

**MEMORANDUM OF CO-OPERATION**  
**BETWEEN**  
**THE SECRETARIAT OF THE ENLARGED PARTIAL AGREEMENT ON CULTURAL ROUTES**  
**OF THE COUNCIL OF EUROPE**  
**AND**  
**THE MINISTRY OF EDUCATION, SCIENCE, CULTURE AND SPORT OF THE**  
**REPUBLIC OF ARMENIA**

This Memorandum of Co-operation (hereinafter the “Memorandum”) is entered into between the Secretariat of the Enlarged Partial Agreement on Cultural Routes of the Council of Europe (hereinafter the “Secretariat”) with its current address at 1, rue Auguste Lumière L-1950 Luxembourg and the Ministry of Education, Science, Culture and Sport of the Republic of Armenia (hereinafter referred to as the “Host”) with its current address at 0010, Vazgen Sargsyan 3, Yerevan (hereinafter collectively referred to as the “Participants” and individually as the “Participant”).

THE PARTICIPANTS,

RECALLING that the Advisory Forum on Cultural Routes of the Council of Europe is an annual meeting of representatives of the member States and Observers of the Enlarged Partial Agreement on Cultural Routes of the Council of Europe, its networks and operators, international heritage and tourism organisations and platforms, local and regional authorities, civil society organisations, foundations and other actors in the field of tourism, heritage and culture;

ACKNOWLEDGING that the Advisory Forum is the most important and significant event of the Cultural Routes programme;

NOTING that the 15<sup>th</sup> Advisory Forum will be held in Yerevan, Armenia, on 22-25 September 2026;

BEARING IN MIND that the co-organisation of the Forum will involve close cooperation between the Secretariat and the Host as the main stakeholders of the programme of Cultural Routes of the Council of Europe in Armenia.

HEREBY STATE AS FOLLOWS:

## Section I – Objective of co-operation

The objective of this Memorandum is to establish mutual understanding on the scope and modalities of co-operation between the Participants, including outlining the functions of each Participant, regarding the preparation, organisation and management of the 15th Advisory Forum on Cultural Routes of the Council of Europe. The proposed topic of the 15th Advisory Forum is “The Role of Education in Sustainable Heritage”; this title and its equivalent translation in other language versions may be adjusted by common agreement between the Host and the Secretariat.

## Section II – Scope and modalities of co-operation

2.1. To achieve their common objective, the Participants intend to establish a Steering Committee composed of the representatives of the Secretariat, the Host, and related Armenian entities. The Steering Committee ensures the preparation of the Forum and logistical aspects linked to the Forum (catering, transfers, accommodation, side events, cultural programme, etc.).

2.2. The Secretariat intends to:

- i. provide, according to a preliminary structure to be agreed upon with the Host, intellectual content for the Forum’s programme as well as the concept note;
- ii. send out invitation letters, co-signed by the Council of Europe and the Host;
- iii. cover travel and accommodation costs for up to 15 speakers, moderators or experts providing input in the programme;
- iv. ensure adequate presence at all coordination meetings for the Forum’s preparation, as well as participation during the Forum;
- v. provide visibility items, website and social media presence;
- vi. participate in the press conference to be organised by the Host;
- vii. provide access to raw files of visibility material such as programme brochures and leaflets, roll-ups and panels for printing purposes; and
- viii. request the consent of participants in the Forum for the use of their images in online content, including videos and photographs, on the Council of Europe, EPA and the Host’s websites and social media.

2.3. The Host intends to:

- i. provide the local secretariat for the Forum to coordinate all related activities (logistics, content, care for VIPs, communication, etc.);
- ii. provide, in close cooperation with the Secretariat, assistance for the intellectual content for the Forum’s programme, especially through national speakers and experts;
- iii. provide, in close cooperation with the Secretariat, support for the preparation of the main registration process and form, prepare and manage the logistical registration form (including cultural activities registration and shuttle services registration), co-sign the

