

THAILAND 2028

The OECD Accession Playbook

Vol. 1 Public Sector

How ministries, agencies and state enterprises can turn about 260 OECD standards into a reform programme that delivers membership by 2028, and a better state after it.

First edition, October 2026



A data-led guide for the officials who will carry Thailand's accession, built entirely from public evidence

This playbook is written for permanent secretaries, directors-general, state-enterprise boards and the teams who will answer OECD questionnaires, host fact-finding missions and draft the laws that committees ask for.

It does three things. It shows **where Thailand stands**, in the process and against OECD benchmarks. It maps **all 25 reviewing committees** by the size of the gap and the effort needed to close it. And it offers a **delivery playbook** drawn from the countries that joined fastest.

A companion volume covers what accession means for **SMEs and enterprises**.

Every figure comes from a public source current to 12 October 2026. Where sources disagree, we say so and use the most recent official figure.

HOW WE BUILT IT

12

indicators benchmarked across Thailand, the OECD average and 7 peer economies

6

completed accessions analysed: Chile, Colombia, Costa Rica, Latvia, Lithuania and Mexico

25

OECD committees mapped to Thai lead agencies and public evidence

89

public sources: OECD reviews and data, Thai government releases, World Bank, ILO, UN and TI



Ministers and permanent secretaries

Key findings, executive summary and the readiness map on page 25



Lead agencies and committee teams

Chapter 3 deep dives and the Chapter 4 tools, checklists and self-assessment



Legal and policy teams

Gating reforms, legislative calendar, methodology and sources

This report is general information, not legal advice. The readiness ratings in Chapter 3 are NXT's indicative assessment from public evidence; they are not OECD findings. Accession status changes quickly, so check the latest official releases before acting. NXT Consulting Group is not affiliated with, and this report is not endorsed by, the OECD or the Royal Thai Government.

Accession is a reform programme with a membership card at the end, not the other way round

“OECD accession has a positive transformative impact on a country's reform trajectory.”

Mathias Cormann, OECD Secretary-General, launching Thailand's accession process in Bangkok, October 2024

In June 2024 the OECD Council opened accession discussions with Thailand. Two years on, Thailand has a roadmap, an Initial Memorandum, a steering committee chaired by the Prime Minister and a target date: **membership in 2028**. That would beat every current candidate, though it would still be about a year slower than the fastest acceders.

Speed will not come from the questionnaires. It will come from the reforms behind them. Lithuania made **50 changes to its laws** to join; Costa Rica passed **14 laws in about 18 months**. Thailand has already put more than 900 Acts, 7,000 secondary regulations and 21,000 administrative procedures under review against roughly 260 OECD instruments.

That is why we wrote this playbook. Most public material on accession explains the process. Far less helps an

agency decide what to fix first, how to sequence legislation and how to show evidence to a committee. We have tried to do both, using only public data so that every number can be checked.

The benchmarks are sobering in places: investment rules nearly five times as restrictive as the OECD average, tax revenue at half the OECD level, and a corruption score that fell in 2025 to its lowest since the current method began in 2012. They are encouraging in others, from e-government to women's participation in work. Accession gives Thailand a firm external deadline to close the first set of gaps and to show off the second.

We hope this playbook helps everyone carrying the work, and we welcome challenge on anything in it.

Piyamin Trithipcharoenchai
Managing Partner, NXT Consulting Group

Four chapters take you from where Thailand stands to how to deliver

Read the key findings and executive summary for the headline view. Chapters 3 and 4 are designed as working tools for lead agencies.

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01	Where Thailand stands Milestones, how accession works, pace against peers, two paths to membership, what membership is worth	7
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Six numbers that define Thailand's accession challenge

2028

Target year for membership

Set in April 2026 and confirmed by Cabinet in May. Four years from the opening of talks would beat every current candidate. If gating bills slip, 2029 to 2030 is the realistic path.

~25%

Of the process complete, August 2026

Thailand had received 10 of 25 committee questionnaires and hosted 6 fact-finding missions. No formal opinion had been reported.

~260

OECD legal instruments to align with

Measured against more than 900 Acts, 7,000 secondary laws and 21,000 procedures now being mapped with an AI tool.

4.7x

FDI restrictiveness against the OECD average

0.240 against 0.051 on the OECD index, unchanged since 2018. Indonesia, the other ASEAN candidate, cut its score by 41% over the same period.

17.1%

Tax revenue as a share of GDP

Half the OECD average of 34.1% and below Mexico, the lowest-taxing member. VAT is 7%, against an OECD average of 19.2%.

3

Laws to change to align with the Anti-Bribery Convention

The foreign-bribery offence, corporate liability and a ban on deducting bribes from tax. Thailand must join the Convention before the bribery review can start.

Thailand can still make 2028 if its gating bills reach Parliament in 2027; if they slip, 2029 to 2030 is the realistic path

01

The process is on track, but the hard part is ahead

Thailand moved from letter of intent to Initial Memorandum in under two years, about six months behind Indonesia. With **roughly a quarter of the process done**, what remains is the technical review by **25 committees**, each of which must issue a formal opinion before the Council can invite Thailand.

- The fastest peers took about three years from opening to membership; Colombia took seven.
- A 2028 finish means most formal opinions must land during 2027 and early 2028. NESDC's own March 2026 planning deck projected membership in the first half of 2030.

02

The gaps are concentrated, not everywhere

Benchmarks show **large gaps in investment openness, competition, integrity, fiscal capacity and labour rights**, and small ones in statistics, health, chemicals and science policy, where Thailand already meets or approaches OECD practice.

- Only Türkiye among OECD members regulates product markets more tightly than Thailand.
- Thailand outperforms several members on e-government, R&D intensity and women's participation in work.

03

Five reforms gate the timeline

Our committee-by-committee review finds **five reforms, needing at least six bills, that will set the pace**: anti-bribery, foreign investment, competition, environmental reporting and climate, and labour relations. Each bill must be drafted, consulted on and passed in time for 2028.

- Costa Rica passed 14 laws in about 18 months before its invitation; Lithuania made 50 changes to its laws.

04

Delivery capability will decide the outcome

Accession tests the state's ability to **coordinate dozens of agencies, run a legislative calendar and prove implementation**. We set out a 4D delivery model, a governance architecture, a 2026 to 2028 legislative calendar and tools every agency can use now.

CHAPTER 1

Where Thailand stands

Thailand opened accession talks in June 2024 and submitted its Initial Memorandum 18 months later, in December 2025. This chapter sets out the milestones, how the process works and what the 2028 target demands.

IN THIS CHAPTER

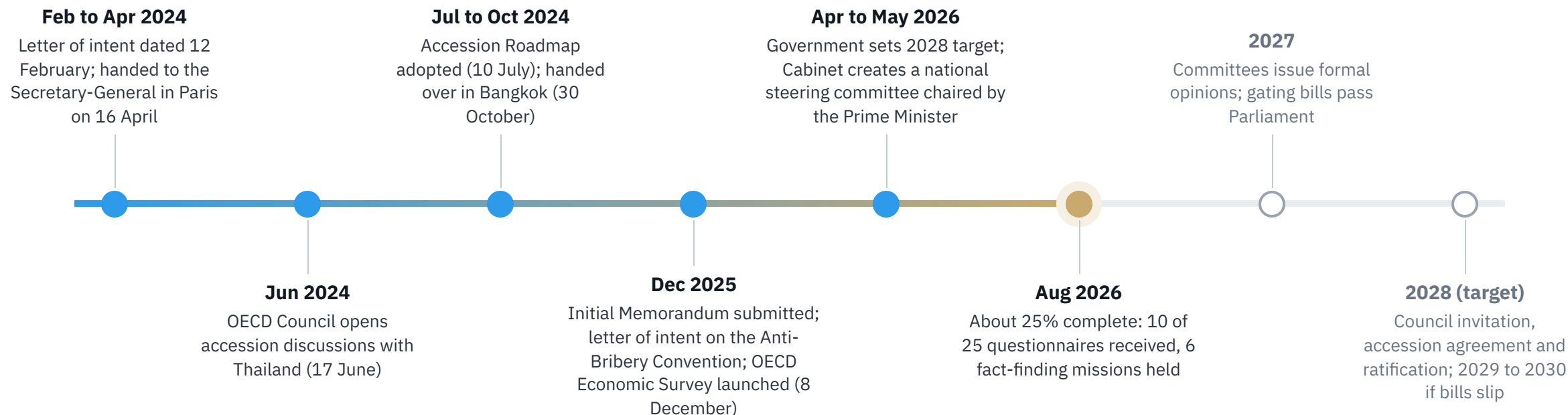
- The road so far, from letter of intent to Initial Memorandum
- How accession works, and where Thailand is in it
- The scale of the alignment task
- Progress against other candidates and completed peers
- Two realistic paths: 2028, or 2029 to 2030
- What membership is worth, and what it is not

01



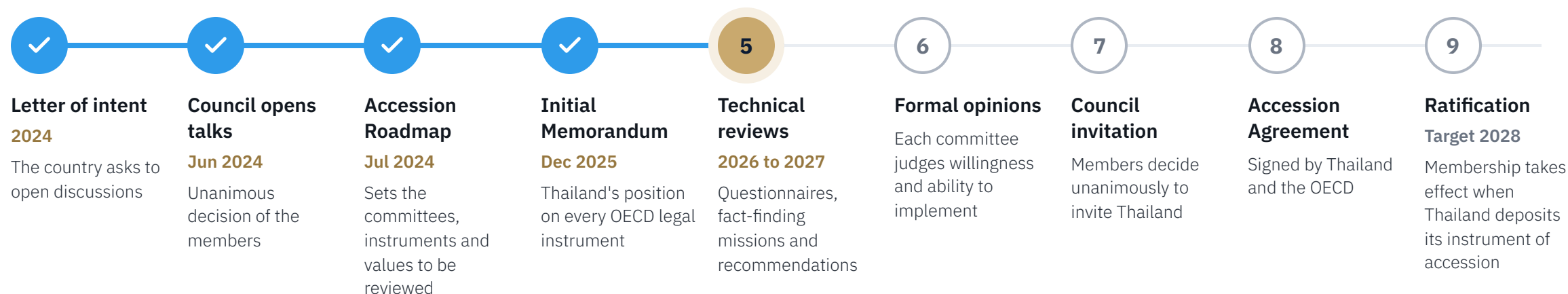
In two years Thailand has completed the four preparatory steps; a 2028 target leaves about two years for 25 technical reviews

Thailand's OECD accession milestones, 2024 to 2028 (spacing not to scale)



Source: OECD C(2024)87/FINAL (Jun 2024); MFA Thailand (18 Jun 2024; 2 Nov 2024); Bangkok Post (18 Apr 2024); OECD press release (8 Dec 2025); NACC (26 Dec 2025); PRD (20 May 2026); The Nation (24 Aug 2026).

Accession runs through nine steps; Thailand is now in the longest, the technical reviews that end in 25 formal opinions



Questionnaire

The committee asks how Thai law and practice compare with each of its instruments. Answers need legal citations, data and examples.



Fact-finding mission

Committee staff visit Bangkok to meet agencies, business, unions and civil society, and test the written answers against practice.

