

# ACTIVE Network project

## Project Administrative Handbook

(draft prepared for the Project kick-off meeting)

### Project leader

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### Overall project responsible

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***The ACTIVE Network project is receiving support from the European Commission, Education and Culture DG, under the "2012 Preparatory Action in the Field of Sport".***

***Topic: Awareness-raising about effective ways of promoting sport at municipal level***



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## **Project facts**

Project period: January 2013 – June 2014

Co-funded: European Commission` DG for Education and Culture under the 2012 Preparatory Action in the Field of Sport

Agreement no.: EAC-2012-0561

Total Project Budget: 344.407,00 euro, Support from EC: 200.000,00 euro

## 1. ACTIVE Network Project summary

*ACTIVE Network is complementary to the observations and recommendations of the 2007 White Paper on Sport, EU Physical Activity Guidelines and the 2011 Communication on Sport. The 2011 Communication on Sport references local authorities and their role of supporting grassroots sport.*

*The EU Physical Activity Guidelines recommends how local policy and practices at local level can be used to make physical activity part of citizen's daily lives. Furthermore, the Study on the funding of grassroots sports in the EU identifies local authorities (including municipalities) as the second largest source of the estimated total budget of the sport system (€26.0bn).*

**These important references to the significance of local authorities underlines the relevance of the ACTIVE Network fostering cooperation and collaboration between sport organisations and municipalities.**

The **ACTIVE Network** project has identified partnerships between local authorities and sport organizations to be of such critical value – and yet often very challenging and demanding - that it would be beneficial to create a European network for such partnerships to flourish. These partnerships are examples of GOs and NGOs that focus on their respective competencies and deliver services to citizens of critical value. While partnerships between local authorities and sport organisations are in focus, it does not in any ways exclude the importance of (further) cross-sector collaboration. Thus, the good practices of the project are very likely to describe further sectors' and actors' involvement. Yet, the project focus on partnerships between local authorities and sport organizations allows for a more in depth perspective of the project and network, and yet it is innovative in character because such a two-sector network in the field of sport is unseen today.



The sport organisations of the project, as national associations, have a specific role to exploit well-functioning partnerships between local authorities and local sport organizations so that the good practices are spread to other localities in the particular country.

Most project partner sport organisations have identified municipalities with which they have existing contact and would like to further engage in cooperation and collaboration. The remaining project partner sport organisations will have the opportunity to use ACTIVE Network as the catalyst for establishing formal working relations with municipalities.

## 2. ACTIVE Network Project objectives

### 1. To increase the knowledge base for effective promotion of citizens' participation in sport via partnerships between local authorities and sport organizations; by

- collecting and valorizing good practices in partnerships between sport organizations and local authorities.
- identifying and describing in detail 10 excellent practices with extraordinary results/potential results and high transferability.
- developing principles and recommendations for local partnerships between sport organizations and local authorities.

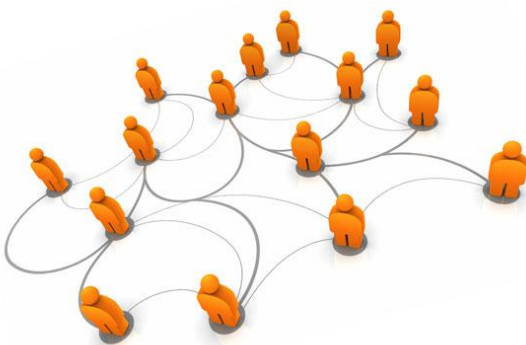
### 2. To build capacities in project partner organizations to deploy more effective partnerships between local authorities and sport organizations; by

- designing and implementing learning and exchange opportunities for such effective partnerships. These opportunities will be based on participation of "learning pairs" of local sport organizations and local authorities from the same community that will develop their partnerships during these learning opportunities



### 3. To raise awareness and establish the network on effective promotion of citizens' participation in via partnerships between local authorities and sport organizations; by

- initiating a friendly competition between good practice partnerships, demonstrating high quality of the partnership and organizing show to celebrate the good examples and future development of partnership.
- testing and providing a network concept for project partners and beyond: The network guiding principles will be commitment, activity, innovation and openness and the network actions will be based on partner self-interest and facilitated and sustained by ISCA for a minimum test period of 3 years (project lifetime x 2).



