

The Concluding Event of

OECD-Thailand Country Programme Phase 2


สำนักงานสภาพัฒนาการเศรษฐกิจและสังคมแห่งชาติ

The Concluding Event of OECD-Thailand Country Programme Phase 2





Message from His Excellency Mr. Anutin Charnvirakul

Prime Minister of the Kingdom of Thailand

Thailand is firmly committed to advancing national development towards greater resilience, transparency, competitiveness, and sustainable growth. To achieve this, the Government aims to elevate policymaking and public governance in alignment with international standards, while adapting them to Thailand's national context. In this regard, the OECD-Thailand Country Programme has served as an important mechanism for supporting national reform, strengthening public sector capacity, and preparing Thailand for future OECD membership.

Through the implementation of the OECD-Thailand Country Programme Phase 1 (2018-2021) and Phase 2 (2023-2026), Thailand has benefited from the OECD's knowledge, policy recommendations, and best practices. Furthermore, this cooperation has enhanced government agencies' understanding of OECD principles, practices, and working methods, while promoting the participation of the private sector, academia, and civil society in advancing the country's reform agenda.

Over the years, this cooperation has deepened understanding across all sectors of OECD standards, principles, and working methods. At the same time, stakeholders from all sectors have become increasingly engaged in advancing Thailand's alignment with international standards. The ongoing progress demonstrates that accession to the OECD is not the responsibility of any single agency, but rather a whole-of-nation effort to build a Thailand that is transparent, resilient, competitive, and prepared to meet future challenges.

The successful implementation of the OECD-Thailand Country Programme Phase 2 has been made possible by the close partnership between Thailand and the OECD, together with the commitment and dedication of all stakeholders.

On behalf of the Royal Thai Government, I wish to extend my sincere appreciation to the OECD and all stakeholders for their cooperation and support over the years, which have laid a solid foundation for Thailand's national reforms, its advancement towards international standards and its readiness for OECD membership.

Looking ahead, the Royal Thai Government is committed to building upon the achievements of the programme by translating the OECD's policy recommendations, standards, and best practices into concrete action. This will help enhance the effectiveness of public governance, strengthen Thailand's competitiveness, improve the quality of life of the Thai people, and further advance Thailand's OECD accession process. Through these efforts, we will ensure that national reforms continue to deliver tangible results as we work together to build a secure and sustainable future, with opportunities for all Thai people.



(Anutin Charnvirakul)
Prime Minister of the Kingdom of Thailand



Foreword by Mr. Mathias Cormann

OECD Secretary-General

For over two decades, Thailand and the OECD have built a strong and dynamic partnership. Today, Thailand is taking that relationship to a new level, as it advances through its accession process to become a Member of the OECD, building on the successful completion of the second phase of the OECD-Thailand Country Programme. Thailand was the first Southeast Asian country to launch an OECD Country Programme in 2018. Since then, the Programme has supported domestic reforms, strengthened institutions and advanced alignment with OECD standards and best practices. This co-operation has contributed to policy reforms in governance, public integrity, productivity, competition and anti-corruption, among others.

The second phase of the Country Programme, implemented from 2023 to 2026, broadened and deepened this co-operation. Its 20 projects - spanning governance, business climate and competitiveness, social inclusion and human capital, and green recovery - have supported Thailand's ambition to achieve high-income status by 2037. OECD expertise has supported important reforms and institutional improvements. It has helped Thailand identify priorities for closer alignment with the OECD Anti-Bribery Convention and strengthen its anti-corruption framework. It has also supported the integration of good regulatory practices and regulatory impact assessment into legislation implementing Thailand's 2017 Constitution. At the same time, Thai officials have become more closely engaged in OECD work through regular participation in committees, peer reviews, policy networks and secondments.

Thailand has also helped bring Southeast Asia and the OECD closer together. As co-chair of the OECD Southeast Asia Regional Programme from 2018 to 2022, it deepened our partnership with the region and extended the reach of OECD standards and policy dialogue across Southeast Asia.

These achievements laid the foundations for a historic milestone. In June 2024, the OECD Council opened accession discussions with Thailand and subsequently adopted the country's Accession Roadmap. Thailand has since submitted its Initial Memorandum, setting out how it aligns with OECD standards, and OECD committees have begun their technical reviews. The experience and institutional relationships built through the Country Programme now support this process.

The road ahead remains ambitious, as OECD accession will require sustained reform to align Thailand's policies, laws and institutions with OECD standards across a wide range of areas. I commend the Royal Thai Government for its strong commitment and whole-of-government approach to this work.

As the second phase of the Thailand Country Programme concludes, we can look back on concrete progress and ahead to an even closer relationship. The OECD will continue to support Thailand as it advances through the accession process. Together, we can deliver better policies for better lives in Thailand, strengthen prosperity and resilience across Southeast Asia, and enrich the OECD community as a whole.

Executive Summary

Thailand and the Organisation for Economic Co-operation and Development (OECD) have maintained close cooperation for more than two decades. The OECD-Thailand Country Programme (CP) has served as a key mechanism enabling Thailand to draw on OECD expertise, international standards and good practices to advance domestic reforms and strengthen public policy. Building on the success of Phase 1, Thailand and the OECD extended their cooperation through Phase 2 to support national development and enhance Thailand's readiness for OECD membership.

Implemented over the period 2023-2026, CP2 comprises 20 projects across four pillars: (1) Good Governance; (2) Business Climate and Competitiveness; (3) Social Inclusion and Human Capital Development; and (4) Green Recovery. These projects address key national development priorities, ranging from anti-corruption, regulatory reform, competition and productivity enhancement to the development of state-owned enterprises, skills and education, clean energy, sustainable infrastructure and the transition to a low-carbon economy.

Throughout the Programme, Thai agencies have worked closely with OECD experts through analytical studies and the formulation of policy recommendations, assessments of Thailand's standards and practices, workshops and training, and exchanges of knowledge and experience with OECD member countries. The resulting outcomes extend beyond reports and policy recommendations, contributing to improvements in legislation, policies, standards and the working mechanisms of public agencies. The Programme has also strengthened institutional and staff capacities and fostered cooperation networks between Thailand and the OECD, laying an important foundation for long-term national reform.

CP2 has also served as **a bridge between policy cooperation and Thailand's OECD accession process.** It has helped Thai agencies become familiar with OECD principles, working methods and standards, enabling them to identify gaps and prepare to align domestic legislation, policies and practices with OECD legal instruments. It has also provided knowledge and practical experience that can inform and support the technical reviews undertaken as part of the accession process.

The value of CP2 therefore extends beyond alignment with OECD standards. It lies in applying international standards, knowledge and experience as tools for national development: building an efficient, transparent and responsive public sector; enhancing economic productivity and competitiveness; equipping people with the skills to adapt to change; and advancing inclusive and sustainable development. **These efforts will improve people's quality of life while laying a solid foundation for Thailand's future membership of the OECD.**

Introducing
the OECD-Thailand Country Programme



OECD-Thailand Country Programme

The OECD-Thailand Country Programme (CP) is a cooperation programme between Thailand and the Organisation for Economic Co-operation and Development (OECD), designed to support reforms and strengthen Thailand's policies in line with international standards and practices. It enables Thai agencies to work with the OECD through analytical studies and the formulation of policy recommendations, exchanges of knowledge and good practices, capacity building, and participation in OECD committees and other bodies. Through this cooperation, Thai agencies can apply the knowledge and experience gained to advance national development in ways suited to Thailand's context.

