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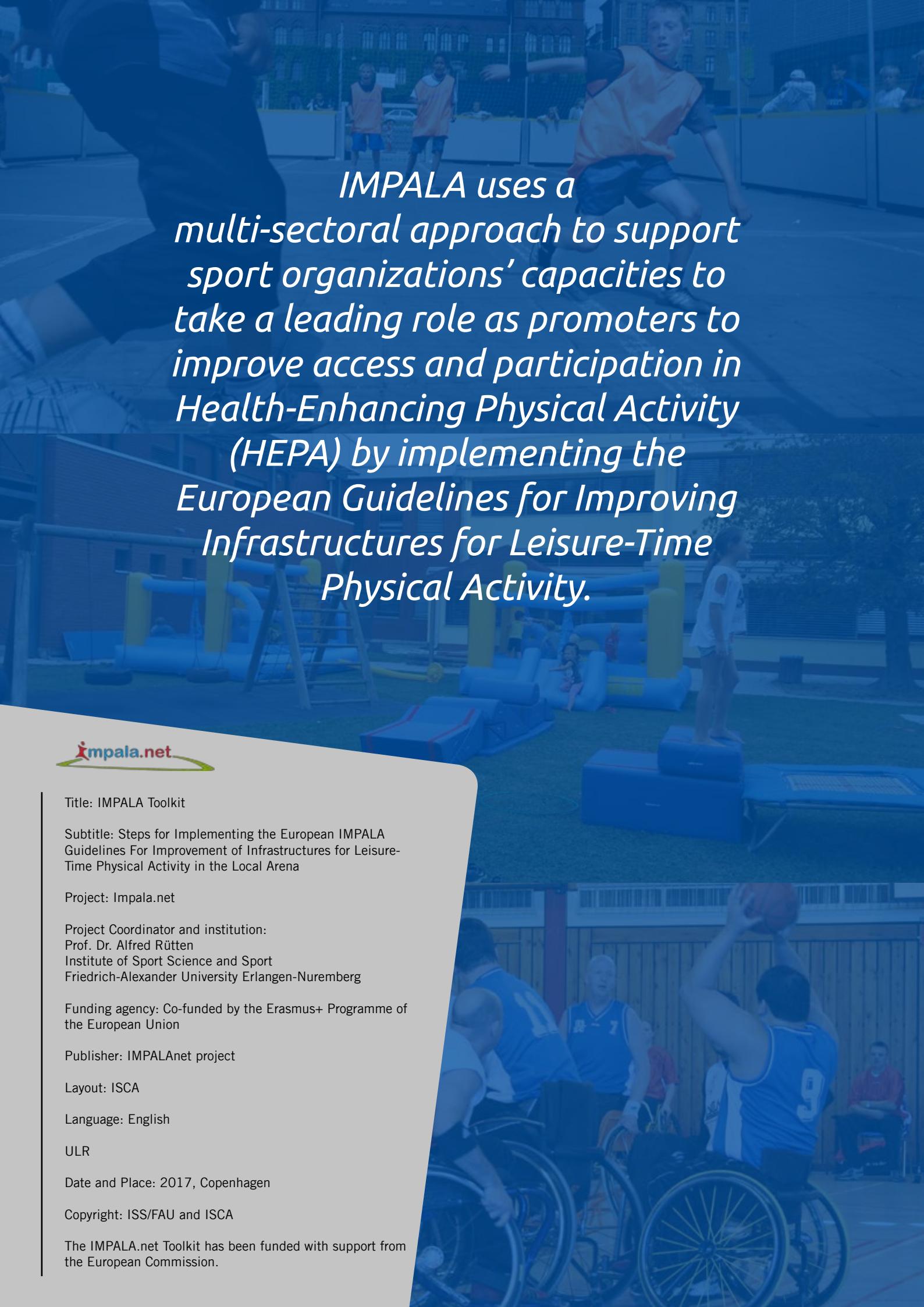


IMPALA Tool Kit

Steps for Implementing the European IMPALA
Guidelines

For Improvement of Infrastructures for Leisure-Time
Physical Activity in the Local Arena





IMPALA uses a multi-sectoral approach to support sport organizations' capacities to take a leading role as promoters to improve access and participation in Health-Enhancing Physical Activity (HEPA) by implementing the European Guidelines for Improving Infrastructures for Leisure-Time Physical Activity.



Title: IMPALA Toolkit

Subtitle: Steps for Implementing the European IMPALA Guidelines For Improvement of Infrastructures for Leisure-Time Physical Activity in the Local Arena

Project: Impala.net

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THINK ABOUT:

Each STEPS include also few questions/exercises we recommend you to do (think about) before you continue the process.

