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THE ROLE OF THINK TANKS IN COMBATING CORRUPTION: FROM POLICY ANALYSIS TO OVERSIGHT

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Abstract. As Uzbekistan pursues a wide-ranging governance reform agenda under the principle “Society as the Initiator of Reforms,” the role of civil society institutions—particularly think tanks – has become increasingly vital in strengthening public integrity and combating corruption. This article explores the evolving role of think tanks in Uzbekistan’s anti-corruption landscape. It examines their strategic contributions in areas such as policy advocacy, legislative reform, digital transparency, and international cooperation. Drawing on case studies, including the Open Budget Portal and the National Anti-Corruption Council, this analysis highlights how these institutions translate grassroots concerns into policy solutions, localize international best practices, and foster accountability through research and monitoring. Despite their growing influence, think tanks face structural constraints, such as limited resources and narrow legal mandates. The article concludes with targeted policy recommendations, including increased funding for think tanks and expanded legal mandates, to institutionalize and safeguard their role as critical actors in the fight against corruption and the consolidation of a citizen-responsive state.

Keywords: think tanks, anti-corruption, civil society, public policy, transparency, governance reforms, public oversight, evidence-based policymaking

KORRUPSIYAGA QARSHI KURASHISHDA TAHLIL MARKAZLARINING ROLI: SIYOSATNI TAHLIL QILISHDAN NAZORATGACHA

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Annotatsiya. O‘zbekistonda “Jamiyat – islohotlar tashabbuskori” tamoyili asosida boshqaruvni isloh qilish bo‘yicha keng ko‘lamli dastur amalga oshirilar ekan, fuqarolik jamiyati institutlari, xususan, tahlil markazlarining jamiyatda halollikni mustahkamlash va korruptsiyaga qarshi kurashishdagi roli tobora muhim ahamiyat kasb etmoqda. Ushbu maqolada O‘zbekistonda korruptsiyaga qarshi kurashish sohasida tahlil markazlarining roli rivojlanib borayotgani o‘rganiladi. Bunda ularning siyosatni targ‘ib qilish, qonunchilikni isloh qilish, raqamli shaffoflik va xalqaro hamkorlik kabi sohalardagi strategik hissasi

ko'rib chiqiladi. Shuningdek, maqolada Ochiq byudjet portali va Korrupsiyaga qarshi kurashish milliy kengashi kabi amaliy tadqiqotlarga tayangan holda, ushbu institutlarning asosiy muammolarni siyosiy yechimlarga aylantirishi, xalqaro ilg'or tajribalarni mahalliyashtirishi hamda tadqiqot va monitoring orqali mas'uliyatning oshirilishi tahlil qilinadi. Ta'siri ortib borayotganiga qaramay, tahlil markazlari cheklangan resurslar va tor yuridik mandatlar kabi tarkibiy cheklovlarga duch kelmoqda. Maqola tahlil markazlarini moliyalashtirish darajasini oshirish, korrupsiyaga qarshi kurashishda va fuqarolik davlatini mustahkamlashda muhim subyektlar sifatida institutsionallashtirish va ularning rolini himoya qilish uchun qonuniy vakolatlarini kengaytirishni o'z ichiga olgan maqsadli siyosiy tavsiyalar bilan yakunlanadi.

Kalit so'zlar: tahlil markazlari, korrupsiyaga qarshi kurashish, fuqarolik jamiyati, davlat siyosati, shaffoflik, boshqaruv islohotlari, jamoatchilik nazorati, dalillarga asoslangan siyosatni ishlab chiqish

