

Call for Proposal
Port Decarbonization: Efficiency and Profitability
Blended Finance Vehicle

1. Purpose

The Catalytic Finance Foundation (Catalytic') is a blended finance incubator, technical assistance provider, and catalytic investor dedicated to accelerating the design and deployment of innovative finance solutions for sustainable infrastructure. Its track record includes the creation of funds such as the [Subnational Climate Fund](#) (USD 750M), [GAIA Climate Loan Fund](#) (USD 1.5BN), and the [Global Fund for Coral Reefs](#) (USD 500M).

Under the Catalytic Cities program, funded by Bloomberg Philanthropies, Catalytic is advancing the development of a blended finance vehicle to support port efficiency and profitability through decarbonization activities (the 'Vehicle') by offering funding and grant-based technical assistance to eligible projects.

This Call for Proposal seeks to **identify an investment management partner - or a consortium that includes a suitable investment management partner - to define, structure, and manage the equity and debt blended finance component of the Vehicle**. An Appendix containing sensitive information on the vehicle, including a preliminary term-sheet and pipeline can be shared upon request.

2. Background

Shipping emits over 1 billion tons of CO₂ annually¹—on par with Germany—and port pollution alone contributes to 250,000 premature deaths and 6.4 million cases of childhood asthma each year.² With 85% of port emissions coming from tankers and containerships,³ ports are both a major source of pollution and a prime target for climate action.

As global trade grows 2.9% annually,⁴ ports must modernize to stay competitive. Decarbonizing port infrastructure is not only urgent, but also a smart investment. It enhances operational efficiency, aligns with tightening regulations like IMO's new carbon pricing scheme,⁵ and positions ports as future-ready assets.

Today's ports are complex "mini cities" with vast clean energy potential across logistics, shipping, manufacturing, and heavy industry. Deploying proven technologies—like shore power, electrified cargo handling, and renewable energy systems—can cut millions of tons of CO₂ while boosting financial returns.

Ports are low-risk, high-impact investments with strong counterparties and stable demand. But unlocking their potential requires a coordinated, tech-driven approach backed by long-term capital

¹ IMO (2020). Fourth Greenhouse Gas Study.

² Sofiev, M., Winebrake, J.J., Johansson, L. et al (2018). Cleaner fuels for ships provide public health benefits with climate tradeoffs.

³ Merk, O (2014). OECD Discussion Paper No.2014-10: Shipping Emissions in Ports.

⁴ [Great Powers, Geopolitics, and Global Trade | BCG](#) (2025)

⁵ The IMO recently approved a \$100-380 per ton levy on carbon emissions from shipping effective from 2028.

and public-private collaboration. The opportunity is clear—and Catalytic’s blended finance platform is designed to seize it.

3. The Project

The Port Decarbonization: Efficiency and Profitability Platform (the ‘Vehicle’) is expected to consist of a Funding and a Technical Assistance (TA) component. The Funding Vehicle is composed of two sources of capital, following a blended approach:

- **Concessional:** Concessional terms designated for eligible geographies, mostly emerging and developing economies. Concessionality will be based on the rating of the underlying projects, which will be reviewed and agreed during the Investment Committee process. The lower the underlying rating, the higher the level of debt concessionality. Please refer to Appendix III for further details.
- **Commercial:** To be raised from the private sector, institutional investors, impact investors, DFIs, MDBs, and others.

Moreover, a grant-based Technical Assistance component (TA Facility) will be available to support pipeline sourcing and project preparation. Catalytic has started fundraising for this and the concessional tranche for the Funding Vehicle from key counterparties, mostly governments, trust funds, and other concessional financiers.