ADDITIONAL DOCUMENTS TO BE USED IN THE IMPALA.NET PLANNING PROCESS:



- [IMPALA GUIDELINES](#)
- [COOPERATIVE PLANNING GUIDE](#)
- [IMPALA.NET: PROJECT INFORMATION](#)
- [IMPALA.NET: EU ADDED VALUE](#)
- [HEALTH ENHANCING PHYSICAL ACTIVITY \(HEPA\) COUNCIL RECOMMENDATION'S MONITORING FRAMEWORK \(2013\)](#)

EXAMPLES OF NATIONAL ACTION PLANS



- [AUSTRIA](#)
- [FINLAND](#)
- [GERMANY](#)
- [ITALY](#)
- [LITHUANIA](#)
- [NETHERLANDS](#)

Introduction to the toolkit

The aim of the IMPALA Tool Kit is to guide stakeholders that are actively involved in the field of physical activity infrastructure development through the process of setting up national alliances to develop national action plans for the implementation of the IMPALA European Guidelines (2011), referred to here as the [IMPALA Guidelines](#).

Promotion of health enhancing physical activity (HEPA) through sport is a multi-dimensional and complex task that requires action in several domains. One critical domain is the provision of safe and adequate infrastructure (e.g. parks, walkways, recreational facilities) to ensure greater access to HEPA and sport participation. Improving infrastructure through EU-Level action will require bridging a gap that is currently hindering the process: the gap between high-level policy agendas for infrastructure development and localized HEPA and sport promoting organizations that need the support and power to enact policy agendas.

The European Union “Council Recommendation on promoting health-enhancing physical activity across sectors” emphasizes that the evidence is well established: Physical activity through regular sport and other exercise contributes to improved mental and physical fitness as well as increased life expectancy. But despite efforts by EU Member States to include HEPA in policies the rates of physical inactivity in the EU remain “unacceptably high”.

This [HEPA Council Recommendation's Monitoring Framework](#) urges Member States to foster Sport and HEPA promotion through the adoption and implementation of the IMPALA Guidelines.

In order to further the implementation of the IMPALA Guidelines, this IMPALA toolkit describes 4 STEPS for developing quality policies for HEPA infrastructure development at the national level through the creation of the national alliances.

The toolkit is developed drawing on the experience from 6 different EU countries that all followed a supported process of [cooperative planning](#) during the lifetime of the IMPALA.net project. The learnings from these processes have informed this toolkit and adds value to the overall framework. Apart from the descriptions in this toolkit, we also encourage readers to view the interviews/videos from each country to learn more from these very recent examples of implementation.

We want to underline that the toolkit is an overall framework and that it is crucial to take into account the national contextual factors when following the recommendations. As such, we intend the toolkit as a facilitator of needed developments on national level, adapted to the realities in each country. And we will be excited to hear from more countries as they go through the process and add to the body of examples from all over the European Union!

IMPALA Guidelines

The IMPALA guidelines (2011) are intended to help European countries to develop and maintain quality local infrastructures for leisure-time physical activity.

“Leisure-time physical activity” (LTPA) is defined broadly as covering different forms of sport, play, and other forms of recreational activity. Such activities can take place virtually everywhere - in stadiums, gardens, gyms, pools, lakes, parks or squares. This broad definition presents many opportunities for improving LTPA infrastructures.

The guidelines present a set of criteria for good practice, illustrated by a number of country case studies. The criteria aim to improve opportunities for achieving three key principles

- Equity
- Inter-sectoral collaboration
- Participation

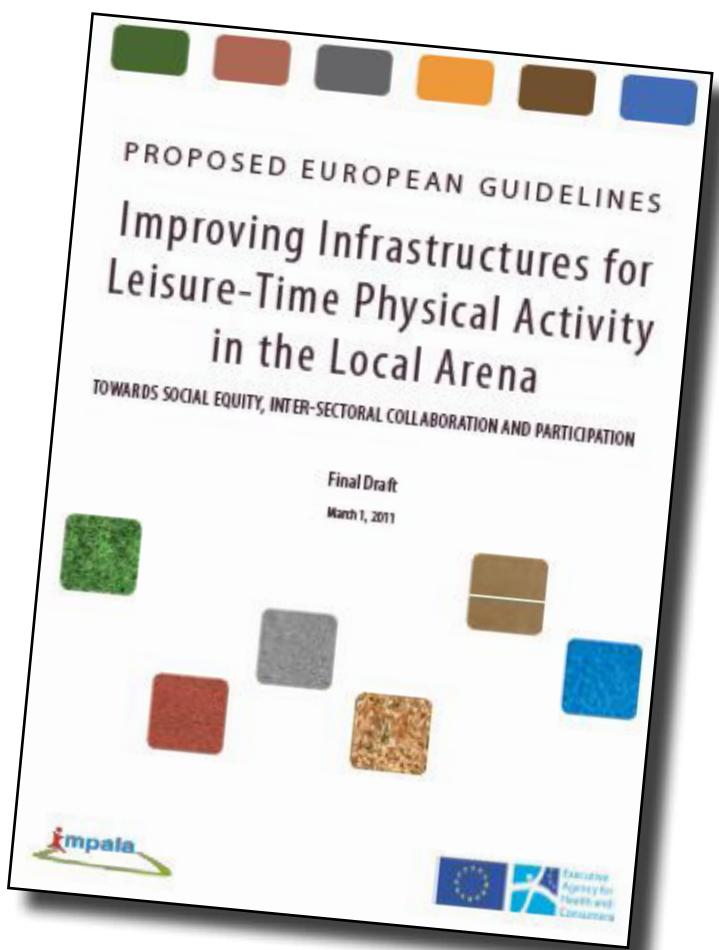
The guidelines have been developed through a collaboration of scientists and policymakers from twelve European countries participating in the EU-funded IMPALA project (2009-2011). They set out ways in which infrastructures for leisure-time physical activity can be assessed and improved across five key areas

