



DB Rail Academy

by DB Engineering & Consulting GmbH

Feasibility Study **Establishing a Regional Centre of Railway Excellence for the Western Balkans**

Deliverable 2/Task 2: Roadmap

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1. Project Overview and Key Insights

1.1 Project Background and Objectives

The Western Balkan Region is committed to aligning their transport sector with the European Union by integrating into the TEN-T comprehensive and core networks and harmonizing with the relevant EU acquis. In the context of EU accession and regional cooperation, railway transport has emerged as a key sector requiring coordinated action to meet European standards and ensure interoperability.

A major challenge identified by stakeholders in the region is the shortage of skilled professionals in the railway sector. This was prominently highlighted during the Rail Excellence Summit in 2023, held in Pristina and Doboj. Regional stakeholders underscored the need for structured and modernized training as well as education aligned with EU norms. In response, the concept of a Regional Railway Centre of Excellence was developed to support personal development, knowledge transfer and technological innovation.

To support this vision, the Transport Community commissioned DB Rail Academy to conduct a feasibility study. Building on DB's expertise in developing railway training academies globally, the goal of the study was to explore three scenarios for establishing such a Centre and to develop a clear roadmap for its implementation.

1.2 Methodology and Approach

The development of this Roadmap for the Regional Centre of Railway Excellence builds upon the comprehensive scenario analysis conducted by DB Rail Academy as the first part of the Feasibility Study. This analysis aimed to provide a structured analysis of the legal, technical, economic and operational conditions across the Western Balkans, identify core training needs and present different implementation scenarios. The project followed a robust and multi-layered methodology consisting of **seven work packages** and a strong focus on **stakeholder engagement**.

Central to the methodology was an extensive engagement process with over 30 key stakeholders from the region. These included representatives from railway undertakings, infrastructure managers, ministries, regulatory authorities, universities, vocational institutions and EU-based as well as international railway experts. Through structured interviews, surveys and in-person meetings, the project team gathered insights into the current and future skill needs in the railway sector, national strategies for transport modernization and workforce development, existing gaps in training programs and the willingness and capacity of stakeholders to cooperate on a regional level.

Building on the outputs of all work packages, the project team developed **three scenarios** for establishing the Centre, each reflecting a different level of ambition, investment and structural independence.

Following the development and assessment of the scenarios and based on feedback received from regional stakeholders, Transport Community opted for a phased approach, starting with Scenario 1 (a Regional Coordination Unit with a Network of Universities) and aiming towards the gradual implementation of Scenario 3 (a fully independent Regional Railway Academy). In alignment with this decision the project team developed this **implementation roadmap**. It outlines concrete step and milestones required to operationalize the chosen path, ensuring a pragmatic, inclusive and sustainable approach to establishing the Regional Centre of Railway Excellence.

1.3 Findings from the Analysis and Scenario Development

The analysis and scenario development phase provided several key insights that form the strategic foundation for the roadmap. These insights were drawn from stakeholder consultations, expert interviews, comparative analysis and desk research.

Firstly, there is a widely acknowledged skills gap in the railway sector, particularly in areas related to EU regulatory implementation, cross-border operations and digital transformation. This shortage affects all levels of the workforce, from technicians and engineers to managers and regulatory staff.

Secondly, the training landscape across the region is fragmented, with limited availability of modern, practice-oriented railway training programs. While some universities and vocational schools offer relevant courses, the overall training capacity remains insufficient and alignment with EU standards varies significantly.

Thirdly, there is strong political and institutional support for regional cooperation, as demonstrated by the active participation of stakeholders in the study and the high level of interest expressed during workshops and surveys. Stakeholders emphasized the need for a neutral, well-branded institution that can serve the entire region and foster peer learning and knowledge exchange.

Fourthly, while some regions such as Serbia, Bosnia and Herzegovina and North Macedonia have relatively advanced technical training infrastructure, the overall availability of modern equipment (such as simulators and laboratories) is limited. This underlines the need for a central institution capable of providing high-quality, hands-on training.

Finally, the economic analysis showed that cost efficiency and funding sustainability will be critical to the Centre's long-term success. Broader financial support, both from national budgets and international donors, will be necessary, especially in the initial implementation phase.

