



CountryOpinionSurveys

FY 2025 Thailand

Country Opinion Survey Report

Acknowledgements

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Objectives

This survey was designed to assist the World Bank Group (WBG) in gaining a better understanding of how stakeholders in Thailand perceive the WBG. The survey explored the following questions:

- 1. Overall Views of the WBG:** How familiar are stakeholders with the WBG? How much do they trust the WBG? What opinions do stakeholders have of the WBG regarding its effectiveness and relevance to development in Thailand? Are these perceptions improving or declining? Do stakeholders feel that the WBG has changed for the better or the worse in the past two years?
- 2. The WBG's Work on Development Priorities:** What areas of development are perceived to be the most important? Has the WBG helped achieve the goals of its projects in these areas? How did these projects impact the people of Thailand, and how could the WBG have been more helpful?
- 3. WBG Instruments:** What do key stakeholders value the most regarding the WBG's work in Thailand? What opinion do key stakeholders have of WBG financial instruments and knowledge products? How are stakeholders using WBG knowledge work, and has it influenced government policy in Thailand?
- 4. The WBG's Engagement and Collaboration:** How is the WBG perceived as a development partner in Thailand? Are opinions improving or declining? How effectively has the WBG facilitated the Government's engagement with civil society?
- 5. Communications:** What are the preferred communication channels, and do they differ between stakeholder groups? Do stakeholders recall any WBG messaging? What key topics does the WBG communicate that stakeholders recall? What information do stakeholders want from the WBG?



Methodology Overview

Fielded in March – May 2025

- 1,456 potential participants were asked to complete the survey
- Respondents completed the questionnaire online, over the telephone, or with a representative of the field agency
- List of names provided by the WBG country team and supplemented by the field agency
- Data collection managed on the ground by the field agency

206 participants (14% response rate)

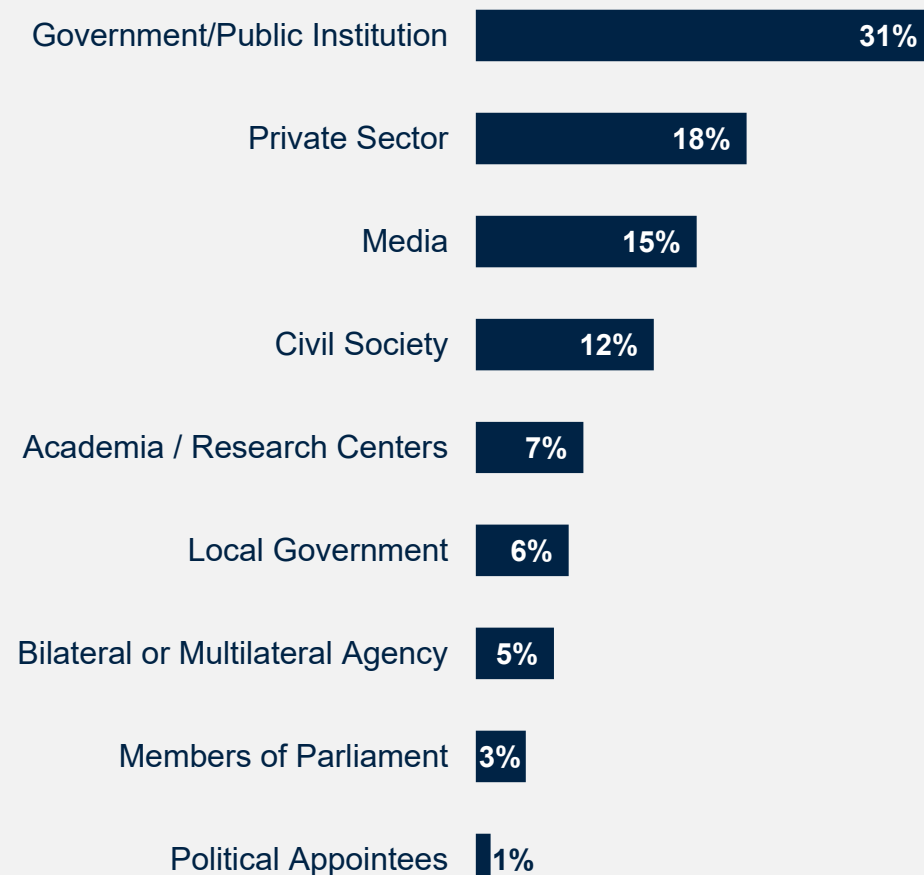
- 86% from Bangkok and vicinity
- 52% have collaborated with the WBG within the past 3 years

Compared to the FY22 Country Survey Results

- 261 participants (38% response rate)
- 42% collaborated with the WBG
- Differences in stakeholder compositions for both survey years should be considered when interpreting these comparisons

Click [here](#) for details of the Respondent Sample and Methodology.

Stakeholders in FY25 COS Sample



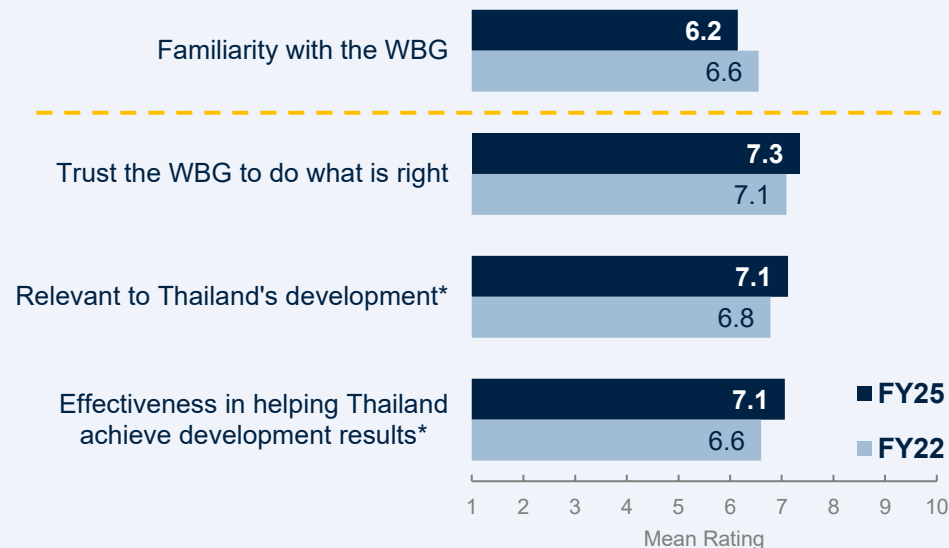
What is your primary professional affiliation? (Select only 1 response)
(Percentage of Respondents, N=206)

Executive Summary

1. Overall Views of the WBG:

Stakeholders in FY25 gave similar ratings as those in the FY22 Country Survey for their familiarity with the WBG and their trust in the WBG. Respondents' ratings for **the WBG's relevance to Thailand's development** and **effectiveness in helping the country achieve results have significantly improved compared to FY22**. Stakeholders in Thailand gave similar ratings for the WBG's relevance, effectiveness, and trust as respondents in other IBRD countries (on average) surveyed in FY24, but these ratings were lower than in other East Asia and Pacific countries surveyed in FY24.

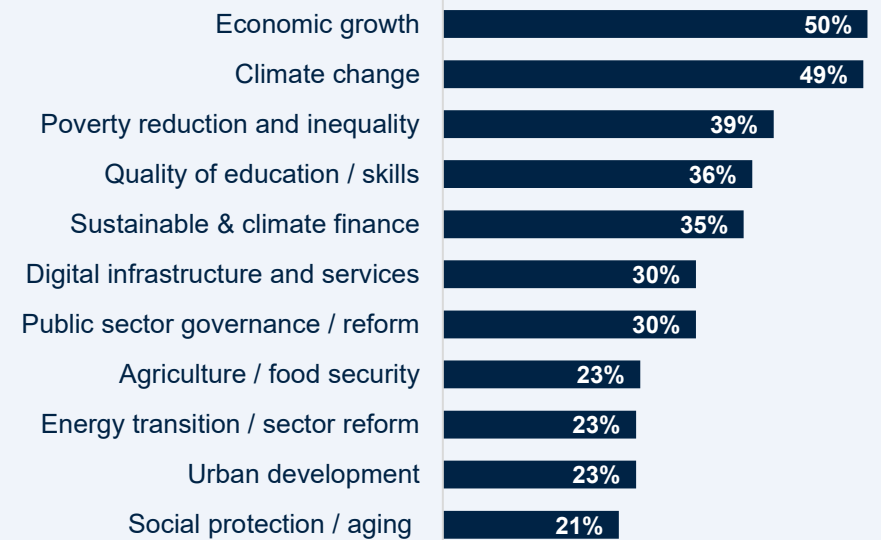
In terms of the WBG's reform efforts in the past two years, **respondents saw the most improvement in the Bank being easy to work with** (57% somewhat / significantly better) and improving people's lives in Thailand (45%).



2. The WBG's Work on Development Priorities:

Economic growth and **climate change** were indicated as the top priorities for the WBG's support in FY25. Looking forward and considering the WBG's future partnership, stakeholders said it would be very important for the Bank to be involved in **advancing innovation**, skills, and secondary city development.

When asked how helpful the WBG was in achieving project goals, 96% said the Bank was helpful, with 54% of respondents saying, "very helpful". In their qualitative comments regarding how to make the WBG more effective in Thailand, respondents consistently mentioned **key development areas**, such as climate change, reducing poverty, education, governance, and private sector development. Stakeholders discussed the need for more **collaboration with local governments** to better adapt to local needs and context and to expand initiatives to rural areas. **Sharing WBG knowledge** and capacity building were considered essential to efficient, effective, and sustainable development as well as more **monitoring and evaluation** to ensure WBG projects and policy advice are properly implemented.

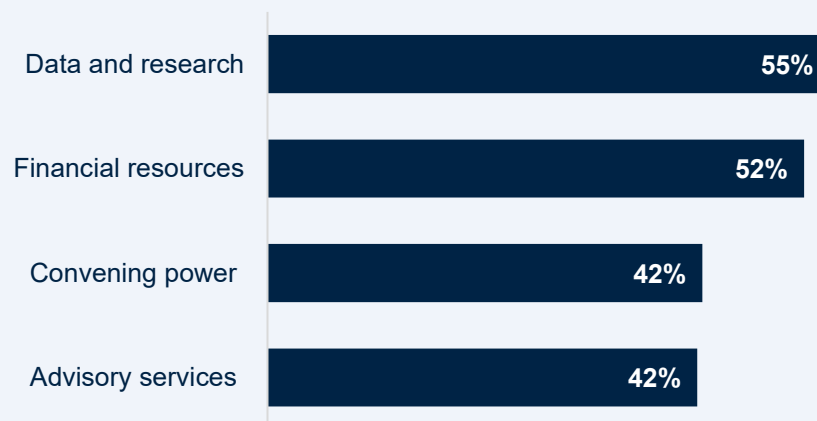


Executive Summary (continued)

3. WBG Instruments:

Stakeholders considered the WBG's **data and research** and **financial resources** to be its greatest values to Thailand. When asked about the WBG's financial instruments, respondents had the highest levels of agreement that the WBG's **financial instruments meet Thailand's needs** (mean=7.4).

In their written responses regarding how to make the WBG more effective in Thailand, respondents discussed the importance of the WBG **increasing its financial support** to Thailand with grants and low-interest loans. In addition to direct financial support, respondents suggested the WBG should help **mobilize international investment and other third-party financing** (especially for Thailand's climate/green initiatives). The WBG's advisory services were highly valued such that if the financing was not to be used for advisory services, then the **WBG's research and expertise on best practices, along with capacity building and technical support, should be part of the WBG financing package**.



When asked about their use of the WBG's knowledge work, **respondents most often reported using the WBG's research/analytical reports (61%) and data resources (58%)** in the past three years; just 12% of respondents said that they had not used the WBG's knowledge work. Stakeholders used WBG knowledge products to increase awareness and understanding of economic and social issues, support evidence-based decisions regarding institutional and government policy, and promote professional development.

Moreover, 65% of respondents said that **WBG policy advice had influenced government policy** in Thailand. Respondents had quite positive perceptions of the WBG's knowledge work – that **working with the WBG increases Thailand's institutional capacity** (mean=7.9, significantly improved compared to FY22), that they are **satisfied with the quality** of the WBG's knowledge work (mean=7.8), and that the WBG's knowledge work makes a **significant contribution to development results** in Thailand (mean=7.8, significantly improved compared to FY22).

In their qualitative comments, respondents discussed the importance of **advising on public sector reform** for more effective policy implementation and service delivery. Stakeholders also would like the WBG to help strengthen the **production and application of research, knowledge, and innovation**, and act as a **facilitator of collaboration across sectors** to foster more integrated and strategic efforts. In addition, respondents wanted the WBG to **promote and communicate good practices** that could be adapted to the Thai context.



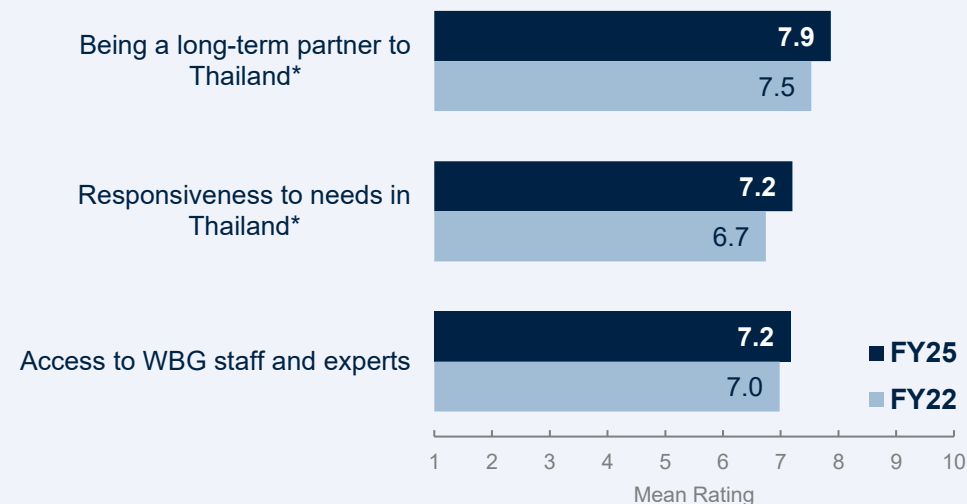
Executive Summary (continued)

4. The WBG's Engagement and Collaboration:

In FY25, stakeholders had significantly more positive perceptions of the WBG as a development partner compared to the FY22 survey, especially in its **responsiveness** to the needs of Thailand and being a **long-term partner**.

