



## GLOPAC Newsletter – Vol. 29

GLOBAL FINANCIAL PARTNERSHIP CENTER

### GLOPAC welcomes visiting fellows of the 28th group

Tokyo, January 2026

The GLOPAC welcomed one official each from Banking Regulatory Authorities in 12 countries as its 28th visiting fellows. They learned about topics related to banking supervision and regulation from various perspectives. This time, participants came from Bahrain, Cambodia, India, Indonesia, Kazakhstan Laos, Malaysia, Mongol, Peru, Philippines, Thailand, and Vietnam. The GLOPAC of Japan FSA has welcomed 266 visiting fellows from 40 jurisdictions so far.



The fellows visited FSA Commissioner Mr. Ito and Vice Minister for International Affairs Mr. Miyoshi to express their gratitude for the opportunity to join the program. The program started on January 27 and ended successfully on February 5 after eight business days.

## Representative Messages from Three Fellows



*"First of all, we would like to express our sincere appreciation to the Financial Services Agency for the warm welcome and for organizing this meaningful program.*

*We are pleased to be part of the new initiative, in which the FSA is collaborating for the first time with the International Leadership Human Resource Development Program. We were especially encouraged to learn that several FSA members are also participating in the leadership program. This reflects the FSA's strong commitment to continuous learning, leadership development, and international cooperation. The sessions, discussions, and interactions during the past few days have provided us with valuable insights, a deeper understanding of leadership in the financial sector, and a valuable opportunity for shared learning and mutual exchange.*

*We truly believe that this is a unique opportunity for all participants to broaden our perspectives, enhance our professional capabilities, and build strong and lasting relationships with the FSA and with fellow participants.*

*We are deeply honored to be here and we hope to make the most of this opportunity and to carry the knowledge and relationships we gain here back to our respective countries."*

**Ms. Kurnia Indranila**  
**Indonesia Financial Services Authority**



*"Over the past two weeks, GLOPAC has been more than a training program, it has been a transformative experience.*

*The leadership sessions encouraged us to reflect on how we think, lead, and grow. The technical sessions strengthened our understanding of banking supervision, risk management, cybersecurity, and emerging financial trends such as AI and transition finance. Every discussion was practical, interactive, and enriching.*

*I will personally carry these lessons back to the Central Bank of Bahrain. I am committed to reflecting what I learned here in my work and to sharing these insights with our top management including His Excellency The Governor of Central Bank of Bahrain. The knowledge gained through GLOPAC will not stay here, it will travel with us and contribute to strengthening our institutions in our home countries.*

*On a personal level and beyond the professional value, this experience will forever remain in my heart. It was not only about lectures, it was a comprehensive experience through cultural activities, language exposure, and shared moments with participants from around the world, we experienced Japan in a very special way.*

*I would also like to extend special thanks to the organizing team. Their kindness, professionalism, and hospitality made us feel welcomed from the first day. You did not just organize a program; you created an environment where learning and friendship could grow."*

**Mr. Ali Al Mannaei**  
**Central Bank of Bahrain**



*"In a time of rapid technological progress, the effective supervision of financial markets calls for both professional expertise and the ability to look forward, act proactively, and exercise sound judgment.*

*"At this most timely moment, we were honored to receive comprehensive insights into Japan's financial market and sincerely appreciate the opportunity to learn from its regulatory approaches, policies, and practical experience."*

*In specific, the sessions on AI initiatives, AI governance, AI risk management, and green and sustainable finance-related risks highlighted critical areas that are becoming essential to modern financial supervision.*

*In addition, the leadership-focused sessions—such as lifeline reflection, conflict management, vision writing, and action planning—were invaluable in improving our capacity not only as regulators, but also as thoughtful and forward-looking leaders.*

*Most importantly, the honest feedback we shared reminded us of the power of learning together.*

*What gives this training its true value is the strong foundation of global cooperation it has established.*

*For this, we express our deepest and tremendous appreciation to*

- The GLOPAC Center,*
- To the dedicated Coordinators,*
- To the exceptional Professors and to the respected FSA colleagues."*

**Ms. Evshinkhorloo Lkhagva**  
**Bank of Mongolia**



The program addressed key issues in banking regulation and supervision, presenting concrete supervisory approaches and methodologies. It also included sessions on transition finance and artificial intelligence, providing opportunities for active discussion.

In addition, the program was linked with the *Global Leadership Development Program*, supervised by Prof. Yoshihiro Kawai, which is offered to FSA staff. This connection enabled meaningful dialogue between the visiting fellows and FSA officials.

Of the 15 sessions conducted, 13 were delivered by officials from the Financial Services Agency, while two were led by external experts.

Participants also visited the Japanese Bankers Association and attended a special lecture by MUFG Bank on the use of AI in the financial sector. They further had the opportunity to tour the *Currency Museum Bank of Japan*.



The fellows were able to experience Japanese culture through a variety of activities, including Japanese language lessons, calligraphy workshops, visits to Asakusa, and study visits across Tokyo.

Although the program took place during the colder season, the weather remained generally favorable, allowing all activities to proceed smoothly.



**Please Contact us at:**

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