2. Roadmap for Establishing the Regional Railway Centre of Excellence

2.1 Selected Scenario and Strategic Rationale

Based on the findings of the feasibility study and the stakeholder consultations conducted across the region, the preferred development path for the Regional Railway Centre of Excellence is a phased approach that begins with Scenario 1: A Regional Coordination Unit with a Network of Universities and gradually transitions into Scenario 3: A Regional Railway Academy as capacities, funding and institutional readiness evolve.

Rationale for Scenario 1

Scenario 1 offers a low-risk, low-cost entry point for regional cooperation on railway training. It establishes a central coordination unit embedded within a regional institution, responsible for designing and organizing short-term training programs. These trainings are to be delivered in cooperation with a network of regional universities, vocational schools and EU-based partners, leveraging existing infrastructure and human capital.

This approach enables:

- **Quick implementation:** Programs can be launched in the short term, providing immediate benefits and signalling political commitment.
- **Cost-efficiency:** Utilizes existing facilities and online platforms, reducing capital investment needs.
- **Flexibility:** Trainings can be adapted to target audiences, such as managers, regulators, and technical experts, with a focus on EU standards and modernization topics.
- **Regional ownership and cooperation:** Promotes collaboration among institutions without centralizing resources or decision-making prematurely.

However, Scenario 1 has clear limitations in terms of scope, visibility and long-term institutional strength. It does not allow for full-scale vocational training or formal certification and offers limited capacity to address the systemic skill gaps in the sector.

Vision for Transitioning to Scenario 3

Scenario 3 envisions the creation of a dedicated, independent Regional Railway Academy with its own premises, technical infrastructure (e.g., simulators, workshops) and a comprehensive portfolio of vocational and academic programs. It allows the Centre to become a recognized regional brand, attract international support, and deliver certified education and training aligned with EU standards.

The transition from Scenario 1 to Scenario 3 is a strategic evolution that ensures:

- **Sustainability:** A permanent institution can secure long-term funding and integrate into national and regional training systems.
- **Depth and breadth:** Offers both initial vocational education (up to 2 years) and continuous professional development for diverse railway professions.
- **Increased attractiveness:** A modern, well-equipped academy enhances the appeal of railway careers to young professionals in the region.

This transition requires careful planning, stakeholder alignment and substantial investment, but it offers the most transformative potential for the region's railway workforce.

The selected approach reflects a balanced strategy: delivering short-term, tangible results while building the foundation for a long-term institutional transformation. This **gradual development path** enables the region to build capacity, demonstrate value, and foster political support, laying the groundwork for an Academy that is both regionally owned and internationally respected.

2.2 Phases of Implementation

The implementation of the Regional Centre of Railway Excellence is structured into four successive phases over a four-year period. This step-by-step approach ensures a stable build-up of capacities, partnerships and programs, allowing for continuous evaluation and adjustment throughout the process. The following figure visualizes the timeline and focus areas of each phase:

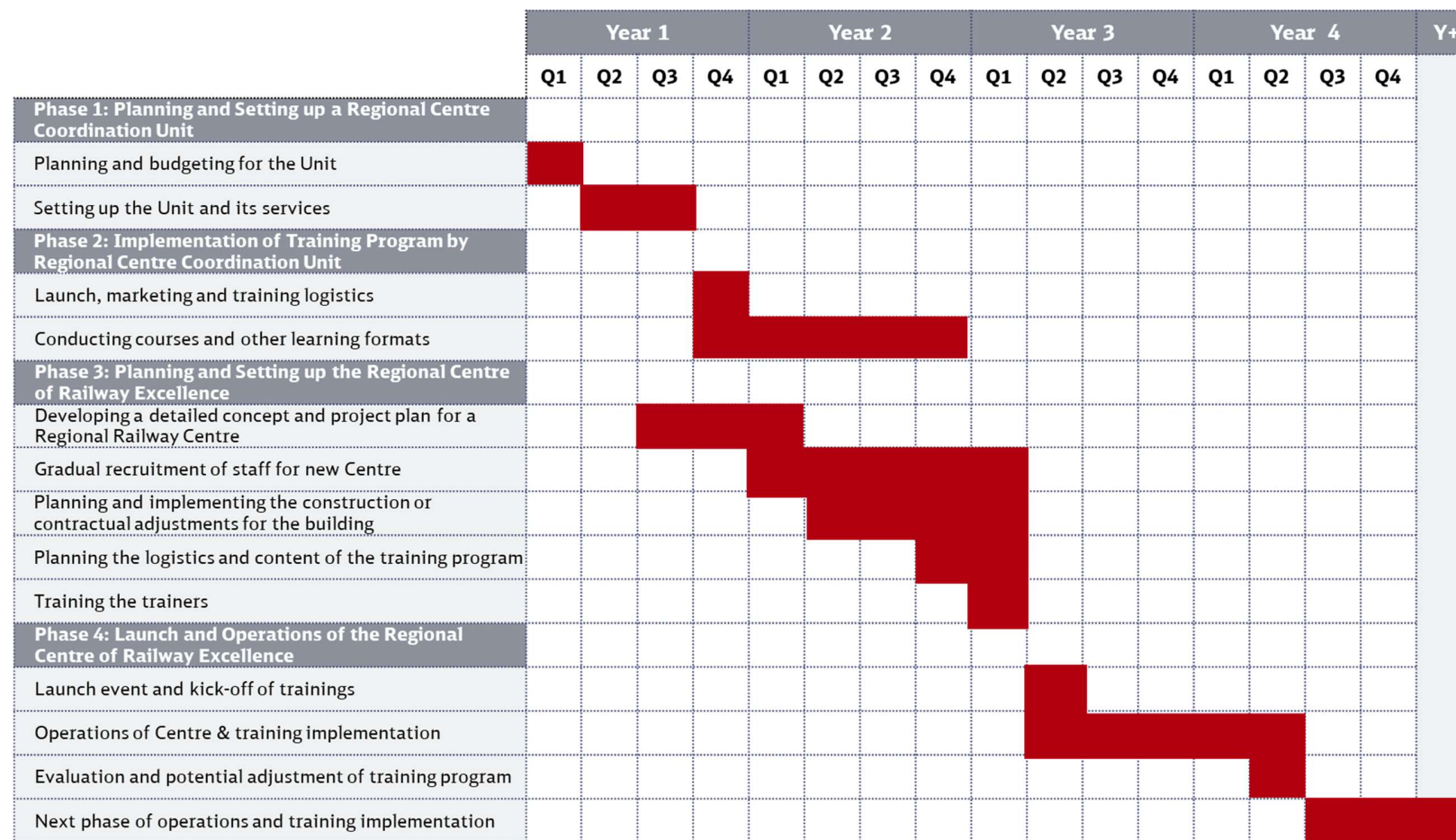


Figure 1: Phases of Implementation

2.3 Detailed Roadmap towards a Regional Centre of Railway Excellence

Shortterm (Year 1- Year 3)

Timeline	Milestones	Activities	Responsibility
Phase 1: Planning and Setting Up a Regional Centre Coordination Unit for Training Provision (Scenario 1)			
Year 1, Quarter 1	Planning and Budgeting for the Unit	<ul style="list-style-type: none"> Planning the role, structure, tasks and services of the unit for the coming 1-3 years (operational and financial planning) Aligning with relevant regional stakeholders on plans for the Coordination Unit Deciding on hosting arrangements of coordination unit after considering different options for hosting (by which region, by which local or regional institution) Confirming the budget for the unit Exploring funding options, e.g. through the EU, applying for funding as feasible Planning the personnel: Competency profiles and recruitment process 	TC Secretariate Support by international partners such as DB Rail Academy
Year 1, Quarter 2 – Quarter 3	Setting up the Unit and its Services	<ul style="list-style-type: none"> Hiring and onboarding of 2-3 training experts to coordinate training programs and to conduct trainings Confirming funding options and business model for the Regional Centre Planning the content of the trainings: Conducting a survey among railway undertakings on most relevant services Confirming the topics of the trainings 	Training Coordination Unit Support by international