- 1) Policymaking
- 2) Planning
- 3) Building
- 4) Financing; and
- 5) Management

For each of the areas, the guidelines describes

firstly, how to assess the current state of development, and secondly, how to move forward in improving outcomes. The framework is supplemented with specific cases of best practice to illustrate how they might be put to use in new contexts.

For further information please see the [IMPALA Guidelines](#) !



4 STEPS for implementation of IMPALA Guidelines

This chapter describes a four-step process to successfully set up a national alliance and develop a national action plan to implement the IMPALA Guidelines. The information presented here is held in a general manner, since the situation in the field of sport infrastructure development may vary strongly in different Member States.

Steps one to four are illustrated by the examples in the collection of National Actional Plans from [Germany](#), [Austria](#), [Finland](#), [Italy](#), [Lithuania](#) and [Netherlands](#), that all give practical insights into the process of building national alliances and developing national action plans in different EU Member States.

- Step 1**
Building a National Alliance
- Find a partner
 - Select your topic and build a National Alliance

Step 4
Monitoring and Evaluation

- Defining methodology and criteria
- Ongoing feedback and policy revision

Step 2
Developing a National Action Plan

- Cooperative Planning
- Seeting priorities
- Preparing actions

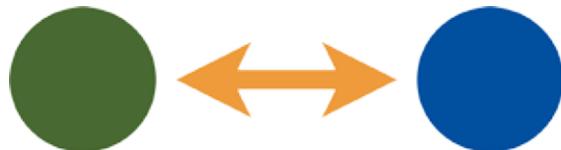
- Step 3**
Implementation of the Action Plan
- Coordination and leadership
 - Alliance resources and focus
 - Orientation and alignment

STEP 1**STEP 2****STEP 3****STEP 4**

Building a National Alliance



1.1. Find a partner organization



As a local, regional, national or international association, who wants to have an impact in their surrounding world, creating partnerships is the key to creating a bigger impact. Success lies in cooperation, opportunities lie in networking, communication, interaction and exchange. It is not about cooperating only on WHAT or HOW to achieve Alliance, but on WHY you want to have it. To know the reason!

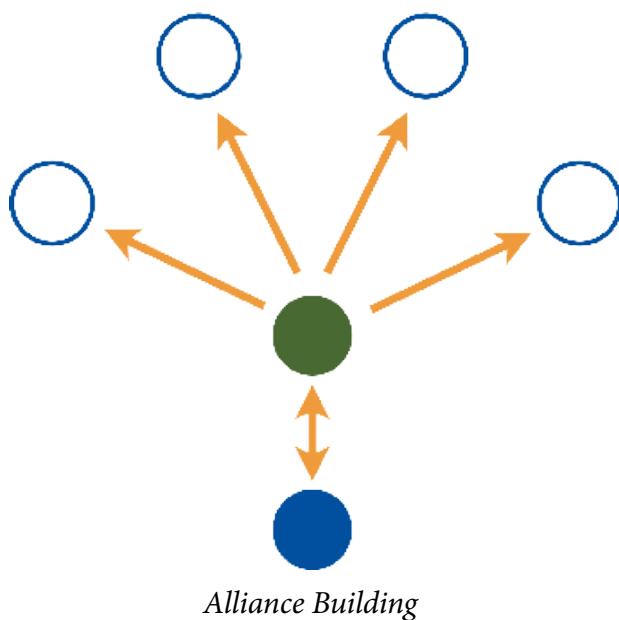
Finding a suitable partner organization to setup a national alliance can be a challenge, since every organization follows their own agenda that are often based on strict financial budgets. The selection of an appropriate partner organization

may also depend on the current needs with regard to sport infrastructure development in a country.

Depending on the national organizational context, a successful partnership could for instance be a scientific institute/research partner on the one hand, and a non-governmental organization with a mandate within leisure time infrastructure on the other. Ideally, they would have nationwide influence and contacts across different relevant sectors, such as for example sport, health and/or urban planning. It may also be helpful to build a partnership of organisations that already know each other from past collaboration or projects.

