, RE, languages).
- Civic engagement and global citizenship education opportunities for students.
- Exchange projects, joint learning platforms, or creative collaborations (e.g., art, debate, music).
- Raises attainment and engagement for students with Palestinian or Arab heritage.

Faith and Community Groups: Promote interfaith understanding, social justice, and global solidarity.

- Offers a platform for intercultural dialogue, shared community events, and peacebuilding.
- Faith groups often have existing connections to Palestinian causes and can be active partners in education, fundraising, or advocacy work tied to the twinning

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<p>Will there be tangible benefits for Brent's residents, businesses or partners?</p>	<p>From opening trading opportunities, through to cultural enrichment and educational and social exchanges and improvements, this twinning will bring substantial benefits to all in Brent.</p> <p>Residents: twinning programs create opportunities for cultural exchange, economic growth, and community development, leading to a more enriched and connected local population. Twinning brings the world closer to Brent, making the borough a more vibrant, diverse, and connected place for everyone</p> <ul style="list-style-type: none"> • Cultural Exchange and Global Understanding <ul style="list-style-type: none"> ○ Exposure to New Cultures: Twinning fosters an environment of cultural exchange, allowing residents of Brent to engage with the customs, traditions, and lifestyles of Nablus. This can increase understanding, reduce prejudice, and promote mutual respect among different cultures. <ul style="list-style-type: none"> ■ Example: Through festivals, cultural events, and school exchanges, Brent residents can experience the cuisine, music, art, and languages of Nablus, enriching cultural perspectives. ○ Language Learning Opportunities: Residents, particularly students, can take advantage of language exchange programs, either in person or virtually, to improve their proficiency in Arabic, enhancing their communication skills and global awareness.

- Innovation and Knowledge Sharing. Best Practices Exchange: Businesses can learn from best practices in areas like:
 - Manufacturing: How the twin city's companies are innovating on production processes.
 - Technology: Knowledge exchange on digital transformation, new software tools, or fintech innovations.
 - Sustainability: Sharing eco-friendly solutions or green tech advancements.
 - Research & Development: Twinned areas can jointly fund R&D projects to solve common challenges, whether related to sustainability, health, or tech innovation.

Talent Acquisition and Workforce Development

- Talent Pool Expansion: Through international connections, businesses in Brent/Nablus can access a broader talent pool, including engineers, designers, or other specialized skills.
 - Example: A local tech company can recruit from An-Najah university or other training institutions in Nablus to find employees with the right qualifications.
- Skill Building & Training: Both regions can exchange knowledge about training programs, internship opportunities, and vocational programs, improving local workforce skills and employability.

Marketing and Brand Recognition

- Co-Branding Opportunities: Businesses can co-brand products with their twinned city's counterparts, benefiting from the increased visibility of an international partnership.
 - Example: A local food manufacturer might team up with a city's food producer in Nablus to market a new joint product to both regions and vice versa.
- International Branding: Being part of a twinning initiative enhances a business's global presence, making them appear more innovative and internationally-minded.
- Sustainability and Green Innovation. Businesses can collaborate on environmental projects with counterparts in the twin city, sharing strategies to tackle issues like:

	<ul style="list-style-type: none"> ○ Climate change and carbon footprint reduction ○ Urban sustainability ○ Green tech adoption (e.g. renewable energy solutions) <ul style="list-style-type: none"> ● This can lead to new partnerships focused on developing green technologies and sustainable business practices. <ul style="list-style-type: none"> ● Supply Chain Strengthening: Brent businesses can diversify their supply chains by establishing relationships with suppliers, distributors, or manufacturers in Nablus. This could be crucial for reducing risks or costs. <ul style="list-style-type: none"> ○ Example: A local manufacturer could source raw materials from Nablus, ensuring more resilient and cost-effective supply chains. <ul style="list-style-type: none"> ● Tourism and Hospitality <ul style="list-style-type: none"> ○ Tourism Boost: A twinned region may see increased tourism, especially if businesses are involved in tourism promotion or hospitality, creating opportunities for businesses in the local tourism, hospitality, and retail sectors. <ul style="list-style-type: none"> ■ Example: Hotels and restaurants might attract visitors from Nablus, or businesses can promote joint tourism packages between Nablus and Brent. <ul style="list-style-type: none"> ● Cultural and Educational Tourism <ul style="list-style-type: none"> ○ Cultural Events: Twinned cities often host cultural events that attract international visitors, and businesses can leverage these opportunities to showcase Brent local culture, host events, or sell local products to visitors from Nablus. ○ Academic Collaboration: Educational institutions can set up collaborations with An-Najah University in Nablus, which might lead to research projects, student exchanges, or even education tourism. ● Real-World Example: <ul style="list-style-type: none"> ○ Florence and Nablus: The twinning between Florence and Nablus has spurred interest in cultural and handicraft exports, as businesses in Nablus market their traditional arts to the European market.
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- Liverpool and Shanghai: The twin cities have led to collaborations between local businesses and their counterparts in Shanghai, especially in sectors like tech innovation, logistics, and cultural exchange.

NHS and Health Partners:

- Health Knowledge Exchange: through virtual staff exchanges, joint training programs and potential study visits between hospitals, to share best practice in areas like primary care delivery, chronic disease management, health technology and innovation, as well as tackling the growing issue community mental health support
- Collaborative Public Health Projects: joint efforts on global health challenges like smoking cessation, diabetes prevention and air pollution and respiratory illness.
- Education and training: opportunities for NHS clinicians or public health professionals to engage in teaching or learning abroad, involvement in international conferences or online learning with peers in Nablus
- Innovation and Digital health: co-develop or share low-cost innovations useful in underserved areas or resource-strained NHS contexts, as well as exploring partnerships around digital health tools, tele-medicine and eHealth platforms.
- Community and Social Health programs: Tackle health inequalities by learning how Nablus works with marginalised and vulnerable populations, as well as involving local community groups, schools and social services in international community health campaigns.
- Global citizenship: foster sense of purpose, pride and global solidarity among NHS staff, building an outward-looking culturally sensitive workforce, especially given our diverse population.
- Examples of benefits from twinning from a Health perspective include Liverpool, which has a long-standing partnership with Odessa, and various health education projects have stemmed from that as well as Bristol's link with Beira, Mozambique, which includes public health collaboration and climate-resilient healthcare planning.

Schools and Colleges (incl. FE and HE): offer a multitude of benefits that enrich the educational experience, enhance academic outcomes, and foster cross-cultural understanding

	<ul style="list-style-type: none"> ● Cultural Exchange and Global Understanding <ul style="list-style-type: none"> ○ Student Exchange Programs: Twinning can create opportunities for student exchanges, allowing students to immerse themselves in different cultures, enhancing their global awareness, and improving their adaptability and cross-cultural communication skills. <ul style="list-style-type: none"> ■ Example: A school in Brent could establish a student exchange program with a school in Nablus, where students can live with host families and attend school, fostering a deeper understanding of Palestinian culture and education. ○ Global Perspective in Curriculum: Twinned institutions can collaborate to enrich their curricula with global perspectives on history, politics, economics, and culture. This allows students to study topics from multiple viewpoints and engage with international peers. <ul style="list-style-type: none"> ■ Example: Universities in Brent and their twinned counterparts in Nablus could jointly design a curriculum focused on international relations, offering students insights into global diplomatic practices.
	<ul style="list-style-type: none"> ● Enhanced Academic Collaboration <ul style="list-style-type: none"> ○ Joint Research Projects: Universities and colleges in Brent can collaborate with those abroad on research initiatives, particularly in fields such as science, technology, social studies, or environmental studies. Twinning partnerships can help share resources, knowledge, and innovative approaches to complex problems. <ul style="list-style-type: none"> ■ Example: A university in Brent could collaborate with an engineering school in Nablus to jointly research renewable energy technologies or robotics. ○ Faculty Exchanges and Professional Development: Twinned schools, colleges, and universities can create faculty exchange programs that allow educators to share best practices, attend professional development workshops, and gain new perspectives on teaching and learning. <ul style="list-style-type: none"> ■ Example: A college in Brent could send teachers to a partner institution in Nablus to learn about their educational methods and apply them in Brent schools.
<ul style="list-style-type: none"> ● Expanding Career Opportunities for Students 	

