

Report on the 17th TU-RIPS Seminar in 2025
Summary of the Lecture by Mr. Marcos Bonturi —
“THE OECD: HOW THE OECD HELPS GOVERNMENTS
IMPLEMENT GOOD POLICY PRACTICES”
(October 31, 2025)

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Abstract

What kind of organization is the OECD, and what kinds of activities does it undertake? At the 17th TU-RIPS Seminar held at Tsuda University, a lecture was delivered by Mr. Marcos Bonturi, former Director of the Public Governance Directorate at the OECD, under the title “*The OECD: How the OECD Helps Governments Implement Good Policy Practices.*” Drawing on his extensive career experience at the international organization, Mr. Bonturi provided a clear explanation of the organization’s role in international rulemaking. He introduced the history and organizational structure of the OECD, highlighting its Legal Instruments, which define the relationship between the organization and its member countries. In particular, he emphasized the functioning of these instruments through the Peer Review Mechanism, a distinctive feature of OECD activities. The lecture also addressed the current challenges faced by international organizations, the OECD’s recruitment system for students and young people, and its expectations toward Japan.

1. Introduction

This article summarizes the lecture delivered by Mr. Marcos Bonturi, former Director for Public Governance at the OECD, during his stay as Visiting Research Fellow at Tsuda University. The summary was prepared based on the notes and materials from the 17th TU-RIPS Seminar held on October 31, 2025.

Mr. Marcos Bonturi, former Director for Public Governance at the OECD, is staying in Japan from June to December 2025 as a Visiting Research Fellow at the Institute for Policy

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Studies, Tsuda University. On October 31, 2025, he gave a lecture titled “*The OECD: How the OECD Helps Governments Implement Good Policy Practices*” at the 17th TU-RIPS Seminar. The event attracted nearly one hundred participants, including second-year undergraduate students of the Department of Policy Studies.

Mr. Bonturi, who has over 30 years of experience in international organizations and retired as Director of the OECD Public Governance Directorate, is widely recognized as a leading expert in public governance and international relations. Drawing on his deep professional experience, he spoke engagingly about the history, functions, and challenges of the OECD, successfully capturing the attention of the audience. As a “bonus talk,” he also introduced two OECD recruitment programs — the Young Professionals Programme (YPP) and Internship opportunities — which drew particular interest among the students.

2. Overview of the OECD and Its Structure

Established in 1961 to promote the postwar economic and social development of Western countries, the OECD has since provided valuable data, research, and policy analysis that support international policymaking and influence important decisions in its member countries. Japan was introduced as the first nation to join the organization after its founding, in 1964.

The OECD is composed of three key components: the Council, which is its highest decision-making body; more than 250 specialized committees; and the Secretariat, the professional administrative body supporting them. The Secretariat employs numerous economists, legal experts, and policy specialists who ensure the rigor and reliability of OECD analyses and recommendations.²

3. Peer Review Mechanism and the OECD’s Legal Instruments

One of the distinctive features that keeps the OECD functioning effectively among its diverse member countries is the Peer Review and Monitoring Mechanism. This process ensures that OECD standards are implemented through mutual monitoring and constructive pressure among member states. Such peer review is central to the OECD’s standard-setting work, which is built on evidence, consensus, and transparency.

Mr. Bonturi explained that OECD’s standard-setting activities rely on four types of legal instruments:

² Mr. Bonturi previously served as Director of the Public Governance Directorate and had collaborated with Takeshi Fukaya, Japan’s delegate to the Public Governance Committee. This professional connection led to his appointment as a visiting research fellow at Tsuda University.

- 1) *Decisions* — These are legally binding acts approved by the OECD Council. Examples include The OECD Code of Liberalization of Capital Movements and The OECD Decision on Mutual Acceptance of Data in the Assessment of Chemicals.
- 2) *International Agreements* — These are also legally binding but adopted directly by adherent countries. One of the most prominent examples is the OECD Anti-Bribery Convention (entered into force in 1999), which obliges signatories to prevent and punish bribery in international business transactions. By adhering to this standard, member countries collectively promote fair and transparent economic relations.
- 3) *Recommendations* — Though non-legally binding, these instruments are among the most widely used tools for policy guidance. The OECD Guidelines for Multinational Enterprises are a representative example. Recommendations are also the principal instruments used by the Public Governance Committee.
- 4) *Substantive Outcome Documents* — These are more simplified procedural outputs that complement the above instruments and are often used for practical or technical cooperation.

The OECD, as an international organization, has long relied on such soft law approaches to create effective, consensus-based rules across nations. Precisely because these rules are non-binding, their credibility and impact depend heavily on the shared commitment and mutual review among member states.

4. Challenges and Future Perspectives

Mr. Bonturi noted that this peer-based mechanism has significantly contributed to global socio-economic stability for decades. However, in the latter part of his lecture, he also emphasized concerns about emerging challenges for international consensus-building. Whereas OECD member states traditionally shared a certain like-mindedness, future negotiations will increasingly involve dynamic countries from the Global South — such as India, Indonesia, and Brazil — whose perspectives and policy priorities may differ from those of traditional OECD members. He suggested that engaging these emerging countries will make global cooperation more complex but also more essential, encouraging the students to take on these challenges as future policymakers and scholars.

5. OECD Recruitment and Career Opportunities

In the concluding part, Mr. Bonturi discussed the OECD's recruitment system. The organization offers various opportunities — including permanent and temporary positions, as well as short-term internships. He particularly recommended the Young Associates Programme (YAP)

and Internship Programme as excellent entry points for young people interested in international public service.

Although Japan remains somewhat underrepresented among OECD staff, he noted that gender equality within the organization is strong, with a large proportion of female professionals. He expressed high expectations for Tsuda University students, encouraging them to focus on areas of expertise and actively pursue opportunities to contribute internationally through OECD programs.

6. Closing Remarks

At the end of the lecture, Mr. Bonturi reflected that he had no regrets about his career at the OECD and that, if he were to be born again, he would choose the same path. His sincerity and enthusiasm left a lasting impression on the audience. Following the talk, several students approached him directly with questions, showing how the lecture had inspired genuine intellectual curiosity and engagement among participants.

Note:

This summary is based on the lecture and accompanying materials provided by Mr. Marcos Bonturi (Former Director at the OECD, 2025).

Reference

Bonturi, Marcos. (2025). THE OECD: HELPING GOVERNMENTS IMPLEMENT GOOD POLICIES – BETTER POLICIES FOR BETTER LIVES.



Source: TU-RIPS Seminar, Research Institute for Policy Studies, Tsuda University
(Academic Year 2025)