1.2. Select your topic and build a National Alliance

In order to select a topic (i.e. the specific area(s) of infrastructure development you intend to focus on), the first step is to assess the current situation of sport infrastructures for leisure-time physical activity across the five key areas policymaking, planning, building, financing and management.



Knowing the strengths and weaknesses in each area will enable you to select the areas you would like to improve with your national alliance. In a dialogue with your partner you would then be

able to specifically pick out the national alliance partners that would be able to contribute most to the area you would like to improve.

You may, however, also be in the situation that you and your partner organization do not have the necessary information to assess the status in the field of sport infrastructures for leisure-time physical activity in your country. In this case it may be helpful to postpone the selection of a concrete topic and rather analyse the situation in general with experts across all key areas. In a dialogue with your partner you could then later include the experts in your national alliance and find and discuss more concrete topics in the course of developing your national action plan and thereby focus on one or more key areas.

The table on the next page can help you sort the selection of potential national alliance partners and gives you an overview which organization type they represent and sectors they cover. The level of operation (e.g. local, regional, national, international) can be added too, their responsibilities and impact they can have to or bring to the National Alliance. And think in general about the reason WHY to invite them?

THINK ABOUT:

- What partners do you currently have?
- What sectors do they represent (government, education, corporate, etc.)?
- What do they contribute to your partnership (activation, construction, public relations, equipment or products, money, etc.)?
- What would they get from your partnership (marketing of their brand, marketing of specific products, achievement of corporate social responsibility goals, public recognition for supporting your work, achievement of public goals such as numbers of people physically active, etc.)?

Template: Identifying and sorting potential national alliance partners.

Type of Organization Sectors	Public	Volunteer Organization	Foundations	Commercial Companies	...
Sport	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:
Recreation	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:
Transport	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:
Urban Planning	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:
Tourism	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:
Health	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:	Name: Level: Reason: Responsibility: Impact:

STEP 1

STEP 2

STEP 3

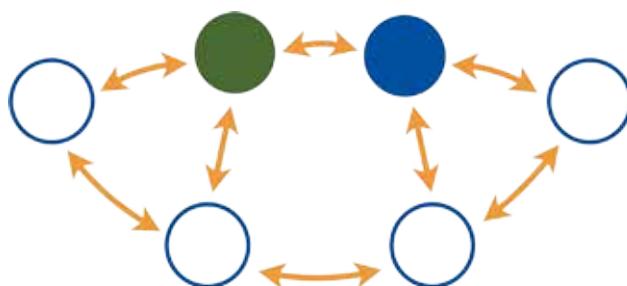
STEP 4

Developing a National Action Plan

What is a National Action Plan?

A National Action Plan is a document which describes in detail how the chosen topic within leisure time infrastructure development will be addressed, given the national context. The National Action Plan should ideally be concise, and describe prioritized measures, specific implementation steps, clear roles and responsibilities, timelines and expected deliverables and outcomes.

The National Action Plan can have different structures depending on the situation in each country, but the below table is an example that has been used with success in several countries. [See examples of National Action Plans from 6 different countries.](#)



Cooperative Planning

Area	Action	Implementation steps	Issues to be addressed by the action	Impact	Supporting references	Timeline for implementation	Responsible institution / participating institutions
1. Political making							
2. Strategy planning							
3. Building (implementation)							
4. Financing							
5. Management							



To establish a National Action Plan, we recommend the [Cooperative Planning Process. This process is described in detail in the document n° 2 Cooperative Planning Guide.](#)

In short, your National Alliance should host a series of 3-5 cooperative planning sessions where partners will identify and discuss relevant topics, policies and challenges. During the cooperative planning sessions the following rules need to be followed:

- Every Cooperative planning participant must take part in every Planning session – without being represented by a person standing in for him or her.
- Every participant is treated equally in all regards.

- The conversational atmosphere is open, constructive-minded and fair.
- Conflicts and differing opinions should not be suppressed, but instead openly discussed and solved jointly.
- Solutions must be found that can be supported by all participants.

In order to successfully develop a National Action Plan and ensure IMPALA Guideline implementation, it is of great importance that prioritized actions with concrete implementation steps, responsibilities and a timeline are developed as illustrated in the table above.

THINK ABOUT:

- Cooperative Planning is about progress with the available means. If you realise that you may need more resources, or another set of partners, don't let this stop the process but include in your National Action Plan how to obtain further resources, partners, etc.
- Consider using the SMART principles when designing the National Action Plan: Make objectives Specific, Measurable, Agreed, Realistic, and Time-bound
- Respect differences and different interests in the National Alliance but make sure that everyone is focused on shared objectives