	<ul style="list-style-type: none"> ○ International Internships and Job Placements: Students can benefit from international internship opportunities through partnerships with twinned institutions in Nablus. These internships offer real-world experience in global markets and enhance students' career prospects. <ul style="list-style-type: none"> ■ Example: A university in Brent could partner with a company in Nablus to provide internship opportunities for students in business, technology, or hospitality management. ○ Global Networking: Twinning creates a platform for students and faculty to network with peers, professionals, and industry leaders abroad, opening doors to global career opportunities and collaborations. <ul style="list-style-type: none"> ■ Example: University students based in Brent might attend an international conference or career fair held at An-Najah university in Nablus, making connections that could lead to job offers abroad. <ul style="list-style-type: none"> ● Promoting Innovation and Knowledge Sharing <ul style="list-style-type: none"> ○ Collaboration on Innovation: Schools and universities in Brent can work with their twinned counterparts in Nablus to develop innovative educational tools, such as new digital platforms, online learning courses, or virtual labs, which can benefit students globally. <ul style="list-style-type: none"> ■ Example: A college in Brent could collaborate with An-Najah university in Nablus to co-develop an online learning module on advanced AI techniques, allowing students from both countries to participate in a shared course. ○ Knowledge Sharing on Pedagogy: Schools in Brent can learn about new teaching methods or educational technologies used by their twin institutions, which can then be implemented in local classrooms to improve learning outcomes. <ul style="list-style-type: none"> ■ Example: A primary school in Brent could partner with a school in Nablus to adopt their student-centered teaching approach, as well as other tried and tested methods, which can be applied where applicable. ● Promoting Language Learning and Bilingualism
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	<ul style="list-style-type: none"> ○ Language Exchange Programs: Twinning with a region where a different language is spoken can provide a natural setting for language learning. Students can participate in exchange programs where they immerse themselves in the language and culture. <ul style="list-style-type: none"> ■ Example: A school in Brent could establish an exchange partnership with a school in Nablus, offering students the opportunity to learn Arabic through direct interaction with native speakers. ○ Cultural and Language Events: Twinning can also facilitate events such as language competitions, theatre performances, or poetry readings that celebrate linguistic diversity and allow students to practice their Arabic skills in a real-world setting.
	<ul style="list-style-type: none"> ● Improving Access to Resources <ul style="list-style-type: none"> ○ Access to International Libraries and Research: University students based in Brent can benefit from twinning partnerships by gaining access to research libraries, databases, and academic journals from An-Najah University in Nablus ○ Technological Resources and Facilities: Twinned institutions can share access to state-of-the-art labs, technology, or online tools, allowing students and faculty to conduct research or participate in projects that would otherwise be out of reach. <ul style="list-style-type: none"> ■ Example: A science department at a Brent college could collaborate with a partner institution in Nablus that has advanced research facilities for climate change studies.
	<ul style="list-style-type: none"> ● Strengthening Social Responsibility and Community Engagement <ul style="list-style-type: none"> ○ Collaborative Social Impact Projects: Educational institutions can work with their twin institutions to address global social issues, such as poverty, inequality, or climate change. This could involve joint research, community projects, or charity work. <ul style="list-style-type: none"> ■ Example: Educational institutions in Brent could team up with their counterparts in Nablus to research sustainable farming practices and develop a solution for food security in underdeveloped communities. ○ Volunteer and Outreach Programs: Students in Brent can participate in international volunteering opportunities, working on projects such as educational outreach, healthcare

initiatives, or environmental conservation, while learning firsthand about global social challenges.

- Example: A college in Brent could partner with An-Najah university to establish a community development program where students work together to improve infrastructure or education in rural areas.

- Raising the Global Profile of Brent's Institutions

- International Reputation: Twinning partnerships can increase the global visibility of Brent's educational institutions, attracting international students and partnerships. Schools, colleges, and can enhance their reputation by demonstrating global engagement and academic excellence.
 - Example: that collaborates with An-Najah university institution in Nablus may attract students from Palestine as well as the wider Arab world, raising the institution's profile and increasing applications.
- Global Competitions and Events: Through twinning, schools in Brent can participate in global competitions, such as science fairs, debating contests, or sports tournaments, which showcase their students' talents and foster school pride.
 - Example: A Brent secondary school could form a sports twinning program with a school in Nablus, enabling students to compete in international athletics events.

- Promoting Inclusivity and Diversity

- Cross-Cultural Interaction: Twinning creates opportunities for students to interact with peers from diverse backgrounds, promoting inclusivity and fostering a culture of respect and understanding.
 - Example: Brent schools could create programs that bring students from different cultural backgrounds together to work on shared projects, such as environmental sustainability, or to celebrate important cultural or religious holidays.

- Encouraging Global Citizenship

- Building Global Citizens: Twinning partnerships help schools, colleges, and universities to foster a sense of global citizenship in their students. These partnerships encourage students to think beyond their local context and develop a broader understanding of the world.
 - Example: A Brent school twinned with a school in Nablus could organize a project about climate change, educating students on how environmental issues affect both local and global communities, and encouraging them to become active participants in solutions.

Faith and Community Groups. Twinning offers faith centers in Brent a chance to connect globally, learn from others, share their own unique practices, and grow both spiritually and socially. Through collaborative efforts, they can address global challenges, foster peace, and create stronger, more resilient communities

- Promoting Interfaith Dialogue and Understanding
 - Building Stronger Relationships: Twinning with religious centers in another part of the world can open opportunities for interfaith dialogue and mutual understanding. This helps to reduce cultural barriers and promotes peaceful coexistence.
 - Example: Faith organisations in Brent could partner with a faith organisations in Nablus, which will have a different cultural approach, creating a space for dialogue on shared beliefs and practices.
 - Global Interfaith Events: Religious communities can organize joint events, such as conferences, peace-building workshops, or religious festivals, that foster collaboration and understanding.
 - Example: Faith organisations in Brent could come together to mark common major religious events in both regions, like Christmas, Eid, or Passover, with mutual participation, as well as learning about other faiths and celebrations