- invitation letters, and send them to the national institutions and organisations concerned;
- iv. cover the costs of travel to and hotel accommodation at the Forum venue for up to five Secretariat members for five nights for each;
  - v. guarantee the availability of at least 300 hotel rooms in the close vicinity of the Forum venue to be made available to all Forum participants (costs at the charge of Forum participants);
  - vi. ensure the organisation of transfers between the airport and the conference venue (outward and return) for VIP guests and manage all logistical aspects linked to the organisation of transfer to and from the Forum venue(s) and the airport(s);
  - vii. provide the Secretariat with a practical information document on the Forum venue(s), including hotels, restaurants, cultural sites, emergency contacts, etc. to be published online or in printed form;
  - viii. provide, in close collaboration with the Secretariat, means of communication in the form of digital and printed material (e.g. printing of programme visibility materials such as brochures and leaflets, translation of existing brochures);
  - ix. organise a press conference with regional and national press for VIP guests;
  - x. organise signage at the event and around the Forum venue(s);
  - xi. provide the Secretariat with high resolution pictures of the Forum venue(s), to be placed on all communication material prepared for the Forum;
  - xii. organise a number of cultural visits to key points of interest in the city and/or the region during the Forum and on the day following the closing ceremony;
  - xiii. prepare a detailed document highlighting local cultural and heritage offers, including practical arrangements;
  - xiv. assume the costs and ensure the logistics of the meeting rooms for the Forum;
  - xv. assume the costs and ensure the logistics of the catering throughout the Forum; and
  - xvi. cover all costs of interpretation required during the Forum's official programme.

2.4. Further details, including the deadlines and the functions of each Participant in relation to the programme, invitations, participation, communication, meeting rooms, catering, and interpretation for the Forum are specified in Annexes I to VII to this Memorandum.

2.5. The Participants further intend to discuss and co-operate on any additional needs of the Forum which may not be addressed in this Memorandum. Other specific modalities for the Participants' co-operation may be further established by the Participants as necessary through subsequent co-operation agreements, memoranda of understanding or exchange of letters, and may include specific arrangements, such as a framework for financial and/or contractual relations between the Participants, as needed.

### Section III – Contact points

The contact points of the Secretariat for co-ordination and implementation of the Memorandum are Rui GOMES and Amélie CHARTIER ([rui.gomes@coe.int](mailto:rui.gomes@coe.int); [amelie.chartier@coe.int](mailto:amelie.chartier@coe.int)).

The contact points of the Host for co-ordination and implementation of the Memorandum are Astghik MARABYAN and Lilit POGHOSYAN ([astghikazatyan@yahoo.com](mailto:astghikazatyan@yahoo.com); [lilit.poghosyan@escs.am](mailto:lilit.poghosyan@escs.am)).

#### **Section IV – Non-binding nature**

This Memorandum is a statement of the Participants' mutual understanding and is not intended to create any legally binding obligations for any Participant. Nothing in this Memorandum provides or is intended to provide a basis for any legal claim or cause of action by any of the Participants before any court, tribunal, or other body under any circumstances. This Memorandum is not for the benefit of any third party.

#### **Section V – Use of names, acronyms, flags, emblems, or logos**

Any use of a name, abbreviation, flag, emblem or logo by a Participant may require prior written permission from the relevant Participant, in accordance with the relevant rules and procedures.

#### **Section VI – Privileges and immunities**

Nothing in or relating to this Memorandum shall be construed as a waiver of the privileges and immunities of the Council of Europe as an international organisation, nor does it confer the privileges and immunities of the Council of Europe on the other Participant.

## Section VII – Duration and modification

7.1. This Memorandum becomes effective as of the date of last signature by the duly authorised representatives of the Participants and is intended to continue in effect until 31 December 2026. The duration of this Memorandum may be extended by modifying it as provided under Section 7.2 below.

7.2. This Memorandum may be supplemented or modified by the mutual written consent of the Participants.

## Section VIII – Resolution of disputes

The Participants intend to resolve any dispute arising out of or relating to this Memorandum in an amicable manner through consultations.

