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INTEGRATED ACTION PLAN

Bijelo Polje

September 2025

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TABLE OF CONTENTS

INTRODUCTION

The Municipality of Bijelo Polje joined the Urbact In4Green network in mid-2023 and, together with 8 cities from the European Union, participated in numerous project activities, as well as in the development of the IAP. The partner cities in this project are:

- **Dąbrowa Górnicza (Poland)**
- **Žďár nad Sázavou (Czech Republic)**
- **Larissa (Greece)**
- **Salerno (Italy)**
- **Famalicão (Portugal)**
- **Navan (Ireland)**
- **Solingen (Germany)**
- **Sabadell (Catalonia, Spain)**

Bijelo Polje, as the biggest Municipality in the northern region of Montenegro, aims to participate in this project to gather knowledge and techniques on how to implement a green transition, and at the same time apply various mechanisms to improve the quality of life for all citizens. One of the key problems that the Municipality is solving is air pollution in Bijelo Polje during the winter season, when we have frequent use of wood, coal, and heating oil as the main energy sources in households and public institutions. We focused on solutions for this issue, but also on finding new methods to use green energy more efficiently and at the same time make savings. With this approach, we will significantly contribute to a healthier environment.

One of the important aspects at the local level is the involvement of local stakeholders. There was a strong need to engage a significant number of key local stakeholders in the co-design of an Integrated Action Plan to address the green transition in our Municipality. This is one of the reasons why we formed a ULG group and involved numerous stakeholders who helped us to identify the needs of both citizens and the business sector.

Below, we will present the details of our IAP plan, which can certainly serve as a basis for new Strategies in this area prepared by the Municipality, but also as a roadmap in which direction we should act in order to create better living conditions for all citizens through the green transition.

In4Green URBACT NETWORK
IAP SECTION 1

1.1 GREEN TRANSITION IN EUROPEAN INDUSTRIAL CITIES

The URBACT In4Green network aims to empower and build the capacity of local actors in industrial areas to overcome the barriers that prevent the transition to greener economies while remaining competitive and inclusive cities.

The overall challenge that the In4Green network wants to address is the green transition in small and medium-sized European cities with an industrial past.

The green transition in industrial cities is a major challenge. These areas face obstacles to adopting more sustainable practices due to their dependence on traditional industry and lack of resources. However, it is crucial to include these cities in the transformation towards a greener economy. They contribute significantly to the economic development of their territories and represent an important part of EU employment and GDP.

The green transition can be an opportunity to revitalize these areas, improve the quality of life of inhabitants and reduce pollution. To achieve this, public authorities need to be empowered and industrial actors need to be trained.

It is also essential to involve all stakeholders and civil society in the development and implementation of local green transition policies.

Collaboration and networking are key to overcoming challenges and moving towards a more sustainable future. Modernizing industries and improving urban management are key elements in this process. Only through the joint efforts of all actors involved will we be able to lead the transformation towards a more efficient and environmentally friendly economy, improving the quality of life of our communities.

In short, the green transition in industrial cities is essential to achieve sustainable development. Despite the challenges, these areas have much to gain by adopting more sustainable practices and promoting innovation. Working together, we can drive positive change and make these cities examples of success in the transition to a greener economy.

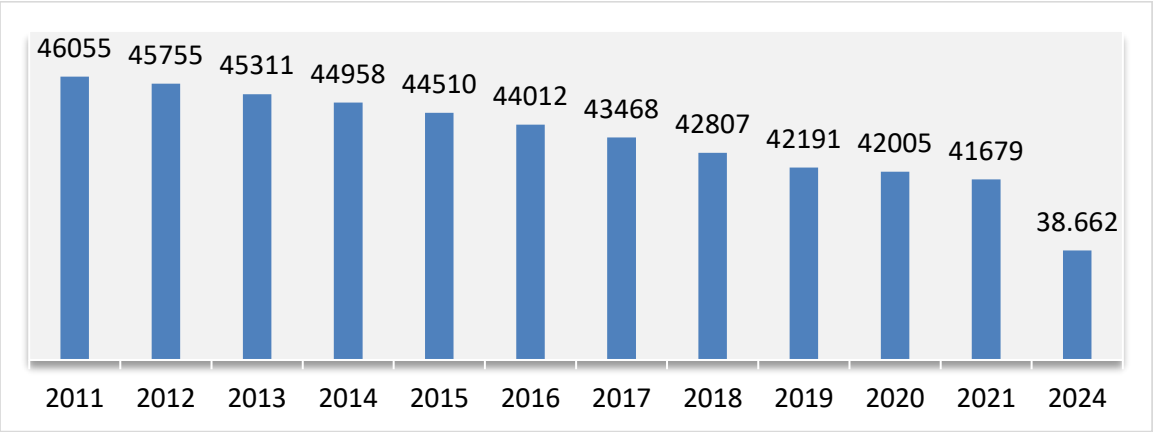
1.2. CURRENT SITUATION IN OUR CITY

- Population statistics and demography.

Municipality of Bijelo Polje located in the north-east of Montenegro along the main road and the Belgrade-Bar railway, surrounded by the mountain Bjelasica (2,137 m) in the south and Lisa (1,509 m) in the north, the area of 924 km2 with 38,662 inhabitants is the municipality of Bijelo Polje, which is the fourth in terms of area and number of inhabitants. the third in the country represents the traffic, commercial cultural, and educational hub of the Montenegrin north. The city center is located on two reservoir terraces at a height of 575 m, while the surrounding rural area is intersected by river valleys Ljubovića, Lješnica, Bistrica, and other tributaries of the Lim. The climate is moderately continental. The territory of Bijelo Polje is a valley-mountain area with very favorable conditions for the development of many branches of agriculture and tourism.

Unfavorable demographic processes, which were reflected in migration from rural to urban areas and insufficient emptying of developed areas, as supported by data from the 2003 and 2011 censuses, were caused by insufficient valorization of important natural, economic, and human resources of the potential of the municipalities of the Northern region, including Bijelo Polje. Namely, the number of inhabitants in the municipality grew constantly until 1981, only to be followed by a decline. It shows the number of inhabitants in the municipality of Bijelo Polje by year in the period. 33% of the population lives in the urban area. The average population density is 45 inhabitants per 1 km^2.

Graph no. 1: Number of inhabitants of the municipality of Bijelo Polje Source: MONSTAT - Directorate for Statistics



- Industrial/economic composition, employment statistics.

The largest share of all economic activities in the structure of the Municipality's economy was the Trade Sector. The processing industry takes second place with an approximate trend of development. Agriculture, forestry, and fishing are decreasing slightly, but the construction industry had an increase in the number of companies. The accommodation and catering services sector increased its participation in recent years. Professional, scientific, and technical activities, as one of the most important sectors, have increased their participation in total. These are the most important sectors according to the Strategic Plan of the Municipality of Bijelo Polje.

The backbone of the economic development of Bijelo Polje is made up of the 10 most successful companies in Bijelo Polje, measured by the size and growth of the total income and net profit. They participate in the total income of the economy by 64.4% and in the net profit by 78.8%.

Sector name	Number of active economic societies									
	31.12.2019.		31.12.2020.		31.12.2021.		31.12.2022.		31.12.2023.	
	Number	%	Number	%	Number	%	Number	%	Number	%
Agriculture, forestry and fishing	70	4.30	69	4.35	79	4.38	77	4.12	83	4.33

Mining and quarrying	3	0.18	2	0.13	3	0.17	3	0.16	2	0.10
Manufacturing industry	259	15.92	261	16.45	279	15.47	296	15.83	329	17.15
Supply of electricity, gas, steam and air conditioning	/	/	/	/	5	0.28	8	0.43	8	0.42
Water supply, waste water management, control of waste disposal processes and similar activities	7	0.43	7	0.44	7	0.39	7	0.37	7	0.36
Construction sector	157	9.65	163	10.27	213	11.81	209	11.18	230	11.99
Wholesale and retail trade and repair of motor vehicles and motorcycles	516	31.71	497	31.32	526	29.16	556	29.73	562	29.30
Traffic and storage	126	7.74	95	5.99	140	7.76	145	7.75	135	7.04
Accommodation and catering services	176	10.82	175	11.03	184	10.20	207	11.07	260	13.56
Information and communications	30	1.84	32	2.02	40	2.22	41	2.19	38	1.98
Financial and insurance activities	4	0.25	4	0.25	4	0.22	2	0.11	2	0.10

Real estate business	8	0.49	10	0.63	10	0.55	11	0.59	11	0.57
Professional, scientific and technical activities	115	7.07	129	8.13	127	7.04	145	7.75	133	6.93
Administrative and support service activities	22	1.35	41	2.58	38	2.11	33	1.76	24	1.25
Education	35	2.15	15	0.95	38	2.11	42	2.25	35	1.82
Health and social protection	32	1.97	26	1.64	29	1.61	32	1.71	26	1.36
Art, entertainment and recreation	27	1.66	22	1.39	28	1.55	31	1.66	19	0.99
Other service activities	40	2.46	39	2.46	54	2.99	25	1.34	14	0.73
TOTAL :	1627	100.00	1587	100.00	1804	100.00	1870	100.00	1,918	100.00

- Air quality, CO2 emissions context.