- Cultural and Religious Exchange

	<ul style="list-style-type: none"> ○ Learning About Global Practices: Religious centers can learn from religious practices in different parts of the world. This exchange can include worship styles, rituals, and religious music. <ul style="list-style-type: none"> ■ Example: A church in Brent could learn more about the practices of a church Nablus, deepening their understanding of Christian traditions abroad. ○ Sharing Local Traditions: Faith groups in Brent can also showcase their own practices and traditions with twinned communities, promoting their culture globally. <ul style="list-style-type: none"> ■ Example: A local Hindu temple could showcase cultural events such as Navratri celebrations to Nablus, which doesn't have a Hindu community for example, building greater international visibility. <ul style="list-style-type: none"> ● Community Development and Social Outreach <ul style="list-style-type: none"> ○ Joint Charitable Projects: Religious groups can join forces with their twin partners to address issues such as poverty, discrimination, and refugee support. Through collaboration, they can expand their charitable activities and create global initiatives. <ul style="list-style-type: none"> ■ Example: A collection of faith centres in Brent could partner with faith centres in Nablus to send humanitarian aid to communities in need, such as disaster-stricken areas. ○ Social Justice Initiatives: Twinning creates a platform to share best practices on tackling social issues such as mental health, housing, and social isolation, improving the wellbeing of local communities. <ul style="list-style-type: none"> ■ Example: Mosques in Brent might twin with mosques in Nablus to jointly support programs like mental health awareness, youth outreach, or food banks. ● Shared Resources and Expertise <ul style="list-style-type: none"> ○ Support for Religious Education: Twinned religious groups can exchange religious education materials and teachings, benefiting young people in the community. They can also arrange student exchanges or pilgrimages, expanding the spiritual and educational horizons of their followers.
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	<ul style="list-style-type: none">• Networking Opportunities for Faith-Based Leaders<ul style="list-style-type: none">◦ Global Leadership Forums: Religious leaders in Brent could attend global forums, conventions, or workshops with their twinned counterparts in Nablus. This can foster international solidarity among faith communities and create opportunities for leadership development.<ul style="list-style-type: none">▪ Example: A local imam could attend a global Muslim leadership summit, expanding his network and bringing back new ideas for local mosque development.◦ Faith Leadership Exchange: Twinned communities can invite religious leaders to give lectures, sermons, or share insights about faith leadership in their respective regions.<ul style="list-style-type: none">▪ Example: A rabbi from a Brent synagogue could host an interfaith seminar with faith leaders from Nablus to discuss religious leadership during times of crisis.• Promoting Peace and Conflict Resolution<ul style="list-style-type: none">◦ Global Peacebuilding: Twinning can provide a platform for faith centers to collaborate on global peacebuilding initiatives and promote religious tolerance and conflict resolution.<ul style="list-style-type: none">▪ Example: Faith organisations in Brent could collaborate with their counterparts in Nablus to help mediate and provide support in peace talks.◦ Joint Advocacy for Religious Freedom: Religious centers in Brent can join forces with those in Nablus to advocate for religious freedom, human rights, and equality globally.• Access to Funding and Resources
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	<ul style="list-style-type: none"> ○ Joint Grant Applications: Twinning can lead to joint applications for international grants or funding for religious or charitable projects, especially those focusing on community building, educational outreach, or global initiatives. <ul style="list-style-type: none"> ■ Example: A faith organisation within Brent could partner with an international organisation to apply for funding aimed at building a new faith centre or expanding educational resources. ○ Collaboration on International Projects: Twinned religious organizations can co-organize large-scale events such as interfaith festivals, youth camps, or pilgrimages that could attract international sponsors and donors. <ul style="list-style-type: none"> ● Enhancing Global Presence <ul style="list-style-type: none"> ○ Cultural Exchange Through Social Media: Through twinning, religious centers can build an online presence that connects Brent's faith communities with their international counterparts. This could involve sharing religious messages, updates on events, or showcasing cultural experiences. <ul style="list-style-type: none"> ■ Example: A local church could share a live-stream of a service on social media, linking with a church in Nablus for a joint prayer session or cultural exchange. ○ Branding and Global Recognition: Being part of a twinning initiative can help faith centers increase their global profile and attract international visitors who are interested in experiencing their religious and cultural traditions. ● Tourism and Pilgrimage Opportunities <ul style="list-style-type: none"> ○ Pilgrimages and Religious Tourism: Faith groups in Brent can work with their twinned counterparts to organize pilgrimages or religious tourism programs that benefit both regions. <ul style="list-style-type: none"> ■ Example: Faith centres could offer organized pilgrimages to holy sites, potentially growing religious tourism and benefiting local economies. ○ Cultural Tours and Retreats: Twinned faith communities can create cultural exchange programs that allow members to visit places of worship and holy sites, while also learning about Nablus' culture and faith practices.
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- Community Empowerment and Building Resilience
 - Supporting Vulnerable Groups: Twinning partnerships allow faith centers to share resources and ideas on how to better support vulnerable groups, such as refugees, the homeless, or minorities, through charity drives or emergency support initiatives.
 - Example: A local church in Brent could collaborate with a church in Nablus to support refugee resettlement efforts, providing services and housing solutions.

Wembley Stadium / The Football Association: as the home of football, the stadium has the ability to support the strengthening of sporting, especially football, collaborations. Nablus has a 5,00-6000 capacity stadium, hosting local league matches as well as being used for youth training, community sports events and school tournaments.

- Cultural Exchange Through Sport: Twinning opens doors for intercultural sports events, like:
 - Youth football tournaments
 - Mixed-nationality community leagues or charity games

Promotes inclusivity, respect, and international friendship through shared sporting values.

- Stadium Management & Infrastructure Knowledge Sharing: Share expertise in:
 - Crowd management & safety
 - Sustainable stadium design (e.g. zero-carbon goals)
 - Event operations, hospitality, and fan engagement
 - Exchange visits between stadium operations teams to shadow each other and learn new practices.
- Sports Education & Talent Development
 - Partner on youth football development academies
 - Enable coach exchanges, mentorship, or joint training programs
 - Set up talent scouting collaborations between twinned regions

	<ul style="list-style-type: none"> ○ Example: Wembley stadium could support local in Nablus talent and offer pathways to higher levels of the sport. <ul style="list-style-type: none"> ● Community Impact and Legacy Projects. Co-create outreach programs on: <ul style="list-style-type: none"> ○ Mental health through sport ○ Girls' and women's access to football ○ Anti-racism and anti-discrimination campaigns ○ Stadiums can act as community hubs with twinned locations offering support, toolkits, or co-branded campaigns. ● Sustainability & Smart Stadium Initiatives. Joint research or pilots for: <ul style="list-style-type: none"> ○ Renewable energy use (e.g. solar-powered floodlights) ○ Smart ticketing and crowd flow systems ○ Recycling and low-impact construction ○ Share case studies on stadium greening and eco-certification. ● International Promotion & Tourism. Co-branding or cross-promotion of events. <ul style="list-style-type: none"> ○ Cultural festivals or sports diplomacy events that use both stadiums as global stages. ○ Example: As part of the Football Associations aims to internationalise football and aid development, it can highlight football initiatives in places, including Nablus ○ Peacebuilding and Symbolic Partnerships ○ Twinning between stadiums in regions with different or even tense political backgrounds can be a powerful symbol of unity and peace through sport. ○ Supports dialogue, respect, and shared hope. ● Could offer powerful opportunities around: <ul style="list-style-type: none"> ○ Youth sports development ○ Coaching programs
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- Facility improvement support
- Football diplomacy

Universities / Student Accommodation Providers: Palestinian refugees have been recognized as some of the most educated refugee groups worldwide.

- Cultural exchange: can benefit from international exchanges, study abroad programs, as well as accommodation being a hub of cross-cultural interaction, as halls can host
 - Language exchange nights
 - international food and culture events.,
 - Art and photography exhibitions from Nablus

- Shared Knowledge on Student Living Modes. Student accommodation providers (especially universities or municipal partners) can compare notes with Nablus on:
 - Design of student housing (e.g., communal living vs. studio flats)
 - Sustainability practices (energy-efficient buildings, waste systems)
 - Wellbeing and mental health support for residents

Either twinned areas with innovative or student-friendly housing could inspire upgrades or redesigns in the other.

- Career & Leadership Opportunities for Residents. Residents can get involved in student ambassador roles tied to the twinning relationship:
 - Help welcome international students from Nablus
 - Organize peer mentorship or buddy programs
 - Join delegations or projects tied to the twinning

Great for building leadership skills and enhancing their CV.

- Exchange of Accommodation Staff & Practices. Staff from student housing (residence managers, pastoral care teams) can participate in training exchanges with staff in Nablus. Topics might include:
 - Handling student conflict and safety

	<ul style="list-style-type: none"> ○ Inclusion and diversity ○ Supporting international and refugee students <p>Brings fresh perspectives to residence life management.</p> <ul style="list-style-type: none"> ● Sustainability Partnerships. Student accommodations can twin specifically with green campuses or eco-housing projects in Nablus. <ul style="list-style-type: none"> ○ Students could co-develop: ○ Sustainability campaigns ○ Community gardens or rooftop farms ○ Plastic-free initiatives or smart recycling systems <p>A practical, collaborative way to live the values of climate action across borders.</p> <ul style="list-style-type: none"> ● Joint Celebrations and Events. Brent and Nablus could celebrate their twinning anniversary with synchronized events in their student residences: <ul style="list-style-type: none"> ○ Live-streamed concerts or student talent shows ○ Twin-themed pub quiz or movie nights ○ Collaborative art murals connecting both cities <p>Builds a fun, shared identity among students.</p> <p>Developers / Housing Partners: share experiences and learn to improve the development in communities. can tap into new opportunities, knowledge, and resources, which can help improve their practices</p> <ul style="list-style-type: none"> ● Knowledge Sharing and Best Practices <ul style="list-style-type: none"> ○ Sustainable Building Practices: Twinning can allow developers to share and adopt sustainable construction methods from regions that excel in eco-friendly or energy-efficient building solutions.
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	<ul style="list-style-type: none">○ Collaboration on Workforce Development: Twinning can enable the creation of workforce development programs where local builders can gain training or internships abroad, learning new techniques that can be applied to their projects in Brent.● Cross-Cultural Design and Architecture<ul style="list-style-type: none">○ Cultural Influences on Architecture: Twinning can bring new cultural influences to construction projects, enriching the designs of homes and commercial spaces in Brent.<ul style="list-style-type: none">■ Example: Developers might work with architects from Nablus to blend local traditions or cultural elements into the designs of modern buildings, creating unique developments that appeal to a global market.○ Increased Diversity in Development Projects: Twinning with Nablus, known for architectural diversity could inspire developers to integrate various cultural and design elements, enhancing Brent's urban landscape with a mix of styles.● Business Opportunities and Networking<ul style="list-style-type: none">○ International Networking: Twinning opens the door for networking with international developers, suppliers, architects, and investors. This could lead to collaborations on multinational projects.○ Trade and Supply Chain Networks: Developers in Brent could gain access to new suppliers or building materials from Nablus, potentially lowering costs or improving quality.● Housing Projects and Affordable Development<ul style="list-style-type: none">○ Affordable Housing Initiatives: Developers could learn from Nablus on things like successful affordable housing models. These models can be adapted and applied to meet the needs of the local community in Brent.○ Housing Innovation: Working with twinned cities can expose Brent developers to innovative housing solutions, such as modular housing, co-living spaces, or community-driven development projects.
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- International Visibility and Recognition
 - Global Brand Presence: Developers in Brent can boost their international reputation by being associated with global projects and markets. Twinning can provide exposure to the international community and open doors for new business opportunities abroad.
 - Showcasing Work: Twinned cities might invite developers to participate in international expos, trade shows, or conferences, giving them a platform to showcase their work and share best practices.
- Access to Funding and Grants
 - International Funding: Developers in Brent may be able to access international funding, grants, or subsidies available for joint projects between Brent and Nablus.
- Addressing Urban Challenges
 - Solving Urbanization Challenges: Twinning can foster collaboration between developers and city planners to address common urban challenges such as:
 - Traffic congestion
 - Housing shortages
 - Environmental sustainability
 - Sharing Solutions: Brent and Nablus can share knowledge on how they've tackled these issues, giving developers in Brent the tools to design better solutions for local challenges.

