



TRANSPARENCY  
INTERNATIONAL  
anticorruption center

# ANNUAL REPORT

# 2024

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# ABOUT THE ORGANIZATION



## MISSION

To promote good governance and democratic processes to contribute to strong statehood and a corruption-free Armenia.



## VALUES

Democracy

Transparency

Accountability

Justice

Integrity

Courage



## GOALS

Prevent corruption

Promote the rule of law

Protect public resources

Promote integrity in politics

Contribute to civic leadership

Protect civic space

# GOVERNANCE

EXECUTIVE  
DIRECTOR



**Sona  
Ayvazyan**

BOARD



**Arsen  
Kharatyan**  
Board Chair



**Izabella  
Sargsyan**



**Armen  
Ohanyan**



**Inga  
Zarafyan**



**Zaruhi  
Hovhannisyan**

ETHICS  
COMMITTEE



**Artur  
Grigoryan**  
Committee Chair



**Lana  
Karlova**



**Mariam  
Hoveyan**

**35**  **MEMBERS**

**1** **GENERAL  
MEETING** 

**4** **BOARD  
MEETINGS** 



# TEAM



**Sona Ayvazyan**

Executive Director

**Amalia Umurshadyan**

Grants Manager

**Anahit Hovakimyan**

Project Specialist

**Anna Kroyan**

Lawyer

**Anush Hakobyan**

Lawyer

**Araksya Khachatryan**

Financial Assistant

**Aren Manukyan**

Project Manager

**Armen Khudaverdyan**

Public Administration Consultant

**Armine Tokhmakhyan**

Communications Coordinator

**Christina Margaryan**

Development Director

**Gohar Hayryan**

Chief Accountant

**Lusine Stepanyan**

Operations Manager

**Mariam Hoveyan**

Education and Elections Programs Director

**Mary Minasyan**

Project Specialist

**Narine Nushervanyan**

Office Manager

**Shushanik Avagyan**

Project Specialist

**Tatevik Margaryan**

CSO Expert

**Tigran Mughnetsyan**

Project Specialist/Resercher

**Varduhi Avanesyan**

Lawyer

**Varuzhan Hochtanyan**

Anticorruption Expert

# VOLUNTEERS



**Celine  
Giese**

Germany



**Wouter  
Van Der Wolk**

Netherlands



**Hrach  
Safaryan**

Armenia



# STATUTORY GOALS



## Corruption prevention

Support an effective anticorruption policy, development of legislation preventing corruption risks and promote the establishment of integrity and mechanisms preventing corruption in the public sector



## Law and enforcement

Pursue law enforcement practices and assist citizens in protection of public interest, pursue the process of recovering illegal property and holding liable



## Public resources and services

Promote effective, transparent and accountable management of public property and public finances and promote the improvement of the quality of public services and reduction of corruption risks



## Political system and elections

Promote free and fair elections, political parties formation and improve their transparency



## Knowledge and leadership

Promote civic and anticorruption knowledge and formation of values



## Civic space and engagement

Contribute to the environment improvement of civil society organizations



# LEGISLATIVE RECOMMENDATIONS AND ADVOCACY

Recommendations have been presented with partners in the following areas:

## CORRUPTION PREVENTION



- Conflict of interest in public service
- Gift ban for public officials and employees
- Corruption risk assessment system in state and local self-government bodies
- Incompatibility requirements for municipal council members

