

# JULINETTE M. BAYKING

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## PROFESSIONAL SUMMARY

Transformational leader with extensive experience in transaction advisory and structuring, policy development and reforms, financial structuring, international development, partnerships and collaborations with government, private sector and development institutions. Highly experience in project origination & preparation, public private partnerships (PPP), business & market development, and program implementation. Proven track record for bringing in private sector investment, project management and deal structuring, client relationships, stakeholder management, implementation and closing of Private Sector Participation (PSP) and Public Private Partnership (PPP) projects in Asia and the Pacific. Diverse work experience includes the ability to work in various cultures and sectors particularly infrastructure with all levels of government, legislators and private sector partners. Recognized for outstanding achievement with the Presidential Award of Excellence by the World Bank Group.

**Sector(s):** Energy, Electricity, Renewable Energy, Water & Wastewater, Agriculture, Mining, Airport

**Countries:** Philippines, Mongolia, Indonesia, Myanmar, Papua New Guinea

## PROFESSIONAL EXPERIENCE

### Philippine Mining Development Corporation

Chairperson

March 05, 2026

Director

February 23,

2026

### SWITCH ON Foundation, Philippines

December 2025

President

It is newly registered, non-profit organization, incorporated with the Securities and Exchange Commission on 10 December 2025. The Foundation was established to respond to persistent challenges in the country by enabling and accelerating the deployment of appropriate, community-based solutions in off-grid and underserved areas. Acting as a catalyst to bring together local communities, technology providers, investors, and development partners to deliver sustainable access to electricity, safe water, quality education, health services, and livelihood opportunities while strengthening local systems and long-term resilience.

Independent Consultant

Present

RTI International U.S. A.

August 2025-Sept 2025

Strategic Advisor/Consultant

RTI International works at the nexus of scientific research and innovation, policymaking and locally led sustainable development, leveraging 50 years of experience implementing nearly 800 donor-funded programs in 150 countries totalling to USD \$4.2B. In Asia, we have implemented 200+ projects valued at USD \$1.1B. It has extensive experience managing large, complex, demand-driven and cross-sectoral support mechanisms. Through customized technical assistance packages that holistically address regional and country-level priorities, we support a multitude of public and private stakeholders. Our clients have included US government, Gates Foundation, World Bank, ADB, Green Climate Fund, among others.

As Strategic Advisor, I supported RTI engage with existing and potential clients like Australia's Department of Foreign Affairs and Trade, network with DFAT suppliers, establish connections with Australian Infrastructure Financing Facility for the Pacific, participated in the Australia- Pacific conferences and gave contextual insights. Represent RTI in clients' events and conferences in Asia like the Philippines and Australia, and the Pacific Islands and explore business opportunities for expansion in Asia and Pacific regions.

**Callendar, Australia  
Philippines President**

**June 2025  
September 2025**

Callendar takes an integrated approach by providing advisory, integration and development services for its clients as well as its own asset portfolio, developing the next generation of energy infrastructure — smart, sustainable, and locally rooted. Callendar aims to create integrated energy ecosystems that combine renewables, conventional fuels, energy storage, digital technologies, and community partnership. Callendar goes beyond power projects — it drives long-term impact through innovation, collaboration, and resilience.

Callendar being a newly-established company in the Philippines and in my capacity as President, I focus on business development and introducing the company in the energy market. I am also forming the core team and exploring partnerships to build a robust pipeline of transformational energy infrastructure projects not only in the country but also for the broader Asia and the Pacific regions.

**RTI International (USAID- Papua New Guinea Electrification Partnership [PEP])  
Senior Public Private Partnership (PPP) & Project Finance Advisor  
Lead, Private Sector Engagement, Papua New Guinea  
(Interim Lead for Gender, Communications and Community Engagement)**

**Dec 2020-Feb 2025**

Led the private sector engagement of the USAID- PEP five-year project with the aim of catalyzing private sector investments in the PNG energy sector with focus on renewable energy through partnerships. These strategic partnerships and relationships were forged amongst government, private sector, financial institutions and development partners (DFAT/AIFFP, ADB, WB, IFC, EU) to build viable off-grid electrification models for implementation, scaling-up and replication with the ultimate aim of attaining the sustainable development goals (SDGs) of PNG. Under this project, a Catalytic Energy Fund (CEF) was launched to leverage private sector investments and to derisk projects for the long term. Introduced a “derisked” project structure to attract private investment for the long term and create a market for financing of mini-grids. In parallel with the financing structure, I pushed for the formulation of the policy