РОЛЬ ЭКСПЕРТНО-АНАЛИТИЧЕСКИХ ЦЕНТРОВ В БОРЬБЕ С КОРРУПЦИЕЙ: ОТ АНАЛИЗА ПОЛИТИКИ ДО КОНТРОЛЯ

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Аннотация. По мере того как Узбекистан реализует широкомасштабную программу реформ государственного управления под девизом «Общество – инициатор реформ», роль институтов гражданского общества, особенно аналитических центров, приобретает всё большее значение в укреплении общественной добропорядочности и противодействии коррупции. В статье рассматривается эволюционирующая роль аналитических центров в антикоррупционной системе Узбекистана. Анализируются их стратегические вклады в такие сферы, как продвижение политических инициатив, законодательные реформы, цифровая прозрачность и международное сотрудничество. На основе кейс-стади, включая портал Open Budget – «Открытый бюджет» и Национальный совет по противодействию коррупции, показано, как эти институты трансформируют общественные запросы в практические политические решения, адаптируют международный опыт к местным условиям и способствуют подотчётности через исследования и мониторинг. Несмотря на растущее влияние, аналитические центры сталкиваются с рядом структурных ограничений, таких как ограниченные ресурсы и узкие правовые мандаты. В заключение статьи предлагаются целенаправленные рекомендации, включая увеличение финансирования и расширение юридических полномочий аналитических центров, с целью институционализации и укрепления их роли как ключевых субъектов в противодействии коррупции и построении государства, ориентированного на интересы граждан.

Ключевые слова: аналитические центры, борьба с коррупцией, гражданское общество, государственная политика, прозрачность, реформы управления, общественный контроль, разработка политики на основе фактических данных

Introduction

Corruption remains a global challenge, undermining the rule of law, distorting the allocation of public resources, and eroding citizens' trust in government. In Uzbekistan, the reform trajectory initiated

in 2016 has introduced bold measures to enhance transparency, public participation, and institutional integrity. Central to this process is the principle of "Society as the Initiator of Reforms" [1], which has created new opportunities for civil society actors,

particularly think tanks, to influence public policy.

Think tanks are emerging as key stakeholders in the anti-corruption framework. Their functions extend beyond research, encompassing public awareness, legislative advocacy, oversight, and digital engagement. This article analyzes their evolving role, focusing on their unique capacities, typologies, and contributions to anti-corruption reforms, while also addressing existing limitations and offering strategic policy recommendations.

Materials and methods

This study employs a qualitative research approach, combining institutional analysis with thematic content review to examine the strategic role of think tanks in Uzbekistan's anti-corruption ecosystem. The analysis draws on primary and secondary sources, including official government documents, national policy frameworks, publications from Uzbek and international think tanks, and relevant global indices, such as the Corruption Perceptions Index [2] and OECD governance reviews [3].

Methodologically, the article is structured around four interrelated domains in which think tanks operate:

Policy and Legal Reform: Assessing think tanks' involvement in identifying legislative gaps, drafting proposals, and advocating for regulatory improvements to curb corruption;

Monitoring and Oversight: Analyzing mechanisms of independent and joint monitoring by think tanks, with special attention to the Development Strategy Centre's role within the National Anti-Corruption Council and beyond;

Digital Transparency: Evaluating how think tanks support and utilize platforms, such as the Open Budget Portal, to enhance citizen oversight and promote participatory governance;

International Cooperation: Reviewing cases of cross-border knowledge exchange and localization of global anti-corruption

tools through engagement with institutions like the OECD, Transparency International, and the UNCAC framework.

By integrating national case studies—including the Development Strategy Centre's monitoring functions and collaborative initiatives—the research highlights how think tanks influence public accountability and policy outcomes [4]. Comparative insights are drawn from international best practices to contextualize Uzbekistan's experience and illustrate the evolving institutional role of civil society in governance reform.

Research results

Unique Capacities of Think Tanks and Civil Society Institutions

Think tanks and civil society institutions in Uzbekistan possess unique advantages derived from their close engagement with local communities. This proximity affords them a deeper understanding of regional socio-cultural dynamics, traditional norms, and grassroots governance challenges—insights that may elude central state institutions. Their ability to interpret and respond to localized manifestations of corruption enables the formulation of tailored, context-sensitive policy recommendations, highlighting the value of their work and demonstrating their unique capabilities.