Environmental protection

Waste management collection, removal, and depositing of municipal waste from 252,000 m2 of public and green areas, from households and legal entities, is carried out by Doo "Komunalno Lim", employing 66 workers. LLC "Komunalno Lim" for waste management has 14 specialized vehicles, 263 containers distributed in 59 rural settlements, and 204 in urban settlements. As a pilot project, 3 semi-underground containers were installed in the city area. Waste collection is done indiscriminately, although, for educational purposes, containers for selective waste collection were placed at 15 city locations. The annual amount of collected waste is estimated at 15,167 tons or 47,400 m^3 based on the norms established by the Master Plan for waste management. 7,092 households and 551 legal entities were included in the collection, removal, and disposal of communal waste. The scope of the terrain from which waste is collected has been expanded. Also covered places are: Bioča, Poda, Srđevac, Lozna-Zaton, Ravna Rijeka, Sljepač most, Tomaševo, Pavino Polje, Ostrelj, Unevina, Milovo, Kanje, Dobrakovo, Voljavac, Gubavac, Resnik, Dafića brdo, Babića brijeg, Kulina.

All waste is disposed of at a temporary disposal site near the settlement of Dobrakovo, and the border with Serbia at a distance of 100 m from the main road. and 16.7 km from the city

center. The landfill requires urgent rehabilitation both because of the high elevation at which it is now located, as well as because of the underground gases and groundwater that threaten it. Office for EU projects prepared and technically supported the project "Rehabilitation of illegal landfills on the river Lim and raising awareness of their harmfulness", for which 157,033,032 euros were invested. The project was implemented by the Secretariat for Rural and Sustainable Development of the Municipality of Bijelo Polje, Municipality of Priboj, PUK Priboj, and NGO Euromost. The project was implemented in 2018 and 2020 as part of the cross-border cooperation program Serbia-Montenegro 2014-2020. year The Local Waste Management Plan 2016-2020 was adopted, which was supposed to resolve the issue of selective collection for the purpose of recycling, as well as the place of disposal or the method of action determined by the possible amendment of the Plan. The plan provided for special treatment of hazardous and medical waste through a concession arrangement, and for non-hazardous construction waste, special locations and methods of utilization were to be determined. The Plan has largely not been implemented, so a new Plan can be adopted based on it, the content of which will be almost identical to the previous Plan.

As part of the project "Strengthening capacities for air quality management in Montenegro" which was financed from the IPA National Support Program for Montenegro 2014, the state network for monitoring air quality was audited through the Agency for Nature and Environmental Protection. New equipment was acquired for the existing stations, and two new measuring points were established, one of which is in the municipality of Bijelo Polje at the location of the yard of the elementary school "Risto Ratković" in Nikoljec. At the beginning of September 2019, trial air quality measurements were started at the station in the Municipality in the urban part of the city, namely: concentrations of nitrogen oxides, carbon monoxide, PM 10, and PM 2.5 dust particles. The measurement results have been available to the public in real-time on the website of the Agency for Nature and Environmental Protection since the beginning of October 2019.

- Social challenges and inequality, access to services.

Center for Social Work, Old People's Home, PIO Fund, Employment Office and The Ministry of Agriculture, Forestry and Water Management are national institutions that are involved in solving the social issues of the population, and the local ones are the Center for children and young people with developmental disabilities, "Tisa", Center for support for children and families, The Red Cross as well as a number of NGOs.

In order to constantly strengthen social protection in the municipality of Bijelo Polje, it has been strengthened and dedicated to the development of social protection. They are formed offices for:

- Persons with disabilities;

- Prevention of drug addiction;

- Young population;

- Roma population;

- Gender equality.

There are also 16 non-governmental organizations that are registered for the promotion of social protection in Bijelo Polje, such as:

- Improvement of health care (3);

- Humanitarian activity (13).

1.3. EXISTING STRATEGIES AND POLICIES

1. Strategic Plan for the development of Municipality Bijelo Polje 2022-2026 year

   The main and most important Strategic document for the Municipality. This Plan contains a description of the current situation, an analysis of potential development opportunities, their valorization, and guidelines for their highest possible use, in order to raise the standard of living of the population.

2. Local Plan for Environmental Protection 2020-2024. year

   In order to implement environmental protection and improvement measures and thus contribute to overall care for the living environment, the Municipality created this Plan. The vision of this Plan is: “Ecological municipality with preserved nature, healthy drinking water, clean air, and an environmentally responsible community. Bijelo Polje as a sustainable, resilient, and renewable city”.

3. National strategy of sustainable development until 2030

   The National Strategy for Sustainable Development until 2030 (NSOR) represents the long-term development strategy of Montenegro, which defines solutions for the sustainable management of four groups of national resources: human, social, natural, and economic, as a priority for the overall sustainable development of Montenegrin society.

4. National strategy for transposition, implementation, and application of the EU acquis in environment and climate change

   The National Strategy for the Transposition, Implementation, and Application of the EU acquis in the field of environment and climate change with the Action Plan for the period 2016-2020 (hereinafter: Strategy with AP) was adopted in order to achieve a gradual and full transposition of the entire EU acquis for chapter 27 - Environment and climate change in the legal system of Montenegro.

5. National Biodiversity Strategy

   The Law on Nature Protection (Official Gazette of Montenegro", no. 51/08, 21/09, 40/11, 62/13, 06/14) is the basic law regulating the protection and preservation of nature including, among other things, preservation and improvement of biological diversity and limitation and prevention of negative impacts on biodiversity, the obligation to develop the Strategy of biodiversity with an action plan as one of the basic documents of nature protection. The aim of the document is to confirm the strategic commitment of Montenegro to the preservation and sustainable use of biodiversity. Apart from politics at the national level, the document will harmonize action plans for biodiversity at the local level, which are in accordance with the law, and are obliged to adopt by local self-governments.

❖ Relevant Operational Programmes covering the city:

- WBIF
- IPA 2021-2027 (IPA III)
- IPA CBC Croatia - Bosnia and Herzegovina – Montenegro
- IPA CBC Albania - Italy – Montenegro
- IPA CBC Kosovo – Montenegro
- IPA CBC Serbia – Montenegro
- The Daunabe programme
- The Horizon Europe
- EU for Health – EU4Health
- IPA ADRION Programme (as a non-EU partner state)

With the aim of protecting and improving the environment, there are institutions at the state and local level that deal with these issues, namely:

a) At the state level:

1. Ministry of Sustainable Development and Tourism;
2. Ministry of Agriculture and Rural Development;
3. Agency for the Protection of Nature and Environment;
4. Forestry Administration;
5. Water Administration;
6. Directorate for inspection affairs;
7. Administration for food safety, veterinary, and phytosanitary affairs;
8. Institute for Hydrometeorology;

At the local level:

1. Secretariat for Rural and Sustainable Development of the Municipality of Bijelo Polje
2. Secretariat for traffic and communal activities of the Municipality of Bijelo Polje;
3. Secretariat for Inspection Affairs of the Municipality of Bijelo Polje;
4. Manager of the Municipality of Bijelo Polje;
5. Communal Police of the Municipality of Bijelo Polje;
6. Council for Environmental Protection of the Bijelo Polje Municipality Assembly;
7. D.O.O. "Utility company - Lim"

At the European level, the **Pact of Amsterdam**, which establishes the **Urban Agenda for the European Union**, does not mention industry directly. However, many priority themes are linked to the industrial sector; in fact, most of them are: Air quality, Circular economy, Jobs and skills in the local economy, Energy transition, Sustainable use of land and Nature-Based solutions, Urban mobility, and Digital transition.

The **European Union Cohesion Policy** is a set of funds aimed at supporting regional development and economic cohesion in the EU Member States. The policy is based on the principle that all EU citizens, regardless of where they live, should have access to the same economic and social opportunities.

Cohesion policy has been used to support a wide range of industry-related projects, including:

- The construction of industrial infrastructure, such as factories, ports, and airports.
- Funding for industrial research and development.
- Supporting industrial innovation.
- Promotion of industrial cooperation between European companies.
- Helping small and medium-sized enterprises (SMEs) to access financial markets and technical assistance.

Cohesion Policy has had a positive impact on the EU's industrial sector. It has helped to create new jobs, increase investment, and improve the competitiveness of European companies. Cohesion Policy has also helped to reduce regional disparities in the EU by providing stronger support to regions lagging behind.

