Interreg CENTRAL EUROPE

Co-funded by the European Union

GRETA

D.1.4.5

Capacity building strategy for innovative green urban logistics in Central Europe

Version 1

09 2025

GRETA Website

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Deliverable revision			
Version	**Date**	**Changes**	**Author (Organization)**
0	09/05/2025	Template and ToC draft	Alice Benini and Fahad Anwar (ITL)

GRETA Project

0.1	20/05/2025	Template and ToC review	Mate Lenart (BKK), Philip Michalk (THWi), Riccardo Maratini and Luca Simone (OE)
0.2	22/05/2025	Template and ToC review	Katja Hanžič (UM)
0.3	18/06/2025	First contribution	Alice Benini (ITL)
0.4	05/07/2025	Second contribution	Alice Benini (ITL)
0.5	06/07/2025	Second contribution	Fahad Anwar (ITL)
0.6	16/07/2025	First draft	Fahad Anwar/Alice Benini (ITL)
0.7	09/09/2025	Second draft	Fahad Anwar (ITL)

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More information about GRETA can be found on https://www.interreg-central.eu/greta/

1. The GRETA project

GRETA project aims to decarbonize the last mile delivery in Functional Urban Areas (FUAs) in Central Europe (CE) and create liveable and accessible cities for all by 2030. The project seeks to implement joint sustainable solutions in CE FUAs using zero-emission vehicles and cargo bikes and reorganize urban spaces with curb management. The pilot actions in the cities of Maribor, Reggio Emilia, Verona, Poznan, and Budapest (with Berlin FUA as an observer) have the potential to quickly deploy as pop-up measures in combination with existing measures. GRETA provides capacity-building activities, strategies, action plans, and tools for public authorities, enterprises, and relevant organizations to ensure financial, environmental, and social sustainability beyond the project's lifetime.

Last-mile delivery generates negative impacts, including emissions, noise, and congestion. Due to the Covid-19 crisis, global parcel distribution volume almost doubled, further adding inefficiencies in the peripheral areas. GRETA's FUAs recognise the problems that generate pollution, nuisance, noise, and congestion and jointed recognized three main problems: the lack of use of green zero-emission last-mile vehicles, conflicts between freight and public vehicles, and the lack of knowledge and strategies for a flexible and shared use of the curb and public space. Despite having SUMPs/SULPs, FUAs struggle to activate fitting measures while keeping their centres attractive and alive for residents and tourists.

GRETA addresses the common challenges of all CE FUAs by creating the conditions to promote ZE logistics through the use of micro-hubs, cargo bikes, light e-vehicles, and curb management strategies. Additionally, the project also focuses on paving the way to innovative concepts such as regional collaborative logistics, physical internet, and freight curb management. GRETA facilitates the dialogue towards the acceptance of a business and governance as a service model, where cities must equip themselves with a network of innovative services to guarantee seamless experiences for their users and a mobility plan considering different functions and priorities of the services.

GRETA's objective is to support the urban mobility transition in CE FUAs by jointly developing solutions and strategies with a huge potential for decarbonization of the last mile in line with the Green Deal and the Urban Mobility Package, abating congestion, pollution, and nuisance. The project's success relies on capitalizing on previous experiences, exploiting synergies with ongoing initiatives, testing innovative pilots, improving competences and knowledge among PPs and stakeholders.

2. Executive summary

Deliverable 1.4.5 outlines a comprehensive capacity building strategy designed to strengthen the ability of local authorities, logistics companies, and urban stakeholders across Central Europe to implement and sustain low-emission urban logistics solutions. Aligned with the overarching goals of the **GRETA project**, the strategy seeks to empower local and regional stakeholders to embrace innovative, sustainable, and inclusive logistics practices that contribute to the creation of liveable and accessible cities by 2030.

The strategy has the objectives of **Enhancing institutional capacity** by delivering targeted training and knowledge transfer on sustainable last-mile delivery systems, **Promoting zero-emission logistics**, including cargo bikes and electric vehicles, to reduce greenhouse gas emissions and improve urban air quality, And **Facilitating peer learning and cross-border knowledge exchange** among cities and Functional Urban Areas (FUAs) in Central Europe, leveraging structured reviews, mentoring, and collaborative learning activities.

The conceptual framework of the strategy emphasizes that capacity building extends beyond individual training. It encompasses organizational development, policy integration, and long-term stakeholder engagement. The approach strengthens both technical capabilities and institutional frameworks (including governance, cross-sector coordination, and regulatory support). Recognizing the diversity of local contexts, the strategy promotes co-creation, adaptability, and peer-to-peer exchange, ensuring that solutions are tailored, inclusive, and scalable.