## POLITICAL SYSTEM AND ELECTIONS



- RA electoral code and related laws
- Electoral system
- Parliamentary ethics

## PUBLIC RESOURCES



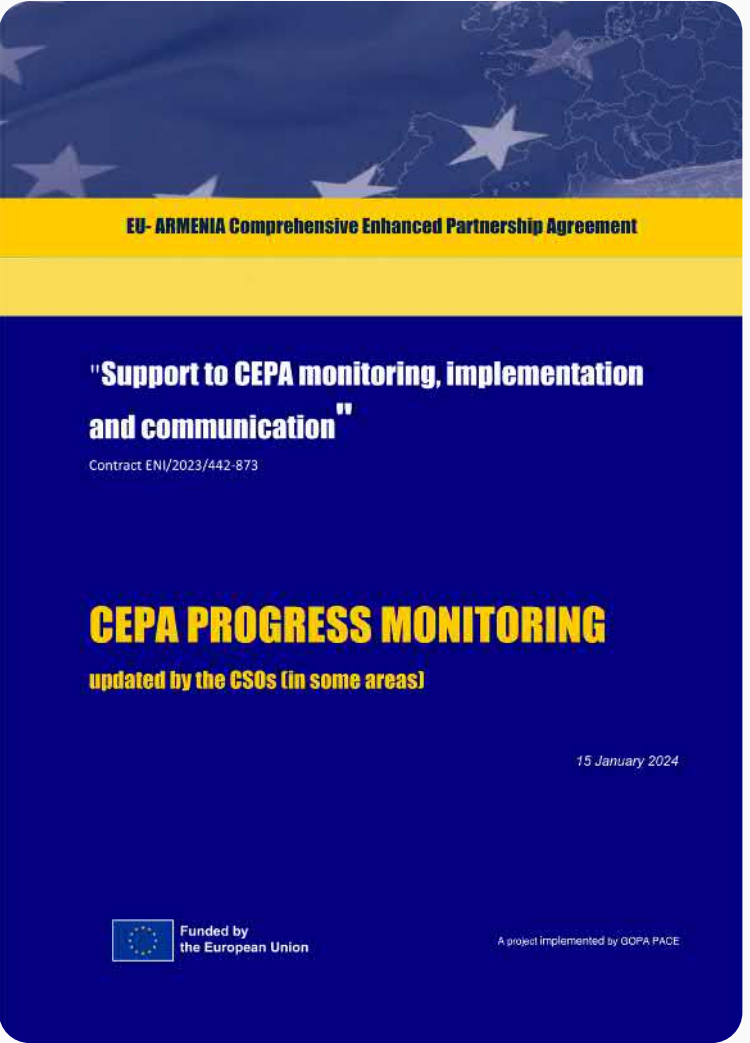
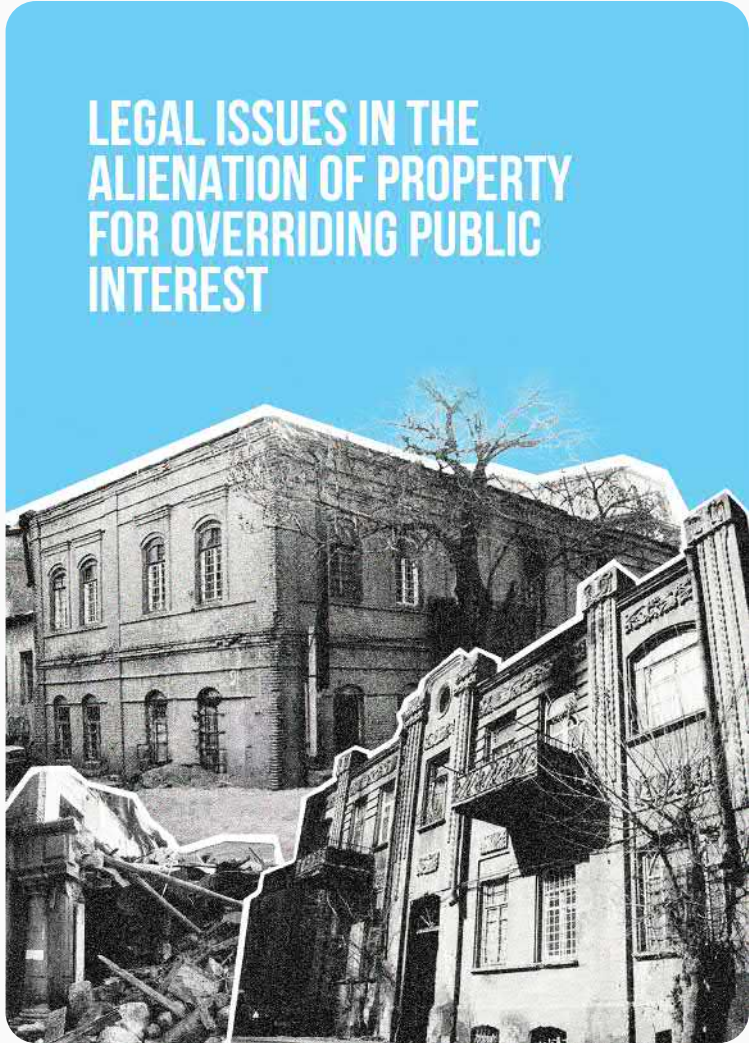
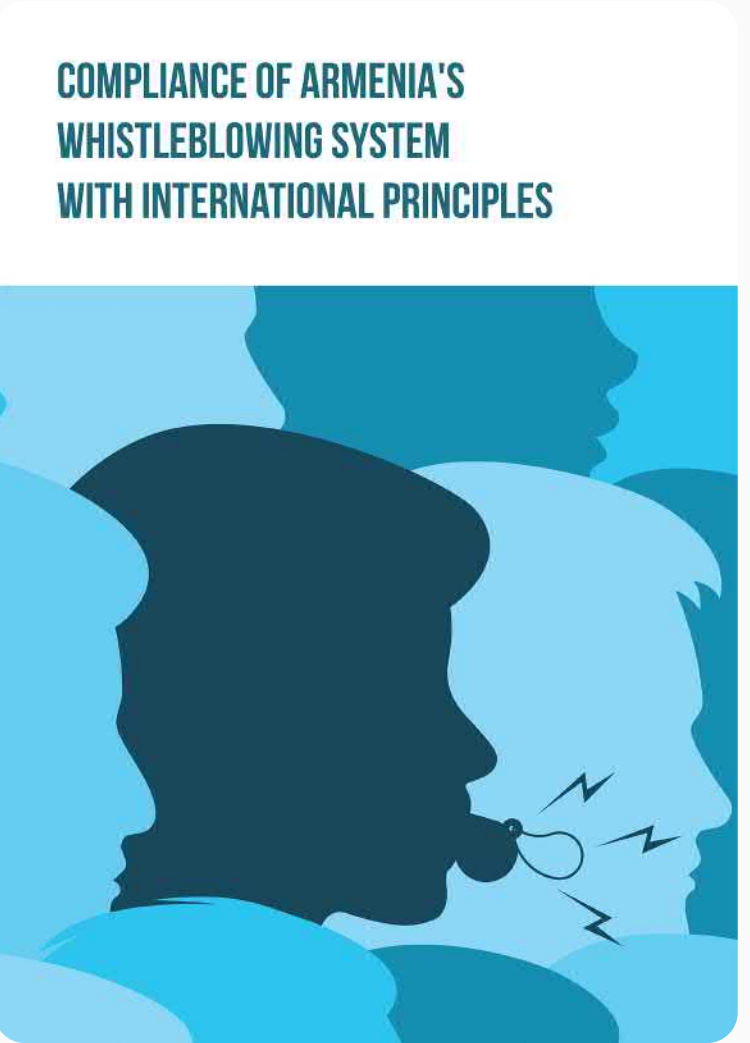
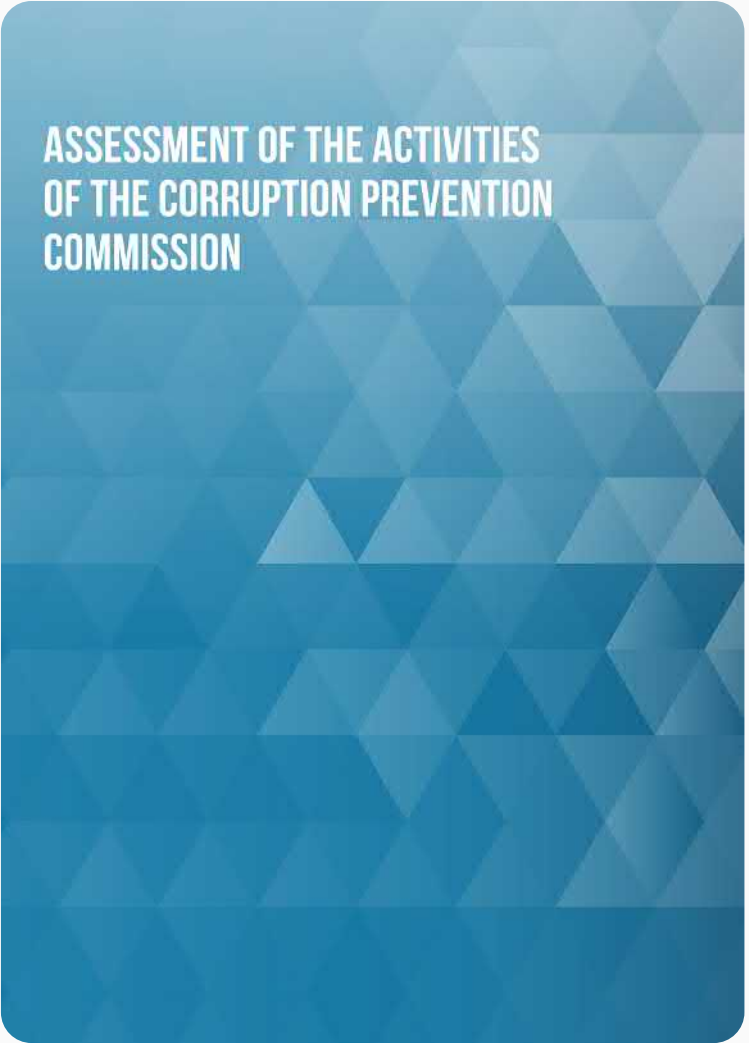
- Public interest priority
- Urban planning and Yerevan's master plan
- Strategic Environmental Assessment (SEA) and Environmental Impact Assessment (EIA)



The RA Administrative Court has ruled as unlawful the decision of the National Assembly staff to deny access to a TIAC observer during the interview stage of the selection process for a member of the Corruption Prevention Commission, confirming the violation of the constitutional right to access information.