Today, Cohesion Policy is being reoriented to focus on the challenges of the green and digital economy. The policy is being used to support European businesses to adapt to the transition to a more sustainable and digital economy. Cohesion Policy is also being used to support European regions most affected by the COVID-19 pandemic.

The **European Green Deal** is a European Union policy initiative that aims **to make the EU the first climate-neutral continent by 2050**. The Green Deal focuses on a number of areas, including energy, mobility, agriculture, and industry. In the field of industry, the Green Deal sets out a number of targets, including:

- Reduce greenhouse gas emissions from industry by 40% by 2030 and 80% by 2050.
- Promote the development of clean and innovative technologies in industry.
- Increase energy efficiency in industry.
- Reduce the EU's dependence on fossil fuels.
- Create new jobs in the green industry.

The Green Deal is an ambitious initiative, but it is necessary to tackle climate change and to ensure a sustainable future for the EU. Industry has a key role to play in the transition to a greener economy, and the Green Deal offers a number of opportunities for European industry to become a world leader in clean and innovative technologies. In this framework, the European Commission updated the **EU Industrial Strategy** in 2022 to ensure that its industrial ambition takes full account of the new circumstances following the COVID-19 crisis and helps drive the transformation towards a more sustainable, digital, resilient, and globally competitive economy.

Small and medium-sized enterprises (SMEs), as the main innovation actors in the different ecosystems, must be taken into account in all actions carried out under this Strategy. This is reflected across the board in the increased focus on regulatory burdens for SMEs. New actions will greatly benefit SMEs and start-ups, whether through a strengthened Internal Market, reduced supply chain dependencies or accelerated green and digital transitions. The Strategy also includes some specific measures for SMEs, such as increasing resilience, tackling late payments and supporting solvency.

Across all these initiatives and policies, the European Commission has identified the following **main challenges facing European industry**:

- **The transition to a greener and digital economy**: the EU is committed to achieving climate neutrality by 2050 and to being a leading digital economy. This will imply major

changes for the European industry, which will need to adapt to new technologies and forms of production.

- **Competition from other regions**: European industry faces strong competition from other regions, such as China and the United States. These regions are investing heavily in research and development, enabling them to develop new technologies and products.
- **Talent shortage**: European industry faces a shortage of skilled talent. This is due to a number of factors, such as an ageing population, low scientific literacy, and a lack of investment in education and training.
- **Lack of investment**: European industry faces a lack of investment. This is due to a number of factors, such as the 2008 financial crisis, legal uncertainty, and lack of public funding.

1.4. PROBLEM IDENTIFICATION

Our main local problems are connected with polluted air during winter months, using energy sources from wood and coal (mostly from citizens but also by the main city institutions, and a lack of projects that concern green transformation). We don't have a local policy for green solutions in the economy and households, and we don't have a recycling center.

Urbact local group in Bijelo Polje consists of 18 members, all relevant for this purpose. We discussed local priority problems that we should try to take care of during the period of implementation of this project. The main activities of the ULG group are: Analyzing local challenges, seeking solutions, and ultimately developing and implementing strategies to address these challenges, embedding the learning from the transnational exchange (practical knowledge, good practices, peer review, etc. from other cities in their network and beyond) into the local policy-making process, contributing to the transnational exchange and learning process taking place at the network level, communicating results at local level, and disseminating lessons learned to the wider community, taking part in the URBACT training schemes organized at national and European levels by the URBACT program.

ULG Stakeholders list:

- Dalibor Đogović – ULG coordinator, chief of the Office for Local Economy Development Municipality Bijelo Polje ;
- Goran Prebiračević – URBACT Project coordinator, chief of the Office for EU projects;
- Jasmin Šabanović – independent advisor Office for EU projects, Municipality Bijelo Polje;
- Fahrudin Begović – menager of the Municipality Bijelo Polje;
- Elmedin Hodžić – chief of the Secretariat for Entrepreneurship Municipality Bijelo Polje;
- Haris Malagić - chief of the self-government Secretariat Municipality Bijelo Polje;
- Duško Ružić – chief of the Secretariat for housing, communal affairs, and traffic Municipality Bijelo Polje;
- Danijela Lazarević – independent advisor for environmental protection from the Secretariat for Urban Planning Municipality Bijelo Polje;
- Hasan Ramović – private sector (company DOO Put Gross) ;
- Hilmija Franca – private sector (company DOO Mesopromet Franca);
- Goran Radović – private sector (company DOO Pelengić trade);
- Arsenije Vujučić – private sector (company DOO Eko-Meduza);
- Muzafer Ljuca – private sector (company DOO Mikromont);
- Slađana Nedović- independent advisor from the Employment Bureau of Montenegro;
- Almira Zejnilović - independent advisor Office for EU projects Municipality Bijelo Polje;
- Uroš Vukićević - independent advisor Office for EU projects Municipality Bijelo Polje;
- Admir Dizdarević - independent advisor Office for EU projects Municipality Bijelo Polje;
- Miodrag Ivezić – profesor from electro-economy Secondary school Bijelo Polje;

Strengths :
• experience and knowledge;
• intersectoral connection and cooperation;
• multidisciplinary approach;
• support of the Municipality Administration;
• the interest of the Municipality and all working member groups to solve the issue of environmental problems;
• interest, perseverance, and motivation;
• participation of civil society organizations;
• size and diversity of the territory;
• good intersectoral cooperation (local administration, institutions, economic sector, CSO);
• the existence of scientific institutions in the Municipality;
• active participation and support of the civil sector;
• experience in project implementation

Challenges :

- development of ecological awareness of the population;
- professional and financial assistance of international organizations and funds;
- adoption of the appropriate legal and strategic framework;
- education and information of citizens;
- interest of the Municipality to systematically troubleshoot approaches and support civil society organizations in all projects;
- cooperation and networking of all interested parties for the use of access funds;
- improving citizens' awareness of environmental issues;
- work with youth;
- peer education of students;
- developing eco-tourism on the Lim River and Bjelasica Mountain;
- public advocacy of the civil sector;

Weaknesses:

• insufficient number of adequate projects;
• insufficiently developed infrastructure;
• insufficient financial resources;
• insufficient professional information;
• insufficient information and responsibility of citizens towards their local community;
• lack of production and monitoring capacity planning documents;
• lack of discipline and lack of education in the population;
• insufficient jurisdiction of the municipalities;
• Insufficient capacity of human resources for mechanisms of control, supervision, and mobility;
• absence of a register of natural data resources on the territory of the Municipality (qualitative, quantitative, pollution);
• lack of program budgeting in connection with environmental problems;
• lack of planning and technical documentation;

It can be freely stated that renewable energy sources are almost not used in Bijelo Polje, which makes it an unenviable average for the use of renewable energy sources in the entire country. Also, energy efficiency is at a very low and worrying level.

Most of the boiler plants in Bijelo Polje are outdated, inefficient boiler plants, which greatly contribute to the level of pollution, especially in the central city core of the Municipality. Households that are not connected to common boiler houses, which make up the vast majority in the Municipality, heat their housing units with the help of coal and wood using extremely inefficient systems with a relatively low-efficiency coefficient and with significant environmental pollution, or with the help of electric boilers, consuming huge amounts of electricity in the most inefficient way, for heating buildings. In this way, the unfavorable situation in terms of energy efficiency of the entire country is reflected in the municipality of Bijelo Polje.

Public lighting is inefficient and too expensive, without high-quality remote control of operation and lighting intensity, and with the use of outdated lighting systems with high consumption of electricity. There are very few lighting systems in the Municipality based on the use of solar energy. The situation is the same with other city signaling systems, lighting of buildings, billboards, traffic lights, etc. There is not a single photovoltaic system that would be in function of lighting with practically no operating costs.

Public facilities, kindergartens, schools, faculty, sports center, health center, hospital, etc., are mostly energy inefficient. Thermal insulation of buildings is unsatisfactory, and renewable energy sources are not used to heat buildings, although in many cases, the use of heat pumps is ideal for use in the territory of the Municipality. At the same time, most buildings are cooled in the summer with individual air conditioners, with a large consumption of electricity. These facilities, despite the fact that they should serve as an example of rational energy consumption, do not have solar systems for heating sanitary water in facilities where the consumption of hot water is high, such as sports centers, health centers, etc.

Private and commercial buildings, built earlier, are energy inefficient with large energy losses, poor thermal insulation, and no use of renewable energy sources, if we exclude the use of firewood in inefficient heating systems. In newly built buildings, more attention is paid to the insulation of the buildings themselves, but still with the use of heating systems that are not based on renewable energy sources.