Key elements of the capacity building strategy include:

- **Knowledge transfer and training** to equip stakeholders with technical know-how.
- **Peer learning and best practice exchange** to leverage collective experiences across cities.
- **Learning through pilot actions**, enabling stakeholders to apply knowledge in real-world contexts.
- **Institutional strengthening**, building governance and regulatory capacity for sustainable logistics.
- **Capacity empowerment**, ensuring stakeholders can lead and sustain initiatives independently.
- **Long-term partnerships**, fostering collaboration that continues beyond the project timeline.

By integrating these elements, it combines education, innovation, and collaboration to ensure that the GRETA project's impact endures well into the future, driving progress toward sustainable and resilient urban logistics and public spaces.

3. Introduction

This deliverable presents the Capacity Building Strategy developed within the GRETA project. It outlines a comprehensive set of actions and tools designed to empower local institutions, logistics stakeholders, and city administrations to implement innovative, low-carbon last-mile solutions. The strategy focuses on promoting the use of zero-emission vehicles, including cargo bikes, and rethinking urban space through curbside management and spatial reorganization.

Fed by all the activities carried out in WP1 (and from pilots in WP2), this capacity building strategy aims to contribute to the take up of knowledge created within GRETA project. This deliverable will map all capacity building activities which are also sustainable beyond GRETA. Linked to Output1.3 *Capacity building strategy for innovative green urban logistics in Central Europe*.

To ensure long-term impact and uptake beyond the project's timeline, GRETA focuses on capacity-building as a central component, targeting public authorities, enterprises, and other relevant stakeholders. This deliverable defines the strategic framework for enhancing skills, knowledge, and institutional readiness necessary for implementing and sustaining innovative green logistics solutions. The document also details the goals, key elements, and expected outcomes of the strategy, including peer learning, digital empowerment, institutional strengthening, and the establishment of long-term partnerships. Together, these components provide a foundation for ensuring sustainability of green urban logistics in Central Europe.

To achieve these goals, the strategy integrates multiple components, including:

- **Trainings and capacity-building courses** to enhance knowledge and technical skills;
- **Peer reviews and exchanges** to foster learning between cities and stakeholders;
- **Digital tools** to support planning, monitoring, and decision-making;
- **Long-term partnerships** to ensure sustained collaboration and impact;
- **Institutional strengthening** to improve governance frameworks.

This document serves as a roadmap for local authorities and service providers to implement practical, replicable measures that contribute to a greener, more inclusive last mile delivery in the context of urban logistics.

3.1. Objectives

The objective of this deliverable is to strengthen the capacities of local authorities, logistics companies, and urban stakeholders to implement and sustain low-emission urban logistics solutions in various cities and FUAs across Central Europe also beyond the project timeline. Aligned with the overarching goals of the GRETA project, this strategy aims to empower local and regional stakeholders to adopt innovative, sustainable, and inclusive urban logistics practices that contribute to the creation of liveable and accessible cities by 2030.

Specifically, the objectives of this deliverable are to:

- **Enhance institutional capacity** at the local and regional level by providing targeted training and knowledge transfer on sustainable last-mile delivery systems.
- **Promote the uptake of zero-emission vehicles** and cargo bikes as viable alternatives for last-mile delivery, reducing greenhouse gas emissions and improving air quality.
- **Support the reorganization of urban public space** through curbside management strategies that prioritize sustainable logistics, active mobility, and public accessibility.

- **Facilitate peer learning and cross-border knowledge exchange** among cities and FUAs in Central Europe through structured reviews, mentoring, and collaborative learning activities.

Through these objectives, the deliverable aims to create a robust foundation for systemic change in urban logistics across Central Europe.

3.2. Concept

Within the context of the GRETA project, the capacity building strategy serves as a guiding framework to equip Functional Urban Areas (FUAs) in Central Europe with the knowledge, skills, institutional support, and collaborative tools needed to implement and sustain innovative green last-mile delivery solutions.

The concept builds on the understanding that capacity building is not limited to training of individuals, but it also consists of organizational development, policy integration, and long-term stakeholder engagement. It focuses on strengthening both technical capabilities (e.g., planning zero-emission logistics, deploying digital tools, rethinking curbside use) and institutional frameworks (e.g., governance structures, cross-sector coordination, regulatory support). It recognizes the diversity of local contexts across Central Europe and promotes co-creation, peer-to-peer learning, and adaptability. By combining education, experience sharing, and strategic tools, the strategy fosters local ownership, encourages behavioural change, and lays the foundation for a resilient and replicable transition toward sustainable urban logistics.

Key capacity building elements include peer-learning and exchange of best practices, institutional strengthening, digital empowerment, and the creation of long-term collaborative partnerships. The elements together form an integrated model to drive and sustain innovation beyond the project lifetime.

4. Strategy for the capacity building

4.1. Framework

The framework of the GRETA Capacity Building Strategy provides a structured, scalable, and action-oriented model to support the decarbonization of last-mile logistics in Central European Functional Urban Areas (FUAs).

