



	<b>Document (name, title)</b>	<b>Description of the document max 200 words</b>	<b>How is this document connected to ACTIVE Network project and its topics?</b>
1	The importance of the NGO – municipal relations in developing local democracy. A case study of two Lithuanian municipalities	Academic review of two Lithuanian Municipalities and their relationship in a developing local democracy. The article is formed of 2 parts; a theoretical one looking at the 5 attributes of an NGO and a practical one, interviewing 22 municipalities. It looks at what the key attributes of the relationship need to exist for local democracy to be sustained.	The article identifies five attributes of the NGO/municipality relations were distinguished: <ul style="list-style-type: none"> <li>• institutionalization,</li> <li>• intensity</li> <li>• functionality</li> <li>• mutual trust</li> <li>• resource dependence</li> </ul> A theoretical model of NGO local government relations was formed on the basis of those characteristics. The model is based on normative assumption that the attributes sustain local democracy.
2	The Nature of Hungarian Sport Associations after the Change of the Political System	This article describes the local sporting landscape in Hungary, after the re-emergence of democracy. It looks at the different roles and specifically the role of municipalities. Post Communism, they became ‘the saviours of sport’. They became the owners of local sport facilities and gave financial support to sport clubs to survive.  According to the article, the view of municipalities being the source of funding is still very much ingrained in Hungarian society.	The article looks at the risks of government dependency and the fragility of the sector when there is reliance on one income source.  The article points to recommendations to spread collaboration, evening the power distribution in the NGO/Municipality relationship and NGO establishing clearly defined their roles within the community.
3	Local Sport Profile Tool	Sport England have developed a tool for municipalities to create and understand the local sporting profile. The tool creates charts and tables, bringing together data on sporting participation and provision.	This tool give the project participants a concrete example of a resource that can help provide information for local areas to base decision on, and strengthen their awareness of their local providers.

		<p>This data is fundamental to local authorities and other partners involved in developing and delivering sporting opportunities in their communities.</p> <p>The tool provides up-to-date information including:</p> <ul style="list-style-type: none"> <li>• Demographic data</li> <li>• Health data</li> <li>• Sports participation</li> <li>• Market segmentation</li> <li>• Facilities data with regional and national comparators</li> <li>• Economic performance data</li> </ul>	<p>It can help facilitate communication between municipalities and NGO's and looks at key areas that need to be taken in to consideration when providing a community which supports sport and physical activity participation</p>
4	<p>Working better together? Managing local strategic partnerships</p>	<p>The National Audit office in the UK has produced a comprehensive report on Local Strategic Partnerships. It aims to:</p> <ul style="list-style-type: none"> <li>• identify how well Local Strategic Partnerships and their partners manage local public service, performance and finances</li> <li>• explore opportunities for, and challenges to, improvement</li> <li>• provide practical guidance for partners in Local Strategic Partnerships</li> </ul>	<p>There is a heavy bias towards the UK but overall the document gives a structured account of partnership working and provides useful information and tips on effective collaborative working.</p> <p>The document promotes effective collaboration and specifies that it requires common goals, agreement on how to achieve them, and shared information about success and failure. It is usually voluntary and takes time to mature.</p>
5	<p>Sport England Asset Transfer toolkit</p>	<p>Sport England has developed an asset transfer toolkit to support sports organisations when acquiring Municipality facilities. Asset transfer involves the transfer of the ownership of land or buildings from government organisations such as municipalities to community groups such as local sports clubs and trusts, often at a discounted price provided there is a benefit to the local community.</p>	<p>The Community Sport Asset Transfer Toolkit is a bespoke, interactive web based tool that provides a step by step guide through each stage of the asset transfer process.</p> <p>Asset transfer is a complex area and can often be a daunting task for a sports club to undertake, especially those run mainly by volunteers. The toolkit aims to</p>

		As many sporting assets such as playing pitches and clubhouses are currently owned by municipalities and other public sector bodies it is important for the future of community sport that Sport England is able to support both municipalities and sports clubs in the effective management of these assets.	make the process as accessible as possible by providing step by step information, resources and case studies.
6	COMMUNITY PARTNERSHIPS FOR FOOTBALL CLUBS Club management programme from Australian Football League	With the support of AUSPORT, the Australian Football League has produced a club management programme in recognition that the on-field and off-field success of a football club relies heavily on other key members of the community and not just the football club itself. By building community partnerships with other community stakeholders, football clubs can increase community spirit, develop good will, and improve the quality of the club environment, which all ultimately contribute to greater community support and more club members, players and volunteers.	A significant section is dedicated to building relationships with municipalities, sharing facilities and the role they play within funding.
7	Civic Entrepreneurship	A collection of case studies from the UK illustrating the value of Entrepreneurship within public sector and third sector. The case studies tell a narrative of what individuals have done to dramatically change their environment and how they have gone about making the changes. The article sums up the commonalities between the case studies and looks at some principles to promote civil entrepreneurship.	One of the articles focuses specifically on municipalities and the culture within them to ensure that staff look outwards to service their constituents. Other articles look at how partnerships are built and the benefit they have brought. All case studies illustrate the importance of creating a culture to allow for innovation and partnership working.  The common principles and summary provide a useful guide and checklist of what aspects to look at within your organisation if you wish to promote creativity, innovation and entrepreneurship.
8	Agile Government	A study from Australia looking at the importance of	The article demonstrates the importance of being

		<p>setting up agile governments that can respond to citizens needs. The article details a process of how agile organizations and governments work, the cycle they go through to support the agility and the benefits that having an agile organisation can have.</p>	<p>receptive to the 'consumer' and working in partnership. In order to be responsive you need to rely on multiple organizations coming together. The article highlights that it is impossible to have control over all situations and therefore efforts are better placed building trust and relationships externally.</p> <p>The structure and system the article illustrates is a method which translates effectively to Sport and Municipalities and the partnership working required.</p>
9	<p>Sport-in-Development A Monitoring and Evaluation Manual</p>	<p>This manual for monitoring and evaluation provides a rational for monitoring and evaluation, what effective monitoring and evaluation looks like and how to implement it within projects.</p> <p>It looks at 4 sports development case studies using sport as a tool for development and social change. The projects covered within the case study are aiming to address both social challenges such as gender inequality and low education achievement through engagement in sport as well as increasing participation opportunities.</p> <p>Using these case studies the rest of the manual covers what monitoring and evaluation is, how to set the aims and objects and logic model, how to collect the right data to effectively evaluate the programme against the aims set for the programme and how to report the results.</p>	<p>A considerable amount of the work between sport organisations and municipalities are projects which should have clear goals set and a method of how to evaluate these. This manual provides a structure of how to set this up and specifically covers partnership working when addressing monitoring and evaluation.</p>
10	<p>A Healthy City is an Active city A physical Activity</p>	<p>The World Health Organisation for Europe has created this comprehensive guide to setting up cities which promote a physically active lifestyles. The guide covers</p>	<p>The guide emphasises the importance of partnership working and from municipalities, sports organisations both publicly funded and private as well as other</p>

	Planning Guide	the economic and social justification for building city environments which promotes physical activity. The guide then details how to establish the plan, how to engage essential partnership required to build a city wide structure promoting physical activity, the need for a common vision and trust. The second half of the guide looks at how the plan can be implemented, ensuring there are open communication channels. The final section looks at tools and resources which are useful and case studies from other cities.	infrastructure partners. It gives practical examples of how to build the relationships on trust and common vision. It demonstrates the value of physical activity and illustrates why the topic is and should be important to both sport organisations and municipalities.
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