In short, the application of renewable energy sources on the territory of the Municipality has yet to begin and, with improved energy efficiency, contribute to ecological and industrial prosperity, with a large saving of primary energy and a reduction of total costs.

1.5. VISION

Our vision is to create a clean, not polluted Bijelo Polje with better air quality, which will make the Municipality more attractive.

1.6. MAIN INTEGRATION CHALLENGES

1. Stakeholder involvement in planning - the full range of stakeholders (considered horizontally and vertically) is engaged in identifying priorities and potential solutions.

We need to engage all stakeholders because we need them to help us write our IAP. We have involved many Municipal departments horizontally, and we engaged the local NGO sector, representatives of social services, educational institutions, and citizens. Regarding vertical integration, we need to engage the Government Ministry of European Integration, Ministry of Ecology, Sustainable Development and Northern Development, Ministry of Regional Investment Development, and Cooperation with Non-Governmental Organizations, and government agencies like the Eco fund Montenegro.

2. Coherence with existing strategies – actions and objectives are aligned and complementary to existing strategies in place at city, regional, national, or European levels.

At the local level, we will have coherence with the existing most important strategies: 1. Strategic Plan for the development of Municipality Bijelo Polje 2022-2026; 2. Local Plan for Environmental Protection 2020-2024. year. At the national level 3. National strategy of sustainable development until 2030; 4. National Strategy for the Transposition, Implementation, and Enforcement of the EU Acquis in the Field of Environment and Climate Change with the Action Plan for the Period 2016 – 2020; and with the main state laws concerning environmental protection.

3. Sustainable urban development – actions address all three pillars of sustainable development in terms of economic, social, and environmental objectives.

Our activities will touch on all three aspects of sustainable development, economically through strengthening small and medium-sized enterprises through support programs and projects that will be implemented by the Municipality and the Government of Montenegro, socially through educating the population on environmental issues and the harmful effects of a polluted environment (primarily air) on human health, and environmentally through the implementation of specific environmental protection projects.

4. Sectoral integration – addressing the full range of policies/sectors of activity, including infrastructure, transport, employment, education, green spaces, housing, culture…

Our activities are linked to various sectoral areas, primarily with environmental protection policy, and strategic goals of reducing water, soil, and air pollution through a series of activities: installation of wastewater treatment plants, construction of new landfills, and removal of illegal landfills, installation of air purification filters in chimneys, as well as a city heating project. Activities should also contribute to raising citizens' awareness of the problem of air pollution and its harmful effects on health. The problem of polluted air can also be an obstacle to further tourism development because Bijelo Polje has a lot of natural resources that can be valorized through investments and thus increase employment.

5. Spatial integration – coherence of actions at different spatial levels from site-specific, through neighborhoods and citywide.

The municipality of Bijelo Polje is specific in territorial and spatial aspects because mountains surround it, and there is not much wind. We have fog during the winter months, which is mixed with pollution in the air, and this can cause health problems for citizens. In spatial terms, the main pollution is in the city center and industrial zone, but there is no pollution in rural areas.

6. Territorial integration – coherence and complementarity of actions and policies implemented by neighboring municipalities.

At this moment, we didn't identify many complementarities of actions implemented by neighboring municipalities. We identified policies in the Municipality of Pljevlja where the air is also polluted. They have some other actions regarding subsidies from the state level, like we (with subsidies for buying air condition systems, heat pumps, and building facades in households)

7. Multi-level governance – actions are planned coherently at different levels of governance, covering local (district, city), regional, and national levels.

Actions are planned in cohesion with plans at different levels of government, primarily at the local level with the Municipal Development Strategy and the Environmental Protection Plan; the regional sustainable development strategy through the aspect of economic empowerment of the North, as well as the national Sustainable Development Strategy.

8. Integration of cross-cutting thematic aspects – notably including gender, digitalization, climate change, and procurement.

Activities may be linked to gender equality when awarding subsidies to encourage the development of entrepreneurship, with special incentive measures for women entrepreneurs and unemployed women. In terms of digitalization, activities are linked primarily through the existence of air quality measurement stations, and the possibility of creating digital solutions in upcoming activities on environmental protection and energy efficiency projects is opened. Activities certainly do not contribute to the negative impacts of climate change, which in Bijelo Polje are reflected in less cold winters and warmer summer periods. The planned projects will aim to reduce the negative impacts caused by climate change.

9. Integration over time – planning of relevant actions in the short, medium, and longer terms and consideration of any necessary order in the implementation of actions.

In the long term, our IAP will be more integrated with relevant strategies because Montenegro intends to become an EU member, and new actions will occur. In the short term, we can engage more stakeholders from different sectors at the local level, and in the medium term, we can examine which stakeholders from the government level and other northern municipalities can be involved in activities.

10. Complementary types of investment – the plan effectively balances the need for both 'hard' (physical/infrastructure) and 'soft' (human capital) investments.

The plan consists mostly of hard investments like preconditions to the realization of the main goals of our IAP, but with "soft investments," we plan to tackle social and cultural dimensions, creating a new look at environmental protection in correlation with economic development and a healthier environment for all citizens.

11. Mobilizing all available funding – seeking to use the full range of funds available to support the implementation of planned actions, from EU Funds to private local sources.

- Local budget of the Municipality;
- State capital budget;
- Budget of the relevant Ministries and State Agencies (like Eco fund);

12. Stakeholder involvement in implementation - the full range of relevant stakeholders (horizontally and vertically) is engaged in the implementation of planned actions.

- Horizontally:

1. Municipality of Bijelo Polje

- Office of the Mayor;
- Secretariat for building;
- Secretariat for rural and sustainable development;
- Manager of the Municipality;
- Members of the ULG group Bijelo Polje;
- Private companies;

- Vertically:

1. Government of Montenegro

- Ministry of European Affairs;
- Ministry of Ecology, Sustainable Development and Northern Development;
- Ministry of Regional Investment Development, and Cooperation with Non-Governmental

Organizations:

2. Government agencies

- Eco fund

We will consider the mentioned cross-cutting themes in terms of our activities.

1.7. TESTING ACTIONS

Our team chose as a test activity a project that was implemented in 2024, and it is about the reconstruction of the main building of the Municipality of Bijelo Polje. Namely, the reconstruction was completed in October 2024, but after the works were completed, it was necessary to examine what benefits and what type of savings we will have the most.

How appropriate is it to reconstruct buildings in the city centre in accordance with the example of the Municipality's main building? How will this kind of reconstruction of the building (front facade) help in energy savings, and does it make an important impact on environmental protection, savings or not? These were the questions that we were seeking.

After the reconstruction of the main building, our idea was to examine the energy savings report from the Municipality's service. We will compare the previous situation and the new one, and we will see how this reflects on our challenge.

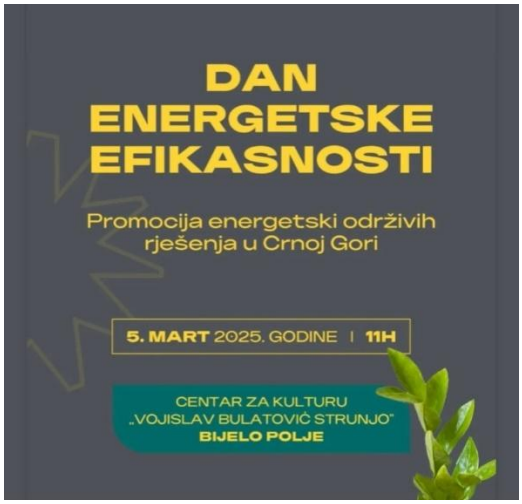
Picture before starting the work

After comparing the amount of coal consumption in 2023 and after the end of winter season 2024/2025, we determined that the amount of coal was significantly reduced (by about 25%), while the use of electricity remained at the same value (small deviations for individual months).

Considering the increase in energy prices in recent years due to disruptions in the world market, we come to the conclusion that with such projects (green projects), in addition to reducing harmful gas emissions due to the reduction in coal use, they also achieve significant financial savings. Such projects could be an example for other public institutions in the city, because the way we reconstructed the main building can contribute to achieving the main goal (reducing air pollution in the city center).

Picture after the facade was made

This test activity can be an incentive for the Municipality of Bijelo Polje and public institutions to invest the money saved, for example, in the construction of solar panels on the roofs of buildings to provide additional green energy. We promoted this data during the Energy Efficiency Day that was held in Bijelo Polje in March 2025.



These positive examples are necessary because, based on them, we raise awareness of the cost-effectiveness of green projects, as well as the importance of preserving the environment. For sure, the Municipality will support initiatives of this type that come from both the state and the EU levels.