- advocating towards national and EU governmental institutions on the key role of sport organizations and local authorities in the promotion of sport and physical activity, in particular focused on the new Sports sub-Programme within Erasmus for all (YES Europe) (2014-21).

### **3. ACTIVE Network activities and deliverables**

#### **3.1. ACTIVE Network kick-off meeting, February 2013**

The Kick-off meeting will officially launch ACTIVE Network project, where project partners together will discuss the project's vision and objectives and agree upon a specific action plan.

ISCA and project partners will at the kick off meeting define specific themes and areas of sport activities, and partners will be able to engage in the fields that match their interests and priorities. These themes may include specific target groups such as youth, minorities, elderly, or specific sport and physical activities such as street sports, traditional games, or alternative transport methods such as walking and cycling. In all cases, organisations and local authorities will work towards a common goal of achieving greater participation of citizens in sport and physical activity.

#### **3.2. Good practice methodology and criteria**

The project will carry out a desk research to document and compile the existing body of knowledge when it comes to collaboration and cooperation between local authorities and sport organisations resulting in increased citizen participation in sport and physical activity. Based on desk research methodology and criteria for good examples will be developed together with partners.

#### **3.3. Good practice collection**

Through a search via partners and partners' networks as well as via an online questionnaire, the project will collect good practices of partnership between local authorities and sport organisations in relation to the project topics. These will be both on local and national level, and will be described in a short standardized format, with links and possibilities for further reading/information.

Project will use the good practice collection and methodologies to identify relevant experience and to systematically document, valorise and disseminate this experience to relevant stakeholders. The process of dissemination will include intensive capacity building and networking opportunities to enable partners to engage in committing partnerships for the future.

#### **3.4. 10 excellent Good Practices summaries published and disseminated**

10 Excellent practices will be selected for widespread publicity and profiling as outstanding and transferable models of collaboration leading to superior impact on local communities. These excellent practices will be used as guidelines for twinning meetings among project partners.

#### **3.5. Project principles and recommendations**

This project will identify and "translate" principles and recommendations into practical everyday use with specific relevance for grassroots sport organisations and municipalities, including concrete examples.

This will be defined as a model where good practice evaluation is the basis of drafted principles. The principles will then be discussed in the project partnership, and later sent out to ISCA scientific network for further feedback. Very broad dissemination will be done via ISCA and partners' channels.

#### **3.6. Twinning meetings and multilateral exchanges**

The sport organisations of the project, as national associations, have a specific role to exploit well-functioning partnerships between local authorities and local sport organizations so that the good practices are spread to other localities in the particular country. Most project partner organisations have identified

municipalities with which they have existing contact and would like to further engage in cooperation and collaboration. The remaining project partner organisations will have the opportunity to use ACTIVE Network as the catalyst for establishing formal working relations with municipalities. ISCA will utilize existing city networks to help partners identify suitable municipal partners.

Project will give opportunities to project partners to participate in so called “learning pairs” of local sport organizations and local authorities from the same community to develop their partnerships during these learning opportunities.

Partner organisations who have not been joined by a ‘pair’ in the project will participate in multi-lateral exchanges and /or consultations with a view towards establishing formal NGO/GO collaboration before the end of phase 2.

Twinning and multilateral meetings will be designed based on topics defined by partners at the kick off meeting.

ISCA and project partners’ collective expertise will be offered for consultations of grassroots sport organizations and municipalities on specific issues of partnership within the project remit. Consultations can be in writing, by teleconference, or by physical visits. The consultancy function will take a pro-active approach to identify existing challenges that can be addressed.



### 3.7. Mid-term workshop and Fair/Award Show

Project will initiate a friendly competition between good practice partnerships, demonstrating high quality of the partnership and organizing fair/show to celebrate the good examples and future development of partnership.