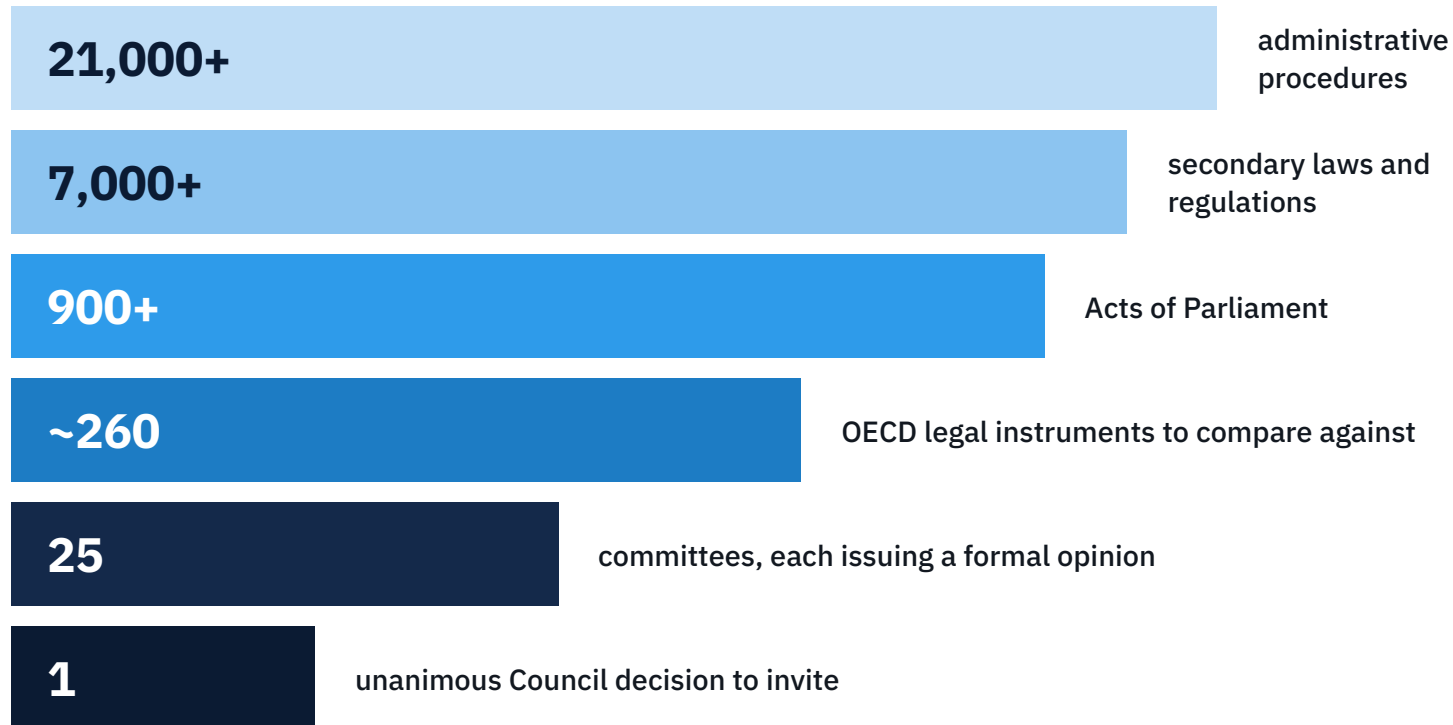


Formal opinion

The committee concludes on willingness and ability to implement, and on how policy compares with OECD best practice. It may list changes as essential before invitation.

There is no deadline in the process. A committee issues its opinion only when it is satisfied, so the slowest committee sets the date.

The alignment task is vast: more than 900 Acts and 21,000 procedures are being mapped against about 260 OECD instruments



Bar lengths are illustrative, not to scale.



Deputy Prime Minister Pakorn Nilrapunt set out the scope in May 2026. The government is using an **agentic AI tool, TH2OECD**, to compare Thai laws with OECD instruments, and the Office of the Council of State has circulated the instruments to agencies.

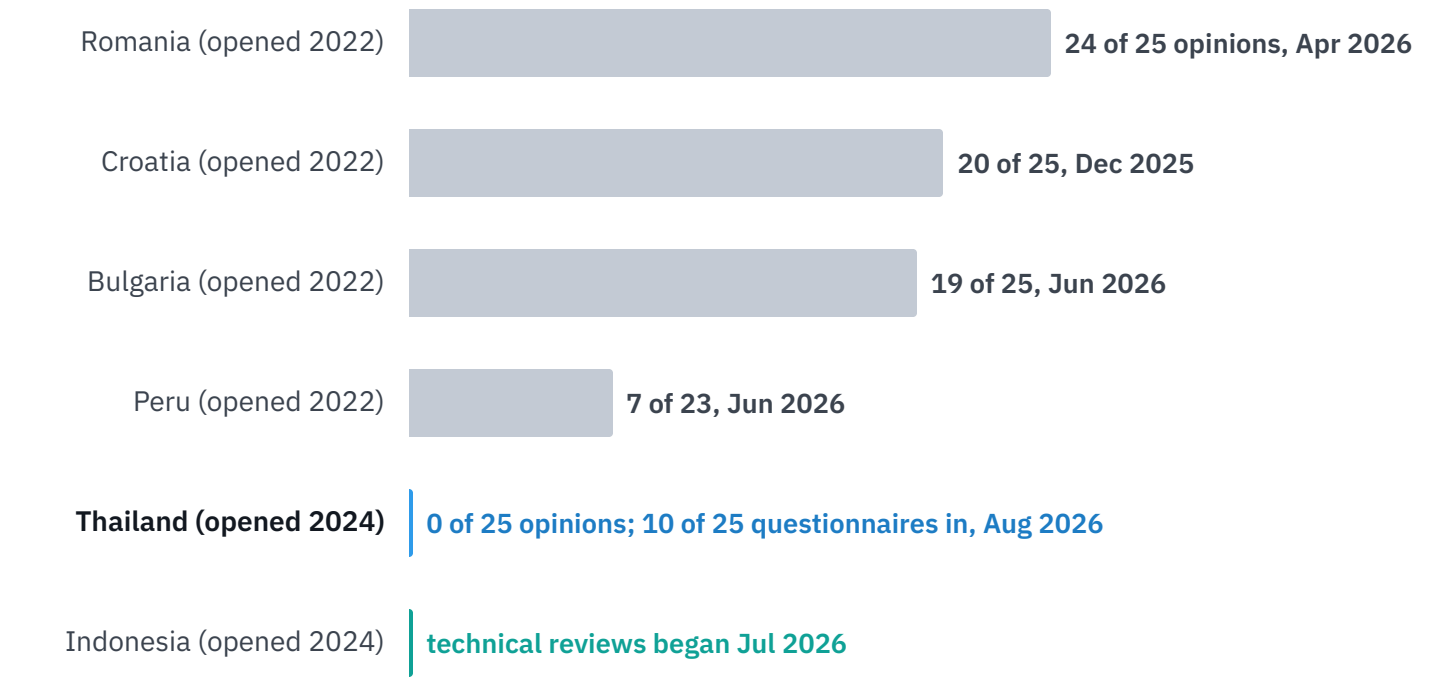
Mapping is not the same as amending. Most laws are likely to prove compatible. The point of the exercise is to find **the few dozen changes that committees will treat as essential** and get them into the legislative pipeline early.

Peers suggest the order of magnitude: **Lithuania made 50 changes to its laws; Costa Rica passed 14 laws** in the run-up to its invitation.

By August 2026 Thailand was about a quarter of the way through; even the most advanced candidates needed four years to clear 19 to 24 of 25 committees

Committee formal opinions completed, share of total

Latest reported status for current candidates



Romania, which opened talks in January 2022, had 24 of 25 opinions by April 2026, with only the Trade Committee outstanding. That is the pace of a leading candidate: **about four years** from opening.

Indonesia, the other ASEAN candidate, submitted its Initial Memorandum in June 2025, about six months ahead of Thailand, began technical reviews in July 2026 and expects them to take three to four years.

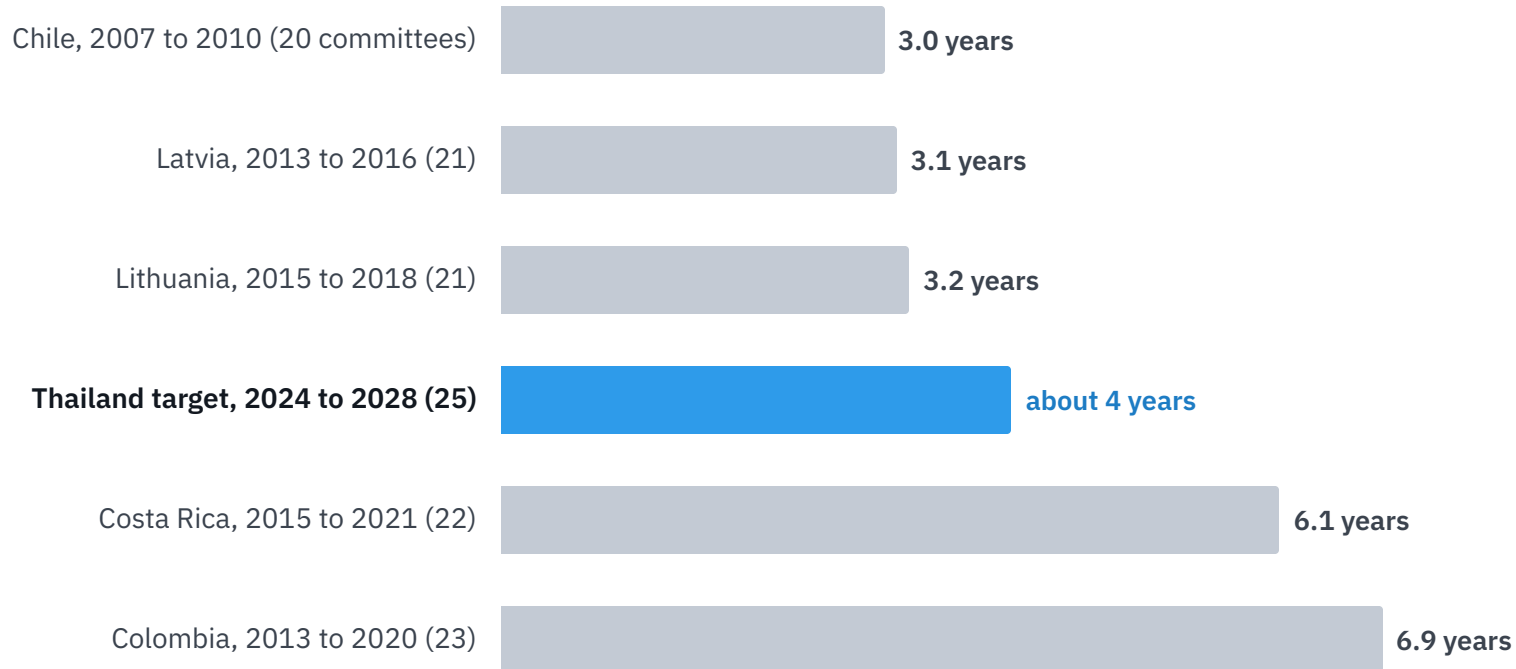
Thailand's target asks it to **go faster than every current candidate**. That is possible only if reviews run in parallel and the gating laws move early.

Note: Thailand and Indonesia shown at zero completed opinions. Croatia, Bulgaria and Peru status from national government and press reports.
Source: Romania Insider (3 Apr 2026); RRI (4 Jun 2026); HRT (9 Dec 2025); Bulgarian MFA (7 May 2026); Capital (12 Jun 2026); Andina (26 Jun 2026); Antara (21 Apr 2026); The Nation (24 Aug 2026).

Four years to membership would beat every current candidate but trail the three-year acceders, and Thailand faces more committees than any of them

Years from the opening of accession discussions to membership

Number of reviewing committees in brackets



The three-year acceders had a head start. **Latvia and Lithuania** were already EU members, so much of their law was aligned with OECD practice. **Chile** had two decades of market reform behind it; Estonia, Israel and Slovenia, which started with Chile in 2007, took between three and about three and a half years.

Costa Rica and Colombia took six to seven years, held up by reforms in areas such as competition, labour, trade and corporate governance.

Thailand has neither EU alignment nor an unusually light reform list, and **25 committees** is more than any completed peer faced. The legislative pipeline is therefore the critical path.

Note: Durations from the Council decision to open discussions to the date of membership. Thailand shown at its target; Council opened discussions in June 2024.

Source: OECD (Chile, Colombia and Costa Rica accession pages; SG/PRESS(94)32); Lithuanian MFA; LSM (11 May 2016); Cancillería de Colombia (25 May 2018); PRD (20 May 2026); NXT analysis.

Two paths are realistic: membership in 2028 if the gating bills reach Parliament in 2027, or in 2029 to 2030 if they slip

Path A: membership in 2028

- All gating bills reach Parliament during 2027
- Thailand joins the Anti-Bribery Convention in time for the bribery review
- The 25 technical reviews run in parallel through 2027
- Most formal opinions arrive by early 2028

Signposts: the anti-bribery package tabled by early 2027; the competition bill through the House and foreign-business amendments past first reading in 2027; the first formal opinions issued in 2027

Path B: membership in 2029 to 2030

- One or more gating bills slip into 2028
- The bribery review starts late because Convention membership is delayed
- Long-tail committees (investment, competition, environment, labour) issue opinions in 2029
- Council invitation and ratification follow in 2029 to 2030

Benchmark: NESDC's March 2026 planning deck projected formal opinions in the first half of 2029 and membership in the first half of 2030, before the 2028 target was set



What decides the path

The legislative calendar, not the questionnaires. Five reforms need at least six bills, and each must clear drafting, consultation and both Houses.

Even advanced candidates stall on a few reviews: in early 2026 Croatia still awaited five, including investment and public governance, and Romania was waiting on trade.

The difference between the two paths is whether the gating bills move in 2027 or in 2028.