The framework is built around six interconnected pillars: trainings and courses, peer reviews, institutional strengthening, digital tools, long-term partnerships, and cross-regional exchanges. These elements are implemented in a modular and flexible structure, allowing FUAs to tailor interventions based on local needs, resource availability, and maturity levels in green logistics planning.

The framework emphasizes collaborative learning and iterative improvement. It encourages cities and stakeholders to not only absorb knowledge, but also to reflect on their practices, share experiences, and co-develop context-specific solutions. Key enablers such as stakeholder engagement, policy alignment, and data-informed decision-making are embedded throughout the framework to ensure coherence with broader urban mobility and climate strategies.

4.2. Goals

The capacity building strategy supports the replication and scalability of pilot actions from Maribor, Reggio Emilia, Verona, Poznan, and Budapest across other CE FUAs through targeted knowledge transfer and training mechanisms. The primary goal of this deliverable is to provide a comprehensive Capacity Building Strategy that empowers Central European cities to implement sustainable last-mile logistics solutions effectively and inclusively. It aims to build technical expertise, strengthen institutional readiness, and foster long-term cooperation among urban stakeholders. By doing so, it supports local administrations and logistics actors in shifting toward zero-emission, people-friendly delivery systems that enhance urban liveability and environmental performance.

To achieve this, the strategy sets out the following **specific goals**:

- **Develop training modules** on zero-emission logistics, cargo bike deployment, curbside management, and digital planning tools, to be delivered to **municipal staff and logistics professionals** across Central Europe.
- **Establish a peer-learning network** among FUAs that enables **biannual knowledge exchanges**, site visits, and mentoring programs between pilot and replication cities.
- **Produce a practical toolkit** with step-by-step guidelines, business models, and regulatory recommendations to support cities in designing and implementing low-emission logistics zones.
- **Strengthen cooperation between public authorities and logistics actors** through multi-stakeholder workshops and living labs.
- **Facilitate long-term impact monitoring** by creating a shared evaluation framework for environmental and social benefits (e.g., CO_2 reduction, improved public space use, and equity of access).

This deliverable is fully aligned with the overarching goals of the GRETA project, which seeks to decarbonize last-mile delivery in Functional Urban Areas (FUAs) across Central Europe and create more accessible, climate-neutral, and resilient cities by 2030. Through its focus on capacity development, this strategy ensures that innovative logistics solutions such as the deployment of cargo bikes, curbside management, and digital planning tools are not only piloted but also sustained and scaled over time.

The deliverable also supports key EU priorities, particularly those outlined in the European Green Deal, the Urban Mobility Framework, and the Sustainable and Smart Mobility Strategy. It contributes to EU objectives of reducing transport-related emissions by 90% by 2040 with a view towards a decarbonised European economy by 2050[1].

[1] https://www.eea.europa.eu/en/topics/in-depth/transport-and-mobility

5. Key Elements of a Capacity Building Strategy

The GRETA Capacity Building Strategy is structured around six key elements that collectively enable Functional Urban Areas (FUAs) in Central Europe to adopt and scale sustainable last-mile logistics solutions. These elements are designed to address both technical and institutional challenges by equipping stakeholders with the necessary knowledge, tools, and networks.

5.1. Knowledge Transfer & Training

One of the core pillars of the GRETA **Capacity Building Strategy is Deliverable 1.4.1 – Coordination and Development of Training Courses**, which plays a central role in shaping the project's knowledge transfer efforts. This deliverable defines the overall training path by identifying key topics and learning needs based on the capacity gaps of Functional Urban Areas (FUAs) across Central Europe. The resulting courses will support **both public and private stakeholders** in understanding, adopting, and implementing green urban logistics solutions.

The training component will be delivered through a series of modules, quizzes and interactive sessions developed with the Member Press tool provided by project partner OE and hosted in the OPEN ENLoCC website. These courses will focus on practical applications of GRETA's solutions, with the goal of accelerating adoption in diverse local contexts. The training offer is open and inclusive, targeting not only project partners, associated institutions, and public authorities, but also SMEs, logistics providers, last-mile operators, and business sector representatives.

Draft courses catalogue:

Currently under development and subject to refinement until the **finalization of Deliverable 1.4.1 in March 2026 (end of Period 6),** adopts a modular and adaptable structure. The content is differentiated by target audience type, recognizing the specific priorities of public authorities and private logistics actors:

- **Public Authorities:** Modules focus on urban governance, sustainable logistics policy, regulatory frameworks, planning tools, and performance monitoring.
- **Private Operators:** Modules focus on operational innovation, green technologies, cost-efficiency, and market integration of sustainable delivery methods.

Each course is designed to be scalable, replicable, and customizable for different urban contexts across Central Europe. The preliminary list of training topics include:

Curbside Management:

- Overview and pilot-based applications from Budapest and Verona.