### 3.8. Public hearing

The Public Hearing in the EU Parliament is an important opportunity to raise awareness of the project issues. The Public Hearing is a process in which interested partners, organisations, parties and any other persons who may be affected by the result, have the opportunity to discuss, make submissions, ask questions or register objections to a development of the hearing topic: **partnerships between local authorities and sport organizations**. The Public Hearing will provide to project partners an opportunity to present proposals to the EU Parliament and Commission and to explain why we believe that effective promotion of citizens’ participation in sport is via partnerships between sport organizations and local authorities.

### 3.9. Closing Conference

The Conference will give time and space for further discussion between ACTIVE Network partners and other relevant institutions and organizations to improve coordination in partnership and physical activity promotion across sectors. We will summarise and review project results and define strategies for future collaboration. What trends do we see? Which partnerships will be needed in the future?

The Conference will also be an opportunity to discuss recent strategic challenges in health-enhancing physical activity and to discuss recommendations for the European Commission, Parliament, Council and national policy makers in light of project experiences.

#### 4. ACTIVE Network Target group

The primary target group of ACTIVE Network project are managers, politicians and leaders from local authorities, from national and local sport organisations, from project partners and beyond.

As actors of change, they will reach out to other stakeholders and facilitate the improvement of conditions and possibilities for the different target groups mentioned in point 3. ACTIVE Network activities.





## 5. ACTIVE Network partners and their role in the project

### 5.1. Project partners and contact persons

Organization	Country	Contact person	e-mail
Romanian Sport for All Association	Romania	Aurelia Suci Mihai Androhovici	<a href="mailto:sportulpentrutoti@yahoo.com">sportulpentrutoti@yahoo.com</a> <a href="mailto:ajsptsv@yahoo.com">ajsptsv@yahoo.com</a>
Municipality of Falticeni	Romania	Coman Gheorghe Catalin Brindusa Savescu	<a href="mailto:catacomariana@yahoo.com">catacomariana@yahoo.com</a> <a href="mailto:savescub@gmail.com">savescub@gmail.com</a>
UISP (Italian Sport for All Association)	Italy	Daniela Conti Carlo Balestri	<a href="mailto:d.conti@uisp.it">d.conti@uisp.it</a> <a href="mailto:internazionale@uisp.it">internazionale@uisp.it</a>
Municipality of Florence	Italy		<a href="mailto:vicesindaco@comune.fi.it">vicesindaco@comune.fi.it</a> <a href="mailto:jacopo.vicini@comune.fi.it">jacopo.vicini@comune.fi.it</a>
Cyprus Sports Organisations, KOA	Cyprus	Vassos Koutsiondas, Joanna Paraskevopoulou	<a href="mailto:vassosk@csa.org.cy">vassosk@csa.org.cy</a> <a href="mailto:paraskevopoulou.j@sportskoa.org.cy">paraskevopoulou.j@sportskoa.org.cy</a>
Larnaka Municipality	Cyprus	Yianna Nicolaou	<a href="mailto:a.sxoleio@larnaka.com">a.sxoleio@larnaka.com</a> <a href="mailto:yiannanicolaou@hotmail.com">yiannanicolaou@hotmail.com</a>
JOUD (Estonian Sports Association)	Estonia	Tarmo Volt Helen Mast	<a href="mailto:tarmo@joud.ee">tarmo@joud.ee</a> <a href="mailto:helen@joud.ee">helen@joud.ee</a>
City of Pärnu	Estonia	Vahur Mae Riina Altpere	<a href="mailto:vahurmae24@gmail.com">vahurmae24@gmail.com</a> <a href="mailto:riina.altper@gmail.com">riina.altper@gmail.com</a>
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Club Deportivo Marató I Mitja-Penyagolosa	Spain	Vicente Cervera Mateu	<a href="mailto:cervera@mat.uji.es">cervera@mat.uji.es</a>
Instituto Provincial de Deportes de Castellon	Spain	Teresa Tena Marmaneu Luis Martinez	<a href="mailto:ttena@dipcas.es">ttena@dipcas.es</a> <a href="mailto:cvilanova@dipcas.es">cvilanova@dipcas.es</a>
South Lanarkshire Leisure and Culture	Scotland	Mairi McLaughlin	<a href="mailto:Mairi.McLaughlin@southlanarkshireleisure.co.uk">Mairi.McLaughlin@southlanarkshireleisure.co.uk</a>
Clydesdale Sports Council	Scotland	Millar Stoddart Colin McKendrick	<a href="mailto:millarstoddart@hotmail.com">millarstoddart@hotmail.com</a> <a href="mailto:Colin.McKendrick@southlanarkshireleisure.co.uk">Colin.McKendrick@southlanarkshireleisure.co.uk</a>