Voluntary/Charity Organisations: twinning, in fostering opportunities for **knowledge exchange, resource sharing, and cross-border collaborations** can greatly benefit organisations in Brent.

- International Knowledge Exchange and Capacity Building

	<ul style="list-style-type: none"> ○ Sharing Best Practices: Twinning with charitable organizations in Nablus can allow Brent-based charities to learn new strategies, innovative solutions, and effective programs for tackling social issues. <ul style="list-style-type: none"> ■ Example: A Brent charity focused on mental health could partner with a mental health organization in Nablus, learning about their successful community-based mental health programs and applying them in Brent. ○ Training and Skill Development: Charities can benefit from capacity-building programs and training provided by their twinned partners, which can improve their efficiency, staff capabilities, and service delivery. <ul style="list-style-type: none"> ■ Example: A refugee support charity in Brent could organize joint training sessions with an international organization to improve support mechanisms for refugees and migrants. ● Expanding Networks and Partnerships <ul style="list-style-type: none"> ○ Global Networking: Twinning partnerships provide opportunities for charities to connect with other organizations, donors, and funders globally, which can help them expand their network and raise awareness for their causes. <ul style="list-style-type: none"> ■ Example: A Brent-based homelessness charity could build relationships with international partners and participate in global networks focused on finding sustainable solutions to homelessness, gaining access to resources and expertise. ○ Collaborative Fundraising Initiatives: Partnering with organisations abroad can enable joint fundraising campaigns and events, which attract international donors, sponsors, and grants. <ul style="list-style-type: none"> ■ Example: A charity in Brent working on clean water access could partner with a counterpart in Nablus to raise funds for clean water initiatives in developing countries, increasing their visibility and credibility. ● Supporting International Development Goals
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	<ul style="list-style-type: none"> ○ Contributing to Global Challenges: Charities in Brent can align their work with global development goals (such as the UN Sustainable Development Goals) and collaborate on international projects aimed at addressing pressing issues like poverty, education, health, and environmental sustainability. <ul style="list-style-type: none"> ■ Example: A charity in Brent that focuses on education for girls could partner with an international NGO working in Nablus, helping to increase educational opportunities for girls, which is already a big focus for Nablus. ○ Volunteering and Hands-on Support: Twinning can also provide opportunities for local volunteers to travel and contribute to humanitarian projects abroad, gaining practical experience in international development while building stronger ties with global causes. <ul style="list-style-type: none"> ■ Example: Volunteers from a Brent charity supporting disadvantaged youth could travel to Nablus to offer mentorship programs, sports activities, or arts workshops, gaining skills they can bring back to their own communities.
	<ul style="list-style-type: none"> ● Sharing Resources and Knowledge <ul style="list-style-type: none"> ○ Resource Sharing: Charities can exchange resources such as donated goods, fundraising tools, or educational materials, especially in cases where twinned organizations are working in similar sectors or with similar communities. <ul style="list-style-type: none"> ■ Example: A charity in Brent that provides clothing to the homeless could collaborate with a partner in Nablus to share excess clothing donations during winter months, ensuring those in need are supported in both regions. ○ Joint Projects and Research: Charities could collaborate on joint research initiatives that evaluate the effectiveness of different methods for solving social problems, and share their findings with international networks to improve practices and policies globally. <ul style="list-style-type: none"> ■ Example: A Brent charity focused on food insecurity might partner with an international food bank network to jointly research sustainable food distribution methods and share findings to improve operations in both Brent and Nablus. ● Strengthening Advocacy and Global Impact

	<ul style="list-style-type: none"> ○ Joint Advocacy Campaigns: Twinning allows charities to work together on international advocacy efforts, amplifying their voice and working to influence global policy changes. By partnering with global counterparts, they can help raise awareness about issues and advocate for funding or legislation that benefits both local and international communities. <ul style="list-style-type: none"> ■ Example: A Brent-based climate change advocacy group could partner with organizations in Nablus to advocate for policies that address climate justice and environmental preservation, working with governments to enact change at both the national and international levels. ○ Raising Global Awareness for Local Causes: By twinning with international organizations, charities in Brent can help raise awareness about local issues on a global scale, and learn how other communities are addressing similar challenges. <ul style="list-style-type: none"> ■ Example: A domestic abuse charity in Brent could collaborate with a similar organization in Nablus to launch a global campaign that educates people about the impact of gender-based violence and supports survivors in both regions. ● Promoting International Volunteering and Exchange Programs <ul style="list-style-type: none"> ○ Volunteer Exchanges: Twinned charities can establish volunteer exchange programs, where volunteers from one region can visit and assist the other region, providing practical support while learning from the local community and its challenges. <ul style="list-style-type: none"> ■ Example: A volunteer from a youth charity in Brent could visit an NGO in Nablus to work with local children on education and skills development, then bring back valuable insights into how Brent's own programs can be improved. ○ Building Cross-Border Volunteer Networks: Charities in Brent can partner with those in Nablus to create a network of volunteers who work collaboratively on large-scale projects that span multiple countries, such as disaster relief, human rights, or refugee assistance. <ul style="list-style-type: none"> ■ Example: During a humanitarian crisis, a Brent charity could connect with twinned partners in Nablus to coordinate a global volunteer network, providing immediate support and resources. ● Access to New Funding and Grant Opportunities
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- Leveraging International Grants: Through twinning, charities in Brent can access international funding opportunities, particularly for cross-border projects or those addressing global issues.
 - Example: A Brent-based environmental charity could apply for UN funding for a project that focuses on sustainable agriculture in partnership with an environmental NGO in Nablus.
- Global Partnerships for Joint Funding: By collaborating with international charities, Brent's organizations can strengthen their funding applications by showing the global scope and impact of their projects, which can increase their chances of securing funding from global foundations or governments.
 - Example: A Brent charity focused on children's rights could join forces with a similar charity in Nablus to apply for joint funding to address child exploitation in both regions, increasing their chances of receiving large-scale international grants.
- Improving Local and Global Community Engagement
 - Building Global Networks: Twinned organizations can share ideas on how to engage their local communities, creating projects that bridge the gap between local and international communities and encourage mutual support.
 - Example: A local charity working on elderly care in Brent could partner with a similar organization in Nablus to exchange ideas on improving elderly care services, while organizing community visits to strengthen both local and global bonds.
 - Creating Awareness Campaigns: Charities can benefit from twinning by raising global awareness about local issues, such as homelessness, unemployment, or mental health. By highlighting shared challenges, they can work together to create effective campaigns for change
 - Example: A mental health charity in Brent could team up with a counterpart in Nablus to create an international campaign focused on mental health awareness and reducing stigma.