OECD-Thailand Country Programme Phase 1

Thailand and the OECD have maintained close relations and cooperation for many years. In 2018, the Royal Thai Government and the OECD signed a Memorandum of Understanding (MoU) to launch Phase 1 of the OECD-Thailand Country Programme, making Thailand the first country in Southeast Asia to undertake this form of cooperation. CP1 aimed to support Thailand's national reform agenda across various policy areas through exchanges of knowledge and expertise, while promoting concrete steps to align domestic policies with OECD standards and practices.

CP1 thus marked an important milestone in deepening and strengthening cooperation between Thailand and the OECD. It provided Thailand with access to OECD knowledge, experience and standards across a wide range of policy areas, while strengthening institutional ties and fostering closer working relationships between Thai agencies and the OECD.

OECD-Thailand Country Programme Phase 2

Building on the achievements of CP1, Thailand translated OECD policy recommendations into concrete action, including the application of new technologies and innovations to support a robust and sustainable recovery from the COVID-19 crisis. On 15 February 2022, the Cabinet acknowledged the progress report on CP1 and tasked the Office of the National Economic and Social Development Council (NESDC) with consulting relevant agencies to develop projects under Phase 2 of the OECD-Thailand Country Programme. This next phase aimed to further advance policy reforms, strengthen national standards and enhance the capacities of Thai institutions and personnel.

NESDC and the Ministry of Foreign Affairs (MFA) subsequently held consultations with the OECD and relevant Thai agencies, leading to the development of CP2, comprising 20 projects across four pillars, with a three-year implementation period (2023-2026). On 21 February 2023, the Cabinet endorsed CP2 and authorised its implementation, enabling Thai

agencies to begin implementing the projects jointly with the OECD. This cooperation has contributed to strengthening domestic standards in line with international benchmarks and brought Thailand closer to OECD membership.

Over Two Decades of Thailand-OECD Cooperation



1999

Thailand became a party to its first OECD legal instrument: International Understanding on Maritime Transport Principles.

2000

The country participated in the Programme for International Student Assessment (PISA).

2005

Thailand became a member of the OECD Development Centre.

2014

Thailand is a founding member of the Southeast Asia Regional Programme (SEARP).

2018 - 2021

The country implemented the OECD-Thailand Country Programme Phase 1 (CP1).



2023 - 2026

Thailand has completed the OECD-Thailand Country Programme Phase 2 (CP2).



A New Path towards OECD Membership

CP2 has enabled Thai agencies to work closely with the OECD and apply its standards, practices and policy recommendations to improve domestic legislation, policies and institutional mechanisms. It has also supported Thailand's adherence to additional OECD legal instruments, demonstrating closer alignment with OECD standards. These outcomes strengthened Thailand's readiness for accession and contributed to its decision to apply for membership in 2024.

Thailand is currently undergoing technical reviews, a critical stage of the accession process. The OECD Secretariat collects information on Thailand through questionnaires and in-depth interviews with government agencies, the private sector, civil society and other relevant stakeholders. This information is used to prepare background reports for consideration by OECD committees, which then provide recommendations to help Thailand align its policies and practices with OECD standards.

CP1 and CP2 have helped accelerate this process by providing existing information on Thailand, supporting early implementation of policy recommendations and familiarising Thai agencies with OECD working methods, thereby reducing the time required for technical reviews.



OECD-Thailand Country Programme
Phase 2



Four Pillars to Advance National Development

OECD-Thailand Country Programme Phase 2 (CP2) aims to ensure Thailand's continued access to OECD knowledge and good practices and support their application to strengthen domestic development approaches and standards in line with international benchmarks, bringing Thailand closer to OECD membership.

CP2 supports national development priorities aligned with Thailand's 20-Year National Strategy (2018-2037), the Thirteenth National Economic and Social Development Plan (2023-2027) and the United Nations Sustainable Development Goals (SDGs). Implemented over 2023-2026, it comprises 20 projects across four pillars:

1. Good Governance: Strengthening public sector efficiency, transparency and trustworthiness, including through anti-corruption efforts and regulatory improvements.

2. Business Climate and Competitiveness: Enhancing productivity, competition, investment and business practices in line with international standards.

3. Social Inclusion and Human Capital Development: Improving education, skills, workforce capabilities and learning opportunities to equip Thai people to adapt to change.

4. Green Recovery: Supporting the transition to a green economy, clean energy and sustainable infrastructure, while applying science, technology and innovation to address climate challenges.

The Programme also includes coordination and monitoring to oversee and support implementation across all projects. This helps broaden and deepen policy cooperation between Thailand and the OECD, supporting Thailand's path towards future OECD membership.

20 Projects Across Four Pillars

PILLAR 1 2 3 4 *
Good Governance

01 Reinforcing Anti-corruption Framework
: Office of the National Anti-Corruption Commission

02 Strengthening Integrity Policies at Subnational Level
: Office of the Public Sector Development Commission

03 Promoting Open and Connected Government
: Office of the Public Sector Development Commission

04 Strengthening Public Service Leadership and Capability in the Central Government of Thailand)
: Office of the Civil Service Commission

05 Preparing for the government of the future: Strengthening government agility and transformation capacity for a citizen-centred public sector in Thailand
: Office of the Public Sector Development Commission

06 Advancing Statistical Practice
: National Statistical Office, Ministry of Digital Economy and Society

07 Strengthening Development Co-operation
: Thailand International Cooperation Agency, Ministry of Foreign Affairs

1 PILLAR 2 3 4 *

Business Climate and Competitiveness

08 Strengthening regulatory reform and the implementation of good regulatory practice

: Office of the Council of State

09 Enhancing Competition Framework

: Trade Competition Commission of Thailand

10 Maintaining a Sound Economic Policy through the Second Economic Survey

: Office of the National Economic and Social Development Council

11 Deepening Collaboration to Promote Responsible Business Conduct (RBC)

: Department of International Economic Affairs, Ministry of Foreign Affairs
: Rights and Liberties Protection Department, Ministry of Justice

12 Boosting Productivity

: Office of the National Economic and Social Development Council

13 Supporting Reforms in the State-Owned Enterprises (SOEs) Sector

: State Enterprise Policy Office, Ministry of Finance

PILLAR 3
1 2 4 *

Social Inclusion and Human Capital Development

14 Improving the Quality of Education Statistics
: Office of the Permanent Secretary, Ministry of Education
: Office of the Education Council

15 Developing Modern Teachers
: Office of the Basic Education Commission

16 Developing Skill Strategy in Thailand
: Office of the Education Council
: Office of the Vocational Education Commission
: Ministry of Higher Education, Science, Research and Innovation
: Ministry of Labour

PILLAR 4
1 2 3 *

Green Recovery

17 Enabling Clean Energy Financing and Investment Mobilisation
: Ministry of Energy

18 Advancing Sustainable Infrastructure Programme in Thailand
: Office of the National Economic and Social Development Council

19 Supporting STI strategy for net-zero transition
: Office of National Higher Education Science Research and Innovation Policy Council



OECD-Thailand Country Programme Phase 2: Advancing Reform, Delivering Benefits for Thailand

CP2 has enabled Thai agencies to learn from OECD member countries' experiences and draw on data, empirical evidence and international standards to design and improve policies suited to Thailand's context.