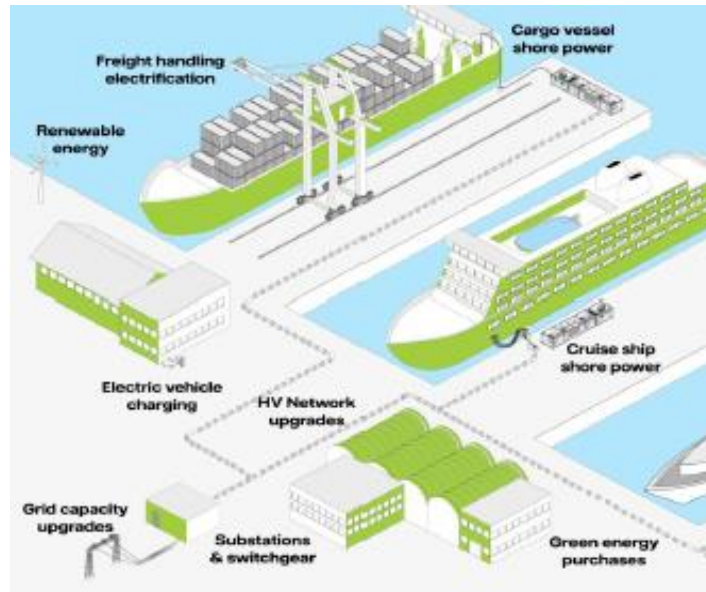
Having completed much of the initial feasibility work (including pipeline) and commenced fundraising for concessional financing, Catalytic is not equipped to deploy the funding capital and manage the various investments to be made by the Vehicle due to its non-profit status. **Catalytic is thus seeking investment management partner(s) to manage the Vehicle and participate in commercial capital fundraising. The preliminary term sheet will be shared directly with interested parties.**

3.1 Investable Solutions

Catalytic has identified high-impact, scalable solutions to boost port efficiency and cut emissions. Investment manager candidates are encouraged to propose additional innovations. Key focus areas include:

- **Renewable Energy Hubs:** Deploy solar, wind, and other renewables to power port operations and vessels, cutting energy costs and creating potential revenue from grid feed-in. Our survey of over 150 ports and terminal operators showed a substantial need for more clean energy for a wide variety of applications (including those listed below).
- **Shore Power & Alternative Fuels:** Enable ships to plug into shore-based electricity or barge-mounted power to reduce emissions at berth; develop infrastructure for green ammonia and hydrogen bunkering.
- **Decarbonized Equipment:** Switch cranes, vehicles, and cargo-handling systems to electric, especially with on-site renewable generation, for lower emissions and costs. Lower-emission propane or hydrogen electric may also be considered.

- **Smart Port Technologies and Energy Efficiency:** Enhance operational efficiency including through digital platforms and data tools to streamline operations, enhance performance, and reduce carbon output across the logistics chain.



3.2 Impact

The Vehicle aims to reduce **1.5 million tons of CO₂ per port per year**, while improving air quality and advancing gender equity through targeted action plans. A robust Monitoring, Reporting & Verification (MRV) framework using satellites and on-the-ground sensors will track emissions and health impacts. ESG risks will be managed through rigorous due diligence aligned with international standards.

3.3 Entry Barriers

The Vehicle aims to address the five main barriers impeding further investments in decarbonization technologies in ports:

- High upfront CAPEX costs
- Unclear Value Benefits due to the large upfront investment and long payback period
- Lack of Supporting Infrastructure such as renewable energy sources, charging stations or fueling stations for clean hydrogen and biofuels
- Inadequate knowledge on the design, implementation, and management of green infrastructure projects
- Long-Term Capital of over 10 years necessary for investments in renewable energy

3.4 Implementation

The Vehicle will flexibly deploy capital across the capital stack—equity, debt, JVs, equipment leasing, and direct loans—maximizing returns and impact. Concessionality will be tailored to project risk, with allocations decided by the Investment Committee. A potential process consists in defining concessional facility based on loan rating with a negative correlation (the riskier is the loan, the higher is the concessional facility allocation) (See Appendix III).

Catalytic's role, to be finalized with the selected asset manager, may include project sourcing, managing a \$50M TA Facility, and linking TA with investments. The TA Facility will support:

- High-impact project sourcing. See Appendix IV for already identified projects.
- Sustainability strategy development: Technical support to develop master planning for sustainability strategies including KPIs, baseline, targets, measurements and trajectory
- Stakeholder engagement via networks like C40 Cities
- Creation of a new MRV system and SDG impact metrics

The objective of the Vehicle is to finance high-impact port decarbonization projects that deliver strong returns and lasting environmental and social benefits.

4. Eligibility

4.1 Partners

Highly credible partners (the Partners) – Amazon and Lloyd's Registry Maritime Decarbonization Hub —have expressed a tentative interest in the Port Decarbonization, Efficiency, and Profitability Blended Finance Vehicle and would be part of the selection committee alongside independent advisors. Please note that this is an early indication of interest, and involvement at this stage does not imply any future investment commitment.