<p>Does Brent have any membership or affiliations to organisations in common with the town, city or region?</p>	<p>No - given the geopolitical conditions, we are at the stage of creating those links that do not yet exist.</p>
<p>3. Profile</p>	
<p>Will Brent Council's involvement help boost the profile of its partners, helping them to achieve mutually shared objectives?</p>	<p>Brent Council's involvement in a twinning with Nablus would significantly boost the profile of its partners, creating a high-impact platform that advances shared objectives around inclusion, global engagement, community wellbeing, education, and social value</p> <p>Businesses and Local Economy: Aligns businesses with purpose-driven local-global initiatives, appealing to socially conscious customers and investors.</p> <ul style="list-style-type: none"> ● New links to international networks and diaspora markets ● Supports diverse entrepreneurship and inclusive economic development <p>NHS and Health Partners: Highlights the NHS as an inclusive, community-driven health provider responsive to Brent's diverse population.</p> <ul style="list-style-type: none"> ● Improved engagement with underrepresented communities ● Promotion of health equity and trauma-informed care ● Opportunities for global health learning partnerships <p>Schools and Colleges (incl. FE and HE): Positions Brent as a leader in global citizenship education and intercultural learning.</p> <ul style="list-style-type: none"> ● Higher aspiration and attainment among diverse students

- Attraction of international students through global links
- Enhanced reputation for inclusive, outward-looking education

Faith and Community Groups: Recognised as bridge-builders and partners in peace, solidarity, and global understanding.

- Increased participation in intercultural dialogue and social cohesion
- Opportunities to host or co-lead community-based international events

Wembley Stadium / The Football Association: A twinning partnership has the potential to showcase Wembley and Brent as globally engaged cultural hubs with a commitment to unity and diversity.

- Opportunity to host international youth and cultural events
- Boosts community goodwill and international visibility

Universities / Student Accommodation Providers: Reinforces their brand as welcoming, globally connected and socially responsible.

- Strengthens international student experience and retention
- Supports broader campus wellbeing and cultural exchange

Developers / Housing Partners: Demonstrates commitment to social value, inclusive growth, and community cohesion beyond physical development. Shared Goals Achieved:

- Delivers social impact aligned with Brent's regeneration agenda
- Supports stronger, more connected neighbourhoods

Voluntary/Charity Organisations: Brings visibility to local organisations involved in global justice, education, youth empowerment, and cultural outreach.

- Expands funding and collaboration opportunities
- Enables deeper engagement with diaspora communities and youth

<p>4. Purpose</p> <p>What is the rationale or the aims and objectives behind the approach – what are the perceived benefits of the arrangement either TO Brent or FROM Brent e.g cultural opportunities, education, civic elements etc?</p>	<p>From increasing cultural awareness and celebrating diversity, through to creating opportunities for growth and collaborative approaches to solve problems, twinning brings about many potential benefits to all areas involved.</p> <ul style="list-style-type: none"> ● Promote International Friendship and Peace: Originating after WWII, twinning fosters understanding and goodwill between different cultures and countries. ● Celebrate Cultural and Diaspora Connections: Twinning reflects historical, cultural, or community links (e.g., diaspora populations or shared heritage). ● Strengthen Local Identity through Global Solidarity: It positions a community as inclusive, globally aware, and proud of its diversity. ● Facilitate Mutual Learning: Cities share experiences and approaches to challenges like urban planning, public health, climate action, or education. ● Engage Young People and Future Leaders: Youth exchanges and school projects promote global citizenship, empathy, and leadership skills. ● Build Civic Pride and Community Cohesion: Twinning projects can unite residents across different backgrounds around shared goals and cultural events. ● Support Peace, Justice, and Human Rights: Many towns twin in solidarity with communities experiencing conflict or occupation, using their platform to advocate for justice. <p>Key Benefits of Twinning</p> <ul style="list-style-type: none"> ● Educational Opportunities <ul style="list-style-type: none"> ○ School partnerships ○ Language exchange and global learning ○ Raised aspirations and cultural awareness ● Cultural Exchange & Celebration <ul style="list-style-type: none"> ○ Arts, music, sport, food and heritage events ○ Joint festivals or exhibitions ○ Shared storytelling and creative collaboration ● Economic Development <ul style="list-style-type: none"> ○ Trade, tourism, and investment links
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	<ul style="list-style-type: none"> ○ Business networking and diaspora entrepreneurship ○ International student recruitment and partnerships ● Health and Social Impact <ul style="list-style-type: none"> ○ Knowledge exchange on healthcare delivery and wellbeing ○ Shared campaigns on issues like mental health, sustainability, or youth support ○ Trauma-informed practices in communities affected by conflict ● Community Empowerment <ul style="list-style-type: none"> ○ Engagement of residents, faith groups, charities, and local leaders ○ Civic participation and volunteer opportunities ○ Focus on equity, representation, and grassroots leadership ● Resilience and Innovation <ul style="list-style-type: none"> ○ Sharing solutions to local-global challenges (e.g. climate change, housing, youth unemployment) ○ Building networks of solidarity, especially during crises
<p>What is the Council seeking to gain through establishing a formal relationship with this town, city or region?</p>	
<p>a) Social and cultural exchanges;</p>	<p>Twining between Brent Council and Nablus can offer significant social and cultural gains for the Council, enhancing both community engagement and Brent's standing as a diverse, outward-looking borough</p> <ul style="list-style-type: none"> ● Deepening Community Cohesion through Shared Heritage <ul style="list-style-type: none"> ○ Brent has a large, diverse population — including communities with roots in Palestine and the wider Middle East. ○ Twinning with Nablus: <ul style="list-style-type: none"> ■ Recognises and validates diasporic identity. ■ Helps foster a sense of belonging, inclusion, and pride among residents.

	<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> ■ Builds bridges between different communities within Brent through shared values of solidarity, dignity, and cultural heritage. ● Enriching Brent's Cultural Landscape <ul style="list-style-type: none"> ○ Opens doors to cultural exchange programs — music, dance, film, art, food, and storytelling — that: <ul style="list-style-type: none"> ■ Celebrate multiculturalism ■ Promote intergenerational understanding ■ Bring diverse audiences into Brent's cultural spaces ○ Enables joint festivals or exhibitions, e.g. Palestinian cultural week, showcasing Nablus traditions in partnership with local venues and artists. ● Youth Engagement & Global Citizenship <ul style="list-style-type: none"> ○ Through school partnerships, youth forums, and digital exchanges, Brent can: <ul style="list-style-type: none"> ■ Empower young people to become global citizens ■ Provide platforms for youth to lead, learn and connect across borders ■ Raise awareness about issues such as justice, peace, and sustainability through a real-world lens ○ This supports the Council's priority on giving young people a voice and raising aspirations. ● Faith and Intercultural Dialogue <ul style="list-style-type: none"> ○ Nablus is a city with deep religious and historical significance. Linking with it: <ul style="list-style-type: none"> ■ Encourages interfaith and intercultural conversations ■ Provides space for reflection, understanding, and solidarity between Brent's many faith communities ■ Aligns with Brent's ethos as a place where diversity is respected and celebrated ● Strengthening Civic Engagement and Local Pride
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	<ul style="list-style-type: none"> ○ Twinning creates opportunities for residents, schools, charities, and local leaders to participate in something meaningful. ○ Builds grassroots civic participation, volunteering, and cross-community collaboration. ○ Boosts Brent's identity as a borough of global consciousness and local compassion. ● Raising Brent's National and International Profile <ul style="list-style-type: none"> ○ Twinning shows leadership in cultural diplomacy and community-driven internationalism. ○ Positions Brent as a model of how local councils can: <ul style="list-style-type: none"> ■ Stand for justice and inclusion ■ Build global-local connections ■ Promote peace through people-to-people ties
<p>b) Technical/knowledge sharing regarding common problems;</p>	<p>Establishing a twinning with Nablus offers Brent Council a unique opportunity for technical and knowledge sharing, especially on common urban, social, and governance challenges. Despite differing national contexts, both cities face similar core issues — such as urban development pressures, youth unemployment, environmental sustainability, and inclusive service delivery.</p> <p>Shared Solutions to Urban Challenges: Housing, urban density, and public infrastructure</p> <ul style="list-style-type: none"> ● Both Brent and Nablus are urban centres experiencing population growth, housing pressure, and complex infrastructure demands. Twinning allows Brent to: <ul style="list-style-type: none"> ○ Explore community-led housing models used in Nablus under resource constraints ○ Share knowledge on sustainable urban planning, regeneration, and inclusive design ○ Jointly address challenges like land use, social housing, and informal settlements <p>Youth Employment, Skills & Entrepreneurship: High youth unemployment and lack of pathways</p> <ul style="list-style-type: none"> ● Nablus has developed grassroots tech incubators and youth-led social enterprises — often in challenging circumstances. Brent can: <ul style="list-style-type: none"> ○ Learn from resilience-based youth employment strategies