The picture from the event

In4Green URBACT NETWORK
IAP SECTION 2

2.1. STRATEGIC OBJECTIVES

- Strategic goal:

1. Improve air quality in Bijelo Polje by 2030.

- Intervention area:

1. Elimination of key air pollutants and use of renewable green energy sources

- Specific objectives:

1. Installation of air purifiers and air conditioners in individual buildings;
2. Transition to energy sources that pollute the air less (gradually eliminate coal and wood as dominant energy sources in Bijelo Polje);
3. Implementation of the District Heating project, which would permanently solve the problem of polluted air;
4. Promotion of green policies and the use of electric cars;
5. Educate citizens and the private sector about green transformation and what we can learn from other cities about environmental protection.

- Actions:

1. Installation of filters and air conditioners in residential buildings and public institutions in Bijelo Polje;
2. Analyze the local regulations and possibilities regarding the ban on the use of coal for individual furnaces and the transition to cleaner energy sources (electricity, pellets, and other biomass);
3. Adoption of local regulations on renewable development when using biomass (plant as many trees as are cut down);
4. Start a project to build a heating plant for the production and supply of heat in the form of heated steam or water to residential buildings and commercial facilities (toplification);
5. Conduct a study on whether the heating project can also include the production of electricity and whether municipal waste can be used as one of the energy sources (cross-cutting topic related to a cleaner environment - removal of existing solid waste landfills and solving waste accumulation in the future)
6. In cooperation with the competent state authorities, organize actions towards citizens and the economy to use electric cars more, and allocate financial resources as subsidies for the purchase of electric vehicles.
7. Create a campaign and educational activities through the communications mechanisms of the Municipality on various topics.

2.2. AREAS OF INTERVENTION

1. Action: Installation of filters and air conditioners in residential buildings and public institutions in Bijelo Polje.

   - Area of intervention: Green infrastructure

2. Action: Analyze the local regulations and possibilities regarding the ban on the use of coal for individual furnaces and the transition to cleaner energy sources (electricity, pellets, and other biomass);
   - Area of intervention: New Local regulations

3. Action: Adoption of local regulations on renewable development when using biomass (plant as many trees as are cut down);
   - Area of intervention: New Local regulations

4. Action: Start a project to build a heating plant for the production and supply of heat in the form of heated steam or water to residential buildings and commercial facilities (toplification);
   - Area of intervention: Green infrastructure

5. Action: Conduct a study on whether the heating project can also include the production of electricity and whether municipal waste can be used as one of the energy sources (cross-cutting topic related to a cleaner environment - removal of existing solid waste landfills and solving waste accumulation in the future)
   - Area of intervention: Green infrastructure

6. Action: In cooperation with the competent state authorities, organize actions towards citizens and the economy to use electric cars more, and allocate financial resources as subsidies for the purchase of electric vehicles.
   - Area of intervention: Green transformation

7. Action: Create a campaign and educational activities through the communications mechanisms of the Municipality on various topics.
   - Area of intervention: Educational activities
   - This is not a final list; during the next period, and with experience from other partner cities, we will probably add more activities.

2.3. SPECIFIC OBJECTIVES

1. Installation of a minimum of 30 air purifiers in 2025. and 2026. in individual buildings in public buildings, first of all in kindergartens, schools, health institutions, and communal offices, where there is a necessary installation of energy-efficient and modern air conditioners (minimum 30).

2. During 2025. we should examine the local regulations and possibilities regarding the ban on the use of coal for individual furnaces, and if it is possible, prepare a minimum of one local Regulation on green transformation during 2026. in order to create new preconditions

for the transition to energy sources that pollute the air less (which will gradually eliminate or reduce the use of coal and wood as dominant energy sources in Bijelo Polje until 2030).

3. Submission of new requests (minimum one) to the Government level for the District Heating project to be nominated in the capital project list for 2026, which realization would permanently solve the problem of polluted air by 2030;

4. Campaign to increase the use of electric cars (minimum 20) in Bijelo Polje by 2030, also in public institutions, and subsequently in public transport.

5. Educate citizens and the private sector (minimum 100) about green transformation and good practices from other cities about environmental protection during 2026. and 2027.

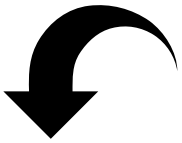
2.4. INTERVENTION LOGIC

IAP Vision

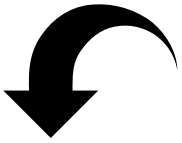
A modern and developed municipality with a clean environment, desirable for living and investing, and a popular tourist destination with adequately used natural resources.

The IAP presents our development vision until 2030. with intervention logic that is clearly presented in our five strategic objectives and seven operational objectives :

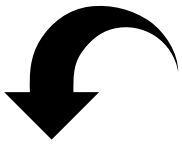
1. Installation of air purifiers and air conditioners in individual buildings and Implementation of the District Heating project, which would contribute at the micro and macro level to solving the problem of polluted air → With the new green infrastructure we will have more measurable indicators of our progress.

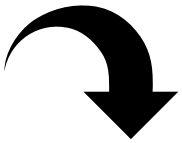


2. Promotion of green policies and the use of electric cars, and transition to energy sources that pollute the air less (gradually eliminate coal and wood as dominant energy sources in Bijelo Polje) → With new regulations and subsidies for citizens and companies we can foster green transformation in our city.



3. Education of the population and private sector about green solutions with examples of best practices in Europe → With soft investments and promotion we will contribute to culture transformation and better perception in terms of environmental protection.





All of this will eventually lead us to our vision - a better place for living, a sustainable system based equally on green solutions and conventional solutions, with the long-term goal of wider transformation to sustainable solutions that will protect our living space and make Bijelo Polje more attractive.

2.5. ACTIONS

1. Actions: Installation of filters and air conditioners in residential buildings and public institutions in Bijelo Polje. Start a project to build a heating plant for the production and supply of heat in the form of heated steam or water to residential buildings and commercial facilities (toplification);
    - Area of intervention: Green infrastructure
      There are several specific actions that can be realized to achieve this:
        - Making a list of potential institutions with priorities where filters, air purifiers, and air conditioners are most necessary;
        - Calculation of how much funding will be necessary for this purpose in order to be planned in the Municipal budget for the next year;
        - Proposal for cooperation with the Government level in this direction through the Government environmental agencies.
        - Potentially look for additional resources through EU calls for this purpose.
        - Look for private partners through a model of private-public partnership - Municipality already prepared a Preliminary design for this project (Heat plant) and can offer locations for this Plant.

2. Actions: Analyze the local regulations and possibilities regarding the ban on the use of coal for individual furnaces and the transition to cleaner energy sources (electricity, pellets, and other biomass);
    - Area of intervention: New Local regulations
        - Making a Report on the current situation in the city regarding individual and collective air polluters;
        - Analyze conditions for adopting new regulations in terms of ban or reduction of the biggest polluters - coal and fuel oil for furnaces. Oil and coal used for energy sources could release many tons of harmful pollutants into the air and discharge dangerous chemicals into the water, thereby degrading the clean air and water.
        - Think about alternatives for energy sources that Local and state levels can offer to the citizens and private sector - pellet, gas, solar energy, or electricity, and how this can be used for individual households (for example, some houses are not properly placed for solar panels on the roofs);

- Create an Energy Plan with the Government, which will include this and provide some resources for individual households, in accordance with the National Strategy of Sustainable Development 2030.

3. Action: Conduct a study on whether the heating project can also include the production of electricity and whether municipal waste can be used as one of the energy sources (cross-cutting topic related to a cleaner environment - removal of existing solid waste landfills and solving waste accumulation in the future)
    - Area of intervention: Green infrastructure and sustainable solutions
        - We can consult experts in this field to examine how we can connect these two projects: Build a heating plant and build a recycling center, from which solid waste will be separated and used as a fuel source. Municipality Bijelo Polje, individually, by some previous calculations, will not have enough solid waste in order for this project to be sustainable, but if all northern Municipalities separate their solid waste and transport it to Bijelo Polje, this could be a sustainable project.
        - Check on potential cooperation with European banks and the EU regarding funding possibilities.

4. Action: In cooperation with the competent state authorities, organize actions towards citizens and the economy to use electric cars more, and allocate financial resources as subsidies for the purchase of electric vehicles and promotion of public transport.
    - Area of intervention: Green transformation
        - Conduct one or more public calls in cooperation with the Eco Fund of Montenegro for buying electric cars, where public institutions and the private sector can also apply.
        - Promotion of public transport and subsidies from the local level for individual carriers in order to reduce the usage of cars.

5. Action: Create a campaign and educational activities through the communications mechanisms of the Municipality on various topics.
    - Area of intervention: Educational activities
        - Start with the new educational program through the local public broadcaster “Radio Bijelo Polje”.
        - Conduct a public call for the NGO sector with topics: education of young and older people about the importance of environmental protection;
        - Conduct a public call for the NGO sector with the topic: how to properly recycle solid waste;
        - Conduct a meeting or forum for the private sector where the ULG group can present new ideas in the green economy and sustainable solutions from EU practice;
        - Examine possibilities to have one or more educational sessions in the main elementary schools in Bijelo Polje about environmental protection and the importance of preserving nature;
        - Conduct interviews with experts in this field and publish them through the Municipal main website.