Freight Quality Partnerships (FQPs):

- Introduction to collaborative freight planning and stakeholder engagement models.

Microhubs:

- General concept and applications in GRETA pilot in Reggio Emilia, Poznan and Maribor.
- Cargo Bike Hub Set-Up: Based on best practice from Berlin.
- Green building certifications using BREEAM and LEED standards *(Private operators only)*.

Vehicles:

- Guidelines for Procurement: Step-by-step guide for purchasing Battery Electric Vehicles (BEVs), including demand estimation, battery capacity, and costs.

- Comparative analysis of BEVs and Fuel Cell Electric Vehicles (*Private operators only*).

Systems:

- Transport data collection methods using existing datasets (*Public authorities only*).
- KPI development for measuring sustainable urban logistics performance.

Innovative ICT Solutions and approaches:

- ICT Solutions
- Cargo hitching.
- Collaborative logistics.

GRETA Pills:

- Concise knowledge pieces summarizing lessons and insights from GRETA's pilot actions.

ID	Name of course	Target audience	Modules	
			Public authorities	**Private operators**
1	Curbside management	Public authoroties/Private operators	• Curb management- Overview	• Curb management- Overview
2	FQP	Public authorities/Private operators	• FQP- Overview	• FQP- Overview
3	Microhub	Public authorities/Private operators	• Microhub - Overview • Microhub - Cargobike hub set-up	• Microhub - Overview • Microhub - Cargobike hub set-up • Microhub - Buildings' green certifications
4	Vehicles	Public authorities/Private operators	• Vehicles - Guidelines for the purchasing process	• Vehicles - BEV and FCEV comparative analysis • Vehicles - Guidelines for the purchasing process
5	Systems	Public authorities/Private operators	• Systems - Transport data collection	• Systems - KPIs measurement

			• Systems - KPIs measurement	
6	Innovative ICT solutions and approaches	Public authorities/Private operators	• ICT solutions • Cargo hitching • Collaborative logistics	• ICT solutions • Cargo hitching • Collaborative logistic

Table 1:Overview of the training module

The course will also share the knowledge about other courses developed by other platforms like ALICE European Technology Platform (ETP) and EIT Urban Mobility.

ALICE ETP: The European Technology Platform ALICE is set up to develop a comprehensive industry lead strategy for research, innovation and market deployment of logistics and supply chain management in Europe. ALICE supports, assists and advises the European Commission in the implementation of the EU Programs for research: Horizon 2020 and Horizon Europe which is a perfect framework for collaborative innovation realization. ALICE is based on the recognition of the need for an overarching view on logistics and supply chain planning and control, in which shippers and logistics service providers closely collaborate to reach efficient logistics and supply chain operations. ALICE engages with all different kind of stakeholders operating in the logistics sector[2].

ALICE Knowledge Platform gathers extensive resources on innovation in the logistics sector. It provides visibility to main deliverables, outcomes and implementation cases of EU funded R&I projects. It also includes contact details of project partners and experts working in those projects. The Knowledge Platform provides information on funding opportunities, innovative companies, and a library with relevant papers and reports such as the resources from the International Physical Internet Conference[3].

An Innovation Marketplace has been developed to link innovation seekers willing to solve a problem and R&I projects outcomes owners that can provide a solution and with experts who can unpack the problem and develop solutions.

EIT URBAN MOBILITY: Founded in 2019 as an initiative of the European Institute of Innovation and Technology (EIT), a body of the European Union, EIT Urban Mobility is committed to accelerating the transition to sustainable mobility. It aims to accelerate the sustainable urban mobility transition by providing established businesses, startups, universities, research institutes and the public sector with access to markets, talent, funding and knowledge.

EIT Urban Mobility offers various **courses** and educational programs focused on urban logistics and sustainable urban mobility, including online courses, master's programs, and training programs. These programs cover topics like city logistics, digitalization, future mobility trends, and sustainable urban mobility plans[4].

EIT Urban Mobility **training programs** are used to develop expertise in urban mobility. These include:

- **Master's programs[5]:** The EIT Urban Mobility Master School, in cooperation with leading European universities, industry and cities; offers students the unique opportunity to gain an accredited education while building their professional networks and taking part in a truly international experience.