Moreover, think tanks often serve as intermediaries between citizens and policymakers, translating community concerns into actionable reform agendas. Their presence across diverse regions enhances the inclusivity of national anti-corruption strategies and ensures that reforms resonate with local realities. When systematically included in policy dialogues and oversight mechanisms, these institutions strengthen both the legitimacy and practical effectiveness of governance reforms, particularly in combating entrenched forms of corruption [5].

Typology of Contemporary Think Tanks

Based on their core characteristics, international scholars classify think tanks into five principal categories [6]:

1. Independent Non-profit Think Tanks: Operating autonomously from the government and serving the interests of civil society.

2. University-affiliated Research Institutes: Embedded within or closely connected to academic institutions.

3. Government-sponsored or Government-established Centres: Functioning under state patronage or institutional frameworks.

4. Corporate Think Tanks: Established by or affiliated with the private sector to inform business-relevant policy directions.

5. Political Party-affiliated Research Units: Supporting the analytical and campaign agendas of political parties or individual candidates.

As noted, think tanks play a vital and irreplaceable role in shaping public policy. They contribute to evidence-based policymaking, provide ideological foundations for political competition, and articulate the necessity and direction of reforms. In doing so, they have become integral components of contemporary institutional governance.

According to the Open Think Tank Directory, the thematic distribution of global think tanks is as follows: 12.4% focus on social policy; 11.2% on trade, economy, and finance; 11.0% on governance, transparency, and accountability; 10.4% on environment, natural resources, and energy; 8.5% on law, justice, and human rights; 8.2% on international relations; 6.2% on education; 6.1% on defense, peacebuilding, and security; 4.7% on healthcare; 4.1% on technology and innovation; 4.0% on gender equality; 3.9% on food security and agriculture; 3.4% on private sector development; 2.8% on media, culture, and sport; 2.3% on transport and infrastructure; and 0.7% on other areas [7]. This overview illustrates the diverse areas of focus among global think tanks.

Monitoring and Oversight Mechanisms

Think tanks play a pivotal role in monitoring the implementation of anti-corruption reforms, either independently or in collaboration with state institutions, each approach offering distinct advantages. Their proactive engagement ensures that anti-corruption measures are effectively implemented, contributing to the success of the anti-corruption agenda.

Independent Monitoring: Think tanks are crucial in independently overseeing the implementation of anti-corruption reforms, acting as neutral evaluators of government actions. Operating autonomously from state institutions allows them to conduct objective evaluations of reform outcomes, assess gaps between policy and practice, and provide evidence-based feedback to inform policy adjustments. This independence ensures monitoring is free from political influence or administrative bias, enhancing the credibility of findings.

Independent monitoring also strengthens public trust by signaling a commitment to transparency and integrity in governance. It enables think tanks to engage in investigative analysis, track procurement and budgeting processes, and scrutinize public service delivery in real time. In contexts where access to information is limited or sensitive, independent monitoring may include discreet or covert observation, particularly in sectors where corruption is deeply entrenched. The insights gathered are critical in revealing hidden patterns of malpractice and advocating for timely corrective measures.

Furthermore, such monitoring empowers civil society by fostering citizen participation in oversight, for instance, through social audits, online reporting platforms, and participatory evaluations. By bridging the gap between data, citizens, and decision-makers, think tanks enhance the accountability and responsiveness of public institutions [8].

Joint Monitoring with State Institutions: Collaborative monitoring between think tanks and government bodies represents a complementary model of oversight that balances independence with institutional access. Through formalized partnerships, think tanks gain access to administrative data, internal reports, and policy implementation records not publicly available. This access enhances the depth and precision of policy analysis, allowing for a more accurate assessment of the effectiveness of anti-corruption measures. The resulting recommendations carry greater legitimacy, as they are based on both external scrutiny and internal data validation.

This approach also reinforces institutional cooperation and builds mutual accountability. When public institutions voluntarily open themselves to scrutiny by independent analytical bodies, it reflects a broader commitment to transparency and reform. In turn, think tanks contribute professional expertise, methodological rigor, and citizen-centered perspectives, making the monitoring process both credible and constructive.