2.6. INTEGRATED APPROCH

1. Stakeholder involvement in planning - From the mentioned actions, it can be concluded that it will include both horizontal and vertical engagement of various stakeholders.

2. Coherence with existing strategies – Our activities are connected to the main Strategic documents, both at the local and state levels.

3. Sustainable urban development – actions address all three pillars of sustainable development in terms of economic, social, and environmental objectives.

4. Sectoral integration – actions will address various sectors of activities, including infrastructure, transport, education, green transformation, energy efficiency, housing, culture…

5. Spatial integration – Our activities will not significantly affect Spatial planning.

6. Territorial integration – our activities are coherent with activities that the Municipality of Pljevlja will implement in the next period (green energy sources, use of biomass instead of coal and fuel, reduction of air pollution), and with other northern Municipalities in terms of sustainable development.

7. Multi-level governance – actions are planned coherently at different levels of governance, mostly covering local and national levels.

8. Integration of cross-cutting thematic aspects – Our activities will not significantly affect gender equality, but we are interested in seeing other cities' ideas that we can include in our IAP in order to promote it. Activities will be coherent with digitalization and climate change.

9. Integration over time – Our actions are planned in the short, medium, and long terms, and they will be dependent on resources.

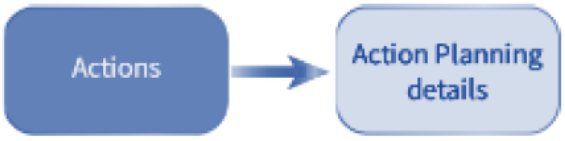
10. Complementary types of investment – Currently, our IAP is focused more on “hard” investments, but still contains soft investments (in this way, we can use knowledge and examples from partner cities on how to balance between “human capital” and “infrastructure”).

11. Mobilizing all available funding – One of the main points of our IAP should be to secure resources because we have ambitious activities. Seeking to use the full range of funds available to support the implementation of planned actions, from EU Funds to private local sources, will be one of our main concerns. We will ask for information from partner cities, and we will be prepared for future cooperation in this way.

12. Stakeholder involvement in implementation - During implementation, we expect the involvement of both local offices and the Government, and we think that duties are balanced. Nevertheless, the municipality will continue with local activities, and we will continue to cooperate with state-level and Government agencies.

In4Green URBACT NETWORK
IAP SECTION 3

This section aims both to **plan the delivery of specific actions** foreseen under the Plan, as well as to **build the capacity for future action planning**. These actions will be presented in action planning tables.



Below, we will present a list of activities with more details regarding the implementation of the Plan.

1. Installation of air purifiers and air conditioners in individual buildings;
2. Transition to energy sources that pollute the air less (gradually eliminate coal and wood as dominant energy sources in Bijelo Polje);
3. Implementation of the District Heating project, which would permanently solve the problem of polluted air;
4. Promotion of green policies and the use of electric cars;
5. Educate citizens and the private sector about green transformation and what we can learn from other cities about environmental protection.

Action 1

Action Title	**Installation of air purifiers and air conditioners in individual buildings**
Description	Installation of a minimum of 30 air purifiers in 2025. and 2026. in individual buildings in public buildings, first of all in kindergartens, schools, health institutions, and communal offices, Where there is a necessary installation of energy-efficient and modern air conditioners (minimum 30).
Link to Vision & Objectives	To create a healthier and more sustainable Bijelo Polje by ensuring clean indoor air and comfortable living environments, thus improving residents' quality of life and supporting regional development aligned with environmental and public health goals

Area of Intervention	- Area of intervention: Green infrastructure There are several specific actions that can be realized to achieve this: - Making a list of potential institutions with priorities where filters, air purifiers, and air conditioners are most necessary; - Calculation of how much funding will be necessary for this purpose in order to be planned in the Municipal budget for the next year; - Proposal for cooperation with the Government level in this direction through Government environmental agencies. - Potentially look for additional resources through EU calls for this purpose. - Look for private partners through a model of private-public partnership - Municipality already prepared a Preliminary design for this project (Heat plant) and can offer locations for this Plant.
Implementation Steps	Step 1: Finalize Needs Assessment Complete site visits and surveys. Confirm the number and type of units required per building. Identify specific installation points and space constraints. Step 2: Procurement of Equipment Issue tenders or purchase orders to selected suppliers. Receive and inspect equipment upon delivery to ensure quality and compliance. Step 3: Scheduling and Coordination Develop a detailed timeline for each installation. Coordinate with building owners and residents for access and scheduling. Allocate resources and assign installation teams. Step 4: Site Preparation Ensure access to electrical connections and space.

	Prepare the site, including any necessary electrical or structural modifications. Clear the area for installation activities. Step 5: Equipment Installation Mount and install air purifiers and conditioners per manufacturer instructions. Connect electrical wiring and verify safe grounding. Secure units properly to prevent movement or damage. Step 6: System Testing Power on the equipment and test functionality. Check for proper air flow, temperature regulation, and filtration. Address any issues or defects immediately. Step 7: Resident/User Training Provide instruction on the operation and maintenance of air purifiers and conditioners. Distribute user manuals and maintenance guidelines. Step 8: Documentation and Sign-Off Record installation details, serial numbers, and configuration. Obtain approval or sign-off from project supervisor or stakeholders. Step 9: Post-Installation Monitoring Conduct follow-up visits to ensure proper operation. Collect user feedback for potential adjustments or issues. Step 10: Maintenance Planning Schedule routine maintenance and filter replacements. Establish contact points for repairs and service.

Timeline	Week Activity Details 1-2 Finalize Needs Assessment Site surveys, building assessments, equipment specifications. 3-4 Procurement of Equipment Tender issuance, bid evaluation, procurement. 5 Delivery and Inspection of Equipment Receiving and inspecting units. 6 Scheduling & Coordination Plan installation timetable, inform stakeholders. 7-8 Site Preparation and Setup Electrical work, space clearing, preparing sites. 9-10 Installation of Air Purifiers and Air Conditioners Mounting, wiring, securing units. 11 System Testing and Quality Assurance Functionality testing, addressing issues. 12 Resident/User Training Operation instructions, manuals distribution. 13 Documentation and Sign-Off Record keeping, formal approval. 14 Post-Installation Follow-up & Monitoring Check operation, gather feedback. Ongoing Maintenance & Support Schedule regular maintenance and address repairs.
Responsible Organisation(s)	Municipality of Bijelo Polje
Estimated Costs	Estimated Costs for 30 Air Purifiers Mid-range HEPA Air Purifiers €150 - €250 (€4,500 - €7,500) Suitable for personal or small room use. High-capacity or Commercial Units €300 - €500 (€9,000 - €15,000) Suitable for larger spaces or higher performance needs. Total Estimated Cost (for 30 units): Budget Option: €4,500 - €7,500 Premium Option: €9,000 - €15,000

	Additional Costs to Consider - Delivery and Transportation Fees: Typically, 5-10% of equipment cost. - Installation & Setup: If professional installation is required, estimate €50-€100 per unit. - Maintenance & Filters: Approx. €20-€50 annually per unit for replacement filters and servicing.
Funding Sources	Municipality of Bijelo Polje, Government of Montenegro, EU funds
Monitoring Indicators	1. Equipment Performance Operational status: Percentage of units functioning correctly without faults. Air quality improvement: Reduction in indoor pollutants such as PM2.5, CO2, VOCs. Airflow and cooling efficiency: Proper airflow and temperature regulation as specified by manufacturers. 2. Installation Quality Compliance with safety standards: Number of units installed according to technical specifications and safety regulations. Timeliness: Percentage of installations completed within the scheduled timeline. 3. User Satisfaction Resident feedback: Satisfaction levels regarding air quality and comfort (via surveys). Operational ease: Ease of use and maintenance reported by users. 4. Maintenance and Durability Maintenance compliance: Frequency and timely completion of planned maintenance activities. Filter replacements: Adherence to maintenance schedules and frequency of filter changes. 5. Cost and Budget Cost adherence: Actual expenditure vs. planned budget.