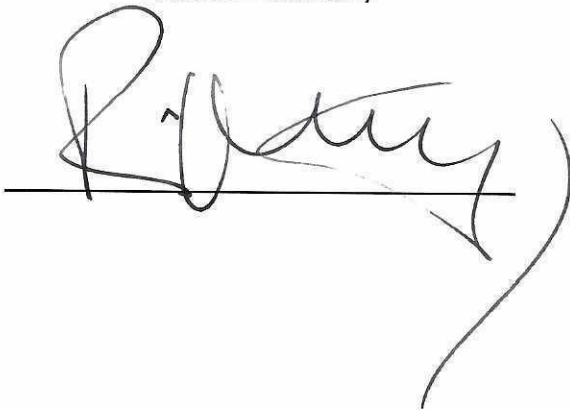
## Section IX – Language

This Memorandum is concluded in two copies in English.

IN WITNESS WHEREOF, the Participants, acting through their duly authorised representatives, have signed this Memorandum on 6 May 2026 in the city of Luxembourg.

**FOR THE COUNCIL OF EUROPE**  
Enlarged Partial Agreement on Cultural Routes

Rui GOMES  
Executive Secretary

A handwritten signature in black ink, appearing to read 'Rui Gomes', written over a horizontal line. The signature is stylized and cursive.

**FOR THE REPUBLIC OF ARMENIA**  
Ministry of Education, Science, Culture and Sport

Alfred KOCHARYAN  
Deputy Minister

A handwritten signature in black ink, appearing to read 'Alfred Kocharyan', written over a horizontal line. The signature is stylized and cursive.

ANNEXES

*Annex I: Preparation, interpretation and translation*

Deliverable	Entity responsible	Details
Pre-Forum technical visit	The Host	<ul style="list-style-type: none"> <li>○ Covering accommodation for up to two Secretariat representatives for one on-site visit to discuss with the Host Forum logistics, programme and events.</li> </ul>
Forum programme	Secretariat (in concertation with the Host)	<ul style="list-style-type: none"> <li>○ Forum programme (in its final version no later than 01/09/2026)</li> <li>○ List of speakers with a short biography for each, to be distributed during the Forum</li> <li>○ Side meetings programme</li> <li>○ Award certifications programme</li> <li>○ Concept note on the Forum's theme and programme</li> </ul>
Social and cultural programme	The Host (in coordination with the Secretariat)	<ul style="list-style-type: none"> <li>○ Cultural programme for Forum participants during the Forum duration and on the day following the closing ceremony of the Forum</li> <li>○ Side events available throughout the event.</li> </ul>
Graphic Design	The Host (in coordination with the Secretariat)	<ul style="list-style-type: none"> <li>○ Graphic charter of the Forum to be applied in all materials and publications</li> <li>○ Pictures and other visual material</li> </ul>
Printing	Secretariat and the Host	<ul style="list-style-type: none"> <li>○ Material to be printed to distribute to all Forum participants by the Secretariat: <ul style="list-style-type: none"> <li>– Cultural Routes Programme brochure and leaflets</li> <li>– Forum programme</li> </ul> </li> <li>○ Material to be printed to distribute to all Forum participants by the Host: <ul style="list-style-type: none"> <li>– Visibility items and goodies</li> <li>– Badges</li> <li>– Forum backdrop and roll-up</li> <li>– Exhibit on the Cultural Routes crossing Armenia.</li> </ul> </li> </ul> <p>All material will be produced in English, French and, where applicable, Armenian.</p>
Interpretation	The Host	<ul style="list-style-type: none"> <li>○ Interpretation in French, English and Armenian for all Forum sessions;</li> <li>○ Interpretation in English and Armenian for the press conference</li> <li>○ Interpretation in English and French for the informal Governing Board meeting to be held prior to the Forum</li> <li>○ Interpretation in English and Armenian for any cultural event requiring it.</li> </ul> <p>To ensure the quality of the interpreting services, interpreters shall operate on-site.</p>

