
CATHERINE L. FONG

PROFILE

Cathy has worked in public-private partnerships (PPP) for almost twenty years. A lawyer by background, she has worked with both public and private sectors in various PPP projects. Appointed by the president in July 2022, Cathy now serves as the Undersecretary for Privatization and Corporate Affairs at the Department of Finance (DOF), entrusted with the task of creating a more enabling environment for PPPs to flourish, among other critical mandates. Prior to her role in the DOF, Cathy was a valuable member of the transaction advisory team of the Office of Public-Private Partnership of the Asian Development Bank, where she had served since its creation in 2015.

EXPERIENCE

UNDERSECRETARY FOR PRIVATIZATION AND CORPORATE AFFAIRS, DEPARTMENT OF FINANCE – 2022-PRESENT

As Undersecretary for Privatization and Corporate Affairs, Cathy has been tasked with overseeing the National Government's privatization efforts and PPP projects, as well as monitoring the financial condition of all government-owned and controlled corporations (GOCCs). Within the first year of the new administration, Cathy helped lead the inter-agency effort to amend the Build-Operate-Transfer Law IRR, the Investment Coordination Committee Guidelines, and the NEDA JV Guidelines. Working with key partner agencies and stakeholders, Cathy continues to lay the groundwork for creating a conducive environment for infrastructure investment.

SENIOR PUBLIC-PRIVATE PARTNERSHIP OFFICER, ASIAN DEVELOPMENT BANK – 2015-2022

Cathy was heavily involved in Philippine PPP projects such as the New Clark City, the North-South Commuter Rail, the Metro Manila Subway Project, the National Broadband Plan, the Vaccine Self-Reliance Project, and many others. She was also involved in projects outside the Philippines. Prior to her appointment at the Department of Finance, she was assigned to work on upstream and downstream PPPs for the Pacific Islands, particularly Vanuatu. She has previously done work for PPP projects in Viet Nam, Nepal, and Papua New Guinea. Apart from her PPP work, she helped with special efforts like ADB's COVID-19 response and knowledge-sharing activities on nature-based resiliency.

CONSULTANT, SELF-EMPLOYED – 2011-2015; 2005-2008

As an independent consultant, some significant work included participation in the structuring of the Turkmenistan-Afghanistan-Pakistan-India (TAPI) Natural Gas Pipeline for ADB; structuring the unsolicited proposal for J.V. Angeles Corp. and Aboitiz Equity Ventures on the Tamugan Bulk Water Supply; structuring the unsolicited proposal of Manila Water for the Bulacan Bulk Water Supply Project, and its unsolicited proposal for Boracay Water, the very first unsolicited proposal under the 2008 NEDA JV Guidelines. Cathy has also advised the National Electrification Administration on the Private Sector Part

-icipation bidding for Albay Electric Cooperative (ALECO) and BCDA for the 3rd SCTEX O&M procurement.

PARTNER, SARDILLO & FONG LAW OFFICE – 2008-2011

While simultaneously acting as managing partner for the law office, Cathy advised clients on PPPs and procurement. Some significant clients include the Province of Isabela, San Miguel Corp., Ayala Corp., and various foreign clients.

ASSOCIATE, BATUHAN. BLANDO, AND CONCEPCION LAW OFFICE – 2004-2005

As part of the BBC law office, Cathy worked on projects like the Extended Automated Fingerprint Identification System (XAFIS), an unsolicited proposal for the National Bureau of Investigation, and the Carmen Bulk Water Supply in Cebu.

EDUCATION

ATENEO DE MANILA UNIVERSITY – JURIS DOCTOR, 2004

ATENEO DE MANILA UNIVERSITY – AB COMMUNICATIONS, 1999

SKILLS

Apart from her knowledge and experience, Cathy is particularly valued for her ability to communicate well. She has been engaged for difficult conversations, tough negotiations, and townhall meetings where she has won over angry unions for acceptance of PPP projects. Besides work, Cathy enjoys a quiet moment with a good book or a challenging game of golf or tennis.

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SELECTED WORK EXPERIENCE

Assignment: **Overall Focal for Pacific Islands, Advisory Division 2**

Year: 2022

Location: Based in ADB HQ (Manila)

Activities performed: Coordination with individual focal persons within the Office of Public-Private Partnership and the Pacific Regional Department to find potential PPP projects and assist in country partnership strategy and country pipeline for all Pacific Islands Developing Member Countries (DMCs).