and regulatory frameworks to encourage private sector participation in the electricity sector. Considering the daunting challenges in PNG particularly in the energy sector, I led the team of building a project pipeline, identified and shortlisted projects viable for private sector participation and explored potential funding sources and innovative financing mechanisms. Several private sector companies indicated their interests to participate in the proposed pilot project using a simplified PPP model. As PPP Lead Advisor, I explored collaboration with the PPP Center on the operationalization of the newly created entity and capacitate their team and proposed a roadmap as their guide. Initiated projects by introducing an Energy Sector Investor Guide (ESIG) to improve the investment climate and assisted a financial institution improve its access to finance. Related to that, a capital raising activity was initiated with a micro-finance women's bank to increase its solar loan portfolio and promote small and medium enterprises (SMEs) with focus on women-owned businesses. Under this PEP activity, a target of US\$200 Million of financing leveraged through innovative partnerships was expected for the delivery of projects.

**IPE Triple Line Consulting Limited United Kingdom**  
Consultant

**May-Oct 2020**

Provided advisory service to Triple Line Consulting Ltd related to "Cities and Infrastructure for Growth: Myanmar (CIGM), a major program of the Department for International Development of the United Kingdom (DFID) to improve urban development and productivity in Myanmar. Said advisory service is specific to the proposed International Finance Corporation (IFC)/CIGM Partnership as part of the CIGM Infrastructure Reform and Delivery project.

**CFP Strategic Transaction Advisors, Inc**  
Senior Energy Advisor  
Manila

**2019 - 2020**

Act as Lead Advisor of the energy/power project development team to formulate the strategy for the power supply and energy efficiency plan in the implementation of the Philippine Sangley International Airport and other energy-related investment projects.

**THE WORLD BANK GROUP, Washington DC**  
**International Finance Corporation (IFC)**

**2005-2018**

**Investment Officer, Asia Pacific (PPP) Transaction Advisory Services**  
Manila, Philippines Office  
Ulaanbaatar, Mongolia Office

**2005-2018**

Led and managed IFC transaction teams for origination, structuring and delivery of projects in various countries. Being a Team Leader, I developed and maintained relationships, secured mandates and implemented projects in the Philippines and Mongolia and supported teams in Indonesia and Myanmar. In the Philippines, led the origination and closing of 3 projects in the off-grid areas to ease fiscal burden to the government and ensuring a stable and reliable power supply and the entry of private interest in the electric distribution sector. These projects were procured through PPP and asset sale. These transactions also involved the introduction of new policy and regulatory frameworks which are now being adopted by Department of Energy and Energy Regulatory Commission. Also in the Philippines, I had extensive experience in working with both central and local governments which brought private sector

interests in power distribution and agriculture sectors. I led the Modernization of the Olongapo Electric Distribution Network with the Olongapo City government and successfully closed the project which led to the creation of the new Olongapo Electricity Distribution Company Inc, a model for a successful asset privatization of an electric distribution utility managed and operated by a local government unit. My PPP experience in various sectors, roles and locations included the agriculture sector having worked with the Philippine Department of Agriculture as Lead of the Grains Project, explored advisory work with the Philippine Economic Zone Authority, Philippine National Oil Company for natural gas infrastructure and led the team in securing a mandate with the Philippine General Hospital for the development of a cancer center. As part of IFC's regional team, I was tasked to lead the infrastructure advisory work in Mongolia for the modernization of its wastewater facilities and pushed for the use of renewable energy as part of Mongolia's generation mix. I was also a co Team leader for the Bulk Water Supply Project in Indonesia (East Java) and led the initial assessment of a proposed water supply and distribution project in one of the major cities in Indonesia. Lastly, I was also a core team member in a Myanmar power generation project (a 220 MW combined cycle natural gas) which received the World Bank President's Award for Excellence.

Developed and identified business opportunities suitable for private sector entry in assigned countries. Significantly contributed to creating new markets with focus on difficult and challenging sectors in low middle-income countries.

- Explored opportunities in Mongolia in the Infrastructure and Cities space and assessed the PPP market. Signed the first Memorandum of Understanding with the Government of Mongolia to screen a long list of projects in their Public Investment Plan and a proposed criteria for the shortlisting of projects.
- Reviewed project pipeline for candidate projects for PPP/PSP, prioritized, and assessed the bankability of shortlisted projects. As a result of this engagement, two (2) mandates were signed to undertake initial feasibility studies.
- Assessed the suitability of establishing the PPP Center or its institutionalization.
- In Indonesia, assessed the technical feasibility and financial viability of a water (supply and distribution) project. Environment & Sustainability and political risk assessments were also conducted to confirm the viability of the project.
- Conducted a high-level assessment for tuna canning project in Solomon Islands.