The WBG received the highest ratings for the effectiveness of its **collaboration with the national government** and **academia** (both means=7.4). Stakeholders also perceived the WBG's partnerships with the **private sector** as significantly more effective than in FY22 (mean=7.1). Looking forward, respondents would like the WBG to **collaborate more with academia** (46%) and the **private sector** (43%) in addition to its partnership with the national government.

Respondents felt the WBG was moderately effective at **facilitating civil society participation in policy dialogue and implementation**



in Thailand (mean=6.5). While stakeholders gave many examples of the WBG's effective engagement with civil society, some respondents suggested that the WBG improve awareness of such opportunities among civil society organizations and government representatives, increase support to civil society organizations across Thailand, and engage more with civil society, in general, as there is a perception that the WBG primarily engages with the government and private sector.

In terms of the WBG **working with the private sector**, 39% of respondents felt the WBG was at least somewhat better at creating investment opportunities in Thailand. Stakeholders identified the main challenges to private sector development as the regulatory environment (46%), corruption (44%), and political instability (43%). To make the WBG more effective in its work with the private sector, respondents discussed that the WBG should engage more with the private sector; improve coordination between the WBG, private sector, government, and other stakeholder groups; increase knowledge-sharing with the private sector; and promote more investment-friendly policies.

5. Communications:

WBG **e-Newsletters** (56%), **events/workshops** (49%), **direct contact** (44%), and **social media** (42%) were indicated as the most preferred WBG's communication channels, and **WBG research and knowledge** (61%) and **case studies** of WBG projects (54%) were identified as the preferred information types sought by stakeholders.

78% of respondents recalled seeing or hearing about the WBG recently, most often at events/workshops (51%) or on social media (46%), and most often regarding WBG economic forecasts (73%).



Overall Views of the World Bank Group



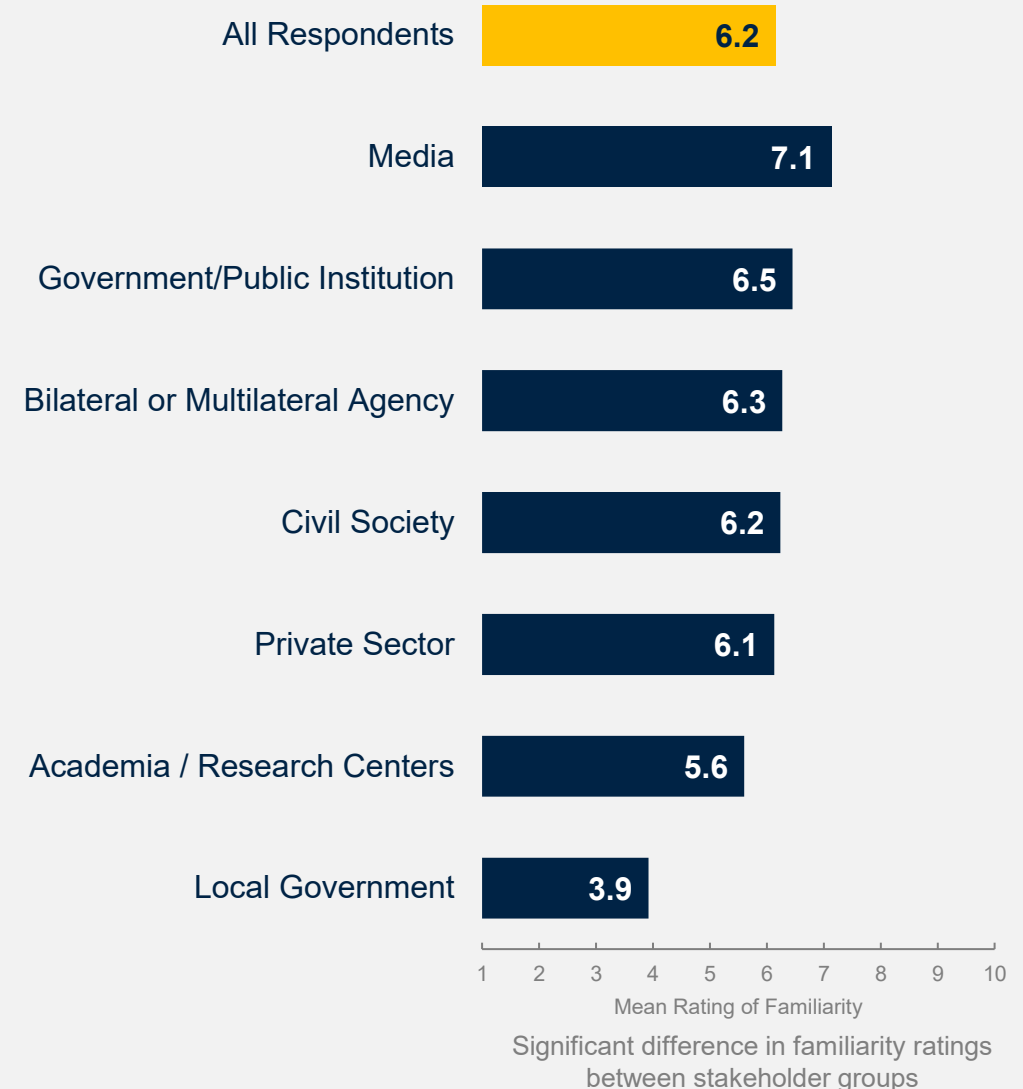
Familiarity With the WBG is Similar to FY22; Media Most Familiar, Local Government Least Familiar with the WBG

- **Comparison of FY22 and FY25:** Respondents reported statistically similar levels of familiarity with the WBG compared to respondents in FY22:

Mean familiarity: **FY25 = 6.2**
 FY22 = 6.5

- **Collaboration with the WBG:** Respondents who indicated that they collaborate with the WBG reported significantly higher levels of familiarity with the institution’s work:

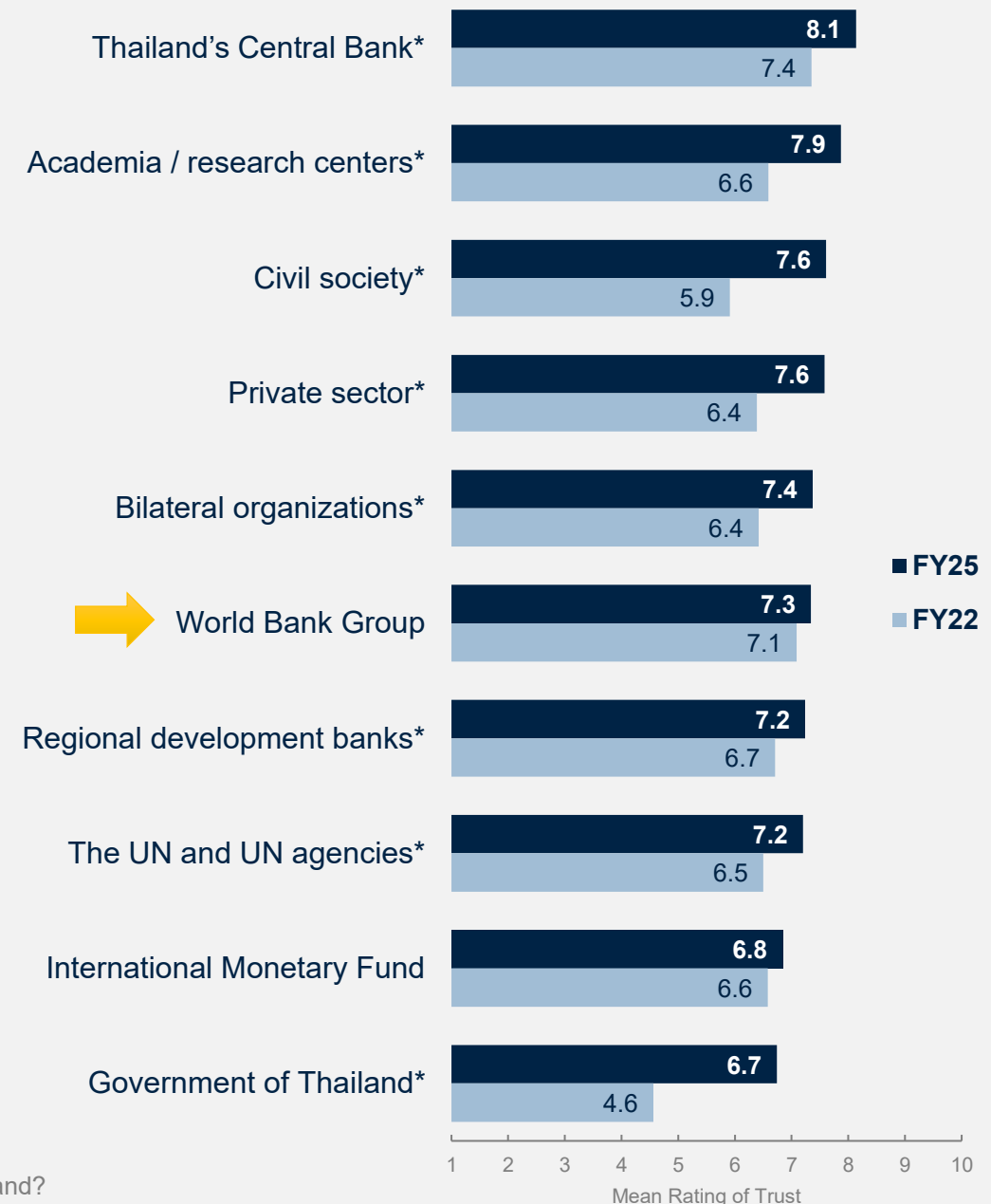
Mean familiarity: **Collaborate with WBG = 7.1**
 Do not collaborate = 5.1



Thailand's Central Bank and Academia Rated the Most Trustworthy Institutions in Thailand; WBG Rated #6

Many institutions received significantly **higher ratings of trust in FY25 compared to FY22**, especially the government of Thailand, civil society, academia, and the private sector.

- Significant stakeholder group differences were found in the trust ratings for several institutions, but not the WBG. Results of this analysis can be found in the "Thailand COS FY25 Appendices.xlsx" file.



How much do you trust each of the following institutions to do what is right for Thailand?

Scale: 1 Not at all – 10 Very much

The WBG was rated significantly lower than private sector, but significantly higher than the IMF.

*Significant difference between years

WBG Effectiveness and Relevance in Comparative Context

Respondents rated the WBG as the **most relevant** to development in Thailand and the **most effective** in helping Thailand achieve development results. Compared to the FY22 COS, respondents this year rated the WBG significantly more positively in terms of its relevance and effectiveness in achieving results.