Assignment: **Country Focal - Vanuatu**

Year: 2022

Location: based in ADB HQ (Manila)

Activities performed: Working with the Pacific Regional Department to assist in upstream efforts to promote PPPs, find potential PPP projects, originate PPP projects, and assist in the country partnership strategy and development of the country pipeline for Vanuatu.

Assignment: **2022 Asia Water Forum**

Year: 2022

Location: based in ADB HQ (Manila)

Activities performed: Member of the organizing committee to choose topics and speakers.

Assignment: **Alternative Focal for the Philippines, Advisory Division 2**

Year: 2018 to 2022

Location: Based in ADB HQ (Manila)

Activities performed: Coordination with various Philippine government agencies, and any Philippine entity, on any matter regarding the work of the Office of Public-Private Partnership. It also includes project origination to acquire mandates from Philippine government agencies for transaction advisory services.

Project: **Philippines MRT 4**

Year: 2022

Location: Manila, Philippines

Role: Team Leader

Main project features: Commuter railway planned for hybrid PPP from Taytay, Rizal traversing along Ortigas Avenue to LRT 2 Gilmore station.

Activities performed: Mandate origination, recruitment of Shadow Operator Consultant.

Project: **Philippines BCDA Project Monitoring**

Year: 2019 to 2022

Location: Manila, Philippines

Role: Team Leader

Main project features: Administration of project monitoring grant from the Asia Pacific Project Preparation Facility (AP3F) to Bases Conversion and Development Authority (BCDA) to assist BCDA in the successful implementation of the National Government Administrative Center, New Clark City Water and Wastewater Infrastructure, and the New Clark City Power Distribution Infrastructure.

Activities performed: Managing the consultants, working with BCDA to resolve implementation issues, and coordinating with other government agencies.

Project: **Philippines Laguna Lake Development Authority (LLDA) Floating PV Support**

Year: 2021 to 2022

Location: Manila, Philippines

Role: Team member

Main project features: The Asia Pacific Project Preparation Facility (AP3F), a fund administered by ADB, provided a grant to LLDA to develop a regulatory framework for floating solar photovoltaic generation projects at Laguna Lake.

Activities performed: Review of current regulatory framework; review of the work of consultants; providing advice to LLDA; coordination with other government agencies such as the Department of Energy and other relevant stakeholders.

Project: **Philippines Davao High Priority Bus System**

Year: 2020 to 2022

Location: Manila, Philippines

Role: Team member

Main project features: Develop a bus system for Davao City through a hybrid PPP.

Activities performed: Working with the sovereign team in project preparation before loan approval from ADB.

Project: **Philippine Rail Solar Project**

Year: 2019 to 2022

Location: Manila, Philippines

Role: Team member

Main project features: Creating a renewable and affordable energy source for North-South Commuter Railway (NSCR) to lower the railway's power cost and reduce overall OPEX and fares.

Activities performed: Mandate origination, coordination with government agencies and stakeholders.

Project: **Philippines North-South Commuter Railway (NSCR)**

Year: 2020 to 2022

Location: Manila, Philippines

Role: Team member

Main project features: 166-km commuter railway from Calamba to Clark. ADB was appointed transaction advisor for the Operations and Maintenance Concessionaire tender.

Activities performed: Mandate origination, project structuring, the conduct of market soundings, review of consultants' work, identification of issues, drafting of submissions to approving body, drafting of tender documents and concession agreement, coordination with other government agencies, and stakeholders.

Project: **Philippines Metro Manila Subway Project (MMSP)**

Year: 2020 to 2022

Location: Manila, Philippines

Role: Team member

Main project features: Approximately 30 km. subway from Valenzuela to NAIA Terminal 3 and FTI Taguig. ADB was appointed transaction advisor for the Operations and Maintenance Concessionaire tender.

Activities performed: Mandate origination, structuring of the project, market soundings, review of consultants' work, identification of issues, drafting of submissions to approving body, drafting of tender documents and concession agreement, coordination with other government agencies and stakeholders.

Project: **Philippines Vaccine Self-Reliance Project (VSRP)**

Year: 2019 to 2022

Location: Manila, Philippines

Role: Team member

Main project features: The Research Institute for Tropical Medicine (RITM) received a grant from Asia Pacific Project Preparation Facility (AP3F) to conduct a pre-feasibility study for vaccine production in the Philippines.