The evidence on membership is mixed: some studies link it to more FDI and better ratings, but the lasting value lies in the reforms behind it

+1.6%

of GDP, TDRI's estimate of the gain from accession-driven reform (about THB 200 billion)

FDI

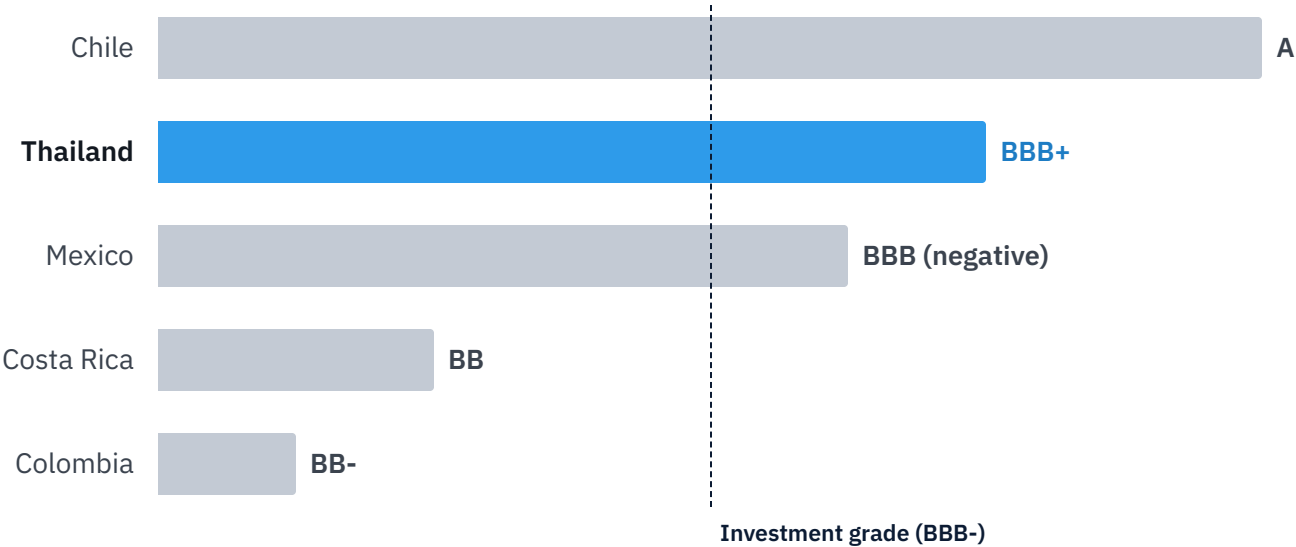
An Ipea gravity-model study links OECD entry to significantly higher FDI from OECD countries into Chile, Estonia, Slovenia and Israel

A

DBRS upgraded Lithuania to A in 2019, citing OECD membership as a credit strength

Sovereign credit rating, S&P long-term foreign currency, 2026

Colombia lost investment grade a year after joining; Costa Rica has been upgraded since joining but is still below it



The Bank of Israel found that countries joining in the decade before 2008 saw **no significant change in capital inflows from membership alone**, but a clear link with better ratings. The lesson for Thailand: the value lies in the reforms that committees demand, not in the membership card.

CHAPTER 2

The gap map

How far is Thailand from OECD practice? We benchmark it against the OECD average, four Latin American members (Chile, Colombia, Costa Rica and Mexico) and three ASEAN neighbours.

IN THIS CHAPTER

- The scorecard: Thailand against the OECD on 12 indicators
- Investment and services openness
- Integrity and governance
- Fiscal capacity
- Human capital and ageing
- Digital government
- Where Thailand already leads

02



Thailand trails the OECD average on 11 of the 12 indicators we track, and on openness and integrity it starts behind recent entrants

● Thailand ● OECD average

FDI restrictiveness

OECD index, 0 to 1, lower is more open

0.051

0.240

4.7x

more restrictive

Product-market regulation

OECD PMR, 0 to 6, lower is better

1.35

2.38

+76%

more restrictive

Services trade, banking

OECD STRI, 0 to 1, lower is more open

0.192

0.468

2.4x

more restrictive

Corruption Perceptions Index

0 to 100, higher is cleaner

33

64.7

-32 pts

Control of corruption

World Bank WGI score, 0 to 100

38.1

70.4

-32 pts

Regulatory quality

World Bank WGI score, 0 to 100

57.6

73.0

-15 pts

Tax revenue

% of GDP

17.1%

34.1%

Half

PISA mathematics

mean score, 2022

394

472

-78 pts

GDP per capita, PPP

current international \$, thousands

26.3

64.2

41%

of OECD level

R&D spending

% of GDP

0.94%

2.93%

-2.0 pts

E-government (UN EGDI)

index, 0 to 1

0.835

0.891

-0.06

Female labour participation

% of women 15+

53.3%

59.0%

+5.7 pts

Thailand ahead

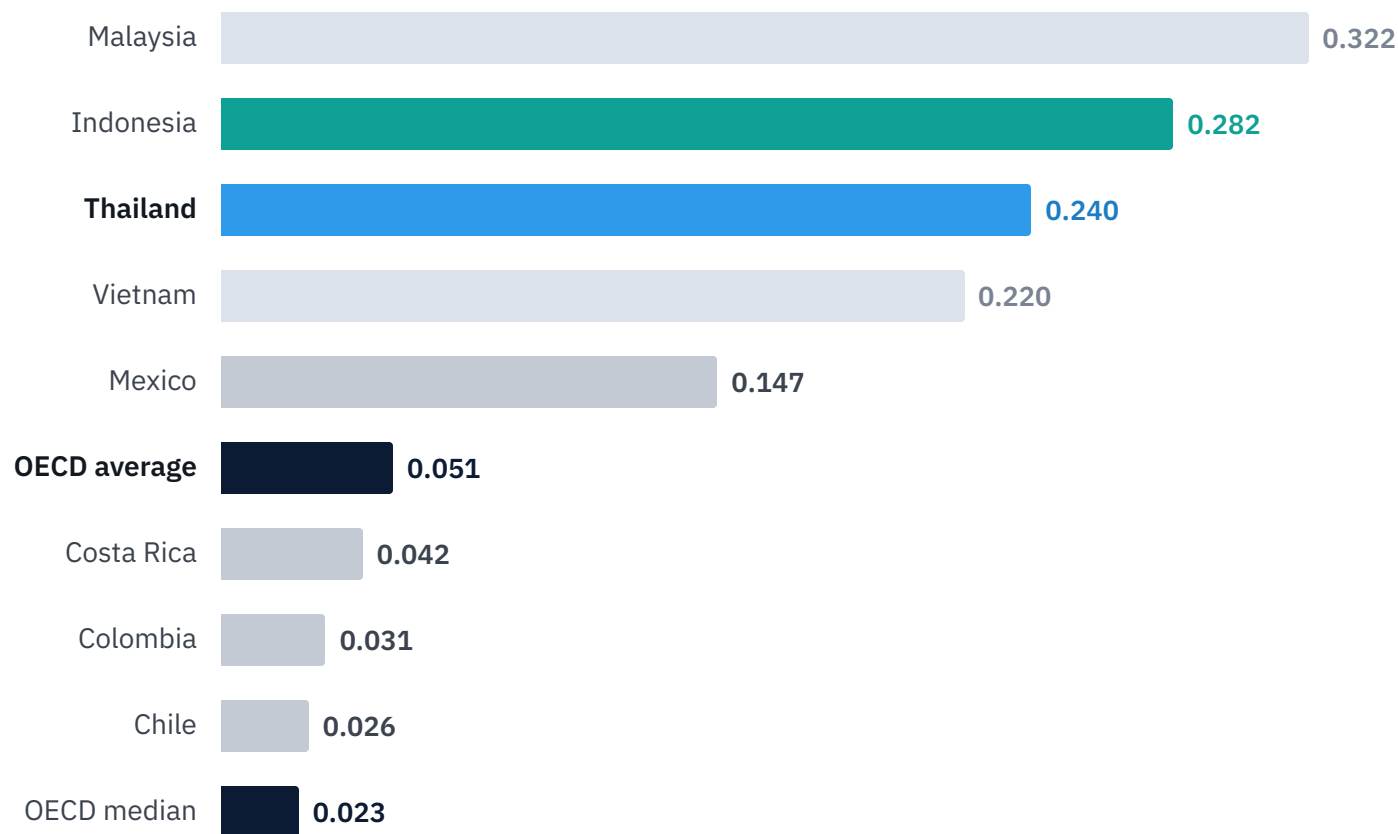
Note: Latest year available, mostly 2023 to 2025. OECD averages for FDI, PMR, STRI, CPI, WGI and EGDI are simple means of 38 members calculated by NXT; others are published aggregates. WGI uses the 0 to 100 score from the 2025 methodology revision, data updated September 2026.

Source: OECD FDI RRI, PMR, STRI, Revenue Statistics, PISA 2022; Transparency International CPI 2025; World Bank WDI and WGI; UN E-Government Survey 2024; NXT analysis.

Thailand's foreign-investment rules are 4.7 times as restrictive as the OECD average and have not moved since 2018

OECD FDI Regulatory Restrictiveness Index, 2025

0 = fully open, 1 = closed



The index scores **equity caps, screening, rules on foreign key personnel and other operating limits**. Thailand's score comes mainly from the Foreign Business Act of 1999, whose three lists bar foreigners from some activities and require approval or a licence for many services.

In May 2026 Cabinet approved in principle drafts that would **remove nine regulated activities, eight of them services**, from the Foreign Business Act's reserved list. The Department of Business Development says the aim is to remove duplicate licences rather than liberalise foreign investment generally.

Indonesia cut its score from 0.479 in 2018 to 0.282 in 2025, a 41% fall in one reform cycle.

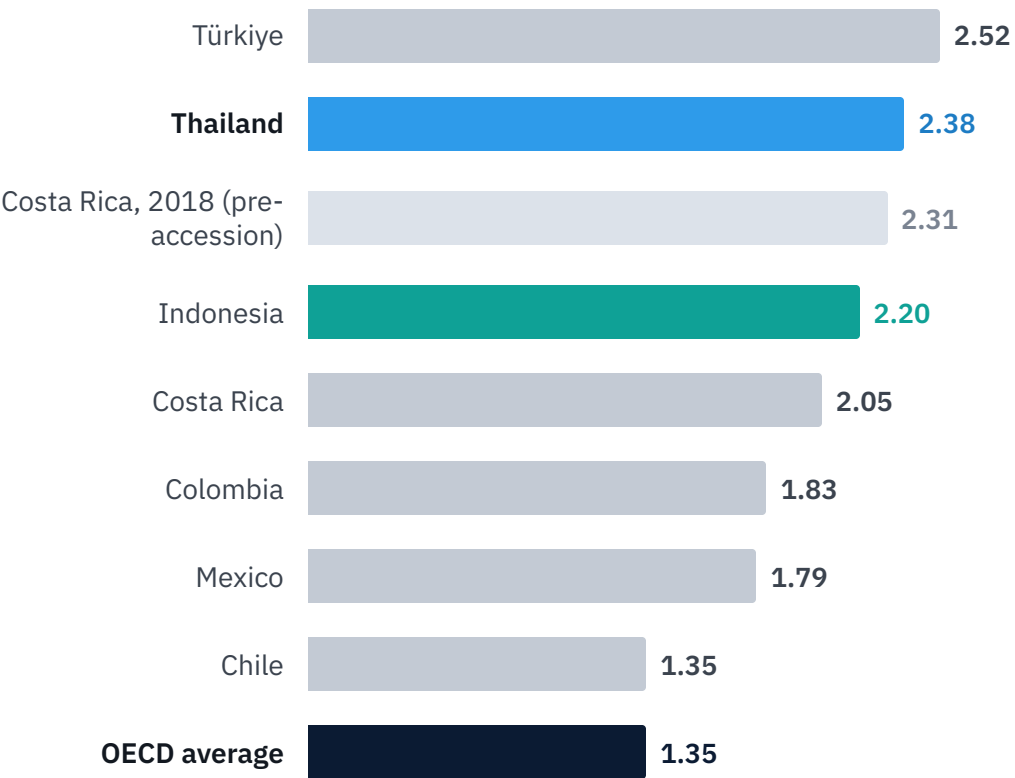
Note: Statutory restrictions only; the index does not measure enforcement. Thailand's score has been 0.240 in every edition from 2018 to 2025.

Source: OECD FDI Regulatory Restrictiveness Index (2025 data); OECD Investment Policy Review of Thailand (2021); ILCT (May 2026); Tilleke & Gibbins (25 May 2026); Watson Farley & Williams (24 Jul 2026); NXT analysis.