RELEVANCE to Thailand's development



EFFECTIVENESS in achieving development results

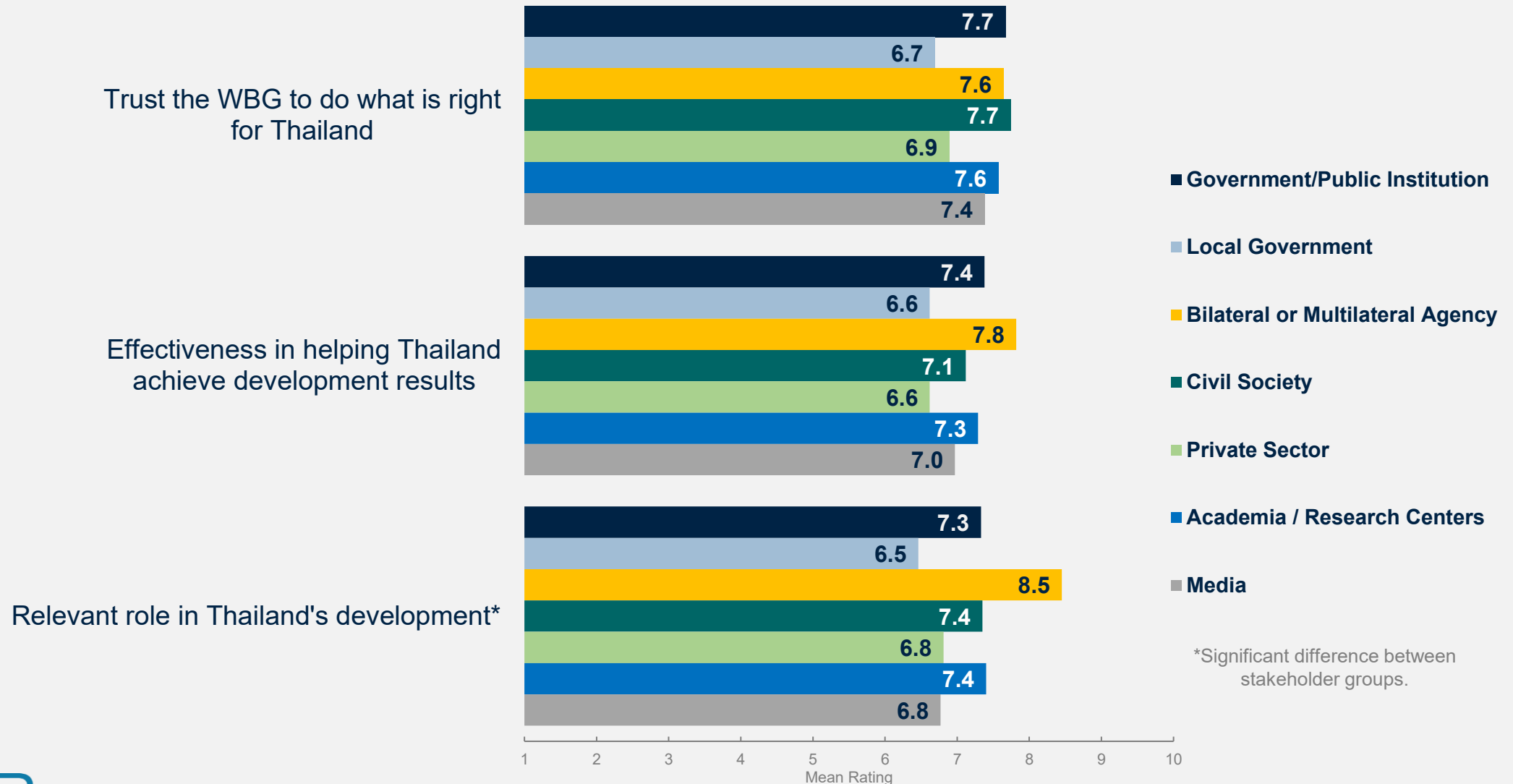


*Significant difference between years

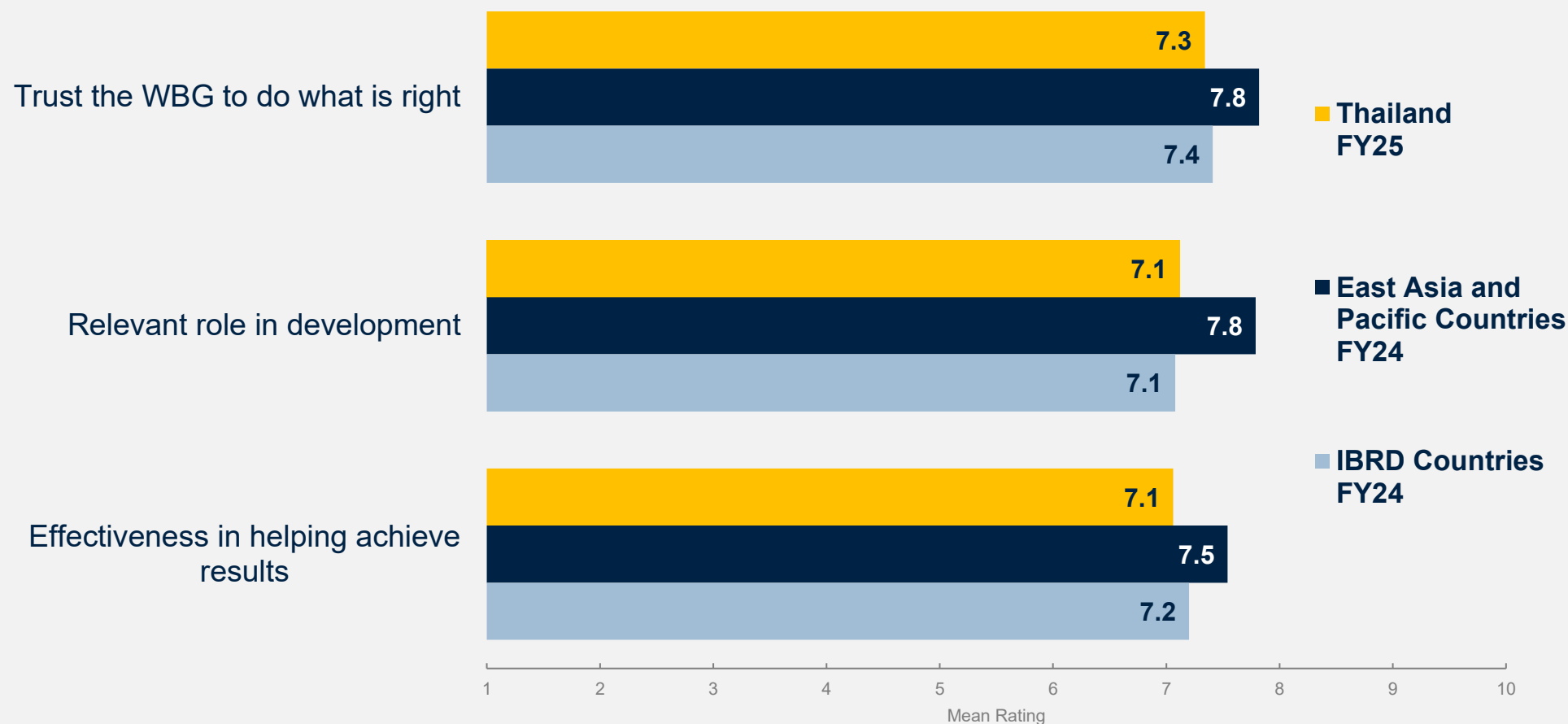


How relevant is each of the following organizations to Thailand's development? Scale: 1 Not at all – 10 Very much
 How effective is each of the following organizations in helping Thailand achieve development results? Scale: 1 Not at all – 10 Very much
 The WBG was rated significantly higher than the IMF for relevance and significantly higher than the UN and the IMF for effectiveness.

Across Key Indicators, Stakeholders From Bilateral/ Multilateral Agencies, Government/Public Institutions, Civil Society, and Academia Were More Positive About the WBG



Stakeholders in Thailand Rated Their Trust in the WBG and its Relevance and Effectiveness Similarly to Other IBRD Countries, but Lower Than Other East Asia and Pacific Countries

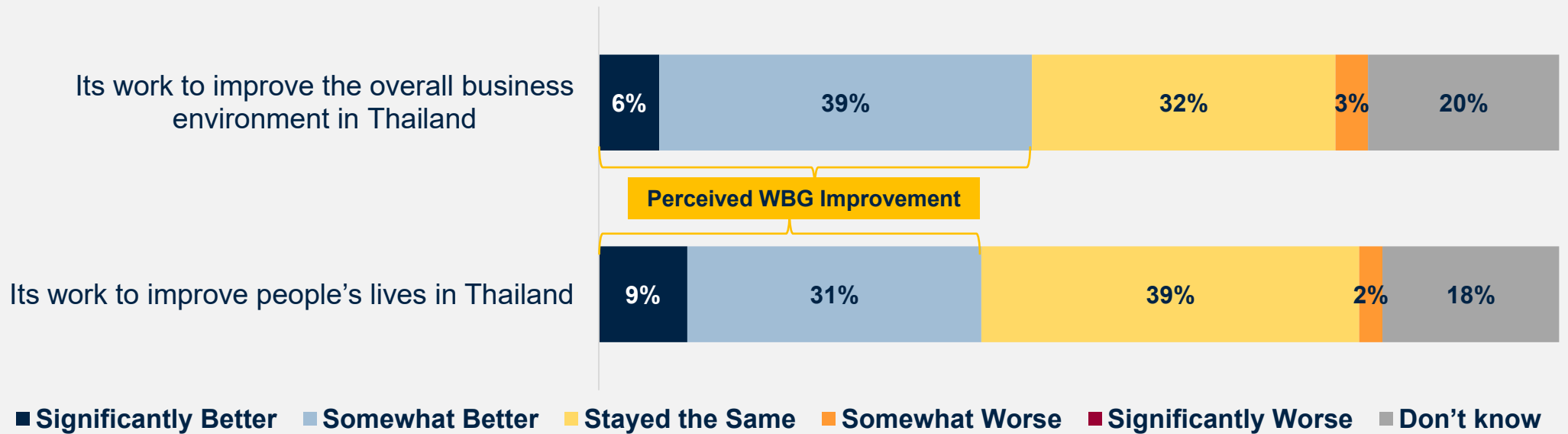


East Asia and Pacific FY24 countries included: Cambodia, Lao PDR, Papua New Guinea, Solomon Islands, and Vietnam.

IBRD FY24 countries included: Bosnia and Herzegovina, Brazil, Chile, Costa Rica, Croatia, Dominican Republic, El Salvador, Equatorial Guinea, Georgia, Kuwait, Moldova, Morocco, Namibia, Paraguay, Poland, Saudi Arabia, Seychelles, Tunisia, United Arab Emirates, Uruguay, and Vietnam.

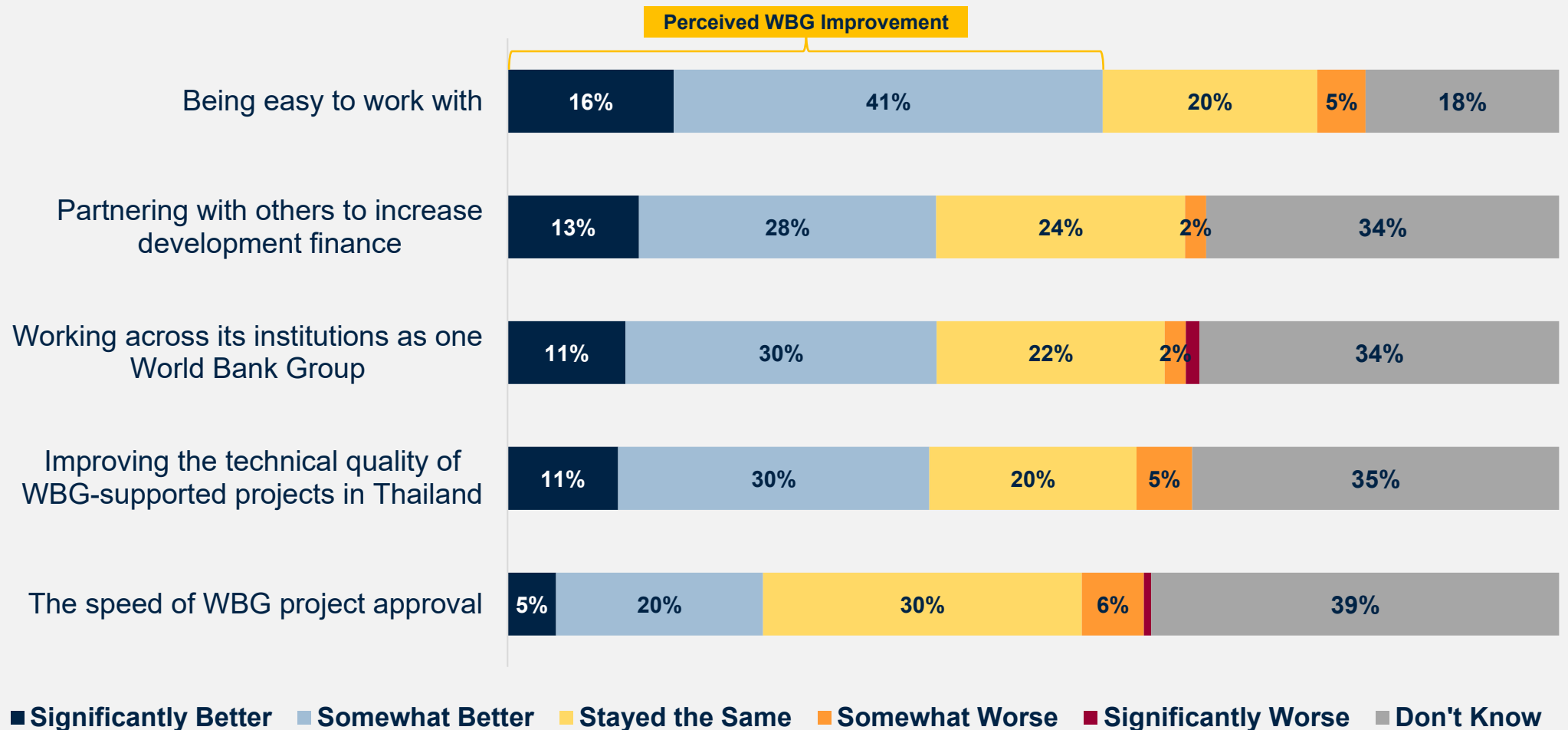
Approximately 4 in 10 Stakeholders Said the Bank Has Gotten Better at Improving the Business Environment and People's Lives in Thailand Over the Past Two Years

Based on your experience, in the past two years, how has the WBG changed in terms of...



Nearly 6 in 10 Stakeholders Said the WBG Has Gotten Easier to Work With Over the Past Two Years

Based on your experience, in the past two years, how has the WBG changed in terms of...