*Annex II: Invitations*

Deliverable	Entity responsible	Details
List of invitees	Secretariat and the Host	<ul style="list-style-type: none"> <li>○ The Secretariat will compile a list of invitees including all parties and stakeholders of the Cultural Routes of the Council of Europe Programme.</li> <li>○ The Host will compile a list of national stakeholders and issue invitations where relevant.</li> </ul>
Invitations	Secretariat and the Host	<ul style="list-style-type: none"> <li>○ The draft letter will be prepared by the Secretariat</li> <li>○ The letter will be co-signed by the Participants; electronic signatures will be accepted.</li> <li>○ Invitations, together with the link to the registration(s) form(s), will be sent by the Secretariat.</li> </ul> <p>The Host shall provide at least one contact email (generic email preferably) that will be copied to all letters sent.</p>
Registrations forms	Secretariat	<ul style="list-style-type: none"> <li>○ A template of the main registration form will be provided by the Secretariat for validation by the Host (all necessary requirements, such as food preferences, accessibility, etc. to be added by the Host according to the Forum venue(s) and logistical requirements)</li> <li>○ The link to the registration form will be added to the invitation letter/email and all Forum participants will be required to register online</li> <li>○ The Secretariat reserves the right to hold the registration list on a dedicated app.</li> </ul>
	The Host	<ul style="list-style-type: none"> <li>○ Side events/ cultural programme/ shuttle services registrations will be managed by the Host.</li> </ul>

### Annex III: Participation

Deliverable	Entity responsible	Details
Preparatory meetings	Secretariat and the Host	<ul style="list-style-type: none"> <li>The Parties will ensure that an adequate number of participants from each side will take part in the preparatory meetings organised regularly in the months preceding the Forum.</li> </ul>
Travel and accommodation	Secretariat and the Host	<ul style="list-style-type: none"> <li>The Host will cover the costs of travel and hotel accommodation of up to 5 members of the Secretariat for up to 5 nights on site.</li> <li>The Secretariat will cover the travel and accommodation costs for up to 15 Forum keynote speakers and moderators, as identified in the Forum programme.</li> <li>The Host will make available services for the transfer of all Forum participants between the venues proposed in the cultural programme and the hotels/conference venue.</li> </ul>
Hotel rooms	The Host	<ul style="list-style-type: none"> <li>The Host will make every effort to secure 300 hotel rooms corresponding to the Forum dates in the close vicinity of the Forum venue until 25 August 2026. Hotel rooms should, if possible, have special rates with options for various categories and prices.</li> </ul>
Practical information	The Host and Secretariat	<ul style="list-style-type: none"> <li>A practical information document will be made available on the Forum's webpage. This document should include relevant information for the participants' stay (hotel information, travel recommendations to the Forum location, local weather, visa requirements, cultural heritage close by, what to do in case one wishes to extend their stay, etc.)</li> </ul>
Cultural programme	The Host	<ul style="list-style-type: none"> <li>Side events should be foreseen for the entire duration of the Forum.</li> <li>Cultural visits in the immediate vicinity of the Forum venue should be accessible upon registration. The Host will be in charge of managing these visits from registration to implementation and dedicated person(s) may therefore need to be appointed.</li> <li>Cultural visits – half day or full day excursions will also be foreseen for the day after the Forum closing ceremony, for any participant wishing to extend their stay. The Host will be in charge of managing these visits from registration to implementation. Cultural programmes are provided in case of pre-registration of at least 10 participants.</li> </ul>
VIP guests	The Host	<ul style="list-style-type: none"> <li>Pick-up services will be required for VIP guests (maximum 10 persons).</li> <li>Seating arrangements (meals, gala dinner, in the main Forum auditorium) will also need to be arranged.</li> <li>The list of selected guests who will benefit from airport–hotel transfers upon arrival and departure will be defined in cooperation with the Secretariat, and will include at least all EPA member States representatives; keynote speakers, moderators and other important speakers, and other representatives will be defined.</li> </ul>