	Cost savings: Decrease in health-related costs or energy consumption post-installation.
Risk Assessment	Potential Risks: - Insufficient biomass supply - High initial investment costs - Technical challenges in biomass conversion technology - Resistance from stakeholders or local communities - Environmental impacts from biomass processing Likelihood & Impact: - Insufficient biomass supply: Medium likelihood, high impact — could delay project - High initial costs: High likelihood, medium impact — may limit funding or delay implementation - Technical challenges: Medium likelihood, high impact — operational disruptions - Environmental impacts: Low likelihood, medium impact — potential harm if not managed properly Mitigation Measures: - Secure biomass sources through contracts and sustainable harvesting practices - Explore funding opportunities, grants, or public-private partnerships - Involve experienced technical experts and conduct pilot projects - Engage stakeholders early with awareness campaigns and consultations - Implement environmental best practices and impact assessments

Action 2:

Action Title	**Transition to energy sources that pollute air less (gradually eliminate coal and wood as dominant energy sources in Bijelo Polje)**
Description	The transition to cleaner energy sources in Bijelo Polje involves gradually reducing reliance on coal and wood, which are significant sources of air pollution. This process includes investing in renewable energy technologies such as solar, wind, and hydro power, encouraging energy efficiency, and promoting sustainable practices. The goal is to improve air quality, protect the environment, and ensure a sustainable energy future for the community The action involves gradually shifting from coal and wood to renewable energy sources in Bijelo Polje. Objectives include reducing air pollution, promoting sustainable energy use, and improving public health. Expected outcomes are better air quality, lower greenhouse gas emissions, energy diversification, and a healthier environment for residents.
Link to Vision & Objectives	This action supports the IAP vision by advancing sustainable and environmentally friendly energy solutions. It aligns with objectives to reduce air pollution, combat climate change, and promote health and well-being. Transitioning to cleaner energy sources helps create a resilient, low-emission energy system that benefits the environment and enhances quality of life in Bijelo Polje.
Area of Intervention	Action: Analyze the local regulations and possibilities regarding the ban on the use of coal for individual furnaces and the transition to cleaner energy sources (electricity, pellets, and other biomass); - Area of intervention: New Local regulations - Energy Transition and Sustainable Development
Implementation Steps	- Analyze the local regulations and possibilities regarding the ban on the use of coal for individual furnaces and the transition to cleaner energy sources.

	- Submission of new requests (minimum one) to the Government level for the District Heating project to be nominated in the capital project list for 2026. - Provide training and support to local stakeholders and energy providers. - Adoption of new local regulation on renewable development when using biomass. - Monitor and evaluate progress, making adjustments as needed.
Timeline	The timeline for implementing this transition typically spans longer periods, depending on the available resources. Key phases include initial adoption of new local regulations and policy deployment (2026-2027), after that, gradual phasing out of coal and wood while increasing renewable energy capacity (2027-2030). Regular monitoring and adjustments should be incorporated throughout the process.
Responsible Organisation(s)	Municipality of Bijelo Polje, Government of Montenegro
Estimated Costs	The estimated costs include expenses for: - Engage an expert to analyze the local and state regulations and possibilities regarding the ban on the use of coal for individual furnaces and the transition to cleaner energy sources - 1.000 euros. - Provide training and support to local stakeholders and energy providers - 3.000 euros. - Monitor and evaluate progress, making adjustments as needed - 2.000 euros.
Funding Sources	The Municipality of Bijelo Polje, Government of Montenegro, EU funds
Monitoring Indicators	- Air pollution measurements - data from the Air Measurement Station

	- Number of new users - biomass, solar panels - Number of new local regulations on renewable energy sources.
Risk Assessment	Identified Risks: 1. There is no political will to adopt new regulations - Likelihood & Impact: Possible, Intolerable - Mitigation Measures: Political representatives will be briefed about the action's relevance 2. Opposition from citizens due to the initially more expensive installation of these systems- -Likelihood & Impact: Possible, tolerable. - Mitigation Measures: The municipality and the State can offer subsidies or delayed payment. 3. Submission of new requests (minimum one) to the Government level for the District Heating project to be nominated in the capital project list for 2026. - Likelihood & Impact: Improbable, Intolerable. - Mitigation Measures: Include the proposal in the list of capital projects of the Municipality that will be submitted in the regular procedure to the Government of Montenegro.

Action 3:

Action Title	The District Heating plant project
Description	Implementation of the District Heating project, which would permanently solve the problem of polluted air. The municipality of Bijelo Polje currently does not have a district heating system. Heating in the residential sector is currently individual, where wood is used for heating in individual stoves. The public sector also relies on biomass or on heating systems based on liquid fossil fuels. Due to this practice, the air quality in the city (especially during the heating season) is very poor. High concentrations of air pollutants, including SO2, NOx, and dust, cause respiratory problems and environmental pollution. Currently, people buy and prepare wood for the heating season throughout the year. Firewood is stored in all possible places, such as gardens, terraces and parking lots. Individual wood stoves are characterized by low efficiency and uncontrolled high gas emissions.
Link to Vision & Objectives	The implementation of a biomass district heating plant will drastically change the heating situation in the city. The new district heating network, designed according to modern standards and regulations, will supply heat to the most densely populated parts of the city. On the positive side, the project will significantly reduce existing air pollutants and greenhouse gas emissions resulting from conventional heating practices in the municipality. The city's air quality is currently very poor, a result of air pollutant emissions resulting from residential heating, which typically uses wood for fuel in low-efficiency individual stoves, as well as from heating public buildings.
Area of Intervention	Green infrastructure
Implementation Steps	(1) Site Selection and Assessment (2) Clarification of the need for an Environmental Study by the investor/designer;

	(3) Conducting an Environmental Study (if necessary) (4) Participating in public consultations; (5) Obtaining the necessary permits from the competent authorities; (6) Implementing the requirements of the permit (7) Funding and Resource Allocation (8) Construction
Timeline	(1) Site Selection and Assessment - 5 months ; (2) Clarification of the need for an Environmental Study by the investor/designer - 1 month; (3) Conducting an Environmental Study (if necessary)-4 months; (4) Participating in public consultations- 4 months; (5) Obtaining the necessary permits from the competent authorities and implementing the requirements of the permit- 5 months; (6) Funding and Resource Allocation - 6 months; (7) Construction- 2 years;
Responsible Organisation(s)	The Municipality Bijelo Polje The Government of Montenegro The Montenegrin Environmental Protection Agency
Estimated Costs	In Total 15 mil. euros - Obtaining the necessary permits from the competent authorities and implementing the requirements of the permit, 70.000 euros. - Conducting an Environmental Study 30.000 euros - Construction 14.9 mil. euros

Funding Sources	The Government of Montenegro The Municipality Bijelo Polje Credit EU funds
Monitoring Indicators	1. Location selection - one or two best locations defined in the planned period; 2. Clarification of the need for an Environmental Study by the investor/designer - Conducted Environmental Study in the planned period; 3. Participating in public consultations - minimum 3 public hearings or consultations held during the planned period (before works); 4. Funding and Resource Allocation - We need support from the Government level and from the EU budget allocated for countries in the WB region. Also, the Municipality can provide additional funds through credit. 5. Construct a District Heating plant with all the following infrastructure by 2030. 6. Evaluation.
Risk Assessment	1. Finding the best location that is in public ownership 2. Conduct an Environmental study - if we need a specific study, this can prolong the timeframe for this project for a couple of months. 3. Participating in public consultations: it can occur that people are not interested much in this project (for which we should have a broad consensus) 4. We can have a problem with funding of the project because if we don't receive support from the state level and from EU development programs, we would not be able to collect funds from the local capital budget and credits.

Risk	Likelihood	Severity	Mitigation measures
Delays in the process	Probable	Tolerable	Continuous monitoring of timing.
Finding the best location	Possible	Intolerable	Finding two or more possible locations
Participating in public consultations	Improbable	Undesirable	Public hearings and consultations will be carried out.
Funding and Resource Allocation	Possible	Intolerable	The process should be carried up with persistence.

Timeframe chart:

Activities	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8
Activities 1 and 2: preparation								
Activity 3: consultations								
Activities 5 and 6: funding and allocation								
Activity 7: Implementation								
Activity 8: evaluation.								