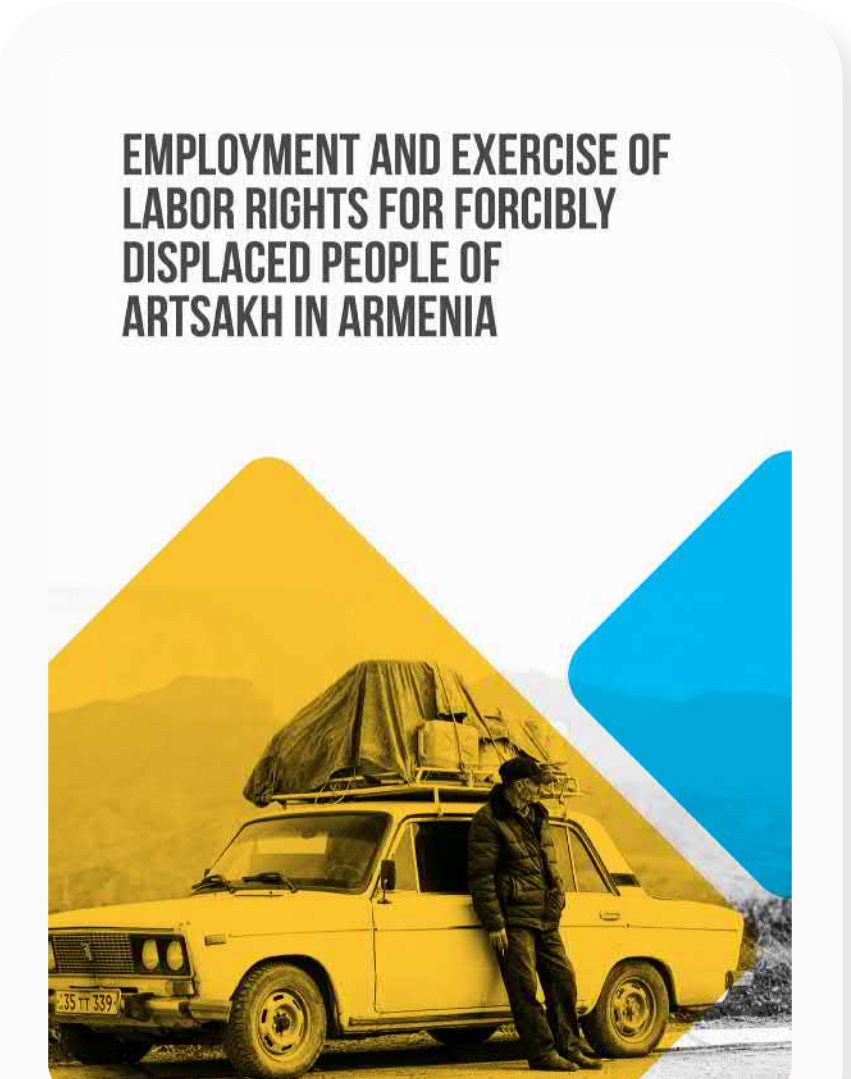
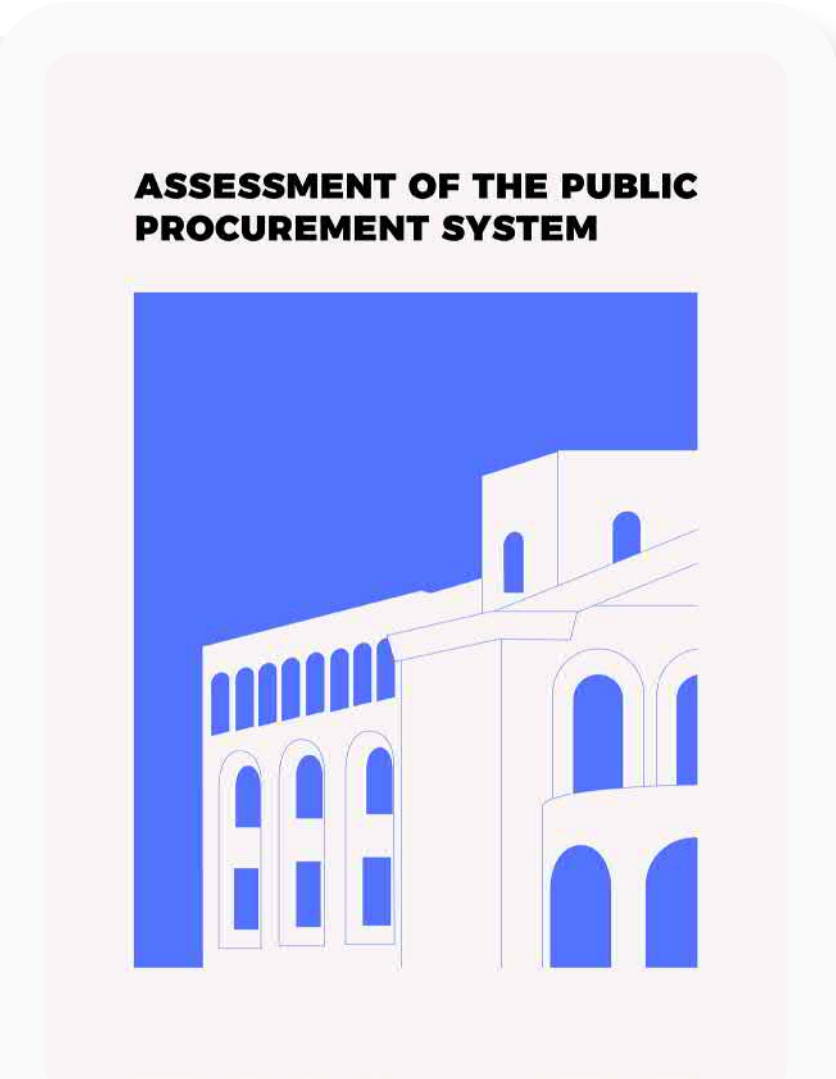
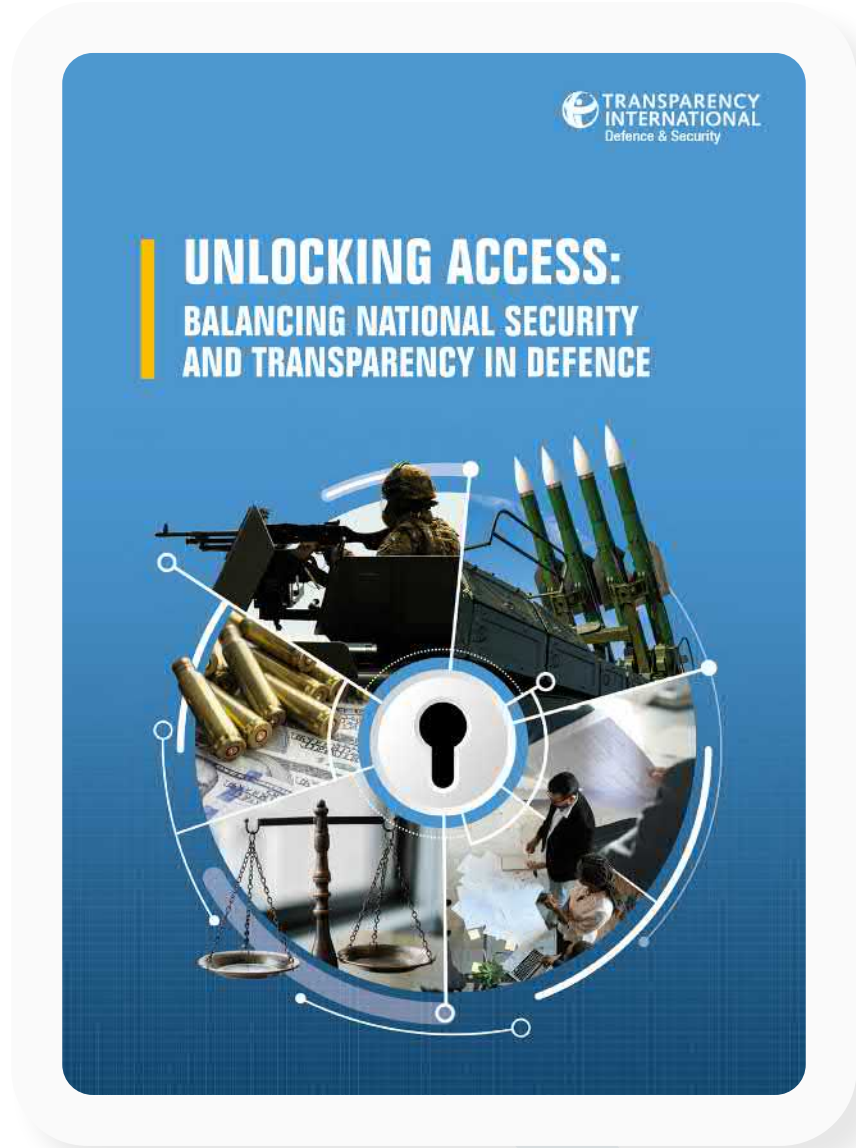
*TIAC's interests in court were represented by the Law Development and Protection Foundation.*