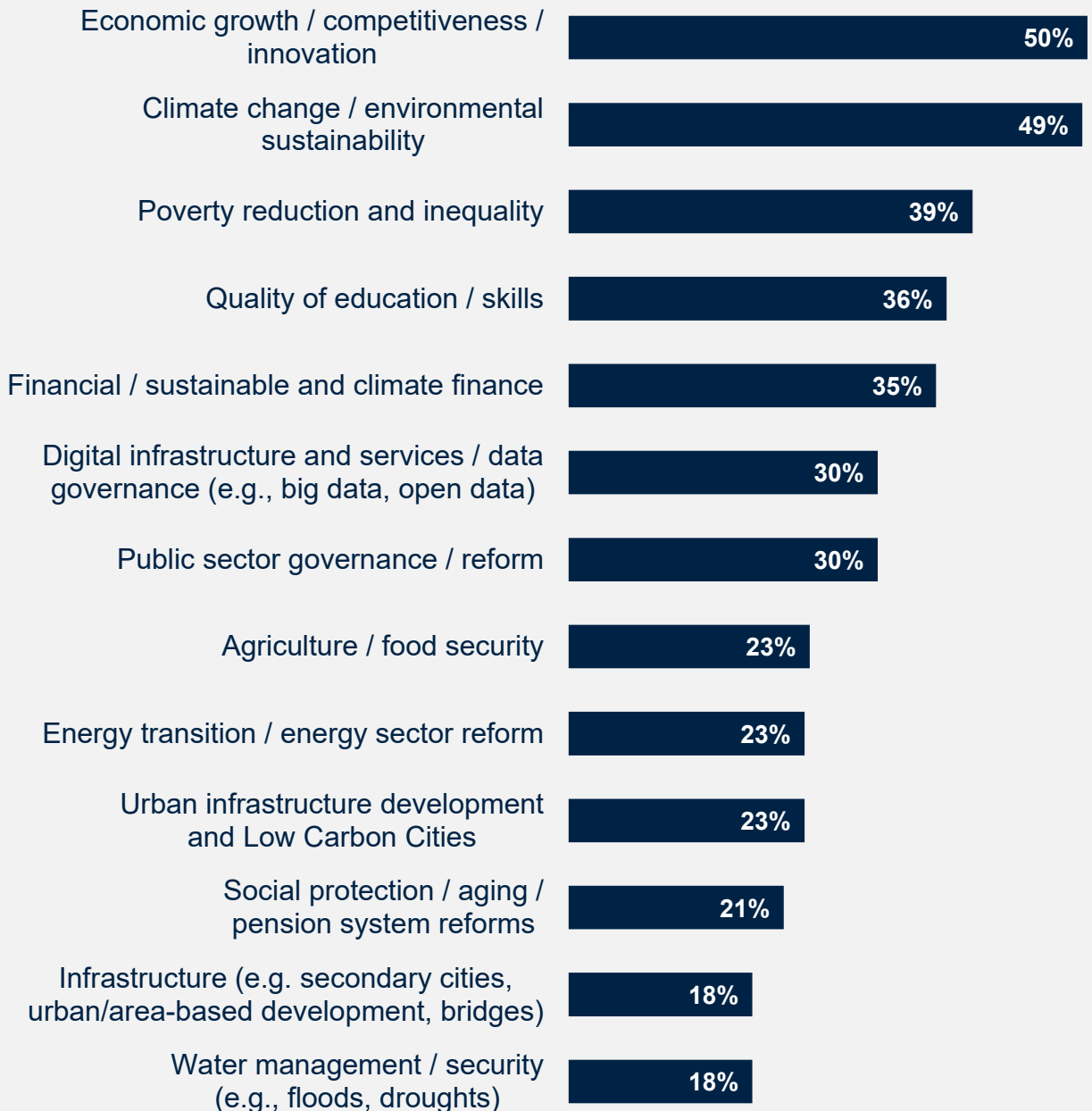
The WBG's Work on Development Priorities



Economic Growth and Climate Change Were Stakeholders' Top Development Areas for WBG Focus

In respondents' comments answering the question of how the WBG can be more effective in Thailand[^], they discussed key development areas and the need for the WBG's focus to be aligned with these areas.

- Respondents consistently mentioned key development areas – climate change, poverty and social inequality, governance, education, and private sector development.
- Respondents discussed the need for more collaboration with local governments to ensure projects are adapted to local needs and context, and for expansion of WBG initiatives to rural areas.
- Sharing WBG knowledge of best practices and increasing capacity were considered essential to efficient, effective, and sustainable development.
- More monitoring and evaluation were discussed to ensure WBG projects and policy advice are properly implemented.



Which areas should the WBG prioritize to have the most impact on development

results in Thailand? (Select up to 5) (Top 13 of 19 Shown) (Percentage of Respondents, N=199)

[^]What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Thailand? (N=125)



Stakeholders Indicated That in New Engagements With the Government, the WBG Should Advance Innovation, Skills, and Secondary City Development

It should be noted that the importance ratings for building Thailand's climate resilience and accelerating Thailand's transition to a low-carbon future were also quite high.

Respondents from provincial / local government gave significantly lower importance ratings for accelerating Thailand's transition to a low-carbon future (mean = 6.6) compared to respondents from other stakeholder groups.

- Further details of this analysis can be found in the "Thailand COS FY25 Appendices.xlsx" file.

Advancing innovation, skills, and secondary city development to create more opportunities for all Thais.

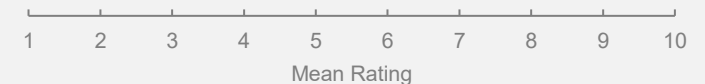
8.3

Building Thailand's climate resilience through flood protection and addressing water security challenges.

8.0

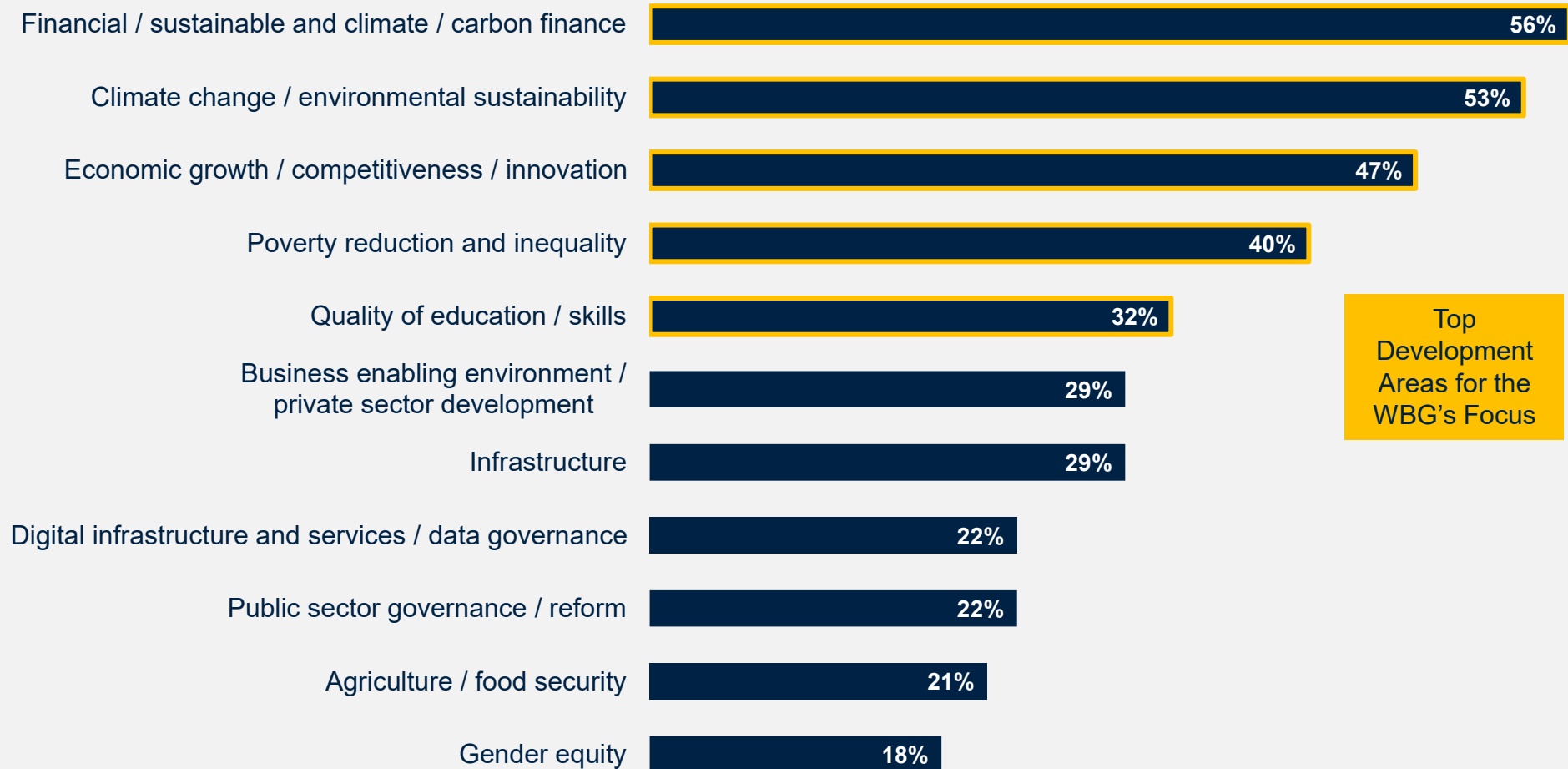
Accelerating Thailand's transition to a low-carbon future by scaling up sustainable finance through green/blue bonds and carbon pricing instruments.

7.9



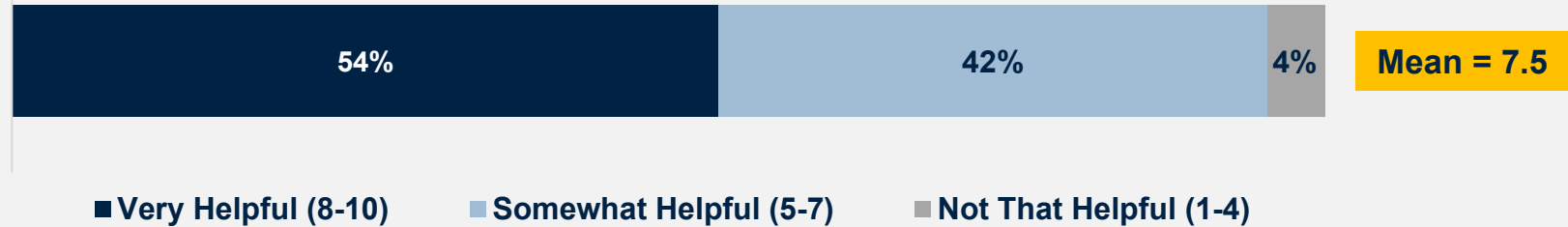
WBG Clients Indicated They Were Most Familiar With a Project Involving One of the Top 5 Development Priorities

Most respondents identified more than one development area that the project supported (84%), nearly a third of respondents identified cross-cutting projects involving six or more development areas (32%).



96% of WBG Clients Said the WBG Was Helpful in Achieving Project Goals, With More than Half Saying “Very Helpful”

How helpful was the WBG in achieving the goals of this project or initiative?



In Open-Ended Comments, Clients Discussed the Impact the WBG-Supported Project Had on the People of Thailand

“Promoted long-term public access to vaccines by improving the country’s vaccine infrastructure.” (Government/Public Institution Respondent discussing **ASEAN Vaccine Security Project and BCG** project)

“Enabled industrial development to effectively adapt and cope with climate change through greenhouse gas management mechanisms with the Finance Team and CMG.” (Government/Public Institution Respondent discussing **Low Carbon City** project)

“Helped made a case for inclusion, and we were able to use this for our marriage equality campaign work.” (Civil Society Respondent discussing **Economic Inclusion of LGBTI Groups in Thailand**)

“1) Thailand has data on the development of the capabilities of the working-age population of Thailand to be used for policy-making and strategy-making for developing and upgrading skills appropriate to the needs of the labor market and building the country’s human competitiveness. 2) It has a basic standard framework for managing quality education in schools to solve the problem of educational inequality in small schools in remote and inaccessible areas.” (Government/Public Institution Respondent discussing **Adult Skills Assessment and Fundamental School Quality Levels**)

“It impacts Foreign Direct Investment, which again affects the Thai Economy growth.” (Private Sector Respondent discussing **Ease of Doing business, now to be relaunched as Be Ready**)

The WBG's Instruments



Data / Research and Financial Resources Are Considered the WBG's Greatest Values to Thailand

Data and research (e.g., statistics, reports, research on global development issues)

55%

Financial resources (e.g., grants, trust funds)

52%

Convening power (e.g., bringing together different stakeholder groups, donor / development partner coordination, mobilizing 3rd party financial resources)

42%

Advisory services (e.g., capacity building and training, policy advice, technical assistance)

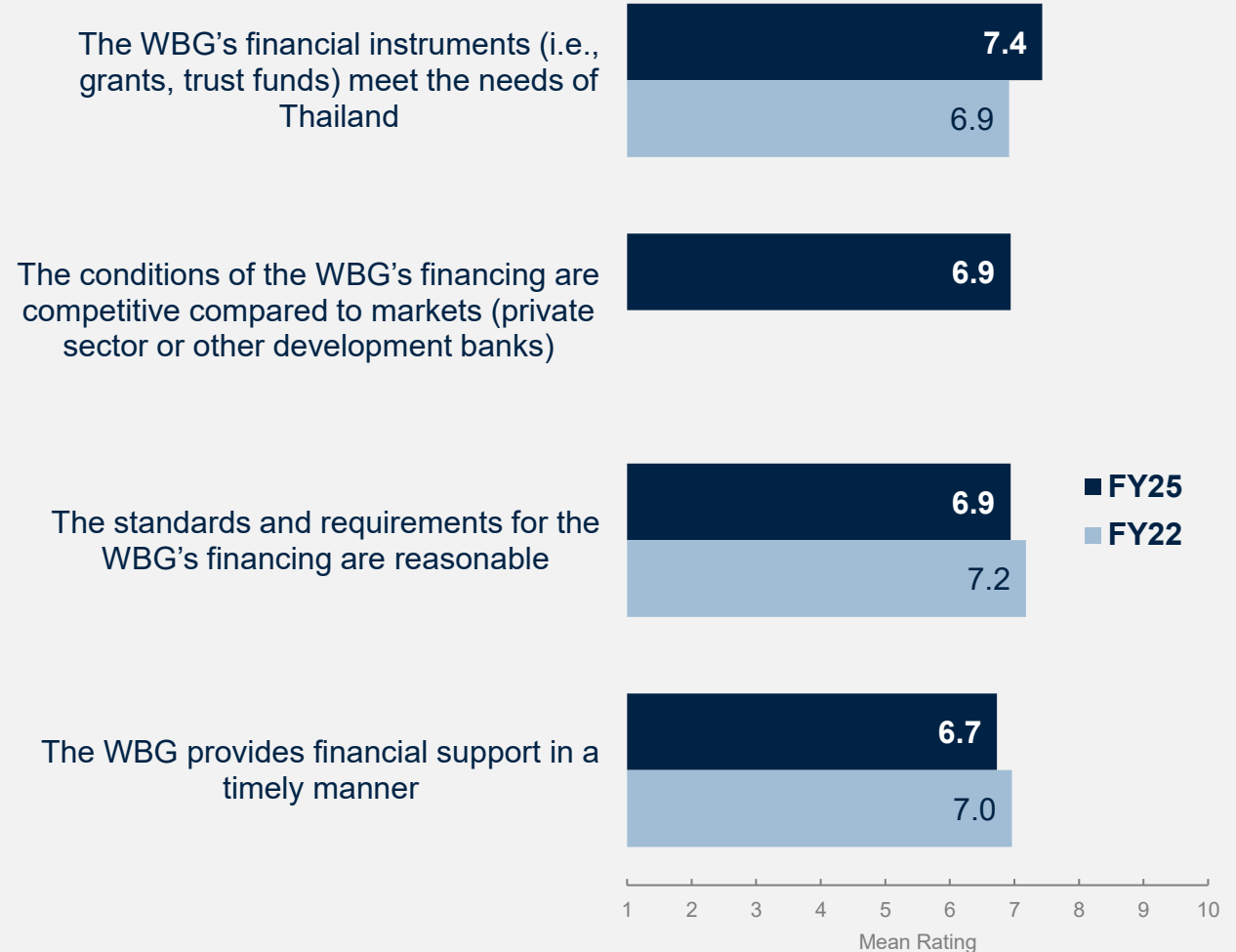
42%



Perceptions of the WBG's Financial Instruments in Thailand Remain Consistent with FY22 COS Results

In respondents' comments answering the question of how the WBG can be more effective in Thailand[^], they discussed ways in which the WBG could increase its financing for Thailand and ensure it is impactful.