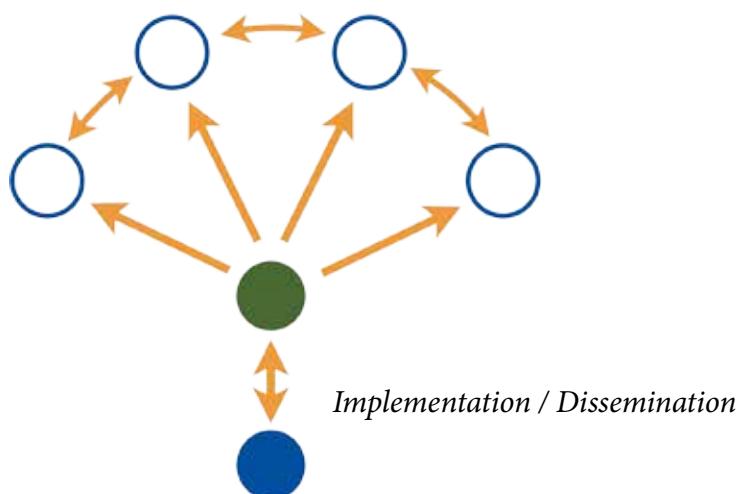
STEP 1

STEP 2

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STEP 4

Implementation of the Action Plan



After building the National Alliances and the National Action Plan, you need to make sure that all partners contribute to the implementation and follow-up and that all responsibilities and activities are clear. The National Alliance partners should work cooperatively with appropriate decisions-makers and stakeholders to ensure a successful implementation.

Take the following aspects into account during action plan implementation:

- **Coordination and leadership.** As described above, the National Action Plan should identify tasks, responsibilities and timelines clearly. It can nevertheless be relevant to agree to an internal coordination mechanism, to ensure constant progress. For example, this can be in the form of a Steering Group which records implementation, or a Coordinator which provides sparring and motivation to Alliance Partners as they proceed with their tasks. While coordination and leadership can be necessary, it is important that ownership to the National Action Plan remains shared to ensure continuous engagement.
- **Alliance resources and focus.** Each of the partners in the National Alliance are likely to have internally competing agendas and priorities, and

the work to implement the National Action Plan is in jeopardy if they are unexpectedly reorienting internal resources or if external obligations arise. To alleviate this risk, each Alliance member can be asked to detail the resources needed for their specific tasks, and to "ringfence" the time and resources needed for the implementation period. One of the strengths of the Cooperative Planning process is that it leads to a group of committed individuals that take ownership of implementation. The inherent risk, on the other hand, is that there is vulnerability, should those individuals leave the Alliance. Ensuring "buy-in" from their respective institutions is therefore also of importance to alleviate this risk.

- **Orientation and alignment.** The National Action Plan implementation will not be independent of other developments, and it is important that it remains relevant to external stakeholders. Therefore, there should be continuous monitoring and orientation of external political and programme developments among key stakeholders. If, for instance, there is a change in government or government priorities during implementation, the action plan should realignment with new developments and be updated as needed.

THINK ABOUT:

- How can you ensure that Alliance members remain motivated and engaged during implementation? Are there material or immaterial incentives to offer? Can you celebrate successful progress along the way?
- Are there opportunities to get further external resources during implementation? Have external stakeholders shown interest that can be converted to support?

EXAMPLE OF
IMPLEMENTATION ACTIONS

National Action Plan with IMPALA led actions, such as:

- Funding schemes or programs for infrastructure development
- Trainings for grassroots sport organizations (e.g. policy advocacy and management)
- Municipal-level pilot projects on integrated planning of infrastructure development
- Establishment of networks and boards for infrastructure policy development

STEP 1

STEP 2

STEP 3

STEP 4

Monitoring and Evaluation

The scientific institute/research partner in the National Alliance is likely to be well-equipped to monitor and evaluate the whole process of alliance building, action plan development, and implementation. However, it could also be another member of the Alliance which assumes this role, depending on the specific situation. If possible, it can also be an external evaluator that assumes this role, which adds to the credibility and neutrality of the role.

The monitoring and evaluation should ideally include both process and outcome evaluation, i.e. focus both on the National Alliance establishment and implementation work as it progresses, as well as on the specific outcomes and deliverables.

Process evaluation will typically be qualitative and in the form of interviews or open-ended questionnaires, whereas outcome evaluation will be more quantitative: Are outcomes and deliverables produced and on time?

Monitoring is relevant to be able to feed back progress information to the National Alliance members so that they can take stock and adjust the implementation as needed. This should happen at regular intervals, typically in connection with meetings or other internal communication opportunities.

Evaluation should assess the whole process of alliance creation, national action plan development,

and implementation. This will give important feedback for future processes or reiterations and enable learnings to be used in other contexts among the partners.

Further important aspects to consider in the monitoring and evaluation process include:

- **Neutrality.** The evaluator should act neutrally and thus not (in the first instance) guide towards solutions or Action Plan success but rather enable open sharing of challenges and success factors.

- **Confidentiality.** While the information and answers typically cannot be anonymized, it should be ensured that the monitoring and evaluation remains internal to the alliance members, unless otherwise agreed. This can help obtain more truthful and straightforward answers.

- **Transparency.** The monitoring and evaluation plan and how it will be used and communicated should be shared openly among alliance members in advance in order to further the trust and co-ownership of the monitoring and evaluation process.