A leading example in Uzbekistan is the National Anti-Corruption Council, chaired by the Chairperson of the Senate. This inclusive body brings together high-ranking government officials, representatives of non-governmental organizations, independent experts, civil society activists, and leading analytical institutions—most notably the Development Strategy Centre. Within this multi-stakeholder platform, think tanks contribute by analyzing sectoral vulnerabilities, tracking reform implementation, and ensuring that anti-corruption strategies align with both international commitments and national development goals [9].

Moreover, joint monitoring fosters peer learning and capacity building between state agencies and civil society actors. Government bodies benefit from the

technical and analytical capabilities of think tanks, while civil society actors gain insight into institutional constraints and regulatory frameworks. This collaborative environment promotes cross-sector dialogue, enabling stakeholders to co-create solutions, align objectives, and reduce implementation gaps. By institutionalizing such cooperation, Uzbekistan strengthens the resilience of its anti-corruption framework and builds a foundation for inclusive governance.

Policy Advocacy and Reform Support

Think tanks play a pivotal role in advancing anti-corruption reforms across four critical dimensions:

Legal Reforms: They assess existing legislation to identify gaps or vulnerabilities that enable corrupt practices and advocate for the introduction or amendment of laws to address these deficiencies.

Policy Development: Think tanks participate in formal and informal policymaking arenas, offering evidence-based input and technical expertise to shape comprehensive anti-corruption frameworks and institutional strategies.

Practice-Based Reforms: By monitoring implementation processes, they identify disconnects between policy and practice—particularly where legal provisions exist but are weakly enforced—and advocate for practical application.

Behavioral and Normative Change: In addition to structural reforms, think tanks challenge deeply embedded informal norms, such as nepotism, patronage, and unregulated gift-giving, which often circumvent legal boundaries. Their efforts aim to shift societal attitudes and establish a culture of integrity and accountability.

Enabling Digital Transparency

Digital technologies are crucial in fostering transparency, accountability, and citizen oversight in public governance. In Uzbekistan, the Open Budget Portal (openbudget.uz) has emerged as a key

mechanism for preventing corruption and promoting participatory budgeting. The platform enables citizens and civil society actors, including think tanks, to monitor the allocation and spending of public funds and submit proposals for local development initiatives.

Think tanks and civil society activists have utilized the platform to conduct policy analysis, identify inefficiencies, and advocate for more equitable budgetary decisions. The platform's success is evident in growing public engagement: in 2021, more than 41,000 citizen initiatives were submitted, and by 2022, this figure exceeded 131,000. Over 4,000 of these proposals were officially approved and financed from the state budget, signaling a shift toward more inclusive and transparent governance [10].

This model aligns with global best practices in digital transparency, as advocated by the Open Government Partnership (OGP) and the OECD Digital Government Review, which recommend open data, e-budgeting, and participatory digital platforms as key instruments in combating corruption [11]. Uzbekistan's experience demonstrates how digital civic tech, supported by engaged think tanks and civil society, can serve as both a watchdog and a bridge between the government and the public.

International Cooperation and Knowledge Transfer

Think tanks play a crucial role in adapting international best practices in anti-corruption policy. Unlike state bodies, which often face bureaucratic constraints, think tanks can quickly establish partnerships with global institutions and peer organizations. This flexibility enables them to access expertise in areas such as investigative journalism, digital transparency tools, and whistleblower protection.

By engaging with international platforms like the OECD Anti-Corruption

Network, Transparency International, and the Open Government Partnership, think tanks help localize practical tools, such as asset declarations, open contracting, and e-budget platforms [12]. In Uzbekistan, the Development Strategy Centre has actively collaborated with international partners to promote reforms aligned with global standards, such as the UNCAC and the Istanbul Action Plan. These exchanges accelerate knowledge transfer, build national capacity, and support evidence-based anti-corruption strategies.