Activities performed: Project origination, structuring of the project, market soundings, review of consultants' work, identification of issues, coordination with other government agencies and stakeholders.

Project: **Philippines Transit-Oriented Development**

Year: 2019 to 2022

Location: Manila, Philippines

Role: Team member

Main project features: Planning of Transit Oriented Development for the Department of Transportation

Activities performed: Review of the masterplan, coordination with stakeholders.

Assignment: **ADB Vaccine Task Force**

Year: 2021

Location: based in HQ (Manila)

Activities performed: Assist in ADB efforts to help clients respond to the COVID-19 pandemic.

Assignment: **Country Focal - Tonga, Tuvalu, and Vanuatu**

Year: 2021

Location: Based in HQ (Manila)

Activities performed: The responsibility entails working with the Pacific Regional Department to assist in upstream efforts to promote PPPs, find potential PPP projects, originate PPP projects, and assist in the country partnership strategy and development of a country pipeline for Tonga, Tuvalu, and Vanuatu.

Project: **Philippines Advisory to DOF for Model Water CA**

Year: 2020 to 2021

Location: Manila, Philippines

Role: Team member

Main project features: Creation of a model water concession agreement for the Department of Finance.

Activities performed: Mandate origination, drafting of model water CA.

Assignment: **AP3F Capacity Building for Philippines PPP Center**

Year: 2019 to 2021

Location: Based in HQ (Manila)

Activities performed: Focal person for managing the capacity building grant provided to the Philippines PPP Center by the Asia Pacific Project Preparation Facility.

Project: **Philippines BCDA Mass Transportation Project**

Year: 2019 to 2021

Location: Manila, Philippines

Role: Team member

Main project features: Development of a greenfield mass transportation project for New Clark City through a PPP.

Activities performed: Mandate origination, project structuring.

Project: **Viet Nam Pilot Solar Auction PPP**

Year: 2019 to 2020

Location: Hanoi, Viet Nam

Role: Team member

Main project features: Development of a pilot solar auction PPP project as part of assistance to the Viet Nam Ministry of Industry and Trade (MoIT).

Activities performed: Structuring of the project, conduct of market soundings, review of consultants' work, identification of issues, coordination with various Viet Nam government agencies and other international development partners.

Project: **Philippines National ID (PhilSys)**

Year: 2019 to 2020

Location: Manila, Philippines

Role: Team member

Main project features: Development of the PhilSys Implementation Plan and selection of the private sector partners to develop the PhilSys Infrastructure through multi-component procurement (registration kits, biometric service provider, system integrator).

Activities performed: Mandate origination, selection and hiring of consultants, project structuring, review of consultants' work, identification of issues, drafting of bid documents, coordination with other government agencies and stakeholders.

Project: **Philippines New Clark City Power Distribution Infrastructure**

Year: 2018 to 2019

Location: Manila, Philippines

Role: Team member

Main project features: Development of a greenfield power distribution infrastructure for New Clark City.

Activities performed: Mandate origination, project structuring, market soundings, review of consultants' work, drafting of bidding documents and joint venture agreement, assistance in the bidding process, bid evaluation, coordination with other government agencies and stakeholders.

Project: **Philippines New Clark City Water and Wastewater Infrastructure**

Year: 2018 to 2019

Location: Manila, Philippines

Role: Team member

Main project features: Development of a greenfield water and wastewater infrastructure for New Clark City.

Activities performed: Mandate origination, project structuring, market soundings, review of consultants' work, drafting of bidding documents and joint venture agreement, assistance in the bidding process, bid evaluation, coordination with other government agencies and stakeholders.

Project: **Philippines National Broadband Plan (NBP)**

Year: 2018 to 2019

Location: Manila, Philippines

Role: Team member

Main project features: Department of Information and Communications Technology (DICT) implementation of the National Broadband Plan.

Activities performed: Mandate origination, project structuring, identification of issues, consultant recruitment.

Project: **Cebu Solid Waste Management**

Year: 2018 to 2019

Location: Cebu City, Philippines

Role: Team member

Main project features: Transaction advisory for solid waste management in Cebu City

Activities performed: Mandate origination, project structuring, conduct of market soundings, review of consultants' work, identification of issues, coordination with Cebu City officials and other government agencies and stakeholders.

