



Strengthening Capacity in Personal NPL Resolution and Portfolio-Based Techniques

14-15 May 2026, Novotel Ulaanbaatar, Mongolia

Course Overview

The 10th IPAF Training Seminar aims to strengthen the operational and analytical capacity of IPAF member institutions in managing personal, retail, and micro-enterprise nonperforming loans (NPLs). Co-organized by the Asian Development Bank (ADB) and Mongolia Asset Management Corporation (MAMCO), the Seminar is designed as a working-level, hands-on capacity-building program focusing on practical implementation tools.

The program has been developed in response to the learning needs expressed by IPAF member institutions. These needs emphasize improving structured retail NPL resolution methodologies, strengthening performance management systems, and enhancing valuation and portfolio-based techniques to enable bulk transactions and market-based scaling. The Seminar will therefore concentrate on operational frameworks, valuation models, and institutional readiness for transitioning from single-loan recovery to portfolio approaches.

Key Sessions

The seminar will feature two technical pillars:

1. Personal / Retail & Micro-Enterprise NPL Resolution
2. Valuation, Portfolio Techniques & Market Infrastructure

The Opening Session will include the Financial Stabilities Outlook, key highlights from *NPL Watch Asia 2026*, and updates on the Ulaanbaatar Initiative.

Program Structure

- Day 1: Technical presentations and interactive discussions (Knowledge & Tools)
- Day 2: Structured working group discussions aligned with the two pillars (Application & Diagnosis)

Working groups will assess institutional workflows, valuation practices, and readiness for portfolio-based scaling, followed by presentations of key findings.

Learning Objectives

By the end of the seminar, participants will:

1. Strengthen operational frameworks for retail NPL resolution
2. Improve performance monitoring and risk management systems
3. Enhance technical capacity in retail NPL valuation and portfolio-based scaling

Guidelines

- Participants: Open to a minimum of four (4) trainees per member institution
- Language: English
- Certification: Participants must complete both full training days to receive a certificate of attendance
- Bilateral Meetings: Available upon request with fellow IPAF member institutions

This Seminar provides a focused platform for IPAF members to deepen technical expertise in retail NPL resolution and strengthen institutional capacity for sustainable, portfolio-based scaling.

Program Agenda

Day 1: 14 May 2026, Thursday		
Time	Event	Speaker
Opening Session		
08:30 – 09:00	Registration	
09:00 – 09:10	Welcome Remarks	Mr. Amgalan Battulga Director General, Financial Stability Department, Bank of Mongolia
09:10 – 09:20	Opening Remarks	Mr. Jong Woo Kang Director, ERCI, ERDI, ADB
09:20 – 09:25	Course Introduction	Ms. Inha Shin Regional Cooperation Specialist, ERCI, ERDI, ADB
09:25 – 09:45	Keynote Presentation I Financial Stability Risks and NPL Dynamics in Asia	Mr. Peter Rosenkranz Senior Financial Sector Specialist, Finance Sector Office, ADB
09:45 – 10:05	Keynote Presentation II Progress and Key Findings of the ‘NPL Watch 2026’	Ms. Hyejin Lee Manager, International Cooperation Department, KAMCO
10:05 – 10:10	Announcement on the Ulaanbaatar Initiative	MAMCO
10:10 – 10:15	Official Photo	
10:15 – 10:35	Coffee Break	
I. Personal / Retail & Micro-Enterprise NPL Resolution		
10:35 – 12:05	<p>Session 1. Methodology for Retail NPL Portfolio Resolution</p> <p>This session highlights practical approaches to resolving NPLs, from operational workflow design to institutional frameworks. Speakers will share insights on recovery strategies and borrower rehabilitation that support sustainable debt resolution.</p>	Moderator: Mr. Ochirkhuyag Bayraa Project Manager, Executive Management Team, MAMCO
10:35 - 10:55	<ul style="list-style-type: none"> From Distress to Financial Rehabilitation: Human-Centric Debt Resolution Models for Restoring Borrower Sustainability 	Ms. Nidhi Mahajan Sangar Managing Director & Regional Compliance, Collectis
10:55 - 11:15	<ul style="list-style-type: none"> Institutional Frameworks for Personal Debt Resolution: Lessons from Korea’s Public Resolution System 	Ms. Myeong Kwon Manager, Corporate Asset Acquisition Division, KAMCO
11:15 - 11:35	<ul style="list-style-type: none"> From Distress to Recovery: Borrower Rehabilitation and Financial Re-Entry in Retail NPL Resolution 	Mrs. Suwathana Rusmeerojwong Executive Vice President, Clean Loan Group, SAM
11:35 - 12:05	<ul style="list-style-type: none"> Discussion and Q&A 	
12:05 – 13:30	Lunch	