[2] Alliance for Logistics Innovation through Collaboration in Europe: https://www.etp-logistics.eu/

[3] Alliance for Logistics Innovation through Collaboration in Europe: https://www.etp-logistics.eu/knowledge-platform/

[4] EIT Urban Mobility: https://www.eiturbanmobility.eu/what-we-offer/education-and-training/

[5] EIT Urban Mobility: https://www.eiturbanmobility.eu/what-we-offer/education-and-training/masters-programmes/

- **Summer and winter schools**[6]**:** The EIT Urban Mobility Summer and Winter Schools help students at different levels to transform urban mobility with innovation and entrepreneurship. With different schools designed for master and bachelor level learners, our Summer and Winter schools share a common mission: to empower the next generation of leaders in urban mobility with the knowledge, skills and mindset to drive positive change.
- **Doctoral training**[7]**:** The EIT Urban Mobility Doctoral Training Network is a collective of universities, academics, and PhD candidates that seeks to promote innovation and entrepreneurship in the field of urban mobility based on the knowledge triangle (education, research, and business).For doctoral candidates, the programme provides an extensive qualification programme on innovation and entrepreneurship, a platform for exchange on their individual research, and networking opportunities with practitioners and senior researchers.
- **professional development opportunities**[8]**:** EIT Urban Mobility's Urban Mobility Explained (UMX) helps professionals develop their skills and improve their knowledge in all areas related to urban mobility. Previously known as the Competence Hub, UMX leverages EIT Urban Mobility's unique and growing network of prestigious experts to build relevant, trustworthy, and impact-oriented courses, methodologies, and learning communities.

The programs focus on topics like sustainable urban mobility transitions, smart mobility data science, business engineering, and more.

5.2. Peer-learning & Best Practice Exchange

To improve the capacity building on low-emission urban logistics solutions contributing to more liveable urban city centers and FUAs, an important activity is the peer-learning and the best practice exchange at transnational and local level. GRETA aims to do this through two main measures:

1. The **Peer Review Activity** developed within WP2 specifically in *D2.3.7 Peer review workshops on pilot actions* by OPEN ENLoCC. These workshops are key enablers of the transnational approach bringing together different local-level pilots (FUAs) carried out in different CE countries even without territorial contiguity and direct operational bindings. It stimulates the exchange of ideas and knowledge about (shared) problems, as well as solutions to be applied, thus helping:
    a. identifying appropriate approaches and innovative solutions while minimising risks connected to testing and (timely) delivery of results;
    b. generalising conclusions on such FUA-specific topics as microhubs and curb management thus facilitating the replication of the experience in the wider context of CE cities and FUAs.

    It paves the way to further steps/capitalisations/replication and generalisation towards the addressed FUAs/regional dimensions, as well as in other contexts in the transnational dimension.

    A more detailed explanation of the methodology and the results will be included in the final version of D2.3.7 that is expected to be ready by November 2025 together with the end of the pilot activities implementation, data collection and analysis. This methodology has been developed and tested within the project but can be applied to other contexts also beyond the project.
2. **Transnational study visits to pilot cities:** partners who implemented the solutions demonstrated their willingness to transfer and exchange the acquired knowledge with other FUAs through also the organization of targeted transnational study visits hosted at their pilot sites. These site visits offer

[6] EIT Urban Mobility: https://www.eiturbanmobility.eu/summer-winter-schools/
[7] EIT Urban Mobility: https://www.eiturbanmobility.eu/what-we-offer/education-and-training/doctoral-training-programme/
[8] EIT Urban Mobility: https://www.eiturbanmobility.eu/professional-training/

participating stakeholders a unique opportunity to observe the implemented solutions and engage directly with the pilot leaders and other involved actors. Such interactions allow for in-depth discussions about the practical aspects of implementation, including encountered challenges, success factors, lessons learned, and replicability potential. The organization of the site visits will be agreed after the project with each FUA according to their budget, logistical capacity and the availability of relevant stakeholders. Participation is not limited to FUAs from different countries; it also extends to those within the same country or region where GRETA solutions have been piloted. Additionally, visiting FUAs, if interested and if they have valuable experiences or practices to showcase, are encouraged to host study visits in their own territories. This mutual exchange fosters a collaborative learning environment and strengthens the network of FUAs committed to sustainable urban logistics transformation.

5.3. Pilot actions:

The GRETA pilot actions demonstrate practical, city-level solutions that strengthen local capacity in sustainable urban logistics. They provide hands-on learning, technical expertise, and transferable models for replication across Central Europe.**Micro-hub, e-cargo bikes and innovative governance model (Reggio Emilia pilot):**

1. **Capacity Building Contribution:**

- Demonstrates operational and regulatory feasibility of micro-hubs and e-cargo bike logistics.
- Builds technical knowledge among local staff, logistics operators, and planners regarding vehicle integration, routing, and hub siting.
- Serves as a transferable case for replication via training materials, workshops, or site visits.

2. Micro consolidation centre served by green and zero-emission vehicles (Maribor pilot):

Capacity Building Contribution:

- Builds capacity in logistics optimisation, including fleet management and load consolidation techniques.
- Provides practical experience in designing and operating green logistics infrastructure.
- Generates operational data that supports evidence-based policy development and replication.