Product-market and services rules tell the same story: among OECD members only Türkiye is more restrictive, and two services sectors are fully closed

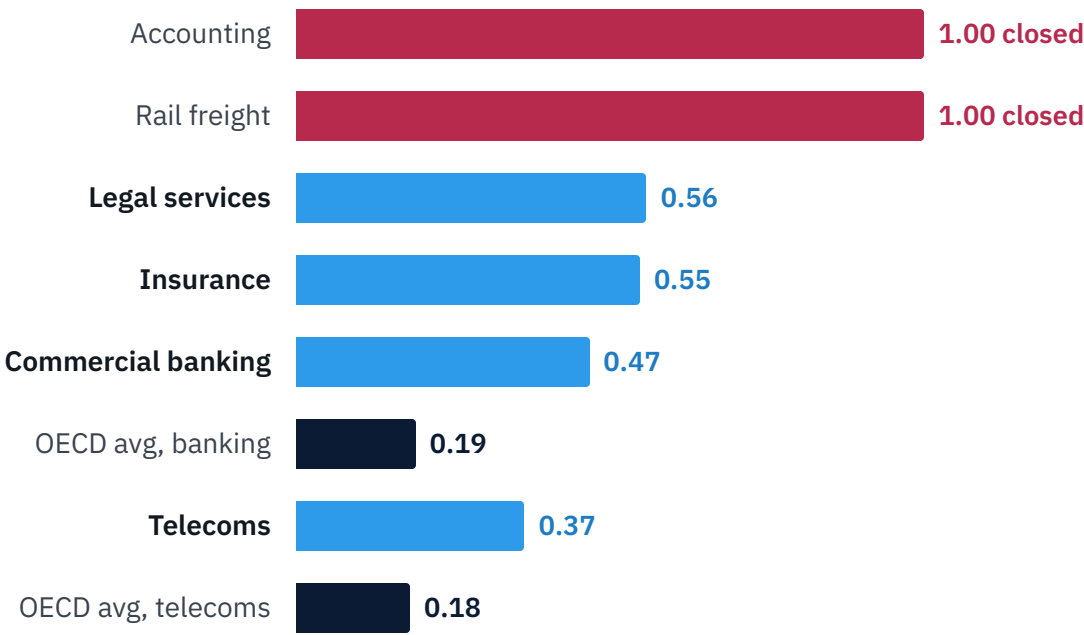
Product Market Regulation, economy-wide, 2023

0 to 6, lower is less restrictive



Services Trade Restrictiveness Index, Thailand, 2025

0 = open, 1 = closed; OECD averages shown where available



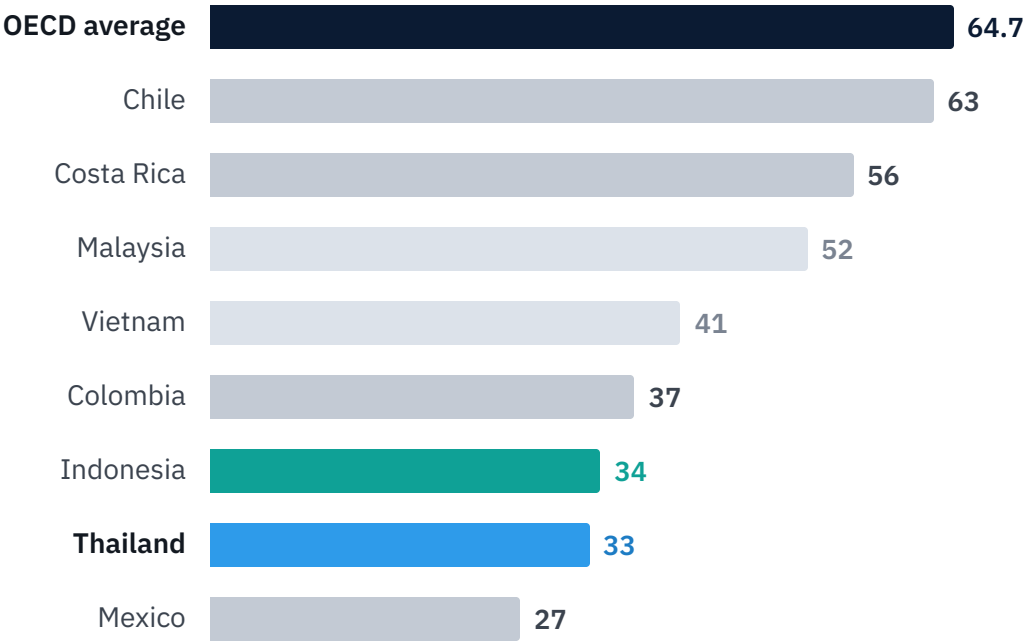
Thailand's banking score is **more than twice the OECD average** and its telecoms score about twice. Accounting and rail freight score 1.0, meaning foreign providers are effectively shut out.

Note: OECD average PMR and STRI are simple means of 38 members calculated by NXT. The OECD reports its own PMR average as 1.3.
Source: OECD Product Market Regulation database (2023; 2018 for Costa Rica pre-accession); OECD Services Trade Restrictiveness Index (2025); OECD Ecoscope (24 Feb 2026); NXT analysis.

Integrity is one of the widest gaps: Thailand's corruption score fell to 33 in 2025, below where Colombia and Costa Rica stood when they joined

Corruption Perceptions Index, 2025

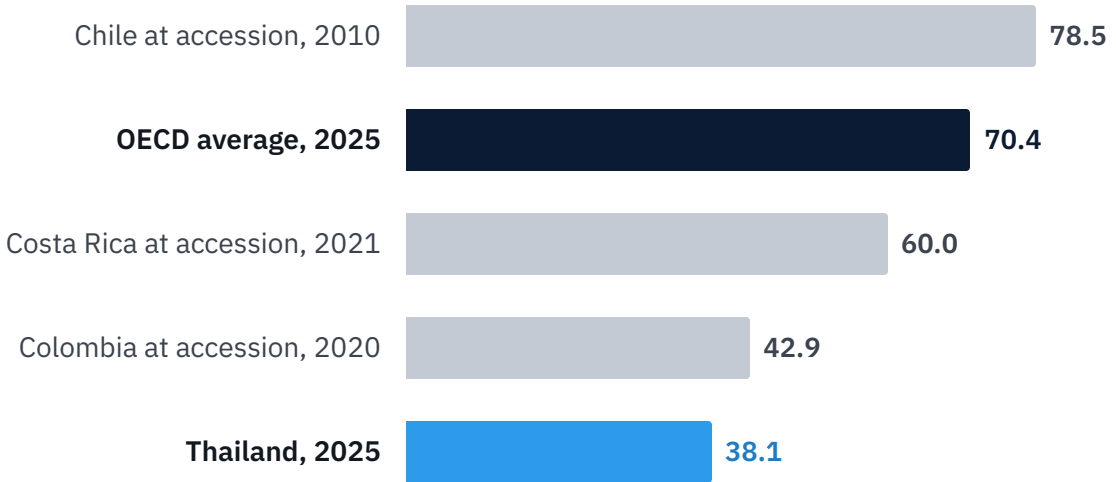
0 = highly corrupt, 100 = very clean



Thailand scored **34 in 2024 (rank 107 of 180)** and **33 in 2025 (rank 116 of 182)**, its lowest since the current method began in 2012. The Prime Minister called it a failing grade.

Control of corruption, World Bank governance score

0 to 100; recent entrants in their accession year



Committees do not apply a pass mark, but this gap is likely to shape the **Working Group on Bribery and Public Governance reviews**. A credible enforcement record matters as much as new law.

Thailand collects half the OECD's tax take, and with debt near its ceiling, accession reforms must pay their own way

17.1%

tax revenue to GDP in 2024, against 34.1% for the OECD

7%

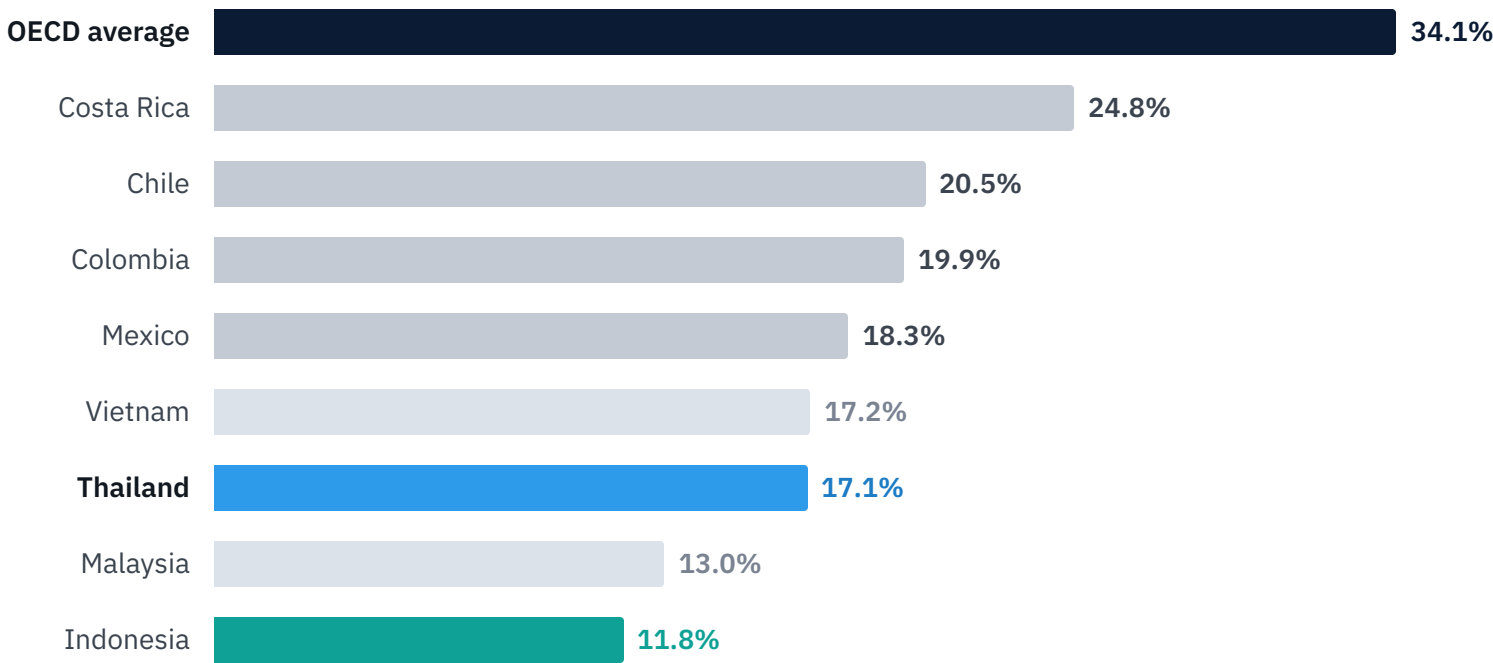
VAT rate; the OECD average is 19.2%, and the OECD survey team suggests 10%

67.45%

public debt to GDP at end-July 2026, against a 70% ceiling

Tax revenue, % of GDP, 2024

Thailand, ASEAN peers, Latin American members and the OECD average



The OECD's 2025 Economic Survey notes debt has risen **more than 25 percentage points since the pandemic**. It also flags a personal income tax threshold of about 1.5 times the average wage and a low social-security wage cap, which rose from THB 15,000 to 17,500 in January 2026.