### Annex IV: Communication

Deliverable	Entity responsible	Details
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<b>Online presence</b>	Secretariat	<ul style="list-style-type: none"> <li>○ A dedicated Forum page will be prepared on the Programme's website (<a href="http://www.coe.int/routes">www.coe.int/routes</a>) and adequate visibility will be given to it through news posted on the website, posts on social media, and the preparation of press releases.</li> <li>○ The Forum programme, concept note, information document, as well as any other relevant material will be regularly posted on the Forum webpage.</li> </ul>
<b>Press and media</b>	Secretariat and the Host	<ul style="list-style-type: none"> <li>○ The Host will invite local, regional and national journalists for a press conference and provide them with a press release and any relevant information.</li> <li>○ The press release and additional material will be prepared by the Secretariat in close collaboration with the Host.</li> <li>○ The Host should ensure the participation of high-level representatives to the press conference. Local organisations and institutions should also be invited to the press conference.</li> <li>○ Appropriate visibility should be given to the event in the national press over the months preceding the Forum. Interviews with high-level representatives should be facilitated.</li> </ul>
<b>Videos and photographs</b>	The Host and Secretariat	<ul style="list-style-type: none"> <li>○ The Host will contract professional photographer(s) to report on the event. Pictures will be shared with the Secretariat at the end of each Forum day for the posting of news and social media posts on EPA and Council of Europe channels and on the Host's social media/websites.</li> <li>○ Picture rights should be given to the Secretariat and the Host (with appropriate copyright information).</li> <li>○ The Photographer(s) will be expected to take pictures of all moments of the forum, including side meetings, coffee and lunch breaks, gala dinner and all forum sessions.</li> <li>○ All videos will be made available to the Secretariat for usage and storage. Videos will be sectioned in either Forum sessions or half days.</li> <li>○ The Secretariat will designate a contact person in charge of live streaming and pictures.</li> </ul>
<b>Visibility material - printing</b>	Secretariat and the Host	<ul style="list-style-type: none"> <li>○ The Secretariat will provide the Host with the raw files of visibility material such as programme brochures and leaflets, roll-ups and panels for printing purposes.</li> <li>○ The Host is expected to translate all relevant materials into/from Armenian.</li> <li>○ The Host are also invited to prepare some dedicated brochures and leaflets on side events.</li> <li>○ The Host will be responsible for printing and preparing all registered participants badges, according to a design prepared by the Host and agreed upon by the parties.</li> </ul>

<b>Visibility material – other items</b>	Secretariat and the Host	<ul style="list-style-type: none"> <li>○ The Secretariat will provide the Host with up to 300 pens, notepads and Programme folders, to be made available to the participants.</li> <li>○ The Secretariat will provide the Host with up to 300 lanyards to which the forum badges will be attached.</li> <li>○ Should Forum registrations be higher than 300, the Secretariat will adjust the above-mentioned figures.</li> </ul>
<b>Signage</b>	The Host	<ul style="list-style-type: none"> <li>○ The Forum venue(s) should be clearly signposted indicating the different meeting rooms and other relevant information (restrooms, dinner rooms, etc.).</li> <li>○ The main meeting rooms – auditorium should have a large screen / roll-up placed close to the entrance door where participants will be able to take pictures.</li> </ul>

## *Annex V: Meeting Rooms*

All meeting rooms shall be accessible to people with reduced mobility. All meeting rooms shall be easily accessible from the hotel rooms booked for the Forum participants. Unless otherwise agreed upon between the parties, all Forum moments (side-meetings, opening ceremony, Forum sessions) shall be held in the same conference venue, easily accessible to all participants.

The required number of halls will be re-evaluated within the scope of the program, based on the number of existing halls at the selected hotel (especially smaller halls such as office rooms).

Deliverable	Entity responsible	Details
<b>Meeting room – Cultural Routes side meeting</b>	The Host	<ul style="list-style-type: none"> <li>- Meeting room for up to 90 people;</li> <li>- High speed Wi-Fi accessible to all participants</li> <li>- One computer connected to video projection and online meeting broadcast</li> <li>- Technical assistance on hand</li> </ul>
<b>Meeting room – EPA Governing Board informal meeting (day 1)</b>	The Host	<ul style="list-style-type: none"> <li>- Interpretation</li> <li>- Meeting room for up to 60 people from on the morning of the first day of the Forum, bottled water and cups/glasses for all participants</li> <li>- High speed Wi-Fi accessible to all participants</li> <li>- One computer connected to video projection</li> <li>- Technical assistance on hand</li> </ul>
<b>Meeting room – University Network for Cultural Routes studies</b>	The Host	<ul style="list-style-type: none"> <li>- Seating capacity for 50 people</li> </ul>
<b>VIP meeting room (Opening day TBC)</b>	The Host	<ul style="list-style-type: none"> <li>- 8-10 armchairs</li> <li>- Coffee table with bottled water and glasses</li> <li>- Refreshments (fruits, other)</li> <li>- High speed internet</li> <li>- Communication material (generic Council of Europe material, Cultural Routes generic material, national and local brochures, one event roll-up)</li> </ul>
<b>Secretariat office (whole duration of the Forum)</b>	The Host	<ul style="list-style-type: none"> <li>- Seating capacity of 5-6</li> <li>- High speed internet access</li> <li>- Computer connected to a copier/printer with full toner and paper (at least one medium-speed duplex photocopier)</li> <li>- Office supplies</li> </ul>
<b>Plenary room – auditorium (whole duration of the Forum)</b>	The Host	<ul style="list-style-type: none"> <li>- Seating plan sent to the Secretariat as early as possible;</li> <li>- Seating chart to be sent to the Host, in order for reception Host at the registration desk to seat VIPS and direct other participants in the appropriate part of the room</li> <li>- Seating capacity of at least 300 people</li> <li>- Podium or stage with capacity for 5 armchairs and low coffee tables</li> <li>- One lectern with laptop connected for video projection + backup computer</li> <li>- Large display screens featuring the Forum's design for the background of the stage</li> </ul>