- Build international youth skills exchanges, coding partnerships, or enterprise mentorship programs
- Share approaches to inclusive apprenticeships, NEET reduction, and local employer engagement

Environmental Sustainability and Climate Resilience: Climate change, waste management, green space access

- Nablus has implemented low-resource, community-based environmental initiatives, including urban farming, recycling, and water conservation. Brent can benefit by:
 - Exchanging ideas around circular economy, nature-based solutions, and public engagement
 - Comparing climate adaptation strategies in dense, urban environments
 - Co-developing sustainability projects with schools or youth groups in both cities

Public Health and Community Wellbeing: Health inequalities and access to culturally appropriate services

- Nablus' experience with community health models (especially in trauma-informed care and mental health) is relevant to Brent's NHS partners. Brent can:
 - Share best practice on integrated care systems, public health campaigns, and resident engagement
 - Learn about community mobilisation and wellbeing under pressure, which is valuable for emergency planning and resilience

Civic Innovation and Digital Inclusion: Digital divide and participatory governance

- Nablus, despite political and economic limitations, has pursued digital engagement tools and youth-driven civic tech. Brent could:
 - Share tools for digital democracy, online consultation, and civic education
 - Co-develop low-cost digital inclusion strategies that reflect real community needs

	<ul style="list-style-type: none"> ○ Explore joint platforms for resident-to-resident storytelling, service feedback, or co-design <p>Capacity Building & Mutual Professional Development</p> <ul style="list-style-type: none"> ● Council officers, teachers, health workers, and community leaders from Brent could engage in: <ul style="list-style-type: none"> ○ Peer learning exchanges ○ Joint workshops or training on urban governance, youth policy, or social inclusion ○ Study visits or virtual forums focused on bottom-up innovation under constraint <p>Strategic Gains for Brent Council</p> <ul style="list-style-type: none"> ● Enriches local policy-making with global insight and fresh perspectives ● Builds Brent's institutional capacity through peer collaboration, not just top-down consultancy ● Aligns with goals of inclusive innovation, decolonising development, and community empowerment <p>Understanding problems being faced in each authority, finding out common problems, and solutions either tried and which have worked, or potential solutions to be explored, to be applied/tested</p>
<p>c) Tackling environmental issues, regeneration, community safety, health promotion and community cohesion;</p>	<p>Twinning with Nablus offers Brent Council a valuable opportunity to strengthen its work across Key local priorities like environmental sustainability, regeneration, community safety, health promotion, and community cohesion</p> <p>Tackling Environmental Issues: Shared Learning & Innovation</p> <ul style="list-style-type: none"> ● Nablus has pioneered low-cost, community-driven sustainability efforts like water conservation, urban agriculture, and grassroots waste management — often in the face of resource scarcity. Brent can gain: <ul style="list-style-type: none"> ○ Insights into resilience-based environmental strategies suitable for diverse, high-density communities.

- Ideas for engaging underrepresented communities in green initiatives and behaviour change.
- A platform to pilot joint eco-projects (e.g. school-based recycling drives, tree planting, climate education, solar panels).
- Global Solidarity on Climate Justice
 - Enhances Brent's international standing as a borough that takes climate equity seriously — showing leadership in aligning local and global environmental action.

Regeneration: Inclusive, Community-Led Development

- Both cities face regeneration challenges: housing pressure, affordability, and the need to preserve local character. Brent can:
 - Learn from grassroots urban renewal models used in Nablus — where communities co-design public spaces, markets, or services.
 - Apply insights to high street revitalisation, community infrastructure, and inclusive public realm design in areas like Harlesden, Kilburn or Wembley.
- Enhancing Social Value in Development
 - A twinning relationship reinforces Brent's commitment to regeneration that includes cultural identity, youth opportunity, and sustainability — values Nablus shares and practices under constraint.

Community Safety: Social Cohesion as a Safety Strategy

- Nablus uses youth engagement, education, and community networks to address social tensions, marginalisation, and conflict resolution. Brent can:
 - Collaborate on community safety approaches that centre trust, youth empowerment, and dialogue.
 - Share strategies on reducing violence through arts, sport, education, and trauma-informed support - especially relevant in areas affected by youth crime or disengagement.

Health Promotion: Mental Health & Trauma-Informed Practice

- Nablus has experience in delivering mental health support under stress; using community and cultural strengths. Brent can:
 - Develop joint health promotion initiatives focused on mental wellbeing, stress, and youth resilience.
 - Share approaches to health equity, community health champions, and public health outreach.
- Healthy Lifestyles & Prevention
 - Create shared campaigns on topics like nutrition, exercise, smoking cessation, and preventive care, tailored to culturally diverse populations.

Community Cohesion: Intercultural Dialogue & Inclusion

- Twinning with Nablus — a historic city with Muslim, Christian, and Jewish heritage — reinforces Brent's own identity as one of the UK's most diverse and inclusive boroughs. Brent gains:
 - New platforms for cross-cultural exchange, celebration, and solidarity.
 - Stronger ties with local faith groups, diaspora networks, and younger residents who want to see their identities reflected in civic life.
- Standing for Peace & Justice
 - A twinning with Nablus resonates deeply with Brent's communities and supports dialogue, empathy and international solidarity — key ingredients in building a cohesive, compassionate borough.

Strategic Impact for Brent Council

- Enhances delivery of Borough Plan priorities, especially around sustainability, safety, youth opportunity, health equity and cohesion.
- Builds local pride, global relevance, and real community involvement.
- Supports the council's ambition to be bold, inclusive and globally connected in how it governs and engages.

<p>d) Increasing educational opportunities for students (language learning, global awareness);</p>	<p>Establishing a twinning between Brent and Nablus offers significant gains for the Council in terms of increasing educational opportunities for students — especially in areas such as language learning, global awareness, and aspiration-raising. These gains align directly with Brent's strategic focus on giving young people the best start in life, amplifying their voices, and preparing them for a globally connected future</p> <ul style="list-style-type: none"> ● Enhanced Global Awareness and Citizenship <ul style="list-style-type: none"> ○ Twinning introduces Brent students to life in Nablus, encouraging: <ul style="list-style-type: none"> ■ Understanding of global issues such as inequality, resilience, conflict, and cooperation ■ A greater sense of empathy, international solidarity, and intercultural respect ○ Supports national and local educational goals for global learning, PSHE, and civic education. ● Brent becomes a leader in nurturing globally minded, socially conscious young people. ● Language Learning (Arabic & English) <ul style="list-style-type: none"> ○ Through exchange programmes, pen-pal schemes, or virtual classroom links: <ul style="list-style-type: none"> ■ Brent students gain exposure to Arabic language and Palestinian culture, especially pertinent given the large and growing Arab population within Brent. ■ Students in Nablus improve their English through real peer-to-peer engagement. ○ Boosts interest in language learning and broadens students' worldviews. ● This adds cultural depth to MFL (Modern Foreign Languages) teaching in Brent schools, making learning more meaningful and relevant.
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	<ul style="list-style-type: none"> ● School Partnerships & Curriculum Enrichment <ul style="list-style-type: none"> ○ The twinning can facilitate school-to-school collaborations, including: <ul style="list-style-type: none"> ■ Joint learning projects (e.g. sustainability, heritage, or rights-based education) ■ Teacher exchanges and co-developed lesson plans ■ Online seminars, shared book readings, cultural showcases ○ Enables Brent schools to offer rich, real-life intercultural education experiences. ● Aligns with Ofsted goals around enriched curriculum, SMSC development (spiritual, moral, social, cultural), and inclusion. ● Raising Aspirations and Career Pathways <ul style="list-style-type: none"> ○ Students in Brent gain: <ul style="list-style-type: none"> ■ Inspiration from peers in Nablus facing adversity with creativity and ambition ■ Opportunities to explore careers in international relations, humanitarian work, languages, and development ○ Students from both cities may benefit from joint youth leadership or ambassador programmes supported by local colleges or universities. ● Supports Brent's aim to increase opportunity and aspiration for all students, particularly those from underrepresented or disadvantaged backgrounds. ● Digital Exchange and 21st-Century Skills <ul style="list-style-type: none"> ○ Online collaboration and shared projects help young people build: <ul style="list-style-type: none"> ■ Communication and collaboration skills ■ Cross-cultural literacy ■ Digital competence ○ Brent can explore platforms for virtual twinning projects through schools, youth clubs, or the library service. ● Builds real-world skills aligned with Brent's priorities for future readiness and tech inclusion. ● Strategic Value for Brent Council <ul style="list-style-type: none"> ○ Promotes equity and representation in international education opportunities
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<p>e) What is the partner city or network seeking to achieve from collaboration?</p>	<ul style="list-style-type: none"> ○ Reinforces Brent as a borough that invests in youth, education, and global connection ○ Builds strong relationships with schools, community leaders, diaspora networks, and local universities ○ Adds depth to Brent's work on anti-racism, decolonised education, and inclusive curriculum development
<p>5. Due Diligence Considerations</p> <p>Are there any potential risks including reputational issues through association with the location and/or key individuals such as Human Rights issues or any conflicts of interest?</p>	<p>This is a Palestinian Authority led City.</p>
<p>Are there any political circumstances or special relationships or causes being championed that the Council needs to be aware of?</p>	<p>Nablus, is situated within the West Bank, which is occupied territory under international law. There are a number of humanitarian and charitable organisations that operate in the area, and there are historic and current judgements concerning violations of international law against the population</p>
<p>6. Connections</p>	
<p>Are there pre-existing links with the partner city or network in respect of projects, networks or people to people dialogue?</p>	<p>Friends of Nablus and Surrounding Areas (FONSA) Camden-Abu Dis Friendship Association (CADFA) - students brought to Brent as part of a visit and cultural exchange Palestine Solidarity Campaign</p>