Project: **Philippines LNG Terminal**

Year: 2018 to 2019

Location: Manila, Philippines

Role: Team member

Main project features: Transaction advisory for Philippine National Oil Corporation (PNOC) to develop a liquefied natural gas terminal in Batangas Bay through PPP.

Activities performed: Mandate origination, recruitment and selection of consultants, review of unsolicited proposals, project structuring.

Project: **Bangladesh LNG Terminal**

Year: 2017 to 2018

Location: Kutubdia Island, Bangladesh

Role: Team member

Main project features: Assistance to Petronet LNG (PLL) Limited in developing the project structure and supporting PLL in negotiations with the Government of Bangladesh and in obtaining government approvals.

Activities performed: Project structuring.

Project: **Philippines New Clark City National Government Administrative Center**

Year: 2017 to 2018

Location: Manila, Philippines

Role: Team member

Main project features: Greenfield development of phase 1a for New Clark City.

Activities performed: Mandate origination, review of the unsolicited proposal, review of consultants' work, assistance in negotiations, drafting of bidding documents and joint venture agreement, assistance in the bidding process, bid evaluation, coordination with other government agencies and stakeholders.

Project: **Nepal Nalsing Gad Hydropower Project (410 MW)**

Year: 2017

Location: Kathmandu, Nepal

Role: Team member

Main project features: Development of hydropower infrastructure in Jajarkot District, Nepal.

Activities performed: Mandate origination, coordination with ADB Resident Mission Office in Nepal, coordination with various Nepal ministries, and the Nalsing Gad Hydropower Project Development Committee (NHPDC).

Project: **Philippines North-South Railway Project (NSRP)**

Year: 2015 to 2016

Location: Manila, Philippines

Role: Team member

Main project features: Construction, rehabilitation, extension, operation, and maintenance of the PNR South Line to provide commuter operations and long-haul services from Tutuban to Legaspi.

Activities performed: Mandate origination, project structuring, market soundings, review of consultants' work, identification of issues, drafting of submissions to approving body, drafting of tender documents and concession agreement, coordination with other government agencies and stakeholders.

Project: **Papua New Guinea Jacksons International Airport PPP**

Year: 2016 to 2017

Location: Manila, Philippines

Role: Team member

Main project features: Development of Jacksons International Airport under a PPP.

Activities performed: Project support, assisted in the study tour of the National Airports Corporation (NAC) and other Papua New Guinea government officials.

Project: **Turkmenistan-Afghanistan-Pakistan-India (TAPI) Natural Gas Pipeline Project**

Year: 2014 to 2015

Location: Manila, Philippines

Role: Team member

Main project features: Development of the TAPI natural gas pipeline under a PPP.

Activities performed: Project support, recruitment and selection of consultant firms, review of consultant work.

Project: **Philippines Tamugan Bulk Water Supply Project**

Year: 2012 to 2014

Location: Davao City, Philippines

Role: Lead counsel for JV Angeles Construction Corporation (JVACC)

Main project features: Development of the Tamugan Bulk Water Supply Project through an unsolicited proposal.

Activities performed: Project design, drafting of an unsolicited proposal for the proponent JVACC, drafting of the JV agreement with the water district, negotiations, liaising with the Davao City Water District (DCWD).

Assignment: **Legal Consultant for Procurement and Contracts Administration**

Year: 2011 to 2012

Location: Manila, Philippines

Activities performed: Drafting and reviewing Request For Proposal (RFP) / bid documents, general contract drafting for the Office of Administrative Services of Asian Development Bank.

Project: **Philippines Public Sector Participation for Albay Electric Cooperative (ALECO)**

Year: 2013 to 2014

Location: Legazpi City, Philippines

Role: Consultant for ALECO and National Electrification Administration (NEA)

Main project features: Tender of the operations and maintenance of ALECO.

Activities performed: Assistance in choosing the best PPP option and drafting bidding documents.

Project: **Philippines Enhancing Access to Quality Early Childhood Education for Children in Poor Communities**

Year: 2012 to 2013

Location: Manila, Philippines

Role: Consultant for AGAPP Foundation, Inc. / Asian Development Bank

Main project features: Construction of 60 public pre-school buildings in cooperation with the Department of Education, and with partial grant from Japan Fund for Poverty Reduction (JFPR).

Activities performed: Preparation of bid documents, assist in the procurement process for contractors, and contract management.