		<ul style="list-style-type: none"> <li>- Water, glasses and name plates in front of each speaker</li> <li>- High speed Wi-Fi accessible to all participants</li> <li>- Interpretation booths and all related interpretation equipment</li> <li>- Technical equipment: microphones, computers and screens for presentations with a possibility of video projection including sound system, seating arrangements for speakers and participants</li> <li>- Technical team responsible for managing technical aspects (video, audio, wifi, lighting), present and working full-time closely with the Secretariat throughout the entire duration of the forum sessions. Technical assistance, at least one technician available always during all Forum sessions and side meetings.</li> <li>- The foyer area will be used to accommodate the coffee breaks and for displaying communication material (tables for displaying brochures + space for roll-ups, including one large Forum roll-up for picture opportunities)</li> <li>- Audience assistance (at least 3 helpers) to help circulate microphones.</li> </ul>
<b>Press and interview centre</b>	The Host	<ul style="list-style-type: none"> <li>- Seating capacity of 8-10 people</li> <li>- High speed Wi-Fi</li> <li>- Working stations connected to printers</li> <li>- One quiet space for interviews (TV, radio) equipped with at least one roll-up of the event/generic roll-up from the Cultural Routes programme or the Council of Europe</li> </ul>
<b>Registration area</b> (at least one large desk allowing 3/4 people to welcome participants at the same time – 2 desks splitting categories is also a possibility)	The Host	<ul style="list-style-type: none"> <li>- All lanyards and badges of participants, duly prepared and organised</li> <li>- Forum bags, ready to be distributed</li> <li>- Cloak room and lost and found room</li> <li>- One dedicated person to accompany VIPs to their designated sitting area</li> <li>- Cultural programme check-in strongly recommended to be placed on a side desk close to the registration area</li> <li>- Shuttle information desk strongly recommended to be placed on a side desk close to the registration area.</li> </ul>
Receptionists Assistance and directions Technicians	The Host	<ul style="list-style-type: none"> <li>- Staff to welcome, assist, and direct the participants during the entire duration of the Forum, including technical assistance for all meeting rooms.</li> </ul>

*Annex VI: Catering*

General guidelines:

Food allergies and intolerances should be collected in the registration form and taken into account when booking the event's catering. Meals with pork will not be served.

Unless otherwise specified, all items are to accommodate all registered participants.

In the event of buffets, allergens and types of food (seafood, meat, dairy, eggs, etc.) should be clearly displayed in English and French close to each dish.

*Annex VII: Interpretation*

The Host will cover:

- Interpretation costs for the whole duration of the Forum sessions from English to French and vice-versa; interpretation into and from Armenian is at the discretion of the Host; including interpretation equipment (interpretation booths, microphones, headphones, recording of all interventions).

To ensure the quality of the interpreting service, interpreters must operate on-site. A shared online space where interpreters can collect the material will be put in place by the Secretariat.

IN WITNESS WHEREOF, the Participants, acting through their duly authorised representatives, have signed the annexes to this Memorandum on 6 May 2026 in the city of Luxembourg.

Rui GOMES  
Executive Secretary  
Council of Europe

Alfred KOCHARYAN  
Deputy Minister of Education, Science, Culture and  
Sport of the Republic of Armenia



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