



REPORT on the first month of project implementation

(supporting document to the Contractor Invoice)

REPORTING PERIOD: July 20th, 2020 – August 20th, 2020

Contract number:	EIB-MNE-RIOM-SER-SL-2019-A1	
Country:	Republic of Montenegro	
	Contractor:	Contracting Authority:
Name:	KPMG d.o.o. Beograd	Railway Infrastructure of Montenegro JSC (RIoM)
Contact person:	Mr. Aleksandar Bučić Project Director	Ms. Lucija Filipović Project Coordinator
Project Team Leader (Key Expert):	Mr. Vasko Vassilev, PhD, CMC vasko.vassilev@gmail.com Cell: +381 60 205 52 82	



Table of Contents

1. PROJECT SYNOPSIS	3
2. WORK UNDERTAKEN DURING THE FIRST 1-MONTH PERIOD	4
2.1. INCEPTION REPORT	4
2.1.1. Development of a questionnaire in order to define the problem situation.....	4
2.1.1. Initial study of the materials provided by the Beneficiary.....	4
2.1.2. Gap Analyses	4
2.1.3. Defining the structure and main directions of the Inception Report	4
3. EXPERT'S SELECTION AND RECRUITMENT	4
4. ACHIEVED RESULTS/OUTPUTS	5
5. COOPERATION IN PROJECT IMPLEMENTATION	5
6. ACTIONS PLANNED FOR THE NEXT 1-MONTH PERIOD (AUGUST 20TH- SEPTEMBER 20TH,2020).....	5



1. PROJECT SYNOPSIS

- Project name:** Support to the development of an Asset Management System and Asset Information System in the railway sector, Montenegro Contract# EIB-MNE-RIOM-SER-SL-2019-A1
- Project location:** Republic of Montenegro
- Duration:** 10 months
- Beneficiary:** Railway Infrastructure of Montenegro JSC (RIoM)
- Key Stakeholders:** European Investment Bank, line Ministry of MNE and RIoM. EIB representative contact to be provided by the RIoM
- Project overall Objective:** The overall objective of the project is to facilitate the potential for economic growth in the country and in the region by enhancing railway infrastructure development and maintenance in Montenegro and Increasing the competitiveness and level of service of railway transport in Montenegro, thereby increasing the potential for a transport modal shift from road to rail.
- Project purpose:** The purpose of this contract is to provide necessary support to project beneficiaries that will be in particular aimed to design an AMS and AIS tailored to the identified needs of ŽICG, including:
- proposed adjustments to management structure and/or business procedures;
 - proposed related changes to staffing requirements and their training;
 - preparation of hardware and software requirements.
- Key results:**
- Result 1:** development of an efficient asset management strategy and system designed following internationally accepted standards and practices:
- Asset Management Strategy Report
 - Proposal for an Asset Management System
- Result 2:** Analysis of ŽICG's management structure, business processes and human resources capacity:
- Management Re-structuring Proposal and Business Process Revision
- Result 3:** Identification of qualitative and quantitative requirements for a complimentary Asset Information System:
- Technical Specifications and Tender Documents for procurement of hardware and software
 - Endorsed Tender Evaluation Report



2. WORK UNDERTAKEN DURING THE FIRST 1-MONTH PERIOD

2.1. INCEPTION REPORT

2.1.1. DEVELOPMENT OF A QUESTIONNAIRE IN ORDER TO DEFINE THE PROBLEM SITUATION

In order to prepare the reports "Asset Management Strategy" and "Asset Management System", the Project Team made a proposal for a methodology for determining the gap analysis of available documents, processes and data related to asset management of the company Railway Infrastructure of Montenegro ad Podgorica (hereinafter: ŽICG).

It is based on the analysis of the current state of available documentation, current processes and available data for the management of ŽICG assets, identification of possibilities for their further improvement, as well as comparison of the current and desired state.

An analysis is performed using a pre-designed questionnaire completed by the beneficiaries.

2.1.1. INITIAL STUDY OF THE MATERIALS PROVIDED BY THE BENEFICIARY

The Beneficiary provided the main strategic documents, which were analyzed by the project team.

2.1.2. GAP ANALYSES

A GAP analysis was made in the following groups of areas:

- Asset Management Strategy and Planning
- Asset Management Decision Making Process
- Processes during the period of use of assets and reliability of assets
- Asset Information System and Processes
- Organization and human resources for asset management
- Risk control and monitoring of asset management systems

2.1.3. DEFINING THE STRUCTURE AND MAIN DIRECTIONS OF THE INCEPTION REPORT

The team is working on the preparation of an inception report. Work has been hampered by the COVID 19 emergency, but every effort is being made to provide a report to beneficiaries by the end of the next one-month reporting period.

3. EXPERT'S SELECTION AND RECRUITMENT

Consequent to the activities, the following experts from the Project Team were involved in the open tasks during the first 1-month period:

Mr. Vasko Vassilev (Key Expert 1) - Team Leader / AMS Expert

Mr. Plamen Petkov (Key Expert 2) - Information Technology Specialist

Mr. Predrag Jovanovic (Key Expert 3) - Railway operations expert

Mr. Vladimir Pavlovic (Senior NKE 1) - AMS Expert



4. ACHIEVED RESULTS/OUTPUTS

This period is too short to outline concrete results, but the project team started work to achieve the results described in Chapter 1.

5. COOPERATION IN PROJECT IMPLEMENTATION

List of meetings held

Date	Subject	Attendance
July 20, 2020	Kick-off meeting, Zoom meeting	Railway Infrastructure of Montenegro JSC (RIoM); KPMG Project Team
July 27, 2020	Initial Coordination Meeting, Zoom Meeting	Railway Infrastructure of Montenegro JSC (RIoM); KPMG Project Team
July 31, 2020	Coordination Meeting on Asset Management Questionnaire, Zoom Meeting	Railway Infrastructure of Montenegro JSC (RIoM); KPMG Project Team

6. ACTIONS PLANNED FOR THE NEXT 1-MONTH PERIOD (AUGUST 20TH- SEPTEMBER 20TH,2020)

- Presentation of the GAP analysis to the beneficiaries and discussion in the main areas
- Completion of the Inception Report and providing to the beneficiary
- Preparation of presentation of examples of good practice in EU Member states (organization of management systems and IT systems)
- Establishment of an organization to start work on a detailed study of the needs for the purposes of preparing an Asset Management Strategy, after the adoption of the Inception Report.