		<ul style="list-style-type: none"> • Setting up a network of regional universities and schools in to host trainings on local level and to contribute to the content • Aligning with relevant partners such as DB Rail Academy and ERA on potential contributions to the training program • Establishing a network of trainers in the region for the different topics and languages as feasible • Commissioning of curricula development of selected courses and of training provision as needed 	partners such as DB Rail Academy
Phase 2: Implementation of Training Program by Regional Centre Coordination Unit for Training Provision			
Year 1, Quarter 4	Launch, Marketing and Training Logistics	<ul style="list-style-type: none"> • Launch event of the coordination unit and the training program: Physical event at hosting organization with political and railway partners • Promotion of training program to all key stakeholders like HR departments of railway companies, technical schools, universities, student associations (during launch event, online marketing, individual meetings, possibly presenting at regional fairs, conferences etc.) • Registration and logistics planning for the trainings, including confirming all logistics with partner universities and schools as relevant 	Training Coordination Unit
Year 1, Quarter 4 – Year 2 <i>Throughout the year</i>	Conducting courses and other learning formats	<ul style="list-style-type: none"> • Conducting one regular training course per quarter on EU regulations, e.g. TSI & Safety Management Systems. These regular trainings are held at one of the local university partners in cooperation with international partners such as DB Rail Academy and ERA (possibly using their trainers and training materials and in different local languages as relevant) 	Training Coordination Unit Support by international partners such as DB

		<ul style="list-style-type: none"> • Providing options for peer exchange: Organizing networking meetings and events for universities, railway operators, suppliers on new technologies etc. • Arranging a study tour once a year to one EU or other country for railway related site visits • Supporting universities to modernize and upgrade their degree programs and modules 	Rail Academy and ERA
In parallel: Phase 3: Planning and Setting up the Regional Centre of Railway Excellence (Scenario 3)			
Year 1, Quarter 3 – Year 2, Quarter 1	Developing a detailed concept and project plan for a Regional Railway Centre (Scenario 3)	<ul style="list-style-type: none"> • Conducting a Training Needs Analysis (TNA) • Based on the TNA, developing the training requirements, including scope of training program (short and long-term courses, vocational training, upskilling, selection of technical and soft skills trainings) and the required infrastructure and functional requirements for the building • Confirm the process for selection of city/ place/venue for the future Centre. This could be done through an open competition where the different stakeholders in the region can apply to host the future Centre • Based on decision, following up on national requirements on establishing training center mainly regulated by rulebooks (Rooms, staff etc.) • Market research on relevant buildings or decision to build something new in the selected city • Developing a strategic plan for the Centre including KPIs & objectives, organizational model etc. • Drafting a business model for the future Centre including potential revenue streams and funding requirements • Researching and applying for funding options 	<p>Training Coordination Unit</p> <p>Support by international partners such as DB Rail Academy</p>

		<ul style="list-style-type: none"> Confirmation with stakeholders on final concept, financial model and venue 	
From Year 2, Q1	Gradual Recruitment of staff for new Centre	<ul style="list-style-type: none"> Developing detailed organizational structure including how to build up the organization Creating task descriptions, job-descriptions, competency profiles and recruitment plan Gradual recruitment of the team: Recruitment and selection processes 	Training Coordination Unit
Year 2, Q 2 – Year 3, Q1 <i>6-month construction phase if existing building is used; longer if new build required.</i>	Planning and implementing the construction or contractual adjustments for the building	<ul style="list-style-type: none"> Commissioning of design and construction company to either build or adjust the selected building Planning the building including classrooms, technical workshops, potential event areas as well as potential outside training areas based on the functional requirements Duration of construction phase depends on whether building to be fully newly built or existing building can be utilized. If newly built possible 1.5-2 years construction period, if adjusted possibly 6 months Planning and procurement of interior furniture Planning and procurement of machineries and tools for the workshops 	Training Coordination Unit with the new Centre Team Support by international partners such as DB Rail Academy
Year 2, Q4 – Year 3, Q1	Planning the logistics and content of the training program	<ul style="list-style-type: none"> Planning and establishing the processes for the Centre administration and facility management Drafting a detailed training strategy and plan all courses Confirming the planned training strategy with all stakeholders Commissioning the development of curriculum Assessing the options for certifications and mutual recognition of certificates of the new Centre 	New Centre Team Support by international partners such as DB Rail Academy