4.2 Candidate Profile

Candidates must be registered investment managers in the US, Europe, or equivalent jurisdictions, with:

- ✓ Proven experience in private assets (e.g., infrastructure, private credit, project or asset-backed finance)
- ✓ Commitment to climate or environmental finance
- ✓ Strong interest in industrial sectors, especially port infrastructure
- ✓ A track record in long-term, patient capital deployment
- ✓ Willingness to collaborate with governments, local authorities, and private stakeholders
- ✓ Experience in blended finance is a strong plus

Proposals will be evaluated on:

- **Firm overview:** ownership, licenses, AUM, strategy, performance, and anticipated changes (12 months)
- **ESG and impact approach:** policies, practices, and integration into investment decisions
- **Risk and operations:** compliance, tech stack, and risk management framework
- **Team:** key personnel and relevant biographies
- **Financial commitment:** proposed “skin in the game”
- **Book of work:** outlining fee structure, investment strategy, risk/impact policies, concessional/commercial terms, allocation rules of the concessional funding, and collaboration with Catalytic on the TA Facility

5. Application Process

5.1 Submission: Phase I

Interested qualified parties should submit (Proposal 1):

1. **Motivation**
2. **Firm overview** – Capabilities, competitive edge, commitment, and any limitations.
3. **Scope of Work** - High-level outline of:
 - Current port finance landscape and gaps
 - Input on Catalytic's preliminary findings
 - If applicable, suggestions for refining the vehicle's focus (e.g. geography, project types)
4. **Vehicle Design** - Proposed financial structure, funding sources, revenue model, and governance setup (e.g. underwriting, risk policies, reporting), operational modalities such as due diligence process, grant-making, and concessional capital allocation.
5. **Operational Tools** - Tools and methodologies for MRV, and key performance indicators for impact.
6. **Implementation Roadmap** - Timeline, stakeholder engagement, and a standard model for port decarbonization finance.

Include a list of proposed deliverables with estimated timelines. Submissions will be reviewed by the Selection Committee. Selected applicants will move to Phase II.

5.2 Submission: Phase II

In Phase II, selected candidates will submit a more detailed version of the scope of work above. Two workshops with stakeholders will be held to refine proposals; a third can be scheduled if needed.

6. Timeline

Duration and timeline of the review and selection process

Catalytic will lead the review and selection process with the support of the Partners. Catalytic will also appoint external reputable experts in finance and investments as senior advisors for the review and selection process.

A Selection Committee will be formed to oversee the selection process. The high-level Selection Committee will be chaired by Catalytic and composed of two Catalytic representatives, one representative from Amazon, one representative from Lloyds Registry Maritime Decarbonization Hub and independent advisors.

The submission of Proposal 1 should be completed by **20th June**. Phase 2 should start by the end of June for the Selected Parties and lead to a Proposal 2 submission by **12th September**.

Proposals should be sent to secretariat@catalyticfinance.org with the subject line ‘Port Efficiency CfP Submission’.

The review, the selection and the due diligence processes will be completed before 8th October.

Phase I					
Launch of the RFP	Q&A sessions #1	Proposal Submission 1	Proposal 1 Review	Selection Committee Meeting	Update to candidates on selection process
14 May	Week of 2 nd June	20 th June	23 rd June - 4 th July	Week of 7 th July	11 th July
Phase II					
Distribution of Process Letter to selected parties	Q&A sessions	Workshops #1 on book of work	Workshops #2 on book of work	Proposal Submissions 2	
11 th July	Week of 14 th July	Week of 21 st July	Week of 25 th August	12 th September	
Phase II (Cont'd)					
Proposal 2 Review	Candidates Presentation to the Selection Committee		Selection Committee Meeting	Information of candidates on selection process	
15 th September to 3 rd October	Week of 22 nd September in New York		Week of 29 th September	8 th October	

Phase III (tentative)				
Kick Off of joint work on Vehicle's book of work	Book of Work's validation	Validation of legal documentation	1 st Call for Capital	Communication (Press Release & Interview)
13 th October	Every 2 weeks from November 1 st	15 th December	30 th December	Week of 5 th January 2026