# RESEARCH





# RESEARCH



# JOURNALISTIC INVESTIGATIONS

**MKRTICH KARAPETYAN**

Uncollected Land Rents in Yerevan



**TIRAYR MURADYAN**

Fire Safety of High-Rise Buildings in Yerevan



**RIMA GRIGORYAN  
SAMSON MARTIROSYAN  
KRISTINE AGHALARYAN**

Critical Issue of Green Spaces in Yerevan's Newly  
Constructed Buildings: Developers Mislead Buyers



# OBSERVATION MISSION



## INTERNATIONAL OBSERVATION MISSIONS



Romania



Bulgaria



Georgia



Moldova



18

OBSERVERS

## STUDY VISITS, CONFERENCES



Lithuania



Moldova



Thailand



Germany



10

PARTICIPANTS



# KNOWLEDGE AND LEADERSHIP

## TRAININGS

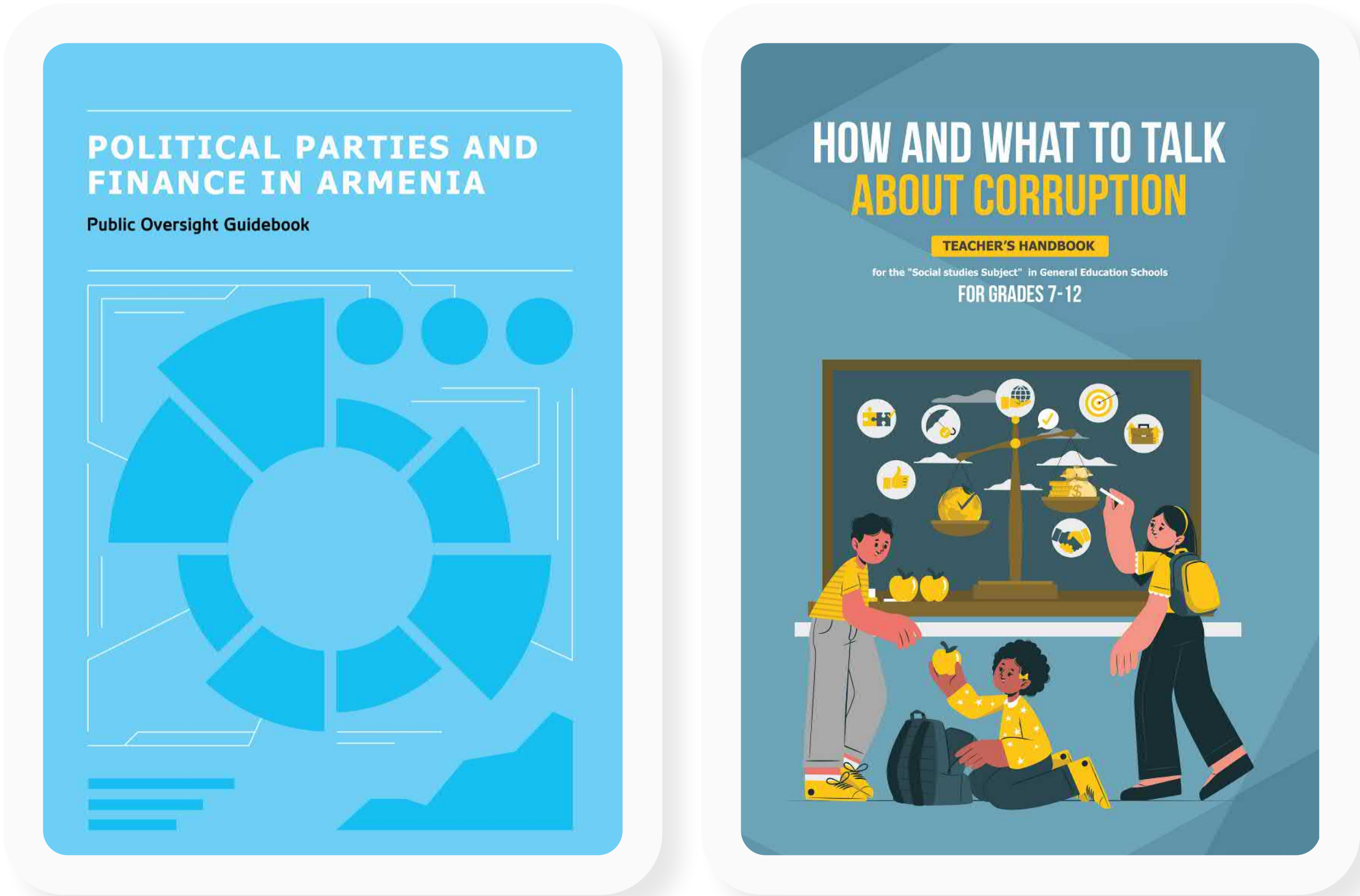
14  
TRAININGS

10 TIAC

4 Civic Hub

293  
PARTICIPANTS

## HANDBOOKS





# KNOWLEDGE AND LEADERSHIP

## 2 ANTICORRUPTION SCHOOLS



45  
ALUMNI

## ALUMNI PROJECTS

KAREN MNATSAKANYAN

A Series of Anticorruption Videos  
Clientelism | Nepotism | Favoritism | Cronyism



LUSINE MARTIROSYAN  
ALLA TSATINYAN  
SVETLANA DAVTYAN

Anticorruption Articles



ANDRANIK PAPOYAN

Talking Images

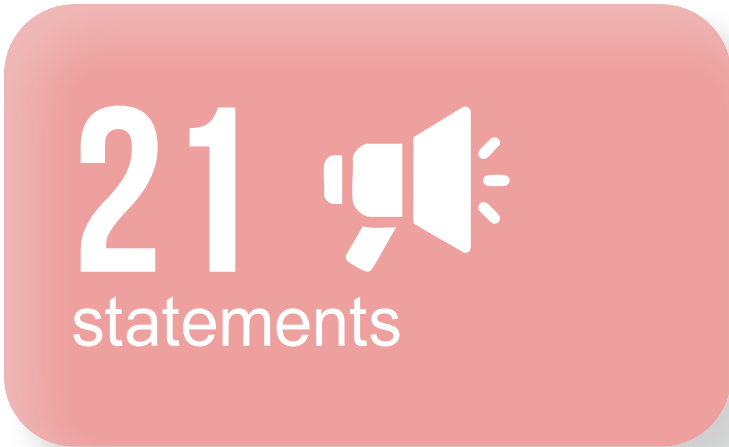
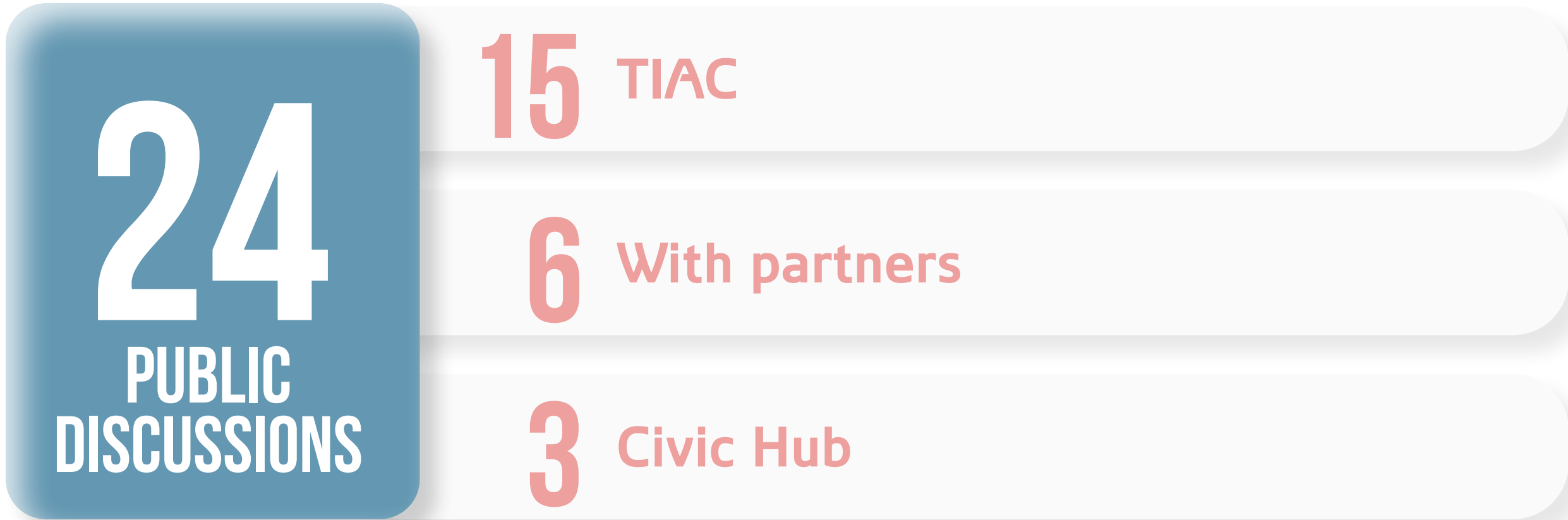
Anticorruption  
talking images  
in Marmashen