Year 3, Q1	Training of Trainers	<ul style="list-style-type: none"> Assessing the existing trainer pool (examining the teachers, trainers and instructors used in Phase 1&2/ Scenario 1 in terms of their professional and didactical competencies) Selection of new trainers Training the Trainer Program: Focus on teaching methodology/Pedagogical-didactic approaches, development of technical training content based on planned courses and planned equipment 	<p>New Centre Team</p> <p>Support by international partners such as DB Rail Academy</p>
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Table 1: Shortterm Roadmap (Year 1 - Year 3)

Mid- to Longterm (from Year 3)

Timeline	Milestones	Activities	Responsibility
Phase 4: Launch and Operations of the Regional Centre of Railway Excellence			
Year 3, Q2	Launch Event and Kick-off of Trainings	<ul style="list-style-type: none"> Launch event of the Centre with all regional political and railway partners as well as EU partners and potential other funding partners to show commitment and alignment and highlight relevance as Centre of Excellence serving the whole region Promotion of Training Program to all stakeholders (during launch event, online marketing, individual meetings, possibly presenting at regional fairs, conferences etc) Official signing of Memoranda of Understanding (MoUs) with partner institutions (technical universities, training centers, railway companies) Presentation of the Centre as a flagship regional hub for railway innovation, skills development and transformation of rail Publishing of a training catalogue with course outlines, schedules, registration processes and contact points 	New Centre Team
Year 3, Q2	Operations of Centre and Training Implementation	<ul style="list-style-type: none"> Registration and logistics planning for the trainings, including confirming all logistics with partner universities and schools Potential cooperation with international partners in managing the Centre (Shadow Operations, Secondment model) 	New Centre Team, Support by international partners
Year 4, Q2	Evaluation and potential Expansion of	<ul style="list-style-type: none"> Evaluation of first 12 months: Monitoring of key performance indicators (KPIs): participant numbers, course completion rates, satisfaction levels. Qualitative evaluation: interviews and feedback 	New Centre Team

	training program	<p>from trainees, instructors and employers. Benchmarking: comparison with best practices from other centres</p> <ul style="list-style-type: none"> • Comprehensive annual report to donors 	
Year 4 and following	Next Phase of Operations and Training Implementation	<ul style="list-style-type: none"> • Ongoing operations of the Centre • Securing multi-year funding agreements with railway operators and institutional donors • Integration of the Centre's programs into national qualifications frameworks and recognition systems • Certification and accreditation of the Centre (e.g., ISO 21001 for educational organizations, ERA recognition) • New modules on digital railway systems, ETCS, sustainable logistics etc. • Train-the-Trainer programs to ensure long-term capacity building in the region 	New Centre Team

Table 2: Mid- to Longterm Roadmap (from Year 3)

2.4 Stakeholder Engagement Throughout the Roadmap Implementation

Effective stakeholder engagement is crucial for the successful establishment and sustainable operation of the Regional Centre of Railway Excellence. Throughout the implementation phases outlined in this roadmap, it is essential to actively involve and coordinate with a diverse group of stakeholders who have a direct or indirect interest and influence in the project.

Key Stakeholders to Engage:

- **Regional Authorities and Ministries:** Including transport ministries and regulatory bodies from the Western Balkan region to ensure alignment with national policies and regulations.
- **Railway Infrastructure Managers and Operators:** As primary beneficiaries and users of the training programs, their involvement ensures the relevance and practicality of the training content.
- **Educational Institutions:** Universities and vocational schools involved in hosting trainings and contributing to curriculum development.
- **European Union Institutions:** Especially for potential co-funding opportunities beyond the regular technical cooperation funds, as well as for alignment with EU railway policies and standards.
- **European Union Agency for Railways (ERA):** For guidance on regulatory frameworks and quality standards in training and certification.
- **International Training Partners such as DB Rail Academy:** To leverage expertise, curricula and trainer networks from established railway training institutions.