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Municipality of Funchal	Portugal	Pedro Calado	<a href="mailto:pedro.calado@cm-funchal.pt">pedro.calado@cm-funchal.pt</a>
UFOLEP (Union française des oeuvres laïques d'éducation physique)	France	Laetitia Zapella	<a href="mailto:lzapella.laligue@ufolep-usep.fr">lzapella.laligue@ufolep-usep.fr</a>
		Philippe Machu	<a href="mailto:philippe.machu@wanadoo.fr">philippe.machu@wanadoo.fr</a>
Commune de Mouy	France	Anne-Claire de la Fontaine Jean-Marc Bourgeois	<a href="mailto:acdelafontaine@mouy.fr">acdelafontaine@mouy.fr</a> <a href="mailto:bourgeoisjeanmarc@wanadoo.fr">bourgeoisjeanmarc@wanadoo.fr</a>
HSE Community Games	Ireland	Caitriona Reynolds	<a href="mailto:caitriona@communitygames.ie">caitriona@communitygames.ie</a>
South Dublin, County Sports Partnership	Ireland	Thomas McDermott	<a href="mailto:thomasmcdermott@SDUBLINCOCO.ie">thomasmcdermott@SDUBLINCOCO.ie</a>
NEMUNAS	Lithuania	Kestutis Levickis Mindaugas Levickis	<a href="mailto:KestutisL@zum.lt">KestutisL@zum.lt</a> <a href="mailto:lmindaugas79@gmail.com">lmindaugas79@gmail.com</a>
Zarasai District Municipality	Lithuania	Jurgita Mikutaviciene Donata Sekonaitė	<a href="mailto:jurgita.mikutaviciene@zarasai.lt">jurgita.mikutaviciene@zarasai.lt</a> <a href="mailto:sekonaite@gmail.com">sekonaite@gmail.com</a>
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LTSA	Latvia	Galina Gorbatenkova	<a href="mailto:LTSA@riga.lv">LTSA@riga.lv</a>
Carnikava Municipality	Latvia	Vilis Zinkevičs	<a href="mailto:vilis.zinkevics@carnikava.lv">vilis.zinkevics@carnikava.lv</a>
ASPV	Slovakia	Jan Holko Dagmar Nemcek	<a href="mailto:holko@aspv.sk">holko@aspv.sk</a> <a href="mailto:nemcek@fsport.uniba.sk">nemcek@fsport.uniba.sk</a>
UBAE	Spain	Toni Llop	<a href="mailto:toni.llop@eurofitness.com">toni.llop@eurofitness.com</a>
ISCA (International Sport and Culture Association)	Denmark	Saska Benedicic Tomat Jacob Schouenborg	<a href="mailto:sbt@isca-web.org">sbt@isca-web.org</a> <a href="mailto:js@isca-web.org">js@isca-web.org</a>

## **5.2. Partners role in the project:**

The project partner group is divided in 2 sub-groups:

- 1) **Local authorities:** Given the project's focus on sports organisation' relation to Local Authorities, the project includes 11 city/municipal partners representing different European regions and sizes. Their role will be to advice on Local Authorities' specific role, give examples of good practices, and provide expertise and experts for the consultancy function.
- 2) **Sport Organisations (15):** The commitment of these partners is essential for the project to have an impact on partnership practices. They will have a specific role to exploit well-functioning partnerships between local authorities and local sport organizations so that the good practices are spread to other localities in the particular country.