	<p>Brent Friends of Palestine</p>
<p>Is there local interest in this?</p>	<p>In addition to a petition evidencing community support, there is also support from faith organisations, businesses and local groups in Brent, including:</p> <ul style="list-style-type: none"> • Brent Trades Council • Brent & Harrow Palestinian Solidarity Campaign • Brent Friends of the Earth • Brent National Education Union • Brent Friends of Palestine • St Andrews Church, Kingsbury • All Saints RC Church • Christ Gospel Church London Trust • St. Erconwald's Catholic Church • An-Nisa Society • Afghanistan and Central Asian Association • Comfyland Furniture • Beirut Wonders, Wembley • Original Biryani Wala, Wembley • Royal Karahi restaurant, Wembley • Taste of Lahore, Wembley • Liberty Supplements • Al-Saha restaurant, Kilburn • Baghdad restaurant, Kilburn
<p>Is there an existing diaspora community in Brent?</p>	<p>Yes, Brent has the 2nd largest Arab diaspora in the county from the latest census, totalling ~18,000 of our residents.</p>

	It is the fastest growing ethnic group within the borough, with growth of 56.8% (Census 2021).
Are there significant numbers of international students from the country of origin studying in Brent?	
Are there any established businesses located in Brent from the country of origin?	<p> Basil Broasted Levant Book Cafe Al Banafsaj Restaurant & Cafe Oriental Place Al Quds Supermarket Al Mahdi Supermarket Number 1 Barber Morn taz Restaurant Beit el Zeytoun Maroush Al Mas Restaurant Khomali AlBasra Baity Restaurant Biblos </p>

Is there is a sufficient commonality of interest to sustain and grow the link within the specific and broader communities in the area?

Yes, given the diaspora and wider community support, as well as continued commonality in issues, the relationship has more than enough support to be sustained and grown.

Shared Community Values and Diversity

- Brent is one of the UK's most diverse boroughs, with a large diaspora population from across the Global South, including a significant Arab and Muslim community. This shared cultural heritage with Nablus fosters a strong basis for mutual understanding and solidarity, as well as support for a long-term relationship.

Parallel Urban and Social Challenges

- Both cities face similar urban challenges, including:
 - Youth unemployment and disengagement
 - Health inequalities
 - Affordable housing and regeneration
 - Climate resilience
- These provide common areas for technical knowledge-sharing, policy innovation, and co-learning between municipal departments and communities.

Interest Across Sectors

- There is cross-sector interest in Brent, from schools, youth groups, charities, faith organisations, and community centres that already have links or interest in the region.
- Stakeholders such as the NHS, education institutions, voluntary sector networks, and diaspora groups have expressed support for international collaborations focused on social justice, intercultural understanding, and education.

Strong Community and Diaspora Support

- Brent has a growing Palestinian and broader Arab community, many of whom maintain cultural and familial ties to Nablus and the surrounding region.

	<ul style="list-style-type: none"> • There is also a broader solidarity movement that connects residents in Brent to global justice causes, including Palestinian rights and sustainable development
<p>7. Resources</p> <p>Does the Council or other Brent stakeholders have sufficient resources (both staffing and financial) to enter into the project or partnership? Consider which officers and departments are likely to be involved.</p>	<p>Minimal Financial Burden on the Council</p> <ul style="list-style-type: none"> • The proposal commits to delivering community events and activities without drawing on Council funding, relying instead on community networks, partner contributions, and voluntary sector support. • As such, the Council's financial outlay is minimal, restricted primarily to officer time related to coordination, communications, and occasional strategic engagement. • Mayor <p>Resource Requirements Are Proportionate</p> <p>The twinning arrangement is designed to be low-cost and high-impact, leveraging existing resources and external partnerships. Officer involvement will likely include light coordination.</p>
<p>How would the stakeholder group be run? Would they be set up as a charity or a CIC, or more informally run?</p>	<p>Formally, to be constituted as a CIC</p>

<p>At least 2 named Brent Council Members should take responsibility in supporting the stakeholder group with the Twinning or Friendship Agreement. Who might they be?</p>	<p>Cllr Intesham Afzal Cllr Erica Gjabumo</p>
<p>Does the project have the potential to generate additional revenue or capital resources for Brent?</p>	<p>There is real potential for indirect and longer-term revenue and capital benefits to Brent</p> <p>Positioning Brent as a Global, Inclusive Borough – Attracting External Funding</p> <ul style="list-style-type: none"> ● A successful twinning with Nablus could strengthen Brent's reputation as a leader in international cooperation, diaspora engagement, and inclusive community development. ● This reputation may enhance Brent's eligibility and competitiveness for: <ul style="list-style-type: none"> ○ National and international grant funding (e.g. from the UK government, FCDO, British Council, Arts Council, GLA, and international NGOs) ○ Philanthropic and corporate social responsibility (CSR) contributions ○ EU or UN-linked cultural exchange and peacebuilding funds, where applicable <p>Educational and Research Partnerships with Economic Benefits</p> <ul style="list-style-type: none"> ● Schools, colleges and universities in Brent can benefit from: <ul style="list-style-type: none"> ○ International student recruitment and cultural exchange grants ○ Collaborative research or innovation projects linked to global development, health, education, or sustainability ○ Enhanced student accommodation demand tied to international collaboration <p>These links may lead to economic activity, knowledge economy growth, and educational investment in Brent.</p> <p>Local Economic Uplift Through Events and Cultural Programming</p> <ul style="list-style-type: none"> ● Twinning often generates:

	<ul style="list-style-type: none"> ○ Public events, cultural festivals, exhibitions, food markets, and performances and increased tourism ○ Increased footfall to cultural venues, high streets, and local businesses ● These activities support local commerce, hospitality, and Brent's creative and visitor economy. <p>Potential to Attract Ethical Investment and Partnerships</p> <ul style="list-style-type: none"> ● Twinning with a city like Nablus, known for its resilience, enterprise and rich heritage, may create: <ul style="list-style-type: none"> ○ Opportunities for ethical investment in community-led projects ○ Diaspora-led business collaborations and trade links ○ Engagement from international development organisations or social enterprises looking to support transnational community work <p>Long-Term Value Creation</p> <ul style="list-style-type: none"> ● Though not a short-term revenue generator, the twinning has long-term potential to: <ul style="list-style-type: none"> ○ Improve social cohesion, reducing cost pressures in areas like youth services, public health and community safety ○ Strengthen international networks that may later contribute to economic resilience and civic innovation
<p>Is the arrangement sufficiently sustainable over its proposed lifespan? 'yes'</p>	<p>Community-Led Model Ensures Long-Term Ownership</p> <ul style="list-style-type: none"> ● The proposal is rooted in a community-driven approach, with strong involvement from local residents, voluntary organisations, cultural groups, faith institutions, and educational stakeholders. ● This bottom-up engagement means the project is not overly reliant on council-led funding or staffing, making it more resilient to political or budgetary changes.