The benefits of CP2 extend beyond analytical reports, policy recommendations and capacity-building activities. Through knowledge exchanges, expert policy reviews and engagement with relevant agencies and stakeholders, the Programme has strengthened public sector capacity and generated momentum for concrete policy reforms. Examples include developing proposals to strengthen Thailand's skills system, enhancing public governance to address complex policy challenges spanning multiple sectors, and supporting industry's transition to a low-carbon economy.

CP2 has also laid important foundations for Thailand to raise standards and advance long-term national reforms. It has deepened Thai agencies' familiarity with OECD principles, working methods and standards, while building cooperation networks with the OECD and its member countries. These are **valuable assets for Thailand's ongoing OECD accession process.**

The benefits for Thailand therefore extend beyond alignment with international standards. They lie in **"applying these standards and knowledge to strengthen national policies and institutions, build a more productive and competitive economy, enhance public sector efficiency and transparency, and advance inclusive and sustainable development, ultimately improving people's quality of life over the long term."**

Overview of Results from the 20 Projects under the OECD-Thailand Country Programme Phase 2



1 Reinforcing Anti-corruption Framework

The Office of the National Anti-Corruption Commission (NACC) is the responsible agency for this project, which aims to strengthen Thailand's anti-corruption framework and capacity, particularly in preventing and combating bribery of foreign public officials, in line with OECD standards and practices. It also supports Thailand's preparations to become a Party to the OECD Anti-Bribery Convention (ABC). The project's key output is ***OECD Review of Thailand's Legal and Policy Framework for Fighting Foreign Bribery, published on 9 November 2024.***

The NACC and relevant agencies jointly analysed Thailand's legislation and measures to prepare responses to the OECD questionnaire. An OECD delegation subsequently visited Thailand in February 2024 to consult and gather information from various sectors for the review. The report provides recommendations to strengthen and clarify Thailand's legal and policy framework in line with the OECD Anti-Bribery Convention, covering areas such as the offence of bribing foreign public officials or officials of public international organisations, the liability of legal persons, sanctions and enforcement.

The project has helped Thailand, particularly the NACC and justice sector agencies, identify legal gaps and apply OECD recommendations to bring domestic legislation and practices into line with international standards. It has also strengthened understanding and cooperation among law enforcement agencies in tackling bribery. Beyond government, the private sector, civil society, academia and the media contributed their perspectives and concerns through project activities. Their input informed the OECD's analysis and recommendations, helping strengthen Thailand's anti-corruption system across all sectors.

The project's review process and OECD recommendations have also helped advance Thailand's OECD accession process. Thailand's legal and policy framework was assessed against the same standards applied to countries seeking to become Parties to the OECD Anti-Bribery Convention. This enabled Thailand to identify gaps between its legislation and practices and OECD standards, and receive clear recommendations for addressing them. These findings provide an important foundation for preparing to join the Convention and strengthening anti-corruption standards as part of Thailand's OECD accession process.

Read the full report: **OECD Review of Thailand's Legal and Policy Framework for Fighting Foreign Bribery**

2 Strengthening Integrity Policies at Subnational Level

The Office of the Public Sector Development Commission (OPDC) is the responsible agency for this project, which aims to assess progress in implementing the public integrity recommendations from the 2018 and 2021 OECD Integrity Reviews of Thailand, conducted under CP1, and review their relevance to Thailand's current context and challenges. The project seeks to move beyond establishing legal and institutional foundations towards building an effective integrity ecosystem that delivers results in practice. Its key output is the report ***Advancing Public Integrity in Thailand: Recent Progress and Priorities for Reform, published on 26 March 2026.***

The OPDC worked with the NACC, PACC, OCSC, OCS and other relevant agencies to review information and respond to OECD questionnaires. An OECD delegation held in-depth consultations in Thailand in November 2024, followed by a workshop on whistleblower protection in February 2025. These activities informed recommendations on integrating integrity and anti-corruption systems, managing conflicts of interest and ethics, strengthening civil service disciplinary systems, enhancing transparency and stakeholder participation, and protecting whistleblowers. The report was jointly launched by Thailand and the OECD at the Global Anti-Corruption & Integrity Forum in March 2026 in Paris.

The project has helped public agencies identify gaps in integrity policies, legislation and mechanisms and apply OECD recommendations to improve their operations. It has also strengthened officials' knowledge of ethics, conflict-of-interest management and the handling of whistleblower reports. Citizens, businesses and other stakeholders benefit from more transparent, accountable and participatory decision-making and stronger mechanisms for reporting misconduct safely.

The project has also helped identify gaps between Thailand's legislation, policies and practices and the OECD Recommendation of the Council on Public Integrity (OECD/LEGAL/0435), an OECD legal instrument with which Thailand needs to align as part of its accession process. The recommendations provide a framework for strengthening integrity, transparency, oversight and accountability in public governance and administration, helping accelerate Thailand's progress towards OECD membership. They also support improvements in Thailand's performance against the Public Integrity Indicators (PIIs), which form part of the evidence of its readiness to meet OECD public integrity standards.

Read the full report: **Advancing Public Integrity in Thailand: Recent Progress and Priorities for Reform**

3 Promoting Open and Connected Government

The Office of the Public Sector Development Commission (OPDC) is the responsible agency for this project, which aims to assess and strengthen Thailand's public sector to make it more open, responsive and connected to citizens, in line with OECD standards and practices. Covering digital government, open government data and open government, it promotes data use, citizen participation and inter-agency coordination to improve public services. Its key outputs are the report ***Government at a Glance: Southeast Asia 2025, published on 11 December 2025, and the policy brief Measuring Thailand's Open and Connected Government Maturity, dated 9 March 2026.***

The OPDC and relevant agencies completed three questionnaires: (1) the Survey on Digital Government 2.0; (2) the Survey on Open Government Data 5.0; and (3) the Open Government Survey. A workshop on Mainstreaming Transparency and Access to Information Across the Public Administration in Thailand was also held on 20 May 2025. These inputs informed the development of a framework for measuring Thailand's open and connected government maturity and the preparation of the report and policy brief. The report highlights Thailand's strengths in open data, consistent with the policy brief's finding that Thailand has developed a Public Data Governance Framework aligned with international standards and OECD country practices. Thailand has also established the open government data portal (data.go.th) and the Government Data Exchange (GDX), enabling data sharing across agencies. Areas for further improvement include citizen participation in service co-design and the development of an omni-channel service delivery strategy.