Corruption through  
the eyes of  
Hayfilm heroes





# AWARENESS





# PARTNERS

**Democracy Development Foundation**

**Law Development and Protection Foundation**

**Protection of Rights Without Borders**

**Helsinki Citizens Assembly-Vanadzor**

**“Asparez” Journalists Club**

**“Restart” Foundation for Science and Education**

**“Civic Hub” Youth NGO**



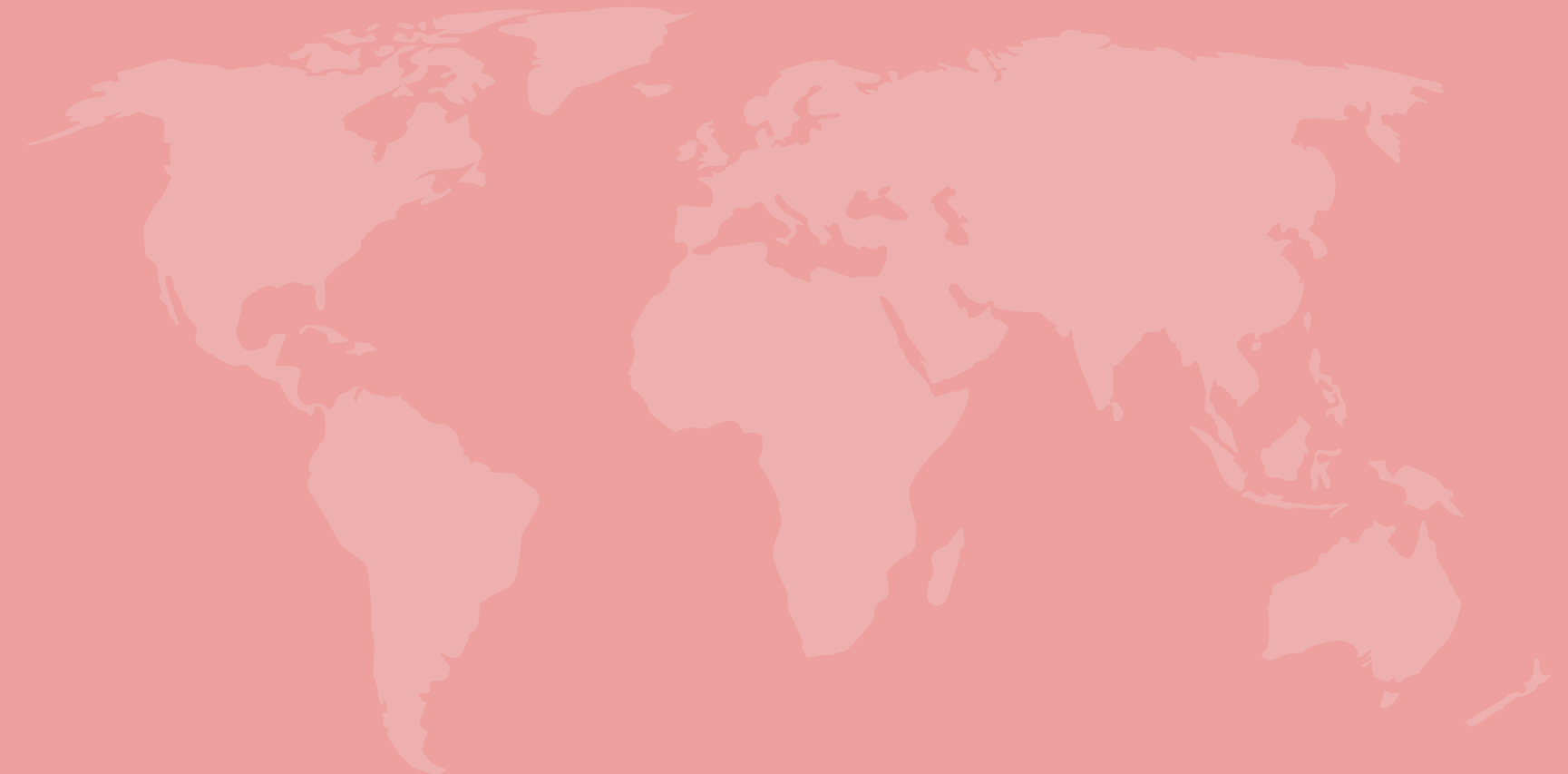
**European Platform for Democratic Elections (EPDE)**

**European Network of Election Monitoring Organizations (ENEMO)**

**Global Network of Domestic Election Monitors (GNDEM)**

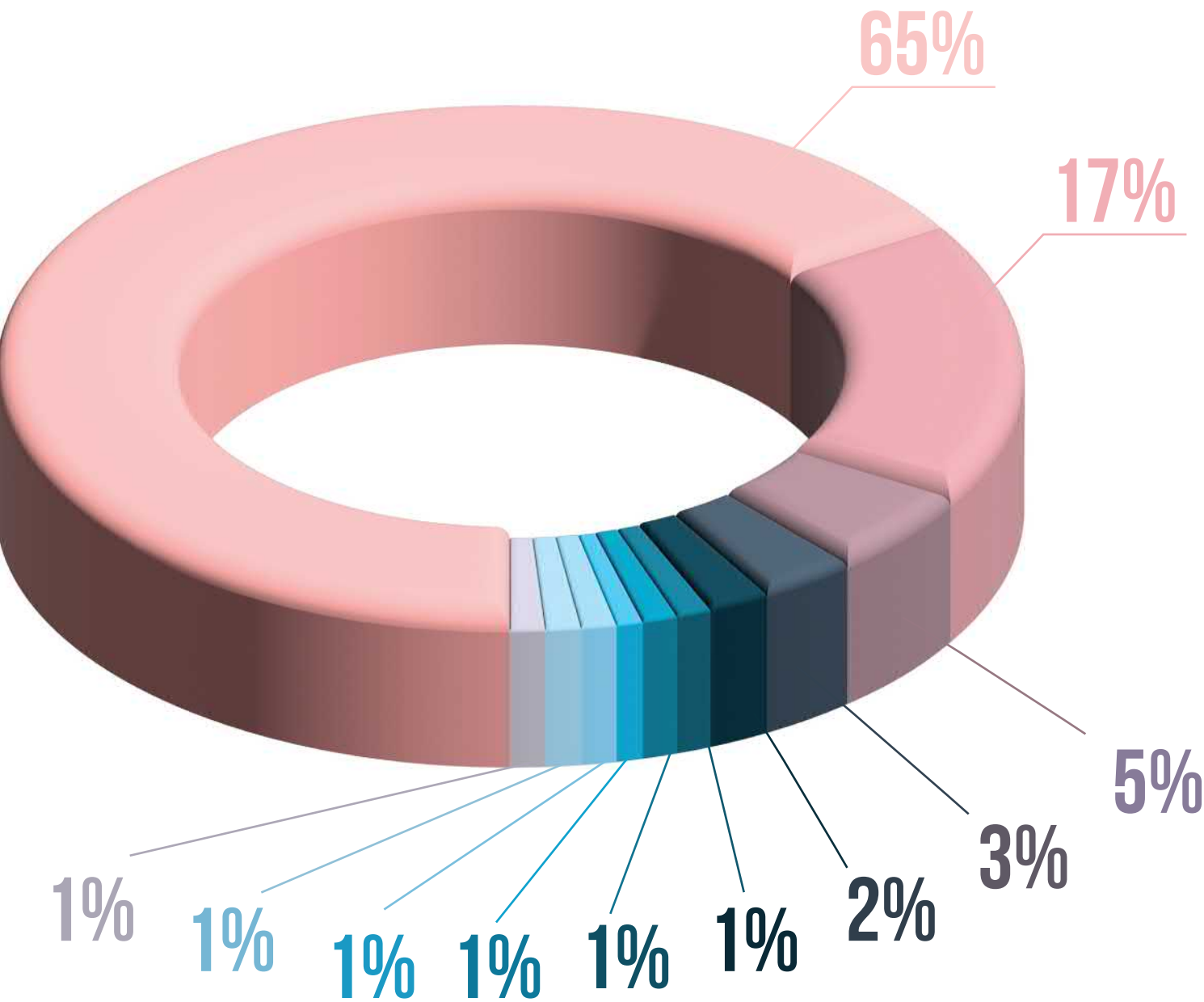
**European Center for Not-for-Profit Law (ECNL)**