3. Transhipment hub for last mile delivery (Poznan pilot):

Capacity Building Contribution:

- Enables municipalities and logistics actors to develop operational protocols and spatial planning strategies.
- Facilitates training on stakeholder coordination, licensing, and hub integration into urban freight strategies.
- Supports broader replication through the documentation of lessons learned and performance metrics.

4. Curb management framework for regulations and accessibility (Verona pilot):

Capacity Building Contribution:

- Builds institutional knowledge on urban freight regulation, including dynamic zoning and delivery time windows.
- Encourages capacity development in legal and administrative coordination across departments (mobility, planning, enforcement).
- Helps municipalities understand and respond to accessibility trade-offs in curbside use.

5. Curb management to differentiate road usage and optimise space (Budapest pilot):

Capacity Building Contribution:

- Trains city officials in urban design and traffic engineering for flexible curb allocation (e.g., delivery, pickup, parking, pedestrian).
- Supports skills development in data collection and spatial analysis to evaluate usage patterns.
- Builds capacity for community engagement, as residents and businesses are involved in reimagining public space.

5.4. Institutional Strengthening

Institutional strengthening is a key pillar for achieving sustainable and efficient urban freight systems. Within the GRETA project, several strategic measures have been designed to build the capacity of public authorities, foster effective collaboration with stakeholders, and support the integration of green logistics into urban mobility frameworks.

This chapter outlines three key measures implemented to enhance institutional capacity:

1. **Establishment of local task forces within FQPs developed by GRETA FUAs** composed of municipal authorities, logistics operators, and stakeholders to co-design sustainable urban logistics action plans.

   The GRETA project developed a methodology on how to create and establish a Freight Quality Partnership (FQP) capitalizing the methodology developed in SULPiTER project[9] and adding GRETA Step-by-step instructions on FQP establishment and operations *(D2.2.1 Methodology for the creation of a FQP and FQP establishment*).

   The FQP is a partnership between local authorities, local communities, the freight industry, the private sector, environmental groups, and other stakeholders. The goal is to develop an agreement related to freight transport issues, as well as try to find solutions to many problems that concern this field. In fact, a FQP is effective if it allows to achieve concrete results.

   The FQP allows stakeholders to work together to fulfil a common strategy, minimising oppositions and arguments and maximising collaborations to obtain benefits as much as possible. There are a lot of advantages, for example FQPs permit authorities to become aware of problems about freight transport and distribution. They also promote dialogue between all the groups involved to understand all the different points of view. In this way there is an exchange of knowledge, information and ideas.

[9] SULPiTER Interreg Central project: https://programme2014-20.interreg-central.eu/Content.Node/SULPiTER.html

Benefits related to the desired outcomes are environmental (fewer vehicle emissions and noise), economic (cost reduction and economic growth) and societal (more safety, improved access to goods).

The establishment of local task forces within FQPs are one of the most impactful measures that can be implemented in GRETA FUAs and in other similar contexts aiming to empower public authorities in identifying effective solutions for a greener and more sustainable urban freight. This is essential for keeping city centres and the broader FUA attractive and vibrant for both residents and tourists. These local task forces may be coordinated by a public institution or by neutral third-party entity and should involve all relevant stakeholders according to the identified objectives.

Starting from issues and problems related to Urban Freight Transport, all the potential partners can identify the objectives of their FQP. To get an overview of the situation, each FUA can organize exploratory meetings where it is possible to gather ideas and obtain a first commitment from the stakeholders.

The objectives should be as S.M.A.R.T. as possible: Specific, Measurable, Achievable, Realistic and Timed. They have to be defined at the beginning of the process, but they often need to be reviewed as the Partnership develops.

2. **Governance support**: specific training for public decision-makers on integrating green logistics solutions into SUMP (Sustainable Urban Mobility Plans) and urban planning tools.

   As illustrated in *D1.4.2 Jointly developed capacity building for CE FUAs policy makers* (within chapter 4.1 of this document), it is important to set up ad hoc training sessions for policy makers focused on the integration of green logistics solutions into SUMP and urban planning tools. These training courses will be performed through OPEN ENLoCC Learning Management tool in order to increase the competences and stimulate the discussion on possible solutions that can advance the debate on sustainable and efficient urban freight transport and exploring how urban logistics can be integrated into broader urban planning alongside passenger mobility.

3. **Drafting of a strategy to harmonize urban logistics regulations** at the transnational level across Central Europe.

   The strategy aims to influence the urban agenda of the European Commission on urban logistics, in the medium and long term in line with the Green Deal and Urban mobility package objectives. The strategy will also make a step forward to define how a better curb and public space management (parkings, bus stops, loading and unloading spots) and the use of micro-hubs in logistics, can make Central Europe greener. The strategy will be developed as an output and a deliverable of GRETA project by March 2026: *O3.1/D3.3.6 Boosting Urban Logistics: Improving Curb Management and Micro-Hubs for Cargo Bikes in Central Europe*.