Action 5:

Action Title	**Promotion of green policies and the use of electric cars**
Description	Since the Municipality of Bijelo Polje has excellent cooperation with the state institution "Eco Fund", in the coming period we will try to highlight the importance of using electric vehicles in comparison to the current ones, starting with the fleet of the Municipality of Bijelo Polje and public local institutions and companies. Our goal is to make savings in terms of fuel consumption by purchasing electric vehicles, as well as to reduce the emission of harmful gases from cars into the atmosphere. In the previous period, there was not enough discourse regarding the harmfulness of using gasoline/diesel vehicles. Over the last few years, we identified an increasing number of

	registered passenger cars, which is also reflected in the lack of parking spaces in the city center. Considering that, compared to the period 10 years ago, now we have twice as many cars in the city center, the question of harmful gas emissions arises on this basis as well. One of the solutions is precisely the promotion of green policies and the use of electric vehicles.
Link to Vision & Objectives	These activities are in close correlation with our vision - by reducing harmful gas emissions, we will also contribute to cleaner air in the central zone. We also want to promote the use of bicycles and walking in order to reduce the use of passenger vehicles, which will contribute to people's health and greater physical mobility. This includes promotion of public transport and subsidies from the local level for individual carriers.
Area of Intervention	**Green transformation**
Implementation Steps	1. Conducting a public call for purchasing electric cars for individuals, businessmen and entrepreneurs in Bijelo Polje for the purchase of electric and hybrid vehicles. This should be implemented in cooperation with "Eco fund Montenegro" 2. Promotion of green policies in this field, which will be followed by public announcements on local media (social networks, Municipality web page, and official Instagram profile). 3. Plan the Municipal budget for 2026. with item "subsidies for individual public transport carriers". 4. Upgrading the current Municipal power station for electric cars (one or two more parking spaces with a higher voltage station).

Timeline	1. Conducting a public call for purchasing electric cars for individuals, businessmen, and entrepreneurs in Bijelo Polje for the purchase of electric and hybrid vehicles- 5 months. 2. Promotion of green policies in this field, which will be followed with public announcements on local media (social networks, Municipality web page, and official Instagram profile) - 6 months 3. Plan Municipal budget for 2026, with item "subsidies for individual public transport carriers" - December 2025. 4. Upgrading the current Municipal power station for electric cars (one or two more parking spaces with a higher voltage station) and evaluation - 5 months.
Responsible Organisation(s)	- The Municipality Bijelo Polje - The "Eco fund" of Montenegro - Municipal Secretariat for sustainable and rural development - Municipal Secretariat for construction
Estimated Costs	1. Conducting a public call for subsidies to individuals, businessmen, and entrepreneurs in Bijelo Polje for the purchase of electric and hybrid vehicles - 60.000 euros 2. Promotion of green policies - 2.000 euros 3. Plan Municipal Budget for 2026. with item "subsidies for individual public transport carriers" - 100.000 euros 4. Upgrading the current Municipal power station for electric cars (one or two more parking spaces with a higher voltage station) - 20.000 euros.

Funding Sources	The Budget of the Municipality of Bijelo Polje "Eco fund" Montenegro EU grant
Monitoring Indicators	1.Number of electric vehicles in the Municipality (data from the Ministry of Internal Affairs unit in Bijelo Polje), a minimum of 20 is our goal; 2. Number of public announcements on official municipal communication channels and local media (minimum 7). 3. Number of new parking spaces for the power station.

Risk assessment:

Risk	Likelihood	Severity	Mitigation measures
Budget not approved	Improbable	Intolerable	This should be clearly explained to the assembly members prior to the session.
Promotion of green policies	Improbable	Tolerable	We need to create a clear Plan on who, how, and when to promote green policies.
Procurement process unsuccessful for power station upgrade	Improbable	Undesirable	The possibility of adaptation of the parking space should be checked before the procurement process.
Unexpected modifications in the implementation of the public call	Possible	Undesirable	We should secure cooperation with the Eco Fund of Montenegro and co-finance the public call

Timeframe chart:

Activities	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8
Activity 1: Budget plan for 2026.								
Activity 2: Promotion								
Activity 3: Conduct a public call								
Activity 4: evaluation								

Action 5 :

Action Title	**Educate citizens and the private sector about green transformation**
Description	In the past period, the Municipality of Bijelo Polje promoted green projects that were implemented independently or in cooperation with state authorities, but with fewer educational activities. We believe that education is very important and that it is the basis for the future change of behavior of each individual. There are several areas where we believe it is necessary to act in order to bring the importance of these issues closer to citizens. This primarily includes waste recycling and adequate waste disposal. We believe that it is necessary to start a campaign from kindergartens and elementary schools on the importance of preserving the planet and nature, so that the new generations adopt correct patterns of behavior from a young age.
Link to Vision & Objectives	Adequate education from an early age has a strong influence on shaping the behavior of each person in the future. We believe that modern heat energy generation systems will be the priority choice of every individual, and with adequate measures for switching to environmentally acceptable energy sources, as well as subsidies from the local and state level, we expect that the use of wood and coal as primary sources of energy in individual households (the main cause of air pollution in Bijelo Polje) will be significantly reduced.

Area of Intervention	Educational activities
Implementation Steps	1. Hold 2 lectures in at least two kindergartens (preschool age) about the importance of protecting the planet Earth and the harmfulness of waste disposal. 2. Hold 2 lectures in at least 2 elementary schools on the importance of environmental protection and the consequences that can arise due to bad air 3. Hold 2 lectures in at least 2 high schools on the importance of adequate waste sorting and the benefits we can have from the waste recycling process. In addition, all the advantages of environmentally friendly energy sources and opportunities for green transformation (solar energy, pellet stoves, adequate insulation of individual buildings to save electricity) should be followed up on.
Timeline	1. Hold 2 lectures in at least two kindergartens (preschool age) - 2 months 2. Hold 2 lectures in at least 2 elementary schools - 2 months 3. Hold 2 lectures in at least 2 high schools - 2 months 4. Evaluation of the results- 1 month
Responsible Organisation(s)	- The Municipality Bijelo Polje - Municipal Secretariat for sustainable and rural development
Estimated Costs	1. Hold 2 lectures in at least two kindergartens (preschool age) - 2.000 euros (for material and for an external expert who will lead the presentations/lectures) 2. Hold 2 lectures in at least 2 elementary schools - 2.000 euros (for material and for an

	external expert who will lead the presentations/lectures) 3. Hold 2 lectures in at least 2 high schools - 2.000 euros (for material and for an external expert who will lead the presentations/lectures)
Funding Sources	The Budget of the Municipality of Bijelo Polje
Monitoring Indicators	We need to set a goal for how many educated students, kids, and children we want to engage in lectures. 1. The number of children in kindergartens (a minimum of 20 is our goal); 2. The number of kids in elementary schools (minimum 30). 3. Number of students in secondary schools (minimum 30).

Risk Assessment:

Risk	Likelihood	Severity	Mitigation measures
Delays in the process	Possible	Tolerable	Continuous monitoring of timing.
Budget not approved	Possible	Intolerable	Political representatives will be briefed about the action's relevance.
Could not find an adequate person for the lecture preparation	Improbable	Intolerable	The experience of the lecturer should be the key thing, so this will be examined carefully.
Unexpected modifications in the implementation	Possible	Acceptable	The implementation process will be followed up closely.

Timeframe chart:

Activities	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8
Activity 1: Hold 2 lectures in at least two kindergartens								
Activity 2: Hold 2 lectures in at least 2 elementary schools								
Activity 3: Hold 2 lectures in at least 2 high schools								
Activity 4: evaluation								

In4Green URBACT NETWORK
IAP SECTION 4

1. SECTION 4: IMPLEMENTATION FRAMEWORK

GOVERNANCE

The responsible body for the activities envisaged by this Plan is the Municipality of Bijelo Polje - Secretariat for Sustainable and Rural Development. The implementation of this Plan will be monitored by the Office for EU Projects and the Office for Local Economic Development of the Municipality of Bijelo Polje.

ONGOING STAKEHOLDER ENGAGEMENT

We plan to maintain the work of the ULG group through 2026, through periodic meetings and discussions on progress in the implementation of the IAP. Over the coming years, we will try to bring together key stakeholders as needed.

OVERALL COSTINGS AND FUNDING STRATEGY

Overall costings in this IAP are high due to one big project, “District heating system in Bijelo Polje”. This project was included in our IAP because we believe that funds for this project can be collected from both the EU grant and the government, and credit. We, as a small Municipality, at

this moment cannot finance this project, but with help from the Government and an EU grant with a loan, we can completely finish this project.

Regarding the other 4 activities, we can manage to provide the necessary funds from the local and state budgets, in cooperation with state institutions. Also, we will track open EU public calls for Montenegro and apply for additional funds so that we can implement IAP.

OVERALL TIMELINE

Our IAP is planned for the next two years (except for the project “District heating system”). We will start with our implementation already at the end of 2025 (budget planning), which we expect to be implemented in 2026.

We leave space for 2027. because of unpredictable works or situations, and the deadline for 2030. because of the project “District heating system”.

RISK ASSESSMENT

We do not expect major problems in the implementation of the Plan; the activities have been set in a way that they can be realized with fewer financial resources. The greatest risk exists in the implementation of the “District heating system” Project, because it is estimated to have a larger budget for which we do not have a guarantee or an EU grant. These are activities on which we must work in the coming period and may affect the final result.

MONITORING AND REPORTING

The monitoring process will be carried out by the Office for EU Projects and the Local Economic Development Office of the Municipality of Bijelo Polje.