THINK ABOUT:

- How can you keep the M&E process simple and proportionate to the other work in the alliance?
- How can your process evaluation capture important information on the personal feelings and related aspects of the individual participants. This is important for the success of the alliance.
- How can you communicate progress information (based on the M&E) to external stakeholders during and after implementation?
- What does the M&E process tell you about the possibilities for an eventual follow-up or phase II after the end of implementation? Think ahead!



IMPALA Project

The objective of the “Improving Infrastructures for Leisure-Time Physical Activity in the Local Arena” (IMPALA) was to identify, implement and disseminate good practice of improving local infrastructures for leisure-time physical activity. The work of 26 institutions from 12 European countries resulted in IMPALA Guidelines that provide advice on how to produce effective action in terms of physical activity infrastructure development and improvement. The guidelines present a set of criteria for good practice that aim to improve opportunities for achieving the principles of equity, inter-sectoral collaboration and participation. They set out ways in which infrastructures for leisure-time physical activity can be assessed and improved across five key areas: policymaking, planning, building, financing and management.

A strategy to disseminate and implement the IMPALA Guidelines was carried out during the course of the IMPALA.net project. The strategy showcased good practice examples in six EU-Member States that successfully started to bridge the gap between high-level policy agendas for infrastructure development and localized HEPA and sport promoting organizations.

IMPALA.net Project

Being the follow up project of IMPALA, the project “International Network to Implement EU Physical Activity Guidelines on Infrastructure Development” (IMPALA.net) was a seamless continuation of its’ predecessor project. The main focus of the project was on the implementation of the “European Guidelines for Improving Infrastructures for Leisure-Time Physical Activity”. The objective was to improve access and participation in Health Enhancing Physical Activity (HEPA) through sport. This was accomplished through a multi-sectoral approach to develop supportive infrastructures. In order to reach the objective, IMPALA.net

aimed at improving implementation of policy for HEPA infrastructure development at the national level through the creation of national alliances that developed national action plans for implementation of the IMPALA Guidelines.

In six EU-Countries, one research partner and one sport organization cooperated to set up and maintain a national alliance with stakeholders in the areas policy, practice and research. The national alliance partners agreed upon a topic or theme that depended on the current need to improve physical activity infrastructure.

The national alliances carried out three to six cooperative planning meetings to identify and discuss current needs in the field of promoting physical activity infrastructures and develop national action plans with concrete actions, implementation steps, responsibilities and timeframes. Implementation of the actions was started in the course of the IMPALA.net project.

The project produced six national action plans in countries within different European regions, and this IMPALA Tool Kit has the purpose of guiding other EU-Countries through the process of building national alliances and developing national action plans that aim to implement the IMPALA Guidelines.

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Who are the partner organisations?

Institute of Sport Science and Sport, FAU Erlangen-Nuremberg

The Institute of Sport Science and Sport (ISS) at Friedrich-Alexander University (FAU) is one of the leading German institutes of sport science and has adopted a visionary agenda focusing on physical activity and health.

Operating since 2001, the ISS is among the top German organisations in its field today, both in terms of research performance and acquisition of third-party funds. The four divisions of the institute, Physical Activity and Public Health, Exercise and Health, Education and Sport, and Sport and Exercise Medicine apply individual- and population-based approaches to tackle current challenges related to disease prevention and rehabilitation.

Cutting-edge research conducted by the ISS directly informs curricula offered to the 1,200 students in the Physical Education Teachers Program, MA course, and PhD program. Additionally, a multitude of applied research projects and interdisciplinary cooperations exemplify the close integration of theory and practice at the institute. Moreover, the ISS has been a Collaborating Centre for Physical Activity and Public Health for the World Health Organization (WHO) since 2014.

The ISS is part of FAU, a strong research university with an international perspective founded in 1743. FAU is one of the largest universities in Germany, with more than 39,000 students, more than 250 degree programmes, 4000 academic staff, and 500 partnerships with universities all over the world. Teaching at the university is closely linked to research and focuses on training students in both theory and practice to enable them to think critically and work independently. The research itself also strikes the perfect balance between a theoretical approach and practical application.

Website: <https://www.sport.fau.de/>
Contact: sport-info@fau.de

Deutscher Olympischer Sportbund, DOSB

The German Olympic Sports Confederation ('Deutscher Olympischer Sportbund', DOSB) is the non-governmental umbrella organization of German sport. It was founded on May 20, 2006, resulting from the merger of the German Sports Confederation (DSB) and the National Olympic Committee for Germany. The DOSB counts more than 27 millions of memberships in about 90.000 sports clubs. It is the largest citizens`movement in Germany. The DOSB has 99 member organizations, including 16 regional sports confederations, 63 national (sport-governing) federations and 20 sport associations with particular tasks. The DOSB serves as a platform of consultation and advice, providing services to its member associations which are independent in terms of organization, financing and specialization, and represents their interests vis-à-vis the institutions of the European Union, of the Federation, the federal states and municipalities in Germany as well as the churches and all socio-political and cultural areas.