- Respondents discussed a desire for the WBG to increase its financial support to Thailand with grants and low-interest loans.
- In addition to direct financial support, respondents suggested the WBG help to mobilize international investment and other 3rd party financing (especially for Thailand's climate/green initiatives).
- The WBG's advisory services were highly valued such that if the financing wasn't to be used for advisory services, then the WBG's research and expertise on best practices, along with capacity building and technical support, should be part of the WBG financing package.



To what extent do you agree with the following statements about the WBG's financial support to Thailand? Scale: 1 Strongly disagree – 10 Strongly agree
(Only asked those in government or who said that they collaborate with the WBG)

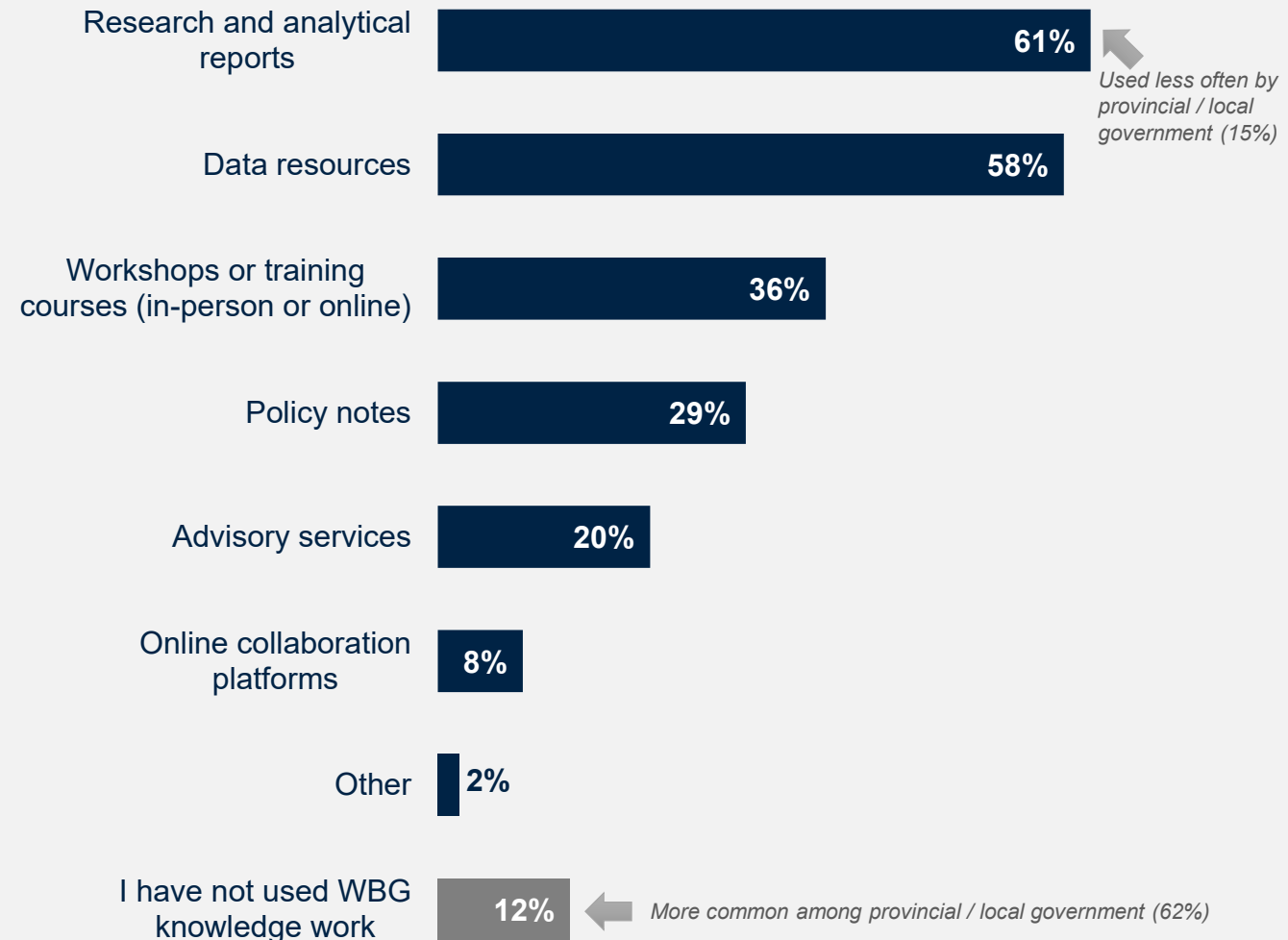
[^]What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Thailand? (N=125)



88% of Respondents Said That They Had Used WBG Knowledge Work in the Past 3 Years, Mostly Research/ Analytical Reports and Data Resources

Respondents discussed a number of ways in which they utilized WBG knowledge work:

- Stakeholders used WBG knowledge work to inform their news reporting, media/research articles, and lectures to increase awareness and understanding of economic and social issues.
- In government programs, investment planning, and sectoral policy formulation (e.g., education reform, recycling initiatives), WBG knowledge work supported evidence-based decisions regarding institutional and government policy.
- As a professional development tool, WBG knowledge work was used in knowledge exchanges, technical discussions, and in building shared understanding among staff/ stakeholders to improve processes and decision-making.



65% of Respondents Said WBG Policy Advice Influenced Government Policy, and Discussed Its Impact in Key Areas, Including Economic Growth, Private Sector, Climate Change, and Financial Planning

- *“**Economic policy** by predicting the likely outcomes and assessing the possible impacts in various areas from the implementation of various policies.”* (Media Respondent)
- *“**Trade Facilitation** and National Single Window for both government and private sectors.”* (Academia / Research Center Respondent)
- *“Policy to create an environment **conducive to doing business** in Thailand, Digital Government Policy, improve laws that are obstacles to doing business.”* (Government / Public Institution Respondent)
- *“The **overall economy of Thailand**, which industries are prominent or secondary, and what direction Thailand should go in compared to other countries. There is also advice on financial management, such as interest rates of the Central Bank, which the World Bank will have this information to provide advice.”* (Bilateral or Multilateral Agency Respondent)
- *“National **financial planning**, inflation control, exports, and setting the direction to cope with exchange rate volatility.”* (Bilateral or Multilateral Agency Respondent)
- *“**Fiscal policy, monetary policy, and income distribution**: The Treasury will give an opinion on whether the government is implementing policies in the right direction. The World Bank will give advice from its perspective, such as the policy of handing out money: the effect will be good for the economy or good for the financial situation or not. As for monetary policy, it will be similar, such as the interest rate, whether it is reasonable or not.”* (Media Respondent)
- *“**Sustainable Development and Climate Change Preparedness**: The government prioritizes sustainable energy development by promoting increased investment in clean energy.”* (Government / Public Institution Respondent)
- *“The issue of the environment, which the Thai government is now trying to adapt to, is to use the World Bank as a guideline for determining the government's **environmental policy**.”* (Private Sector Respondent)

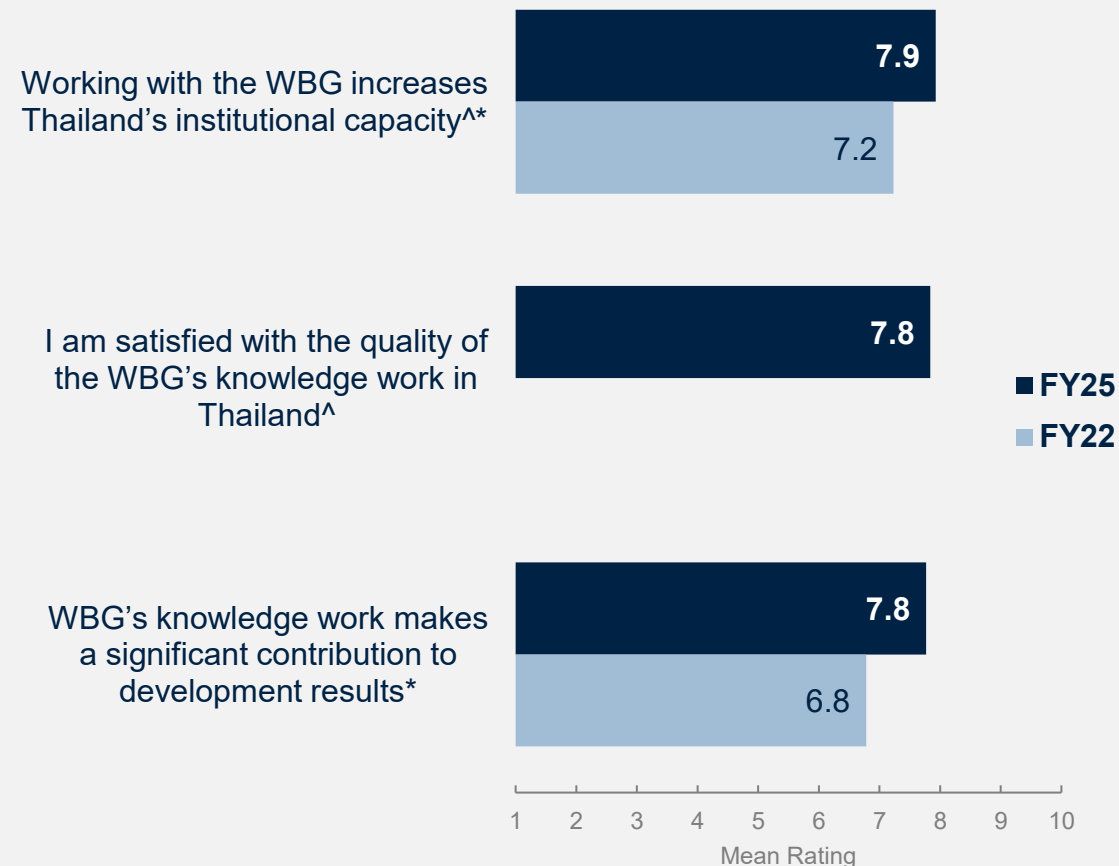


In your opinion, has the WBG's policy advice influenced a new or previous government policy in Thailand? (Percentage of Respondents, Only asked those who indicated that they had used WBG knowledge work in the past 3 years, N=176)
What government policy or action did the WBG's advice influence and in what way? (N=73) Select comments are shown here.

Increasingly Positive View of the Impact and Capacity-Building of the WBG's Knowledge Work

Respondents' comments answering the question of how the WBG (and specifically its knowledge work) can be more effective in Thailand^^ discussed:

- The importance of improving public sector governance and institutional capacity, including advising on bureaucratic reform, supporting anti-corruption efforts, and enhancing the technical skills of government employees. These improvements are seen as foundational for more effective policy implementation and service delivery.
- Strengthening the production and application of research, knowledge, and innovation is also key. Respondents suggested that the WBG could contribute by funding locally relevant research and producing high-quality analytical work to support evidence-based policymaking.
- Stakeholders also highlighted the value of the WBG acting as a facilitator of collaboration across sectors. By helping to coordinate efforts among government agencies, the private sector, and civil society, the WBG can foster more integrated and strategic efforts.
- Respondents want the WBG to promote and communicate good practices to facilitate local stakeholders' learning more about successful models, lessons learned, and international best practices that can be adapted to the Thai context.