The project provides public agencies with recommendations to make public administration more open, responsive and connected to citizens. It also supports more efficient services that respond to people's needs through improved inter-agency data sharing. In addition, it advances alignment with the OECD Recommendation of the Council on Open Government (OECD/LEGAL/0438) and the OECD Recommendation of the Council on Digital Government Strategies (OECD/LEGAL/0406), demonstrating Thailand's commitment to strengthening open government, digital government and public data systems in line with OECD standards.

Read the full report:

1. Government at a Glance: Southeast Asia 2025
2. Policy Brief: Measuring Thailand's open and connected government maturity

4 Strengthening Public Service Leadership and Capability in the Central Government of Thailand

The Office of the Civil Service Commission (OCSC) is the responsible agency for this project, which aims to assess human resource management and capability in Thailand's central government against the OECD Recommendation on Public Service Leadership and Capability (PSLC). The assessment covers 14 principles under three pillars: a values-driven culture and leadership; skilled and effective public servants; and responsive and adaptive public employment systems. Its key output is the report ***Public Service Leadership and Capability in the Central Government of Thailand,*** which the OECD has circulated to member countries for comments but has not yet made publicly available.

The OCSC and the OECD collected data through surveys, workshops and interviews with government stakeholders and private sector experts. These inputs informed the report's assessment of Thailand's civil service human resource management against the OECD Recommendation on Public Service Leadership and Capability (PSLC). The report identifies well-established HR structures and mechanisms as strengths, alongside areas for improvement, including attracting and retaining talent, developing skills for the future, modernising recruitment and making it more agile, creating transparent and flexible career pathways, and strengthening the strategic role of HR units. Preliminary findings and OECD recommendations were presented at the OCSC International Forum 2024, under the theme Future Fit Civil Service: Shaping Tomorrow's Leaders, on 29 August 2024 in Bangkok.

The project identifies priority actions arising from OECD recommendations to strengthen human resource management in Thailand's civil service. Public officials and high-potential personnel stand to benefit over the long term from improved staff development, recruitment, career pathways and working arrangements that respond to changing needs. Citizens, as service users, also benefit from a capable public workforce and effective HR systems that support better public service delivery, strengthening the credibility and capability of Thailand's public sector over the long term.

The project provides evidence on strengths and areas for improvement, enabling Thailand to draw on OECD recommendations to guide more efficient, transparent and internationally aligned HR reforms. It also helps prepare Thai public officials to work with OECD standards and methods.

Read the report summary: Public Service Leadership and Capability in the Central Government of Thailand

5 Preparing for the government of the future: Strengthening government agility and transformation capacity for a citizen-centred public sector in Thailand

The Office of the Public Sector Development Commission (OPDC) is the responsible agency for this project, which aims to strengthen Thailand's capacity to address complex, cross-cutting policy challenges. Using the net-zero greenhouse gas emissions target as a case study, it examines institutional roles and responsibilities, policy development and coordination, and monitoring and evaluation systems to support a whole-of-government approach. Its key output is ***Governing Cross-cutting Challenges from the Centre in Thailand, published on 28 July 2025.***

The OPDC and the OECD gathered information and consulted stakeholders from more than 30 organisations to assess existing arrangements and identify gaps, overlaps and linkages in Thailand's net-zero governance mechanisms. These findings were compared with OECD member countries' standards and practices. The report presents recommendations in three areas: (1) clarifying institutional roles and responsibilities; (2) strengthening frameworks for cross-cutting policy coordination and inter-agency data sharing; and (3) developing integrated monitoring and evaluation systems. A capacity-building workshop and collaborative deep-dive discussion also supported the exchange of practices and explored how to apply the recommendations to advance Thailand's net-zero ambitions.

The project has enabled public agencies to develop a comprehensive understanding of government operations, identify gaps and duplication, and assess institutional linkages. It also provides a framework to guide policy development, inter-agency coordination, and monitoring and evaluation. Public officials have strengthened their knowledge and capacity to address cross-cutting policy challenges, while private sector stakeholders have been able to articulate the constraints and requirements associated with the net-zero transition and benefit from clearer government policy direction. Citizens and civil society, in turn, benefit from greater policy coherence, transparency and opportunities for participation. The frameworks and lessons derived from the project can also inform the management of other cross-cutting national priorities.

By clarifying institutional roles and supporting a whole-of-government approach, the project strengthens essential foundations of public governance. It also supports alignment with relevant OECD legal instruments on public governance as part of Thailand's accession process.

Read the full report: Governing Cross-cutting Challenges from the Centre in Thailand

6 Advancing Statistical Practice

The National Statistical Office (NSO), Ministry of Digital Economy and Society (MDES), is the responsible agency for this project, which aims to assess Thailand's statistical system against the OECD Recommendation on Good Statistical Practice. The assessment guides improvements in the quality, standards and governance of the national statistical system in line with international standards and supports preparations for technical reviews under the OECD accession process. Its key output is ***an assessment of Thailand's alignment with the OECD Recommendation on Good Statistical Practice,*** which serves as an internal input to the OECD's accession review of Thailand.

Activities included reviewing OECD principles and good statistical practices, examining statistical system assessments of five OECD member countries, collecting information and documentation from 86 agencies for a self-assessment, and organising a workshop on advancing official statistics to support OECD accession. Preliminary findings indicate that Thailand's statistical legislation, policies and practices are largely aligned with the Recommendation. Areas for further improvement include systematic quality management of official statistics, data interoperability and safeguards for the professional independence of statistical producers. The OECD has used these findings to inform the technical review by the Committee on Statistics and Statistical Policy, one of the 25 committees reviewing Thailand's accession.

The project has provided the NSO and agencies across Thailand's statistical system with recommendations and a framework for reviewing and improving statistical quality in line with OECD standards. It has also supported staff readiness to assess the statistical system and prepare information for technical reviews. Other public agencies have gained a clearer understanding of their roles in improving data quality and strengthening inter-agency cooperation, while identifying needs related to statistical development, digital technologies and AI, and data integration. Government, businesses and the public benefit from higher-quality, more reliable and internationally comparable statistics.

The project's findings also support the accession process by informing the Committee's analysis of questionnaire responses and in-depth interviews with Thai agencies during the fact-finding mission. They help Thailand identify strengths, gaps and priorities for improvement, as well as areas for OECD capacity-building support to strengthen statistical quality, inter-agency cooperation and public officials' statistical capabilities. These efforts provide an important foundation for meeting OECD review requirements and developing Thailand's statistical system over the long term.

Related meeting outcomes:

1. Overview of the Statistical Assessment Process
2. Advancing Official Statistics to Support Thailand's OECD Accession
3. OECD Accession Review Meeting

7 Strengthening Development Co-operation

The Thailand International Cooperation Agency (TICA), Ministry of Foreign Affairs (MFA), is the responsible agency for this project, which aims to enhance the effectiveness of Thailand's development co-operation in line with OECD standards. It focuses on strengthening Thai agencies' knowledge and capacity to compile and report Official Development Assistance (ODA) data according to OECD Development Assistance Committee (DAC) standards. Its key output is ***Development Co-operation Profiles: Thailand, published on 16 September 2026.***

TICA and the OECD organised three workshops involving approximately 80-90 participants from relevant agencies to develop work plans and activities, strengthen officials' capacity to compile and consolidate ODA data in line with OECD standards, improve reporting practices, and support ongoing project monitoring and evaluation.
The project has equipped public agencies and other organisations providing development assistance abroad with knowledge of ODA reporting criteria and procedures. This helps improve data quality, accuracy and consistency over time, using the same standards as OECD member countries. It also supports TICA in compiling and reporting Thailand's ODA data to the OECD and using the information to assess Thailand's capacity as a provider of development assistance.