Sport organisations and Local authorities will both give input to the knowledge base of the project (objective 1) and developing partnerships during learning opportunities (objective 2).

Most project partner sport organisations have identified municipalities with which they have existing contact and would like to further engage in cooperation and collaboration. The remaining project partner sport organisations will have the opportunity to use ACTIVE Network as the catalyst for establishing formal working relations with municipalities.

### **ISCA, International Sport and Culture Association:**

- Project leader responsible for partner coordination, activity implementation, partner consultations and evaluation.
- ISCA is responsible for the project budget and for giving to partners all needed details during the project period.
- ISCA as project leader will define and adapt specifics of Project activities to meet the needs of the organisations.

### **All project partners will**

- assist in the overall delivery of the project and to meet the expected outcomes.
- cooperate with other project partners, stakeholders and associations.
- attend project kick-off meeting in Copenhagen with one participant from partners organisation (expenses paid) .
- attend project mid-term workshops and Fair/Award Show during the project period with 1 representative from partner organisation (expenses paid).
- attend project twinning meetings organized by partner and facilitated by ISCA
- attend multi-lateral partner exchanges with 1 representative from partner organisation (expenses paid).
- attend project Public hearing with 1 representative from partner organisation (expenses paid).
- attend project Closing Conference at the end of the project period with 1 representative from partner organisation (expenses paid).
- respect the financial constraints and budgets of the project and to keep careful record of expenditure .

- assist with the review and collection of available information and evidence that can form the knowledge basis of the project and future partnerships.
- review and share how the existing partnership is currently positioned on the national and local level.
- in cooperation with ISCA and other project partners and with independent experts to help to search for information on current and proposed policies and practices relating to the partnership between sport organisations and local authorities.
- help with the dissemination of project findings, through websites, press articles etc and including supporting the project activities and other dissemination events.

## 6. ACTIVE Network Expected Outcomes

PHASE/DELIVERABLE /OUTCOMES/ INDICATORS AND TIME	DESCRIPTION
<b>Phase 1: Increased Knowledge Base</b> Duration: Month 1-10	Researching, compiling and disseminating current knowledge and experience in local authorities and sport organisations cooperation
Deliverable 1 Delivery: M6	Good practice Methodology and Criteria
Deliverable 2 Delivery: M10	Good practice Collection
Deliverable 3 Delivery: M10	10 Excellent Good Practices Published and Disseminated
Deliverable 4 Delivery: M10	Project Principles and Recommendations (draft in M10)
Delivery M18	Final Project Principles and Recommendations
<b>Phase 2: Capacity Building</b> Duration: Month 8 - 16	Designing and implementing learning and exchange opportunities for effective partnership
Deliverable 5 Delivery: M8 - 16	Event programmes, Reports, Methodology
Indicator	80% of participants deem the event/activity to have "high" or "very high" potential impact on their own practices in organisations.
<b>Phase 3: Raise Awareness and Build the Network</b> Duration: Month 10 - 18	Initiating a friendly competition between good practice partnerships and executing a high-visibility awards scheme and show to celebrate the winners. Testing and providing a network concept for project partners and beyond. Advocate towards national and EU governmental institutions on the key role of sport organizations and local authorities in the promotion of sport and physical activity.
Deliverable 6 Delivery: M10	Fair/Award Show and Midterm workshop
Deliverable 7 Delivery: M14 – M17 (TBD)	Public Hearing
Indicators	95% of project partners satisfied with Network activities and prospects at month 18 100% partner satisfaction with advocacy materials, consultancy and effort. Qualitative assessment by evaluators at the end of the project on the advocacy impact on EU and national level, based on interviews.

## 7. Evaluation / supervision during the project

The overall project responsible, ISCA Secretary General Jacob Schouenborg, will be responsible for partnership supervision as well as supervision of project activity implementation.

ACTIVE Network will be evaluated against a set of specific criteria set in agreement with the partner representatives. Project activities will also include activity specific evaluation forms for participants. This will allow for ongoing improvement of implementation for the project duration period.