Project: **Philippines Procurement for Project Monitoring and Monitoring & Evaluation (M&E) Systems**

Year: 2011 to 2012

Location: Manila, Philippines

Role: Consultant for XMG Global / Millennium Challenge Account - Philippines (MCA-P)

Main project features: Internal procurement for MCA-P.

Activities performed: Drafting Request For Proposal (RFP) / bid documents, including Service Level Agreements, following MCA-P and World Bank procurement guidelines.

Project: **Provision of On-Site Managed Services For Claims Processing for Asian Development Bank - Controller's Department (CTL) / Institutional Services Unit (CTIS)**

Year: 2012

Location: Manila, Philippines

Role: Consultant

Main project features: Internal procurement for ADB.

Activities performed: Drafting Request For Proposal (RFP) / bid documents, including Service Level Agreements, following ADB internal rules on procurement.

Project: **Philippines Privatization of the Mimosa Leisure Estates**

Year: 2009 to 2012

Location: Manila, Philippines

Role: Consultant

Main project features: Privatization of the MLE by Clark Development Corporation (CDC) through competitive bidding.

Activities performed: Preparation of bid documents and assistance in negotiations.

Project: **Camarines Sur Wind Farm Facility**

Year: 2011 to 2012

Location: Province of Camarines Sur, Philippines

Role: Consultant

Main project features: Development of a 70MW wind farm facility under a JV proposal to the Provincial Government of Camarines Sur.

Activities performed: Preparation of all bid documents and transaction documents under the NEDA JV Guidelines, including the client's unsolicited proposal.

Assignment: **Legal Consultant for Province of Isabela**

Year: 2010 to 2011

Location: Isabela Province, Philippines

Activities performed: General adviser for investment and PPP activities of the provincial government. Study of investment proposals, preparation of bid documents, review of bids, negotiations with potential investors, and study of renewable energy opportunities.

Project: **Manila Bay Reclamation**

Year: 2009 to 2010

Location: Manila, Philippines

Role: Consultant

Main project features: Reclamation proposal by San Miguel Properties, Inc. of portions of Manila Bay with authority from the Philippine Reclamation Authority and the local government units.

Activities performed: Contract design, preparation of contracts and bid documents; under the framework of the NEDA JV Guidelines; significant study and review of reclamation laws and jurisprudence.

Project: **Dumangas Bulk Water Supply Project**

Year: 2009 to 2010

Location: Manila, Philippines

Role: Consultant

Main project features: Supply of treated bulk water through a joint venture with the Water District.

Activities performed: Preparation of unsolicited proposal and other necessary bid documents under the framework of the NEDA JV Guidelines.

Project: **Diosdado Macapagal International Airport (DMIA) Project**

Year: 2008 to 2009

Location: Pampanga, Philippines

Role: Consultant

Main project features: Bid of Ayala-Changi consortium in the privatization of the DMIA .

Activities performed: Planning and contract design.

Project: **Boracay Water Supply Project**

Year: 2008 to 2009

Location: Manila, Philippines

Role: Consultant

Main project features: Proposed joint venture agreement with Philippine Tourism Authority for the water supply of Boracay Island.

Activities performed: Project structure and contract design for Manila Water Company, Inc.

Project: **Bulacan Bulk Water Supply Project**

Year: 2007 to 2008

Location: Bulacan Province, Philippines

Role: Consultant

Main project features: Supply of treated bulk water to the water districts of Bulacan under the MWSS Concession framework.

Activities performed: Contract design, preparing transaction documents, negotiations, and advocacy for Manila Water Company, Inc.

Project: **Bidding for the O&M of the Subic- Clark-Tarlac Expressway (SCTEx)**

Year: 2007 to 2008

Location: Manila, Philippines

Role: Consultant

Main project features: Third procurement and interim procurement for O&M for the SCTEx.

Activities performed: Drafting bid documents, answering legal issues raised in pre-bid conferences, and negotiations for BCDA.

Project: **2008 Manila Water Rate Rebasing**

Year: 2007

Location: Manila, Philippines

Role: Consultant

Main project features: Part of Mabuhay Capital Corporation, which acted as financial adviser for the 2008 Rate Rebasing under the MWSS concession.

Activities performed: Review the MWSS Concession Agreement, research on regulation including regulation precedents, drafting of the Rate Rebasing Report, negotiations and advocacy.