Website: <http://www.dosb.de/>
Contact: office@dosb.de

Institute of Sport Science, Department for Education and Sports Culture, of the University of Vienna

The Institute of Sport Science is part of the University of Vienna, situated in Austria. With 9,700 employees, 6,900 of these academics, the University of Vienna is the largest teaching and research institution in Austria and one of the largest in Central Europe. Currently, about 92,000 students are enrolled at the University of Vienna studying at 19 faculties and centres.

Four professorships and about 30 academic positions exist at the Institute of Sport Science of the University of Vienna. The research areas are

sport pedagogy, sport physiology, sport sociology, sport psychology, sport history, kinesiology with a focus on biomechanics and applied computer science and training science and kinesiology with a focus on biology. In total around 1,500 students are enrolled at the Institute of Sport Science.

The Department for Education and Sports Culture is not solely focused on educational processes but conducts research in exercise, play and sport during the whole life span. With the goal of empowering people to participate in a variety of sport and movement cultures the field of health-enhancing physical activity has become a focal point of research. The Department has been involved in several relevant projects on the EU (e.g. EUNAAPA, PASEO, IMPALA) and national level.

Website: <http://institut-schmelz.univie.ac.at/en/departments/education-and-sports-culture/#c50356>

Contact: bzsu@univie.ac.at

International Sport and Culture Association

ISCA is a democratic, non-governmental and not-for-profit umbrella association with 103 European member organisations and 231 member organisations worldwide. It was established in 1995 and has experienced sustained growth in membership. ISCA has 12 staff members today. ISCA's tag line is MOVING PEOPLE. This means we are delivering capacity building and promoting cross-sector collaboration to ultimately increase citizens' involvement in sport and physical activity.

ISCA aims to

1. Promote an understanding between people across borders through sports and cultural activities;
2. Stress the view of sport as a bearer of local, regional or national cultural identity and so placing it in the centre of international exchanges of ideas, views and social and cultural expressions;
3. Encourage the broadest possible participation in sporting and cultural activities among all affiliated members.

Website: <http://www.isca-web.org/english/>

Contact: info@isca-web.org

Knowledge Centre for Sport Netherlands

Knowledge Centre for Sport Netherlands is an independent knowledge centre for sport and physical activity, funded by the Ministry of Health, Welfare and Sports (VWS). It focuses on the application of practical and scientific knowledge in the field of sports and physical activity. Knowledge Centre for Sport Netherlands is strongly anchored in regional and national networks of government, research and education, healthcare and sport clubs. We share knowledge with researchers and professionals and also with the general public, mainly through www.allesoversport.nl.

Relevant knowledge arises both in science and in practice. By working together and applying knowledge, new insights arise and scientific knowledge is validated and enriched. In this way the economic and social impact of sports can be improved. Responsible physical activity and injury prevention ensure that we (continue to) move healthily and having fun at the same time.

The use of knowledge leads to better interventions, more effective programmes and a more competent workplace. The right knowledge enables faster rehabilitation or lower absenteeism, more participation of people with disabilities, skilled trainers and coaches or the tiny difference between "winning a medal or no medal".

Website: www.allesoversport.nl

Contact: Jeroen.hoyng@kcsport.nl

LIKES Research Centre for Physical Activity and Health

LIKES Research Centre for Physical Activity and Health conducts and develops multidisciplinary and applied research on physical activity. LIKES also coordinates two national programmes promoting physical activity: Fit for Life and Finnish Schools on the Move.

Foundation for Physical Activity and Public Health LIKES sr was founded in 1970. Our mission is to promote physical activity and public health and to support these research fields both in Finland and abroad. LIKES Research Centre for Physical Activity and Health is the operational body of LIKES.

Website: www.likes.fi/en

Contact: eino.havas@likes.fi

Lithuanian Physical Activity and Health Association

LPAHA is a non-governmental organization that serves as a national umbrella organization uniting governmental organizations, NGO's and other stakeholders from different sectors with a focus on the promotion of health-enhancing physical activity (HEPA) in various population groups and advocacy for a sustainable national HEPA policy. LPAHA was founded in 2010 during the implementation of the PASEO project funded by the European Commission, Executive Agency for Health and Consumers, with the objectives as follows: (1) raising awareness about positive effects of physical activity on health, (2) participation in the development of national HEPA promotion policy and (3) raising public awareness about HEPA benefits among political parties, national and municipal authorities, private and non-governmental organizations. Currently, over 20 organisations hold membership and observer status in LPAHA, including the Lithuanian Association "Sports for All", Lithuanian Public Health Association, Lithuanian National Olympic Committee, etc.