The project has strengthened working relationships between Thai officials and the OECD, demonstrating Thailand's commitment, capabilities and progress from an aid recipient towards a development partner and emerging donor with a growing international role. It also supports the upgrading of Thailand's DAC status from observer to participant. Engagement with the DAC enables Thailand to share its experience in South-South and triangular co-operation, exchange knowledge, and contribute to the development of standards alongside OECD member countries, bringing Thailand's policy framework and practices closer to international standards.

Read the full report: Development Co-operation Profiles: Thailand

8 Strengthening regulatory reform and the implementation of good regulatory practice

The Office of the Council of State (OCS) is the responsible agency for this project, which aims to enhance the efficiency and transparency of Thailand's regulatory practices in line with international standards. It assesses gaps and develops approaches to reforming legislative drafting and review processes. Its key output is the report ***Regulatory Reform in Thailand: Reinforcing an Effective Regulatory Environment, published on 25 April 2025.***

The OCS and the OECD collected information from government agencies and relevant stakeholders to identify gaps and develop policy recommendations for the report. The OCS has drawn on these recommendations to improve regulatory processes, including extending the minimum public consultation period from 15 to 30 days and requiring consultation through the central platform at both the initial policy development stage and the draft legislation stage. It has also developed a proportionality test to ensure that Regulatory Impact Assessment (RIA) is commensurate with the scale and severity of potential impacts.

The project provides public agencies with clearer processes and tools to assess the necessity and impacts of legislation, reduce duplication, and improve legislative development and enforcement. Citizens and businesses benefit from greater opportunities and more time to participate from the outset, making the process more transparent and responsive to stakeholder impacts. Evidence-based regulation and RIA also help reduce unnecessary regulatory burdens and compliance costs, improving the ease and efficiency of doing business and investing in Thailand.

The report provides a framework for aligning legislative development, public consultation, impact assessment and ex post evaluation with OECD good practices. More transparent, evidence-based and participatory regulatory processes lay an important foundation for aligning Thailand's legislation and practices with OECD legal instruments, helping accelerate progress towards OECD membership.

Read the full report: Regulatory Reform in Thailand: Reinforcing an Effective Regulatory Environment

9 Enhancing Competition Framework

The Trade Competition Commission of Thailand (TCCT) is the responsible agency for this project, which aims to strengthen Thailand's competition policy, regulatory framework and enforcement in line with international standards and practices. It also develops institutional capacity and raises awareness of the importance of free and fair competition. Its key output is the report ***OECD Peer Reviews of Competition Law and Policy: Thailand, launched at the international conference "OECD Competition Peer Review: Advancing Economic Development through Competition" on 2 May 2025.***

The OECD provides six key recommendations: (1) extending the scope of competition law to ensure equal application; (2) strengthening the TCCT's enforcement capacity and independence; (3) enhancing transparency and procedural fairness (due process); (4) improving effectiveness in addressing anti-competitive conduct; (5) reforming the merger control regime; and (6) strengthening competition advocacy and culture. The TCCT-OECD Competition Day 2025, held on 1-2 October 2025, further raised awareness of competition policy and law.

The TCCT and the OECD also organised capacity-building workshops in four areas: cartel enforcement, fighting bid rigging, competition enforcement and assessment, and competitive neutrality.

The project has enabled the TCCT and relevant public agencies and regulators—including those responsible for legal affairs, finance, insurance, civil aviation, energy, telecommunications, capital markets, justice and electronic transactions—to exchange knowledge, experience and practices with the OECD and international experts. It has strengthened their understanding and capacity in competition policymaking and regulation, while building networks and integrating competition considerations into regulatory oversight across economic sectors.

The report provides guidance for strengthening Thailand's competition law framework and the effectiveness of TCCT oversight in line with OECD standards. It also supports sustained progress and a more efficient technical review process in the area of competition as part of Thailand's OECD accession.

Read the full report: OECD Peer Reviews of Competition Law and Policy: Thailand

10 Maintaining a Sound Economic Policy through the Second Economic Survey

The Office of the National Economic and Social Development Council (NESDC) is the responsible agency for this project, which aims to support an in-depth assessment of Thailand's economic conditions and outlook amid the challenges and risks of a rapidly changing global environment. It also develops policy recommendations to guide economic development over the short and long term. Its key output is the report ***OECD Economic Surveys: Thailand 2023, published on 7 December 2023.***

NESDC and the OECD collected information and consulted government agencies, academia and other relevant stakeholders to inform the analysis and preparation of the draft report. A NESDC delegation participated in a meeting of the Economic and Development Review Committee (EDRC) in Paris, where the draft underwent peer review before being revised and finalised. The completed report was subsequently launched in Bangkok.

The report examines four key areas: macroeconomic developments, productivity enhancement, competition and the business environment, and the transition to a low-carbon economy. Its recommendations address fiscal stability, productivity growth, economic restructuring, improvements to the business environment, competition and investment, stronger social protection, carbon pricing, and clean energy investment to support the net-zero transition.

The project provides public agencies and policymakers with recommendations and perspectives to inform economic, social and environmental policies. It also enables public officials and academics to deepen their knowledge and exchange experience with the OECD and its member countries. Businesses benefit from policy guidance to promote competition, investment and innovation, while citizens, workers and vulnerable groups benefit from approaches to raising productivity and incomes and strengthening social protection.

Beyond its policy recommendations, the project has helped familiarise public agencies with the Economic Survey process, which Thailand will undertake every two years throughout accession and continue after becoming an OECD member.

Read the full report: OECD Economic Surveys: Thailand 2023

11 Deepening Collaboration to Promote Responsible Business Conduct (RBC)

The Department of International Economic Affairs, Ministry of Foreign Affairs (MFA), and the Rights and Liberties Protection Department, Ministry of Justice (MOJ), are the responsible agencies for this project, which aims to promote and strengthen responsible business conduct (RBC) in Thailand in line with international standards and practices, including the UN Guiding Principles on Business and Human Rights (UNGPs) and the OECD Due Diligence Guidance for Responsible Business Conduct. Its key output is ***a feasibility study identifying an appropriate institutional model for establishing Thailand's National Contact Point (NCP).***

The MFA, MOJ and OECD worked together to develop institutional mechanisms, build knowledge and disseminate relevant guidance through four activities: (1) preparing the NCP feasibility study; (2) organising an international webinar to raise awareness of OECD RBC standards; (3) developing an e-learning platform offering The Essentials of OECD Due Diligence for Responsible Business Conduct; and (4) producing Thai translations and outreach materials on OECD guidance to strengthen understanding across all sectors, particularly businesses and multinational enterprises.