5.5. Digital Tools & Capacity Empowerment

Important aspect of capacity empowerment within the strategy is the use of digital tools that enhance accessibility, knowledge retention, and self-assessment capabilities. The Learning Management Tool, hosted on the OPEN ENLoCC website, will provide a structured platform for continuous training, offering modular courses, resources, and interactive materials tailored to sustainable last-mile logistics.

The GRETA Transferability Platform will also serve as a practical decision-support tool for public authorities. By enabling self-assessment of their current logistics frameworks and readiness levels, it will guide cities and Functional Urban Areas in identifying opportunities, challenges, and tailored pathways for adopting and transferring innovative last-mile delivery solutions.

5.6. Building Long-term Partnerships

Building strong and lasting partnerships is a key element of the GRETA project's capacity building strategy. In the context of innovative and sustainable urban logistics, long-term collaboration among diverse stakeholders—public authorities, private sector actors, research institutions, and civil society—is essential for ensuring continuity, maximizing impact, and enabling the replication of successful practices across Central Europe.

This chapter explores the different forms of strategic cooperation fostered by GRETA to support innovation in green urban logistics. These include the establishment of a transnational network among Functional Urban Areas (FUAs), the activation of a Permanent Working Group with external projects to promote ongoing synergy and shared learning, and the reinforcement of both Public-Private Partnerships (PPPs) and Freight Quality Partnerships (FQPs). Each of these initiatives serves a specific role in strengthening collaborative frameworks, aligning goals, and ensuring that the knowledge and solutions developed within the project remain impactful well beyond its conclusion.

- **Establishment of the GRETA transnational network** among relevant stakeholders from the GRETA FUAs for future exchanges and cooperation beyond the project's lifetime, including the selection of new funding opportunities. In order to further capitalize this cooperation, this transnational network can profit and, in case, further spread also thanks to the networking activities carried out by OPEN ENLoCC. Among the possible beneficial usages of this network, the share of the knowledge materials developed within GRETA project is worth mentioning here. The transnational network will be developed through the signature of an agreement that will represent the *Deliverable 3.3.7 GRETA Transnational Network*.
- **Permanent Working Group (PWG) with external projects:** The Permanent Working Group with external projects is a core activity of the GRETA project that fosters productive collaboration with other ongoing initiatives, enabling the joint utilization of results and best practices. To this end, a series of workshops has been realised and planned within the project to facilitate continuous synergy exchange with similar projects and to leverage existing knowledge. Synergies have been activated with EU-funded projects and beyond (e.g. H2020, Horizon Europe and other INTERREG projects). This activity has the main objective to generate collaborative opportunities, including joint workshops, events, and publications also after project closure. The last workshop, that will take place in January/February 2026, will be on capacity building strategies and measures. It will be also the occasion to invite all project representatives who participated in previous workshops and to set dates for future periodical sessions, also after the project closure (March 2026) to maintain and sustain the Permanent Working Group.