Thailand is growing old before it grows rich, which raises the stakes on the education and labour reforms committees will review

16.0%

of Thais are 65 or older, close to the OECD's 19.0%

41%

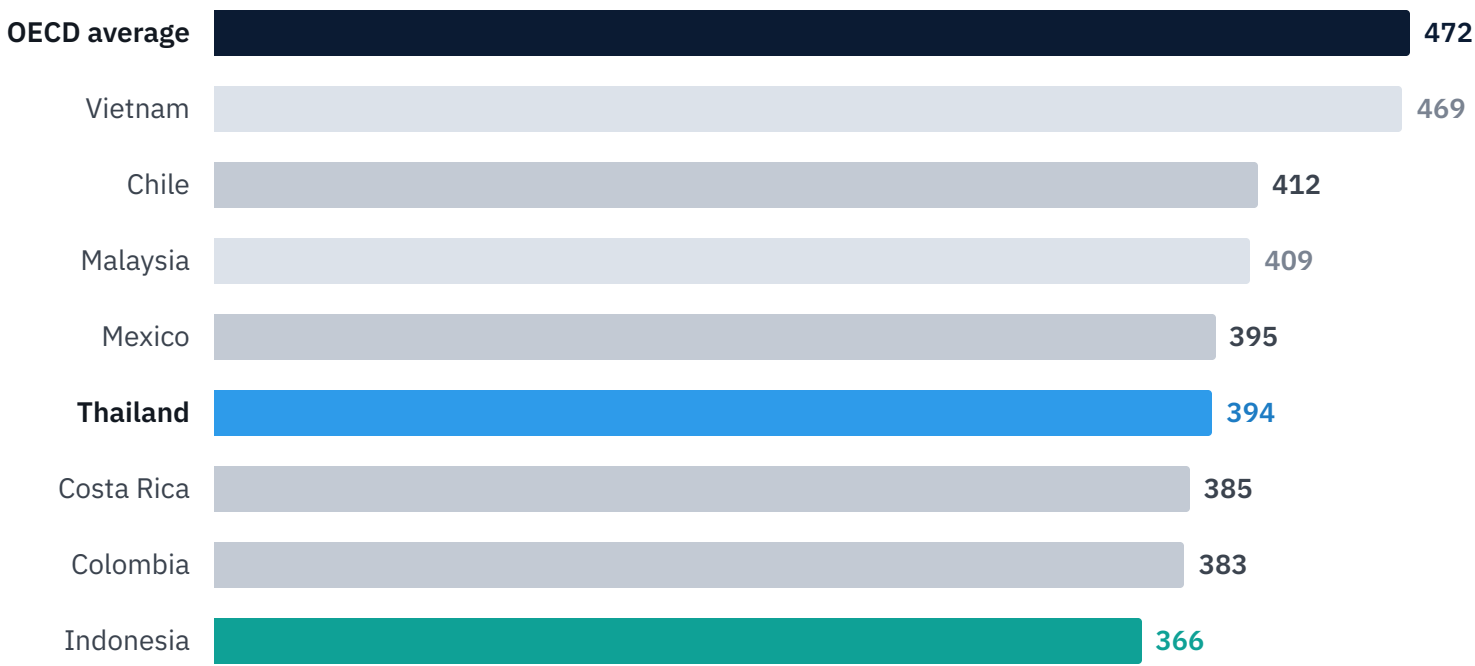
Thailand's income per head as a share of the OECD level (PPP, 2025)

63.2%

of workers are in informal employment (ILO, 2024); the national survey puts it at 52.4% (NSO, 2025)

PISA 2022 mathematics, mean score

Reading: Thailand 379 vs OECD 476. Science: 409 vs 485

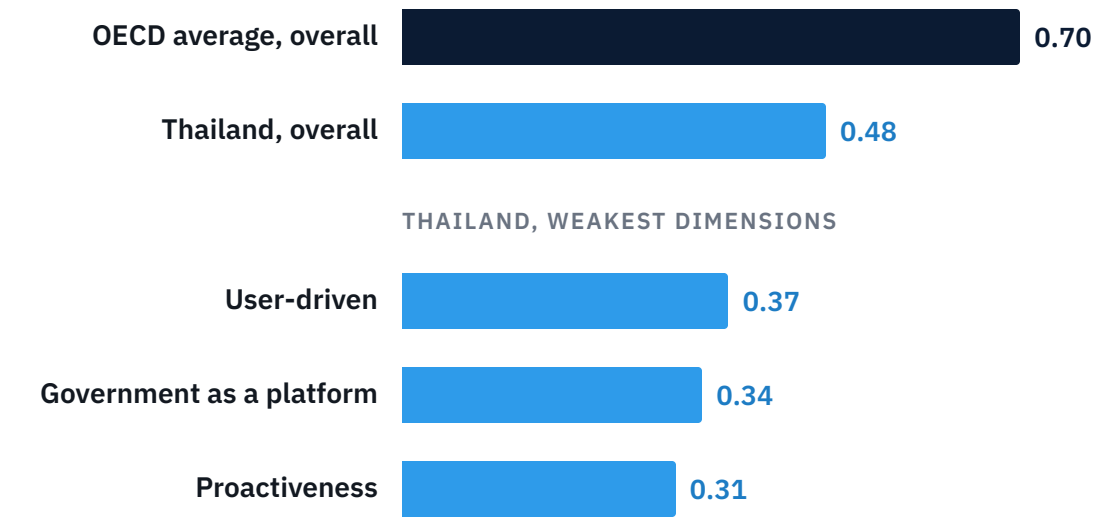


PISA 2022 gave Thailand its **lowest scores in about two decades of participation**. Committees review policy rather than results, but the Education and Employment committees are likely to ask how reforms address these outcomes.

Digital government is a relative strength globally, but the OECD's own index puts Thailand at 0.48 against an average of 0.70

OECD Digital Government Index, 2025

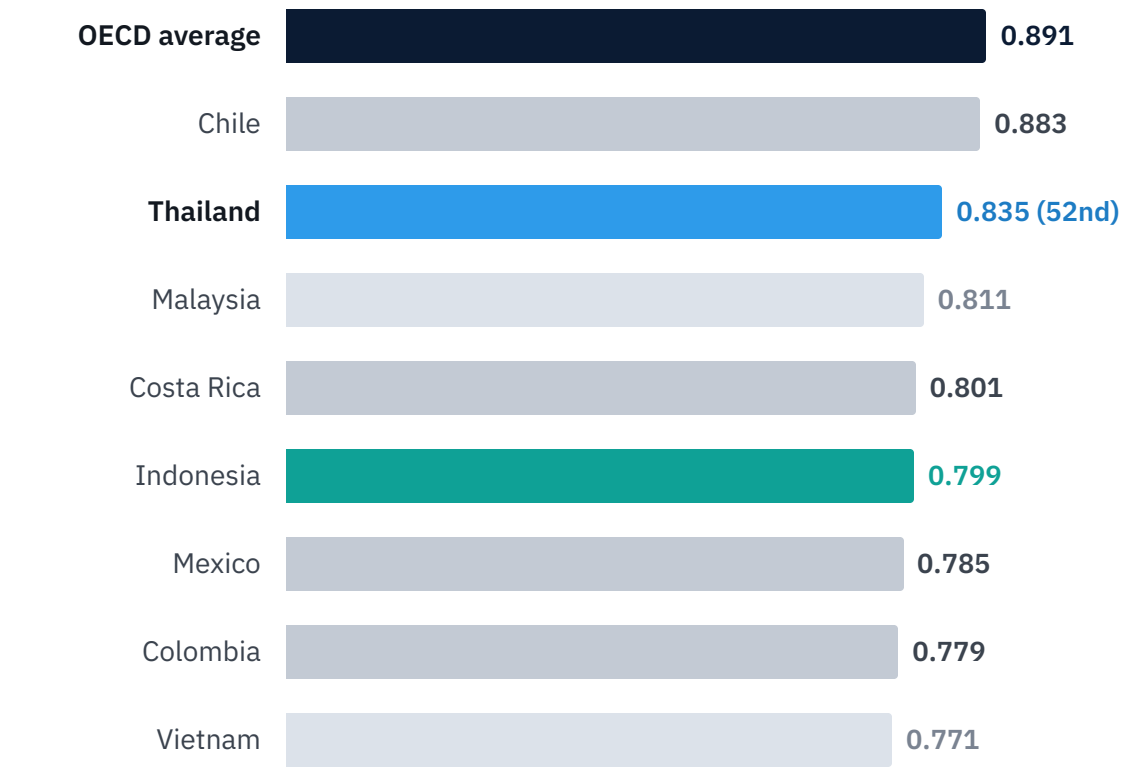
0 to 1



Reviewers flagged **no central service catalogue or design standards**, little formal use of data to shape services, and an AI action plan without transparency or ethics safeguards.

UN E-Government Development Index, 2024

0 to 1; Thailand ranks 52nd of 193 and 2nd in ASEAN



Note: OECD average EGDI is a simple mean of 38 members calculated by NXT.
Source: OECD Digital Government Index 2025, as reported by Thai PBS World (18 Jun 2026); OECD Digital Government Outlook 2026, Thailand note (15 Jun 2026); UN E-Government Survey 2024; DGA (25 Sep 2024).

Thailand also brings strengths to the table: on six measures it already matches or beats several OECD members

E-government

52nd

of 193 on the UN index, ahead of **seven OECD members** including Mexico, Colombia and Costa Rica.

Research intensity

0.94%

of GDP spent on R&D, **above all four Latin American members** (0.25% to 0.39%).

Women in work

59.0%

female labour participation, **above the OECD's 53.3%**.

Universal health coverage

2002

Universal Coverage Scheme in place since 2002, with health spending of **4.5% of GDP**.

Chemical safety

2020

Full adherent to the OECD **Mutual Acceptance of Data** system, one of seven non-members with that status.

Global tax rules

2025

Pillar Two minimum tax in force since 1 January 2025, with automatic exchange of financial account information legislated in 2023.

CHAPTER 3

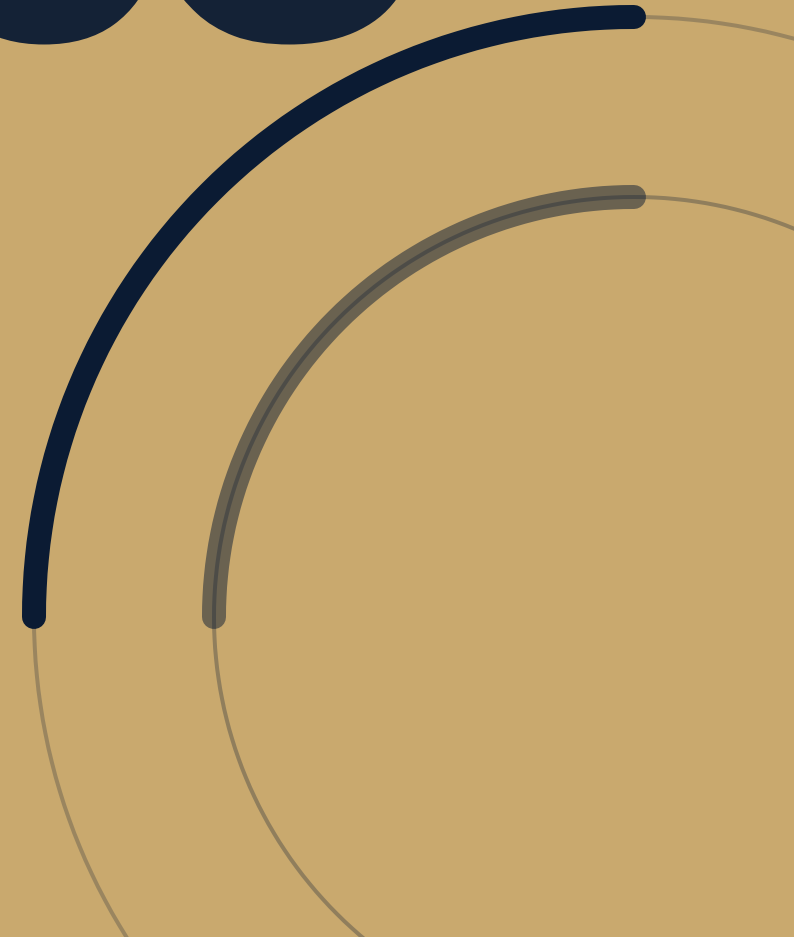
Committee by committee

Each of the 25 committees will issue its own formal opinion. We rate every committee area by the size of Thailand's gap and the effort needed to close it, then go deep on the areas that matter most.

IN THIS CHAPTER

- The NXT readiness map of all 25 committees
- Evidence and lead agencies for each committee
- Five gating reforms that set the timeline
- Eight deep dives, from regulatory policy to statistics

03



Our readiness map puts five committee areas in the danger zone: large gaps that need primary legislation to close

	Administrative practice, guidance, data	Secondary rules decrees and regulations	Primary legislation an Act of Parliament	Sensitive legislation Act plus political consensus
Large gap			Investment Working Group on Bribery Competition Environment Policy	Employment, Labour and Social Affairs
Moderate gap	Senior Budget Officials Economic and Development Review Education Policy Regional Development Agriculture	Public Governance Regulatory Policy Fiscal Affairs Corporate Governance Trade Digital Policy	Financial Markets	
Small gap	Statistics Health Chemicals and Biotechnology Science and Technology Consumer Policy Fisheries Steel Shipbuilding			



How to read it. Rows show how far Thai law and practice are from the committee's instruments. Columns show the legal vehicle most likely needed to close the gap.

The five areas outlined in red combine a **large gap with an Act of Parliament**. They set the critical path.

Small gaps are not free. A committee with an easy agenda can still **delay the timeline** if its questionnaire is late or thin.

Ratings are NXT's indicative assessment from public evidence, not OECD findings.