The project provides public agencies and policymakers with knowledge and guidance for developing Thailand's NCP. It also strengthens state-owned enterprises' and businesses' understanding of RBC principles and human rights due diligence, supporting their application to risk management and the mitigation of adverse business impacts. Greater alignment with RBC principles also enhances business transparency, enabling citizens and civil society to access information and participate in monitoring business conduct.

The project's outcomes support preparations for, and help accelerate, technical reviews by the Working Party on Responsible Business Conduct (WPRBC), including the requirement for OECD members to establish an NCP. This enables Thai agencies to plan ahead and businesses to align their practices with RBC principles, supporting Thailand's efforts to meet accession requirements within its target timeframe.

Read the full report: a feasibility study identifying an appropriate institutional model for establishing Thailand's National Contact Point (NCP)

12 Boosting Productivity

The Office of the National Economic and Social Development Council (NESDC) is the responsible agency for this project, which aims to strengthen Thailand's capacity to analyse productivity trends and their drivers by linking micro- and macro-level data. It also promotes the use of data and analytical findings to inform policies that enhance national productivity and competitiveness. Its key output is the report ***Strengthening Productivity Analysis for Policymaking in Thailand, published on 19 June 2025.***

NESDC and the OECD gathered information through questionnaires and consultations with relevant agencies to assess Thailand's productivity landscape and plan further research. An online fact-finding mission examined institutional capacity, methodologies and data available for productivity analysis. Exchanges with experts from the OECD and its member countries, together with discussions on the assessment findings and the cost-effectiveness, feasibility and objectives of preliminary recommendations, informed the final report. The OECD proposed improvements to productivity data and analysis systems and actionable policy recommendations to raise Thailand's productivity, a key objective of the National Economic and Social Development Plan.

The project provides public agencies with guidance for developing databases, analytical tools and productivity policy recommendations that draw on linked micro- and macro-level data. Public officials and academics have gained knowledge, practical experience and relevant case studies through collaboration with the OECD and its member countries. Businesses benefit from a more supportive environment for productivity growth, research and development, and data-informed decision-making. Citizens and workers stand to benefit over the long term from productivity gains that support higher incomes and help address the challenges of an ageing society.

Productivity growth is a shared priority for Thailand and the OECD, supporting skills development and long-term competitiveness. The project strengthens Thailand's readiness to align productivity data and analytical tools with international standards and builds networks for research and inter-agency cooperation. Thai representatives' annual participation in the OECD Global Forum on Productivity (GFP) further strengthens Thailand's engagement and role within the OECD community.

Read the full report: Strengthening Productivity Analysis for Policymaking in Thailand

13 Supporting Reforms in the State-Owned Enterprises (SOEs) Sector

The State Enterprise Policy Office (SEPO), Ministry of Finance (MOF), is the responsible agency for this project, which aims to strengthen Thailand's SOE governance framework in line with OECD standards and practices. It assesses the framework against the OECD Guidelines on Corporate Governance of State-Owned Enterprises 2024 to inform improvements to relevant legislation, regulations, rules and practices, while supporting Thailand's readiness for OECD membership. Its key output is the report ***OECD Review of the Corporate Governance of State-Owned Enterprises in Thailand, published on 30 January 2025.***

The report comprises three parts: an overview of SOE governance in Thailand; an assessment against the OECD Guidelines; and 12 policy recommendations to align relevant legislation, regulations, rules and practices with international standards. The recommendations focus on strengthening SEPO's oversight, ensuring competitive neutrality and transparency, separating the state's ownership and regulatory functions, enhancing board independence, improving disclosure, audit and risk management, and integrating sustainability objectives into SOE governance.

The project provides public agencies with guidance for developing clearer SOE governance frameworks and mechanisms aligned with OECD standards. It also promotes stronger disclosure, transparency, accountability and fair competition. SOE boards and executives benefit from clearer guidance on corporate governance and management, helping strengthen confidence among citizens, service users, investors and other stakeholders in SOE operations.

In particular, the project provides SEPO and other relevant public agencies with a basis for aligning SOE regulations and practices with the OECD Guidelines. This supports preparations for, and helps expedite, the technical review by the Corporate Governance Committee (CGC), one of the 25 committees reviewing Thailand's OECD accession.

Read the full report: OECD Review of the Corporate Governance of State-Owned Enterprises in Thailand

14 Improving the Quality of Education Statistics

The Office of the Permanent Secretary, Ministry of Education, and the Office of the Education Council (ONEC) are the responsible agencies for this project, which aims to improve the quality of Thailand's education data and statistics and promote evidence-based policymaking to strengthen the education system in line with international standards. It encourages the use of OECD education assessments and databases, including the Programme for International Student Assessment (PISA) and PISA for Schools, to help schools use evidence to improve education delivery. Its key output is ***a series of capacity-building workshops to strengthen Thai public agencies' ability to improve education statistics.***

Thai agencies and the OECD jointly organised three workshops focusing on: (1) improving Thailand's education statistics through the development of a quality assessment framework and approaches; (2) improving the quality and use of education data by examining data challenges and promoting their application in policymaking; and (3) putting PISA into practice by using assessment data and findings to inform planning, policy development and education system improvements.

The project supports public agencies and education policymakers in using statistics and assessment evidence to inform planning, policymaking, curriculum development, resource allocation and measures to reduce educational inequality. Teachers and education personnel gain access to OECD knowledge, tools, research and good practices to improve teaching and learning. An education system focused on learning quality, competencies and essential skills also better prepares learners for their future lives and careers.

Education statistics that meet international standards help facilitate and accelerate the technical review by the Education Policy Committee (EDPC), one of the 25 committees reviewing Thailand's OECD accession, particularly by supporting questionnaire responses and information provided during OECD fact-finding missions. Recent project follow-up also highlighted a significant milestone in the MOE's accession preparations: the completion of a technical assessment report on Thailand's education system, formally submitted in September 2026, ahead of preparations for an OECD expert assessment visit in late 2026.

Related meeting outcomes:

1. Discussion on the Implementation of the Project to Improve the Quality of Education Statistics (2023)
2. Workshop on Improving the Quality and Use of Education Data (2024)
3. Discussion on Research and Development Approaches for Thailand's Education System (2024)
4. Ministerial-Level Discussion to Strengthen Cooperation (2026)
5. First Meeting of the Education Council in 2026 (2026)

15 Developing Modern Teachers

The Office of the Basic Education Commission (OBEC) is the responsible agency for this project, which aims to develop a training curriculum that strengthens teachers' capacity to design lessons using digital platforms, promotes a culture of professional learning, and equips teachers with the knowledge and skills to integrate digital technologies into lesson design. Its key output is ***a capacity-building workshop on designing initial teacher training curricula and developing professional standards for teachers.***

OBEC and the OECD organised activities across five regions of Thailand, including: (1) consultations on teacher development with UNICEF and the Office of the Permanent Secretary, Ministry of Education; (2) workshops to develop lead teachers' skills in designing lessons using digital platforms in five locations; (3) training for central office personnel in creating digital learning materials; (4) staff development in the use of digital technologies and tools; and (5) a workshop on improving the quality of Thailand's modern teaching workforce. The activities aimed to prepare 740 teachers and education personnel to serve as lead teachers at human capital development centres for excellence, alongside 49 central office personnel, enabling them to apply and disseminate the knowledge gained in their respective areas.