*Significant difference between years



How significant a contribution do you believe the WBG's knowledge work makes to development results in Thailand? Scale: 1 Not significant at all – 10 Very significant

To what extent do you agree with the following statements? Scale: 1 Strongly disagree – 10 Strongly agree

^Only asked those who indicated that they had used WBG knowledge work in the past 3 years (N=176)

^^What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Thailand? (Please be specific) (N=125)

The WBG's Engagement and Collaboration

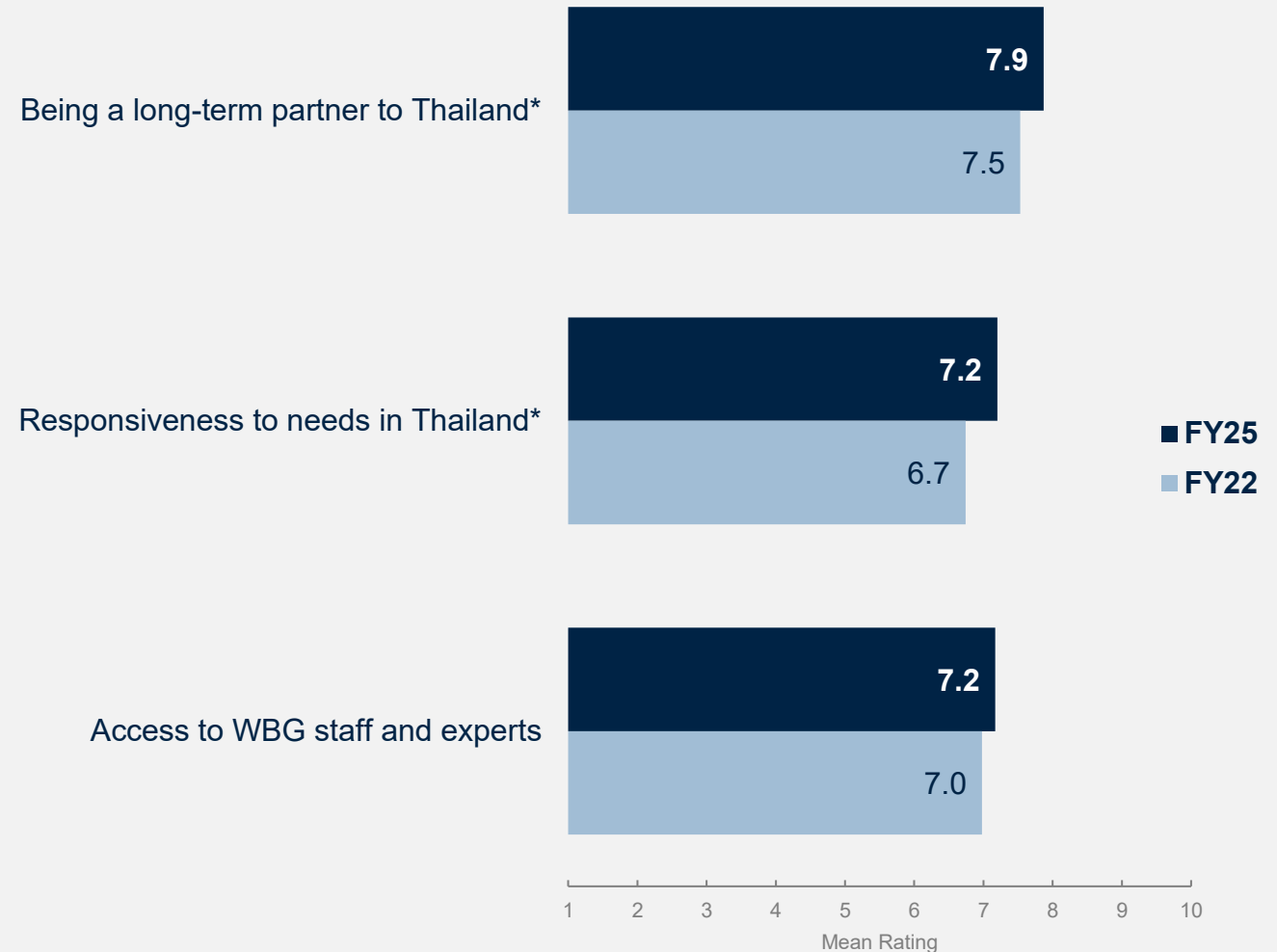


Perceptions of the WBG as a Long-Term, Responsive, Accessible Partner Have Improved in Thailand

Respondents from provincial/local government gave significantly lower ratings for the WBG being a long-term partner and responsive (means = 6.0 and 6.4, respectively) compared to those from other stakeholder groups.

Respondents from provincial/local government, private sector, and the media gave significantly lower ratings for access to WBG staff (means = 5.3, 6.6 and 6.9, respectively) compared to respondents from other stakeholder groups.

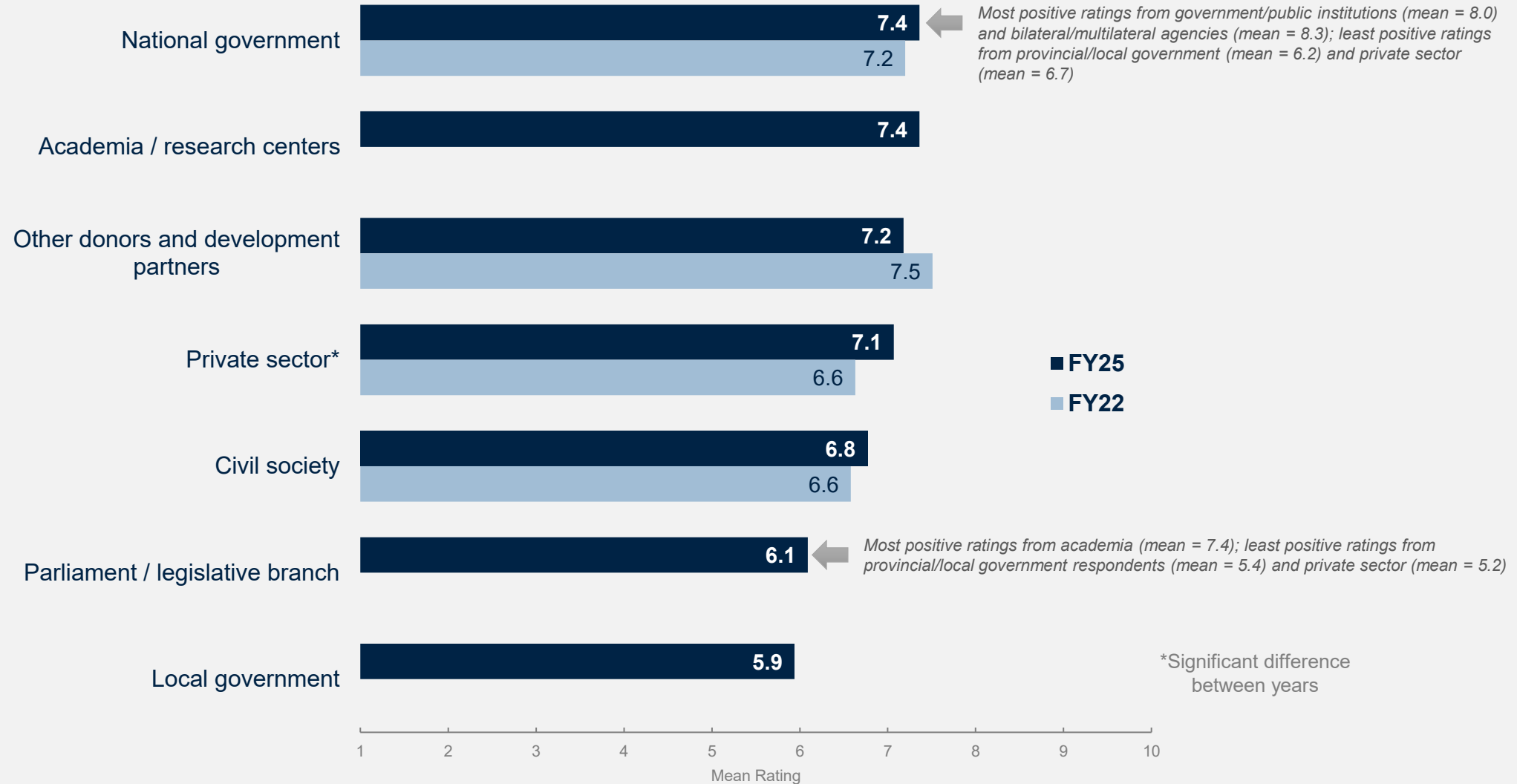
- Further details of this analysis can be found in the “Thailand COS FY25 Appendices.xlsx” file.



*Significant difference between years



Perceptions of WBG Collaboration With Private Sector Has Improved; Others Remain Consistent to FY22 COS Results

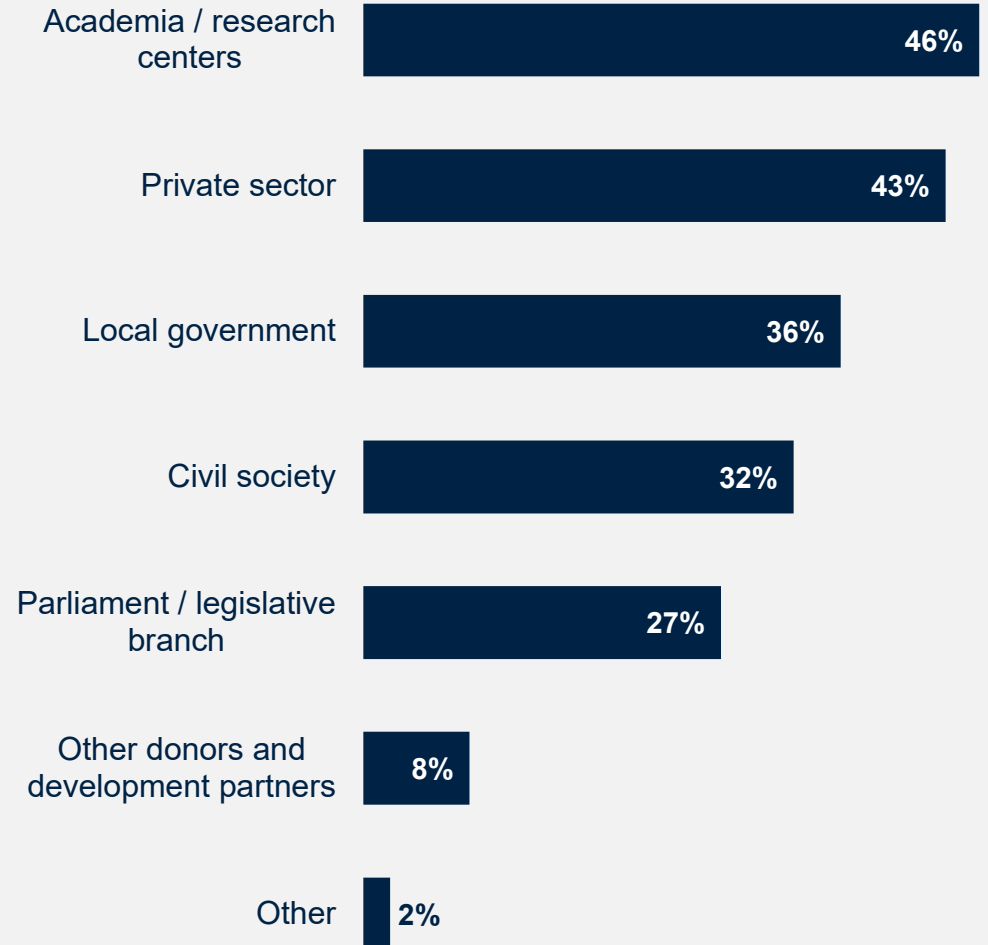


Stakeholders Want the Bank to Collaborate More With Academia, Private Sector, and Local Government

Outreach to local government is additionally recommended because this stakeholder group had some of the most critical views of the WBG and its work. Outreach to academia, private sector, and civil society is also recommended as these stakeholder groups are highly trusted, suggesting they would be reliable partners.

Respondents' comments answering the question of how the WBG can be more effective in Thailand[^] discussed the need for the WBG to increase engagement and collaboration.

- Respondents discussed deepening the WBG's collaboration with the Thai government to ensure that the WBG's insights are considered (and acted upon).
- Respondents wanted the WBG to engage more with academia, the private sector, civil society, local government, and Parliament to establish a more coordinated effort in tackling Thailand's development challenges.
- Respondents noted that increased engagement with local governments could increase awareness of local needs and context to better align WBG support and implementation, as well as expand WBG initiatives to more rural areas.
- Respondents felt that the WBG should create a feedback loop between the WBG and various stakeholder groups that could better solve Thailand's challenges effectively and efficiently.



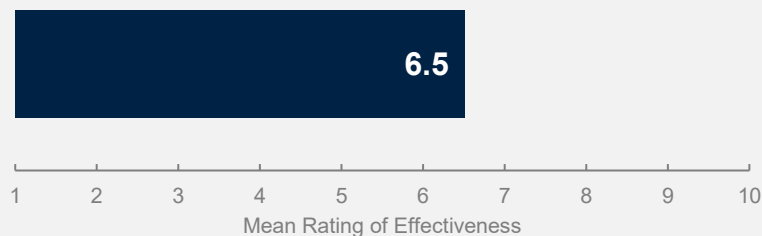
In addition to its partnership with the national government, which of the following should the WBG collaborate with more to have a greater impact in Thailand? (Select up to 2) (Percentage of Respondents, N=203)

[^]What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Thailand? (N=125)



WBG Effectiveness in Facilitating Civil Society Participation

All Respondents



Of note, respondents from government gave much higher ratings for the WBG's effectiveness at facilitating **civil society participation in development policy dialogue and implementation** in Thailand (mean = 7.2) compared to respondents from civil society (mean = 6.4). Just 12% of respondents rated the WBG's effectiveness below average (1-4). These respondents suggested the following to help the WBG be more effective:

- Increase awareness of such opportunities among civil society organizations and government representatives by organizing workshops or discussion forums;
- Promote and help to support civil society organizations across Thailand; and
- The WBG should increase engagement with civil society, in general, as there is a perception that the WBG primarily engages with the government and private sector.

Some Examples of the WBG's Effective Facilitation of Civil Society Participation

*"The **CDD project** establishes a community for people to participate in using the budget to develop the community. It is a collaboration with local administrative organizations, allowing people to participate more, not just the SAO as policy makers."* (Civil Society Respondent)

*"**Workshops** that WBG has hosted, where it brings together government agencies and CSOs to brainstorm policy dialogue and implementation."* (Government / Public Institution Respondent)

*"**Working with civil society** to organize a meeting with the National Economic and Social Development Board (NESDB) to release a report analyzing the poverty and inequality situation in Thailand."* (Private Sector Respondent)

*"**Visiting communities** in different provinces to help local people and civil society as a whole."* (Media Respondent)

*"Experts are provided to teach and train on civil society development, such as the **Social Development Fund**."* (Government / Public Institution Respondent)

How effective is the WBG in facilitating civil society participation in development policy dialogue and implementation in Thailand?