Committee evidence, part 1: the gating and moderate-gap areas where most legislative work will fall

COMMITTEE	GAP (NXT RATING)	LIKELY FIX (NXT VIEW)	LEAD THAI AGENCIES	KEY PUBLIC EVIDENCE
Investment	Large	Act	BOI, Justice, Commerce (DBD)	FDI index 0.240 vs OECD 0.051; Foreign Business Act lists; MNE Declaration and National Contact Point needed
Working Group on Bribery	Large	Act	NACC, Revenue Department, OAG	Not yet a Convention party; three legal changes planned
Competition	Large	Act	TCCT	No leniency programme; SOEs largely outside the Act; no power to intervene in mergers that need only post-merger notice
Environment Policy	Large	Act	MNRE, DCCE, PCD	No PRTR law; Climate Change Bill expected Q3 2027
Employment, Labour, Social Affairs	Large	Sensitive Act	Labour, Social Security Office	ILO C87 and C98 not ratified; union density about 3%; informality 52% to 63%
Public Governance	Moderate	Rules	OPDC, NACC, DGA	CPI 33; OECD Digital Government Index 0.48 vs 0.70
Regulatory Policy	Moderate	Rules	Council of State, OPDC	RIA in law since 2019; consultation minimum 15 days vs 30 to 60 days good practice
Fiscal Affairs	Moderate	Rules	Revenue Department, FPO	Largely Compliant on information exchange; Pillar Two in force; tax 17.1% of GDP
Corporate Governance	Moderate	Rules	SEC, SEPO	2025 OECD SOE review: strengthen the ownership function, independent boards, disclosure
Financial Markets	Moderate	Act	BOT, SEC, FPO	Banking STRI 0.468 vs OECD 0.192
Trade	Moderate	Rules	Commerce (DTN)	Accounting and rail freight STRI 1.0, effectively closed
Digital Policy	Moderate	Rules	MDES, ETDA, PDPC	Not an adherent to the OECD AI Principles; PDPA in force since 2022
Senior Budget Officials	Moderate	Practice	Budget Bureau, FPO	Debt 67.45% of GDP vs 70% ceiling; long-term fiscal risks from ageing

Committee evidence, part 2: twelve areas with smaller or less documented gaps, which still need well-evidenced answers

COMMITTEE	GAP (NXT RATING)	LIKELY FIX (NXT VIEW)	LEAD THAI AGENCIES	KEY PUBLIC EVIDENCE
Economic and Development Review	Moderate	Practice	NESDC, Finance, BOT	2025 Economic Survey: productivity, informality, VAT and social-security reforms
Education Policy	Moderate	Practice	Education, Office of the Education Council	PISA mathematics 394 vs OECD 472; national PISA committee set up in late 2023
Regional Development	Moderate	Practice	Interior, NESDC	3,708 of 10,010 regional offices under review for a "One Roof" model
Agriculture	Moderate	Practice	Agriculture and Cooperatives	Limited public evidence; rated on peer experience
Statistics	Small	Practice	NSO, NESDC	National accounts on SNA 2008; phased move to SNA 2025 planned 2026 to 2032
Health	Small	Practice	Public Health, NHSO	Universal coverage since 2002; health spending 4.5% of GDP
Chemicals and Biotechnology	Small	Practice	DIW, Thai FDA	Full Mutual Acceptance of Data adherent since 2020
Science and Technology	Small	Practice	MHESI	R&D 0.94% of GDP, above all Latin American members
Consumer Policy	Small	Practice	OCPB	Limited public evidence
Fisheries	Small	Practice	Department of Fisheries	No Thailand-specific OECD fisheries review found; rating to be confirmed with the Department of Fisheries
Steel	Small	Practice	Industry	Limited public evidence; participation commitments expected
Shipbuilding	Small	Practice	Transport (Marine Department)	Limited public evidence; participation commitments expected

"Limited public evidence" means we found no recent OECD review or indicator for the area; the rating should be confirmed with the lead agency.

Five gating reforms, needing at least six bills, will set the pace to 2028, and every one must pass Parliament

GATING REFORM	WHAT COMMITTEES WILL EXPECT	STATUS, OCTOBER 2026	LEAD
Anti-bribery	Join the Anti-Bribery Convention; foreign-bribery offence, corporate liability and no tax deduction for bribes	Letter of intent on the Convention (Dec 2025); three amendments in preparation	NACC, Revenue Department
Foreign investment	A shorter, transparent restriction list; adherence to the MNE Declaration; a National Contact Point	Amendment principles (Apr 2025); drafts removing nine regulated activities from the reserved list approved in principle (May 2026)	BOI, Commerce (DBD)
Competition	Per se cartel ban with administrative sanctions, leniency, merger powers, SOE coverage	OECD peer review presented May 2025; an amendment bill passed first reading in May 2026 and is with a House special committee; nothing enacted	TCCT
Environmental reporting and climate	A pollutant release and transfer register; a climate framework with carbon pricing	PRTR bill lapsed Dec 2025; Climate Change Bill under Council of State review, enactment expected Q3 2027	MNRE (DCCE, PCD), DIW
Labour relations	Freedom of association and collective bargaining in line with ILO C87 and C98	Not ratified; the Labour Relations Act and the State Enterprise Labour Relations Act must be amended first	Labour



Each of these combines a **large gap with primary legislation**. In Thailand that means Council of State drafting, Cabinet approval, public consultation and readings in both Houses.

Our view: a gating bill that is **not in drafting by early 2027** puts a 2028 invitation at risk.

Committees can accept a credible, dated plan for some changes. Convention membership is different: the **bribery review cannot start** without it.

Note: Deep-dives that follow run in OECD review order; these five reforms are on pages 30 and 33 to 35.
Source: NACC (26 Dec 2025); The Nation (6 Sep 2026); OneAsia Legal (7 Nov 2025); ILCT (May 2026); Tilleke & Gibbins (25 May 2026); Watson Farley & Williams (24 Jul 2026); Daily News (18 May 2026); Thairath English (7 Jun 2026); Tilleke & Gibbins (6 May 2025); Enviance (12 Dec 2025); Serrari Group (8 Sep 2026); ILO (Jan 2026); TUAC (8 Dec 2025); NXT analysis.

Regulatory policy: Thailand has the legal basis for impact assessment; reviewers will test whether it shapes decisions early enough

THE OECD STANDARD

-  **Recommendation on Regulatory Policy and Governance** 2012

-  **Recommendation for Agile Regulatory Governance to Harness Innovation** 2021

-  **Recommendation on Improving the Quality of Government Regulation** 1995

WHAT REVIEWERS LOOK FOR

- RIA applied early, with a baseline and alternatives
- Meaningful public consultation
- Ex post review and an oversight body with teeth

WHERE THAILAND STANDS

~900

legal officials trained in RIA since 2022

200+

ex post reviews of laws completed

22

outdated Acts repealed since 2020

15 days

minimum consultation, against 30 to 60 days of good practice

Section 77 of the 2017 Constitution and the 2019 Act on Legislative Drafting and Evaluation of Law require impact assessment and consultation. Since October 2023 RIA also covers most subordinate rules.

The OECD's April 2025 review found RIA often comes **too late to change the decision**, lacks baselines and options, and that ministries are short of economists. The 2026 Licensing Facilitation Act adds a **Super Licence**, a 15-day reply rule and silence-is-consent for low-risk activities.

PRIORITY MOVES

- 1 Move RIA upstream:** require a problem statement and options before Cabinet approves the principles of a bill.
- 2 Lengthen consultation to 30 days** for significant rules and publish the responses.
- 3 Give an oversight unit power to return weak RIAs** before they reach Cabinet.
- 4 Build a shared pool of economists** for RIA and ex post review.

LEAD AGENCIES

Office of the Council of State

OPDC

Secretariat of the Cabinet

Law Reform Commission

Integrity and anti-bribery: joining the Convention is the gateway, and three legal changes must come before the review can begin

THE OECD STANDARD

-  **Convention on Combating Bribery of Foreign Public Officials** 1997

-  **Recommendation for Further Combating Bribery of Foreign Public Officials** 2021

-  **Recommendation on Public Integrity** 2017

-  **Recommendation on Open Government** 2017

WHAT REVIEWERS LOOK FOR

- An effective foreign-bribery offence and corporate liability
- An enforcement record and whistleblower protection
- Integrity risk management across the state

WHERE THAILAND STANDS

33

CPI score 2025, rank 116 of 182

64.7

OECD average CPI score

1 to 2x

Section 176 corporate fine as a multiple of the damage caused or benefit received

Dec 2025

letter of intent to join the Anti-Bribery Convention

Section 176 of the 2018 Organic Act on Anti-Corruption already makes companies liable for bribes paid on their behalf unless they had adequate internal controls. But Thailand is **not yet a party to the Convention**, and the Working Group on Bribery cannot review it until it is.

The NACC and the Revenue Department are preparing **three changes**: amendments to the foreign-bribery and corporate-liability provisions, and a ban on deducting bribes from tax. The OECD's 2021 Integrity Review flagged fragmented discipline and weak risk management.

PRIORITY MOVES

- 1 Table the three amendments as one package** so Thailand can accede to the Convention in a single step.
- 2 Publish corporate-liability guidance and an enforcement policy** that rewards self-reporting.
- 3 Strengthen whistleblower protection** in the public and private sectors.
- 4 Run integrity risk assessments** in high-risk functions: procurement, licensing and customs.

LEAD AGENCIES

NACC	PACC	Revenue Department
Office of the Attorney General	OPDC	

Public finance: with under three points of debt headroom, budget reviewers will look for credible fiscal rules and a path to higher revenue

THE OECD STANDARD

- 📄 Recommendation on Budgetary Governance 2015
- 📄 OECD Best Practices for Budget Transparency 2002

WHAT REVIEWERS LOOK FOR

- Medium-term budget frameworks tied to fiscal rules
- Transparency and independent fiscal oversight
- Spending reviews and performance budgeting

WHERE THAILAND STANDS

67.45%

public debt to GDP, July 2026;
the ceiling is 70%

17.1%

tax revenue to GDP, against
34.1% in the OECD

7%

VAT rate, against an OECD
average of 19.2%

The OECD's 2025 Economic Survey team warns that debt has risen more than 25 points since the pandemic and recommends **raising VAT to 10%**, reviewing exemptions, lowering the income tax threshold and lifting the social-security wage cap, which rose to THB 17,500 in January 2026.

Accession itself costs little, but the reforms it triggers in **social protection, education and climate** will compete for a budget with little headroom. Reviewers will want to see a credible medium-term plan.

PRIORITY MOVES

- 1 **Publish a medium-term revenue strategy** with a VAT path and an exemption review.
- 2 **Build spending reviews into the annual budget** and link them to performance.
- 3 **Strengthen independent fiscal oversight** and publish long-term projections, including ageing costs.
- 4 **Cost every accession reform** and show how it is financed.

LEAD AGENCIES

Budget Bureau

Fiscal Policy Office

Public Debt Management Office

Revenue Department

Procurement and state enterprises: the 2026 procurement reform and the 2025 OECD SOE review give Thailand a ready-made agenda

THE OECD STANDARD

-  **Recommendation on Public Procurement** 2015

-  **Guidelines on Corporate Governance of State-Owned Enterprises** 2024

-  **Recommendation on Competitive Neutrality** 2021

WHAT REVIEWERS LOOK FOR

- Value for money, transparency and open data in procurement
- A clear, centralised state ownership function
- Independent SOE boards and a level playing field

WHERE THAILAND STANDS

~10%

of GDP spent through public procurement

60%

of contracts won by SMEs, worth about THB 730 billion

52

state enterprises overseen by SEPO

THB 197bn

SOE remittances to the state in 11 months of FY2026

In April 2026 the Comptroller General's Department set out a four-pillar reform: e-GP linked to banks, green procurement, innovation and SME preference, plus a shift **from lowest price to value for money**, integrity pacts on large contracts and an open procurement data release it had planned for Q3 2026; from 1 October 2026 bids under selection methods and appeals go through e-GP only.

The OECD's January 2025 SOE review asks Thailand to **strengthen the ownership function**, make boards more autonomous and independent, improve disclosure and adopt a **competitive-neutrality** framework.