Stakeholder involvement should be structured and tailored to each phase of the roadmap. The following outlines the key stakeholder engagement tasks for each implementation phase.

1. Phase: Planning and Setting Up the Regional Centre Coordination Unit

- Facilitate workshops and meetings with regional authorities and transport ministries to align on unit roles and budget.
- Survey railway operators to identify training needs and priorities.
- Build partnerships with universities and vocational schools for hosting / curriculum input.
- Engage EU bodies and international partners for funding and technical guidance.

2. Phase: Implementation of Training Programs

- Organize a launch event with key political, railway and education stakeholders.
- Promote training programs to railway companies, schools and universities.
- Conduct regular trainings, networking events and study tours involving stakeholders.
- Gather continuous feedback from participants and partners to improve offerings.

3. Phase: Planning and Setting up the Regional Centre of Railway Excellence

- Form a stakeholder advisory board for strategic guidance and oversight.
- Conduct a comprehensive Training Needs Analysis with all key partners.
- Run an open and transparent site selection process involving regional stakeholders.
- Collaborate on the Centre's concept, business model and accreditation plans with EU and international partners.

To manage this effectively, it is highly recommended to develop a detailed stakeholder matrix, segmented by phase, which maps each stakeholder's roles, interests, influence and engagement activities. This matrix will support targeted communication strategies and ensure timely involvement of all relevant parties.

2.5 Strategic Vision for the Regional Centre of Railway Excellence

As part of the implementation roadmap for the Regional Centre of Railway Excellence, the strategic vision is reflected in a comprehensive framework that integrates key operational and development functions. Figure 2 illustrates how these functions are structured to support core value creation in four areas: system know-how, professional skills, knowledge exchange and innovation platform. By fostering close collaboration with ministries, railway authorities, operators, universities, technical schools, suppliers and the European Union, the Centre aims to become a central hub for advancing the railway sector through excellence in training and strategic capacity building. As part of this, it will offer an innovation platform that enables interdisciplinary cooperation and knowledge transfer, driving modernization, regional competitiveness and long-term sectoral transformation.