Scale: 1 Not effective at all – 10 Very effective



[If effectiveness rating < 5] How could the WBG be more effective in facilitating civil society participation in development policy dialogue and implementation? (Please be specific) (N=12) [If effectiveness rating > 4] Please share examples of the WBG's effective facilitation of civil society participation in development policy dialogue and implementation. (Please be specific) (N=60)

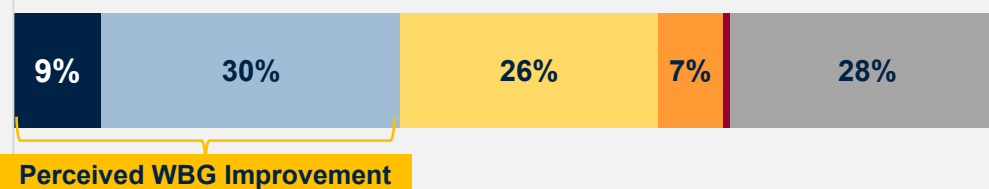


The WBG Working With the Private Sector

Nearly 4 in 10 respondents (39%) felt the WBG had gotten better at creating investment opportunities in Thailand in the past two years

Based on your experience, in the past two years, how has the WBG changed in terms of:

Creating new investment opportunities in Thailand

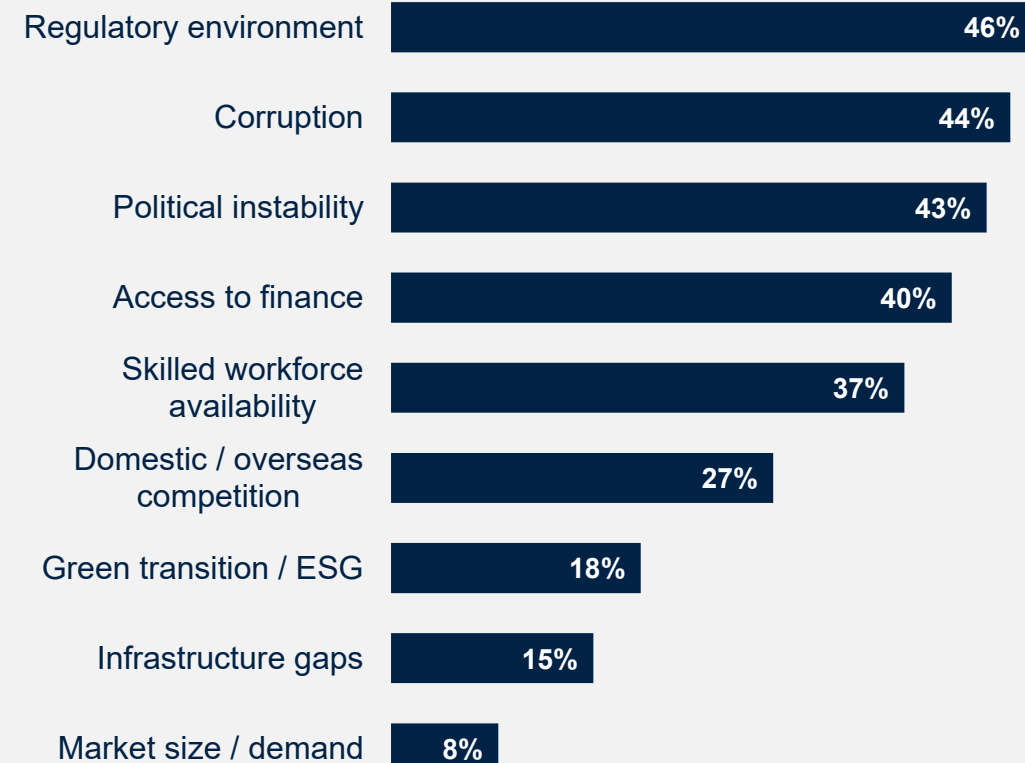


■ Significantly Better ■ Somewhat Better ■ Stayed the Same ■ Somewhat Worse ■ Significantly Worse ■ Don't Know

To Make the WBG More Effective in Private Sector Development[^], Respondents Discussed:

- **More WBG engagement with the private sector**, such as financial support to SMEs, promotion of public-private partnerships, and capacity-building and training.
- **Increased coordination** between the WBG, private sector, government, and other stakeholder groups to better address Thailand's challenges.
- **Increased knowledge-sharing** with the private sector to promote best practices and innovation.
- **Investment-friendly policies**, to lessen regulations and increase competition.

Regulations, Corruption, and Political Instability Considered the Biggest Challenges facing Private Sector in Thailand



Based on your experience, in the past two years, how has the WBG changed in terms of... (Percentage of Government and Private Sector Respondents, N=123)

What are the biggest challenges facing private sector development in Thailand? (Select up to 3) (Percentage of Government and Private Sector Respondents, N=117)

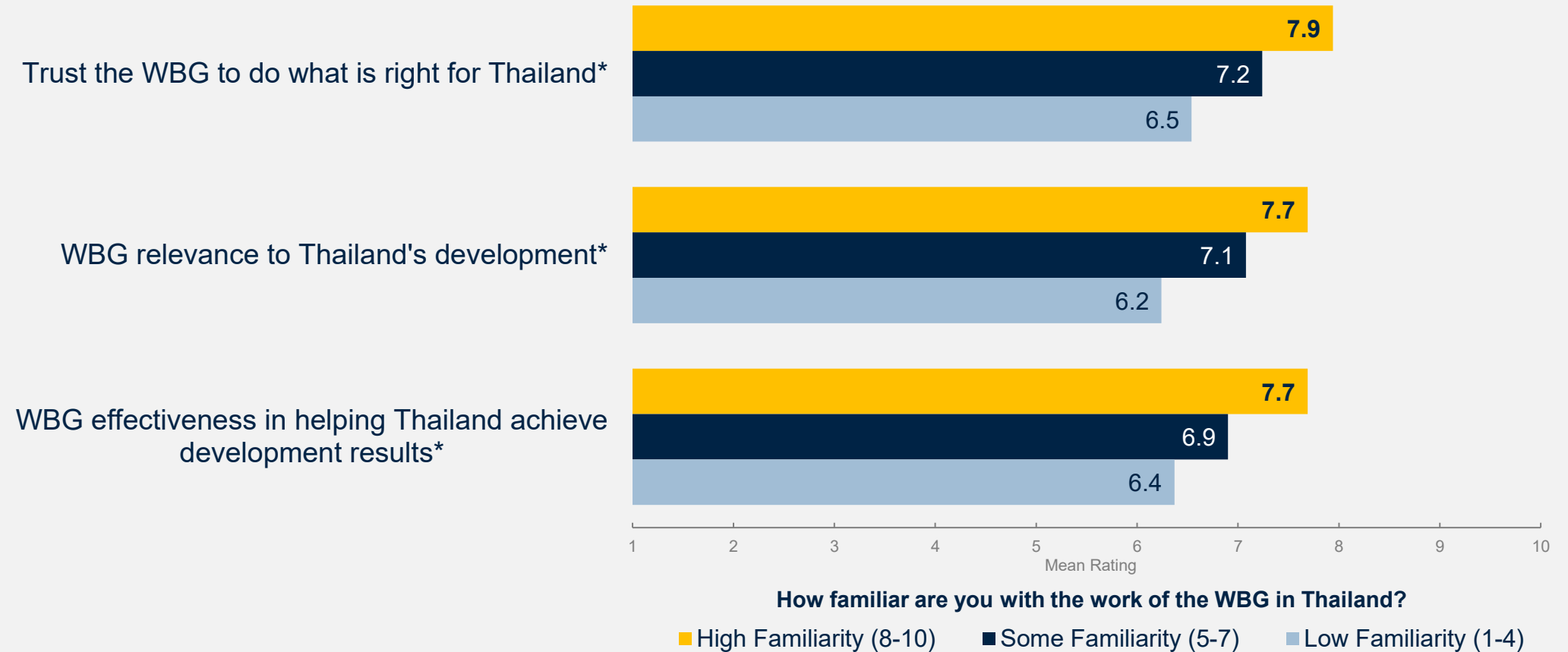
[^]What is the most important thing the WBG could do to increase its effectiveness in these priority areas in Thailand? (Please be specific) (N=125)

Communication and Outreach



Outreach and Engagement Is Important Because Familiarity Leads to More Positive Perceptions

In addition to respondents indicating a desire for more engagement with the WBG, such engagement can engender more positive perceptions of the WBG.



*Significant difference between levels of familiarity

How familiar are you with the World Bank Group's work in Thailand? Scale: 1 Not familiar at all – 10 Very familiar
 How much do you trust each of the following institutions to do what is right for Thailand? Scale: 1 Not at all – 10 Very much
 How relevant is each of the following organizations to Thailand's development? Scale: 1 Not at all – 10 Very much
 How effective is each of the following organizations in helping Thailand achieve development results? Scale: 1 Not at all – 10 Very much



E-Newsletters, Events/Workshops, Direct Contact, and Social Media Were the Most Preferred WBG Channels for Stakeholders to Obtain Information From the Bank

Key differences between stakeholder groups should be considered for targeted outreach (e.g., local government respondents were the most likely to prefer events/workshops).

Top Two Preferred WBG Channels

	All Respondents	Government/ Public Institution	Local Government	Bilateral or Multilateral Agency	Civil Society	Private Sector	Academia / Research Center	Media
WBG e-Newsletters	56%	44%	54%	73%	68%	57%	53%	66%
WBG event / conference / workshop (in person or online)	49%	41%	77%	46%	48%	57%	47%	55%
Direct contact with WBG staff (e.g., in person, virtually, phone, email)	44%	46%	46%	27%	48%	38%	27%	59%
WBG social media channels (e.g., Facebook, LinkedIn, Instagram, Twitter)	42%	41%	62%	9%	32%	49%	47%	38%
WBG website* (including blogs)	33%	33%	31%	36%	36%	27%	73%	24%
WBG publications	13%	20%	8%	0%	4%	14%	13%	10%
WBG direct messaging (e.g., WhatsApp)	9%	3%	15%	0%	8%	11%	13%	14%
WBG podcasts*	8%	10%	0%	18%	24%	5%	0%	0%

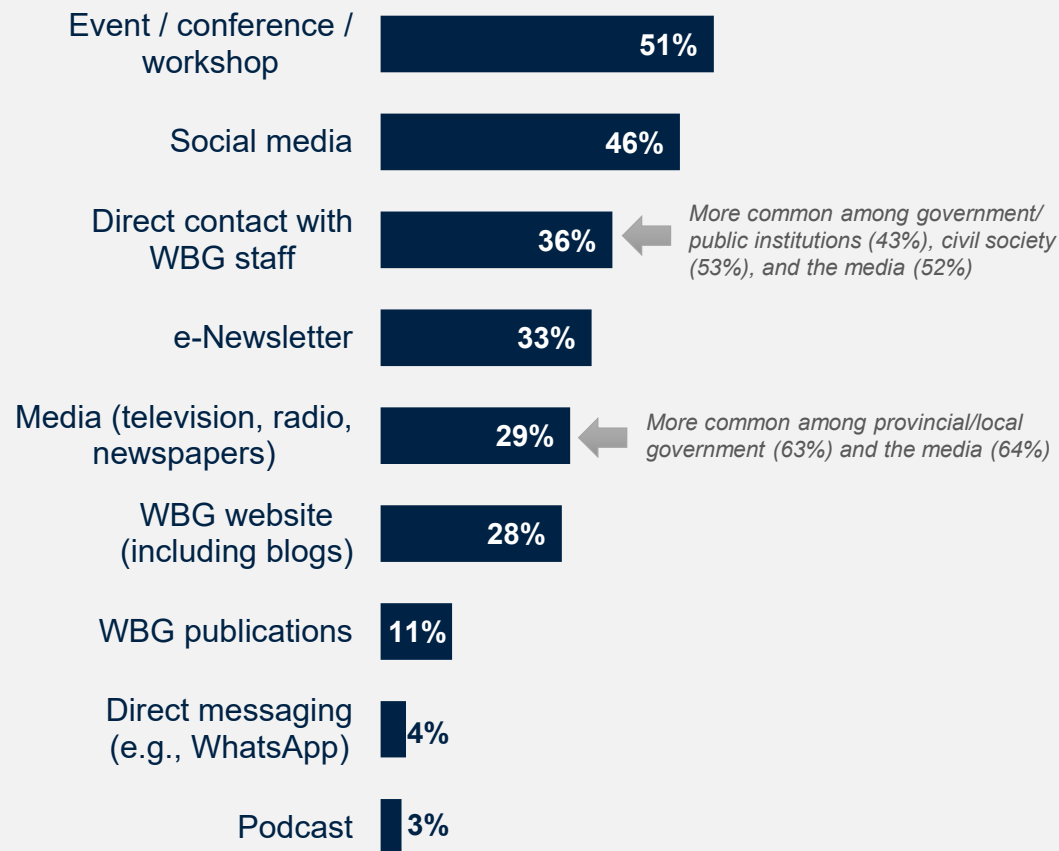


How would you prefer to obtain information from the WBG? (Select up to 3) (Percentage of Respondents, N=199)