Established and maintained government, parliament and private sector relationships in the country location and assigned countries. Similarly, forged partnerships with government, private sector, financial institutions and development partners to align the attainment of the sustainable development goals (SDGs).

- Gained direct access to decision makers like the Prime Minister, Parliament members and identified project champions within the Cabinet to secure government's investment decision and required approvals.
- In Mongolia, explored a partnership with an international development bank (European Bank for Reconstruction & Development) to develop and implement priority projects in the government's pipeline.
- Similar partnership agreements were forged in other countries like Philippines and Indonesia to implement the government's PPP agenda and their SDGs.

**IFC PPP Transaction Advisory Services**  
Manila, Philippines Office

**2004-2005**

Led transaction teams for an advisory mandate signed with the Government of the Philippines through the Department of Energy to introduce private sector participation in power generation in the Off-Grid Areas/Small Islands to ease the fiscal burden to the government and assuring a stable and reliable power supply. As a pilot project, the regulatory framework was formulated to ensure successful implementation. Replication in selected areas resulted in three (3) successful closings with private sector investments mobilized and increased access of reliable electricity supply in the islands.

- Led and managed IFC team for the preliminary assessment of projects bankable for PPP. Initial assessment included table evaluation of available technical data and financial analysis to determine the project's bankability.
- Managed multidisciplinary team of IFC and external consultants to perform in-depth technical, regulatory and legal due diligence for selected PPP/PSP projects. Findings and recommendations were presented, accepted and influenced Client's decision.
- Packaged and marketed the project to attract private sector interests. Market sounding was conducted to assess the investment appetite of interested players. As part of buy-in, consultations with prospective investors/bidders were also done to address any concerns in the contractual terms of the project agreements.
- Conducted stakeholder risk assessment and formulated a communication plan which involved various key stakeholders from project development to implementation.

**Consultant, Lead and Energy Policy Specialist**

**2003-2004**

World Bank, ADB & USAID funded projects with the Department of Energy

- Assisted the DOE for the preparation of the Missionary Electrification Development Plan. This sets the policy framework for the implementation of the country's off-grid electrification program.
- Provided policy and planning advisory support to the DOE in sustaining its efforts to create knowledge, increase capabilities, create a better investment environment and introduce innovations in pursuing rural electrification goals and targets, and the development of institutional framework and process flow for formulation of Missionary Electrification Development Plan.
- Acted as Program Manager and Co-Chairperson to the DOE Undersecretary. Led the Rural Electrification (RE) group to develop strategies and policies for the acceleration of the offgrid electrification.

**Philippine Government Service**

**1988-2003**

**National Electrification Administration (NEA)**

Head Executive Assistant and Chief of Staff of the Administrator, Manager (Electric Cooperative Operations), Acting Corporate Secretary, Legislative Liaison Officer, Program Manager (Public Relations Office),

- Led the Technical Working Group in the drafting of the Implementing Rules and Regulations of the 2001 Electric Power Industry Reform Act of the Philippines.
- As Chief of Staff of the Administrator, all internal operational matters of the agency and the 119 electric cooperatives in the Philippines were looked after.
- Collaborated with development partners like the World Bank and Asian Development Bank.
- Involved in actively promoting the entry of private sector in the generation and distribution subsectors, and in drafting the policy and regulatory framework for the Private Sector Participation (PSP) in Power Generation in Off Grid Areas and introduced the concept of the Third Qualified Party (QTP) which is now a law.

### **Philippine Senate**

Special Assistant to the Senator

1987-1988

- Acted as Committee Secretary to the Chairman of the Senate Committee of Banks and Financial Institutions with jurisdiction in all matters relating to banks, financial institutions, government and private currencies, capital markets, mutual funds, securitizations, coinage and circulation of money.

### **MARINDUQUE MINING AND INDUSTRIAL CORPORATION**

Executive Assistant to the President

1984-1987

- Assisted the President with the day-to-day operations of the main office and coordinating with senior management and external clients in the operations and management of three (3) mining companies; the copper mine in Maricalum, nickel refinery in Nonoc Island, Surigao and Island Cement in Antipolo under the umbrella company of then Marinduque Mining and Industrial Corporation.