The Centre for the Study of Democracy (CSD) in Bulgaria is a leading European think tank known for its work in anti-corruption, organized crime, and public governance. The CSD provides policy diagnostics and technical assistance to the EU and countries in the Balkans [13]. Similarly, the Indonesia Corruption Watch (ICW) is a prominent civil society watchdog and policy think tank in Southeast Asia, focusing on combating corruption. The ICW conducts investigative research, tracks public expenditures, and mobilizes civil society campaigns against judicial and procurement corruption [14].

Analysis of research results

The research findings underscore that think tanks in Uzbekistan and beyond fulfill a multifaceted role in reinforcing the national integrity system. Their research-based advocacy bridges the gap between citizen expectations and government policies, while their participation in oversight bodies enhances institutional accountability. Additionally, their engagement with digital platforms and international partnerships facilitates innovation, knowledge transfer, and the localization of global best practices.

However, despite their growing prominence and influence, think tanks face several structural and operational challenges that limit their effectiveness:

Legal Ambiguity: The absence of formalized legal frameworks restricts

the systematic inclusion of think tanks in legislative and policy decision-making processes. Without clear mandates, their institutional engagement remains ad hoc and often reliant on informal arrangements.

Financial Vulnerability: Many think tanks depend heavily on external donor funding, which can undermine long-term sustainability and strategic independence. Limited access to domestic public or private funding hampers their capacity to scale operations, retain talent, and invest in long-term research agendas.

Political Sensitivity: Participation in joint monitoring initiatives with state institutions, while beneficial, may expose think tanks to political pressure or compromise their perceived neutrality. This is particularly critical in contexts where political sensitivities surrounding corruption remain high.

These constraints not only affect operational effectiveness but also limit the institutionalization of think tanks as trusted contributors to national development and anti-corruption policymaking.

To ensure the independence, sustainability, and long-term impact of think tanks, both domestic and international stakeholders must commit to meaningful support. This includes providing consistent funding streams, strengthening legal protections, and promoting enabling environments that safeguard their autonomy. Moreover, institutional reforms should formalize the participation of think tanks in national policymaking bodies and anti-corruption councils, ensuring their contributions are recognized, protected, and sustained [15].

Conclusion

Think tanks in Uzbekistan are becoming indispensable pillars within the national integrity system. Their multifaceted role—informing public discourse, monitoring government performance, critiquing

policy shortcomings, and advocating for reform—positions them as vital allies in the fight against corruption. In recent years, Uzbekistan has taken significant steps to institutionalize transparency and accountability, including the creation of public e-procurement platforms, citizen budget portals, and the establishment of inclusive oversight bodies such as the National Anti-Corruption Council. These developments have created an enabling environment for civil society institutions and analytical centers to contribute more substantively.

The ability of think tanks to bridge the gap between citizens and the state, translate public concerns into policy recommendations, and localize international best practices enhances both the legitimacy and effectiveness of governance reforms. However, their continued impact depends on ensuring a supportive legal, financial, and operational environment that safeguards their independence while promoting strategic collaboration with state bodies.

To maximize their contribution to anti-corruption efforts, several strategic priorities must be addressed. First, public consultations should be institutionalized in the legislative and executive policymaking process, ensuring the systematic involvement of think tanks and civil society organizations. Second, expanding access to government-held data is essential to enable independent policy research and evidence-based advocacy. Third, think tanks should be formally integrated into national anti-corruption bodies and reform commissions to institutionalize their input and maintain continuity. Fourth, while increasing state support for civil society oversight, it is vital to safeguard the autonomy of these actors to ensure impartiality. Lastly, strategic partnerships with independent media can amplify

anti-corruption messaging, enhance public engagement, and build a culture of transparency and accountability.

As Uzbekistan moves forward with its reform agenda, empowering and

institutionalizing the role of think tanks will be crucial for consolidating a transparent, accountable, and citizen-responsive system of governance capable of effectively resisting corruption in all its forms.

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