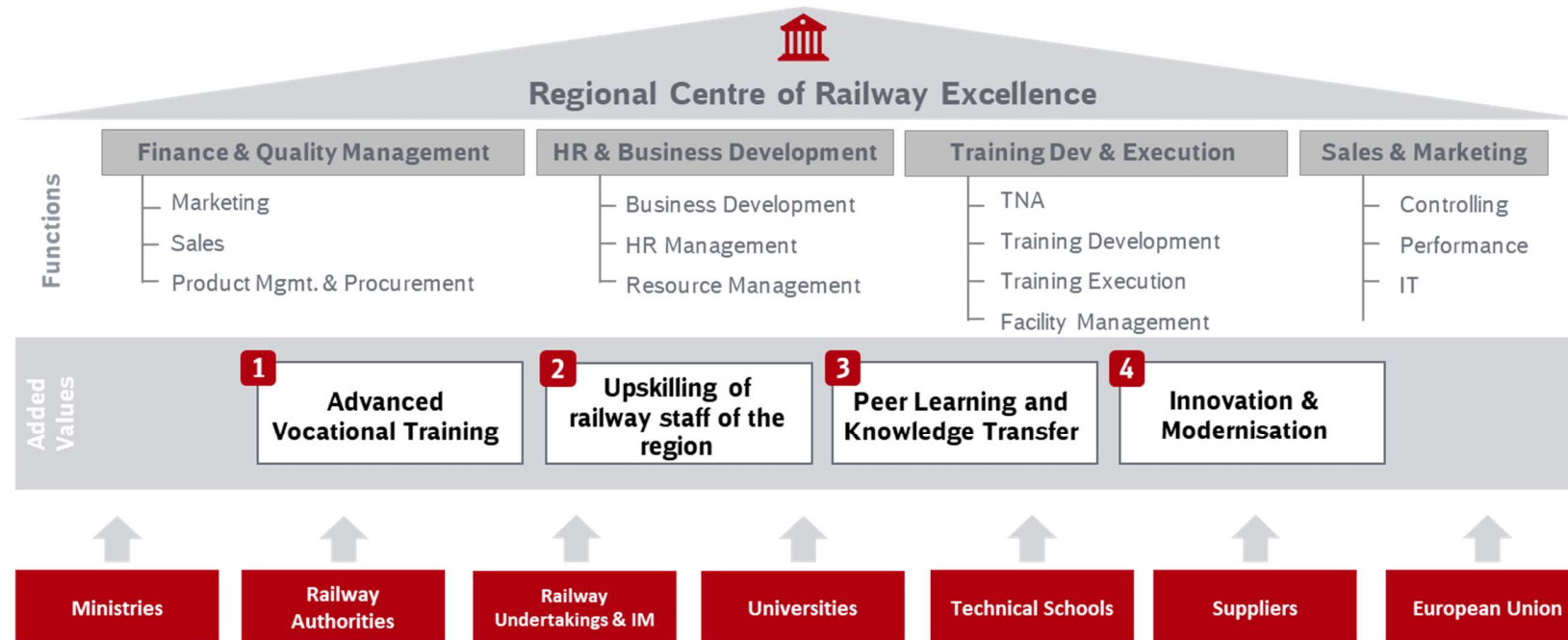


Figure 2: Strategic Vision for the Regional Centre of Railway Excellence



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Annex 1: Cost Estimations for the three Scenarios



Scenario 1: Cost Estimations

CAPEX	Details	Cost estimate in €	Comments
Recruitment costs (salary of HR Dep, advertising etc)	Lumpsum	5,000	
OPEX/ year			
Salaries staff	50,000€ gross including employer's contributions/ person *3 people	150,000	
Staff travel costs	4 return trips a 1 week/ person/ year	12,000	1000€/ trip (International & Regional)
Trainers (curriculum development)	40 training days/ year*3 days	60,000	500€ daily fee for trainer
Trainers (conducting training)	2 trainings/ quarter *5 days	20,000	500€ daily fee for trainer
Rent for office space	70 sqm (office plus floor and toilets)	2,100	30€/ sqm Rental Costs (incl. electricity, water etc)
Office supply	lumpsum/year	1,000	
Translation services	lumpsum/year	1,000	
Events (peer learning etc)	2 events/ year (rental costs, catering etc)	5,000	
Study Tours	to be paid by participants		
Advise to universities	covered by staff costs of training experts		
Total OPEX		251,100	Range of 200,000-300,000€ per Year, plus 5,000€ CAPEX

Scenario 2: Cost Estimations

Assumption about size of training centre:

Co-renting rooms from university, possibly 2 fixed rooms and other rooms can be used if not in use by university

2 fixed classrooms

Technical rooms (workshops, computer labs, VR room etc) - can be used from the Technical School with updated Equipment, plus 1-2 new workshops on Uni campus

Simulator rooms ? Where should those be placed

Office Space at Uni - 1-2 offices?

Facilities (bathrooms, storage etc)

Capacities for several 100s trainees/ year incl. mix of long and short courses (300 training days/batches of 15-25/ year)

ca. 20.000 employees across the region for operators and infrastructure managers (10-20% to be trained on an annual basis), plus supplier companies

4 people permanent staff, freelancer trainers external and from university

CAPEX	Details	Cost estimate in € (averages)	Comments
Costs for redesign, building renovation, special building requirements for technical workshops as needed	Range of 500.000-1Mio € depending on costs of construction company, condition of the building, special requirements for technical workshops and simulator rooms	500,000	
Investment in furniture of rooms		50,000	tables, chairs, whiteboards, smart boards ect
Investment in equipment		500,000	depending on what machines are required
Simulators for train drivers training	only 1-2 desk based Simulators	200,000	
IT infrastructure, licenses, interactive learning systems etc		10,000	
ToT	5 days training for all trainers for centre to ensure quality standards, 3 batches a 15-20 trainers	7,500	Daily fee for mastertrainer 500€
Initial Curriculum development	15 courses a 10 days average*3 days development costs*500€ fees for trainer plus texbooks, manuals etc	235,000	depends on number of courses
Purchase of computers, printers etc		30,000	
Insurance: Building insurance, equipment insurance, liability coverage			