PRIORITY MOVES

- 1 **Amend award rules to favour value for money** and publish open contracting data.
- 2 **Separate ownership from policy and regulation**, with SEPO as the single owner.
- 3 **Professionalise SOE boards** through independent, skills-based nominations.
- 4 **Bring SOEs' commercial activities under competition law.**

LEAD AGENCIES

Comptroller General's Department

SEPO

State Enterprise Policy Committee

TCCT

Competition and investment: some of the reforms with the most to offer growth are also among the furthest from OECD practice

THE OECD STANDARD

-  **Declaration on International Investment and Multinational Enterprises** 1976
-  **Codes of Liberalisation of Capital Movements and Current Invisible Operations** 1961
-  **Recommendation concerning Effective Action against Hard Core Cartels** 2019
-  **Recommendation on Merger Review** 2005

WHAT REVIEWERS LOOK FOR

- Narrow, transparent limits on foreign investment
- Strong cartel enforcement and merger control
- Competitive neutrality between SOEs and private firms

WHERE THAILAND STANDS

0.240

FDI restrictiveness, against an OECD average of 0.051

None

leniency programme for cartels

12

pre-merger approval filings, 2017 to 2023

9

regulated activities, eight of them services, in the May 2026 drafts

The OECD's 2021 Investment Policy Review recommended a full review of FDI restrictions, services liberalisation, equal capital rules and a single investment law. Since then, Cabinet has approved principles to amend the Foreign Business Act, and, in May 2026, in-principle drafts removing nine regulated activities, eight of them services, from the reserved list.

The OECD's May 2025 peer review of the 2017 Trade Competition Act found the TCCT **short of staff and budget**, SOEs largely exempt, cartels judged under a rule of reason with criminal proof, **no leniency** and no power to intervene in mergers that need only post-merger notice.

PRIORITY MOVES

- 1 Replace the FBA lists with a short negative list** and a transparent screening test.
- 2 Adhere to the MNE Declaration and set up a National Contact Point** with business, union and civil-society input.
- 3 Make hard-core cartels illegal per se**, with leniency and administrative fines.
- 4 Give the TCCT merger powers and the resources** to use them.

LEAD AGENCIES

BOI Commerce (DBD) TCCT
Justice (RBC)

Environment and climate: Thailand has the targets but not yet the laws, and in our view a pollutant register will be a likely committee ask

THE OECD STANDARD

- ✓ **Recommendation on Establishing and Implementing Pollutant Release and Transfer Registers** 2018 (replaced the 1996 text)
- ✓ **Recommendation on Guiding Principles concerning International Economic Aspects of Environmental Policies (polluter pays)** 1972
- ✓ **Recommendation on Environmental Information** 1998

WHAT REVIEWERS LOOK FOR

- A legal PRTR with public access to data
- Carbon pricing and a climate framework law
- Robust, independent environmental assessment

WHERE THAILAND STANDS

2050

net-zero target, brought forward from 2065

-47%

2035 emissions target against 2019, under NDC 3.0

THB 200

per tonne of CO₂e, carbon tax built into fuel excise

None

PRTR law in force

NDC 3.0 (November 2025) caps net emissions at 152 MtCO₂e by 2035. The Climate Change Bill would create a carbon tax, an emissions trading system, a border adjustment and a climate fund; at 205 sections it was under Council of State review in September 2026, with **enactment expected in Q3 2027**.

A **PRTR bill passed first reading but lapsed** when the House was dissolved in December 2025. The fuel carbon tax is revenue-neutral, so pump prices did not change.

PRIORITY MOVES

- 1 Re-table a PRTR bill** aligned with the OECD Recommendation, and start voluntary reporting by large facilities now.
- 2 Pass the Climate Change Act** with a credible, rising carbon-price path.
- 3 Publish environmental data openly** ahead of the Environment Policy review.
- 4 Strengthen the independence of environmental assessment** and public participation.

LEAD AGENCIES

MNRE

DCCE

Pollution Control Department

Department of Industrial Works

Excise Department

Labour and social policy: in our view freedom of association is the most sensitive review, and informality the largest structural gap

THE OECD STANDARD

- 📄 OECD Jobs Strategy 2018
- 📄 Recommendation on Ageing and Employment Policies 2015
- 📄 MNE Guidelines, chapter on employment and industrial relations 2023

WHAT REVIEWERS LOOK FOR

- Freedom of association and collective bargaining
- Social protection that reaches informal workers
- Policies for an ageing workforce

WHERE THAILAND STANDS

C87, C98

ILO freedom-of-association conventions not ratified

~3%

union density; bargaining covers 1% to 2% of workers

21m

informal workers, over half the workforce

16.0%

of the population aged 65 or over

Thailand ratified ILO Convention 155 on occupational safety in June 2025, bringing its total to 21 conventions and 2 protocols. It has **not ratified C87 or C98**; the Labour Relations Act and the State Enterprise Labour Relations Act would need amending first. Civil servants and migrant workers cannot form unions.

Informality is a headline concern of the OECD's 2025 Economic Survey. Estimates range from **52% (national survey) to 63% (ILO)** of workers outside formal employment.

PRIORITY MOVES

- 1 **Amend the Labour Relations Act** to allow ratification of C87 and C98, through tripartite drafting.
- 2 **Extend social insurance to informal workers** with simpler contributions.
- 3 **Keep to the scheduled rise in the social-security wage cap**, from THB 17,500 now to 23,000 by 2032.
- 4 **Open a tripartite channel into the accession process** before the labour committee's mission.

LEAD AGENCIES

Ministry of Labour

Social Security Office

Department of Labour Protection and Welfare

Tax transparency and statistics: Thailand is close to OECD practice, so the task is to close residual gaps and evidence them well

THE OECD STANDARD

- ✓ Global Forum standards on exchange of information, on request and automatic
- ✓ BEPS minimum standards and Pillar Two global minimum tax
- ✓ Recommendation on Good Statistical Practice 2015

WHAT REVIEWERS LOOK FOR

- Beneficial-ownership transparency
- Timely exchange of tax information
- Independent, coordinated official statistics

WHERE THAILAND STANDS

2023

Global Forum rates Thailand Largely Compliant on exchange of information

2025

Pillar Two top-up tax in force from 1 January

2023

automatic exchange (CRS) law enacted

SNA 2008

basis of national accounts; move to SNA 2025 planned

The 2023 Global Forum review flagged **beneficial-ownership supervision, bearer shares, trust records, legal privilege and slow replies**. Pillar Two and the 2023 automatic-exchange decree bring Thailand broadly into line with other candidates, though it began automatic exchange later than all of them.

NESDC compiles national accounts to SNA 2008 and plans a phased move to SNA 2025 from 2026 to 2032. Reviewers typically probe **statistical independence** and coordination between NSO and NESDC.

PRIORITY MOVES

- 1 **Close the beneficial-ownership gaps** in the company register and anti-money-laundering supervision.
- 2 **Speed up replies to treaty partners** with a dedicated exchange-of-information unit.
- 3 **Legislate professional independence** for the national statistical system.
- 4 **Publish a release calendar and quality reports** in English.

LEAD AGENCIES

Revenue Department	Fiscal Policy Office
DBD	AMLO
NSO	NESDC

CHAPTER 4

The delivery playbook

The countries that joined fastest ran accession as a delivery programme with a legislative calendar, not as a diplomatic process. This chapter turns their lessons into tools every agency can use.

IN THIS CHAPTER

- What the fastest acceders did differently
- The NXT 4D accession delivery model
- Governance: who decides and who delivers
- A legislative calendar to 2028
- Ten moves for every ministry, and how to run a committee review
- Risks, and an agency self-assessment

04



Recent acceders point to four habits that speed accession: parallel reviews, laws passed in packages, reforms that outlast the card, and a plan for the slowest committee



Run reviews in parallel

24 months

Lithuania received **21 committee opinions between April 2016 and April 2018**, and was invited a month later.



Pass laws in packages

14 laws

Costa Rica passed **14 laws in about 18 months** before its 2020 invitation; its accession reforms covered competition, statistics, corporate liability for foreign bribery and a shareholder register.



Make reforms that outlast the card

50 changes

Lithuania adopted 50 legal changes, including **whistleblower protection, higher bribery sanctions and SOE governance**.



Plan for the long tail

7 years

Colombia needed about seven years. In 2026 Croatia's last five reviews, trade, investment, economic review, public governance and corporate governance, held up its finish.



What this means for Thailand

Start the gating bills now and **run committee reviews in parallel**, not one after another.

Treat each committee as a project with a **named owner, a plan and a date**.

Identify your likely long-tail committees early. For Thailand these are probably **investment, bribery, competition, environment and labour**.

The NXT 4D model turns accession into four disciplines that every lead agency runs for its committee, every month

D1

Diagnose

Know the gap precisely

- Instrument-by-instrument gap register
- Legal mapping with TH2OECD, verified by lawyers
- Inventory of evidence that already exists

OUTPUTS

Gap register; readiness rating

D2

Design

Choose the fix and the vehicle

- Options for each gap, tested by impact assessment
- Decision on the vehicle: practice, rule or Act
- Cost and financing of each reform

OUTPUTS

Costed reform plan

D3

Deliver

Move laws and practice

- Bills in the legislative calendar with owners
- Implementation plans and secondary rules
- Training and capacity building

OUTPUTS

Legislative tracker; implementation plan

D4

Demonstrate

Prove it to the committee

- Questionnaire answers backed by data and cases
- Fact-finding mission preparation
- Follow-up on every recommendation