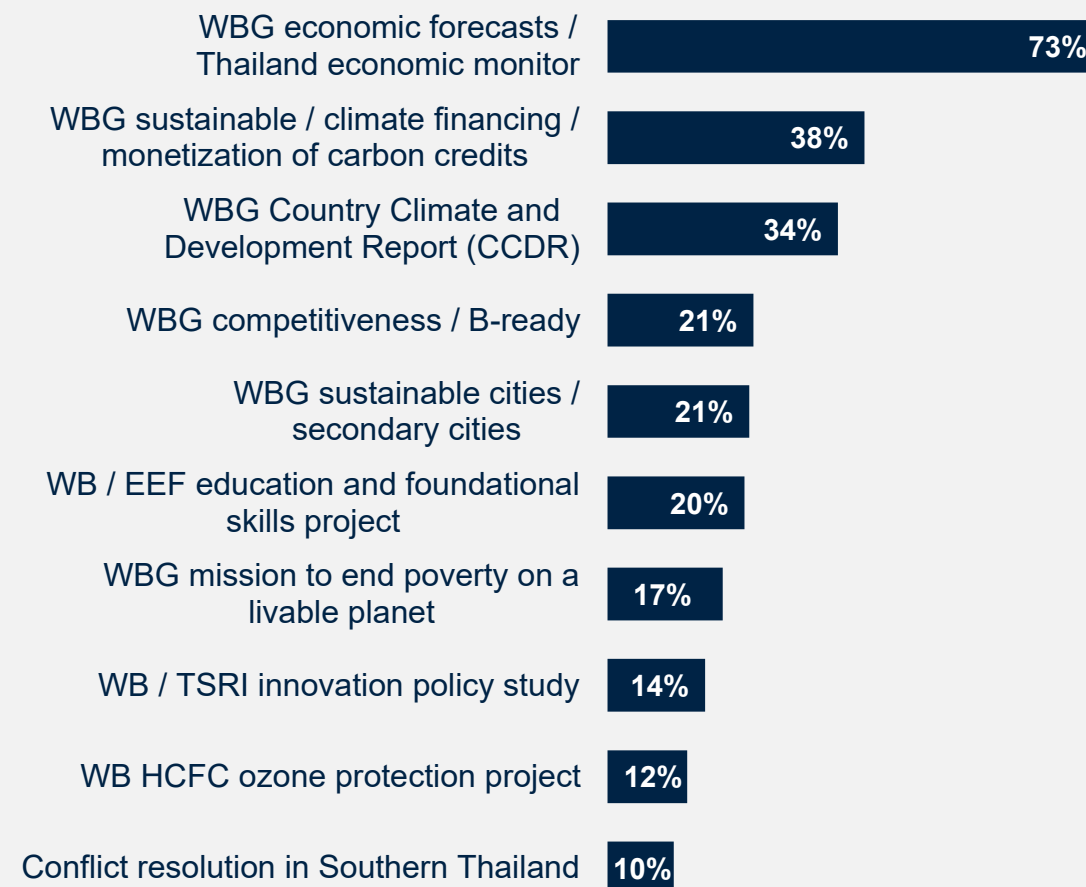
*Significant difference between stakeholder groups

78% of Respondents Recalled Seeing/Hearing About The WBG Recently, Most Often at Events or on Social Media, Most Often About WBG Economic Forecasts

Where did they see/hear it?



What did they see/hear about?



Do you recall seeing or hearing anything about the WBG recently? (N=200)

If you answered "Yes", where do you recall seeing or hearing this information? (Select all that apply) (Percentage of Respondents, N=154)

If you answered "Yes", what do you recall seeing or hearing about the WBG? (Select all that apply) (Top 10 of 14 shown) (Percentage of Respondents, N=154)



Stakeholders in Thailand Want WBG Research and Knowledge and Case Studies of WBG Projects

Key differences between stakeholder groups should be taken into consideration for targeted engagement (e.g., local government wants information on how to partner with the WBG).

Top Two Types of Preferred Information About the WBG

	All Respondents	Government/ Public Institution	Local Government	Bilateral or Multilateral Agency	Civil Society	Private Sector	Academia / Research Center	Media
WBG research and knowledge	61%	62%	46%	36%	52%	65%	53%	79%
Case studies of WBG projects	54%	59%	54%	46%	52%	62%	40%	52%
Regular updates on WBG activities	37%	33%	62%	27%	44%	22%	53%	35%
Impact assessments and evaluations	33%	34%	23%	55%	32%	24%	53%	31%
Information on how to work / partner with WBG*	26%	21%	62%	18%	36%	27%	27%	14%
Overview of WBG financial products and services	25%	28%	31%	18%	16%	30%	13%	21%
Sector-specific strategies	19%	28%	0%	18%	24%	19%	13%	10%



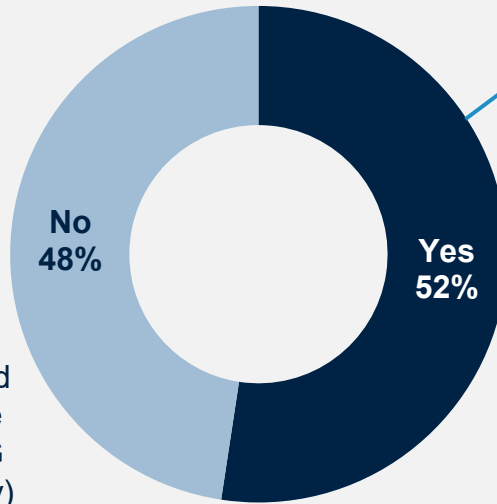
What information would be most helpful to you in understanding the WBG's role in Thailand? (Select up to 3)
(Percentage of Respondents, N=199) *Significant difference between stakeholder groups

Sample Demographics and Detailed Methodology



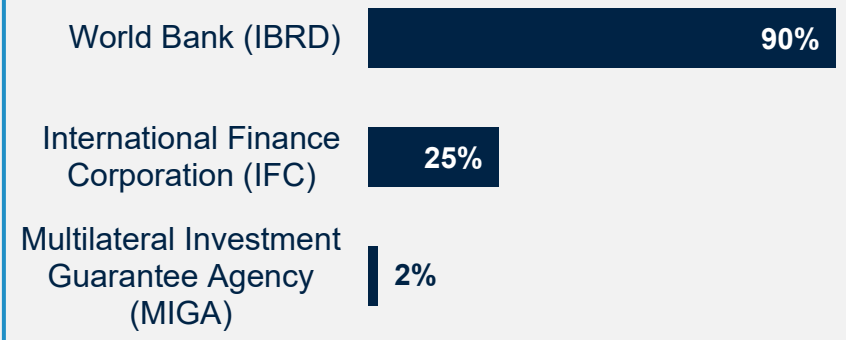
Sample Demographics

In the past 3 years, have you worked or collaborated with the WBG in Thailand?
(N=206)

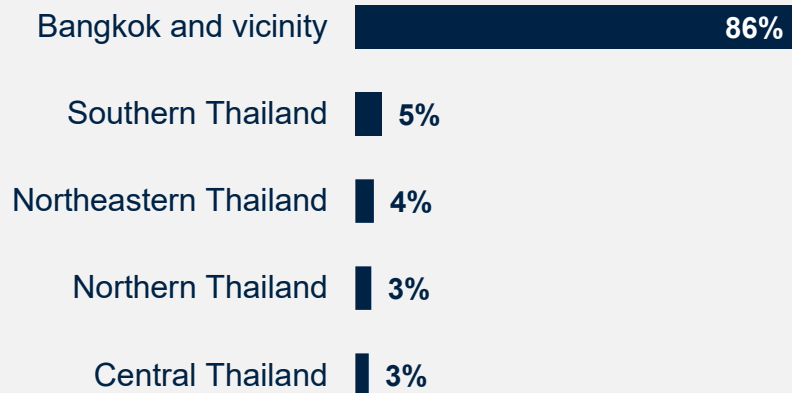


Respondents from government/public institutions, civil society, and the media were significantly more likely to collaborate with the WBG (56%, 68%, and 71%, respectively) while respondents from provincial/local government were the least likely (15%).

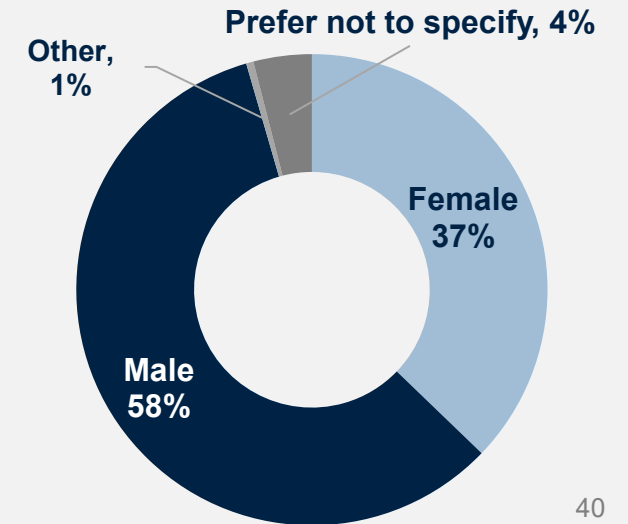
Which of the following WBG agencies have you worked or collaborated with in Thailand?
(N=108)



Which best represents your geographic location?
(N=196)

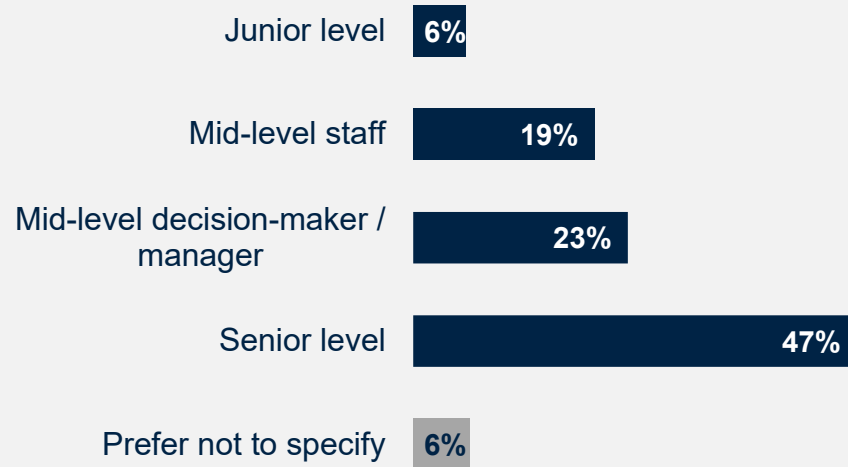


What is your gender?
(N=199)

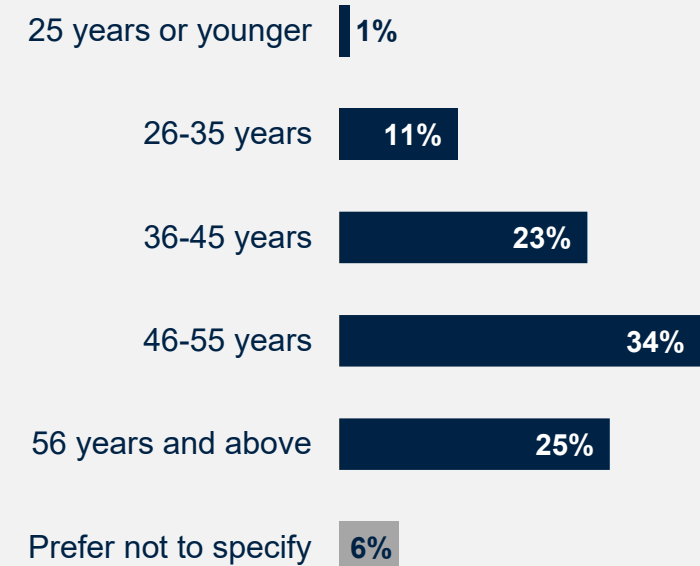


Sample Demographics (continued)

Within your organization,
would you describe yourself as...
(N=199)



What's your age?
(N=198)



Detailed Methodology

From **March to May 2025**, a total of 1,456 stakeholders in Thailand were invited to provide their opinions on the WBG’s work by participating in a Country Opinion Survey (COS). A list of potential participants was compiled by the WBG country team and the field agency. Participants were drawn from the offices of political appointees and members of Parliament, government and public institutions, provincial and local government, bilateral or multilateral agencies, civil society organizations, the private sector, academia/research centers, and the media.

Of these stakeholders, **206 participated in the survey (14% response rate)**. Respondents completed the questionnaire via an online platform, over the telephone, or with a representative of the field agency.

This year’s survey results were compared to the FY22 Country Opinion Survey, which had a response rate of 38% (N=261).

Comparing responses across Country Opinion Surveys reflects changes in attitudes over time, as well as changes in respondent samples, methodology, and the survey instrument itself. To reduce the influence of the latter factor, only those questions with similar response scales/options were analyzed. However, the stakeholder compositions for both survey years should be taken into consideration when interpreting these comparisons, as there are many more local government, civil society, and private sector respondents in FY25 than in FY22.

Key statistically significant findings (tested at the research standard of $p < .05$) are noted throughout the report.

Breakdowns for individual questions by stakeholder group can be found in the “Thailand COS FY25 Appendices.xlsx” file published in the WBG Microdata Library, along with the survey microdata and this report.

Percentage of Respondents	FY 2022	FY 2025
Political Appointees (Ministers, Deputy Ministers, Advisors, etc.), includes office of the Prime Minister in FY22	7%	1%
Member of Parliament (National Assembly, Legislative Body)	0%	3%
Government/Public Institutions: Employee of a Ministry or Ministerial Department, Project Implementation Unit, Independent Government Institution (e.g., Central Bank, Regulatory or Oversight Agency), Judiciary, State-Owned Enterprise	32%	31%
Provincial/Local Government	1%	6%
Bilateral/Multilateral Agency: Embassy, Development Organization, Development Bank, UN Agency	9%	5%
Civil Society Organization: Local and regional NGO, Community-Based Organization, Private Foundation, Philanthropy, Professional/Trade Association, Faith-Based Group, Youth Group	9%	18%
Private Sector: Private Company, Financial Sector Organization, Private Bank	10%	18%
Academia / Research Center	13%	7%
Media	20%	15%
Total Number of Respondents	261	206



CountryOpinionSurveys

Thank you

*For more information about this report
or the Country Opinion Survey program,
please contact:*

countrysurveys@worldbankgroup.org