	<ul style="list-style-type: none"> ● The community's ability to independently organise, fundraise and sponsor for twinning activities contributes significantly to its sustainability.
<p>Are the proposed outcomes for the relationship measurable? How will the success of this programme be monitored or reviewed?</p>	<p>Yes, the proposed outcomes of the Brent-Nablus twinning can be measured through clear, realistic and community-focused indicators, with success monitored via a structured review framework. The programme will use both quantitative metrics and qualitative insights to track impact over time</p> <p>Measurable outcomes could include</p> <ul style="list-style-type: none"> ● Education & Youth Engagement <ul style="list-style-type: none"> ○ Number of schools, colleges and youth groups participating in exchanges or joint projects ○ Student feedback on global awareness, cultural understanding and aspiration ○ Uptake of language learning or global citizenship activities in the curriculum ● Community Cohesion & Cultural Exchange <ul style="list-style-type: none"> ○ Attendance and reach of cultural events, exhibitions or dialogue programmes ○ Increased participation from underrepresented groups in cross-cultural activities ○ Community feedback surveys assessing belonging, pride, and inclusivity ● Knowledge Sharing & Technical Collaboration <ul style="list-style-type: none"> ○ Number of joint initiatives (e.g. around sustainability, public health, regeneration) ○ Documentation of learning exchanges and outcomes shared with partners ○ Use of shared practices or insights in Brent policy or service design ● Public Engagement <ul style="list-style-type: none"> ○ Social media engagement, newsletter sign-ups, and local media coverage ○ Number of Brent residents actively involved in twinning activities

<p>8. Inclusions and exclusions</p>		<ul style="list-style-type: none"> ○ The petition from the Brent Public, the interest from local business, links of business owners ● Ongoing Monitoring <ul style="list-style-type: none"> ○ Twinning Group will meet quarterly to review progress. ○ Activity and impact logs will be maintained for each project strand (e.g. education, culture, environment). ● Annual Review <ul style="list-style-type: none"> ○ A Yearly Impact Report will be published, by the Twinning Group on its website and shared with Brent Council. The report will outline: <ul style="list-style-type: none"> ○ Activities delivered and participation rates ○ Feedback from partners and the community ○ Success stories, learning points, and areas for development
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What does this agreement include and exclude? All agreements must be apolitical in nature. This agreement should also spell out who is responsible for what activity e.g. if the Brent Mayor or a delegation from Waste Management or a five-a-side football team decides to visit the host city, then this agreement should loosely confirm how the trip would be funded, for how many people, how often trips can be made, how long a typical trip should last, purchase and exchange of gifts, and reciprocal arrangements.

Key Elements of the Twinning Relationship

Flag-Raising Ceremony

- An important symbolic gesture of the partnership will be the raising of flags from both areas in prominent public spaces within each community. This act serves as a reminder of the twinning agreement, celebrating the bond between the two boroughs.
- Frequency: The ceremony to take place annually on the 29th Nov to commemorate the United Nations International Day of Solidarity with the Palestinian People.

Official Signage in Boroughs

- We are committed to exploring all appropriate avenues for recognising this important relationship. As such, the possibility of including reference to the Brent–Nabius twinning on borough signage will be revisited at a later date, as and when circumstances allow. This will ensure that opportunities for greater public awareness and celebration of the partnership can be considered in due course.

Cultural Exchange Events

- Cultural exchange is at the heart of any twinning agreement. Organisations and community groups within both boroughs will organise various cultural events that allow residents to learn about and celebrate each other's traditions, art, and heritage. These events could include:
 - Festivals: Host cultural festivals featuring music, dance, and food from both boroughs. These festivals could take place on an annual significant date.
 - Performing Arts: Organise theatre, music, and dance performances that feature artists from both communities. This could also include the hosting of international film screenings.
 - Traditional Celebrations: Each borough could send respective Mayors to participate in national or local celebrations, such as national holidays, traditional fairs, or festivals that showcase the cultural fabric of each community.

Workshops and Educational Exchanges

- The boroughs will organise various workshops and educational exchanges aimed at fostering mutual learning in areas such as history, language, urban planning, or sustainability. These exchanges will be conducted in both virtual and in-person formats.
- Student Exchange Programs: Schools and educational institutions in both boroughs could establish student exchange programs, providing young people with the opportunity to study in each other's boroughs for a designated period.
- Language Classes: Workshops teaching the native languages of each borough will encourage residents to better understand and communicate with their international counterparts.
- Food and Skills Workshops: Culinary and skill-building workshops focused on the traditional foods and crafts of each borough will allow residents to explore and appreciate the cultural practices of their counterparts, fostering greater understanding and connection.
- Professional Workshops: Host workshops focused on areas of common interest such as sustainability, architecture, arts, local governance, or technology, allowing professionals and experts from each borough to collaborate and share knowledge.

Exhibitions and Art Shows

- The sharing of art and cultural exhibits can foster deeper understanding and respect between the communities. Both boroughs will organise joint exhibitions featuring:
- Art and Craft Exhibits: Showcasing artwork, sculptures, crafts, and traditional garments from both communities.
- Photography Exhibitions: Photographic exhibitions that highlight the beauty, landscapes, and day-to-day life of both boroughs.
- Pop-Up Museums: Temporary exhibitions that rotate between the boroughs, offering educational displays and cultural artefacts that tell the history of the twinning relationship.

Joint Community Projects

- Through this partnership, both boroughs will collaborate on projects that benefit their communities. These projects will focus on areas such as sustainability, social development, and improving urban life.

- Environmental Initiatives: Both boroughs could work together on environmental initiatives such as tree planting, waste reduction programmes, renewable energy sources or public green space development.
- Community Health Initiatives: Collaborating on public health programmes, such as wellness campaigns or research in healthcare innovation, could be a priority.
- Charity and Fundraising: Organising joint fundraising events for causes that are important to both boroughs.

Business and Economic Collaboration

- The twinning relationship should also foster economic collaboration and business development. Opportunities include:
 - Trade and Commerce: Both boroughs can work together to create trade missions, explore new markets for local businesses, engage in trade fairs, and encourage investment.
 - Tourism Promotion: Collaborating on tourism initiatives, including promoting each other as travel destinations, can boost the local economy.
 - Business Delegations: Establishing exchange programmes for entrepreneurs, business leaders, and government officials to meet, discuss, and create partnerships.
 - Union Delegations: Establishing exchange programmes for union representatives, social justice advocates, and workers' rights organisations to meet, collaborate, and strengthen partnerships in advocating for fair labour practices and policies.

Sports Competitions and Friendly Matches

- A sporting element to the twinning relationship can foster camaraderie and bring communities together through friendly competition.
- Annual Sporting Events: Organising annual sports tournaments (such as football, basketball, or athletics) between the two boroughs can create lasting bonds and promote a sense of friendly rivalry.
- Youth Sports Camps: Youth from both boroughs could attend sports camps in each other's locations, fostering teamwork, respect, and understanding through sport.

	<p>Virtual Collaboration Platforms</p> <ul style="list-style-type: none"> • With the advent of technology, a virtual platform can be established for regular online meetings, workshops, and collaborations, which will allow for continued engagement even when physical travel is not possible. • Online Events and Webinars: Host virtual conferences or panel discussions on topics of mutual interest, such as sustainable development or local government practices. • Cultural Exchange Platforms: Virtual spaces for sharing cultural content, music, art, and performances, allowing residents from both boroughs to stay connected throughout the year. <p>Regular Communication and Updates</p> <ul style="list-style-type: none"> • An important component of the twinning relationship will be maintaining open lines of communication between the two boroughs. This can be achieved through: <ul style="list-style-type: none"> • Newsletter: A joint newsletter sent to residents of both boroughs, updating them on upcoming events, projects, and achievements. • Social Media Engagement: Establishing social media pages dedicated to the twinning relationship to keep both communities informed and engaged.
<p>9. Mayoral Budget</p>	

<p>The Mayoral Office is likely to spend some of its annual budget on hosting the occasional visit. A maximum budget per twinning or friendship agreement per financial year should be identified and confirmed with the Corporate Director of Finance and Resources by the officer(s) assessing the proposal to ensure additional funds can be allocated to this budget before any new Internal Partnership Arrangement is agreed.</p>	<p>Noted</p>
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NOTE: The establishing or termination of International Partnering Arrangements will require formal approval by Full Council in all cases