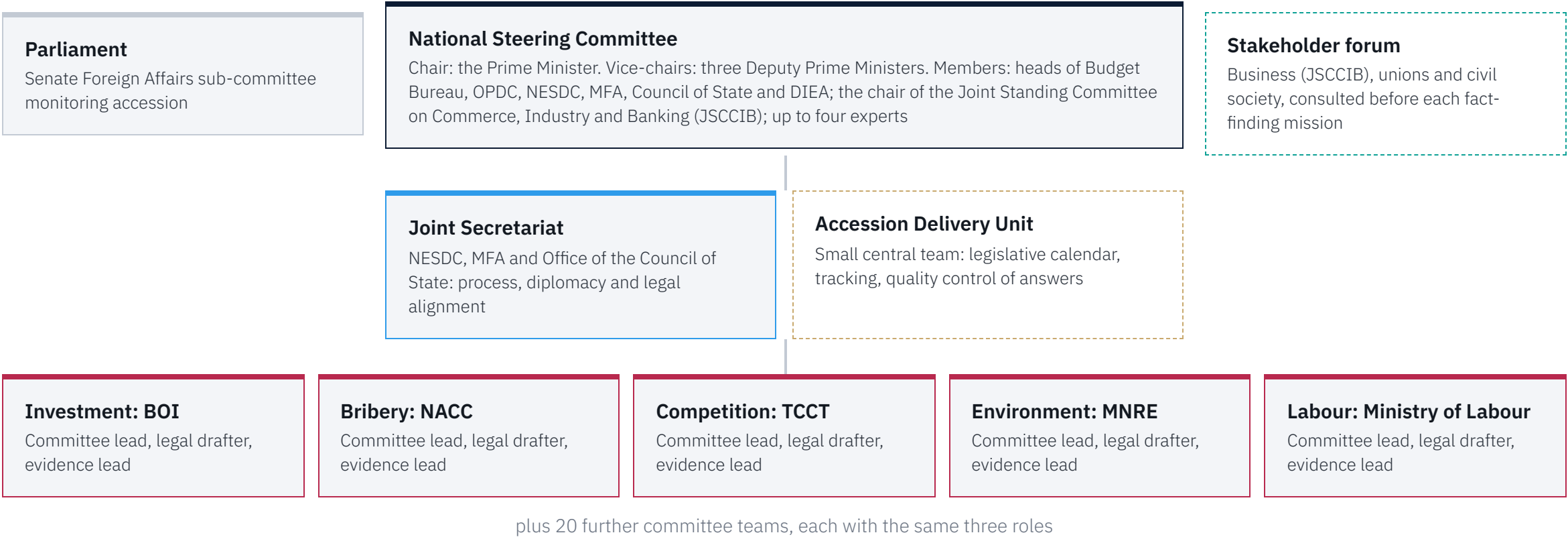
OUTPUTS

Evidence pack; action tracker



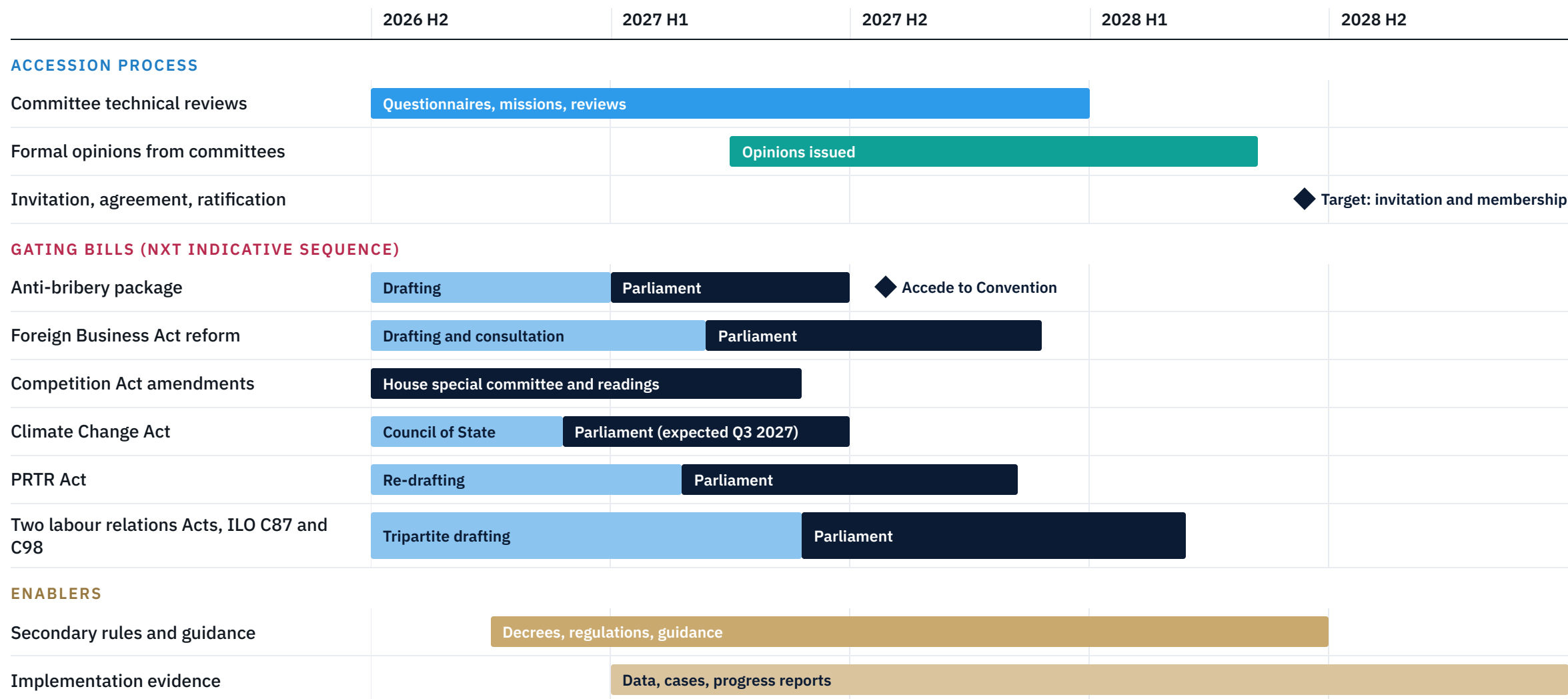
Run the cycle for each committee and report it monthly to the steering committee. D4 feeds new findings back into D1 until the formal opinion is issued.

A three-tier structure links the Prime Minister's steering committee to 25 committee teams, with standing channels to Parliament and stakeholders



□ Solid: in place, per government releases □ Dashed: NXT recommendation

Working back from the 2028 membership target, the gating bills need to reach Parliament during 2027



Note: Indicative NXT sequencing for planning, not a government timetable. Climate Change Act timing from public reports. If bills slip into 2028, formal opinions move to 2029 and membership to 2029 to 2030; NESDC's March 2026 deck projected the first half of 2030.

Source: Serrari Group (8 Sep 2026); The Nation (6 Sep 2026); PRD (20 May 2026); NESDC (10 Mar 2026); NXT analysis.

Ten moves every ministry and agency can make now, whatever its committee

1 Name one accountable lead per committee

A senior official who owns the questionnaire, the reforms and the evidence, with protected time.

3 Use TH2OECD, then verify by hand

Let the AI mapping find candidates; have legal staff confirm each gap before it reaches a committee.

5 Cost the reforms early

Estimate fiscal and compliance costs so the Budget Bureau is not surprised.

7 Consult before the mission

Business, unions and civil society will meet the committee. Hear them first.

9 Track every recommendation

Turn each committee recommendation into a dated action with an owner.

2 Build an instrument-level gap register

Every relevant instrument, Thailand's position, the gap, the fix and the evidence, updated monthly.

4 Decide the vehicle for each gap

Practice, guidance, decree or Act. Escalate anything that needs an Act to the steering committee at once.

6 Collect evidence of practice

Committees judge practice, not just law. Keep data, cases and examples ready in English.

8 Train a core drafting team

Answers should be precise, referenced and short. Train writers and translators together.

10 Report progress publicly

A public dashboard builds credibility with committees and sustains reform momentum.

A committee review is won in the preparation: what to do before, during and after the fact-finding mission



Before the mission

- Answer the questionnaire in full, with legal citations and data
- List the ten issues the committee is most likely to probe, and prepare answers
- Brief ministers; hold stakeholder sessions
- Prepare an English evidence pack: laws, statistics, case examples



During the mission

- Field decision-makers and practitioners, not only liaison staff
- Be candid about gaps and show a dated plan to close them
- Keep a single log of requests and promises
- Answer follow-up questions within days



After the mission

- Turn recommendations into an action plan with owners and dates
- Feed legislative asks into the calendar and the steering committee
- Report progress to the committee before its formal opinion
- Share lessons with other lead agencies

SIGNS OF A WEAK ANSWER

- Cites the law but not how it is applied in practice
- Promises reform without a date or an owner
- Different agencies give different answers
- Data only in Thai, undated or out of date

SIGNS OF A STRONG ANSWER

- Cites the law, the rule and a recent case
- Names the gap and shows a dated plan to close it
- One voice, agreed across agencies in advance
- Data in English, with source and year

Committees judge willingness and ability to implement. Candour about gaps, matched with a credible plan, lands better than a defensive answer the mission then disproves.

Six risks could push accession past 2028; each has a practical mitigation that can start now

RISK	WHY IT MATTERS	MITIGATION
Legislative bandwidth	At least six gating bills and dozens of secondary rules compete for limited parliamentary and drafting time	Package related amendments; agree a whole-of-government priority list for the Council of State
Political cycle	Three prime ministers, plus two acting prime ministers, have overseen the bid since 2024	Anchor the programme in the 2026 PMO regulation; brief all parties; use the Senate sub-committee
Like-mindedness concerns	Civil-society groups and unions have raised human-rights, labour and environmental-process concerns in the accession process	Engage early and openly; show dated plans on labour and environmental process
Capacity and language	25 questionnaires need precise English answers backed by evidence	Central drafting support, a translation pool and training for agency teams
Fiscal room	Debt at 67% of GDP limits funding for reform	Cost reforms; favour low-cost regulatory changes; sequence spending
Stakeholder pushback	Opening sectors and tougher competition affect incumbents, including SOEs	Rigorous impact assessment, transition periods and clear communication of benefits

Twelve questions to test whether your agency is ready for its committee review

QUESTION	Not started	Under way	Largely done	Done
OWNERSHIP				
1 A named senior lead owns our committee review, with protected time	☐	☐	☐	☐
2 We have a team covering legal drafting, evidence and English writing	☐	☐	☐	☐
3 Our minister is briefed and supports the reforms we are likely to need	☐	☐	☐	☐
GAP AND FIX				
4 We have an instrument-by-instrument gap register, verified by lawyers	☐	☐	☐	☐
5 Each gap has a chosen fix and legal vehicle	☐	☐	☐	☐
6 The cost of each reform is estimated and discussed with the Budget Bureau	☐	☐	☐	☐
DELIVERY				
7 Bills we need are in the legislative calendar with dates	☐	☐	☐	☐
8 Secondary rules and guidance are drafted or scheduled	☐	☐	☐	☐
9 We track progress monthly and report to the steering committee	☐	☐	☐	☐
EVIDENCE				
10 Our questionnaire answers cite laws, data and real cases	☐	☐	☐	☐
11 We have consulted business, unions and civil society	☐	☐	☐	☐
12 We have rehearsed the fact-finding mission	☐	☐	☐	☐



Scoring

Score 0 to 3 for each answer, from "Not started" to "Done". The maximum is 36.

Under 18: start with the ten moves on page 42.

18 to 28: focus on evidence and delivery.

Over 28: share your approach with other lead agencies.

How NXT can help ministries, agencies and state enterprises move faster

Readiness diagnostic

An instrument-level gap register and readiness rating for your committee, with a prioritised fix list.

- Gap register and readiness rating
- Fix list ranked by effort and impact

Regulatory impact assessment

RIA, options analysis and ex post review designed to meet OECD expectations.

- RIA for gating bills
- Consultation design and reporting

Questionnaire and mission support

Drafting, evidence packs, mock reviews and stakeholder sessions before each mission.

- English drafting and evidence packs
- Mock fact-finding sessions

Delivery unit support

Legislative calendar, cross-agency tracking and steering-committee reporting.

- Legislative calendar and tracker
- Monthly steering-committee packs

SOE and governance reform

Ownership models, board evaluation, KPI cascades and disclosure standards.

- Ownership and board models
- KPI cascades and disclosure

Evidence of impact

Surveys, social return on investment and impact evaluation that show reforms working in practice.

- Stakeholder and business surveys
- SROI and impact evaluation

Start with a readiness conversation for your agency. We will bring the gap map for your committee.

NXT Consulting Group, Bangkok
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How we benchmarked, rated and sourced this playbook

Benchmarks

- 12 indicators comparing Thailand with the OECD average and up to seven peer economies: four Latin American members (Chile, Colombia, Costa Rica, Mexico), Indonesia, Malaysia and Vietnam.
- This is an analysis of public data; NXT ran no primary survey for this edition.
- Where a source publishes no OECD aggregate, the OECD average is a **simple mean of the 38 members** calculated by NXT. This applies to the FDI, PMR, STRI, CPI, WGI and EGDI averages.
- World Bank governance scores use the 0 to 100 scale from the 2025 methodology revision (data updated 25 September 2026) for every year shown.
- We use the latest year available, mostly 2023 to 2025, and note exceptions.

Readiness ratings

- **Gap:** large, moderate or small, judged from published OECD reviews of Thailand, benchmark indicators and Thai government statements.
- **Likely fix:** the legal vehicle most likely needed, from practice and guidance to an Act of Parliament.
- Where no recent public evidence exists we say so and rate on peer experience.
- Ratings are **NXT's indicative assessment**, not OECD findings, and should be validated with lead agencies.

Sources and dates

- Public sources only, current to **12 October 2026**: OECD publications and databases, Thai government releases, World Bank, ILO, UN, Transparency International and reputable media and law firms.
- Where figures conflict (for example, 25 or 26 committees, or 240+ or about 260 instruments) we use the most recent official figure and note the range.
- Thai fiscal years run October to September. "FY2026" means B.E. 2569.
- Peer durations run from the Council decision to open discussions to the date of membership.

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Glossary of terms and abbreviations

Accession Roadmap

The OECD Council document that sets the terms, committees and instruments for a candidate's review.

Initial Memorandum

The candidate's statement of its position on every OECD legal instrument.

Formal opinion

A committee's conclusion on the candidate's willingness and ability to implement its instruments.

Legal instrument

An OECD Decision, Recommendation, Declaration or other act that members adhere to.

Like-mindedness

Shared values the OECD expects of members: individual liberty, democracy, rule of law, human rights and open market economies.

Fact-finding mission

A visit by OECD Secretariat staff, sometimes with committee delegates, to test written answers against practice.

Anti-Bribery Convention

The 1997 OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions.

WGB

Working Group on Bribery, which reviews Convention parties.

National Contact Point

A body each adherent to the MNE Guidelines sets up to promote them and handle complaints.

RIA

Regulatory impact assessment.

PRTR

Pollutant release and transfer register: a public database of pollution from facilities.

FDI RRI

OECD FDI Regulatory Restrictiveness Index.

PMR

OECD Product Market Regulation indicators.

STRI

OECD Services Trade Restrictiveness Index.

CPI

Transparency International's Corruption Perceptions Index.

WGI

World Bank Worldwide Governance Indicators.

EGDI

UN E-Government Development Index.

Pillar Two

The OECD/G20 global minimum tax of 15% for large multinational groups.

TH2OECD

The Thai government's AI tool for mapping Thai laws against OECD instruments.

NESDC

Office of the National Economic and Social Development Council.

OCS

Office of the Council of State.

OPDC

Office of the Public Sector Development Commission.

NACC

National Anti-Corruption Commission.

TCCT

Trade Competition Commission of Thailand.

SEPO

State Enterprise Policy Office.

DCCE

Department of Climate Change and Environment.

DBD

Department of Business Development.

BOI

Board of Investment.

About NXT Consulting Group

NXT is a Bangkok-based strategy consulting firm working with government agencies, state enterprises and private companies on strategy, organisation design, regulatory and impact assessment, and mixed-method research.

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