

Institutional development cooperation between The Audit
Chamber of the Republic of Armenia and the Swedish
National Audit Office

Memorandum of understanding

September 2025 – September 2030

Article 1. Scope and objective of the Memorandum of Understanding

- 1.1 The Swedish National Audit Office (Swedish NAO) and the Audit Chamber of the Republic of Armenia (AC Armenia), collectively referred to as the Parties, have agreed to cooperate under this Memorandum of Understanding (MoU).
- 1.2 The Parties have agreed to engage in an institutional development cooperation aiming to strengthen the capacity of AC Armenia to work in accordance with international standards.
- 1.3 This MoU is intended to define a shared understanding for the cooperation framework between the Parties. The project plan specifies the objectives for the cooperation and its expected outcomes.

Article 2. Undertakings by the Parties

The Parties jointly undertake:

- to efficiently use the contributions from both Parties, in accordance with the agreed purposes only,
- to promote an open and transparent communication and sharing of relevant information between the Parties, as well as within the respective institutions,
- to establish a project Steering Committee that will provide oversight, review progress, and agree on priorities during the project. The Steering Committee shall consist of the Auditor General from the Swedish NAO and the Chairman of AC Armenia and the Head of the International Department of the Swedish NAO or their representatives, including a representative from AC Armenia or their representatives.

According to the project plan, the Parties will jointly undertake:

- to implement the project and provide resources in accordance with the provisions in the project plan,
- to support the achievement of project objectives by ensuring participation by the most relevant and suitably qualified persons in project activities,
- to make all necessary preparations for successful implementation of the project by setting aside the time and resources needed,
- to participate and provide the information necessary to evaluate both the project period and its activities.

Article 3. The contribution by the Swedish NAO

The Swedish NAO will support AC Armenia in the following areas:

- Strategic management
- Performance audit
- Financial audit
- Organisational capacity
 - Leadership and internal communication
 - Communication and stakeholder management
- Other areas as agreed

The Swedish NAO's contribution shall cover:

- Accommodation and international travel costs, salaries, daily allowances and other relevant costs generated by the staff of the Swedish NAO in the project activities.
- Costs related to engagements of external consultants, contracted by the Swedish NAO.
- Other costs supporting the achievement of the project objectives as agreed. This may include costs related to agreed project activities, such as conference costs, costs for travel and accommodation for staff from AC Armenia.

The project plan specifies in more detail the areas of cooperation, expected outcomes, and activity areas, including management and steering of the project, risk analysis, evaluation and exit plan of the project. The specific activities that the Swedish NAO will support, are to be elaborated by the Parties in annual activity plans based on the project plan.

The Swedish NAO will start providing support in the areas described above when the MoU has been signed.

Article 4. The contribution by the Audit Chamber of the Republic of Armenia

AC Armenia undertakes to:

- Ensure alignment of project activities with the Strategic Plan and other internal priorities of AC Armenia.
- Coordinate and harmonize the implementation of project activities with other external support provided to AC Armenia, to ensure the best use of resources and the best possible results.
- Coordinate and harmonize the overall development of AC Armenia with relevant initiatives in the development of the public financial management system in Armenia.

Article 5. Procurement

Should there be a need for procurement of goods and services, the Parties shall adhere to their respective national procurement legislation.

Article 6. Distribution of the MoU

The Parties undertake to distribute copies of this MoU the relevant stakeholders or those otherwise in need of information concerning its content.

Article 7. Duration, amendments, and termination of the MoU

- 7.1 The project implementation will commence in accordance with the project plan once this MoU has been signed. This MoU will be valid until 2030-09-16.
- 7.2 If the Parties wish to extend the cooperation, the examination to elaborate a new MoU and project document shall commence one year before the expiration of this MoU. If the Parties agree, the MoU may be extended for another five years.
- 7.3 The Parties may during the period for this MoU withhold their contributions if:
 - there are amendments from agreed plans without approval from the steering committee,
 - there is inappropriate use of resources,
 - the resources are not provided as planned and agreed upon,
 - the goals of the project are at significant risk of not being fulfilled.
- 7.4 This MoU may be amended or modified from time to time only by the written agreement of the Parties. The project plan may be revised as needed by the steering committee. The steering committee must always be informed in writing of any of the Parties' possible decision to withdraw its contribution.
- 7.5 In case of serious breach of the MoU, each of the Parties may initiate immediate termination of this MoU. In such a case, the Parties will make their best effort to terminate the project activities as smoothly and swiftly as possible. The same applies if either party finds that there are no prerequisites to fulfil the objectives of this MoU.

Article 8. Force Majeure

If any party is prevented from implementing its obligations due to civil strife, riots, war, terrorist act, epidemic, pandemic or any unforeseeable natural disaster, the operation of this MoU will be suspended until the said events are resolved.

Article 9. Settlement of Disputes

Disagreements and disputes regarding the interpretation or application of this MoU will be settled amicably through mutual consultations and negotiations between the Parties, without reference to any third party or tribunal.

Article 10. Governing law

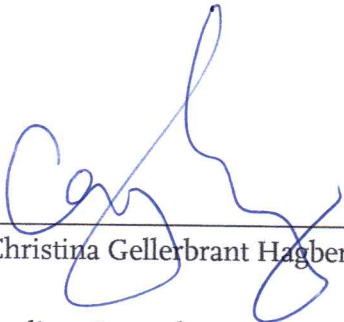
10.1 The Swedish NAO's contribution is governed by Swedish law and AC Armenia's contribution is governed by Armenian law.

10.2 According to the Swedish principle of public access to information, any information shared between the Parties may be subject to a request for access to public information. Hence if AC Armenia wishes that any information shared between the Parties shall not be subject to public records it is crucial to communicate the confidentiality of the information to the Swedish NAO.

Article 11. Entry into effect

This MoU shall be deemed effective from the date of its signature by both Parties.

Signed in two copies in the English language.



Christina Gellerbrant Hagberg

Auditor General
Swedish National Audit Office



Atom Janjughazyan

Chairman
The Audit Chamber of the Republic of
Armenia

Yerevan, Armenia
2025-09-16

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