**International Budget Partnership (IBP)**



# EXPENDITURES/REVENUES

## REVENUES ACCORDING TO DONORS (AMD)



**211,063,912** Institutional Support Grant (SIDA)

**54,290,064** National Endowment for Democracy (NED)

**17,029,222** British Embassy in Armenia

**9,960,796** European Union (EU)

**8,061,431** European Union through the European Center for Non-Commercial Law (ECNL)

**4,834,549** Income from foreign currency conversions and revaluations

**4,199,263** Income from grants on long-term assets

**3,299,500** Open Society Foundations (OSF-Armenia)

**3,187,421** Heinrich Böll Stiftung South Caucasus Region (HBS)

**2,690,529** Other revenues /currency exchange differences related to grants/

**2,027,370** Revenues from the provision of services

**1,224,414** Revenue from Deposit

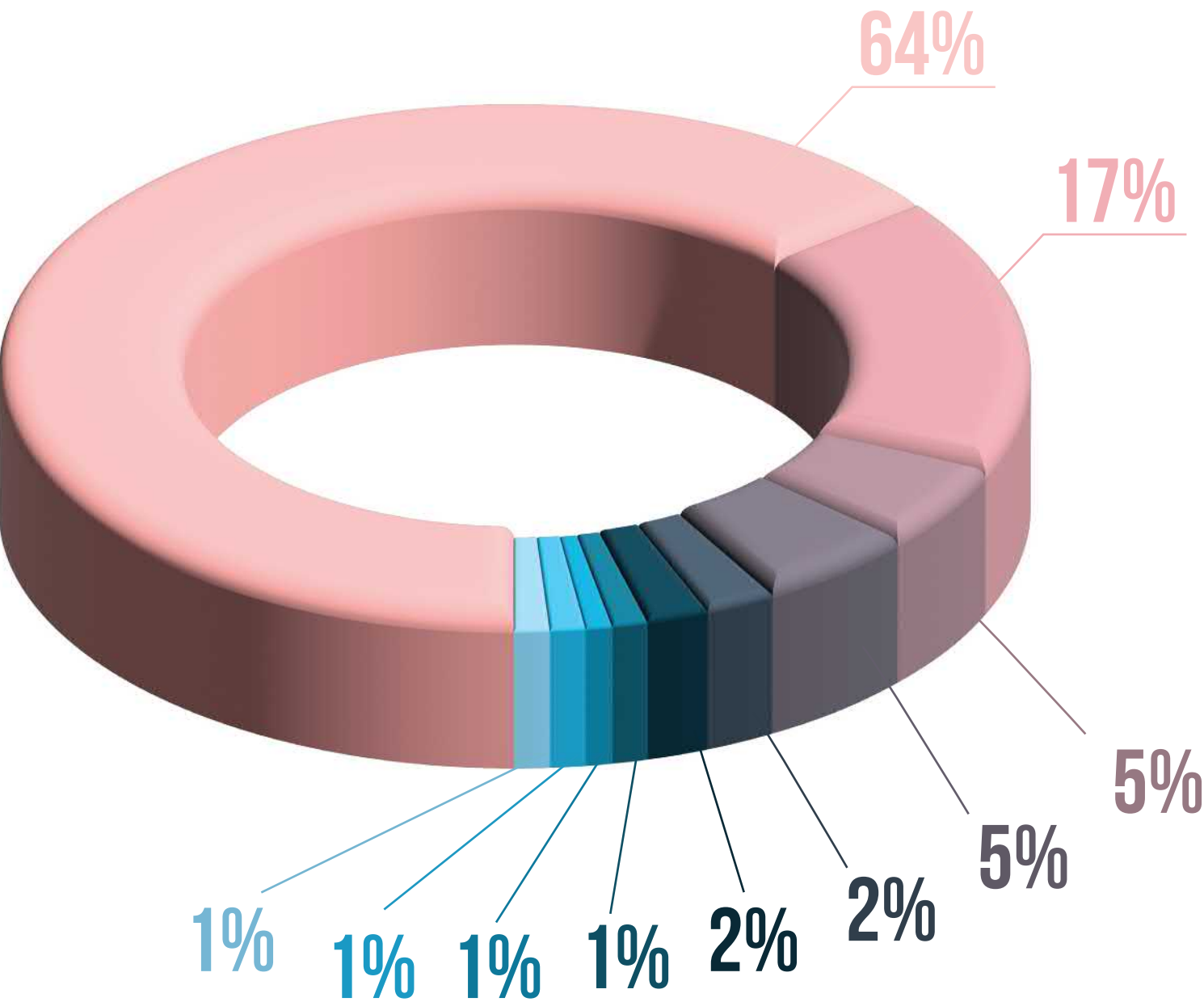
**945,414** Other revenues

**121,901** Revenue from membership fees

**TOTAL** **322,935,786**

# EXPENDITURES/REVENUES

## EXPENDITURES ACCORDING TO PROJECTS (AMD)



**211,063,912** Institutional Support Grant (SIDA)

**54,290,064** Increasing civil society capacity (NED)

**17,029,222** Supporting Safeguards of Democracy in Armenia (British Embassy)

**15,299,205** Currency conversion and revaluation expense

**8,061,431** CSO Meter: Empowered for Action (ECNL)

**6,570,184** Decent Work Now (EU)

**4,199,263** Income from grants relating to long-term assets

**3,390,612** Observation of the Yerevan City Council Elections (EU)

**3,187,421** Media training: Journalists, Against Corruption (HBS)

**2,700,000** Electronic Monitoring Parliamentary Snap Elections in Armenia (OSF-Armenia)

**1,320,460** Expenses from the provision of services

**945,414** Other expenses

**599,500** Monitoring and Advocacy to Improve Procurement Practices by Public Institutions of Armenia (OSF-Armenia)

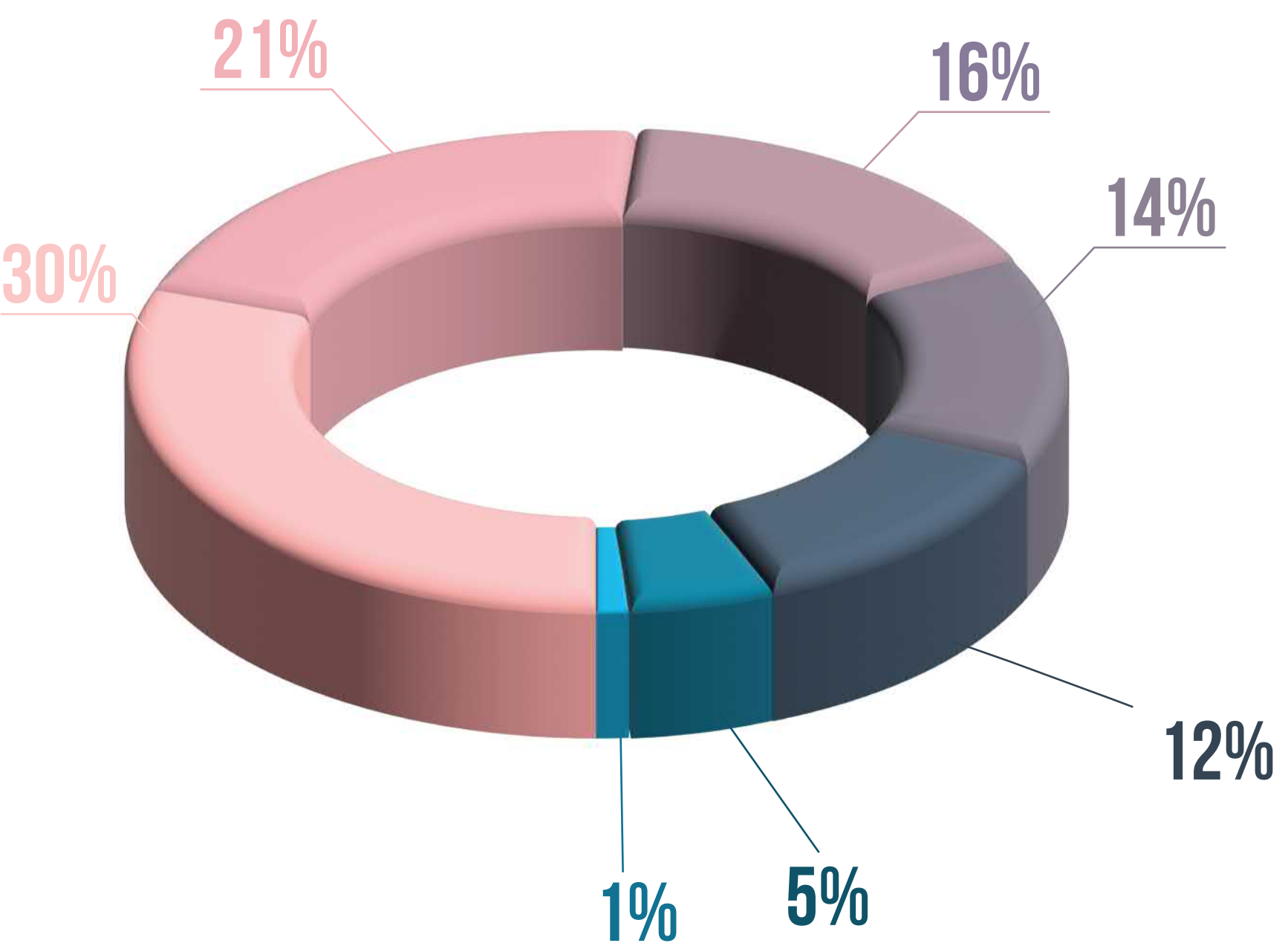
**121,901** Revenue from membership fees

**TOTAL** **328,778,589**



# EXPENDITURES/REVENUES

## STRUCTURE OF EXPENDITURES (AMD)



**98,413,742** Gross salary of project staff

**69,011,516** Gross salary of administrative staff

**53,425,671** Payments made in the frameworks of service contracts

**47,280,259** Project expenditures

**40,720,179** Admin expenditures

**15,299,205** Currency conversion and revaluation costs

**3,307,557** Project expenditures made by partners and subgrantees

**1,320,460** Service provision costs

**TOTAL** **328,778,589**



Independent Auditor's Report

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Yerevan Plaza Business Center  
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Yerevan 0015  
Republic of Armenia

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Երևանի Պլազա բիզնես  
կենտրոն  
ՀՀ, ք. Երևան 0015  
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To the General Meeting of "Transparency International Anti-Corruption Center" PO

Opinion