13:30 – 15:00	<p>Session 2. Measuring Performance & Managing Risks in Retail NPLs</p> <p>This session examines how retail NPL operations can be effectively evaluated and managed through sound performance metrics and risk safeguards. Discussions will highlight practical approaches to portfolio performance monitoring and strategies to reduce recurring delinquency in retail debt resolution.</p>	<p>Moderator: Ms. Inha Shin Regional Cooperation Specialist, ERCI, ERDI, ADB</p>
13:30 - 13:50	<ul style="list-style-type: none"> Operational Risk Management in Retail NPL Resolution: Lessons from Large-Scale Portfolio Servicing 	<p>Mr. Kian Foh Then Chief Revenue Officer, Collectius</p>
13:50 - 14:10	<ul style="list-style-type: none"> Preventing Recurring Delinquency in Retail NPL Resolution: Data-Driven Strategies for Sustainable Outcomes 	<p>Mr. Otgonbayar Uuye Head of AI, AND Solutions</p>
14:10 - 14:30	<ul style="list-style-type: none"> Managing Portfolio Performance in Public Asset Management Companies: Monitoring Recovery and Resolution Outcomes 	<p>Mr. Arman Karatayev Director, Claims Management and State Guarantees Department, FPL</p>
14:30 - 15:00	Discussion and Q&A	
15:00 – 15:20	Coffee Break	

II. Valuation, Portfolio Techniques & Market Infrastructure

15:20 – 16:50	<p>Session 3. Valuation Models & Judicial Data Transparency</p> <p>This session explores how distressed assets are valued and how transparency can reduce information asymmetry in NPL markets. Speakers will discuss valuation practices, data requirements, and judicial transparency in strengthening investor confidence.</p>	<p>Moderator: Mr. Bilguun Badamsuren Advisor, MAMCO</p>
15:20 - 15:40	<ul style="list-style-type: none"> Valuing Distressed Assets: China Practices and Pricing Approaches for NPL Portfolios 	<p>Mr. Xu Haoran Valuation Specialist, Consumer Finance Department ZSAMC</p>
15:40 - 16:00	<ul style="list-style-type: none"> Reducing Information Asymmetry in Distressed Asset Markets: Data Requirements for Reliable Valuation 	<p>Mr. Luca Blasi [Online] Head of Private Markets & Regulatory Solutions at S&P Global, and Member of the Financial Instruments Board of IVSC</p>
16:00 - 16:20	<ul style="list-style-type: none"> Building a Bankable Enforcement Data Framework in Mongolia: Legal Design, Market Impact, and Regional Lessons 	<p>Mr. Enkhbat Batsukh Founding Partner, KhanLex Partners</p>
16:20 - 16:50	Discussion and Q&A	
16:50 – 18:00	Break	
18:00 – 20:00	Welcome Dinner	

Day 2: 15 May 2026, Friday

Time	Event	Speaker
09:00 – 10:20	<p>Session 4. Bulk Debt Purchase & Portfolio-Based Resolution</p> <p>This session looks at how NPL portfolio markets operate in practice from transaction structuring and investor pricing to portfolio resolution. Speakers will share practical lessons on scaling distressed debt resolution through portfolio-based approaches.</p>	<p>Moderator: Mr. Peter Rosenkranz Senior Financial Sector Specialist, Finance Sector Office, ADB</p>

09:00 - 09:20	<ul style="list-style-type: none"> Building Sustainable Distressed Debt Markets: A Private Investor Perspective from Southeast Asia 	Mr. Kian Foh Then Chief Revenue Officer, Collectius
09:20 - 09:40	<ul style="list-style-type: none"> Developing Distressed Asset Markets in Emerging Asia: Mobilizing Private Capital for NPL Resolution 	Mr. Johannes Raschke Senior Investment Officer, DARP, Financial Institutions Group, IFC
09:40 - 10:20	Discussion and Q&A	
10:20 – 10:40	Coffee Break	
III. Workshop Group Activities		
10:40 – 10:50	Recap & Introduction to Working Group Objectives	Ms. Inha Shin Regional Cooperation Specialist, ERCI, ERDI, ADB
10:50 – 12:00	<p>Working Group Discussion</p> <p><i>[Main speakers from Sessions 1–4 will serve as leaders for each WG. All participants will be assigned to one of WGs 1-5 in advance and are expected to attend their designated WG.]</i></p> <ul style="list-style-type: none"> - WG 1: Methodology for Retail NPL Portfolio Resolution - WG 2: Measuring Performance & Managing Risks in Retail NPLs - WG 3: Valuation Models & Judicial Data Transparency - WG 4: Bulk Debt Purchase & Portfolio-Based Resolution - WG 5: Blueprint for an Online NPL Trading Platform 	All participants by Groups
12:00 – 13:30	Lunch	
13:30 – 14:10	<p>Working Group 1-2 Presentation</p> <ul style="list-style-type: none"> - WG 1: 13:30 – 13:50 (2 subgroups) - WG 2: 13:50 – 14:10 (2 subgroups) 	Each subgroup will deliver a 5-min presentation, followed by a 5-min Q&A with the floor
14:10 – 14:30	Break	
14:30 – 15:20	<p>Working Group 3-5 Presentation</p> <ul style="list-style-type: none"> - WG 3: 14:30 – 14:50 (2 subgroups) - WG 4: 14:50 – 15:10 (2 subgroups) - WG 5: 15:10 – 15:20 (1 subgroup) 	Each subgroup will deliver a 5-min presentation, followed by a 5-min Q&A with the floor
15:20 – 15:40	Coffee Break	
Closing Session		
15:40 – 16:00	Presentation of Certificates	Mr. Munkh-Orshikh.B Deputy CEO, MAMCO Mr. Jong Woo Kang Director, ERCI, ERDI, ADB
16:00 – 16:10	Closing Remarks	Mr. Munkh-Orshikh.B Deputy CEO, MAMCO
16:10 – 16:20	Group Photo with All Participants	