The project has strengthened the knowledge and skills of teachers, education personnel and OBEC central office officials in lesson design and the use of digital technologies and tools for both administrative work and teaching. It has also developed lead teachers who can share their expertise and extend the benefits to local personnel. Students benefit from modern teaching approaches across subject areas that respond to today's learning context, helping improve learning quality and develop essential twenty-first-century skills.

Improving education quality and strengthening education personnel's digital and AI competencies—particularly teachers' ability to apply technology in teaching and develop learners' essential skills—support alignment with OECD education standards. A framework for developing teachers, learners and the education system in line with international standards provides a firm foundation for sustained educational progress and helps advance Thailand's OECD accession.

Related project results: a capacity-building workshop on designing initial teacher training curricula and developing professional standards for teachers

16 Developing Skill Strategy in Thailand

The Office of the Education Council (ONEC), the Office of the Vocational Education Commission (OVEC), the Ministry of Higher Education, Science, Research and Innovation (MHESI), and the Ministry of Labour (MOL) are the responsible agencies for this project, which aims to assess Thailand's skills system and develop policy recommendations tailored to national needs and circumstances. Drawing on the OECD Skills Strategy Framework, it supports skills and workforce development to prepare Thailand for future economic and social change. Its key output is the report ***OECD Skills Strategy Thailand: Assessment and Recommendations, published on 15 July 2025.***

The report presents 20 policy recommendations across three priority areas: (1) strengthening the skills of learners in basic and vocational education; (2) promoting lifelong learning for people of all ages; and (3) strengthening the governance of Thailand's skills system through inter-agency coordination, improved information systems and stakeholder engagement. These priorities address major transformations, including digital technologies, artificial intelligence, climate change and population ageing. Thai agencies and the OECD also organised a launch event to disseminate findings, exchange perspectives and raise awareness of skills development, while encouraging the use of the recommendations in national policies and development plans.

The project provides public agencies with guidance for skills, education and workforce policies. Education institutions and authorities can draw on the recommendations to improve teacher development, curricula, teaching practices and career guidance in line with labour market needs. Businesses and employers contribute insights into skills demand and support work-based learning. People and workers of all ages benefit from greater opportunities for lifelong learning, upskilling and reskilling to adapt to changes in the labour market and society.

The project demonstrates Thailand's commitment to skills reform and human capital development in line with international standards, helping bring its skills system closer to those of OECD member countries in preparation for membership. The OECD has invited Thailand to participate in meetings of the Education Policy Committee (EDPC), one of the 25 committees reviewing Thailand's accession, for which the Ministry of Education is the lead Thai agency. Discussions have also explored broader cooperation, including participation in OECD research and data initiatives such as Education at a Glance, the Teaching and Learning International Survey (TALIS), and the Programme for the International Assessment of Adult Competencies (PIAAC).

Read the full report: OECD Skills Strategy Thailand: Assessment and Recommendations, published on 15 July 2025

17 Enabling Clean Energy Financing and Investment Mobilisation

The Ministry of Energy (MOEN) is the responsible agency for this project, which aims to develop financing and investment mechanisms to accelerate Thailand's clean energy transition and support implementation of the National Energy Plan (NEP), the Alternative Energy Development Plan (AEDP) and the Energy Efficiency Plan (EEP). Its key output is the report ***Clean Energy Finance and Investment Roadmap of Thailand, published on 10 June 2024.***

The Ministry and the OECD organised two consultation workshops involving government agencies, businesses, financial institutions, project developers, academia and other relevant stakeholders. Their input informed the analysis and development of the Roadmap, which examines policies, regulations and measures to create an enabling environment for clean energy investment in Thailand.

The project provides public agencies with guidance and policy recommendations to strengthen policies, measures and mechanisms supporting clean energy investment. Businesses and project developers benefit from approaches to improving the investment environment and financing mechanisms that reduce barriers and expand investment opportunities. Financial institutions and investors gain guidance on developing financial instruments, promoting green finance and mobilising capital for clean energy projects. Academic institutions, research organisations and experts also benefit from knowledge exchanges and cooperation networks focused on clean energy finance.

Through evidence-based analysis, exchanges of good practices with OECD member countries and stakeholder participation, the project strengthens policymaking and financing and investment mechanisms for clean energy. It supports Thailand's sustainable energy transition while deepening cooperation and strengthening the country's role in clean energy, a shared priority for the OECD and the international community.

Read the full Roadmap: Clean Energy Finance and Investment Roadmap of Thailand

18 Advancing Sustainable Infrastructure Programme in Thailand

The Office of the National Economic and Social Development Council (NESDC) is the responsible agency for this project, which aims to support sustainable, climate-resilient infrastructure development in Thailand in line with greenhouse gas emissions reduction targets. Part of the OECD's Sustainable Infrastructure Programme in Asia (SIPA), the project strengthens capacity to plan, develop and mobilise financing for sustainable infrastructure, while supporting economic recovery and the transition towards environmentally sustainable development. Its key output is the report ***Accelerating Sustainable Infrastructure Investments: Assessing Policies for Planning, Delivery and Financing in Central and Southeast Asia, published on 12 June 2026.***

NESDC and the OECD collaborated across five workstreams: (1) promoting responsible business conduct and green finance, producing Responsible Business Conduct for Sustainable Infrastructure in Thailand; (2) towards Decarbonized Freight Transport, producing Evaluating the Relationships between Connectivity, Decarbonization and Resilience in Freight Transport; (3) improve Strategic Planning Practices for Resilience, developing a guide to integrating climate change considerations into transport infrastructure projects and conducting workshops across four regions; (4) industrial Decarbonized Strategies, producing Framework for Industry's Net-Zero Transition in Thailand; and (5) organising training, meetings and seminars to exchange knowledge and build sustainable infrastructure networks at national and regional levels. The project has equipped public agencies and local authorities with knowledge, tools and good practices to inform infrastructure policies, planning and investment decisions. These resources enable them to integrate climate change considerations, emissions reduction and sustainability into infrastructure projects in practical ways.

The knowledge and tools gained through the project have informed the draft framework for the Fourteenth National Economic and Social Development Plan (2028-2032), particularly in relation to natural resources and the environment, climate change responses and greenhouse gas emissions reduction. This demonstrates how cooperation with the OECD translates international knowledge and practices into inputs for Thailand's policy development.