We have audited the financial statements of "Transparency International Anti-Corruption Center" PO (the "Organization"), which comprise the statement of financial position as at 31 December 2024, and the statement of activities, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of material accounting policies.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Organization as at 31 December 2024 and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards ("IFRSs").

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing ("ISAs"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (the "IESBA Code") together with the ethical requirements that are relevant to our audit of the financial statements in the Republic of Armenia, and we have fulfilled our other ethical responsibilities in accordance with these ethical requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report of the Organization for the year ended 31 December 2024 but does not include the financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

Statement of activities

In thousand AMD	Notes	2024	2023
Contribution income	5	312,159	434,011
Revenue from research and expert services		2,027	14,008
Other income		2,691	24,009
Administrative expenses	0	(109,731)	(116,442)
Project expenses	7	(201,114)	(317,150)
Cost of services sold		(1,320)	(13,269)
Other expenses		(327)	(352)
Finance income		1,224	38
Net gain (loss) from exchange differences		(10,464)	1,537
Result before income tax		(4,855)	26,390
Income tax recovery (expense)	8	3,737	(140)
Result for the year		(1,118)	26,250
Total comprehensive result for the year		(1,118)	26,250

The statement of activities is to be read in conjunction with the notes to and forming part of the financial statements set out on pages 9 to 22.

Statement of financial position

In thousand AMD	Notes	31 December 2024	31 December 2023
Assets			
Non-current assets			
Intangible assets		3,524	5,173
Property and equipment	0	5,068	6,810
Deferred income tax assets	8,15	4,084	-
Total non-current assets		12,676	11,983
Current assets			
Accounts receivable		1,439	10,062
Term deposits	11	78,484	104,580
Cash and cash equivalents	12	106,511	88,099
Total current assets		186,434	202,741
Total assets		199,110	214,724
Net assets and liabilities			
Net assets			
Accumulated result		(27,740)	(26,622)
Total net assets		(27,740)	(26,622)
Liabilities			
Non-current			
Grants related to assets	13	8,593	11,984
Total non-current liabilities		8,593	11,984
Current			
Accounts payable		2,438	302
Grants related to income	14	193,129	205,661
Provision for unused vacation days	15	22,690	23,399
Total current liabilities		218,257	229,362
Total net assets and liabilities		199,110	214,724

The financial statements were approved on 9 April 2025 by:

Sona Ayvazyan  
Executive Director

Gohar Hayryan  
Chief Accountant

The statement of financial position is to be read in conjunction with the notes to and forming part of the financial statements set out on pages 9 to 22.

# TRANSPARENCY INTERNATIONAL

anticorruption center



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