Permits and Regulatory Approvals (Safety and technical certifications, e.g. from rail authorities or		1,000	
TOTAL CAPEX		1,533,500	Range of 500.000-1,5 Mio Investment Costs
			<i>depending on investments in equipment and in</i>
OPEX/ year			
Rental costs including electricity, water, gas, waste, cleaning services etc	proportional costs based on room usage	10,000	
Staff salaries	Average of 50,000€ gross including employer's contributions*4 people	200,000	
Staff travel costs	Average 4 trips/ person for 1 week per year	12,000	average costs of 1000€/ trip of 5 days (Regional & International)
Trainers (conducting trainings)	50 trainings days*4 trainers*500	350,000	500€ daily fee for trainer
Ongoing specialized Training Development, Research for new		15,000	500€ daily fee for developer
Building Support/ Maintenance		10,000	IT licenses, Office Supplies, Maintenance of Technical Workshops, Spare Parts, etc
Marketing and Networking costs including events, website, flyers etc		10,000	1-2 big events plus 5-6 smaller peer exchange workshops
Insurance: Property and liability insurance, participant accident coverage		1,000	
TOTAL OPEX		608,000	Range of 550,000-650,000 € Operating Costs

Scenario 3: Cost Estimations

Assumption about size of training centre:

ca. 8000sqm, possibly on 2 levels

10 classrooms

12 technical rooms (workshops, computer labs, VR room etc)

Simulator rooms

Office Space

Facilities (bathrooms, storage etc)

Capacities for 4000-5000 trainees/ year incl. mix of long and short courses

ca. 20.000 employees across the region for operators and infrastructure managers, authorities, other supplier companies (10-20% to be trained on an annual basis)

20 people staff

CAPEX	Details	Cost estimate in € (averages)	Comments
Costs for design, building renovation and modernisation, special building requirements for technical workshops	Range of 4-6 Mio € depending on costs of construction company, condition of the building, special requirements for technical workshops and simulator rooms	5,000,000	based on assumption that existing building will be used, 8000sqm possibly on 2 floors
Investment in furniture of rooms		100,000	tables, chairs, whiteboards, smart boards ect
Investment in equipment		1,000,000	depending on what machines are required
Simulators for train drivers training	2 Full Motion Simulators, 1-2 desk based Simulators	2,600,000	Full Motion 1.2 Mio€ depending on type, desk based depending on type up to 200,000€
IT infrastructure, licenses, interactive learning systems etc		90,000	
ToT	5 days training for all trainers for centre to ensure quality standards, 3 batches a 15-20 trainers	7,500	Daily fee for mastertrainer 500€
Curriculum development	30 courses a 10 days average*3 days development costs*500€ fees for trainer plus texbooks, manuals etc	460,000	depends on number of courses
Purchase of computers, printers etc		30,000	
Insurance: Building insurance, equipment insurance, liability coverage		10,000	
Permits and Regulatory Approvals (Safety and technical certifications, e.g. from rail authorities or		50,000	

TOTAL CAPEX		9,347,500	Range of 9-10 Mio Investment Costs
			<i>depending on size and duration/ scope of</i>
OPEX/ year			
Rental costs including electricity, water, gas, waste, cleaning services etc	30€/sqm for ca. 8000 sqm	240,000	
Staff salaries	Average of 50,000€ gross including employer's contributions*20 people	1,000,000	
Staff travel costs	Average 4 trips/ person for 1 week per year	80,000	average costs of 1000€/ trip of 5 days (Regional & International)
Trainers (conducting trainings)	210 trainings days*15 rooms*500	1,500,000	500€ daily fee for trainer
Building Support		100,000	IT licenses, Office Supplies, Maintenance of Technical Workshops, Spare Parts, etc
Marketing and Networking costs including events, website, flyers etc		20,000	1-2 big events plus 5-6 smaller peer exchange workshops
Insurance: Property and liability insurance, participant accident coverage	Building & Equipment Insurance: €15,000/year, Business Liability Insurance: €5,000/year, Participant Accident Insurance, €2,000/year	22,000	
TOTAL OPEX		2,962,000	Range of 2,5-3,5 Mio € Operating Costs