Read the full report: Accelerating Sustainable Infrastructure Investments: Assessing Policies for Planning, Delivery and Financing in Central and Southeast Asia

19 Supporting STI strategy for net-zero transition

The Office of National Higher Education Science Research and Innovation Policy Council (NXPO) is the responsible agency for this project, which aims to assess Thailand's innovation and technology ecosystem and develop science, technology and innovation (STI) policy approaches to support the net-zero transition. Drawing on the OECD's S&T Policy 2025 framework, it focuses on three key sectors: electricity, road transport and agriculture. Its key output is the report ***Reforming Thailand's Innovation System to Deliver the Net Zero Transition, which is expected to be published by the end of November 2026.***

NXPO and the OECD conducted a self-assessment exercise, stakeholder interviews and consultation workshops with government agencies, businesses, universities and research institutions. These inputs informed the report and its recommendations on reforming STI governance, integrating strategies, developing mission-oriented research and innovation funding mechanisms, and strengthening inter-agency cooperation. The recommendations also promote platforms connecting research institutions, businesses and SMEs to bridge the gap between research and commercial applications for decarbonisation.

The project provides public agencies and policymakers with evidence and recommendations to strengthen STI governance and coordinate strategies in support of emissions reduction. Businesses and SMEs benefit from approaches that promote collaboration among government, research institutions and industry, helping translate research into commercially viable low-carbon technologies.

The project has also strengthened public agencies' understanding of the OECD's S&T Policy 2025 framework and the OECD Agenda for Transformative STI Policies, which underpin the work of the Committee for Scientific and Technological Policy (CSTP), one of the 25 committees reviewing Thailand's accession. Its policy recommendations provide guidance for aligning domestic practices with OECD standards, helping accelerate Thailand's progress towards membership.

Expected to be available by the end of November 2026.

20 Strategic Coordination, Monitoring and Evaluation

The Office of the National Economic and Social Development Council (NESDC) and the Department of International Economic Affairs, Ministry of Foreign Affairs (MFA), are the responsible agencies for this project, which aims to oversee, coordinate and monitor the overall implementation of CP2 to ensure effective delivery and achievement of its objectives. It also strengthens cooperation between Thai agencies, the OECD and its member countries, while building institutional capacity to support Programme implementation and Thailand's OECD accession. Its key outputs are ***participation in External Relations Committee (ERC) meetings to report progress, a mid-term review dissemination event, and the Programme's concluding event.***

Throughout the Programme's three-year implementation period, NESDC and the MFA jointly coordinated and monitored activities with the OECD, including: (1) annual progress reporting to the ERC at OECD headquarters in Paris; (2) bilateral consultations with the OECD Secretariat and member countries to strengthen relations; (3) secondments of Thai officials to OECD headquarters to facilitate coordination, gain experience of OECD working methods and organisational culture, and apply knowledge and good practices in their work in Thailand; (4) a mid-term review dissemination event in Bangkok; and (5) a concluding event in Bangkok to present the Programme's achievements over three years and raise public awareness of the benefits of Thailand-OECD cooperation.

The project supports implementing agencies in delivering CP2 activities effectively and systematically within the agreed timeframe. It also helps businesses, citizens and civil society better understand the Programme and the OECD's policy recommendations, enabling them to draw on relevant insights in their daily activities and contribute to improved standards and quality of life in Thailand.

CP2 has provided Thai agencies with continued access to OECD knowledge and good practices, while deepening their understanding of OECD working methods and policy review procedures. As the Programme's approach closely resembles the technical review process currently underway, this experience enables Thai agencies to navigate the accession process more efficiently and advance more rapidly towards OECD membership.

Related meeting outcomes:

1. Outcomes of the EDRC Meeting (2023)
2. Outcomes of the EDRC Meeting (2024)
3. Outcomes of the EDRC Meetings (2025-2026)
4. Dissemination Event on the Findings of the Mid-term Review

List of Responsible Thai Agencies and the OECD Secretariat



List of Responsible Thai Agencies and the OECD Secretariat

No.	Project	Responsible Agency	OECD Secretariat
	Pillar 1: Good Governance		
1	Reinforcing Anti-corruption Framework	Office of the National Anti-Corruption Commission	Directorate for Financial and Enterprise Affairs
2	Strengthening Integrity Policies at Subnational Level	Office of the Public Sector Development Commission	Directorate for Public Governance
3	Promoting Open and Connected Government	Office of the Public Sector Development Commission	Directorate for Public Governance
4	Strengthening Public Service Leadership and Capability in the Central Government of Thailand)	Office of the Civil Service Commission	Directorate for Public Governance
5	Preparing for the government of the future: Strengthening government agility and transformation capacity for a citizen-centred public sector in Thailand	Office of the Public Sector Development Commission	Directorate for Public Governance
6	Advancing Statistical Practice	National Statistical Office, Ministry of Digital Economy and Society	Statistics and Data Directorate
7	Strengthening Development Co-operation	Thailand International Cooperation Agency, Ministry of Foreign Affairs	Development Co-operation Directorate

List of Responsible Thai Agencies and the OECD Secretariat

No.	Project	Responsible Agency	OECD Secretariat
	Pillar 2: Business Climate and Competitiveness		
8	Strengthening regulatory reform and the implementation of good regulatory practice	Office of the Council of State	Directorate for Public Governance
9	Enhancing Competition Framework	Trade Competition Commission of Thailand	Directorate for Financial and Enterprise Affairs
10	Maintaining a Sound Economic Policy through the Second Economic Survey	Office of the National Economic and Social Development Council	Economics Department
11	Deepening Collaboration to Promote Responsible Business Conduct (RBC)	Department of International Economic Affairs, Ministry of Foreign Affairs	Directorate for Financial and Enterprise Affairs
12	Boosting Productivity	Office of the National Economic and Social Development Council	Directorate for Science, Technology and Innovation Economics Department
13	Supporting Reforms in the State-Owned Enterprises (SOEs) Sector	State Enterprise Policy Office, Ministry of Finance	Directorate for Financial and Enterprise Affairs

List of Responsible Thai Agencies and the OECD Secretariat

No.	Project	Responsible Agency	OECD Secretariat
	Pillar 3: Social Inclusion and Human Capital Development		
14	Improving the Quality of Education Statistics	Office of the Permanent Secretary, Ministry of Education Office of the Education Council	Directorate for Education and Skills
15	Developing Modern Teachers	Office of the Basic Education Commission	Directorate for Education and Skills
16	Developing Skill Strategy in Thailand	Office of the Education Council Office of the Vocational Education Commission Ministry of Higher Education, Science, Research and Innovation Ministry of Labour	Directorate for Education and Skills
	สาขาความร่วมมือที่ 4 การฟื้นฟูสีเขียว (Green Recovery)		
17	Enabling Clean Energy Financing and Investment Mobilisation	Ministry of Energy	Environment Directorate
18	Advancing Sustainable Infrastructure Programme in Thailand	Office of the National Economic and Social Development Council	Environment Directorate
19	Supporting STI strategy for net-zero transition	Office of National Higher Education Science Research and Innovation Policy Council	Directorate for Science, Technology and Innovation

List of Responsible Thai Agencies and the OECD Secretariat

No.	Project	Responsible Agency	OECD Secretariat
	Strategic Co-ordination and Monitoring		
20	Strategic Coordination, Monitoring and Evaluation	Office of the National Economic and Social Development Council Department of International Economic Affairs, Ministry of Foreign Affairs	Global Relations and Cooperation Directorate

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Thailand and OECD