## 8. Draft Calendar for carrying out project activities (draft, January 2013)

Date / month	Activity	Target group
<b>15. – 17.2. 2013</b>	Project kick off meeting Copenhagen, Denmark	Project Partners representatives, partner politicians, external stakeholders, invited guests
<b>February 2013</b>	Project plan Project logo Project info in ISCA Newsletter	
<b>February – October 2013</b>	Good practice Methodology and Criteria Good practice Collection 10 Excellent Good Practices Published and Disseminated Project Principles and Recommendations (draft in M10)	
<b>April 2013</b>	Project website Project brochure Project info in ISCA Newsletter	
<b>April 2013 – April 2014</b>	ACTIVE Network twinning meetings	Project Partners representatives, partner politicians
<b>June 2013</b>	ACTIVE Network Newsletter 1	
<b>September 2013 – February 2014</b>	ACTIVE Network multilateral exchange	Project Partners representatives
<b>October 2013</b>	ACTIVE Network mid-term workshop, Fair/Award Show Project Partners representatives, partner politicians, external stakeholders, invited guests	
<b>January 2014 – April 2014 (TBD)</b>	Public hearing	Project Partners representatives, partner politicians
<b>April (May) 2014 (TBD)</b>	Project Closing Conference  Project Newsletter 2	Project Partners representatives

## 9. Budget summary

Expenditure	euros	Revenue	euros
A.1) costs of the staff assigned to the project	145.560	B.1) expected direct revenue from the action or work programme	
A.2) travel and subsistence costs for the staff assigned to the project	106.920	B.2) own funding	
A.3) equipment		B.3) Third-party private funding	134.407
A.4) costs of consumables and supplies		B.4) grant requested to the European Commission	200.000
A.5) subcontracting	39.650		
A.6) other direct costs	20.400		
A.7) indirect costs / overheads <sup>17</sup>	21.877		
<b>Total</b>	<b>334.407</b>	<b>Total</b>	<b>334.407</b>

### 9.1. Guidelines for financial management

For Project Partners and Experts/representatives that have been individually invited (contact ISCA if you are in doubt), the following guidelines apply:

#### Travel (to/from ACTIVE Network activities)

Participants are requested to use the ISCA Travel Agency (Travelpool Europe) to book their flights.

No flight (travel) costs will have to be covered by participants.

#### Procedure to book flight/train ticket:

You as representative of Project partners Associations contact ISCA secretariat with information on your travel route (from-to) and perhaps time of day that you would like to travel. ISCA will then send one or more options (within the available budget) that you can choose. After your approval, the travel agency will issue tickets and send it to you by email.

ISCA and the travel agency are obliged to find the cheapest flights available, so we cannot guarantee that you will be able to travel on a specific flight or a specific flight time. We also encourage you to contact us and book your tickets well in advance in order to obtain the lowest price.

If you decide not to use our Travel agency due to special reasons (for ex. to travel by train, bus, car) travel arrangement can be done by yourself. The reimbursement will be done after the event based on the original travel tickets, invoices and reimbursement form. Find ISCA Reimbursement form as Annex I on the page 16.

### **Accomodation and meals**

For all Events organized by project (ISCA or project partners), accommodation and meals will be provided and paid by ISCA.

### **Other costs**

There is no reimbursement for Partners' staff time spent in the ACTIVE Network project. However, other costs related to the project may be eligible for reimbursement, and you are welcome to contact ISCA with inquiries in this regard.



## Annex I

# ISCA Reimbursement form

Version valid from 1 January 2012

Description of cost :  
(participant(s), name of event etc.)

Amount and currency :

ISCA account number :  
(to be filled in by ISCA /JS)

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Receiver Name :  
(exact name of account owner)

Name of Bank :

Address of Bank :  
(bank branch of the account holder,  
not main office of the bank)

Country of Bank :

IBAN :

Swift Number :  
(also called BIC)

Whenever possible, please fill in the form on a computer rather than in hand.

*(E-version of the form will be sent to all partners )*