### **CERTIFICATIONS**

- Harvard Kennedy School Executive Education, IFC Training Program on Public Private Partnerships (PPP) in Infrastructure, Boston, Massachusetts, USA
- APMG International, PPP Certification Program, Singapore
- Certificate of International Achievement, Electric Utility Management Training Course, Washington D.C., USA
- Certificate of Completion, Executive Development Program, Ateneo de Manila-BAP Institute of Banking, Manila, Philippines

### **EDUCATION**

- Bachelor of Science in Psychology, University of San Agustin, Cum Laude

### **SELECTED TRAININGS**

- IFC Accelerated Credit Introduction & Credit Investment Overview Training

- IFC Global Business Leadership Program
- IFC PPP Project Finance-Intermediate Program
- Basics of Anti-money Laundering and Combating the Financing of Terrorism
- IFC Master classes in Power Generation & Distribution, Water & Sanitation, Airports
- IFC Environment & Social Risk Management

#### **SELECTED AWARDS**

- 2017 World Bank Group President's Award for Excellence
- 2017 International Finance Corporation (IFC) Corporate Award for Myingyan IPP(Myanmar)
- 2015 IFC Corporate Award for Myingyan IPP Transaction Advisory & IFC Performance Award
- 2006, 2007, 2008 IFC Performance Award for originations and successful closings of Off Grid Power Generation Projects
- 2010 IFC Performance Award for successful closing of the Modernization of Electric Distribution Utility



**MALACAÑAN PALACE**  
MANILA

23 February 2026

Madam:

Pursuant to the provisions of existing laws, you are hereby appointed **ACTING MEMBER, BOARD OF DIRECTORS, PHILIPPINE MINING DEVELOPMENT CORPORATION**, *vice* Sonny Y. David.

By virtue hereof, you may qualify and perform the duties of the office, furnishing the Office of the President and the Civil Service Commission with copies of your Oath of Office.



  
**FERDINAND R. MARCOS**  
President

**Ms. JULINETTE MOLAVIN BAYKING**

Through: The Acting Secretary

Department of Environment and Natural Resources

Quezon City



PBBM012099

REPUBLIKA NG PILIPINAS  
REPUBLIC OF THE PHILIPPINES

(Kagawaran ng Kapaligiran at Likas na Yaman)  
Department of Environment and Natural Resources

PANUNUMPA SA KATUNGKULAN  
OATH OF OFFICE

Ako si JULINETTE MOLAVIN BAYKING, ng ST. IGNATIUS VILLAGE,  
QUEZON CITY, na  
I, (Name of Appointee) (Address)

itinalaga bilang ACTING MEMBER, BOARD OF DIRECTORS,  
PHILIPPINE MINING DEVELOPMENT CORPORATION, ay taimtim na nanunumpa na tutuparin ko nang  
having been appointed to (Position) hereby solemnly swear, that I will faithfully discharge

buong husay at katapatan, sa abot ng aking kakayahan, ang mga katungkulang pinagtalagahan  
to the best of my ability, the duties of my present position

sa akin at sa dapat gampanan sa iba pang pagkaraan nito'y gagampanan ko sa ilalim ng  
and of all others that I may hereafter hold under the

Republika ng Pilipinas; na aking itataguyod at ipagtatangol ang Saligang Batas ng Pilipinas;  
Republic of the Philippines; to uphold and defend the Constitution,


na tunay na mananalig at tatalima ako rito; na susundin ko ang mga batas at mga kautusang  
that I will bear true faith and allegiance to the same; that I will obey the laws, legal orders, and

legal, at mga dekreto ng pinairal ng mga sadyang itinakdang maykapangyarihan ng Republika  
decrees promulgated by the duly constituted authorities of the Republic

ng Pilipinas; at kusa kong babalikatin ang pananagutang ito nang walang ano mang pasubali  
of the Philippines; and that I impose this obligation upon myself voluntarily, without mental reservation

o hangaring umiwas.  
or purpose of evasion.

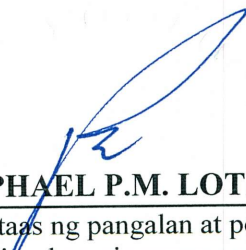
KASIHAN NAWA AKO NG DIYOS.  
SO HELP ME GOD.

  
JULINETTE M. BAYKING

(Lagda sa itaas ng pangalan ng hinirang)

Government ID: Passport  
Numero ng ID: P6052986B  
Araw ng Pagkakaloob: January 7, 2021

Nilagdaan at pinanumpa sa harap ko ngayong ika 26 ng PEBRERO, 2026 sa  
Quezon City, Pilipinas.

  
RAPHAEL P.M. LOTILLA  
(Lagda sa itaas ng pangalan at posisyon ng  
opisyal na pinanumpa)