Website: www.lfasa.lt
Contact: lfasa@lfasa.lt

Lithuanian Sports University

Founded in 1934, LSU is a public higher education institution with its unique profile in sport, leisure and health sciences. The LSU offers 20 degree study programmes in all three study cycles with a total enrollment of nearly 2000 students. Over the years, the LSU has been playing a significant role in sports development and the promotion of physical activity and health gradually becoming a leading centre in sports science in the Baltic Sea region. The LSU works in close partnership with different local, national and international stakeholders: municipalities, sports federations, associations, educational institutions, sport clubs, etc., aiming to contribute with its research and academic excellence to the wellbeing and sustainable development of society at large.

Website: www.lsu.lt
Contact: lsu@lsu.lt

Österreichisches Institut für Schul- und Sportstättenbau (ÖISSI Austrian Institute for School and Sports Facilities)

The ÖISS was founded in 1964 on the recommendation of the UNESCO and has worked as a specialist institute in planning issues of school and sports facility development. As a foundation, funded by the federal government and Austrian provinces, the ÖISS serves as a network platform at the national and the European level.

Its tasks are to (1) advise clients, planners and operators of schools, sports and leisure time physical activity infrastructures, (2) prepare expert briefs, (3) prepare and revise relevant standards, norms and guidelines at the national and the EU level, (4) to provide guidelines and recommendations for planning, building and managing of sport and physical activity infrastructures, (5) to publish a specialist journal and to disseminate their activities via conferences, trainings and workshops.

Website: www.oeiss.org
Contact: office@oeiss.org

TNO Innovation for life

TNO is an independent research organisation and develops technological and societal innovations that enable the population to stay healthy and make a productive contribution to society from early childhood until old age. TNO advises on how to plan urban areas so that they encourage healthy behaviours (e.g. sports, leisure time physical activity, active transportation). TNO's tools and models provide stakeholders in spatial planning with information on the impact of spatial plans on physical activity and health, and gives advice on ways to make interventions more effective.

Website: www.tno.nl
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UISP - UNIONE ITALIANA SPORT PER TUTTI, Italy

UISP is a national association born in 1948. UISP is formally recognized by the Italian Olympic Committee as Sport Promotion Association, by the Italian Ministry of Interior as social assistance body and it is inscribed in the Italian Welfare Ministry official list of Italian social promotion organizations.

UISP is the association of all the individuals and collective bodies who want to be protagonists in the world of sport via direct practice, training experiences, events and projects. UISP is a national organization who realizes its goals via its 164 local committees. UISP supports the values of sports against every form of exploitation, alienation, against doping; it works for the wellness of all citizens, the values of human dignity, non-violence, solidarity among people and it cooperates with all the ones who share these principles. Recognizing sport as a right of citizenship, as resource for integration, UISP engages itself to the promotion and diffusion – in sport as well as in social life through sport – of a culture of rights, environment respect and solidarity. UISP promotes the educational value of sport in both individual and social growth. UISP promotes active life styles focused on movement. UISP is a non-profit organization which operates in respect of the existing laws and it is based on statute rules inspired to the principles of social active participation and in conditions of equal opportunity.

Website: <http://www.uisp.it/nazionale/>

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University of Cassino and Southern Lazio

The University of Cassino (now University of Cassino and Southern Lazio) was established in 1979 as a “reference point” for the geographical area embracing southern Lazio, Campania and Molise regions. Nowadays, the University is constituted by five Departments – Law and Economics Dept., Philosophy and Literature Dept., Civil and Mechanical Engineering Dept., Electrical and Information Engineering Dept., Human Sciences, Society and Health Dept. - 12,000 students, 336 faculty members, 47 research units and 345 employees. Students can choose among 18 bachelor degree programs, 14 master degree programs, 1 five years master degree program, 10 specialisation programs and 8 doctoral degree programs provided in Cassino and in local campus of Frosinone and Sora. The international orientation of the university focuses both on research as well as teaching activities.

Website: <http://www.unicas.it>

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University of Jyväskylä

The University of Jyväskylä is one of the largest and most popular multidisciplinary universities in Finland. The University has about 2,700 employees and nearly 18,000 students from around 100 countries. The university has strong ties with top national and international research, business and innovation communities. In global rankings, research activity at the University of Jyväskylä is among the top three per cent of all universities. The research funding of the University of Jyväskylä is attained from many sources like European Research Council ERC, Horizon 2020 - European Commission, Academy of Finland as well as from Tekes - the Finnish Funding Agency for Innovations.

The Faculty of Sport and Health Sciences at the University of Jyväskylä is the only university level institution of sport sciences in Finland. In sport sciences you can study the major subjects Social Sciences of Sport, Sport and Exercise Psychology, Sport Pedagogy and adapted Physical Activity amongst others. There are more than 1200 students completing an undergraduate degree (Bachelor's and Master's) and approximately 140 doctoral students in the faculty. Every year around 100 Masters of Sport Sciences and 50 Masters of Health Sciences graduate from the faculty. The faculty hosts also four international Master's programmes.

Website: <https://www.jyu.fi/en>

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