- **Public-Private Partnerships (PPPs):** Public-Private Partnerships are contractual agreements in which private companies support the delivery and financing of public services, to finance, design, build, operate, and/or maintain infrastructure or services that are traditionally provided by the public sector. The establishment of Public-Private Partnerships is fundamental for the development and implementation of sustainable urban logistics solutions. It allows to generate innovative ideas and testing pilot solutions aimed at decarbonising the logistics sector. Such collaborative approaches enable the alignment of public policies and private investments, helping create urban freight systems that are more environmentally friendly and better able to cope with future challenges. In GRETA project, Łukasiewicz – Poznań Institute of Technology (L-PIT) established a Public-Private Partnership with GLS, the logistics operator. L-PIT is part of the Łukasiewicz Research Network, a public, state-owned R&D organization in Poland. This because GLS is one of the operators in Poznan city center so its cooperation could be very useful and effective for the pilot successful implementation and its transferability and replication to other cities and other minor Logistics Service Providers. As a result of the cooperation with GLS, it was agreed that the project would utilize GLS infrastructure, specifically their cargo bikes, and follow GLS established processes. This approach significantly reduced the cost of external services that L-PIT might otherwise need for the development of the pilot. In addition, since the pilot was based on an actual, complex and high-volume process, a huge amount of data characterising the logistics processes (including, among others, the last mile delivery routes) was collected during the pilot.
- **Freight Quality Partnerships (FQPs):** The Freight Quality Partnership is a partnership that brings together local authorities, community groups, the freight and private sectors, environmental organizations, and other relevant stakeholders. Its main aim is to reach a shared understanding on freight transport issues and work collaboratively to identify practical solutions. An FQP is truly effective when it leads to tangible, real-world outcomes. It concentrates on enhancing the efficiency and effectiveness of freight transport, usually through collaborative efforts on targeted projects or initiatives, not with long-term contractual agreements. Regions, like Functional Urban Areas, each have their own specific context and needs. Based on past experience, it's clear that they need to define their own goals and determine the most suitable approach for managing a partnership. Naturally, these goals tend to evolve over time, as they are shaped by the priorities of the partners involved. At the same time, the type of partners required will also depend on the goals the partnership aims to achieve. As anticipated before, in sub-chapter 4.3, the GRETA project developed a methodology on the creation and establishment of a Freight Quality Partnership (FQP) built upon the methodology designed in the SULPiTER project. It enhanced the original framework by introducing GRETA's own step-by-step guidelines for establishing and operating an FQP, as outlined in Deliverable 2.2.1Maribor has already launched a FQP as part of the European SULPiTER project and re-activated it within GRETA project. On October 3, 2024, the Municipality of Maribor and the University of Maribor (both partners of GRETA project) organized the first FQP meeting focused on the city's pedestrian area. During the meeting, data collected on delivery trends over the summer of 2024 was presented. The group includes representatives from business associations, logistics operators, and regional development agencies. It has proposed solutions such as micro-consolidation centers, locker networks, and zero-emission delivery zones. Moreover, the SULPiTER project had already included Maribor since 2016 among the seven European pilot cities (Budapest, Maribor, Brescia, Poznań, Bologna, Stuttgart, Rijeka) to test FQPs as a co-design tool between public administrations and urban logistics operators. Moreover, the SULPiTER project had already included Maribor since 2016 among the seven European pilot cities (Budapest, Maribor, Brescia, Poznań, Bologna, Stuttgart, Rijeka) to test FQPs as a co-design tool between public administrations and urban logistics operators. In GRETA project also Verona and Reggio Emilia are developing and testing the FQP in their cities.

Strategic Element	Specific Goal
Knowledge transfer and Training	Develop standardised training modules on zero-emission logistics, cargo bike deployment, curbside management, and digital planning tools
Peer-to-Peer Learning	Facilitate transnational peer reviews and workshops to share solutions, reduce risks, and generalize conclusions on topics like micro-hubs and curb management.Organise targeted study visits to pilot cities, enabling stakeholders to directly observe solutions, discuss challenges, and assess replicability.Strengthen collaborative networks among FUAs to foster mutual learning, continuous knowledge exchange, and wider adoption of low-emission logistics practices.
Pilot actions	Build technical, institutional, and governance capacity among municipalities, logistics operators, and planners. Generate transferable knowledge, operational data, and best practices to support replication and policy integration.
Institutional strengthening	Establish local task forces within FQPs to co-design sustainable urban logistics action plans and empower public authorities in decision-making.Provide targeted training for policymakers to integrate green logistics solutions into SUMPs and urban planning frameworks.Develop a transnational strategy to harmonize urban logistics regulations, advancing curb management, micro-hubs, and alignment with EU Green Deal objectives.
Digital tools and Capacity empowerment	Produce a toolkit with guidelines, business models, and regulatory recommendations.
Long term partnerships	Establish and sustain a transnational network and Permanent Working Group to ensure continuous knowledge exchange, synergies, and cooperation beyond the GRETA project's lifetime. Strengthen Public-Private Partnerships (PPPs) and Freight Quality Partnerships (FQPs) to co-design, test, and implement innovative, sustainable urban logistics solutions. Align diverse stakeholders' efforts to maximize impact, foster replication of successful practices, and secure future funding opportunities for green logistics initiatives.

Table 2: Capacity Building Strategy – Elements & Goals Matrix

6. Conclusions

The capacity building strategy represents a critical step toward embedding sustainable urban logistics within broader mobility and planning frameworks. By equipping local authorities, logistics companies, and stakeholders with the skills, tools, and institutional support necessary to adopt innovative solutions, the strategy ensures that sustainable last-mile delivery systems are not treated as stand-alone pilots, but rather as integral components of long-term urban development. This integration strengthens governance structures, enhances cross-sector collaboration, and supports the alignment of urban logistics with climate, mobility, and accessibility goals.

A key outcome of this deliverable is the creation of transferable models that can be adapted by other cities and Functional Urban Areas (FUAs) across Central Europe. Through peer learning, structured reviews, and cross-border collaboration, the strategy establishes mechanisms for knowledge exchange and replication. These models enable cities of varying sizes and capacities to draw from shared experiences while tailoring solutions to their local contexts.

Increased institutional capacity and the availability of adaptable, proven models position the GRETA project as a catalyst for scalable change in sustainable logistics. By combining education, organizational strengthening, and long-term partnerships, this deliverable tries to help for a resilient transition that extends beyond the project's timeline, offering Central European cities a roadmap to more liveable, sustainable, FUAs having low-emission urban environments.

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